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SEMINAR COMPLETION REPORT
TRAINING OF TRAINERS IN MANAGEMENT
II
ARUSHA, TANZANIA
APRIL 21 - MAY 30, 1980

Submitted to:

Mrs. Elaine C. Souides
Program Manager
Office of International Training
Agency for International Development
Agency for International Cooperative Development
Washington, D.C. 20523

Submitted by:

Practical Concepts, Inc.
1730 Rhode Island Avenue, N.W.
Washington, D.C. 20036

Final Submission
July 1, 1980

TANZANIA TEAM

Robert Gaarder	Team Leader/Trainer
James Billings	Trainer
Jane Hersee	Trainer
Thyra Riley	Trainer
William Wheatley	Trainer

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SECTION I

EXECUTIVE SUMMARY

The second of the two consecutive seminars in the Training of Trainers in Management (TTM) series was conducted for the Tanzanian Rural Development Bank at the Danish Volunteer Center near Arusha, Tanzania. The Seminar was conducted by Practical Concepts Incorporated under terms of Contract AID/it-C-2471 with the Agency for International Development. The Seminar began on the 21st of April 1980 and ended on the 30th of May 1980. All participants were managers of the Tanzanian Rural Development Bank and the seminar was conducted in English. The Seminar had primarily three complementary objectives:

1. Development of the management skills of individual bank managers.
2. Development of an internal management training capacity within the Bank for purposes of carrying out future such seminars.
3. Immediate application of new management skills to existing Bank problems as part of an overall effort to institutionalize improved management tools and techniques.

Prior to this TTM an Executive Management Seminar (EMS) and another TTM, TTM I, was conducted in Arusha during the months of March and April 1980 as part of a broader Bank goal - to improve internal TRDB management and external working relationships. A total of 50 Bank Managers and executives including the Chairman and Managing Director and all of the Bank Directors, participated in one of the Seminars. In addition eleven general managers and directors of key organizations that work with TRDB participated in the Executive Management Seminar.

There was a total of 26 participants in the second six-week seminar (TTM II), 25 men and 1 woman. Fifteen of the 26 are project officers and senior project officers in Dar-es-Salaam, 6 are regional managers and the remaining are officers from the accounting and administration departments (see Appendix A).

Chiefly due to the hard work of the participants, often after hours, the seminar was successful. Tests given before and after the Seminar plus staff assessment showed dramatic leaps in participants' understanding of the LogFrame technique and other key management concepts. Perhaps an even more important indicator of the success was the participants practical application of the concepts in task groups addressing issues of improved supervision and incentives for the entire Bank and in back-home projects that detailed implementation and evaluation plans. All participants, with the exception of one who missed the last three weeks due to illness, were awarded two certificates on May 30 at the closing ceremonies presided over by Mr. Magani the Bank's Managing Director and Chairman and Tom Luche, USAID Regional Director. The certificates included a USAID Certificate for course completion, and a PCI Certificate for achievement as trainers for the Logical Framework and other project management system concepts.

SECTION II

SEMINAR REVIEW

A. TTM II DESIGN

There were several unique aspects of TTM II in Tanzania. As in TTM I Tanzania the participants were all middle or senior managers of the Tanzania Rural Development Bank. The two seminars combined not only served to enhance the individual managerial capability of the top 50 managers of the Bank, but in addition it served as a forum to initiate a large organizational improvement effort throughout the Bank. To better meet the individual manager and Bank needs the program was customized accordingly.

To address the individual manager training needs, a needs assessment questionnaire administered to the participants at the beginning of the seminar revealed that a majority of participants in their present job were responsible for training project/program staff (55%) and/or extension workers (60%) in concepts of project design, implementation, and evaluation. In addition, the participants identified the following topic areas as most interested to learn and need to know for their job:

Most Interested

70% Identification of Future Development Problems

70% Defining Program Objectives and Priorities

65% Training Program/Project Staff

60% Planning Program Costs

60% Monitoring of Programs/Projects

60% Feasibility-Cost Effectiveness of Projects

Must Know

75% Evaluation

75% Planning Program Costs

60% Writing Proposals

60% Monitoring of Programs/Projects

As a result of this assessment increased emphasis in the training program was placed on:

- Problem diagnosis and discussion
- Back home projects design - including performance networks for implementation and evaluation plans
- Feasibility/Cost Analysis
- Presentations of participants - individual and in teams

To address the top management interests in organizational improvement, it was decided in a series of meetings with the TRDB Managing Director, several of his key aids and PCI TTM I & II Staff to build upon work from the "TRDB Team" workshops of TTM I. It was decided that TTM II workgroups would address the following issues:

- Advancement of the internal management training capacity at TRDB;
- Improved project supervision;
- Improved incentive system within TRDB; and
- Institutionalization of appropriate project management system tools at bank headquarters in Dar-Es-Salaam.

A memorandum combining organizational change theory with the specific efforts of the training program, along with the final products of the TTM II TRDB teams is included in the Appendices. As in TTM I the Managing Director of TRDB, Mr. Magani, participated in the presentation and discussion of each team's results in the final two days of the seminar. The results of the teams' efforts were excellent and set the stage for a lively and very constructive dialogue between the management groups and their managing director.

Finally, to further enhance TRDB's efforts to institutionalize the project management tools and advance their training capacity, two of the outstanding participants from TTM I took part in the last three weeks of TTM II. They acted as resource people and were challenged to develop their training and group facilitation skills. After getting over some initial resistance to

their presence by some members of TTM II, these two additional resource people made a valuable contribution to TTM II by developing presentations and discussions that merged TTM concepts with specific TRDB cases. (The most frequently mentioned suggestion for improvement in TTM I was to use more case studies relevant to TRDB). They also played a key role in the facilitation of the TRDB teams. Because of their increased knowledge of TTM design and content, plus their intimate familiarity with all of the products of TTM, TRDB work groups should prove invaluable to TRDB in the training and organizational improvement efforts.

B. PARTICIPANT ACHIEVEMENTS AND EVALUATION OF SEMINAR

On the first day and during the last week of the seminar a questionnaire "The TTM Learning Guide", was administered to each participant to allow us to evaluate the progress of the class in terms of their understanding of key project management concepts. The participants on the whole showed vast advancement of knowledge of management concepts as evidenced by the questionnaire results and staff observations. In particular, questions dealing with:

1. Teamwork and Communication;
2. Evaluation Planning; and
3. The establishment of project objectives and their conversion into measurable results

Questions that were troublesome to all participants in the beginning of the seminar were answered correctly by over two-thirds of the class by the end of the seminar. In addition to the questionnaire results of participant learning each participant was required to make practical application of the concepts to a "real life" back-home project. These projects included implementation and evaluation plans, and were completed with an unusually high degree of competence.

Throughout the seminar the participants interest and involvement was high, as evidenced by the seminar evaluation of 22 evaluations responses, 13 said that none of the nine course topic areas were uninteresting to them.

The most interesting and useful topics were listed as (See Appendix C, Questions 17 - 20):

- Logical Framework
- Performance Networking
- Evaluation/Monitoring

The application of PMS tools to back-home projects and the practice teaching sessions were rated as quite helpful or very helpful in all but one case (Questions 14 & 16).

