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**EVALUATION REPORT:  
FPMD ASSISTANCE TO THE CENTRE FOR  
APPLIED RESEARCH ON POPULATION AND  
DEVELOPMENT (CERPOD)**

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## CONTENTS

<b>LIST OF ACRONYMS</b> .....	<b>i</b>
<b>ACKNOWLEDGEMENTS</b> .....	<b>ii</b>
<b>EXECUTIVE SUMMARY</b> .....	<b>iii</b>
<b>I. INTRODUCTION</b> .....	<b>1</b>
<b>II. DESCRIPTION OF FPMD TECHNICAL ASSISTANCE</b> .....	<b>2</b>
<b>III. EVALUATION OF FPMD TECHNICAL ASSISTANCE</b> .....	<b>8</b>
<b>A. Perception of FPMD's intervention</b> .....	<b>8</b>
<b>B. Inspection of the Output of FPMD's Interventions</b> .....	<b>16</b>
<b>IV. A LOOK AT CERPOD'S CRUCIAL ROLE IN THE SAHEL REGION</b> .....	<b>19</b>
<b>V. CONCLUSIONS</b> .....	<b>23</b>
<b>Annex 1: Evaluation Methodology</b>	
<b>Annex 2: List of Persons Interviewed</b>	
<b>Annex 3: References</b>	
<b>Annex 4: Selected Demographic, Economic and Social Indicators for the Sahel Countries</b>	

## **LIST OF ACRONYMS**

<b>CEDPA</b>	<b>The Centre for Development and Population Activities</b>
<b>CERPOD</b>	<b>Centre for Applied Research on Population and Development</b>
<b>CILSS</b>	<b>Permanent Interstate Committee for Drought Control in the Sahel</b>
<b>FPMD</b>	<b>Family Planning Management Development</b>
<b>INSAH</b>	<b>Sahel Institute</b>
<b>MSH</b>	<b>Management Sciences for Health</b>
<b>UNFPA</b>	<b>United Nations Population Fund</b>
<b>USAID</b>	<b>United States Agency for International Development</b>
<b>USED</b>	<b>Socioeconomic Demographic Unit</b>

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## **EXECUTIVE SUMMARY**

In July 1994 Walter Mertens, Director of Evaluation for Family Planning Management Development, visited Bamako, Mali, to conduct a qualitative evaluation of the effectiveness of FPMD assistance to the Centre for Applied Research on Population and Development (CERPOD). As one of FPMD's subproject evaluations, the purpose of the CERPOD evaluation was to look at FPMD's interventions in terms of their consequences on the internal structure and management dynamics of the organization and their potential impact on the quality of the organization's services. In this effort, Dr. Mertens conducted interviews with three categories of people: CERPOD staff members, representatives of donor agencies involved with CERPOD, and members of population research institutions with interests in the region. The evaluation is also based on the examination of the outputs of FPMD interventions as reflected in the strategy, planning and reporting documents of CERPOD.

The evaluation tells a success story of FPMD technical assistance to CERPOD. All interviewees agreed that the management system of CERPOD has improved on both individual and institutional levels. Interviewees also stressed that FPMD interventions are a successful example of knowledge transfer; that they have helped create a better awareness of problems confronting CERPOD; they have contributed to better thought-out strategies and workplans (as evidenced in the workplan for 1994-1999); and they have given CERPOD a better sense of future challenges.

CERPOD has played a crucial role in the acceptance of population policies by the majority of the Sahel countries and is currently making an important contribution to the execution of these policies. However, as CERPOD members recognize, the future of the organization is not yet completely assured. There are five important challenges to be met in the future: the need to stay abreast of new developments in management; the need for more systematic personnel policies; the need for better and more systematic evaluation of CERPOD's activities; the need for a balance between CERPOD's resources and its obligations; and the sustainability and long term survival of CERPOD.

## I. INTRODUCTION

This evaluation report is the story of CERPOD (see Box 1 for a short historic description), an agency which weathered a grave growth and identity crisis and emerged successfully with a new vision of its role in the Sahel countries and beyond, with a new sense of purpose for its activities in population and development, and with a staff convinced of the usefulness of sound management to obtain its objectives.

Thanks to a series of short-term episodes of technical assistance from MSH in the area of management, the staff of CERPOD grasped the opportunity to create a new vision of its future, to adjust its organizational setup to the requirements of this new vision and to streamline its activities in accord with this new vision. FPMD's assistance can be described as a successful example of knowledge transfer which contributed to the survival of CERPOD because it created a better awareness of the problems confronting CERPOD and of the need for new basic orientations for CERPOD. It helped CERPOD in the formulation of better thought-out strategies and workplans and in the establishment of more efficient structures within CERPOD. It also gave CERPOD a better sense of future challenges and of the imperative to develop an adequate strategy for sensible sustainability.

As a consequence of this transformation CERPOD played a key role in the formulation of population policies in the Sahel region, an area once notorious for its neglect of the impact of

### Box 1 Brief History of CERPOD

The origins of CERPOD go back to the establishment in 1973 of the Permanent Interstate Committee for Drought Control in the Sahel (CILSS), an intergovernmental agency comprised of the nine Sahel countries to organize the distribution of food to the Sahel population during drought. As its instrument the Sahel Institute (INSAH) was created. Initially its activities concentrated on the solution of food problems and on the mobilization of the international community to help solve the problems caused by drought in the Sahel region. The initial period was followed by a decade of multiple and sometimes disconnected projects. To avoid wasting resources and to operate within a better integrated framework, CILSS adopted in 1985 a new strategy structured based on three major perspectives: promotion of development with the welfare of women and men at its center; reconstruction of the Sahel economy on sound and stable foundations; and creation of a new ecological equilibrium as the base for rational spatial planning.

At an early stage it was realized that the Sahel problems were intimately intertwined with the population dynamics of the region. Therefore a Socioeconomic Demographic Unit (USED) was created within the Sahel Institute in 1978 at Bamako, Mali. In 1988 USED was transformed into CERPOD (Center for Applied Research on Population and Development), which is a semi-autonomous institute of the Sahel Institute.

population dynamics on social and economic development. A majority of countries of the Sahel now have population policies and are making serious efforts to integrate population into development policies and programs. Two decades ago, the term "family planning" was still taboo in this region. Most Sahel countries are now creating a hospitable environment for family planning in both the public and private sectors. Few people would deny that this situation could have occurred so speedily and so extensively without CERPOD's participation.

The evaluation report has been organized into three parts. First, a short overview of FPMD technical assistance to CERPOD is provided. The next two parts constitute the evaluation proper, an analysis of the direct and indirect effects of FPMD's interventions.

## **II. DESCRIPTION OF FPMD TECHNICAL ASSISTANCE**

FPMD interventions are part of a wider program of USAID assistance to CERPOD involving several other collaborating agencies. Among those is the Population Council, whose overall project purpose was to strengthen CERPOD's institutional capacity to support family planning programs in the Sahel region. Section III gives a short overview of the different steps of FPMD's technical assistance.

### **Initial visit for needs assessment and preparation of plan of action**

This visit was organized in September 1991 outside Bamako, where CERPOD was holding its third annual planning retreat. The visit, based on a series of interviews with the personnel of CERPOD, was used to study the planning process and the genesis of CERPOD's 1991 five year plan. The visit permitted the identification of CERPOD's strengths and weaknesses and a diagnosis of its human resource policies, personnel evaluation procedures, and professional development arrangements.

