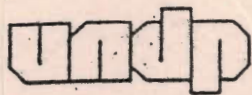


UNITED NATIONS



UNCHS

**UNDP/UNCHS/Project VIE/86/020
Assistance to Human Settlements Planning &
Development in Rural Areas**



Structure and functions - CERPAD 1992/93



Programme Development Report

January 1992
DW/GRET - CERPAD



Credits

VIE/86/020 : Assistance to Human Settlements Planning and Development in Rural Areas

Funding: United Nations Development Programme (UNDP)
UN Executing Agency: UNCHS (Habitat) - Nairobi, Kenya
Government Implementing Agency: CERPAD (National Centre for Rural Planning and Development)
Ministry of Construction, Hanoi, Vietnam

Sub-contract : Appropriate Technology Transfer in Construction

Sub-contractor (consortium of NGO's): Development Workshop - Lauzerte, France
GRET - Paris, France

1 US \$ = 12 000 - 11 000Dongs (January 1992) (Declining value)

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Forward

This document has been prepared at the request of the National Project Director of Project VIE/86/020, Dr, Than. It is the result of discussions on the manner in which the organization and structure of CERPAD can be shaped to help it meet its mandate in the future.

It is hoped that the texts and diagrammes included in this document will help in working out a viable operation in the coming months.

DW/GRET January 1992

Throughout the actions of all UNITS, as stated before, Training now becomes a key action, and this must in turn be supported by clear and exact technical materials in the form of working dossiers and teaching materials. A Communication Unit must be established to support the present team members in fulfilling this role.

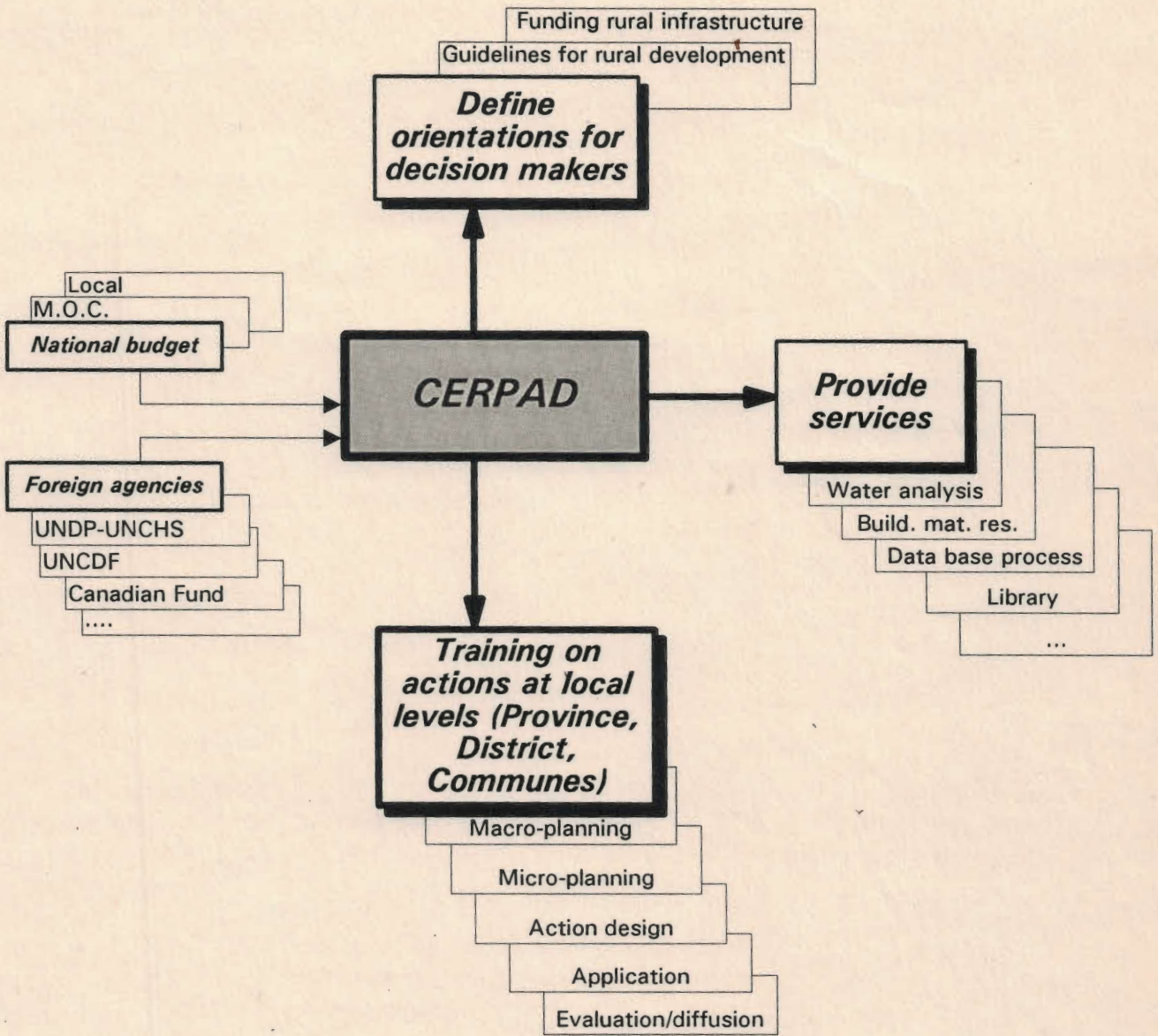
Many of the actions which can be proposed for providing help in the rural areas of Vietnam can only succeed if there is some access to Credit, and if there is a developed capacity for financial management. To this end CERPAD must now have a fully fledged Financial Management and Credit Unit.

