Economic Development Institute
of The World Bank

The Design and Management
of Poverty Reduction Programs
and Projects in Anglophone Africa

Proceedings of a Seminar Sponsored Jointly
by the Economic Development Institute
of the World Bank and the Uganda Management Institute

Edited by

Michael Bamberger
Abdullahi M. Yahie
George Matovu

EDI LEARNING RESOURCES SERIES
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Foreword

This document is one of a series being produced under EDI’s training program on poverty alleviation. These reports present the findings and conclusions of seminars and workshops at which policymakers, planners, and managers from governmental and nongovernmental organizations have reviewed their experiences with policies and programs designed to benefit poor and vulnerable groups and help them integrate into the mainstream of economic and social development. The present document reports on a seminar held in Kampala in May 1992 to review the experience of Anglophone Africa in designing and managing poverty reduction programs and projects. The seminar was attended by country teams from Ethiopia, Ghana, Kenya, Malawi, Mozambique, Uganda, and Zambia.

Vinod Thomas, Director
Economic Development Institute
Preface

This report is the product of an anglophone Africa regional seminar, "The Design and Management of Poverty Reduction Programs and Projects," which was organized as part of EDI's training program on poverty alleviation. The seminar took place in the Sheraton Hotel in Kampala, Uganda, from May 18-29, 1992, and was jointly organized by the Economic Development Institute (EDI) and the Poverty and Social Policy Division of the Africa Technical Department of the World Bank in cooperation with the Uganda Management Institute (UMI). Financial support was provided by the governments of Japan, Norway, and Canada.

Seminar discussions reflected the growing concern of donor agencies and governments about the need for more cost-effective and equitable methods of increasing the participation of the poor in the benefits of social and economic development. As is widely acknowledged, the path to this goal lies in improving the design and implementation of poverty programs and projects. Any such endeavors must obviously include training for policymakers and for those who implement such policies and the related programs and projects.

The seminar consisted of four parts: experts in different fields presented review papers on poverty and approaches to poverty alleviation in Sub-Saharan Africa; next, reviews of the key issues in poverty alleviation in Sub-Saharan Africa were presented; third, participants visited project sites; and fourth, a number of sessions were devoted to ways of improving the design and management of targeted poverty alleviation projects. Participants presented country experiences on the design and management of poverty projects and programs. Prior to the project visits, project profiles were presented by the nongovernmental organizations (NGOs) responsible for project implementation under The Program for the Alleviation of Poverty and Social Costs of Adjustment (PAPSCA). Lessons from project visits are presented in chapter nine of this report.

During the last two days of the seminar a Trainers Workshop was held. The workshop, which was attended by training institutions from participating countries, was intended to review the seminar and its main conclusions; refine the guidelines on identification, selection, design, and management of sustainable poverty projects; and discuss proposals for the organization of national follow-up training activities.

The Honorable Matthew Rukikaire, Minister of State for Finance and Economic Planning, opened the discussions; brief introductory remarks were made by Mr. Chukwuma Obidegwu on behalf of the World Bank Resident Mission in Uganda, and by Michael Bamberger on behalf of EDI. The seminar was attended by twenty-two participants from governmental and nongovernmental organizations in Ethiopia, Ghana, Kenya, Malawi, Mozambique, Uganda, and Zambia (see annex 1).
The support of Mr. Tumusiime Mutubile, Permanent Secretary and Secretary to Treasury; Mr. Keith Muhakanizi, of the Ministry of Finance and Economic Planning; and Mr. Joseph Okune, PAPSCA National Coordinator, was invaluable in ensuring the seminar's success. The Director of the Uganda Management Institute, Mr. J. Kalebbo, along with Senior Lecturer George Matovu, Senior Lecturer Jennifer Kaggwa, Finance Officer Paddy Wasswa, and library staff provided excellent technical and logistical support. The burden of recording the discussions and summarizing the proceedings of the seminar were shouldered by Mr. David Kizito Musoke and Mrs. Kaggwa. Joyce Said of EDI was responsible for participant administration, while Hanna Sarkees, Faythe Calandra, and Marie-Christine Theodore greatly assisted with the preparation and revision of the various drafts of the report. The document was prepared for publication by Michael Lewis.
About the Authors

At the time of writing this report, Michael Bamberger was senior sociologist in the Humane Resource Development Division of the Economic Development Institute (EDI) of the World Bank and coordinator of EDI's Poverty Alleviation Training Program. From 1985 to 1991 he coordinated EDI's training program in Asia and previously from 1978 to 1985 he was adviser on monitoring and evaluation to the World Bank's housing and urban development program.

Abdullahi M. Yahie is a consultant with the Economic Development Institute of the World Bank. For most the last three years, he has been intimately involved with EDI's poverty alleviation training program in Africa. In recent years, he has worked with the African Development Bank and the World Bank in developing projects designed to alleviate poverty in a number of African countries. Previously, from 1985 to 1990 he was the director of the Human Resource Development Department in the Ministry of Planning in Somalia.

George Matovu is a task manager at the World Bank Municipal Development Program in Harare, Zimbabwe. He was previously a principal lecturer, head of the Department of Public Administration in the Uganda Management Institute (UMI), and national coordinator of the Local Government Resource Center in UMI. He has lectured at the Makerere University's Department of Political Science and Public Administration. Mr. Matovu has been closely associated with EDI's Poverty Alleviation Training Program since February 1992.

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