This diagnosis brought some problems sharply into the foreground. It identified the existence within CERPOD of two vicious circles severely affecting the efficiency and even the basic purpose of its operations. First, growing external assistance increased the need for manpower expansion, which then put pressure on the institute to obtain further assistance. Second, while the member countries of CILSS are the creators of CERPOD and are the reason for its existence, they also complicate the life of CERPOD's staff members through continuous and unplanned requests, causing frequent absences of staff members. Long term planning of CERPOD's activities is thereby made much more difficult, thus endangering high quality work and the existence of the institute itself. At the same time, the diagnosis showed a variety of problematic aspects in CERPOD's organizational structure. Its structure and incentive mechanisms were found to be very rigid and not flexible enough to introduce necessary changes for more efficient operation. An informal network of interaction and communication had developed through which key problems of CERPOD were discussed, but never in a way which allowed them to rise to a level where they could be openly recognized with the expectation of modifying CERPOD's organizational structure.

On the basis of these findings recommendations were made for technical assistance in three important management areas:

- **Operational and strategic planning:** training of staff members in basic knowledge of planning, programming and management; elaboration of strategic planning and development of five year operational plan for CERPOD; and evaluation as an integral management tool.
- **Financial management:** technical assistance to the accounting unit that would enable CERPOD to better monitor its activities and to more efficiently apply the norms of its stakeholders; long-term financial management reflecting the basic philosophy of CERPOD; and the capacity to explore sources of financial assistance and react to appeals from international donors according to CERPOD's own priorities.
- **Personnel management:** technical assistance to coordinate tasks within CERPOD; elaboration of a professional career development plan; and design of a personnel evaluation system.

#### **Preparatory workshop in strategic planning**

The first workshop, organized in March 1992, was preparatory in anticipation of the workshop on strategic planning. During the preparatory workshop a series of important organizational "learning disabilities" which had to be confronted by CERPOD personnel were identified:

- Isolation of divisions absorbed by interdivisional competition, blocking a coherent common approach to CERPOD's problems.
- Superficial activism as a disguise for reactive attitudes towards problems which should have been faced squarely and systematically from the very beginning.
- Fragmentation of work, impeding a detached inspection of the consequences of CERPOD's activities.
- Preoccupation with daily events without consideration of underlying trends and causes, resulting in reaction to sudden crises without inspection of gradual change which, in the long run, will often have greater momentum.
- Wasting energy on trying to identify outsiders as the source of problems for CERPOD while neglecting members' own contributions to the problems.
- Blind trust in a management team which has been conditioned to look overly confident when recognition of some degree of uncertainty would have been more productive.

In preparation for this workshop, four groups of themes were identified as key group themes for the process of strategic planning at CERPOD:

- Management of CERPOD's relations with its partners, especially in regard to excessive financial dependency; the need to explore financial alternatives and clarify procedures with donors as well as CERPOD's position within the CILSS structure.
- Management participation, including full participation of staff in all phases of decision-making, and the need for adequate channels of communication and interaction as key components of effective management.
- Enhancement of programming skills through better information on the links between available resources and costs; division of labor and the equitable distribution of the volume of work; and tactics on how to cope with unforeseen demands.
- Strategies in regard to the fundamental structure of CERPOD: how to balance responsiveness to the particular needs and requests from Sahel governments and CERPOD's desire to develop its own priorities based on its expertise and intellectual assessment of the problems of the region.

The basic objective of the workshop was defined as an assessment of the then-current status of CERPOD, a new vision of its own future and a clarification of its responsibilities towards its stakeholders and a continuous search for better management of its internal work dynamics. Specific objectives were formulated for three categories:

- The future of CERPOD within a wider context of strategic planning: creation of a common vision of CERPOD's future; development of a consensus in regard to the characteristics of its stakeholders and to CERPOD's responsibilities towards them; and the need for evaluation of the progress and outcomes of strategic planning.
- Better work processes: analysis of norms and work procedures with the objective of identifying opportunities for their improvement and for appropriate monitoring.
- Stimulation of personal involvement: stimulation of personal and collective responsibilities; encouragement of self-critique and on-the-job learning; and maintenance of an environment promoting stimulation and self-criticism.

The workshop was a combination of structured brainstorming and consensus building, experimental exercises, theoretical conferences, discussions, and sometimes fierce debates.

## **Workshop on strategic planning**

This five-day workshop, organized in July 1992, was dedicated to the theme of strategic planning as applied to CERPOD and incorporated, among several other items, the results of the preparatory workshop and an analysis of the external environment of CERPOD. The methodology used was similar to the previous workshop and put special emphasis on work in small groups which transcended hierarchy and the regular bureaucratic divisions of CERPOD.

The results of this workshop can be summarized under four headings:

- Development of a vision for the next five to ten years of CERPOD as an African center of excellence in the applied area of population and development.
- An analysis of the contradictions impeding CERPOD from realizing this vision, institutional barriers blocking full development of CERPOD, inadequate marketing policies, limited management capabilities, absence of long term thinking, and the problem of contradictory expectations of the member countries of CERPOD.
- Development of three strategic directions to overcome the contradictions: stimulation of demand for CERPOD's services through marketing strategies; better image of CERPOD through high-quality consultancy service and more active participation in population and development conferences; improvement of the performance of CERPOD through a program based on systematically applied criteria and strict time tables; reinforcement of CERPOD's institutional integrity through greater autonomy; and clarification of the institutional arrangement with CILSS and relationships within the CILSS system.
- Elaboration of an action plan to implement the strategic plan.

## **Consultancy on financial management**

The goal of this consultancy was to provide CERPOD with the management and analytical techniques to cover indirect costs as well as to clarify and improve CERPOD's financial situation. CERPOD's direct (defined as the costs which can be directly linked with a particular activity, project or, product) and indirect costs (those costs which cannot be directly linked with a specific activity, project, or product) were analyzed to define a range for optimum coverage rates for indirect costs. The method recommended was one of direct imputation. An effort is made to attribute to a specific project all associated costs. The costs which cannot be attributed in this manner are the indirect costs. It then becomes possible to calculate the distribution coefficient of the indirect costs, indicating the ratio of necessary indirect cost recuperation, which for 1993 came to 22 percent. The consultant was careful to point out that this figure was specific for 1993 and subject to change depending on factors

such as the recovery speed of CERPOD's accumulated deficit and its plans for the expansion of common services to the project such as data processing services.

The consultant analyzed various cost categories such as personnel compensation, telephone communications, and others and made specific recommendations on how they should be handled in direct and indirect cost calculation. In addition, he analyzed the accounting system and plans of CERPOD and made specific recommendations on the treatment of subsidies. He recommended the use of several software packages to better identify direct costs, such as those of long distance phone call and fax, and briefly reviewed possibilities for generating new sources of income. All together the consultant was able to pinpoint specific problems which needed immediate attention as well as long term changes in the accounting system of CERPOD.

This consultancy was accompanied by a parallel one for the further progress of the strategic plan and its further integration into the existing long-term plan (the final version of the 1993-1997 five year plan).

