PN-ABM-535

STRATEGIC PLANNING AT CERPOD

JUNE 27 - JULY 12, 1992

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FAMILY PLANNING MANAGEMENT DEVELOPMENT

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I. Executive Summary

In September 1991, FPMD did an organizational diagnosis of CERPOD following the Selingue retreat. In March 1992, FPMD received a buy-in from the PPPD project to provide management support to CERPOD in the following areas: strategic planning, financial management, and staff development. The purpose of this mission was to prepare and conduct a strategic planning exercise with CERPOD. As a result of the workshop CERPOD's professional staff has created a vision of the organization in the year 2000, developed an analysis of the impediments to their attainment of that vision, three major strategic directions (to stimulate the demand for CERPOD's services; to improve the performance of CERPOD; and to strengthen CERPOD's status within the CILSS) to overcome these impediments, and outlined a preliminary action plan toward implementing the strategic plan. FPMD's assistance with the workshop's follow-on activities will begin in October 1992, coinciding with FPMD's assistance in financial management.

II. Activities

A. Preparatory Activities and Debriefing

FPMD staff met before and after the strategic planning workshop with Neil Woodruff, AID/Bamako's HPN Officer, Kareem Kone, Assistant, and with Carol Hart, former AID/Bamako liaison with CERPOD. The workshop itself and next steps in FPMD's assistance to CERPOD were discussed. The latter are outlined in the Recommendations section of this report.

At CERPOD FPMD staff met with CERPOD's senior management team. These group and individual meetings focused on perceptions of the March workshop's impact on CERPOD as well as CERPOD's professional staff's perception of the internal and external environment. Staff identified the following as key events: the Fall 1991 Management Review by USAID, the multi-donor review in April 1992, the upcoming CILSS audit, and the possible restructuring of CILSS. In light of these, the strategic planning intervention and CERPOD's other efforts to strengthen its management capacity seemed timely. CERPOD also intends to conduct an internal review of its organizational structure and programs during the upcoming months.

To prepare for the strategic planning workshop, FPMD staff interviewed senior management to compose an organization-wide calendar of CERPOD activities remaining for 1992. As part of the environmental analysis, FPMD staff summarized relevant donor programs and asked CERPOD staff to prepare presentations on donor program design or evaluation missions in which they had participated. FPMD staff also asked CERPOD's Executive Director to present information regarding the CILSS and CERPOD mandates, and spent considerable time with CERPOD's Chief Accountant to prepare a summary and presentation of CERPOD's acquired and anticipated revenue by donor from 1990 through 1995. In addition, FPMD staff reviewed a number of CERPOD and CILSS documents in preparation of the workshop. (See Annex 1A for the document list, Annex 1B for the summaries of CERPOD's revenue and Annex 1C for

the CILSS and CERPOD mandates.)

B. Strategic Planning Workshop

1. Agenda

The agenda (see Annex 2) proposed and adopted by CERPOD's management team was based on the strategic planning design proposed by FPMD, CERPOD's experience during and after the March workshop, and FPMD's identification of pertinent issues through its interviews with CERPOD staff and review of CERPOD documents. The workshop consisted of five four to six hour days and included the following:

-review of the strategic planning process;
-review of the results of the March workshop;
-analysis of CERPOD's environment;
-creation of a common historical perspective of CERPOD;
-establishment of a common vision of CERPOD in the year 2000;
-identification of the contradictions preventing CERPOD from reaching its vision and the strategic directions needed to overcome these contradictions;
-examination of CERPOD's 1993-1997 plan and identification of synergies between this and the strategic plan; and
-elaboration of an action plan including a timeline and assignment of responsibilities for various activities.

The workshop did not focus on an analysis of CERPOD's internal environment as this was done during the March 1992 workshop.

2. Methodology and Participation

The core methodology used by FPMD was that described in the book Winning Through Participation by Laura Spencer of the Institute for Cultural Affairs. FPMD chose this participative methodology to ensure that CERPOD's professional staff would see the process and the resulting strategic directions as their own. The daily programs incorporated experiential exercises, discussion and debate, and work in small groups and in plenary. The facilitators organized participants in groupings throughout most of the workshop, so as to reflect the most diverse make-up in terms of professional interest/background, years employed at CERPOD, gender, position in the hierarchy and structure of CERPOD. Only at the very end, when activities for implementing the strategic directions had been identified, were participants encouraged to group according to their particular interest. The assumption here was that activities are most likely to be implemented by people that have interest, energy, even passion for the tasks to be completed. Interestingly, all these voluntary groupings crossed divisional and hierarchical boundaries.

All professional staff of CERPOD was asked to attend. In addition, four senior officials from the Sahel Institute were invited on the suggestion of CERPOD's Director. Full attendance by CERPOD, however, only took place the first and the last day. Three people from the Sahel Institute attended different parts of the workshop. A few key CERPOD staff were absent during a considerable part of the workshop. Their absence was attributed to work pressures related to the upcoming Sahel Population Conference in Dakar, which was being organized by CERPOD.

3. Workshop

Monday: Sahel Institute representatives who were participating in the strategic planning exercise were introduced. Ms. Vriesendorp briefly explained the strategic planning process which would be used and which is depicted in Figure A. The focus question for the strategic planning exercise was: "What are the strategic directions CERPOD should pursue in order to realize its potential and achieve its vision for the year 2000?" The workshop objectives were: 1) to prepare a strategic plan within which the latest draft of the five-year plan will be integrated as well as a detailed action plan for the last six months of 1992; and 2) to experience an exciting and inspiring collaborative planning event that strengthens commitment to the plans thus created.

