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The University of
New
Mexico



Office of International Technical Cooperation (OITEC)
Latin American Programs in Education (LAPE)

PDABD-540

FINAL REPORT
PROJECT IMPLEMENTATION
FOR
INFRASTRUCTURE AND REGIONAL
DEVELOPMENT (IRD)

LAPE/OITEC
THE UNIVERSITY OF NEW MEXICO
ALBUQUERQUE, NEW MEXICO
U.S.A.I.D. EL SALVADOR,
SAN SALVADOR

June 1989.

EXECUTIVE SUMMARY

Project Implementation Training for the Office of Infrastructure and Regional Development via contract between USAID (El Salvador) and LAPE/OITEC (The University of New Mexico) was designed to provide management training for 25 engineers from the El Salvador Ministry of Public Works, the Association of National Aqueducts and Services, The Electric Company of the Rio Lempa, the Ministry of Planning, and the Secretariat for External Financing.

The project was implemented in four phases and at four sites:

Phase I, August 15-26, 1988, Albuquerque, New Mexico;

Phase II, October 23-November 5, 1988, Antigua, Guatemala;

Phase III, January 16-28, 1989, San Salvador;

Phase IV, May 22-26, 1989, Tesoro Beach, El Salvador.

Training components included formal lecture presentations, inter- and intra-ministry small group activity, readings, simulations, site visits, personal interviews, and group project development. Participant reactions to the training as determined by evaluation processes were clearly positive.

Recommendations include initiating activity aimed at impact evaluation, follow-up activity, generating a multiplier effect, and designing procedures to enhance professional networking.

Introduction

This document is the final report on Project Implementation Training for the Office of Infrastructure and Regional Development (IRD; USAID Contract No. 519-0279-C-00-8400-00, El Salvador Mission and LAPE/OITEC, the University of New Mexico, USA). Briefly, the project was designed to enhance the management skills of twenty-five engineers and architects from the El Salvador Ministry of Public Works (MOP), the Association of Aqueducts and Sewers (ANDA), the Electric Company of the Río Lempa (CEL), the Ministry of Planning (MIPLAN), and the Secretariat for External Financing (SETEFE). (See Appendix A)

This report is organized as follows: Following this introduction each of the project's four phases will be described briefly. Schedules of activities germane to the respective phases will be included. Evaluation data will then be presented, and the report concludes with a set of conclusions and recommendations.

It is appropriate at this juncture to recognize the signal contribution of Mr. Tibor Nagy, Project Engineer, IRD, El Salvador AID Mission. Mr. Nagy developed the original idea for a course in management for infrastructure engineers. His experience as an engineer in developing countries, and his knowledge of and belief in sound management principles for the public sector were directly

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responsible for much of the project's success. His suggestions for topics and content, including the use of the classic Charlie Chaplin film, "Modern Times", were valued contributions to the project design.

We also recognize the contributions of the three FSN (Foreign Service Nationals) engineers from the IRD office-- Ernesto Girón, Leopoldo Reyes, and Javier Houdelet. These gentlemen served as observers throughout the project, attended class sessions, participated as appropriate, and helped resolve logistic and communications problems as they occurred. Their formative evaluations of materials and activities proved invaluable in the design of subsequent project phases.

Finally, we note that for report readability purposes, the bulk of the detail on the project has been collected in the four volumes of appendices. Only brief references to that material appear in the text of this report.

Phase I: August 15-26, 1988

Phase I of Project Implementation Training for the Office of Infrastructure and Regional Development (IRD) was held at the University of New Mexico in Albuquerque, New Mexico. The focus of this intensive, two week phase was enhancement of management skills in the area of infrastructure development. Seminar classes for the twenty-five participants were conducted from 8:30 a.m. until 12:00

noon. Field visits were scheduled from 1:30 p.m. to 5:00 p.m. (Schedule A).

Dr. Bruce Perlman, Associate Professor, the Division of Public Administration, UNM, developed the overall seminar curriculum. Seminar presentations were made by various UNM faculty, including Dr. Perlman, and practicing administrators from municipal and state government agencies. One special presentation was on working within USAID guidelines and regulations (Appendix B).

Readings were assigned daily to better prepare the seminar participants for classroom lectures (Appendix C). In one presentation the group used the Nominal Group Technique to identify significant management problems (Appendix D). The identification of such problems was crucial for the design of Phase II.

Site visits to infrastructure projects were a significant element in Phase I. Such visits were closely tied to the content of the morning lectures, and enabled the participants not only to view counterpart organizations but also to observe management in action. In brief, such visits served multiple professional agendas.