#### **Follow-up workshop on strategic planning and for morale improvement**

This workshop was organized at the end of February 1993 after a 12 month period of turbulence and overwork for the personnel of CERPOD as a consequence of a series of audits, evaluations, requests for information from donors, and proposed changes under the CILSS restructuring. This situation was perceived as a real crisis by CERPOD personnel. CERPOD members questioned themselves about whether the real work of CERPOD in research and technical assistance was really appreciated and recognized in an environment in which the restructuring of CILSS seemed to become more polarized and politicized. Out of this turmoil rose the desire to hold an internal workshop to discuss the current crisis, improve morale, and develop concrete plans to maintain CERPOD's integrity as an autonomous member of the CILSS structure. It was therefore decided to combine the planned follow-up workshop on strategic planning with the objective to improve morale and to convince staff members that the future of CERPOD remained valid and worthwhile. The objectives of the workshop were twofold: development of strategies to overcome the obstacles facing the realization of the common vision for CERPOD and the remobilization of the CERPOD team to fully confront the crisis.

The workshop resulted in four basic outcomes:

- Strategies to confront the crisis, directed on one hand to obtaining a commitment from the donors to the maintenance of CERPOD as an autonomous center and, on the other hand, a recognition from the Sahel countries of the importance of CERPOD's contributions.
- A new commitment to the vision of CERPOD as an African center of excellence.

- Remobilization of the team of CERPOD through a willingness to invest all personal efforts in maintaining the autonomy of CERPOD, and a heightened awareness among CERPOD staff that they can influence CERPOD's environment and destiny.
- Production of several documents, including a general document on the position of CERPOD in regard to the restructuring of CILSS and information bulletins specifying the contributions made by CERPOD to each of the CILSS member countries.

### **Workshop on management**

This workshop, the first of two one-week management training courses organized in April 1994, was organized and conducted by an outside consultant from Africa assisted by a Management Sciences for Health (MSH) staff member. The content of the general management course included the topics of management, effective team work, obstacles to effective communication, leadership types and identification of personal leadership style, negotiation, problem resolution, change management and personal action planning. The approach used for the workshop was participatory with emphasis on self-exploration, self-discovery, and decision making. A variety of training techniques was used: exercises, self-evaluation, case studies, video presentations, and roleplay.

As the outcome of the training course the following results can be mentioned:

- CERPOD members were introduced to basic concepts of management in direct relation to the problems and future of CERPOD.
- Each participant did a self-evaluation in connection with his/her weaknesses and strengths in management and put together a plan for self-improvement.
- A plan of action was put together to improve three important problems identified by CERPOD members during the training course. The three problems identified were lack of equity in personnel management, division of personnel over separate buildings, and lack of a representative voice for staff members at the senior management level.
- A time table and description of its contents were finalized for future activities, specifically the development of a personnel evaluation system for CERPOD and the next short term training course.

## **Future interventions**

The following interventions will take place in the near future:

- A fourth strategic planning follow-up visit, which will take place in October 1994 and will focus on approaches to obtaining funding for CERPOD and on the preparation for the donor round table.
- Management training workshop focusing on personnel management.
- Consultancy for personnel management focusing on staff performance evaluation procedures, career development and staff training plan and a review of the consistency of job descriptions and structural divisions' terms of reference with CERPOD's future plans.

## **III. EVALUATION OF FPMD TECHNICAL ASSISTANCE**

The direct evaluation of FPMD's intervention is based on two sources of information: 1) the perception of that intervention by CERPOD's members and by external observers as reflected in the interviews and 2) the examination of the direct output of the intervention as reflected in the strategy, planning and reporting documents of CERPOD. A short description of the evaluation methodology is given in Annex 1.

### **A. Perception of FPMD's intervention**

To repeat, FPMD's assistance can be described as a successful example of knowledge transfer which contributed to the survival of CERPOD because it created a better awareness of the problems confronting CERPOD and of the need for new basic orientations for CERPOD. It helped CERPOD in the formulation of better thought-out strategies and workplans and in the establishment of more efficient structures within CERPOD. It also gave CERPOD a better sense of future challenges and of the imperative to develop an adequate strategy for sensible sustainability.

### **A successful example of knowledge transfer**

The intervention, in the words of many interviewees, can be described as a successful example of knowledge transfer. This is to be understood in a broad sense and includes both knowledge of management principles and experience with new processes of group interaction and communication.

It was emphasized that, despite the absence of long term advisers, this type of assistance showed that short term technical assistance can be extremely efficient, if provided by the right people with the right approaches. Some interviewees contrasted the experience with unfortunate examples of long term assistance through resident advisers. One donor representative said: "I was struck by the level of detailed insight into the organization which

was obtained during the first two-week activity." Another donor representative stated that "MSH assistance to CERPOD is a model which should be applied to other organizations as well." One CERPOD member stressed the flexibility of the technical assistance: "The methodology was always flexible. When CERPOD's existence was threatened, it was easy to introduce changes in the format of the workshop and to get it more attuned to the grave crisis which had fallen on CERPOD." One person who wanted to illustrate that FPMD had never tried to impose its own ideas on CERPOD, but instead had used its assistance to let CERPOD members express their own preferences, gave the example of the CERPOD member who had received a customized training in facilitation skills at MSH in Boston and had then returned to very successfully conduct the annual retreat without any FPMD presence.

One characteristic of the transfer of knowledge stressed by many CERPOD members was the participatory nature of the process. As one staff member said: "Through these workshops all personnel of CERPOD got involved in its management and in new management thinking. I had never seen such a process. After the first workshop we became much more active in the planning process. It was us who did the thinking. MSH did not decide for us but facilitated the clear definition of options." Another staff member emphasized the intensification of interpersonal communication: "We realized that there was not enough communication and contacts among staff members. Although discussions on the future of CERPOD had begun before MSH involvement, it is thanks to the workshops that we started to think systematically through franker discussions among CERPOD members about the challenges CERPOD had to confront." Another described the experience as "terrific! It was a real discovery for all of us! The workshops helped us to work together in a purposeful manner."

Several persons observed that a lot of first-rate technical knowledge in population and related areas is present in CERPOD but that through the workshops CERPOD members became aware that this knowledge by itself was not sufficient to take care of the management problems confronted by CERPOD. This idea is very well-illustrated in the following statement: "We are a research and educational community, normally not well attuned to management issues. Our management mentality is one of complementarity. Management thinking is perceived as something external which has to be added to our scientific activities. Now we realize that it has to penetrate our activities in all its phases and components. Management cannot be mere juxtaposition to our technical activities." In addition, as another person said: "the technical assistance gave us a much better understanding of individual and group dynamics. Before, we used small groups to discuss certain issues but often we were not able to reach consensus because of the lack of familiarity with consensus enhancing techniques." Another person emphasized the dual character of the knowledge transfer:

The technical assistance was responsible for knowledge transfer on two levels, on the broad level of management principles and on the more practical level of certain communication techniques. It has enabled us to acquire a general vision of the management process. It has taught us much more efficient planning. We know better how to prioritize and to consolidate activities. The experience has served us very well

in the preparation of the five year plan. On the more practical level it has given us the capability to organize efficient brainstorming sessions. Even small things, such as a common area to relax and talk informally while having lunch or coffee, was an outcome of the contact with MSH.

Some persons emphasized that all CERPOD members should make it a point to attend the management courses and seminars because as one staff member put it: "One can see the difference in perspective and attitude between persons who followed the training courses and those who did not."

