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SEMINAR COMPLETION REPORT  
EXECUTIVE MANAGEMENT SEMINAR  
ARUSHA, TANZANIA

APRIL 14 - APRIL 19, 1980

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## TABLE OF CONTENTS

SECTION I :	EXECUTIVE SUMMARY	<u>Page</u>
A.	Introduction	1
B.	Participants	1
C.	Achievements	2
SECTION II :	TANZANIA EMS APPROACH	
A.	Seminar Approach and Innovations	3
B.	Assessment of Results	4
C.	Follow-up	5
SECTION III:	APPENDICES	
A.	Participant Names, Organizations, Functions and Address	
B.	Seminar Agenda	
C.	EMS Logical Framework	

## SECTION I

### EXECUTIVE SUMMARY

#### A. INTRODUCTION

An Executive Management Seminar (EMS) was conducted in Arusha, Tanzania, at the Arusha International Conference Center. The six day Seminar was presented by Practical Concepts Incorporated (PCI) under terms of Contract AID/it-C-2471 with the Agency for International Development.

The primary objective of the Seminar was to give senior managers of key Tanzanian development institutions intensive exposure to an integrated system of management principles, practices and tools. Such exposure was intended to equip participants to:

- Make immediate applications of these resources to their own responsibilities;
- Make informed judgements regarding the possible relevance of the full 6-week TTM Seminar for subordinate members of the organizations they direct; and,
- Cooperate more effectively with the Tanzanian Rural Development Bank, all of whose management team were scheduled to complete TTM-type Seminars by early June, 1980.

The EMS Program officially began in Arusha on the fourteenth of April and closed on the nineteenth of April, 1980. All participants were Tanzanian, and the Seminar was conducted in English.

#### B. PARTICIPANTS

A total of eleven participants took part in the Seminar on a full-time basis. Of these, nine were chairmen managing directors, or general managers of the organizations they represented. The two remaining participants were directors of key functional areas of their organizations. (See Appendix A)

In addition to representing the top leadership element of their organizations, the participants were drawn from many of the most important organizations in the Tanzania rural development and national development effort. Five represented the banking and rural credit sector, four represented agricultural production and marketing organizations, one directed the national fisheries corporation, and one served as general manager of the major nationalized agricultural export corporation.

### C. ACHIEVEMENTS

The Seminar, which incorporated a much condensed version of the normal six-week Training of Trainers in Management (TTM) curriculum, proved highly successful in transferring the selected skills and concepts. Due primarily to very high levels of involvement and exceptionally positive attitudes on the part of all participants, individual progress with case study and "back home" project task materials attained stages of mastery not usually reached until the third or fourth week of the TTM program. In addition, the very senior standing of the participants, far from representing an obstacle to enthusiastic "hands-on" work, proved to reflect superior abilities and breadth of experience, which further accelerated and enriched the seminar.

All participants left the Seminar with immediate commitments and preliminary designs for application of the major tools to their own organizations. In addition, more than half expressed intense interest in providing the full TTM course for their key subordinates.

At the completion of the Seminar, on April 15, 1980, all participants were awarded USAID and PCI certificates for completion of the Executive Management Seminar.

## SECTION II

### TANZANIA EMS PROGRAM

#### A. SEMINAR APPROACH AND INNOVATIONS

The basic Seminar approach involved both the selective use of standard TTM curriculum elements on a survey basis, and a pilot effort to give participants more than simple conceptual knowledge in several key areas.

For the latter, the main intention was to focus the entire six day experience on using the new tools to identify key problems in the participants' organizations, and then to analyze these problems to the point of developing draft project designs in the LogFrame format to solve these problems. This approach, permitted, in principle, both integrated presentation and practical application of all of the major Project Management System tools, including:

- Problem Diagnostic Techniques
- Problem Tree Analysis Tools
- Feasibility Assessments
- LogFrame for Project Design
- Performance Networking Tools
- Monitoring and Reporting Planning
- Evaluation Planning

The risk associated with this approach was the real possibility that simply too much was being demanded of participants in the way of rapid assimilation and use of many relatively new and difficult tools and concepts. Nevertheless, the hoped for benefits in terms of substantially greater knowledge transfer and stronger understanding and support for the EMS/TTM program were judged to make the risk worth taking.

B. ASSESSMENT OF RESULTS

A strong consensus exists on the part of participants and training team that the approach adopted was an unqualified success (as described above), due to several factors that should be considered carefully before the attempt is made to replicate the experience in future Executive Management Seminars.