Whilst CERPAD has had technicians in its team since its inception. They too now need to be shaped into a stronger Technical Support Unit, providing a range of services which cover resource analysis (water, soils etc.), technical feasibility studies, development of functional prototypes and supporting exact documentation. But above all the TSU must develop a much better knowledge of the techniques and skills which are already at work in the Communes, and which in many cases do not need replacement - this implies undertaking better field enquiries and observation, and a change in attitude. It is rarely necessary to introduce a completely new technique, and far more often a small innovation related to an existing technique or machine will have a greater chance of success and social acceptance at lower cost.

CERPAD's planning capacity also needs to be clarified into a structure that provides services for Macro-level planning in the Provinces, and then also provides Micro-Planning and Action Identification Services at the Commune and District level, the latter with the active support of the Technical Support Unit, the Financial Management and Credit Unit and the Communication and Training Support Unit.

Operating CERPAD with a number of Service Units requires Coordination, and to this end it is recommended that each Unit and the Direction are represented on a Coordination committee whose task is to meet weekly and to coordinate the actions of each part of the structure.

CERPAD *Main roles and resources*



Such coordination should also permit and encourage services within the Units to undertake special services directly for Communes and Districts - as for example the task of dealing with a specific water supply problem in a Commune which is not part of CERPAD's overall programme, but which would nevertheless benefit from receiving CERPAD's staff skills in analyzing water problems and proposing appropriate solutions. Such a function is described in the table 'Water and Sanitation Service' which operates within the Technical Support Unit, and forms one part of the overall CERPAD profile.

Conditions

For CERPAD to fulfill and meet the tasks it has ahead, some materials and physical changes need to take place, without which little will be achieved.

Firstly, in order to put in place a comprehensive team with the right level of supporting technical and training material, and with a capacity to train time is needed. The evaluation suggests an extension of 18 months, and this would seem essential. At present technical problems remain, both in terms of accuracy and operational quality, which have impeded the development of usable training materials. These obstacles have to be overcome. This stage is being reached, and permits the focus to begin to shift towards training and the development of supporting media and examples.

Secondly, for CERPAD to offer technical services, including laboratory analysis and testing of materials, space is needed for this to take place. Until now there has been insufficient room for the setting up of equipment that has been provided, and this acts as a break on completing the supply of equipment for use in the Technical Support Unit operations. Space, clearly allocated to each function, must therefore be provided on a secure basis as soon as possible, and is furthermore a pre-requisite to serious equipment supply and installation.

The expansion of activities both in scope and in quantity of work to be undertaken, demands that the CERPAD team be increased in size. This must particularly cover the range of skills and staff which are listed in the Unit Function sheets identifying the following:

- Staff for Micro-planning and Action Identification;
- Staff for Financial Management and Credit services;
- Staff for the Communication and Training Support Unit.

In addition, CERPAD must for one and for all be staffed with a full secretarial service and translation capacity.

These roles have been listed as far back as the Sub-contract Inception report of October 1990.

As well, CERPAD must strengthen its networking capacity within Vietnam, sharing information if possible, and at least making contracts with other organizations in the country. This will in turn facilitate the development of the regional CERPAD secondary bases which have been foreseen.

New actions

Some new fields of action should be developed, of which the most prominent is at present the issue of rural credit to small households, without which many actions cannot reach a stage of local replicability. But putting in place a system for providing small loans to families and ensuring that the repayment mechanisms operate takes time, and thus this can only be envisaged if the CERPAD VIE/86/020 project period is extended.

We conclude that whilst a number of actions and short term objectives may have been fulfilled, it remains that for CERPAD to achieve a status which will allow it to have a lasting operational impact, more time and in house training is needed.

Technical Assistance support

The support that CERPAD has received to date has been conditioned by the state of advancement and capacities of the CERPAD team and the physical activities it has undertaken. As stated above, these are now starting to change and mature.

To date, the accent of Sub-contract Technical Assistance has been on the following:

- * ongoing training on new ideas covering communication, production of dossiers, attitudes about technology and its appropriateness, etc..
- * development of structured methods for identification of needs, resources, and the selection of appropriate actions and their transfer;
- * assistance in monitoring actions;
- * assistance in developing the Institutional Framework and organizational profile for a 'new' CERPAD.

As indicated in the previous sections and earlier reports, demands are changing, and yet a good deal has indeed been achieved in the first 18 months. For the future, it seems logical to build upon the common experience of CERPAD and its present consultants in order to accomplish the range of tasks listed below, as well as to continue to supply the same support as in the past.

