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Transmitted herewith is the Fourth Quarterly Report of the  
Sudan Regional Finance and Planning Project.

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## GENERAL SURVEY

The fourth quarter represents a transition period in the life of Project 650-0012. During the period, the GOS and USAID were engaged in adjusting to the requirements of their Agreement Amendment for Regional Finance and Planning. Furthermore, personnel changes continued. The new Chief of Party, David Edens, arrived in November and Project Officer Don Dembowski departed for a new assignment in December. Deputy Mission Director Keith Sherper agreed to act as Project Officer until the anticipated arrival of Tom Eighmy in January. But these changes notwithstanding, some important steps were taken which should contribute to effective project implementation in the months ahead.

### INSTITUTIONAL AND ADMINISTRATIVE DEVELOPMENTS

In a policy review meeting on November 8, Abdel Wahab Abdel Razig, Project Director, briefed the parties involved on the current state of the Project and outlined a proposed course of action for the next two quarters. Those attending were Don Dembowski and Meredith Scovill, USAID, Chief Inspectors Abdellahi El Tom and Mohamed Abdel Ghafer, DLRD, and David Edens and Mal Horner, DAI.

The conclusions reached at this meeting were as follows: January 1983 would mark a new point of departure in project implementation. Work plans for the period January - June 1983 should be prepared during the interim for consideration and approval by the regional authorities. Concerning training, every effort should be made to identify and train regional counterparts in depth. Students now enrolled in the Diploma Course in Khartoum would become the core of future training cadres. For the six-month period ahead, efforts should focus on training, the research needed to back

training, developing advisor/counterpart relationships, and procuring Project equipment for the South and Kordofan.

At this and later meetings Don Dembowski proposed that thought should be given to setting up a special institution for implementing the Project, such as one with which he had been involved in the Philippines. The organization would be semi-autonomous and sufficiently removed from the ordinary bureaucracy to enable it to respond quickly to project needs and changing conditions. Incentive wages should be paid to insure administrative efficiency.

Following up on Dembowski's suggestions, the Chief of Party prepared an outline proposal for an implementation organization along the following lines. The day to day process of project implementation would be controlled by the Project Director through work orders and other directives issued through a central administrative unit to coordination units in the South and Kordofan. In operation, implementation budget requests and reports would flow from the Southern and Kordofan coordination units through the central unit to the Project Director, while implementation funds would flow from the center to the regional units. Oversight authority would reside with a project steering committee. This oversight committee would be composed of the Minister of Finance and Economic Planning (Chairman), the Southern and Kordofan Ministers of Finance and Planning, and the Director of USAID, or their designees.

A second key meeting followed the circulation of this proposal. The meeting was held December 5th in the USAID Mission and was attended by Abdel Wahab, Abdellahi and Mohamed, representing the GOS, Keith Sherper,

Dembowski and Scovill, USAID, and Edens and Horner, representing DAI. At this meeting the question of establishing a special organization to implement the Project was explored in detail. While there clearly would be certain benefits associated with this approach, such as greater flexibility and decision making efficiency, there also would be certain extra costs or difficulties. Finding suitable premises would be difficult, as would competing with the Oil States for skilled personnel. Friction could result from the income differentials generated by paying incentive wages and from the income losses implied by the eventual ending of the Project. Finally, USAID customarily has refrained from establishing new bureaucratic structures that parallel those of host governments.

After giving these difficulties all due consideration, there was unanimous agreement, nevertheless, that an ad hoc organization for implementing the Project should be established, that it should be housed in the Ministry of Finance and Planning, and that it should be administratively autonomous. Concerning incentives, current GOS policies on such matters should apply.

In the course of subsequent discussions in Khartoum, Juba and El Obeid, an implementation organization is evolving along the following lines. A central unit, housed in the Ministry of Finance and Economic Planning, will be the main implementation agency. The Project Director will manage the activities of the central unit, with the collaboration and assistance of the Chief of Party. Staff will include inspectors for the Center, Kordofan and the South, representatives from the South and Kordofan, an accountant, Arabic and English typists, plus a small number of clerks, drivers and messengers.

Parallel to this organization will be a Finance Research Unit under separate direction. As required by the amended Agreement, the Finance Research Unit will assist the Central MFEP and regional finance officials by providing financial information and consultant services, and by conducting research on various aspects of Sudanese public finances.

