



TRAINING OF TRAINERS IN MANAGEMENT (TTM)

Report on Program for WOMEN - IN - AGRIBUSINESS

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By:
Practical Concepts Incorporated
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**SEMINAR COMPLETION REPORT
TRAINING OF TRAINERS IN
MANAGEMENT**

LOME, TOGO

JUNE 9 - JULY 17, 1981

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Submitted to:

**Mr. Lou Faoro
Program Manager
DS/RAD, AID
Agency for International Development
Washington, D.C. 20523**

Submitted by:

**Jane Hersee
TTM Project Manager
Practical Concepts Incorporated
1730 Rhode Island Avenue N.W.
Washington, D.C. 20036**

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PCI Faculty:

**Sylvia Watts
Paul Andre Cloutier
Gatariyiha Majinya
Lukalansoni Bahangula
Regis Parent
Ray NTungamulongo Tshibanda**

**Team Leader
Trainer
Co-Trainer, Former TTM Graduate
Co-Trainer, Former TTM Graduate
Trainer
Trainer, Former TTM Graduate, presently
studying in the U.S.**

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A large number of individuals in many countries have played important roles in achieving the present level of project success. Particular credit must be given to Sylvia Watts whose brain child the project is and who has devoted herself to the projects' needs without respite for the last year. There is still a long way to go, however, and many of these individuals are, we know, committed to ensuring that the women's agribusiness firms become viable enterprises within the next two to three years. While we cannot mention everyone by name, we particularly wish to thank each and everyone for their tireless dedication, enthusiasm and hard work. We have been most impressed with those senior government officials in each country who participated in the Task Forces and gave so freely of their energy and time.

The women's delegations from Guinea, Togo and Zaire attending the seminar in Togo are especially commended for their unreserved enthusiasm, tireless energy and high quality performance throughout the six-week period.

We also wish to thank the USAID officials in Guinea, Togo and Zaire for their assistance given willingly and cheerfully despite pressures of other business.

Finally, our sincere thanks to AID's TTM Project Managers--DS/IT, Mrs. Elaine Souliides who fanned the flames and ensured the project's launching, and DS/RAD, Mr. Lou Faoro, whose total support and dedicated commitment to the use of small-scale enterprises as a means to economic development allowed for program flexibility and appropriate responses to changing needs in the field.

I. OVERVIEW

A. INTRODUCTION

The idea of combining the successful Training of Trainers in Management (TTM) program with the tremendous need to identify and promote opportunities for women to participate more actively in the economic mainstream of their countries was first broached with AID in late 1979. DS/IT, the office then responsible for the TTM, specifically asked PCI to test the idea with various governments in West Africa when appropriate opportunities arose.

In March of 1980, the Minister of Plan in Togo enthusiastically endorsed the idea and offered Togo as the site for the seminar. He was particularly interested in a combination management training and feasibility study project to stimulate women to enter into agribusiness ventures in the private sector.

By September 30th, the program had been fully funded from central DS funds and the Women in Development (WID) Office. In October, PCI teams were in the field conducting site visits. Participating countries are Togo, Guinea and Zaire.

The timing of this program turns out to have been fortuitous. All three countries sending participants to Lome have recently increased their emphasis on private sector involvement in development. The President of the Republic of Guinea personally encouraged the women's delegation prior to its departure from Conakry for Lome; in Togo, creating a dynamic private sector is one of the objectives of the new five-year plan. President Mobutu, in his most recent address to the population on the occasion of Zaire's 21st anniversary of independence, expressed his faith in the private sector and his determination to help it further expand.

In the following, we briefly summarize the rationale for the program and its expected benefits in general. Remaining sections present the program as planned, the program as implemented, and recommendations for continued program support.

B. PROGRAM RATIONALE

1. Background

The rationale for the program was based on years of work in development by PCI staff and colleagues. While it contains unproven hypotheses it has been intuitively accepted by many knowledgeable individuals. Precisely because it seems so intuitively right, it is particularly important that the project be evaluated. There is the potential danger of doing more such programs because they "feel right" rather than because they produce a significant impact. If they do both, then future action will certainly be obvious. We therefore lay out the following rationale not so much as assertions of truth, but as hypotheses that we hope eventually can be demonstrated one way or the other.

The specific premise for the program, simply stated, is:

IF the right institutions are identified and make commitments to support women in business AND
IF we provide the right women with management concepts, tools and techniques and sufficient feasibility information,
THEN they will be able to design, obtain funding for and implement self-owned, viable, agribusinesses;
IF they succeed in creating such self-owned, viable agribusinesses,
THEN they will not only be role models for other women to emulate but will contribute to improving development in their respective countries.

Traditionally, women have filled multiple roles in society: producer, processor, trader, artisan, housewife and mother. Most technical assistance programming for women in the developing countries has focused on the roles of housewife and mother. Assisting women to initiate agribusinesses differs from most previous interventions in that the focus is on women's roles

as producer, processor and trader. These are income-earning roles for which women have been either wholly or partially displaced due to lack of training in modern farm techniques. Consequently, the income-earning capability of women has declined and grown less competitive relative to the income-earning capability of men. Women have lost prestige and influence within their communities, altering the balance and traditional relationship between men and women in the society at large. The decline in relative income has had implications on the ability of women to purchase necessities and has probably even more negatively influenced their role in disposition of discretionary income. Almost certainly, the availability of discretionary income is a key factor in personal, social and economic development.

2. Social Benefits

Worker-owned agribusiness enterprises for women appear to be an appropriate vehicle for promoting development by increasing the productivity and participation rate of women in the labor market. These enterprises can move rural women beyond subsistence farming, integrate them more effectively into national economies and provide more lucrative employment opportunities. As a result, their increased income should allow them to provide better social services and health and nutrition for themselves and their families.

Such agribusiness enterprises for women can promote the following social and economic benefits:

1. Women will move into businesses that provide a high return on labor.
2. Women will be provided training in agribusiness techniques-- skills which are easily transferable to other enterprises and which are currently open only to men.
3. Women from all social classes will be involved (although the largest portion will come from the rural poor).
4. Agricultural production will be increased.

5. Shareholders in the enterprise will increase their income.
6. The labor displacement problem which has caused high levels of unemployment among women in rural areas will be addressed and remediated.
7. Widowed or abandoned women will have an effective means to provide more adequately for themselves and their children.
8. Increased tax revenues will be generated.
9. Economic and social development through private investment will be promoted as an alternative to reliance on public investment.
10. A more equitable distribution of economic and social benefits to the poorest of the poor will be promoted.
11. Discrimination will be reduced with respect to the conditions of employment. (Women are usually relegated to positions which bring low return for long hours worked in poor conditions.)
12. An incentive will be provided for families to remain in rural areas and therefore discourage migration to urban areas.

Another benefit in farm enterprises is that they will enable women to support and increase the effectiveness of the agricultural training which their husbands have received. In the past they have been unable to support the new techniques in agriculture being used by their husbands because they have been left out of vocational and agricultural training programs.

A more detailed description of the program itself as originally proposed follows.

3. The Program Plan

Based on the current need to identify and promote opportunities for women to participate more actively in the economic mainstream of their countries, PCI proposed in early 1980 a specific strategy to assist LDC women obtain immediate income, equity in profit-making enterprises and management and technical skills required to sustain success.

The strategy utilized the TTM program because it appeared well-suited to address this need. This is because it combines lectures and practical workshops to present participants with an integrated set of management tools. Participants learn to use these tools to set objectives, plan work, implement a project and supervise it, monitor a project and use feedback to improve it, and work as an effective team. Additionally the TTM program is offered onsite, and is tailored to the specific needs and educational levels of the participants.

Given the above, a regional TTM for women was planned for July-August 1980* in Lome, Togo, for delegations of ten from Guinea, Togo and Zaire. Selection criteria included: 1) Personal -- determination to succeed; self confidence; capacity to tolerate responsibility and high levels of risk and uncertainty; 2) Education -- to profit most, secondary level education; however, high rating on item 1 above and excellent background and experience also acceptable; 3) Experience -- demonstrated leadership; respected; initiator and risk taker; demonstrated perserverance. The team as a whole was expected to include a good mixture of individuals with varying levels of education and experience.

The training program was planned as follows: The first two weeks would be devoted to learning the concepts and techniques of project identification, design, organization and evaluation. During the remaining four weeks, each country delegation, using the techniques just learned, would develop a detailed project design for an agribusiness enterprise of its choice. Additional sessions in basic accounting and disucssions with local successful businessmen on a variety of topics relevant to new entrepreneurs would be added to the core TTM curriculum.

Prefeasibility studies were conducted to elicit potential projects. The feasibility studies were to validate the most promising ideas. To be most effective in the training, these studies were planned to begin before

* Actually conducted in June/July 1981.

the seminar (see estimated schedule, Table 1). The feasibility studies were added to the TTM training design to ensure that those agribusiness projects, to which the equivalent of ten man-months per project would be devoted, would be viable and therefore merit the allocation of training time. These feasibility studies would be crucial to maximizing the cost/benefit ratio of the TTM training. It was anticipated that US feasibility specialists would be used to conduct the studies.*

By the end of the TTM program, each delegation would have a complete agribusiness dossier to take home and present to a local or regional development bank for funding. The dossier was planned to contain a feasibility study, a complete project design, networks detailing start-up activities, and a monitoring and reporting plan. Local funding to implement the project is expected to cover all costs of the enterprise pertaining to labor, land, processing plant facilities and agricultural inputs. Further funding may need to be obtained to provide continued technical assistance and managerial support as needed during operations.

Immediately following the six-week TTM program, a five-day Executive Management Seminar (EMS) was planned for each of the countries represented at the TTM held in Lome. Each EMS was planned to include between 20 to 30 senior level officials from selected ministries and local private industry and associations. The sessions were to acquaint participants with contemporary management tools, concepts and techniques, provide a forum to discuss current problems they face managing projects, and finally, offer them an opportunity to review the agribusiness project designs developed, using modern management tools, during the TTM held in Lome.

The intended output of the EMS was therefore threefold. Participants at each session would have:

1. Increased insight into the nature of some of the project management problems confronting them, as well as potential solutions for each.

* In the event, host country nationals conducted the feasibility studies.

2. Offered their endorsement and support of the implementation of the agribusiness project designed by the delegation of women sent to the Lome training program.
3. Made a commitment to monitor the implementation of women's agribusiness project as one means of judging the effectiveness of the project management techniques used, with the intention of selecting those management concepts and techniques which demonstrate their effectiveness for eventual application to other projects in both the public and private sector.*

The project Logical Framework is shown in Table 2.

4. The Program

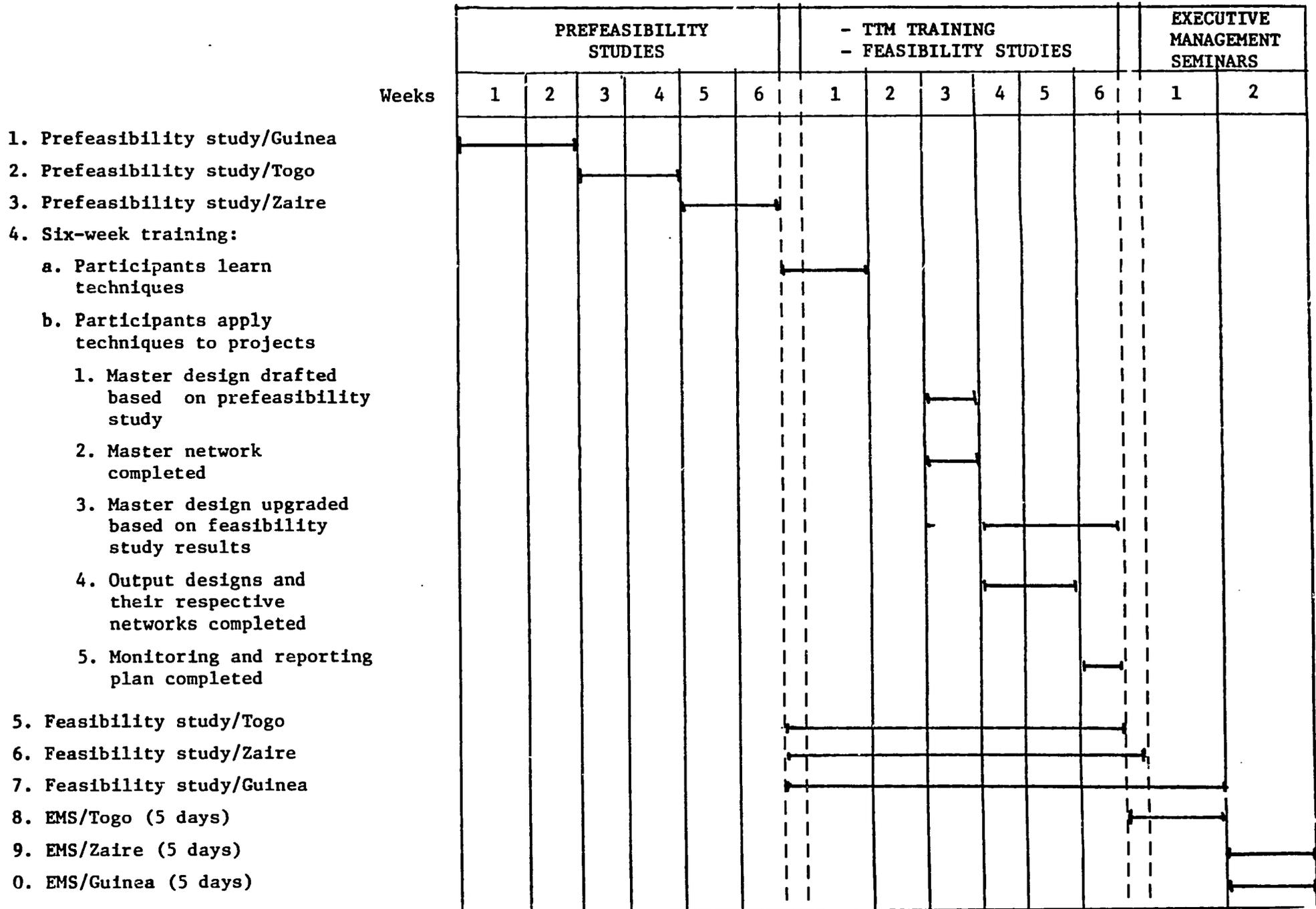
Apart from scheduling delays, the five parts of the program as they were implemented remained fairly close to what was planned. There were major changes regarding the EMSs, however: in Togo and Guinea it was felt the objectives could be as well achieved in alternative ways; in Zaire the seminar was postponed at the last minute. The contract terminates September 4, 1981 and an extension has not been granted; we recommend some other means be found to support this EMS. As a major change in key people occurred during the last few months, the EMS is now even more crucial for gaining needed support and commitment.