A focused discussion on the March workshop followed. This included the presentation on flip charts of key concepts and ideas from March. Among these were the organizational learning disabilities from Peter Senge's book, The Fifth Discipline, the concept of the aligned and non-aligned teams; and the four levels of a focused discussion (objective, reflective, interpretative, decisional). Participants reference to the previous workshop was encouraging. All of the materials had been retained and several people volunteered to (re)explain the concepts. As for the norms, agreed on in March, there was a general sense of frustration about the slowness of the change in work norms and habits. It was clear however that many people had actively tried to implement the new norms. Following this, participants discussed and decided not to add norms to those used in March.

To establish a common base of knowledge about CERPOD and its predecessor USED (Social-Economic and Demographic Unit of the Sahel Institute) and CERPOD and to begin data collection on the most significant events in CERPOD's history, FPMD facilitated the participants' creation of a table of CERPOD's history beginning in 1978 and a chart of when the various participants had joined USED or CERPOD. Participants identified four shifts in USED/CERPOD's history. FPMD noted that perceptions regarding the most significant events were generally shared. Perspectives on the essence of CERPOD's present period (1990-92) varied however from whether it was a period of consolidation, moderate readjustment, or more fundamental change. (See Annex 3).

The day ended with several presentations, most of which focused on an analysis of CERPOD's environment. Among these were: a review of several outcomes of the March workshop including: CERPOD's organizational purpose, an analysis of CERPOD responsibilities vis-a-vis its stakeholders, an analysis of relevant external and internal trends since the 1970s; and presentations on the intersection of CILSS's and CERPOD's mandates; CERPOD's acquired and

presentations on the intersection of CILSS's and CERPOD's mandates; CERPOD's acquired and anticipated revenue (1990-1995); the implications of structural adjustment for CERPOD; and donor programs in the Sahel. The presentation on the matching of mandates between CILSS and CERPOD provided the Director with the necessary visuals to show how CERPOD contributes to the accomplishment of the (new) CILSS mandate. The presentation by the Chief Accountant of CERPOD's financial picture was sobering as it indicated the uncertainty of future funding. The presentation on structural adjustment was entrusted to CERPOD's economist who suggested many interesting ideas for potential new CERPOD ventures while the presentation on future funding strategies of major or potential donors to population activities in the Sahel showed several unexplored sources for CERPOD to pursue.

Tuesday: The day began with a experiential exercise and subsequent discussion which demonstrated that individuals are more likely to change their course of action if they have a clear sense of where they want to go. During a second exercise participants drew their personal visions and displayed and discussed them. The latter served as an introduction to the second step in the strategic planning exercise--the creation of a vision of CERPOD in the year 2000. FPMD introduced the exercise by discussing the relationship between personal vision and organizational vision. In order to be meaningful an organizational vision needs to be rooted in personal vision and to be shared. Like individuals, organizations, which are collections of individuals, can change and can strive together toward a vision if the individuals involved reach agreement on where they want to go. FPMD also emphasized the vision CERPOD would be building today should be clear and attainable. Ms. Lambiotte began by asking participants to envision an event celebrating CERPOD's success in the year 2000 and what CERPOD would look like with regard to such aspects as size, structure, client base, funding sources, vocation, etc.

After this exercise, individuals listed and selected what they thought would be most important for CERPOD to have achieved by the year 2000. Small groups shared these selections and chose the five they considered to be most significant and wrote them on cards. The shared vision was created in plenary through FPMD asking each group to pass to the front a series of cards expressing the ideas which the groups perceived to be the clearest, the boldest, and eventually different from those already posted. Categories were named by asking participants to reflect on the essence behind the cards and the reality being sought in the future. The session adjourned before final naming of the categories of the overall vision.

Wednesday: This session began with a reflection on the previous day. FPMD and the participants noted the difficulty encountered during the naming of the categories. The group discussed various possible reasons for this. The facilitators suggested the difficulty was a result of the process of aligning views of CERPOD's future. FPMD asked the participants to reflect on Senge's organizational learning disabilities when they are blocked in this way. In addition FPMD emphasized the importance of listening to different views with the goal of aligning them, rather than merely advocating for one's own position.

The previous night the facilitators had taken the cards representing all the different pieces of the vision that had been proposed, and tried to discern larger patterns, building on the ones that had

already been identified by the group during the day. After the reflection the facilitators presented this and the group took another hour to finalize the collective vision to the point that everyone could find themselves in it. The vision CERPOD is moving towards is to *transform their Institution into an African Center of Excellence through an efficient internal organization and functional external relations.* (See Annex 4).

With the collective vision clearly established, the nest question was: "If that (the vision) is where CERPOD wants to go, why hasn't it accomplished that yet? " This exercise aimed to uncover the root causes of the blocks that have kept CERPOD from moving toward its vision. In plenary FPMD explained the concept of contradictions and that rather than being absences or vacuums, they are blocks which actions can overcome. Examples given of contradictions included a misallocation of financial, human, and time resources in light of an organization's objectives. FPMD assigned participants to small groups, divided according to the three overall categories of the vision. One group identified contractions vis-a-vis external relations, another vis-a-vis CERPOD as an effective internal organization, and two vis-a-vis CERPOD as an African center of excellence. The small groups subsequently prioritized the contradictions they had identified,organized, and named in plenary. The following were identified as the root causes that have kept CERPOD from reaching its vision: institutional obstacles, inadequate marketing policies, limited management capabilities, insufficient mastery of program planning, and unrealistic perceptions of CERPOD among the member states of the CILSS system. (See Annex 5 for details).

