

PD-AAU-653

45057

PROGRESS REPORT (APRIL 1, 1986 - SEPTEMBER 30, 1986)

CONTRACT NUMBER: 511-0580-C-00-6087-00

PROJECT NUMBER: 511-0580

PROJECT TITLE: BOLIVIA MANAGEMENT TRAINING PROJECT

INSTITUTE FOR RESOURCE DEVELOPMENT, INC.

A WESTINGHOUSE COMPANY

P.O. BOX 866

COLUMBIA, MARYLAND 21044

USA

TABLE OF CONTENTS

- I. PROJECT START-UP
- II. ACTIVITIES APRIL 1, 1986 - SEPTEMBER 30, 1986
- III. PROJECTED ACTIVITIES FOR OCTOBER 1, 1986 - DECEMBER 31, 1986
- IV. ISSUES AND RECOMMENDATIONS

APPENDICES

- A. COURSES TAUGHT FOR IDEA BY CHIEF-OF-PARTY
- B. WESTINGHOUSE MATERIALS IN SPANISH PROVIDED TO IDEA
- C. WESTINGHOUSE MATERIALS IN ENGLISH PROVIDED TO IDEA
- D. NON-WESTINGHOUSE MATERIALS IN SPANISH PROVIDED TO IDEA
- E. NON-WESTINGHOUSE MATERIALS IN ENGLISH PROVIDED TO IDEA
- F. ORGANIZATIONS CONTACTED/MATERIALS COLLECTED BY IRD ON BEHALF OF IDEA

I. PROJECT START-UP

- November 15, 1986 - RFP issued
- January 13, 1986 - IRD proposal submitted
- February 27, 1986 - IRD revised budget submitted
- March 18, 1986 - Proposed contract sent to IRD
- April 1, 1986 - Effective date of contract
- April 16, 1986 - Contract signed

II. ACTIVITIES APRIL 1, 1986 - SEPTEMBER 30, 1986

INITIAL ACTIVITIES

The Chief of Party was given a one-week predeparture orientation between April 14 and April 18, 1986. The orientation began at the IRD office in Columbia, Maryland. The following topics were addressed in Columbia:

- IDEA
- Technical proposal submitted by IRD, especially scope of work and role of Chief of Party
- Contractual issues
- Bolivia issues - political, regional, economic, and cultural
- Operational issues
- Administrative issues

The Chief of Party received the following briefings in Pittsburgh, Pennsylvania, site of Westinghouse corporate headquarters, on April 18:

- Introduction to the Westinghouse Productivity and Quality Center, including tour
- Introduction to Westinghouse operations in Latin America
- Orientation to Bolivian macroeconomic and political issues by Dr. James Malloy, Chairperson, Department of Political Science, University of Pittsburgh.

Between April 21 and 23 the Academic Director of IDEA visited the IRD office. The Project Manager reviewed with him the results of the needs assessment done for IDEA by the Instituto Boliviano de Mercadeo y Opinion Publica (IMOP), a private consulting firm. The general impression was that the IMOP survey presented a global view of probable membership for IDEA but did not define specific needs. The Project Manager made recommendations on ways to use salvageable data, suggested conducting a new needs assessment, and recommended alternative methodologies for generating data. The Project Manager also arranged for the Academic Director to visit the following institutional affiliates for the project: Florida International University (FIU) in Miami, the Instituto Centroamericano de Administracion de Empresas (INCAE) in Alajuela, Costa Rica, and the Escuela de Administracion de Negocios para Graduados (ESAN) in Lima, Peru.

The Chief of Party was scheduled to arrive La Paz by May 1, 1986, but a medical problem delayed his trip. In order to insure that the technical assistance began in a timely manner, the Project Manager traveled to La Paz on May 4. IRD was required by contract to "perform an assessment of the management training project's needs and progress to date, in order to make recommendations for technical assistance activities to meet project objectives." The Project Manager met with the Board of Directors and staff of IDEA to discuss the purpose of the project, scope, and objectives. He made verbal suggestions on strategies during his visit to La Paz. He also recommended to IDEA that they prepare a Business Plan. On May 8 the Project Manager produced a written report in which he pointed out the need for a project plan to address promotion and marketing, pricing of services, project design, curriculum and course development, administrative and management procedures, staff development, and recruitment and training of instructors.