Table 3 presents a comparison of planned versus actual accomplishments with some general comments on the changes and other issues affecting the program.

For those readers wishing a more detailed description of the program as it progressed, copies of interim progress reports and a chronology of events are included in Appendix A.

* Togo and Guinea EMSs were substituted for other activities with essentially the same objectives. The Zaire EMS was postponed.

Table 1: ESTIMATED SCHEDULE



	<p>and responding appropriately;</p> <p>e. Profit margins of at least 10%; and</p> <p>f. Operating expenses within industry standards.</p> <p>2. <u>Owners:</u></p> <p>a. Totally owned by women; and</p> <p>b. Stock ownership/profit sharing plans fully developed and being implemented.</p> <p>3. <u>Operators:</u> 80% of top management positions filled by women; 80% of workforce filled by women. Women in the key positions in both management and supervisory levels.</p>	<p>4. Personal and business tax structures support business investment.</p> <p>5. National systems of financial and management assistance are of a quality adequate to meet the needs of increasing numbers of women entrepreneurs.</p> <p>6. Infrastructure and distribution systems do not constrain increased production and marketing.</p> <p>7. Adequate numbers of women entrepreneurs, managers technicians and workers are able and willing to enter the labor force.</p> <p>8. Political and macro economic conditions are reasonably stable and encouraging to private sector expansion.</p> <p>9. Diversification and production efficiency of businesses are sufficient to support continued market expansion.</p> <p>10. Regulation, import policy and mass production technology do not drive product prices below cost of production for key women owned businesses.</p> <p>11. Consumers, suppliers and distributors are not less willing to do business with local, women-owned and managed, business than with alternative suppliers of goods and services.</p>
<p>Outputs:</p> <p>1. Delegation of women from each of the 3 countries trained in key management concepts, tools and techniques essential for starting a business.</p> <p>2. Completed feasibility studies for minimum of 1 agribusiness enterprise in each country.</p> <p>3. Completed agribusiness enterprise designs.</p> <p>4. Key senior host country officials identify their own roles and responsibilities in support of the enterprise being established in their country.</p> <p><u>TO BE FUNDED</u></p> <p>5. Managerial assistance as needed; and</p> <p>6. Monitoring and evaluation system providing women with timely information regarding progress and potential problems.</p>	<p>Magnitude of Outputs necessary and sufficient to achieve purpose.</p> <p>1. Establish measurable objectives;</p> <p>2. Use analytical tools to solve problems, devise solutions, plan activities to implement solutions in a logical rational manner, and likewise identify and allocate needed resources;</p> <p>3. Identify important project milestones and potential problem areas;</p> <p>4. Develop appropriate monitoring and reporting plans;</p> <p>5. Describe key motivational factors and their importance to different business situations;</p> <p>6. Describe local banking operations and how to obtain, monitor and pay pack loans;</p> <p>7. Describe local marketing conditions for their product(s) and how to keep in touch with present and future client needs; and</p> <p>8. Identify key factors in locating, hiring and monitoring performance of permanent staff and temporary specialists for key functions.</p> <p>By May 15, 1981:</p> <p>1. Completed studies which demonstrate adequately opportunities and problems, alternatives and their implications for all key decisions to be made in planning the proposed enterprise (i.e., capital vs. labor intensive new vs. used plant; plastic vs. tin containers, etc.)</p> <p>1. One design per delegation, meeting local loan selection criteria completed by June 15, 1981.</p> <p>In each country:</p> <p>1. Key actors can describe the project's objectives, and how it will be implemented; key potential obstacles and how these can be overcome; and</p> <p>2. Key actors can define their own role in relation to the project, their responsibilities, and how they propose to interact with the project during its implementation and subsequently.</p>	<p>Affecting output-to-purpose link:</p> <p>7. Expected sources of finance are available as promised in each country.</p> <p>2. Each selected agribusiness receives high-level government approval and support.</p> <p>3. Suitable management and ownership structures can be designed and agreed upon for businesses developed by groups of women.</p> <p>4. Those selected to manage the agribusinesses have sufficient skills and credibility to manage effectively.</p> <p>5. OJT provided under the project is sufficient to meet ongoing management needs of the businesses.</p> <p>6. At least half of graduates of the management training seminars continue their association with the project and its enterprises for 3 years following the training.</p> <p>7. Agribusinesses selected for the project can compete effectively in stable or growing markets.</p> <p>8. Adequate provision is made to finance cash flow requirements and to meet short-term business problems and contingencies.</p> <p>9. Raw materials, transportation, storage and marketing support are available as and when needed.</p> <p>10. Appropriate equipment is identified, purchased and installed in a timely fashion.</p> <p>11. Climatic conditions are favorable to production of selected crops.</p>
<p>Inputs: Activities</p> <p>See attached bar chart.</p>	<p>Level of Effort/Expenditure for each activity.</p>	<p>Affecting input-to-output link:</p> <p>1. Criteria for selecting seminar participants is appropriate;</p> <p>2. Participants attending the TTM have actually been selected by pre-established criteria;</p> <p>3. 5-6 weeks is sufficient time to complete a design for 3 ag enterprises;</p> <p>4. Time allocated to complete studies is sufficient;</p> <p>5. Feasibility study results are positive for each country's project.</p>

TABLE 2: PROJECT LOGICAL FRAMEWORK

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LOGICAL FRAMEWORK
FOR
SUMMARIZING PROJECT DESIGN

Est. Project Completion Date _____
Date of this Summary _____

Project Title: _____

NARRATIVE SUMMARY	OBJECTIVELY VERIFIABLE INDICATORS	IMPORTANT ASSUMPTIONS
<p>Program Goal: The broader objective to which this project contributes:</p> <p>Increasing numbers of women contribute more effectively to the economic development of Guinea, Togo and Zaire.</p>	<p>Measures of Goal Achievement:</p> <p>-By 1985, new agribusiness owned and operated by women have been registered in each of the three countries.</p> <p>-By 1985, registered businesses owned and operated by women will have record annual sales of _____ and save foreign exchange valued at _____ in each country.</p> <p>-By 1985, the number of women formally participating in the paid labor force increased by 20% in each country.</p> <p>-By 1985, number of women with bank accounts increases by 25% in each country.</p>	<p>Concerning long term value of program/project:</p> <ol style="list-style-type: none"> 1. Country infrastructure and distribution systems do not constrain increasing production.
<p>Project Purpose:</p> <p>Viable small-scale agribusiness enterprises owned and operated by women in each of three countries (Guinea, Togo and Zaire)</p>	<p>Conditions that will indicate purpose has been achieved: End of project status.</p> <p>By 12/82, minimum of viable agribusiness enterprise established in Guinea, Togo and Zaire, owned/operated by women:</p> <ol style="list-style-type: none"> 1. <u>Viability:</u> <ol style="list-style-type: none"> a. Minimum of 6 months' backlog; b. Established, regular market; c. High potential new markets identified; d. Organization constantly checking market conditions and responding appropriately; e. Profit margins of at least 10%; and f. Operating expenses within industry standards. 2. <u>Owners:</u> <ol style="list-style-type: none"> a. Totally owned by women; and b. Stock ownership/profit sharing plans fully develop- 	<p>Affecting purpose-to-goal link:</p> <ol style="list-style-type: none"> 1. Discriminatory legislation/banking regulations adversely affecting women in business are removed or reduced. 2. Publicizing of initial project successes is sufficient to generate business interest in additional women. 3. Women from initial project businesses identify and seize opportunities to start related businesses (vertical integration, etc.) 4. Personal and business tax structures support business investment. 5. National systems of financial and management assistance are of a quality adequate to meet the needs of increasing numbers of women entrepreneurs. 6. Infrastructure and distribution systems

If Purpose, Then Goal

OPMENT HYPOTHESES

SUMMARY OF WOMEN-IN-AGRIBUSINESS PROGRAM

PLANNED	ACTUAL	COMMENTS
<p>SITE VISIT October 1980 to Guinea, Togo and Zaire</p> <p>Purpose: Gain host country commitment to support all phases of program including follow-up.</p>	<p>Togo: October 10-30, November 16-22 November 29 - December 10, 1980</p> <p>Guinea: November 23-27, 1980</p> <p>Zaire: November 4-15, 1980</p>	<ul style="list-style-type: none"> ● Very good response and high level commitment in all countries. All countries accepted responsibility for participant selection and assigned key individuals for overall government support and liaison with participants and other key people: in Government, banking and the private sector. ● Recommended seminar be held in June/July rather than March/April. ● Funding delays required rescheduling, extending the site visit through November.
<p>PRE-FEASIBILITY STUDIES November/December 1980</p> <p>Purpose: Identify potentially bankable projects in each of the three countries.</p>	<p>Best Potential:</p> <p>Togo: Tomato processing plant</p> <p>Guinea: Tomato and onion growing/marketing projects</p> <p>Zaire: Peanut growing and processing for export</p>	<p>Inadequate time allowed for studies in light of general lack of information on successes and failures of on-going private sector activity in each country plus limited knowledge and understanding of the part of host country nationals about business - criteria for potential profitability, ideas about what projects could succeed, etc</p> <p>Alerted to potential problems arising if feasibility studies conducted by an all American team. Was apparent that in short time frame they might not be able to get accurate and adequate information needed to draw conclusions (because of the delicate political situation causing people to be non-committal, evasive, etc.). Decision made to hire local technicians in each country to complete the studies. It was hoped that in addition to perhaps being more effective, the local technicians hired would constitute and henceforth serve as a resource to complete other studies for other groups of women wishing to start businesses.</p>
<p>FEASIBILITY STUDIES February/March 15, 1980</p> <p>Purpose: Assess potential feasibility of preferred alternatives, identified during pre-feasibility phase.</p> <p>Assumed that Americans could conduct studies.</p>	<p>Guinea studies completed prior to TTM seminar (6/9/81)</p> <p>Studies conducted by HCN including women selected to participate in TTM.</p> <p>Planning and some research done in U.S.</p>	<ul style="list-style-type: none"> ● Both Zaire and Togo had to change projects three times after preliminary feasibility study results showed initially selected projects to be highly risky. As a result neither the Zaire or Togo delegations had completed feasibility studies at the outset of the Lome seminar from which to develop their management plans. Studies for both countries are expected to be completed by the end of August 1981. ● The Guinea feasibility study was assessed by two different American financial and planning specialists based in Lome. They both gave the study high marks.
<p>TRAINING OF TRAINERS IN MANAGEMENT SEMINAR (TTM) June 9 - July 17, 1981</p> <p>Minimum of three agribusiness projects to be designed; one by each country delegation (ten women in each); Togo, Guinea and Zaire. Local businessmen to provide focused lectures on specific aspects of business practice in West Africa.</p>	<ol style="list-style-type: none"> 1. 33 attendees. 2. Zaire planned three projects: (a) pig farm; (b) chicken farm; and (c) bakery. Togo: Export of fruits and vegetables to Gabon and the Congo. Guinea: (a) Tomato production for sale on local markets; and (b) onion production for sale on local markets. The representatives (1 - Zaire; 2 - Togo; 2 - Guinea) of "La Condition Feminine" and the "Women's National Committee" who accompanied the participants to the Lome seminar designed a long-range plan to continue the development of private sector businesses for women in their respective countries. Once back home they will be presenting their plan to those ministries/agencies who support and promote women's affairs for comments and eventual modifications. 3. Local businessmen gave two-hour presentations daily during the six-week period, and shared their views. These were recorded on videotapes and transcripts were made available to all participants. 	<p>Very successful seminar. Women worked very hard and were able to apply the management concepts, tools and techniques taught to their projects. Their complicated project designs were of good quality and thoroughly thought out.</p> <p>All delegations expected to present their plans to bankers and Government officials within four weeks of their return home.</p> <p>Independent observers were impressed (local Togolese businessmen and bankers) with the quality and quantity of work produced by the women. These work products were presented to a panel of Togolese businessmen and bankers during the final days of the seminar.</p>
<p>EXECUTIVE MANAGEMENT SEMINAR (EMS) One for each country immediately following the TTM.</p> <p>Purpose: Key public and private sector officials understand objectives and management concepts and methodologies being utilized and in fact use them to commit to specific roles and responsibilities in support of project startup and operations. Climate set to initiate more women in agribusiness projects in the future.</p>	<p>Guinea: Specifically requested that one member of the feasibility study team attend the Lome seminar. This person would be expected to serve in an advisory/assistance capacity to the two agencies sponsoring the women in agribusiness program: Comité Nationale de l'Union Revolutionnaire des Femmes de Guinée and the Ministère des Affaires Sociales. Specifically, he would assist them (a) develop and supervise the loan repayment plan for the agribusiness project; and (b) plan and direct additional project management training programs for about 20-30 additional women destined to join the tomato and onion production agribusiness cooperatives in August 1981.</p> <p>Zaire: Scheduled for July 27-31. Postponed at last minute due to unanticipated travel out of Kinshasa by key Government personnel.</p> <p>Togo: Substituted EMS for additional feasibility study assistance and sessions with participants and Government officials during the month of April. The former was needed in view of the complexity of the agribusiness project (a tomato processing plant) and the latter because an advisory council had not been organized to support the project as in the case of Zaire and Guinea.</p>	<p>Guinea: Mr. Mohamed Said Fofona, chief of the feasibility team of six was chosen to attend the Lome seminar. He is an economist and works for the Ministry of Planning.</p> <p>His participation at the Lome seminar was exemplary. The quality of the project management systems developed by the Guinea delegation as well as the thorough understanding by each participant of the management techniques and concepts presented can be attributed largely to the efforts of Mr. Fofona.</p> <p>He will be an invaluable asset to the support and continuity of private business development for women in Guinea.</p> <p>Zaire: Rescheduling this important seminar will depend on a time extension for the TTM contract. (denied)</p> <p>Togo: In April, a three-week field trip was conducted to assess the tomato concentrate and fruit juice processing plants in Ivory Coast, Upper Volta and Niger. As a result of this visit, the Togo project was changed from a tomato processing plant to a fruit juice processing plant. (The fruit juice project was later changed to a fruit and vegetable export project when the "supply side" of the study showed insufficient fruit production in Togo to meet the processing plant's needs.)</p>

C. RESULTS OF THE SEMINAR

All three delegations exceeded their own and the faculty's expectations for how much they would accomplish in this seminar both in quantity and quality. Each delegation's products are briefly reviewed below.

1. Guinea Delegation

Preliminary studies in Guinea, later confirmed by the feasibility studies, suggested that two projects should be developed: both would focus on production and domestic sales--one for onions and the second for tomatoes. The delegation was therefore divided into two groups to work on the respective projects. For the most part, the members of the groups are the women who will own and operate the agribusiness ventures, and therefore have the responsibility for implementing their own designs on return to Guinea.