The Financial Research Unit and the Central Implementation Unit will work independently of each other, but will coordinate their activities through routine meetings and informal contacts, as well as through discussions with USAID and the contractor. Both Directors will report to the Steering Committee.

The composition of the proposed Steering Committee remains as described above. It will meet on a discretionary basis to issue policy guidelines and to review reports on implementation and research.

The officials responsible for project implementation at the regional level of government are Andrew Lado, Acting Director of Planning, Southern Region, Ministry of Finance and Economic Planning, and Mohamed Adam Khadam, Acting Director General of the Kordofan Region Ministry of Finance and Economics. They will be assisted in their work as regional project directors by the long term contract advisors, their counterparts and such clerical and support staff as may be required by the exigencies of implementation. At the present time, Mal Horner's counterparts in Juba are Bona Thiang Thieb and James Kenyi, while assigned to work with John Miller in Wau/Rumbek are Albert Doro and Steven Lomeling, Igoron. In Kordofan Saeed Abu Humal Euman, Director of Planning designate, and Mekki Mohamed Mekki have been assigned to serve as counterparts for Miles Toder.

It is expected that in practice the nomination of candidates for advanced study abroad, the selection of regional participants for domestic training, the identification of research needs, the proposal of prefeasibility studies, and recommendations for project analysis and finance will be regional responsibilities. On the other hand, the provision of technical expertise, project finance, and training services will be among the primary responsibilities of the Central Implementation Unit. As implementation proceeds, a substantial degree of collaboration will be necessary in the areas of logistics and course design.

#### WORK PLANS

Between 20 December 1982 and 13 January 1983, the Project Director, the Chief of Party and the Project Chief Inspectors visited regional officials in the South and Kordofan to reach agreement on work plans. A week was spent in the South, while discussions in Kordofan, which included a visit to the Kadugli Provincial Government, consumed nearly a fortnight. These visits resulted in the Six Months Work Plans for Kordofan and the South which are included in Appendix I. Some comment concerning these documents should be useful.

The evident differences in emphasis and thrust implied by these plans reflect the substantial differences that prevail in institutional conditions obtaining in the two regions. In the South there is an organized and staffed Directorate of Planning. Its performance, however, is constrained by skill shortages. In contrast, the Kordofan Planning Directorate is in an understaffed and rudimentary condition. In Kordofan, therefore, emphasis necessarily will be on institution building, i.e., organizing and staffing the Directorate of Planning, with on-the-job training as required. Because

of its relatively more advanced stage of institutional development, greater emphasis can be placed on structured non-formal training in the South, at both regional and district levels.

Research activities likewise reflect basic differences between the regions. In Kordofan, primary research is necessary to extend an ongoing resource survey to six of the region's nine provinces. In contrast, in the South there is need for finding ways to better utilize already completed studies, and to assess accurately existing skill shortages, so that curricula can be designed to close the gap between actual and target performance.

#### SOME OUTSTANDING ISSUES

1. Contractual Matters. In order to pursue the goals of the Amended Agreement of September 18, 1982, it is important to clarify the obligations of DAI concerning the new financial component of the Project. The visit of DAI Vice President Tony Barclay to Khartoum in January should facilitate this process of clarification. When the question of contract revision is resolved, financial training can proceed in due course.

2. Implementation Organization. Through a process of discussion and incremental adjustment, the proposed Project Implementation Organization was approaching conceptual completion as the quarter ended. An important objective for the new work period will be the establishment of the Steering Committee which can officially establish the Organization .

David G. Edens

REGIONAL REPORT  
KORDOFAN REGION  
DECEMBER 1982

During the past three months, activities were carried out that served to create a niche for the Regional Finance and Planning Project within the Kordofan Regional Government and to lay the groundwork for many of the activities to come in the next two years.

TRAINING

At the beginning of the quarter, the Kordofan Advisor collaborated with the Juba Advisor and then acting Chief of Party in the design of a short course in Regional Planning for the Southern Region. Since this course was intended to be similar to the first short course conducted for Kordofan Region, it was felt that experience gained from the first course should be incorporated into the course for the Southern Region. After conferring with the Rumbek Advisor who had been working with a committee of regional government officials to solicit their ideas on critical development problems facing the region, a course outline was assembled and submitted to the Project Director. The course is scheduled to be conducted in February 1983.

