ceas Brief

N. 1

Methodological manual on the exchange of personnel within the framework of South-South and South-North cooperation

Tools and procedures to maximize the chances of success


Foto : Sanja Gjenero

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Unité, Swiss association for the exchange of personnel in development cooperation

Unité, Swiss association for the exchange of personnel in development cooperation, has been monitoring the quality of the voluntary assignments through standards, assessments, institutional support, studies and training for the last 50 years. It consists of about twenty member organisations. In partnership with the Swiss Agency for Development and Cooperation (SDC), Unité commits to effective, sustainable and equitable cooperation with Southern partners.

For more information: http://www.unite-ch.org/en

The CEAS Burkina Association

Its vision for 2020 is "to be a sustainable centre of excellence in the areas of appropriate technologies and renewable energy, agro ecology and environment, agro-processing, transfering of skills to benefit the local populations and other partners."

For more information http://www.ceas-burkina.org/

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Table of Abbreviations

N-S-S-N: North-South-South-North
PO: partner organisation
RecOrg: responsible organisation that hosts the person in exchange
SendOrg: Organisation of which the person in exchange belongs to
PE: Person in exchange, employee of sending organisation

Part 1: INTRODUCTION

1. The origins of the manual

This manual originates from various observations:

I. When we talk about the exchange of personnel in the international cooperation, it's usually about the sending of volunteers[1], by an organisation based in the North, who is a specialist in the field, who will work in that field in the South to transfer skills. Volunteers benefit at the same time from an enrichment in work experience and human relations. Although there are exchanges of professionals from the South with other countries of the South or North, they are rarely addressed in the volunteering context, except for some excepions[2].

II. However, profound changes have taken place in recent years regarding the distribution of knowledge and skills, which are no longer only in the North, but are also found in the South. This has a direct impact on the concept of the exchange of personnel in the international cooperation. A widening of the reflection for the exchange of personnel at different levels as an instrument of the international cooperation is useful.

III. The CEAS organisation has been involved for the last twenty years in personnel exchanges South-North and South-South[3]. Experiences have been acquired and the capitalization of these (lessons learned) has helped develop this manual. Unité and Comundo (E-changer) are also part of this project that should improve this cooperation instrument. The document is made available on the CAES network, but also to Fédéréso, members of Unité and other organizations interested in the exchange of personnel South-South and South-North

IV. Its origin is also in a mandate, given in 2011/12 by Unité to the editor in charge, to do a study on the managerial quality of CEAS - Switzerland[4]. One of the recommendations was: "The South-South trade as a tool for the exchange of personnel in development cooperation is particularly innovative and mutually enriching for the parties involved, it is to be strengthened." To do this, the CEAS had to prepare a concept and define the procedures. "The capitalization carried out and this manual amply meet this recommendation

[1] In the Unité terminology, this is voluntary work is carried out within the exchange of personnel in development cooperation framework. The volunteers (German Freiwilliger/Fachperson) are called "Cooper-acteurs/actrices" by the Comundo organization (E-change)
[2] See some references in the bibliography
[3] The Comundo - E-change organization who traditionally practice North-South exchanges, has recently launched a pilot project to for South-North exchanges. (See the reference in the bibliography). This project has recently been assessed by D-E. Fino /L. Soler, case study on the role of personnel exchanges for the South, 31 March 2015.
[4] DESK STUDY, Ecological Centre Albert Schweitzer, Neuchâtel (CEAS), quality management, exchange of personnel in development cooperation, Daniel Fino Geneva/UNITE - Bern, 06.02.12

2. The fields covered, players, objectives and the approach used

This is an exchange of personnel who work within development organisations (associations, cooperatives, decentralized public services), which are linked with similar organizations in the same country, in the sub - region or internationally. These are often organizations linked together in networks.

The employees of the organisations are the first players of the exchange and it is the organisations that oversee and organise the exchanges. Both people and organisations benefit from the exchange.