Opportunities were also provided during Phase I for participants to sample the cultural life of Albuquerque. Schedule B identifies the major group activities organized for this purpose.

SCHEDULE A

INFRAESTRUCTURA Y DESARROLLO REGIONAL

Del 15 al 19 de Agosto de 1988

HORARIO DE TRABAJO

	LUNES AGOSTO 15	MARTES AGOSTO 16	MIERCOLES AGOSTO 17	JUEVES AGOSTO 18	VIERNES AGOSTO 19
8:30 A.M.	Bienvenidos a UNM Gira de la Universidad	Funciona- miento de USAID	Delegación y el Aprove- chamiento del Tiempo	Administra- ción Finan- ciero de Proyectos	Desarrollo de Metas y Objetivos d Proyectos
	Gladis Maresma	Dr. Jon Facey	Dr. Bruce Perlman Mary Butler-Tórrez	Marshall Montaño	Sergio Miranda
12:00 M.D.					

A L M U E R Z O

1:30 P.M.	Introducción a la Admini- stración Moderna de Proyectos	Funciona- miento de GOES (Gobierno de El Salvador) Introduc- ción a MIPLAN Procedi- miento de Proyectos de MIPLAN	La Toma de Decisiones Participati- vas	Discusión sobre Administra- ción de Proyectos	Gira por el Departamento Estatal de Carreteras
	Dr. Bruce Perlman Mary Butler-Tórrez	Raquel Aguilar	Dr. Bruce Perlman Mary Butler-Tórrez	Norman Falk Gene Moser	
5:00 P.M.					

	LUNES AGOSTO 22	MARTES AGOSTO 23	MIERCOLES AGOSTO 24	JUEVES AGOSTO 25	VIERNES AGOSTO 26
8:30 A.M.	Administración de Infraestructura	Supervisión de Empleados	La Resolución de Problemas en Grupos	Administración de Conflictos	Reuniones Efectivas
	Sergio Miranda	Jorge Lane	Dr. Bruce Perlman Mary Butler-Tórrez	Dr. Bruce Perlman Mary Butler-Tórrez	Dr. Bruce Perlman Mary Butler-Tórrez
12:00 P.M.					

A L M U E R Z O

1:30 P.M.	Programas Computacionales en Administración de Proyectos Universidad de Nuevo México	Gira por la Compañía de Servicios Público	Gira por Obras Públicas del Municipio de Albuquerque	Gira por la Planta para Sanitarización de Aguas Servidas. Municipio de Albuquerque	Ceremonia de Clausura
	Bill Siembieda	Eduardo Argüello	Phil Fisher Bob Hogreeve	Terry Tobel Dave Brosman	

SCHEDULE B

Infraestructura y Desarrollo

Regional

Actividades Iniciales y Especiales

Domingo, Agosto 14

8:30 a.m.-9:00 a.m.

Desayuno en el Hotel
White Winrock

10:00 a.m.

Salida del hotel
Recorrido por la ciudad
y sus alrededores

12:00 p.m.

Almuerzo

1:00 p.m.

Visita al Museo de Historia
de la Naturaleza
\$1.50 cada uno

5:00 p.m.

Regreso al Hotel

Miercoles, Agosto 17

7:00 p.m.

Gira a la Plaza Vieja y
Cena en la Placita

Viernes, Agosto 19

6:00 p.m.

Gira a Santa Fe

Sabado, Agosto 20

10:00 a.m.-2:00 p.m.

Compras en Coronado
Shopping Center

3:00 p.m.-6:30 p.m.

Gira al Parque Zoologico

Domingo, Agosto 21

12:30 p.m.-4:00 p.m.

Juego de beisbol
Albuquerque Dukes Baseball.
Albuquerque Dukes vs.
Colorado Springs

Miercoles, Agosto 24

6:00 p.m.

Gira al "Tramway"
Teleferico y Cena.

Phase II: October 23 to November 5, 1988

The setting for Phase II of the IRD project was Antigua, Guatemala. The site was selected for a number of reasons: (1) its proximity to El Salvador; (2) it removed participants from the press of their daily work environment and thus provided an interruption-free setting moderately risk-free; (3) it was more cost effective than a return to the United States; and (4) housing participants together in the Hotel Antigua throughout the duration of Phase II created a social climate which complemented the inter-institutional focus of Phase II.

