

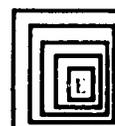
SREMP II

Sahel Regional Financial Management Project

Projet Régional de Gestion Financière au Sahel



U.S. Agency
for International
Development



Experience,
Incorporated

PW-ABH-452

SRFMP

THIRD REGIONAL WORKSHOP REPORT

SENEGAL MAY 24 - 26, 1988

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SRFMP

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I. OBJECTIVES

The following were the objectives of the workshop:

A. Reports by Country Team Leaders (CTLs) on country activities.

Purpose: for CTLs to share strategies, methodologies, problem-resolution techniques, materials developed, and systems designed so as to benefit from each other's experiences and avoid duplication of effort.

B. Discuss specific programmatic and administrative issues including:

1. annual reporting (period 7/87 - 6/88)
2. problems encountered with the local currency assessment reports
3. current status of candidates for short-term participant training
4. current status of implementation of the SRFMP budget
5. future of the project after June 1990
6. other miscellaneous.

C. Presentations by:

1. David Quang on computer maintenance.
2. Frank Lusby and Peter Shaw on the consulting/training process.

D. Individual contract renewal discussions.

II. PARTICIPANTS

Mark Baudoin	CTL/Niger
Ford Brown	SRFMP II Director
Alan Chissick	CTL/Mauritania
Ray Garcia	CTL/Mali
Paul Libiszowski	CTL/Chad
Frank Lusby	CTL/Senegal
David Quang	SRFMP II/Administrative Assistant
Peter Shaw	SRFMP II/Training & Materials Development Specialist
James Shorten	CTL/The Gambia
James Zervas	CTL/Burkina Faso

In addition, Monica Gianni, SRFMP/Senegal Project Officer, attended the first day of the workshop.

III. RESULTS

A. Country Reports: Activities Since the Last (November) Regional Workshop.

The country reports are summarized below (in order of presentation) with a focus on areas of particular interest during the workshop. The Project reports to AID on country activities quarterly and will produce its second annual report in July 1988.

Mali

1. Workshop Training

The Country Team (CT) has conducted one 3-5 day workshop each 2 months. Topics have included: human resources management/development (November); a well-defined accounting system (January); financial reporting (March); and audit (to be conducted the week after the regional workshop). Participants in the first three workshops have been mostly the same group of accountants and managers from USAID projects, other donors, and national services. These workshops have generated increased local interest in financial management training, and as a result a number of government services have contacted the project for specific training needs.

2. Malian Accounting Association (MAA)

The CT continues to try to work productively with the MAA. However, its President is still blocking substantive activity. Poor relations and communication with the Bamako MAA office have also precluded a regional branch from successfully pursuing SRFMP assistance.

3. Curriculum Development

The project, having been blocked from conducting an audit course at the ENA this year, will try again next year (the ENA has a new Director). Meanwhile it has contacted a private institution, ITECA, for whom it may provide a similar course. It also has relations with the UNDP project attached to ENA, which provides workshops to government employees in management, economics, and accounting.

4. Short-term Participant Trainees

SRFMP/Mali has contracted Price Waterhouse/Abidjan (PW) to include two auditors (one from the Ministry of Finance and one from Contrôle d'Etat) in its training program for new audit personnel. Participants have agreed to share with SRFMP all materials PW provides them with and potentially assist the CT in its continued effort to train auditors. In addition, the CT has identified an auditor from the Contrôle d'Etat to attend at 4-month training conducted by the GAO in Washington.

To date USAID/Mali has not put together a group of accountants for participant training as discussed in Abidjan during the last regional workshop. Part of the problem is the fact that there is currently no USAID/Mali Training Officer.

5. Other

SRFMP/Mali has initiated contact with some local accounting firms, some of which are responding to USAID requests for proposal.

Mauritania

Alan returned to Nouakchott in mid-January. For about 5 weeks in November-December, Ibrahima Yade, the SRFMP/Senegal associate, filled in for Alan.

1. CSA Accounting

Alan stated that the basic financial management system he designed is now in place with CSA accountants trained in its use. Currently he is working on establishing a simplified management accounting system to

respond to CSA management and donor needs. He has established the first regular accounting for obligations at CSA and has been focusing upon developing the reporting unit. In order to facilitate supervision of the various accounting department functions, Alan has been instrumental in reorganizing the department into functional units: general accounting, stock accounting, obligations, and reporting.