For each project, the teams developed the following sets of draft documents, (mostly on large flip chart paper) reflecting an excellent grasp of the underlying management concepts and analytical tools used to develop them.

- Logical Framework showing the overall project design and interlocking components;
- Network showing the sequence of activities required to start up and operate the business and including the critical path;
- Gantt Chart, summarizing the activities and showing their duration, start and finish times and amount of slack available;
- Responsibility Chart showing who is responsible for producing each of the outputs and giving a general idea of the future organizational structure of the agribusiness;
- Monitoring and Reporting Plan showing when reports are due on what activities, what kinds of reports, who prepares them and who receives, monitors and acts on them;
- Contingency Plan indicating possible problem areas, how these might be avoided and what to look for to determine whether or not a problem is about to occur; the plan also includes possible actions that might be taken to reduce the impact of a problem if it actually occurs.

These documents need to be typed and copies issued to each woman in the team for full value to be obtained from them.

2. Togo Delegation

The Togo delegation produced an equally impressive set of products for their project. The list of the products is the same as the Guinea list and is not repeated here. The final project selected by this delegation is the production of fruits and vegetables for export to Gabon, the Congo and possibly Zaire.

The Togo delegation's second choice of project had not yet been validated by the on-going feasibility study. The results of the first feasibility study had shown their first choice, an agribusiness for the production and processing of tomatoes for domestic and foreign markets, as not viable. This second project, to process fruit juices was also found not to be a viable option*. Therefore, in discussions with the representatives from the Togo Chamber of Commerce and members of the Feasibility team, the women selected a third project: fruit and vegetables for export.

The women therefore went ahead and developed all the plans for their project; the feasibility team meanwhile, returned to the field (somewhat reluctantly) for a brief third study to obtain enough information to fill in gaps in knowledge obtained during the first two studies. This information will be used to fill in the details in the overall plans. Everyone concerned is optimistic that this is a viable alternative.

* Major reasons for non-feasibility include:

- a) Lack of adequate, consistent supply of fruits and vegetables;
- b) Ministry of Ag. policies do not currently support move from traditional to modern farms that should be profitable;
- c) Lack of consistent supply at reasonable prices of appropriate containers;
- d) Fruits and vegetables subsidized by the EEC arrive at factory for less than they can be delivered by African suppliers.

3. Zaire Delegation

The Zaire delegation arrived in Lome with one project idea, but during the course of the seminar developed plans for three businesses: a pig farm, a chicken farm and a bakery. As in the case of the Togo delegation, the Zaire delegation did not bring with them a completed feasibility study; initially the study examined a peanut factory. When this appeared not to be a viable option for the women, a livestock farm option was proposed. The second study had not been completed by seminar start. Without precise data, therefore, the women were forced to use approximations in their planning.

They were assisted in this however, by visiting a Togolese pig farm and conducting series of discussions with local technicians and veterinarians. At the end of this process, however, and due in part to personality conflicts, several of the women decided that they would prefer to develop other projects which they felt were more attractive and could be more profitable. They therefore selected the chicken farm and bakery. The Faculty, knowing the importance of self selection in an entrepreneurial venture, simply counseled the women on the implications of their choices but left them to make their own decisions as to which project they preferred. The delegation subsequently divided itself into three groups based on degree of interest in the proposed projects and their affinity with the other members. Each group developed full sets of planning documents for their respective ventures, again, mostly on flip charts.

4. Public Sector Projects

In addition to developing plans for six private sector business ventures, additional projects were developed to (a) monitor and support the new businesses and (b) identify other opportunities that might be used to stimulate other women to enter the private sector. These plans were generally developed by the participant/observers from each country who did not plan to be part of the business ventures themselves. They had come to the seminar already

charged with the responsibility for developing plans for public sector support. During week four, these individuals left the agribusiness project groups and developed draft master plans to be submitted to their respective ministries for comment and tailoring to specific country needs. These documents, although incomplete due to limited time available, are included in Appendix B.

5. Next Steps

All the delegations had some finishing touches to apply to their project documents by the end of the seminar. They planned to complete these immediately on their return home. Togo and Zaire have some additional feasibility information to obtain.

All delegations plan to present their projects to local banks as soon as possible. In Guinea more women will be trained immediately to join the cooperative tomato or onion growing projects.

Each country proposes to install its "suivi"* system as soon as possible. Mr. Fofana had primary responsibility for this for Guinea. Madame Behanzin and Madame Akoue developed a public sector support project plan for Togo, Madame Hilal, Madame Koita and Madame Toure developed the plans for Guinea and Citoyenne Mwimba prepared the plan for Zaire.

D. FINDINGS, CONCLUSIONS AND RECOMMENDATIONS

1. Findings

- To date, everything concerning this project is going well; there is considerable enthusiasm on the part of the women's delegations and satisfaction of a job well done;

* Follow-up or monitoring system

- o There have been some problems with identifying suitable projects, particularly in Togo and Zaire. This has resulted in delays in completing the feasibility studies for these two countries;
- o The Guinea feasibility study was termed "excellent" by two independent experts in Togo;
- o The Zaire delegation had some personality problems working together-- hence three projects have been designed for Zaire.
- The panel of Togolese businessmen and bankers who participated in the simulation of the presentations the women will have to make to potential funding agencies were very impressed by the quality of the projects and the ability of the women to deal with the complex concepts (rate of return, prices, cash flow, etc.) and their use of the management tools they had learned in the seminars;
- All the participants are keenly aware of the importance of the next stages, the follow-up system, and continuing support when needed. They have suggested keeping in touch with each other to continue to learn from their experiences and as a support group;
- There is considerable interest in each of the three countries in the applicability of this approach to assisting more women enter the private sector as entrepreneurs, individually or as part of cooperative ventures.

2. Conclusions

- The women have made a good start; they have prepared good designs and formed excellent teams. The prognosis is good that they will indeed be able to obtain funding and start their businesses;
- The process appears to have worked well thus far; however, success will not be certain until at least another year. In the US at least 75% of new businesses fail within the first year. These businesses need to be carefully monitored to see what kind of support they need and to be certain that it is provided immediately;
- It is possible to provide adequate training in a six-week seminar such that a close working team can be formed and produce high quality work products; essentially six bankable projects have been designed in this short space of time. Variation in quality of products is a function of availability and quality of feasibility study data.

- The current level of interest in and commitment to the program is largely due to the early transfer of responsibility and decision-making for all aspects of the program to host country personnel;
- Can take people from any background, any educational level and no prior subject area knowledge and bring them to the point where they fully understand the nature of the project and its critical components;
- Because of the concentration on practical application to a specific real project and its content, most participants in this seminar are able to understand and use the plans for their project. They do not necessarily also have sufficient competency to apply the techniques to develop quality plans to other projects by themselves.
- A group of women, of varying degrees of education and with widely differing backgrounds and ages can absorb as much and produce as much as the men that typically attend the TTM seminars. These men normally have higher levels of education. We note, however, that the Togo seminar itself is not a typical TTM seminar.
- The next steps are the most important--if the groundwork has been as good as we believe, the next steps will flow simply and smoothly. Monitoring closely will be essential.

3. Recommendations

1. A senior trainer from the TTM Faculty should pay regular visits to the projects to monitor progress and alert AID and host country officials to any problems the women cannot solve themselves;
2. DS/RAD should meet with appropriate individuals in the three USAID Missions, either in Washington or on site, to develop specific plans for project support -- specifically when what kind of support should be provided;
3. Any AID plans to support the projects should be well coordinated with the responsible host country agencies. These latter agencies will take primary responsibility for the projects. Note that in Togo, however, the Minister of Plan informed the delegation they were "on their own". Therefore in Togo, AID should contact the women directly to offer assistance.
4. If funding can be obtained, a brief status review and coordination workshop should be scheduled within the next six to eight months. Participants should include representatives from the agencies responsible for the projects in each country, as well as for long-term plans to further stimulate private sector development; a representative from each business venture resulting from this project; any advisors that are presently closely involved with the businesses and the appropriate USAID and DS/RAD staff. One or two of the Faculty members from the TTM seminar should be present--both to deal with any management questions and to act as facilitators for the review.

5. Completion of typed project documents for the women to use for daily work on their projects as well as to share with other interested parties. To see their products edited for consistency and typed will add to their sense of achievement and make the women even more anxious to share their results with others. This sharing will be an important element in creating "spread effects"
6. Completion of a Master Milestone chart in French and English; this chart would include key events with corresponding dates of planned achievement for all six businesses. We recommend that this is carried out as soon as possible as it will be an essential tool for monitoring progress.
7. All assistance should focus on making the women self-sufficient in the long run; they should develop the ability to contract for the short-term help they need when they need it as part of the normal process of running a business;
8. Government officials and AID should continue to show active interest in the projects whether or not they need help; this will be important for maintaining enthusiasm and morale, and encouraging the women to solve their own problems (the Hawthorne effect needs to be maintained);
9. An evaluation should be carried out in late 1982 for each of the agribusiness ventures; feedback from the evaluation should be shared with all concerned, including the businesses themselves. The evaluation team should be made up not only of U.S. and selected local technicians and businessmen, but also members of the original feasibility teams in each country;
10. Success stories--however small the example may appear--should be collected and circulated to the other groups of women in each of the countries; and possibly collected locally to share in future seminars if this model is replicated elsewhere. A "success" recorder should be specifically assigned; perhaps a regional West African magazine or women's group could develop a special newsletter.
11. Plans for assisting more women in the future should be shared with AID and could be part of the agenda for the meeting recommended above (item 4); To maintain the momentum in developing these longer-range plans, short term assistance should be immediately provided to each of the host country organizations planning to finalize and activate their draft plans developed in the TTM seminar. The private sector is not well understood and mechanisms for developing it do not presently exist.
12. The EMS for Zaire should be funded and conducted as soon as possible.

II. THE SEMINAR

The Training of Trainers in Management (TTM) seminar was conducted in Lome, Togo from June 9 through July 17, 1981. Thirty-three participants attended, representing three countries: Guinea, Togo and Zaire. Of these participants all (100%) were women. A list of participants is presented in Appendix C.

There were four participant/observers, two men (in addition to the 33) and two women (included in the 33). The two gentlemen from Guinea were present to assist in interpreting the feasibility study. Mr. Mohamen Said Fofana, the Chief of the feasibility team and an economist from the Ministry of Planning, was also charged with developing a "suivi"* system to follow the progress made by the Guinea businesses. Madame Behanzin and Madame Akoue were responsible for developing the follow-up plans for the Togo business venture and for developing plans to involve more women in the private sector in the future. Madame Mwimba had a similar responsibility for the Zaire team.

The women represented all strata of their country's society: top level public administrators with Master's degrees to illiterate market women; agronomists to midwives; business women (4) to social workers.

All the women had been thoroughly briefed on the program, and all but one had met with PCI staff at least once prior to the seminar and were well aware that a rigorous, intensive program was planned. They had all been given the opportunity to opt out of the program if they thought it might be too difficult. The faculty staff were as good as their word: the weeks were composed

* Monitoring

of nine hour days in calls plus five hours on Saturdays. Homework was assigned every evening and on weekends. The intention was to (a) demonstrate to the women the life of an entrepreneur when starting up a company, and to show them that they could produce the energy and stamina required when needed, and (b) provide enough time to cover the tremendous amount of work that had to be accomplished within the six weeks.

A. THE PROGRAM AND CONTENT OF THE SEMINAR

As a consequence of the unique focus of the seminar, the content of the seminar is also somewhat unique. The time was divided up as follows:

- 50% for presenting the TTM design, implementation, evaluation and management core concepts and for practical application to the selected business ventures;
- 25% for presenting and applying accounting principles and concepts; and
- 25% for the introduction to and discussion of practical problems in modern day African business management.

The material presented was practical, concrete, and essentially focused on taking immediate actions in the African reality. To do this:

- After brief presentation of management concepts in plenary session, participants immediately went to workshops for practical application of the concepts to their proposed agri-business projects;
- Instead of more typical academic lectures predominating, a major portion of the seminar was spent in these practical workshops;
- Feasibility data and, in some cases the feasibility experts themselves, were available to provide actual facts and figures;
- The faculty consisted of North Americans and Africans who provided leadership, training and supervision for the preparation of the project designs; due to their prior exposure to the management methodology, the African co-trainers were particularly helpful in ensuring a smooth transfer of the technology.

- For a practical "hands on" perspective of potential business problems Togolese businessmen, bankers, entrepreneurs and directors of enterprises were called in to lead discussions.

A detailed agenda is included in Appendix D.

B. ACHIEVEMENTS

The three delegations made exceptional progress.

As has been mentioned elsewhere in this report, they successfully designed six agribusiness ventures and one project for each country to get more women involved in these kinds of effort in the future. (The minimum criteria was one agribusiness designed per country.)

The review panel, made up of Togolese businessmen and bankers, were impressed with the results of the seminar and the women's apparent comfort in handling complex business and management concepts.

A side benefit from the seminar is an even stronger capability for Zaire, which loaned two of the trainers (TTM graduates) to conduct similar courses within Zaire. Staff identified five participants who should be utilized to organize and assist in future similar seminars. At least two graduates from Togo, two from Guinea and one from Zaire should be able to conduct training.

Another potentially useful byproduct of the seminar is the series of lectures developed and delivered by successful Togolese businessmen. The objective here was to have these businessmen share their experience and knowledge of what it really meant to do business in West Africa. They presented topics ranging from inventory control to cash flow, from dealing with customs to developing sound banking relationships. All the presentations were video-taped and transcripts provided to each participant. Each country will be provided with a set of tapes and transcripts to be used in future training

sessions for other entrepreneurs. The Togolese Chamber of Commerce was most helpful in organizing the business lectures and discussions.

C. PARTICIPANT EVALUATION OF THE SEMINAR

Of considerable interest are the responses to question 6. Eleven individuals (50% of respondents to the evaluation questionnaire) cited increased confidence as an important change in themselves due to the seminar. Translations of quotes include "decrease in timidity;" "the others thought I was better than I thought I was." PCI has always contended that confidence in one's self as a manager is frequently more important than formal knowledge of concepts or tools in improving effectiveness. Examples abound throughout the world of successful entrepreneurs with little or no knowledge of management, but with boundless self-confidence.