The concept of exchange, shared by all players, is based on keywords and refers to the reciprocity of ideas, mutual benefit, solidarity, intercultural, sharing knowledge, experience and skills between the people and the organisations involved. And aims to develop human capacity, professional and organisational capacities that fit into this logic.

The thematic of the exchange may include technical and/or management/institutional content. An important objective could also be a better understanding by the South cooperate of the aid system in the North. In order to facilitate a more equitable access to South players within the system and a better promotion of the diversity of skills available in the South.

The types of exchange can take the form of:

a) An internship, an applied training, structured visits, but also
b) Support - consulting, services, audit.

Even if in type a), the person in exchange is rather in a situation of ″learning″ while in type b) the role of ″provider of knowledge″ is prevailing in the concept of the exchange of personnel, enrichment and human interaction is a central element in both types of exchange.

It's a win – win vision. The two forms of exchange require terms of reference/detailed specifications. The costs[5] related to such exchanges of personnel can be covered by the operating budget of the SendOrg the RecOrg/PO or as part of a specific project funded by a donor.

For the North-South exchange, the various organisations based in the North have detailed procedures concerning the steps to be followed (for preparation, pre-departure training, the establishment of contracts and specifications, the planning, how to monitor and report, etc.), it is not the same for South-South and South-North exchanges. Admittedly, knowledge and tools for the North-South exchanges can be useful and in part transferable, but this manual focuses on specific contexts of the South and organisations that are not specialized in the exchange of personnel but who practice this form of cooperation as a means among others to strengthen the capacity of their human resources and organisation. In this context, particular attention is paid to the identification and preparation phase of the exchange of personnel.

Here are the main parties involved in this cooperation model, their functions and the relationships between them:

Untenstehend eine schematische Darstellung der wichtigsten involvierten AkteurInnen, ihrer Funktionen und den Beziehungen zwischen ihnen:

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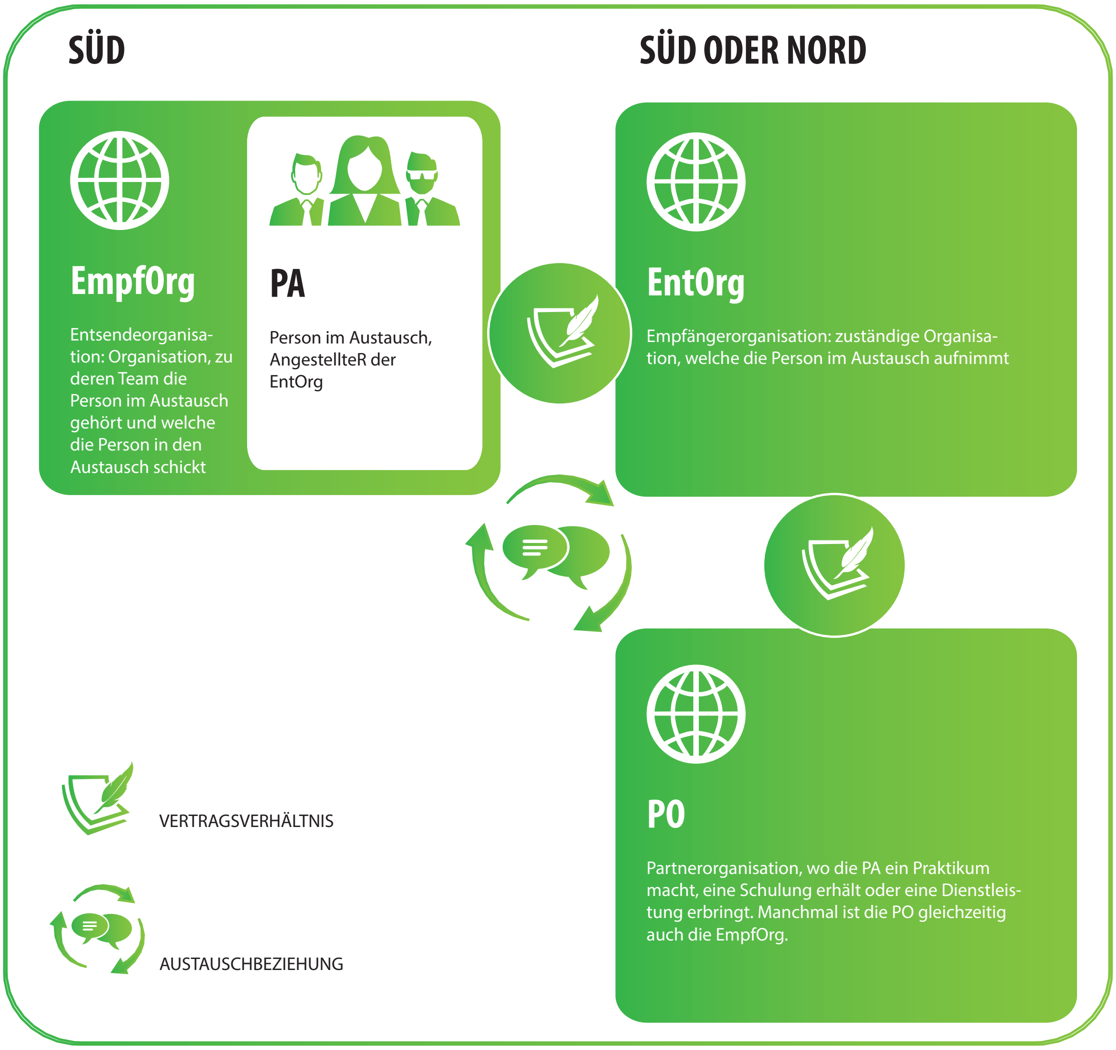
[5] The compensation for actual costs of travel and accommodation, possible compensation (earnings losses) and equipment costs, which such an exchange causes. In this concept, there is no payment of fees in addition to wages that the PE already receive