PROJECTS

At the request of the Minister of Finance and Regional Economy, several project proposals were reviewed to establish their suitability for incorporation into the Regional Finance and Planning Project's activities. Included among the projects were 1) Khiran Rehabilitation Project, 2) a Rural Credit Institution, 3) Chinese Grain Storage Project, and 4) Khamas Sheep Ranch Project. Of the four projects studied, only the first two were viewed as possible candidates for receipt of funds for implementation, while the remainder were looked at in terms of using research funds and/or funds available for project development.

The Khiran Project proposal was viewed as a likely candidate for development and implementation under the project's development fund. Further work was done with officials in the Ministry of Agriculture to prepare, expand upon, and revise a report on the project which would serve as the basis for submission to the Project Director and Chief of Party in Khartoum for review and approval. The Chief of Party was taken on a tour of the area proposed to be included in the Khiran Project to familiarize himself with the problems and opportunities for development assistance.

The Rural Credit Institution project proposal is the result of a comprehensive and time consuming study commissioned by the Ministry of Finance and done by a team of researchers from the University of Khartoum. The proposal consists of a pilot effort at establishing a lending institution for farmers in a part of the region, and expanding it as capital is replenished. Since the scale of the required effort is far too large for the modest amount of funds available through the Regional Development Fund, the proposal was referred to Eric Witt at USAID who is involved in the design and analysis of a new Agricultural Marketing Project for Kordofan Region, a project which is not only interested in the credit problem facing farmers, but also will have the resources necessary to adequately address the credit issue.

The Khamas Sheep Ranch Project, while developed in 1979, is a well designed and carefully analysed proposal in need of an investor. It was felt that the proposal itself has considerable training value as a model for future project design analysis work. Aside from updating the costs and prices used in the project analysis, as well as introducing some of the recent changes in general economic, social and political considerations, there was little that the Regional Finance and Planning Project could con-

tribute by way of seeing this proposal executed. Once the Regional Planning and Economics Department in the Ministry of Finance is established and functioning, its Investment Promotion section would play a vital role in moving such proposals along into the implementation stage. In the meantime negotiations will have to proceed without the assistance of this section.

The Grain Storage Project, which was designed by the Chinese, offers an unusual opportunity in that it appears to have been submitted along with an offer to finance the endeavor. While national in scope, the last phase of the project includes the construction of several facilities in Kordofan Region, and specifies both the design of the facilities, their siting, and a proposed management scheme. While negotiations concerning this project will take place at the national level, it is believed that the regional government should have input into the aspects of the project concerning Kordofan. In particular the location, type of storage facility, and the operation of the scheme ought to be reviewed by the regional government to establish how it fits, or does not fit, into its development plans and policies. Since the storage question is a part of the overall marketing concerns being addressed by the USAID Agricultural Marketing Project, the report was passed on to Khartoum, however, a recommendation was made that resources from the Regional Finance and Planning Project be used to provide analysis of the project proposal for the regional government.

During the three-month period, two drafts of a work program for Kordofan Region were prepared. The activities specified reflected both the concerns of the regional government as well as the stated objectives and guidelines included in the project amendment. The objective of the work program was to try to get project activities in the area of research, training, project development, and necessary institution building past the talking stage and

into action. These exercises served to familiarize the new Chief of Party with the situation in Kordofan Region and to provide ideas for matching regional needs and preferences with the more general long term objectives stated in the project agreement. As it turned out this was important in providing the basis from which an agreed upon work program for January through June 1983 would be formulated later in El Obeid.

#### OTHER ACTIVITIES

On several occasions, the Kordofan Advisor met with the new Chief of Party, both in Khartoum and in El Obeid. Discussion centered on the advisor's assessment of the current situation in Kordofan Region and suggestions for activities that the project might sponsor. Other subjects discussed concerned project implementation, operating procedures, and logistical arrangements that need attention. These meetings provided for familiarization with each other's style of operation, views concerning respective roles, and ideas for enhancing the effectiveness of our work.

The Kordofan Advisor continued his efforts to forge project linkages with the work of other donors involved in the region. Specifically meetings were held with the present Kordofan representative of the Western Sudan Agricultural Research Project, UNICEF representatives stationed in Kadugli and Khartoum, as well as several consultants involved in the design and evaluation of two AID projects, one in the area of rural health care and the other the Agricultural Marketing Project which is currently being finalized.