The participants uniformly rated all aspects of the seminar as being of high or superior quality. While pleased with all the technical components 19 of 25 respondents (76%) said there were not enough social and cultural activities. They were unanimous that other women should be able to experience the seminar and had several varied suggestions for its improvement: (23 respondents)

- More homogenous delegations (6/26%)
- Better preparation (7/30%)
 - completed feasibility studies
 - investigation in advance by the participants themselves into business practices in their countries
 - advance conferences to sensitize participants
- More diversification to respond to needs and levels of participants (3/13%)
- Delegations working on the same projects (3/13%)

There was a 50/50 split concerning the effectiveness of the selection procedures. Negative comments included that they were based on personal relationships. Positive comments included representativeness, technical quality and the opportunity to create successful projects, as being reasonable criteria utilized for selection. Specific comments mentioned by at least five respondents focused on the level of training (suggesting priority be given to technicians--7 respondents; and the maturity of the candidates--5 respondents.

In response to being asked how well prepared they felt, upon completion of the seminar, to enter into business, 21 (91%) gave a positive response. Specific strengths the women had gained during the seminar that would help them in the future were:

Personal determination	8 (35%)
Project design	5
Implementation	5
General organization	3
Banking	1
Relations with clients and supplier	1
Practical work with techniques	1
Follow-up plans	1

Areas in which they felt more help would be needed include:

Funding resources	12 (52%)
Accounting	6 (26%)
Continued training and advice during "Launching" phase	4 (17%)

Seventeen of the 23 respondents (74%) considered the seminar to have been a success. This was attributed to: (17 respondents)

Choice of faculty	13 (76%)
Quality of Organization	12 (70%)
Dynamic Leadership	8 (47%)
Efforts by the participants themselves	7 (41%)
Quality of the course	3
Birth of team spirit	2
Knowledge of the Purpose being pursued	1
Hospitality of host country	1
Serene Atmosphere	1
Careful preparation	1

III. EVALUATION

The goal of the evaluation plan for the women-in-agribusiness project is that the agribusinesses developed by the women will be, and continue to be, successful.

A side benefit of an evaluation that helps us to understand how and why the project succeeds (or does not) will be a partial answer as to whether or not such success is replicable. Determining where such success might be replicated may require additional study not necessarily addressed in the present sketchy evaluation.

The purpose of the evaluation is, therefore, to make decisions that will result in actions to increase the probability of the project being successful (as measured by each woman's agribusiness firm's definition of viability).

An evaluation per se will not necessarily be useful prior to the end of 1982, when the new firms will all have had almost a year of operations (possible exception of Zaire). What is required during the first year is a monitoring program to ensure that everything is proceeding according to plan, and if not, to alert key individuals to obtain help as needed.

The monitoring plan, therefore, will be addressed first.

A. MONITORING PLAN ("SUIVI" SYSTEM)

We propose that a Master Network or bar chart be developed displaying the important milestones of each project in each country and the expected date of achievement for those milestones. The Master Network will be monitored by the agribusinesses themselves; however, we recommend that the government in each

country appoint a liaison individual* (or team) who will be responsible for reporting to the respective government that milestones have been achieved, or are being delayed. Any delays/exceptions should be immediately reported to this team. Depending on the problem, either the government or the USAID should provide the solution, or a technical expert to work on a solution with the management team of the agribusiness. For example, if the problem has to do with access to credit, the government should be able to authorize credit immediately. If it has to do with the need to better understand cash flow, then either the government or the USAID should try to find a private sector businessman to advise the women (either from the host country, a participating country--i.e., a Togolese might visit Guinea--or from the U.S. USAID could send out a management specialist, etc.).** The job of any technical assistance provided will be to help the women's businesses succeed so that they can pay back loans and obtain further credit for future growth.

In addition, we recommend that copies of the Master Network with milestone dates clearly marked be provided to USAID and to DS/RAD. That will allow additional eyes to monitor the project and raise the alarm if achievement reports have not been received as scheduled. It is exceptionally important that, in these essentially "pilot" projects, the women not be forgotten; they will have so many things to do and worry about, that the least of their concerns will be the reporting, which they may tend to see as a pro forma requirement and not related to their business. Very often the people closest to the problems are the last to realize they need help, or are reluctant to ask for help for a

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- * Perhaps selected from the technical assistance department of the financing agency--although not if that person is overloaded with too many other projects. The original Committee/Task Force charged with the original work should also be maintained to follow up these businesses as well as instigate new ones. (Note: The Guinea feasibility study suggests an agent from the Regional Directorate of the Ministry of Agriculture be the person responsible for the follow up monitoring of the project's progress--and provide specialized agricultural technical assistance on a regular basis.)
- ** The Guinea feasibility report recommends two monitoring (suivi) systems: (1) Administrative, financial and management; and (2) technical.

variety of reasons. It will be important that USAID and DS/RAD monitor the project and be ready to offer help as soon as it is needed, including going to the project to be sure everything is going smoothly.

We note here the Hawthorne effect; if nothing else, continued attention from the USAID and senior host country officials will help provide motivation and enthusiasm for the women in the early days. If they feel forgotten and ignored, they will allow problems to defeat them; if they feel supported and cared for, they will probably solve their own problems with a minimum of assistance from those eager supporters.

For the purposes of evaluation planning, we have assumed that the governments concerned and AID plan to provide on-going assistance to the women as needed, and also to replicate, in whole or in part, the women-in-agribusiness project.

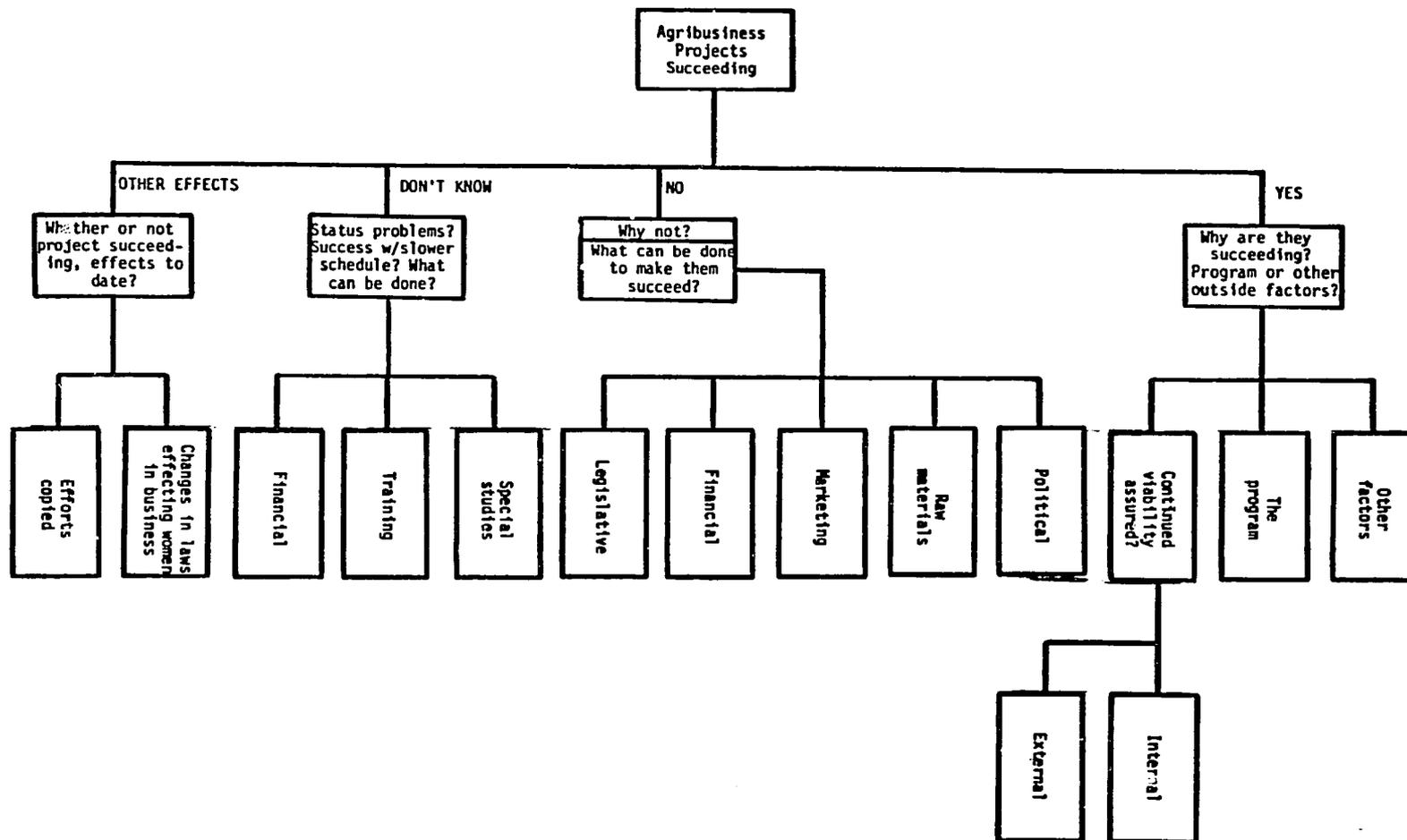
The easiest component of the evaluation will be to determine whether or not the women's delegations in each country have successfully developed and are maintaining viable enterprises. The difficult part will be determining what role the project played in helping the women achieve this--especially if the number of businesses started by women in general increases during the 1981/1985 period. It has been assumed all along that there are few, if any, women-in-agribusiness projects of the size the program has tried to create. We have not seen, however, clearly stated baseline data on a by-country basis to that effect, and this is the first thing that the evaluation should establish. The evaluation should also collect baseline data (using existing studies wherever practical) for the numbers of women in agribusiness, by position and salary/wage level for three to five years preceding the project and for each year up to

the date of the evaluation.* In each country also, for baseline data, there should be a systematic listing of factors discriminating against women in business (such as in Zaire, women being unable to open a bank account or own a business in their own names) for two or three years before the project and annually thereafter up to five years after the project. We need to determine whether the project in fact succeeded in stimulating the women attending the seminar to enter into business ventures and/or it succeeded in helping other women enter into business ventures.

The following exhibits tentatively outline in more detail specific questions the evaluation might wish to consider, and the data required to answer those questions. They should be read in conjunction with the project Logical Framework in Section One of this report and the individual business logical frameworks (when available). Considerable discussion is required to determine which questions the evaluation should answer in relation to the objective of the evaluation. Once these are determined, a full evaluation plan can be developed and costs of implementing it calculated. There will almost certainly have to be a trade-off between obtaining all the information we would like and obtaining the information we can afford.

* For example, many studies already exist that have documented, for example, that in Africa well over 80% of women are involved in ag. production and most agribusinesses created eliminate them as producers and do not consider their involvement in ownership of the agribusiness. See Food First, ILO, UN, AID-WID (Rural Women's Participation in Development, Evaluation Study #3).

EVALUATION ANALYSIS TREE



TENTATIVE EVALUATION PLAN

PROJECT LEVEL (GPO1) STATEMENTS	1. WHEN TO EVALUATE	2.a. KEY DECISION MAKERS	2.b. WHAT DECISIONS CAN BE MADE	3. KEY QUESTIONS	4. INDICATORS, ASSUMPTIONS, RELATIONSHIPS BETWEEN LEVELS AND CONTROLS	5. DATA REQUIRED (ANALYSIS PLANS ATTACHED)	6. METHOD OF OBTAINING DATA
<p><u>GOAL:</u> Continually increasing numbers of women contribute through private sector to economic development in Guinea, Togo and Zaire.</p>	<p>11/83 11/84 11/85</p>	<p>1. Togo, Guinea, Zaire: Ministries of Planning; La Condition Feminine; The Woman's National Committee, <i>and/or women business owners</i> 2. USAID</p>	<p>1a. Additional support for women in business. <ul style="list-style-type: none"> • What kind. • How much can be invested to increase rate of return. <p>1b. Replication of project--or parts of it.</p> </p>	<p>1a1. Are women-owned businesses making significant contributions to economic development?</p> <p>1a2. Are such significant contributions attributable to the TTM project or would they have occurred anyway?</p> <p>1a3. What problems are women encountering that require government action for their solution?</p> <p>1b1. See 1a1, 2 and 3 above. 1b2. Where, for what target groups would replication most probably result in success?</p>	<p>1a1a. Total sales and foreign exchange (saved or earned) by women-owned business represent at least ___% of total business volume in each country. 1a1b. Post project trend in women-owned business earnings shows ___% increase over average for 3 years preceding project. 1a2a. Numbers of women-owned businesses started because of "connections" to original project exceed other new starts by ratio of 5:1. 1a3a. Refer to assumptions listed at P-G Level of Logical Framework.</p>	<p>1a1a1. Annual domestic and foreign sales figures for women-owned businesses by country. 1a1a2. Annual total domestic and foreign sales figures by country. 1a1b1. Annual earnings figures (before/after profits) for women-owned businesses 1979-1985. 1a2a1. Annual numbers of women-owned businesses starts 1979-1985. 1a2a2. Numbers of failures (if known). 1a2a3. Numbers started because of hearing about TTM program. 1a2a4. Numbers started because of seeing the TTM women in action. 1a2a5. Numbers started entirely in own initiative or not traceable in any way to TTM or Govt policy change caused by TTM. 1a3a1. Discriminating legislation or banking regulations and dates approved, removed or favorably modified. 1a3a2. Credit available to women. 1a3a3. Women's knowledge of opportunities available. 1a3a4. Infrastructure and distribution systems by accessibility and price structure. 1a3a5. Taxes, etc.</p>	<p>Review Government records at appropriate ministry.</p> <p>Review Government records; random (confidential) surveys of women-owned businesses; follow-up.</p> <p>Check business registration office records for years 1978-1985; conduct random survey (if numbers warrant); otherwise interview owners of every business.</p> <p>Discussions with business leaders--male and female; Review of Government regulations affecting private sector in general and women in particular.</p>

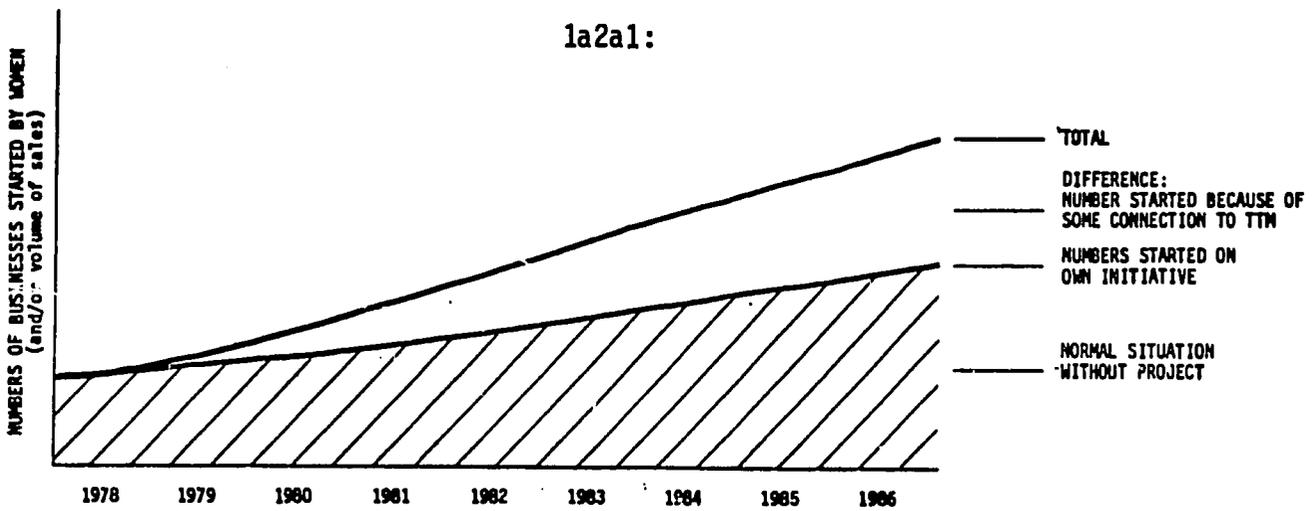
GOAL ANALYSIS PLANS (illustrative)