Stakeholder, Funktionen und Beziehungen in den Süd-Süd- und Süd-Nord-Austauschen

The **outcomes** covered in the manual are:

I. The organisations that use this form of cooperation fully benefit from the skills mobilized through the exchange of personnel and are strengthened.

II. People in exchange have their horizon opened, they acquire new professional and human experience, are innovative and mobilize their entourage.[6]

The **outputs** envisaged with this with the manual are:

I. The exchange of personnel process is "professionalized": each party knows their role and can meet expectations;

II. Organisations interested in the exchange of personnel have precise instructions that are useful for them to prepare, implement and develop the exchange of personnel projects;

III. The personnel in exchange are fully involved in the whole process and can therefore commit themselves because they have an understanding of the whole process.

As for the process that was used to develop this manual, an important input came from the CEAS, which, by drawing on their own experience in the exchange of personnel South-South and South-North, tries here to draw lessons[7]. To do this, CEAS commissioned a survey conducted[8] in September 2014 with a dozen people who took part in S-S and S-N exchanges, as well as those responsible within the CEAS structure

Based on the results of this survey[9], a workshop was held in early November 2014 in Switzerland[10] in order to carry out an initial discussion on the substantive issues for the exchange of personnel S-S and S-N. A similar workshop was then held in Ouagadougou late November 2014[11] to deepen all issues raised in the survey in September 2014 and at the workshop in Switzerland to identify the main elements that could be taken into account in the drafting of this manual.

At the Ouagadougou workshop, after exchanges in plenary, two groups were formed: one worked on the key elements to be remembered for S-S exchanges, and one for the S-N exchanges.

This participatory process, allowed for the inclusion of the opinions of those who have experiences in the exchange of personnel, which proved to be very useful and indispensable to the development of the manual. First, we started with the experienced realities, and then, by putting people around a table, discussed them collectively during the workshops, making it possible to share experiences (both positive and weaknesses). The workshops also helped put into perspective certain frustrations that were experienced during the exchange. With the help of hindsight these could be analysed during the workshop and eventually be transformed into concrete proposals.

