

Institut Panafricain  
pour le Développement  
Douala – Ouagadougou



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Panafrican Institute  
for Development  
Buea – Kabwe

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# Request by PAID for Project Funding

Submitted to the United States Agency for International Development (USAID)

October, 1986

Secrétariat général / *General Secretariat* : B.P. 4056 – DOUALA (Cameroun)  
Tél. : 42-43-35 / 42-10-61 / 42-85-65 Téléc / 6048 KN

BUREAU DE GENEVE / GENEVA OFFICE : Rue de Varembe 3 case postale 38, 1211 Genève 20 Tel. 33-60-16

## I N T R O D U C T I O N

The Pan African Institute for Development (PAID) submits a request to the United States Agency for International Development (USAID) for funding of projects to be carried out in specified countries of Sub-Saharan Africa. These projects cover:

- manpower development for rural programmes and projects through the training of national development leaders.
- support to entrepreneurial activities through advisory services and in-country courses on related development issues
- diffusion of management skills through the elaboration of training aids
- promotion of small farm development
- popular participation in primary health care
- population and development activities

### Institutional framework

The International Association Pan African Institute for Development is a private non-profit development agency (PDA) established in 1964. It has international status with the governments which host its four regional Institutes in Douala (Cameroon) and Ouagadougou (Burkina Faso) for Francophones, Buea (Cameroon) and Kabwe (Zambia) for Anglophones. Besides these four Institutes, whose activities cover 45 Sub-Saharan countries<sup>(1)</sup> there is the Secretariat General based in Douala (Cameroon) which, with its Central Technical Services, provides administrative, pedagogical and advisory support for the four institutes. The General Secretariat also has an Office in Geneva (Switzerland) to promote relationships with partners in the industrialised countries.

### Aims of PAID

The main aim of PAID is to further the economic, social and cultural development of the countries of Africa, through

- manpower development involving the training of Africans working in the public and indigenous private sectors to assume entrepreneurial roles;
- the promotion of grass-roots development by support to local private and public initiatives, especially in rural areas;
- development-oriented research to strengthen training and support activities and make them relevant to the problems of the African environment.

These activities are aimed at making local leaders and elected officials, entrepreneurs, technical staff and administrative officials working for private, non-profit, para-statal and public organisations capable of assuming responsibility and taking initiatives at various levels; the management functions involved are seen as part of the tasks to be carried out with the active participation of the population, in order to promote self reliant development, increase production and improve living standards and welfare. It is posited in PAID's approach that this can best be achieved by an intersectorial approach with particular emphasis on people's needs, especially in the areas of food self sufficiency, health for all by the year 2000 and the active participation of both men and women in development.

### PAID Programmes

The programmes of PAID recognise the specificity of African socio-economic problems, particularly as they occur in the rural areas and among the marginalised populations of the smaller towns and larger cities, the two sets of problems often being closely linked.

As a conclusion to an overall analysis of management skills needed to promote development initiatives to deal with these problems, training is focused on the priority area of middle level manpower development within the context of an integrated approach to development. This approach lays emphasis on problem identification and problem solving through the setting up and management of local, community, and regional initiatives and enterprises and their support by private and public development organisations. In-service training programmes have therefore been developed which depart functionally from those in classical

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1) IPD/AC: Angola, Burundi, Cameroon, C.A.R, Chad, Comoro Islands, Congo, Djibouti, Equatorial Guinea, Gabon, Madagascar, Rwanda, Zaire.

PAID/WA: Cameroon, Gambia, Ghana, Liberia, Nigeria, Sierra Leone.

IPD/AOS: Benin, Burkina Faso, Cape Verde, Guinea, Guinea-Bissau, Ivory Coast, Mali, Mauritania, Niger, Senegal, Togo

PAID/ESA: Botswana, Ethiopia, Kenya, Lesotho, Malawi, Mauritius, Mozambique, Namibia, Seychelles, Somalia, Sudan, Swaziland, Tanzania, Uganda, Zambia, Zimbabwe.

and conventional institutions of higher learning in Africa: courses are designed on the basis of behavioral objectives while active training methods use case study material from different African environments and alternate field studies with in-class work. These in-service training programmes have been run in selected countries as well as on the campus of each of the four Institutes; they range from 2 - 16 weeks for shorter, autonomous courses, sessions and workshops frequently carried out on request, to regular programmes lasting from 6 - 24 months.

Support activities are undertaken to assist and strengthen development initiatives, particularly those which aim at income generation and employment creation, mainly through small scale entrepreneurial activities; in many cases, PAID also provides support to private, semi public and public bodies whose task is to promote such activities.

Assistance is provided for periods ranging from a few days to several months, or alternatively on a periodic basis and is usually undertaken by 2 staff from different professional backgrounds. They cover such areas as policy and programme elaboration, project identification and design, management analysis, organisation and implementation for programmes and enterprises, preparation and implementation of in-house training programmes, preparation of teaching aids and evaluation of activities as well as in-depth reflexion on the general orientation, the aims and objectives and the activities of the development structure and its enterprises.

Research has been oriented towards contents and methods which would, in a mid-term perspective, produce results which can be used directly to improve both training and support activities. Research work has therefore tended to centre on specific case studies of enterprises and projects or, in the case of more general research programmes, to be undertaken in specific micro-regions in an attempt to embrace the interactions between several factors of development, especially those linked to the development of small-scale farm and off-farm enterprises.

The various programmes are carried out in each of the Institutes by an interdisciplinary team. A total of sixty staff from twenty six different countries (of which 21 are African countries) work in the four Institutes and the General

Secretariat; they have a rich field experience and a wide variety of professional backgrounds:

- economy, development economy, rural economy, agricultural economy, agricultural science.
- cooperative economy and development, cooperative management, financial management, business management, business law, commerce, accounting;
- economic planning, regional planning, physical planning, geography, landscape design, forestry;
- nutrition, medicine,
- development sociology, social anthropology, social work, industrial psychology;
- appropriate technology
- local government administration, public administration, public law,
- educational planning and development, curriculum planning, extension education,
- media, information and communication, journalism, translation/languages, library science.

In addition, visiting lecturers and consultants work on various programmes on a short-term basis.

#### Adaptation to the changing environment

Based on a general analysis of manpower development needs, the basic components of training programmes are articulated around the analysis of the economic, social, cultural and natural environmental situations: programmes and project identification, elaboration and management; business and cooperative enterprise management; regional development and planning and the training of trainers. Within these components, emphasis has been given from the start to agricultural production by independent small farmers and to individual, local community and regional enterprises and initiatives.

In order to ensure that training is adapted to the changing needs of the environment, each training programme is designed on the basis of a preliminary in-country study of training needs, while all courses, sessions,

seminars and workshops are subject to evaluation exercises which provide information as to their pertinence in solving contemporary issues. In addition, periodic studies of overall training needs in relation to manpower development are undertaken in collaboration with PAID's national partners in the different countries. In this way, existing programmes are readjusted to changing needs and new programmes are set up when necessary.

One important result is the on-going readjustment of recruitment practices and course structures in order to make them more accessible to both female and PDA trainees as well as private sector enterprises. Long courses are being articulated as a series of shorter semi-autonomous training units and modules, each of which can be followed separately by trainees (as is already the case in IPD/AC) while decentralisation of specific units and modules as in-country courses will be facilitated.

In addition to the studies of overall training needs and the evaluation exercises, specific requests from partners as well as feed back from support activities have led to decisions by the Association to put increased emphasis over the past few years on specific themes considered as important in development strategy. These include the role of women in development, popular participation in decision making, food self sufficiency and nutrition, health for all by the year 2000, and the promotion and management of small scale enterprises in order to create employment and generate income. Besides being the subject of specific, short-term training sessions, these themes are also being gradually incorporated into the general contents of the different modules and units which make up the regular training programmes.

The same themes are also among priority areas for support activities; a considerable effort has been made not only to assist new private and public programmes being set-up in these fields (especially nutrition services and Women's Bureaux), and existing services whose policies and programmes, are undergoing a re-orientation notably towards the promotion of income generating enterprises (e.g cooperatives, agriculture and forestry services, social welfare services etc as well as several international organisations), but also in supporting local bodies and enterprises set up as a result of PDA or community initiative as well as public and private

promoters of small-scale entrepreneurial activities.

Research interests have been oriented towards: poverty, power structures and the obstacles to local initiatives; the adaptation of technical innovation to specific ecological and cultural situations at a micro region level; and the cultural aspects of management methods for development activities, notably small scale business and small farm enterprises.

PAID's hypotheses and position on these emerging themes was presented in summary form at a recent meeting with financial partners held in Douala in March 1986

In institutional terms, a response has been made to the growing awareness of the similarity of problems in ecological zones which cut across country borders and the increasing importance of regional economic groupings. This entails more collaboration between the regional institutes which is being realised through the exchange and transfer of training/research staff; and a stronger coordination of efforts through the Central Technical Services of the General Secretariat and PAID's other statutory bodies (particularly the Central Scientific and Pedagogical Council and the Management Committee); exchanges with other institutes are also strongly encouraged by the setting up of joint operations in cooperation with external agencies such as the IFAD/ADB/EDI Agricultural Management Training for Africa Programme, (AMTA) the WHO/PAID programme of Health For All By The Year 2000, the curriculum development in Business Management with the Ford Foundation, etc. This means an increased need for staff training in specific development themes, in languages and in computer use the latter now being planned for documentary work, accounting, word processing and research.

#### External relations.

PAID has set up a network of regional and national training and research Institutes in Francophone West Africa and Sahel and is proceeding to do same in the 3 other regions. Closer relations with private sector development activities are also built up in different ways. The curriculum development work in business management has led to an informal network among institutions promoting small business in anglophone countries. Many of these private initiatives are undertaken by Private Development Agencies.

Closer relationships with African PDA's are therefore being pursued through recruitment of trainees from such organisations and the re-orientation of support activities towards their needs as well as through the setting up of a specific training programme aimed at improving the skills of PDA staff in managing their own organisation.

PAID also leads the African regional office of the Southern Network for Development (SONED), a Third World PDA coordinating body set up during a meeting held at the Buea Campus in 1984.

Besides its relationships with PDA's training and research institutes and promoters of private sector initiatives, PAID maintains ties with the manpower development authorities in the different countries. It is also officially recognised or has consultancy status with numerous international bodies, notably UN-ECOSOC, ECA, UNDP, UNICEF, FAO, UNESCO, OAU, the Cultural and Technical Cooperation Agency (ACCT) the Economic Development Institute of the World Bank (EDI), the African Development Bank (ADB), the International Fund for Agricultural Development (IFAD) and the Commonwealth Secretariat. In many cases, it undertakes joint programmes with these organisations.

#### Financial Situation and Partners

Budgetary growth has been restrained over the past few years even if, at certain points in time, the younger Institutes (Ouagadougou and Kabwe) have undergone faster growth than the two older ones (Douala and Buea). This pattern is the interpretation of a deliberate policy choice, to avoid becoming unwieldy and inefficient and dispersing energies too widely, thus losing sight of priority goals.

A particular aspect of the budgetary restraint exercised by the Association is a gradual reduction of its overall budget over the past 3 years ( - 10 % between 1984/85 and 1985/86). This has been achieved by a tightening up in administrative practices, and a careful monitoring of expenditure and the requirement of higher productivity.

African countries are both users and financial partners and have made considerable efforts to support PAID; this is particularly true of the three host countries: Cameroon, Burkina Faso and Zambia. Other African countries providing direct support are Nigeria, Niger, Benin etc.

PAID's major financial partners outside Africa are: Switzerland (DDA, Bern) Canada (CIDA, Ottawa), United States of America (USAID, Washington; Ford and Rockefeller Foundations), Federal Republic of Germany (through the International Institute for Solidarity and the Central Protestant Agency for Development Aid EZE) and the Netherlands as well as the Governments of Belgium, France, Norway, Sweden, Denmark, Italy and Great Britain. In addition the Commonwealth Fund for Technical Cooperation (CFTC) and the European Economic Commission (EEC) provide substantial support. International organisations also provide support, usually through collaborative ventures such as those undertaken with WHO, ADB/IFAD, UNICEF, FAO, ACCT, EDI, World Bank, (see figures

The fidelity of PAID's financial partners has enabled the Association to benefit from a sustained level of external financial support. This is the result of a second policy choice whereby the institution accepts - in agreement with the partners - all possible forms of evaluation: internal, joint and external. These evaluations take into consideration in a dynamic way, the points of view of different categories of organisations using PAID services.

#### Cooperation with USAID

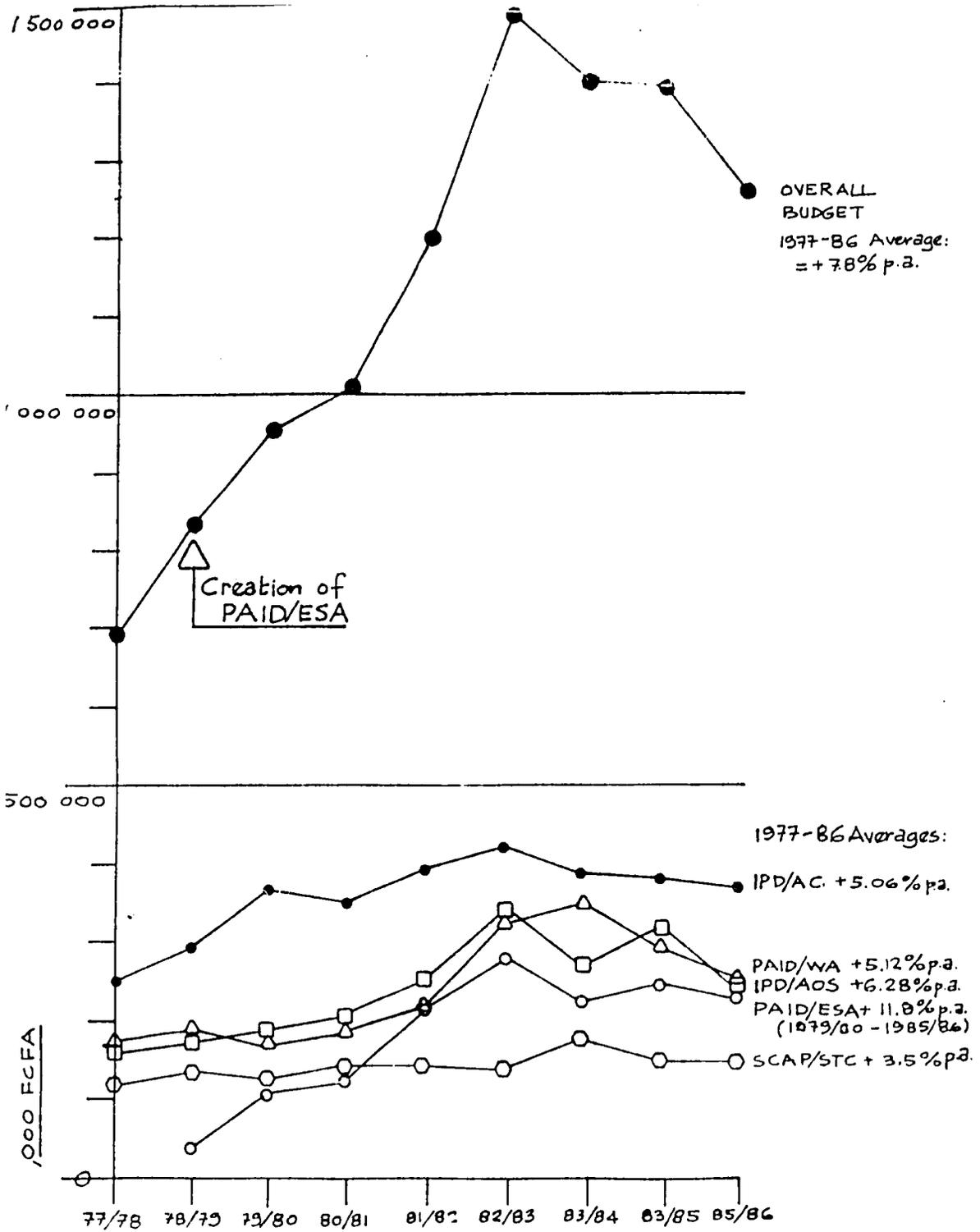
Over the past 20 years, practically since its inception, the Association has benefited from continuous and important financial support from USAID. Among other important milestones in this cooperation was the setting up of the Centre for Project Management (CPM) in 1972/73, which allowed PAID to embark on a major programme of in-service training of senior personnel, after an extensive survey of training needs in the francophone countries. With the regionalisation and the reform, many of these activities were gradually integrated into the Regional Institutes and the Programmes Support Central Service (SCAP), later to become the Central Technical Services of the General Secretariat.