A reflection on the process followed and the group moved to development of strategic directions. The focus question was: "What broad actions, programs, campaigns or sets of activities can we undertake to overcome or circumvent the contradictions?". Again, FPMD used a process of individual brainstorming, small group discussions and forced choices, and a large group consensus session. Completion of this process took the rest of Wednesday and the first part of Thursday.

Thursday: By mid-morning CERPOD had established the following three major strategic directions: To stimulate the demand (for CERPOD's services); to improve the performance of CERPOD; and to strengthen CERPOD's status within the CILSS (See Annex 6 for details).

The next task was to discuss the integration of the latest version of CERPOD's five-year plan (1993-1997) with the eventual products of the strategic planning workshop (vision, contradictions, strategic directions, and action plans). On a flip chart FPMD presented the outline of the latest five-year plan version. In four small groups participants drew up outlines of an integrated document. Three of the four groups chose to use the strategic directions as the overarching framework, whereas the fourth group stayed close to the outline of the existing five-year plan. (See Annex 7 for proposed outlines). After a lengthy discussion of the four proposals and whether or not the strategic plan should be an external as well as an internal document, integrating the products of the workshop into the 1993-1997 plan was assigned to the committee in charge of finalizing the plan.

quarters (July '92 - December '93) to implement the strategic plan. FPMD gave the group the following criteria to consider in choosing activities: great urgency, immediate and visible results, high excitement and energy elicited by the activity, and ability to do without supplementary resources. The following activities were chosen: increasing the member states' awareness of population issues and CERPOD's program; marketing; ensuring CERPOD's resources are adequate to implement activities, clarification and strengthening of CERPOD's status within the CILSS system; and synergetic programming at CERPOD. The latter would include close involvement of all actors in relevant activities and division programs which support and enhance each other. Participants grouped themselves according to their interest area in order to outline detailed action plans for each of the activity sets. Participants only completed detailed workplans for the next two quarters. (See annex 8 for draft plan of action). Participants intend to complete the action plan after the Population conference in Dakar.

III. Findings/Conclusions

Institutionalizing strategic thinking is one of the objectives of FPMD's work with CERPOD. Two indications of this would be that CERPOD is better able to honestly assess itself and pursue strategic directions rather than simply doing what it has done in previous years. In its organizational diagnosis of CERPOD, FPMD also identified the following issues which were impeding CERPOD's maximization of its capabilities: different personal visions of the organization's future, a tendency for individuals to identify with their respective divisions rather than with the organization as a whole, and tension around informal and unacknowledged rules of operation.

Given this, FPMD is striving to use the strategic planning process to address the issues impeding CERPOD's progress. The preparatory workshop in March and the July strategic planning workshop encouraged participation and inclusion of all participants' ideas, no matter their place in the hierarchy, allowed top leadership including the governing body (the Sahel Institute) to outline exclusionary parameters when necessary, and encouraged CERPOD's professional staff to work in teams different than those of their respective divisions. As a result, FPMD believes CERPOD moved toward greater alignment of personal visions of the organization, was able to honestly acknowledge areas in need of improvement as reflected in the strategic directions, and became more aware as individuals of their interdependency and need to move forward in a unified fashion. Because these ideas are relatively new to the organization, FPMD expects institutionalization of this behavior to be a long process, but is optimistic given the work to date. Further assessment will occur as subsequent interventions occur.

IV. Recommendations

Next Steps in Management Interventions

Shortly after arriving, FPMD reviewed the SOW and the calendar of FPMD's and the Population Council's management interventions with CERPOD's Executive Director, the

Division Chiefs, and the Population Council's Resident Advisor. This was followed by a meeting between FPMD's Africa Chief, the Population Council's Resident Advisor, and CERPOD's Chief Accountant to review and discuss CERPOD's financial management needs and the coordination and timing of FPMD's and the Population Council's assistance in this area. After the strategic planning workshop, FPMD met with CERPOD's Executive Director and the Director of the Research and Studies Division, as well as with AID/Bamako's HPN Officer to discuss subsequent activities. The following was recommended and agreed upon.

Strategic Planning:
Ms. Lambiotte will return to Bamako on or around October 12, 1992 to review progress on the strategic plan. If CERPOD's Executive Director determines it is advisable, she also will attend as an observer a meeting where internal recommendations regarding CERPOD's structure and programs will be reviewed.

Financial Management:
On or around October 12, an FPMD financial management consultant will review and make recommendations to CERPOD regarding its indirect costs. FPMD proposed that Alain Joyal, MSH's Rwanda Family Planning Management Project's financial management expert, provide this assistance. Ms. Lambiotte will provide background information and orient Mr. Joyal CERPOD before and during her TDY in October in Bamako.

Coordination of Management Assistance:
A meeting of the Population Council's and FPMD's CERPOD Coordinators and AID/Bamako is expected to occur the second or third week in December. The objective of this meeting will be to review the progress of management support to CERPOD.

V. Contacts

PARTICIPANTS:
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M. Aliou Djongue, Chef DIF
Mme. Fadima Diarra, Chef DIN
M. Dramane Doumbia, Chef SA
M. Ibrahima Ba, Chef SC
M. Hamdou Rabby Wane
M. Mohamadou Gueye
M. Mamadou Dicko
M. Mamadou Konaté
M. Aboubakry Dicko
M. Fara Mbodji
Mme. Sidibe Nafissatou Diop

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M. Bakary Doumbia
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USAID/Mali:
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M. Karim Sangare, assistant
Carol Hart

VI. Bibliography

Rapport sur la Mission d'Identification des Besoins en Matière de Gestion au CERPOD, September 16-27, 1991, by Sylvia Vriesendorp, FPMD.