Staffing for Phase II included Dr. Bruce Perlman (Project Director), Ms. Mary Torrez (Public Administration Specialist, Albuquerque), Dr. Abel Mc Bride (Community Relations Specialist, San Salvador Office, UNM, LAPE/OITEC) and various ministry personnel from El Salvador who dealt primarily with the financial aspects of infrastructure development.

Seminars were scheduled daily (Schedule C) from 8:00 a.m. to 6:00 p.m.; however, participants' working days extended well into the evening. In addition to the academic input provided, participants were required to prepare their own Project Plans the second week utilizing the information provided during the first week. Four groups were formed with participants from each of the ministries represented, thus forming inter-institutional work groups (Appendix F). This aspect of the training was crucial in improving understanding among different governmental entities. Through

SCHEDULE C

SEMINARIO UNM/IRD
SEGUNDA ETAPA-ANTIGUA, GUATEMALA
Octubre 23, 1988-Noviembre 5, 1988

<u>Fecha y Hora</u>	<u>Actividad</u>	<u>Responsable</u>
Domingo 23/10/88		
8:00 A.M.	Salida de San Salvador a Antigua, Guatemala.	
	Almuerzo en el Restaurante del Hotel Antigua	
Lunes 24/10/88		
8:30 A.M.	Panorama General II ETAPA SEMINARIO UNM/IRD Programa de actividades	Dr. Bruce Perlman Director Asociado, LAPE-OITEC y Coordinador de Seminario
9:30 A.M.	Conferencia Planificación de Proyectos (Marco Basico del Plan de Gobierno; Politicas Grales y Objetivos Macro; Recursos; Sectores Prioritarios; Estrategias	
12:30 P.M.	Almuerzo	
2:00 P.M.	Conferencia Evaluación de Proyectos (Revision Marco Operativo, Evaluación dependiendo el Tipo de Sector; Economico, Social, Politico	
5:00 P.M.	Discusión sobre el tema	
5:45 P.M.	Finalización de actividades	
Martes 25/10/88		
8:30 A.M.	Conferencia Política organizacional Clase de Objetivos y Metas Diseñar Equipos de Trabajo	Dr. Abel McBride Asesor Tecnico UNM/El Salvador

que respondan a los
objetivos. Recursos
Profesionales y Materiales.
Grupos de Poder en cada
Organización.

11:45 A.M. Discusión sobre el tema

12:30 P.M. Almuerzo

2:00 P.M. **Administración de Personal** Dr. Bruce Perlman
Como conducir personas Director Asociado
hacia los objetivos de LAPE-OITEC
institución

5:00 P.M. Discusión del tema

5:45 P.M. Finalización de Actividades

Miércoles
26/10/88

8:30 A.M. Conferencia Dr. Abel McBride
Desarrollo de Comunidades Técnico Asesor
El Desarrollo Integral de UNM/El Salvador
las Comunidades, integrando
y coordinando personas e
instituciones de la comunidad,
para su progreso.

11:45 A.M. Discusión del tema

12:30 P.M. Almuerzo

2:00 P.M. Conferencia Dr. Bruce Perlman
Impacto Económico Director Asociado
(El grado o Aporte de LAPE/OITEC
Beneficio, Avance
Económico; Volumen de
la Inversión y su
Ejecución. Evaluación
de la relación Costo-
Beneficio. Indicadores
Económicos)

5:00 P.M. Discusión sobre el tema

5:45 P.M. Finalización de actividades

6:30 P.M. Cena en un restaurante de Guatemala

Jueves
27/10/88

- 8:30 A.M. Lineamientos sobre el trabajo práctico-Elaboración del Plan Estratégico "CHALATENANGO '88 II ETAPA" (Elaboración de Plan Global) Dr. Bruce Perlman
Lic. Mary Torrez
- Lineamientos sobre elaboración de Planes de Acción de cada una de las instituciones: CEL, ANDA, MOP SETEFE en relación al Plan Global Estratégico CHALATENANGO '88, II ETAPA Dr. Bruce Perlman
Lic. Mary Torrez
- 12:30 P.M. Almuerzo .
- 2:00 P.M. Organización grupos de trabajo para los proyectos descritos. Determinación de líderes de grupo por día, secretarios, y el moderador de todas las actividades. Dr. Bruce Perlman
Lic. Mary Torrez
- 5:45 P.M. Finalización de actividades