These other programs promise to provide much in the way of research, technical information, and actual development projects which will be complementary, and in many cases crucial, to the regional planning efforts undertaken by the Regional Finance and Planning Project. In addition to sharing experiences and ideas over the next several years, it is anticipated that a good deal of mutual logistical support can be worked out which will make activities that may otherwise be hampered by transport, communications, and other difficulties, go more smoothly. While no formal arrangements have yet been made for cooperation, it is possible that such agreements may be worked out in the future.

Work on developing a Regional Documentation Center, a library that will make available to regional government personnel data, results of relevant research, and reference materials, was begun. It was ascertained that there is a great deal of interest in the establishment of such a facility. In the Ministry of Agriculture, a clerical assistant was assigned to begin compiling a list of materials that department heads feel are needed, and at the same time a list of what materials already exist in the various offices and store rooms so that they may be collected, catalogued, and made available forming the beginning of the Center's collection. Discussions on the availability of space were begun with several possible locations identified.

Finally, the Kordofan Advisor conducted a review of the materials available in Khartoum concerning M.Sc. programs in American Universities. Seven programs in regional planning were examined and a report which compares and contrasts the possibilities is forthcoming. The American Center in Khartoum was contacted regarding the registration requirements and exam dates for the TOEFL English competency exam and the Graduate Record Exam, both of which are required by most schools. Regardless of which program(s)

is eventually selected, it appears unlikely that any students can start their studies before January 1984, given the exam dates and application deadlines imposed by the Universities. A list of nominees from Kordofan region was being prepared to be sent to the project director in Khartoum.

The Kordofan Advisor looks forward to the appointment of a Director of Regional Planning and Economics to work with as a counterpart in establishing a planning unit at the regional level, future work programs, and a workable mechanism for providing the region with the resources (technical, financial, manpower and authority) to carry out these tasks. These ingredients are essential elements in making further progress toward developing planning capacity at the regional level.

Miles Toder

From October 1 the project was retitled the Sudan Regional Finance and Planning Project to include a finance component appended to the rural planning element in the Kordofan Region. No finance component has been set up for the Southern Region although provision is made for this to be added by further project amendment.

#### PROJECT STAFF

New project Chief of Party, David Edens, arrived November 6 to take up his position in Khartoum and a series of project discussions were held among all parties. The principal objective was to develop and approve an amended work program to take effect from January 1983.

Designated USAID Project Officer, Tom Eighmy, visited Khartoum during October for briefings prior to his assumption of duties for SRFP early in the new year. USAID Program Officer and interim Project Officer, Don Dembowski, departed from Sudan mid-December and handed over project duties to Deputy Mission Director Keith Sherper until Eighmy's arrival.

Further staff changes took place in the Southern Region Government where Regional Ministry of Finance and Economic Planning Director General, Napana Jambo, the Director of Planning, Isaac Bior Deng, and the Director of Finance, Aggrey Abbas Meseka were replaced and provisional appointments made. Acting Director of Planning, Andrew Lado, was subsequently asked to direct the project for the Southern Region as Chief Regional Coordinator.

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<sup>1/</sup> Editorial Note: As Horner served as Acting Chief of Party from the departure of Ed Charle to the arrival of David Edens, there is some inevitable overlap between this and the General Survey.

In the DAI team, David Edens' arrival brought the contractor's staff to full capacity and by quarter end all staff had assumed their positions. Mal Horner departed Khartoum for Juba, John Miller took up residence in Numbek and Miles Toder continued to operate from El Obeid.

A meeting of the DAI team was held in Khartoum in December to coordinate contractor's activities. Horner and Miller made a brief visit via the AID plane to Wau in late November to introduce the project to the Commissioner and the Executive Director. They were accompanied by Mr. Albert Doro, who is the RMEFP representative for Bahr El Ghazal Province and Miller's counterpart. Since approximately one-half of Miller's activities will be in this province, several houses were investigated for possible project use.

#### TRAINING

Further discussions were held to determine appropriate procedures for the long-term training program. Opinions on the method of implementing this element continue to differ, but general agreement has been reached on a work plan for the next six months. A plan based on discussions in Juba in late December was drafted and signed by representatives of all parties. A similar document for Kordofan Region is due for discussion in early January.

In early October three participants for Kordofan Region were admitted to the DANC Diploma Course at the University of Khartoum. These participants joined the five participants from the Southern Region currently enrolled in the course.