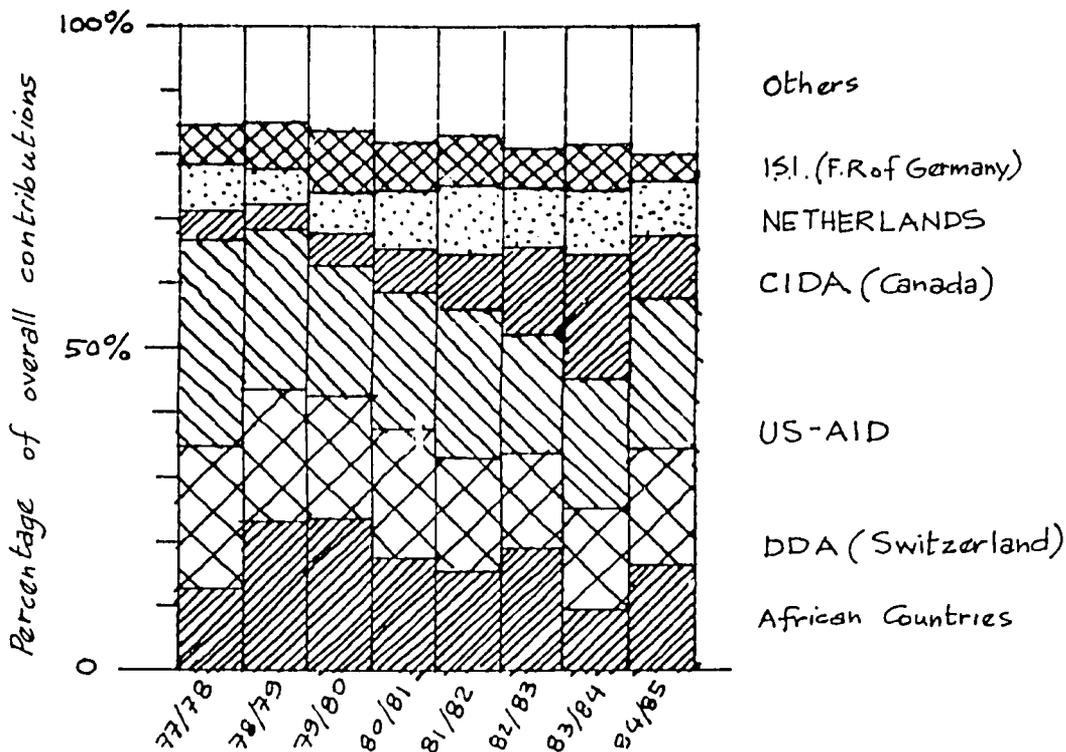
This regionalisation also received sustained support, and over the period from late 1977 until the present day, a total of US \$ 7.2 million was made available to the Association in the form of a grant to improve planning and management of rural development programs in Africa. (see table)

# EVOLUTION OF PAID BUDGET

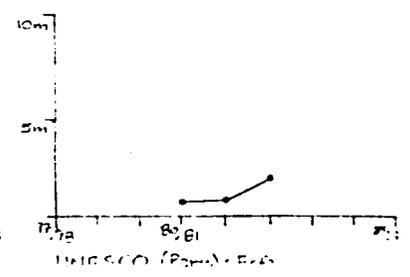
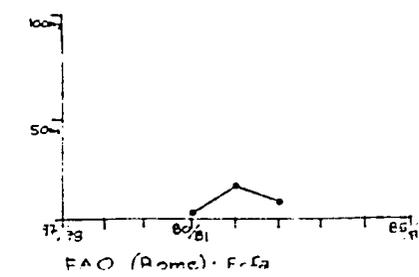
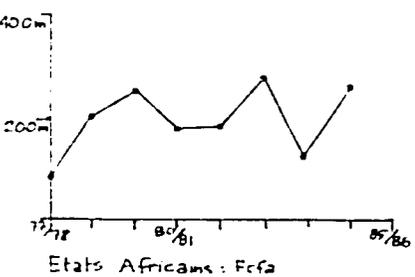
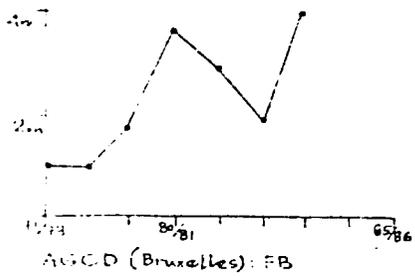
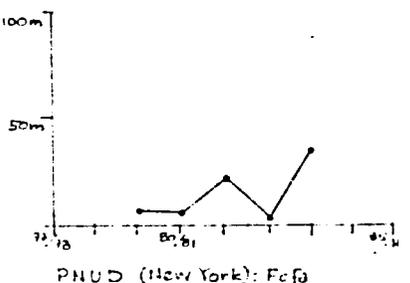
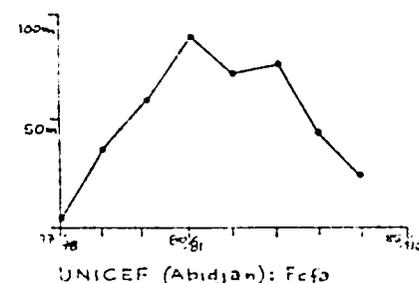
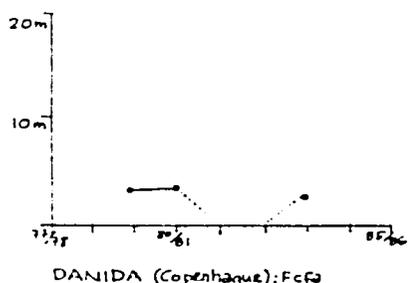
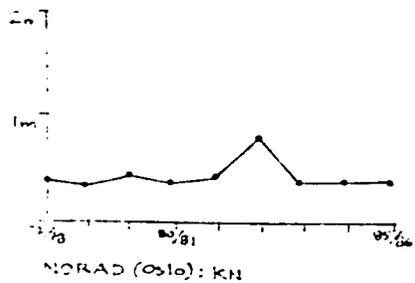
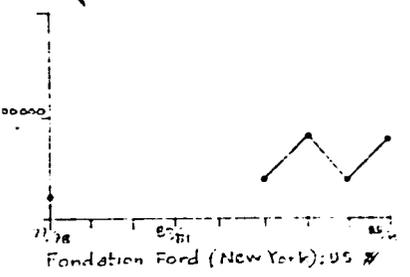
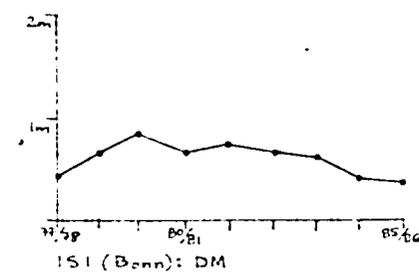
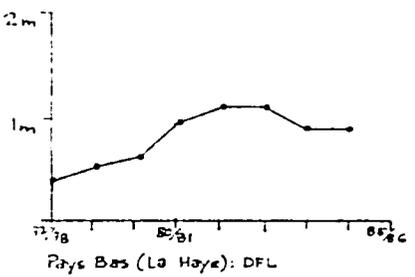
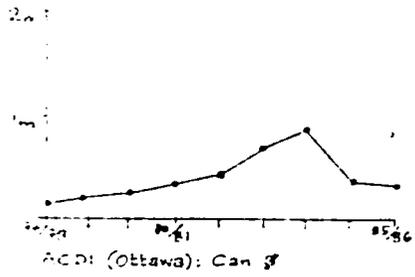
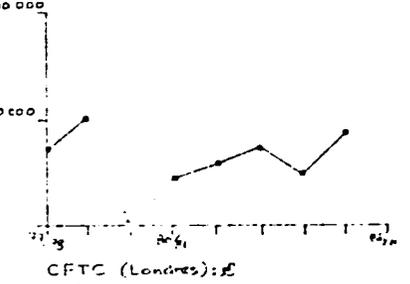
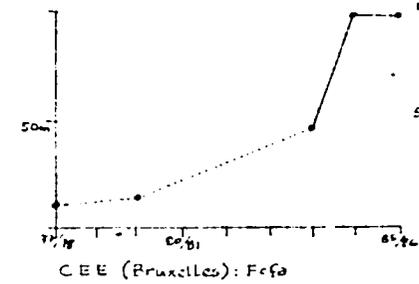
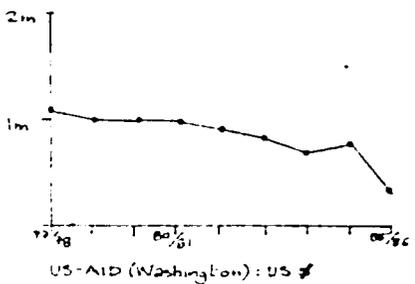
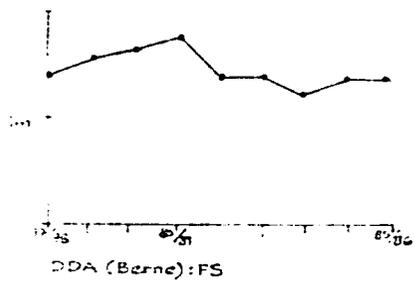
## REGIONAL INSTITUTES AND OVERALL FIGURES

(,000 F.CFA COURANTS)





EVOLUTION OF FINANCIAL CONTRIBUTIONS  
as % of overall contributions 1977-1985



## EVOLUTION OF FINANCIAL CONTRIBUTIONS 1977-86 (by country & organisation)

edata for FAID-SG, March 1986

GRANT BY USAID PAID 1977 - 1987 ( \$ US )			
YEAR	Grant Agreement	Amount Contributed	% of PAID income
1977 - 78	750 000	} 4 547 000	
1978 - 79	1 000 000		
1979 - 80	1 000 000		
1980 - 81	1 000 000		
1981 - 82	950 000		
1982 - 83	1 000 000	816 000	18,8 %
1983 - 84	650 000	681 000	20,2 %
1984 - 85	500 000	806 000	23,9 %
1985 - 86 (and 1986 - 87)	350 000	350 000	
T O T A L	7 200 000	7 200 000	

Over the 1982/83 - 1984/85 period, USAID actual contributions represented an average of nearly 21 % of PAID's total income.

Over time, both partners have reacted to various factors, especially to changes in the African environment. During the last few years, USAID has put increasing emphasis on bilateral country programmes and specific sector activities, especially in such areas as Health and Nutrition, Communicable diseases, Women in Development, small farm production and food security, as well as the private sector, especially as concerns the promotion of small scale enterprises.

PAID has attempted to take account of many issues related to these themes not only by setting up new programmes but also by an important effort to integrate them into the basic pattern of its earlier activities.

The present cooperation agreement comes to an end with support for the 1985/86 programme (the actual completion date - September 1987 - is to permit an orderly termination of the grant with the use of unspent funds in Fiscal Year 1987).

#### Income Generation from PAID Resources

A further policy choice which is now receiving more attention and is expected to have an influence on internal management practices and lead to staff becoming becoming more responsible for the generation of income from PAID activities. (auto-financement<sup>1</sup>). Such income is derived from five principal sources:

- i) payment of training costs by trainees from scholarships received by them, but which are not included in a general grant or project support agreement with PAID, (for instance, payment of fees by trainees' employers especially on short courses);
- ii) collaborative work with other bodies in which part of PAID costs are covered by the collaborating partner ( eg. with FAO, WHO, UNICEF etc)
- iii) collaborative work for other development organisations in which all of PAID costs are covered; this concerns mainly consultancy work in support of national or local development initiatives and the design and implementation of training sessions/seminars/workshops on request (cf. Training of field staff for Ministry of Women's Affairs, Cameroon; Agricultural Management Training in Africa programme (AMTA) with IFDA/ADB/EDI;

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1) "Auto-financement" can be considered as income earned in addition to grants and project funding plus amortisation costs. It can be expressed as a percentage of expenditure, giving a rate of self-sufficiency. Contributions from the African countries have generally been considered as being part of the income, in the sense that it is an element of general self-sufficiency in development.

consultancy work as support to women's programmes or local projects, in which financial support is provided by UNICEF, FAO, ACCT, etc)

- iv) use of facilities, infrastructures, equipment and services either on a cost basis to other development organisations (mainly for training sessions, seminars, etc) and the local communities; or calculated at their amortisation value when used by PAID.
- v) receipts from publications which are either sold or exchanged for other documents which are entered in library stock (value calculated as equivalent purchase price of copy)

A listing of activities under (ii) and (iii) in 1984-85 and 1985-86 is given in the attached table.

Income generating activities undertaken by IPD/AC

1984 / 85

- MINAGRI II - Analysis of training needs: financed by Cameroon Ministry of Agriculture on IBRD funds.
- MINAGRI III - Analysis of training needs in project management: financed by Cameroon Ministry of Agriculture on IBRD funds.
- Micro-regional socio-economic analysis, Benin: financed by BDPA.
- Support to Center for Self-reliant Development Sangmelima, Cameroon - micro-regional analysis of development problems; study of food crop marketing: financed by CEDAC.
- Study of training needs for community Development officers, Central African Republic: financed by UNDP.
- Preliminary study for Littoral Development Plan, Cameroon: financed by the Littoral Development Board (MEAL)

1985 / 86

- "Agricultural Management Training in Africa "AMTA II (with IPD/AOS and PAID/GS): financed by IFAD/ADB/World Bank.
- Training session on "Documentary work for Development" - 6 weeks; 36 participants: financed by employers.
- Preparation and running of training seminar for national staff and Italian volunteers in leadership and project management, Central African Republic - 2 weeks; 40 participants: financed by CEDAC/FOCSIV (Italian NGO Association).
- Refresher course for coordinators and heads of sectors in Community Development Service, Central African Republic - 6 weeks; 5 participants: financed by UNDP.
- In-service training for female rural animators, Cameroon - 60 participants; 17 weeks: financed by Ministry of Women's Affairs.
- Support to Ministry of Women's Affairs, Cameroon; study of women's participation in social and health development: financed by the Ministry of Women's Affairs.

1984/85

- "Agricultural Management Training for Africa"
- AMTA II (with IPD/AOS): financed by IFAD/ADB/ World Bank.

1985/86

- MINAGRI II - last stage in training and overall implementation report: financed by Ministry of Agriculture, Cameroon on IBRD funds.
- Support to Ministry of Planning, Chad - preparation of training seminar on project management: financed by UNDP.
- Study of "Improvement of technical support and supply services for small farmers" in Congo, Niger and Rwanda: financed by FAO.