1a1a1:

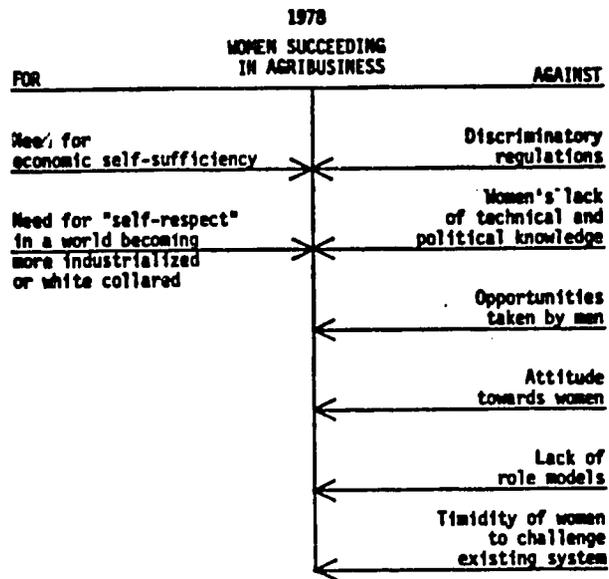
DOMESTIC SALES - ZAIRE/GUINEA
 (same chart for exports [Togo only])



1a2a1:



1a3a:
FORCE FIELD ANALYSIS



Repeat chart of each country by year.
 (Break down into more detail--have women in three countries develop it further)

PROJECT LEVEL (GPOI) STATEMENTS	1. WHEN TO EVALUATE	2.a. KEY DECISION MAKERS	2.b. WHAT DECISIONS CAN BE MADE	3. KEY QUESTIONS	4. INDICATORS, ASSUMPTIONS, RELATIONSHIPS BETWEEN LEVELS AND CONTROLS	5. DATA REQUIRED (ANALYSIS PLANS ATTACHED)	6. METHOD OF OBTAINING DATA
<p>PURPOSE: Viable agribusiness enterprises owned and operated by women are developed, documented and publicized in Guinea, Togo and Zaire.</p>	<p>12/82 12/83 12/84</p>	<p>1. Togo, Guinea, Zaire Ministries of Planning; La Condition Feminine; The Woman's National Committee.</p>	<p>1a. Additional support for the projects:</p> <ul style="list-style-type: none"> • What kind? • How much? 	<p>1a1. In each country have the TTM women developed viable agribusinesses?</p> <p>1a2. If viable agribusiness development is behind schedule or not working:</p> <ul style="list-style-type: none"> • Why? • What Government actions could help remove obstacles or provide other solutions? <p>1a3. Contribution of TTM to success?</p>	<p>1a1a. Indication of viability achieved as per each agribusiness Logical Framework.</p> <p>1a1b. Majority ownership by women.</p> <p>1a1c. 80% each of management supervisory and work force positions filled by women.</p> <p>1a2a. Assumption at O-P level on overall Logical Framework and individual project Logical Frameworks.</p>	<p>For each agribusiness in each country:</p> <p>1a1a1. Annual sales figures and profit margins.</p> <p>1a1a2. Numbers of satisfied repeat customers.</p> <p>1a1a3. Order backlog.</p> <p>1a1a4. Business growth patterns and retained earnings.</p> <p>1a1a5. Market conditions and long-term prospects.</p> <p>1a1a6. Internal and external image and morale.</p> <p>1a1a7. Comparison with industry standards (prices; salaries; efficiency).</p> <p>1a1a8. Effectiveness of feedback and response systems.</p> <p>1a1b1. Ownership structure and percentages.</p> <p>1a1c1. Management hierarchy and labor composition.</p> <p>As for assumptions at purpose level plus:</p> <p>1a2a1. Effectiveness of new owners as managers, planners and leaders.</p> <p>1a2a2. Retention rates of staff.</p> <p>1a2a3. Skills of supervisory staff and work force.</p> <p>1a2a4. Climate and disease.</p> <p>1a2a5. Spoilage, storage, distribution systems.</p> <p>1a2a6. Cash flow handling.</p>	<p>1-8:</p> <ul style="list-style-type: none"> • Confidential interviews with women's agribusiness firms. • Review firms' records and business plans. <p>5&7:</p> <ul style="list-style-type: none"> • Market survey. <p>6&8:</p> <ul style="list-style-type: none"> • Interview owners, managers and workers, and clients. <p>Review organizational structure and personnel records; random survey validation.</p> <p>As above; also interview suppliers, distributors, and clients; Confidential interview with bank, credit sources and industry leaders.</p> <p>1a3. "Tracer" interviews.</p>

PURPOSE ANALYSIS PLAN

VIABILITY: Use PCI Model for Measuring Institutional Viability
or
Business Sector Model?

PROBLEMS: Questionnaires (organizational diagnosis)
Data synthesis
Narrative description - conclusions/recommendations

PROJECT LEVEL (GPOI) STATEMENTS	1. WHEN TO EVALUATE	2.a. KEY DECISION MAKERS	2.b. WHAT DECISIONS CAN BE MADE	3. KEY QUESTIONS	4. INDICATORS, ASSUMPTIONS, RELATIONSHIPS BETWEEN LEVELS AND CONTROLS	5. DATA REQUIRED (ANALYSIS PLANS ATTACHED)	6. METHOD OF OBTAINING DATA
OUTPUTS: 1. Completed agribusiness designs. 2. Trained women in each of three countries in management design, implementation, evaluation, basic book-keeping. 3. Host country support systems in place. 4. Prefeasibility and feasibility studies completed.	Outputs essentially completed 8/81. Evaluation would focus on adequacy of outputs to achieve purpose, therefore earliest date is probably 12/82 when businesses have been operational one year.	<ul style="list-style-type: none"> o Project teams. o Loan officer at banks in respective countries. o Host country loan guarantors. o AID. 	1. Submit design for loan approvals. 2. Revise/strengthen design to meet loan criteria. 3. Replicate program elsewhere.	1a. Were designs adequate to obtain loans? 2a. Once loans obtained, were designs adequate to implement projects effectively? 3a. Were outputs adequate to achieve purpose? Sufficient? 3b. Were assumptions adequately dealt with or should some of them have been made explicitly outputs?	1a1. Completed designs meeting criteria in overall Logical Framework. 1a2. 100% loans obtained as planned. 2a1. Businesses start up successfully as planned with no unanticipated major design flaws. 2a2. Assumption management proceeds as planned with key actors playing appropriate roles. 3a1. Output indicators for overall project and individual Logical Frameworks. 3b1. O-P assumptions and I-O assumptions on each Logical Framework.	1a1a. Completed plans. 1a2a. Loan approval records. 2a1a. Historical record of actual progress compared to plans. 2a2a. As for 2a1a. 3a1a. Agribusiness plans and records of progress. 3a1b. Key people descriptions of projects and their roles, responsibilities and actions in its support. 3a1c. Independent assessments of quality of feasibility studies (obtained for Guinea). 3a1d. Independent assessment of quality of planning done by women and subsequent value to them of TTM tools.	1a1a1. Available now--or to be sent to PCI where outstanding revisions obtained from firms. 2a1a1. Company historian 2a2a1. (or actual charts marked up and interviews with key people. <u>Recommend:</u> Periodic visits to monitor progress by outsider (trusted). 3a1a. Review agribusiness plans and records of progress. 3a1b. Interview appropriate Government and private sector individuals. 3a1c. Review feasibility studies used for planning projects. 3a1d. Peer review and interviews of the women and others they have since trained.

* Includes work done in prefeasibility and feasibility studies.

INPUTS

Given inputs basically delivered as planned

- Exception 1: Substitution/delay for EMS;
- Exception 2: TTM conducted in June/July rather than March/April 1981;
- Exception 3: Feasibility studies conducted by host country nationals, rather than Americans;
- Exception 4: Togo and Zaire had to change projects three times as preliminary feasibility studies suggested proposed projects not likely to be feasible and they were therefore changed;
- Exception 5: In Zaire, key individual left country at crucial moment-- her husband defected. Another key person died of cancer.

were they the best mix of inputs to achieve the outputs? Could they have been delivered more efficiently?

Does this process in fact speed up the time between project conception and project being implemented in the field? (October 1980 - October 1981)

How could the process be improved upon if it were to be repeated elsewhere?

Given approximately \$400,000 spent on this process by AID - is this approach cost effective? Add in costs to host government - is it still cost effective, when compared to other processes? i.e., PID, PP, host country agreements, etc.

Additional issues the evaluation might address include assessing to what extent the project has influenced the following:

- Institutional level: Getting public agencies to consider moving their focus from traditional occupations for women to those giving a better return; encouraging women to give more consideration to economic results of their labors;
- Legislative: Focusing attention on laws that discriminate against women, and instigating change (for example, in Zaire women cannot have a bank account or own a business--at least in their name);
- Access to credit: Getting women to (a) realize they can be eligible for credit; (b) learn what to do to apply for credit; (c) be aware of different sources and approaches for obtaining credit;
- Maintaining enthusiasm and motivation: Those responsible for ultimately implementing these projects in each of the three countries have been involved in the earliest possible phases of design and planning; thus they feel a tremendous sense of "ownership" of the project. This may prove to have been a vital factor in the degree of success that the women will achieve;
- Developing the public and private sectors: This project has assumed that to a large extent, local resources are the best for conducting feasibility studies, and providing advice on what works best for business people in West Africa. A welcome benefit from the project therefore will be an increased awareness of the potential and capabilities within the developing countries and an increased commitment to utilize those resources for future similar projects;
- Public sector attitudes towards the private sector;
- Introducing modern management technology; effectiveness of the methodology used--and its spread to other organizations (for example, the Ministry of Commerce in Togo expressed interest in making similar programs available to male entrepreneurs).
- Organization: Equity shared by ten women--cooperation versus profits? Will they all pull together, or will some want their profits and run?
- Participant selection: A very important issue for replication. How and to what extent did this affect the outcome of the entire project?
- See also page six of the Women-in-Agribusines proposal in Appendix A; and
- Amount of retained learning and use of management concepts and tools by participants following this kind of product-oriented seminar compared with other TTMs less focused on such immediate objectives.

Appendix A: CHRONOLOGY & INTERIM PROGRESS REPORTS

CHRONOLOGY

- 1979 Project idea developed
- February 1980 Ms. Soulides (DS/IT) learning that Ms. Watts (PCI) was to be in West Africa on behalf of PCI, requested Ms. Watts to assess the need for and the interest in a regional management seminar, particularly for women.
- March 1980 Ms. Watts had discussions with the Minister of Planning, Togo--who was very interested in a combination management training project to stimulate women to enter into agri-business ventures in the private sector.
- April 1980 Formal proposal submitted to DS/IT--it was estimated that the seminar could possibly be scheduled for June/ July 1980, assuming proposal could be accepted and funded.
- It turned out TTM central funds were not sufficient, so same proposal was forwarded to AID's Women in Development Office who expressed interest in supporting the project.
- July 1980 Cable to field describing TTM; asking for confirmation of interest. Additional material sent to WID, including updated implementation schedule.
- August 1980 Amendment to contract obligating DS/IT funds issued (orally approved and in the works in July).
- September 3, 1980 Cable confirming funds will be available.
- September 22, 1980 Official transfer of TTM from DS/IT to DS/RAD.
- September 30, 1980 WID funds added to TTM contract for the Women in Agri-business project in Togo (now too late for January seminar start date).
- October/November 1980 Site visit to three countries (Guinea, Togo and Zaire).
- December 1980 Prefeasibility visits to three countries.
- January 1981 Rescheduled seminar--recommended June start date (PCI) and obtained oral clearance that no-cost time extension would be no problem (Lou Faoro and Contracting).

February 1981 Feasibility study set up--to be carried out by HCN--and clearance with cooperating countries on proposed seminar dates.

 Formal request for time extension.

April 1981 Confirmation cable regarding seminar dates and relevant information for participants.

 Subsequent cable from Mission checking status of PCI project and requesting assurance that TTM project would not be terminated prior to completion of seminar in July.

 Cable from DS/RAD (cleared by Contracting) that project is very important, and would not be terminated prior to completion of seminar.

 Contracting indicated that TTM would not be extended--due to PCI problems and AID suspension of PCI for new work.

 When seriousness of problem resulting from no extension further explained, AID approved extension to September 4.

 Program dates confirmed and travel arrangements, etc., made.

 Curriculum finalized (Watts, Tshibanda, Cloutier and Parent).

 Shipments to Togo.

June 9, 1981 Seminar commenced in Togo; delegations, each of ten women, attended from Zaire, Togo and Guinea.

July 17, 1981 Seminar completed.

 Additional feasibility study issues addressed by Togo feasibility team during July, August.

July 27, 1981 EMS postponed, due to "unanticipated" departure from Kinshasa of key government officials.

MEMORANDUM

TO: Lou Faoro
FROM: Jane Hersee
DATE: April 3, 1981
SUBJ: PROGRESS REPORT - Women in Agribusiness TTM

Sylvia Watts returned to West Africa during February/March 1981, to set up cooperating country nationals to undertake the feasibility studies required to provide basic data for the TTM in Togo, June 1981.

The following is a brief summary of progress made, by country.

ZAIRE:

Ms. Watts was in Zaire, February 9 to February 21, 1981.

