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MODERN MANAGEMENT SERVING HAITIAN AGRICULTURE

A Management Development Seminar for Senior Officials  
of the Department of Agriculture, Natural Resources,  
and Rural Development, of the Republic of Haiti,

held at Ouanga Bay, Haiti,  
January 4 through 12, 1978.

FINAL REPORT

Submitted to the United States Agency for International Development in fulfillment of Contract No. ATD/1a-C-1248, dated December 8, 1978. This report includes a summary of the program, a program development narrative, evaluations by participants, conclusions and recommendations by IMDI to the Department of Agriculture and to AID, as well as several annexed lists, schedules, and sample documents.

For the International Management  
Development Institute:

Wimfred Armatary

I.M.D.I.

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## MODERN MANAGEMENT SERVING HAITIAN AGRICULTURE

### I. SUMMARY

From January 4 through January 12, 1978, the International Management Development Institute (IMDI) conducted a residential seminar at Ouanga Bay on the central coast of the Republic of Haiti. The program aimed at encouraging the realization of modern managerial methodology in the work of senior officials of Haiti's Department of Agriculture, Natural Resources and Rural Development (DARNDR) and related national agencies working in agricultural development. It was conceived by DARNDR, IMDI and the United States Aid Mission (USAID) at Port-au-Prince as an initial step in the process of strengthening the capacity of Haitian organizations to implement large-scale integrated development projects. IMDI was responsible for the design, conduct, and evaluation of the seminar, AID for reimbursement of program expenses to IMDI on a fixed price basis and DARNDR for local expenses and other administrative services.

The problems and objectives were well set out by Haitian officials and participants in discussions prior to the program. The resulting seminar syllabus dealt with the management decision process; planning and mastery of organized change; issues of centralization and delegation; financial and personnel control; and project development and analysis. Instruction proceeded largely through case analysis dealing with both organizational problems and agricultural project situations (including two Haitian cases developed on the spot), and alternated small group deliberation, plenary group discussion, individual reading assignments, and less formal evening activity. All instruction materials were in French.

The seminar was seen by all as a starter--a first of many steps required to build individual perspectives and skills into effective institutional delivery. Further training to these ends was expected to be initiated both by DARNDR and, on a wider basis, by CONADEP and the Administrative Commission.

The participants designated by DARNDR's Minister are agents in a changing situation: Motivation was high and participation active. Numerous technically trained younger officers have recently been absorbed into DARNDR's highly centralized apparatus, joining an experienced but often frustrated generation of agronomists and administrators also seeking avenues of productive change. These combinations of experience and youth, plus improvements in education and technical training, the repatriation of qualified Haitians from overseas, the accession of a new Minister dedicated to the pragmatics of the job, the relatively good fortunes of recent harvests, and the availability of substantial resources from international assistance -- all helped deliver an impetus for linking national development strategy to personal and organizational efficacy. The January seminar participants found themselves before an unusual opportunity where training in managerial methods might have immediate applicability, beyond the conventional norms of "upgrading."

As the first undertaking of its kind in Haiti, the seminar was regarded as having made a timely initial contribution to the new animus in agricultural development. Six months after completion of the seminar, while determination of subsequent training stages remains as yet inconclusive, participants report improved personal performance characterized by better definition of objectives, strengthened planning, and increased delegation of responsibility in their immediate sphere of authority. They have demonstrated a heightened awareness in some agencies. They express satisfaction in their own enhanced abilities,

but these now also cause greater frustration as objectives they perceive they could attain are blocked or slowed, in their view, by others who do not share these perceptions. Asked to resolve apparent contradictions between their high evaluations of the seminar per se and lower estimates of its impact on organizations, seminar alumni stressed their personal improvement as managers, notwithstanding overt frustrations at the inability of an isolated program to influence the Haitian development process systematically. Without sustained reinforcement, the benefits of good training tended to remain confined within their immediate offices, and only limitedly permeated critical organizational or project environments. Participants urge further training for their colleagues, subordinates and field service staff and some have undertaken this within their own domain of responsibility. Many urged both that an office(r) within DARNDR be delegated to assure continuity and expansion of training, and that DARNDR, CONADEP and the Administrative Commission enhance their communication such that long-term strategy does not stifle current initiatives to improve management skills.

In short, the evaluation of both IMDI and the seminar participants converge on the observations that the program enhanced the skills and scope of its participants, but that a "critical mass" of trained personnel are required to build individual skills into effective institutional delivery. The Ouanga Bay program seems to have satisfied expectations for the initiation of a process which participants in the IMDI program urge be continued. A fuller description and discussion of the program, its effects, the participants' follow-up and recommendations follow.

MODERN MANAGEMENT SERVING HAITIAN AGRICULTURE

II. THE FIRST STEPS

A. Preparation

In late October 1977, pursuant to discussions between AID and IMDI representatives, AID authorized an exploratory visit to Port-au-Prince by IMDI's President. Following an intensive round of discussions that included the Secretary of State for Agriculture, his principal subordinates, and officials of the Planning Council (CONADEP), the Administrative Reform Commission, and the local USAID, IMDI was asked to organize an eight-day residential management development seminar to be held early in January 1978 at a site removed from the capital city for the benefit of key senior officials of the Department and several related agencies. IMDI's Board of Trustees approved the project and contract negotiations were concluded in Washington on December 8, 1977.

By agreement with AID and DARNDR, one of the two instructors and the project manager assigned by IMDI briefly visited Port-au-Prince later in December to tailor the program and discuss arrangements for the seminar. They met with the Secretary of State, the AID Mission Director, pertinent program officers, and twenty of the 31 participants originally designated by the Minister to attend the seminar. Secretarial assistance, logistical and material support, scheduling and documentation issues were resolved with USAID and with DARNDR's Integrated Agricultural Development Project

(PDAI) officers. PDAI maintained contact with the participants, established logistical schedules, and projected DARNDR's arrangements for transportation, communications, accomodation of participants and trainers, office equipment, and reproduction of materials.

It was agreed that the seminar working day would extend from 8 to 11:30 a.m., from 2 to 5:30 p.m., and from 8 to 9:30 p.m., with appropriate coffee breaks, and varying as required by the day's activities. Full working days on Saturday and Sunday (January 7 and 8) were tentatively scheduled.

B. Defining the Problem

Preliminary to the seminar, the IMDI representatives talked with Haitian officials in DARNDR, CONADEP, and in several semi-autonomous organizations about their aspirations, objectives and problems. These conversations were remarkable for their candor and courtesy. Across the board, Haitians expressed determination to undertake a development effort of far greater scope and intensity than has been attempted in the past.

DARNDR (and other agencies) are absorbing and want to make productive use of resources from foreign donors (USAID and others) which far exceed those they have managed in recent years. Past experience has not equipped their staffs with the knowledge, attitudes or skills to manage these resources nor with an administrative apparatus to provide the services that will be required to cope with the results of the development they are expected to stimulate. They were also convinced that the obstacles can be overcome; the valuable services being rendered by Haitian specialists in

countries around the world are proof enough that Haitians can organize and manage development programs, if proof were needed.

The major and not mutually exclusive issues that came up explicitly or implicitly in conversations with Haitians for consideration in seminar planning were:

1. Managing relations between the Ministry, with its service divisions, and the semi-autonomous agencies that play vital roles in the overall agricultural system/structure.
2. How to manage--and use to strengthen the Ministry--vast new development projects that demand technical and managerial services the existing DARNDR cannot adequately provide, and that will deliver services needed long after the "end" of the projects from the viewpoint of their foreign donor-supporters.
3. How to determine, develop and manage the degree of decentralization appropriate to DARNDR's agricultural development objectives in an organization and an environment accustomed to a high degree of centralization. Delegation of responsibility/authority.
4. Effective structuring and management of operations that appear to call for (and have had an unsatisfactory form of) both functional organization (research, extension, conservation, etc.) and geographic organization (province, region) without excessive duplication of effort and facilities or loss of coordination at the local or central levels.
5. Development and effective use of personnel to attain organizational objectives. How to encourage or reward initiative and productive activity. Motivation.
6. How to bring an agronomics-oriented personnel to take into account appropriate social and economic factors in their planning and decision-making.
7. Promoting feedback from below, two-way flow of communications, and the integration of information from "below" in decisions made at higher levels.
8. Improving the process of defining and communicating objectives, clarifying tasks and training to achieve those objectives, and establishing accountability.
9. Improved organization of management time.

