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FINAL REPORT

TRAINING OF TRAINERS

Contract Number 677-0463-c-00-4554-00

Submitted to

The United States Agency for International Development

Submitted by

**The International Management Development Institute/Graduate School of Public
and International Affairs
University of Pittsburgh
United States of America**

Team Members

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Trainer**

February 27, 1995

LIST OF ABBREVIATIONS

ATDM:	Chadian Association for Management
ENASS:	Ecole Nationale des Agents Sanitaires et Sociaux
IMDI:	International Management Development Institute
NGO:	Non-Governmental Organization
TOT:	Training of Trainers
USAID:	United States Agency for International Development

FOREWORD

The International Management Development Institute would like to express our gratitude to everyone who contributed to the success of all phases of this series of training program, and made our stay in Chad an enjoyable one.

We would like to recognize the American government, who financed this activity. Our thanks are also addressed to the different organizations who contributed to this effort:

- The Training Office of the United States Agency for International Development.
- Members of the Chadian Association for Management (ATDM).
- Representatives of the Ministries of Health, Agriculture and the Environment, Interior and Planning.

We would also like to recognize a number of individuals who contributed to the organization and execution of this series of training programs, as their efforts were invaluable:

USAID:

- Mr. Samir Zoghby, General Development Officer
- Ms. Danielle Ivolsou, Training Officer
- Ms. Hora Bira Nambitingue, Private Sector Assistant

ATDM:

- Mr. Mahamat Adjid Oumar, President
- Mr. Felix N'Douba Kamidjo, Program Coordinator and counterpart for this series of programs

The success of a training program depends on the organizers. The positive results could not have been achieved without the efforts put forward by the training team of the Training of Trainers Program, represented by:

- Mr Aliou Samba Diallo, lead trainer
- Mr Kamouge Guindingar Edouard, local trainer,
- Mr Tedembe Isaac Godje, local trainer,
- Mr Alladoungar Moguerana, local trainer.

As the result of the participation of the Chadian assistant trainers, the Institute is confident that they will be involved in the training process of similar programs in the future, using many of the techniques they used while working with Mr Diallo.

We would also like to thank all participants to the program who put out a lot of effort and enthusiasm during the two weeks of this program and the Ministries of Health, Agriculture and the Environment and Planning for according them the time necessary to complete the training.

The International Management Development Institute, through the presence of Mr. Philippe Gasquet and Mr. Markus Huet, was very happy to have worked on this series of programs and hope that their efforts will improve the management practices in the Chadian civil service, notably the different Ministries who were represented during this training program.

TABLE OF CONTENTS

		PAGE
I.	EXECUTIVE SUMMARY	1
II.	PROGRAM PLANNING AND PREPARATION	4
III.	PROGRAM IMPLEMENTATION	10
IV.	SEMINAR'S RESULTS	13
V.	RECOMMENDATIONS	15

APPENDICES

A.	List of Participants	18
B.	Daily Calendar	21
C.	Program Evaluations	29
D.	Instructors' Evaluations	32
E.	Training Team	34

I. EXECUTIVE SUMMARY

During the summer of 1994, the International Management Development Institute (IMDI) entered into discussions with USAID/Chad concerning organizing and executing a series of management training programs before the end of the year. The goal of these programs was to reinforce the managerial capacities of several administrative branches of the Chadian government representing the Ministries of Health, Agriculture and the Environment, Interior and Planning.

After preliminary discussion with USAID concerning content of the programs, the Institute proposed a final calendar, which included a needs assessment to determine a calendar of training activities and make the necessary logistical arrangements. The training activities included the following four programs:

- Training of Trainers
- Project Design and Planning
- Financial Management
- Modern Management Techniques

As the result of the impending closure of the USAID office in Chad, the Mission for this series of training programs put emphasis on IMDI using local trainers to assist the lead trainers during each program. This was done with the hopes that these local trainers would be able to deliver the same types of training programs in the future without the use of outside consultants.

To meet this goal, the Institute identified a newly formed nongovernmental organization to collaborate with: the Association Tchadienne Pour le Développement du Management (ATDM). The ATDM is a nongovernment organization that was created to promote management in the public sector. Its membership includes public and private sector managers who had been trained in the United States, or had been trained in Chad by representatives of U.S. training institutions. The Association would assist IMDI in identifying local trainers, arranging for an appropriate training center to conduct the training and identifying providers for various logistical aspects for all four programs.