A continuing problem at the CSA is the accountants' lack of motivation due to low salary scales. The better-qualified accountants often leave the CSA for better-paying jobs elsewhere.

Alan has now identified a potential associate, who currently works at the CSA. He is seeking CSA approval to have this person detailed to him to ensure continuity after his departure.

2. Training Program

As a support for the extensive systems development and related on-the-job training Alan has provided, SRFMP has helped develop a program to offer CSA accountants formal basic accounting training. This course meets the requirements for a French certificate, which participants will receive if they pass the exam. The training is being offered by a private local institution. Both Alan and Peter have evaluated this program and made a series of specific recommendations to the CSA, to provide more incentive to the accountants to complete the course, to CREP, to improve the quality of the program, and to the CSA, CREP, and USAID to develop a follow-on program.

3. Other

The other areas in which Alan has/will work are: systems development and related training for counterpart-funded projects and for Food for Work sub-projects.

Alan has now received AID/W approval for an extension through December 1988.

Niger

1. USAID Project Accounting

This is decreasing in importance as a SRFMP project activity. The CT implements this work in two ways: a) monthly meetings with accountants; b) visits to projects for specific reasons at the request of project directors and/or accountants. In last six months the CT visited four projects to work in following areas: a) clarify a project's position vis-à-vis cash and payables at end of project; b) General Ledger assistance; c) establish an inventory system (to be generalized later for all projects); d) automate an accounting system.

2. Ministry of Plan (MOP), Direction des Finances et Investissements

The CT has developed a monitoring system for all donor projects to allow tracking of expenditures and budgets. (NB - Previous work with MOP had been to set up an accounting system for counterpart-funded projects).

3. Support for Training Institutions

The project review committee and MOP counterpart recommended SRFMP/Niger not devote project resources to ENA, which they view as unreceptive to change, and whose focus is mostly upon providing administrators for the government. The CT looked at other institutions it could work with and decided that the University of Niamey was the most appropriate. They recommended a practical course in audit techniques, currently not offered, to become part of the university curriculum in the future. The CT has received a proposal from an auditor who already teaches at the university. If the course is a success, it will be added to the management curriculum as a last year course offering.

The CT is continuing to collaborate closely with CNPG, a management training institution attached to the Chamber of Commerce. SRFMP/Niger has hired CNPG to conduct a number of project workshops. In so doing it has trained their trainers in order to develop the institution's capacity to provide effective services. They've also helped them focus on providing training services to the donor commodity. Finally, they facilitated the negotiations of a contract between CNPG and SRFMP/Mali to prepare and conduct an audit workshop. CNPG continues to be the focus of SRFMP/Niger's institutionalization efforts.

4. Workshops

In the last six months the CT has put on one workshop on budget preparation for USAID project directors, their deputies, and representatives of four different ministries. During the workshop the new official USAID policy of no "participation allowance" was announced. This policy coincides with SRFMP's current policy (see November workshop report).

5. Short-term Participation Training

The CT helped identify a participant for training in computer use for accounting at CAMPC in Abidjan. In addition, they have identified one candidate for CESAG training and are seeking a second.

6. Other Activities

The CTL devised an automated system on Symphony to track the OE budget for the USAID Controller's office.

Gambia

1. Workshops/Seminars

The CT has conducted two workshops at the MDI during the past six months: on audit (actually a 2-week course conducted twice) and the 12-week in-service course in financial management. The audit course was conducted by an outside consultant. In the second course the CT arranged for a consulting practicum with 3 different parastatals. (Previously these practical studies were done with government agencies). Next year the course itself is planned to address financial issues of parastatal management. The Financial Management Handbook will also be revised for application to parastatals.

SRFMP/Gambia continues to use local professionals to assist in the training effort for its workshops. They have developed a core group of about 15 such trainers.

The CTL stated that all successful participants in SRFMP-sponsored MDI courses receive a salary step increase.

2. Coordination with other Donors

The CT meets monthly with representatives of other donors at the MDI to coordinate activities.

3. Short-term Participant Training

SRFMP/Gambia has proposed two candidates for training at an institution in Nigeria.