[6] Fixing of indicators for each exchange project.
[7] Since 1998, CEAS has twenty examples of exchange in personnel in short and medium terms. Regarding the South-South exchanges, these are mainly exchanges between CEAS Burkina Faso, Senegal and Madagascar.
[8] Study conducted under the direction of Mr. Paul Bayili. The document is available from the CEAS.
[9] See a summary in Annex 1
[10] Switzerland workshop participants: representatives of CEAS Switzerland and Burkina Faso, the Swiss CEAS representative in Burkina Faso, a person in exchange S-N of Burkina Faso (at the time in Switzerland) of Comundo, One of the partner organisation who they had given guidance to and were hosting in Switzerland, a Swiss NGO interested in the exchange of personnel and the editor responsible for the manual.
[11] Ouagadougou workshop participants: The Director of CEAS Burkina Faso, a CEAS head of department, the Switzerland CEAS representative in Burkina Faso, the Comundo representative in Burkina Faso, a volunteer for Comundo in Burkina Faso (exchange in personnel N-S), five former personnel in exchange of CEAS, M. P. Bayili (survey manager) and his colleague, the Editor in charge of the manual. A report on the workshop is available from the CEAS

The problems were mainly due to logistical/material issues, but also issues of communication and transparency.

In the end, both the meaningful discussions and the exchanges on practical issues - significantly led to drafting this manual. A first draft, dated December 15, 2014, was discussed with representatives from CEAS, Comundo (E-changer) Unité and participants of the Ouagadougou workshop before releasing the final version.

2nd Part. The manual

1. The regulatory framework

Principle:

When an organisation is considering the exchange of personnel as a form of capacity building, it acquires a regulation on this subject.

Tool 1) Regulation for the exchange of personnel comprises of the following minimum elements:

1) Each exchange project refers to an identification form that guarantees the inclusion of the project in the multi-annual / annual planning of the organisation.

2) During the concrete project preparation, the budget and financing are fixed. In addition, human resources and estimated working time for the support of the PE are defined. Finally, a reference for the PE is designated.

3) Terms of Reference (ToR) are prepared in a participatory manner by the SendOrg, PE and RecOrg. The ToR defines the content of the exchange, the program and schedule and the responsibilities.

4) The terms of reference are an integral part of the exchange contract between SendOrg the RecOrg and PE.

5) The contract contains a clause that guarantees the PE the possibility to reintegrate into the SendOrg at the end of the exchange.

6) The PE is committed to remaining at least .... (time to be determined) in SendOrg upon the return from the exchange. If they decide to leave the organization before then, a partial reimbursement of the exchange costs can be considered.

7) Before departure for the exchange, the SendOrg, in agreement with the RecOrg, approve reception conditions for PE. This applies not only to housing but also to all the elements that pose intercultural problems. These aspects should be discussed prior to departure in order to prevent misunderstandings.

8 Regarding the cost of food, in principle the cost of three meals a day is taken by the organisations involved (mainly RecOrg and/or PO). This coverage can be by taking meals in kind (e.g. with a family) or in monetary form (reimbursement of actual costs, or lump sum).

9) Visa fees, insurances and business trips are reimbursed if paid for by the PE, on presentation of receipts

10) Pocket money is provided/additional day to cover small personal expenses (communication, entertainment, ...) of PE.

11) The salary continues to be paid to the PE during the exchange. Before departure, special provisions may be needed regarding the salary payments during the period of the exchange.

12) The SendOrg and RecOrg support the PE in their preparation for the exchange, especially regarding the intercultural aspects of the exchange.

NB: In the case of S-S exchanges with the facilitation of a North NGOs, responsibilities may change, especially regarding the flow of funds.

2 Overview of the steps required for the exchange of personnel

Five clear steps can be identified, each of which require special attention. After the outline of the steps, a more detailed information on each step will be given in the following pages and in the practical tools

Die **Kick-off-Phase** entspricht der Beschreibung des Austauschprojektes, welche am Anfang steht. Sie ist in der mehrjährigen Planung anzusiedeln. Die Betonung liegt auf der Problemanalyse und der Identifizierung der Bedürfnisse, welche mit dem Austauschprojekt abgedeckt werden sollen.