Viernes
28/10/88

- 8:30 A.M. Trabajo en equipo
Supervisión del trabajo
- 12:30 P.M. Almuerzo
- 2:00 P.M. Conferencia Lic. Stanley
Como presentar proyectos Herrera
Seguridad en su Viabilidad Sub-Director
Demostrar Factibilidad SETEFE
Económica en Función de sus
Resultados. Orientación
Correcta con Políticas del
Sector a Atender. Poder
en Convencimiento en Base a
Calidad.
- 5:00 P.M. Discusión del tema
- 5:45 P.M. Finalización actividades

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Sábado
29/10/88

8:30 A.M. Conferencia Lic.
Negociación y Stanley Herrera
Contratación a Alto Sub-Director
(Definición de políticas SETEFE
Gubernamentales; Orientación e la Negociación y
Contratación de Cooperación
Financiera Externa)

12:00 P.M. Almuerzo

2:30 P.M. Gira por la Ciudad de Antigua

5:30 P.M. Regreso al Hotel

Domingo
30/10/88

10:00 A.M. Gira Turística a Panajachel
Almuerzo en Hotel Antigua,
en Panajachel

4:00 P.M. Regreso al Hotel

Lunes
31/10/88

8:30 A.M. Presentación del Plan El grupo en total
Estratégico CHALATENANGO
'88 II ETAPA.
(simulacro de presentación
por el grupo a altas autoridades
gubernamentales-experimentaran
cómo presentar y negociar un
proyecto)

12:30 P.M. Almuerzo

2:00 P.M. Conferencia Lic. Jose Mauro
Control Presupuestario Iraheta
(Seguimiento de mecanismos Jefe División
legales-tecnicos-admini- Financiera SETEFE
strativos preestablecidos
para manejo de fondos. Casos
especificos: MOP, ANDA,
CEL)

5:30 P.M. Finalización actividades diarias.

Martes
1/11/88

- 8:30 A.M. Continuación
Control Presupuestario
(Seguimiento de mecanismos
legales-técnicos-admini-
strativos preestablecidos
para manejo de fondos.
Casos específicos: MOP,
ANDA, CEL) Lic. Jose Mauro
Iraheta
Jefe División
Financiera
SETEFE
- 11:30 A.M. Discusión del tema
- 12:30 P.M. Almuerzo
- 2:00 P.M. **Trabajo en Equipo**
(los participantes por
SETEFE trabajaran con el
grupo de MOP) Se supervisara
el trabajo. Dr. Bruce Perlman
Lic. Mary Torrez
- 5:30 P.M. Finalización actividades diarias.

Miércoles
2/11/88

- 8:30 A.M. **Asistencia al Trabajo en
Equipo** (los participantes
por SETEFE trabajaran con
el grupo de ANDA). Se
supervisara el trabajo Dr. Bruce Perlman
Lic. Mary Torrez
- 12:30 P.M. Almuerzo
- 2:00 P.M. **Asistencia al Trabajo en
Equipo** (los participantes
por SETEFE trabajaran con
el grupo de CEL) Se
supervisara el trabajo Dr. Bruce Perlman
Lic. Mary Torrez
- 5:45 P.M. Finalización actividades diarias.
- 7:00 P.M. Cena en un restaurante de Guatemala

Jueves
3/11/88

- 8:30 A.M. **Finalización de elaboración de
los documentos.** (todos los grupos
deberán terminar la redacción de
los Planes de Acción)

- 12:30 P.M. Almuerzo
- 2:00 P.M. Gestión de Financiamiento y Contratación (simulacro), y Presentación de Plan de Acción correspondiente al Ministerio de Obras Publicas (MOP) ante el grupo en total. Se discutira y criticará la presentación y el documento elaborado. M.O.P.
- 5:45 P.M. Finalización de actividades

**Viernes
4/11/88**

- 8:00 A.M. Gestión de Financiamiento y Contratación (simulacro), y Presentación de Plan de Acción correspondiente a la Administración Nacional de Acueducios y Alcantarillados (ANDA) ante el Grupo en total. Se discutira y criticara la presentación y el documento elaborado. A.N.D.A.
- 12:00 M Almuerzo
- 1:30 P.M. Gestión de Financiamiento y Contratación (simulacro) y Presentación de Plan de Acción correspondiente a la Comisión Ejecutiva Hidroelectrica del Rio Lempa (CEL) ante el Grupo en total. Se discutira y criticara la presentación y la elaboración del documento. C.E.L.
- 5:15 P.M. Finalización de actividades del seminario
- 7:00 P.M. Clausura del seminario.

**Sábado
5/11/88**

- 11:00 A.M. Salida de Antigua, Guatemala, a San Salvador

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cooperation in preparation of the group's Project Plan, communication between participants from each ministry improved as did sensitivity to the problems and issues they uniquely and collectively faced.