Income generating Activities undertaken by PAID/WA

1984 / 85	1985 / 86
<p>- Support to promoters of appropriate technology for women in Rwanda and Geneva: financed by UNICEF.</p>	<p>- Support to training of leaders of Women's Cooperatives S.W. Cameroon in income generation: financed by Peace Corps.</p>
<p>- Support to services for children and women in Rwanda and Burundi - coordination of situation analysis of children: financed by UNICEF.</p>	<p>- Coorganisation of the Regional celebration of the 5th World Food Day and the 40th Anniversary of the FAO. 90 participants: financed by FAO.</p>
<p>- Teaching support in training session for women executives, Sierra Leone: financed by the Commonwealth Secretariat.</p>	<p>- Seminar on the strategy for postliteracy education for adults - 1 week: financed by AALAE.</p>
<p>- Training Seminar on simulation gaming design, Buea, Cameroon: financed by UNESCO/PAID.</p>	<p>- Seminar for women leaders and managers of grass-roots groups, Gambia: financed by Ford Foundation.</p>
<p>- Seminar on dissemination of a training programme curriculum on project management for NGOs, Buea, Cameroon: financed by Ford Foundation.</p>	<p>- Management training for NGO leaders, Nigeria, 3 weeks: financed by Ford Foundation.</p>
<p>- Evaluation of small livestock production project Cameroon: financed by Heifer Project International</p>	<p>- Support to health and water authorities in undertaking water resources management, Zaire: financed by WHO.</p>
<p>- "Agricultural Management Training in Africa" - AMTA I (with PAID/ESA): financed by IFAD/ADB/World Bank.</p>	<p>- Training of trainers in reinforcing systems of health management, 2 weeks: financed by USAID / WHO</p>

Income generating activities undertaken by IPD/AOS

1984/85	1985/86
<ul style="list-style-type: none"><li>- Support to training seminars on employment creation and social economy, Togo and Benin: financed by International Cooperative University and CONGAT</li> <li>- Evaluation of forestry project, Sikasso, Mali: financed by Swiss Technical Cooperation:</li> <li>- Support to "State of the art" seminar - forestry studies and research in the Sahel: financed by CILSS.</li> <li>- Support to seminar on management of agricultural research projects, Mali: financed by CILSS.</li> <li>- Support to national seminar on forestry promotion, Mali: financed by the National Forestry Department.</li> <li>- Seminar leadership on agricultural documentation, Central African Republic: financed by FAO.</li> <li>- Participation in workshop to design training aids - Project PROFOSA, Montpellier: financed by FAO.</li> <li>- Contribution to national seminar on project follow-up and evaluation, Benin: financed by EDI/World Bank.</li></ul>	<ul style="list-style-type: none"><li>- Training of documentalists: 2 trainers on attachment: financed by employers.</li> <li>- Support to training workshop for agricultural documentalists, Congo - 4 weeks, 24 participants: financed by National Agricultural documentary network.</li> <li>- Training Seminar in accounting - 2 days; 13 participants: financed by Regional Development Authorities.</li> <li>- Identification of national/regional water and soil conservation programmes, Burkina Faso: financed by IFAD.</li> <li>- Support to NGO seminar on farmers participation, Togo: financed by CONGAT.</li> <li>- Support to AJACS in project follow-up and evaluation: financed by AJACS.</li> <li>- "Agricultural Management Training in Africa" - AMTA II (with IPD/AC and PAID/GS): Financed by IFAD/ADB/World Bank.</li></ul>

- Seminar on project management, Niger - 1 week  
financed by Productivity Project, Niamey (PPN).
- National workshop on regional planning Niger, 2 weeks:  
financed by Productivity Project, Niger with USAID  
support
- Refresher course on project design and management  
and on development bodies organisation and management,  
Burkina Faso - 3 weeks; 70 participants: financed  
by National Rural Training and Organisation Department.
- Seminar on NGO management, Dakar - 1 week; 20 participants:  
financed by the International Council of  
Voluntary Agencies (ICVA)
- Seminar on active training methods, Burkina Faso -  
3 weeks, 17 participants: financed by Regional Development  
Authorities.
- Evaluation of seminar on active training methods -  
2 weeks: financed by Regional Development Authorities.
- Adapting a guide on small farmers cooperative management  
(GACOPEA): financed by FAO.
- Support to seminar on desertification, Benin: financed  
by UNSO.
- Training seminar on project management, Niger - 1 week  
35 participants: financed by Productivity Project  
Niamey (PPN)
- Training seminar on project management, Senegal - 2 weeks  
60 participants: financed by Ministry of Social Development.
- Support to design of national water and soil conservation  
programme, Niger: financed by IFAD/ADB/World Bank.
- Identification of training needs in health care management:  
financed by USAID.
- Workshop on areas for priority orientation of IFD/AOS's activities  
- 1 week; 53 participants financed by EDI / World Bank
- Coorganisation of symposium on policies for social services  
participation in development: financed by CAFRADES.

1904 / 05

- Co-leadership of training seminar on management of NGOs, Burkina Faso: financed by IRED.
- Support to seminar on mecanisation of rice growing in Africa, Mali: financed by WARDA.
- Support to the general Directorate of Social Affairs, Togo in analysis / diagnostic of development bodies: financed by Ministry of Public Health, Social Welfare and Women's Affairs.
- "Agricultural Management Training for Africa" - AMTA II (with IPD/AC): financed by IFAD/ADB/World Bank.

Income generating activities undertaken by PAID-ESA

1985 / 85	1985 / 86
<p>- Training session for women extension agents, Zambia, - 8 weeks; 20 participants: financed by EEC.</p>	<p>- Training session for women extension workers - 8 weeks; 29 participants: financed by EEC.</p>
<p>- Training session on NGO management, Zimbabwe - 19 participants: financed by IRED</p>	<p>- Course on home economics, Zambia - 2 weeks; 21 participants: financed by Ministry of Agriculture.</p>
<p>- Training session on small business management - 7 weeks, 21 participants: financed by EEC.</p>	<p>- Training session for trainers of extension workers - 8 weeks; 20 participants: financed by EEC.</p>
<p>- "Agricultural Management Training for Africa" - AMTA - I: (with PAID/WA): financed by IFAD/ADB/World Bank.</p>	<p>- "Agricultural Management Training for Africa" - AMTA I: financed by IFAD/ADB/World Bank.</p>
<p>- Support to pedagogical workshop for Zambian Social Development Council - 1 week; 20 participants: financed by ZSDC.</p>	
<p>- Co-organisation of seminar on communications for extension staff, Zambia: financed by UN Fund for Women.</p>	

SYNOPSIS OF THE PROJECTS

TITLE	PROJECTS FOR MANPOWER DEVELOPMENT IN MANAGEMENT AND SUPPORT TO INCOME GENERATING ENTERPRISES, HEALTH, AND RURAL PRODUCTION IN SELECTED AFRICAN COUNTRIES
COUNTRIES	12 Countries in Africa to be selected jointly by USAID and PAID from among the 45 sub-saharan countries presently covered by PAID activities.
REQUESTING AGENCY	INTERNATIONAL ASSOCIATION PAN AFRICAN INSTITUTE FOR DEVELOPMENT,  P. O. BOX 4056, Douala, Cameroon, Tel 42 43 35 / 42 10 61 / 42 85 65 Telex 6048 KN
EXECITING AGENCIES	<p>INSTITUT PANAFRICAIN POUR LE DEVELOPPEMENT, IPD/AC (Central Africa) (1) B. P. 4078, Douala, CAMEROON, Tel 42 37 70 / 42 30 68, Cable: PANINSTIT, Douala</p> <p>PAN AFRICAN INSTITUTE FOR DEVELOPMENT, PAID/WA (Anglophone West Africa) (2) P. O. Box 133, Buea, CAMEROON, Tel 32 82 16 Telex 5735 KN Cable PANINSTIT, Buea.</p> <p>INSTITUT PANAFRICAIN POUR LE DEVELOPPEMENT, IPD/AOS (Francophone West Africa - Sahel) (3) BP. 1756, Ouagadougou, BURKINA FASO, Tel 33 41 71 / 33 53 40 Telex 5423 BF Cable PANINSTIT Ouagadougou</p> <p>PAN AFRICAN INSTITUTE FOR DEVELOPMENT PAID/ESA (East and Southern Africa) (4) P. O. Box 80448, KABWE, ZAMBIA, Tel 3651 / 3451 Telex Za 81290</p>

- 
- 1) IPD/AC: Angola, Burundi, Cameroon, C.A.R, Chad, Comoro Islands, Congo, Djibouti, Equatorial Guinea, Gabon, Madagascar, Rwanda, Zaire.
  - 2) PAID/WA: Cameroon, Gambia, Ghana, Liberia, Nigeria, Sierra Leone.
  - 3) IPD/AOS: Benin, Burkina Faso, Cap Verde, Guinea, Guinea-Bissau, Ivory Coast, Mali, Mauritania, Niger, Senegal, Togo
  - 4) PAID/ESA: Botswana, Ethiopia, Kenya, Lesotho, Malawi, Mauritius, Mozambique, Namibia, Seychelles, Somalia, Sudan, Swaziland, Tanzania, Uganda, Zambia,

PERIOD 1986/87 - 1988/1990 (3 year period)

COST OF PROJECTS Total cost of 6 projects over 3 year period:

1 226 306 232 FCFA

US \$ 4 087 688

 (1)

PROGRAMMING OF EXPENDITURE - PROJECTS I, II, II (FCFA)

Period Project	1986/87	1987/88 <sup>(2)</sup>	1988/89 <sup>(2)</sup>	T O T A L S
1. Manpower Deve- lopment	38 474 200 (\$ 128 247)	39 928 000 (\$ 133 093)	46 553 700 (\$ 155 179)	124 955 900 (\$ 416 519)
2. Support to IGE	78 390 000 (\$ 261 300)	87 603 220 (\$ 292 011)	94 851 900 (\$ 316 173)	260 845 102 (\$ 869 484)
3. Diffusion of Management Skills	15 726 500 (\$ 52 421)	18 428 300 (\$ 61 428)	18 258 300 (\$ 60 861)	52 413 100 (\$ 174 710)
4. Small farm Deve- lopment	56 063 280 (\$ 186 878)	59 333 808 (\$ 197 779)	67 836 568 (\$ 226 122)	183 233 656 (\$ 610 779)
5. Popular partici- pation & integrated activites in primary health care	121 635 280 (\$ 364 906)	131 462 808 (\$ 438 207)	147 178 568 (\$ 490 595)	400 276 746 (\$ 1 344 256)
6. Population and development	59 003 000 (\$ 196 677)	69 006 300 (\$ 230 021)	76 572 500 (\$ 255 242)	204 581 800 (\$ 681 940)
1) TOTAL	369 292 260 (\$ 12 309 74)	405 762 436 (\$1352541)	451 251 536 (\$1 504 172)	226 306 232 (40 876 88)

(1) \$ US1 = 350 CFA

(2) Includes 10 % p.a for inflation

## J U S T I F I C A T I O N

Earlier development strategies have been focused on the creation of larger agro-industrial units, often through publicly financed projects. This has been detrimental in different ways to small and medium scale enterprises and the endogenous agricultural sector composed mainly of small family farms. In this approach based on large-scale projects leading to a choice of capital intensive technology, short and medium term profitability of the firm takes precedence over social and economic integration. In fact, a major consequence is that few linkages are set up with the rest of the local and national economy and few jobs are created.

In an alternative development strategy, one of the major components is the promotion of micro, small and medium scale enterprises, family farm enterprises and the encouragement of local, community and regional initiatives, all of which seek to create employment and establish closer ties with other economic factors in different sectors. The existence of such linkages should lead to better control on a national scale by the producers of the added value created by them, which would give some credence to the rhetoric on people's participation.

A second major component of such an alternative development strategy is the need to link efforts for increased economic performance with achievements in the field of social development, priority being given to the achievement of better health standards and to population activities, which have mid-term and long term effects on well being.

Besides these linkages, the strategy promotes closer ties and a search for complementarity between public and private sector enterprises, whether the latter be owned by profit or non-profit bodies.

In this approach, a major obstacle is the lack of skills for the promotion and management of small scale enterprises and of family farms considered as micro-enterprises. This is aggravated by the lack of knowledge of the mechanisms of private sector functioning, especially as concerns the informal sector, the craft and cottage industries, and local group enterprises based on the endogenous private sector. In practical terms, therefore, there is a need to include within an integrated approach to development, particular efforts to promote the knowledge and skills at operational level which will lead to more initiatives and more efficient economic operation of these initiatives at the local, community and regional levels.

The present projects will allow PAID to contribute to this effort through a set of interlinked activities comprising three major components - direct support to micro and small scale enterprises and to organisations promoting such enterprises; training employees, managers, leaders and employers in such enterprises, elaboration and use of pedagogic aids based on improved knowledge of the functioning mechanisms of enterprises, which take into account the cultural setting and the particular conditions of the economic social and political environment.

GENERAL OBJECTIVES

Promotion of integrated development in specific African countries, particularly in rural areas; this will be done by the reinforcement of management skills for both men and women working in private sector initiatives and enterprises and in public and private development organisations promoting these initiatives and enterprises; in this case, private and public sector initiatives and programmes are seen as complementary means of creating employment, increasing production and improving incomes and living standards, especially in the field of health.

SPECIFIC OBJECTIVES

- In service training of leaders and managers of community, local, regional and national private and public sector initiatives and enterprises in management skills and development analysis:

4 6

trainees/year

- Advice and training support to similar types of structures.

1 2

Advisory support activities/year

1 6

Training support activities/year

- Diffusion of management skills by production of pedagogic aids:  
Production of 8 training supports/year
- Strengthening of PAID Expertise in population studies integrated into development training, support and research.

## STRATEGY

### Towards more efficient enterprises

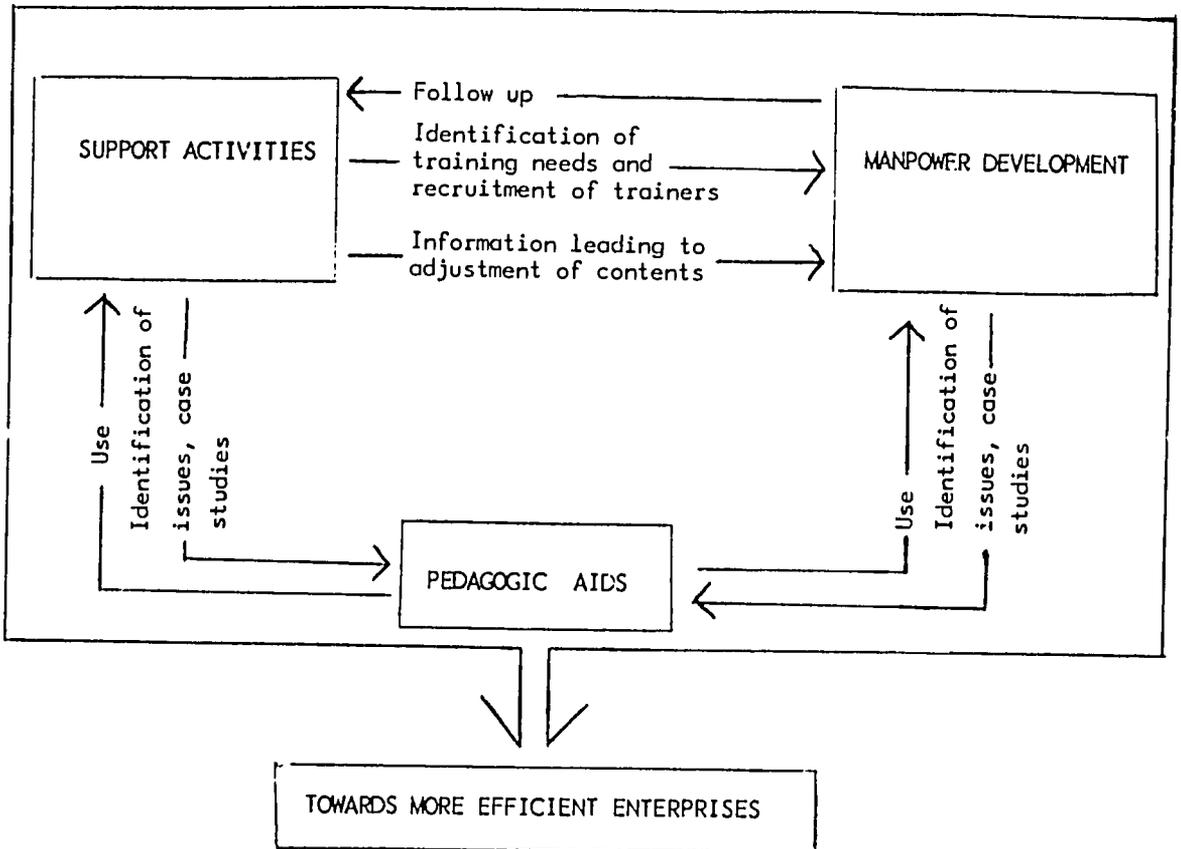
A three-pronged approach to the promotion of more efficient enterprises would be adopted in which each of the three components would be supportive of the other two.

Direct support would be provided to enterprises in the form of "hands-on" advice: this will not only lead to better organisation, but also provide employees, managers, leaders and employers of local, community and regional enterprises and initiatives with the opportunity to learn new skills on the job, leading directly to increased efficiency. Such support activities will lead to a better identification of training needs.

In order to respond to immediate needs, training support will be organised in the form of in-country sessions, seminars and workshops so as to be accessible to staff who cannot be absent for long periods: this is particularly the case for employees, managers and leaders of small scale enterprises, local and community development initiatives, and PDAs and in more general terms for female development agents.

Mid term training needs, also be identified during "hands-on" support to small scale enterprises and initiatives, will be catered for in the regular on-campus in-service training courses in the four regional institutes. These courses can be adjusted to local needs in the light of feed back on empirical situations and specific local needs which will have been studied during the support activities. Such support activities to small scale enterprises and initiatives will allow further adjustment of these long courses to local needs and also promote recruitment of employees, managers, leaders and employers from suitable organisations.

In return, these different training activities will contribute not only to better management and increased efficiency of the enterprises, but to the re-orientation of the activities of private and public development organisation providing support to local, community and regional enterprises and initiatives. The effectiveness and impact of this training will be enhanced by the previously mentioned support activities which will allow follow up of the trainees on their return to their previous employment.



Both in-country sessions, seminars and workshops and the regular on-campus courses will require pedagogic aids based on empirical case studies and adequate knowledge of the issues involved in management in relation to the cultural setting and the economic, social and political environment.