10. Teamwork within the Ministry and among related organizations.
11. The decision-making process.

C. Setting the Objectives

Objectives for the seminar were set up to tackle the problems defined. The seminar was seen by all as a starter--a first of many steps required to build the individual perspectives and skills into effective institutional delivery. Further training to these ends was expected to be initiated both by DARNDR and, on a wider basis, by CONADEP and the Administrative Commission.

IMDI training was designed to strengthen the way seminar participants did their work, and to introduce modifications that would--to a degree--be reflected by:

- a) increased precision in defining objectives, planning toward them, and control by results relating to them;
- b) expanded delegation of authority and of responsibility;
- c) improved control of change and of communications;
- d) enhanced coordination within and among agricultural agencies;
- e) heightened comprehension of economic and other non-agronomic factors impinging on agricultural development;
- f) appreciation of continuing management training needs for subordinate officials; and
- g) organizational structures better fitted to their strategies and environment (evident in the longer term).

It was recognized that participants might vary considerably in the areas and degrees to which changes would be integrated into their personal or institutional activity.

### III. THE SEMINAR

#### A. The Trainers

IMDI selected trainers with strong experience in organization and in agricultural management. The IMDI staff included Dr. Bernard Bienvenu and Mr. Bruno Ribon as trainers, Dr. Philip Allen as project manager, and Madame Fabienne Noustas as Secretary-Translator. (For background, please see Annex (E) ). All discussion and case materials were in French.

#### B. The Participants

Acting on ministerial authority after the first IMDI exploratory visit, DARNDR's Integrated Project (PDAl) officers compiled a roster of thirty designated participants from a dozen agencies at a reasonably homogenous rank. Vicissitudes of site location and scheduling trimmed the number to 25, with some slippage in rank, especially in agencies outside the Department proper. The ultimate list (see Annex B) included the Director General of DARNDR and three operating division directors, five major DARNDR project managers, the head of the affiliated Agricultural Credit Bureau and two principal lieutenants, a staff advisor to the Minister on administrative matters, three high-ranking technical service chiefs (irrigation, marketing, programming), and administrators representing autonomous agencies and the Ministry of Finance.

All participants were male. Otherwise, considerable heterogeneity extended to relative age, educational background, and longevity of service,

as well as hierarchical rank. Age averaged slightly under 46 years, ranging from 28 to 65 years. The youngest participant had also spent the shortest period of time at his post (six months), and six others had served for less than one year in their respective jobs at the time of the seminar. The oldest participant had the longest duration of service in his current position, 31 years. Average tenure in office equalled 4.6 years, with a majority of participants having less than three years tenure at their posts. Average longevity in the organization of employment was 14 years, with a range of six months (a senior DARNDR project manager) to 33 years. More than two-thirds can be described as occupying positions with "line" responsibility.

Thus the Ouanga Bay group demonstrated overall seniority, stability, and upward mobility within their organizations. High motivation could consequently be anticipated. The group was also well educated, most through national institutions, with at least one third in degree-granting programs at French or American universities. There were twelve graduate agronomists, seven graduates in economics and business, two in public administration, and two engineers. Six had taken post-graduate work in business, six in agricultural studies, four in law and political science, and two in public administration. Sixteen had attended in-service training seminars, workshops, major conferences, and similar programs prior to the January 1978 experience. Only five participants had served with government organizations outside their present employer, while four had previously been teachers, three international civil servants, and two private businessmen. Few had had specialized training in management

technology; yet only three or four appeared to be struggling to master basic concepts and subsequent materials throughout the seminar.

IMDI staff regarded the ranges of training experience and rank among the group as not unusual and no obstacle to establishing a constructive teaching environment. Several participants commented on diversity among the group as notable only after the seminar, noting it may have hindered full participation by some members in the larger meetings. Such diversity as existed did not appear to IMDI staff as a limitation to the training, or group participation, and indeed may have contributed to a reality in decision-making and communication which, in situ, often requires participation of persons with multiple levels of training and experience.

• C. The Location

During their late December visit, IMDI representatives surveyed the seminar site chosen by DARNDR at Ouanga Bay, near Montrouis approximately 50 miles from Port-au-Prince. This venue constituted a compromise between pedagogical purity which had previously dictated a far more remote situation at Cap Haitien and administrative expediency which favored a central site. Minister Berrouet decided on grounds of managerial prudence to locate the seminar outside, yet within summoning distance of, the capital. Proximity to Port-au-Prince subsequently proved more of an advantage than a handicap, for the discipline of participants and the isolation of the program remained substantially intact while quite a few spontaneous needs for documents, supplies and reproduction services could be satisfied by a fairly smoothworking DARNDR shuttle service.

The actual hotel site, with construction still to be completed at the time of the seminar, left something to be desired as a place of learning, despite considerable improvement before the close of the seminar. Electric current and water supplies arrived erratically, and lighting in classroom and private rooms proved inadequate for night work. Meals and service improved after the first days, thanks to direct intervention by DARNDR's coordinator, but synchronization with preordained teaching schedules was a challenge. Absence of office space at the establishment was corrected by the gracious willingness of the seminar secretaries (one assigned by the Ministry, the other engaged by IMDI) to use their shared double bedroom as a secretariat and store-house. We are also grateful to the PDAI and to USAID Port-au-Prince for several extraordinary services that helped fill the logistics-accommodations gap.

D. Materials and Methods

Program content was determined on the basis of the objectives and problem areas identified in consultation with Haitian officials during the pre-seminar visits of IMDI personnel. Topics included were:

Understanding the management process; introducing change; issues of centralization/decentralization; planning and control (including financial elements); decision-making (identifying the problem, setting objectives, identifying alternatives, analyzing alternatives, making a decision, communicating the decision, evaluating the results); project development and analysis; organizational objectives and structures; delegation related to organizational design; teamwork and factors related to personnel motivation and performance.

The syllabus and schedule are outlined in Annex A. One principal method used by the training team was the case study, in which participants individually or in small groups study a case, which was then further analyzed and discussed in the full class, with alternative responses explored for the appropriateness to the total situation. Background readings, cases, and other relevant materials were compiled in a large loose leaf notebook (and added to daily), given to each participant.

Small discussion groups were appointed to analyze situations or problems, recommend actions, or prepare plans which were then presented and critiqued in class. Each group elected a permanent reporter who also periodically concerted with his counterparts on a series of omnibus submissions to the plenary discussions. This reporting quartet approached its tasks with remarkable dedication, occasionally meeting well into the late evening on the preparation of consensus.

Participants in small groups prepared statements of DANIDA's objectives, and the job descriptions they subsequently drew up were to show how specific tasks work toward the fulfillment of overall objectives.

Readings and cases were drawn from several continents, and included public and private, agricultural and industrial sectors. IMDI has found this diversity a useful way of convincing managers that their basic problems are usually not unique to their country, or even to developing countries, but are problems confronted in many or most countries and sectors. (The appropriate solutions, on the other hand, are often found to be very different.)

The participants--many having helped define the problems and objectives of the seminar--embraced the cases and problems as germane and all participated actively in the small groups. Where concepts and materials were difficult to grasp or challengeable on the basis of personal experience, participants appeared ready to raise questions with trainers, in small groups, and often in "plenary."

Participants early expressed a perhaps exaggerated sense of Haiti's uniqueness. They recognized the universality of the problems presented, but tended to regard as relevant only what fell within their own experience and to insist on the inapplicability of "other people's solutions." To accommodate this concern for relevance, IMDI trainers directed individual assignments and small-group reporting into exercises in the practical application of representative international case material and prepared two Haitian cases, drawing on material contributed by participants.

As it emerged after eight rather rigorous days of case interpretation, consensus reporting, documentation and criticism, the seminar enabled its nucleus of managerial participants to apply theory to practice, universals to concretes. The residual doubts regarding program accomplishment concern rather the size of that nucleus, not the improvement of its constituents' scope and skills.