One unfortunate logistical aspect of this training program which at times did have an effect on participant morale was the living arrangements. Whereas, due to the unavailability of the Danish Volunteer Center for the dates of TTM I training, those participants were housed at the Hotel Seventy-Seven, one of the nicest hotels in Arusha. This caused some resentment among members of TTM II who were housed at the Danish Volunteer Center where the accommodations were somewhat more spartan. (See Question 7 - living accommodations)

C. INSTITUTIONALIZING SEMINAR CAPACITY/FOLLOW-UP

The plan to create a capacity within TRDB to carry on future TTM-type training programs as part of their broader effort to institutionalize improved management techniques and processes included several aspects of TTM II. First, as in TTM I, participants were given presentations on training theory and techniques by PCI staff and were required to make presentations that included application of course subject matter to situations regarding their own work.

Also, as in TTM I, at the request of TRDB Top Management, training staff monitored individual participant progress in all aspects with a view to identify potential strong trainers for TRDB use. At the completion of the seminar, a list of the most qualified participants based on motivation (to be a trainer), training skills and knowledge of the TTM concepts was submitted to Mr. Magani, the Managing Director and Mr. Mohele, the Director involved with coordination of training activities at TRDB. From this list, and a similar list submitted in TTM I, trainers will be selected to conduct

field TTM Training seminars for junior TRDB staff in the field. Five one-week field training seminars are scheduled for the next fiscal year beginning July 1.

During the last three weeks of TTM II two of the outstanding participants from TTM I joined the PCI Team as adjunct trainers in order to better prepare TRDB for the field training. Also, a tentative curriculum was prepared for the Field Training Program by participants of TTM II. A copy of this curriculum is included in this report, Appendix E-4.

As a result of TTM I training TRDB was already busy applying TTM principles and techniques in Dar-es-Salaam as well as in the regions before the completion of TTM II. In Dar, program management systems implementation tools were being applied to a 10 million dollar International Development Administration Project. While in the Iringa region the Regional Manager, a participant of TTM I had developed a reporting system based on TTM concepts and was already holding training sessions for his staff to acquaint them with the new system.

Finally, to contribute to the momentum started in TTM I and TTM II, TRDB has applied to USAID Washington and to the World Bank for additional resources under the "National Small Farmer Credit Program". A key element of the proposal has to do with continued management training of TRDB staff and clients to improve TRDB's capacity to meet rural credit needs.

APPENDIX A: LIST OF PARTICIPANTS BY FUNCTION AND ADDRESS

LIST OF PARTICIPANTS

NAME	AGE	ORGANIZATION	FUNCTION	ADDRESS
1. Anandumi, W. O.	31	Tanz. Rural Dev. Bank	Project Officer	Box 268 D S M - Tanzania
2. Bandawe, Kate D.	30	Tanz. Rural Dev. Bank	Accountant I	Box 268 D S M - Tanzania
3. Busanda, Martin N.	32	Tanz. Rural Dev. Bank	Project Officer I	Box 268 D S M - Tanzania
4. Chikaka, Charles	N.A.	Tanz. Rural Dev. Bank	Project Officer	Box 168 Iringa - Tanzania
5. Kagombe, Nzumbi J.I.	31	Tanz. Rural Dev. Bank	Regional Manager	Box 11 Bukoba - Tanzania
6. Kapanga, Alfred K.S.	38	Tanz. Rural Dev. Bank	Senior Adm. Officer	Box 268 D S M - Tanzania
7. Kiliaki, Abdullah	N.A.	Tanz. Rural Dev. Bank	Project Officer II	Box 268 D S M - Tanzania
8. Lungu, Francis	29	Tanz. Rural Dev. Bank	Regional Manager	Box 266 Lindi - Tanzania
9. Lutahakana, Martin	N.A.	Tanz. Rural Dev. Bank	Training Officer	Box 268 D S M - Tanzania
10. Lwelengela, Mselem	N.A.	Tanz. Rural Dev. Bank	Project Officer	Box 268 D S M - Tanzania
11. Lyatuu, Elibariki	32	Tanz. Rural Dev. Bank	Project Officer II	Box 268 D S M - Tanzania
12. Machange, Joseph D. N.	N.A.	Tanz. Rural Dev. Bank	Engineering Analyst	Box 268 D S M - Tanzania
13. Mageta, John	29	Tanz. Rural Dev. Bank	Act. Regional Manager	Box 182 Mtwara - Tanzania
14. Maginga, Peter	N.A.	Tanz. Rural Dev. Bank	Project Officer	Box 268 D S M - Tanzania
15. Makundi, William	31	Tanz. Rural Dev. Bank	Project Officer	Box 268 D S M - Tanzania
16. Mandwanga, Meinulf	N.A.	Tanz. Rural Dev. Bank	Senior Project Officer	Box 268 D S M - Tanzania
17. Masaua, Ernest	35	Tanz. Rural Dev. Bank	Senior Project Officer	Box 268 D S M - Tanzania
18. Mpimbi, Nanana	29	Tanz. Rural Dev. Bank	Project Officer II	Box 1470 Mwanza - Tanzania
19. Mwakyoma, Godfrey	39	Tanz. Rural Dev. Bank	Accountant I	Box 268 D S M - Tanzania
20. Mwambapa, Bello	31	Tanz. Rural Dev. Bank	Project Officer	Box 168 Iringa - Tanzania
21. Mwanganda, Ulinyelusya	N.A.	Tanz. Rural Dev. Bank	Project Officer	Box 268 D S M - Tanzania
22. Mwasimbile, Lucas G. C.	32	Tanz. Rural Dev. Bank	Regional Manager	Box 137 Kigoma - Tanzania
23. Nnko, Jaji G. M.	30	Tanz. Rural Dev. Bank	Regional Manager	Box 386 Musoma - Tanzania
24. Ntitansubile, Charles I. C.	34	Tanz. Rural Dev. Bank	Project Officer II	Box 268 D S M - Tanzania
25. Shigela, James	43	Tanz. Rural Dev. Bank	Regional Manager	Box 330 Tabora - Tanzania
26. Sweedy, M. M.	N.A.	Tanz. Rural Dev. Bank	Project Officer	Box 268 D S M - Tanzania

APPENDIX B: TTM CORE CONCEPTS DIAGRAM

APPENDIX C: ORGANIZATIONAL CHANGE AT TRDB, A BRIEFING MEMORANDUM
TO THE TRDB MANAGING DIRECTOR

ORGANIZATIONAL CHANGE AND TRDB

ORGANIZATIONAL DEVELOPMENT (IMPROVEMENT):

Long range effort of (1) Planned Change (2) involving a total system and (3) Managed from top management (4) to increase organizational effectiveness and health.

PLANNED CHANGE

Safe bet that every organization needs change/reform

- Scale of change needed is a function of time
- Ideally process of change should be institutionalized.
- If not your basic option is massive intervention.

SOURCE OF RESISTANCE TO CHANGE:

- Cost - risk
- Inertia
- Ignorance
- Vested interest
- Benign environment
- Internal conflict

COMPONENTS OF PLANNED CHANGE:

1. Diagnosis:
 - . Involve all relevant levels
 - . Problem trees
 - . Outsiders

2. Strategic plan - intervention into present system:

- . Action planning
- . Team development
- . Goal setting
- . Training

3. Mobilization of resources to carry out effort - action.

ADDITIONAL TIPS FOR ORGANIZING CHANGE:

Projectize where appropriate

- Use logframe to define ideal
- Set realistic/appropriate objectives
- Implement/evaluate/communicate
- Use teams/units of people

ORGANIZATIONAL CHANGE AT TRDB

DIAGNOSIS - (Outsiders/MGT/you)

Improve capacity of TRDB to meet rural credit needs more efficient management techniques.

