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MODERN MANAGEMENT IN TOGOLESE RURAL DEVELOPMENT

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FINAL REPORT

MODERN MANAGEMENT IN TOGOLESE RURAL DEVELOPMENT

A Seminar on Modern Management Processes
Applied to Intersectorial Rural Development
in the Republic of Togo.

Lama-Kara, Togo - - July 25 - August 5, 1980

USAID Contract No. AID/afr-C-1672

Organized and Carried Out by the Center for International
Public Issues Inc. in Collaboration with the Togolese
Center for the Promotion of Smaller and Medium-sized
Enterprises.

Bruce MacKenzie, Director

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Summary and Conclusions

The 1980 Togolese Management Training Seminar in Lama-Kara, from July 25 through August 5, 1980 was the first in this series to emphasize rural development management at a senior level. In addition, it brought together responsible leaders from the key sectors, ministries, parastatals and other organizations involved in integrated rural development.

While the Ministry of Industry and State Enterprises was the sponsoring ministry, with S.E. Minister Kwassiwi Kpetigo taking leadership in its planning and development, other ministries such as Planning and Administrative Reform, Rural Development, Amenagement Rural and Social Affairs and Women also participated.

Over thirty high-level participants from these organizations met for ten days of intensive workshop-type activities, presentations, management simulations, case studies and analyses, team decision-making exercises and rural management case development. Their attendance at all sessions was exemplary and work continued well into the evening with management films, case discussions and individual preparation. While facilities at the modern Hotel Kara are not ideal for interactive conferences and seminars of this sort, they were adapted successfully to the team organization approach used.

Two principal trainers were involved, Professor Bruce MacKenzie, Director of the Center for International Public Issues Inc. and leader of other similar workshops in Togo and elsewhere, and Dr. Bruno Ribon, an experienced rural and agricultural management professor and trainer.

With the agreement of the Togolese Ministries and the Center for the Promotion of Smaller and Medium-sized Enterprises, two Togolese nationals were also invited to help as consultants: one, as a training advisor; the second, a former senior rural development official, as an expert consultant to the various participant teams.

Excellent administrative and logistic support was offered by the Center (CNPPME) officials before, during and following the seminar. As a result, the trainers were able to focus exclusively on the needs, interests and objectives of the participating organizations. In the ambitious intersectorial program which was negotiated with the participants, time was the all-important element and we cannot over-emphasize the need for this sort of effective administrative and secretarial support. As will be seen in the section of this report on methodology, this is particularly crucial for the new management case development approach we chose for this seminar.

As noted in the Interim Report on the Seminar submitted on August 6, 1980, participant reaction and evaluation was highly favorable on all aspects of the seminar: subject matter, management themes treated, methodology, relevance to their own management problems and facilities. While it was unfortunate that almost fifty percent more participants were allowed to register for the seminar than had been agreed to (37, instead of the 25 proposed), the assignment of participants to working teams for the entire period and for most exercises and presentations allowed the organizers to adapt successfully. On another occasion, however, it is

strongly recommended that a firm commitment be obtained from the Ministry as to the maximum number of participants to be accepted. There is no question that once an absolute ceiling of thirty participants has been passed, the highly participative, interactive team method of management development training is very difficult to use without a third trainer. But, even with an additional facilitator, sheer numbers and the time required to review and critique team presentations and individual case studies prevent adequate coverage of all themes.

We recognize the difficulties of such controls in the host country, especially once the invitations have been sent out and confirmed. It is then really too late for the training team to have any influence on the composition and size of the group. For this reason, we propose that in the future, the sponsoring ministry coordinate and limit participation according to reasonably strict guidelines. This caveat applies equally to the recommended hierarchical homogeneity for this kind of seminar. Again, in 1980, we experienced the problems of earlier seminars concerning participation by individuals who did not have either the experience or responsibilities to be other than observers. Perhaps the only serious criticism expressed publicly or in private by some participants was the fact that we had apparently allowed unqualified or junior-level managers to attend the seminar.

On a more encouraging note, even with the problems cited above, there was an excellent general spirit and animated involvement of all who attended throughout the ten days and evenings. As with all short programs of this sort, not all themes or priorities of the participants

can be fully covered, nor can organization-specific, intra-organizational management problems be more than lightly covered. There is a very clear distinction to be made between the objectives and potential benefits of even a series of management development seminars and the objectives and results obtainable from thorough management consultation actions within a specific organization. We would very much like to be part of a combination, well-planned program of organizational development which would include: process consultation, technical consultation, manpower training and management development. On the other hand, we do not feel it is honest or appropriate to purport to diagnose one organization's problems (managerial and other) and propose solutions as a subset of a short management seminar, as some suggested.

With the recent institution of the new National Bureau of Organization and Methods in Togo, we are optimistic that for the first time there is a potential capability of planning and carrying out just such integrated intra-organizational consultancy and management development. One of our conclusions from this 1980 Intersectorial Rural Management Seminar is that future support of Togolese management development by USAID and other bilateral assistance agencies be coordinated through some such Togolese institution as the Bureau.

It is felt that the major long-term objectives set by the Government of Togo and USAID for the seminar were approached rationally through careful analysis of intersectorial and interministerial management

problems first identified by the participants themselves, both individually and in working intersectorial teams. It is recognized that one seminar cannot be the answer to the long-term challenge of major objectives such as:

- A. Improved coordination and teamwork among ministries, state enterprises and other rural development agencies in Togo.
- B. Development of better management of human, material and economic resources devoted to rural Togolese development.

But, we do feel that this and similar workshops, seminars and programs do significantly contribute to creating awareness, interest and increased likelihood of better management in all sectors. These actions must be viewed as primarily catalytic in facilitating accelerated national development. The entire diffusion process of innovation in a society is the first responsibility of its leadership at the very top. Sound, equally innovative and strong management is its corollary. Now, after more than five years of interest and support of modern management development by both USAID and the Government of Togo, we feel there are a growing number of well-trained and experienced senior managers to carry out innovative development programs. Naturally, there are never enough of these qualified individuals to meet all of the needs in all sectors. There is a continuing drain or loss to the private sector or through retirement. And, of course, there is the regular influx of young untrained, inexperienced new cadres to be trained.

Programs such as the 1980 Lama-Kara Management Training Seminar will continue to be necessary for the predictable future, run by Togolese trainers and experts where they are available, or in conjunction with non-Togolese consultants when this seems desirable or necessary. What is most important is that the effective approaches, attitudes and practices of modern management be adapted to Togolese realities and priorities, and thoroughly diffused throughout the entire public management structures of the country. Where we have been or can be a continuing part of this action, our enthusiasm is limited only by time and distance.

* *

MODERN MANAGEMENT IN TOGOLESE RURAL DEVELOPMENT

Lama-Kara, Togo - - July 25 - August 5, 1980

Background and Development

This ten-day residential management seminar was the third in the present series of senior and top level programs requested by the Togolese Government and underwritten by the United States Agency for International Development mission in Togo. Other programs developed by the same training team included workshops for smaller and medium-sized enterprises, training of trainers and middle management programs for parastatal and multinational managers.

Earliest support and commitment to this series of senior level management seminars came from the Ministry of the Plan and Administrative Reform with the help of the Center for the Promotion of Smaller and Medium-Sized Enterprises. This interest and participation continues although the 1980 Seminar was officially under the tutelage of the new Ministry of Industry and State Enterprises. At an early stage in the planning for this seminar, it was decided that the focus should be on improving cooperation and coordination of the ministries and parastatals involved in the crucial problems of integrated rural development.

