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AFRICAN TRAINING FOR LEADERSHIP AND ADVANCED SKILLS

ATLAS, PHASE I

Contract AFR-0475-C-0068-00

FINAL REPORT

**The African-
American
Institute**

**380 Lexington Avenue
New York, New York 10168
Tel: (212) 949-5666**

AFRICAN TRAINING FOR LEADERSHIP AND ADVANCED SKILLS

ATLAS, PHASE I

Contract AFR-0475-C-00-0068-00

FINAL REPORT

COVERING THE PERIOD AUGUST 1990

TO OCTOBER 1995

SUBMITTED TO:

**Bureau for Africa
Agency for International Development
Washington, D.C.**

SUBMITTED BY:

**The African-American Institute
380 Lexington Avenue
New York, New York 10168**

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TABLE OF CONTENTS

I.	Executive Summary	1
II.	The ATLAS Project	2
III.	The ATLAS Awards	4
	A. Participation of Women	6
	B. Historically Black Colleges and Universities	6
	C. Fields of Study	7
	D. <i>Progress towards End of Project Indicators</i>	7
IV.	ATLAS Enrichment Programs	8
V.	Professional Enhancement Activities	8
	A. Seminars, Conferences and Workshops in Africa	8
	B. Informational Materials	9
	C. ATLAS Grants	9
	D. Directory of Fellows	10
	E. Distinguished Alumni Award	11
VI.	Conclusions and Recommendations	

INDEX OF APPENDICES

Appendix A	Executive Committee of Deans ATLAS Secretariat AAI Program Representatives
Appendix B	Distribution of ATLAS Awards by State and University
Appendix C	Summary of ATLAS Budgets
Appendix D	ATLAS Completions and Withdrawals
Appendix E	Country Distribution of ATLAS Fellows
Appendix F	ATLAS Conferences in Africa
Appendix G	ATLAS Grants to African Professional Organizations

I. EXECUTIVE SUMMARY

The African Training for Leadership and Advanced Skills Project (ATLAS) is the fourth in a series of projects designed to address Africa's lack of trained human capital in order to create an enabling environment for sustainable growth. The ATLAS project extends over 16 years, FY 1990 through FY 2006. This is the final report for ATLAS, Phase I, which was administered by the African-American Institute (AAI) under contract AFR-0475-C-00-0068-00 with the United States Agency for International Development (USAID) from August 1990 through October 1995.

Major accomplishments for ATLAS, Phase I, include:

- * Four hundred fifty ATLAS awards were made for academic programs in the U.S.;
- * Over 30 percent of the ATLAS awards were made to women;
- * USAID Missions made OYB transfers of more than \$35 Million for ATLAS awards;
- * U.S. universities committed \$6.8 Million in tuition scholarships for the 450 ATLAS participants whose awards began during Phase I;
- * Forty awards (8.9%) were made to students placed at Historically Black Colleges and Universities (HBCUs);
- * ATLAS held four women's conferences at HBCU campuses, which were attended by 78 participants;
- * Ten regional conferences and three national events were held in Africa for alumni of African Graduate Program (AFGRAD), ATLAS and other USAID- funded programs;
- * ATLAS grants were made to 14 African professional organizations whose memberships included significant AFGRAD/ATLAS membership;
- * ATLAS published six issues of ATLAS ALERT and of IROKO and five editions of the Directory of Fellows;
- * Distinguished Alumni Awards were made to five former AFGRAD Fellows; and
- * USAID conducted a formative evaluation of ATLAS, Phase I, which concluded that AAI had developed effective mechanisms to implement all of its activities;

In August 1995 USAID awarded the contract to implement ATLAS Phase II to the African-American Institute.

II. THE ATLAS PROJECT

The African Training for Leadership and Advanced Skills Project (ATLAS) is the fourth in a series of projects designed to address Africa's lack of trained human capital in order to create an enabling environment for sustainable growth. The ATLAS Project, like its predecessors, the African Graduate Fellowship Program (AFGRAD I, II and III) promotes cooperation among U.S. universities, USAID Missions and African countries to provide advanced academic and professional training for African students. The ATLAS project extends over 16 years; Phase I covers the first five years from August 1990 through October 1995.

The goal of the ATLAS project is to improve the performance of African institutions and organizations to plan and promote sustainable development in Africa. The project's purpose is to strengthen leadership and technical abilities and enhance the professional excellence of individuals serving in African public and private sector entities, including universities, research centers and other key development institutions.

ATLAS provides fellowships for undergraduate, graduate and postgraduate training in the United States. In addition to the fellowships, ATLAS offers an extensive professional enhancement program for the alumni of AFGRAD, ATLAS, and other A.I.D.-funded programs. These activities are designed to nurture the participants' professional development and to strengthen the contribution the graduates will make to their institutions and to development in Africa.

A significant feature of ATLAS is the U.S. universities' contribution of tuition scholarships for undergraduate and graduate students. Funding of scholarships occurs through transfers of missions' bilateral accounts to the ATLAS contract. The administrative costs of AAI to manage the project activities, including follow-on activities, are centrally-funded by the Africa Bureau.

AAI has administered the ATLAS project in partnership with the Council of Graduate Schools (CGS) and three subcontractors: The African Academy of Sciences (AAS), the National Association for Equal Opportunity in Higher Education (NAFEO), and Management Systems International, Inc. (MSI). (Appendix A)

As prime contractor, AAI was responsible for direct management of all activities. AAI administered all aspects of the education and training program, including the field activities. AAI obtained scholarships from U.S. universities for all academic degree programs. USAID granted funds to AAI to administer and coordinate the entire ATLAS effort, including selection, placement, academic and social counseling, financial disbursements, follow-up and professional enhancement activities. AAI's New York office administered the program with extensive assistance for its field representatives during recruitment, repatriation and follow-up of the program's phases.

AAI's cooperative relationship with CGS, which began in 1963 with the first AFGRAD program, has continued under ATLAS. The Executive Committee of Graduate Deans, whose membership is drawn from CGS, has helped AAI maintain its close liaison with American

universities and has provided guidance on program matters. Members of the committee accompanied AAI program staff on annual trips to Africa to discuss manpower development needs with USAID mission personnel and African government and university officials, and to participate on the national selection committees. The close collaboration with CGS has ensured quality selection, appropriate placement at member institutions, and tuition scholarships by host institutions. An Undergraduate Deans Committee was established to work with AAI and CGS on undergraduate selection and placement.

The subcontractors brought added expertise to the ATLAS project team: The National Association for Equal Opportunity in Higher Education, as liaison with the Historically Black Colleges and Universities (HBCUs), assisted AAI in securing tuition scholarships at HBCUs and in developing seminars for women participants.

Management Systems International, Inc., a consulting firm with extensive experience in Africa, assisted AAI in enhancing AAI's management information system to meet the reporting requirements of ATLAS.

The African Academy of Sciences, the premier African association of professionals in science and agriculture, assisted AAI in designing and implementing the field activities.

The ATLAS project is thus a cooperative efforts of African governments, American universities, the Council of Graduate Schools, A.I.D./Washington, the USAID Missions and AAI.

III. THE ATLAS AWARDS

After a slow start, due at least in part to the late awarding of the ATLAS contract, USAID Missions gradually increased their OYB transfers to the ATLAS project. The total commitment for the first five years was \$35,092,378, as shown in Table I below.

TABLE I
USAID MISSION OYB TRANSFERS TO ATLAS

<u>COUNTRY</u>	<u>FY 1990</u>	<u>FY 1991</u>	<u>FY1992</u>	<u>FY1993</u>	<u>FY1994</u>	<u>TOTAL</u>
Benin	\$ 0	\$ 200,000	\$1,000,000	\$1,000,000	\$1,150,000	\$3,350,000
Cameroon	0	100,000	0	0	0	100,000
Cape Verde	300,000	600,000	300,000	650,000	0	1,850,000
C.A.R.*	0	0	320,000	200,000	196,304	996,304
Comoros	0	0	250,000	250,000	250,000	750,000
Congo*	0	312,000	388,000	200,000	195,127	1,488,127
Equat. Guinea*	0	150,000	0	0	0	0
Guinea	0	0	0	500,000	500,000	1,000,000
Guinea-Bissau	0	373,000	300,000	800,000	1,037,500	2,510,000
Madagascar	0	400,000	1,200,000	1,000,000	700,000	3,300,000
Malawi	0	0	0	300,000	498,812	798,812
Mali	200,000	510,000	400,000	400,000	0	1,510,000
Mozambique	200,000	400,000	800,000	1,000,000	698,812	3,098,812
Namibia	0	0	300,000	150,000	1,000,000	1,450,000
Niger	280,000	200,000	450,000	500,000	500,000	1,980,000
Nigeria	0	200,000	200,000	200,000	200,000	800,000
Rwanda	0	0	100,000	0	0	100,000
Sao Tome& P.*	0	120,000	300,000	0	0	420,000
Senegal	0	0	430,000	500,000	760,000	1,690,000
Sierra Leone*	0	0	243,000	0	30,823	330,823
Tanzania	540,000	600,000	800,000	800,000	800,000	3,540,000
Togo	185,000	280,000	200,000	0	0	665,000
Uganda	0	100,000	200,000	200,000	200,000	700,000
Zaire (DROC)	700,000	950,000	0	0	0	1,450,000
Zambia	0	1,114,000	0	0	0	1,114,000
TOTAL	\$2,405,000	\$6,609,000	\$8,711,000	\$8,650,000	\$8,717,378	\$35,092,378

* AFR/CCWA Small Country Program

The ATLAS contract for the initial five years of the project authorized 700 awards, including an estimated 500 graduate fellowships, 400 at the master's level and 100 for Ph.D. degrees; 100 undergraduate fellowships; and 100 postgraduate training awards. By October 31, 1995, 450 ATLAS awards had been made. Table I shows the distribution of these awards by country and degree level. One hundred twenty-six universities (Appendix B) have provided tuition awards to ATLAS students.