All of the factors in question converged to produce a relatively small, exceptionally talented, and very highly motivated group of participants. In this sense, although every EMS is by definition an elite exercise, the Tanzania EMS benefitted from a super-elite participant group.

Both deliberate and chance factors operated to select such a superior group for this EMS. On the one hand, from the earliest stages of recruitment to the EMS during the previous fall, the sponsoring local agency (TRDB) encountered persistent difficulty in getting top Tanzanian managers to grasp the nature and relevance of the Seminar and its content. This stemmed, in the judgment of TRDB leadership, from the relatively low levels of management sophistication in the top leadership generation (but not in younger generations), which seemed to imply that these people were unable to diagnose their own weaknesses, and never to see the EMS as a step toward correcting them.

The direct effect, in any case, took the form of a large number of a large number of initial declarations of intent to attend the EMS, which under the pressure of heavy official responsibilities were typically cancelled at the last minute. The Tanzania EMS was originally scheduled to occur in February, 1980, and as many as twenty-five people of the appropriate seniority had indicated their intent to attend to attend to the TRDB Managing Director. However, due to scheduling of the annual governmental budgeting activity at about this time, only seven participants were finally

available. For this reason the EMS was postponed to mid-April, 1980. Once again, after very intensive and conscientious efforts by TRDB, the preliminary commitment of twenty people resulted finally in the actual attendance of eleven.

Whatever other lessons may be learned about effective planning and scheduling of future EMS's, the Tanzania experience did conclusively show that people who do self-select themselves into the Seminar, in a context of largely unfavorable circumstances, are likely to be exceptionally able and motivated people who make ideal materials for the kind of accelerated and demanding approach to training adopted in this particular Seminar.

#### C. FOLLOW-UP

The major avenues of follow-up for the Seminar appear to conform to the original objectives set by the training team. These include:

- Immediate efforts by individual participants to implement the "back-home" project they designed in the Seminar.
- Active exploration of means to conduct TTM type courses in their own organizations, using either TRDB trainers, USAID sponsored trainers, or possibly the East and Southern Africa Management Institute facilities and staff in collaboration with USAID trainers.
- Generally expressed greater awareness of the nature, staff resources, and mission commitment of TRDB, which those involved expect will greatly enhance future coordination within the Tanzanian development community and its key institutions.

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**APPENDIX A: PARTICIPANT NAMES, ORGANIZATIONS, FUNCTIONS AND ADDRESSES**

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NAME	FUNCTION	ORGANIZATION	ADDRESS
1. Faraji, Abdul C.	Managing Director	Tanzania Food Corporation	TFC Head Office, Arusha, Tanzania
2. Kaouri, Allen S.	General Manager	National Agricultural Food Corporation	NAFC Headquarters, Independence Ave., Dar-es-Salam, Tanzania
3. Kassim Saidi	General Manager	Tanzania Housing Bank	Tanzania Housing Bank P.O. Box 1723 Dar-es-Salaam, Tanzania
4. Kibonde, Frank J.	Director, Domestic Banking	National Bank of Commerce	National Bank of Commerce City Drive Dar-es-Salaam, Tanzania
5. Kimario, Faustin M.	Manager, Planning and Operations	Tanzania Dairy Farming Company	P.O. Box 1823 Dar-es-Salaam, Tanzania
6. Magan, Philip A.	Chairman and Managing Director	Tanzania Rural Development Bank	P.O. Box 268 Dar-es-Salaam, Tanzania
7. Maginga, Z. Daniel	General Manager	Cashewnut Authority of Tanzania	P.O. Box 533 Mtwara, Tanzania
8. Mrope, Raynald A.	Managing Director	Tanzania Fisheries Corporation	Cooperatives Center Dar-es-Salaam, Tanzania
9. Mwakyusa, Gallen A.	Director, Operations	Tanzania Rural Development Bank	P.O. Box 268 Dar-es-Salaam, Tanzania
0. Muro, Salp.	General Manager	General Agricultural Products Export Corporation (GAPEX)	P.O. Box 9172 Dar es Salaam, Tanzania
1. Tibesigwa, Edisun K.	General Manager	Tanzania Investment Bank	Independence Ave., P.O. Box 9373 Dar-es-Salaam, Tanzania

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**APPENDIX B: SEMINAR AGENDA**

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DAY 1: MONDAY

A.M. "SEMINAR INTRODUCTION AND OVERVIEW"

Learning Objectives :

1. Participants can describe the managerial backgrounds of other seminar members, including the PCI instructors.
2. Participants can describe EMS objectives and the learning approach which will be followed in accomplishing them.
3. Participants can explain how concepts and techniques presented in the EMS relate to key concerns of senior level developing country managers.