Die **Vorbereitungsphase** erfolgt nach der Entscheidung, einen Austausch durchzuführen und umfasst die genaue Beschreibung des Austauschprojektes auf kurze und lange Sicht. Das Austauschprojekt wird «personalisiert». Die Ziele und die erwarteten Resultate sowie die logistischen und terminlichen Aspekte werden festgehalten.
Die verschiedenen AkteurInnen werden kontaktiert, Verträge werden ausgehandelt und unterschrieben. Es handelt sich um einen partizipativen und transparenten Prozess. Der Austausch kann beginnen.

Die **Umsetzungsphase** betrifft die konkrete Durchführung des Austauschs. Die Betonung liegt auf den Betreuungsinstrumenten, welche empfohlen werden.

Die **Abschlussphase** ist geprägt von Berichten und Evaluierungen, welche die verschiedenen involvierten Parteien zu verfassen haben. Das mündliche Debriefing zwischen der PA und der EmpfOrg/PO bezieht sich auf den Bericht, welche die PA zu verfassen hat.

Die **Nachprojektphase** umfasst die Auswertung der Ergebnisse sowohl durch die EntOrg, als auch die EmpfOrg/PO. Diese Phase kann sich über mehrere Monate erstrecken. Die Nachbearbeitungsstrategie, welche bereits während der Erkennungs- und Vorbereitungsphase skizziert wurde, wird jetzt umgesetzt. Die Umsetzung wird nachverfolgt und evaluiert.

Die fünf Phasen des Personenaustausches:

3 IDENTIFICATION step

Principles

• The items referring to the identification phase are contained in the identification form (see example below). The creation of the identification form is the responsibility of the SendOrg.
• In summary, the form contains the context, issues, analysis of skills within the organisation and the need to justify the choice of the exchange of personnel working as a means to strengthen the organisation's capacity.

• A decision must be made if the exchange can be done in the same country, in another country in the South or whether it is appropriate to consider a S-N exchange. In any case, we must first explore whether the exchange of personnel can be realized within the network where the SendOrg is a member

• In the form the objectives are defined (short and long term) as well as a valuing plan which will start when then exchange has taken place. This may also involve equipment/materials or other resources for which provision should be made.

• At the project identification stage, the SendOrg must already have secured the material conditions that are required for the exchange of personnel. These logistical elements are laid down in the Regulation (see point 1 of the manual).

• All these elements enable the development of a budgetary framework as well a reflection/proposal on the types of financing.

• The identification form is the reference document for the registration of the exchange of personnel in the multi-annual or annual planning.

Tool 2) Identification form for a proposed exchange of personnel project (established by SendOrg)

1 Name of the organisation	
2. Department/Sector/Area	
3. Existing human resources: Number, Profile, Competences	
4. Context, experiences made and analysis of the problem/needs SendOrg and PE (Justification of the exchange project) Objective	
5. Solutions examined and chosen solution (project carried out in the country, in other countries of the South to the North, contact and information already taken, schedule)	
6. Objectives of the exchange (output, during the exchange) and desired effect (outcome, after the exchange)	
7. Valuing plan (with a first draft of investments, equipment and other resources required for the exchange)	
8. Costs and Financing (for the exchange)	

4. PREPARATION step

Principles and responsible players

• It starts when the decision is made to realize the exchange and the PE is chosen.

-> After consultation with the RecOrg and the PE, the decision is taken by the SendOrg
• The first step is the confirmation (or the precision) of the objective of the exchange by referring to the identification form.

• The second step is to develop the program, the precise timing, to confirm the budget, to set the dates of the beginning and the end of the exchange, the division of responsibilities.

-> Significant input from RecOrg who contact potential PO. Once the program is defied, a written documentation is prepared (contract or engagement letter) for future collaboration (see example below)

• The third step: the definition of material and logistical conditions
-> In accordance with the Regulations (see point 1), the physical and logistical conditions are agreed between the SendOrg and the PE, as well as the distribution of tasks concerning the organisation of the trip (buying plane tickets, visa, insurance, ...)

