



EITD Research

Research for Enterprise, Industries, Technology and Development

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Promoting Responsible Enterprise, Industries, Technology and Development

Agenda for 2009-16

January 2009

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1. Foreword

This plan provides a framework for EITD Research activities for the years 2009-16. It is a result of continuing evaluation of our work, and describes our vision, mission and objectives, as well as our research and policy education thrust, and programmes to help achieve the mission of EITD Research.

As a private non-profit making non-governmental research and policy education institution, EITD Research works to achieve a high coverage of public and private sector needs that are not adequately met by other suppliers of knowledge, field services and technical support in the management of resources related to entrepreneurial, industrial and technological development. To continue doing so well, EITD Research has to relentlessly generate and use resources wisely, stimulating the best in all of us.

Thank you for taking time to read this plan. Please do not hesitate to let us know what you think. We want our thoughts and actions to keep improving.

Sincerely,

Mbwoge Daniel Mbong
Director, EITD Research

2. Introduction

2.1 The vast majority of the world's population is still without the benefits of goods and services that can be produced and consumed as needed, on time, in adequate amounts and quality, and at the least possible cost in healthy environments. Back in 2000, when Heads of States and Governments adopted Millennium Development Goals (MDGs), which include targets such as halving the number of people in extreme poverty by 2015, hopes were high that policy measures would soon follow to achieve the MDGs. But, several years down the line, and following the ongoing crunch in credit systems, considerations are less hopeful, as the goals remain far from being achieved. Especially in countries such as Cameroon, where poverty is rife and fuelling corruption, many appear condemned to lives of perpetual depravity, disease and early death or little hope of being born healthy!

2.2 Underpinning the failing systems are three interrelating trends: (a) continuing fear to face-up to issues in many countries, (b) growing asymmetry in the incidence of burdens and benefits of globalization including aid transfers, and (c) apparent pessimism and cynicism that knowledge is of little significance in some parts of our world. These trends are set to increase uncertainty in the political economy of the world, especially following the ongoing credit crunch, and discourage investments in much needed freedom experience initiatives, unless the mix of enterprise, industries, technology and development is better understood and assisted.

2.3 Following the fall of the Soviet Union and the rise of what became known as the "Washington consensus", legitimate representation and involvement of people in economic policy making, implementation and evaluation took back seats in many countries including Cameroon. Several product, labour, and especially capital markets were perceived as being capable of regulating themselves. This has since been changing somewhat, with some push from the International Monetary Fund (IMF) and the World Bank. The effect, however, has been considerable loss of will and capacity to plan and manage effectively in many countries.

2.4 To progress towards and beyond MDGs, countries have to be building and spurring capacity to grow their economy at rates that are greater than their population growth, and distribute the generated wealth fairly. This requires clear, responsive and accountable, national and international policy making, implementation and evaluation. No easy task, given the numbers of people or groups involved and how they are required to operate through political and bureaucratic institutions within frameworks of laws, rules and conventions.

2.5 Hence the continuing commitment of EITD Research to help provide routes to improved knowledge and understanding, increasing confidence in action conception, execution and outcomes, by investigating a wide range of root causes of disharmony and crisis in economic systems. These include depths of representation and participation in policy processes, information availability and analysis, the role of the state and private sector in development and economic policy making, implementation and evaluation.

2.6 There are many examples of the research and policy education work of EITD Research leading to improved conditions for increasing freedom and economic progress. For instance, it is pleasing to note the many schools that have been established in and around Kumba, and the increasing enrolment in the schools, in the last decade. An interesting feature of most of the new schools is that their proprietors were participants of our 1998 workshop on “Early Childhood and Primary Education – Recommending the 2002 Development Agenda for Kumba”, which followed several EITD Research consultative meetings with public policy stakeholders in the area. Then, only about one half (42,000) of children below 15 years attended school. National fiscal allocation to education was declining and municipal spending on education and other women issues was almost non-existent. The workshop urged participants not to wait on government or others, but to take initiative and act immediately! They did, setting specific targets, adopting and going on to implement the EITD Research engineered action strategy to enhance provision and administration of early childhood and primary education in Kumba by 2002.

2.7 EITD Research has been making progress in efforts to: improve responsiveness and accountability in policy processes; increase private sector participation in development; expand activities in information exchange and policy advocacy; continue work on understanding and applying the knowledge of social and environmental causes and effects of enterprise, industries, technology and development in society; and, extend provision of top quality field services and technical support in resources management. As an independent and experienced research and policy education institution, EITD Research is well placed to provide sustainable neutral capacity building services, projects and programmes that help to initiate, shape and integrate strategies, dialogues and various interventions in entrepreneurial, industrial and technological development.

3. Role of EITD Research

3.1 **The work of EITD Research promotes world peace, stability and welfare.**

Populations stand to benefit most when better goods and services are increasingly produced and consumed as needed, on time, in adequate amounts and quality, and at the least possible cost in healthy environments. This is what happens when and where the mix of enterprise, industries, technology and development is better understood and assisted.

3.2 In this regard, a good part of the research and policy education work of EITD Research targets the needs of governments and their states, especially in helping them to better define their roles in the development of enterprise, industries and technology. Inter-governmental and governmental institutions including grassroots authorities such as councils are important determining forces in society. They can play decisive roles in the development of technology, enterprise and industries.