This direction was partially a result of considerable difficulties experienced in the various agricultural areas, many of which seem attributable to lack of experienced or trained senior managers. Earlier seminars involved small numbers of managers from these enterprises but there was no especial focus on rural development and agricultural management themes or situations.

Feedback from these earlier seminars by participants was perhaps the strongest motivator to assign a more specific intersectorial objective for the 1980 group. While we agree on the choice of theme and representation from the various ministries implicated in rural development, we hope that in future development of such senior management development programs, there will be more detailed planning of follow-on sectorial or individual parastatal training programs.

This may even be one of the specific design objectives of the proposed 1981 Seminar: each participating organization, working in collaboration with the new Bureau of Organization and Methods, could have the responsibility of proposing and planning for a management development program for their middle and senior managers. In any case, the need for continuing updating and refreshing of past participants is really essential if optimal benefit is to be gained from these catalytic seminars.

While the development of the present series of seminars has not been ideal, due in part to the absence of a Togolese counterpart institution such as the Bureau of Organization and Methods, it has still been quite effective and certainly enthusiastically supported by the Togolese concerned. For this next year, we hope there will be earlier decisions on participation by the various organizations, themes and level of managers to be seconded. Earlier planning missions would also facilitate identification of the best materials, films and facilitators, although changing dates and other external variables can never be completely eliminated.

For 1981, there is also the developmental advantage of having visited the USAID Mission in Togo, carried out the six-months post seminar evaluation and spoken with the Minister of Industry and State Enterprises far earlier than in other years. This has already advanced planning and

allowed easy and direct contact with potential Togolese participants and facilitators, as well as preliminary discussions with the Center for the Promotion of Smaller and Medium-Sized Enterprises.

There will also be a considerable advantage if the 1981 program were contracted for in-country, as contrasted with the rather accelerated and less coordinated arrangements in Washington for the 1980 Seminar. With all of the good will, time and enthusiastic help of the Togolese Desk Officer and Contracting representatives in the United States, there is no question that such a program is more efficiently planned and negotiated in the country where it will be carried out. Costs, time and wasteful duplication of effort can be significantly reduced, when the in-country approach can be used.

* * *

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MODERN MANAGEMENT IN TOGOLESE RURAL DEVELOPMENT

Planning and Pre-Program In-Country Work

As noted in the Background and Development section of this Final Report on the 1980 Seminar, decision to proceed with the program was delayed for a fairly long period in the Spring and was finally firmed up in contract form only at the end of June into early July, with the dates set for the 25th of July. The planning trip which should ideally take place some months before the program was only possible, due to contract difficulties, from July 5th through July 10th. Fortunately, the same trainers as originally identified were still available for the new dates and the principal trainer, Professor MacKenzie, had already worked with the Togolese counterparts and knew the training site from earlier seminars.

During the planning trip, the major themes and focus of the Seminar were definitively identified and most of the administrative and logistic problems resolved. A Togolese observer/consultant trainer was also contacted and included in the early planning, although he did not have the management development background or training to play a major role at the actual Seminar.

About a dozen potential participants were interviewed on their priorities, experiences, management problems and ideas on which themes should receive most emphasis. They were also asked to prepare brief descriptions of problem situations, management incidents or events which they felt typified some of the difficulties they faced in integrated rural development management.

During the various visits to officials and participants in Lome, we were conscious that those senior managers located in the rural areas could have offered many practical ideas for use in our planning. Unfortunately, due to the late scheduling of the actual dates, many of these had not yet been identified or notified, and, in any case, could not have been interviewed in the very compressed time frame between planning visit and the Seminar itself.

Final selection was made of all materials to be used, films ordered from sources in Paris and the United States, work started on reproduction of certain documents and questionnaires and contact made with the other senior trainer, Dr. Bruno Ribon. It is clear that if we had not had earlier experience in the Togolese environment with generous help from previous participants, there would have been considerable difficulty in staging this Seminar with a span of only three weeks from conception to delivery.

As it was, there was no significant impact on the quality or nature of the Seminar as it finally took place in Lama-Kara due to close-in planning and in-country work. Naturally, the trainers themselves felt they could have done more with an additional period for planning and assembling materials, but, on balance, both participants and staff believe that planning and execution went rather smoothly.

* *

Seminar Programming and Execution

Goals and Objectives

In discussions with the several ministries involved in the planning and organization of the 1980 Lama-Kara Seminar, two major goals were defined and participants invited to attend whose roles in rural development were crucial to success. Basically, this seminar, as with the earlier ones in the series, was focussed on improving cooperation and coordination among the five or six principal ministries active in the rural areas of Togo.

A second key goal was the further development of modern management practices and approaches throughout these ministries and parastatals, beginning with their senior and top management teams. Both of these goals are longer-term, developmental thrusts rather than specific quantitative, scheduled objectives. Such objectives were not proposed by the Government of Togo, although we have frequently discussed the need for organization-specific programming in management development, especially in certain key ministries and parastatals.

We feel encouraged by the positive reaction of most senior officials to the several management programs organized over the last few years and by the institution of the new National Bureau of Organization and Methods with a national mandate to ensure follow-through and planned development of middle and senior management cadres. For the 1980 Seminar, however, we worked with a group of participants who had almost without exception not been exposed to management training of any sort.

Objectives of the Seminar were derived from the major themes of modern management decided upon by the sponsoring organizations and by the participants themselves during the seminar. We proposed a series of major subject areas or management issues which in our experience in over twenty developing country programs have proven crucial for improved performance and productivity. These themes or subjects were then discussed, clarified with the participants and rank-ordered for length and depth of treatment. Each participant was then asked to identify individually the most critical management problems in his back-home organization or sector and to suggest realistic objectives for solving them. In this way, the Seminar objectives were phrased in specific, participant-related terms, rather than in more

general, programmatic statements. For example, one objective which all participants felt should be established was the increased participation of communities and individual farmers in the planning and carrying out of rural development projects. Another was the urgent need for better coordination of rural agents from the various ministries and parastatals in their dealings with the communities. Mixed signals and confusion are widespread as specialized representatives from different organizations visit and advise the same communities, sometimes on the same general subject.

Major Themes

1. Processes and approaches of modern management.
2. Delegation of powers and responsibility.
3. Motivation and needs analysis.
4. Communications processes and systems.
5. Management styles and attitudes.
6. Interministerial teamwork and collaboration.
7. Participation at all levels in rural development planning and programming.
8. Rural development strategies.
9. Team building and team maintenance.
10. Human resource development and management training.
11. Organizational diagnosis and organizational development.
12. Conflict resolution and organizational stress analysis.
13. Internal contradictions of rural development projects.
14. Organization of cooperatives and their effective management.

While these were the principal themes running throughout the Seminar, many others were touched upon and brought out in the various management cases and critical incidents introduced by the participants themselves. Within the limits of time, these were also treated in some detail, especially in the participant teams where they were first brought up.

As noted earlier in this report, many of the themes were converted into specific individual objectives for one or more participants and then incorporated into their back-home action plans.

Participating Agencies and Organizations

Principal Sponsoring Ministry

Ministry of Industry and State Enterprises

Co-sponsoring Ministries

Ministry of the Plan and Administrative Reform

Ministry of Rural Development

Ministry of Aménagement Rural (Agriculture inter alia)

Ministry of Social Affairs and Women

Parastatal Organizations

Togo Grain

SONAPH

SRCC

SOTOCO

ONAF

INPT

ODEF

The presence and participation of senior managers from this wide spectrum of rural ministries and agencies, as well as from the Ministry of the Plan and Administrative Reform ensured a high level of realism and pertinence in treatment of all themes. The management cases which were developed usually involved at least two, and often more, of these organizations. It was interesting to observe the increasing frankness with which these cases and management issues were discussed as the Seminar developed. As is often the case, some of the more valuable exchanges occurred in the small group activity rather than in plenary discussion.