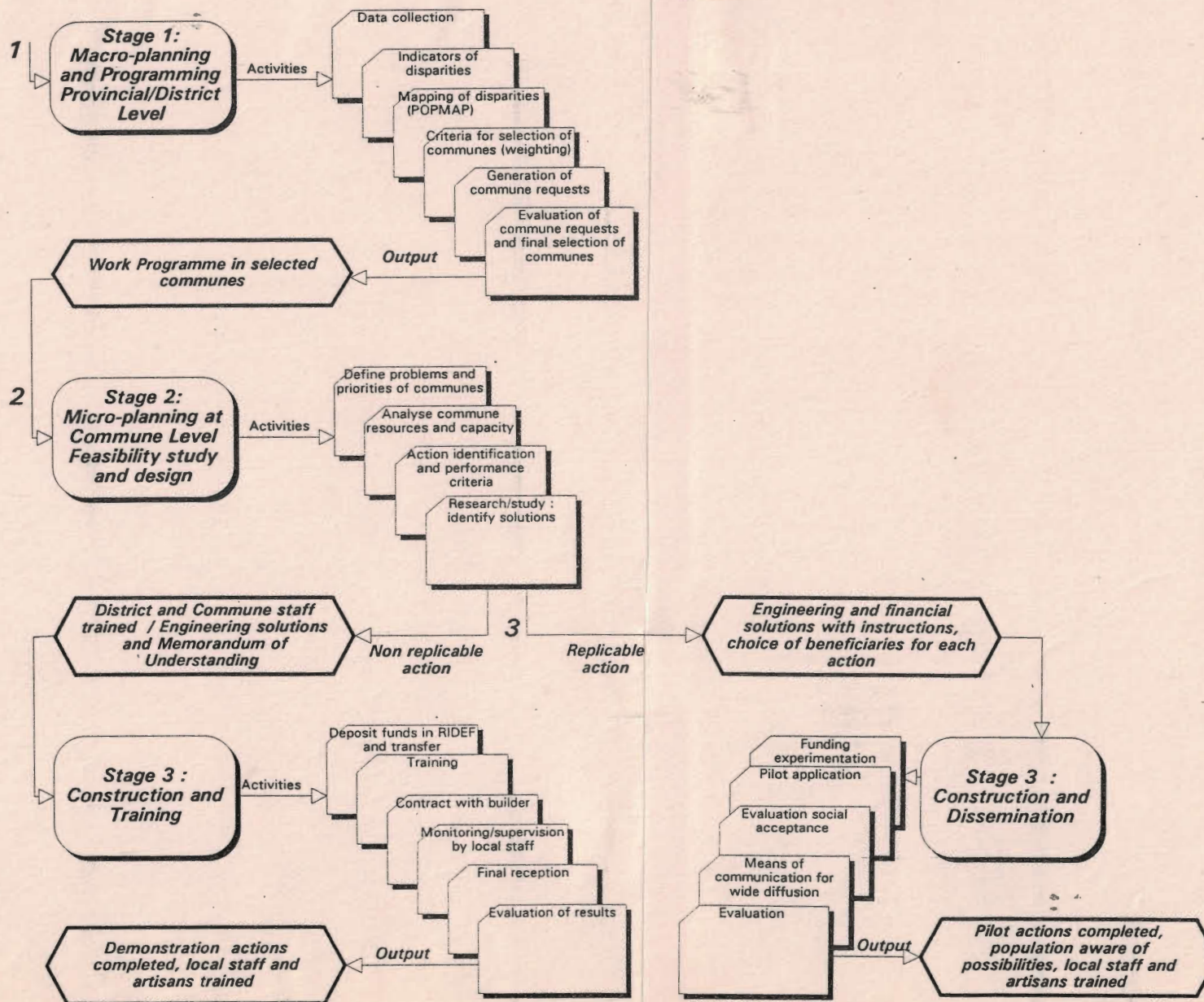
Thus for the future, DW/GRET propose the following areas of assistance:

- * put in place the new structure indicated in this document, in collaboration with the team leader for each UNIT and their staff;
- * organize the specific tasks to be undertaken within the Units, and with special attention on the roles of 'Action Identification in communes; Technical Support, including the setting up of the sub-services within this Unit and ensuring that they have the correct staffing (e.g. social workers in

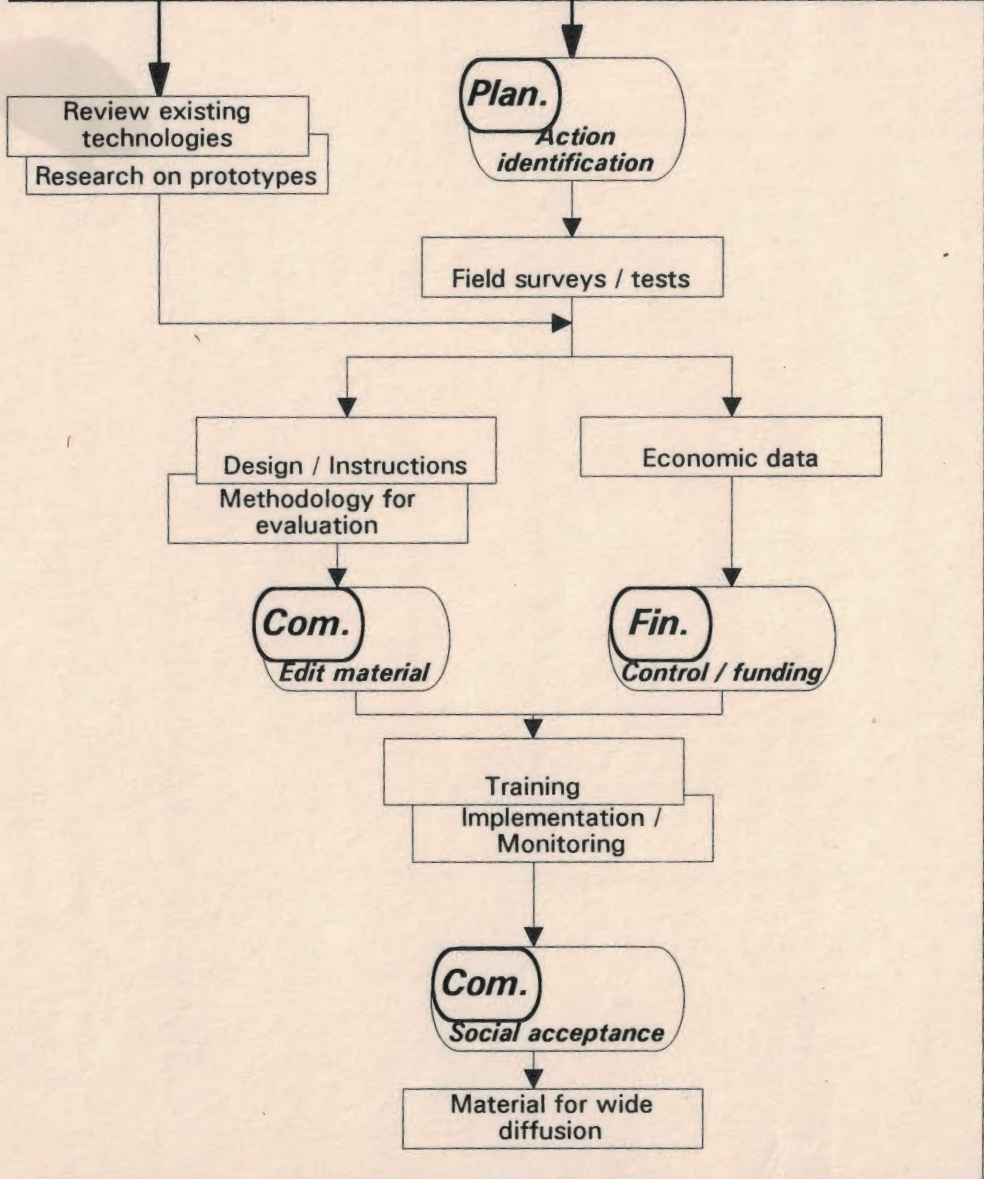
the Water and Sanitation Service ; developing the Financial Management and Credit Unit; putting in place the operation of the Communication and Training Support Unit, with assistance in the development of examples and skills.