4. The Association of Financial Managers (AFM)

The AFM was created during SRFMP Phase I. Its members are all accountants in the government or with parastatals. Not all members have formal accounting training. This group is independent of the Association of Gambian Accountants, which has a minimum educational requirement (AAT certification). To date the CT has not succeeded in reviving substantive activities by the AFM.

Chad

1. Development of the Bureau d'Etude et de Conseil (BEC)

Progress has slowed in developing the BEC's capacity as a management consulting/training entity. The BEC has been weak in identifying consulting opportunities or in pursuing opportunities which have been identified. BEC continues to rely on SRFMP as its market. It also has some organizational problems vis-a-vis the university. SRFMP is now insisting BEC justify its proposals to SRFMP and cannot expect the project to contract for anything they choose to offer. The CT has identified another organization, Tchad Business Conseil, which may be able to provide similar services and with whom it hopes to work. A likely client for such services is the Private Sector Initiatives Project. If SRFMP/Chad shifts the focus of its institutionalization efforts from the BEC to another entity, it may have to review and possibly revise its 1988 work plan.

2. Third Country Participant Training

The participant SRFMP/Chad sent to the CAEM in Dakar has returned. As a result of his training he was given increased responsibility at work. The second participant sent to Dakar (to CESAG) received supplementary funding to remain to complete the one-year course.

3. Accountants' Association

Because of government reluctance to allow such a group to organize, the CT has made no specific efforts in this area.

4. Workshops

The CT and Peter Shaw conducted a training of trainers for BEC consultants. The goal of this workshop was to improve the BEC's capacity to identify consulting opportunities, determine training needs, and design and conduct training workshops.

5. Other

The CT moved out of USAID facilities and into its own office in January.

Burkina Faso

1. Conseils Régionaux de Développement (CRDs) (former ORDs)

The CT has continued to devote significant resources to the standardization efforts for the CRDs. They have conducted five seminars since our last regional workshop. After the recent institutional reorganization, they trained the new Directors and their deputies in the general accounting system. During the next few months the CT, in coordination with the DCG at the MOA and World Bank, will ensure that the accounting system is properly installed at each CRD.

2. Ministry of Water (FEER)

The CT is developing a practical manual for users of the automated accounting system, which a Canadian firm has provided for FEER.

3. INERA

USAID is planning a project at INERA (the agricultural research institution) to provide management support to a larger World Bank project. SRFMP will ensure that the accounting systems of the project respond to USAID requirements.

Senegal

1. Small - Medium Sized Enterprises

The CT has coordinated close follow-up to the workshops held in October to train Maitrisard bakers in a standardized accounting system. Initially the management committee (MC) visited all businesses which attended the workshops. Subsequently it provided the following services: for 30,000 FCFA it offered a bakery one consulting visit plus participation in one workshop. (Workshops are now scheduled every two months). The CT worked closely with the MC to develop procedures for consulting visits to bakeries, to review findings upon their return, and to develop strategies for follow-up visits. One-day workshops to date have addressed specific issues: e.g., filing, credit sales, and bank reconciliation. Fifteen bakeries subscribe to these services. At least ten others are using the system SRFMP trained them in. Revenue from these services pay MC fees.

A benefit of this work has been the development of the training and systems development abilities of some of the MC members whom SRFMP is now using as consultants for other activities.

The CT has also made contact with SONADIS, a parastatal which has shops throughout Senegal selling basic commodities, and which is a candidate for privatization. Their training officer has asked the project to help train its managers. This activity, nor originally planned for 1988, may be addressed later this year.

2. Inventory Accounting (IA)

The CI's efforts to develop a simplified national IA system for use by all government services came to fruition in January when the government formally accepted the system. The work group (including government representatives) then finalized the procedures manual, wrote detailed session plans, and finalized the simulation. In January, they trained the government inspectors and regional controllers in the finalized IA system. On April 19 they began a series of 20 workshops to train inventory accountants. These will continue through August. Follow-up will be provided by the inspectors & controllers, who help facilitate the workshops.