The process of knowledge transfer did not come without its minor problems. Several CERPOD members mentioned that initially there were many doubts about the methodology. "It sometimes appeared to us as a children's game," said one person. One person stated that "a priori several of us were skeptical but a posteriori we became convinced." And another person expressed that: "Initially I was very reluctant. I just did not understand the approach. Finally I realized it was necessary especially when I became aware of the importance of a long term vision for CERPOD, both internally and for CERPOD's relations with its member countries and donors." One person suggested that: "maybe at the beginning more effort should have been spent to explain the approach. I would then probably a priori not have said that it would serve no purpose." Another person thought that: "there were still too many examples from industry which reenforced the initial impression that it could not be useful for us." One member brought up the difficulty of applying management thinking to research projects: "Management techniques are not yet fully adapted to the need of a research organization. The successful execution of good research projects definitely requires management, and the workshops are making us aware of that need. The problem is still how to make the link between strategic plans and research."

Several CERPOD members, when strenuously urged to mention any negative aspect of FPMD's assistance emphatically stated they could not find anything. When prompted more strongly, some mentioned a small logistic problem in coming to an agreement concerning the timing of seminars. "MSH seems to help so many organizations that it sometimes becomes a logistic problem to agree on a mutually satisfactory time for the organization of seminars and workshops."

### **Contribution to the survival of CERPOD**

One donor representative described FPMD's contribution as "an impressive example of the rebirth of an institute which in other circumstances could have easily disappeared. Without this project [the MSH management assistance] we could not have entrusted other projects to CERPOD. Because of these management changes we regained confidence in CERPOD and we decided to continue our support to it. We have not been disappointed. On the whole CERPOD is quite punctual in the execution of its commitments." Another donor representative described MSH's technical assistance as one "which helped to turn a demoralized, somewhat fragmented staff into an energized, unified entity capable of maximizing the skills already learned during previous strategic planning activities."

CERPOD members shared the same opinion as the following testimony shows: "The assistance of MSH was very, very beneficial! Thanks to the improvement in our thinking about strategic planning and how to confront donors and representatives of the member countries we do not have to deplore a death (the death of CERPOD)." Another interviewee stated that "The intervention of MSH has made us aware of our capacities and of our strengths! It has enabled us to make the right decisions at a crucial moment in time when the very existence of CERPOD was threatened as an autonomous organization." A third CERPOD member described the same experience in the following terms: "We are very much convinced that without MSH's assistance we would not have overcome the crisis. It has really helped the morale and the internal social climate." A final comment stresses the degree of independence towards donors which was gained as a consequence of the experience: "It has permitted us to consolidate the past and to construct the future. It has permitted us to really form a common front. We made donors see our point of view."

### **Creation of an awareness of problems confronting CERPOD and the need for new basic orientations for CERPOD**

FPMD interventions have enabled the staff members of CERPOD to openly discuss the problems of CERPOD and to acquire a vision of what CERPOD could be in the future. As one staff member said: "One does see much more sharply the problems confronting the Centre. Furthermore problems are viewed with a focus on the future such as those of financial independence and how to increase the technical level of the staff." Another staff member stated that: "It has given us the opportunity to discuss our problems in a way which before would have been impossible. In the past CERPOD was like a ship without mooring. Now it is a ship which knows whereto it wants to sail and how. In the past our maps were deficient."

There was a general consensus that there was a considerable lack of communication in CERPOD and that this was recognized even before the contact with FPMD. "However we were not able to get rid of that constraint before the contact. We are persons, each working within their scientific specialization and tended to be less interested in management issues. The workshops helped us to come out of our shells. We have no more secrets. Everything came out in the workshops." Out of this confusion, as many CERPOD members observed, arose a new vision of CERPOD as a center of excellence in the field of population and development for the Sahel region and for the whole of Africa. As one staff member said: "CERPOD has to be at the top of population knowledge for population and development policies. It has to become a point of knowledge transfer between the North and the South."

Staff members have become much more conscious of two crucial management issues which they recognize as still unsolved and which will require far more attention in the immediate future: personnel management and long term institutional survival. Many staff members emphasized that the experience had shown that the management of human resources is one of the greatest challenges. "How to organize them, how to make them more efficient, how to improve their contributions and how to assure that they are justly treated in regard to competence and efforts is an overwhelming but first order task," summarized one of the

CERPOD staff. Dealing with the same issue, another staff member commented: "There is not yet a well-developed system of internal personnel evaluation in CERPOD. We need to define this more in detail. With the reorganization of CERPOD, job descriptions need to be updated and incentive systems need to be systematized and made more functional." One person commented: "Some staff members are really overburdened with work. Some people cannot even take the vacation they are entitled to. We have one sociologist, one planning economist and one demographer for five big projects. That is absolutely insufficient. But we also have to become more selective in the type of consultants we recruit for CERPOD. There have been cases where we had to throw out their reports because they were definitely inferior."

The long term survival of CERPOD, of course, remains a daily concern of the Institute as witnessed by the following quotation: "If donors would suddenly lose interest in CERPOD, the Institute would vanish from the world." The interviews show that more thinking will have to go into this problem both on the side of CERPOD and on the side of the donors. One CERPOD member commented:

We do not yet have a full fledged strategy to define and to exploit our market. We have spoken about it and there will be further discussion of the issue. Fortunately, CERPOD starts to be better known. However, we need a better communication policy to convince the market of the potential contributions of CERPOD. Some people feel that we need a special adviser for marketing. It has been discussed, but we have not yet come to an agreement.

The consultancy to calculate the direct and indirect costs of CERPOD were very much appreciated because as one staff member stated: "Several projects do not pay enough overhead, so we are really subsidizing projects and indirectly donors." Also CERPOD, by defining its basic mission and strategy has become less of a maidservant of the donors and is now able to present a package to the donors which reflects CERPOD's basic mission and programmatic interests. Efforts are made to expand the consulting services of CERPOD and to transform CERPOD into an efficient executive agency for organizations such as UNFPA and others. "However, there are many pitfalls on the road to financial independence," said one CERPOD member. "We do not want to become a mere business concern, and not all donors understand this."

#### **A new vision, better thought-out strategies and workplans, and more efficient structures**

All CERPOD interviewees agreed that the management system of CERPOD had improved on both the individual and institutional levels. The key element in this process was the collective creation of a new vision for CERPOD. All relevant documents--mission statement, strategic planning and interview notes--show that the new vision is used as the basis for operational planning. One person expressed this as follows: "thanks to the fact that we work together much and that we have a common vision and objective, strategies and workplans have really become tools of efficient management in CERPOD. It is now possible to make every year a balance of our activities in a spirit of open criticism to know what

constraints to get rid of and what needs to be solved with structural changes." Another person stated:

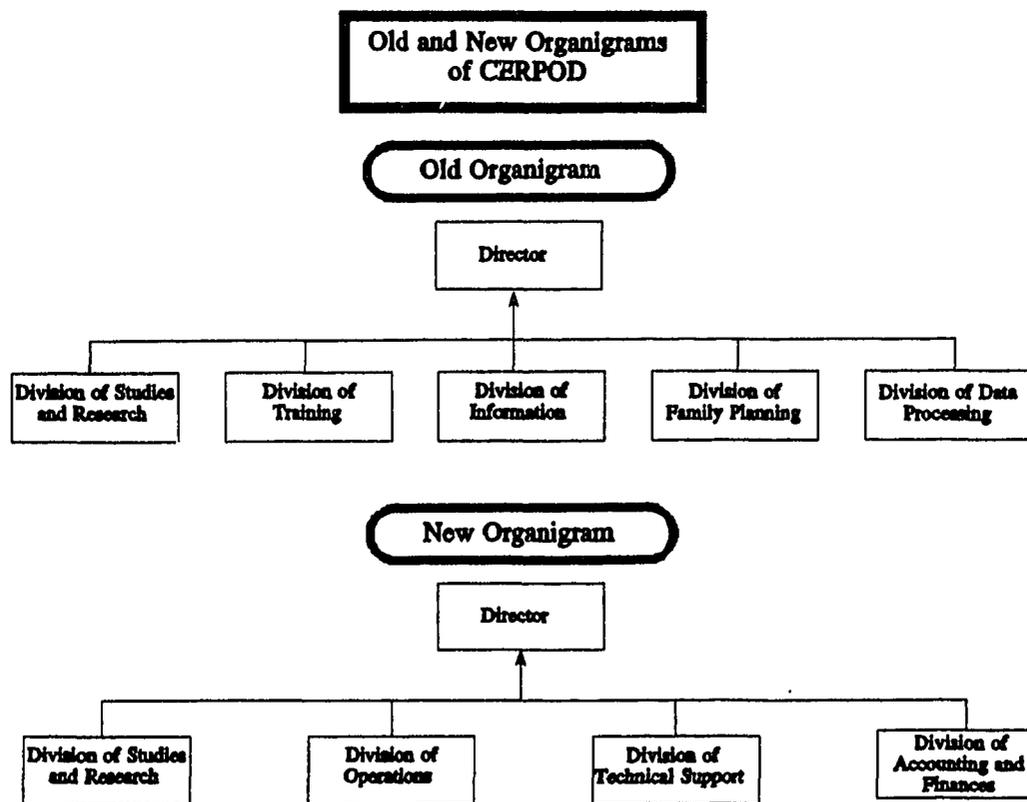
We were the first within CILSS to have multi-year programs. Management and staff at different levels in the organization have definitely a similar perception of its vision. This is a direct result of the interventions of MSH and of the staff's willingness to focus on the key problems confronting CERPOD as they emerged from the past. The mission provides management and staff with a common vision of the future of the organization, as is evidenced. The experience of the annual retreats which had been initiated before MSH came into the picture provided now with MSH's assistance the mechanism through which the mission was formed and through which it will be regularly reviewed. Every member has an opportunity to state his point of view. Four times a year the staff meets to discuss a particular theme and in addition there are other opportunities. The outcome is a five year plan workplan with several sections: research with well defined axes, training, family planning and information.

These changes were confirmed by a donor representative who asserted: "I do not know another institute in the region which has such a degree of management awareness. There is much more transparency there in both workplans and financial reports. While many agencies do not really know their accounting, CERPOD does and can give us excellent and interesting overviews of their workplans."

Ongoing improvements in the structure of CERPOD were also cited as having been facilitated by the contact with FPMD. As one CERPOD member says: "We see our role much better towards CILSS and the Sahel countries. Before our setup was more centralized. Now we have become more consensual and this quality is on the increase."

Although a variety of opinions was uttered in regard to the degree of centralization, covering the whole range from centralization to decentralization, the majority of the staff's opinions clearly tended to cluster on the decentralization pole of the scale. Several CERPOD members felt that the decentralization process had benefited from the attitude of the Senior Management. One person said: "the institute is becoming more decentralized because the director listens to the arguments of the staff. The chief manifests himself through his opinions and not through authoritarianism."

The organizational structure of CERPOD, as shown in the diagram below, had recently been changed and become more streamlined. Although everyone knows where s/he is standing in the new organizational structure, the full division of labor between the new divisions has not yet been finalized and has resulted in a certain amount of insecurity about the roles and responsibilities for several staff members.



All together, the many changes in management and structure which have occurred in CERPOD are refreshing and have attracted the admiration of outsiders. One representative of a research institute from France commented that "we could really profit ourselves from CERPOD's experience with new management thinking and techniques. They have a lot that we do not have and that we should have to better organize our own future." A consultant to CILSS, impressed by the new management thinking in CERPOD commented: "Why look for consultants to help CILSS in its management problems when there is such a good example right on the spot. Just look at CERPOD's mission and strategy statements and take inspiration from them".

### **A better understanding of future challenges to CERPOD**

FPMD assistance has made CERPOD members think more systematically about future challenges to CERPOD. Five such challenges were regularly mentioned in the interviews (the second and the last have been referred to already): the need for staying abreast of new management developments to be incorporated into CERPOD's structure and activities; the need for more systematic personnel development policies; the need for better and more systematic evaluation of CERPOD's activities; a healthy balance between CERPOD's resources and its obligations; and the sustainability and long term survival of CERPOD.

### The need to stay abreast of new management developments that can be incorporated into CERPOD's structure and activities

CERPOD members, through their contact with FPMD, have become much more knowledgeable about the importance of sound management and the various procedures which can enhance that management. Several CERPOD members expressed the desire for the development of special mechanisms ensuring that this knowledge would continue to flow to CERPOD. "We have to look at collaboration with MSH in the future beyond the recent crisis. We still need more management training to confront the future challenges, especially in regard to the long term survival of the Centre. As CERPOD becomes more familiar with management sciences, staff members feel that they are reaching a stage where CERPOD itself could provide technical assistance in this field to governments and population programs in the region. As one member put it: "In our technical assistance to programs in the region we discover again and again that many of these programs suffer from weak management and could benefit from our experience. However, to do this efficiently we ourselves need to be familiar with new management developments"

### The need for more systematic personnel policies

CERPOD members are aware that the organization needs to have clear and more systematic personnel policies. As one member put it: "The new organigram is in place. What needs to be clarified are the terms of reference for each researcher and how the various projects are allocated to the new divisions. There were job descriptions before the transformation but we need new ones." Several members expressed the desire for better mechanisms to revise job descriptions, more adequate systems to evaluate professional performance, and a revision of the personnel procedures manual of CERPOD. Evidently as a consequence of the immersion in new management procedures, the proper management of human resources has become an important concern in CERPOD and has strengthened its desire to have more technical assistance in this area.

### The need for better and more systematic evaluation of CERPOD's activities

CERPOD is becoming more convinced of the importance of evaluation, both as an integral management tool for its own activities but also as one component of its technical assistance portfolio. There is not now an overall plan and strategy for the internal evaluation of CERPOD's activities. Nor is there a well-thought-out plan which could be used to market CERPOD's potential contribution to the evaluation of population projects in the region. Most staff members are acutely aware of these weaknesses and often expressed the desire that a full-fledged workshop could be dedicated to the evaluation process and that more reflection should be done on the structure of evaluation within CERPOD and how to combine it with evaluation as one mode of technical assistance. As one member stated: "Evaluation is still an area of management where we expect more knowledge transfer from MSH."