3.3 Governments in many parts of the world, including Cameroon, are counting increasingly on the private sector to generate and help shape development policies, especially in economic matters. The livelihood and welfare of many millions of men, women and children already depend on the activities of the private sector. EITD Research pays careful attention to the needs of the private sector, in conducting research and rendering field services and technical support that may help the sector to rise up to its challenges and increase creativity, and organize more imaginatively around their creations, to better meet the hopes and aspirations of these many people and their governments.

3.4 As a private non-profit making non-governmental research and policy education institution, EITD Research works to achieve a high coverage of public and private sector needs that are not adequately met by other suppliers of knowledge, field services and technical support in the management of entrepreneurial, industrial and technological development.

3.5 Even as EITD Research is meeting some of the more immediate entrepreneurial, industrial and technological development needs of today, much of its research and policy education work on the issues is long-term in nature. This is especially the case with the institution's initiatives in primary health care, education, energy, water, agriculture and the environment. Improvements in the health and education of populations and better practice of agriculture and use of energy, water and the environment are vital in the development of tomorrow's enterprise, industries and technology.

4. Vision, Mission, Delivery and Measurement

4.1 We see in each of us great intelligence revealing itself as it pleases, working us to choose as we please, to do good at all costs. The good is that of bringing happiness to all by promoting and increasing peace, stability and welfare to people everywhere, and especially in deprived corners of the world, through increasing production and improvement of goods and services that consumers want, on time, in adequate amounts and quality, and at the least possible costs in healthy environments.

4.2 This entails a lot of risk taking and working with care on our part, to keep improving our output and productivity, and ensure its proper distribution, use and evaluation. Scientific principles provide us the strategic framework to keep finding and accommodating knowhow of the highest quality for overcoming barriers to enterprise and industry. Multidisciplinary approaches enable us improve our responses to differing needs and circumstances of people, their organizations and places, preserving best traditional practices whilst generating and promoting innovation.

4.3 Our common future, as society that is free and prosperous, lies in the security of our meeting readily, and in the procedures and substance of our dialogues with one another, and not on our capacity to hoard or spend money! It calls on us to have the courage to honestly do our best for what is right, be appreciative of the opportunity to contribute, without complaining or throwing blame around for not being able to do more. Such is the vigour of our values and benefactors, glorious transformation gifts of grace in the quality of our staff and management, to excel in serving humanity regardless of circumstance.

4.4 In this regard, the mission of EITD Research is to find out how and assist humanity to take, with responsibility, the opportunities offered by science in the use of technology in development via enterprise and industries. This includes augmenting strategy and policy recommendations with field services and technical support in resources management.

4.5 For this purpose, EITD Research has set itself the following strategic objectives, to:

- ✚ Forge and promote links between the financial sector and other sectors of state and society.
- ✚ Encourage entrepreneurship, modern businesses and technical skills, of banks and businesses which can survive in regulated market economies, of marketing expertise, access to information on markets, technical possibilities and financial options.
- ✚ Emphasize operational multidisciplinary research and action oriented programmes that promote and increase the level of economic activity in society.
- ✚ Seek to narrow gaps in strategy formulation, policy implementation and population needs in national and international development.
- ✚ Be at the forefront of developing and implementing the physical and socioeconomic processes underlying development systems.
- ✚ Provide new concepts or improved processes, approaches to measurement and control.
- ✚ Respond to demand for professional expertise in national and international development.
- ✚ Seek every means, whether moral, material or financial, which might contribute to solving the problems of realizing the mission of EITD Research.

4.6 Even as they are stated separately, the strategic objectives interrelate. Delivery of one can scarcely be in isolation of others. There are measurable outcomes to each of these objectives. A list of the outcomes and indicators that will be used to monitor and measure progress against specific EITD Research strategic objectives in the years 2009-16 is presented in the table below.

Table 1: EITD Research Strategic Objectives, Outcomes and Indicators

1. Forging and promoting links between the financial sector and other sectors of state and society.	
Outcome	Indicators
a. Increasing responsiveness and accountability	Assessment of stakeholder engagement initiatives; their frequency, scope and scale, proceedings or debates and quality of information exchanges or experience shared; feedback and impacts from participants and other stakeholders.
b. Creation and strengthening of partnerships or alliances	Partnership or alliance numbers, characteristics and changes.
c. Development of appropriate policy frameworks and reforms	Evaluations of initiatives, their features and changes.
d. Increasing poverty eradicating economic growth	Changing orientations in development activities and responses to them in the economy.
2. Encouraging entrepreneurship, modern businesses and technical skills, of banks and businesses which can survive in regulated market economies, of marketing expertise, access to information on markets, technical possibilities and financial options.	
Outcome	Indicators
a. Securing peace and predictability in society	Critical assessments of policies, laws or regulations and practices in local and wider governance to reveal their consistency or lack thereof in application or reform needs, and responses to them
b. Increasing competitiveness in economic and political transactions	Progress in promotion of issue oriented literacy; education; wealth creation; use of technology, other products and services; activism and participation in policy processes; issue prioritization and evidence based activity responses.
c. Individual and environmental cleanliness and health	Progress in areas such as hygiene and sanitation, food and nutrition, apparel, disease and germ theory adoption, hospitalization, treatment protocols and standards, etc.
d. Increasing investments and technological development	Assessments of new entrepreneurial and industrial initiatives, their technological contents and sophistication, financing possibilities or preferences, and decisions made.