TABLE I
ATLAS DEGREE DISTRIBUTION BY COUNTRY

<u>COUNTRY</u>	<u>BA/BS</u>	<u>MA/MS</u>	<u>PHD</u>	<u>N/D</u>	<u>TOTAL</u>
Benin	---	43	--	--	43
Cameroon	---	---	---	3	3
Cape Verde	9	17	---	---	26
C.A.R.	---	7	1	1	9
Comoros	5	---	---	---	5
Congo	---	14	1	---	15
Equatorial Guinea	6	---	---	---	6
Guinea	---	20	---	---	20
Guinea-Bissau	5	15	---	---	20
Madagascar	7	25	2	4	38
Malawi	---	12	---	---	12
Mali	---	22	---	---	22
Mozambique	---	32	2	---	34
Namibia	4	22	---	---	26
Niger	1	20	6	---	27
Nigeria	---	11	---	---	11
Rwanda	---	---	1	---	1
Sao Tome & Principe	6	---	---	---	6
Senegal	---	28	---	---	28
Sierra Leone	---	---	---	6	6
Tanzania	1	28	10	---	39
Togo	---	10	---	---	10
Uganda	---	11	---	---	11
Zaire	---	15	---	---	15
Zambia	---	10	3	4	17
TOTALS	44	362	26	18	450

One of the distinguishing characteristics for USAID of the ATLAS program the high level of continuing contributions by American universities, despite increasing cost pressure. Appendix C is a summary of student budgets, including USAID Mission funding and the university contribution. The anticipated total cost of the 450 awards, including administrative funds provided by USAID/Washington is \$40,268,596 of which \$28,272,178 is provided through Mission OYB funds, \$5,170,900 by USAID/Washington and \$6,825,518 by U.S. universities. The universities are contributing approximately 17% of the total cost of the training program.

A. Participation of Women

At least 30% of the ATLAS awards are targeted for women, with the objective of increasing the capacity among women to fill leadership and non-traditional roles in African development. This goal has clearly been achieved, as one hundred thirty-nine of the 450 ATLAS awards, or 30.9% of the awards, have been made to women. Listed below are the awards to women and the percent of total awards to women by country.

TABLE III
ATLAS AWARDS TO WOMEN

COUNTRY	AWARDS TO WOMEN	TOTAL AWARDS	PERCENT
Benin	24	43	55.8
Cameroon	2	3	67.7
Cape Verde	7	26	26.9
Central African Republic	1	9	11.1
Comoros	2	5	40.0
Congo	3	15	20.0
Equatorial Guinea	1	6	16.7
Guinea	3	20	15.0
Guinea-Bissau	2	20	10.0
Madagascar	18	38	47.4
Malawi	3	12	25.0
Mali	9	22	40.9
Mozambique	11	34	32.4
Namibia	11	26	42.3
Niger	8	27	29.6
Nigeria	5	11	45.6
Rwanda	0	1	0.0
Sao Tome and Principe	0	6	0.0
Senegal	7	28	25.0
Sierra Leone	3	6	50.0
Tanzania	10	39	25.6
Togo	1	10	10.0
Uganda	3	11	27.3
Zaire	2	15	13.3
Zambia	3	17	17.6
TOTAL	139	450	30.9

B. Historically Black Colleges and Universities (HBCUs)

ATLAS has a project goal of 10% placement at HBCUs and a subcontract with the National Association for Equal Opportunity in Higher Education (NAFEO). Forty awards (8.9%) have been made to students placed at HBCUs in the fields of electrical engineering, computer science, agricultural engineering, public administration, finance, business administration, economics, education, transportation and water resource management. Considering the problem

HBCUs face of being able to afford required tuition scholarships, the ATLAS placement record at HBCUs is an excellent one.

C. Fields of Study

Table IV shows the distribution of ATLAS awards by fields of study. To support Mission strategic objectives, USAID Missions determine the fields of study in which awards will be offered.

**TABLE IV
FIELDS OF STUDY**

<u>FIELD</u>	<u>NUMBER OF AWARDS</u>	<u>PERCENT</u>
Business Administration	110	24.4
Agriculture (including natural resources)	72	16.0
Public Health (including population studies)	49	10.9
Engineering	47	10.4
Economics	44	9.8
Education	38	8.5
Public Administration	31	6.9
Agricultural Economics	22	4.9
Math/Science	19	4.2
Computer Science	7	1.6
Sociology	6	1.3
Communications	5	1.1
TOTAL	450	100.0

D. Progress towards End of Project Indicators (EOPS)

The End of Project Indicators (EOPS) are described in the ATLAS contract at the level of the individual who has benefited from ATLAS-sponsored training. The EOPS are stated in terms of the performance of ATLAS graduates and their contributions to key African institutions.

On the basis of the statements of objectives at the time of selection, 226 of the 450 ATLAS Fellows expect to hold government positions, 107 expect to be employed in university teaching and research and 117 in the private sector or central bank.

By October 31, 1995, 123 ATLAS students had completed their academic programs and 16 had withdrawn from the program for personal, medical or academic reasons. (Appendix D). Of the 139 former students, 123 had returned to their home countries and 16 had remained in the United States. A distribution of the ATLAS awards by country appears in Appendix E.

IV. ATLAS ENRICHMENT PROGRAMS

ATLAS participants benefited from a number of enrichment activities. ATLAS provides the full range of enrichment activities provided under USAID Handbook 10 (superceded by Administrative Directives System 253), including orientation, English-language training, professional conferences and re-entry seminars. In addition, in collaboration with ATLAS subcontractor, NAFEO, AAI implemented four Women's Conferences at historically black colleges and universities. A total of 78 women participants attended the following conferences:

- Spelman College, Atlanta, Georgia (December 18-22, 1991)
- Southern University, Baton Rouge, Louisiana (December 16-20, 1992)
- Central State University, Wilberforce, Ohio (May 17-22, 1994)
- Jackson State University, Jackson, Mississippi (May 16-20, 1995)

Fifty-six participants attended two seminars on Managing in a Competitive Global Society conducted by Arthur D. Little, Inc., in Cambridge, Massachusetts. Twenty-eight ATLAS students undertook practical training programs at the conclusion of their academic programs. Twenty-one ATLAS Fellows conducted thesis or dissertation research in their home countries on topics relevant to development.

V. PROFESSIONAL ENHANCEMENT ACTIVITIES

The most original features of the ATLAS project are professional enhancement activities that serve former participants who have returned to their country of origin. The contract for Phase I stipulates the following activities:

- * Seminars, conferences and workshops in Africa;
- * Distribution of informational materials;
- * Grants to African professional organizations;
- * Annual publication of the Directory of Fellows;
- * Distinguished Alumni Awards;
- * Membership in U.S. professional societies;
- * Short-term postgraduate study awards.

A. Seminars, Conferences and Workshops in Africa

During the five-year Phase I contract, AAI was expected to sponsor approximately ten national and regional symposia on topics critical to African development. Each symposium was to be attended by an average of thirty returned participants. With the assistance of ATLAS's subcontractor, the African Academy of Sciences, AAI held ten regional conferences and three national activities during Phase I. (Appendix F). Attendance at the regional conferences averaged 35 participants. Over 400 participants attended the national events, two of which were funded by the USAID Mission in Dakar. Summary reports on all conferences were prepared and distributed.

B. Informational materials

In fulfillment of the contract requirement to develop an informal networking device for former and current AFGRAD and ATLAS participants, AAI published and six issues of the newsletter IROKO during Phase I. IROKO was mailed to more than 2,000 alumni throughout Africa and the U.S., as well as to current ATLAS students, USAID Missions, USAID/Washington and U.S. universities. IROKO included information about ATLAS conferences and grants and articles by alumni.

AAI also published six issues of ATLAS ALERT, a Project newsletter designed to inform those with administrative responsibilities for ATLAS about the full scope of ATLAS activities. Circulation included USAID Mission Officers, USAID/Washington, USIS, Embassies in Washington, D.C., university representatives and other users or providers of ATLAS program services.

C. ATLAS Grants

The Grants program was intended to benefit African professional organizations with significant AFGRAD/ATLAS membership, and also alumni societies of U.S.-trained participants. AAI developed criteria for the grants and assisted organizations in preparation of proposals. Grants totaling \$389,411 were made to the 14 professional organizations listed in Appendix G.

D. Directory of Fellows

The Directory of Fellows was published annually and copies were distributed to alumni, current participants, sponsoring universities, USAID Missions, African government offices and other interested parties. The 1995 Directory (the fifth under this contract) included 139 ATLAS alumni in addition to the 2,923 alumni of the AFGRAD programs.