The support activities will enable these issues to be appreciated and studied, while the use of active training methods during the in-country and on campus training activities will also allow their further exploration and study. This will be done through group analysis of various issues, as well as field work, case studies and dissertations on specific enterprises and selected issues.

In addition, the impact of support activities will be enhanced by the existence of these pedagogic aids which will enable trainees to continue a learning process on the basis of self-instruction.

### Towards linkages between economic benefits and social benefits

A similar three-pronged approach would be adopted in the fields dealing with the development of small scale agricultural production, health/nutrition and population activities.

Direct support would be provided as a priority to smaller organisations making a contribution to national efforts in each of these three fields through "hands-on" management and technical advice; training would be provided for staff of such grass-roots organisations; case studies would be made which allow both teaching and support (as well as follow-up to support) to be based on real case situations.

### A C T I V I T I E S

Six specific projects will be undertaken covering mainly the following activities:

- Courses in regional institutes (6 months - 2 years) comprising semi autonomous training units and modules (2 - 7 months) which can be followed separately by trainees;
- Support activities through advisory services, collaborative work and in-house training to assist in identifying problems, designing, programming, implementing, managing and evaluating initiatives and enterprises, improving policies and programmes, improving management practices;
- Training support through in-country training sessions, seminars and workshops (2- 16 weeks)
- Studies of specific cases of management situations in private and public enterprises with particular reference to cultural factors, leading to the preparation and production of pedagogical aids

Full details of each project are given in annexe.

### EXPECTED IMPACT

The organisation of in-country courses and the on-going re-structuring of courses at the regional institutes into semi-autonomous training units and modules will create conditions which will enable increased recruitment of three priority target groups:

- women development workers, leaders and managers
- managers of private and public enterprises and organisations promoting income generating activities;
- leaders and managers of private development agencies

Major impact of the projects is expected in rural areas of poorer countries. When selecting countries, priority will be given to least developed countries<sup>(1)</sup> with more crucial general manpower development problems and those countries where complementarity exists or is envisaged between public and private sector initiatives. The projects will contribute to better management of small scale enterprises leading to employment, increased production, increased incomes for families and local communities, increased participation in decision making in the democratic process and the enterprise, and in more general terms, to the design and implementation of programmes, projects and enterprises responding more precisely to the needs of the poorer sectors of the population in each specific locality.

#### FOLLOW UP AND EVALUATION

- The General Secretariat and its Central Technical Services together with the Directors undertake permanent monitoring of all operations and report to PAID's Statutory bodies (Assembly of Delegates, Executive Bureau, Management Committee, Finance Committee, Central Scientific and Pedagogic Council and its Regional Committees). The present activities will be included in this regular procedure.
- As with all operations in PAID, each activity will be subject to a formative and final evaluation undertaken by the staff in charge with their Director.

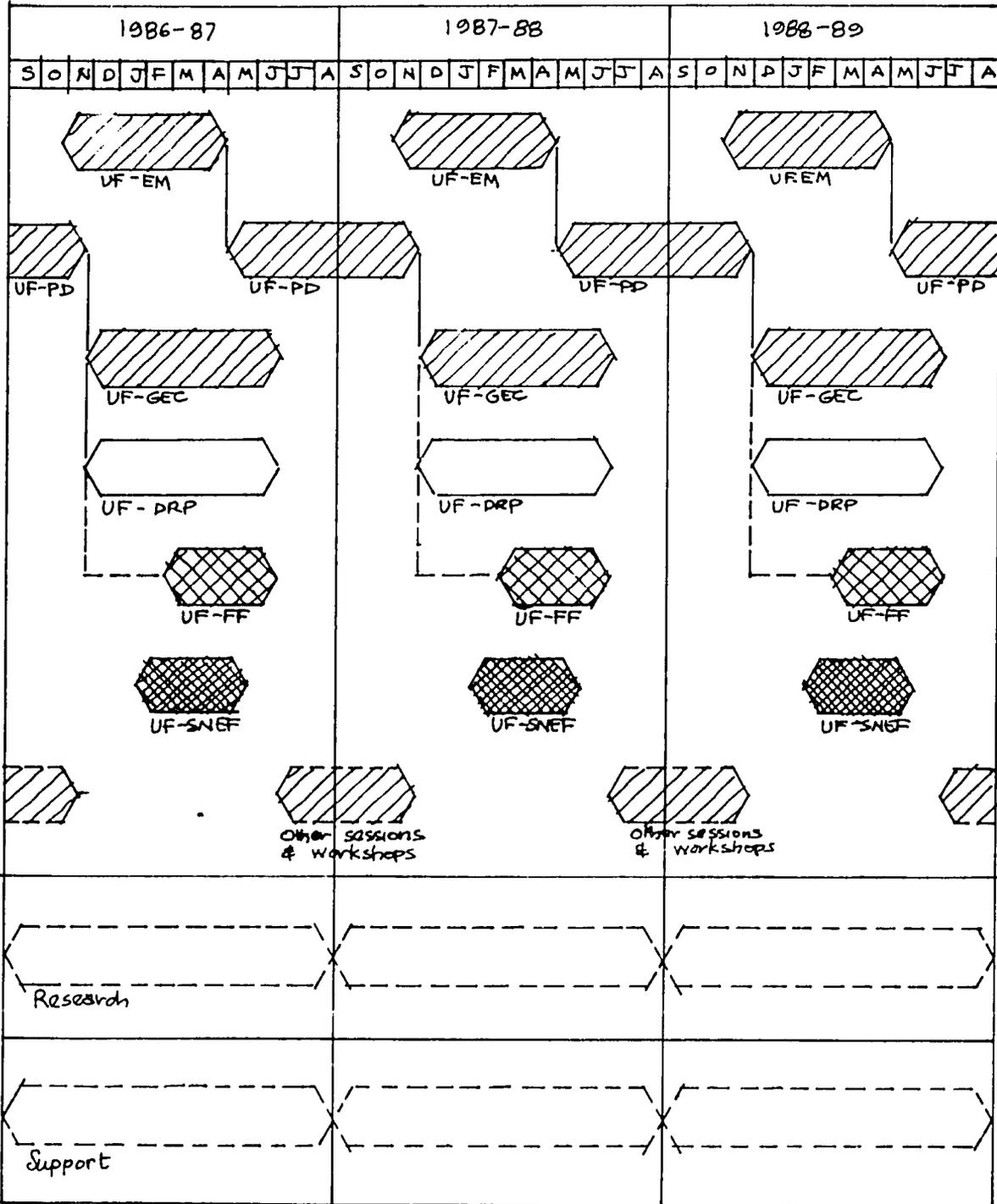
In addition, an evaluation will be undertaken from 12 to 36 months after termination of the activities; evaluation can be an external or joint operation depending on the activity and the policy of USAID. (costs of this evaluation are not included in the present estimates)

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(1) 26 out of the world's 37 Least Developed Countries are in Africa.

# IPD-AC

Programming of Activities 1986/87 - 1988/89



% of Women trainers (target)



≥75%



≥40%



≥30%

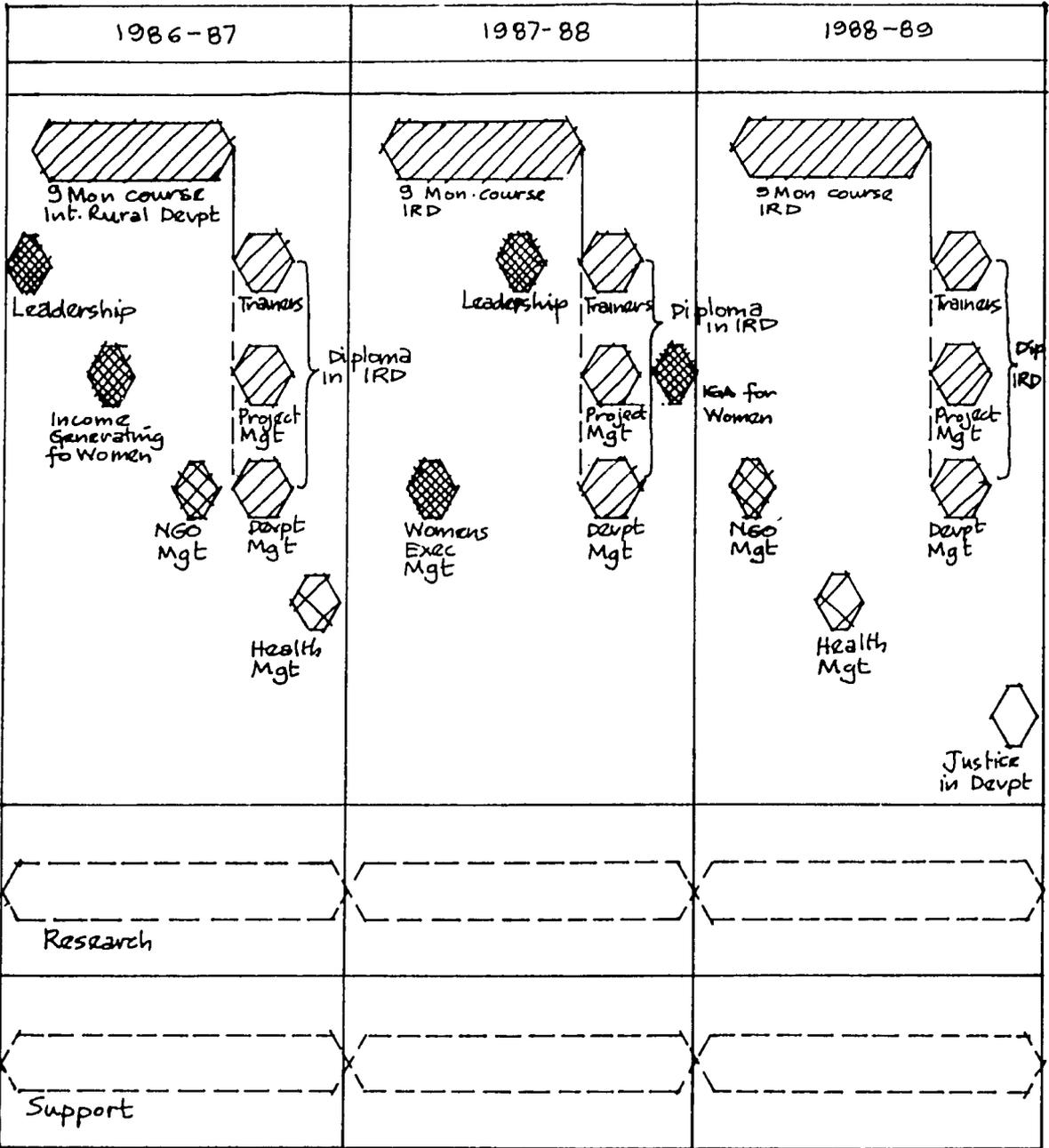


≈8%

edata for PAID-GS, July 1986

# PAID-WA

Programming of Activities 1986/87 - 1988/89

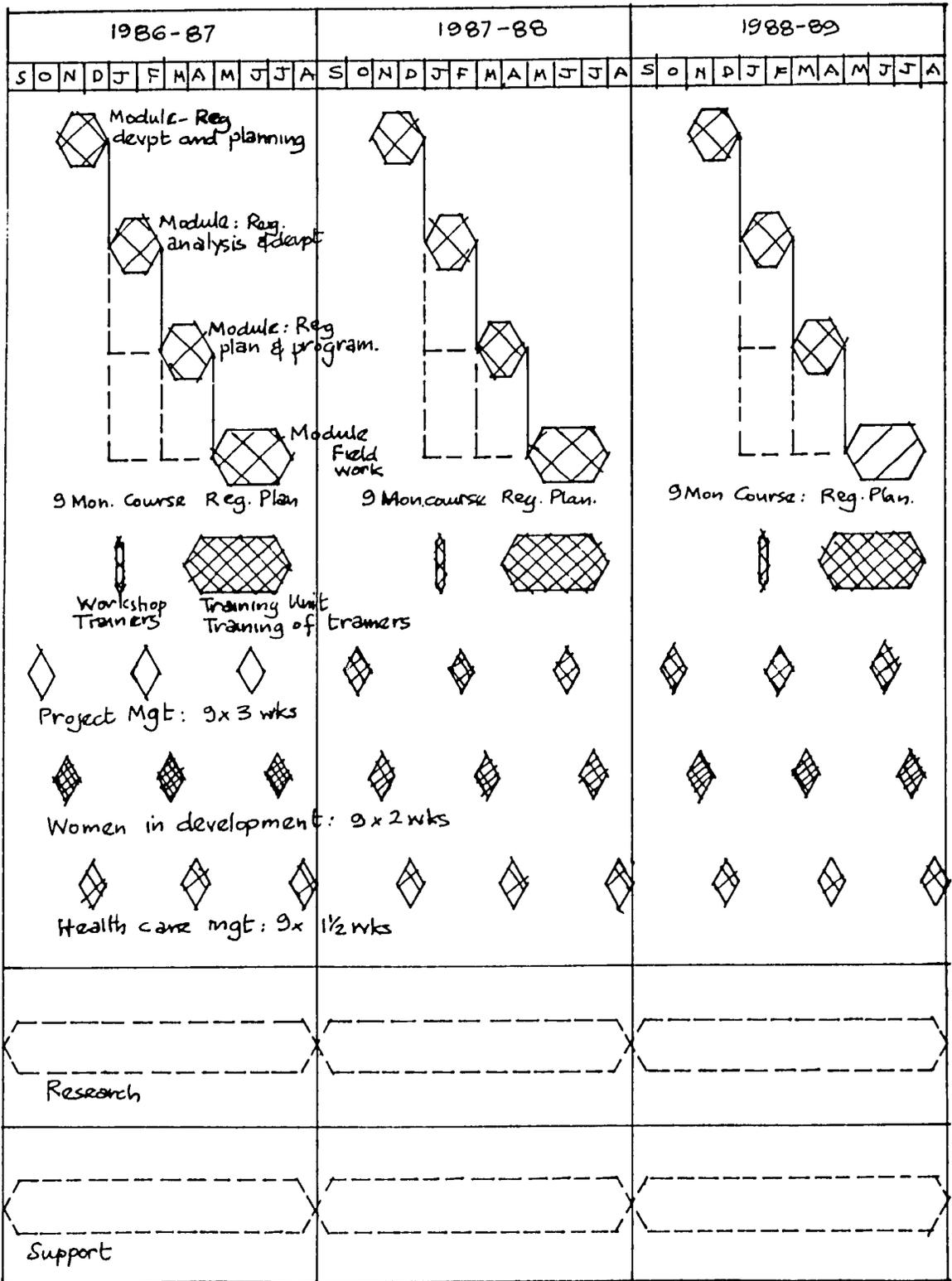


% of women trainees (targets)