Atelier Préparatoire pour la Planification Stratégique au CERPOD, March 16-19, 1992, by Sylvia Vriesendorp, Joellen Lambiotte, Claire Madden, FPMD.

see also Annex 1A

ANNEX Ia

DOCUMENT LIST

1/ RAPPORT D'ACTIVITES 1988-1989 ET PROGRAMME DE TRAVAIL 1989-1990

2/ RAPPORT D'ACTIVITES 1989-1990 ET PROGRAMME DE TRAVAIL 1990-1991

3/ RAPPORT GENERAL DE LA PREMIERE RETRAITE DE SELINGUE (28-29 NOVEMBRE 1989)

4/ RAPPORT DE LA RETRAITE DE SELINGUE II SUR LES POLITIQUES DE POPULATION (LES 17, 18 ET 19 DECEMBRE 1990)

5/ LETTRE D'EXECUTION Nº 22 RELATIVE AUX PROGRAMMES DE PLANIFICATION FAMILIALE DE QUALITE EN AFRIQUE OCCIDENTALE ET CENTRALE (AOC)

6/ PROTOCOLE PROVISOIRE DE POPULATION COUNCIL : PROGRAMME DE RECHERCHES OPERATIONNELLES ET D'ASSISTANCE TECHNIQUE

7/ PROPOSAL TO STUDY THE MICRO-CONSEQUENCES OF HIGHT FERTILITY ON THE HEALTH AND SOCIO-ECONOMIC WELL-BEING OF CHILDREN IN THE SAHEL REGION OF WEST AFRICA

8/ PROTOCOLE D'ACCORD ENTRE LE DEPARTEMENT DE DEMOGRAPHIE DE L'UNIVERSITE DE MONTREAL ET LE CERPOD DE L'INSTITUT DU SAHEL

9/ ACCORD DE PROJET ENTRE LE SENEGAL ET LE CERPOD SUR LA MORTALITE URBAINE A DAKAR

10/ SUBCONTRACT Nº 1722-S-022 BETWEEN JOHN SNOW, INC AND CERPOD TO PROVIDE SERVICES IN SUPPORT OF THE FAMILIY PLANNING EXPANSION AND TECHNICAL SUPPORT (SEATS) PROJECT

11/ PROPOSAL FOR FUNDING THE DEVELOPMENT OF A DEMOGRAPHIC SURVEILLANCE SYSTEM (SUBMITTED FOR FUNDING TO THE ROCKEFELLER FOUNDATION)

12/ PROPOSAL FOR FUNDING THE DEVELOPMENT OF A RESEARCH PROGRAM ON THE "HEALTH TRANSITION" IN FRANCOPHONE SUBSAHARAN AFRICA (SUBMITTED FOR FUNDING TO THE ROCKEFELLER FOUNDATION)

13/ ACCORD DE PROJET ENTRE LE CERPOD ET LE FNUAP : ATELIER DE CONCERTATION DES CHEFS DE PROJET SMI/PF ET DES RESPONSABLES DES ASSOCIATIONS DE SAGES-FEMMES

14/ SOUS-ACCORD ENTRE L'UNIVERSITE JOHNS HOPKINS ET LE CERPOD

: PROJET NO AF-MAI-03

15/ PROJET POPULATION ET DEVELOPPEMENT DANS LE SAHEL

16/ PROJET DE RENFORCEMENT DES PROGRAMMES DE PLANNING FAMILIAL DANS LE SAHEL

17/ PROJET DE RECHERCHE SUR LES MIGRATIONS ET L'URBANISATION EN AFRIQUE DE L'OUEST

18/ PROJET DE RECHERCHE SUR LA MORTALITE URBAINE AU SAHEL

19/ EVALUATION DU PROJET REGIONAL DE COLLECTES ET D'ANALYSES DES DONNEES DEMOGRAPHIQUES DANS LE SAHEL (625-0927) DE DECEMBRE 1986-JANVIER 1987

20/ RAPPORT DE LA REUNION TRIPARTITE DU PROJET DE PLANIFICATION FAMILIALE (1989)

21/ RAPPORT DE LA REUNION TRIPARTITE DU PROJET DE PLANIFICATION FAMILIALE (1990)

22/ RAPPORT DE LA REUNION TRIPARTITE AVEC LE FNUAP (1990)

23/ RAPPORTS DE LA REUNION TRIPARTITE DU PROJET POPULATION ET DEVELOPPEMENT DANS LE SAHEL (1989, 1990 ET 1991)

24/ ACCORD FNUAP-CERPOD SUR LE SYSTEME D'INFORMATION DU CAP VERT

25/ ACCORD OMS-CERPOD SUR LA MAURITANIE

26/ ACCORD OMS-CERPOD SUR LA GAMBIE

27/ RAPPORTS DES REUNIONS DE DIRECTION

28/ RAPPORTS DES REUNIONS DES GROUPES DE RECHERCHE

29/ RAPPORT FINAL DU PROJET DE RENFORCEMENT DES PROGRAMMES DE PLANIFICATION FAMILIALE AU SAHEL

30/ RAPPORTS FINAUX DE SUIVI DES SEMINAIRES SUR LES SYSTEMES D'INFORMATION SANITAIRE

31/ PUBLICATIONS DU CERPOD

32/ RAPPORTS SEMINAIRES NON PUBLIES

33/ ACCORDS DU PROJET "MIGRATIONS ET URBANISATION" EN AFRIQUE DE L'OUEST (CRDI, FRANCE, ACDI)

