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Evaluation Report  
of  
ASIP Project

Submitted  
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## Evaluation Report of ASIP Project

From the information provided by:

- MOA
- ASIP staff
- ASIP documents available
- Interviews with ASIP course participants
- Questionnaire of ASIP course participants
- Questionnaire of supervisors

The project objective is to help bridge the gap between planners and farmers by improving the planning implementation and management capabilities.

The Agency for International Development (A.I.D.) through a contract with the Governmental Affairs Institute (G.A.I.) provides financial assistance to the Ministry of Agriculture (M.C.A.) of The Arab Republic of Egypt as stated in the letter of agreement dated September 9, 1977.

Within the objective of the project an expert in the field of management can easily define the management problems addressed by the project as briefly as follows in two main functions:

- Lack of communication
- Lack of cooperation.

omitting question A.2 from the scope of work delivered

BY A.I.D.

The project carried out training courses for middle management

people based on systematic approach as follows:

- Setting group objectives
- Using systematic way of getting work done
- Improving observation
- Recognizing strength and skills of those involved in joint activities
- Planning cooperation for mutual benefit
- Learning to listen actively
- Recognizing how to apply management authority effectively.

Comments on course objectives

(Advantages)

The course helps participants to contribute something different, but all must contribute towards a common goal. Their efforts must all pull in the same direction and their contribution must fit together to produce a whole without gaps, without friction, without unnecessary duplication of effort.

Performance in this concept requires that each job be directed towards the objectives of the whole organization, in particular, each manager's job must be focused on the success of the whole. The performance that is expected of the manager must be directed towards the performance goals of the work. His results are measured by the contribution they make to the success of the organization. The manager must know and understand what the work goals demand of him in terms of performance, and his superior must know what contribution to demand and expect.

If these requirements are not met, managers are misdirected and their efforts are wasted.

This means that all people in the organization must work as a team.

To realize this concept among the Egyptian civil service environment which indicates a certain degree of sensitivity from up down the hierarchy, especially during the project duration left, as an experiment for any longer extension of the project.

Integral Vertical Training must take place. Who should participate in this training? There are likely to be different types of participants:

1. Senior managers who have the power to implement the systematic approach throughout their organizations.
2. Middle management people who can apply what they learn in the course to their own work
3. First line employees who are in immediate contact with the farmers.

Regarding senior managers (see questionnaire distributed to supervisors of trainees), it indicates that they are quite aware of the end product of the course, the majority respond to the effectiveness of the course regarding:

- Knowledge  
Skills  
Relationship with others  
Ability to identify problems  
Ability to solve problems
- 10 out of 13 stated that successful practices have been achieved by trainees.
- 10 out of 13 discussed the course with the trainees since they returned to their jobs.
- 13 out of 13 encouraged the trainees to use the skills acquired from the course and gave examples.
- 12 out of 13 have followed up the trainees activities after returning from the training course.
- 12 out of 13 indicated that the colleagues have responded to the trainee's new skills:
  - Excellent response 5
  - Average response 7
- 9 out of 13 indicated that the training course affected the amount of problems met on the job.
- 13 out of 13 wish to train other employees in the ASIP approach.
- 11 out of 13 wish to attend such a course.

It becomes urgent and important to let those senior managers attend a training course to let them carry out the responsibility of development, beginning first with the task of thinking through the mission of the work, that is of asking the question, what is our work and what should it be? This leads to the setting of objectives, the development of strategies and plans, and the making of today's decisions for tomorrow's results. This can be done only by an organ of the work that can see the entire work; that can make decisions that affect the entire work; that can balance objectives and the needs of today against the needs of tomorrow; and that can allocate resources of men and money to key results.

There is another question for senior managers to be asked, about the responsibility to build and maintain the human organization. There is a growing need for working on developing the human resources for tomorrow, and especially for work on providing tomorrow's top management.

These are the basic needs of a training course for senior managers, so that they can easily respond to their second line (middle management people) on the basis of understanding clearly what they are doing and consequently utilize their efforts and skills.

This course will take no more than one week and has to emphasize on case study - games related to:

- decision making
- delegation of authority
- communication
- developing human resources.

and all the tasks will be given to senior managers through the course must be oriented to the Egyptian environment.

#### Comments on the ASIP Middle Management Course

(Disdvantages)

The standard of middle management people comes usually below the D.G.'s and over the first line supervisors, the nature of work is management and in some cases a combination of management and technical skills is needed in some fields like the field of agriculture. The manager of this standard has a certain span of control which consists of a number of

first line supervisors, supervising the employees in the bottom of the hierarchy.