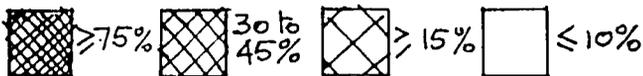


# IPD-AOS

Programming of Activities 1986/87-1988/89



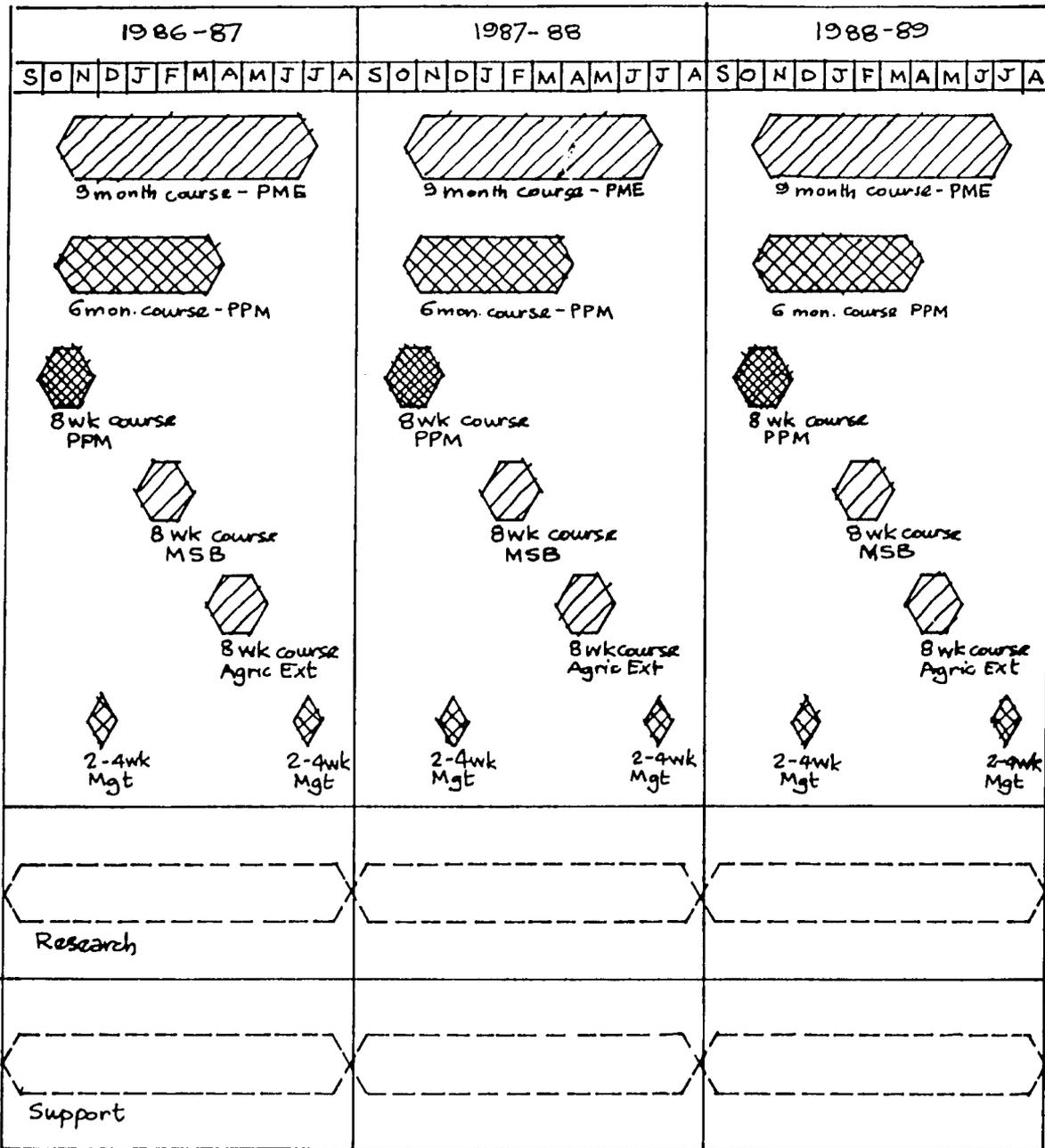
% of women trainees



data for PAID-GS, July 1986

# PAID-ESA

Programming of Activities 1986-87 to 1988-89



% of women business



100%



50%



20-25%

## A N N E X

### DETAILED PRESENTATION OF PROJECTS

- I Manpower development
- II. Support to income generating enterprises
- III Diffusion of management skills
- IV. Small scale rural development
- V . Popular participation and integrated action in P H C
- VI. Population and development activities.

P R O J E C T I

TITLE

MANPOWER DEVELOPMENT FOR RURAL PROGRAMMES AND  
PROJECTS IN SELECTED AFRICAN COUNTRIES.

COVERAGE

12 countries in Africa to be selected jointly by  
PAID and USAID from among 45 sub-saharan countries  
presently benefitting from PAID services.

REQUESTING AGENCY

INTERNATIONAL ASSOCIATION PAN AFRICAN INSTITUTE  
FOR DEVELOPMENT (PAID)  
P. O. BOX 4056, Douala, Cameroon,  
Tel: 42 43 35 / 42 10 61 / 42 85 65  
Telex: 6048 KN

EXECUTING AGENCIES

Institut Panafricain pour le Developpement  
Region Afrique Centrale (IPD-AC),  
Douala, Cameroon.

Pan African Institute for Development -  
West Africa Region (PAID-WA), Buea,  
Cameroon.

Institut Panafricain pour le Developpement -  
Region Afrique de l'Ouest/Sahel (IPD-AOS),  
Ouagadougou, Burkina Faso.

Pan African Institute for Development -  
East and Southern Africa Region (PAID-ESA),  
Kabwe, Zambia.

PERIOD

1986/87 - 1988/89 (3 year period)

COST OF PROJECT

Total cost of Project I over 3 year period:

124 955 900 FCFA

(US \$ = 416 519) <sup>(1)</sup>PROGRAMMING OF EXPENDITURE - PROJECT I (FCFA)

	1986/87	1987/88 <sup>(2)</sup>	1988/89 <sup>(2)</sup>	TOTALS
Training in rural development IPD/AC 4 scholarships/yr at 2 400 050	9 600 200	10 560 200	11 616 200	31 776 600
Training in integrated Rural Development PAID/WA 4 scholarships/yr at 2 372 500	9 490 000	10 439 000	11 482 900	31 411 900
Training in Regional Planning - IPD/AOS 4 scholarships/yr at 2 500 000	10 000 000	11 000 000	12 100 000	33 100 000
Training in Project Planning and Management - PAID/ESA 4 scholarships/yr at 2 346 000	9 384 000	7 928 800 <sup>(3)</sup>	11 354 600	28 667 400
TOTALS 16 scholarships/yr	38 474 200 (\$ 128 247)	39 928 000 (\$ 133 093)	46 553 700 (\$ 155 179)	124 955 900 (\$ 416 519)

1) 1 \$ US = 300 FCFA

2) Includes 10 % p.a for inflation

3) 6 month course: Scholarships at 1 802 000 F/trainee + inflation

26

## J U S T I F I C A T I O N

In spite of considerable progress over the past 25 years in the number and quality of trained personnel available in African countries, development of manpower resources still remains a crucial element in strengthening the capacity of public and private development organisations to enable them to respond adequately to present day problems and the real needs of the population.

In many cases, development projects, initiatives and enterprises have considerable difficulty in producing real benefits, due in part to the lack of skills, in identifying the precise needs and in setting up and managing enterprises designed to respond to these needs.

However, much training is still oriented towards the conceptualising and theoretical aspects of knowledge while, even today, little is done to give staff a "hands-on" experience in managing development activities. A second aspect of the manpower development is therefore the need to ensure the operationality of trained staff to deal efficiently with specific problems.

Lastly, much training still given is sectorial and does not equip staff to deal with the multiple factors which intervene in determining needs, designing and setting up a project or an enterprise and in undertaking its management and evaluation.

One aspect of this need for integration has been the increasing realisation by different development factors over recent years of the benefits to be gained for the population from greater complementarity between private sector initiatives and enterprises, public and private development organisations promoting these initiatives and enterprises and the public sector in general. The promotion of private profit and non-profit enterprises and the search for complementarity would contribute to the creation of employment, an increase in incomes and an improvement in living standards.

In order to face up to such problems and other changes in the environment and in an attempt to respond to specific problems in different environments, PAID was regionalised with the setting up of two new institutes in Ouagadougou (1978) and Kabwe (1979). Training programmes are progressively readjusted and new programmes set-up specifically to put increasing emphasis on the informed sector, the management of enterprises and small businesses and the search for inter-sectorial and

public/private complementarity, as well as to respond to other major issues: women in development, promotion and management of PDA's food self-sufficiency, the effects of drought on the environment, child survival and development, health for all by the year 2000 (see annexes)

The training programmes aim at satisfying specified needs as they appear in the field with all training being designed on the basis of behavioral objectives.

During training, special accent is put on the learning of specific job-skills which will lead to more efficient work; in addition, attention is given to the development of an aptitude to take risks through individual and group initiatives.

This project will allow PAID to make 16 scholarships available per year in 12 specified countries to development agents working for local, community and regional private and public enterprises.

#### TRAINING NEEDS

Training needs are gradually changing in the different African countries. The response of PAID's training programmes to these needs have been monitored through major evaluation exercises carried out in 1978 (PAID-WA), 1980 (USAID/PAID), 1980 (UNICEF/PAID), 1983 (DDA) and 1984 (CIDA/PAID) as internal, external or joint exercises with USAID, UNICEF, the Swiss Technical Cooperation Agency (DDA) and the Canadian International Development Agency (CIDA)

In-country studies of training needs were also undertaken as preliminary exercises to the setting up of the regional institutes in Ouagadougou (IPD/AOS) and Kabwe (PAID/ESA)

This was followed in 1980/81 by a needs assessment and evaluation exercise conducted in the six anglophone West African countries.

In addition permanent contacts are maintained with manpower planning units and the employees of PAID trainees to ensure that changes in training needs are rapidly appreciated, and periodic seminars and workshops are held with potential users of future trainees on issues such as participatory planning, health for all by the year 2000, etc.

The solving of manpower development problems to which PAID makes a contribution are summarised below:

Needs Identification: IPD/AC

Activity	Specific needs to which activity responds	Needs identified by
Training	Lack of skills to: analyse a working environment (physical and socio-economic worker)	Development bodies local authorities
	identify and analyse develop- ment problems	potential trainees
	identify, set up and manage projects	PAID staff
	manage small enterprises	
	Extreme lack of skills in: training and supervising other development staff	
	planning development activi- ties at regional level.	

Needs Identification: PAID/WA

Activity	Specific needs to which the activity responds	Needs Identified by:
Training	Critical shortage of trained manpower to implement deve- lopment plans, programmes and projects, originally in private structures (co- operatives..) and govern- ment bodies and now increa- singly in other private structures (NGO's etc), especially as concerns:	African Governments (Conferences 1972, 1979 in Cameroon)
	- Lack of skills in for- mulation of project design and programming	PAID staff in collabo- ration with African Governments (Manpower planning units, employers of PAID trainees) & PAID graduates  NGOs Financial partners (Evaluation report)

- Inability to cope with the multiple factors causing ineffective implementation of development activities

Lack of skills in local and administrative authorities in perception of the complexities of development issues and in the supervision and monitoring of development programmes, their coordination and evaluation.

Lack of ability to respond to grass-roots development problems.

Lack of skills among technical staff to identify development problems and inefficiency in responding to these problems during implementation and evaluation.

Poor performance of training staff in national training centres and programmes (eg extension services) due to lack of skills in training

#### Needs Identification: IPD/AOS

Activity	Specific needs to which activity responds	Needs Identified by:
Training	<p>Development activities not adapted to the environment, because of lack of skills to</p> <ul style="list-style-type: none"> <li>- determine a potential development strategy on the basis of an analysis of the environment and the socio-politico-economic context;</li> </ul> <p>Identify and analyse development problems</p> <p>Identify, design, programme, implement, control and evaluate development projects and plans which provide an adequate response to identified problems</p>	<p>Government bodies</p> <p>International organisations</p> <p>PDA's trainee target group</p> <p>PAID staff.</p> <p>local authorities</p> <p>Consultants to PAID</p>

Manage small enterprises and local, small scale development projects

Lack of skills among development staff to train and supervise front-line workers and field staff.

NEEDS IDENTIFICATION: PAID-ESA

Activity	Specific Needs to which the activity responds	Needs identified by:
Training	<ul style="list-style-type: none"> <li>- Inadaptation of development activities due to lack of skills in formulation of project design and programming, especially among women's groups, the informal sector, and NGOs in general</li> <li>- Inability to cope with the multiple factors causing ineffective implementation of development activities</li> <li>- Virtual absence of trained women extension workers and supervisors</li> <li>- Wastage of agricultural produce and of potential to generate income through use of postharvest processing technology</li> </ul>	<p>Private and public development organisations</p> <ul style="list-style-type: none"> <li>- leaders and supervising staff</li> <li>- potential trainees</li> </ul> <p>. Financial Partners</p> <p>. PAID staff and consultants</p> <p>Regional economic groupings and inter-governmental organisations (e.g SADCC, MULPOC)</p> <p>Participants at in-country workshops</p> <p>Potential beneficiary development bodies as feedback from annual report</p> <p>Professional bodies and management training centers</p>

- . For six and 9 month courses ineffectiveness of many development activities due to:
  - lack of management skills
  - inadaptation to cultural and socio-economic environment
- . Virtual absence of trained women in management skills, especially in rural project management

OBJECTIVES

- General:** Contribute to development - particularly in the rural areas - reinforcing management skills in the private sector in private and public bodies promoting initiatives and enterprises and in public sector initiatives.
- Specific:** Undertake in-service training of middle level leaders and managers of grass-roots activities carried out by private, semi public and public development structures and enterprises with an emphasis on employment creation, increased production, income generation and improvement of living standards: 16 trainees / year

STRATEGY

Trainees would follow regular courses at the regional PAID institutes thanks to scholarships covering total costs. They would be recruited annually on the basis of their levels and their belonging to suitable organisations or enterprises. General training contents cover the complementarity between private and public sector activities; in addition, trainees would receive orientation in their personal work (field work, written assignments attachments, case studies, dissertations) towards their specific needs as "entrepreneurs".

On completion of their programme, trainees will return to their previous employer.

ACTIVITIES

Courses are organised in the four regional institutes as follows:

- IPD/AC - 2 year course in Integrated Development comprising Training Units on
    - Environmental Studies
    - Development Projects,
  - and - Business and Cooperative Management or Regional Development and Planning (Trainees choose one of these two units)
- (Total intake 50 trainees / year - project request: 4 trainees/year

- PAID/WA:- 9 month course in Integrated Rural Development comprising field work, individual case studies and concentration in other project management or training of trainer's modules.  
(Total intake 55 trainees/year) - project request: 44 trainees/year)
- IPD/AOS: 9 month advanced course in Regional and Physical Planning comprising modules on:  
- regional development and planning  
- regional and spatial analysis  
- regional planning and programming  
- attachment and dissertation  
(Total intake = 30 trainees / year - project request 4 trainees / year)
- PAID/ESA:- 9 month advanced course in planning management and evaluation of rural development projects; (alternates every other year with 6 month course in project planning and management).  
(Total intake = 30 trainees/year - project request: 4 trainees/year)

### CHOICE OF CANDIDATES

Candidates must satisfy normal recruitment requirements for the various courses; final choice of candidates remains with PAID.

### RESULTS

- Improved access to professional training for development agents working in local, community and regional initiatives and enterprises;
- higher level of management skills among trainees leading to more efficient enterprises
- contribution to manpower development in 12 countries.

COST BREAKDOWN

Scholarships cover all costs including accomodation and full board, insurance and medical care, modest full tuition fees field work, personal and book allowance, access to all institute's facilities, and return travel.

The components of scholarships vary between the institutes in order to respect usual practices in the countries covered by each regional institute. Costs also vary according to local cost of living.

## IPD/AC

## Annual cost of scholarship

Accommodation, board and allowances	660 000
Facilities	225 000
Insurance	102 000
Tuition	785 000
Field work	111 000
Documentation/training supports	94 750
Secretariat	147 800
Recruitment	25 000
Return travel	250 000
	<u>2 400 050</u>

## PAID/WA

Accommodation, board and personal allowance	456 000
Book allowance	82 500
Insurance and medical expenses	272 000
Tuition	850 000
Fieldwork and equipment	187 000
Secretariat	150 000
Documentation/Training supports	100 000
Return Travel	250 000
	<u>2 372 500</u> =====

## IPD/AOS Cost of scholarship - 9 month course.

Accommodation	400 000
Board and Allowance, Insurance and medical expenses	650 000 650 000
Tuition	800 000
Fieldwork	50 000
Training supports	75 000
Dissertation	50 000
Secretariat	200 000
Recruitment	25 000
Return Travel	250 000
	<u>2 500 000</u> =====

## PAID/ESA Cost of scholarships

	<u>6 month</u>	<u>9 month</u>
Accommodation and board	660 000	980 000
Personal allowance		
Book allowance	56 000	63 000
Medical expenses, Sports Sports and Canteen Services	137 500	180 000
Tuition	550 000	720 000
Fieldwork	75 000	75 000
Training supports	70 500	75 000
Recruitment	43 000	43 000
Return travel	210 000	210 000
	<u>1 802 000</u> =====	<u>2 346 000</u> =====

P R O J E C T   I I

TITLE:

SUPPORT TO INCOME GENERATING  
ENTERPRISES IN SELECTED AFRICAN  
COUNTRIES.

COVERAGE

12 countries in Africa to be selected jointly by PAID and USAID from among 45 sub-saharan countries presently benefitting from PAID services.

REQUESTING AGENCY

INTERNATIONAL ASSOCIATION PAN AFRICAN  
INSTITUTE FOR DEVELOPMENT (PAID)  
P. O. BOX 4056, Douala, Cameroon  
Tel: 42 43 35 / 42 10 61 / 42 85 65  
Telex: 6048 KN

EXECUTING AGENCIES

- Institut Panafricain pour le  
Developpement,  
Region Afrique Centrale (IPD/AC),  
Douala, Cameroon.
- Pan African Institute for Development,  
West Africa Region (PAID/WA), Buea,  
Cameroon.
- Institut Panafricain pour le  
Developpement, Region Afrique de l'Ouest  
l'Ouest/Sahel (IPD/AOS)  
Ouagadougou, Burkina Faso.
- Panafricain Institute for Development -  
East and Southern Africa Region  
(PAID/ESA),  
Kabwe, Zambia.