34/ PROJET DE CONSTRUCTION DU SIEGE DU CERPOD

ANNEX Ib

BAILLEURS DE FONDS	FINANCEMENTS ACQUIS			
	'90/'91		'91/'92	
	%	#	%	#
USAID	30%	$ 787,932	39 %	$ 1,452,195
ACDI	20	505,395	19 %	717,262
CRDI	7	192,307.6	4	138,184.6
COOP FRANCE	9	233,352.6	.05	24,000
FNUAP	12	301,279.8	8	295,705
POP COUNCIL	1	23,095.5	.05	21,825
FORD	4	105,325.8	3	93,876.5
ROCKEFELLER	1	24,313.78	4	137,263
PAYS BAS	3	67,015.75	9	345,709
FONDS PROPRES	13	345,021.2	11	407,082.9
AUTRES		0	2	75,488.07
TOTAL	100 %	$ 2,585,039	100 %	$ 3,708,591

BAILLEURS DE FONDS	FINANCEMENTS FUTURS					
	'93		'94		'95	
	A	N	A	N	A	N
USAID	$1,328,306	$ 15,000	0	$1,020,000	0	$1,000,000
ACDI	198,846	250,000	168,384	250,000	*1,336,615	250,00
CRDI	40,504	0	0	0	0	
COOP FRANCE	0	+162,844		+ 162,844	0	
FNUAP	0	+350,428	0	+ 290,088	0	+ 122,70
POP COUNCIL	0	0	0	0	0	
FORD	0	+100,000	0	+ 100,000	0	0
ROCKEFELLER	100,123	0	0	0	0	0
PAYS BAS	250,000	0	250,000	0	250,000	0
FONDS PROPRES	0	0	0	0	0	0
AUTRES	0	100,000	0	0	0	
TOTAL	$1,917,779	$ 978,272	$418,384	$1,822,932	$1,586,615	$1,372,70

LEGENDE:

* **ACQUIS MIGRATION, MAIS POUR LES PAYS**

\+ **CONCERNANT LE PROJET MUAO**

ANNEX Ic

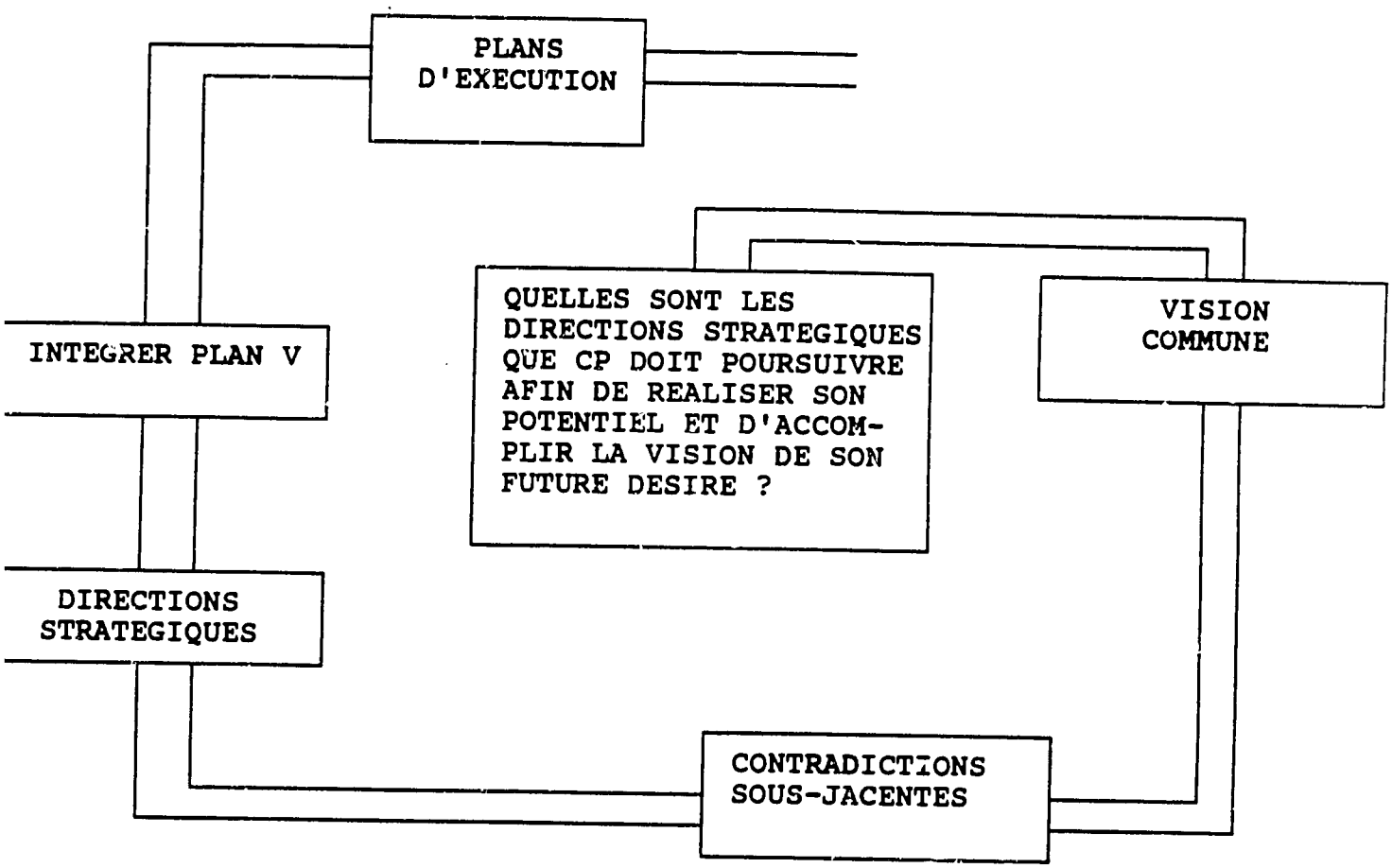
CERPOD / CILSS	CONTRIBUER A la meilleure conaissance	SUSCITER ANIMER la réflexion	ACCOITRE le potentiel scient. tech.	INFORMER AIDER les décideurs
ETUDIER les obstacles...	X		X	X
COORDONNER la réflexion...	X	X	X	
PROCEDER a la collecte...	X	X	X	X
CONTRIBUER A la coordination...	X		X	
PROMOUVOIR la réalisation...				
COORDONNER aides d'urgence...				