3. Emphasizing operational multidisciplinary research and action oriented programmes that promote and increase the level of economic activity in society.

Outcome	Indicators
a. Increasing recognition of the relevance of scientific endeavour in economic and social development	Contents of speech and literature.
b. Growing use of verifiable empirical or evidence based data in policy processes in all sectors of society	Progress in questioning or debating available information, commissioning other enquiries and seeing that they are adequately responded to, in policy processes.
c. Increasing stakeholder activism and participation in research problem identification, its study design and implementation, results use, feedback tracking and evaluation	Differences, or lack thereof, between: (i) Stakeholder economic activities or priorities; and, (ii) Pursuits of research professionals.
d. Improving issue oriented information analyses and understanding	Impacts on stakeholder conduct of affairs.

4. Seeking to narrow gaps in strategy formulation, policy implementation and population needs in national and international development.

Outcome	Indicators
a. Identifying gaps and alerting the public	Progress in tracking and analyzing issues and effectively targeting dissemination of reports.
b. Increasing analyses of issues and their resolution propositions	Assessments of issues analyses and resolutions propositions.
c. Promoting debate	Increase in focus on substantive issues and their effects on people.

5. Being at the forefront of developing and implementing the physical and socioeconomic processes underlying development systems.

Outcome	Indicators
a. Raising awareness on possibilities for dealing effectively with several issues locally or globally	Performance in issue specific areas
b. Creating and strengthening partnerships	Partnership or alliance numbers, respective initiative characteristics and changes.
c. Building various stakeholder capacities and facilitating interaction with partners	Impacts on stakeholders.

6. Providing new concepts or improved processes, approaches to measurement and control.

Outcome	Indicators
a. Improving analyses and understanding of information or knowledge, and innovating	Assessments of analyses, understanding and states of advance.
b. Increasing dissemination of expertise and experience	Outreach and impact on targets.
c. Serving as clearinghouse on the range of entrepreneurial, industrial and technological development issues	Trend growth or variations in collations, processing, storage, retrieval, use and effects.

7. Responding to demand for professional expertise in national and international development.

Outcome	Indicators
a. Promoting progressive tradition, professionalism and excellence	Quality of interventions and performance.
b. Investigating issues, providing information, expert analyses and advice, developing and helping to implement policies, action plans and specific projects that address identified needs and project cycles	Progress in assignment deliveries
c. Building stakeholder capacities and facilitating interaction with partners	Impacts on stakeholders.

8. Seeking every means, whether moral, material or financial, which might contribute to solving the problems of realizing the mission of EITD Research.

Outcome	Indicators
a. Increasing awareness of EITD Research aims and achievements	Assessments of various: (i) Requests for information or involvement in EITD Research programmes (ii) Contributions from volunteers and attestations from end-users making comments on EITD Research.
b. Strengthening bonds with traditional EITD Research supporters and other interested parties	Attentiveness to donor continuing information need, contributions and appreciation.
c. Designing and implementing programmes that act and function as sources of buffer finance, and serving both the public and private sectors with added expertise and quality	Quality of interventions and performance.

5. Programme Strategy and Working Processes

5.1 The mission challenge of EITD Research is to: (a) identify entrepreneurial, industrial and technological development problems and opportunities that come with them; (b) learn how to take the gateways with responsibility; and (c) assist society to do same or more. This is not always easy, especially when problems or their opportunities interrelate in complex ways – tackling what appears to be one problem or taking a perceived opportunity can have implications for others, and sometimes with serious effects that only come to light later.

5.2 The programme strategy and working processes of EITD Research are intended to help identify and bring attention or, where necessary, focus to problems or opportunities that others appear to ignore, so they can be addressed. This entails continuous evaluation of our work and other contributions using various models and data from stakeholders including:

- Requests for information or involvement/participation in EITD Research programme activities.
- Contributions from volunteers to EITD Research efforts.
- Information in various media (tracking media use and analyzing its contents)
- Public response to available information (tracking and analyzing political and advertisement campaigns).
- Attestations (verbal and written, e.g. letters and papers or working documents) issued by EITD Research or others.

5.3 The programme strategy is reviewed and updated all year round, through the Board of Directors of EITD Research which makes reports to the institution's General Assembly of founders at least once a year.

5.4 A major programming problem and opportunity, especially with research and policy education operations from countries such as Cameroon, is financing. Several EITD Research programmes are designed to act and function as sources of buffer finance. When revenue from these sources is not enough, the institution turns to banks and other private lenders. Outcomes that are often painful and costly to what is simply a private non-profit making non-governmental research and policy education association. Hence the continuing emphasis and care in EITD Research programming strategy, to ensuring commitment through close liaising with stakeholders or programme end-users.

5.5 The outreach of EITD Research has been increasing, and includes leading policy advisors and decision makers in government departments and Parliaments, diplomatic missions and international organizations, academic institutions and businesses, political parties, trade unions, other non-governmental organizations and the media.

5.6 Responses to EITD Research interventions have been overwhelmingly positive, with leading policy advisors and decision makers increasingly volunteering their support for interventions of the institution, and urge it not to relent in its efforts. The

achievements are considerable as noted in Section 2 above, and work to increase its awareness and the aims of EITD Research is in progress. The hope is that this will encourage individuals, governments and their organizations to increase their commitment to understanding and assisting the necessary mix of enterprise, industries, technology and development in society.