E. Discipline, Diligence, Distraction

Overall participation was sustained at a high level among virtually all seminar members. An example of diligence and enthusiasm was established at the outset by the senior official, the Director General of the Department

(thus DARNDR's highest ranking civil servant) who exerted unflinching constructive influence. The lone defector at midpoint had tried without success to find a replacement after realizing his unavoidable commitment to his institution's academic calendar; he, too, had participated most strongly until the moment of departure. An occasional summons drew individuals out of class or small group sessions, but the return was almost inevitably accompanied by expressions of regret and of eagerness to recuperate missed material. Shortcomings in hotel administration, including the pace of service, created difficulties for morale and punctuality, but had little influence on overall performance. Sessions usually extended beyond their scheduled conclusions. Only one participant proved distracted.

Early in the seminar, debates on theoretical issues inspired some participants to rhetorical pronouncements driving discussion to the verge of good-humored, even hilarious, chaos. With the cooperation of senior participants, expression of sheer opinion and ideological postures was limited to the relative intimacy of small-group debate. Modulated voices, rational diagnosis, and gentler persuasion soon began to replace stentorian dogmatics, although some subsequent discussion of dramatized cases reached decibel levels surpassing those of the usual classroom. The early categorical insistence on a particular way of interpreting complicated issues gave way to a more expansive and exploratory approach to problems of management and an orderly, critical examination of Haitian and other case material.

The seminar's evening sessions included reading, impromptu group meetings, and optional consultation sessions among participants and IMDI staff; most of the voluntary occasions were remarkably well attended. Management films by Peter Drucker were shown--unfortunately in English but with French translations of two scripts prepared by IMDI staff for study and retention by all participants.

Closing ceremonies on January 12 were conducted by Minister Berrouet, who had also presided over the seminar's opening eight days earlier. Despite the distance from town, representatives of several ministries and agencies of the Government, international organizations, USAID, the press and television attended the ceremonies and banquet at the Secretary of State's invitation. Diplomas were awarded the regular participants, accompanied by a generous donation of appropriate books by USIS. (See sample publicity in Annex D.)

Dr. Berrouet's address at these ceremonies stressed his Department's need for continuity in the aftermath of this successful first venture. He repeated the point several times in conversation, anticipating both an effort to retain the cohesion and spirit of the graduating class and to satisfy the need for additional programs addressed to their colleagues, subordinates, counterparts in other agencies, and field service staff. USAID Director Harrison's remarks underlined the universal demand to achieve an administrative system able to cope with its new challenges, and the IMDI representative assured the sympathetic interest of his Institute for additional fruitful service to the development of managerial efficacy

in Haiti. Three participant speakers praised the seminar for having transcended their highest expectations, expressing confidence that the lessons absorbed at Ouanga Bay would be constructively disseminated, and hope that a chain of such seminars could grow out of this initiative. Enthusiasm was running so high on the final day of the program that the Director General felt obliged to warn his comrades against expecting an infinity of miracles from this brief, bright exposure to managerial arts. He had occasion to recall that note of prudence six months later.

#### IV. EVALUATION

##### A. Methods

During the seminar, the flow of appreciation, inquiry, suggestion and criticism led to adjustments in curricula, in modest ways of emphasis or choice of example, and more directly through the development of the two Haitian cases incorporated into the teaching materials. Participant evaluation occurred at two formal stages: during the final morning of the seminar and in the sixth month following the program, when IMDI's representative conducted a contractually required evaluation visit to Port-au-Prince.

The instruments used for evaluation purposes (see Annex C) were:

- a) A two-page questionnaire filled out by each participant to evaluate the seminar itself and its probable relevance to his work.

By request of several participants, signature of the forms executed on January 12 remained optional. However, the eight

(of 24) anonymous returns reflect no significant discrepancy in ratings from those which were signed.

- b) Separate assessment forms for IMDI use of the effectiveness of the two instructors. These are summarized below.
- c) A second set of questionnaires, more terse in format and all signed by the respondents, preceded the IMDI evaluation visit of July 10 to 13, 1978. Relying on DARNDR's PDAI office to circulate and collect these forms, IMDI received responses from 16 participants. These were used as background for the personal interviews staged during that visit.
- d) The issues of whether and how the seminar had assisted participants to improve their own work and/or that of the organizations they served were explored more deeply in eighteen interviews conducted with former participants and colleagues (some of whom had not completed the second questionnaire) on July 10 - 13 in Port-au-Prince.

B. At the Scene

In the questionnaire completed by participants at the seminar, overall evaluation of the seminar received a perfect score of 6.0 on the unsigned instruments, obtaining 5.94 from the 16 participants who signed their forms. Cases and other learning materials were rated a composite of 5.3 by the anonymous, to 4.9 on the signed forms. Both groups gave better than 5.1 to the performance of the small groups, and favorable judgment to

the duration, work-load, and level of difficulty imposed on the seminar.

Most frequent commentary on the January 12 evaluation emphasized the impact on his work anticipated from the participant's experience, the pertinence of the cases, the value of project and case analysis techniques, the virtue of inter-organizational dialogue, the new ability to keep planning and decision factors in balance, and the urgency of comparable training for lower echelon colleagues and field staff. Negative judgments predominantly invoked the impediments of substandard living conditions and the diversity (unspecified) among participants.

Both instructors received consistent ratings of 4.5 or better (again out of a six-point maximum), one of the two scoring well over 5.0 on all categories of judgment; he was especially praised for helping participants improve their critical abilities in project conception, implementation, and finance. His colleague was strongly congratulated for his choice and presentation of case materials illustrating essential human and social relationships bearing on the performance of organizations.

C. Six Months Later

Participants were interviewed individually and in small groups where several had come from one agency or department. In addition, on the last day of the visit, DARNDR's Director General, as the senior participant, invited the DARNDR participants to meet as a group with the IMDI representative. Observations below are culled from both the questionnaire and the discussions.

Appreciations of the quality of the seminar itself remained high: averaging 5.0 on the scale of 6.0 for its utility in the work of the participants themselves and as relevant to the larger context of Haitian agricultural development. Seven of the sixteen respondents stated in July that their opinion of the seminar had in fact improved during the interim; only three claimed that it had declined.

Estimates of the seminar's influence on Haitian administrative efficacy outside their own offices proved considerably more sober after the lapse of six months: 10 of the 16 respondents regarded the experience as strongly influential on their own respective units, while six thought it moderately so. Nine (not entirely identical with the first group) believed the effects to be significantly important to internal relations within their respective agencies while six reported it only moderately so. Seven reported improved relations within other organizations in the development network, while nine said the effect had been only modest to insignificant.

Correlations of individual views with agency of employment, relative rank, age, and small-group assignment revealed no statistically significant patterns. Asked to resolve apparent contradictions between their high evaluations of the seminar per se and lower estimates of its impact on organizations, our interlocutors sought by and large to insist on their personal improvement as managers notwithstanding overt frustrations at the inability of an isolated program to influence the Haitian development process systematically. Beyond this, a note of impatience came to the

surface during the July interviews as participants commented on the absence of organized continuity, despite the Minister's own remonstrances. Without sustained reinforcement, the benefits of good training remained confined within their immediate offices, failing to permeate critical organizational or project environments. Several regretted the failure to create a mechanism at Ouanga Bay itself to assure continuity and expansion of the achievement. Nobody regarded the moment as too late for recuperation, however.

More specifically, the interviews supported the following conclusions:

1. The seminar represents a point of reference for improvement in individual performance and for strengthening immediately related organizational services. The testimony bespeaks enhanced powers of problem definition, sharper distinction between human, cultural, and mechanical factors, and better capacity to plan, if not to control, results. Also claimed were greater competence in judging appropriateness of delegation of responsibility and more efficient and better organized staff meetings. (This testimony may vindicate the unprecedented requirement imposed on reluctant participants at Ouanga Bay to compose complete job descriptions for their current positions.)
2. A small inter-agency fraternity has developed out of the Ouanga Bay experience despite the absence of formal machinery to mobilize it. The two dozen individuals immediately involved in the seminar are able to collaborate more freely and productively with one another across ministerial and even sociological lines. Yet the restricted scope of this nucleus evokes poignantly in their minds the desirability

of exposing everybody else in their professional networks to "our new common language," as one respondent put it. In the absence of this permeation, we cannot distinguish with any confidence between the substantive efficacy of new managerial technology on the one hand and the emotional acquisition of a shared school tie. In any case, one participant credited the seminar for the happy fact that "even X (a fellow participant) consults us now."