ANNEX. II

	OBJECTIFS SPÉCIFIQUES	ACTIVITES	HORAIRE
Jour 1	Introduire processus et résultats attendus Passer en revue effets de l'atelier de mars Etablir consensus aux normes de l'atelier Mettre en commun perspective historique Mettre en commun des informations pertinentes aux stratégies du CERPOD.	Introduction au processus avec exemples concrets, démontrant ainsi les résultats attendus; présentation ordre du jour et l'horaire. Conversation sur les échos de l'atelier de mars. Création d'un tableau historique. Présentations sur sujets pertinents (stratégies des bailleurs principaux dans les pays du Sahel, revenus actuels et projetés du CERPOD, les programmes d'ajustement structurel et les implications pour le travail du CERPOD, l'audit du système CILSS, etc.)	8 - 14h
Jour 2	Etablir une vision commune du futur voulu du CERPOD.	travail individuel, en petits groupes, en plénière	8 - 12h
Jour 3	Identifier les obstacles à la réalisation de la vision et identifier les directions stratégiques pour surmonter ces obstacles.	travail individuel, en petits groupes, en plénière	8 - 14h
Jour 4	Examiner le draft du plan quinquennal (version 3) à la lumière des directions stratégiques identifiées, et établir un plan d'exécution d'ici à la fin 1993.	Intégration des plans, identification des activités critiques pour 1992/1993.	8 - 14h
Jour 5	Etablir un chronogramme et plan de responsabilité pour la mise en place d'ici à la fin 1992.	Identification des activités à exécuter dans les prochains six mois. Identification des mécanismes de suivi. Réflexion, évaluation.	8 - 12h

Figure A

LE PROCESSUS



PERSPECTIVE HISTORIQUE

I PHASE DE FONDATION PHASE DE PREPARATION DE PRISE DE CONSCIENCE				II PHASE DE PREPARATION DES PROGRAMMES DU CERPOD PHASE DE RISE D CONSCIENCE	III PHASE DE DEVELOPPEMENT INSTITUTIONNEL PHASE DE L'OPERATIONALISATION DES PROGRAMMES		IV PHASE D'EVALUATION ET DE RENFORCEMENT PHASE DE CONSOLIDATION, DE REAJUSTEMENT ET DE BOULVERSEMENT	
	1978/9	1980/1	1982/3	1984/5	1986/7	1988/9	1990/1	1992
	P.P.G/ ORG. INSAH (USED) (1977)	DEVELOPPEMENT DU P.R.D.S (1980)			RESTRUCTURATION ('89)	ADOPTION DU P.A.N. ('89) CREATION CERPOD ('88) GENERALISATION DE L'INFORMATIQUE (1988)	PRRD DU CILSS ('91) AUDIT ORGANISATIONNEL ('91) AUDIT CABINET SHAKIR	REVUE MULTI-DONNATEUR
	Mme SY (1978) NASSOUR (1979)	KEUMAYE DRAMANE BABA T. (1981)	FADIMA (1982) N.DIOP (1983)		M. BA DIONGUE NETEYO DIEUDON. (1986)	GUEYE FARA DOLO WANE SOW MARCIO (1989)	M.DICKO BAKARY (1990) IBRAHIMA BA(1991) GAOUSSOU TRORE (1991)	SARA PACQUE (1992)

ANNEX IV

SYNTESE DE NOTRE VISION

Les cadres du cerpod ont pour ambition de transformer leur Institution en un Centre Africain d'Excellence. Cet objectif global sera poursuivi à travers la quête constante d'une plus grande efficacité de l'organisation interne ainsi que par la mise en oeuvre de relations extérieures fonctionnelles à cette nouvelle vocation

RELATIONS EXTERNES FONCTIONNELLES	CENTRE D'EXCELLENCE AFRICAIN			ORGANISATION INTERNE EFFICACE			
	VENTES DE SERVICES DE CONSULTATION	VOCATION AFRICAINE	PROGRAMMES DE FORMATION ET DE RECHERCHE ADAPTES AUX BESOINS AVEC RESULTATS TANGIBLES	AUTOSUFFISANCE FINANCIERE	PERSONNEL MOTIVE ET PERFORMANT	STRUCTURE INTERNE AU SERVICE DES STRATEGIES	CADRE DE TRAVAIL FONCTIONNEL ET AGREABLE