3. Senegalese Accountants' Society (SAS)

The major activity these past six months with the SAS was a workshop which Peter Shaw coordinated with the assistance of SRFMP/Senegal and the SAS. Participants were SAS members, who were trained in project accounting and as trainers. The goal was to train a group of potential project accountants, to train a group of consultants who could train current project accountants, and to train SAS members to prepare and conduct workshops on other subjects (notably household budgeting, a projected SAS activity). In preparing the workshop, the work group came up with a number of specific recommendations for USAID to improve its project accounting and reporting systems.

The offset machine, for which SRFMP/Senegal and the SAS have signed a protocol, will soon be available for SAS use. An initial use will be to produce the SAS newsletter.

4. Local Consulting/Accounting Firms

SRFMP has consulted with USAID in selecting and evaluating firms proposing contractual services. USAID has written SRFMP/Senegal into such contracts as guarantors of the quality of the work.

Cape Verde (as reported by Peter Shaw)

In January Ford Brown visited Cape Verde and identified with local USAID staff three areas for SRFMP intervention for 1988. In February the project sent a consultant to Cape Verde to work in two of these areas: 1) evaluate the financial management system of the PL 480 (Section 206) program and of the GOCV services which implement a project which utilizes these funds; 2) develop a standard inventory control system for USAID projects and train relevant personnel.

1. PL 480 Funds and the Watershed Management Project

The major findings of this study were that:

a) The 1984 agreement between USAID and the GOVC needs to be updated to reflect current costs, change of commodities, and changing international price levels.

b) The funds generated by this program and utilized for the project are accounted for adequately although not necessarily in accordance with the original agreements. Because of these differences, the reports originally agreed upon are not being provided.

2. Inventory Systems

Of the two USAID projects, one had a relatively adequate inventory control system with some weaknesses; the other had a much less effective system. The consultant made specific recommendations for improving and standardizing (where possible) the two. Since the GOCV did not provide anyone for him to train, the second part of his task could not be completed.

B. Issues of Common Concern Raised During Country Presentations

1. Now that AID is becoming more concerned about the management of local currency accounts and projects that are financed by such accounts, a number of CTLs expressed the concern that they would be called upon by their Missions to ensure the adequacy of counterpart-funded project accounting systems. Given that the project has generally moved away from project accounting activities, this burden could potentially mean a step backward in general project progress. Mark stated that he has restricted his involvement with counterpart-funded projects to working with the Secrétariat at the Ministry of Plan (which supervises them). He does not, however, work at the project level. In Chad Paul has recommended that funds be budgeted during the design of new counterpart-funded projects to finance the cost of Chadian firms to review their accounts. In Mauritania Alan plans to train an analyst whom USAID will hire to oversee these projects. In general the team felt that the project would better meet its long-range goals by training local firms/individuals to provide monitoring, design, and training services to projects and to restrict allocation of too many direct SRFMP resources to such activities.

2. As a result of economic reform efforts in many Sahelian countries, large numbers of personnel are losing their jobs. In some countries credit and training are being made available for these people to enter the private sector. At the same time the Private Sector Initiatives Project is active in a number of countries. We briefly discussed the opportunities both provide for project interventions - as a possibility for 1989 workplans, for example.

3. Frank made the point that local teams should be careful in recommending local accounting firms for contracts. Although these firms may have an association with a Big Eight Firm, if there is no partner present (which is usually the case), there is no guarantee of Big Eight quality.

C. Annual Report

Peter reviewed guidelines for the annual report which had been communicated to CTLs through telex EI-1894-88-05 and his memo of 4/29/88. (This memo did not reach most CTLs by the time of the workshop.) CTLs agreed to the general format of the report. Peter reviewed details of the memo specifying the format in which CTLs will report to EI. A few changes were made per CTL suggestions. We agreed that:

- a) CTLs would write the narrative summary themselves, which may be edited somewhat in Washington.
- b) All country reports (summary plus report by outputs) would be in EI's office no later than July 5 to ensure the timely submission of the report.

D. Local Currency Assessment Reports

The purpose of this discussion was not to review the findings of these reports, but rather to discuss problems CTLs had in accomplishing this task. Some of the CTLs felt that writing the report could have jeopardized their working relationship with the local Mission. Because CTLs do not have the necessary independence from the missions to conduct such an assessment, they felt they had a conflict of interest in faithfully fulfilling the task. Some Missions edited or requested rephrasing of certain findings. Therefore, the CTLs did not feel they could be entirely objective. They suggested that if AID/W requests similar work in the future, it should cable the Missions to inform them officially of this request. So doing of course will not totally resolve the conflict of interest, and certain CTLs suggested that they are therefore inappropriate personnel to carry out such assessments.