The Training of Trainers was composed of the following modules:

1. Training of Adults
2. Management of Training

3. Planning, Developing and Evaluating Training Projects
4. Training Techniques

Two types of evaluation were conducted at various stages of each program: a daily evaluation (or "daily temperature") and a final evaluation. The "daily temperature" was administered at the end of each day. The final evaluation permitted participants to assess the performance of the training team and potential impact of the program on their daily activities.

In the final evaluation, several participants expressed the desire to have their project evaluated.

Lead trainers also evaluated the performance of the local trainers for each program.

Some of the statistical results of the Final Evaluation are presented below:

- 40% of the participants rated the quality of the program to be superior; 60% indicated they were satisfied.
- 22% of the participants felt they had attained their objectives for attending the program, 55% felt they reached most of their objectives and 22% felt that only part of their objectives had been met.
- 84% of the participants felt that the program would have a positive impact on their job performance in the future; 16% indicated they were unsure about the program's impact.

A broad range of comments were generated by questions in the final evaluation. After the program, many participants felt they:

- improved their capabilities as trainers, listening to participants' objectives, as well as being flexible in the approach and the content;
- enhanced their understanding about the role of training objectives, and how to define precise objectives in agreement with the participants' expectations;
- would develop better evaluation techniques.
- had improved their skills in planning, managing and evaluating training projects for their organizations.

In the final evaluation, several participants expressed the desire for a follow-up evaluation, which would be used to organize and execute follow-up training programs. The Institute also evaluated the performance of the local trainers for each program.

The Institute was very pleased by the performance of the Association Tchadienne pour le Développement du Management. The motivation they put forth was impressive during all phases of this activity. The expertise they gained as they collaborated with IMDI

will serve them well as they initiate other projects and activities with donor agencies and government ministries. The experience they gained will serve them well as they will collaborate other donor organizations and Ministries on future training activities.

II. PROGRAM PREPARATION

NEEDS ASSESSMENT

From July 29 to August 5, 1994, Mr. Martin Akpo-Esambe, Deputy Director of the International Management Development Institute, conducted a training needs assessment in Chad. He met with officials in the following institutions:

- US Agency for International Development (USAID/CHAD)
- Ministry of Agriculture and the Environment
- Ministry of Plan
- Ministry of Health
- Ministry of Interior
- The Mayor of N'Djaména's Office
- Association Tchadienne pour le Développement du Management (ATDM)

There were five issues that needed to be addressed during the visit. They included:

1. Training Needs. It was necessary for the Institute to learn of the specific training needs of the target audiences representing the three ministries. Although the AID Mission had worked with the ministries to establish the scope of work, priorities sometimes shift during the negotiation process that may impact the outcome of a program if appropriate adjustments are not made before the actual training takes place.
2. Schedules. Tentative dates had been indicated in the Request for Proposal (RFP), and the proposal that was submitted by the Institute. These dates were no longer feasible at the time the contract was signed. Therefore, a new schedule had to be determined for all four programs.
3. Participant Selection. IMDI needed to know if participants had been selected, in order to get a feel for their profile. This information was necessary to enable instructors to design training modules that are compatible with the level of participants.
4. Local Trainers. The roles of local trainers had to be clarified by the Mission. It was also hoped that time permitting, the process of identifying, interviewing and short-listing potential trainers could be initiated.
5. Logistics. The final goal was to look into logistics, including training sites, business center facilities, refreshments for breaks, opening and closing ceremonies, press coverage and transportation.

For the Training of Trainers Program, The Ministry of Agriculture and the Environment has a number of training centers throughout the country, and wanted to use the program to increase the number of participants to different aspects to training; notably designing, delivering evaluating and performing follow-up activities in health-related fields. Most staff members have received specialized training, but were not experienced trainers. The Ministry of Plan is interested in acquiring some training expertise.

This program was slated to have 30 participants with the following numerical breakdown: 18 representing the Ministry of Agriculture and the Environment; 10 representing the Ministry of Health; and 2 representing the Ministry of Planning. The training schedule that was proposed and accepted was to run the program from September 26 through October 22, 1994, with the training week running from Monday through Saturday. This schedule was later changed and program would run from November 14 through December 10, 1994.

UNITED STATES AGENCY FOR INTERNATIONAL DEVELOPMENT

In July of 1991, USAID/Chad contracted with Labat-Anderson to conduct five in-country management seminars, who subcontracted to the Consortium for Development Management (CDM), which IMDI is a member. The Institute was responsible for the organization and execution of two of the five programs. IMDI handled all aspects of programs, including logistic support, preparation of course materials, organization and execution of course materials and preparation and distribution of final reports.