If we apply this definition on

- The people participated in ASIP course we can easily find that the majority of them were not the right people to attend this course, and this situation represents a real waste of efforts, skills and money.

- The tasks which must involve learning by doing are not oriented to the Egyptian environment.

- The language represents a barrier between trainers and trainees.

- This standard must have a scientific management background to help them defend their new ideas and at the same time act as trainers to their subordinates. Participants in ASIP course did not have any scientific background in management.

- Coaching tasks are very difficult especially in the case where the subject matter is more complex and the theoretical background of learning how to define objectives is out of the course outline.

### What Has to Be Done with Middle Management

The middle management people must have scientific management background. I have to note here the difference between theory and practice, that is the difference between (what he might do) and (what is being done and what can be done), and concentrating on developing skills.

To train the middle management people in theory and practice besides giving the same chance to the first line employees to realize the integral vertical training, gives the chance for planning from the bottom through the middle, implying that those lower down in management hierarchies have objectives of their own and can exert a powerful constructive influence on those at higher levels. That is the way to bridge the gap between planners and farmers.

### Middle Management Course

The contents of the middle management course in this concept can be as follows:

1. 2 weeks theoretical study
  - Principles of management
  - Planning
  - Leadership
  - System analysis
  - Operation research
  - Work study

- Office management
- Case study and discussions

Reading materials have to be prepared by qualified training staff to be sure that they are relevant to the purposes of the study.

2. 2 weeks system analysis approach, applied on well selected tasks oriented to Egyptian environment.
3. 1 week seminar on problem solving attended by senior managers to realize a managerial common language between the two standards.

N.B. The integral vertical training should be applied in one governorate at a time.

The integral vertical training will ensure that all graduates will have opportunities to present their views to their supervisors and their subordinates, and they will be clearly understood from both directions, in other words, there will be a managerial common language that will realize:

- All ways communication
- Defining objectives very clearly
- Rationalizing Decision making
- Better coordination
- Analyzing problems very clearly
- Solving problems.

Everybody will understand what work goals demand of him in terms of performance.

### Staff

ASIP Project is in need of a staff with an academic background in management, well trained and experienced in training consultation and research in the field of agriculture.

ASIP needs a manager well rounded with Egyptian agricultural and rural problems, knowledgeable with experience in the work of program management.

### Space and Library

The ASIP office at the Agrarian Reform Building does not reflect that it is carrying out the task of management development and the training center at the Barrages is not equipped with modern training equipment, like video cassette, overhead and slide projectors, viewing screen, films, etc., also there is no library provided with appropriate books, periodical and other materials which can form a case reference library for the center. These facilities would in various ways contribute greatly if used efficiently.

### The Reference Book

A reference book must be issued periodically under the supervision of well selected staff members containing the

best of successful practices done by the graduates of ASIP.  
It will be a reference from within the Egyptian environment.

#### Follow-up

Follow-up should be built into the training courses.  
This can be achieved through the following:

1. Periodical meetings between graduates after the course., They can spread successful practices and discuss ways of overcoming difficulties.
2. Questionnaires asking for specific detailed examples of applications and for descriptions of difficulties faced in the field.
3. Periodical visits from the project's staff to graduates in the field to recommit themselves to action.

#### Regarding Questions 3.3, 4, 4.5

C.1,2,3,4 have been covered partially because of lack of information concerning budget, size of contractor team and composition, materials and supplies, both AID and MOA didn't give the necessary information needed for evaluation and to find out if the contractor met contract's requirements

or not. I have suggested in that meeting held at the office of His Excellency Eng. El Salhy on the 13th of March, attended by the evaluation team and AID representatives, that we have to assign this job to a sub-committee with two representatives, one from AID and the other from MOA to find out the extent of fulfillment of responsibilities by the two organizations. This suggestion has not been accepted.

From the cost benefit analysis side I can easily say within the information available about the funds allocated from both sides, AID and MOA, that the training unit cost was highly expensive.

Regarding question B.2, concerning the location of the project in the organizational structure of MOA, within the information provided, the project is attached to the training department, without a clear channel of communication. This leads to lack of communication between MOA and ASIP. There is nothing done towards following up the project; no feedback from the project to the training department. As a result I feel that there are management problems existing between the two related to the contract's requirements as I have mentioned before.

I believe and recommend that the ASIP project has to be extended taking into consideration the recommendation mentioned in this report which can be subject to the study from both

MOA and AID besides that the two organizations have to share the responsibility according to quite clear and defined items instead of some of those stated in the existing contract.