Ford stated that the Africa Bureau had expressed its appreciation for the work done. He was not aware of the final results of the study as yet. Ford did state that the majority of reports were submitted late and that he hoped that deadlines would be respected in the future.

E. Short-term Participant Training

This discussion focused upon the following issues: how many candidates are we sending for short-term training through the end of the year; how appropriate is the coursework at CESAG; and are there other institutions which might provide more relevant/appropriate coursework?

The status of proposed candidates was as follows:

Burkina:	2 candidates already registered at CESAG
Chad:	1 candidate awaiting GOC approval for CESAG 1 other candidate possible for CESAG
Gambia:	2 candidates proposed for training in Nigeria
Mali:	1 candidate received full approval for internship with Abidjan-based Big Eight firm; second pending approval by GRM and accounting firm
Mauritania:	1 potential candidate for CESAG pending GIRM approval
Niger:	1 candidate pending GON approval for CESAG 1 other candidate possible for CESAG
Senegal:	no candidates proposed

(In addition, as mentioned in the country summaries above, CTLs in two countries identified candidates for short-term training to be funded with other USAID funds: one Malian trainee to be sent to the GAO in the US for audit training and one Nigerien to be sent to CAMPC in Abidjan for training in computer applications to accounting.)

Peter stated that he has not worked out a specific program/curriculum with CESAG for SRFMP participants because so few have been proposed to date, and because no special needs had been identified by CTLs (with the exception of Mali, which was making its own arrangements, and The Gambia, because of the language problem). One CTL stated that in fact the CESAG coursework was exactly what he felt his participant needed. During the

Abidjan workshop we had discussed the possibility of each CTL identifying 4 candidates for CESAG training (2 to be funded by SRFMP and 2 through other resources) and at least 6 to be identified by the controller's office in Mali as being a core group for which a specialized program could be designed. The number of currently proposed candidates would not make such an effort cost-effective.

Peter also reminded CTLs that it was not too early to start thinking about candidates for CESAG for the beginning of 1989. He also reported on a conversation he had with Hugues Cahuzac, the training coordinator at CESAG. Cahuzac showed him the revised CESAG curriculum for the short course, in which the proportion of finance courses has been increased and in which one course on project management has been included. In their discussion, Cahuzac explained to Peter that CESAG's original purpose was to train managers for business. However, since almost all its participants in the short course are public sector managers, the emphasis of the short course has shifted. Frank, from his experience with CESAG, expressed some doubts that the curriculum has been significantly modified. Paul has not had the opportunity to review with the participant SRFMP/Chad sent to CESAG the relevance of the training he received since he has remained in Dakar to complete the one-year course.

Peter noted that the contract calls for accounting training and mid-level financial management training. The CESAG course is a management course with an emphasis upon financial management. It provides little hard-core accounting training.

Other institutions cited which could potentially provide short-term training included: the University of Dakar; CREP in Mauritania; CNPG in Niger; CAMPC in Abidjan; an unidentified exclusive accounting school in Abidjan; internships with Big Eight firms in Abidjan/Dakar; seminars that Big Eight firms may hold elsewhere on specific topics, e.g., accounting for non-accountant managers. CESAG still seems to have the best short-term program for our needs. (Peter has not looked into the two institutions in Abidjan,

which were first mentioned during the workshop). In addition, CESAG has the expertise and has expressed a willingness to work out a special program if necessary. Since there have not been adequate numbers nor expressed need for other specialized training, there seems to be no specific reason to turn to another institution. Internships with audit firms are fine - but only for auditors.

A few CTLs raised the problem of the restriction in the contract on training host government employees. If our explicit project objective (according to the contract) is to improve financial management capabilities of both individuals and entities in the public and private sectors in the Sahel, then why are we limited to training only public sector employees? Given the growing importance of private sector work in some of our countries, it is logical to support that work with participant training. Ford and Peter said they would raise this question once again with AID/W.