- Increased staff productivity
- Loan recovery

STRATEGY:

1. Improve management capability of upper and mid level staff
 - . 50 trained in TTMI and TTMI1.
2. Institutionalize use of PMS management tools.
 - . Build upon suggestions in TTMI
 - . Train all field staff in one week seminars/Muta and Mhina

- . PCI leaving behind training materials.
3. Advance the internal management training capacity at TRDB.
 - . Develop training skills of TTM 1 participants in TTM 11.
 - . Use participants from TTM 1 and TTM 11 to train field staff.
 - . Develop material for field training in TTM 11.
 - . Use PCI materials.
 4. Use TTM's to diagnosis and develop plans for addressing other TRDB problems.

ACTIONS (Mobilizing Resources)

DONE: . TTM 1/TTM 11 > 50%

- . TRDB teams in TTM 1
 - { Financial Management
 - { Operations
 - { Policy
 - { Staff and Administration
- . Brainstorming
 - { Staff and Administration
- . Institutionalization of PMS in TTM 1
- . TRDB Problem tree 1 & 11
- . TTM 1 Participants present in TTM 11 as resource people

NEEDS TO BE DONE

- . Identity trainers in TTM 11
- . Finish plans for institutionalization of PMS (PCI)
- . Finish plans for improved supervision and client training/
(Operations/Muta)
- . Develop one week training program for field staff (PCI)
- . Develop employee incentive plan ideas (Staff and Administration Mhina)

AND AFTER TTM II???

{caution}

APPENDIX D: DAILY SCHEDULE OF TTM II ACTIVITIES

- P = Plenary
- W = Workshop
- D.O. = Day's Objectives

PRELIMINARY AGENDA: TTM - TANZANIA

- Y.R. = Yesterday in Review
- P.P. = Participant Presentation
- TGST = Two Groups Show and Tell

WEEK ONE

	MONDAY	TUESDAY	WEDNESDAY	THURSDAY	FRIDAY
AM	Opening Ceremony (P)	D.O./Y.R. (P)	D.O./Y.R. (P)	D.O./Y.R. (P)	D.O./Y.R. (P)
	Logistics/Administration (P)	Overview of TTM (P)	Puno Introduction (P)	Assumptions and Manageable Interest (W)	Puno TGST (W)
	TTM Learning Guide (P)	Needs Assessment (W)	Puno Hierarchy of Objectives (W)	LogFrame Inputs (P)	Puno/Staff Feedback (P)
	Management Problems (P)	Overview of PMS (P)	Puno TGST (W)	Readings Discussion (P/W)	Logic Diagrams (P)
	Management Problems (W)	Projects vs. Operations (P)	Objectively Verifiable Indicators Introduction (P)	Key Management Problems (P)	Logic Diagrams (W)
	Dyad Introductions (W)	Projects vs. Operations (W)	Objectively Verifiable Indicators (W)	Key Management Problems (W)	
PM	Seal Hunt Introduction (P)	Hierarchy of Objectives (P)	Objectively Verifiable Indicators Introduction (P)	Puno Vertical Logic, OVI's MOV's (W)	Human Factors: Perception (P)
	Seal Hunt Game (W)	Hierarchy of Objectives (W)	Means of Verification Introduction (P/W)	Puno Case Con't (W)	Human Factors: Perception (W)
	Seal Hunt Wrap-Up (P)	Logical Framework Vertical Logic (P)	Assumptions and Manageable Interest (P)		Games and Films (W)
		Vertical Logic (W)			Key Mgt. Problems Presentations (P)
					Back-Home Projects (P)
				Week in Review (P)	

- P = Plenary
- W = Workshop
- D.O. = Day's Objectives

PRELIMINARY AGENDA: TTM - TANZANIA

- Y.R. = Yesterday in Review
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WEEK TWO

	MONDAY	TUESDAY	WEDNESDAY	THURSDAY	FRIDAY
AM	D.O./Y.R./P.P. Problem Trees/ Objective Trees Brainstorming (P) Problem Trees/ Objective Trees Brainstorming (W) Puno Logic Diagrams (W)	D.O./Y.R./P.P. Feasibility I (P) Feasibility I (W) Workshop Wrap-up (W) From Trees to LogFrames (P) Tree Workshop (Kelsin) (W)	D.O./Y.R./P.P. Perfnet Wrap-up (W) Perfnet (P) Perfnet (W) Implementation Monitoring and Reporting (P) Personal Logframes (W)	D.O./Y.R./P.P. Feasibility II Expected Value (P) Kelsin TGST (W) Reading Discussion (W) Personal LogFrames (W)	HOLIDAY
PM	Personal LogFrames (W) Logic Diagrams II (P) Logic Diagrams II (W)	Performance Networks (P) Performance Networks (W)	Training (P) Kelsin Wrap-up (W)	Team Building NASA Space Game (W) Week In Review (P) Feedback Forum	HOLIDAY

- P = Plenary
- W = Workshop
- D.O. = Day's Objectives

PRELIMINARY AGENDA: TTM - TANZANIA

- Y.R. = Yesterday in Review
- P.P. = Participant Presentation
- TGST = Two Groups Show and Tell

WEEK THREE

	MONDAY	TUESDAY	WEDNESDAY	THURSDAY	FRIDAY
AM	D.O./Y.R./P.P. Gantt Charts (P) Resource Allocation (P) Resource Allocation (W) Resource Allocation (TGST)	D.O./Y.R./P.P. Feasibility II (P) Feasibility II (W) Puno Evaluation Wrap-up (W) Puno Evaluation Presentators (P)	D.O./Y.R./P.P. Feasibility (P) Feasibility (W) Evaluation Six-Steps (P) of Planning Evaluation Six-Steps (W) TRDB Problem Tree (P/W)	D.O./Y.R./P.P. Feasibility Wrap-up (P) Evaluation Analysis (P) Evaluation Analysis (W)	D.O./Y.R./P.P. FIELD TRIP TO TRDB PROJECT
PM	Puno Evaluation (W) Puno Evaluation Results (TGST)	Evaluation Introduction (P) Personal LogFrame Feedback (P) Start Project LogFrame (P/W)	TRDB Problem Tree (P/W) Film (P)	Evaluation Analysis (V) con't TRDB Problem Tree (P/W)	FIELD TRIP TO TRDB PROJECT con't

- P = Plenary
- W = Workshop
- D.O. = Day's Objectives

PRELIMINARY AGENDA: TTM - TANZANIA

- Y.R. = Yesterday in Review
- P.P. = Participant Presentation
- TGST = Two Groups Show and Tell