Project Plans developed by each of the four groups were based on Plan Chalatenango "88", a document prepared by the Ministry of Planning of El Salvador. Plan Chalatenango "88" focused upon the restoration and revitalization of the Salvadoran government in the Department of Chalatenango. Cooperation among the five participating agencies in the IRD seminar was crucial to the successful implementation of the Plan since many of the proposed goals required improved delivery of such critical services as transportation, potable water and electrification.

As the groups wrote their Project Plans, daily meetings were held with the Seminar Director to review progress and give immediate feedback. At the end of the seminar, each group prepared a written document and made an oral presentation to the group which was subsequently analyzed and critiqued by the Seminar Director (Appendix G).

Phase III: January 9 to January 30, 1989

Phase III of the IRD Project was conducted in San Salvador, El Salvador. The majority of the activities were scheduled for the

Hotel Sheraton.

Programmatically, Phase III consisted of three elements-- seminars, site visits and individual interviews. All activities were directed by Dr. Perlman.

In the seminar portion of Phase III topics introduced in the earlier phases were elaborated and expanded upon (Schedule D). Seminars were typically conducted in the mid-afternoon. Procedurally, participants were organized into inter-institutional groups as in Phase II to discuss materials presented.

More critical to Phase III were the ministry site visits conducted by Dr. Perlman. Meetings were arranged at SETEFE, MOP, ANDA and CEL for the purpose of problem identification and diagnosis. More particularly, participants in the site meetings were asked to identify impediments and opportunities for the maintenance and improvement of inter-institutional cooperation. Data from these meetings provided the curriculum base for Phase IV.

The third element of Phase III was the personal interview. The focus of the interview was on assessing the demand and desirability of obtaining training in administration for ministry personnel. As from the site meetings, data from the interviews were utilized in organizing Phase IV.

Phase III, SAN SALVADOR, EL SALVADOR

Phase III of the IRD Training Seminar was held in San Salvador from January 16 through January 28, 1989. The majority of the activities were held at the Hotel Sheraton (see following Schedule C). However, unlike prior phases, this phase included site visits to the participant's work sites in order to hold small group meetings with the participants and observe their working environments.

Project Director, Bruce Perlman, presented workshop material to the entire group of the participants in the afternoons and conducted interviews in the morning.

SCHEDULE D

JANUARY

- 9 MONDAY
2:00 To 5:00 Initial Group Meeting of Seminar Participants
Goals and objectives
Discussion of activities
10. TUESDAY
8:30 to 11:30 Visit to Institutional Site.
SETEFE Personnel Office.
Discussion of management problems
Observation and discussion of site constraints
2:00 to 5:00 Seminar: Management-Communication
- 11 WEDNESDAY
8:30 to 11:30 Visit to Institutional Site. MOP
Personnel Office
2:00 to 5:00 Seminar: One Minute Manager at Work
- 12 THURSDAY
8:30 to 11:30 Visit to Institutional Site. CEL
Personnel Office
2:00 to 5:00 Seminar: Focus Group on Cooperation
13. FRIDAY
8:30 to 11:30 Visit to Institutional Site: ANDA
Personnel Office
2:00 to 5:00 Second Group Meeting
Review of completed and coming activities
Discussion of inter-institutional work group
- 16 MONDAY
8:30 to 11:30 Meeting with Inter-institutional Teams-- identification of opportunities in inter-institutional cooperation; identification of impediments to inter-institutional cooperation. Group I in SETEFE office
3:00 to 5:00 Individual Participant Appointments to SETEFE Personnel
Identification of specific employee and management problems and needs.

Identification of problems in and applying management practices suggested further study materials and training

(CEL) A. Aquino
(MOP) L. Duran
(CEL) A. Dreyfus
(MOP) E. Sanchez

17 TUESDAY

8:30 to 11:30

Meeting with Inter-institutional Team, Group II in MOP Office

3:00 to 5:00

Individual Participant Appointments to MOP Personnel

(CEL) I. Navarrete
(MOP) M. Amilcar
(MOP) M. Herrador
(MOP) M. Medrano
(MOP) J. Monroy

18 WEDNESDAY

8:30 to 11:30

Meeting with Inter-institutional Team, Group III in CEL Office

3:00 to 5:00

Individual Participant Appointments to CEL Personnel

(CEL) R. Funes
(MOP) G. Medina
(MOP) J. A. Ramos
(MOP) J. Aguirre
(MOP) R. Sisniega
(MOP) J. Cáceres