• The fourth step is the establishment of the terms of reference and the contract between the three parties (see example below)

-> The three parties (SendOrg, RecOrg and the PE) sign the contract

• Throughout the preparation phase, the PE personally prepares for exchange

-> The PE is responsible for his own preparation (living in a different cultural context, clothing requirements, and contact with those who have already participated in such an exchange). They are supported by the SendOrg and RecOrg

Tool 3) Contract and Terms of Reference between SendOrg - RecOrg - PE

The contract as part of exchange of personnel is no different from a usual internship or training contract. It is clearly is not a contract of employment with pay, as there is no income/fees paid. This is important to clarify because the exchange does not require a work permit and there is no taxation.

Exchange of personnel contract

between

SendOrg (Name, address and name of the person responsible):

....
and

RecOrg (Name, address and name of the person responsible):

....

Concerning the exchange stay for PE

Mr./Ms (Name, Address), co - signatory: ....

1. Object of the contract
This contract regulates the exchange stay of Mr./Mrs. ....
2. The overall objective of exchange
The exchange aim is for the PE and SendOrg to acquire useful professional experiences. For the specific objectives, the program and the details of the exchange: see the attached terms of reference that are part of the contract.

3. Responsibilities
The RecOrg is responsible for the smooth running of Mr./Mrs. …. exchange. They are the direct sponsors of the PE. All decisions concerning the exchange are taken in consultation between the three parties. In case of dispute, it is the SendOrg and RecOrg who take the decision together.

4. Duration of the exchange
5. Starting date
6. The place/places of the exchange
7. Medical and accident insurance cover
8. Logistical arrangements

Accommodation, meals, pocket money, travel expenses.
Date, place and signatures:

Tool 3.1) Annex to the contract: The terms of reference

1. Context, problem and experiences that are the reason and justification for the exchange project (refer to paragraph 4 of the identification form)	
2. Objective /expected results of the exchange (refer to paragraph 6 of the identification form). For information purposes, the desired outcomes once the exchange is completed are also mentioned.	
3. The exchange program: Calendar day/week, place and PO to visit, content of the visit, (If information is missing, the program could be detailed and completed at the beginning of the implementation phase)	
4. Distribution of responsibilities	1. SendOrg: 2. RecAcc: 3. PE: 4. PO:
5. Monitoring and reporting	The PE insures the written monitoring of the program implementation. They are to use the monitoring form. At regular intervals, a meeting will be held between the PE and the RecOrg/PO and minutes of the meeting should be taken Two days before the end of the exchange, a final report prepared by the PE is the basis for the final discussion with RecOrg. The latter and PO also write a report on the exchange
6. General principle	If either Party finds problems in the implementation of the terms of reference, they must inform the other parties in order to find a solution immediately. In the case of conflict/litigation, amicable solutions are preferred.

Tool 4) Information for the contract or engagement letter between RecOrg and PO

A simple contract or a letter of engagement from the PO can clarify the objective, expectations and the specific program of this ”outsourcing” of the exchange to a PO. They are annexed to the document, for information, reference for the terms of exchange.

5. IMPLEMENTATION Step

Principles and players responsible

• When starting the exchange, it is very important to organise two aspects of the reception:
The objective and the work program, must be confirmed or updated (with reference to the terms of reference)

-> The RecOrg designates an employee as a contact person for the PE
-> The RecOrg and PE. If there is a significant change compared to the initial reference of term, the proposed new terms of reference must be negotiated with the SendOrg

• All practical issues related to the new context for PE are dealt with: the logistics of the stay (accommodation and food), the geographical focus, the main customs, travel arrangements, contact information for emergency contacts (medical, security, ...), language,
...
-> Responsible: RecOrg and the PE

• For any implication of a PO in the exchange, a written agreement is necessary (see indication in the previous chapter on preparation)
-> Responsible: RecOrg and PO

• As mentioned in the terms of reference, the PE insures the written monitoring of the program implementation with a monitoring form (see example below).
-> Responsible: PE

• At regular intervals, follow-up meetings are organised to take stock of the progress of the program. For each session, brief minutes should be taken (see example below)

-> Responsible: RecOrg and PE

Tool 5 Monitoring form

The monitoring form is a kind of diary in which all activities/events are listed as they are undertaken. It is recommended to make entries daily or weekly (depending on the established program). The easiest way is to reproduce the program plan (in yellow) and keep a column for entries of activities/events actually carried out and a column for observations.