Schedule:

1. Participant and instructor introductions.
2. EMS overview -- premises and content.
  - a. Focus on public sector performance.
  - b. Management principles, concepts and techniques.
  - c. The Training of Trainers in Management (TTM) program.
3. Management successes exercise.

Required Reading:

1. "Introduction to Training of Trainers in Management (TTM)," PCI.

Supporting Materials:

1. Management, P. Drucker, pp. 1-36 .
2. The History of Management Thought, C. George, pp. 181-189.

DAY 1: MONDAY

P.M. "PROGRAM MANAGEMENT ANTECEDENTS: BUILDING EFFECTIVE TEAMS"

Learning Objectives:

1. Participants can describe the basic principles governing human behavior and explain their implications for management.
2. Participants can describe how shared objectives and feedback mechanisms are related to effective human system operations.
3. Participants can define "management" and "managers".

Schedule:

1. Small group team building exercise.
2. Small group discussion of human system behavior.
3. Lecturette on human system principles and concepts.

Required Reading:

1. "A Concept of Group Dynamics," A. Jay

Supporting Materials:

1. Management of Organizational Behavior, P. Hersey and K. Blanchard, Chapters 1 and 5.
2. "Characteristics of Inefficient Groups," McGregor.
3. "The Manager's Job: Folklore and Fact," H. Mintzberg.

DAY 2: TUESDAY

A.M. "PROGRAM MANAGEMENT ANTECEDENTS: SYSTEMS, UNCERTAINTY, AND THE SCIENTIFIC APPROACH."

Learning Objectives:

1. Participants can define and use key management principles and concepts on which the EMS is based.
2. Participants can create a cause and effect hierarchy, showing a proposed solution to an identified problem.
3. Participants can differentiate between programs, projects, operations, and support services and can give examples of each.

Schedule:

1. Lecturette and discussion on management principles and concepts including the systems approach, environmental uncertainty, and the scientific method.
2. Individual exercise on hierarchy of objectives and objective trees.
3. Small group exercise on program analysis and development.
4. Lecturette on alternative modes of public sector management.

Required Reading:

1. "Planning on the Left Side, Managing on the Right Side," H. Mintzberg.
2. Project Management System (PMS): An Integrated Systems Approach to Managing the Project Cycle, PCI.

Supporting Materials:

1. "A Systems Approach to Problem Solving," PCI.
2. "Tree Analysis: Tools for Problem Solving," PCI.

## DAY 2: TUESDAY

### P.M. "THE LOGICAL FRAMEWORK: PROGRAM DESIGN CONCEPTS AND TECHNIQUES"

#### Learning Objectives:

1. Participants can list the key management tools used in the Program Management System (PMS), describe their function and the program phase in which they are to be used.
2. Participants can individually develop a conceptually correct program design, using the Logical Framework format.
3. Participants can define "assumptions" and explain their significance to a project and to project management using examples.

#### Schedule:

1. Plenary presentation of the Program Management System (PMS) cycle and techniques.
2. Lecturette on Logical Framework concepts emphasizing the vertical logic (narrative and assumption columns).
3. Individual exercises to "spot errors" in the logical thinking of program designs.
4. Small group exercise to develop a Logical Framework.

#### Required Reading:

1. The Logical Framework: A Manager's Guide to a Scientific Approach to Design and Evaluation, PCI, pp I-1 to I-5 and II-1 to II-13.

#### Supporting Materials:

1. "Management by Objectives," PCI.

DAY 3: WEDNESDAY

A.M. "THE LOGICAL FRAMEWORK: MEASUREMENT AND VERIFICATION."

Learning Objectives:

1. Participants can define indicators and explain how they clarify program design and provide a basis for evaluation.
2. Participants can define what is meant by program "success" and explain importance of the EOPS indicators.
3. Given the Narrative Summary and Assumption statement for a hypothetical program, participants can develop targeted Indicators and Means of Verification Statements for Output, Purpose and Goal Statements.

Schedule:

1. Lecturette on the Horizontal Logic of the Logical Framework.
2. Small group workshops to complete the design of a management program. Groups will complete a logical Framework for the programs they selected to work with earlier in the seminar.