E. Distinguished Alumni Award

The AFGRAD Program has had a significant impact on current African leadership. Alumni are to be found in key positions throughout Africa and have made many contributions to the development of their countries. To identify these contributions and to highlight AFGRAD's role in providing support for participants, AAI honors at least one outstanding former AFGRAD Fellow annually. As ATLAS participants graduate they automatically become eligible for the award.

Award winners are listed in the Directory of Fellows and are honored at a special occasion in their own country with a Distinguished Alumni Award certificate and a check for \$500. Five former AFGRAD Fellows received Distinguished Alumni awards during Phase I.

VI. CONCLUSIONS AND RECOMMENDATIONS

USAID conducted a formative evaluation of ATLAS Phase I which examined implementation, monitoring, information systems and evaluation. A four-member team from Creative Associates, Inc. (CAI) conducted the evaluation and used a variety of instruments to collect information from a sampling of all ATLAS partners. In addition to interviews with USAID, AAI, the U.S. academic community, and the ATLAS participants, the team visited six African countries to interview Mission personnel, ATLAS alumni and host country nominators and employers.

Based on its findings, the evaluation concluded that during Phase I, ATLAS:

- * developed effective mechanisms to implement all of its activities;
- * achieved an outstanding academic success rate of 98%;
- * exceeded the 30% target for the participation of women;
- * provided practical training opportunities for over 30% of those who completed their masters degrees; and
- * increased Mission Operating Year Budget (OYB) transfer funding, reaching a five year high of nearly \$9 million for FY 1995.

The evaluation provided valuable information and recommendations for making ATLAS more responsive to Mission needs in its second phase. The recommendations included:

- * to develop more effective and intensive methods of acquainting Missions with the range of ATLAS services;
- * to work with Missions to develop action plans for maximizing resources and achieving Mission Strategic Objectives; and
- * to stress leadership in all ATLAS components including selection, enrichment and enhancement activities.

An amendment to the original ATLAS contract improved the project's responsiveness to the field. Under this amendment:

- * Missions can use OYB funding to provide support for alumni to attend ATLAS enhancement activities, with the added advantage that AAI can handle ticketing and travel arrangements to relieve Mission staff of additional administrative demands;

- * ATLAS can use core funds to offer a limited number of scholarships for alumni to participate in ATLAS enhancement activities to ensure regional and gender balance.

ATLAS is one of USAID's primary vehicles for providing advanced skills training, supporting institutional capacity building and promoting post-training professional development in Africa. ATLAS Phase I ran from 1990 to 1995. In August 1995, USAID awarded the contract to implement Phase II to the African-American Institute.

APPENDIX A

AFRICAN TRAINING FOR LEADERSHIP AND ADVANCED SKILLS

ATLAS, PHASE I

EXECUTIVE COMMITTEE OF DEANS

ATLAS SECRETARIAT

AAI PROGRAM REPRESENTATIVES

AFRICAN TRAINING FOR LEADERSHIP AND ADVANCED SKILLS (ATLAS)

Administered by

THE AFRICAN-AMERICAN INSTITUTE

THE EXECUTIVE COMMITTEE OF GRADUATE DEANS

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Dr. Stephen C. Dunnett	Vice Provost for International Education State University of New York/Buffalo	International Programs
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Dr. Jeanne Gullahorn	Vice President, Dean of Graduate School State University of New York/Albany	Psychology
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Dr. Catherine Lafarge	Dean, Graduate School, Arts & Sciences Bryn Mawr College	French/Languages
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Dr. John H. Yopp	Associate Vice President, Academic Affairs and Dean of Graduate School Southern Illinois University	Plant Physiology and Biochemistry

UNDERGRADUATE SELECTION COMMITTEE

Dr. T.J. Bryan	Dean, School of Arts & Sciences Coppin State College	English Language and Literature
Mr. James Crowder	Director, International Programs Macalester College	Cross-Cultural Psychology
Mr. Erin Schmidt	Director, International Student Office Louisiana State University	Counseling Psychology
Dr. Rhoda M. Hendrickson	Associate Professor, English Spelman College	English

ATLAS OVERSIGHT, MANAGEMENT AND STAFF

Ms. Vivian Lowery Derryck	President, The African-American Institute
Mr. Steve McDonald	Executive Vice President
Mr. Carl Schieren	Vice President for Programs
Ms. Heather Monroe	Chief of Party, ATLAS

PLACEMENT AND PROGRAMMING

Ms. Yolande Zahler	Director of Placement and Programming
Mr. Kenneth Doucet	Placement Specialist
Ms. Maura Smith	Placement Officer
Ms. Anita Johnson	Programming Coordinator
Ms. Robin Caldwell	Program Officer
Ms. Bella Endeshaw	Program Officer
Mr. Michael Hornsby	Program Officer
Ms. Michelle Roberts	Program Officer
Mr. James Sabourin	Program Officer
Ms. Elizabeth Ward	Program Officer

DATABASE MANAGEMENT AND STUDENT FINANCE

Mr. David Hendricks	Director, Database Management & Student Finance
Ms. Louise Bethune	Senior Student Finance Officer

FIELD SERVICES

Mr. Denis Hynes	Director of Field Services
Ms. Hazel Bush	Program Officer of Alumni Affairs
Ms. Niamani Mutima	Program Officer of Field Services

SUBCONTRACTOR REPRESENTATIVES

Ms. Terrilyene Watson	National Association of Equal Opportunity in Higher Education (NAFEO)
Ms. Janet Tuthill	Management Systems International (MSI)
Dr. James K. Egunjobi	Head of Programs, African Academy of Sciences (AAS)
Mrs. Diana Opar	Program Officer, AAS/ATLAS

AAI/ATLAS Program Representatives

Ms. Louise Africa
The African-American Institute
11th Floor Braamfontein Centre
23 Jorrisen Street
Johannesburg, South Africa

Mrs. Zainab R. Bakilana
The African-American Inst.
P.O. Box 4839
Dar es Salaam, TANZANIA

Mrs. Cecilia V.L. Bannerman
The African-American Institute
c/o Counselling & Placement Centre
University of Ghana
Legon-Accra, GHANA

Mrs. Celia Diniz
P.O. 3630
Maputo, MOZAMBIQUE

Mrs. Mary Jo Gabiam
The African-American Institute
c/o American Cultural Institute
U.S. Embassy
Lome, TOGO

Mrs. Georgiana R. Hedd
Institute of Public Administration
and Management
P.O. Box 1244
Tower Hill, Gloucester & Rokel Streets
Freetown, SIERRA LEONE

Mrs. Cecile Imboua-Niava
The African-American Institute
01 BP 1314
Abidjan, COTE D'IVOIRE

Mrs. Irene Maimbolwa-Sinyangwe
P.O. Box 31631
Cairo Road
Lusaka, Zambia

Mrs. Rosemary Moyana
The African-American Institute
P.O. Box 4269
Harare, ZIMBABWE

Chief Steve Ayuk Okang
African-American Institute
B.P. 1329
Yaounde, CAMEROON

Dr. Moussa A. Okanla
The African-American Institute
c/o Department of Political Science
University Nationale de Benin
B.P. 03-1012
Cotonou, BENIN

Mrs. Clara Osinulu
The African-American Institute
P.O. Box 2382
Lagos, NIGERIA

Ms. Kay Raseroka
The African-American Institute
c/o University of Botswana Library
B.P. 0022
Gaborone, BOTSWANA

Mr. Roland Razafintsalama
B.P. 3266
Anananarivo 101, MADAGASCAR

Mr. Carlos Resende
Project Administrator, ATLAS
C.P. 201
Praia, CAPE VERDE
Phone: 615616

Mr. Fernand Sanou
The African-American Institute
B.P. 3436
Ouagadougou, BURKINA FASO

Dr. Francois Sita
The African-American Institute
B.P. 2851
Brazzaville, THE CONGO

Ms. Nene O. Sow
Ministry of Natural Resources
Energy & Environment
B.P. 295
Conakry, GUINEA

Mr. Mama Tapo
The African-American Institute
B.P. 1274
Bamako, MALI

Mrs. Marguerite Vieyra
The African-American Institute
B.P. 2650
Dakar, SENEGAL

Ms. Bezunesh Zewdie
Program Representative
P.O. Box 2177
Addis Ababa, ETHIOPIA

APPENDIX B

AFRICAN TRAINING FOR LEADERSHIP AND ADVANCED SKILLS

ATLAS, PHASE I

DISTRIBUTION OF ATLAS FELLOWSHIPS

BY STATE AND UNIVERSITY

DISTRIBUTION OF ATLAS FELLOWSHIPS BY STATE & UNIVERSITY

<u>Alabama</u>	<u>16</u>	
Alabama A & M University		4
Auburn University		11
Tuskegee Institute		1

<u>Arizona</u>	<u>24</u>	
American Graduate School of International Management		3
Arizona State University		14
Arizona, University of		7

<u>Arkansas</u>	<u>1</u>	
Arkansas, University of		1

<u>California</u>	<u>23</u>	
California State University, Fullerton		5
California State University, Fresno		4
California State University, Sacramento		1
California, University of, Berkeley		1
California, University of, Los Angeles		1
Claremont Graduate School		3
San Diego State University		7
San Jose State University		1