* monitoring and assistance to present and future actions being undertaken by CERPAD , such as in Ninh Van communes (B2 7 B3, C1, C2 & C3 etc., Q.N. Danang).

* Assist in developing, on the basis of detailed regional surveys, a 'catalogue' of traditional and local techniques related to the different eco-systems of the country (hills, Red River delta, etc.), which should form a necessary adjunct to the development of prototypes in CERPAD.



Water and sanitation service



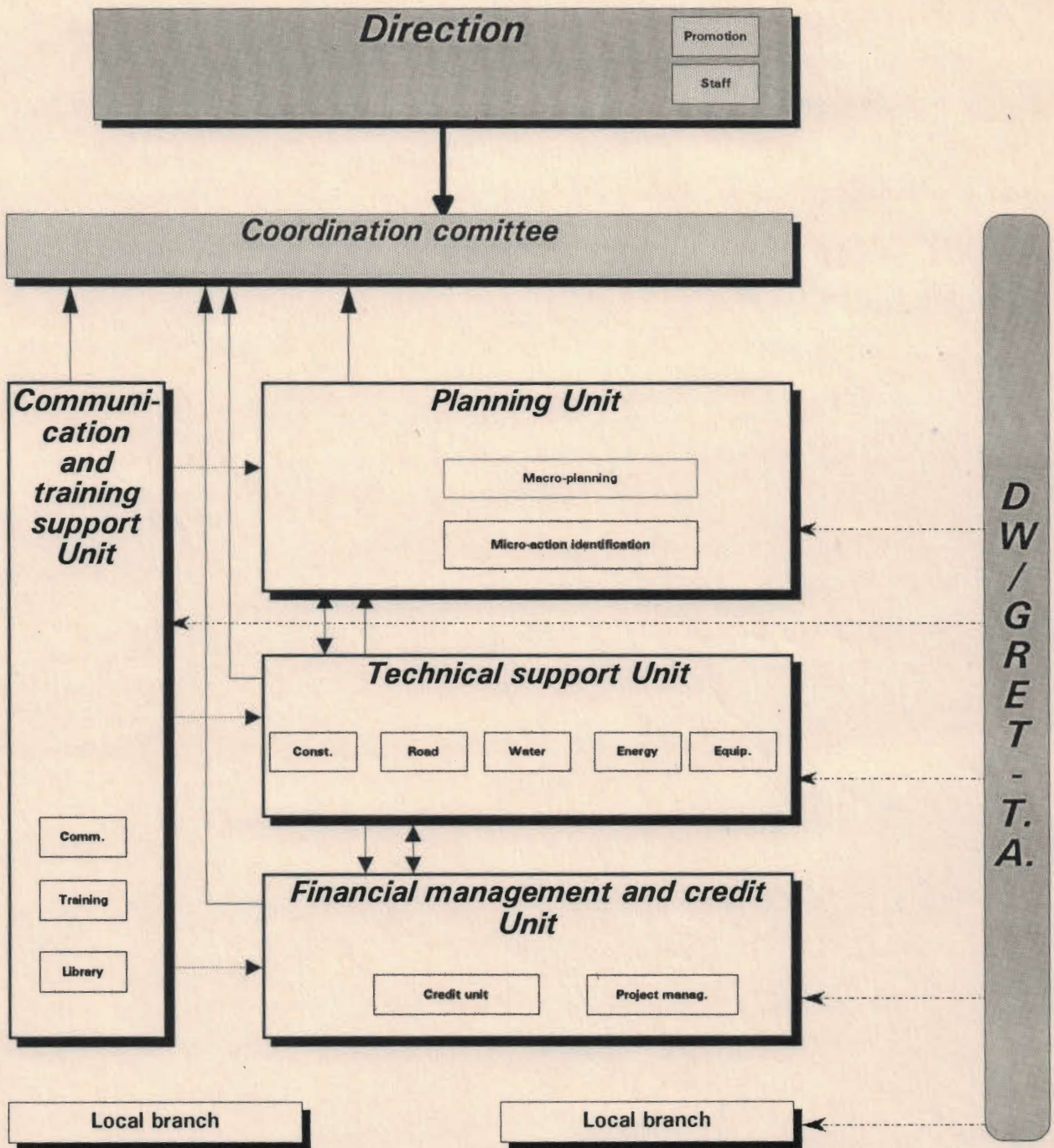
Water supply service

- * Analysis of situation ; field tests with equipment
- * Diagnostic
- * Recommendations , practical proposals

* Informations, library

Action at local levels

Provide services



CERPAD
Rural Infrastructure Planning and Implementation Services
For Provinces, Districts, Communes in Vietnam

Understanding the 'CERPAD - UNIT FUNCTIONS' sheets

There are four main sheets, each one explaining the key roles and support necessary for the functioning of a specific Unit.

At the top of the sheet is a horizontal list of functions and levels of operation - for example, TECHNOLOGY IDENTIFICATION, at Provincial Level.

Vertically down the left hand side of the sheet are listed, in descending order:

- * the key staff required in the Unit;
- * their main equipment needs;
- * their data resource and software needs;
- * the support the Unit staff require from other CERPAD units;
- * the support the Unit should obtain from other national or local staff;
- * an outline of the Technical Assistance requirements for putting the system in place.

