

The effectiveness of the regional team in carrying out the project's objectives seems very reasonable. In spite of the initial difficulties for setting up the national NLTPSs, the team has been making steady progress towards the project's objectives. Their regional and national **sensitization and training sessions have been**, based on the information and opinions received, **very successful**. The **regional team's technical leadership is recognized and sought for** by the national teams, which accept and embrace in general terms the guiding methodological framework developed by the regional team.

The evaluation mission considers that the main obstacle to the regional team's effectiveness derives (as it was already suggested above, in section E.2) from the lack of means, other than its technical leadership, to directly influence the orientation and pace at which the national efforts proceed. This is at least partly derived from the funding structure of the project and partly from the project's definition of the regional team's role, which limits the direct initiatives it can take in the development of the national efforts. Further, it should again be stressed that the project, centered around a much needed long-term horizon, is being implemented in countries where the general dominant view is focused around short-term survival issues. It is thus a project that, going in the right direction, has to go against the prevailing flow and conditions.

Some recommendations on different specific issues which the evaluation mission believes could enhance the effectiveness of the regional team in achieving the project's objectives are included in section E.3.c below.

2. Regional team's work plan and work distribution.

The regional team's 1994 work programme includes seven subprogrammes: (a) Preparation of NLTPSs; (b) Training workshops, seminars and documents; (c) Strengthening of the methodology; (d) Development of an Environmental Scanning System and Data Base; (e) Linkages with other projects having long-term implications; (f) Sensitization and dissemination; and (g) Management of the project. According to the regional team's 1994 work programme each team member will be responsible (in subprogramme (a)) for the follow-up activities of two or three countries (training of the national teams, participation in the end-of-phase workshops, forwarding relevant documents, and support to the national teams in the management of their NLTPS process). All members of the regional team will share responsibilities in subprogrammes (b) to (f) above. Subprogramme (g) will essentially rest in the team leader.

In general terms, the evaluation mission finds the **1994 work programme and work load distribution reasonable** (more details are given below). Although initially it had some concerns about a set-up where each team member was apparently the sole depository of the follow-up responsibilities for two or three NLTPS exercises, after further consideration and discussions with the

regional team members and the national team members of the countries visited, the initial doubts were dissipated. The evaluation mission understands that responsibility for the follow-up activities essentially means having a unique responsible and permanent link or communication channel between the national team needs and the regional team resources. It does not mean that the national team needs will be provided for only by the regional team member responsible for the corresponding NLTPS. Regional team members do apparently discuss the situation of each national team and complement each other when needed. National teams have made requests for and received assistance by regional team members other than he or she who is responsible for their country exercise. The strong team spirit developed by the regional team seems to be used to advantage when needed by any particular country. It seems that the member responsible for a specific country acts as a speaker of the collective regional team's view when making recommendations to the corresponding national team. Regional team members are knowledgeable about issues being confronted by national teams other than those for which they are responsible and have apparently participated in finding solutions and making suggestions to specific problems faced by those national teams.

Within this philosophy, and given that country efforts for which each regional team member is responsible are at different development phases and the workload for each of these phases differs, it seems **reasonable to expect that each regional team member may handle two or three NLTPSs, preferably two.**

In the following paragraphs each subprogramme is assessed separately:

- (a) **Preparation of the NLTPS.** According to the regional team's programme during 1994 the following results are expected: (i) Two countries (Côte d'Ivoire and Mauritius) will end their NLTPS process; (ii) Two countries (Gabon and Guinea-Bissau) will complete the third phase of their NLTPS process; ie, they will produce alternative scenarios; (iii) Eight countries (Cape Verde, Zambia, Tanzania, Mali, Swaziland, Ghana, Zimbabwe and Senegal) will end the second phase of their NLTPS process; ie, they will have identified the country's aspirations and strategic development issues and will have prepared the base of the study; (iv) Three countries (Uganda, Liberia and Benin) will complete the first phase of their NLTPS process and will be in an advance phase of the development of the base of the study (phase II).

From the information gathered during the country visits and that provided by the regional team members, the evaluation mission estimates that **results (i) and (ii) above are attainable. Result (iii) will probably be achieved by only some of the countries mentioned**, the main obstacle being finding the financial resources needed to support the national teams (as in Zimbabwe and Ghana), but also the political and social conditions prevailing

in some of these countries (as in Senegal). **Result (iv) seems unlikely**, given that at the time being no financial resources have yet been found to support the national efforts in any of three countries mentioned.