The Woman's Affairs Executive Committee and Task Force had made excellent progress:

1. -Project Loan is assured: Local bank consortium agreed to financing 85% of the project loan. TTM participants must provide the remaining 15%. A local donor agency is providing a loan source to the TTM women to meet this 15% requirement.
2. Zaire has selected peanut production for export as the immediate project. Construction of a peanut processing plant could be a logical follow-on project.
3. PCI has contracted with Gatarayiha (senior official at CEP) but also a former TTM graduate to oversee completion of the feasibility study and ensure a quality product is delivered no later than May 15. Total contract is for \$11,878. This will cover all necessary salaries, travel and expenses relevant to the study. This is a fixed price contract. This approach was specifically chosen to facilitate payments to several individuals involved, ensure no price escalations, and ensure internal quality control - not possible for PCI to do so at such a distance. Payment will be made at regular intervals; the final payment only to be made on delivery of a final product - quality standard: report meets criteria of bank lending agency for feasibility studies.
4. Subsequent to Ms. Watts visit, we have learned that Senegal and Togo are willing to sign contracts with Zaire for the purchase of raw peanuts for their fledgling peanut oil processing plants.
5. A preliminary selection of the women's delegation has been made. These selections will be finalized within the next six weeks.

Zaire con't

6. In addition, Zaire is providing, with USAID support, two former TTM Graduates (Ivory Coast, 1977) to serve as co-trainers for the TTM seminar as a whole, and special advisors to the Zaire delegation.

TOGO

Ms. Watts was in Togo, February 22 to March 7, 1981.

Project Choice: Tomato processing plant

If the plant is not ready by August, 1981 there could be a delay until the tomato harvest in August 1982. If this is the case, the funding process may drag on; there will certainly be a lot of turnover at high government levels due to the political situation and people who now support the project may no longer be in positions to continue their support. Thus the project might never get off the ground. Once the project begins, it can essentially support itself. Thus every effort is being exerted to get the plant operational as fast as possible - if the August deadline is missed, there are alternatives: a) tomatoes can be transported from the Northern part of Togo to the plant; b) other kinds of fruits and vegetables, growing locally, can be processed by the plant.

A large number of Togolese technicians have already been mobilized to ensure plant ready for production by August, 1981. However, contingency plans are being prepared in the event this date cannot be met. In addition, it is noted that tomato processing plant equipment can easily be used to process other kinds of vegetables and fruits that already grow in Togo.

Given so much work to be done prior to August 1, the Togolese have suggested that with Sylvia Watt's assistance, the entire preparation period can be considered as an applied Executive Management Seminar -- in the sense that the coordination, sharing of concepts, and acquiring of key management skills on the part of key personnel supporting this project will occur in a combination of mini-lectures and practical workshops, as it would in an EMS. This therefore puts the EMS essentially before the TTM seminar instead of after it and spreads it over a larger time period, but with equal or less resources. PCI and DS/RAD are essentially in agreement with this perspective. Therefore, Sylvia has returned, to Togo. Togo will conduct its own remaining briefing subsequent to the TTM, and will not expect a formal EMS.

Major concerns at this point are the ability of the Togolese to make their decision on the options, obtain their letters of credit and purchase

the desired equipment from the United States and equipment suppliers to ship the equipment within the timeframe anticipated.

The following is an extract from a telex sent by Ms. Watts upon completion of her visit to Togo. (March 6, 1981)

3. "Status Togo Agribusiness:
 - A. Project Choice: Tomato Processing Plant
 - B. Large number of Togolese technicians mobilized to ensure plant ready for production on Aug. 1, 1981
 - C. Aug. 1 start date critical in order capitalize this year's tomato harvest occurring Aug. 1 - Oct. 31.
 - D. Feeling here is that if project is allowed to drag on with start up in Aug. 1982 the project will never happen.
 - E. Plant objective is to produce 1750 tons of tomato concentrate which represent 50% of Togo's internal markets. Ultimately plant will be multifunctional.
 - F. Legal organization will probably accord 60% ownership to TTM women, 30% to tomato growers and plant employees and 10% to yet to be identified group.
4. "The critical and latest start date upon which everything else depends is April 30 when plant construction must begin. Prior this date priority activities to be completed include land arrangements for plant site, corporate structure legalized, feasibility study completed and loan obtained."
5. "In order meet April 30 and Aug. 1 deadlines, an incredible amount of planning must take place now requiring efficient organization. Although supported by technicians from numerous ministries, the TTM women have total responsibility study. In support of this effort the Togo government with USAID concurrence has requested that I return ASAP to coordinate the efforts of everyone involved in the program."
6. "In addition to the items in Para 4 above this consultancy would include among others, recruiting TA and labor, job descriptions, training plan for labor, plant to mobilize, educate the tomato growers to meet plant requirements. Also need additional time to work with the chamber of commerce who has agreed to identify local entrepreneurs to serve as guest lecturers during TTM. The C. of C. would like to publish the series of presentations which the entrepreneur will give."
7. "As part of feasibility study a Togolese public works engineer and a TTM participant will visit next week tomato processing plants in Ivory Coast and Nigeria. They will assess managerial, technical, manpower, equipment and plant construction elements. In addition to this research they will also need certain technical information from U.S. sources. I will send you a telex tomorrow with specific questions."

9. "To date have sensitized women about importance of planning all their future sessions together and with technicians they contact for information around specific objectives. Also today they made their first contact with bankers and developed a bar chart to organize their activities."

Contract in Togo for the feasibility study work is fixed price, under the same terms as the Zaire contract. Total is \$3,634,000 F (\$12,033 @ purchasing price of 302F/\$1.00) Contract is with L. Gbadamassi, Director, Rural Animation Office.

Loan

Local financial institution, Societe National d'Investissement, depending on the results of the feasibility study, has agreed to mobilize the resources for the project - will probably be a consortium of financial institutions. The women will be expected to contribute equity - the percentage has not been determined.

GUINEA

Ms. Watts was in Guinea February 3 to February 5, 1981. She paid a second visit to Guinea March 8 to March 18, 1981.

1. Project Choice: Onion production for half the group. Tomato production for the rest. Produce will be sold, fresh, at local markets Guinea will be monitoring the success of the Togo tomato processing plant for duplication in their own country 2 years from now.

Their objective is to reduce the cost of produce in the market by increasing the quantity available and cutting out some of the middle men.

- 2.. Participants: Among the 10 women selected are 5 experienced ag. engineers currently working up country on production projects, 1 ag. professor and 1 assistant ag. engineer.

All 10 women are currently civil servants, however, upon their return from the Lome training seminar they will be authorized to leave the public sector for full ownership in their private sector agribusiness project.

3. Project Financing: GOG is providing financing. Money will probably be turned over to the Banque Nationale de Developpement for disbursement and administration of loan repayment. GOG delegation intends to contact donor agencies who assist women's projects for potential contributions, especially to purchase improved seed varieties, fertilizers and pesticides simple hand equipment or vehicles (in general anything requiring hard currency). Products from the TTM will of course accompany their requests.

4. Feasibility Study: The Team (1 economist from Ministry of Plan, 1 economist from the Ag. Credit Bank/Project Division, 1 Finance inspector from Small and Medium Enterprise Institute, 1 economist from Small and Medium Enterprise Institute, 1 Ag. Engineer from the Ministry of Ag. - Division of Water and Forests, and 1 Ag. Engineer from the Ministry of State Farms) was selected by the Ministry of Social Affairs and the Comite Nationale de Femme. A special account has been set up in the Banque Nationale, Service Exterieur for the transfer of feasibility study funds from PCI to Guinea. Contracts signed with the feasibility study technicians and the Comite National de Femme.

The feasibility team has requested a financial expert to review the financial part of the study and to assist them with sensitivity analysis. Watts intends to identify this person in the Ivory Coast or Togo.

April 14, 1980

To: USAID/Lome
From: Sylvia Watts, PCI

Subject: Women in Agribusiness: Project Status

A. PARTICIPANTS

Ten women have been nominated to participate in the program. The selection was a joint effort by the Ministers of Plan/Administrative Reform, Agriculture and Social Welfare. The participants include three already established business women, one experienced accountant, two retired mid-wives, one graduate from the agricultural school at Mission Tove and three school teachers. Each major geographical region in the country is represented in the group. Among the ten women, one is illiterate, the rest have at least a secondary school education.

B. PROJECT IDENTIFICATION

With Ministerial approval, the women participants have opted to initiate a tomato processing plant. They rejected the prefeasibility study team's project suggestions (truck gardening or transportation) because they felt Togolese women had already demonstrated their ability to succeed (without special assistance) in these areas, as well as other commercial activities. They indicated they were ready to move from trade in food commodities to the next level, that of food processing. USAID technical assistance to this venture could therefore be better utilized as this was a new and unknown business undertaking.

The tomato processing plant is part of the GOT's Five Year Plan, therefore it will benefit from certain government exonerations. The plant will be constructed in the Aveve/Aklakou area and will produce approximately 1000 tons of tomato concentrate per year, which represents fifty percent of Togo's internal market.

C. PROJECT FINANCING

Tentative project financing has been identified. Three representatives of the ten women met with Mr. Affo, the Director of "Societe National d'Inves_tissement. Pending a viable feasibility study, Mr. Affo said he would support the project and coordinate the necessary effort to raise the required project capital among the various local financial institutions. The ten women are currently expected to provide equity equal to one third of the total project cost. Some of the women in the group are in a position to provide their share of the equity capital, others are not. For the latter, we will be seeking assistance from a donor agency to provide a special fund from which they can borrow to meet their equity requirements.

D. PROJECT LEGAL ORGANIZATION

The proposed legal form will be a "Societe Anonyme", with distribution of the shares as follows: 55% to the ten women, 30% to the tomato growers and plant employees and 15% left open for any Togolese wishing to invest.

E. FEASIBILITY STUDY

Three Togolese technicians are conducting the feasibility study for the tomato processing plant. They are M. Lamidi Gbadamassi, ingénieur de l'agriculture and Directeur de l'Animation Rural; M. Viwale Adigo, agro-economist and Directeur du Developpement Rural au Ministère du Plan and M. Ekue Gaba, économiste à la Société Togolaise d'Etude. As a point of departure, these Togolese technicians are using the results of two feasibility studies for tomato processing in Togo completed by both French and American (Lang of California) consulting companies. The current study is expected to be completed by the end of May.

As part of the feasibility study field reasearch, Mr. Adigo, Ms. Watts and Mme. Bebessiki, one of the 10 women participants and designated Chief of Production at the tomato processing plant, will travel by road on April 20 to visit tomato and other food processing plants in Ferkessedougou, Bobodioulasso and Maradi au Niger. Plans are also underway for Mr. Gbadamassi and Mme. Konate, another project participant, to visit the tomato processing plant in Nigeria.

Following these site visits, key decisions will be made concerning the raw material supply to the processing plant, a management plan, the selection of equipment (manual vs. semi-automated) eight hour vs. twenty-four operating shifts, and the desirability of processing other foods with the same equipment during the tomato off-season.

F. CHAMBER OF COMMERCE PARTICIPATION IN 6 WEEK SEMINAR

Forty-five hours of practical business advice have been built into the training program. (See attached for draft of business topics.) Mr. Gervais Djondo, President of the Chamber of Commerce and Mr. Prosper Seddoh, an Executive Board member, are assisting Ms. Watts to develop this aspect of the program and to identify Togolese entrepreneurs to discuss each subject area from a practical point of view. Each presentation and following discussion will be video-taped. It is hoped that the sum of the presentations will be edited for publication and distribution through Chambers of Commerce in other francophone countries. The video tapes will be kept on file in Togo for replay to interested groups or individuals. Funds to pay for the editing and publication of the presentations have not yet been identified.

G. EXPERIMENTAL TOMATO FIELDS

In April, and at the request of the feasibility study team, Ms. Watts brought to Togo eleven different varieties of improved tomato seeds to be used for experimental purposes in the Aklakou area. The seeds, sufficient for five hectares, will be distributed for planting to about 15 farmers who have been identified by la Direction de l'Animation Rurale as "paysans models". During the July-October period, the yield of each variety will be monitored in light of selecting the best varieties for eventual planting and supply to the tomato processing plant.

H. L'AVENIR DE L'APPUI DU SECTEUR PRIVE AU TOGO

Representatives from the Ministry of Social Affairs and the Economic Committee of the "Union National des Femmes Togolaises" will attend the six week management training program in Lome. As observers, their task will be to assess the training and make recommendations as to whether similar efforts are warranted in the future.

Similarly, a banker and member of the feasibility study team in Guinea will also be attending the Lome training program. His major responsibility will be to develop a "suivi" system to be used by the financial institution in Conakry responsible for monitoring the loan awarded to the women's agribusiness project. He will also develop a training design for future management training programs in Guinea, using the Lome seminar as a base. These two products will of course be available to Togolese institutions.

Appendix B: PLAN FOR PUBLIC SECTOR SUPPORT FOR WOMEN IN BUSINESS

CADRE LOGIQUE RESUMANT LA FORMULATION D'UN PROJET

FEMMES DANS LES AFFAIRES

TITRE DU PROJET: FEMMES DANS LES AFFAIRES

DESCRIPTION SOMMAIRE	INDICATEURS OBJECTIVEMENT VERIFIABLES	MOYENS DE VERIFICATION	PRESUPPOSITIONS IMPORTANTES
<p>Objectif du programme: objet d'un plan plus vaste auquel le projet contribue:</p> <p>croissement continu du nombre de femmes qui, tout en préservant leur dignité et leur intégrité contribuent à travers le secteur privé, au développement économique</p>	<p>Mesures de la réussite de l'objectif:</p> <ol style="list-style-type: none"> 1. A la fin de 1985, le nombre de femmes actionnaires des sociétés ayant réalisé un chiffre d'affaires d'au moins _____ s'est accru de ____% par rapport à 1981. 2. A la même période, le Chiffre d'Affaire réalisé par l'ensemble de ces entreprises correspond à ____% du PNB. 3. Du volume global d'emplois créés dans ces entreprises, au moins 20% sont occupés par des femmes. 4. 3/4 de ces femmes utilisent des techniques de production, d'organisation de travail et de gestion permettant une productivité élevée (plus grande production par unité de temps) et les libérant de la plus grande partie de leurs servitudes. 		<p>Concernant la valeur à long terme du programme/projet:</p>
<p>But du projet:</p> <p>Multiplication des affaires viables appartenant aux femmes et gérées par elles.</p>	<p>Composantes de situation devant indiquer que l'on a atteint le but: Situation en fin du projet:</p> <ol style="list-style-type: none"> 1. A la fin de 1985, le nombre d'affaires ayant un capital social détenu à concurrence de 75% par des femmes s'est accru de X% par rapport à 1981. 2. Plus de 50% des postes de direction dans ces affaires sont tenus par des femmes. 3. Au moins 90% de ces entrepreneurs: a. ont complètement remboursé l'endettement contracté en vue de couvrir les investissements. b. Présentent un taux interne de rentabilité et ou un taux de rentabilité comptable tels que dans les 5 ans de la date de création, les bénéfices réalisés couvrent entièrement les investissements consentis et laissent une marge de profit équivalente à au moins un an de charges d'exploitation. c. Ont un cahier de livraisons qui laisse apparaître l'existence d'une clientèle permanente régulièrement servie. d. Ont un cahier de commandes fermes qui laisse entrevoir des possibilités de marché sûr pour au moins 1 an. 		<p>Influence sur le lien but à objectif:</p>