Indicated amongst the actions are the needs for training, the needs for technical or financial support, and the needs for other actions and support. One should see that there is a necessary overlap and cooperation between each Unit, and the intention is that each should work with the others. Thus 'Support from other Cerpap Units' indicates this relationship. For each sheet and Unit, the role a Unit plays for a given action - such as 'ACTION- MASS REPLICABILITY' describes a different set of actions to be played by each Unit, whilst operating in the same location. Similarly, members of each Unit are not involved at all stages of a programme.

The sheets should initially be read from top to bottom, although to gain a full idea of the staff profile needed in a specialist Unit, read from left to right, since the roles are defined in function of the task to be undertaken.

NAME OF UNIT: **PLANNING & MICRO PLANNING ACTION IDENTIFICATION UNIT**

FUNCTION	MACRO-PLANNING	MICRO-PLAN AT COMMUNE LEVEL	ACTION IDENTIFICATION	ACTION: LOW REPLICABILITY	ACTION; MASS REPLICABILITY	MONITOR EVALUATE DISSEMINATE
LEVEL	PROVINCE / DISTRICT	COMMUNES	COMMUNE	COMMUNE (DISTRICT)	COMMUNE	OTHER COMMUNES
ACTIONS	<ul style="list-style-type: none"> * IDENTIFY COMMUNES FOR PRIORITY ACTION in function of Provincial socio-economic growth potential and patterns 	IN SELECTED COMMUNES: <ul style="list-style-type: none"> * Survey resources; * Organize local development board; * identify priority action OPTIONS in function of needs and growth potential 	<ul style="list-style-type: none"> * Establish choice criteria * Undertake pre-feasibility studies * Assess available funds and resources * Select actions - public facility; productive action family level income development 	<ul style="list-style-type: none"> * Initiate implementation; * Train local district staff to continue work; * Train required commune supervisors; * Monitor process 	<ul style="list-style-type: none"> * Implement pilot action to demonstrate method or technology to people; * Train core team of users or producers * Monitor process 	<ul style="list-style-type: none"> * Evaluate pilot results of replicable actions; * Develop media for dissemination of successful actions; * Develop necessary finance * Ensure all locals trained to ensure continuation.
MAIN CERPAD STAFF IN THIS UNIT	PLANNING & MACRO-PLANNING ACTION IDENTIFICATION UNIT <ul style="list-style-type: none"> * Planners * Socio-economist * Ecologist-technician 	MICRO-ACTION IDENTIFICATION TEAM - M.A.I.T <ul style="list-style-type: none"> * Micro-planners * Ethnologists * Socio-economist * Technology-generalists They constitute the Micro Planning Action Identification Team - MAIT	M.A.I.T Also require: <ul style="list-style-type: none"> * Social workers 	See support team below	See support team below	M. A. I. T staff for evaluation
EQUIPMENT NEEDS	Vehicle Computer	Vehicle Computer	Vehicles	Vehicles	Vehicles In some case, models and prototypes can be used for explanation	Vehicles Proven examples of action in the field
DATA RESOURCE AND SOFTWARE	POPMAP or similar Provincial statistics Field visits to confirm findings	<ul style="list-style-type: none"> * Survey forms already developed; * Training manuals for using forms with local staff being trained. 	<ul style="list-style-type: none"> * Use knowledge of existing local tech * Use knowledge from past experience * Selectively use CERPAD prototypes where no other local solution will do the same job. 	<ul style="list-style-type: none"> * Detailed accurate technical dossiers; * Training manuals; * Finance package; * Memorandum of understanding 	<ul style="list-style-type: none"> * Detailed accurate technical dossiers; * Training manuals; * Finance package and organizational structure; * Memorandum of understanding 	<ul style="list-style-type: none"> * Dossiers as before; * Evaluation data including selection criteria and basis for making priorities.
SUPPORT FROM OTHER CERPAD UNITS	TECHNICAL SUPPORT UNIT <ul style="list-style-type: none"> * use TSU specialists to advise and identify on subjects where information must be collected at planning stage 	TECHNICAL SUPPORT UNIT for resource analysis	<ul style="list-style-type: none"> * TECHNICAL SUPPORT UNIT : advise on viability of techniques * FINANCE MANAGEMENT & CREDIT UNIT - advise finance mechanism or suggest credit scheme 	<ul style="list-style-type: none"> * TECHNICAL SUPPORT UNIT * FINANCE MANAGEMENT & CREDIT UNIT * COMMUNICATION AND TRAINING UNIT 	<ul style="list-style-type: none"> * TECHNICAL SUPPORT UNIT * FINANCE MANAGEMENT & CREDIT UNIT * COMMUNICATION AND TRAINING UNIT 	<ul style="list-style-type: none"> * TECHNICAL SUPPORT UNIT * FINANCE MANAGEMENT & CREDIT UNIT * COMMUNICATION UNIT
OTHER NATIONAL OR LOCAL STAFF	Data & information supplied by National and Provincial authorities	District and Commune staff, working as trainee counterparts at all stages	District staff Commune staff Local specialists and artisans	District staff Commune staff Local artisans	District staff Commune staff Local artisans and skilled workers Families in the commune.	Village families Commune staff District staff
TECHNICAL ASSISTANCE & FUNCTION		DW/GRET Assistance in training on participation in surveys and analysis. Process evaluation and review	DW/GRET <ul style="list-style-type: none"> * Training in selecting detailed areas for action, including detailed problem identification within systems 	DW/GRET <ul style="list-style-type: none"> * Training in pilot implementation with local partners in Commune as key people. * Monitor use of materials and media 	DW/GRET <ul style="list-style-type: none"> * Train in techniques of implementing pilot actions with training as a core element, to ensure replicability. Guide media development * Develop methods to determine resistance to social appropriation 	DW/GRET <ul style="list-style-type: none"> * Train in evaluation techniques and methods for dissemination - close cooperation with Communication Team