3. The seminar's inter-agency context--notwithstanding the putative handicap of disparities of rank or background among participants--opened access to more systematic project assessment, even though there seems no formalization of the process. The Minerals Institute representatives discovered, for example, that their program came into real conflict with agricultural development objectives at several points; as a result, INAREM urged DARNDR to join them in a national study of natural resource utilization. In another case, a project manager learned new, more critical ways of measuring costs (of irrigation, in this instance) against benefits of alternative development choices in a particularly arid region of the island; consensus did not result, however, as the project manager became encouraged to continue his prevailing strategy, whereas several other participants interpreted the insights as indicative of the project's fragility. Both examples illustrate the wisdom of seeking application from syllabus materials to the Haitian situation, although in our judgment the Haitian cases would not have succeeded without prior assimilation of classic international case management lessons in the early half of the seminar.

4. Several seminar participants have helped stimulate and enlighten further training ventures to upgrade staff in their own departments. For instance, the expanding Agricultural Credit Bureau network used its Ouanga Bay "graduates" as instructors in workshops for its field representatives.

One of IDAI's participants ran a course for junior managerial and senior clerical staff drawing on concepts and case material utilized at Ouanga Bay. The Coffee Development Institute is planning an in-house workshop using its alumnus as organizer. The Administrative Commission sponsored two brief after-hours administrative seminars for policy makers, also using two IMDI seminar alumni as instructors.

5. Virtually all respondents urged the immediate extension of seminar training to their associates, counterparts in other agencies, lower-echelon officials, and field service agents--essentially the same group as had been identified by the Minister in his early discussions with IMDI representatives and at his graduation address. Continuity had then been assumed, and the greatest frustration expressed by seminar participants was that while they had learned how to improve their own and their organization's performance, they were limited in the extent to which they could carry out what they knew when so many others, unexposed, continued in the traditional ways. Continuation of seminars was a passionate demand of all seminar alumni--not just to help others become more effective, but also to provide more scope for their own new experience to be utilized. Do others want the

training to improve their skills that the existing alumni want for them? We have no precise index, but if the number of people who stopped the IMDI representative in the hallways is any measure, there is an ambitious cadre which awaits.

6. How to get more seminars organized was the subject of a lively, complex (and unresolved) discussion among the DARNDR alumni in the meeting called by the Director General. Points asserted follow:

- \* Individual alumni could take initiatives--as some had done and more could do--but these were likely to be limited to the "services" directly under their authority. These were important, but could not reach far enough--and even these efforts would seem less effective if they were not seen by both organizers and participants as part of an ongoing effort to improve the organization and the individuals' contributions to it.
- \* The absence of a center of coordination for management development within the Department (and throughout the inter-agency network) was seen as a handicap to efforts to sustain and expand the January initiative. The discussion suggested there was no present office within DARNDR suitable to provide back-up or initiative, although the "sense of the meeting" supported such a function.
- \* Other initiatives affecting DARNDR personnel development plans were perceived by some (but not others) as distractions if not impediments to undertaking further training now: a) An Inter-

American expert is expected to design a new organization chart for DARNDR; b) The Department's new Personnel Chief has petitioned the Minister for a reorganization of her section, with implications for the entire Departmental personnel system; c) A Management Implementation Team, funded by AID, was expected shortly to initiate reforms within DARNDR toward improved salary structures, workload and space apportionment, field-headquarter jurisdictions and similar quandries; d) Foreign donor demands have burdened Departmental staff and directed budgets away from inter-ministerial personnel development.

\* Whether two agencies outside DARNDR--both of which enjoy mandates for interministerial administrative program improvement--could initiate or support inter and intra Ministry training efforts was touched on but not clarified definitively;

a) The first of these, the Administrative Commission, would presumably undertake such responsibilities in the future and will have to approve any projects in this field, even if it does not undertake direct sponsorship. Nevertheless, subsequent Commission programs await completion and legislative adoption of a global civil service improvement scheme being studied by an Institute for Public Administration team which arrived at Port-au-Prince in late June 1978. The Administrative Commission was also said to have frozen authorization for administrative upgrading pending the

completion of omnibus civil service legislation to be based on the results of this study. Managerial training needs in agriculture (and the mobilization of the Ouanga Bay impetus) appeared to require a more urgent timetable than would fall within the schedule for this ambitious scheme. The hope was expressed that the Administrative Commission would in the meantime encourage other agencies' current self-improvement efforts, linking them subsequently with its global strategy.

- b) In the intervening period, therefore, it was suggested the Department might cooperate directly with the Planning Council (CONADEP) to organize training. (None of the three CONADEP officers invited to Ouanga Bay was able to attend the seminar, although CONADEP had supported the seminar, and the head of CONADEP took the trouble to attend seminar graduating exercises on January 12.)

Not only is CONADEP charged with responsibility for coordination of development projects: it has a budget and negotiating authority to arrange training sessions designed to enhance those projects. IMDI conversations at CONADEP in January and July 1978 indicate favorable prospects for ensuring continuation of a seminar program under that agency's auspices, provided that the original participating organizations make specific requests. Initiative, therefore,

rests with the Ministry and related agencies.

CONADEP's Coordinator also expressed interest in sponsoring integrated management development training within several of the geographical regions delineated in national planning legislation. Such programs could involve private sector and farmers' association leaders, as well as delegates of rural cooperatives and the gamut of technical agencies sharing developmental responsibility in each region.

- \* It is ironic that the long-term planning intended to improve administration (and training) is perceived as a hindrance to immediate Ministerial or lower-level initiatives to upgrade current performance. Participants expressed concern that the deductive plans at the global level ought to be more closely linked to their inductive efforts to build up the existing structure. Might DARNDR, CONADEP and Administrative Commission officials explore how proposed training initiatives at all levels can be used to support each other's efforts?
- 7. Beyond the achievement of the seminar lie sophisticated issues of systematic rural development management that might well be addressed in a second round for many of the January alumni. A number of the participants suggested at the end of the first seminar that additional training would be helpful. From the log kept by the IMDI representative during the seminar of subjects raised and queried by participants, subsequent stages of training might comprehend, for instance:

project evaluation and review techniques; principles for adapting imported technology; establishment of reporting schedules and criteria; inter-agency policy coordination; use of critical path techniques for planning and control; personnel planning and evaluation; management from the producer's vantage point; rationalization of communications flow and workload distribution; and the relationships of function and incentive among alternative organizational structures.

In summary, participants report improved personal performance characterized by better definition of objectives, strengthened planning and increased delegation of responsibility in their immediate sphere of authority. They demonstrate a heightened awareness of the need and greater capability to deal with other agencies but claim a limited capacity to do so in the absence of a similar awareness in some agencies. They express satisfaction in their own enhanced abilities, but these now also cause greater frustration as objectives they perceive they could attain are blocked or slowed, in their view, by others who do not share these perceptions. They urge further training for their colleagues, and some have undertaken this within their own domains of responsibility. Many urged both that an office within DARNDR be given responsibility to provide back-up (and initiative) for training ventures, and that DARNDR, CONADEP and the Administrative Commission enhance their communication such that long-term strategy does not stifle current initiatives to improve management skills.

## V. RECOMMENDATIONS

The Recommendations below were reflected in or grew out of the discussions with participants and with other officials in Haiti.

1. The "in service" training already initiated by some Ouanga Bay alumni for colleagues and lower-echelon staff responsible to them should be encouraged and extended as appropriate. Participants (and others?) might stimulate and plan at least modest training efforts within their own domains of responsibility, whatever the constraints on extending or coordinating these efforts.
2. More management training programs for more senior staff and immediate subordinates, counterparts in other agencies and field service are required if the intended momentum toward managing a larger scale development program is to take hold.

DARNDR's Minister recognized this from the start, and the Ouanga Bay participants came increasingly to urge the deliberate building up of a "critical mass" of managerially-aware associates if they were to utilize their enhanced individual perspectives and skills to effect better institutional delivery.

Programs would as always have to be defined according to the needs of the specific participants, and organizations, but would probably include some of the components of the first program, to wit: greater precision in defining and planning toward objectives, and in evaluation; delegation of

responsibility; the decision-making process; coordination and communication within, and among, agencies; centralization/decentralization; relationship of financial controls to program.

Probably the initiative for such programs could come from the agency or Ministries wanting the training, in agreement with CONADEP. The Administrative Commission could be consulted to link current initiatives where possible to their more global plans and might also make suggestions. As there seems to be some uncertainty among ministry and agency personnel about who may initiate proposals for training, the organizations concerned may want to find ways to provide clarification.