WEEK FOUR

	MONDAY	TUESDAY	WEDNESDAY	THURSDAY	FRIDAY
AM	D.O./Y.R./P.P. Field Trip Presentations (P) Back-Home Projects (P) Progress Check (P)	D.O./Y.R./P.P. Progress Check (P) Feedback Back-Home Projects (P) Finish Problem/ Objective Tree (W) Participant Meeting	D.O./Y.R./P.P. Progress Check (P) Reading Discussion (P) Organizational Change (W) TRDB Teams	D.O./Y.R./P.P. Progress Check (P) Feedback Communication TRDB Teams	D.O./Y.R./R.R. Progress Check (P) Reading Discussion(P) Motivation TRDB Teams
PM	Readings Discussion (P) (Leadership) TRDB Problem (P) Objective Trees Completion/Critique	Movie/Discussion (W) Communication Exercise (W)	Training II Back-Home Projects (P) Movie (W)	Project LogFrames Film/Drucker (W)	Project LogFrames Networks Feedback Forum (P) Week in Review (P)

- P = Plenary
- W = Workshop
- D.O. = Day's Objectives

PRELIMINARY AGENDA: TTM - TANZANIA

- Y.R. = Yesterday in Review
- P.P. = Participant Presentation
- TGST = Two Groups Show and Tell

WEEK FIVE

	MONDAY	TUESDAY	WEDNESDAY	THURSDAY	FRIDAY
AM	D.O./Y.R./P.P. Week-in-Review/Preview (P) Progress Check Feedback (P) TRDB Teams (W)	D.O./Y.R./P.P. TRDB Teams Present (P) Reading Discussion (P) Participant Presentation (P) TRDB Teams (W)	D.O./Y.R./P.P. Evaluation Review (P) TRDB Teams (W)	D.O./Y.R./P.P. PCI Resource Allocation Back-Home Projects (W) Participants Presentation (W) TRDB Teams (W)	D.O./Y.R./P.P. Progress Check Feasibility (P) Back-Home Projects Evaluation Plan (W) Reading Discussion (P)
PM	Movie/Management (W) Human Factors Exercise (W)	Feedback/Why I Work for TRDB (P) Back-Home Projects (W) Back-home Project Presentations (W)	PICNIC	County Fair TRDB Teams (W) Back-Home Projects (W) Film/Self-Fulfilling Prophecy (W)	TRDB Teams (W) Review/Week's Wrap-up (P)

- P = Plenary
- W = Workshop
- D.O. = Day's Objectives

PRELIMINARY AGENDA: TTM - TANZANIA

- Y.R. = Yesterday in Review
- P.P. = Participant Presentation
- TGST = Two Groups Show and Tell

WEEK SIX

	MONDAY	TUESDAY	WEDNESDAY	THURSDAY	FRIDAY
AM	D.O./Y.R./P.P. Feasibility Feed-back (P) Back-Home Projects Hand in (W) TRDB Preparations (W)	D.O./Y.R. TRDB Team Presentations (P) Read Case Study (W) TRDB Team Presentations TTM Learning Guide(P) II	D.O./Y.R. TRDB Teams (W)	D.O. TRDB Team Presentations Training (P) Individual Project(P) Presentation TRDB Team Presentation Incentives Evaluation of Seminar	D.O. TRDB TEAM Presentation "Operation - Improved Project Supervision" Individual Project Presentation TRDB Team Presentation "Institutionalization of PMS"
PM	TRDB "Dry Run" Presentations (P)	TRDB Case Study (W) Case Study Discussion (P) Film/Drucker	Mystery Creative Exercise (P) TRDB Teams (W) TRDB Teams Feedback (P)	Training Materials (P) Key Back-Home Steps Human Factors/ Risk Exercise (W)	CLOSING CEREMONIES

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APPENDIX E: FINISHED WORK OF TTM II TRDB TASK TEAMS

	NARRATIVE SUMMARY	OBJECTIVELY VERIFIABLE INDICATORS	MEANS OF VERIFICATION	IMPORTANT ASSUMPTIONS
If Goal	Program Goal: The broader objective to which this project contributes: Improved project implementation by clients	Measures of Goal Achievement: 1. Clients' projects production increased from 70% of project's target in 1980 to 90% of Project's target by 1985. (Maize 15 bags/acre target; 10 bags to 13 to 13 bags/acre) 2. No. of clients keeping up-to-date records increased from 60% in 1980 to 85% by 1985. 3. Default rate reduced from 28% in 1980 to 9% by 1986 (70% reduction over 6 years)	1. Regional Manager's Reports 2. Extension Agents Reports 3. TRDB Financial Reports	Concerning long term value of program/project:
	Project Purpose: Improved supervision of TRDB financed crop projects.	Conditions that will indicate purpose has been achieved. End of project status: 1. 75% of clients trained annually practice recommended crop project management techniques from 1981. 2. Prompt identification and correction of problems according to present standards and key problems effective 1981. 3. Clients' complaints on TRDB services reduced by 85% by 1984.	1. Regional Manager's Reports 2. Project Manager's Reports 3. Extension Agent's Reports	Affecting purpose-to-goal link: 1. Clients/TRDB staff willing to apply acquired skills. 2. Farmer's incentive remain unaffected (inputs subsidies, crop price stabilization, price premium in cotton). 3. Weather conditions are favourable for farm operations. 4. Farmers don't abandon projects
If Purpose, Then Purpose	Outputs: 1. Properly trained TRDB supervision staff stationed proportionally to work loads 2. Transport facilities provided for TRDB supervision staff and office.	Magnitude of Outputs necessary and sufficient to achieve purpose. 1. Additional well trained P.O's/CS's stationed by 1985 as shown: *11-Nafcrep regions - 6 PO/3CS; 2-Area P Programs - 5CS; *6-Tobacco Regions 5PO/20CS; 4-Tea Growing areas - 4CS; Other Regions 5 CS. 2. Additional transport facilities provided in good condition for PO's/CS's by 1985 as shown below: <u>LANDROVER MOTOR-BIKES</u> 22 33 in 11 Nafcrep Regions 1 4 in 4 Tea Areas 4 5 in 2 Area Programs 5 5 in Other Regions - 25 in 6 Tobacco Regions 3. Covered in No. 7 below. 4. 95% of the clients well trained in appropriate skills by 1985.	1. Directorate of Administration Records 2. Directorate of Finance Records 3. TRDB Regional Supervision reports 4. TRDB Regional Manager's/Head Office Reports 5. Other Institutions Reports	Affecting output-to-purpose link: 1. PO's/CS's stay with TRDB 2. Spare-parts readily available 3. Extension staff agree to stay and work in the allocated project areas. 4. Clients willing to apply acquired skills.
	3. Crop activity calendars put in use by TRDB 4. Clients well trained in crop husbandry and book-keeping 5. Technical assistance provided 6. Coordination between TRDB and agricultural institutions improved 7. Project visited according to planned schedule 8. Supervision reports sent to clients and	5. One extension assistant/3 villages requirements identified to provide effective technical assistance by 1985. 6. At least 4 review meetings held per year at National and Regional levels, informal consultations held as opposed to none at each level by 1985. 7. Consultative visits done at least once per month effective 1981 - Follow-up visits done during critical project operation effective 1981. 8. Quarterly feed-back reports sent to clients/relevant institutions effective 1981.		
If Outputs, Then Outputs	Inputs Activities: 1.1 Recruit additional supervision staff 1.2 Train staff 1.3 Post staff 2.1 Determine transport facilities requirements 2.2 Purchase motor vehicles Landrover 2.3 Allocate motor vehicles Motorbikes 3.1 Obtain crop calendars from Kilimo 3.2 Distribute them to clients and TRDB staff 3.3 Plan activities according to calendar 4.1 Develop training programme 4.2 Discuss programme with trainers 4.3 Obtain training facilities 4.4 Select participants 4.5 Conduct training 5.1 Identify technical assistance requirements 5.2 Meet with relevant institutions 5.3 Request for technical staff postings 6.1 Exchange plans with other institutions 6.2 Discuss plans 6.3 Jointly identify areas of responsibilities 6.4 Exchange periodical projects reports 7.1 Schedule visits to project areas 7.2 Allocate visits according to staff 7.3 Inform clients of the schedule 7.4 Visit the villages 8.1 Prepare supervision reports	Level of Effort/Expenditure for each activity COSTS ('000/-) 1. Staff ----- 1,100.0 P.O.C.S. - 11 67 - 2. Vehicles ----- 4,600.0 RL 32 MB 67 3. Crop calendars ----- 5.0 4. 5,000 villagers/ Transportation & Misc. ----- 3,000.0 5. (5,6,8) ----- 3.0 6. (7) Supervision ----- 2,500.0 TOTAL 11,208.0	1. Village Records 2. TRDB Records	Affecting input-to-output link: 1. The institutions will cooperate (i.e. common Objectives recognized) 2. Government allocates required No. of PO's 3. Vehicles delivered as scheduled 4. Clients perceive the benefits of the Training Program
	8.2 Send report to relevant institutions/clients 8.3 Follow-up on reports			