Extraits:	Mesure de réalisation des extraits nécessaires et suffisants pour atteindre le but:	Influence sur le lien extrait but:
<p>1. Un mécanisme permanent d'identification des personnes et des affaires est créé et fonctionne.</p>	<p>1.1 Au plus tard au 1^{er} Janvier 1982 le mécanisme est conçu et fonctionne.</p> <p>1.2 Au 30 Juin 1982 une ventilation par pays et par secteurs d'activités des indicateurs symptomatiques et des conditions minimales de rentabilité est réalisée.</p> <p>1.3 A la fin de 1982, au moins X projets viables et X femmes désireuses de se lancer dans les affaires sont identifiés.</p> <p>1.4 Chaque année, un montant égal à au moins 10% du montant global des financements envisagés de l'année est rendu disponible pour les études de faisabilité des projets identifiés.</p> <p>1.5 De ce montant, au moins 20% sont gardés en fonds de réserve pour l'exploration d'idées de projets originales soumises spontanément par les femmes.</p>	<p>1. Que l'état maintienne la promotion de la femme comme priorité nationale.</p> <p>2. Que l'intérêt de l'état pour la dynamisation du secteur privé soit maintenu.</p> <p>3. Que le rôle social de l'entreprise soit valorisé.</p> <p>4. Que la situation économique du pays se maintienne à un niveau permettant l'expansion des affaires.</p>
<p>2. Un programme de sensibilisation, d'information, et d'échange d'expériences est élaboré et fonctionne.</p>	<p>2.1 Taux de croissance d'au moins 5%.</p> <ul style="list-style-type: none"> - Du nombre de femmes parfaitement au courant de l'existence, des objectifs et des avantages du projet. - Du nombre de femmes ou organisations de femmes qui sollicitent assistance ou complément d'information. - Du nombre de femmes ayant introduit des demandes d'inscription. <p>2.2 - Au moins ___ femmes sont annuellement réunies en conférence nationale ou régionale d'échange d'expériences.</p> <ul style="list-style-type: none"> - Au moins ___ femmes participent à des voyages d'étude. - Toutes les cellules de base des organisations féminines accèdent aux enseignements tirés des voyages d'étude. - Au moins 50% de ces enseignements sont annuellement mis à contribution dans au moins 50% des affaires suivies. 	
<p>3. Un programme de formation est élaboré et mis en application.</p>	<p>3.1 Au moins une semaine de formation par an et par type d'activité.</p> <p>3.2 Au moins X femmes déjà engagés dans les affaires sont recyclés par an.</p> <p>3.3 Au moins X femmes désireuses de se lancer dans les affaires sont formées annuellement.</p> <p>3.4 Au moins 90% de la totalité des femmes formées ou une année utilisent correctement les techniques de production et de gestion enseignées.</p>	
<p>4. Un système de mobilisation et d'allocation des crédits est mis au point et fonctionne.</p>	<p>4.1 Chaque année des accords avec les Banques garantissent aux affaires initiées par le projet une enveloppe financière d'au moins ...</p> <p>4.2 Un fonds de garantie et d'avances assiste les promoteurs sans garanties ou dépourvus de capital de démarrage.</p> <p>4.3 Au moins 60% des demandes de crédits initiés et suivies par le projet sont agréés pour un montant total équivalent à au moins 90% de l'enveloppe négociée avec les Banques.</p>	
<p>5. Un système de suivi est mis en place et fonctionne.</p>	<p>5.1 Au moins 80% des affaires, obtenues, au terme de leur évaluation finale, d'être libérées du présent système de suivi.</p> <p>5.2 Toutes les demandes d'assistance technique sont satisfaites en moins de 2 semaines.</p> <p>5.3 Toutes les entreprises suivies remboursent leurs dettes aux échéances prévues.</p> <p>5.4 Les fonds mis à la disposition des entreprises suivies sont utilisés aux fins prévues.</p> <p>5.5 - A la fin de chaque exercice financier, les documents de clôture sont soumis à l'appréciation d'experts comptables dont les avis et suggestions pour l'amélioration de la gestion sont appliqués à au moins 50%.</p> <ul style="list-style-type: none"> - Les suggestions découlant des enquêtes trimestrielles sur le terrain et visant l'amélioration de l'organisation des travaux de production, de commercialisation et de gestion, l'aménagement des conditions d'octroi de crédit ainsi que le renforcement des interventions des services d'appui sont appliqués à au moins 90%. 	
<p>6. Une étude sur la condition socio-économique de la femme, est réalisée et exploitée.</p>	<p>6.1 Une étude exhaustive sur la femme rurale et urbaine, adolescente, aussi bien que d'âge avancé.</p> <p>6.2 Une première phase de l'étude portant sur un échantillon représentatif est achevée à ___ et ses conclusions sont utilisées dans la conception des différents systèmes.</p> <p>6.3 Une deuxième phase atteint au moins la moitié de la population visée. Elle est achevée en 1983 et ses conclusions prises en compte dans la replanification du projet.</p> <p>6.4 En 1985, les principaux indices de la situation socio-économique de la femme identifiés au début de l'étude accusent une croissance d'au moins 5% par rapport à 1981.</p>	

Intrants: Activités et types de ressources	Niveau d'efforts et de dépenses pour chaque activité		Influence sur le lien intrants à extrants
<p>1a Constituer une équipe de techniciens.</p> <p>1b Concevoir un mécanisme d'identification.</p> <p>1c Déterminer l'enveloppe financière pour les études de faisabilité.</p> <p>1d Rendre publics les critères de sélection.</p> <p>1e Déterminer les secteurs prioritaires et potentiellement rentables.</p> <p>1f Financer et suivre les études de faisabilité.</p> <p>1g Sélectionner les projets à encadrer.</p> <p>1h Recenser, évaluer et catégoriser les femmes désireuses de se lancer dans les affaires.</p> <p>1i Sélectionner les femmes à encadrer.</p> <p>2a Elaborer le programme.</p> <p>2b Identifier les supports de communication.</p> <p>2c Contacter les responsables des moyens de communication.</p> <p>2d Rédiger les messages et articles.</p> <p>2e Négocier les contrats avec la presse.</p> <p>2f Finaliser les contrats avec les médias.</p> <p>2g Conduire la campagne de publicité.</p> <p>2h Choisir les participantes aux différents programmes.</p> <p>2i Identifier les sites et pays à visiter.</p> <p>2j Débloquer les crédits nécessaires.</p> <p>2k Convoquer les réunions et organiser les voyages.</p> <p>2l Réaliser les voyages.</p> <p>3a Concevoir un programme de formation.</p> <p>3b Débloquer les crédits pour la formation.</p> <p>3c Prendre contacts préliminaires avec les professeurs.</p> <p>3d Acquiescer les locaux.</p> <p>3e Organiser la sélection des personnes à former.</p> <p>3f Procéder au recrutement des professeurs.</p> <p>3g Conduire la formation.</p> <p>4a Concevoir un système de mobilisation et d'allocation des crédits.</p> <p>4b Evaluer les besoins de financement.</p> <p>4c Identifier les prêteurs.</p> <p>4d Préparer les dossiers à soumettre au financement.</p> <p>4e Négocier les termes généraux des accords de crédits.</p> <p>4f Mobiliser et ventiler les crédits.</p> <p>4g Suivre l'exécution des plans de financement.</p> <p>5a Concevoir un système de suivi.</p> <p>5b Identifier les besoins en assistance technique.</p> <p>5c Identifier les personnes ou les institutions susceptibles de répondre à la demande d'assistance.</p> <p>5d Négocier les termes de l'assistance.</p> <p>5e Contrôler les résultats de l'assistance.</p> <p>5f Identifier et établir la liste des fiduciaires habilités à analyser les documents de clôture des exercices financiers.</p> <p>5g Etablir un calendrier de contrôle sur le terrain.</p> <p>5h Déterminer les mécanismes d'évaluation du degré d'application des suggestions faites au terme des enquêtes.</p> <p>5i Identifier les personnes ou institutions susceptibles d'être utilisées pour les dites enquêtes.</p> <p>5j Organiser les enquêtes.</p> <p>6a Elaborer des questionnaires d'enquêtes.</p> <p>6b Recruter les enquêteurs.</p> <p>6c Former les enquêteurs.</p> <p>6d Collecter les informations.</p> <p>6e Analyser les renseignements recueillis.</p> <p>6f Publier les résultats.</p> <p>6g Utiliser les conclusions dans la planification des projets..</p>			<p>- Que les ressources financières soient rendues disponibles à temps et en quantité voulue.</p> <p>- Qu'il y ait une continuité dans la direction des services dont dépend le projet.</p> <p>- Que toutes les personnes parties au projet partagent et respectent ses exigences de rigueur et ses critères d'excellence.</p> <p>- Que les personnes enquêtées acceptent de collaborer avec l'équipe d'enquêteurs.</p>

Appendix E: LIST OF SEMINAR PARTICIPANTS

	N O M S	A G E	F O N C T I O N S	A D R E S S E S
DELEGATION TOGOLAISE	1. M ^{me} MIKEM Kokef	56	Sage-Femme en retraite Conseillère Municipale (Retired midwife and City Council member)	B.P. 3789, Lomé
	2. M ^{lle} AHIANYO ESSI	25	ETS NON Avenir	B.P. 8018, Lomé
	3. M ^{me} Levona BEHANZIN	57	Grettier retraitée - Déléguée aux Affaires Economiques de l'U.N.F.T. (Retired law clerk and delegate to UNFT)	B.P. 7084, Lomé
	4. M ^{me} AWA KONATE	53	Commerçante, Trésorière Générale de l'U.N.F.T. (Businesswoman and treasurer for Union Nationale des Femmes Togolaise - UNFT)	B.P. 3136, Lomé
	5. M ^{me} BEBESIKI AHM	29	Inspection des Jardins d'Enfants, Enseignante (Teacher)	B.P. 1000, Lomé
	6. M ^{me} KPOTO DZIDULA	42	Revendeuse de tissus (Clothing merchant)	s/c de M ^{me} MIKEM, B.P. 3789, Lomé
	7. M ^{me} AKUE SOKEWE	36	Assistante sociale (Social worker)	B.P. 2510, Lomé
	8. M ^{me} ADJAMAGBO DEDE	56	Sage-Femme en retraite (Retired midwife)	B.P. 7034, Lomé
	9. M ^{me} TRENOU DEDE	28	Commerçante (Businesswoman - import/export clothing)	B.P. 1097, Lomé
	10. M ^{me} KATO KOUFO	27	Ingénieur Adjoint d'Agriculture (Agricultural technician)	B.P. 86, Kpalimé
	11. M ^{me} KOURA Mariana	42	Commerçante des pagnes (Clothing merchant)	s/c du Gérant de l'U.A.C. à Lama-Kara
	12. M ^{me} BARNABO	34	Enseignante (Teacher)	s/c de la C.N.T.T., Lomé
DELEGATION GUINEENNE	1. M ^{me} HADJA FATOU KOITA	50	C.N./U.R.F.G. Député - Sage - Femme (Deputy, National Comité de l'Union Révolution- nnaire de Guinée)	Conakry, B.P. 1142
	2. M ^{me} HADJA NGAMET TOURE	48	C.N./U.R.F. Député Caissière (Cashier)	Conakry, B.P. 1142
	3. M ^{me} SOUEDE HILAL	42	Chef du service personnel (Worked on overall plan - not member of delega- tion)	Ministère des Affaires Sociales, Conakry République Populaire Révolutionnaire de GUINEE
	4. M ^{me} SITAN KANTE	29	Ingénieur (Directrice Régionale de l'Agriculture de Fria) (Agronomist)	Direction Régionale de l'Agriculture de Fria, République Populaire Révolution- naire de GUINEE
	5. M ^{lle} ROUGUIATOU DIALLO	24	Ingénieur Agronome (Agronomist)	Direction Régionale Agriculture de Labé République de GUINEE
	6. M ^{lle} ANHATA DIALLO	22	Ingénieur Agronome (Agronomist)	Direction Régionale Agriculture de Labé République de GUINEE
	7. M ^{me} GHATA CAMARA	30	Sage-Femme Maîtresse (Maternité), Membre du C.R.F., Faranah	Sage-Femme Maternité, Faranah, Républi- que Populaire Révolutionnaire de GUINEE
	8. M ^{lle} MARIAMA DIALLO	27	Ingénieur Agronome (Agronomist)	Direction Régionale de l'Agriculture Coyah, R.P.R. GUINEE
	9. M ^{me} AISSATOU TOURE	31	Directrice Générale de l'Agriculture près le C.G.R. Faranah (Agronomist)	Direction Générale de la Production près le C.G.R. Faranah, R.P.R. GUINEE
	10. M ^{me} KADE BOYE DIALLO	30	Professeur de lettres (Professor of Arts)	E.N.I. de Kindia, R.P.R. GUINEE
	11. M ^r MOHAMMED SAID FOFONA	33	Administrateur Civil	Direction Générale du Plan, B.P. 707 Conakry
	12. M ^r MAOUDOU KEITA		Inspecteur Financier	Ministère des P.M.E., A B.P. 172, Bis - Conakry, GUINEE

		NOMS	AGE	FONCTIONS	ADRESSES
DELEGATION ZAIROISE	1.	Cne MWIMBA NISASI ANBA	35	Directrice à la Direction Socio-Culturelle au Secrétariat général chargé de la condition féminine	B.P. 51, Kinshasa 8, R. du ZAIRE
	2.	Cne MUDIANDAMEU MAMAKO	28	Ingenieur agronome, Chef de bureau chargée de contrôle et Inspection des Parcs Nationaux, Département de l'environnement, conservation de la Nature et tourisme	B.P. 12.348, D.C.N.T., Kinshasa, R. du ZAIRE
	3.	Cne NYIMI MOKANGO	33	Présidente des femmes paysannes (rural women)	1013 Rue Kibali 1013, Lomba 9, Kinshasa
	4.	Cne LUMPUNGU KAPINGA	34	Commerçante au Pavillon 5	Rue Lukumba N° 13 Yolo-Sud zone de KALANU Kinshasa B.P. 10.604 KINSHASA
	5.	Cne BILAMBU TSHIMUANGA	39	(Former teacher)	Quartier Babumba N° 40/A Zone de Matete
	6.	Cne IMBEMBE GEHOU	33	Institutrice (Teacher)	Avenue Kimbende N° 246 Zone de Baudal
	7.	Cne NGABI MBUNBU	41	Secrétaire Nationale Adjointe U.N.T.Za. (Union Nationale des Travailleurs du Zaïre)	B.P. 8814 Kinshasa I
	8.	Cne MAYUMA ANYE-NYE	31	(Public Prosecutor)	B.P. 12.831 Kinshasa I
	9.	Cne NLANDU MWANGA	35		B.P. 12.831 KINSHASA
	10.	Cne NEMIRE CHIRUME	29	(Small farmer)	B.P. 8,815 / I.B.N. KINSHASA
	11.	Cne PETA KITSIABI	29	Secrétaire de direction au Commissariat Général au Plan, Direction des Projets et Programmes	B.P. 9.378 KINSHASA I - ZAIRE