F. Administrative Topics

1. Nonexpendable Property reports

During this brief presentation David presented guidelines for reporting on non-expendable property:

a) According to AID, software is not a discrete item of nonexpendable property, but is considered part of hardware.

b) Because of the quantity of software SRFMP II has purchased or inherited from Phase I, David asked the CTLs to append a list of software to their future nonexpendable property reports so that he could report on it separately; however, its value is not to be included in total value of nonexpendable property.

c) For new property, value is to be determined by purchase price as it appears on the invoice.

d) For old property (notably from Phase I), CTLs should use original purchase price and not net book value. If original price is not known, they should use the same values USDA used.

2. Budget Implementation

David made the following points regarding the current status of the SRFMP budget:

a) Total expenses for 86-7 fell within the budget. The exact amount of the small excess of budget over expenses is undetermined as yet exactly because there are still some unpaid obligations.

b) This excess will be necessary to cover the 1988 budget, which is somewhat above the original budget allocation for 1988.

c) The participant training budget, as noted during the last regional workshop, continues to be very restricted. (Note that the dollar figure for this budget line item was fixed in the SRFMP II Request for Proposal. The local currency costs were converted at an exchange rate of approximately 470 FCFA to \$1, as opposed to the 275 - 300 FCFA rates of the past year.) David projects, based upon current expenditure levels, a total expense by project termination of \$630,000; the budget is \$470,000. SRFMP/home staff emphasized that this is a compelling reason for CTLs to seek other sources of funding for short-term participants whenever possible.

d) At some time in the future EI will require CTLs to account for expenses on an accrual basis. This will become increasingly important as the project nears termination.

G. Project Future

Peter and Ford raised the question as to how to CTLs viewed the future of the project beyond the current termination date of June 30, 1990.

Would follow-on work be useful? What type of work would be useful? What type of structure for technical assistance would be the most effective?

Most of the CTLs thought that there will be a great many opportunities for productive interventions in the post project period. They mentioned areas of interest as the private sector, the banking sector, parastatals, the establishment of local management consulting firms and capacities, and training at ministries and government services at a management level. One CTL did raise the issue that at a certain point SRFMP should recognize that either it has achieved its institutionalization goals or that it possibly will not achieve them: in either case continuation of the project would not be necessary. Most other CTLs, however, still felt that there will be an enormous amount of potential productive activity that could be accomplished by extending the project beyond June 1990 or entering a third phase.

There was general agreement that the most likely structure for continuing such work would be one similar to the current project: a central Washington-based project administration with team leaders in the field. Two problems were identified in switching to a structure whereby missions hire personal services contractors (PSCs) to provide SRFMP-type services. Most team leaders felt that: 1) this would restrict them to the USAID Controller's areas of interest, probably increasing their role in project accounting and reducing efforts at institutionalization and private sector development; 2) that financial management generally is a low priority for many USAID Directors, who may therefore not want to use their bilateral funds for such an activity.

Finally, the possible collaboration with the Private Sector Initiatives Project and the Economic Reform Projects was mentioned as potential areas of future project interest. One CTL also mentioned the possibility of collaborating more closely with the AID Private Enterprise Bureau.

Since time was very limited for this discussion, Peter and Ford requested that each CTL write a brief 2-page summary of how he would envision the project post June 1990 in his country in terms of goals, outputs, structure, and duration. We agreed that these summaries would be due at EI's office no later than October 1 of this year, so that they may be discussed at the next regional workshop.

H. Data Bases

Mark Baudoin presented two data bases he has developed, which are useful for reporting and tracking purposes. One is a data base of participants in workshops, which also includes information regarding their background, contact numbers, and historical information regarding all SRFMP workshops they've attended. The other tracks daily project activities, allowing Mark to sort by activity, date, agency assisted, etc. This second data base is particularly useful for reporting purposes.

Paul presented a data base he has developed of accounting/financial management personnel in Chad. This more complex data base includes detailed information regarding individuals' education, work experience, specialized training, and current job responsibilities. It allows a user to identify training needs as well as qualified personnel for positions which may become available.