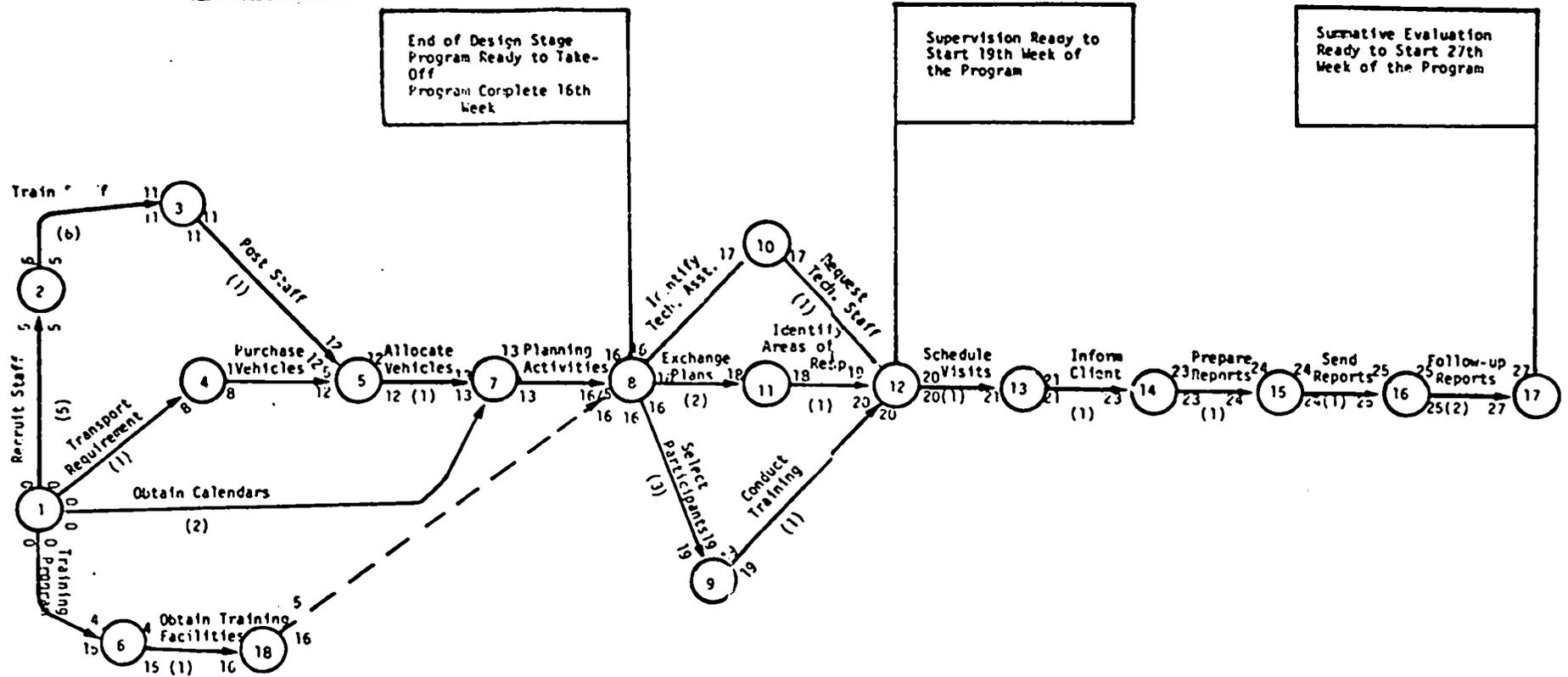
LOGIC WORKSHEET

	BEFORE	AFTER	SIMULTANEOUS
A	NONE	BCFHOPQRSTUMN	DEGLIKL
B	A	CFHMNOPQRSTU	DEGJJKL
C	AE	FHMNCPQRSTU	DEGIJKL
D	NONE	EFHMNOPQRSTU	ABCGIJKL
E	D	FHMNCPQRSTU	ABCGIJKL
F	DE	HMNOPQRSTU	ABCGIJKL
G	NONE	HQMNRSU	ABCDEFIJKLOP
H	ABCDEGF	MNCPQRSTU	LJKL
I	NONE	JKLFNQRSTU	ABCDEFGHIOP
J	I	ELMNQRSTU	ABCDEFGHIOP
K	ABCDEFGHIJ	LQRSTU	MNOP
L	ABCDEFGHIJK	QRSTU	MNOP
M	NONE	NOPQRSTU	ABCDEFGHIJK
N	M	OPQRSTU	ABCDEFGHIJK
O	A ABCDEFEJIC	NPQRSTU	KM
P	ABCDEFGHIJEMNO	QRSTU	LN
Q	ABCDEFGHIJKLMNO P	RSTU	NONE
R	ABCDEFGHIJKLMNO P Q	STU	NONE
S	ABCDEFGHIJKLMNO P Q R	TU	NONE
T	ABCDEFGHIJKLMNO P Q R S	U	NONE
U	ABCDEFGHIJKLMNO P Q R S T	NONE	NONE

ACTIVITY	DURAT	DURATION	SLACK TIME
A=Recruit Staff	1-2	5	0
B=Train Staff	2-3	6	0
C=Post Staff	3-5	1	0
D=Transport requirements	1-4	1	7
E=Purchase vehicles	4-5	4	7
F=Allocate vehicle	5-7	1	0
G=Obtain calendars	1-7	2	11
H=Plan activities	7-8	2	0
I=Training program	1-6	4	11
J=Training facilities	6-18	1	11
K=Select participants	8-9	3	0
L=Train	9-12	1	0
M=Identify Tech. assistance requirements	8-10	1	2
N=Request Tech. Staff	10-12	1	2
O=Exchange plans & reports	8-11	2	1
P=Identify areas of responsibility	11-12	1	1
Q=schedule visits	12-13	1	0
R=Inform clients	13-14	2	0
S=Prepare reports	14-15	1	0
T=Send reports	15-16	1	0
U=Follow-up reports	16-17	2	0