ANNEX V

CONTRADICTIONS

Entraves Institutionelles	Insuffisance Politique de Marketing	Capacité limité en gestion	Maitrise de la Progression	Perception différentielle par les états
Faiblesse poids CILSS dans les états Lourdeur procédures institutionelles Tutelle confuse Contrainte instituitonelle CILSS Intervention limitée à neuf pays CERPOD perçu comme une institution intergouverne-mentale Morcellement de l'organisation Recommendations externes contradictoires Lourdeur dans les relations avec CONACILSS Cadres de discussion inadéquats Absence de politique de soutien des états	Insuffisance méthodes génération de ressources Absence de politique conséquence de vente de service Existence institutions concurrentes Manque de marketing Absence de stratégie de marketing Existence de structures concurrentielles Absence d'aggressivité Concurrence d'autres agences d'exécution	Inadéquation personnel, travail Formation en gestion limitée SF & SA Taux overhead mal cerné Mauvaise allocation des ressources Culture de fonctionnariat Surcharge des activités Manque de plan de carrière	Vision courte terme des bailleurs Pas de synchronisation avec les programmes nationaux Absence de système de l'évaluation de l'impact Difficultés d'accès à l'information technique et scientifique Système d'évaluation des besoins inadéquat Insuffisance des moyens de la politique d'intervention Poids des bailleurs dans définition et mise en oeuvre des programmes	Marketing dans les états insuffisant Contradiction dans la perception du mandat et génération des ressources Gratuité attendue par les états et certains commanditaires Coût des services jugés élévé

ANNEX VI

LES DIRECTIONS STRATEGIQUES

RENFORCEMENT CAPACITES MARKETING	AMELIORER IMAGE CERPOD	ETABLIR POLITIQUE DE COMMUNICATION
■ Elaboration et mise en oeuvre politique de marketing ■ Développement capacités marketing ■ Création poste conseiller en marketing	■ Etablissement d'un système de consultation de qualité ■ Présence plus marquée du CERPOD dans les conférences sur population et développement ■ Création label CERPOD	■ Prévoir une campagne d'explications et de sensibilisation ■ Politique d'information et de communication interne et externe ■ Campagnes de promotion annuelles dans les états ■ Sensibilisation des états
ETABLIR PROGRAMMATION SYNERGIQUE	**ASSURER ADEQUATION ACTIVITES, RESSOURCES**	**ETABLIR PLAN DU GESTION**
■ Programmer exclusivement en référence au P.A.N. ■ Programmation aussi des activités par pays ■ Définir des critères pour les activités hors programme ■ Fixer systematiquement les échéances ■ Implication CERPOD dans évaluation et élaboration des programmes bailleurs ■ Programmation synergique CERPOD/partenaires ■ Meilleur ciblage des activités dans domaines porteurs	■ Normaliser les coûts des interventions ■ Uniformisation de la politique et facturation des services (protocol, overhead, etc.) ■ Programmer de manière réaliste ■ Mise en place de méchanismes d'adéquation	■ Flexibilité dans la gestion du personnel ■ Formation des cadres en gestion ■ Politique simultane du personnel

STIMULER LA DEMANDE

AMELIORER LES PERFORMANCES

		◐ Renforcement autonomie CERPOD ◐ Clarification de tutelle	RENFORCER LA PERSONNALITE MORALE

ANNEX VII

PROPOSITIONS POUR INTEGRER PLAN STRATEGIQUE ET QUINQUENNAL

Proposition No.1

I. STIMULER LA DEMANDE

- ☼ RENFORCEMENT CAPACITE MARKETING
  - ▸ AMELIORATION DE LA GESTION
  - ▸ TRAITEMENT DES DONNEES
  - ▸ INFORMATION - COMMUNICATION (cf IST)
  - ▸ DEVELOPPEMENT LOGICIELS
  - ▸ FORMATION PERMANENTE PERSONNEL

- ☼ AMELIORATION IMAGE CERPOD
  - ▸ SENSIBILISATION - RELATIONS - PUBLIQUES
  - ▸ IST
  - ▸ VULGARISATION - DISSEMINATION

- ☼ ETABLISSEMENT POLITIQUE COMMUNICATION
  - ▸ IST

II. AMELIORER LES PERFORMANCES

- ETABLISSEMENT PROGRAMMES SYNERGIQUES
  - ETUDES ET RECHERCHES
  - APPUI AUX PROGRAMMES PF
  - ASSISTANCE TECHNIQUE
  - FORMATION
  - DOCUMENTATION

- ADEQUATION ACTIVITES/RESSOURCES
  - DEVELOPPEMENT INSTITUT.
  - COORPERATION - ASSISTANCE - TECHNIQUE

- ETABLISSEMENT PLAN DE GESTION
  - DEVELOPPEMENT INSTITUTIONNEL

III. LEVER CONTRAINTES INSTITUTIONNELLES

- HORS PROGRAMME

  MESURES D'ACCOMPAGNEMENT A DEFINIR

Proposition No.2

OBJECTIFS	STRATEGIES	ACTIVITES
. STIMULER D	1. RENFORC. MARKETING	- PRESTATIONS SERVICES AT
	2. AMELIORER IMAGE	- GENERATION RESSOURCE - DOCUMENT DE POLIQUE - DEVELOPPEMENT LOGICIELS - RELATIONS PUBLIQUES - SEMINAIRES, STAGES - ASSISTAN. TECH. ET COOPER.
	3. POLITIQUE COMMUNI.	- INFORMATION SCIENT/TECH. - VULGARISAT./DISSEMINAT. - SENSIBILISATION - EDUCATION - DOCUMENTATION - DEVELOP. BASE DONNEES SCT.TECH.