List of Participants

(See Annex A.)

Seminar Methodology

The training methodology selected has been developed over the last five years especially to meet the need for highly participative, interactive exchange of experiences and problem sharing among senior and top-level managers in the public sector of developing countries. It can be thought of

as a combination of case method with organizational diagnostics and problem-solving approaches. All management themes, processes and tools are derived or induced from participant identified problems in their back-home environments or organizations. While there are mini-presentations on themes such as motivation and needs analysis, decision making, management by objectives, etc., most of the working and preparatory sessions are devoted to problem identification, case development by individuals and teams, case analysis and presentations and critiques of the analyses by other teams.

In this Seminar, each intersectorial or interministerial team of participants developed one or more typical, composite rural development management cases, edited it into a brief, dramatized form and offered it for solution to another team. The author team then responded to the analysis and solution presented by the second team, with resultant lively discussion leading to a consensus in most cases. A third team was also asked to critique the case itself, as well as the analyses of the two other teams. In this way, the "final" version of the management case study had stood the test of at least three different team analyses.

These cases developed and verified by the participant teams are the heart of this method and form, with a large number of reference documents, articles, reprints and diagnostic tools, the core nucleus of reference and training materials which they may adapt or use in their own organization's internal management development programs or informal seminars.

It is essential for this method that skilled, experienced case method trainers work closely with each team in the development of the case situations, editing and in ensuring that basic case methods and approach are clearly understood. It is equally important that the administrative and secretarial support group be able to handle the very considerable volume of drafts, re-drafts and final versions to be typed and reproduced for distribution to all participants. While excellent support was given at the Lama-Kara Seminar, I would recommend at least three typists in future programs of this typed and duration. Participant reaction to this experience-based, case-development method of training was universally enthusiastic.

Training Materials Used

As noted in the previous section, perhaps the most useful materials used in the Seminar were those actually developed by the participants and participant teams themselves. The very act of identifying and analyzing a wide variety of critical intersectorial management problems in their own organizations and areas transcends the traditional use of other cases, readings and diagnostic instruments. At the same time, we are the first to recognize the real need for the best, most pertinent readings and references on the major themes identified previously.

For this reason, we assembled and distributed over forty individual articles from publications such as the Harvard Business Review, the Sloan Management Review, a number of management texts in both French and English, chapters from related rural development books and several excellent booklets used to accompany perhaps the single most effective management filmed case we know of: Le Tournant or The Turning Point (Formation Creative, 22, rue de Turin, Paris 75008).

These four booklets from The Turning Point treat the four key themes: Delegation of Authority and Responsibility, Communications in the Organization, Motivation and Styles of Management. While they do not yet exist in English, we would strongly recommend them for use with experienced managers from first-line to top level. And, of course, the film itself, when available. This also points up the need for more and far better filmed cases as basis for discussion and learning in management seminars. The current group most often used, such as the Drucker and Humble films, are really not relevant or effective with developing country managers. We truly need some support for creating a developing country management series of filmed cases to use in programs such as the Lama-Kara Seminar. Our feeling, shared by many participants, is that such materials will greatly enhance the effectiveness and relevance of such programs.

Samples of these and other print materials used in the program are attached to this report in Annex B. At request of participants and sponsoring organizations, we are not including participant back-home cases although they can be viewed upon request by interested parties.

Seminar Evaluation

Immediate Post-seminar Participant Evaluation

While participant evaluation following the seminar is of great interest to sponsoring organizations, the trainers and to the participants themselves, it would be somewhat misleading if we were not to mention the on-going evaluation which was part and parcel of the entire program at Lama-Kara. In consonance with the need for continuing feed-back in sound management practice, we instituted from the first day of the seminar the practice of daily feed-back to the trainers and other participants from both groups.

This continuing process of examining what had been done, what could be done better, and what new things should be done had a very positive effect in creating a team spirit, an openness to self-criticism and a flexibility in use of our scarest resource - time. This can explain in part at least why there were few serious criticisms of the themes treated, the methodology or the general value of the seminar. Since the participants themselves were always involved in the design, delivery and modifications of the program, there was no opportunity for it to stray to far from a track which was perceived as useful and effective.

In the immediate evaluation following the seminar, participants were all interviewed individually, by teams and asked to give their evaluation in writing anonymously (see Questionnaire Evaluation Form, Annex C.). As reported in the Interim Report on Togo Management Seminar submitted on August 6, 1980, the evaluations were highly favorable in all three parts, especially in anonymous written statements as part of the Questionnaire.

We have traditionally used seminar evaluation to indicate level of satisfaction of participants, areas of special interest and success, areas of dissatisfaction or low effectiveness and areas where more attention might usefully have been given. Where goals and objectives were clearly defined, we would then determine to what degree they were met from a participant point of view. Where the goals or objectives are longer

term and involve changes in attitude or behavior, or improvements in performance, it is impossible to assess them in an immediate post-seminar evaluation.

Participant opinion was sampled through a series of 35 questions on various themes, sessions, objectives, materials, trainer performance, facilities, group activities and general organization of the seminar. Following certain questions, they were also asked to give additional comments, observations or criticisms. A sample of certain key questions follows:

1. Do you believe that the activities in which you participated during the seminar have contributed or will contribute to meeting the objectives defined for it? (5.6)

(All questions were answered on a scale of 6 through 1, with 6 being most favorable.)

2. Would you rank each of the following themes treated during the seminar in order of importance to the management of rural development in Togo?

Delegation of authority (5.3)

Motivation (5.4)

Communications (5.7)

Styles of management (5.2)

Interministerial collaboration (5.6)

Participation at all levels (5.8)

Human resource development (5.8)

Rural development strategies (5.2)

Teamwork and creation of management teams (4.9)

Internal contradictions in development projects (5.5)

Conflict resolution and negotiation (5.7)

3. Seminar Methods: What is your evaluation of the methods used for training during the seminar?

Working in teams (5.9)

Case study and development (5.9)

Development of Togolese case studies (5.7)

Decision-making games (5.2)

Presentations by trainers with participation (5.2)
Use of filmed case studies (The Turning Point) (5.4)
Overall satisfaction with methods mix (5.7)

Teaching Materials in General (5.4)

Sample Comments from Individual Participants

1. "Working as teams really helped us know each other, our problems and possible solutions in Togolese situations."
2. "Excellent initiative whose short and long-term effects (benefits) will contribute significantly to Togolese rural development processes."
3. "Now, I know myself better, my management style, and how I can improve.."
4. "Sceptical at the beginning, I am now convinced that this seminar has opened new horizons in improving efficacy and performance."
5. "Before coming, I doubted that I could really participate and follow the themes and discussion.. Fortunately, with the methods used I was able and benefited greatly."
6. "Hope this kind of seminar can be organized much more often at all levels.. even ministerial, why not?"
7. "I now have a good idea of what is meant by modern management and feel able to use it immediately upon my return."
8. "As we progressed, I gained increasing confidence in my own ability to understand and solve problems in my organization."
9. "This method really allows the participant to evaluate himself and to communicate with the others."
10. "Each participant had the opportunity to give and receive feedback at all times."
11. "Development and study of management cases really allowed us to face the critical problems of our administrations in rural development."
12. "However, there are certain aspects of management which we have studied which may appear "revolutionary" to our superiors who have not followed similar seminars.. hence, why not seminars for them as well?"