6. Programme Areas and Agenda 2009-16

Activities of EITD Research are classified under seven broad headings: (1) Development and Economic Policy, (2) Enterprise and Industry, (3) Engineering Science and Technology, (4) Primary Health Care, (5) Education, (6) Environment and Production, and (7) Field Services and Technical Support.

6.1 Development and Economic Policy

6.1.1 Poverty. Tracking it, finding its root causes and ways to reduce or eliminate it, designing and implementing programmes, or catalyzing actions, to eradicate the scourge will continue to be a preoccupation of EITD Research in 2009-16. This will include assembly and analyses of data on who is doing what, where, when, why and how; what has worked or is working, its impacts, whether it can be scaled up and how; what other initiatives are needed; and what the role of government and the private sector should be in the various efforts to identify poverty and get rid of it.

6.1.2 Utilities. These are useful services that underpin our common security or the lack thereof. The services include those from Parliament, other government departments including the police, gendarmerie and army, companies supplying money, water, electricity, post and telecommunications, health services and transportation, etc. Their proper constitution and functioning contributes immensely to other entrepreneurial, industrial and technological development economy wide. EITD Research will be intensifying its efforts to monitor these services, analyzing their delivery or lack thereof, and working to improve them.

6.1.3 Governance. Constitutional government, rule of law, its assessments and reforms are central to order that is predictable. The role of public opinion, political parties and groups, electoral systems, powers and capacities of various branches of government are all subjects of ongoing investigations at EITD Research, which will be expanding and increasing advocacy efforts in 2009-16.

6.1.4 Rights and freedoms. Their interrelations and inherent responsibilities, how they are formulated, implemented and evaluated or not, needed reforms, where, when, via which process(es), etc., have direct entrepreneurial, industrial and technological development implications, which concern EITD Research and will continue being subjects of the institution's work – which helps to break down isolation and increase transparency in policy processes, will be intensifying in 2009-16. The aim is to be

improving both policy processes and contents by increasing access to information on rights and freedoms, as well as quality analyses of the data, in areas such as freedom of expression, privacy, intellectual property rights regimes, public and/or private generation, collection, dissemination, use and keep of, or access rights to, information and analyses.

6.1.5 The media. Ongoing EITD Research work on improving the relevance and quality of mass communicators and their media in policy processes will continue in 2009-16. Correlations between levels of substantive issue coverage in the media, reporting that is clear-cut and balanced, increasing democratic governance and sustainable economic development are high. More projects will be designed and implemented to help reduce or eliminate apparent gaps in economic and editorial judgements of some journalists, editors and publishers, to increase clear-cut and balanced media reporting of substantive issues in policy processes.

6.1.6 Women empowerment. Understanding gender roles and needs, challenging individuals and society to meet the needs and improve the status of women, keeping up pressure on governments and other bodies to commit themselves to equity and equal opportunity policies and their implementation, promoting specific interventions designed to improve the status of women, are preoccupation of EITD Research programmes and activities, more of which will follow in 2009-16.

6.1.7 Budgets. These are accounts of spending (in the public or private sector), its amounts and its allocation, together with the sources of revenue to finance the spending. They reflect how conflicts between various economic policy objectives and political interests (where they exist) have been resolved or not, and the likelihood of later responses. Budget analysis, advocacy and capacity building work are huge and ongoing at EITD Research and will be expanding further in 2009-16.

6.1.8 Medium and long term planning. Looking beyond annual economic policy cycles is a prudent and highly recommended EITD Research activity. It will be greatly expanded in 2009-16 to assist government and business agencies as well as communities through research of current practices, their economic returns and other impacts, quality capacity building and consultancy.

6.2 Enterprise and Industry

6.2.1 Markets. Instruments such as those of the Economic Community of Central Africa (CEMAC), the African Union (AU), the Commonwealth, the United State's Africa Growth and Opportunities Act (AGOA), conventions of the ACP-EU group of countries and the World Trade Organization (WTO) present many enterprise and industry opportunities and constraints, including issues of financing protocols, definitions of concepts, methods of administrative cooperation, public procurement, intellectual property rights, trade sectors and specific product standards. How to make the most of the opportunities on offer as well as formulate and introduce reforms in the working of the markets are important preoccupations of EITD Research efforts which are set to expand in 2009-16.

6.2.2 Competition. Regimes in place, the power and resources of their authorities, how they are exercised, the impacts they make, review processes and contemplated reforms or the lack thereof (including monopoly situations generally and in specific markets) will be receiving more EITD Research attention.

6.2.3 Investment and Technology. Impacts of stability (quality, predictability and consistency) or lack thereof in: fiscal and monetary policies; peace and security arrangement; financing regimes; judicial systems; skills availability; other business support including special provisions for small and medium sized enterprises and industries (SME/Is), and development dialogues within and between the private and public sectors. The aim is to continue identifying or developing and promoting best investment and technology climates for increasing economic growth and prosperity.

6.2.4 Entrepreneurship development. Carrying out new combinations in various areas; the skills and facilities used; whether they establish or survive as businesses, for profit or not, where, when, how and why; their possibilities, challenges and contributions or lack thereof; and what more may be required. EITD Research will continue working on these issues through surveys, provision of analysis, advice, training and organization of exhibitions.