These programs were successful and the Mission was interesting in having additional training done under the same arrangements. The notable difference was USAID's desire to have IMDI engage local trainers to work with the senior trainer for each program. This would enable a certain amount of expertise concerning the program organization and content to remain after the program had ended. The Mission will close in 1995 and there was a desire to ensure sustainability in the future in the organization and execution of future training programs.

During the pre-program stage, USAID/Chad provide invaluable support to IMDI which greatly facilitate this process and contributed directly to the success of the training stage. The training office initiated using the ATDM as a collaborating partner, which would be continued by IMDI.

ASSOCIATION TCHADIENNE POUR LE DEVELOPPEMENT DU MANAGEMENT

To meet USAID's goal of sustainability for this series of training programs, the Institute decided to collaborate with a local non-government organization in the

organizations of the training programs; the Association Tchadienne Pour le Développement du Management (ATDM). ATDM officially became an ONG on September 12, 1994. The organizing and executing this series of training programs would be their first task as an official organization. A copy of ATDM's letter establishing them as a nongovernmental organization is included as Appendix A.

In the pre-needs assessment phase, the ATDM was engaged by USAID to serve as liaison between the Ministries of Health, Agriculture and the Environment, Planning and Interior. Discussions began concerning program content and who would attend the programs from each Ministry, and the groundwork was laid for the needs assessment and the arrival of Mr. Martin Akpo-Esambe of IMDI.

During the needs assessment, lengthy discussions were held with the executive board of the Chadian Association of Management Development (ATDM) to assess their capacity to provide assistant trainers and handle other logistics needs of all the programs. At the time of the Needs Assessment, the Association was in the process of being granted the status of a Non- Governmental Organization (NGO). A tentative agreement was therefore reached with them to identify potential assistant trainers and taking care of program logistics.

The Association was able to arrange a full schedule for Mr. Akpo-Esambe during his visit. He was also provided an initial set of C.V.s for potential local instructors to be reviewed by USAID and IMDI. Additional C.V.s were sent by Express Mail and complimented those brought back after the needs assessment.

Mr. Felix N'Douba Kamidjo, ATDM Program Coordinator was designated to serve a counterpart with the Institute team in organizing and delivering the Training of Trainers program. During the needs assessment phase, it was decided that ATDM would be responsible for the following tasks:

- selection of local trainers to work with the lead trainers during the programs;
- confirmation of arrangements for the use of the Ecole Nationale des Agents Sanitaires et Sociaux (ENASS) training center for all four programs; and
- periodic contact with the target Ministries for the four training programs between the needs assessment and the arrival of the IMDI team in early November to insure that official correspondences will be sent out and arrangements made for participants to be available to attend the designated program.

During the needs assessment phase, the ATDM identified several potential local trainers and transmitted the candidates' C.V.s to IMDI. The Institute narrowed the list to 5 candidates per program and the Association made the final decision hiring three co-

trainers for the Project Design and Planning Program.

ATDM identified a training center for the running of the programs: Ecole Nationale des Agents Sanitaires et Sociaux (ENASS). This training center is managed by the Ministry of Health to train personnel from their N'Djaména offices and from the regions. There are a number of rooms available that can hold more than 30 participants, and a number of smaller rooms that could be used for group work. Each room was equipped with tables, chairs and a blackboard. The Association made the arrangement for the use of the training center.

The ATDM also maintained constant contact with USAID and the Ministries in discussing program dates and securing updated participants lists before the Institute team arrived in N'Djaména.

Logistics

The efficiency of the logistical arrangement contributed greatly to the success of the program. All training materials transported from Pittsburgh arrived without incident. The needs assessment phase of the program enabled IMDI to solidify the schedule for the program, make arrangements for local transportation for the training team and contracting for food services with a local restaurant.

The training room at ENASS was very suitable for the programs. Ventilation was adequate and heat was not a factor for much of the day as it was the "cold" season in Chad. The electricity was constant, which enabled the training team make use of overhead transparencies. Several rooms were available, which enabled participants to break up into small groups and work on a variety of exercises.

The food service providers were able to set up in a separate room, without distracting the participants. The quality of the food services for the breaks was excellent. The food was always fresh and greatly appreciated by the participants, and facilitated exchanges between participants. There was an informal banquet held after the formal closing ceremony, which was also much appreciated by the participants and invited guests.

Program materials

IMDI prepared and gathered the training material concerning the seminars' themes. Thus, each participant to the seminar on Project Design and Planning received the following material:

- ‡ "Notes de Cours." This manual was prepared by IMDI and dealt with: the seminar's general objectives, the methodology, the schedule, and elements at

the base of a action plan for the transfer.