NAME OF UNIT: **TECHNICAL SUPPORT UNIT**

FUNCTION	TECHNOLOGY IDENTIFICATION	MICRO-PLAN AT COMMUNE LEVEL	ACTION IDENTIFICATION	ACTION: LOW REPLICABILITY	ACTION; MASS REPLICABILITY	MONITOR EVALUATE DISSEMINATE
LEVEL	PROVINCIAL ECO-SYSTEM	COMMUNE DISTRICT	COMMUNE	COMMUNE DISTRICT	HOUSEHOLD	DISTRICT
ACTIONS	<ul style="list-style-type: none"> * Identify within the provincial eco-system existing viable technologies at province, district and commune level; * Review & perfect innovative Appropriate technologies. 	<ul style="list-style-type: none"> * Detailed survey of resources and potential to be mobilized * Collect data on climate, soils, production units. 	<ul style="list-style-type: none"> * Provide guidelines for pre-feasibility * Develop criteria for choice of technology * Refine designs * Train counterparts 	<ul style="list-style-type: none"> * Prepare precise detailed instructions and dossiers * Plan and supervise work start whilst training counterparts * Assure follow up of management plan 	<ul style="list-style-type: none"> * Demonstrate pilot items * Organize core training for builders or other users * Monitor work, including costs, quantities, efficiency and results 	<ul style="list-style-type: none"> * Training local staff in monitoring and evaluation * Review of results and revise techniques * Prepare set up for local production or use without future support (credit possible)
MAIN CERPAD STAFF IN THIS UNIT	TECHNICAL SUPPORT UNIT * Technicians working with (and understanding) provincial ecological and economic system.	TSU * Technicians - generalists * Help from Socio-economist.	TSU * Technicians: Building, Water Energy, Irrigation Roads, Small equipment * and others as required.	TSU * Technicians: Building, Water Energy, Irrigation Roads, Small equipment * and others as identified.	TSU * Technicians: Building, Water Energy, Irrigation Roads, Small equipment * and others as identified. * Social Worker as part of team	Technical support Unit
EQUIPMENT NEEDS	<ul style="list-style-type: none"> * Vehicles * Equipped Workshops at CERPAD 	<ul style="list-style-type: none"> * Vehicles * Laboratories: water testing building materials machining energy others ... * Studio workshop space 	Vehicles and laboratory space at CERPAD Field Testing equipment	Vehicles and laboratory space at CERPAD Field Testing equipment	Vehicles and laboratory space at CERPAD Field Testing equipment	Vehicles
DATA RESOURCE AND SOFTWARE	Data from Planning Unit Data from own field surveys including photos and drawings, and data on output etc.	<ul style="list-style-type: none"> * Data from commune * Data from past experience * Technical dossiers and manuals 		<ul style="list-style-type: none"> * Technical Dossiers * Media 	<ul style="list-style-type: none"> * Technical dossiers * Media 	
SUPPORT FROM OTHER CERPAD UNITS	PLANNING UNIT	MICRO ACTION IDENTIFICATION UNIT	MICRO ACTION IDENTIFICATION UNIT FINANCE MANAGEMENT & CREDIT UNIT COMMUNICATION & TRAINING UNIT who help in producing technical dossier	FINANCE MANAGEMENT & CREDIT UNIT COMMUNICATION & TRAINING UNIT	FINANCE MANAGEMENT & CREDIT UNIT COMMUNICATION & TRAINING UNIT	COMMUNICATION UNIT MICRO ACTION IDENTIFICATION UNIT
OTHER NATIONAL OR LOCAL STAFF	Provincial staff District Staff Commune Staff	Provincial and District Technical Staff Commune Development Board Local artisans	Provincial and District Technical Staff Commune Development Board Local artisans Institutions in Hanoi / Vietnam	Provincial and District Technical Staff Commune Development Board Local artisans Institutions in Hanoi / Vietnam	Provincial and District Technical Staff Commune Development Board Local artisans	District staff Commune Staff Households * All evaluate and work to improve; participate in dissemination
TECHNICAL ASSISTANCE & FUNCTION	DW/GRET * Training in identification and evaluation of local operational systems and technologies; * Training in identification of areas of weakness within any system of object, to identify area of potential intervention.	DW/GRET * Training in identification and evaluation of local operational systems and technologies; * Training in identification of areas of weakness within any system of object, to identify area of potential intervention.	DW/GRET * Support for information on technology and its development	DW/GRET * Support for information on technology and its development	DW/GRET * Support for information on technology and its development	DW/ GRET * Guide in evaluation of results and development of elements to support widespread application through normal markets or household initiatives.