Supporting Material:

1. The Logical Framework: A Manager's Guide to a Scientific Approach to Design and Evaluation, PCI, pp. II-14 to II-34.

DAY 3: WEDNESDAY

P.M. "MANAGEMENT AND THE LOGICAL FRAMEWORK"

Learning Objectives:

1. Participants can define "Manageable Interest" and explain why the concept is important for program managers.
2. 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.
3. Participants can explain matrix management and its relationship to the Logical Framework and organizational design.

Schedule

1. Workgroups present their program designs in plenary sessions, followed by a critique session.
2. Lecturette and individual exercises on Manageable interest and Contracting using the Logical Framework approach.
3. Presentation and discussion of public sector Matrix Management applications.
4. Review of Logical Framework strengths and weaknesses.

Required Reading:

1. The Logical Framework: A Manager's Guide to a Scientific Approach to Design and Evaluation, PCI, pp. II-24 to II-26 and Appendix B.

## DAY 4: THURSDAY

### A.M. "THE MANAGEMENT OF PROGRAM IMPLEMENTATION"

#### Learning Objectives:

1. Participants can identify major causes of implementation difficulties, and can describe several reasons why it is important to clarify implementation schedules, responsibilities, and information systems.
2. Participants can construct a simple logic diagram or network, and use it to develop a bar/responsibility chart.

#### Schedule:

1. Lecturette and discussion on program implementation.
2. Presentation on Logic Diagrams and Networks.
3. Individual Logic Diagram/Network exercise.
4. Presentation of the Bar/Responsibility chart technique.
5. Workgroup exercise to develop a Bar/Responsibility chart.

#### Required Reading:

1. "The Management of Project Implementation," PCI.
2. "Management Tools for Project Implementation," PCI.

#### Supporting Materials:

1. "Implementing Development Programs," Executive Summary by M. Ingle.

DAY 4: THURSDAY

P.M. "PROGRAM MONITORING AND REPORTING"

Learning Objectives:

1. Participants can explain the major functions of a monitoring and reporting system and develop a plan for a representative case.
2. Participants can develop and explain the function of an early-warning and response system for handling unexpected implementation occurrences.

Schedule

1. Lecturette on program monitoring and reporting, including the development of appropriate management information systems.
2. Workgroup exercise to develop Monitoring and Reporting Plans, and complete Early-Warning and Response charts.

Required Reading:

1. "Summary of Monitoring and Reporting Concepts," PCI.

Supporting Materials:

1. "Guide to using Monitoring and Reporting Plans (MRP)," PCI.
2. "Guide to Using Early-Warning and Back-up System (EBS) Charts," PCI.

DAY 5: FRIDAY

P.M. "DISPLAYING AND USING EVALUATION RESULTS"

Learning Objectives:

1. Given evaluative data for hypothetical program, participants can use congruence diagrams to summarize findings and draw conclusions from an impact evaluation.
2. Participants can identify key evaluation information users and describe ways to fully involve them in the evaluation process..

Schedule:

1. Lecturette on congruence diagrams and the use of evaluation results.
2. Small groups continue evaluation exercise by incorporating hypothetical program results into their deliberations. Results are displayed in a congruence diagram format.
3. Small groups discuss ways of involving key decision makers in the evaluation process.
4. Small groups do final preparation work for the program presentations.

Required Reading:

1. "Evaluation," PCI, pp. III-1 to III-4 and IV-1 to IV-5.

Supporting Materials:

1. "Evaluation Process," PCI.
2. Evaluation Research , C. Weiss, pp. 92-128.

## DAY 6: SATURDAY

### A.M. "WORKGROUP PRESENTATIONS: MANAGEMENT IMPROVEMENT PROGRAMS"

#### Learning Objectives:

1. Participants can describe a program using PMS concepts, terminology and tools to describe the program's design, implementation plan and evaluation plan.
2. After the presentation of another group's program design, implementation plan and evaluation plan, participants can state the strengths and weaknesses of the program and make at least one suggestion for addressing each weakness.
3. Participant can explain how PMS concepts and tools promote good communications, which in turn improve program effectiveness.

#### Schedule:

1. Small groups will present their management improvement programs. Seminar participants and instructors will review and provide constructive feedback.
2. Plenary discussion of the PMS and its applicability to Tanzania.
3. Participants complete individual management improvement plans indicating how they expect to use PMS concepts and techniques in their own units over the next six months.

#### Required Reading:

1. "Training Considerations," PCI.

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**APPENDIX C: EMS LOGICAL FRAMEWORK**

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