I. Other

1. Inviting Sahelian Associates to Semi-annual Regional Workshops

Some associates have mentioned that they would like to participate in these workshops. Others have indicated to the CTLs that they feel left out of the workshops, especially as they were invited to some/all of them during SRFMP I. We discussed the costs/benefits of inviting the

associates. The eventual consensus was that unless there were a compelling reason for all of us to meet, that the costs (including financing) would outweigh the benefits. One concern was discussions among associates comparing one another's salaries, responsibilities, etc. (which may not be comparable across countries) and which may cause bad feeling. (Apparently this did happen during the first phase). In addition we generally discuss matters internal to EI during these workshops. It would be awkward to include the associates in these discussions; on the other hand it would be awkward to exclude them once present. A final problem would be that of language. We naturally feel most comfortable conducting our workshop in English; many associates do not have adequate English skills to follow and participate in discussions in English.

Interestingly, the two team leaders who worked for Phase I expressed the least hesitation in stating that they felt the disadvantages in inviting the associates outweighed any advantages.

2. A few other minor issues were discussed including:

- a. French materials/resources requested by Ray
- b. status of SRFMP evaluation
- c. a project planning and management guide available through OICD/USDA.

IV. PRESENTATIONS

A. Computer Maintenance

David gave a presentation on personal computer maintenance. He focused on common problems, preventative measures, and corrective maintenance. Major sources of problems he described were temperature, dust, noise interference, power problems, corrosion, and magnetic fields. There was also a discussion on alternatives CTLs had found to resolving the problem of power fluctuations and outages and how to replace the functions of the Mayday UPS (which is very expensive to repair) with a 12 V battery, battery charger, and inverter. Finally, David focused on maintenance of disk drives, diskettes, and techniques for locating potential/existing circuit failure.

B. Consulting and Training Services

Peter and Frank presented what they view as necessary steps in the development of the consulting/training process. The purpose of this presentation was to underline the close interrelationship and interdependence between systems analysis and development, training, and follow-up. Reports from some SRFMP countries indicated that in some cases the local team was focusing upon one aspect of the process and perhaps not giving adequate emphasis to another. Peter and Frank emphasized that the actual conduct of workshops is a small part of the entire process, and one which is inherently linked to preparatory and follow-up activities. They used the work done in Senegal on inventory accounting (and occasionally for the bakers' association) as an example.

Frank and Peter stressed that in financial management training, during the needs identification process, that most often accounting systems should be analysed first and improved upon if necessary before a training program is developed. Systems analysis and development is therefore the first stage in the consulting process. The analysis is most effectively conducted

through field work and possibly in a workshop. This systems development needs to be conducted with the close collaboration of end-users: those who implement the system, use the results of the system, or supervise it. This will ensure the practicality of the system as well as a commitment to the final system developed. The system must then be tested in the field (possibly in a workshop) and then fine-tuned after results have been collected.

The second stage is training. This can be accomplished either on-the-job or in a workshop. Frank and Peter emphasized that the basis for developing the details of the workshop is generally the simulation, from which individual exercises and session plans will be developed. They then described the logical steps in workshop preparation and noted specific steps that SRFMP/Senegal has developed, which are particularly useful when trainers are being trained including explicit procedures for facilitators of small groups and technical notes. They also talked about the importance of daily feedback sessions so that any necessary modifications/improvements/clarifications to the following days' content can be made during the workshop.

Meanwhile the CTL may be simultaneously training facilitators. They described the logical progression as follows: the future trainer begins by experiencing action training either as a participant or in a TOT. He then becomes a facilitator in a workshop. Gradually his skills may develop so that he becomes a coordinator of a workshop, supervising other facilitators. Finally, he might become the coordinator in the entire consulting/training process.

The last stage is follow-up. An important aspect of follow-up is to develop an explicit strategy: what to look at, what questions to ask, who to speak to. Gradually, this follow-up may lead to auxiliary workshops on related themes or problems with implementation. It may also lead to the identification of other consulting/training opportunities.

Frank and Peter also presented a number of documents that SRFMP/Senegal has developed in the training process. The utility of many of these documents was crucial in the cases of both inventory accounting workshops and the bakers' accounting workshops where workshops were repeated a number of times. In addition, because during both exercises trainers were being trained, these documents provided the facilitators with clear procedures and points of reference.

V. CONTRACT DISCUSSIONS

Ford met with each CTL individually (or in some cases with David) to discuss terms of contract renewals and to sign these renewals.