3. One training program starts a process of growth for both the individual and the system: but both skills and scope need more than one exposure. As new knowledge becomes reflected in performance, further questions arise. IMDI would recommend a planned series of seminars for senior staff, probably intermittantly over a period of perhaps 36 months, to take up (as appropriate) project evaluation and review techniques; inter-agency policy coordination; use of critical path techniques for planning and control; feedback, communication, reporting, accountability; budget planning and controls.

As above, these might be undertaken through the combined initiative and support of the interested agencies and CONADEP. Proposals or suggestions could also emanate from the Administrative Commission or other groups.

4. Regionally based, vertically organized seminars dealing with internal and external responsibilities and communications should be carefully planned to involve farmers groups, cooperatives, and representatives of the private

sector, as well as Departmental and extension staffs of various agencies. This approach was particularly urged by CONADEP, and suggested as well by several participants. Much of the technical assistance anticipated from IMDI or other external sources in this regard should aim, however, at the training of Haitian nationals to carry out instruction and evaluation in the participating regions.

5. As the benefits of training become consolidated into expectations of better performance, more "in-house" training programs are likely to be organized for lower-echelon employees--as several already have been by IMDI alumni. Participation in the Ouanga Bay seminar helped its members think through questions of job objectives, job definition and delegation: it did not attempt to make them trainers. As training is increasingly extended to lower-echelon employees, it may be wise to train a group of "trainers"--Haitians who would become more knowledgeable about training techniques and materials who could be drawn on to work with those wanting further training for their staffs throughout government.

ANNEXES

- A. Syllabus and Schedule.
- B. Participants.
- C. Sample Forms and Diploma.
- D. Publicity and Photographs.
- E. IMDI Staff.

International Management Development Institute  
New York, September 1978.

SYLLABUS AND SCHEDULE.

Wednesday, January 4, 1978:

Registration at Ouanga Bay Hotel

Opening Ceremonies, H.E. Dr. Edouard Berrouet, Secretary of State for  
Agriculture, Natural Resources, and Rural Development, presiding.

Professor Bienvenu:

Speaking of Modern Management

The Management Process in Three Dimensions

Professor Ribon:

Mongos Plains (Part A): preparatory reading, small group discussion,  
plenary discussion.

Thursday, January 5, 1978:

Bienvenu:

Facing Up to Decisions

Oscar Jackie, Typist

Objectives -- Basis for Effective Management

Tests of Validity of Objectives

Main Characteristics of Objectives

Hierarchy of Objectives

Ribon: Mongos Plains (Part B): plenary discussion, small group caucus,  
reporters caucus.

Bienvenu and Ribon: Evening Consultations with Individual Participants, in-  
formal Film Showing (Peter Drucker): "Helping People Perform.

Friday, January 6, 1978:

Ribon: Mongos Plains (Part C): plenary discussion

Bienvenu:

Delegation of Tasks and Responsibilities

Job Descriptions: discussion

Lack of Time: small group study, plenary discussion

Evening Entertainment:

Film (Peter Drucker): "How to Make the Organization Work for You"  
with French translation of script by IMDI Secretariat

Role-Playing: "The Project Without Problems"

Discussion with Mr. Leonard Wood: Filming Your Work.

Saturday, January 7, 1978:

Bienvenu:

Objectives of the Department of Agriculture: small group discussion

The Belmont-White Company: small group and plenary discussion

Ribon: Cannery in Algeria: presentation, discussion.

Haitian Case Studies: documentation quest.

Sunday, January 8, 1978:

Free Day, Preparation of Haitian Cases.

Monday, January 9, 1978:

Bienvenu:

Once Again, How to Motivate Your Employees?

Not Enough Per Diem

They're the Rules

Plywood Company in Ceylon: reading, small group preparation, plenary discussion

Ribon:

Cannery in Algeria (Final Part): small group preparation, plenary discussion

Bienvenu and Ribon: Evening Discussion of Haitian Agriculture.

Tuesday, January 10, 1978:

Bienvenu:

Job Descriptions: completion of assignment

Scheduled Objectives of the Department of Agriculture: small group preparation

Dashman Company: small group preparation, plenary discussion

Managing Change

Ribon:

Valley of the Three Rivers (Haiti): presentation, small group study, plenary discussion.

Evening Film (Peter Drucker): "How to Manage the Boss" with French Translation of Script by IMDI Secretariat.

Wednesday, January 11, 1978:

Bienvenu:

Communications Problems

How to Choose a Leadership Style

The Rose Company: small group preparation, plenary discussion

Controls and Control

How to Make Meetings Effective and Tolerable

Divisional Objectives in the Department of Agriculture: assignment

Ribon:

Valley of the Three Rivers: small group discussion, plenary discussion

Evening Discussion of Financial Elements of Three Rivers Case.

Thursday, January 12, 1978:

Evaluation Forms

Ribon:

The Dubreuil Project (Haiti): plenary discussion

Closing Ceremonies and Distribution of Diplomas, Minister Berrouet presiding

Final Banquet.

Note: English translations of French-language cases and other materials appearing in this Annex may not coincide with original English-language titles.

PARTICIPANTS : in order of diploma distribution, January 12, 1978.

Marcel DÉPESTRE, Director General, Department of Agriculture  
Ernst VAVAL, Director, Agricultural Division, Department of Agriculture  
Joseph WAINWRIGHT, Director, Division of Natural Resources, Dept. of Agric.  
Pierre Raymond DORISMOND, Director, Division of Rural Development, Dept. Agric.  
Gustave MÉNAGER, Director General, Agency for Development of the North  
Néomer DORZIN, Regional Director, Regional Integrated Development Project for  
Petit Goave and Petit Trou de Nippes  
Gaston GEORGES, Jr., Director, Division of Prospecting and Research, National  
Mineral Resources Institute  
Jean-André VICTOR, Regional Coordinator, Petit Goave Regional Development Agency,  
Chief, Agricultural District of Gonaives  
Pierre MATHURIN, Technical Advisor to the Coordinator, National Mineral Re-  
sources Institute  
Danel GEORGES, Assistant Director General, Budget Office, Ministry of Finance  
Antoine LAMBERT, Chief, Statistical and Pricing Service, Haitian Institute  
for Coffee Promotion  
Pierre MONTAS, Vice Dean, School of Agronomy and Veterinary Medicine, Univer-  
sity of Haiti  
Marc JEAN-BAPTISTE, Assistant Director, Administrative Division, Institute for  
Agricultural and Industrial Development  
Yves LÈREBOURS, Assistant Director, Program Office, Institute for Agricultural  
and Industrial Development  
Robert CASSAGNOL, Coordinator, Integrated Agricultural Development Project,  
Department of Agriculture  
Jean-Robert ALEXANDRE, Administrative Officer, Integrated Agricultural Develop-  
ment Project, Department of Agriculture  
Ernst-Pedro CASSEUS, Coordinator, World Bank and Inter-American Bank Projects,  
Department of Agriculture  
Rodini CONTE, Director, Agricultural Credit Office, Department of Agriculture  
Verdy DUPLAN, Director, National Agricultural Marketing Service, Dept. Agric.  
Léonce EDOUARD, Coordinator, Project Irrigation, Department of Agriculture  
Gérard LOHIER, Director, Technical Office, Program Unit, Department of Agric.  
Saturnin LOUIS, Chief, Technical Service, Agricultural Credit Office, D. Agric..  
Luckner SAINT-DIC, Chief, Research Service, Agricultural Credit Office, D.Agric.  
Gérard DORCELY, Director, National Institute of Administration and International  
Studies, University of Haiti; Member, Administrative Commission\*  
Jean BRISSON, National Administrative Expert, Personal Representative of the  
Secretary of State for Agriculture\*

\* Recipients of special letters of participation in lieu of diplomas.