PERFORMANCE NETWORK FOR CROP PROJECT

SUPERVISION PROGRAM



APPENDIX E-2: STAFF MOTIVATION AT TRUB

LOGICAL FRAMEWORK
FOR
SUMMARIZING PROJECT DESIGN

Project Title: Staff Motivation at the Tanzanian Rural Development Bank (TRDB)

	NARRATIVE SUMMARY	OBJECTIVELY VERIFIABLE INDICATORS	MEANS OF VERIFICATION	IMPORTANT ASSUMPTIONS																																				
MANAGEABLE INTEREST	<p>Program Goal: The broader objective to which this project contributes</p> <p>Motivated Staff at TRDB</p>	<p>Measures of Goal Achievement:</p> <ol style="list-style-type: none"> Labour turnover for all cadres reduced from 5% to about 1% by 1985 Staff complaints reduced by 50% by 1985 Absenteeism from work reduced by 75% by the year 1985 (Absenteeism = disappearing without valid reason) Loan recovery rate increased from 60% in 1980 to 85% in 1985 	<ul style="list-style-type: none"> Administration Directorate (Personnel) Reports Directorate of Finance Annual Reports 	<p>Concerning long term value of program/project:</p>																																				
DEVELOPMENT HYPOTHESES	<p>Project Purpose:</p> <p>All staff implementing their work according to mutually agreed upon expectations</p>	<p>Conditions that will indicate purpose has been achieved. End of project status</p> <ol style="list-style-type: none"> All staff can state their responsibilities by January 1981 Work being done according to work schedule by January 1981. All staff know their expectations, responsibility and authority by the same date Staff receiving objective feedback annually by January 1982. Staff being rewarded annually in accordance with performance rating starting January 1982. 	<ul style="list-style-type: none"> Summative evaluation report Staff interviews Staff personnel files 	<p>Affecting purpose-to-goal link:</p> <ol style="list-style-type: none"> Recommendations are acceptable to the staff Conducive working environment provided e.g. sufficient office space Other incentives provided 																																				
MANAGEABLE INTEREST	<p>Outputs:</p> <ol style="list-style-type: none"> Scheme of Service Re-designed Annual work targets prepared Clearly defined authority included in job description Feedback system introduced Rewarding system based on work targets 	<p>Magnitude of Outputs necessary and sufficient to achieve purpose.</p> <ol style="list-style-type: none"> A comprehensive Scheme of Service Document prepared and circulated by December 1980. Specific output targets defined for all staff by December 1980. Levels of Authority of all staff incorporated in a new job description document by December 1980. A practical feedback mechanism designed by December 1980. An annual staff rewarding system developed by December 1980. 	<ul style="list-style-type: none"> Scheme of Service File General Manager's Office Staff interviews Job description document 	<p>Affecting output-to-purpose link:</p> <ol style="list-style-type: none"> Recommendations are implemented Recommendations are acceptable to the staff Staff do not move from one job to another 																																				
MANAGEABLE INTEREST	<p>Inputs: Activities</p> <ol style="list-style-type: none"> 1.1 Form task force from n/o & m/o staff 1.2 Re-design Scheme of Service 1.3 Seek Board Approval 2.1 Determine institutional targets (Departmental and sectional) 2.2 Seek Board Approval 2.3 Determine individual targets 3.1 Define levels of authority 3.2 Incorporate authority in job description 4.1 Re-design performance rating form 4.2 Establish feedback mechanism 5.1 Design annual rewarding system 	<p>Level of Effort/Expenditure for each activity.</p> <table border="0"> <tr> <td>1.1</td> <td>to take 15 man-days</td> <td>shs. 10,000</td> </tr> <tr> <td>1.2</td> <td>to take 90 man-days</td> <td>shs. 30,000</td> </tr> <tr> <td>1.3</td> <td>estimated to take 2 man-days</td> <td>shs. 5,000</td> </tr> <tr> <td>2.1</td> <td>to take 90 man-days</td> <td>shs. 30,000</td> </tr> <tr> <td>2.2</td> <td></td> <td></td> </tr> <tr> <td>2.3</td> <td></td> <td></td> </tr> <tr> <td>3.1</td> <td>to take 7 man-days</td> <td>shs. 2,000</td> </tr> <tr> <td>3.2</td> <td></td> <td></td> </tr> <tr> <td>4.1</td> <td></td> <td></td> </tr> <tr> <td>4.2</td> <td>to take 20 mandays</td> <td>shs. 12,000</td> </tr> <tr> <td>5.1</td> <td></td> <td></td> </tr> <tr> <td colspan="2" style="text-align: right;">TOTAL</td> <td>shs. 89,000</td> </tr> </table>	1.1	to take 15 man-days	shs. 10,000	1.2	to take 90 man-days	shs. 30,000	1.3	estimated to take 2 man-days	shs. 5,000	2.1	to take 90 man-days	shs. 30,000	2.2			2.3			3.1	to take 7 man-days	shs. 2,000	3.2			4.1			4.2	to take 20 mandays	shs. 12,000	5.1			TOTAL		shs. 89,000	<ul style="list-style-type: none"> Records from Directorate of Finance Project Records 	<p>Affecting input-to-output link:</p> <ol style="list-style-type: none"> Board approves proposed recommendations SCOPO approves the proposed Scheme of Service Worker's Council approves recommendations.
1.1	to take 15 man-days	shs. 10,000																																						
1.2	to take 90 man-days	shs. 30,000																																						
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5.1																																								
TOTAL		shs. 89,000																																						

**APPENDIX E-3: INSTITUTIONALIZATION OF PROJECT MANAGEMENT
SYSTEMS AT TRDB**

The Project Management System

Recommendations for specific tools to be institutionalized within TRDB's Directorate of Operations.

I. DIRECTOR OF OPERATIONS:

1. Logical Frameworks for:

- a. a sectoral credit plan developed with the Dir. of Planning
(PRIMARILY APPRAISAL & DISBURSEMENT)
- b. a sectoral Loan Recovery Plan
- c. a sectoral Evaluation Plan

The Director of Operations should have three booklets, each with detailed logframes on:

- Credit
- Recovery
- Evaluation

CHIEF MANAGERS:

2. Logical Frameworks for each Division. The components should focus on
 - Disbursement
 - Recovery
 - Evaluation
3. Performance Networks to monitor key events with D.O., (developed with Div. Mgr's).

II

II. DIVISIONAL MANAGERS:

1. A Logical Framework for the sector, (i.e. Annual crops sector)
2. Logical Frameworks for the sub-sectors (i.e. dairy, poultry, beef)
3. Performance Networks for events and activities in each sub-sector
- 4.. Bar Charts for key events for sub-sectors where resources are a scarcity
5. Evaluation Plan (formative and summative) incorporating all of the above tools.

PROJECT OFFICERS/CREDIT SUPERVISORS

6. Logical Frameworks for all project appraisals (depending on P.O.'s discretion)
(Project above 500,000/- LF's required)
7. Performance Networks for each project done by P.O. and a copy passed to client
8. Gantt Charts should be used by P.O./C.S. where appropriate, i.e. where there are scarce resources, or monitoring is critical, or there are several projects, etc.