- (b) **Training workshops, seminars and documents:** It seems likely that **the number of training programmes** anticipated by the regional team **will be reduced in accordance to (a) above**. The additional activities foreseen for this subprogramme (ie, the development of a training tool kit with pedagogical support material and practical exercises and case studies, and work books on scenarios and on QUEST; a regional workshop entitled «Constructing Scenarios for NLTPS»; a five-day introductory course to futures studies at IDEP, in Dakar, for African planners; and a workshop on «Designing a National Development Strategy», a follow-up to the «Strategic Planning Seminar» held in December, 1993) are **both convenient and relevant and there seems to be no reason why they should not be developed**. The regional team has already developed expertise in these kind of seminars and workshops and the **evaluation** by the participants of those already held has been very positive.
- (c) **Strengthening of the NLTPS methodology.** Activities foreseen during 1994 consist in finishing a paper entitled *Probing the future: Techniques, Tools and Methods*, and looking further into the theme «Integrating short and Medium-Term Programmes into Long-Term Development Strategies». The two topics are among those detected by the evaluation mission as weak elements (see section E.2 above), so these activities are considered very important and relevant. Further suggestions are given below (section E.3.c).
- (d) **Environmental Scanning and Data Base.** The regional team's 1994 work programme includes under this heading the preparation of documents which have already been commissioned to the United Nations University under its Millennium Project. Topics of these documents include: Technological capacity; International Economic Policy and International Trade; Agriculture and Food Security Trends; Global Life Support Systems (Sustainable Development); Population, Education and Human Welfare; and Peace, Governance and Culture. Preliminary drafts of some of these documents are already available. They were reviewed by the evaluation mission, which found them useful, although of uneven quality and depth. The evaluation mission discussed these documents with the regional team leader, making some specific suggestions; in particular, the need to include in them a clearer focus on potential impacts for African countries, and to discuss in them not only possible beneficial strategies for Africa, but also possible dangers and precautions to be taken in anticipation. A workshop on these topics and issues has been planned by the regional team during 1994, with participation of the managing editors of the documents, the ADB, the World Bank, UNDP and

some African experts. Leaders and/or members of the national teams are not specifically mentioned among those expected to attend this workshop. In addition, the 1994 programme foresees setting up environmental scanning studies for each of the six topics mentioned, looking for future developments which could have an impact on the continent. Further activities in this subprogramme include co-financing the Third World Forum (held last February) to obtain more information on «Perceptions of the African crisis and the strategies for overcoming them», as well as updating the computerized data bank on Africa already under formation, and testing the adaptability of a Peruvian long-term computer simulation model to explore its possible use by the African countries. All these activities seem plausible and there seems to be no reason why they should not be successfully implemented (further comments are made under section E.3.c, Recommendations, below).

- (e) **Relation with other related projects.** Continued collaboration with the WALTPS project and direct participation in the elaboration of the latter's scenarios are foreseen in the regional team's 1994 work programme. Also included are the introductory course to futures studies at IDEC, in Dakar (see subprogramme (2) above) and strengthening the integration of the environmental dimension in the NLTPS. This subprogramme is considered to be weak (see section E.3.c, Recommendations, below).
- (f) **Sensitization and Dissemination.** Included in this subprogramme are (i) Publication of four issues of the African Futures Bulletin; (ii) A contribution of African Futures to a special *Futures* issue on Africa; (iii) Publication of the Proceedings of the «Strategic Planning Seminar»; (iv) Preparation of a paper entitled *African Futures Programme*, to be included as part of a publication by UNESCO/World Future Society; (v) Dissemination of the documents produced by the regional team; and (vi) Development of a linkage with the mass media for dissemination of the NLTPS process. Further activities include expanding the regional team's network with futurists and national teams, including connecting the national teams to an E-mail network, and preparing the African Futures' contributions to a «Symposium on the Future of Africa» (to be held on May 1995, on the eve of the Annual Assembly of the Governing Council of the African Development Group) and to the «Congress of the World Futures Studies Federation (to be held in August 1995, in Nairobi). The evaluation mission has no doubt that these activities are useful. However, some recommendations regarding these and additional dissemination activities are considered to be pertinent and are included below (see section E.3.c, Recommendations, below).
- (g) **Management of the project.** The activities included in this subprogramme refer to the preparation of different meetings with and reports to different

supervisory bodies of the project. A meeting of the Technical Advisory Board (TAB), which according to the original programme was due in 1994, has been canceled due to financial limitations.

3. Efforts to build an NLTPS network.

After reviewing the regional team's efforts to build a prospective studies network within and outside Africa, the evaluation mission estimates that **these are appropriate**. Contacts with many of the leading practitioners outside Africa have been maintained, both formally and informally, covering the main schools and organizations devoted to prospective studies. Some of the products of the regional team have been submitted to external criticism and evaluation. The main publications in the field are received and reviewed systematically by the regional team members. Within Africa the network is less extensive. One obvious reason for this is the existence of a smaller and less outspoken community of African experts in this field. Yet, the regional team has contacts with those existing internationally recognized experts working in the continent. The **regional team's level of awareness** on what is happening in the field at the international level is **very good**. No further efforts are essential in this respect, although one or two additional networking sources were brought to the attention of the regional team leader.

E.3.c. Recommendations.

Most of the recommendations included here have already been mentioned or hinted at in section E.2.c above, although in what follows they are seen from a slightly different perspective:

- (a) As to the **regional team's internal structure no changes are felt necessary**. The team's quality, capacity and commitment and the team's coordinator leadership have to be commended. As mentioned before, if financial resources were not a serious concern, perhaps an additional member with a sound background in the hard sciences or technology would be a valuable addition to the team.
- (b) As to possible actions to improve the effectiveness of the regional team, the evaluation mission considers that the following recommendations could be useful:
 - (i) Strengthen the flow of information from the regional team towards the national teams; particularly information related not so much to the NLTPS process itself, but to the global trends being discussed internationally and their possible implications for African countries.
 - (ii) Insist that the national teams use quantitative analysis as part of their efforts systematically and as much as possible. There is always a natural tendency to establish «soft» visions of the long-term futures, particularly when statistical