### A healthy balance between CERPOD's resources and its obligations

As one member stated: "There is a tendency for CERPOD to pick up too much hay on its fork. Initially this may look fine but if later on the time scheduled for the execution of the activity becomes unrealistic, CERPOD's prestige suffers from it" This observation was repeated by one donor representative who underlined that CERPOD should not try to do everything. Another staff member emphasized that donor organizations sometimes contribute to the problem by underestimating the time and resources needed to bring a project to full fruition: "In such a case we are in fact subsidizing the donor agency; we need to become more accurate in estimating the necessary time and overhead costs for the successful completion of projects and technical assistance." The issue will gain in importance because in the future technical assistance to countries in the region activities will loom more largely in CERPOD's activities.

### Sustainability and long term survival of CERPOD

Personnel at CERPOD have become acutely aware of the need for long term stability of the Institute and the problem of sustainability. While core staff of the institute are currently supported by UNFPA, this will not be the case in the future. Staff members recognize the urgency of this issue but also recognize that more thinking needs to be done to put a viable system in place to obtain the necessary resources for future survival. Many staff members expressed the need for more systematic lobbying efforts on the part of CERPOD. As one member noted: "We do not have yet a clear marketing policy. We have discussed many ideas but have not yet come to concrete plans. There is furthermore the problem that many governments and other agencies in the region consider us as a kind of donor." Proposals have been discussed to establish within CERPOD a unit to market its activities and hire a person exclusively dedicated to fundraising. To date no decision has been taken in this regard. Some expressed reservations and feared that lobbying efforts could completely eclipse the proper activities of CERPOD.

### **B. Inspection of the Output of FPMD's Interventions**

CERPOD's work plan and budget for 1994-1999 shows how far it has come in the absorption of modern management thinking. CERPOD, in its introduction to the document describing that plan, explicitly states that the experience with the previous plan for 1988-1992, combined with the three workshops on strategic planning, enabled CERPOD to much better formulate its objectives, planned activities, budgets, and expected results.

#### **Objectives**

- Integration of demographic variables in social and economic planning for the implementation of population policies.

- **Creation of awareness among decision-makers and the wider population concerning population issues, especially those affecting food security and the management of natural resources.**
- **Institution building through strengthening the capacity of national institutions and of CERPOD itself.**
- **Reinforcement and broadening of regional cooperation in national population and development programs.**

### **Expected results**

The 1994-1999 plan is expected to obtain five important results:

- **Increased knowledge of population dynamics in the Sahel region and increased use of this knowledge for national population and socio-economic development policies.**
- **Adoption of population policies in those countries which do not yet have one (Cabo Verde, Guinea-Bissau, Mauritania and Tchad) and further implementation of existing population policies.**
- **Human resource development for population policy analysis and information implementation.**
- **Promotion of regional cooperation for research, training information and policy implementation.**
- **Recognition of CERPOD as the institutional leader for population policies in the Sahel region.**

To pursue the objectives and to attain the expected results, CERPOD has prepared a program of activities which has been summarized in the table on Page 18.

**TABLE 1 CERPOD FIVE KEY ACTIVITY AREAS 1994-1999**

Operations	Research	Information	Data processing	Institutional development
<p><b>1. Development of population policies and programs</b>                      - technical assistance for drafting of population policies and programs                      - biannual workshops on specific themes                      - evaluation of policies and programs                      - study of socio-cultural obstacles to policies and programs</p> <p><b>2. Support of MCH and family planning programs for quality improvement</b>                      - elaboration and evaluation of programs                      - management information systems                      - operational research</p> <p><b>3. Training</b>                      - introduction of population and development programs in Sahel universities                      - workshops for Sahel cadres and seminars related to research                      - stages</p>	<p><b>1. Integration of population, development and environment</b>                      - improvement of planning and decision making models</p> <p><b>2. Comparative research on migration, urbanization</b>                      - insertion of migrants in urban areas                      - research for better urban planning in Dakar and Bamako                      - interrelations between labor mobility and regional economic integration</p> <p><b>3. Women , family and development</b>                      - family strategies, gender and productive activities of women                      - methodological studies for better identification of family type in relation to gender issues</p> <p><b>4. Health and society</b>                      - study of change process towards better health with emphasis on family variables                      - fertility and health of mother and children                      - AIDS and public health especially in relation to migratory movements</p> <p><b>5. Support for the analysis of basic data</b>                      - technical assistance for the collection and analysis of sociodemographic data                      - in depth analysis of existing surveys and censuses</p>	<p><b>1. Diffusion of scientific information</b>                      - Studies and projects (4 per year)                      - Working papers (1 per year)                      - Research reports (occasional)                      - Reports of colloquia and seminars (occasional)                      - Data sheet on Sahel countries (one every two years)</p> <p><b>2. Popularization of population data</b>                      - especially through the information bulletin "Pop'Sahel"</p> <p><b>3. Sensibilisation</b>                      - through special conferences, production and diffusion of audio-visual material</p>	<p><b>1. Development of software for -MCH and family planning program management</b>                      - integration of population and development variables                      - demonstration models fro the interrelations of population and economic growth</p> <p><b>2. Development of data bases for Sahel governments</b>                      - for population and socioeconomic indicators</p>	<p><b>1. Continuing education for CERPOD personnel</b>                      - though participation in courses , conference and workshops</p> <p><b>2. Strengthening of collaboration with stakeholders</b></p>

#### **IV. A LOOK AT CERPOD'S CRUCIAL ROLE IN THE SAHEL REGION**

In monetary terms FPMD's "investment" is small. In terms of its wider impact and its implications for CERPOD's activities, it is much larger than can be deduced from a mere inspection of the budget for FPMD's intervention. Although it is practically impossible to do a real cost-benefit analysis for this intervention, it can be safely stated that any such exercise would have resulted in extremely high marks. This can easily be seen from a look at CERPOD's role in the population scene of the Sahel region and beyond. Few knowledgeable persons will deny that this role was crucial. This evaluation report does not intend to credit FPMD for this. Many institutions and people, not the least CERPOD and its staff, should be. However it is no exaggeration to say that without FPMD's intervention many of these accomplishment would not have taken place. FPMD's intervention permitted CERPOD to be reborn as a more dynamic and better organized institution.

#### **CERPOD is playing an important role in population policy formulation and implementation in the Sahel region**

CERPOD has played, and continues to play, an important role in the development and implementation of population policies in the Sahel region. CERPOD played a key role in the genesis and organization of two important conferences on population and development for the Sahel region.

For a long time population problems and population policies in the Sahel region were neglected. Characteristic in this regard is the statement of the representative of Senegal at the 1974 Bucharest population conference who affirmed "that Africa has to choose development now and the pill tomorrow (Mbodji 1992)."

The first breakthrough came with the **N'Djamena Plan of Action on Population and Development**, adopted in January 1989 by the member countries of CILSS on the occasion of the first Conference on Population Policies in the Sahel. This plan, based on the recognition that demographic factors play an important role in development dynamics and on the awareness of increasing imbalances between economic and population growth in the Sahel region, became a frame of reference for drafting and implementing policies throughout the Sahel region. It recommends the adoption of integrated population and development policies dealing with migration and urbanization; health and mortality; and fertility, family planning, and the welfare of women. It specifically directs the member states to provide family planning services free of charge, or at least at subsidized prices, and ensure that family planning services are provided within all MCH programs. With this plan, "growth for the sake of growth," as an editorial in *Pop Sahel*, a CERPOD publication says, "is not sacred dogma any more and has to be seen in relation to reproductive health and the quality of the environment (Ouaidou 1989)." CERPOD had a major role in the elaboration of this plan.