III. REGIONAL MANAGERS AND PROJECT OFFICERS:

1. Logical Frameworks for all projects at Regional level
2. Logical Frameworks for all sectoral plans at Regional level
(i.e. Livestock, godowns, fisheries, food crops, etc.)
3. Logical Frameworks for Loan Recoveries and input distribution at
Regional level
4. Performance Networks to monitor the sequence of activities per sector
and individual projects above 100,000/-
5. Monitoring & Reporting per sector and per project above 100,000/-
6. Evaluation: Formative for on-going projects
Summative for completed projects

IV

IV. CREDIT SUPERVISORS:

FOR ALL PROJECTS:

1. Performance Networks to help the C.S. keep track of events during implementation and Loan Recovery.
2. Monitoring & Reporting System
3. Evaluation: Formative
Summative
4. Bar Chart;

NAARRATIVE SUMMARY - TOBACCO LOAN

- G. Increased income to tobacco Farmers by 1985
- P. Increased yield of Tobacco
- O. 1. Loans Approved
 - 2. Loans Disbursed

<u>WHAT ACTIVITY</u>	<u>WHO'S RESPONSIBILITY</u>	<u>WHICH PMS TOOL(S)</u>
1.1 Received loan application	Reg. Mgr/Cr. Sup.	L.F. 111.2.
1.2 Loan appraisal done	} R.M./P.O.	L.F. 111.1.
1.3 Prepare memo for RLC		P.N. 111.4.
1.4 Obtain Approval/recommendation from RLC		M.R. 111.5.
1.5 Submit RLC dec's to Headquarters		R.M.
1.6 Prepare memo for M.L.C.	D.O/C.M.	L.F. 1.1.A.
	Div Mgr/P.O.	L.F. 1.2.
		L.F. 11.1.
		L.F. 11.6.
1.7 Obtain approval & inform R.M.		P.N. 111.4
2.1 Get loan agreement signed.	R.M./CS	P.N. 111.4.
		IV.1.
		B.C. IV.4.
2.2 Inform procurement division	C.M/Div. Mgr/P.O.	L.F. 1.2.
		P.N. 1.3.
		B.C. 11.4.
		C.C. 11.8.

2.3	Inform Kilimo/TAT Extension service	R/M	P.N.	111.4.
2.4	Tender for input supply	D.O/C.M Div. Mgr/P.O	P.N.	1.2. 11.3. 11.7.
2.5	Tender for input transportation	D.O/C.M. Div. Mgr/P.O.	P.N.	1.2. 11.3. 11.7.
2.6	Award input supply tender	D.C/C.M. Div. Mgr/P.O	P.N.	1.2. 11.3. 11.7.
2.7	Award input transport tender	D.O/C.M Div. Mgr/P.O	P.N.	1.2. 11.3. 11.7.
2.8	Order inputs	D.O/C.M. Div. Mgr/P.O.	P.N.	1.2. 11.3. 11.7.
2.9	Transport inputs to R.M.	D.O/C.M. Div. Mgr/P.O.	P.N.	1.2. 11.3. 11.7.
2.10	Receive inputs	R.M/P.O/C.S.	P.N.	111.4. IV.1.
2.11	Obtain storage facilities	R.M.	P.N. L.F.	111.4. 111.2.
2.12	Store inputs	R.M./C.S	P.N. P.F.	111.4. IV.1.
2.13	Prepare input distr. plan	R.M./P.O.	P.N. L.F.	111.4. 111.3.
2.14	Brief C.S. on distr. plan	P.O.	L.F. P.N.	111.3. 111.4.
2.15	Appoint transporters	R.M.	L.F. P.N.	111.3. 111.4.
2.16	Supervise input distr.	P.O/C.S	L.F. P.N.	111.3. 111.4
2.17	Deliver inputs to clients	C.S.	L.F. M.R. B.C.	111.3. IV.2. IV.4.
2.18	Evaluate	R.M./P.O	E.V.F.	111.6.

I

The Project Management System

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4. Performance Networks to monitor the sequence of activities per sector
and individual projects above 100,000/-
5. Monitoring & Reporting per sector and per project above 100,000/-
6. Evaluation: Formative for on-going projects
Summative for completed projects

IV

IV. CREDIT SUPERVISORS:

FOR ALL PROJECTS:

1. Performance Networks to help the C.S. keep track of events during implementation and Loan Recovery.
2. Monitoring & Reporting System
3. Evaluation: Formative
Summative
4. Bar Chart:

APPENDIX E-4: TRAINING PROGRAM FOR TRDB FIELD STAFF

TRAINING PROGRAM FOR TRDB FIELD STAFF

1. PURPOSE:

TRDB staff equipped with managerial tools which they can use to identify, analyse, supervise and evaluate TRDB projects.

TARGET GROUPS: Project Officers and Senior Credit Supervisors.

CONTENTS

- a) Basic management principles
- b) Project design
- c) Project feasibility
- d) Project implementation
- e) Project evaluation/communication
- f) Progress check

Basic Management Principles

- (i) Overview of project management system
- (ii) Project vs Operations

Project Design

The logical framework as a Tool to Project Design.

Project Feasibility

- (i) Management approach to feasibility studies
- (ii) Feasibility economics

Project Implementation

- (i) Network analysis
- (ii) Performance network
- (iii) Monitoring and Reporting systems

Project Evaluation/Communication

- (i) Evaluation and evaluation planning
- (ii) Evaluation process
- (iii) Communication

COURSE COURSE

1. Basic Management Principles and Introduction of Logical Framework

LEARNING OBJECTIVES

1. Participants can use basic management principles to identify, analyze, supervise and evaluate projects.
2. Participants can differentiate between project and "operations".
3. Participants can describe how shared objectives and feedback mechanisms are related to effective human system operations.
4. Participants can explain uses of the Logical Framework as a contracting tool and as a basis for rationalizing the allocation of responsibilities within the program and between the program and the external environment.

SESSIONS

1. Participant and Instructor Introduction.
2. Lecture on Basic Management Principles.
3. Workshop on team building exercise.
4. Introductory lecture on Logical Framework.

SUPPORTING MATERIAL

1. Project Management System (PMS) - Practical Concepts Inc. pp. 1-12

II. Product Design and Learning Concepts.

LEARNING OBJECTIVES:

1. Participants can define logical framework.
2. Participants can define linked hypotheses.
3. Small group exercises on Hierarchy of Objectives.
4. Participants can define vertical logic.

SCHEDULE:

1. Lecture on Hierarchy of Objectives.
2. Exercise on #0. 1 above
3. Lecture on vertical logic.
4. Feedback on Hierarchy of Objectives Exercise.

SUPPORTING MATERIAL:

1. The Logical Framework by PGI pp. 11-13. to 11-21.

III. Assumptions and Manageable Interest.

LEARNING OBJECTIVES:

1. Participants can define and discuss types of assumptions (technical, economic, environmental etc.)
2. Participants can discuss 3 key questions about assumptions (impact probability occurrence and their ability to be influenced by the project manager;..
3. Participants can define the manager's responsibility towards the assumptions.
4. Participants can define objectively verifiable indicators.
5. Participants can list at least two functions which CVI's serve (clarify and measure).
6. Participants can explain characteristics of CVI's (plausible, independent, objectively verifiable, targeted with C.T).
7. Participants can explain two special kinds of indicators - leading and indirect in addition to direct indicator.
8. Small group exercises on CVI's
9. Participants can correctly fill in assumptions column on logframe.
10. Participants can define manageable interest and explain the importance to managers.