6.2.5 Productivity and Competitiveness. Any endeavour involves risk(s) and work, which policy manipulations can help reduce to encourage people to dare and do the work without wasting resources, and gain in productivity and competitiveness. Project tracking, analyzing and explaining per capita gross value addition (GVA) and market share gains or loss in various enterprises and industries will be designed and implemented in 2009-16.

6.2.6 Statistics and information networking. Accessing and sharing entrepreneurial and industrial or market information, the data processing and analyses, its impacts on policy advice and decisions, are critical aspects of EITD Research efforts. The aim is to advance the more effective use of quality information and analyses in enterprise and industry, generating confidence and trust in the continuing data assembly and analyses sharing, as well as ensuring adequate integration and access to information in multiple or various sectors.

6.2.7 Fiscal incentives. An important aspect of the work on budgets, medium and long term planning indicated in 6.1.7 and 6.1.8 above, is impacts of fiscal measures to stimulate entrepreneurial and industrial activity. This will be considerably expanded in 2009-16 in view of the wave of fiscal stimulus packages governments are likely to introduce following the ongoing crunch in credit systems and apparent collapse in the global economy.

6.3 Engineering Science and Technology

6.3.1 **Materials.** Gaseous, solids, liquids and composites; their properties such as capacity to conduct heat or electricity, block or transmit radiation, and support loads at various structural scales; performance improvement possibilities, constraints; and practical applications in society – the range includes soil, mortar/concrete/cement, wood, wet and various degrees of dry leaves, roots and straw, aluminium, iron, steel and synthetics. The aim of EITD Research is to develop new skills in working these readily available materials and expand their product range.

6.3.2 **Systems designs** of useful devices for application in homes and industry. These include muscle power saving machines and metering devices, dimmers and timers; volume and tone controls, amplifiers, temperature displays and frequency indicators. It involves integrated circuits, solid state electronics, semiconductors and mechanical devices in laboratory exercises to get the products right on the drawing board, taking into account problems such as those in the need for economical manufacture, product safety, ease of handling, transportation and maintenance.

6.3.3 **Product development and adaptation** through fabrication of prototypes and evaluation of the exercises, which provide design development and adaptation insights into challenges of local manufacturing systems and possibilities. These are many, some big, but surmountable. They include the absence of standard machine tools, inadequate knowledge of tooling applications, skills and vision to adopt or adapt techniques where possible, which can lower the potentiality of engineering organizations. The experience is showing how a lot more can be achieved locally, even where only small tools such as those for cutting, boring and broaching, gauging and drilling, soldering and welding are readily available. The EITD Research efforts will be continuing and expanding in 2009-16.

6.3.4 **Maintenance and recycling** of materials and gadgets including mobile devices in common use and waste, such as automobiles, agricultural machinery and supplies, construction materials, radio, television, video and other communication equipment including satellite dishes, computers, photocopiers, fax, phones, etc. Programmes to extend this work through establishment of networks of garage/workshops will be further developed and implemented in 2009-16. The aim is to facilitate EITD Research collection of data on day-to-day operational faults, repairs, maintenance and recycling requirements, which inform its systems designs, product development and adaptation research to cut costs, increase the life and usefulness of equipment and materials in common use.

6.4 Primary Health Care

6.4.1 Preventing disease and increasing access to treatment – by encouraging stakeholder activism and participation using the EITD Research Community or Quarter Action Committee (CAC/QAC) intervention model. The stakeholders are encouraged and helped to:

- Institute a Health Committee in their various communities or quarters;
- Ensure the Health Committee acts on community or quarter health needs; and,
- Help the Community or Quarter Health Committee (CHC/QHC) to liaise with other health systems stakeholders such as hospitals and health centres, various government departments, councils, businesses, churches, other NGOs, the media and research institutions.

Usually, the CHC/QHC is elected in a general meeting. Having obtained its mandate, the CHC/QHC then conducts a detailed census in the community or quarter. The generated information is used in collaboration with members of the community or quarter and other health systems stakeholders the CHC/QHC liaises with to:

- Assess the health status of each individual and/or group in the community or quarter;
- Determine specific health need(s) of the community or quarter;
- Develop plans to meet the need(s) and, if necessary, have them approved in general community or quarter meetings;
- Raise the needed funds and see to it that the health need(s) is/are met.

This way, EITD Research helps people to improve the way they use available health services, put additional ones in place as and when necessary, and orient health services/care towards prevention of disease and illness. The work will be continuing and expanding in 2009-16.

6.4.2 Improving food and nutrition through development and promotion of technology to process, package and distribute nutritionally balanced products based on local staples such as cocoyams, cassava, plantains and fruits in specific markets. This EITD Research work involves wide ranging experimentation in ingredient mixtures, sensory and storage quality assessments to add on nutritional and commercial value to food from traditional staples. The efforts will be extending into animal feeds and increasing the range of product bases and tastes in 2009-16.

6.4.3 Water and sanitation. EITD Research has been assembling information and databases on available technologies, legislation and regulations on water, waste and sanitation; identifying and explaining constraints and opportunities for meeting water supply needs and cleaning the environment in towns and villages; and, helping to galvanize people and authorities to seize available opportunities and act on them. As in 6.4.1 above, the EITD Research Community or Quarter Action Committee (CAC/QAC) intervention model has been instrumental in these water and sanitation efforts, which continue to see Community or Quarter Water Committees (CWC/QWC) and/or Community or Quarter Sanitation Committees (CSC/QSC) forming and swinging into fruitful actions. The work will be continuing and expanding in 2009-16 as the need is great, urgent and increasing.