The Chief of Party traveled to La Paz on May 8. He met with USAID, the Board of IDEA, the staff of IDEA, and the IRD Project Manager to discuss what was expected of the technical assistance. One of the Chief of Party's first activities was the implementation of an in-house program called "Integrating People, Systems and Technology" as an introduction for IDEA's staff to Organization Development.

WORK PLAN

The Chief of Party was required by contract to provide by July 8 a report containing the results of the assessment of project needs and a Work Plan for the first year of technical assistance. The Chief-of-Party reviewed the IMOP survey and assisted IDEA in identifying groups which needed its services. He submitted to USAID a draft of the required report and then proposed that he produce an amendment to accompany the Work Plan. This was done with the concurrence of the Technical Officer. As IDEA's input for the Work Plan was limited to written information supplied by the Director (at the time), the Board has yet to validate the Work Plan. Issues which have delayed the finalization of the Work Plan have been the development of a final Business Plan and the question of whether or not IDEA should offer an MBA program.

INAUGURATION

In June the Chief of Party participated in IDEA's official presentation to the Federacion de Empresarios de Cochabamba on IDEA's goals and objectives and Cochabamba's role as a regional office. He worked with the staff of IDEA to design and conduct the July inauguration in La Paz, Oruro, and Cochabamba and the August inauguration in Sucre. He spoke on Human Resource issues on all the above occasions. For the July sessions, IRD provided the services of Dr. James Malloy and the Project Manager as guest speakers on Bolivian politics and economic policy, and productivity, respectively.

CLARIFICATION MEETING

On July 21 a meeting was held in La Paz which was attended by IDEA's Chairman, the USAID Technical Officer, the Chief of Party, and the Project Manager. This meeting has subsequently been referred to as the "clarification meeting," since its purpose was to clarify the role of the IRD technical assistance. As the IRD scope of work was not negotiated and is not presented in detail in the Contract, the expectations based on IRD's original technical proposal needed to be discussed. As a result of the clarification meeting, a document was produced which indicates that the Chief of Party will concentrate mainly on training and that other tasks will be addressed via short-term consultants.

PROCUREMENT OF COMMERCIAL TRAINING MATERIALS

Also in July, IDEA proposed that IRD become a purchasing agent for IDEA for training materials. After considering IDEA's capability to locate materials on its own and the extra expense of involving IRD, both parties decided to abandon the idea.

BUSINESS PLAN

Discussions continued on the Project Manager's suggestion that a business plan for IDEA be developed. The Project Manager suggested contacting ESAN as a source of short-term technical assistance. In August it was agreed that Luis Carlos Rodriguez from ESAN would take this assignment. He conducted the on-site research for the Business Plan in September, and the Business Plan was due to be produced in October.

SYSTEMS DEVELOPMENT

A short-term technical assistant was recruited to audit the IDEA financial/accounting system, advise IDEA on the development of financial management strategies, and provide training for IDEA's Financial Director. The arrival of the consultant was scheduled for October 2.

RESOURCE AND BUSINESS SERVICES CENTER

Development of the Resource and Business Services Center will require short-term technical assistance, expected to begin in January. It is expected that the Center will offer audio, video, and library resources and the following types of services: market analysis, strategic planning, accounting, computer services, etc.

At the suggestion of the USAID Technical Officer, the Project Manager has been in contact with Mr. Antonio Palomino of IPAE, who has expressed interest in being considered for an upcoming assignment on the development of the Resource and Business Services Center.

TRAINING

It was determined at the clarification meeting of July 21 that the Chief of Party would concentrate on training.

Training of Trainers

In addition to the integration sessions for the staff of IDEA, the Chief of Party provided on-the-job training for the staff in procurement of audio-visual equipment. He developed a Training of Trainers course and presented it to IDEA's staff and instructor trainees in La Paz and Cochabamba. He has observed courses being taught by IDEA instructors in La Paz and has provided post-course counseling to the instructors. The courses which he has observed include Team Work, Basic Accounting, Basic Knowledge of Administrative Skills, and Basic Skills for Clerical and Administrative Personnel.