NAME OF UNIT: FINANCIAL MANAGEMENT AND CREDIT UNIT

FUNCTION	MACRO-PLANNING	MICRO-PLAN AT COMMUNE LEVEL	ACTION IDENTIFICATION	ACTION: LOW REPLICABILITY	ACTION; MASS REPLICABILITY	MONITOR EVALUATE DISSEMINATE
LEVEL	FOR PROVINCE & DISTRICT CERPAD WITH NATIONAL DATA	COMMUNE DISTRICT	COMMUNE	DISTRICT COMMUNE	COMMUNE	OTHER DISTRICTS OTHER COMMUNES
ACTIONS	<ul style="list-style-type: none"> * Identify funds available at all levels. * Identify potential human resources for mobilization 	<ul style="list-style-type: none"> * Undertake household surveys and develop needs profile * Examine present systems of credit, including tontine * Determine local resources 	<ul style="list-style-type: none"> * Identify borrowing needs * Identify probable level of loans * Define borrowing structure and repayment basis including collection methods 	<ul style="list-style-type: none"> * Put in place financial management package which coordinates all needed resources for the implementation of actions. * Train local management staff * Launch pilot loan programme as necessary for infrastructure and small enterprise development 	<ul style="list-style-type: none"> * Put in place rotating credit system for small household level loans * Initially help collect repayments with local visits; transfer responsibility to local staff * Monitor repayments and any difficulties. Revise system 	<ul style="list-style-type: none"> * Recycle loans, and develop capital for starting loans in new communes. * Widen programme impact; * Raise extra funds to cover expansion.
MAIN CERPAD STAFF IN THIS UNIT	FMCU <ul style="list-style-type: none"> * Economists * Credit specialists 	FMCU <ul style="list-style-type: none"> * Socio-economist * Micro-economist * Agro-economist * Social workers with village experience 	FMCU <ul style="list-style-type: none"> * Important role for social worker doing household surveys 	FMCU staff	FMCU <ul style="list-style-type: none"> * Training a key task 	FMCU <ul style="list-style-type: none"> *, with support from other CERPAD units, see below
EQUIPMENT NEEDS	Office in CERPAD, with secretarial and logistic help	Vehicle	Vehicle Computer with spread-sheet and data base capacity	Computer with software Vehicle	Computer Vehicles including bikes or motor bikes for visiting borrowers and collecting payments	Vehicles, including bikes or motorbikes for local staff to visit borrowers easily; Computers in each district
DATA RESOURCE AND SOFTWARE	<ul style="list-style-type: none"> * Use national and provincial information on resources; collate information on international funds potentially available 	<ul style="list-style-type: none"> * Use information on existing programmes ; use information about tontine and other credit systems * Learn from overseas systems as in Bangladesh, Philippines, etc. 	<ul style="list-style-type: none"> * Use database materials from household survey * Develop guidelines for credit repaym 	<ul style="list-style-type: none"> * Detailed dossiers on actions especially for financial management 	Data collected weekly on programme development and payments.	<ul style="list-style-type: none"> * Use monitoring data to assist evaluation.
SUPPORT FROM OTHER CERPAD UNITS	PLANNERS	MICRO PLANNING ACTION IDENTIFICATION TEAM (MAIT)	TECHNICAL SUPPORT UNIT (to advise on viability of ideas) COMMUNICATION UNIT (to develop media explaining the package).	TECHNICAL SUPPORT UNIT MAIT	COMMUNICATIONS UNIT TECHNICAL SUPPORT UNIT CERPAD Social workers in collaboration with commune staff	Communications unit for dissemination
OTHER NATIONAL OR LOCAL STAFF	National staff Provincial staff District Staff	National organizations working on credit; local banks;	District and commune staff	Local banks Cooperatives Local agencies working on credit	Local agencies working on credit; District and commune staff, being trained	District and commune staff trained by CERPAD
TECHNICAL ASSISTANCE & FUNCTION	International Agencies and NGO's	Consultant on Credit DW/GRET <ul style="list-style-type: none"> * Supervise development of socio-economic household living conditions survey * Provide information about other experiences 	Consultant on Credit DW/GRET <ul style="list-style-type: none"> * Consultancy on micro-credit system: objectives organization 	DW/GRET <ul style="list-style-type: none"> * monitoring 	DW/GRET <ul style="list-style-type: none"> * monitoring 	

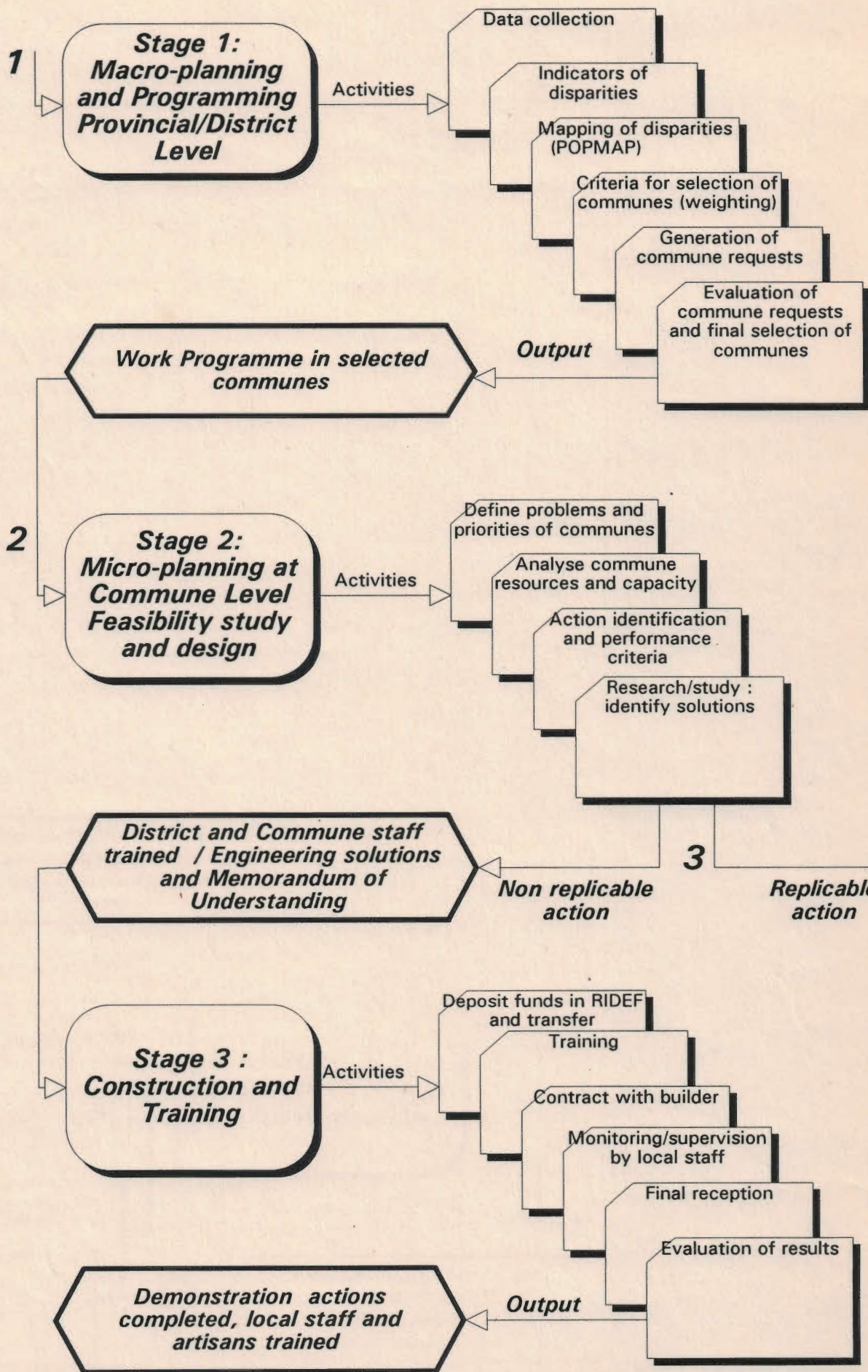
NAME OF UNIT: **COMMUNICATION & TRAINING SUPPORT UNIT**