1/3

PERIOD 1986/87 - 1988/89 (3 year period)  
 COST OF PROJECT Total cost of Project II over 3 year period:

260 845 120 FCFA
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(US \$: 869 484) <sup>(1)</sup>

PROGRAMMING OF EXPENDITURE - PROJECT II (FCFA)

	1986/87	1987/88 <sup>(2)</sup>	1988/89 <sup>(2)</sup>	TOTALS
A. <u>Advisory support to development structures</u> 4. activities/year at 2 722 500 F	10 890 000	11 979 000	13 176 900	36 045 900
C. <u>Training support:</u>				
IPD/AC - Business and Cooperative Management	15 070 000	16 577 000	18 234 700	49 881 700
PAID/WA - Income General Activities Women Executives	13 293 500	15 997 070 <sup>(3)</sup>	16 085 135	45 375 700
IPD/AOS - Project Management	25 536 500	28 090 150	30 899 165	84 525 810
PAID/ESA - Management	13 600 000	14 960 000	16 456 000	45 016 000
T O T A L S	78 390 000 (\$261 300)	87 603 220 (\$292 011)	94 851 900 (\$316 173)	260 845 120 (\$869 484)

(1) 1 \$ US = 300 FCFA

(2) Includes 10 % p. a for inflation

(3) Course for Women Executives

CONCLUSIONS

Analyses of development processes in many sectors (agriculture, cooperatives, health, education and other social services, nutrition, etc show) that as a complement to technical improvements and better management, efforts must be specifically made to increase family incomes; in this respect increasing emphasis is being given to the particular problem of increased incomes for women.

The creation of income generating activities, which very often take the form of small scale/micro enterprises, is therefore considered as an important component of integrated development.

In many cases, however, the necessary skills are lacking to identify problems and investigate market potential, to envisage and design an undertaking, to set up and manage an enterprise and to assure it a sound financial footing. This is particularly so among leaders and potential managers of such enterprises at local, community and regional levels and also among the development agents who could play an active role in promoting them.

In order to face up to such problems, PAID has provided support through two distinct but related modes of operation.

- providing advice to various forms of grass-roots organisations, PDAs and other private organisations as well as public bodies responsible for undertaking income generating enterprises; in most cases, such support includes time spent with leaders and managers of specific enterprises in analysing their problems as a first step in problem solving. Such advice is also provided to organisations which promote income generating activities without actually undertaking their day to day management.

In some cases, the support function has consisted in assisting the organisation to identify training needs which will then allow an in-country training programme to be designed and implemented.

- training for the specific skills necessary to promote, set up and evaluate enterprises not only as part of the regular programmes on the four regional campuses but also, more recently,

by organising in-country courses. These have proved to be more accessible to employees and employers, and to leaders, managers and promoters who cannot give the time nor find the resources necessary to attend courses lasting several months. The organisation of in-country courses will mean that a higher percentage of female trainees will attend, leading to a better impact on the promotion of income generating activities for women.

In-country courses will also have a greater impact on the organisation from which trainees originate on their return to professional duties; this is partly due to the possibility of training a core group of personnel from within each of a series of local development structures. Practical experience will also be gained by national training institutes which will be chosen to collaborate with PAID in running these in-country courses: this will enhance national capacity to continue such training and encourage the readjustment of existing programmes to deal with the same issues.

## ADVISORY AND TRAINING NEEDS

### Advisory Needs

Previous studies undertaken by PAID staff during consultancy missions in many countries of Africa and the analyses made together with trainees during regular courses show that a major obstacle to generating income is the inefficiency of activities undertaken by development structures, especially at a local level. This is linked to a lack of practical skills and ability on the part of local leaders to be aware of the potential for local initiatives to solve problems, and a lack of knowledge on how to solve such problems in practical terms.

At the same time, such local initiatives are frequently scattered and inefficient due to lack of knowledge and lack of outside advice on the diverse aspects of management: technical, personnel, and financial.

Moreover, in most cases, there is a lack of adequate support institutions which can promote development initiatives by providing "hands-on" advice to leaders and managers of local, community and regional enterprises so that they can acquire new skills on the job. Even where such institutions do exist they can rarely assist local development initiatives due to lack of funds.

## IDENTIFICATION OF SUPPORT NEEDS.

Activity	Specific needs to which the activity responds	Needs identified by:
Support by IPD/AC	Inefficiency of activities undertaken by development bodies, especially at local level	Development bodies PAID staff PAID trainees during course work Government decision makers Financial partners
Support by PAID/WA	<ul style="list-style-type: none"> <li>- Lack of adequate institutions to provide "hands-on" management advice and up to date materials</li> <li>Weakening of impact without follow-up</li> <li>Dispersion and inefficiency of NGO activities partly due to lack of knowledge of similar bodies and programmes</li> <li>Weakness of NGOs when responding to increased interest by public authorities for Gov't /NGO collaboration</li> <li>- Lack of practical skills and ability on the part of local leaders to:               <ul style="list-style-type: none"> <li>. relate their own problems to wider development issues</li> <li>. be aware of potential for local initiatives to solve problems</li> <li>. Orient local initiatives towards solving development initiatives</li> </ul> </li> <li>identify, design, implement, monitor &amp; evaluate local development initiatives</li> </ul>	<p>US Peace Corps, Women's groups (Agric, CD, Health Coops) Local authorities</p> <p>idem plus PAID staff</p> <p>SONED sponsors SONED members PAID staff Ford Foundation Nigerian NGOs</p> <p>idem</p> <p>Extension workers (Agric, CD, Health Coops)</p> <p>PAID staff trainees (during field work)</p> <p>local authorities and administrators, Villagers (village study seminar)</p>

Support by IPD/AOS	Lack of ability to control management problems, and the organisation of development bodies or projects  Difficulty in defining adequate responses to identified development problems	Regional development structures  Structures supporting PDA's and regional bodies  PDA's The population PAID staff
Support by PAID/ESA.	Lack of adequate institutions providing "hands-on" management advice and up to date materials  Weakening of impact of training without follow-up  Inefficient extension services in some countries (especially as directed towards women) due to:  . poor policy orientation . lack of information on innovative approaches . lack of management skills  Low income of women partly due to lack of knowledge and practical skills on simple improved methods for food production and processing	PAID staff (needs assessment survey)  Professional bodies  Employers' organisations and specialised bodies (eg Chamber of Commerce)  Trainees Ministries & private organisations:  Extension policy matters  Extension officers women group leaders  Extension trainees  Entrepreneurs

### Training Needs

The assessment of training needs has been described in Project I (Manpower Development). One result of the different evaluations has been the growing awareness of the complementarity between local, community and regional enterprises and those programmes and projects undertaken by the public and parastatal sectors. This entails training in skills to promote income generating enterprises, from the awareness of the problem (market study), to the conception and planning of the enterprise, its implementation, its management and its monitoring/evaluation. While these skills derive from conventional management concepts, they must be particularly adapted to the small scale operations, the cultural setting and the general economic, social and political environment within which such enterprises operate.

## OBJECTIVES

General           Contribute to development, particularly in rural areas, by the reinforcement of management skills in the private sector, in private and public bodies promoting initiatives and enterprises with a view to creating employment, increasing incomes and improving living standards.

Specific           Increase manpower skills through the organisation of in-country, in-service training on issues related to promotion and management of income generating activities: 4 courses/year of 2 - 4 weeks each.

                          Increase institutional efficiency by providing advisory support to local developments initiatives, enterprises, and development structures promoting income generating activities: 4 support activities/year. (Varying from 15 - 20 days each ).

## STRATEGY

Organisation of shorter, in-country courses in order to facilitate access for women and the leaders and managers of small enterprises, PDA's and other local, community and regional initiatives as well as organisations promoting these initiatives. All trainees would return to their original postings after programme completion.

Provision of advisory support, in order to give some follow up to training programmes and provide "hands-on" experience of improved management practices under the guidance of experienced PAID staff. Support will be provided within the framework of the general development of income generating activities in a country, and be addressed to development structures which will be jointly identified by PAID and USAID.



COST BREAKDOWN:Activity A. Advisory Support - All institutes

	FCFA
Travel and subsistence	925 000
Staff	1 175 000
Stationery	90 000
Support staff	150 000
Tel/telex	35 000
Contingencies	100 000
	<hr/>
Sub total	2 475 000
Common costs	247 500
	<hr/>
	2 722 500
	=====

## Activity B

Cost estimate: Business and Cooperative ManagementWORKSHOP (IPD/AC): 3 weeks.

( F C F A )

Preparation	950 000
Participants' accomodation	5 600 000
PAID Staff	4 800 000
National resource persons	1 500 000
Secretariat/training aids	850 000
Common costs	1 370 000
	<hr/>
Total	15 070 000
	=====

Cost Estimate: Workshop on Management for  
Executive Women (PAID-WA) - 2 weeks.

A. <u>Preparatory Work (1 PAID staff)</u>	FCFA
Air travel : Douala/Monrovia/Douala	= 230 000
Per Diem at 50 000 x 6 days	= 300 000
Local Travel	= 30 000
Stationery/Secretarial Work	= 50 000
Postage/Telex	= 100 000
B. <u>Participants' Cost</u>	
Food: 5 000 FCFA x 30 x 14 days	= 2 100 000
Accommodation: 5000 FCFA x 30 x 14	= 2 100 000
Medical Expenses x 30 x 14	= 300 000
Local Travel : Field Work	= 300 000
C. <u>Resource Persons ( 2 PAID Staff: 2 Local)</u>	
<u>PAID Staff</u>	
Air travel: Douala/Monrovia/Douala x 2	= 460 120
Per Diems: 2 x 50 000 FCFA x 20 days	= 2 000 000
Consultancy cost for 2 x 20	= 2 000 000
<u>Local Resource Persons</u>	
Per Diem at 50 000 x 14 x 2	= 1 400 000
Honorarium x 2 x 175 000 FCFA	= 350 000
Local Travel x 2 x 50 000 FCFA	= 100 000
D. <u>Training Support</u>	
Stationery and Secretarial Service	= 100 000
Postage/Telephone/Telex	= 100 000
Report write up and production	= 400 000
E. Contingencies	= 500 000
	<hr/>
SUB TOTAL	= 13 220 120
	<hr/>
F. PAID Overhead charges at 10 %	= 1 322 072
	<hr/>
GRAND TOTAL	= 14 542 192
	=====

Cost Estimate: Workshop on Income Generating Activities  
for Women ( PAID/WA) 2 weeks.

		FCFA
A. <u>Preparatory Work</u> (1 PAID staff)		
Air travel : Douala/Freetown/Douala	=	300 000
Per Diem at 40 000 FCFA x 6 days	=	240 000
Local travel	=	20 000
Stationery/Secretarial Services	=	50 000
Postage/Telex	=	50 000
 B. <u>Participants' Cost</u>		
	=	
Food: 4 000 FCFA x 13 x 30	=	1 560 000
Accommodation: 5 000 FCFA x 13 x 30	=	1 950 000
Medical Expenses x 30	=	300 000
Local Travel: Field Work	=	200 000
 C. <u>Resource Persons</u> ( 2 PAID staff; 2 local)		
<u>PAID Staff</u>		
Air travel : Douala/Freetown/Douala x 2	=	600 000
Per Diem 40 000 FCFA x 2 x 20 days	=	1 600 000
Consultancy for 2 x 20	=	2 000 000
Local travel x 2	=	100 000
 <u>Local Resource Person</u>		
Per Diem at 40 00 x 14 x 2	=	1 120 000
Honorarium for 2 x 175 000 FCFA	=	595 000
 D. <u>Training Support</u>		
Stationery/Secretarial Services	=	400 000
Postage/Telephone/Telex	=	100 000
Report Write Up and Production	=	400 000
 E. <u>Contingencies</u>	=	500 000
SUB TOTAL	=	12 085 000
		1 208 500
GRAND TOTAL	=	13 293 500
		=====

Cost Estimate Seminar - Project Management - (IPD/AOS) 3 weeks - (FCFA)I. PEDAGOGIC costs1. Needs study ( 2 staff - 1 week)

Fees	375 000 x 2 x 2	=	1 500 000	
Travel	100 000 x 2 x 2	=	400 000	
Allowance	30 000 x 7 x 2 x 2	=	<u>840 000</u>	2 740 000

2. Write up documents (3 staff - 2 weeks)

Fees	375 000 x 3 x 2 x 2	=	4 500 000	
Reproduction costs	350 000 x 2	=	700 000	5 200 000

3. Implementation (3 staff - 3 weeks)

Fees	375 000 x 3 x 3	=	3 375 000	
PAID travel	100 000 x 3 x 1	=	300 000	
Allowance	30 000 x 3 x 21	=	<u>1 890 000</u>	5 565 000

II. PARTICIPANTS COSTS (24)

Transport Allowance	150 00 x 24 x 21	=	<sup>pm</sup> 7 560 000	
Secretariat costs and supplies		=	200 000	
Logistic (Local and vehicle)		=	250 000	
Reception		=	100 000	
Insurance and social costs		=	<u>100 000</u>	8 210 000

III. Editing and publishing of documents 500 000

IV. Follow-up and evaluation of seminar 1 000 000

V. Common costs 10 % 2 321 500

Total 25 536 500  
=====

Cost Estimate: Management training workshop for managers and  
entrepreneurs of small scale enterprises  
( PAID - ESA): 2 - 4 weeks (FCFA)

Preparation	845 000
Participants accomodation	4 869 999
PAID Staff	4 500 000
National resource persons	1 300 000
Secretariat/training aids	850 000
Common costs	1 236 000
Total	<u>13 600 000</u> =====

PROJECT III

TITLE

DIFFUSION OF MANAGEMENT SKILLS  
IN SELECTED AFRICAN COUNTRIES.

COVERAGE

12 countries in Africa to be selected jointly by PAID and USAID from among 45 sub-saharan countries presently benefitting from PAID services.

REQUESTING AGENCY

INTERNATIONAL ASSOCIATION PAN AFRICAN  
INSTITUTE FOR DEVELOPMENT (PAID)  
P. O. BOX 4056, Douala, Cameroon,  
Tel: 42 43 35 / 42 10 61 / 42 85 65  
Telex 6048 KN

EXECUTING AGENCIES

- Institut Panafricain pour le Developpement,  
Region Afrique Centrale (IPD/AC)  
Douala, Cameroon.
- Pan African Institute for Development -  
West Africa Region (PAID/WA), Buea,  
Cameroon.
- Institut Panafricain pour le Developpement,  
Region Afrique de l'Ouest/Sahel  
(IPD/AOS) Ouagadougou, Burkina Faso.
- Panafricain Institute for Development -  
East and Southern Africa Region  
(PAID/ESA), Kabwe, Zambia.

PERIOD 1986/87 - 1988/89 ( 3 year period )  
 COST OF PROJECT: Total cost of project III over 3 year period:

52 413 100 FCFA
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( US \$ 174 710 ) (1)

PROGRAMMING OF EXPENDITURE - PROJECT III

( F C F A )

	1986/87	1987/88 <sup>(2)</sup>	1988/89 <sup>(2)</sup>	TOTALS
Preparation and diffusion of pedagogic supports				
IPD/AC	5 170 000	6 594 500	4 640 400	16 404 900
PAID/WA	4 396 000	5 420 800	6 563 500	16 380 800
IPD/AOS	3 080 000	3 206 500	3 527 200	9 813 700
PAID/ESA	3 080 00	3 206 500	3 527 200	9 813 700
<b>T O T A L S</b> \$	15 726 500 ( \$ 52 421 )	18 428 300 ( \$ 61 428 )	18 258 300 ( \$ 60 861 )	52 413 100 ( \$ 174 710 )

(1) 1 \$ US = 300 FCFA

(2) Includes 10 % p.a for inflation

12

JUSTIFICATION

While management skills are recognised as essential for the identification, elaboration, implementation, running and evaluation of enterprises and other development activities, the lack of empirical knowledge of day to day management problems and issues is a serious handicap both in providing adequate advisory support for functioning enterprises and promoters of enterprises and in setting up and running training programmes.

In order to improve the impact of both advisory support and of training, it is necessary to have a series of simple pedagogic aids on management issues such as selected readings, case studies, trainers guidelines, discussion papers, methodological notes, survey procedures, analytic charts, visual supports etc.

This project will enable PAID to make a contribution to the elaboration of such pedagogic aids, based on the particular aspects of the different African environments.