Development of Courses

The Chief of Party has assisted in selecting course content for the following courses:

- Team Work
- Basic Accounting
- Basic Skills for Clerical and Administrative Personnel
- Effective Time Management
- The Management Function: A Profession or Just Another Job?
- The Board of Director's Role.

He has assisted in the development of course materials by editing, translating, and proofreading and by providing technical support for the production of audio-visual materials.

Presentation of Courses

A list of the courses presented to date by the Chief of Party can be found in Appendix A.

Training Administration

The Chief of Party assisted the staff of IDEA with the following training issues: establishment of a course pricing structure, scheduling of courses, marketing of courses, and evaluation. He developed a model questionnaire for course and instructor evaluation.

Needs Assessment

The Chief of Party has developed a model questionnaire for a needs assessment survey, proposed an action plan, and presented to IDEA a complete "how to execute" strategy for the implementation of a survey on a nationwide basis. Training needs of small business will be assessed in November by the short-term consultant who will subsequently produce management training modules for small business.

PROVISION OF TRAINING MATERIALS BY IRD

IRD is providing to IDEA training materials which we can acquire internally and from other organizations without charge. Many materials, especially manuals, have been developed by Westinghouse; some of these have been translated into Spanish. A list of the Westinghouse materials in Spanish provided to IDEA to date is found in Appendix B.

Shortly after contract award, it became apparent that IDEA expected IRD immediately to supply many training materials in Spanish. As IRD has no allocation in the budget for training materials, we began searching for non-commercial sources of training materials. The Small Business Administration provided us many manuals, which we forwarded to IDEA. IRD also began supplying to IDEA Westinghouse training materials in English. We contacted productivity centers and other organizations. Many organizations did not respond; the responses which we did receive consisted mainly of descriptions of services provided rather than offers of training materials. Contact information for these organizations was forwarded to IDEA. We were able to locate catalogues of materials available for purchase. See Appendices B - F for lists of materials supplied by IRD to IDEA or successful contacts made with organizations.

OTHER ACTIVITIES

In April 1986 the Project Manager assisted the Academic Director of IDEA to visit several of these organizations. Since contract award, Florida International University has withdrawn from the project. Several of their faculty members have provided their CVs for consideration for short-term assignments.

III. PROJECTED ACTIVITIES FOR OCTOBER 1, 1986 - DECEMBER 31, 1986

PROJECT MANAGEMENT

Meetings between IDEA, USAID, and IRD will be held in La Paz in mid-November to assess project progress to date, develop coordinating strategies, and address issues.

SHORT-TERM TECHNICAL ASSISTANCE

Three short-term technical assistants will be supplied by IRD between October 1 and December 31. Luis Carlos Rodriguez will submit his Business Plan in October and may return to La Paz for follow-up work. George Garcelon will provide technical assistance on Financial Management in October. In November Tonia Papke will conduct a training needs assessment for small business and begin preparing a management training program to address those needs. She will schedule a follow-up trip to La Paz, probably for January. It is expected that needs for short-term technical assistance for at least early 1987 will be identified.

INAUGURATION

The Chief of Party will participate in the November inauguration in Sucre as a speaker on Human Resource issues.

NEEDS ASSESSMENT (SAMPLE OF TARGET GROUPS)

The Chief of Party will participate in field work to be conducted by interviewers hired by IDEA.

TRAINING

The Chief of Party will:

- Present the Training of Trainers program in La Paz, Sucre and Santa Cruz.
- Present "The Board of Directors' Role" as a full-day seminar.
- Prepare the course content and support materials for "Management and Sales Communication: the Ultimate Challenge."
- Produce the Additional Guide for the Development of Management by Objectives and Results System.

- Assist in the preparation of materials for "Effective Time Management."
- Assist with the production of a slide presentation on Accounting.

IV. ISSUES AND RECOMMENDATIONS

1. There continues to be a lack of consensus on what IDEA is going to become. The project paper clearly envisions IDEA as a provider of short-term, pragmatic management training and a provider of limited business services to local private sector concerns. It has been suggested that IDEA concentrate on becoming a degree-granting institution, while other suggestions involve myriad gradations in between these two extremes.