In summary, the immediate Post-seminar Evaluation gave us rather positive reinforcement on themes treated, methods used and the long-term utility of such seminars. There was a clear signal that more seminars of this type would be welcome at the participants' level and were needed at the higher levels as well. There were no serious criticisms concerning the organization, planning, the trainers or the materials used. Most participants indicated that they would be able to apply many aspects of the program in their own professional activities once they had returned to their organizations.

Six-Months Post-Seminar Evaluation

Approximately six months after completion of the Lama-Kara Management Seminar, the principal trainer, Professor Bruce MacKenzie, returned to Togo in February 1981 to interview as many participants and organizers as could be made available. Due to the wide geographic dispersal of participants throughout Togo, absence of several on missions abroad and unavailability of others, the Center for the Promotion of Smaller and Medium Enterprises was able to arrange for visits with only ten participants. We feel, however, that their comments and reactions six months later is reasonably representative. They also indicated an interesting side effect which we had not predicted: small groups of former participants from the Lama-Kara Seminar as well as from other earlier seminars are beginning to keep in contact and to exchange ideas and experiences in management.

Professor MacKenzie also had the opportunity to spend several hours with the Minister of Industry and State Enterprises concerning the results and objectives of the 1980 Seminar, and also to discuss the plans for future seminars in all sectors, including within individual parastatals. This meeting, as well as other meetings with senior officials who had nominated candidates for the Lama-Kara Seminar, confirmed earlier reports that the reactions and follow-up had been highly favorable.

In a letter addressed to the Ambassador of the United States in Togo, dated September 12, 1980, S.E. Kwassivi KPETIGO, Minister for Industry and State Enterprises gave the following observations which were confirmed during the February 1981 evaluation visit, including additional feed-back from many of the participants and their superiors:

"Several of my colleagues in charge of various State Enterprises, who had the privilege of taking part in this seminar, expressed their complete satisfaction with the way the activities were carried out. They were struck by the exceptional human qualities and the great competence of Mr. MacKenzie, the principal facilitator of the working sessions, especially in his discussions of management problems where he has an astonishing mastery."

Summary Observations from Participant Interviews

Eight of the Lama-Kara participants were interviewed in their offices for periods of from one to two hours, two others were seen in the evenings of the week February 8 - 13, 1981. Three others were seen briefly but were unable to spend enough time to give other than general reaction of a favorable nature to the evaluator.

For convenience of reference, I have listed the various comments and suggestions of the ten to twelve principal participants interviewed under the appropriate thematic management headings used at the Seminar.

Delegation of Authority and Responsibility

Five of the participants especially emphasized the relevance of this major theme and its importance to them in improving their the effectiveness of their organizations. One person brought up its relevance to creating authentic participation by subordinate managers in the planning and carrying out of programs and projects. Another said he had already re-written certain job descriptions for his managers, after negotiating increased delegation of power and authority with them. Still another participant brought out his reference booklet on Delegation which accompanies the filmed case: The Turning Point. Pointing to it, he said: "I just used this in planning how I can free up more of my own time for longer range planning and strategy formulation in rural development."

Several stated that this remains the one most critical problem which inhibits rational development, especially in the areas outside of the capital city. Fear of delegation, as one put it. Fear of losing Power, was the way another phrased it.

Communications and Participation

Almost all of the participants interviewed expressed satisfaction with the usefulness of this theme and the set of skills which were emphasized at the Seminar. Many had found ways of using it to enhance their own relationships with peers, subordinates and with communities in their areas. Being able to understand the models of communication, barriers to communication, selective perception, two-step flow of information, etc. was seen as a significant advantage in dealing with and identifying human problems in management. One participant cited his improved communications skill as the single most important result of his presence at the Seminar.

Modern Management Processes and Cycle

All participants interviewed expressed appreciation of the overview of modern management which was afforded them at the Lama-Kara sessions. None had been aware of the unity of planning, organizing, mobilizing, operating and controlling as defining modern management. They indicated the need for their superiors to be exposed to similar programs so as to speak the same management language. Few of those interviewed had been involved in management or administrative training prior to Lama-Kara, and the attitudes of modern managers, especially their role as change agents had never been thought out.

Some hope that in future programs, they will have specific training in large project management, including financial controls and elements of matrix management applied to intersectorial programming. Two of those interviewed wished we could have spent more time on participative planning, involving communities early on in the definition of goals and objectives. Three others would like to have spent more time on feedback mechanisms within the management cycle so as to avoid delays in correcting off-target programs.

Styles of Management

Three participants said that they had significantly changed or were trying to modify their styles of management at least partially as a result of their experience at the seminar. All felt that they had a clearer idea of how to manage more effectively using a somewhat different

style or approach to their managers and their superiors. Traditional Theory X managers seemed out of place in the Togo they work in, especially at the middle and senior levels. They all agreed, however, that this authoritarian approach was still the predominant one.

Case Development Method of Management Development

Four participants made especial note of the effectiveness of this method in helping experienced managers to improve their problem identification and solution skills. They planned to use some of the cases developed at Lama-Kara with their own managers, and also indicated they would try to use the case development approach to better diagnose problems in their organizations.

Conflict and Stress Analysis

Several participants asked that more attention be paid to his crucial theme, both in the case studies and in the mini-presentations. They felt we had really only scratched the surface and that it presented one of the greatest challenges to harmonious intersectorial cooperation at the middle and senior levels. It is an area, one of them said, where the communities and first-level management do far better than the higher levels.

Participative Planning

A number of participants, including one from the Plan, felt that they had learned just enough about this area to want another seminar exclusively devoted to it. Without criticizing the present methods of shared planning, there was a sentiment that most of the time, people were asked for their opinion only after the decisions had already been made. A certain amount of cynicism was evidenced when it was suggested that poor communications and distance were primarily responsible.

Internal Contradictions in Development Management

It became evident that we might well have spent much more time on project management, especially on projects with a multi-sectorial framework. Participants agreed, however, that in the limited time available

we were correct in not focussing on specific projects or on-going management situations. Project management might well be another excellent seminar series in itself, according to one participant.

In summary of the participant comments during the Six Months Post-Seminar Evaluation, there was strong general satisfaction concerning most aspects of the seminar and the expressed desire for more frequent programs of the same kind. Requests for specific seminars for individual organizations, for top-level leaders and for project management were the main new suggestions put forward.

From the evaluator's point of view, it is important to involve more Togolese in these programs as trainers, as well as to expand the number and frequency of programs. The new National Bureau of Organization and Methods within the Ministry of the Plan and Administrative Reform seems an ideal opportunity to do this. During his evaluation mission, the evaluator had an opportunity to discuss this with the Director, Mr. Abotsi, and obtained his agreement in principal. During the next program in 1981, we hope that Mr. Abotsi will be able to participate either as a co-trainer or senior participant/observer.

Conclusions

Modern development management is one of the most valid guarantees that human and financial resources will be optimally used in the national development process. There is no substitute, no foreign aid program, no self-help plan which can take the place of sufficient skilled, dynamic managers in the public sector enterprise or ministries. Traditional administrative structures and practices must give way to more effective, responsive and innovative approaches and organization. Inherited values of former colonial administrators and businessmen must be phased out with the introduction of authentic national attitudes, approaches and systems. Without pretending that modern management processes offer some sort of panacea, we can state with some certainty that the management of change is better handled by adaptations of modern management than by any other available technology or body of organizational knowledge. We will continue to offer whatever insights and experience we have to any country which wishes to explore their potential applicability to their development problems and opportunities.

Perhaps the most important feature of the 1980 Seminar: Modern Management in Togolese Rural Development was the participation of senior managers from all of the key organizations involved in integrated rural development of the country. If there is one overriding need in the development process, it is for optimal use of scarce human and financial resources, minimizing duplication of effort and competition among government agencies and ministries.