OBJECTIVES

General: Contribute to development - particularly in the rural areas - by reinforcing management skills in the private sector, in private and public bodies promoting initiatives and enterprises and in public sector initiatives.

Specific: Undertake studies of management issues and produce pedagogic aids which will enhance training for job skills; these aids will be in the form of case studies, course guidelines, audio and audio-visual supports etc:

4

Sets per year.

STRATEGY

Specific problem areas for management, related to issues such as the social, economic and political environment, and the cultural context of the small scale operations would be identified by PAID staff during both training programmes, sessions and other support activities. (Projects I and II).

Studies would be undertaken both with trainees and during advisory support missions.

PAID staff working under the guidance of a consultant with experience in the design and production of pedagogic aids, would undertake elaboration of all such aids.

Diffusion of pedagogic aids would be principally aimed at trainees during regular courses and in-country workshops and at staff of organisations receiving advisory support.

Secondly, following the setting up of a network of training and research institutes by IPD/AOS, the three other regional institutes are now preparing similar networks; Staff of these institutes would also be included in the diffusion process, and the documentary services.

Lastly, PAID is now coordinator of Southern Networks for Development - SONED - set up by Third World PDAs in 1984, while each regional institute is reinforcing its links with local PDAs. Many such organisations are active promoters of local, community and regional enterprises and would also be prime targets for diffusion of pedagogic aids.

### ACTIVITIES

During regular training courses, (Project I), in-country workshops and advisory support missions (Project II), PAID staff will work with trainees and with the managers and leaders of community and regional enterprises to identify and analyse management problems and issues, particularly those which link the efficiency of small scale enterprises to the cultural context and to the economic, social and political environment.

In addition, trainees receiving scholarships to attend regular courses (Project I) will be oriented in their individual studies (written assignments, field work, case studies and dissertations) to address these issues.

The empirical material gathered from fieldwork, trainees individual work, seminar debates and advisory missions, including documents already available in the four regional documentary centers, would be analysed.

- Design and write up the documents and other pedagogic aids
- Test the draft documents etc with PAID trainees and revise;
- Diffuse documents etc through the networks of:
  - previous trainees in regular courses and in-country workshops;
  - employees in development enterprises receiving advisory support from PAID;
  - organisations collaborating with PAID, which undertake promotion of small scale enterprises;
  - training and research institutes in the regions;
  - PDAs in the region with an interest in managing or promoting small scale enterprises.

## RESULTS

- Improve the training for management skills in the selected African countries and contribute to the adaptation of such training to cultural, social, economic and political realities.
- Reinforce the impact of advisory support to local, community and regional enterprises and to private and public promoters of income generating activities;
- Contribute to the efficiency of employees in small scale enterprises

COST BREAKDOWN ( FCFA)IPD/AC

	Year 1	Year 2	Year 3
Documentation	250 000	110 000	121 000
PAID staff (1mm)	1 500 000	1 650 000	1 815 000
Secretariat	250 000	275 000	302 500
Consultant (specialist in design of pedagogic aids)	2 700 000	2 970 000	-
Production	-	770 000	1 540 000
Diffusion	-	220 000	440 000
Common costs	470 000	599 500	421 900
<b>T O T A L</b>	<b>5 170 000</b>	<b>6 594 500</b>	<b>4 640 400</b>
<u>PAID/WA</u>			
Documentation	350 000	110 000	121 000
PAID staff (1mm)	1 500 000	1 650 000	1 815 000
Secretariat	165 000	181 500	199 650
Consultant	1 800 000	1 980 000	-
Production	-	825 000	1 650 000
Diffusion	-	181 500	363 000
Common costs	381 500	492 800	414 850
<b>T O T A L</b>	<b>4 396 500</b>	<b>5 420 800</b>	<b>6 563 500</b>

IPD/AC

	Year 1	Year 2	Year 3
Documentation	250 000	110 000	121 000
PAID staff(1 mm)	1 500 000	1 650 000	1 815 000
Consultant	900 000	-	-
Secretariat	150 000	165 000	181 500
Production	-	770 000	847 000
Diffusion	-	220 000	242 000
Common costs	280 000	291 500	320 700
<b>T O T A L</b>	<b>3 080 000</b>	<b>3 206 500</b>	<b>3 527 200</b>

PAID/ESA

Idem IPD/AOS

11

P R O J E C T I V

TITLE

PROMOTION OF SMALL SCALE RURAL PRODUCTION

COVERAGE

12 countries in Africa to be selected jointly by PAID and USAID from among 45 sub-saharan countries presently benefitting from PAID services.

REQUESTING AGENCY

INTERNATIONAL ASSOCIATION PAN AFRICAN INSTITUTE FOR DEVELOPMENT (PAID)

P. O. Box 4056, Douala, Cameroon,  
Tel 42 43 35 / 42 10 61 / 42 85 65  
Telex 6048 KN.

EXECUTING AGENCIES

- Institut panafricain pour le Developpement, Region Afrique Central (IPD/AC)  
Douala, Cameror.
- Pan African Institute for Development West Africa Region (PAID/WA), Buea, Cameroon.
- Institut Panafricain pour le Developpement Region Afrique de l'Ouest/Sahel (IPD/AOS)  
Ouagadougou, Burkina Faso
- Pan African Institute for Development East and Southern Africa Region (PAID/ESA)  
Kabwe, Zambia.

PERIOD 1986/87 - 1988/89 ( 3 year period )

COST OF PROJECT Total cost of project IV over 3 year period:

183 233 656 FCFA
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( US \$ 610 779 ) <sup>(1)</sup>

PROGRAMMING OF EXPENDITURE - PROJECT IV (FCFA)

	1986/87	1987/88 <sup>(2)</sup>	1988/89
A. Scholarships			
9 per year at 2 403 920	21 635 280	23 798 808	26
3 per year at 2 346 000	7 038 000	-	8
3 per year at 1 802 000	-	5 406 000	
B. In-country workshops			
4 per year	(see proj.1)	(see proj.1)	(see proj.1)
C. Support activities			
4 per year at			
2 722 500	10 890 000	11 979 000	13
D. Pedagogic supports			
4 per year at			
4 125 000	16 500 000	18 150 000	19
TOTALS	56 063 280	59 333 808	67
	( \$ 186 878 )	( \$ 197 779 )	( \$ 208 666 )

(1) 1 \$ US = 300 FCFA

(2) Incl des 10 % p.a for inflation

## JUSTIFICATION

Agriculture forms the mainstay of the economy in many countries and still constitutes the major means of livelihood (more than 1/3 of GDP in twenty six countries for the vast majority of the population in all but a few countries which have extensive mining, industrial or service activities.

However, little progress has been made over the past few years in agricultural production in general and in food production in particular; per capita agricultural production has dropped in thirty three sub-saharan countries over the 1971-1980 period and in a total of thirty six countries over the 1980-84 period.

To some extent, this situation is due to a stagnation of agricultural technology, which now seems to have reached a ceiling for agricultural productivity and limits the expansion of cultivated land.

However, the causal factors are as much in the sphere of social and economic policies and practices as in the technical field.

Other major factors which are frequently identified as being the causes of the present poor performance of the agricultural sector are a distortion of public policies to the detriment of agriculture, and an external economic climate which makes it difficult for African countries to balance their foreign exchange budget and therefore provide the imported inputs and investments necessary.

Rapid population growth in many countries has also been a contributory factor together with environmental degradation linked to very unfavourable natural conditions which, in recent years, have revealed deep seated structural imbalances. These have resulted in a serious food crisis in more than 25 sub-saharan countries where national production plus regular imports are insufficient to cover the population's food needs.

Efforts to tackle both the agriculture and food production crisis must be long term and be based on an analysis of these structural imbalances.

Considerable efforts have been made and continue to be made to promote large scale, capital intensive agricultural projects, not always with the success expected; at the same time, larger projects set up specifically to help smaller

"independent" farmers have frequently been side tracked by a better off rural population who combine entrepreneurial and trading activities with farming to the direct detriment of expected beneficiaries. This has been especially true in the field of access to inputs and technical advice and is particularly for women farmers.

Besides the lack of consideration for the internal social and economic contradictions among the rural population, new technologies being introduced are not adapted to small scale agriculture, which in turn results from lack of knowledge by research workers and extension policy makers as to the aims and the socio-economic organisation of small scale farmers.

Endogenous practices of soil and plant protection have previously been considered as being of little importance, but these are now being gradually taken into account as a result of recent changes in research orientation, leading to the adoption of a farming systems approach, especially by the international institutes belonging to the CGIAR network and by the national research centers, regional programmes (e.g SAFGRAD) and bilateral agencies (eg US AID) which collaborate with them.

However, the extension services have rarely followed this readjustment and they have remained notoriously inefficient in many countries, with little apparent effect on the diffusion of technologies and therefore on an improvement in agricultural and, more specifically food production.

Various attempts have been made to upgrade such services, in many cases by a re-organisation along the lines of the "Training and Visit" system. Criticisms of such services remain however, notably the fact that women farmers are still largely ignored.

One major orientation which emerges is a push for the privatisation of the functions of input distribution, if not of technical diffusion (BERG, 1981) (1)

An alternative approach, which is by no means contradictory, puts considerable value on endogenous technical knowledge, local forms of organisation and the capacities of small farmers to innovate, given a favorable economic and social environment.

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(1) BERG, E., et. al., Accelerated development in Sub-Saharan Africa. An agenda for action. Washington: World Bank 1981.

In addition, off farm activities - especially processing of farm produce - have been shown to have an important impact not only on income levels and the yearly spread of income but also on the incentive for increased production as the added value resulting from processing is to a certain extent controlled by the farmer (especially the women farmers) and not by middle men/women and traders.

In responding to these various bottlenecks in the promotion of small farm production, the major obstacle is the lack of skills for:

- understanding the rationale of the small farmer;
- promoting and managing the farm enterprise as a business, while ensuring its continued integration into the cultural, social and economic environment.

In addition while some knowledge is available as to the conceptual framework within which men and women farmers make decisions covering the production and marketing of their goods, such knowledge is rarely in a form which can be readily used for training purposes.

#### GENERAL OBJECTIVES

Contribute to the promotion of small scale agricultural and livestock production and processing by men and women peasant farmers, taking into account the cultural social and economic context, with the aim of increasing women's family and national incomes, and of improving food self-security and the nutritional status of the population. A special focus will be on the promotion of processing farm and agricultural produce by women farmers.

#### SPECIFIC OBJECTIVES

- In-service training of managers and supervisors of rural development projects promoting small farm production and related activities,

12
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trainees per year

12

- In-country training workshops in management as a support to project implementation.

4

training workshops per year

- "Hands-on" advisory support in the form of management consultancy to rural development projects and to public and private bodies in the identification, elaboration, implementation and evaluation of programmes and projects to promote small scale agricultural productions.

4

support activities per year

- Study of the cultural, social and economic contexts of the development of small scale agricultural production and of the conceptual framework of men and women farmers, leading to the elaboration of training supports:

production of

4

training supports/year.

### STRATEGY

In making a contribution to the promotion of small farm development, a three pronged approach is adopted as in projects I, II, and III.

Training would be provided, notably for project staff in rural areas working on the problems and constraints related to small farm development. This means primarily in agricultural and livestock development projects but also rural development projects and, to a lesser extent, projects promoting cooperative activities and small rural business related to farming inputs, services and produce processing, health and adult education projects, womens income generating project etc.

Short-term, in-country training workshops, would be a form of support to improved management of projects and programmes and would be linked to management consultancy, as a means of following up management training and providing "hands-on" management advice and training.

Pedagogic supports would be necessary for in-service training, workshops and as a back up to management consultancy. These would focus on diffusing information leading to a better understanding of the rationale of men and women farmers and of the cultural, social and economic environment within which they operate.

#### ACTIVITIES

- Scholarships for trainees in the regional institutes to follow 6 month to 2 year courses, comprising semi-autonomous modules and training units (2-7 months) which can be followed separately (see page 4.8)
- Organisation of in-country workshops (2-8 weeks) in project programming, planning and management
- Support activities to specific projects, programmes and to public and private services responsible for administration and follow-up of agricultural development projects; such activities include advisory support in policies and programmes, management consultancy to specific projects, identification of training needs and elaboration of training programmes, etc. Major accent will be on smaller projects which do not usually benefit from external expertise, notably, those undertaken by private and non governmental organisations.
- Studies of specific small farm situations, leading where appropriate to the preparation and production of pedagogic aids, notably in the form of case studies.

#### RESULTS

- Improved management of rural and agricultural development projects, leading to more efficient promotion of small scale farming; and processing of rural products
- Better adaptation of training to the cultural, social and economic environment.

Courses, training units and modules offered in  
PAID Regional Institutes

IPD/AC	PAID/WA	IPD/AOS	PAID/ESA
Environmental Studies Training Unit (6mon)	Integrated Rural Development Course (9 months)	Regional Development and planning course (9 mon advanced level)	Project Planning, Management and evaluation course (9 month advanced level)
Development Project Training Unit (7mon)	Training of Trainers Training Unit ( 2 mon as elective component of Integrated Rural Development course)	Project Management module (2 mon component of Regional Development Planning course)	Project planning and Management course(6 mon)
Business and Cooperative Management Training Unit (6mon)	Project Planning and Management Training Unit (2 mon as elective component of Integrated Rural Development course)	Ecology (desertification / drought) module (1 mon component of Rural Development planning course)	Small business management Training Unit (2 months)
Regional Development and Planning Training Unit (6mon)			Female extension officers Training Unit (2 mon)
Training of Trainers Training Unit (4 mon)			Training of trainers in agricultural extension Training Unit ( 2 mon)
Health, Nutrition, and Home Economics Training Unit (4mon)			



P R O J E C T V

TITLE

COMMUNITY PARTICIPATION AND INTEGRATED ACTIVITIES IN PRIMARY HEALTH CARE.

COVERAGE

12 countries in Africa to be selected jointly by PAID and USAID from among 45 sub-saharan countries presently benefitting from PAID services.

REQUESTING AGENCY

INTERNATIONAL ASSOCIATION PAN AFRICAN INSTITUTE FOR DEVELOPMENT (PAID)

P. O. Box 4056, Douala, Cameroon,  
Tel 42 43 35 / 42 10 61 / 42 85 65  
Telex 6048 KN.

EXECUTING AGENCIES

- Institut Pan africain pour le Developpement, Region Afrique Centrale (IPD/AC)  
Douala. Cameroon.
- Pan African Institute for Development West Africa Anglophone Region (PAID/WA),  
Buea, Cameroon.
- Institut Pan africain pour le Developpement Region Afrique de l'Ouest/Sahel, (IPD/AOS)  
Ouagadougou, Burkina Faso
- Pan African Institute for Development East and Southern Africa Region (PAID/ESA)  
Kabwe, Zambia.

PERIOD

1986/87 - 1988/89 (3 year period)

COST OF PROJECT

Total cost of project V over 3 year period:

400 276 746 FCFA

( US \$ 1 334 256 ) (1)

PROGRAMMING OF EXPENDITURE - PROJECT V

( F C F A )

	1986/87	1987/88 <sup>(2)</sup>	1988/89 <sup>(2)</sup>	T O T A L S
A. Scholarships				
4 per year @ 2 403 920	21 635 280	23 798 808	26 178 688	71 612 776
3 per year @ 2 346 000	7 038 000	-	8 515 980	15 553 980
3 per year @ 1 802 000	-	5 406 000	-	5 406 000
B. In-country work- shops				
4 per year @ 27 520 000	55 040 000	60 544 000	66 598 000	182 182 000
C. Support activities				
4 per year @ 2 722 500	10 890 000	11 979 000	13 176 900	36 045 990
D. Field operation research				
2 per year @ 13 516 000	27 032 000	29 735 000	32 709 000	89 476 000
T O T A L S \$	121 635 280 ( \$ 364 906 )	131 462 808 ( \$ 438 207 )	147 178 568 ( \$ 490 595 )	400 276 746 ( \$ 1 334 256 )

(1) 1 \$ US = 300 FCFA

## JUSTIFICATION

Given the low income levels and the poor standards of living which pertain for the majority of the population in African countries - both in rural and urban areas - the health status of the population is low. Several high risk groups are particularly vulnerable, especially children, youth, pregnant and nursing women. This is particularly evidenced in the high and very high infant mortality rates in most countries (median value of 117 ‰ for sub-saharan African with maximum of 200‰.) Correlation between poor health and poverty has also been shown to be an important aspect of the existing situation. The uncertainty and financial burden associated with frequent and unforeseeable illness and mortality are a considerable stress on a population in psycho-sociological terms.