- ‡ "Formation de Formateurs & Management de la Formation"; this manual offers two components, one specific to training of trainers and another concentrating on techniques in the management of training. This manual was prepared by the Institute.
- ‡ "Formation de Formateurs": two modules on "Training of Trainers" developed by the Economic Development Institute's *Agricultural Management Training for Africa* Series were also developed.

In an attempt to tailor the program as much as possible to the Chadian situation, and accommodate changes in the program design, numerous handouts were prepared in Chad during the week of in-country preparation and during the program. These materials, which included exercises and studies, were photocopied and distributed to participants.

Training team

To execute this seminar, the Institute selected M Aliou Samba Diallo, training consultant with the University of Pittsburgh. The ATDM selected the following local trainers:

- Mr Kamouge Guindingar, Edouard: Ministry of Agriculture;
- Mr Tedembe Isaac Godje: Director de BEPROCA; et
- Mr Alladoungar Moguerana; Direction of Human Resources

III. PROGRAM IMPLEMENTATION

ORGANIZATION

The seminar on Training of Trainers was held from November 14 until December 10, 1994. This seminar was the first in the series of four training programs offered by the International Management Development Institute (IMDI), in collaboration with the Association Tchadienne pour le Développement du Management, financed by the United States Agency for International Development.

The training day would start at 8:00 a.m. and end at 2:45 p.m. One 30-minute break would be taken between 11:00 and 11:30, and a 15-minute break would be taken between 1:00 p.m. and 1:15 p.m. This schedule would be observed Monday through Saturday. On Friday the morning session would end at 12:30, with the afternoon session starting at 2:45 p.m. and running until 4:00 p.m. This break provided participants the time to go to and return from the Mosque. A Calendar is included as Appendix B.

During the training program there were two official holidays: Independence Day (November 28) and the second Independence Day (December 1).

The opening ceremony was presided over by Ms. Mariam Mahamat Nour, Minister of Planning and Mr. Douglas Kinney, Deputy Mission Chief of the American Embassy in N'Djaména. Other notable attending included the Minister of Health, Mr. Noudjalbaye Ngaryanan; Minister of the Civil Service, Mr. Soliba Garba; Representative for the Ministry of Agriculture and the Environment, Aboubacar Ourde; and representatives from the Commission of Health and Social Affairs, the High Council of the Transition, Dr. Idriss Ndele Maissa. USAID was represented by Ms. Danielle Ivoulsou, Training Officer and Ms. Hor-Bira Nambitingue, Private Sector Assistant. The closing ceremony was presided over by the Director of U.S.AID-Chad and the National Director for the Ministry of Agriculture. Other guests included Mr Mahamat Adjid Oumar, President of ATDM and Mr Philippe Gasquet, Regional Manager for Francophone Africa at IMDI. During the closing ceremony certificates were presented to the participants.

PARTICIPANTS

The 27 participants to the program were selected as a result of consultations between officials in the USAID Mission in N'Djaména and Chadian ministry officials. The participants in the PDP program represented various divisions in their respective Ministries. The Ministry of Health was represented by 14 participants; the Ministry of Health was represented by 9 participants; the Ministry of Plan was represented by participants; and a

nongovernmental organization was represented by 1 participants. A participant roster is included as Appendix A.

TRAINING OF TRAINERS PROGRAM

The TOT program contained the following six modules:

- **TRAINING OF ADULTS:** Andragogie and Consequences.
- **MANAGEMENT OF TRAINING:** Needs and Objectives of Training, Politics of Training and Management of Training.
- **THE TRAINING FUNCTION:** Objectives of Training, Program Content, Communication, Pedagogic Techniques and Training Tools.
- **EVALUATION TECHNIQUES:** Objectives, Methods, Evaluation Tools and Internal and External Evaluations.

OBJECTIVES

The objectives to be met by the end of the program by participants of the Training of Trainers Program included the following:

- Compare the different approaches used for adult learning and analyze the different learning styles and the importance of these styles in a training organization.
- Establish a budget for defining training needs relative to the target organization and define the most frequently used criteria in selecting external trainers.
- Understand the difference between the various types of evaluations and chose an appropriate format for the type of program they are doing.

PROGRAM METHODOLOGY

Program methodology combined four types of activities, which were used to optimize the assimilation of the results of program participants. These activities were:

1. Brief presentations of concepts methods and examples by the lead trainer and discussions with participants.

2. **Structured group exercises to assist participants in bridging the gap between theory and reality. Each group would number from five to eight participants**
3. **Debriefing and discussions after the completion of exercises and at the end of a topic to allow participants to ask various questions.**
4. **Synthesis and verification by the lead trainer of the information transferred to participants.**

IV. SEMINAR'S RESULTS

Two types of evaluation were carried out. The "Daily Temperature" was administered at the end of each day. After the final class, a final evaluation was administered. The program received high ratings from the participants.