This column is very important because it helps to keep track of relevant information (e.g. innovation discovery, a person found with particularly interesting resources, a procedure/type of manufacturing that not only inspired an idea, but also a change the program, remarks concerning coaching, etc.).

Monitoring form for PE:			
Date	**Planned program (Fictitious example)**	**Programme imple-mented**	**Observation**
01.05.14	Worked at the RecOrg headquarters		
02.05.14	Treffen mit XY		
03.05.14	Vortrag in der Ge-meinde		
....			
05.05.14	Erste Monitoring-Besprechungen		
ou			
Week 1	Aufenthalt bei der PO Produktion von XY verfolgen		
Week 2	Aufenthalt bei der PO Bauarbeiten von XY betreuen		
....			

Tool 6) Outline of minutes for follow-up meetings

For each follow-up meeting, the PE should use the monitoring form as a source of information. The minutes of the meeting can be prepared by the representative of RecOrg or by the PE

Date of the meeting: ....

Participants: ....

Responsible for the minutes: ....

Objectives of the meeting:

1) Review last week (comparing what was planned and what was done) and its organi-sation
2) Discussion about the program for the coming week, its content and organisation
3) Decision made / specific provisions

Points discussed:

Signatures of participants:

6. END OF EXCHANGE Step

Principles

It is advisable to arrange the date of the debriefing in advance. In the planning there must be a day (or half day) set apart for the PE to write the final report. To enable the RecOrg time to read the report before the closing meeting, the report should be received at the latest two days before the final meeting

The concrete task for the PE is to prepare a final report by referring to the program, the terms of reference, the monitoring form and minutes. A report template is below.

This report is the basis for the end of the exchange meeting, which takes place before PE leaves. Once the exchange has ended, the RecOrg and PO prepare a report of exchange that is also then sent to the PE. The recommended framework is not fundamentally different from the framework proposed below.

Tool 7) Outline for drafting the final report

Final report (1/2)

PE: ....
Length of stay: ....
Annexes: Terms of Reference and program of the exchange

A) Observations made on the program
Essentially this is a summary of the monitoring form : What was finally achieved with the program? What were the highlights of the program. ? How did it work out ? The PE can do a SWOT analysis, by commenting on:
What they regarded as having been successful elements?

What they regarded as having been weaknesses, problems, possibly failures?

What opportunities, potential are not to be missed if this experience was to be repeated in the future?

What are the limits, barriers to this kind of exchange project?

B) Observations on the objectives that were set (in the identification form and the terms of reference) and the result:

The initial objectives fixed for the exchange: acquisition of knowledge, skills, and new experiences acquired that are useful for their work, or the transfer of knowledge and skills, etc. The PE tries here to determine what they were able to draw out of the exchange which will benefit them once they are back in their institution. In this part of the report the PE will also reflect on the types of conditions they need to create in order to implement what they have learned.

C) General observation: How did the PE find the intercultural relations? What are the lessons they have draws? Are there some general recommendations that can be made?

The RecOrg issue a certificate for the PE that briefly mentions the objective of the exchange, the realized program, dates, and confirms that the person made the exchange during the period indicated.

7. The valuing of acquired experiences step (post-exchange)

Principles:

As soon as the PE is back, a reflection on the valuing of the acquired experience gained during the exchange should be made.
The first step is to provide feedback of the exchange, first, to the line manager of the PE, and then co-workers of the department where the PE worked. The reference document is the final report of the PE
The second step is the development of a detailed valuing of acquired experience plan that refers to the original plan, which was made during the establishment of the identification form and should be updated, now that the exchange is completed, It is the leaders of the organization with the "ex-PE" who develop this plan

Tool 8) The valorisation of acquired experience plan:

The elements of the plan may include:

- Organisation of work and the management (monitoring system - assessment)
- Procedures and methods of management,
- The techniques,
- The equipment used,
- The offer of service,
- The documentation,
- Marketing,
- The modes of communication/external relations

Etc.