<u>Connecticut</u>	<u>7</u>	
Connecticut, University of		7

<u>Delaware</u>	<u>2</u>	
Delaware State University		1
Delaware, University of		1

DISTRIBUTION OF ATLAS FELLOWSHIPS BY STATE & UNIVERSITY

<u>District of Columbia</u>	<u>2</u>	
American University		1
George Washington University		1
<u>Florida</u>	<u>9</u>	
Florida A & M University		4
Florida State University		1
Florida, University of		2
North Florida, University of		1
Southern Florida, University of		1
<u>Georgia</u>	<u>7</u>	
Clark Atlanta University		1
Georgia State University		2
Georgia, University of		3
Spelman College		1
<u>Hawaii</u>	<u>8</u>	
Hawaii, University of		8
<u>Idaho</u>	<u>3</u>	
Idaho, University of		3

DISTRIBUTION OF ATLAS FELLOWSHIPS BY STATE & UNIVERSITY

<u>Illinois</u>	<u>53</u>	
Illinois Institute of Technology		2
Illinois, University of, Champaign-Urbana		5
Illinois, University of, Chicago		8
Northern Illinois University		6
Roosevelt University		2
Southern Illinois University, Carbondale		24
Western Illinois University		6
<u>Indiana</u>	<u>22</u>	
Ball State University		12
Indiana State University		6
Indiana University		2
Purdue University		2
<u>Iowa</u>	<u>14</u>	
Iowa State University		12
Wartburg College		2
<u>Kansas</u>	<u>23</u>	
Emporia State University		14
Kansas, University of		5
Wichita State University		4
<u>Kentucky</u>	<u>2</u>	
Louisville, University of		2

DISTRIBUTION OF ATLAS FELLOWSHIPS BY STATE & UNIVERSITY

<u>Louisiana</u>	<u>27</u>	
Louisiana State University		15
Southern University		3
Southwestern Louisiana, University of		7
Tulane University		2

<u>Maryland</u>	<u>10</u>	
Coppin State College		1
Johns Hopkins University		3
Maryland, University of, College Park		1
Maryland, University of, Eastern Shore		1
Morgan State University		4

<u>Massachusetts</u>	<u>12</u>	
Bentley College		1
Boston College		1
Boston University		1
Brandeis University		2
Clark University		4
Harvard University (HIID)		1
Massachusetts, University of		1
Williams College		1

<u>Michigan</u>	<u>14</u>	
Central Michigan University		2
Eastern Michigan University		2
Michigan State University		6
Michigan Technological University		1
Western Michigan University		2
Wayne State University		1

DISTRIBUTION OF ATLAS FELLOWSHIPS BY STATE & UNIVERSITY

<u>Minnesota</u>	<u>10</u>	
Macalester College		2
Mankato State University		4
Minnesota, University of		4
<u>Mississippi</u>	<u>15</u>	
Jackson State University		14
Mississippi State University		1
<u>Missouri</u>	<u>6</u>	
Missouri, University of, Columbia		4
Missouri, University of, Rolla		1
Washington University		1
<u>Montana</u>	<u>1</u>	
Montana State University		1
<u>Nebraska</u>	<u>1</u>	
Nebraska, University of		1
<u>New Hampshire</u>	<u>1</u>	
New Hampshire, University of		1
<u>New Jersey</u>	<u>1</u>	
Rutgers University		1

DISTRIBUTION OF ATLAS FELLOWSHIPS BY STATE & UNIVERSITY

<u>New York</u>	<u>19</u>	
Columbia University		1
Cornell University		5
Rensselaer Polytechnic Institute		1
State University of New York, Albany		1
State University of New York, Binghamton		4
State University of New York, Buffalo		6
State University of New York, Syracuse		1
<u>North Carolina</u>	<u>5</u>	
North Carolina A & T State University		1
North Carolina State University		3
Shaw University		1
<u>North Dakota</u>	<u>2</u>	
North Dakota State University		2
<u>Ohio</u>	<u>15</u>	
Central State University		5
Kent State University		1
Ohio State University		1
Ohio University		5
Toledo, University of		2
Wright State University		1
<u>Oklahoma</u>	<u>20</u>	
Oklahoma State University		10
Oklahoma, University of, Norman		3
Oklahoma, University of, Oklahoma City		7

24

DISTRIBUTION OF ATLAS FELLOWSHIPS BY STATE & UNIVERSITY

<u>Oregon</u>	<u>7</u>	
Oregon State University		3
Portland State University		2
Willamette University		2
<u>Pennsylvania</u>	<u>8</u>	
Lehigh University		1
Pennsylvania State University		4
Pittsburgh, University of		2
Thiel College		1
<u>Rhode Island</u>	<u>2</u>	
Johnson & Wales College		2
<u>South Carolina</u>	<u>10</u>	
Clemson University		6
South Carolina, University of		4
<u>Tennessee</u>	<u>6</u>	
Tennessee State University		2
Tennessee, University of		2
Vanderbilt University		2
<u>Texas</u>	<u>8</u>	
Texas A & M University		2
Texas, University of, Dallas		2
West Texas A & M University		4

DISTRIBUTION OF ATLAS FELLOWSHIPS BY STATE & UNIVERSITY

<u>Utah</u>	<u>2</u>	
Utah State University		2
<u>Virginia</u>	<u>7</u>	
Old Dominion University		6
Virginia Commonwealth University		1
<u>Washington</u>	<u>8</u>	
Washington State University		7
Washington, University of		1
<u>West Virginia</u>	<u>2</u>	
West Virginia University		2
<u>Wyoming</u>	<u>1</u>	
Wyoming, University of		1

APPENDIX C

AFRICAN TRAINING FOR LEADERSHIP AND ADVANCED SKILLS

ATLAS, PHASE I

SUMMARY OF ATLAS BUDGETS

SUMMARY OF ATLAS BUDGETS

October 31, 1995

<u>Country</u>	<u>Number of ATLAS Awards</u>	<u>University Tuition Contribution</u>	<u>USAID/W Core Administrative Costs</u>	<u>USAID Mission Funding</u>	<u>Total Budget</u>
Benin	43	\$572,843	\$498,750	\$2,934,883	\$4,006,476
Cameroon	3	7,500	5,950	39,686	53,136
Cape Verde	26	487,276	329,700	1,721,014	2,537,990
Central African Republic	9	119,500	81,550	499,151	700,201
Comoros	5	113,500	82,950	414,135	610,585
Congo	15	140,350	133,000	682,101	955,451
Congo, (DROC)	15	197,164	202,300	976,695	1,376,159
Equatorial Guinea	6	184,050	122,850	587,189	894,089
Guinea	20	298,150	258,650	1,448,190	2,004,990
Guinea-Bissau	20	323,580	269,850	1,397,522	1,990,952
Madagascar	38	615,845	448,350	2,461,663	3,525,858
Malawi	12	144,930	103,600	675,389	923,919
Mali	22	291,314	282,800	1,419,705	1,993,819
Mozambique	34	435,455	386,750	2,089,299	2,911,504
Namibia	26	373,780	250,950	1,449,307	2,074,037
Niger	27	516,443	375,200	2,049,647	2,941,290
Nigeria	11	193,600	101,150	533,603	828,353
Rwanda	1	14,000	17,150	93,822	124,972
Sao Tome & Principe	6	82,408	100,800	492,958	676,166
Senegal	28	423,515	301,000	1,679,590	2,404,105
Sierra Leone	6	15,000	14,350	120,987	150,337
Tanzania	39	763,819	452,200	2,585,832	3,801,851
Togo	10	132,716	119,000	632,854	884,570
Uganda	11	172,900	95,900	529,110	797,910
Zambia	17	205,880	136,150	757,846	1,099,876
Total	450	\$6,825,518	\$5,170,900	\$28,272,178	\$40,268,596
Percent of Total Cost		17.0	12.8	70.2	100.0

APPENDIX D

AFRICAN TRAINING FOR LEADERSHIP AND ADVANCED SKILLS

ATLAS, PHASE I

ATLAS COMPLETIONS AND WITHDRAWALS

ATLAS COMPLETIONS

AUGUST 31, 1991 – OCTOBER 31, 1995

<u>COUNTRY AND NAME OF STUDENT</u>	<u>UNIVERSITY DEGREE, FIELD OF STUDY</u>	<u>DATE OF COMPLETION</u>	<u>REMARKS</u>
<u>BENIN</u>			
ADEGBIDI, Hector	State University of New York, Syracuse MS, Forest Resources Management	December 1994	PHD program in Forest Resources Management, State University of New York, Syracuse.
<u>CAMEROON</u>			
KAPSEU, Cesar	Ohio State University Non-Degree, Lipid Methodology	August 1993	Returned to Cameroon. Head, Process Engineering Dept., National Advanced School of Agro-Process Industries
NGO-SOM, Julienne	University of Florida Non-Degree, Food Science and Nutrition	October 1993	Returned to Cameroon. Senior Research Officer, Food and Nutrition Research Center.
TAMAJONG, Elizabeth	University of Minnesota Non-Degree, Educational Administration	August 1993	Returned to Cameroon. Sub-Director, Centre for National Education, Ministry of Scientific and Technical Research.
<u>CAPE VERDE</u>			
BURGO, Carlos	Iowa State University MS, Economics	May 1995	Returned to Cape Verde. Employment unknown.
SANTOS, Joao	Vanderbilt University MS, Economic Development	May 1994	Returned to Cape Verde. Chief, Division of Financial Institutions, Directorate General of International Cooperation, Praia.
<u>CENTRAL AFRICAN REPUBLIC</u>			
ROUNGOU, Jean-Baptiste	Johns Hopkins University MPH, Public Health	June 1994	Returned to Central African Republic. Director of Preventive Medicine, Ministry of Public Health.