Until consensus is reached among all actors in this project -- including the IDEA Board of Directors, IDEA staff, USAID, and IRD -- the project is likely to flounder. We believe that it is imperative that the November meetings of these groups concentrate on reaching this consensus. As a minimum, agreement should be reached on the following items:

- A clear statement of the mission of IDEA
- A clear statement of institutional goals
- A clear statement of specific, concrete, objectives with specific indicators or measures identified for determining whether and to what extent the objectives are met.

Based upon these objectives, both the Work Plan and the Business Plan should be revised to focus specifically on how these objectives are to be met. The plans must:

- Develop a logical sequence of activities to be conducted.
- Identify resources which can be used for the project.
- Make specific assignments of responsibility.
- Assign specific timelines in which activities are to be accomplished with interim check points to assess progress, identify problems, and make corrections as needed.
- Determine the technical areas in which short-term consultants are needed. Develop clear scopes of work for short-term consultants and specifications for the courses they are to teach.

Many admirable and highly ambitious hopes have been expressed for what IDEA should become. Nevertheless, the resources available to IDEA are limited. The planning process described above must focus on what can be achieved within the resources available and, as necessary, on how additional resources can be obtained.

IDEA needs to consider whether it might be wiser to concentrate on institution-building as its first priority rather than on offering courses. IDEA should continue to offer courses in order to sustain expectations which have already been created, but it is crucial that IDEA develop an organized and effective framework under which training and business services can be offered.

Given the great number of tasks which need to be accomplished, IRD recommends that IDEA consider the advantages of having two long-term technical assistants in-country. One would concentrate on developing IDEA's capability to operate efficiently as a business, and the other would concentrate on training issues.

2. As periodic market assessments need to be made, IDEA should develop a market analysis system. A thorough needs assessment of the potential IDEA market should be initiated as soon as possible, and the IDEA staff should be trained in conducting future needs assessments.
3. Organizational linkages

When the IRD proposal was being written, IRD secured from our collaborating organizations declarations of willingness to participate in the project, and their letters were included in the proposal. At the time these expressions of cooperation were being solicited, it was explained by telephone that persons from these organizations would provide consulting services as individuals, because it was our understanding that the project would not have sufficient funds to support subcontracts.

It was IRD's intent to raise the issue during negotiations of the technical scope of work of whether formal, subcontractual relationships with any of the organizations would be desirable and whether sufficient funding could be obtained to pay the associated costs. Unfortunately, no technical negotiations were ever held.

Two of the collaborating institutions (Florida International University and ESAN) specifically registered their desire for a subcontract in their letters of cooperation included in the proposal. After contract award, IRD reiterated its initial position that persons from the organizations would have to participate as individuals unless or until such time as the contract might be amended to include authority for subcontracts. Florida International University then withdrew as an institution, but we have received the CVs of several faculty members who would be available for consulting as individuals.

ESAN, on the other hand, insists that its faculty can only participate on an institutional basis, not as individuals. IRD has agreed to explore with USAID the feasibility of developing an IQC-type arrangement with ESAN and other institutions who in the future might agree to participate only as institutions. ESAN would rather have a clearly defined segment of the Scope of Work, but IRD believes that this would restrict the choice of consultants to too small a population. Lack of a subcontract of any type will probably result in lack of access to any of ESAN's faculty.

At the suggestion of the USAID Technical Officer, IRD has been in touch with the Director of Planning and Development of the Instituto Peruano de Administracion de Empresas (IPAE) as a source of short-term technical assistance. The Director has expressed that organization's willingness to assist IDEA. IPAE would prefer to have a subcontract, but it has not ruled out allowing its faculty (consisting of some 350 persons on a part-time basis) to work on an individual basis. They prefer to wait until discussions between IRD and USAID have been concluded before making a definitive decision.