#### Short Course I: Southern Region

Preparations for the first Short Course for the Southern Region which were underway during the previous quarter continued. A set of recommendations

was made to the Project Director in October outlining the contractor's proposals for a three week course based in Khartoum and in Juba to be held for 25 participants from the Central Ministry and various regional ministries in the Southern Region. The Director of Planning, RMFEP gave written approval to the recommendation.

A committee set up in Juba by John Miller continued to develop details for the course, proposing one week of meetings in Juba to build on an initial week of activities in Khartoum and a second week devoted to three topics of research to be conducted in the field. The Project Director subsequently provided his own timetable and additional topics to extend the course to five weeks - two weeks in Khartoum and three weeks in Juba. In early November it was decided to postpone the Short Course until the first quarter of 1983.

#### RESEARCH

The Juba advisor submitted four working papers at the end of December.

These reviewed:

1. Regional Government Resources
2. Regional Annual Plan and Development Budget
3. Regional and Local Level Planning Functions
4. Data and Research Resources

The papers outline compilation of the findings of initial enquiries in the Southern Region into present organization and administrative structures and are intended to form the basis for understanding these mechanisms and for identifying areas for potential change.

Paper 3, Regional and Local Level Planning Functions, will be the basis for assessing current planning capabilities within the RMFEP. The

assessment will identify, from internally generated criteria, strengths and weaknesses of the present work of the Directorate of Planning; and will evaluate its performance and make recommendations for the improvement of planning capacity within the Directorate.

Mal Horner and John Miller

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REGIONAL FINANCE AND PLANNING PROJECT  
WORK PLAN SOUTHERN REGION  
January-June, 1983

The training and research activities in planning to be undertaken through this project are outlined in Annex 1 of the Project Grant Agreement Amendment between the Democratic Republic of the Sudan and the United States of America for Regional Finance and Planning. The purpose of the project is to increase the capacity of regional governments to direct and fund their own activities while promoting decentralized government and decentralization of services. Concerning economic planning in the South, project outputs will include an inventory of current planning resources, training for approximately 100 persons, special studies on planning techniques, and the design, implementation and evaluation of some development projects.

#### TRAINING

To improve the capacities of persons engaged in regional and local planning, the Project will provide formal training in Sudan and overseas, special short courses, workshops and on-the-job training. For these activities, maximal use will be made of local talent and facilities.

#### DIPLOMA COURSE

Five planning professionals who enrolled in the Development Studies Research Center diploma course in August, 1982 will continue their studies throughout the January-June 1983 period.

#### SHORT COURSE

The first short course for the south will take place in Khartoum and Juba, lasting from mid-February until mid-March. Sixteen people from the south will attend. Half will be from the Ministry of Finance and Economic Planning and half from other ministries most concerned with development projects. In addition, nine people from the Central Government will attend, for a total of 25 attendees. In Khartoum, topics to be covered include the following:

- Planning in the Sudan: Goals and Objectives; the Three Year Investment Program
- The role of economic and social research in planning
- Project evaluation
- Constitutional framework for regionalization

- Regionalization and agricultural policy
- The role of transport and communications in regional development
- External assistance

In Juba, field studies in three selected topics will take place in the region, followed by a presentation of results and discussion. The short course will end with an evaluation to be submitted by all attendees.

#### WORKSHOPS

The Technical Advisor/Juba will be involved in preparing the first Joint South/Kordofan Workshop, to be held in the last two weeks of June. The Wau/Rumbek Advisor will attend this workshop but will not be primarily responsible for preparatory activities. He will conduct two workshops for members of the Economic Planning Committees of the 7 Area Councils in Lakes and Bahr-el-Gazal Provinces. Three representatives from each committee will attend. The first workshop will focus on what the advisor and his counterparts will have learned about committee operations. Methodology and some elements of the project cycle will be emphasized. The second workshop, scheduled for late May, will discuss the project evaluation to be conducted by the Advisor and Counterparts in March and April. Problems in project implementation and evaluation will probably be the major theme in this workshop.

#### ON-THE-JOB TRAINING

On-the-job-training is viewed as an ongoing responsibility of both advisors. However, it is expected that there will be times when this activity will receive special emphasis. For the Juba Advisor, he will concentrate on this training immediately before and especially after the first short course, to maximize the benefits of this course for the participants. The Wau/Rumbek Advisor will similarly work with the attendees of his first workshop in order to help them incorporate what they have learned into their planning activities. This training will be done in conjunction with the counterparts.