SAMPLE

ANNEX C, P.1

12 JAN. 1978

INTERNATIONAL MANAGEMENT DEVELOPMENT INSTITUTE

Average  
of 24 replies

LA GESTION MODERNE

AU SERVICE DE L'AGRICULTURE HAITIENNE

Ouanga-Bay, 4-12 Janvier 1978

EVALUATION DU SEMINAIRE

1. Votre appréciation sur le séminaire en général:

inutile 1 2 3 4 5 | 6 très utile

Remarques

5.98

2. Votre appréciation sur le matériel pédagogique:

peu de pertinence 1 2 3 4 5 | 6 beaucoup de pertinence

~~trop facile~~ trop facile 1 2 3 | 4 5 6 trop difficile

Remarques: (lesquels étaient particulièrement bon/mauvais et pourquoi?):

3.47

3. Quels aspects/éléments du séminaire vous semblent les plus utiles et pourquoi ?

4. Quels aspects/éléments du séminaire vous semblent les moins utiles et pourquoi ?

5. Votre appréciation sur le travail en équipe:  
 inutile 1 2 3 4 5 | 6 très valable/utile  
 Remarques: 5.3

6. Votre appréciation sur l'organisation/administration du séminaire  
 mauvaise 1 2 3 4 | 5 6 excellente  
 Remarques: 4.52

7. La durée du séminaire:  
 trop courte 1 2 3 | 4 5 6 trop longue  
 3.5

8. Le travail exigé:  
 trop peu 1 2 3 | 4 5 6 beaucoup trop  
 3.7

9. Est-ce que ce séminaire aura une influence sur le fonctionnement des organisations et agences responsables pour le développement agricole et sur vous-même ?  
 Que pourraient être ces influences?

10. Est-ce que vous conseilleriez aux autorités l'organisation d'autres séminaires en matière de gestion pour vous-même et/ou d'autres (qui?) ?

VOTRE NOM: \_\_\_\_\_

# International Management Development Institute

ANNEX C, p. 3

12 JAN. 1978

SAMPLE

LA GESTION MODERNE  
AU SERVICE DE L'AGRICULTURE HAITIENNE

4 - 12 janvier 1978

## EVALUATION DES ANIMATEURS ET LEURS SEANCES

Animateur: M. ~~XXXXXXXXXX~~ RIBON

Le feed-back nous permet de nous perfectionner. Veuillez réfléchir sur les points suivants et encercler le chiffre correspondant à votre évaluation. Vous pouvez ajouter des observations supplémentaires éventuelles au verso. Merci.

1. Votre appréciation sur la partie du séminaire que j'ai animé:

INTERET/PERTINENCE

aucune 1 2 3 4 5 6 beaucoup

DEGRE DE DIFFICULTE

trop élémentaire 1 2 3 4 5 6 trop difficile

EN GENERAL

faible 1 2 3 4 5 6 excellent

Quels étaient les aspects les plus importants/utiles pour vous, et pourquoi? Les moins importants/utiles, et pourquoi?

2. Organisation et présentation du matériel,

pauvre 1 2 3 4 5 6 excellent

3. Présentation et interprétation des idées et concepts,

confuse 1 2 3 4 5 6 excellent

4. Inspire la confiance,

peu 1 2 3 4 5 6 beaucoup

5. Vous a ouvert des horizons,

peu 1 2 3 4 5 6 beaucoup

6. Disponibilité pour consultation hors des heures de classe,

peu de temps 1 2 3 4 5 6 tout le temps

7. Ouverture aux idées et opinions différentes,

peu ouvert 1 2 3 4 5 6 très ouvert

8. Comme enseignant/animateur en matière de gestion en Haïti,

acceptable 1 2 3 4 5 6 excellent

9. Observations supplémentaires (au verso, s.v.p.):

# International Management Development Institute

SAMPLE

ANNEX C, p.4

12 JAN. 1978

LA GESTION MODERNE  
AU SERVICE DE L'AGRICULTURE HAITIENNE

4 -12 janvier 1978

## EVALUATION DES ANIMATEURS ET LEURS SEANCES

Animateur: M. BIENVENU ~~ANON~~

Le feed-back nous permet de nous perfectionner. Veuillez réfléchir sur les points suivants et encercler le chiffre correspondant à votre évaluation. Vous pouvez ajouter des observations supplémentaires éventuelles au verso. Merci.

1. Votre appréciation sur la partie du séminaire que j'ai animé:

INTERET/PERTINENCE

aucune 1 2 3 4 5 6 beaucoup

DEGRE DE DIFFICULTE

trop élémentaire 1 2 3 4 5 6 trop difficile

EN GENERAL

faible 1 2 3 4 5 6 excellent

Quels étaient les aspects les plus importants/utiles pour vous, et pourquoi? Les moins importants/utiles, et pourquoi?

2. Organisation et présentation du matériel,

pauvre 1 2 3 4 5 6 excellent

3. Présentation et interprétation des idées et concepts,

confuse 1 2 3 4 5 6 excellent

4. Inspire la confiance,

peu 1 2 3 4 5 6 beaucoup

5. Vous a ouvert des horizons,

peu 1 2 3 4 5 6 beaucoup

6. Disponibilité pour consultation hors des heures de classe,

peu de temps 1 2 3 4 5 6 tout le temps

7. Ouverture aux idées et opinions différentes,

peu ouvert 1 2 3 4 5 6 très ouvert

8. Comme enseignant/animateur en matière de gestion en Haïti,

acceptable 1 2 3 4 5 6 excellent

9. Observations supplémentaires (au verso, s.v.p.):

SAMPLE

# International Management Development Institute

Sharing Management Skills With Developing Nations

One Dag Hammarskjold Plaza  
New York, N.Y. 10017

(212) 759-7700  
Cable Address  
"Busymag / New York"

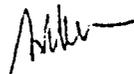
New York le 30 Avril 1978,

A Messieurs les Participants au Séminaire 'La Gestion Moderne au Service de  
l'Agriculture Haïtienne,'

Les animateurs du Séminaire de Ouanga Bay vous envoient leurs salutations  
cordiales et vous invitent à collaborer au projet d'évaluation de l'efficacité  
de ce Séminaire. Les résultats seront mis à la disposition du Département de  
l'Agriculture et de l'USAID afin de permettre la précision des besoins en forma-  
tion et perfectionnement du personnel de gestion responsable du développement  
de l'Agriculture et du secteur rural Haïtiens.

Nous vous prions donc de remplir ce Questionnaire préliminaire tout en  
nous fournissant toute suggestion quant au fonctionnement du Séminaire de Ouanga  
Bay ainsi que vos recommandations pour sa suite. Veuillez déposer la fiche selon  
les consignes de la Direction Générale avant le Jeudi 25 Mai, date du commence-  
ment d'une série d'entretiens particuliers conduits par un représentant de l'IMDI  
et auxquels nous souhaitons vivement votre participation.

Au nom des Professeurs Bienvenu et Ribon je vous prie d'agréer l'expression  
de nos remerciements préalables et de notre considération amicale.

Philip M. Allen. 

+++++

## QUESTIONNAIRE d'EVALUATION.

\_\_\_\_\_  
Votre Nom Date

\_\_\_\_\_  
Organisation et Poste Actuels

1. Votre appréciation de l'efficacité du Séminaire de Ouanga Bay:
  - a) Dans votre travail:
 

INUTILE	1	2	3	4	5	6	TRES UTILE
---------	---	---	---	---	---	---	------------
  - b) Dans le cadre du développement agricole et rural Haïtien:
 

INUTILE	1	2	3	4	5	6	TRES UTILE
---------	---	---	---	---	---	---	------------
2. Votre appréciation, s'est-elle modifiée depuis la clôture du Séminaire?
 

Oui, vers le haut   
  Oui, vers le bas   
  Pas du tout
3. La durée du Séminaire:
 

Trop longue   
  Trop courte   
  Suffisante

4. Le Séminaire de votre point de vu, a-t-il atteint l'équilibre souhaitable entre données théoriques - universelles et problèmes pratiques - actuels?

MAL EQUILIBRÉ 1 2 3 4 5 6 BIEN EQUILIBRÉ

Précisions:

5. Du matériel pédagogique, lesquels ont d'une utilité actuelle?

Lectures Théoriques: <sup>PEU</sup> UTILE 1 2 3 4 5 6 TRES UTILE

Discussions Théoriques 1 2 3 4 5 6

Les Cas Haitiens 1 2 3 4 5 6

Les Cas Internationaux 1 2 3 4 5 6

Le Travail en Equipe 1 2 3 4 5 6

Autres (préciser) 1 2 3 4 5 6

Aucuns 1 2 3 4 5 6

Commentaire:

6. L'influence du Séminaire, comment est-elle sur:

-le fonctionnement de votre Service? <sup>PEU</sup> 1 2 3 4 5 6 FORTE

-les relations internes de votre  
Département ou Agence? 1 2 3 4 5 6

-ses rapports avec d'autres organismes  
dans le domaine du développement? 1 2 3 4 5 6

Précisions:

7. Vos suggestions quant aux changements à apporter et à l'organisation des programmes semblables dans l'avenir:

	<u>Matières</u>	<u>Niveau des Participants</u>	<u>Autres</u>
Changements dans le Séminaire de Ouanga Bay --			
Prochaine Etape à votre intention même --			
Prochaine Etape à l'intention des collaborateurs --			

Précisions:

8. Seriez-vous d'accord/disponible pour recevoir une visite d'un délégué de l'IMDI durant la semaine du 26 Mai - 1 Juin afin de vous entretenir de votre appréciation?