APPENDIX D: DETAILED AGENDA

	PREMIERE SEMAINE	DEUXIEME SEMAINE	TROISIEME SEMAINE
LUNDI	7.30- 9.30 10.00-12.30 15.30-17.00 17.30-19.00	Arrivée des séminaristes prise de contact	Conception et Formulation de Projet (Théorie et Pratique) Comptabilité Problèmes Pratiques d'entreprise
MARDI	7.30- 9.30 10.00-12.30 15.30-17.00 17.30-19.00	Ouverture solennelle Echange d'information	Mise en oeuvre de Projet (Théorie et Pratique) Comptabilité Problèmes Pratiques d'entreprise
MERCREDI	7.30- 9.30 10.00-12.30 15.30-17.00 17.30-19.00	Comptabilité Information et Créativité (Jeu) Comptabilité Problèmes Pratiques d'entreprise	Conception et Formulation de Projet (Théorie et Pratique) Comptabilité Problèmes Pratiques d'entreprise
JEUDI	7.30- 9.30 10.00-12.30 15.30-17.00 17.30-19.00	Comptabilité Jeu AB / XY Fréliminaire au lancement d'une affaire Problèmes Pratiques d'entreprise	Mise en oeuvre de Projet (Théorie et Pratique) Comptabilité Problèmes Pratiques d'entreprise
VENDREDI	7.30- 9.30 10.00-12.00 15.30-17.00 17.30-19.30	Comptabilité Coopération et esprit d'équipe (Jeu) Fréliminaire au lancement d'une affaire Problèmes Pratiques d'entreprise	Conception et Formulation de Projet (Théorie et Pratique) Comptabilité Problèmes Pratiques d'entreprise
SAMEDI	7.30- 9.30 10.00-12.30	Comptabilité Comptabilité	Conception et Formulation de Projet (Théorie et Pratique) Comptabilité

	QUATRIEME DEMAINE	CINQUIEME SEMAINE	SIXIEME SEMAINE
LUNDI	7.30- 9.30	Mise en oeuvre de Projet	Surveillance, Evaluation et Système de suivi de Projet.
	10.00-12.30	(Théorie et Pratique)	(Théorie et Pratique)
	15.30-17.00	Comptabilité	Comptabilité
	17.30-19.00	Problèmes Pratiques d'entreprise	Problèmes Pratiques d'entreprise
MARDI	7.30- 9.30	Mise en oeuvre de Projet	Surveillance, Evaluation et Système de suivi de Projet.
	10.00-12.30	(Théorie et Pratique)	(Théorie et Pratique)
	15.30-17.00	Comptabilité	Comptabilité
	17.30-19.00	Problèmes Pratiques d'entreprise	Problèmes Pratiques d'entreprise
MERCREDI	7.30- 9.30	Mise en oeuvre de Projet	Surveillance, Evaluation et Système de suivi de Projet
	10.00-12.30	(Théorie et Pratique)	(Théorie et Pratique)
	15.30-17.00	Comptabilité	Comptabilité
	17.30-19.00	Problèmes Pratiques d'entreprise	Problèmes Pratiques d'entreprise
JEUDI	7.30- 9.30	Mise en oeuvre de Projet	Surveillance, Evaluation et Système de suivi de Projet
	10.00-12.30	(Théorie et Pratique)	(Théorie et Pratique)
	15.30-17.00	Comptabilité	Comptabilité
	17.30-19.00	Problèmes Pratiques d'entreprise	Problèmes Pratiques d'entreprise
	7.30- 9.30	Mise en oeuvre de Projet	Surveillance, Evaluation et Système de suivi de Projet
	10.00-12.30	(Théorie et Pratique)	(Théorie et Pratique)
	15.30-17.00	Comptabilité	Comptabilité
	17.30-19.00	Problèmes Pratiques d'entreprise	Problèmes Pratiques d'entreprise
	7.30- 9.30	Comptabilité	Comptabilité
	10.00-12.30	Comptabilité	Comptabilité

HORAIRE DETAILLE.

Légende

- * T.P. = Travail en plénière
- * T.A. = Travail en ateliers
- * T.I. = Travail individuel
- * C.D. = Causerie débat.

PREMIERE SEMAINE
(Du 8/6/81 au 13/6/81)

	LUNDI	MARDI	MERCREDI	JEUDI	VENDREDI	SAMEDI
6.00-6.30		Mise en	condition physique			
7.30-9.30			Comptabilité (T.P.)	Comptabilité (T.P.)	Comptabilité (T.P.)	Comptabilité (T.P.)
9.30-10.00		Réponse au questionnaire d'identification		Pause Café		
10.00-12.30		Séance officielle d'ouverture du Séminaire	JEUX * "Radio Trottoir" * La Créativité (T.P.)	Jeu ABLXY (T.A.)	Jeu de "la chasse au phoque" (T.A.)	* Comptabilité (T.P.) * Interrogation écrite (T.I.)
15.30-17.00		Introduction à la Comptabilité (T.P.)	Comptabilité (T.P.)	Préliminaire d'une affaire	au lancement (T.P.)	Libre
17.00-17.30	Séance de prise de contact			Pause café		Libre
17.30-19.00	et échange d'informations	Problèmes pratiques d'entreprise : entretien avec des entrepreneurs (C.D.)			(C.D.)	Libre
21.00-22.00	Libre	Comptabilité	Etude et Révision (T.I.) Comptabilité	Comptabilité	Comptabilité	Libre

DEUXIEME SEMAINE
(Du 15/6/81 au 20/6/81)

	LUNDI	MARDI	MERCREDI	JEUDI	VENREDI	SAMEDI
6.00-6.15			Mise en condition physique			
7.30-9/30	(T.P.) * Introduction * Les objectifs	(T.A.) Conception et Formulation de Projet Pratique sur les objectifs et fin	(T.A.) Pratique sur les indicateurs	(T.P./T.A.) Les moyens de verification (théorie + pratique)	(T.A.) Pratique sur les présuppositions	(T.P.) Commentaires sur le travail pratique de la semaine
9.30-10.00			Pause - café			
10.00-12.30	(T.A.) Pratique sur les objectifs des projets réels	(T.P.) Conception et Formulation de Projet les indicateurs objectivement verifiables	(T.A.) Pratique sur les indicateurs (suite et fin)	(T.P.) Les présuppositions importantes	(T.A.) Pratique sur les présuppositions (suite + fin)	(T.A.) Mise au propre du document de projet
15.30-17.00			Comptabilité			Libre
17.00-17.30			Pause - café			Libre
17.30-19.00		Problèmes pratiques d'entreprise : entretien avec des entrepreneurs				Libre
		(C.D.)	(C.D.)	(C.D.)	(C.D.)	
21.00-22.00	(T.I.) Comptabilité	(T.I.) Comptabilité	Etude et Révision (T.I.) Libre		(T.A.) Mise au point de la formulation du projet	Libre

TROISIEME SEMAINE

(Du 22/6/81 au 27/6/81)

	LUNDI	MARDI	MERCREDI	JEUDI	VENDREDI	SABEDI
6.00-6.30						Mise en condition physique
7.30-9.30	(T.A.) Introduction	(T.A.) Planification *Ventilation des Travaux * Calendrier d'exécution	(T.P./T.A.) Planification Exercices	Mise en œuvre de projet Travaux sur les Projets	(T.A.) Planification Réseaux	Problèmes Pratiques d'entreprise (C.D.)
9.30-10.00						PAUSE - CAFE
10.00-12.30	(T.A.) * Variables d'un Projet * Cycle d'un Projet	(T.P./T.A.) J E U • Prise de Decision	(T.P.) Planification * Maitrise de resp nsabilités * Normes	Mise en œuvre de projet Travaux sur le projet	(T.A.) Planification Exercice	Problèmes Pratiques d'entreprise (C.D.)
15.30-17.00	Comptabilité	Problème Pratiques de l'entreprise (C.D.)		COMPTABILITE		Libre
17.00-17.30						PAUSE - CAFE
17.30-19.00						Problèmes Pratiques d'entreprise : entretien avec des entrepreneurs. Libre
19.00-20.00	(C.D.) Etude	(C.D.) Etude	(C.D.) Libre	(C.D.) Etude	(C.D.) Etude	Libre

QUATRIÈME SEMAINE
(Du 29/6/81 au 4/7/81)

	LUNDI	MARDI	MERCREDI	JEUDI	VENDREDI	SAMEDI
6.00-6.30	Mise en condition physique					
	Mise en oeuvre de projet					
7.30-9.30	(T.P.) Planification Réseaux (Règles et symboles	(T.P.) Planification Réseaux (sui- te) (construc- tion d'un ré- seau	(T.P./T.A.) Planification Réseaux (sui- te) (calcul)	(T.P.) Planification Réseaux (sui- te) (analyse)	(T.P.) Analyse + Con- trôle Diagramme de Gantt	(T.P.) Commentaires sur le travail pratique de la semaine
9.30-10.00	PAUSE - CAFE					
10.00-12.30	(T.A.) Exercices	(T.A.) Exercices	(T.A.) Exercices	(T.A.) Exercices	(T.A.) Analyse + Contrôle Exercices	(T.A.) Mise au propre des documents de projet
15.30-17.00	COMPABILITE					Libre
17.00-17.30	PAUSE - CAFE					Libre
17.30-19.00	Problèmes Pratiques d'entreprise : entretien avec des entrepreneurs.					Libre
	(C.D.)	(C.D.)	(C.D.)	(C.D.)	(C.D.)	
19.00-20.00	Etude	Etude	Libre	Etude	Etude	Libre

CINQUIEME SEMAINE

(Du 6 au 11 / 7 /81)

	LUNDI	MARDI	MERCREDI	JEUDI	VENREDI	SAMEDI
7.30-9.30	(T.P.) Mise au point des projets	(T.A.) Réseau DIAGR. GANTT	(T.P./T.A.) Comptabilité	(T.P.) Plan prévision- nel d'évitement des ecueils (PPEE)	(T.P./T.A.) Comptabilité	(T.P.) Bilan prévisionnel Problèmes pratiques d'entreprise: Entretien avec des entrepreneurs
9.30-10.00	PAUSE - CAFE					
10.00-12.30	(T.P.) Diagr. de GANTT	"	(T.P.) Surveillance Rapports	(T.A.) P.P.E.E.	(T.A.) P.P.E.E.	(T.A.) Bilan Prévisionnel
15.30-17.00	(T.P./T.A.) Comptabilité	"	(T.A.) Sur + Rap.	(T.P./T.A.) Comptabilité	(T.P./T.A.) Comptabilité	12.30 (T.P.) à 3.00 Evaluation
17.00-17.30	PAUSE - CAFE					
17.30-20.00	(T.A.) Mise au point des projets	(T.A.) Réseau Diag. GANTT	(T.A.) Sur. Rap.	(C.D.) Problèmes pratiques d'entreprise: Entretien avec des entrepreneurs	(C.D.)	
EXTRANTS.		Réseau Diagr. GANTT	Monitoring + Reporting lan		P.P.E.E.	Bilan Prev.

SIXIEME SEMAINE

(Du 13 au 17/7/81)

	LUNDI	MARDI	MERCREDI	JEUDI	VENDREDI
/7.30-9.30	/Préparation à la /présentation	/Préparation à la /présentation	/Préparation Zaire	/Exercice de /simulation	/Evaluation du /seminare
/10.00-12.30	/Révision /mise en oeuvre	/Présentation /Guinée	/Présentation /Togo		/Libre
/15.30-17.00	/Budget	/Evaluation	/Présentation /Zaire	/Révision et /critiques	/Clôture
/17.30-19.00	/Causerie	/Causerie	/Causerie	/Causerie	

LISTE DES THEMES DEVELOPPES AU COURS DES
CAUSERIES - DEBATS SUR LES PROBLEMES
PRATIQUES D'ENTREPRISE

I. - L' ENVIRONNEMENT DES AFFAIRES (8 thèmes)

- 1) * Le pouvoir politique et son impact sur les affaires
- 2) * Réglementation en matière d'organisation des affaires
- 3) * Réglementation des changes et Marché des devises (officiel et non officiel)
- 5) * Réglementation douanière et commerce extérieur (import/export)
- 4) * Réglementation fiscale : droits et obligations de l'entreprise
- 6) * Contrôle des prix et incidences sur les affaires
- 7) * Inflation : concept et effets sur les affaires
- 8) * Administrations locales: une ressource pour le secteur privé

II. - ORGANISATION ET STRATEGIE DE GESTION (13 thèmes)

- 1) * Rôle et responsabilités des associés
- 2) * Responsabilité de l'entreprise à l'égard de ses employés
- 3) * La fonction de direction
- 4) * La fonction de production
- 5) * La fonction administrative : personnel, logistique, relations publiques et industrielles
- 6) * La fonction financière
- 7) * Spécialisation ou intégration verticale : exigences, avantages et inconvénients respectifs
- 8) * Relations bancaires et leur importance : sécurité, crédibilité, liquidité.

- 9) * Les documents commerciaux : chèque, billet à ordre, lettre de crédit, ...
- 10) * Communications internes et externes : avantages comparés des différents modes (téléphone, lettre, télex, ...)
- 11) * Contentieux : assurances et conseil juridique
- 13) * Décision d'investissement et détermination du profit
- 14) * Assistance technique : critères de sélection et de performance

III. - PRODUCTION ET COMMERCIALISATION (8 thèmes)

- 1) * Principes essentiels du marketing
- 2) * Particularités du marché agricole : quand et comment acheter et vendre?

- 3) * Stockage, emballage et expédition : importance et recommandations
- 4) * Transport : avantages et inconvénients respectifs des différents modes
- 5) * Marché interne et externe : avantages, désavantages et exigences particulières
- 6) * Contrôle de qualité : importance et pratique
- 7) * Marché noir et Intermédiaires
- 8) * Calcul du prix de revient : entreprise commerciale et agricole