19 THURSDAY

8:30 to 11:30

Meeting with Inter-institutional Team, Group VI in ANDA Office

3:00 to 5:00

Individual Participant Appointments to ANDA Personnel

(CEL) G. Cruz
(MOP) A. De León
(MOP) R. Serpas
(ANDA) A. Calderón
(ANDA) D. Rodríguez
(ANDA) H. Ibarra

20 FRIDAY

8:30 to 12:00

Staff Review of Week Activities

2:00 to 4:00

Final Group Meeting: Final
Evaluation

4:00 to 6:00

Social

Phase IV: May 22-26, 1989

IRD Phase IV was conducted at Tesoro Beach, El Salvador. Prior formative evaluation data clearly indicated focusing the substantive content of the seminars upon management theory and practice and Phase IV was so organized.

As apparent from Schedule E, management topics dominated the agenda with issues of personnel motivation (see also Appendix I) and techniques for influencing peers, subordinates and superordinates occupying prominent places on the agenda.

Formal seminar presentations by Dr. Perlman were augmented with readings, simulation activities, and intra-ministry group activities. Group derived problem-based solutions were presented for critique and analysis. Dr. Perlman also responded to group findings and suggested options for consideration.

SCHEDULE E

PROGRAMA DE ACTIVIDADES
"ADMINISTRACION Y EJECUCION DE PROYECTOS"
IV ETAPA - HOTEL TESORO BEACH -
22 AL 26 DE MAYO
1989

<u>FECHA Y HORA</u>	<u>ACTIVIDAD</u>	<u>RESPONSABLE</u>
LUNES 22		
2:00 p.m.	Llegada de los participantes al Hotel para su registro.	
6:00 p.m.	Cena e Inauguración	
	Introducción al Seminario sobre aspectos Administrativos y logísticos.	
	Tópicos del Seminario Comentarios de Apertura	
	Tareas de la Noche	
MARTES 23		
8:30-9:00 a.m.	Repaso diario y Logística	
9:00-10:00 a.m.	Trabajo Gerencial	
10:00-10:15 a.m.	Descanso	
10:15-12:00 m	Ejercicio: Filosofía Gerencia	
12:00-1:30 p.m.	Almuerzo	
1:30-2:00 p.m.	Motivación y Estilo	
2:00-3:00 p.m.	Ejercicio: Parte I. Gerencia y Estilo Motivacional	
3:00-3:15 p.m.	Descanso	
3:15 - 5:00 p.m.	Ejercicio: Parte II. Gerencia y Estilo Motivacional	

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5:00-5:30 p.m.	Sumario y Tareas de la Noche
6:00 p.m.	Cena
MIERCOLES 24	
8:30-9:00 a.m.	Repaso Diario y Logistica
9:00-10:00 a.m.	Excelencia en Gerencia
10:00-10:15 a.m.	Descanso
10:15-12:00 m	Ejercicio: Valorización de la Capacidad
12:00-1:30 p.m.	Almuerzo
1:30-2:00 p.m.	Sumario
2:00-3:00 p.m.	Repaso de Principios Gerenciales
3:00-3:15 p.m.	Descanso
3:15-5:00 p.m.	Ejercicio: Memo
5:00-5:30 p.m.	Sumario y Tareas de la Noche
6:00 p.m.	Cena
7:30 p.m.	Película: Tiempos Modernos
JUEVES 25	
8:30-9:00 a.m.	Repaso Diario ;y Logistica
9:00-10:00 a.m.	Poder y Política en las Orgnaizaciones
10:00-10:15 a.m.	Descanso
10:15-12:00 m	Ejercicio: Dependencia
12:00-1:30 p.m.	Almuerzo
1:30 -2:00 p.m.	Poder Y Grupos
2:00-5:00 p.m.	Ejercicio: Laboratorio de Poder
5:00-5:30 p.m.	Sumario y Tareas de la Noche
6:00 p.m.	Cena

VIERNES 26

8:30-9:00 a.m.	Repaso Diario y Logística
9:00- 10:00 a.m.	Casos Escritos
10:00-11:30 a.m.	Ejercicio: Casos en Grupo
11:30-12:30 p.m.	Presentación de Casos
1:00 p.m.	Clausura - Almuerzo
3:00 p.m.	Regreso a San Salvador

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PARTICIPANT EVALUATIONS

An evaluation instrument was administered to the participants at the end of each phase (Appendix J). During the course of the project the evaluation questions were refined and thus the evaluation instrument was modified from phase to phase. However, a set of five core questions was asked after each phase. The questions were scored using a scale from one to five.