Oui  Non Conditions? \_\_\_\_\_

9. Suggestions quant à d'autres collaborateurs ou personnes à visiter, d'autres thèmes à évoquer, à cette fin?



*International Management Development Institute, Inc.*  
*New York, New York, U.S.A.*

*Le présent diplôme est décerné à*

**M.**

*en témoignage de son active participation au séminaire*  
*"Le Management Moderne au Service de l'Agriculture Haïtienne"*  
*organisé par*  
*le Département de l'Agriculture, des Ressources Naturelles et du Développement Rural*  
*avec*  
*l'Agence Américaine pour le Développement*  
*du 4 au 12 janvier 1978*

*M. S. T. C. f.*  
*International Management Development Institute, Inc.*

SAMPLE

ANNEX C, P. 7

# Le Nouvelliste

SAMEDI 14 ET DIMANCHE  
15 JANVIER 1978  
No 30.711  
82<sup>ème</sup>. ANNEE

FONDE EN 1896 : LE PLUS ANCIEN QUOTIDIEN D'HAÏTI MEMBRE DE L'ASSOCIATION INTERNATIONALE DE PRESSE

## Clôture d'un séminaire sur la gestion moderne à Ouanga - Bay

Avant hier, a eu lieu la clôture officielle du Séminaire sur la Gestion moderne au service de l'Agriculture haïtienne, organisé conjointement par la Secrétairerie d'Etat de l'Agriculture et l'U.S.A.I.D. Commencé le 4 Janvier, ce Séminaire a connu un grand succès tant par la valeur des Professeurs, des diplômés de l'Université de Harvard, que par celle des participants, tous, techniciens hautement qualifiés.

Durant huit jours de travail intensif et fructueux, le développement de l'Agriculture haïtienne a été considéré sous ses multiples aspects, analysé, discuté. Des solutions ont été envisagées.

La cérémonie de clôture débuta par un speech de l'Agronome Robert Cassagnol, Coordonnateur des activités du Séminaire, suivi d'une allocution de M. Lawrence Harrison de l'USAID. Ensuite, M. Y. Lerebours, de l'IDAI, dans un discours fort applaudi, remercia, au nom des participants, les organisateurs de la rencontre. M. l'Ingénieur P. Mathurin, de l'INAREM, parla au nom des Organismes invités par le Département de l'Agriculture. Il fit ressortir tout le bénéfice qui peut résulter d'une étude attentive des problèmes de gestion.

Le Secrétaire d'Etat de l'Agriculture, des Ressources Naturelles et du Développement Rural, l'Agronome Edouard Berrouet, s'adressa alors à l'assistance. Dans un discours émaillé de judicieuses considérations, il insista sur le rôle de gestionnaires compétents dans la difficile bataille pour le développement où s'est engagé notre pays.

On procéda ensuite à la remise des diplômes aux participants. L'Agronome Marcel Dépâtre, Directeur Général de l'Agriculture, fut le premier à recevoir les félicitations du Secrétaire d'Etat Berrouet et de Harrison de l'USAID.

Les autres récipiendaires sont MM. Joseph Wainwright, Ernst Vaval, Pierre Dorismond, Rodini Conte, Pierre Montas, Robert Cassagnol, J. R. Alexandre, Léonce Edouard, Gaston Georges, Pierre Mathurin, Ernst P. Casséus, Néomer Dorzin, Gustave Ménager, André Victor, Gérard Lohier, Saturnin Louis, Luckner St. Die, Verdy Duplan, Daniel Georges, Yves Lerebours, M. Jean Baptiste, A. Lambert.

L'assistance dans laquelle on remarquait le Secrétaire Exécutif du CONADEP, M. Raoul Berret, le Représentant de la FAO, M.

Pierre Berheim, le Maire de Port-au-Prince, M. Raymond Roy, le Doyen de la Faculté d'Agronomie et de Médecine Vétérinaire, l'Agronome Louis Blanchet, le Directeur de l'IPCADE, l'Agronome Bertin Dadaille, le Directeur du DRIPP, l'Agronome Paul St. Clair, le Directeur de l'IPN, M. Victor Bastien, les officiels de l'USAID, et d'autres personnalités, furent invités à prendre part à un copieux buffet froid.

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ANNEX D, P. 1

# SÉMINAIRE SUR LA GESTION MODERNE

Le Secrétaire d'Etat de l'Agriculture, Son Excellence Edouard Berrouet a procédé hier matin à l'ouverture d'un important séminaire sur la gestion moderne qui

se tient à Ouanga-Bay à proximité de Montrouis du 4 au 12 Janvier en cours. Ce Séminaire qui est conjointement organisé par le DARNDR et l'Agence Interna-

tionale de Développement (AID) est animé par des professeurs de grand talent délégués par le «International Management Develop-

Suite Page 7



Le Secrétaire d'Etat de l'Agriculture L'Agr. Edouard BERROUET Prononçant l'Allocution d'Ouverture du Séminaire sur la Gestion Moderne

## International Management Development Institute

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ANNEX D. p. 2

ment Institute» de New-York. C'est d'abord M. Philip M. Allen, Professeur des-Sciences Sociales au Johnson State College, la plus grande université de l'Etat de Vermont. M. Allen fut Directeur de la Division de formation et directeur pour la recherche, le développement et l'évaluation de l'African-American Institut de New-York. Ensuite M. Bernard Bienvenu, directeur au Département de Management et des Etudes administratives à l'Université de Southwestern, Louisiana - Etats-Unis et M. Bruno Ribon, professeur à l'INSEAD, un des premiers instituts européens de gestion. Il est engagé par l'Institut Pari-Africain de Développement en tant que Conseiller et animateur pour les programmes de formation en gestion destiné aux cadres responsables des projets de développement agricole en Afrique de l'Ouest.

La gestion comme on le sait, c'est l'administration, c'est la détermination des lignes d'action sur lesquelles s'étayent les critères de décision — La notion de la gestion moderne, il faut l'admettre, dans notre contexte culturel n'a jamais de bien précisée; et cette défaillance restait à l'origine de nos atermoiements sur des questions essentielles qui réclamaient une formulation précise des problèmes. La Révolution ayant atteint sa phase économique doit forcément procéder à une réévaluation des valeurs à leur mise en place, à l'actualisation des théories avancées pour pouvoir atténuer les méfaits de la routine et des méthodes désuètes sans emprise sur les grandes réalités de l'heure. On comprend le bien fondé des démarches gouvernementales d'arriver, dans le meilleur délai, à cette réforme administrative tant souhaitée susceptible d'imprimer à la chose publique plus de vigueur et de dynamisme, en vue de la réalisation des tâches austères présentes et futures.

Le sens de l'expression «Gestion moderne» a été exprimé par un grand Homme d'Etat français comme étant l'affinement systématique de tous les instruments de la Raison, non seulement dans le domaine de la science, mais dans celui de l'organisation rationnelle.

C'est pourquoi le Ministre Berrouet dans son speech d'introduction et d'ouverture a tenu à souligner que le Gouvernement du Président Jean-Claude Duvalier veut arriver effectivement à cette gestion moderne, et à ce compte précise-t-il le Séminaire qui est le premier du genre ne sera en fait qu'une table ronde, à une tère. étape, un Séminaire de recherche où il sera donné à chaque participant de fournir la matière à travailler, de présenter des questions concrètes pour l'élaboration d'un concept de gestion au niveau de notre répertoire. Lui succéda au micro, le Représentant de l'AID M. Parke Massey qui parla avec bonheur.