This was followed by a second milestone on the occasion of the **Second Conference on Population Policies in the Sahel**, organized jointly by the government of Senegal and CERPOD in Dakar 1992. This conference enabled the assessment and the improvement of

the N'Djamena Plan of Action on Population and Development. One of the key recommendations of this plan of Action was the adoption of a national population policy in each of the Sahel regions. All together three other Sahelian countries have now followed the example of Senegal and have adopted a population policy: Mali, Burkina Faso, and Niger. CERPOD's work plan foresees a third Sahel Population Conference for 1997, followed again by a ministerial conference.

Since then several more countries of the Sahel have initiated population policies. Only four now remain (Cabo Verde, Guinea-Bissau, Mauritania and Tchad) without formal population policies. However, this situation is not the consequence of opposition but a consequence of a "deficit in demographic knowledge." As one CERPOD member stated: "CERPOD followed a two phase strategy in this process, first promotion of a specific population law, to be followed by a second phase of plans and programs which is now the source of considerable work on the side of CERPOD."

**CERPOD, through its research and related activities in training and technical assistance, is a leader in the population arena for the Sahel region.**

CERPOD is involved in a multiplicity of applied research activities which feed into its policy-oriented activities and into its management programs. CERPOD's new vision and the introduction of modern management practices is transforming its research program in a program which is extremely useful to the current concerns of the Sahel and other African governments. Some selected examples follow.

#### Integration of population variables in social and economic planning

As in many other countries, the integration of demographic variables in economic planning was for a long time a pious slogan without much real effect. Often it was thought sufficient to put something on population at the beginning and at the end of a development plan, as one CERPOD member mentioned, to reach the holy grail of the integration of population into development. Now we are able to show concretely the impact of population growth on education, health, and employment and how family planning in combination with other programs can make a real contribution to increased social and economic welfare.

#### Operational and other research on family planning

CERPOD also realizes that it is not sufficient to have lofty policy declarations but that these policies need to be translated into effective programs. Hence, it is engaged in research which will make family planning programs more acceptable to the Sahel populations, such as research on condom acceptance in Mali. CERPOD is also interested in the wider socioeconomic micro-context of fertility behavior as shown by its study on the interrelationships between fertility and productive activities of women.

## Health and society

CERPOD's interest in the health area encompasses both reproductive health and health in general. A major project focuses on the reproductive health of adolescent girls, on the risk of pre-nuptial pregnancies and on the problems of contraceptive use among these girls and their boyfriends. A major concern is sexually transmitted diseases, specifically AIDS. Efforts are under way to estimate its demographic impact on population growth. CERPOD is also interested in general health problems and the utilization of health services and their improvement. It is engaged in many mortality surveys allowing for better knowledge on the mortality of various social and ecological groups of the region. It follows mortality and health trends in a selected region which has been selected as an observatory for the study of the health transition and accompanying changes towards better health customs and behavior.

### **Box 2 Population dynamics of the Sahel Countries**

The nine countries of CILSS have a population about 45 million, 7 percent of the total population of Africa. Its rate of population growth, much higher than Europe during its phase of high population growth, is currently one of the highest in the world. It reflects a high birth rate (48 per 1000). On the average, women have almost seven children at the end of their reproductive lives. Contraceptive prevalence rates are extremely low--in the neighborhood of five percent. Infant mortality is 122 (per 1000 births). Life expectancy is about 49 years (compared with an average of 53 for Africa and 65 for the world). With this rate of growth the Sahel population will double each 23 years and in 2020 the Sahel would have between 95 and 115 million inhabitants. The urban population is still relatively small. However by 2020, if present trends continue, the urban population by itself would be almost equal to the current population of the region. The region is characterized by a shortage of rains which, since 1967, has been the cause of persistent drought which motivated the creation of CILSS. It is one of the poorest regions on earth. Its per capita income is about \$345, to be compared with \$610 from Africa and \$3760 for the world. In many of these countries industrial production cannot even follow the rhythm of population growth.

## Migration and urban population dynamics

One advantage of CERPOD's regional character is that it has an excellent institutional framework for comparative research. This is especially important for migration studies. CERPOD is currently responsible for a major regional study encompassing several Sahel countries together with a few non-Sahelian West African countries (Ivory coast and Nigeria). Focus is on the insertion of the migrant in the urban economy and environment.

**CERPOD is effectively using mass media for the creation of population awareness in the Sahel region.**

In 1988 CERPOD created a network of about 50 journalists from the press, radio, and TV of the Sahel region who regularly write on population issues. They come from both private and public media. The network has a flexible structure. It consists of national units coordinated by a regional unit, located in Bamako at CERPOD. The regional unit essentially drives the program and is responsible for the production of material, provision of documentation on population, information on human resources, and stimulation of national production of mass media programs on population. The national units collect, disseminate and exchange information on population problems in the region. The members of the network have become important spokespersons in liaison with national institutions responsible for population issues. For example, each of the delegations at the second Sahel population conference contained at least one journalist member of the network.

The network has undertaken several initiatives, including seminars, publications and others. In collaboration with Johns Hopkins University, it launched a population news bulletin. The bulletin's function is to serve as a communication mechanism among the members of the network and to feed into mass media in the Sahel region information on population issues.

In 1992 CERPOD organized two seminars to refresh knowledge and to create better awareness of development-population problems. The first, a two-week seminar, was organized in Bamako and was directed to press journalists, mostly members of the network. Its subject matter were population policies in the Sahel region; participation of women in development; population growth; and employment, migration, and family planning. "It was a wake-up call for reality! One does need to know there are population problems in Africa and in the Sahel region," as one of the participants expressed. That the seminars are perceived as information and not as a call for simplistic propaganda is shown by the declaration of a participant that "this does not mean that we have to suppress children or to forbid women to deliver babies," but that "family planning has its place as a strategy for spacing of pregnancies and to reduce fertility to levels in harmony with the environment and the economic possibilities of the country," as the seminar concludes.

The second seminar was organized for radio journalists and health agents of Burkina Faso. Other activities include a competition for the best article, radio or television production for an award to be given in 1993.

This program is having an impact on population thinking in the region, as one journalist observed: "Twenty years ago population problems were considered a matter solely of concern to experts and specialists. It has now become the concern of a wider audience. Concepts such as family planning, maternal and infant mortality, and even population growth have entered into the realm of public interest." Appropriate use of mass media gives a much more vivid character to demographic figures, as the following sentences selected from an article by one of the founding members of the network shows: From 1000 live born children

in Mali 102 die during the first year. This represents 45,000 infant deaths, equivalent to the population of Koutiala (city in Mali)... What can be done to stop such annual mass slaughters? In the immediate future family planning can play an important role."

## **V. CONCLUSIONS**

There is no doubt that CERPOD's story is a success story. It emerged from a crisis which could well have finished off the Centre as an organization with a vision of where it wanted to march into the future. As a consequence, it played a crucial role in the acceptance of population policies by the majority of the Sahel countries. It is currently making important contribution to the execution of these policies and to the implementation of the programs which are the heart and soul of the policies. Three important ingredients are responsible for this fortunate outcome:

- A professional and highly motivated staff at CERPOD with the awareness that their professional expertise was not sufficient to overcome the crisis without priority attention to the management problems faced by the Centre.
- A highly dedicated and very supportive local AID mission with detailed knowledge of the problems and potential for recovery at CERPOD.
- The high quality of FPMD's technical assistance, which at a low cost enabled CERPOD to grasp at a crucial moment the opportunity to obtain a dynamic vision of the Centre and to introduce the required management procedures to make the vision a reality.