ATLAS COMPLETIONS

AUGUST 31, 1991 – OCTOBER 31, 1995

<u>COUNTRY AND NAME OF STUDENT</u>	<u>UNIVERSITY DEGREE, FIELD OF STUDY</u>	<u>DATE OF COMPLETION</u>	<u>REMARKS</u>
<u>CONGO</u>			
ESSEREKE, Alfred	Arizona State University MS, Civil Engineering	June 1995	Returned to Congo. Ministry of Transportation & Shipment.
KWANDA, Ferdinand	Pennsylvania State University MS, Civil Engineering	May 1995	Returned to Congo. Research Director, Office of Control of Construction and Public Works.
LIBOULA, Christine Gisele	Johnson & Wales University MBA, Business Administration	December 1992	Returned to Congo. Ministry of Commerce.
MOUKILA, Jean Aime	Johnson & Wales University MBA, Management	December 1992	Returned to Congo. State Inspectoral General's Office.
MOUMALE, Guy	Tuskegee University MS, Animal & Poultry Science	July 1993	Returned to Congo. Ministry of Agriculture.
NGOYA, Cesar	University of Hawaii MS, Agronomy	August 1995	Returned to Congo. Halliburton Oil Services.
OKOKO, Marcel	Auburn University MS, Aquaculture	September 1995	Returned to Congo. Employment unknown.
POUKOUTA, Prosper	Pennsylvania State University PHD, Demography	January 1995	After postdoctoral fellowship with Macro International, Inc., employed as Senior Demographer, African Development Bank
<u>GUINEA-BISSAU</u>			
CASIMIRO, Jose	Southern Illinois University MS, Economics	May 1995	Returned to Guinea-Bissau. Africare, Guinea-Bissau.

ATLAS COMPLETIONS

AUGUST 31, 1991 – OCTOBER 31, 1995

<u>COUNTRY AND NAME OF STUDENT</u>	<u>UNIVERSITY DEGREE, FIELD OF STUDY</u>	<u>DATE OF COMPLETION</u>	<u>REMARKS</u>
<u>MADAGASCAR</u>			
ANRIANAIVO-RAFEHILVOLA, Nivo	American Graduate School of International Management MA, International Business	September 1994	Returned to Madagascar. Senior Staff, Cabinet Ramaholimihaso, Antananarivo.
RAKOTONDRA SOA, Jean-Baptiste	Western Illinois University MA, Economics	June 1995	Returned to Madagascar. Head of Credit Analysis, National Bank for Commerce.
RAKOUTH, Bakolimalala	University of Hawaii Non-Degree, Forestry	March 1994	Returned to Madagascar. Assistant Professor, Science Dept. University of Madagascar.
RASTEFANO, Elisee	State University of New York, Buffalo Non-Degree, Electrical & Computer Engineering	October 1993	Returned to Madagascar. Teacher and Researcher, Ecole Superieure Polytechnique d'Antananarivo.
RAZAFIMAHALEO, Hisisoa	Lehigh University MBA, Business Administration	May 1995	Returned to Madagascar. Executive, Societe Stedic.
TATA, Gervais	Old Dominion University Non-Degree, Maritime Law	December 1994	Returned to Madagascar. Officer, Malagache Company of Navigation.
<u>MALI</u>			
DIABATE, Amata	University of Tennessee MS, Money & Banking	May 1995	Returned to Mali. Consultant, Central Bank for West Africa States.
DEMBELE, Klessigue	Utah State University MS, Civil Engineering	April 1995	Returned to Mali. Civil Engineer, Ministry of Mines, Hydrology and Energy.
MACALOU, Marietou	Ball State University MPA, Public Administration	May 1995	Returned to Mali. Commission for Administrative Reform.

ATLAS COMPLETIONS

AUGUST 31, 1991 – OCTOBER 31, 1995

<u>COUNTRY AND NAME OF STUDENT</u>	<u>UNIVERSITY DEGREE, FIELD OF STUDY</u>	<u>DATE OF COMPLETION</u>	<u>REMARKS</u>
<u>MALI (continued)</u>	MPA, Public Administration		
SANOGO, Yousouf	Indiana State University MS, Media Technology	June 1995	Returned to Mali. Audio-Visual Lecturer, Center for Audio-Visual Production Services.
SISSOKO, Yaya	Southern Illinois University MS, Economics	May 1995	Returned to Mali. National Employers Federation of Mali.
TOURE, Bakary	Arizona State University MS, Arid Land Ecology	May 1995	Returned to Mali. Environment and Rural Development Fores Service.
TOURE, Tompa	West Texas A & M University MS, Agricultural Economics	May 1995	Returned to Mali. Consultant, Ministry of Agriculture & Rura Development.
TRAORE, Kadida	University of Idaho MS, Forest Resources Management	July 1995	Returned to Mali. Forestry Engineer, Group Action Nord-Sud, Ke-Macina, Mali.
TRAORE, Mamary	Western Illinois University MA, Economics	September 1994	Returned to Mali. Employment unknown.
<u>MOZAMBIQUE</u>			
FERNANDES, Ana	Clemson University MS, Chemistry	May 1995	Returned to Mozambique. Head, Finishing Department, Riopel Textels Mocambique.
GOUVEIA, Carlota	Texas A & M University MS, Industrial Engineering	December 1994	Returned to Mozambique. Technical Director, Elvolac (Mocambique), Ltd.
JEJE, Jose Jamie	Southern Illinois University MS, Agricultural Economics	May 1994	Returned to Mozambique. Project Officer, Nampula Field Office, Ministry of Agriculture.

ATLAS COMPLETIONS

AUGUST 31, 1991 – OCTOBER 31, 1995

<u>COUNTRY AND NAME OF STUDENT</u>	<u>UNIVERSITY DEGREE, FIELD OF STUDY</u>	<u>DATE OF COMPLETION</u>	<u>REMARKS</u>
<u>MOZAMBIQUE (continued)</u>			
LOFORTE, Angela	University of Florida MS, Horticulture	August 1993	Returned to Mozambique. Eduardo Mondlane University.
MAGAIA, Lorenzo	University of Kansas MS, Mathematics	September 1995	Returned to Mozambique. Professor, Department of Mathematics, Eduardo Mondlane University.
MENSES, Celia	American University LLM, Environmental Law	August 1995	Returned to Mozambique. Lawyer, Sociedade Austral de Desenvolvimento.
MUQUINGUE, Humberto	Cornell University MS, Nutrition	December 1994	Returned to Mozambique. Lecturer, Faculty of Medicine, Eduardo Mondlane University.
RASHID, Florenca Dengo	American Graduate School of International Management, MBA, International Management	December 1993	Returned to Mozambique. Programming Officer, World Vision, Maputo.
XAVIER, Victorino	University of Idaho MS, Forestry	May 1995	Returned to Mozambique. Provincial Directorate of Agriculture and Fisheries, Nampula.
<u>NAMIBIA</u>			
ISAACS, Albertus	Central Michigan University MA, Educational Administration	August 1995	Returned to Namibia. Education Planner, Ministry of Education & Culture.
MOUTON, Jerome	Williams College MA, Economic Development	June 1995	Returned to Namibia. Division of Loan Portfolio and Economic Research, Namibia Development Corporation.
MUKUAHIMA, Berthold	Ohio University MBA, Human Resources Management	September 1995	Returned to Namibia. Senior Assistant Registrar, University of Namibia.

ATLAS COMPLETIONS

AUGUST 31, 1991 – OCTOBER 31, 1995

<u>COUNTRY AND NAME OF STUDENT</u>	<u>UNIVERSITY DEGREE, FIELD OF STUDY</u>	<u>DATE OF COMPLETION</u>	<u>REMARKS</u>
<u>NAMIBIA (continued)</u>			
SCOTT, Aletta	Ohio University MED, Secondary Education	November 1994	Returned to Namibia. Lecturer, University of Namibia.
VILLET, Charmaine	Ohio University MED, Curriculum & Instruction	September 1995	Returned to Namibia after completing PHD program. Lecturer, University of Namibia.
<u>NIGER</u>			
ABBA-ISSA, Alambadji	Louisiana State University MS, Agricultural Economics	December 1994	Returned to Niger. Assistant Director, Department of Livestock Production & Sales, Ministry of Agriculture.
BOUBE-MAGAGI, Ibrahim	Washington State University MS, Large Animal Husbandry	December 1994	Returned to Niger. Director, Department of Animal Resources, Ministry of Agriculture.
GARBA, Ibrahim	Indiana State University MPA, Public Administration	May 1994	Returned to Niger. Ministry of Plan.
HONLIASSO, Alain	Southern Illinois University MBA, Business Management	August 1995	Returned to Niger. Employment unknown.
MOUNKAILA, Hamza	Kent State University MS, Education	August 1995	Returned to Niger. English Teacher, Ministry of Education.
SIDIKOU, Fatima	University of Northern Florida MBA, Business Administration	August 1995	Returned to Niger. Ministry of Foreign Affairs.