The five core questions were:

- 1.) Do you agree that the quality and effectiveness of the program was excellent?
- 2.) Was the information imparted in the seminar relevant?
- 3.) Was the interaction among participants favorable during the training?
- 4.) Were the goals and objectives of the program clearly presented?
- 5.) Were the goals and objectives of the program realized?

Table I and II provide mean scores for the core questions from Phase I through Phase IV.

As illustrated in the tables, the participants indicated that the quality and effectiveness of the program improved with each phase. Responses to the second question, which dealt specifically with the relevancy of information,

Evaluation Mean Scores

Project Phases

	Phase I	Phase II	Phase III	Phase IV
Q5	3.7	4.3	4.4	4.6
Q4	3.8	4.5	4.2	4.5
Q3	4.4	4.8	4.5	4.8
Q2	4.0	4.7	4.1	4.8
Q1	3.6	4.5	4.2	4.5

Table I. Mean Scores on "Core Questions" for All Phases.

Evaluation Mean Scores

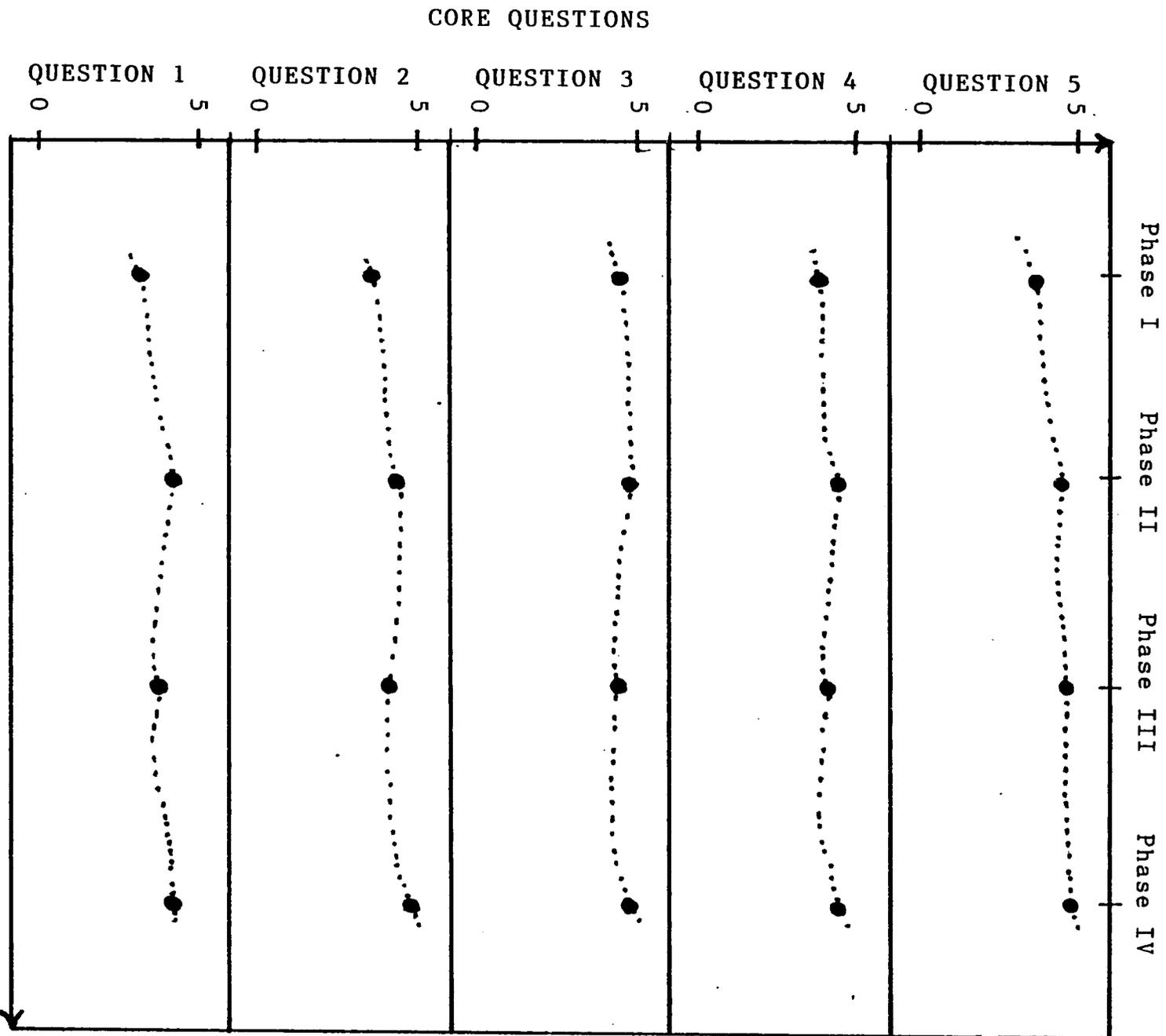


Table II. Variation in Mean Scores on "Core Questions" Over Time

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improved significantly from Phase II to Phase IV. In response to question three, the evaluation shows that interaction among participants improved after working together in groups during Phases II and IV.

Responses to all five questions indicate the same scoring tendency, that is, scores were highest for phases II and IV. There may be a relationship between the clarity of the goals and objectives for each phase and favorable responses on the questions.

In addition to the five questions discussed above, the evaluation asked the participants to respond to two open ended questions: 1.) What unanticipated benefit did you gain from the seminar? 2.) Do you have any comments about any aspect of the seminar? Sample responses to the first included:

Excellent interaction between participants and speakers.

. . .

Self Analysis was extremely helpful.

. . .

Dynamic topics well developed.

. . .

Dynamic of development was excellent.

. . .

It made me a better manager.



Comparable responses to the second open ended questions included:

The seminar was excellent, an impressive success.

Dynamic, outstanding group work.

Group exercises were very helpful

Presentations made by presenters were excellent

Readings and exercises were innovative.

Overall, the consistently most favorable evaluation data focused upon the seminar's group dynamics, particularly in Phases II and IV. Without exception, every comment about group interaction was positive. Many indicated that previously they had not worked well in groups and they felt that the simulation exercises to improve management skills were extremely useful. Specifically, the group exercises allowed them to gain a new perspective about problems that managers confront at each level.

Conclusions and Recommendations

A number of conclusions can be drawn from the IRD experience. We list several of the more salient and a corresponding set of recommendations.

Conclusion No. 1