The future of CERPOD is not yet completely assured. As CERPOD members themselves recognize there are five important challenges which will have to be met in the future. Among those sustainability undoubtedly is the most important but will require action in tandem with the other challenges. Donors will have to recognize that sustainability is a long term process which cannot be obtained with a few quick fixes. It is unrealistic to imagine that CERPOD can expect in the near future effective core financial assistance from its country members. Donors will have to recognize that CERPOD is an institute which is strategically located at the intersection of the interests of both the developed and developing countries and that therefore some kind of long term assistance from their side to the core activities of CERPOD is a means to sustain a common patrimonium, whose existence is useful, even essential to the welfare of the world population.

**ANNEX 1**  
**EVALUATION METHODOLOGY**

## **EVALUATION METHODOLOGY**

The evaluation is qualitative in nature and based on documents and interviews, of the technical assistance of FPMD to CERPOD. Documents inspected were MSH reports and publications about CERPOD (both scientific and organizational) and general publications on population issues of the region. For the interviews, three categories of persons were approached: staff members of CERPOD, representatives of donor agencies involved with CERPOD and members of population research institutions with special interest in the region. The interviews were preceded by a two-day workshop on evaluation philosophy and methodology for a select group of CERPOD members. Emphasis in the workshop was on evaluation as an integral tool of management.

The evaluation consists of two components. The first component deals directly with the effects of FPMD interventions with regard to CERPOD as perceived by staff members and others. The second component looks at the substantive activities of CERPOD. These, of course, are primarily the labor of the staff members of CERPOD, and secondarily the fruit of the contributions of the donors. However, to gauge the ultimate importance of the work of FPMD in regard to CERPOD and to show the organic and crucial link of the contributions of FPMD, it is imperative that this wider perspective become an integral part of the evaluation of CERPOD.

It should be noted that most of the workshops and short term training courses had evaluation procedures built into their programs. Frequently these interventions were evaluated on a ongoing daily basis, at the end of the workshop and in special meetings with the direction of CERPOD after the workshop. Even if no full scale evaluation took place, some aspects of the workshops were submitted to evaluation. The immediate evaluation of these workshops showed that, basically, they have been great successes and served their purposes very well. Discussions and debates were very frank. In spite of a certain skepticism at the beginning of the first workshop towards a new and unfamiliar methodology for looking at management problems, the staff was eager to learn because of its strong motivation to change internal management styles in CERPOD.

25

**ANNEX 2**  
**LIST OF PERSONS INTERVIEWED**

## **LIST OF PERSONS INTERVIEWED**

### **CERPOD**

**Ibrahima K. Ba**  
**Mathias Dakuyo**  
**Mme Fadima Diarra**  
**Abdoubakarri H. Dicko**  
**Aliou Diongue**  
**Mme Nafissatou Diop**  
**Moussa Dolo**  
**Mouhamadou Gueye**  
**Keumaye Ignegongba**  
**Mamadou K. Konate**  
**Fara G. Mbodji**  
**Dieudonné Ouedraogo**  
**Hamari Soumaoro**  
**Mme Sy Oumou Soumare**

### **OTHERS**

**Isaiah Ade. Ebo, UNFPA**  
**Anne Gaudet, Canadian Embassy**  
**John F. May, The Futures Group**  
**Lucy S. Mize, CEDPA**  
**Sara Pacqué-Margolis, USAID**

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**ANNEX 4**

**SELECTED DEMOGRAPHIC, ECONOMIC AND SOCIAL INDICATORS  
FOR THE SAHEL COUNTRIES**

<b>Demographic Indicators<sup>1</sup></b>									
<b>Country</b>	<b>Birth Rate</b>	<b>Death Rate</b>	<b>Annual rate of natural increase</b>	<b>% Urban</b>	<b>Infant Mortality Rate</b>	<b>Childhood Mortality Rate<sup>2</sup></b>	<b>Life Expectancy at birth (m/f)</b>	<b>Total fertility rate</b>	<b>Total % Married Women using Contraception [mod]</b>
Burkina Faso	50	18	3.1	21	123	159	m: 48 f: 49	7.2	8 [4]
Cape Verde	36	7	2.9	44	40	—	m: 67 f: 69	4.3	—
Chad	44	18	2.6	32	122	212	m: 46 f: 49	5.9	—
Gambia	48	21	2.7	26	90	—	m: 43 f: 47	5.9	12 [7]
Guinea-Bissau	43	21	2.1	20	140	—	m: 42 f: 45	5.8	—
Mali	52	21	3.0	22	110	200	m: 44 f: 47	7.3	5 [1]
Mauritania	46	18	2.9	39	117	—	m: 46 f: 50	6.5	4 [1]
Niger	53	19	3.4	15	123	320	m: 45 f: 48	7.4	4 [2]
Senegal	43	16	2.7	39	80	156	m: 48 f: 50	6.0	7 [5]

<sup>1</sup> Source (except where indicated): Population Reference Bureau, 1994 World Population Data Sheet

<sup>2</sup> The World Bank, *World Development Report 1993*. New York: Oxford University Press, 200-201.

33

Country	Economic Indicators			Social Indicators			
	1992 GNP (US\$ per capita) <sup>1</sup>	1980-91 Annual rate of GNP growth <sup>2</sup>	Per capita income (US\$) <sup>3</sup>	Literacy Rate 1990 m/f <sup>4</sup>	Proportion of primary age children in school 1990 total/f <sup>5</sup>	Proportion of secondary age children in school 1990 (total/f) <sup>5</sup>	Physicians per population (per 10,000) <sup>5</sup>
Burkina Faso	290	1.2	174 (1987)	m: 27 f: 9	t: 36 f: 28	t: 7 f: 5	0.2 (1983)
Cape Verde	850	—	—	—	—	—	1.9 (1984)
Chad	40	3.8	200 (1992)	m: 42 f: 15	t: 57 f: 35	t: 7 f: 3	—
Gambia	390	—	373 (1992)	—	—	—	—
Guinea-Bissau	30	1.1	—	—	t: 59 f: 42	t: 7 f: 4	1.4 (1985)
Mali	300	-0.1	306 (1991)	m: 40 f: 24	t: 24 f: 17	t: 6 f: 4	0.4 (1983)
Mauritania	530	-1.8	520 (1992)	m: 47 f: 3	t: 51 f: 42	t: 16 f: 10	0.8 (1984)
Niger	300	-4.1	—	m: 39 f: 17	t: 29 f: 3	t: 7 f: 4	0.3 (1984)
Senegal	780	0.1	—	m: 51 f: 25	t: 58 f: 49	t: 16 f: 2	0.5 (1984)

<sup>1</sup> Population Reference Bureau, 1994 Population Data Sheet.

<sup>2</sup> The World Bank, *World Development Report 1993*. New York: Oxford University Press, 238-39.

<sup>3</sup> U.S. Department of State Country Background Notes.

<sup>4</sup> *Compendium of International Statistics*, UNFPA, 20-3.

<sup>5</sup> The World Bank. *World Development Report 1993*. New York: Oxford University Press, 294.

34