#### RESEARCH

To improve the quality of planning and the design of projects, the Project will provide special studies and research on topics to be specified by the RMFEP, with concurrence from USAID. These studies will be conducted primarily through Sudanese institutions and consulting firms, with assistance from

foreign consultants as needed. The resident advisors will also participate in these activities to the extent possible. As many as three of the studies will be carried out during the six-month work period. The Juba Advisor will consult with the Director of the Directorate of Planning, MFEP, in identifying appropriate topics.

In addition the technical advisors will conduct research to familiarize themselves with planning procedures, and problems and to make recommendations for training programs. The Juba Advisor will evaluate the Directorate of Planning by comparing its stated responsibilities (as presented in a paper by Andrew Lado, Acting Director) with the actual work being done at present. This exercise will identify strengths and weaknesses of the present program and lead to recommendations for the improvement of the capacity of the Directorate. Both manpower needs and planning methodologies will be investigated. The same task will be conducted in a more general way for the planning units of those regional ministries most directly concerned with the planning and implementation of projects. Included are Education, Cooperatives and Rural Development, Decentralization Affairs, Agriculture and Health. The Wau/Rumbek Advisor will visit the seven Area Councils in the two provinces and become familiar with the operations of the Economic Planning Committees. Their work will be evaluated for discussion at the first workshop. The advisor will observe the regional census which is to be conducted in February to determine whether the methodologies used have potential for future workshop use. He will spend approximately six weeks reviewing projects in the two provinces, looking at those of the Area Councils, Regional Government, and Donor Agencies. Particular attention will be given to project record keeping, methods used in the project cycle, and coordination between sectors and with the line ministries in Juba. The advisor will compile relevant planning data for use in the two provinces by examining reports and file information available locally and in Juba.

REGIONAL FINANCE AND PLANNING PROJECT  
KORDOFAN REGION WORK PLAN  
January-June 1983

The six-month period from January through June 1983 will concentrate efforts on activities in the areas of institution building, training, research, and project development.

**Institution Building:** The Regional Planning and Economics Department within the Ministry of Finance and Regional Economy, Kordofan Region will be established. By the end of the six-month period the Department will be staffed and functioning.

**Training:** Training activities will be targeted toward two discrete groups. At the regional level emphasis will be placed on techniques of regional and province level planning. At the district council level the role of the local officials and popular leaders (e.g. chairmen of district councils) in the overall regional development process will be stressed. Attention will also be given to identifying local needs and proposing solutions.

**Research:** Research activities will be oriented toward the identification of impediments to development as well as opportunities for sectoral expansion. Emphasis will be placed first on assessing the results of past research efforts and supplementing this with additional applied analysis as needed. Areas requiring examination will be detailed sufficiently so as to facilitate the search for, and contracting with qualified organizations or individuals to carry out these tasks. The results from reviewing past and present research activities, as well as newly identified areas of inquiry will form the basis of a Regional Documentation Unit. This collection of statistics and information will provide a critical bridge between research and decision making in the public as well as the private sectors.

**Development Fund:** The fund provided by the Regional Finance and Planning Project will provide the resources necessary to enable regional officials to improve the quality of both planning and development projects. Project proposals formulated by the regional government will be provided with the necessary technical assistance to ensure that effective and implementable projects are developed and that desired objectives are achieved.

## 1. INSTITUTION BUILDING

Highest priority will be given to establishing the Regional Planning and Economics Department. The Department shall be equipped to perform among other things, research and documentation, strategic planning and coordination, project evaluation, and investment promotion. In addition the Department will in consultation with other Ministries design and implement training programs for government officials and popular leadership.

Professional staff will be recruited and a program of continuous on-the-job skills development will be begun. Support staff will be recruited simultaneously.

## 2. TRAINING

Diploma Course. Three students currently enrolled in the Development Studies Research Center Diploma will continue their studies throughout the January-June period. Plans will be made to maximize the contribution of these newly trained individuals to the region's development planning effort upon completion of their studies.

Conceptual Framework for Training and Manpower Development. A conceptual framework will be developed for planning and finance in Kordofan Region. The Director of Planning, with assistance from the Kordofan advisor, will be responsible for this development.