This plan contains indicators that measure the effects of its implementation. It is periodically evaluated and a final implementation report is sent to the various partners involved in the exchange.

For the North PO who received a consulting support of a PE, the approach is the same: a valuing plan must be developed to get the maximum benefit from the exchange.

Part 3: Conclusion

This guide is designed for organisations that want to embark on the exchange of personnel approach, to enable them to benefit from existing experiences in this field. It therefore, has a very practical orientation and is driven by the desire to provide applicable tools. We are aware that in some cases, it will not be possible to follow the instructions, forms and patterns to the letter. But what matters most is to respect the logic of the approach with some key points that include:

- The detailed preparation before the project

- Early reflection on the desired effects (valuing of acquired experience) once the project is completed

- The participation of all players throughout the process

- The crucial role of the partnership between the organisations involved

- The establishment of a project monitoring system to evaluate and learn lessons

Using the manual may improve the effectiveness of this form of rather unique and innovative cooperation that is the exchange of personnel. Besides the benefit it represents for organisations and individuals involved in the exchange, the application of the manual will show results and demonstrate that this form of exchange can actually improve human, professionals and organisational capacities of players concerned.

APPENDIX: Summary of the investigation report

Main observations made in the report of Mr. Bayili following interviews with Burkina CEAS staff involved in S-S or S-N exchange:

For the "identification" phase of the exchange project:
The projects are carried out with a view to increase capacity building, acquisition of knowledge and experience being shared.

Objectives are set, but not always formalized and integrated into the planning and the implications of the long-term project (after the return of the PE) and are not identified in advance.

For the "preparation" phase of the exchange project
The organization and responsibilities are not always laid down in a written document.
The information provided (on the housing conditions, support, ...) are not always complete

For the "implementation" phase of the exchange project:
The exchange projects were carried out in accordance with the technical objectives.

The support quality, the accompaniment and the presence of a sponsor during the exchange were highly appreciated by the participants.

There was not enough written follow up (mainly oral)

For the "end of stay" phase of the exchange project:
Oral debriefing; with no obligation of a written report at the end of the mission.

For the post-exchange / valuing the exchange phase:
Despite the fact that exchanges benefited the people surveyed, the valorisation of acquired experiences was not done in a systematic way.

There had been little sharing of experiences with colleagues, only with the line manager

In summary, according to the report of Mr Bayili, respondents generally made two observations:

On the one hand, they complained about the inadequacies of '... the information on accommodation and the supported methods which were given only once they were there. These dissatisfactions with the logistical issues have led some PE to suggest a guide, brochure or manual to help clarify the situation.

On the other hand, it is important to emphasize that generally the experiences made by the PE who participated in the survey, were considered very positive:

"The first conclusion that emerges is that the tasks of short terms carried out by CEAS Burkina agents within the South-North exchanges have had a positive effect on the projects and programs of the structure. The CEAS Burkina has now become a centre of expertise with quality staff. But we must recognize that between the end of a training mission and obtaining the first results, the path is long and often fraught with many difficulties.
These different apprenticeships enabled amongst others the manufacture of a wide range in cosmetics and soaps, the establishment of a honey production unit, the proposed implementation of photovoltaic system, the making of a solar fridge, the agro-ecological practices program, the implementation of a quality approach for drying mangoes (price of economic and Monetary Union of West Africa).
The exchanges also helped to improve training modules, in apiculture cosmetics, soaps etc. These modules have helped lead training sessions for the benefit of a given target group. According to ... "the training that

I received allowed me to improve my training modules and organising several training sessions for the benefit of honey producers. The results are very satisfactory on the ground. " Same story for....., cosmetic specialist "my education in Switzerland and France allowed me to offer a variety of ointments, creams and body lotions. And also to hold two or three training sessions a year for local partners. ""

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ceas Brief

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