6.4.4 Developing primary health service/care protocols and standards. Ongoing EITD Research efforts to develop primary health services/care protocols and standards will be intensifying in 2009-16. These include inquiries into service/care practices, establishment and orchestration of protocols and standards networks of leading primary health services/care providers, including hospitals, health centres and their stakeholders, tracking and evaluating agreements on protocols and standards formulation, implementation strategies and achievements. The aim is to help improve the performance of health systems, and achieve MDGs.

6.5 Education

6.5.1 Improving access and contents – by encouraging stakeholder activism and participation, and as in 6.4.1 and 6.4.3 above, using the EITD Research CAC/QAC intervention model. Stakeholders are encouraged and helped to:

- Set up Education Committees in their communities or quarters;
- Ensure the Education Committee acts on community or quarter education needs; and,
- Help the Community or Quarter Education Committee (CEC/QEC) to liaise with other education systems stakeholders such as schools, colleges and universities, various government departments, councils, businesses, churches, other NGOs, the media and research institutions.

Once elected or mandated, usually at general meetings, the CEC/QEC conducts a detailed census in the community or quarter. The generated information is used in collaboration with members of the community or quarter and other education systems stakeholders to:

- Ascertain which child/adult attends school/literacy classes or not;
- Identify the school/classes attended;
- Determine education needs (Day care centres, nursery/primary/secondary schools, etc.);
- Workout plans for meeting the needs and discuss them in general community or quarter meetings; and,
- Raise the needed funds and see to it that the educational need(s) is/are met.

This way, EITD Research helps to persuade people to enrol in available education facilities, put in place additional ones as and where necessary, and orient learning towards substantive issues including those identified by the people themselves. The ongoing work will be continuing and expanding in response to growing demand in 2009-16.

6.5.2 Developing learning/teaching resources. Helping to set up and operate libraries in schools and communities; generating learning and teaching materials for the libraries; training learner/teacher/librarians and library attendants in schools and communities; formulating policy guidelines for library establishments/operations, are crucial EITD Research activities that will be intensifying in 2009-16.

6.5.3 Enhancing learning and teaching – through increasing EITD Research use of information communication technologies (ICTs) for learning in schools and communities in 2009-16; incorporating research findings into recruitment, teaching

and learning practices; facilitating learner teacher engagements with other education stakeholders; and formulating and advocating policy reforms in learning and teaching methods with technological innovation.

6.5.4 Extending outreach to wider audiences through exhibitions, publications and radio-television production and broadcasting is a key feature of EITD Research interventions to help shape values and moral conditions of society. The work will be greatly enhanced in 2009-16. EITD Research Park Exhibitions, for example, will become an All-Year Round event, with the theme *Schools, Science, Technology and the Arts*, welcoming the world from EITD Research head quarters in Kumba, Cameroon, and incorporating development touring and extensive use of ICTs, to strongly impact prevailing attitudes on the range and sets of skills needed for entrepreneurial, industrial and technological development success.

6.6 Environment and Production

6.6.1 Increasing productivity and sustainable environments. Correlations between continuing environmental degradation, declining levels of productivity, poor product quality and low produce market value is high in the primary sector of the economy (food and cash crop production, animal husbandry and fisheries, forestry and silviculture), which still employs the bulk of the population in much of sub-Saharan Africa. Dialogue on the burning issues has been limited, and even stifled, as in Cameroon, where talks between government and opposition political parties remain touchy at best. EITD Research will continue working on these issues, and supplementing its work plans on productivity outlined in 6.2.5 above, in 2009-16, by helping to:

- Provide platforms on which various stakeholders can engage one another and share experiences, discuss and resolve issues amicably;
- Build stakeholder capacities to initiate, participate in, and contribute to, dialogues;
- Increase public awareness and understanding of the issues; and,
- Eliminate or narrow gaps in resources conservation, use and regeneration policies, their formulation, implementation and evaluation processes.

6.6.2 Agriculture. Programmes designed to increase traditional or mixed cropping farmer freedom in the marketplace will continue to be a preoccupation of EITD Research in 2009-16. The initiatives will be increasing focus on:

- Imaginative land tenure or property rights based on existing boundaries;
- Increasing access to relevant investment capital;
- Improving farmer relations with fellow farmers and other agricultural stakeholders;
- Enhancing institutional consultations on farmer interests;
- Ensuring free and fair competition, and increasing farmer mobility and knowledge in the marketplace; and
- Farming interest representation and effects in policy processes.

6.6.3 Energy from renewable sources – hydropower, solar, biomass/gas, wind power, and hydrogen fuel – are compelling options. But poor access to investment capital,

energy market distortions, and weak institutions for developing and commercializing energy programmes obstruct cost-effective use of renewable energy sources in many countries including Cameroon. EITD Research programmes will continue to address these issues in 2009-16.