We feel the sponsorship of a continuing series of seminars, workshops and intersectorial meetings of senior leaders and managers from key organizations is the only effective way to build cohesive national management teams. Naturally, these actions must be integrated into the broad areas of policy and strategy formulation at the highest level, but no policy or strategy, excellent though it may be, can succeed without a leadership consensus based on trust, participation and a common set of values. These can only be developed through close intersectorial cooperation, frequent personal contact and leadership from the top. In our view, modern management processes are essentially apolitical, non-threatening and easily adapted both in nature and timing to the political and economic realities of a developing country such as Togo.

Assistance in furthering examination and testing of these management approaches, attitudes and skills within the Togolese context seems to us to be one of the more effective forms of catalytic aid to economic and social development. Where there is the willingness so evident in Togo to work with USAID and other agencies in this effort, it certainly represents a high potential for each dollar invested. Both domestically and internationally, such programs can significantly help smaller developing countries to improve productivity and competitiveness. Perhaps in the future, we might propose some more sector- or public enterprise-specific assistance in management development and organization development, with a longitudinal evaluation component to measure changes in productivity, growth and contribution to the nation.

In any case, as of the present moment, in Togo, we can already call upon over one hundred senior managers with in-depth exposure to modern management approaches, attitudes and skills. This cannot fail to have

.. an impact on the organizational climate, the environment and the attitudes of others throughout the nation. With the institution of reinforcing policies in human resource development and the creation of appropriate organizational structures, this could represent a key element in the future development of Togo.

* *

ANNEX A. -- LIST OF PARTICIPANTS

SEMAINAIRE SUR LE MANAGEMENT MODERNE POUR LE DEVELOPPEMENT RURAL
DU TOGO

N° d'ord	NOM & PRENOMS	ATTRIBUTION	SERVICE	MINISTERE DE TUTELLE	ADRESSE PROFESSIONNELLE	ADRESSE PERSONNELLE
1	Bruce HACKENZIE	Directeur et Consultant C.I.P.i.	Center for Int. Public Issues Inc. HACKENZIE Multinational Eco. Inc	-	16 EXETER S T BOSTON, MASS. 617-247-3310	SKAKET ROAD ORLEANS, MASS 0265 Tél. 617-255-1378
2.	Bruno RIBON	Consultant Indépendant	-	-	12, Parc Sainte-Marie 77300 - Fontainebleau France - Tél (6)422.4655	
3.	ABLOUKA Mahana	Consultant	A and M International	Privé	B.P. 8113 Tél 21-36-86 L O M E	B.P. 8126 LOIE B.P. 35 MALTOUNGOU
4	KOLEH D. Abalo	Directeur Commercial	O P A T	Sociétés d'Etat	B.P. 1334 LOIE	B.P. 1334 LOME Tél : 21-44-71
5.	PINHO-TOYI Ahli	Chef Division Conservation des So	D E P E G	Aménagement Rural	B. P. 1026 Tél 21-30-96 LOIE	B.P. 617 LOIE
6.	TCHANSI Adj1	Directeur Régional	Service du Plan	Ministère du Plan et Réf. Administr.	B.P. 1667 LOIE TOGO	Idem
7	KADJAKA Komi	Directeur Commercial	TOGOGRAH	Sociétés d'Etat	B. P. 3039 Tél 21-59-55 LOME	Idem
8.	TAKOUDA Karanga	Directeur Administr. & Financier	C E E T	"	B.P. 42 Tél 21-27-42 LOIE	B. P. 3303 L O M E

9.	TSOGBE Kokou	Chef d'Op. café	S R C G	Sociétés d'Etat	B.P. 86 KPALIME	B.P. 86 KPALIME
10.	SODOKIN ALDUZOU Etou	Directeur Régional Plan Dapaong	Direction Région. du Plan	Ministère du Plan et Réf. Adm. et.	B.P. 4 DAPAONG Tél 70-81-53	B.P. 4 DAPAONG
11.	DJABAKOU Edan	Chef Division Aménagement Rural	Direction du Génie Rural	Aménagement Rural	B. P. 1463 Tél 21-02-92 LOME	B. P. 1463 Tél 21-02-92 LOME
12.	AGBEGNINOU Kodjo	Directeur Régional	O R P V	Développement Rural	Tél 40-00-31 Atakpané	Atakpané Tél 40-00-31
13.	BILWA Alona	Co-responsable de section	Service de la Protection des végétaux	Aménagement Rural	B.P. 1263 GAGAVELI - LOME Tél 21-37-73	idem
14.	SOUGOULIPO Kérimou	Directeur Adjoint	Santé Animale	"	B.P. 3 54 Tél 21-56-71 21-28-82	B. P. 354 LOME
15.	KNAKU Koffi	Directeur Région.	Vétérinaire et Santé animale	Aménagement Rural	See d'Elevage LAMA-KARA tél 60-60-91 60-61-86	B. P. 30 LAMA-KARA
16.	KAMBIA Essobéléyi	"	Développement Rural	Développement Rural	B. P. 56 Tél 70-81-02 70-81-03	B.P. 56 DAPAONG
17.	GBEBLEWOU Komé	Directeur	Statistiques Agricoles	" "	B. P. 341 LOME	B. P. 2577 LOME
18.	SALA Koffi	Directeur Général	O N A F	Sociétés d'Etat	B. P. 9105 LOME-PORT	B. P. 2717 LOME

28	GIBBONS Elisabeth	Assistante Techn. Directrice du Proj.	Projet Kanté Ferme	SOTOPRODEX Société privée	B.P. 12 KANZE	B.P. 10061 LOME Tél 21-10-17
29	VAN BLAKE Carla	Coordonatrice du Projet	Conseil National des Femmes Noires	Affaires Sociales	B.P. 49 LAMA-KARA	idem
30	LISSOU ASSOGBA Koffi	Chef de l'Antenne de la Pédologie de la Région KARA	Pédologie LAMA-KARA	Aménagement Rural	Sce Pédologie LAMA-KARA Tél 60-60-13	idem
31	ESSO Abaladéma	Secrétaire	Direction Région. du Plan et du Développement	Ministère du Plan et Réf. Administ.	Direction Régionale du Plan et Dévelop. B.P. 104 tél. : 60-61-94	idem
32	Mlle AYENA Aloussiva	Chef du Personnel	M A S C F	M A S C F	Direction Générale Affaires Sociales B. P. 1247 LOME	Tél 21-40-71 21-52-79
33	OURO-BAWINAY Tchatomby	Directeur Régional des Savanes	Affaires Sociales	"	Direction Régionale des Savanes BP 108 Tél. 70-80-29	idem
34	PINI Baliki Kéwunesso	Socio-Economiste Aménagiste	Direction Centrale de la Planificat Régionale	Ministère du Plan et Réf. Administ.	Direction Centrale de la Planification Régionale B.P 1667 Tél 21-37-51/52	idem
35	AGDESSI Komlan Lokpli	Chef de Région SOTOCO KARA	S O T O C O	M S E J. + M D R	B.P. 44 LAMA-KARA Tél 60-61-46	idem
36	DRAVIE-ANAKPAH Kéwuness	Directeur	Inspection Admi- nistrative & Fin.	M D R	B. P. 446 Tél : 21-54-47/21-08-34	LOME
37	OLYMPIO H. Kodjo	Directeur Général	I N P T	Développement Rural	B. P. 4402 LOME	idem