Proposition No.3

STIMULER LA DEMANDE

RENFORCEMENT CAPACITE MARKETING	AMELIORER IMAGE DU CERPOD	ETABLIR POLIQUE DE COMMUNICATION
. INFORMATION SCIENTIFIQUE ET TECHNIQUE Demande SIG Demande LOGICIELS	PED PPD FFD MU S.S ETUDES ET RECHERCHES INFORMATION SCIENTIFIQ. ET TECHNIQUE . Demande SIG . Demande LOGICIELS . Demande BASES DE DONNEES FORMATION UTILISATEURS ASSISTANCE TECHNIQUE	FORMATION ACADEMIQUE FORMATION PERMANENTE SEMINAIRES STAGES INFORMATION SCIENTIFIQ. ET TECHNIQUE . Demande SIG . Demande LOGICIELS FORMATION UTILISATEURS ASSISTANCE TECHNIQUE

Proposition No.3 (suite)

AMELIORER LES PERFORMANCES

ETABLIR PROGRAMME	ASSURER ADEQUATION	ETABLIR PLAN DE GESTION
PED	PED	FORMATION ACADEMIQUE
PPP	PPD	FORMATION PERMANENTE
FFD	FFD	SEMINAIRES
SS	SS	STAGES
PF / ETATS	PF / ETATS	DOCUMENTATION
PF. REG	PF / REG	FORMATION UTILISATION
FORMATION ACQUADEMIQ.	FORMATION PERMANENTE	ACTIVITES SOCIALES
SEMINAIRES	SEMINAIRES	
STAGES	STAGES	
DOCUMENTATION	SIG	
SIG	DEVELOP./LOGICIELS	
DEVELOP./LOGICIELS	ASSISTANCE TECHNIQUE	
FORMATION UTILISATION	ACTION-HORS PROGRAMME	
ASSISTANCE/TECHNIQUE		

Proposition No.4

AMELIORER LES PERFORMANCES

ETUDES ET RECHERCHE

ETABLIR PROGRAMMATION SYNERGIQUE

critères de synergie:

- Prise en compte
- Besoins des partenaires
- Financement
- Pas de duplication

APPUI AUX PROGRAMMES DE PF

IDEM pour ETUDES ET RECHERCHES

FORMATION

IDEM

INFORMATIQUE

IDEM

ASSISTANCE ET COOPERATION

Proposition No.4 (suite)

STIMULER LA DEMANDE

INFORMATION SCIENTIFIQUE ET TECHNIQUE

* Etablir Politique de Communication
* Marketing
* Image CERPOD

RENFORCER LE PERSONNEL MORAL

Développement instituionnel

ANNEX VIII

CERPOD: PLAN D'ACTION 1992

	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar
Sensibilisation des états/partenaires: sensibilisation des participants (techniciens des états et bailleurs	X								
Dissemination des actes de la conférence de Dakar		X							
Conférence africaine						X			
Développement de capacités de marketing: Sensibilisation représantants états dans conférence sur la Politique Population	X								
Identification d'un spécialiste (consultant) en marketing		X	X (15)						
Présentation d'un projet de politique de marketing pour le CERPOD par la spécialiste			X (15)	X (10)					
Examen et adoption du projet politique de marketing par le CSG				X (10-30)					
Mise en oeuvre de la politique					X ->	->	->	->	->
Adéquation Activités/Ressources: Plan du travail 1993			X	X	X				
Formation timeline (4-5 jours)			X	X	X				
Identification des facteurs de coût				X					
Schemas facturat				X	X				

VICTOIRE: CERPOD = Agence d'Exécution des programmes/ projets nationaux et régionaux

VICTOIRE: Problèmes population entraînant "Reflèxe CERPOD"; Fonds propores excedentaires

VICTOIRE: Plan du travail 1992 avec temps/cadres/activités et coût cernés

	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar
Clarification tutelle: Révision draft de clarification de tutelle	X								
Réunion interne examen doc.	X								
Solliciter point de vue INSAH	X								
Envoyer le document au Sec. Gen (INSAH) et à CSG	X								
1er entretien avec audit		X							
2eme entretien avec audit		X							
Soumission au CSG				X					
Adoption par les instances						X			
Programmation synergique: Mise en place d'un comité de programmation	X								
Elaboration note technique sur programmation synergique	X								
Elaboration 1er version du programme		X							
Rencontre de concentration avec partenaires			X						
Elaboration 2eme version du programme				X					
Soumission du programme aux instances statutaires					X				
Finalisation du programme						X			

VICTOIRE: Document de clarification adoptée

VICTOIRE: Programme harmonieux, flexible, performant

suite...

	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar
Renforcement autonomie: Note technique statut particulier	X								
Rapport groupe structure		X							
Rapport groupe programme			X						
Projet recommendations participation Pres. CSG aux instances CILSS				X					
Soumission CSG/Instances					X				
Adoption par instances						X			

VICTOIRE: Statut particulier adoptée, restructuration faite

CERPOD: PLAN D'ACTION 1993

	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
Politique de Communication	X ->											
Genération utilisation fonds propres												
Tournées du directeur dans les états-contact avec ministres et chefs d'état	X	X	X									
Mise en oeuvre de la politique d'information	X	X	X									
Application des décisions de document de clarification adopté	X	X	X									
Etablissement d'un système de consultation de qualité				X	X	X						
Critère Activités hors du programme				X	X	X						
Création label CERPOD							X	X	X			
Plan de gestion							X	X	X			
Campagne de promotion annuelle dans les états										X	X	X
Politique stimulante du personnel										X	X	X