6.7 Field Services and Technical Support

6.7.1 Expert analyses and advice. EITD Research programmes embody expertise and experience, which has been growing with the range of activities over the years since its founding in 1992, and involving tested methodologies and tools or development of new ones. The accumulating EITD Research competence will continue helping individuals and organizations in 2009-16, to innovate and improve their performance in managing the resources they employ in their various enterprises, industries and projects. The aim is to continue earning and keeping EITD Research reputation for dedication and innovation in tradition, professionalism and excellence.

6.7.2 Training. More EITD Research training programmes will be developed and offered in 2009-16. These will include new approaches and research findings in the introductory and advanced courses delivered on and off EITD Research premises, using readily available technologies and open or distance learning methodologies to increase reach.

6.7.3 Laboratories and field operations. The units offer a variety of capabilities, including laboratory experiment or field assignment instrumentations, equipment repairs and maintenance, whose depth and range will be greatly expanded to assist clients and accommodate the foregoing EITD Research 2009-16 activity requirements.

6.7.4 Library and documentation. The unit provides a range of special information services and support, including programmes in Current Awareness (CA), Selective Dissemination of Information (SDI), Audiovisuals (AV), and Information Technology Support (ITS), to individuals and organizations. These will continue to improve and new programmes will be developed and deployed in 2009-16, to assist clients and support other EITD Research initiatives.

6.7.5 Advocacy. EITD Research will be increasing participation with wide ranging contributions in various partner(s') activities in 2009-16. Publishing and broadly disseminating the variety of EITD Research documents including journals and newsletters will be intensifying in 2009-16. Brochures summarising EITD Research programmes and leaflets with information on activities and issue positions of EITD Research will become more widely available, and add to EITD Research exhibition efforts. EITD Research Park Exhibition, will become an All-Year Round event in 2009-16, with the theme *Schools, Science, Technology and the Arts*, welcoming the world from EITD Research head quarters in Kumba, Cameroon, and incorporating development touring and extensive use of ICTs, to strongly impact prevailing attitudes on the range and sets of skills needed for entrepreneurial, industrial and technological development success.

7. Risk Strategy

7.1 People are at the centre of what we do and achieve at EITD Research. The aim is for them to be safe, in health, informed and happy, to keep increasing the effectiveness and efficiency of EITD Research in 2009-16, by actively identifying risks and making sure they are properly managed at all programme levels. This entails recognition that all are welcome to contribute, as well as report incidents as they are, without fear of blame, ridicule or recrimination. The mission challenge of EITD Research, outlined in 5.1 above, recognizes that mistakes or problems provide opportunities to address or resolve the issues. An operational criterion of EITD Research is absolute respect for the opinions and beliefs of others. The institution does not share any ulterior motives, whether of a political, religious or ideological nature, with any individual, group or society.

7.2 EITD Research is, therefore, increasing its commitment to championing wider employee participation in learning via its programmes and those of other leading providers in Cameroon and around the globe, to help achieve its mission aims for world class work ethics and employment opportunities.

7.3 The evolving risk management strategy of EITD Research will be continually reviewed and detailed throughout 2009-16, with risk action plans derived from various programme risk registers. The main risks facing EITD Research in 2009-16 have been taken from programme registers, and are shown below:

Table 2: Risks, Area, Event and Mitigating Actions

Risks	Areas	Event	Mitigating Action
Management	All	Failing to lead by example	<ul style="list-style-type: none"> • Clarify policy objectives and performance expectations • Monitor and evaluate performance regularly • Alert management of shortcomings and suggest reforms; • Take disciplinary measures and do not hesitate to dismiss as and when necessary

Risks	Areas	Events	Mitigating Actions
Client/Public	All	Changing allegiance or priorities and mismatched expectations	<ul style="list-style-type: none"> • Communicate and track or increase awareness of programme mission, mandate, available resources, etc. • Encourage and get feedback from clients/public and involve stakeholders in priority setting • Review action plans and delivery schedules where necessary • Address resources issues
Staff	All	Capacity to deliver or competing views on work priorities or direction and slow or failing to deliver	<ul style="list-style-type: none"> • Recruit competent staff • Clarify programme and related work priorities, plans, direction and rewards • Listen to staff concerns and act on them as and where necessary • Ensure staff receive job specific training and their development ongoing • Take disciplinary measures and do not hesitate to dismiss staff where and when necessary

Risks	Areas	Events	Mitigating Actions
Finance	All	Slow or failing to materialize	<ul style="list-style-type: none"> • Build up and use reserve fund • Reassess fundraising, programmes marketing communications and sales • Strengthen case for giving or buying • Seek additional support from traditional supporters • Review plans and be ready to make programme cuts where necessary • Follow-up donors and keep them fully informed of developments
Output	All	Unavailable, intangible or low visibility	<ul style="list-style-type: none"> • Clarify or review programme objectives, work plans and expected output • Verify work done • Improve targeting of stakeholders in communication • Create and increase stakeholder networking
Communication	All	Slow, unresponsive, inadequate or inappropriate	<ul style="list-style-type: none"> • Start transmission early • Increase dissemination channels and formats • Create and network dedicated outlets • Establish own in-house facilities
Infrastructure	All	Unreliable, slow or failing systems	<ul style="list-style-type: none"> • Factor-in delays in planning • Start early and proceed with care • Back-up as and when possible • Communicate challenges • Lobby for change

8. Funding Strategy

8.1 EITD Research receives support from a variety of sources. These include foundations, governmental and inter-governmental institutions, private corporations and concerned individuals. The support may be moral, material or financial.