Les participants au Congrès de Ouanga-Bay sont l'Agronome Marcel Dépestre, Directeur Général au Département de l'Agriculture, les Agronomes E. Vaval, Joseph Wainwright, Pierre Dorismond, l'Ingénieur Edouard, MM. Jn-Baptiste, M. Montas, S. Louis, G. Lohier, du haut staff technique et administratif du DARNDR; J.R. Alexandre et V. Duplan de l'IDAI, E.P. Casséus de la BID et de la BIRD, R. Cassagnol et J. Bras-sur de l'USAID, Rodini Conte et R. Saint Die de la B.C.A.; G. Ménager de l'OND, G. Dorcély de la Direction des Hautes Etudes Internationales, D. Georges de la Division du Budget au Département des Finances, A. Lumbart de l'Administration de l'IPHCAD, Paul St. Clair de la Direction Générale du DRIPP, M. Dorzon de la Direction de la zone d'opération du DRIPP; V. Destin et A. Victor de l'ODVA, P. Mathurin et Gaston Georges de l'INAREM,

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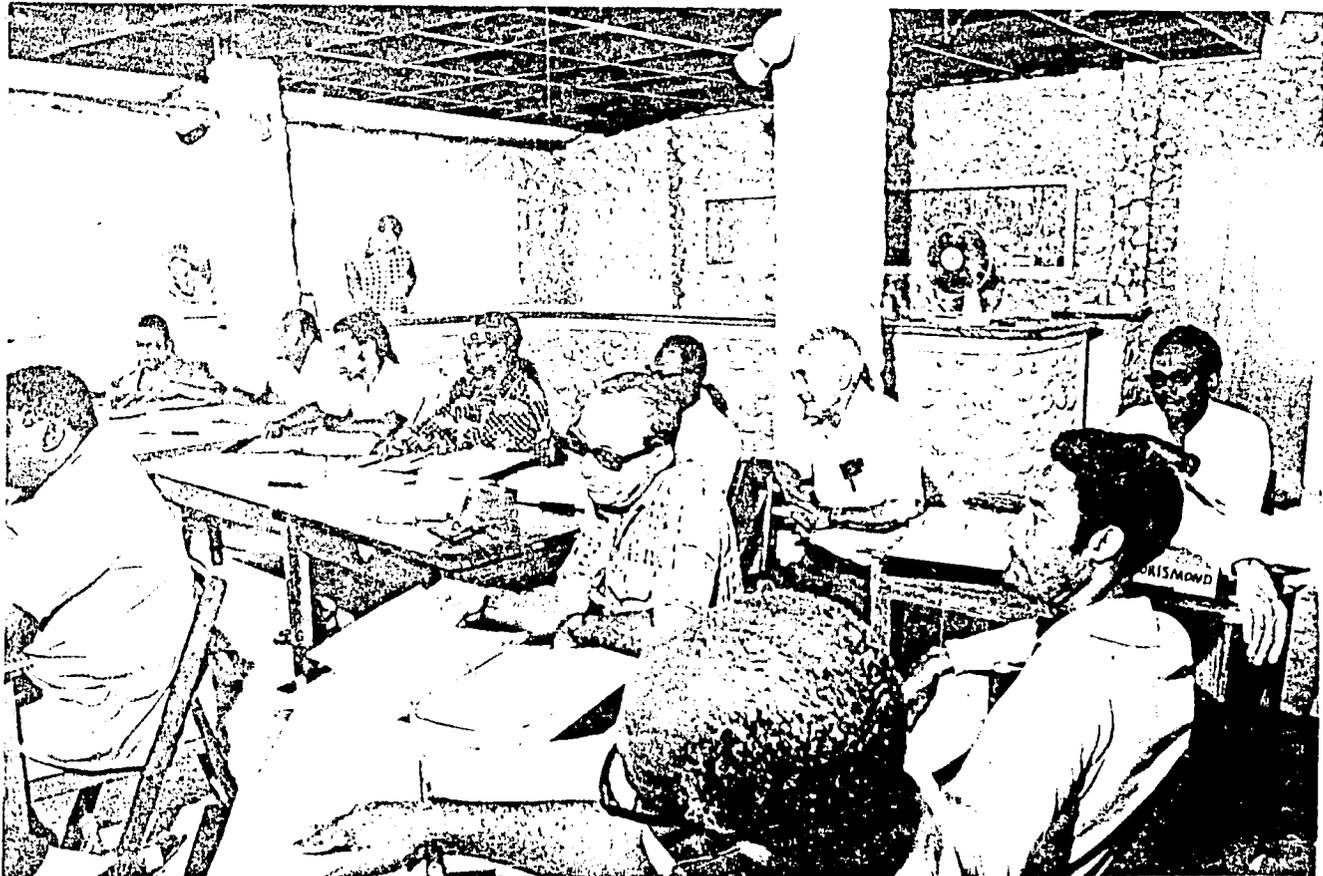
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Ouanga Bay, Haiti,  
January 1978:

Seminar Classroom:

Left with Professor  
Ribon.



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Ouanga Bay, Haiti,  
January 1978:

Left: Small Group Discussion.

Below: Closing Ceremony  
addressed by  
Dr. Edouard Berrouet,  
Secretary of State  
for Agriculture.



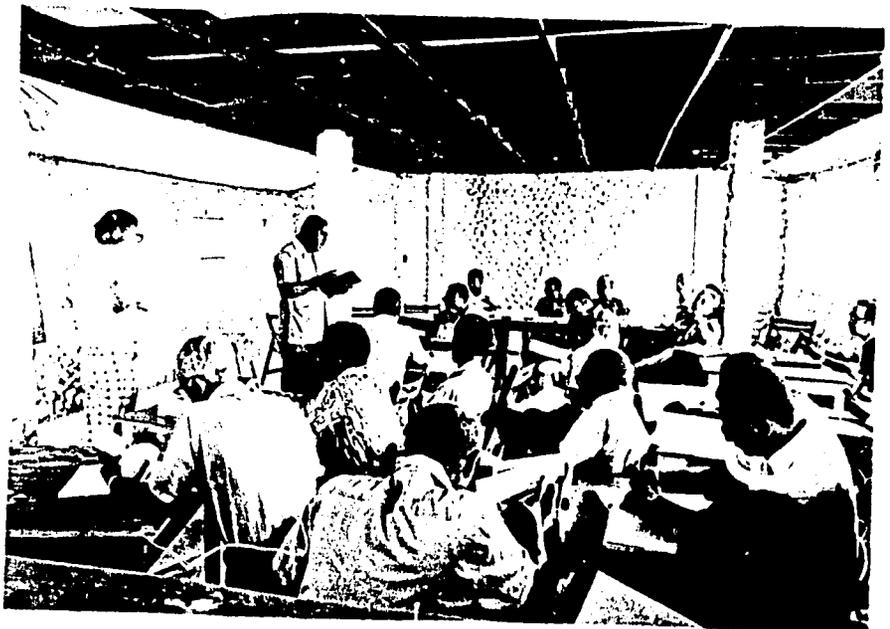


Ouanga Bay, Haiti,  
January 1978:  
Left: Participants  
with staff and  
Minister Berrouet.



Center: Minister Berrouet presenting  
diploma, USAID Director Harrison  
looking on.

Below: Report to Plenary, with  
Professor Bienvenu at left.



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Cuanga Bay, Haiti,  
January 1978:

Left: Classroom  
Scene.

Center: Small Group  
attending  
Plenary session.



Left: Entrance to  
Cuanga Bay Hotel.

IMDI STAFF

Dr. Bernard Bienvenu, Professor and Chairman, Department of Management and Administrative Studies, College of Commerce, University of Southwestern Louisiana. Harvard Business School. Visiting Professor, Centre d'Enseignement Supérieur at Jouy-en-Josas (Hec/Paris). Frequent visiting lecturer, management seminar instructor, and consultant in Arab and African countries.

Dr. Bruno Ribon, Agronomist and Agricultural Engineer, Fontainebleau, France. Consultant, Pan African Development Institute, Douala, Cameroon. Agricultural management consultant to World Bank and other projects in Middle East and Africa, Harvard Business School. Former Asst. Professor at European Institute for Business Administration (INSEAD).

Dr. Philip M. Allen, Professor of Social Sciences, Johnson State College, Vermont. Former Regional Representative, subsequently Director, Division of Training, Research, and Development, the African-American Institute.

Fabienne Noustas, Secretary-Translator, Port-au-Prince.