(38	: DOGBE Daké Kokou	: Directeur Régional	: ORFV LAHA-KARA	: Développement Dur.	: B.P. 03 LAHA-KARA	: idem
(39	: LAODJASSONDC	: Directeur	: EGOFRUTE	: Sociétés d'Etat	: LAHA-KARA	: LAHA-KARA
(40	: KANSOUKOU Kokou	: Directeur Assis- tance aux entrep.	: C N P P M E	: "	: B.P. 1066 LOBE Tél 21-62-12	: idem
(41	: DEALLO Akohé Kana	: Chef Formation	: "	: "	: B.P. 1066 Tél 21-61-93	: idem
(42	: Mlle EDAMN Kayé	: Secrétaire	: "	: "	: "	: "
(43	: ASSIOGBE Agbenyo	: "	: "	: "	: "	: "
(44	: HOUKEY Azi	: "	: "	: "	: "	: "

• Direction Nationale de la Recherche Agronomique

- I R A T
- I R C T
- S R C C

• Direction des Enquêtes, Evaluation et Statistiques Agricoles

- Direction de la Nutrition et de la Technologie Alimentaire
- Direction des Productions Animales
- Direction de la Production Forestière

• Sociétés d'Etat :

- O D E F
- TOGO - FRUIT
- C N C A
- O N A F
- S R C C
- S O T O C O
- S O N A P H.

D. - Ministère du Commerce

- O P A T
- TOGO - GRAIN.

E. - Ministère des Affaires Sociales

- Maisons familiales.

BEST AVAILABLE DOCUMENT

LISTE PARTIELLE DES DOCUMENTS DU
SÉMINAIRE

TEXTES : 1. La Délégation. Livret à accompagner le cas filmé : Le Tournant de Formation Créative.

2. Les Motivations

3. La Communication dans l'Entreprise

4. Les Styles de Direction

5. Adulte, es-tu là ? Livret à accompagner le film : L'Analyse Transactionnelle des Analyses Cinématographiques

Articles 1. Le Processus de gestion en trois dimensions

Harvard Business Review, No 916961.
R. A. Mackenzie.

2. Relations humaines ou ressources humaines ?
Harvard Business Review, No 916541 R.E. Miles.

3. Comment faire face à la résistance au changement. Harvard Business Review,
No 916911, P.R. Lawrence.

4. Comment choisir son style de direction.
Harvard Business Review No 915821. R. Tannenbaum et W.H. Schmidt.

5. Dynamique de la subordination
Harvard Business Review, No 916531. A. Zalesnik.

6. Vers une définition de l'homme moderne. Extrait et traduit du livre.
Becoming Modern. Harvard University Press. A. Inkeles et D.H. Smith.

7. Dimension participative de la planification en Côte d'Ivoire. UNESCO.
Division de l'étude du développement K.N. Kpatchibo.

8. Une fois de plus : Comment motiver vos employés ? Harvard Business Review
No 916811. F. Herzberg.

Documents, Questionnaires et cas d'étude :

1. Caractéristiques du cadre supérieur idéal. Questionnaire-sondage.

2. Six impératifs de l'efficacité.
Questionnaire-analyse.

3. Caractéristiques des collègues de travail.
Questionnaire-diagnostic. R. Miles.

4. Quelques conditions qui facilitent des changements d'attitudes personnelles et collectives. F. Herzberg.

Documents, Questionnaires et cas d'étude : (suite)

5. L'Analyse du Travail en équipe. D. Mr Gregor.
6. Perception et transmission d'information.
7. Feuille d'observation sur la classification des interventions.
8. Qui parle à qui? Feuillet d'observateur.
9. La Délégation Questionnaire-diagnostic.
10. Perspectives et effets attendus de la participation ouvrière à la gestion Graphique et tableau .
11. Questionnaire - Communication
12. Test d'auto-évaluation pour managers
13. Un jeu de prise de décision : Le Dilemme du Développement multisectoriel Bruce Mackenzie et Aliou Bamba Diallo.
14. Cesont les règlements . Cas d'étude.
15. L'Employé qui s'apprête à s'en aller.cas d'étude.
16. Etes-vous un délégant ou un exécutant ? Questionnaire.
17. Le Style de direction . Tâches/personnes.
Questionnaire analytique.
18. Profil des caractéristiques d'une organisation. R. Likert.
19. Le Problème des problèmes. Outil d'agnostic des problèmes de management.
20. Comment améliorer les compétences et performances en management ?
21. Les Grands Problèmes Humains des Organisations Modernes. Comparaison des solutions traditionnelles et modernes.
22. La Compagnie de contreplaqué Ceylan. Cas d'étude
23. De quoi se mêle-t-il? Cas d'étude Ouest-Africain. 1980.
24. La journée de Monsieur SARR. Cas d'étude adapté.
25. L'Autosuffisance alimentaire. Cas d'étude Ouest-Africain 1980.

Films et Cas Filmés.

1. Le Tournant. Cas filmé de management des hommes. Formation Créative, 22 rue de Turin, Paris 75008.
2. L'Analyse Transactionnelle. Série d'incidents filmés de management Analyses Cinématographiques, 15, Avenue de Ségua, Paris 75007.
3. Les Hommes et les démons. Film animé sur le développement économique et social. IBM Comparison. (Version française).

LE MANAGEMENT MODERNE POUR LE DEVELOPPEMENT RURAL DU TOGO

Questionnaire-Enquête sur le Séminaire

Votre collaboration sincère nous aidera beaucoup à mieux saisir jusqu'à quel degré les objectifs de ce séminaire ont été atteints au cours des séances plénières, des travaux en équipe et des lectures individuelles que nous avons réalisés.

Pour ce faire, nous voudrions vous demander de répondre aux questions suivantes aussi objectivement que possible. Ensuite, nous espérons que vous accepterez de nous communiquer vos réactions personnelles sur n'importe quels autres aspects, thèmes, avantages ou inconvénients de ces quelques journées que nous avons passées ensemble à Lama-Kara.

Nous vous remercions d'avance de votre coopération dans cet effort "diagnostic" et vous prions d'accepter nos compliments sur votre participation dynamique et assidue.

A - LES OBJECTIFS DU SEMINAIRE

Les invitations adressées aux

- * Directeurs régionaux des Ministères du Développement Rural, du Plan et des Affaires Sociales
- * Directeurs sélectionnés du Ministère de l'Aménagement Rural
- * Directeurs de projets de développement rural intégrés
- * Hauts Responsables de certaines Sociétés d'Etat
- * Conseillers du Ministre des Ministères du Développement Rural, du Plan, de l'Aménagement Rural et des Affaires Sociales

indiquent les objectifs suivants comme les principaux de ce premier séminaire sur le Management Moderne pour le Développement Rural du Togo :

- I - Développement d'un esprit d'équipe, d'une meilleure coordination des activités essentielles au développement rural.
- II - Développement d'une meilleure gestion des ressources humaines, matérielles et économiques qui y sont consacrées.

Veuillez indiquer votre réponse en marquant d'une croix la case correspondante.

1. Croyez-vous que l'ensemble des activités auxquelles vous avez participé au cours du séminaire aient contribué, ou vont contribuer à atteindre ces objectifs à long terme ?

Beaucoup 6 5 4 3 2 1 Peu

2. Pensez-vous que d'autres objectifs importants pour le développement rural du TOGO aient été aussi visés et appuyés par votre participation à ce séminaire ?

OUI NON

Si oui, voulez-vous en citer un qui vous paraît valable ?

L'importance de l'Animation
Sociale dans le développement
Rural comme moyen de préparer
l'esprit du paysan à accepter
les innovations que les services
techniques sont chargés de vulgar-
riser.