APPENDIX A

COURSES TAUGHT FOR IDEA BY CHIEF-OF-PARTY

Training of Trainers

La Paz

July 21 - July 25

6 participants

IDEA staff and one Board member

15 hours; 2 hours/day

Training of Trainers

La Paz

July 28 - August 5

12 participants selected by IDEA

20 hours; 2 hours/day

Management Function

La Paz

July 28 - August 5

33 participants

20 hours; 2 hours/day

Training of Trainers

Cochabamba

August 25 - August 30

17 participants selected by IDEA

12 hours; 2 hours/day

Management Function

Cochabamba

August 24 - August 30

33 participants

15 hours; 3 hours/day

APPENDIX B

WESTINGHOUSE MATERIALS IN SPANISH PROVIDED TO IDEA

- Manual de Control de Recursos Informativos
- Secretarial Questionnaire - for analysis of tasks and time required
- Analisis de Valor
- Student exercises from a workshop on improving the quality of publications
- Guia de Referencia para la Evaluacion del Rendimiento Profesional
- Manual on Industrial Health and Safety - Las Actitudes no se Enseñan - Se Contagian
- Course - Introduccion a los Circulos de Calidad
- Guia del Programa de Calidad de Westinghouse
- Condiciones de Excelencia por Medio de la Calidad
- Plan de Direccion de Calidad
- Un Guia para Planeando un Programa de Calidad
- Estudio de la Influencia de las Estrategias de Mercado en los Beneficios de la Empresas
- Guia de Calidad para el Director General
- Guia para el Jefe del Programa de Calidad
- Guia de Calidad para el Jefe Administrativo
- Guia de Calidad para el Jefe Comercial
- Guia de Calidad para el Jefe de Asistencia al Cliente
- Guia de Calidad para el Jefe de Compras
- Guia de Calidad para el Jefe de Ingenieria
- Guia de Calidad para el Jefe de Fabricacion
- Lista de Comprobacion para Auditorias de Programas de Calidad

APPENDIX C

WESTINGHOUSE MATERIALS IN ENGLISH PROVIDED TO IDEA

- Trainers Manual for Training of Trainers Workshop
- Training of Trainers: For Developing Competency in Adult Learning
- Productivity Audit System
- Productivity Improvement Cycle Manual
- Financial Management
- Readings in Supervision
- Prescriptions for Productivity
- Assertiveness Training for Managers
- Top Management Seminar for Improving Productivity
- Group Dynamics and Team Building
- Basic Concepts of Quality control
- Work Simplification
- Problem Analysis Workshop

APPENDIX D

NON-WESTINGHOUSE MATERIALS IN SPANISH PROVIDED TO IDEA

- Circulos de Calidad en Operacion by Ralph Barra (book by former Westinghouse employee)
- From Accion Internacional at small charge: Programa de Apoyo a la Microempresa; Manual de Politica y Procedimiento de Credito
- From Small Business Administration:
 - El ABC de Tomar Dinero Prestado
 - Como Desarrollar Nuevas Cuentas
 - Checklist for Going into Business
 - Business Plan for Retailers
 - El Desarrollo de las Ventas Persona a Persona
 - Advertising Guidelines for Small Retail Firms
 - Public Relations for Small Business
 - Aprenda sobre su Mercado
 - Guia para Asesoramiento Gerencial
 - Apuntes sobre Consultoria
 - Business Plan for Small Service Firms
 - Manual para Mujeres

17

APPENDIX E

NON-WESTINGHOUSE MATERIALS IN ENGLISH PROVIDED TO IDEA

- Managing a Management Development Institute - ILO
- Suggestions for Developing a Business Plan - Maryland Business Assistance Center
- Business Plan for Small Service Firms - Small Business Administration
- The Small Business Resource Guide - AT&T

APPENDIX F

ORGANIZATIONS CONTACTED/MATERIALS COLLECTED BY IRD ON BEHALF OF IDEA

- CINTERFOR - Serie Bibliografica, Documentacion, Pequena y Mediana Empresa
- McGraw-Hill - catalogues - Computacion Informatica, Ciencias Economico-Administrativas, Colon, Republica de Panama
- Productivity Centers - worldwide directory
- Asociacion Panamena de Ejecutivos de Empresa
- American Management Association
- Cursos Dale Carnegie
- Editorial McGraw-Hill Latinoamericana, SA, Bogota
- European Association for National Productivity Centres
- McGraw-Hill, Del Mar, California - Directory of Foreign Offices, Materiales en Espanol
- Centro de Productividad de Monterrey, A.C.
- Instituto Nacional de Empleo, Madrid
- Centro Nacional de Tecnologia y Productividad Industrial, Montevideo, Uruguay
- Instituto Tecnico de Capacitacion y Productividad, Guatemala
- Fondo para la Investigacion y Mejoramiento de la Productividad, Caracas
- Ediciones Macchi, Buenos Aires