ATLAS COMPLETIONS

AUGUST 31, 1991 – OCTOBER 31, 1995

<u>COUNTRY AND NAME OF STUDENT</u>	<u>UNIVERSITY DEGREE, FIELD OF STUDY</u>	<u>DATE OF COMPLETION</u>	<u>REMARKS</u>
<u>NIGERIA</u>			
ADEKA, Ibilola	University of Illinois, Chicago MS, Public Health	May 1995	Remained in the United States.
AKINYEMI, Comfort	University of Illinois, Chicago MS, Health Resources Management	August 1995	Returned to Nigeria. Department of Preventive and Social Medicine.
IYIEGBUNIWE, Emmanuel	University of Illinois, Chicago MS, Environmental and Occupational Health Sciences	December 1994	Doctoral program at University of Illinois, Chicago.
LAGUNDOYE, Temitayo	San Diego State University MPH, Epidemiology	September 1994	Returned to Nigeria. Employment unknown.
OBAFEMI, Adebisi	University of Illinois, Chicago MS, Maternal and Child Health	December 1994	Remained in the United States.
<u>SENEGAL</u>			
BA, Oumoul	Washington University MBA, Business Management	May 1995	Returned to Senegal. Employment unknown.
DIOP, Cheikh	Northern Illinois University MBA, Business Administration	December 1994	Returned to Senegal. Inspector of Finances, Ministry of Economy, Finances and Planning.
DIOUF, Ali	Emporia State University MBA, Business Administration	December 1994	Returned to Senegal. Head of the Investment Projects, Independent Port of Dakar.
GUEYE, Papa	University of Toledo MA, Economics	December 1994	Returned to Senegal. Advisor, Ministry of Planning.

96

ATLAS COMPLETIONS

AUGUST 31, 1991 – OCTOBER 31, 1995

<u>COUNTRY AND NAME OF STUDENT</u>	<u>UNIVERSITY DEGREE, FIELD OF STUDY</u>	<u>DATE OF COMPLETION</u>	<u>REMARKS</u>
<u>SENEGAL (continued)</u>			
KANE, Mouhamadou	University of Illinois, Urbana MBA, Business Management	August 1995	Returned to Senegal. Engineer & Manager, Dakar Marine.
LO, Lamine	Emporia State University MBA, Business Administration	July 1994	Returned to Senegal. Inspection of Finances, Ministry of Economics and Finance.
N'DIAYE, Aly Ngouille	Illinois Institute of Technology MBA, Business Administration	January 1994	Returned to Senegal. Banque de l'Habitat du Senegal, Dakar
<u>SIERRA LEONE</u>			
BECKLEY, Josie	State University of New York, Buffalo Non-Degree, Educational Administration	July 1995	Returned to Sierra Leone. University Staff Development Officer, University of Sierra Leone.
KATTA, Raymond	Kent State University Non-Degree, Curriculum Planning	July 1995	Returned to Sierra Leone. Lecturer, Director of College Research Center, Milton Margai Teachers College.
TURAY, Aly	George Washington University Non-Degree, Educational Administration	July 1995	Returned to Sierra Leone. Deputy Registrar, University of Sierra Leone.
TURAY, Kenye	University of Florida Non-Degree, Education	July 1995	Remained in the United States.
TURAY, Sonia	University of Georgia Non-Degree, Entrepreneurial Development	July 1995	Returned to Sierra Leone. Lecturer, Milton Margai Teacher College.
WALTERS, Valerie	Atlanta University Non-Degree, Education	July 1995	Returned to Sierra Leone. Lecturer, Institute of Public Administration & Management.

ATLAS COMPLETIONS

AUGUST 31, 1991 – OCTOBER 31, 1995

<u>COUNTRY AND NAME OF STUDENT</u>	<u>UNIVERSITY DEGREE, FIELD OF STUDY</u>	<u>DATE OF COMPLETION</u>	<u>REMARKS</u>
<u>TANZANIA</u>			
ABDALLAH, Said	Washington State University MBA, Marketing	December 1994	Returned to Tanzania. Head, Office of Zonal Operations & Marketing, Tanzania Post & Telecommunications Company
BAISI, Mutahyoba	Florida A & M University MBA, Finance	December 1994	Returned to Tanzania. Lecturer, University of Dar Es Salaam.
HERIEL, Elibariki	Southern Illinois University MBA, Marketing	December 1994	Returned to Tanzania. Plant/Branch Manager, Tanzania Animal Feeds Company, Ltd.
JOHN, Julius C M	Virginia Commonwealth University MPA, Public Administration	May 1994	Returned to Tanzania. Senior Income Tax Assessor, Ministr of Finance.
KESSY, John	University of Southwestern Louisiana MS, Engineering	December 1994	Returned to Tanzania. Head, Project Management, Interconsult, Ltd.
KILASSA, Philemon	University of Louisville MS, Chemical Engineering	December 1992	Returned to Tanzania. Employed as an Engineer by DM Investments Group, Ltd.
KINASHA, Kingori Elisifa	University of Southwestern Louisiana MS, Engineering Management	August 1994	Returned to Tanzania. Research Engineer, national Construction Council.
LYIMO, Kirumali	Wayne State University MS, Mechanical Engineering	May 1995	Returned to Tanzania. Engineer, Tanzania Automotive Technology Center.
MBUNA, Joseph	Harvard University MPA, Public Administration	June 1992	Returned to Tanzania after practical training with Boston Cit Council. City Solicitor by Dar es Salaam City Council.
MOHAMED, Misikiya	Indiana State University MPA, Public Administration	May 1995	Returned to Tanzania. Principal Manpower Management Officer, University of Dar Es Salaam.

38

ATLAS COMPLETIONS

AUGUST 31, 1991 – OCTOBER 31, 1995

<u>COUNTRY AND NAME OF STUDENT</u>	<u>UNIVERSITY DEGREE, FIELD OF STUDY</u>	<u>DATE OF COMPLETION</u>	<u>REMARKS</u>
<u>TANZANIA (continued)</u>			
MSAKI, Joseph	Western Michigan University MDA, Development Administration	December 1993	Returned to Tanzania. Lecturer, Kivukoni Academy of Social Sciences.
NGALIGA, Adam	Old Dominion University MS, Mechanical Engineering	August 1993	Returned to Tanzania. Project Engineer, Tanzania Railways Corporation.
NKYA, Estomih	University of Pittsburgh PHD, International Relations	May 1995	Returned to Tanzania. Lecturer, Institute of Development Management.
NYALUKE, Adriano	University of Louisville MS, Industrial Engineering	May 1995	Returned to Tanzania. Plant Engineer, Azimo Engineering Works Ltd., Arusha.
RWEZAULA, Pascal	Oklahoma State University MS, Economics	June 1994	Returned to Tanzania. Researcher, Eastern and Southern Universities Research Programme.
SAWASAWA, Subira	Ball State University MPA, Public Administration	May 1995	Returned to Tanzania. Examinations Officer, University of Dar Es Salaam.
SHIO, Lui Hillary	Southern University MPA, Public Administration	December 1993	Returned to Tanzania. Human Resources Manager, National Distribution Ltd.
<u>TOGO</u>			
AQUEREBURU, Ahlonkoba	University of Hawaii MPH, Public Health	June 1995	Returned to Togo. Ministry of Public Health.
AWEWOU-ATISSO, Messan	Arizona State University MS, Mathematics	August 1994	PHD program in Mathematics, Purdue University.

ATLAS COMPLETIONS

AUGUST 31, 1991 – OCTOBER 31, 1995

<u>COUNTRY AND NAME OF STUDENT</u>	<u>UNIVERSITY DEGREE, FIELD OF STUDY</u>	<u>DATE OF COMPLETION</u>	<u>REMARKS</u>
<u>TOGO (continued)</u>			
KPETEMEY, Koffi	Wright State University MBA, Management Science	September 1995	Returned to Togo. Instructor, Ecole Superieure d'Informatique et de Bureautique Appliques (ESIBA).
YOLOU, Abalo	Ball State University MA, Architecture	May 1995	Returned to Togo. Architect, Lome-based architectural firm AFODA-SEBOU.
<u>UGANDA</u>			
AREU, Joseph	University of Missouri MBA, Management Information Systems	June 1994	Returned to Uganda. Principal Loans Officer, Uganda Development Bank, Kampala.
LOWOK, Robert Limlim	San Diego State University MPH, Epidemiology	September 1994	Returned to Uganda. Ministry of Health.
MATENE, John Chris	Johns Hopkins University MPH, Public Health	May 1993	Returned to Uganda. Employed as Medical Officer by Masindi Hospital.
NYIRINKINDI, Emmanuel	University of Kansas MBA, Business Administration	November 1994	Returned to Uganda. Public Enterprises Reform and Divestiture Reform Secretarist.
<u>ZAIRE</u>			
BASHIZI, Nabagabe	Emporia State University MBA, Business Administration	December 1994	Remained in the United States.
DJAMBA, Yanyi	Louisiana State University MA, Sociology	April 1994	Returned briefly to Zaire before understanding PHD program at Louisiana State University.