8.2 Forecasting the various income streams is no easy challenge, depending on changing economic and political situations, levels of disposable incomes and EITD Research programme aims and achievements marketing and sales. EITD Research will maintain its established capital reserves transfer policy to cushion variations in income streams, and will be stepping up its programme aims and achievements marketing and sales in 2009-16.

8.3 EITD Research will also be maintaining its policy of separate accounting systems to accommodate donors' particular reporting and audit requirements, and to provide assurance that their funds are being used for agreed activities. When funds remain after completion of the project for which it was assigned, the excess is returned to the donor or reallocated depending on donor policies and preferences.

8.4 It is in this context that EITD Research revenue and expenditure targets for 2009-16 are presented in the table below, in US dollars.

Table 3: EITD Research 2009-16 Revenue and Expenditure Targets

Item\Year	2009 (\$'000)	2010 (\$'000)	2011 (\$'000)	2012 (\$'000)	2013 (\$'000)	2014 (\$'000)	2015 (\$'000)	2016 (\$'000)
Income								
Founders	69	74	85	89	84	87	93	95
Donations	269	305	345	374	408	449	490	530
Sponsorships	314	357	397	437	476	524	572	627
Other	245	281	308	349	393	437	478	544
Total	897	1,017	1,135	1,249	1,361	1,497	1,633	1,796
Expenditure								
Research	258	291	326	359	391	430	469	516
Advocacy & PR	133	150	168	186	202	223	242	267
Staff Costs	329	371	416	458	499	549	598	658
Other Services	53	60	67	74	81	89	97	106
Establishment	62	70	79	86	94	103	113	125
Capital Reserves	36	45	45	49	54	59	65	71
Accumulated Fund	26	30	34	37	40	44	49	53
Total	897	1,017	1,135	1,249	1,361	1,497	1,633	1,796

9. Human Resource Strategy

9.1 EITD Research has a small (6) full-time staff, which may be increased in 2009-16, at its head quarters in Kumba, and varying part-time staff numbers in accordance with programme requirements, who work in paid or unpaid positions, on or off EITD Research premises. The strategy is to maintain a flexible work intense and friendly atmosphere that embraces innovation and new assignments.

9.2 People have to be and feel right to work at EITD Research. The institution recruits on the basis of what you know and can achieve. EITD Research need for appropriate knowledge, skills and experience is as vast as its agenda, which ranges from development and economic policy, through enterprise and industry, engineering science and technology, to primary health care, education, environment and production, and field services and technical support.

9.3 EITD Research would employ professionals with diverse backgrounds, expertise and experience, including educators, librarians, information technology specialists, economists, statisticians, engineers, lawyers, journalists, nutritionists, and other social and physical or natural science people, to engage in and become committed to professionalism, excellence and the tradition of best practice promotion. They can expect the EITD Research culture of work and rest balance, to enable them express themselves, develop new interests and benefit others.

9.4 EITD Research will be increasing its commitment to championing wider employee participation in learning via its programmes and those of other leading providers in Cameroon and around the globe, to help achieve its mission aims for world class work ethics and employment opportunities. The continuing education options in 2009-16 will include open and distance learning, workshops, conferences and seminars, on-the-job training and mentoring that is based on high quality information, expert analyses and guidance.

9.5 EITD Research will also continue increasing partnerships with a wide range of foundations, government and inter-governmental institutions, private corporations and concerned individuals in 2009-16. These will include ministries, universities, other research and policy education institutions, professional associations and other non-governmental organizations. They will be furnishing EITD Research with vital expertise in various fields in which the capacities of EITD Research may be limited. The increasing networking with other national and international stakeholders will result several fitting partnerships.

10. Management Strategy

10.1 EITD Research was formally established as a research and policy education institution in 1992 through a Memorandum and Articles of Association signed by founders and declared with the Government of Cameroon in accordance with Law No. 053/90, as a private non-profit making non-governmental association with Head Quarters in Kumba, Cameroon.

10.2 The Memorandum and Articles of Association requires the institution's management to be simply structured, comprising a General Assembly of founders, a Board of Directors with a Director as Chief Executive, and various Technical Committees, through which work is programmed. The system is required to be innovative and continue to evolve in tradition, professionalism and excellence.

10.3 The Board of Directors, with provision for five executive members and three non-executive members, meets at least quarterly, to review and update EITD Research activity reports, structures and working mechanisms, such as Technical Committees or project Advisory Boards, Financial and Costing Systems Information, Administration Procedures and Audit Provisions.

10.4 EITD Research Head Quarters is beautifully located in the quiet outskirts of Kumba, off-CCAS Junction, Buea Road, with easy access (about 2 hours drive on a recently surfaced road) to Cameroon's economic capital, Douala. Its facilities include a library (over 6,000 reference titles) and documentation resources, four small laboratories (biochemistry, electro-mechanics, information communication technology, and audiovisuals), and other modestly equipped work spaces, which will now be expanding to meet requirements of this Strategic Plan.

10.5 EITD Research activities will continue to be classified under seven broad headings in 2009-16: (1) Development and Economic Policy, (2) Enterprise and Industry, (3) Engineering Science and Technology, (4) Primary Health Care, (5) Education, (6) Environment and Technology, and (7) Field Services and Technical Support. Heads of these divisions report to the Chief Executive Director.