3. Quels autres objectifs non fixés devraient figurer, à votre avis, dans des séminaires futurs de ce genre ?

- Atteindre les objectifs de bien-être social comme source de motivation de la population rurale pour participer ~~à~~ prendre avec intérêt ^{aux} les activités ^{économiques} entreprises par les services techniques de l'Etat. (Interdépendance entre l'économique et le social)
- Au niveau des projets de développement, le ~~bon~~ l'esprit d'équipe de viser à mieux définir les tâches et les parts de l'enveloppe devant régner et chaque service technique ^{impliqué} ~~impliqué~~ chronologiquement déterminé dans le temps des interventions multi-disciplinaires.

3 - LES THEMES PRINCIPAUX

Voulez-vous bien classer les grands thèmes traités au cours de séminaires dans l'ordre de leur importance respective pour le développement rural du TOGO ?

1. La Délégation des pouvoirs

Très important	6	5	4	3	2	1	Peu important
	<input checked="" type="checkbox"/>	<input type="checkbox"/>					

2. Les motivations et les besoins

6	5	4	3	2	1
<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

3. Les processus et systèmes de communication

<u>Très important</u>	6	5	4	3	2	1	<u>Peu important</u>
	<input checked="" type="checkbox"/>	<input type="checkbox"/>					

4. Les styles de management

6	5	4	3	2	1
<input checked="" type="checkbox"/>	<input type="checkbox"/>				

5. La collaboration interministérielle

6	5	4	3	2	1
<input checked="" type="checkbox"/>	<input type="checkbox"/>				

6. La participation à tous les niveaux

6	5	4	3	2	1
<input checked="" type="checkbox"/>	<input type="checkbox"/>				

7. Le développement des ressources humaines

6	5	4	3	2	1
<input checked="" type="checkbox"/>	<input type="checkbox"/>				

8. Les stratégies de développement rural

6	5	4	3	2	1
<input checked="" type="checkbox"/>	<input type="checkbox"/>				

9. Les processus et le cycle d'un management moderne

6	5	4	3	2	1
<input checked="" type="checkbox"/>	<input type="checkbox"/>				

10. Le travail en équipe et la formation des équipes de management

6	5	4	3	2	1
<input checked="" type="checkbox"/>	<input type="checkbox"/>				

11. Les contradictions internes aux projets de développement

6	5	4	3	2	1
<input checked="" type="checkbox"/>	<input type="checkbox"/>				

12. La planification participative

6	5	4	3	2	1
<input checked="" type="checkbox"/>	<input type="checkbox"/>				

13. Analyse, diagnostic et profil d'une organisation

6	5	4	3	2	1
<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

14. La gestion du temps

6	5	4	3	2	1
<input checked="" type="checkbox"/>	<input type="checkbox"/>				

15. La résolution des conflits et la négociation

6	5	4	3	2	1
<input checked="" type="checkbox"/>	<input type="checkbox"/>				

A l'avenir sur lesquels de ces thèmes faudrait-il mettre encore plus de temps au cours du séminaire ?

- Les motivations et les besoins du paysan
- Le style de management
- La collaboration interministérielle ; l'étude des cas devra proposer des projets de développement où les équipes devront définir les tâches qui devront relever de tel ou tel technique.
- Les stratégies du développement rural
- Les thèmes n° 9 à 15

Voulez-vous suggérer d'autres thèmes non traités qui devraient figurer aux programmes futurs ?

- Les ratios d'appréciation des systèmes, notamment l'efficacité et l'efficience, ratio de main de travail, etc.
- Analyse rétrospective des dépenses effectuées avec évaluation des objectifs sociaux et leur importance dans le ^{processus de} développement.
- Contrôle et exécution des projets : contrôle financier et montant de responsabilités

C. METHODES DU SEMINAIRE

Quelle est votre appréciation des méthodes "pédagogiques" suivantes utilisées au cours du séminaire ?

1. Le travail en équipe.

<u>Très efficace</u>	6	5	4	3	2	1	<u>Peu efficace</u>
	<input checked="" type="checkbox"/>	<input type="checkbox"/>					

2. Les méthodes des cas d'étude.

6	5	4	3	2	1
<input checked="" type="checkbox"/>	<input type="checkbox"/>				

3. La rédaction des cas d'études togolais.

6	5	4	3	2	1
<input checked="" type="checkbox"/>	<input type="checkbox"/>				

4. Les jeux de prise de décision

6	5	4	3	2	1
<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

5. Le jeu de rôles.

6	5	4	3	2	1
<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

6. Présentations par les animateurs avec participation

<u>Très efficace</u>	6	5	4	3	2	1	<u>Peu efficace</u>
	<input checked="" type="checkbox"/>	<input type="checkbox"/>					

7. L'emploi de cas filmés comme le Tourment

	6	5	4	3	2	1
	<input checked="" type="checkbox"/>	<input type="checkbox"/>				

Dans l'ensemble, quel est votre niveau de satisfaction avec le "niveau" de méthodes employées par les animateurs ?

<u>Très satisfait</u>	6	5	4	3	2	1	<u>Peu satisfait</u>
	<input checked="" type="checkbox"/>	<input type="checkbox"/>					

D - MATERIEL PEDAGOGIQUE

Le matériel pédagogique, les documents, les films, les cas d'étude et les divers questionnaires, dans l'ensemble, vous ont-ils satisfait ?

<u>Très satisfait</u>	6	5	4	3	2	1	<u>Peu satisfait</u>
	<input checked="" type="checkbox"/>	<input type="checkbox"/>					

Veuillez-vous bien indiquer les cinq (5) documents, livrets, articles ou autre matériel utilisé que vous croyez être les plus utiles ?

- Les Motivations (livret)
- La Délégation (- " -)
- Akabte et- la la? (- " -)
- Les Styles de Direction avec questionnaires
- La Communication

(Autres) _____

Pouvez-vous nous suggérer d'autres documents ou du matériel qui seraient éventuellement bénéfiques pour un séminaire sur le management ?

- Visite ^{d'étude} de quelques projets dans les régions où se tient le séminaire.

B - APPRECIATION INDIVIDUELLE DU SEMINAIRE

Veuillez-vous bien nous indiquer très ouvertement vos réactions, vos impressions et votre appréciation objective de ce séminaire ?
Votre "Feedback" nous sera précieux à titre personnel et professionnel, et par surcroît nous aidera à rajuster notre tir une autre fois pour mieux vous servir

M E R C I

(Prière de ne pas signer, svp)

BEST AVAILABLE DOCUMENT

L'organisation du présent séminaire a été une initiative excellente dont les effets positifs contribueront à court et à long terme, à améliorer le processus du développement rural au Togo. Les cartes présents au séminaire ont compris d'une manière ou d'une autre que le terme "Développement Rural" ne se limite pas au développement agricole lequel pour réussir a l'esoin de support des autres techniques surtout celles s'intéressant aux facteurs humains du développement.

Néanmoins les débats sur les cas intégrés nous laisse ont permis de constater que certains techniciens désignés comme responsables de projets intégrés ne sont pas encore convaincus de la nécessité de travail en équipe interdisciplinaire multidisciplinaire.

Le CNPPME dans ses prochains séminaires devra encore insister sur cet aspect du problème.

En conclusion, les résultats du présent séminaire ont été hautement positifs. L'organisation et les méthodes pédagogiques ont été très efficaces.

Je souhaite que de pareils séminaires soient régulièrement organisés et suivis, à tous les niveaux de la hiérarchie de l'Administration Togolaise. Grand merci à l'équipe d'encadrement

MANAGEMENT MODERNE POUR LE
DEVELOPPEMENT RURAL DU TOGO

Lama-Kara - TOGO

Du 25 juillet au
5 août 1980.