CF

ATLAS COMPLETIONS

AUGUST 31, 1991 – OCTOBER 31, 1995

<u>COUNTRY AND NAME OF STUDENT</u>	<u>UNIVERSITY DEGREE, FIELD OF STUDY</u>	<u>DATE OF COMPLETION</u>	<u>REMARKS</u>
<u>ZAIRE (continued)</u>			
EZABELE, Wa Yasak	Michigan State University MA, Rural Sociology	August 1994	PHD Program in Sociology at Michigan State University.
KALALA, Tshamala	University of Oklahoma, Oklahoma City MPH, Public Health	April 1994	Returned to Zaire. Teacher and Physician, Center of Neuropsychopathology University of Kinshasa
KATENDA, Pashi	University of Missouri MS, Agricultural Economics	April 1994	Returned to Zaire. Senior Assistant Lecturer, University of Kinshasa.
LUKASU, Mutombo	University of Oklahoma, Norman MA, Economics	July 1994	Remained in the United States.
LUNGWANGO, Wang	Iowa State University MS, Economics	December 1994	Returned to Zaire. Employment unknown.
MABENGO, Ve Wenda	University of Missouri MS, Agricultural Economics	September 1994	Returned to Zaire. Employment unknown.
MADILO, Kizebu	Roosevelt University MS, Accounting	August 1994	Remained in the United States.
MBAKATA, Putu	University of Hawaii MPH, Public Health	September 1994	Returned to Zaire. Maternal and Child Health Coordinator, American Refugee Committee, Goma.
MESSO, Ma Bissudia	University of Texas, Dallas MPA, Political Economy	December 1994	Remained in the United States.
NGULA, Sona	University of Illinois, Chicago MS, Urban Planning and Policy	September 1994	Remained in the United States.

ATLAS COMPLETIONS

AUGUST 31, 1991 – OCTOBER 31, 1995

<u>COUNTRY AND NAME OF STUDENT</u>	<u>UNIVERSITY DEGREE, FIELD OF STUDY</u>	<u>DATE OF COMPLETION</u>	<u>REMARKS</u>
MUTOTI, Noah	Auburn University MS, Agricultural Economics	December 1994	Returned to Zambia. Economist, Ministry of Agriculture, Food & Fisheries.
MUWOWO, Kingsley	State University of New York, Binghamton MBA, Finance	May 1995	Returned to Zambia. Corporate Finance Manager, Zambia State Insurance.
MWALITETA, David	Morgan State University MS, Transportation Economics	May 1995	Returned to Zambia. Chief Traffic Manager, Zambia Railways Limited.
NALUMINO, Nyambe	Arizona State University MS, Environmental Resources	August 1994	Returned to Zambia. Senior Geomorphologist and Department Head, National Heritage Conservation Commission.
NUMWA, Godmans	Purdue University Non-Degree, Food Processing	July 1994	Returned to Zambia. Food Processing Engineer, National Council for Scientific Research.
SALASINI, Joseph	Western Illinois University MS, Transportation Economics	May 1995	Returned to Zambia. Strategic Planner Marketing Division, Zambia Airways.
WAMULUME, Mukata	University of Connecticut MS, Agricultural Economics	December 1994	Returned to Zambia. Senior Projects Officer, Lima Bank Limited.
ZULU, Jassiel	University of Illinois, Urbana Non-Degree, Plant Pathology	January 1994	Returned to Zambia. Senior Lecturer and Head, Dept. of Biology, University of Zambia.

47

ATLAS COMPLETIONS

AUGUST 31, 1991 – OCTOBER 31, 1995

<u>COUNTRY AND NAME OF STUDENT</u>	<u>UNIVERSITY DEGREE, FIELD OF STUDY</u>	<u>DATE OF COMPLETION</u>	<u>REMARKS</u>
<u>ZAIRE (continued)</u>			
SHUNGU, Lokole Katoto	University of Texas, Dallas MPA, Applied Economics	September 1994	Returned to Zaire. Employment unknown.
UCHUDI, Masudi	Cornell University MS, Sociology	May 1995	Returned to Zaire. Professor, University of Kinshasa.
UNYANGUNGA, Okito	Morgan State University MS, Transportation Economics	May 1995	Remained in the United States.
<u>ZAMBIA</u>			
CHIBANGULA, Victor	Wichita State University MBA, Business Management	August 1995	Returned to Zambia. Economist, Development Bank of Zambia.
CHILINDA, Agnes	Eastern Michigan University MS, Accounting	May 1995	Returned to Zambia. Assistant Auditor, Auditor General's Office.
LUNGWANGWA, Geoffrey	University of Illinois, Urbana Non-Degree, Educational Administration	January 1994	Returned to Zambia. Senior Lecturer, School of Education, University of Zambia.
LUSHINGA, Jacob	Southern Illinois University MS, Economic Development	August 1995	Returned to Zambia. Project Officer, Development Bank of Zambia.
MANGANANI, Peter	Oklahoma State University Non-Degree, Veterinary Medicine	July 1994	Returned to Zambia. Assistant Director (Veterinary), Ministry of Agriculture.
MUMBA, Florence	Claremont Graduate School MBA, Business Administration	December 1993	Returned to Zambia. Zambia Privatization Agency.

ATLAS WITHDRAWALS

AUGUST 31, 1991 – OCTOBER 31, 1995

<u>COUNTRY AND NAME OF STUDENT</u>	<u>UNIVERSITY FIELD OF STUDY</u>	<u>REMARKS</u>
<u>GUINEA-BISSAU</u>		
BARROS, Rui	Old Dominion University Computer Science	Withdrew for personal reasons. Returned to Guinea-Bissau.
CAETANO, Anselmo	Economics Institute Finance	Award terminated due to his inability to satisfy English language requirements. Returned to Guinea-Bissau.
DAHABA, Abubacar	Western Illinois University Economics	Withdrew for medical reasons. Returned to Guinea-Bissau.
<u>MADAGASCAR</u>		
RABEARJAONA, Jocelyn	Louisiana State University Management Information Sciences	Award terminated for academic reasons. Returned to Madagascar.
<u>MOZAMBIQUE</u>		
SELEMANE, Alfredo	University of South Carolina Crop Science	Award terminated due to his inability to satisfy English language requirements. Returned to Mozambique.
<u>NAMIBIA</u>		
KISTING, Nicolaas	California State University, Fullerton Clinical Psychology	Withdrew for personal reasons. Returned to Namibia.

ATLAS WITHDRAWALS

AUGUST 31, 1991 – OCTOBER 31, 1995

<u>COUNTRY AND NAME OF STUDENT</u>	<u>UNIVERSITY FIELD OF STUDY</u>	<u>REMARKS</u>
<u>CAPE VERDE</u>		
CRUZ, Arlindo de Vera	University of South Carolina Education	Award terminated due to his inability to satisfy English language requirements. Returned to Cape Verde.
<u>CENTRAL AFRICAN REPUBLIC</u>		
NGUERETIA, Leon-Patrice	University of Connecticut Economics	Withdrew for personal reasons. Returned to Central African Republic.
<u>COMOROS</u>		
DJAMALILAYL, Saidat	Central State University Business Administration	Deceased.
<u>CONGO</u>		
EQUEBAT, Philomene	University of Georgia Food Science	Award terminated due to her inability to satisfy English language requirements. Remained in the United States.
MOUNTOLE, Marie Leontine	Tennessee State University Public Administration	Withdrew for personal reasons. Returned to Congo.
<u>GUINEA</u>		
DIALLO, Alpha	Economics Institute Business Administration	Withdrew for personal reasons. Returned to Guinea.

ATLAS WITHDRAWALS

AUGUST 31, 1991 – OCTOBER 31, 1995

<u>COUNTRY AND NAME OF STUDENT</u>	<u>UNIVERSITY FIELD OF STUDY</u>	<u>REMARKS</u>
<u>SAO TOME & PRINCIPE</u>		
GOMES, Jose Maria	Jackson State University Finance	Award terminated for medical reasons. Returned to Sao Tome and Principe.
<u>SENEGAL</u>		
SOW, Ndeye	Jackson State University Business Administration	Withdrew for personal reasons. Remained in the United States.
TOURE, Seydina	California State University, Fullerton Business Administration	Withdrew for personal reasons. Returned to Senegal.
<u>ZAMBIA</u>		
MENDAMENDA, Davidson	University of Illinois, Urbana Agricultural Economics	Withdrew for personal reasons. Returned to Zambia.