SCHEDULE:

1. Lecture on assumption analysis.
2. Small group exercises on assumptions; vertical logic and manageable interest.
3. Lecture on assumptions and vertical logic.
4. Lecture on manageable interest.
5. Lecture on CVI's.

SUPPORTING MATERIAL:

Logical Framework - pp. 11-7 to 11-13

IV Means of verification and horizontal logic

LEARNING OBJECTIVES

1. Participants can define "means of verification" within logical framework context.
2. Participants can explain MUV's and their implications for CVI's.
3. Participants can define horizontal logic.

SESSIONS

1. Lecture on means of verification
2. Small group exercise on MUV's and Horizontal Logic.
3. Lectures on horizontal logic.

SUPPORTING MATERIALS

Logic Framework pp. 11-

V. Review of the logical framework and feasibility study.

LEARNING OBJECTIVES:

1. Participants can correctly relate the important elements of a project design to each other.
2. Define a manager's approach to feasibility study.
3. Explain the relationship of feasibility study to the logical framework and project cycle.
4. Explain the difference between traditional feasibility studies and management approach to feasibility study.

SUPPORTING MATERIAL:

Material - handout on feasibility economics.

Logic diagrams

LEARNING OBJECTIVES:

1. Participants can explain the function of networks (logic diagrams) in assisting the project manager to plan, schedule, delegate, communicate, monitor and report on project progress.
2. Participants can construct a logic diagram.

SCHEDULE:

1. Lecture on review of logical framework.
2. Lecture on feasibility study concept.
3. Exercise on 2 above.
4. Lecture on logic diagram.

VI. Performance networks

LEARNING OBJECTIVES:

1. Participants can identify milestone events to be reported to next higher management.
2. Participants differentiate between logic diagram and networks.
3. Participants can transfer time and logic from logic diagram format to a Gantt Chart format.

Evaluation

LEARNING OBJECTIVES:

1. Participants can perform single resource allocation exercise.
2. Participants can state reasons why projects should be evaluated.
3. Participants can explain how good project designs lead to good evaluation.
4. Participants can explain the difference between feasibility studies and evaluation.
5. Participants can explain how the logframe can be the basis for evaluation.

SYLLABUS:

1. Lecture on performance networks.
2. Exercise on time calculations for networks.
3. Lecture on monitoring and reporting.
4. Lecture on Gantt Charts and Resource Allocation.
5. Discussion on reading assignment.
6. Exercise on Gantt Charts and Resource Allocation.
7. Lecture on Evaluation Design.
8. Exercise on Evaluation Design.

VII. Revision of Basic Concepts:

LEARNING OBJECTIVES:

- 1. Participants can explain logframe concepts.**
- 2. Participants can apply Logic frame concepts.**

SCHEDULE:

- 1. Review of previous day**
- 2. Review of personal logframes**
- 3. Summary of logframes concepts**
- 4. Lecture on logframe as a device for discovery and organizing feasibility questions.**
- 5. Exercise on No. 4 above**
- 6. Progress check**
- 7. Discussion on reading**
- 8. Feedback on the programme.**

Recommendations

1. The course should take at least two weeks in order to cover essential concept adequately and give participants enough time through workshops and exercises to understand them so that they will be able to apply them in the field.
2. Resource persons, should be selected among competent TTK I and/or TTK II participants.
3. The training program should begin not later than August, 1950.
4. In future this training program should be merged with TRSB training program.

APPENDIX F: HOURS SPENT BY TOPIC AREA

APPENDIX F

HOURS SPENT BY TOPIC AREA

	<u>Hours</u>	<u>Percent</u>
1. Systems Approach to Management: PMS	8	4%
2. Project/Program Design	30	15%
3. Project/Program Implementation	30	15%
4. Management Information: Monitoring and Evaluation	25	12.5%
5. Case Studies, Field Trips, Reading, Discussions and Video Presentations	25	12.5%
6. Problem Identification/Feasibility Analysis	14	7%
7. Training Concepts, General Management Concepts and Human Factors	20	10%
8. TRDB Organizational Improvement Teams	40	20%
9. Back-Home Projects	20	10%
	<hr/>	<hr/>
SUBTOTAL	202	100%
10. Seminar Logistics	8	
	<hr/>	
TOTAL	210	

In addition, an estimated 60 additional hours per participant was spent in homework and reading assignments

APPENDIX G: PARTICIPANT EVALUATION RESPONSES

APPENDIX C

PARTICIPANTS' EVALUATION RESPONSES

Answers of the 24 responding participants:

Question 1: The readings (articles/books) were:

1	very difficult
0	quite difficult
9	not too difficult
14	not difficult at all

Question 2: The written handouts were:

1	too many
7	quite a lot
10	not too many
5	not many at all

Question 3: The workshop cases were:

0	very difficult
4	quite difficult
15	no. too difficult
6	not difficult at all

Question 4: The pace/speed of instruction was:

3	too fast
10	quite fast
8	not too fast
3	not fast at all

Question 5: The staff as trainers were:

6	very good
16	quite good
2	not so good
0	not good at all

Question 6: The training facilities were:

4	very good
13	quite good
0	not so good
0	not good at all

Question 7: The living accommodations were:

0	very good
7	quite good
10	not so good
7	not good at all

Question 8: The concepts of TTM were:

1	very difficult to understand
0	quite difficult
18	not difficult
5	not difficult at all

Question 9: The TTM technical vocabulary:

0	very difficult to understand
3	quite difficult
11	not too difficult
10	not difficult at all

Question 10: The staff's foreign language accents were:

1	very difficult to follow
0	quite difficult
7	not too difficult
16	not difficult at all

Question 11: The total amount of work required was:

2	too much work
8	quite a lot
13	not too much
1	not much at all

Question 12: The number of TTM topics covered was:

- 1 too many topics
- 11 quite a lot
- 9 not too many
- 3 not many at all

Question 13: The training technique of practical workshops was:

- 12 very good
- 12 quite good
- 0 not very good
- 0 not good at all

Question 14: The use of PMS tools for analysis of key management problems/back-home projects was:

- 12 very helpful
- 11 quite helpful
- 1 not too helpful
- 0 not helpful at all

Question 15: The final week's review of TTM topics helped me understand:

- 8 all topics better
- 14 some topics better
- 2 not many topics
- 0 none at all

Question 16: As a reinforcement of learning, the practice teaching sessions were:

- 11 very helpful
- 13 quite helpful
- 0 not too helpful
- 0 not helpful at all

Questions 17, 18, 19, and 20

<u>Topics</u>	<u>Most Interesting</u>	<u>Least Interesting</u>	<u>Most Useful</u>	<u>Least Useful</u>
Creative Problem Solving	11	1	8	2
Logical Framework	19	0	15	1
Performance Networking	18	0	14	0
Evaluation/Monitoring	13	0	17	0
Communciation	7	2	6	4
Back Home Project	12	1	7	4
Practical Training	4	7	5	8
Management Theory	11	1	10	1
Human Factors	9	1	7	1