Moreover, in strictly economic terms, the loss of productivity due to poor health among the active population is an impediment to improved economic performance; the health status of all workers, especially men and women farmers is therefore of vital importance in a development process.

The conditions for the production of a better health status have been identified as being spread across numerous sectors and technical specialities. These include particularly food production, nutrition, water supply and environmental hygiene, housing conditions as well as transport for access to social amenities (including health facilities), and attitudes to health/sickness. These and other factors now appear to be as important as the more conventional aspects of disease and disease vector control, efficient delivery of health services and training processes for health personnel which are adapted to the social, cultural, economic and environmental conditions.

All countries in Africa are now re-orientating both their health services as well as other technical services towards primary health care, with the declared objective of "health for all by the year 2000" (HFA/2000)

Four essential components of this approach are:

- improved management of health care delivery to bring health services closer to the poorest sectors of the population and to deliver services which respond to grass-roots needs;
- an understanding of the conceptual framework of health as seen by the community and the promotion of community and specialised endogenous knowledge in the field;

- Community participation in the identification of problems related to health and their causal processes, and in the search for, elaboration and implementation of health and health related activities, their management and evaluation;
- an intersectoral approach with particular emphasis on food production, nutrition and growth monitoring, water supply and environmental hygiene in addition to more conventional health activities and health education.

Such an approach requires the building up among both health personnel and development staff from other sectors of the capacity to:

- analyse health problems and health related problems in specific environmental settings in cooperation with the population;
- undertake activities based on an understanding of the relations between health issues and development issues in other sectors;
- work with and support the initiatives taken by the population, their leaders and their local development structures in health and health related fields;
- improve the performance of health care delivery and of health related activities through better management;
- coordinate activities including the determination of common objectives, joint programming, common development of outreach services, integration in implementation, etc.

Considerable field knowledge is necessary for such an approach. However, although field information exists, it is not readily available for training staff and not as yet presented in forms which make it readily accessible to policy makers, management advisors, supervisors and operational staff, especially at the field level.

#### GENERAL OBJECTIVES

Promote community participation and integrated health and health related activities within the framework of a primary health care approach, through training, support and research.

SPECIFIC OBJECTIVES

- In-service training of managers and supervisors of health and health related activities undertaken by private bodies and public services with a view to promoting an integrated approach:

12 trainees per year

4 workshops per year

- Support to PHC projects, programmes and services:

4 support activities per year

- Field operation research on health and health related issues as a support activity:

2 operations per year

STRATEGY

Over the past few years, PAID has gradually integrated health and health related issues (especially nutrition, food supply and local resource management) into the mainstream of its course contents. At the same time, specific training has been organised on these issues.

In support to programmes undertaken with assistance from various international bodies (WHO, UNICEF) or directly with national development structures, PAID has gradually built up its expertise in such fields as analysis of childrens and women's situation, nutrition and nutrition education, analysis and management of health care delivery, small scale food production and processing, and other health related issues.

In 1985/86, this effort was intensified and will be persued during 1986/87 - 1988/89 period and training of health staff will be undertaken in integrated rural development, project management, and regional planning.

The accent will be on training for multi-sectoral analysis, for undertaking activities covering the multiple factors influencing health status, and for setting up and implementing community based health and health related projects to deal with these factors, management of health related activities, and community participation in health issues and in management of health related activities.

In addition, field operations research was commenced in two limited zones in 1985/86 and local workshops are now being planned. The objective of these workshops is to promote integrated work by field teams built up from among existing development staff, including administrative authorities and various technical sector staff who, in collaboration with grass-roots structures, will implement the activities necessary to further the overall objective of HFA/2000.

The field operations research will be developed as a support activity to administrative authorities, public and private health services, development bodies active in other sectors and grass-roots organisations.

In addition, support activities will be provided on request, building up on the information and practical experience gained from training, operations research and in-country workshops.

#### ACTIVITIES

- A. Scholarships for trainees in the regional institutes to follow 6 month to 2 year courses, composed of semi autonomous modules and training units (2-7 months) which can be followed separately

#### Courses, Training Units and modules offered at PAID Regional Institutes.

IPD/AC	PAID/WA	IPD/AOS	PAID/ESA
Environmental Studies training units (6 months)	Integrated Rural Development course (9 months)	Regional development and planning course (9 months)	Project Planning, management and evaluation course (9 months)
Development Project training Unit (7 months)	Training of trainers, training Unit (2 months)	Regional Planning module (2 months)	Project Planning and management course (6 months)
Business and Co-operative management training unit (6 months)	Project planning & management training unit (2 months)	Project management module (2 months)	Management of small business course (2 months)

IPD/AC	PAID/WA	IPD/AOS	PAID/ESA
Regional development and planning training unit (6 months)		Drought and environmental control module (1 month)	Female extension workers course in project management and communication (2 months)
Training of trainers training unit (4 month)			Training of trainers in agricultural extension (2 months)
Health, Nutrition & Home Economics training unit (4 months)			

- B. Organisation of in-country workshops in periods of 2 weeks repeated 3 times (total 6 weeks) in the integrated approach to health and health related issues;

These workshops, designed for training administrative authorities and local technical staff will address the implementation and coordination of an integrated approach to health and health related authorities.

- C. Support activities to specific field teams, health projects and to private and public health services practicing PHC notably as a follow up to participation of health staff in training and in-country workshops. These activities will include advisory services on nutrition and nutrition related issues, food production and processing, community health needs and community participation in health care management etc.
- D. Operations research in 2 local administrative units (Districts) to support local staff in analysing health and health related problems and their causal processes, identifying and implementing health and health related activities based on community participation; management consultancy for these activities and support in monitoring and evaluation methodology.

## RESULTS

- Participation in promoting an integrated approach to health related activities;
- Practical application of this approach in selected areas as a basis for study and analysis of obstacles, constraints and potentialities;
- Production of documents presenting obstacles, constraints and potentialities of an integrated approach to health and health related activities, in a form which can be used for training and group self instruction in field teams.

COST BREAKDOWN ( F C F A )

A. Annual cost of scholarships (for details, see project I)	
Weighted average of scholarships at IPD/AC + PAID/WA+ IPD/AOS = 2 403 920	
Cost of 9 month scholarship at PAID-ESA	= 2 346 000
Cost of 6 month scholarship at PAID/ESA	= 1 802 000
B. In-country workshops. (3 x 2 weeks)*	
Preparatory work	460 000
Participants	
Travel x 30	600 000
Board and lodging 6 weeks	11 340 000
Medical expense	600 000
Field work	600 000
Resource persons	
PAID staff (2)	
Tuition	4 500 000
Local resource persons (2)	
P D x 42	3 360 000
Honorarium	1 050 000
Local travel	200 000
Training support	1 780 000
Coordination costs	3 030 000
	<hr/>
	27 520 000
* To be held in Burkina Faso, Cameroon and Zambia	
C. Support activities to PHC projects, programmes and services:	
Travel and subsistence	925 000
Staff	1 175 000
Stationery	90 000
Support staff (sec)	150 000
Telephone/Telex	35 000
Contingencies	100 000
	<hr/>
Sub - total	2 475 000
Coordination costs	247 500
	<hr/>
	2 722 500 FCFA

## D. Operations research:

Field work by trainees

- Preparation	1 968 000	
- Field work		
Staff	1 228 000	
transport	256 000	
Secretariat	15 000	
Trainers allowance		
3 wks x 50	2 100 000	
- Write up		
staff	682 000	
secretariat and reproduction	75 000	
Sub-total		6 324 000

Field work by staff

- Preparation	1 664 000	
- Field work		
staff	1 023 000	
allowance	375 000	
transport	200 000	
audio visual support (video)	782 000	
- Write up		
staff	1 705 000	
secretariat	112 000	
audio visual and reproduction	102 000	
Sub-total		5 963 000
Coordination costs		1 229 000
		<u>= 13 516 000</u>

P R O J E C T VI

TITLE

POPULATION AND DEVELOPMENT  
ACTIVITIES

COVERAGE

12 countries in Africa to be selected jointly by PAID and USAID from among 45 sub-saharan countries presently benefitting from PAID services.

REQUESTING AGENCY

INTERNATIONAL ASSOCIATION PAN AFRICAN INSTITUTE  
FOR DEVELOPMENT (PAID)  
P. O. Box 4056, Douala, Cameroon,  
Tel 42 43 35 / 42 10 61 / 42 85 65  
Telex 6048 KN.

EXECUTING AGENCIES

- Institut Panafricain pour le Developpement,  
Region Afrique Centrale (IPD/AC)  
Douala, Cameroon.
- Pan African Institute for Development  
West Africa Region (PAID/WA), Buea,  
Cameroon.
- Institut Panafricain pour le Developpement  
Region Afrique de l'Ouest/Sahel (IPD/AOS)  
Ouagadougou, Burkina Faso
- Pan African Institute for Development  
East and Southern Africa (PAID/ESA)  
Kabwe, Zambia.

PERIOD: 1986/87 - 1988/89 (3 year period)

COST OF PROJECT Total cost of project VI over 3 year period.

164 089 800 FCFA
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(US \$ 546 966)<sup>(1)</sup>

PROGRAMMING OF EXPENDITURE

	1986/87	1987/88 <sup>(2)</sup>	1988/89 <sup>(2)</sup>	TOTALS
A. Scholarships				
3 @ 1 631 000	4 893 000	5 382 300	5 920 500	16 195 800
3 @ 2 500 000	7 500 000	8 250 000	9 075 000	24 825 000
R Workshops				
4 @ 5 290 000	31 160 000	34 276 000	37 704 000	103 140 000
C Strengthening PAID Expertise.	15 450 000	21 098 000	23 873 000	60 421 000
TOTALS	59 003 000 (\$196 677)	69 006 300 (\$ 230 021)	76 572 500 (\$ 255 242)	204 581 800 (\$ 681 940)

(1) 1 \$ US = 300 FCFA

(2) Includes 10 % p.a for inflation.

51

JUSTIFICATION

While agriculture forms the mainstay of family economies for the majority of the population and health status is seen to be in symbiotic relationship to agriculture, activities in these two sectors cannot be undertaken without due consideration being given to population issues.

Present population growth rates in practically all countries of sub-saharan Africa are high to very high, being estimated at over 3 % p.a in 21 of the 45 countries over the 1980 - 2010 period.

In overall economic and environmental terms, population projections over the same period show that without radical technological change in agricultural production and a transfer of economic activity to the secondary and tertiary sectors, large scale problems will have to be confronted by national and regional political authorities.

On the scale of the family and the community, considerable problems will have to be confronted, in at least three distinctly different areas:

- access to land for agricultural production and to other means of production for non-primary sector activities
- productivity of labour to provide adequate income to ensure family and community cohesion, sustenance and improvement of living conditions in relation to increasing needs and aspirations;
- family health, especially nutritional status of children and the health, well being and reduced subordination of women.

In some countries, considerable resistance has been (and is still) shown to population activities which will confront such issues in a clear and objective manner. On the other hand, in several countries considerable efforts have been made to set up such activities, ranging from more conventional community and individual counselling in family planning and access to family planning facilities and services to integration of population issues into the procedures for policy elaboration and planning. However, even in these cases, the skills necessary to integrate such activities into planning and implementation of local and regional development efforts are often lacking and initial resistance has not necessarily been fully overcome.

In some cases these two aspects are closely linked in that knowledge is weak and information is lacking as to means of integrating population issues into societal research for a balanced relationship with the natural environment, the relationship of kin systems and family structures to population issues and above all, the relationships between community attitudes to population issues such as family size, child spacing, female fertility etc and the basic economic processes and structures which govern a particular population's immediate and mid term possibilities of livelihood and even its very survival.

A response to this very varied situation must thus be modulated to take into account the major political decisions concerning population issues, and the particular issues which arise in specific environments and specific social and cultural situations as well as the more generally accepted theories, concepts and hypothesis which pertain in population issues and their relationships to economic, social and cultural issues (i.e developmental issues in their globality).

#### GENERAL OBJECTIVES

Contribute to the promotion of expertise and skills in population activities, adapted to the specific economic, social, cultural and political circumstances which exist in different countries and the ecological regions within these countries.

#### SPECIFIC OBJECTIVES

- In-service training of development personnel engaged in population activities in an integrated approach to rural development with an accent on the relationships between population issues and regional/local planning:

6
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trainees per year

Workshops and in-service training for specific target groups:

4
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workshops per year

51

- integration of population issues into the mainstream of PAID training programmes, especially in relation to analysis of problems and the conception and management of activities related to agricultural production, health and nutrition status, home economics and family incomes, education, local and regional planning:
  - . reinforcement of PAID facilities
  - . in-service training of PAID staff
  - . special studies on aims and contents of integration
  - . elaboration of training supports.

### STRATEGY

An important step to integrate population issues into national planning issues was undertaken by the RAPID programme (Resources for the Awareness of Population Impacts on Development) which received support from USAID.

Country studies have already been used by PAID staff as support material for specific studies in other fields, notably in the situation analysis of children and the analysis of future health needs.

Attempts to pursue the same logical framework have also been made at local level (micro-region, urban centers serving rural areas, villages). In this latter case, considerable work still needs to be undertaken to make methods available to local and regional development agents in the form of accessible skills. In order to do this, specific case studies would be undertaken in order to refine the method; these studies would be used as part of the training procedure to improve PAID staff expertise in the field. Such upgrading of expertise would require external professional support to PAID and would need to be paralleled by a reinforcement of PAID facilities, notably acquisition of documentary material, the equipment of each of the four institutes with a personal computer and the specific training of PAID staff in computer use.

The elaboration of pedagogic supports would follow these various activities, such supports being available as a means of integration of population issues into the main body of PAID training contents, as well as for the training of staff in population issues as a component of regional, micro-regional and local planning methods, techniques and procedures. Training in population issues within the regional planning courses and training units would have been gradually reinforced.

In a different area of activities - information, education, and communication in family planning - PAID's experience in Cameroon suggests strongly the potential for training specifically identified target groups who would have an impact by diffusion of knowledge and information through both formal (institutional) and informal communication channels. In 1985/86, 5 one week training workshops were held for 120 Trades Union officers and such target groups can be extended to political party organisers, primary and secondary school teachers, private and public para-medical staff etc.

Such target groups would need to be identified in the different countries, training needs identified with representatives of potential trainees and a training programme elaborated which corresponds to the specific situation in terms of the time frame, contents, methods, etc.

### ACTIVITIES

- A.       - 6 month training unit in regional development and planning at IPD/AC for middle-level development staff
  - 9 month course in regional planning and development at IPD/AOS for advance level development staff (post graduate)
- B.       - Information, education and communication in family planning; Training workshop for 30 persons; 6 days on population issues, planned parenthood and family planning methods; follow up of practical use of new knowledge and information.
- C.       - Reinforcement of PAID expertise and facilities
  - . Documentary support
  - . Personal computer x 4
  - . Case studies

## Staff training sessions ( x 3)

- population issues
- computer use

## Elaboration of pedagogic supports

COST BREAKDOWNA. 6 month Training Unit. IPD/AC

Accomodation, Board, allowances	440 000
Facilities	150 000
Insurance	68 000
Tuition	525 000
Fieldwork	110 000
Documentation/Training supports	63 000
Recruitment	25 000
Return travel	250 000
	<hr/>
sub-total	1 631 000

9 month course IPD/AOS

Accomodation, Board, and allowances	} 1 050 000
Insurance and medical expenses	
Tuition	800 000
Fieldwork	50 000
Training supports	75 000
Dissertation	50 000
Secretariat	200 000
Recruitment	25 000
Return Travel	250 000
	<hr/>
	2 500 000
	<hr/>

## B. Training workshop: 30 persons x 6 days

- Organisation and preparation		
. staff and travel		590 000
. secretariat		150 000
- Participants		
. travel		900 000
. board, lodging, allowance		2 100 000
- Training		
. staff (2)		818 000
. pedagogic supports		150 000
. secretariat		100 000
- Coordination costs		482 000
		<hr/>
		5 290 000
- Follow up and evaluation		2 500 000
		<hr/>
	O/A TOTAL	7 790 000 FCFA
		<hr/>

## C. Reinforcement of PAID Expertise(4 institutes)

	Year 1	Year 2	Year 3
Documentary support	1 620 000	1 782 000	
Computer equipment		6 490 000 (2 institutes)	7 139 000 ( 2 institutes)
Case Studies	8 000 000 (4 Case studies)		
Staff workshop (population issues)	5 830 000 (2 workshops)	6 413 000 (2 workshops)	
Staff workshop (computer use)		6 413 000 (2 workshops)	7 054 000 (2 workshops)
Pedagogic supports			9 680 000
T O T A L	15 450 000	21 098 000	23 873 000