FUNCTION	MEDIA PRODUCTION	MICRO-PLAN AT COMMUNE LEVEL	ACTION IDENTIFICATION	ACTION: LOW REPLICABILITY	ACTION; MASS REPLICABILITY	MEDIA FOR WIDE DISSEMINATION OF ACTIONS
LEVEL	CERPAD PUBLIC SERVICES	COMMUNES	COMMUNE - DISTRICT	COMMUNE - DISTRICT	HOUSEHOLDER BUILDERS	COMMUNE & DISTRICT-
ACTIONS	<ul style="list-style-type: none"> * Define communication policy * Prepare & produce communication materials; * Produce training & teaching materials; * Produce information on Appropriate Technology and CERPAD 	<ul style="list-style-type: none"> * Help organize workshops and training with support media 	<ul style="list-style-type: none"> * Help organize workshops and training with support media 	<ul style="list-style-type: none"> * Help organize workshops and training with support media * Produce instructions * Help prepare evaluation materials 	<ul style="list-style-type: none"> * Produce instructions for use in commune * Start developing methods for wide dissemination. 	<ul style="list-style-type: none"> * Evaluate impact of mass media * Help analyze resistance to social appropriation, including evaluation of value of media used.
MAIN CERPAD STAFF IN THIS UNIT	COMMUNICATION UNIT <ul style="list-style-type: none"> * Editor & graphic designer * Journalist * Mass media specialist * Illustrator * Bi-lingual typists 	COMMUNICATION UNIT staff in collaboration with outside help and all CERPAD Units	COMMUNICATION UNIT staff in collaboration with outside help and all CERPAD Units	CTSU <ul style="list-style-type: none"> * in collaboration with outside help and all CERPAD Units 	CTSU <ul style="list-style-type: none"> * Get help from mass media specialists * Work with ethnologist 	CTSU <ul style="list-style-type: none"> * also involve social workers
EQUIPMENT NEEDS	<ul style="list-style-type: none"> * Computer and desk top publishing capacity; * Drawing boards and materials * Basic Video & slide materials * Studio/Workshop space at CERPAD * Copying capacities 	<ul style="list-style-type: none"> * Computer and desk top publishing capacity; * Drawing boards and materials * Video & slide equipment * Studio/workshop space at CERPAD * Copying capacities * Vehicle with generator 	SAME	Designs and instruments and technical information provided by CERPAD Units, notably from TSU	Designs and instruments and technical information provided by CERPAD Units, notably from tsu	Learn lessons from pilot actions in order to improve performance and media
DATA RESOURCE AND SOFTWARE	<ul style="list-style-type: none"> * Materials and information provided regularly by all units of CERPAD; * Examples of media used for similar programmes elsewhere. 	Materials and information provided regularly by all units of CERPAD;	Materials and information provided regularly by all units of CERPAD;	SAME	SAME	<ul style="list-style-type: none"> * Learn from results of evaluated actions and evaluated media.
SUPPORT FROM OTHER CERPAD UNITS	ALL UNITS	Planning workshops and required media <ul style="list-style-type: none"> * work with all UNITS, notably TECHNICAL SUPPORT UNIT FINANCE MANAGEMENT & CREDIT UNIT 	Planning workshops and required media <ul style="list-style-type: none"> * work with all UNITS, notably TECHNICAL SUPPORT UNIT FINANCE MANAGEMENT & CREDIT UNIT 	Planning workshops and required media <ul style="list-style-type: none"> * work with all UNITS, notably TECHNICAL SUPPORT UNIT FINANCE MANAGEMENT & CREDIT UNIT 		PLANNING UNIT Technical Support Unit Finance and Credit Unit
OTHER NATIONAL OR LOCAL STAFF	<ul style="list-style-type: none"> * TV and professional video team * Printing presses and silk screen * Artists - for film, puppets, theatre, songs, poetry etc. 	Same	<ul style="list-style-type: none"> * Involve local media, including those which are special to the area * Work with local services Health, schools etc. 	Same	Local organizations Health, youth groups, schools, etc.	Local media - radio etc...
TECHNICAL ASSISTANCE & FUNCTION	DW/GRET <ul style="list-style-type: none"> * Assist in defining policy and scope; * Development of the Unit's structure and operation; * Development of ideas about communication tools and editing 		Work with International organizations working on wide scale dissemination. DW/GRET support in developing media and technical materials	Same	DW/ GRET <ul style="list-style-type: none"> * Organize monitoring or first experiences 	DW/GRET <ul style="list-style-type: none"> * Work through methods of evaluation and interpretation with communication team, and feed results into future work.

Technical assistance draft budget

Person/months (June 92 - Dec 93) 6 x 12,000 =	72,000\$
Volunteer 1 x 35,000	35,000\$
International Travel	15,000\$
Overheads & Expenses	15,000\$
Sub total	<u>137,000\$</u>
Estimated Additional Equipment	15,000 \$

CERPAD



**The Rural Infrastructure
Planning and Implementation
Process**

DW/GRET
Jan 1992