Short Courses for District-level Officials. A three-week course to begin 7 April 1983 for training 31 attendees will be designed by the Director of Regional Planning, Kordofan Region, together with his technical advisor.

Included among the participants will be two persons from the Regional Ministry of Finance and Economics, two persons from the Directorate of the Local and Regional Development, and twenty-seven persons from the District Councils. From the District Councils the Chief Executive Officer, Representative of the Ministry of Finance, and the Chairman of the Development Committee will be invited. The course proposal will be submitted to the Project Director for review in consultation with the contractor chief of party. Upon completion of this review the execution of the approved course will be organized by the Project Director.

Joint Southern Region/Kordofan Region Workshop. The Director of Regional Planning and Economics, together with the Kordofan technical advisor, will participate in the organization and presentation of workshops. The workshop will be held in Khartoum during the last week in June 1983. The purpose will be to compare experiences, and to consider solutions and problems encountered in both regions. The project director and chief of party will determine the agenda for this workshop. Approximately 20 persons are expected to attend.

On-the-Job-Training. The technical advisor for Kordofan Region will be available to assist the Director General and the Director of Planning in the design of development projects eligible for funding through the Development Fund.

Training Needs Assessment. In recognition of the deficiencies that now exist in the areas of accountancy and book-keeping a training needs assessment will be conducted to determine the most efficient means for building capacity in these essential fields which relate directly to both finance and planning. For this exercise a suitable training course will be designed.

### 3. RESEARCH

Initial Resource Survey. The initial survey extending to several pilot districts will undertake to identify general constraints to rural and agricultural development in Kordofan Region. This survey will help to identify topics for more detailed research efforts to be addressed through special studies like those enumerated below. The general survey will include consideration of:

1. The nature of land-use patterns;
2. An inventory of infrastructure;
3. A survey of human resources (including migration patterns).

The initial survey and other designated research projects will be organized and administrated by the DLRD in collaboration with Regional Ministry of Finance and Economics (Kordofan Region). Contract tenders for these activities will be administered by the Directorate in collaboration with the Regional Ministry.

A steering committee will be appointed (and chaired) by the Director of the DLRD to assist with the Project's research activities. Its membership will include a representative of the Regional Ministry of Finance and Economics (Kordofan), a representative of the Economic and Social Research Council of the National Research Council, and a representative of the National Ministry of Agriculture and Irrigation. The steering committee will advise on the initial design of research projects, the call for contract tenders and the selection of a contractor, and will review the interim reports of the research teams and the final reports and recommend their acceptance or rejection.

The survey will be initiated in the present six-month work plan.

#### 4. DEVELOPMENT FUND

The Development Fund will provide resources during the six-month period to implement:

1. Khiran Area Rehabilitation Project. Upon completion of cost-benefit analysis and an implementation plan, this project will be funded by the Project.
2. Fula District Settlement Project. A project proposal for settlement of nomads in Fula District will be submitted for funding.

The combination of all the activities described in this six-month work plan will contribute to the eventual formulation of an investment and development plan for the Region. As established in the March 1982 - April 1983 Kordofan work plan, Project proposals will be evaluated against the background of Sudan's national development goals which include emphasis on:

1. Projects which generate local revenues;
2. Projects which remove bottlenecks to economic development;
3. Projects using local materials;
4. Projects leading to regional self-sufficiency in commodities or services;
5. Self-help projects or programs;
6. Projects which encourage the participation of women.

To qualify for support, development projects must demonstrate social desirability as well as technical economic feasibility. While not exhaustive, specific eligibility criteria include demonstration that projects:

1. Meet high priority needs of Region and districts;
2. Contribute to the growth of current income, including stimulation of the productive base for private and/or cooperative enterprise;
3. Extend assistance to the Region's poorest;
4. Give evidence of the willingness of the local community to furnish complementary inputs;
5. Are distributed in an economically and geographically balanced way throughout the Region;
6. Give evidence that implementation will be accompanied by
  - a. Adequate analysis of costs and benefits;
  - b. Provision for continued support and adequate maintenance of equipment;
  - c. Effective monitoring and evaluation.
7. Minimize use of foreign exchange.

These criteria are seen as complementary to the national priorities listed above and it is assumed that Project proposals will be judged against the standard of both.

#### REPORTING

The Department of Planning and Economics and the technical advisor shall submit to their respective supervisors a quarterly report describing the progress of the work program.