17

APPENDIX E

AFRICAN TRAINING FOR LEADERSHIP AND ADVANCED SKILLS

ATLAS, PHASE I

COUNTRY DISTRIBUTION OF ATLAS STUDENTS

COUNTRY DISTRIBUTION OF ATLAS STUDENTS

October 31, 1995

<u>Country</u>	<u>Current Students</u>	<u>Returned To Africa</u>	<u>All Other*</u>	<u>Total Awards</u>
Benin	42	0	1	43
Cameroon	0	3	0	3
Cape Verde	23	3	0	26
Central African Republic	7	2	0	9
Comoros	4	0	1	5
Congo	5	9	1	15
Equatorial Guinea	6	0	0	6
Guinea	19	1	0	20
Guinea-Bissau	16	4	0	20
Madagascar	31	7	0	38
Malawi	12	0	0	12
Mali	13	9	0	22
Mozambique	24	10	0	34
Namibia	20	6	0	26
Niger	21	6	0	27
Nigeria	6	2	3	11
Rwanda	1	0	0	1
Sao Tome & Principe	5	1	0	6
Senegal	19	8	1	28
Sierra Leone	0	5	1	6
Tanzania	22	17	0	39
Togo	6	3	1	10
Uganda	7	4	0	11
Zaire (DROC)	0	8	7	15
Zambia	2	15	0	17
Total	311	123	16	450

All Other includes all students who have completed a degree or withdrawn from ATLAS and have not yet returned to Africa.

APPENDIX F
AFRICAN TRAINING FOR LEADERSHIP AND ADVANCED SKILLS
ATLAS, PHASE I
ATLAS CONFERENCES IN AFRICA

In September 1994, thirty participants attended the conference on **Managing Development: Experiences and Lessons from Africa**, in Harare, Zimbabwe. The conference focus was on culture and management, with gender and age issues prominent in the discussions. The first two days of the conference featured formal presentations and case studies in public administration across a variety of sectors. A management-training workshop held on the third day explored the issues of gender and culture in supervision.

Twenty professionals from eleven countries working in agricultural policy, economics, and the ecological, biological and social sciences attended the conference, **Sustainable Agriculture for Africa: Issues for Policymakers**, held in Abidjan, Cote d'Ivoire in July 1995. Declining productivity, rising population and inadequate policy implementation for sustainable agriculture dominated the presentation topics. The importance of human resource development for sustainable agriculture was also a recurring theme.

Consultants have played a major role in determining the use of development resources for Africa, but one of the criticisms of donor programs has been their almost exclusive use of foreign consultants. These and related issues were the topics of discussion held in Harare, Zimbabwe, in October 1995 during the ATLAS conference, **Consultancy and Development: The Role of the African Consultant**. Over 50 African consultants from 20 countries attended the five-day conference.

In October 1995, the tenth ATLAS conference, **Professional Societies in Africa: Prospects for Development**, was held in Nairobi, Kenya. Forty-nine participants from 17 African countries shared information and ideas on how to improve the role and potential of African professional societies in promoting and participating in sustainable development. Issues included the lack of daily operating capital, heavy reliance on donor support, and the lack of recognition of African expertise. A recurring theme in the discussions was the importance of communication and information exchange if these groups are to realize the role they can play in promoting sustainable development in Africa.

NATIONAL ACTIVITIES

A **Workshop on the African Family** was held in Queen Elizabeth Park, Uganda in October 1991 following the regional conference held in Kampala. Eighteen Ugandan participants presented case studies of projects they were managing or were considering for future proposal preparation. Training was provided in the basic steps of project design, from needs assessments through the plan of work.

ATLAS CONFERENCES IN AFRICA

REGIONAL CONFERENCES

The first ATLAS conference, **The African Family: Issues in Family Health, Population and the Environment**, took place in Kampala, Uganda in October 1991. The goal of the conference was to provide theory and data on inter-sectoral approaches that directly or indirectly provide benefits to the family unit. The conference was attended by 65 former U.S.-trained participants.

The second conference, **Governance in Africa: Issues in Community Development and Local Participation**, was held in Dakar, Senegal in April 1992. The conference was attended by 25 participants from five countries who were grouped into national delegations to study and comment critically on two conference papers in terms of their own country's recent political experience. The national delegations formulated recommendations on issues of governance and the process of democratization; decentralization, education and communication; and the role of intellectuals and government administration.

Two workshops were held on **Export Marketing: Entry Strategies** in Arusha, Tanzania and Accra, Ghana in December 1992. Combined attendance for the two workshops was 49 participants. The workshops emphasized the critical areas of market research and planning, the role of private and public sectors in policy formulation, quality control from production through retail sales, and technical issues in international trade such as packaging, letters of credit and customs.

In October 1993 ATLAS held a conference in Libreville, Gabon on **Natural Resource Management in Africa: Issues in Conservation & Socio-Economic Development**. Twenty-five participants from 15 countries attended the fifth regional conference. The central theme of the conference was mid-level management of both needs and pressures generated by environmental preservation and population, on the one hand, and by increased production, particularly agricultural, on the other. Special emphasis was placed on policy implications of managing natural resources in a generally unfavorable socio-economic climate.

The sixth ATLAS conference, **Education in Africa: Resources and Linkages**, was held in Windhoek, Namibia in May 1994. Presenters from eight African countries and the United States discussed topics ranging from strategic management and information technology to the need for new models and the role of research in development. The group focused on developing strategies to share information and to establish viable linkages to strengthen the role of higher education in African society.

In April 1992 the **National Colloquium on Governance and the Process of Socio-Economic Development: A Senegalese Case Study** was held in Dakar, Senegal. Approximately 260 Senegalese alumni of U.S.-training programs met to discuss governance and administrative decentralization, governance and the role of international donors, governance, the role of NGOs and of civil society, and governance and the role of the private sector.

A second colloquium, **Natural Resource Management in Senegal: Issues, Options, and Strategies**, was held in Dakar, Senegal in April 1995. More than 200 Senegalese alumni of U.S.-training programs met to consider such topics as forest resources and land tenure systems, village realities and natural resource management. The objectives of the conference were to share information and analyses concerning a national Natural Resource Management policy, to produce concrete recommendations addressed to the donor community, and to serve as a forum for debate on issues critical to an Environmental Action Plan.

APPENDIX G

AFRICAN TRAINING FOR LEADERSHIP AND ADVANCED SKILLS

ATLAS, PHASE I

ATLAS GRANTS TO AFRICAN PROFESSIONAL ORGANIZATIONS

ATLAS GRANTS TO AFRICAN PROFESSIONAL ORGANIZATIONS

The **African Educational Association (AEA)** held a Steering Committee meeting in Abidjan, Cote d'Ivoire to draft an official constitution and plan the organization's activities. AEA is a regional professional organization and was formed as a result of the ATLAS conference on "Education in Africa" to promote networks and share information among Africans interested in the issues of education in Africa.

The **African Women's Development and Communications Network (FEMNET)**, a regional organization based in Kenya, held the "First Africa Regional Gender Trainer's Workshop" in Lusaka, Zambia.

The **Association of African Women for Research and Development (AAWORD)**, preceding its Fourth General Assembly, held a regional seminar in Pretoria, South Africa entitled "Women and Democratization in Africa: Challenges and Perspectives" to develop a framework for participation of African women in the democratization process.

The **Association of Management Trainers in Africa (AMTA)**, formed as a result of the ATLAS regional conference on "Managing Development" in Harare, organized a workshop on producing training manuals for supervision.

Fondation Makaranta organized a two-week national training seminar, conducted in French, for secondary school administrations in Niger to strengthen their professional skills.

The **Geological Society of Kenya (GSK)** hosted a national and international conference on "Geology for Development within a Sustainable Environment" and produced a volume of abstracts of the papers presented on geo-scientific research in Africa.

The **Kenya Comparative Education Society (KCES)** produced a textbook for use by comparative education specialists throughout Africa entitled *Education for Democracy: International Education Systems* as a result of the "All Africa Conference on Education and Democracy" workshop.

The **Kenya Home Economics Association (KHEA)** held three national workshops on "Re-conceptualization of Home Economics" and produced a revised curriculum for teaching home economics in secondary and primary schools in East Africa, and a book on re-conceptualizing home economics.

The **North American Alumni Association of the Central African Republic (ACRUNA)** conducted a "Project Design and Preparation Workshop" to enable its members to produce more competitive project proposals.

The **South African Association for the Advancement of Psychology (SAAAP)** produced a video entitled "Challenging the Future of Psychology in South Africa" as part of the "Psychology and Societal Transformation" conference. The conference ended with the creation of a new multi-racial professional organization dedicated to promoting national and international professional linkages and collaboration between psychologists and other community-oriented professionals.

The **West African Economic Association (WAEA)** invited 10 countries in the Economic Community of West African States (ECOWAS) zone to examine themes of regional economic integration, parastatal reform and private sector development during the seminar on "Research Priorities in West Africa" held in Abidjan, Cote d'Ivoire.

Women in Science and Technology (WIST) conducted a survey of its membership analyzing the challenges facing women in the sciences and held a workshop in Accra, Ghana entitled "Professional Development and Project Formulation" which focused on strengthening the professional development of its members.

The **Zimbabwe Educational Administration Association (ZEAA)** assembled leading education specialists to develop indicators to monitor educational quality during the "Quality of Education in Zimbabwe: Defining Issues, Agendas and Indicators" conference.

The **Zonta International Club of Abidjan (ZONTA)**, an international professional women's society with world-wide chapters, conducted a workshop entitled "Project Management Training for Women" designed to strengthen the organization's capacity to manage projects more effectively.