Formulaire d'Inscription

1. Nom du participant : GREBLEWOOD Komi
- Adresse et Téléphone : B.P. 2577 Lomé
Tel - 21-20-37 ou 21-60-13
2. Organisation et Service : Direction des Enquêtes et Statistiques
Agricoles
Ministère du Développement Rural
3. Titre du poste : Directeur
4. Titres des Responsables ou managers qui relèvent directement de vous :
(Vous êtes responsable de leurs performances.)
- A Chefs de division (4)
- B Chefs de Services régionaux (5)
- C Autres cadres (5)
- D _____
- E _____
- F _____
- G _____
- H _____
- I _____
- J _____

5. Depuis combien d'années remplissez-vous ces fonctions ?

5 années

6. Depuis combien d'années êtes-vous membre du management de cette organisation ?

8 années

7. Avez-vous déjà suivi des stages, séminaires ou cours de management, de gestion ou d'administration publique ? Si oui, veuillez les citer brièvement.

En 1975 à l'Université Laval de Québec

8. Pourquoi participez-vous à ce séminaire en management du secteur rural ?
Veuillez cocher les cases qui conviennent.

- A. Nomination par mon supérieur hiérarchique
- B. Volonté personnelle de mieux comprendre les processus et les pratiques de management
- C. Sentiment d'impuissance devant certains problèmes d'organisation et de fonctionnement opérationnel
- D. Désir de me perfectionner et m'épanouir
- E. Désir de mieux servir mon pays et ses citoyens.

9. Avez-vous déjà une idée définie de ce que l'on entend par management ?
Si oui, veuillez le définir en termes très simples et brefs.

On entend par management, l'art de mener, de diriger une organisation. En d'autres termes, c'est l'art d'appréhender les problèmes de son organisation et de tenter de les trouver des solutions avec ses collaborateurs.

10. Avez-vous des attentes, quelque chose de spécifique que vous voudriez retirer au mieux, de ces quelques jours à Lama-Kara ?

Si l'art dépend de l'artiste, il ne demeure pas moins que l'artiste se façonne. - Les techniques évoluant, le management moderne nous permettra de nous mieux appréhender les problèmes qui se posent à nous dans notre développement rural qui périclète. Il s'ensuivra les solutions les mieux adaptées pour la résolution de ces problèmes pour le bien-être de nos populations.

Nous vous remercions du temps et de l'effort pour nous aider à mieux cerner vos objectifs et mieux vous connaître avant le séminaire.



ANNEX E. - - SEMINAR DAILY SCHEDULE

LE MANAGEMENT MODERNE POUR LE DEVELOPPEMENT RURAL DU TOGO

Calendrier - Horaire

<u>Jour</u>	<u>Heure</u>	<u>Thème et activités</u>
Vendredi 25		Arrivées et installation des séminaristes
Samedi 26	10h00	Ouverture solennelle
	11h00	Cocktail
	12h00	Libre
	13h00	Déjeuner en commun
	16h00	<u>Séance d'orientation</u> Formation des équipes de réflexion Distribution des documents
	20h00	Dîner en commun
	21h30	Projection cas filmé : <u>Le Tournant</u> (30 mn)
Dimanche 27		Détente et discussions
Lundi 28	08h00	<u>Présentation des processus, des approches et du cycle de management moderne.</u> (MACKENZIE & RIBON)
	10h30	Pause café.
	11h00	Recensement des problèmes prioritaires de management rural au Togo. Fixation des objectifs définitifs.
	12h30	<u>Distribution du Cas n° 1.</u>
	13h00	Déjeuner en commun
	16h00	<u>Analyse et préparation (individuelle ou en équipe) du Cas n° 1</u>
	17h30	Pause café.
	18h00	<u>Présentation des solutions par équipe</u>
	19h30	Distribution de documents.
	20h00	Dîner en commun.
21h30	Projection du film : <u>Le Tournant</u> et distribution du dépliant.	

Mardi 29	08h00	<u>Les motivations et les besoins humains</u> Questionnaire sur le changement d'attitude (RIBON & MACKENZIE)
	10h30	Pause café.
	11h00	<u>La délégation des pouvoirs et de la responsabilité.</u> <u>Présentation, questionnaires et discussions.</u> (RIBON & MACKENZIE)
	13h00	Déjeuner en commun
	16h00 à 19h30	<u>Travail de réflexion en équipe sur des cas togolais</u> <u>de management</u>
	20h00	Dîner en commun
	21h30	Distribution et lecture : <u>Les défis de gestion</u> <u>des coopératives.</u>
Mercredi 30	08h00	<u>Les contradictions internes aux projets de</u> <u>développement rural</u>
	10h30	Pause café.
	11h00 à 12h30	<u>Analyse et préparation (individuelle ou en équipe)</u> <u>du Cas n° 2.</u>
	13h00	Déjeuner en commun
	16h00	<u>Présentation des solutions par équipe.</u>
	17h30	Pause café.
	18h00 à 19h30	<u>La planification participative en zone rurale</u> Problématique et discussion sur la conjoncture socio-économique du Togo. Distribution de documents (RIBON & MACKENZIE)
	20h00	Dîner en commun
21h30	Projection du film : <u>Les hommes et les démons</u> (10mn) Débats	
Jeudi 31	08h00	<u>Travail en équipe sur les cas de management rural</u> <u>togolais</u>

	09h00	<u>Les processus et les systèmes de communication</u> Distribution du livret n° 2 du " <u>Tournant</u> " (MACKENZIE & RIBON)
	10h30	Pause café.
	11h00 à 12h30	<u>Caractéristiques du cadre supérieur idéal.</u> Questionnaire et débats (MACKENZIE & RIBON)
	13h00	Déjeuner en commun
	16h00 à 19h30	<u>Analyse et préparation (individuelle ou en équipe)</u> <u>du Cas n° 3</u>
	20h00	Dîner en commun
Vendredi 1er août	08h00	<u>Diagnostic et profil de l'organisation</u> Questionnaire - enquête et débats (MACKENZIE & RIBON)
	09h30	<u>Cas n° 3 - suite</u>
	10h30	Pause café.
	11h00	<u>Présentation des solutions par équipe.</u>
	13h00	Déjeuner en commun
	16h00	<u>Jeu de prise de décisions</u> (MACKENZIE & RIBON)
	17h30	Pause café
	18h00 à 19h30	<u>La gestion du temps</u> Questionnaire - enquête (MACKENZIE & RIBON) Catégories de temps de management.
	20h00	Dîner en commun
	21h30	Projection du film : <u>Adulte, es-tu là ?</u> (8 mn) Présentation et discussions (MACKENZIE & DIALLO)
Samedi 02	08h00 à 11h00	<u>Stratégie d'un projet de développement rural</u> (RIBON)
	13h00	Déjeuner en commun Libre
Dimanche 03		Détente

Lundi 04	08h00	<u>Les styles de management</u> La grille de gestion Questionnaire tâches - personnes sur les styles de management.
	10h30	Pause café.
	11h00 à 12h30	<u>La résolution des conflits et la minimisation des stress</u> Distribution des cas togolais à préparer (en équipe)
	13h00	Déjeuner en commun
	16h00	<u>Présentation des solutions par équipe.</u> Débats Distribution de formulaires d'évaluation de plan d'action individuelle et test d'autoévaluation.
	20h00	Dîner en commun
Mardi 05	08h00	Suite : <u>Présentation de solutions des cas togolais.</u>
	09h30 à 11h00	<u>Travaux de synthèse.</u> Recommandations des participants.
	13h00	Déjeuner en commun
	16h00	Séance de clôture
Mercredi 06		Départ des séminaristes.