First, and at the macro level, the IRD project demonstrated that when multi-national and multi-agency resources are brought to bear on significant organizational problems productive outcomes can be forthcoming. In the present case the government of El Salvador through its various ministries, USAID, and LAPE/OITEC combined their human and material resources in a common effort. As the evaluation data presented in the preceding section of this report, those efforts were richly rewarded.

Conclusion No. 2

What became more manifest at the conclusion of the project than at the beginning was the enormous need to complement the extant professional/technical skills of ministry engineers with upgraded administrative capabilities. Project participants grew to appreciate this condition increasingly over the course of the project.

Conclusion No. 3

Project IRD did substantially enhance the administrative knowledge base of the participants. They themselves become a rich ministerial resource as in the sharing of their knowledge a multiplier effect is

achieved. Moreover the corpus of project artifacts which remain --readings, diagnostic instruments, and manuals-- constitute a library of management materials.

Conclusion No. 4

A professional network has been formed. Participants organized themselves into a loosely coupled group subsequent to the project. Moreover, the group has met several times since the close of Phase IV. As has occurred with similar groups, the professional networks which emerged may be in the long run the most significant outcome of the project and augurs well for enhanced inter-institutional and inter-agency cooperation.

In part based on the above the following recommendations are offered:

Recommendation No. 1

In future programming deliberately seek and create conditions and opportunities for network building. "Temporary systems" theory provides guidelines for accomplishing this goal. Moreover, programming longer stays in a single site removed from the immediate work environment in order to enhance the development of relationships should be considered.

Recommendation No. 2

Deliberately search for ways to maximize the multiplier potential of participant expertness. Organizing small scale intra-ministry

management training programs with project participants in instructional roles is one mechanism for accomplishing this end.

Recommendation No. 3

Shorten the period of time between project phases. The five month hiatus between Phases III and IV was dysfunctional as staff and participants alike had to expend scarce resource in re-establishing patterns of relationship and thought.

Recommendation No. 4

More time should be spent on site prior to participant training. Institutional and work-site data is essential for sound seminar design and materials preparation.

Recommendation No. 5

Designs for long term project evaluation should be initiated. Ideally, such impact evaluation should be part of the scope-of-work of the RFP.

Recommendation No. 6

Planning for project follow-up activities should be initiated. Neither the project's momentum nor its investment should be lost due to the lack of follow-up.

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