Daily Temperature

The daily evaluation or "Daily Temperature" was administered at the end of each day. Participants were asked to respond to one single question: *How did you feel about today's class?* The five choices as responses included: *Extremely Satisfied, Satisfied, Somewhat Satisfied, A Little Satisfied* and *Not At All Satisfied*. The responses on a quantitative scale range from 1 = *Not At All Satisfied*, to 5 = *Extremely Satisfied*. A sample of the Daily Temperature questionnaire and evaluation results is attached as Appendix D. The average daily temperature was:

- for the first week: 4.26
- for week #2: 3.56
- for week #3: 3.80
- for week #4: 3.76

This information was used to supplement the information derived from the final evaluation. In addition, the *Daily Temperature* also provided the IMDI/ATDM team with up-to-date information concerning participant mood towards the program. At the onset of the program, participants and trainers had established a training contract or guidelines for the sessions in the weeks to come. Apparently, several people objected seriously to the slightest change in the schedule; also, the program's length may have contributed to developing a feeling of monotony amongst several participants.

Final Evaluation

The final evaluation provided participants with an opportunity to assess the overall program. It also gave participants the opportunity to express their views on the strengths and weaknesses of the program, as well as provide the Institute with input concerning the design and execution of future programs.

On the whole, the seminar can be evaluated positively. The group of participants was quite homogeneous and their professional expectations were oriented toward bettering their practices in training and training management. As a result, work group activities were quite fruitful.

Transfer of training

IMDI, as a training institute, is also concerned by the impact that the various seminars it organizes can have on the participants' professional performance. Thus, participants were asked to think about the transfer of tools and techniques discussed during the course of the workshop. At the beginning of the seminar, each participant received a notebook presenting the various tasks required in order to prepare an action plan for transfer. The overall goal for this action plan is to respond to the participant's training expectations expressed at the beginning of the training session.

V. LESSONS LEARNED

There are many components that contribute to the success of in-country training programs. These include adequate planning, good classroom material, an experienced trainer, a suitable training site, a homogenous audience and sufficient logistical support. All six were present during the program. As a result, the training went smooth from start to finish.

The needs assessment greatly contributed to the success of the four programs. This enabled the Institute to ascertain participants' needs for the programs thus allowing the training team to tailor the programs to meet the expectations expressed by Ministry officials and the USAID Training Office. The needs assessment also permitted the training team to explore several training sites and to work closely with the Association Tchadienne pour le Developpement du Management in choosing local trainers for all three programs, identifying a training center for all four programs and resolving all logistical issues

The lead trainer began working directly with the three local trainers a few days before a program started to determine when they would be involved the training process. Two of the three trainers had some training experience, while the third was clearly a beginner. This made their insertion as trainers difficult.

The assistant trainers were also responsible for responding to questions posed by participants during groups work. This was occasionally counterproductive as local trainers would support the views of their groups over those of the lead trainer. The same thing would happen during classroom discussion, which then appeared that the lead trainer and local trainers were not in agreement, which would facilitate unnecessary discussion and take time away from the task at hand.

The Association Tchadienne pour le Developpement du Management did a fine job in collaborating with the International Management Institute. Their efforts facilitating logistics allowed the training team to concentrate on program delivery. Considering the relative youth of ATDM, they did a commendable job in collaborating both with USAID and IMDI.

RECOMMENDATIONS

The recommendations for future programs are broken down in the following areas: Needs Assessment, Program Preparation, and Post Program.

Needs Assessment

- Request that the Ministries compile their participant list **before** the needs

assessment team arrives. This will allow the needs assessment team the opportunity to meet with potential participants and learn more about their strengths and weaknesses vis-a-vis program content.

- Determine a "firm" calendar for the training program.
- Allow the Association to play a more prominent role, particularly after the needs assessment team returns to Pittsburgh, in performing follow-up with the target ministries.
- Identify local trainers during this stage, and conduct extensive interviews with them to determine their strengths and weaknesses.

Program Preparation

- Have the training team meet some officials within each ministry targeted by the program thus allowing them to better assess the ministry's needs.
- Allow for the local training team a week-long "Training of Trainers" program to work on training techniques. Lead trainer need to be provided with 2-3 days of preparation to work with the local trainer and determine their various responsibilities.

Post Program

- To insure the viability of past and future programs, it is recommended that an evaluation is done six to nine months later of program participants. The information collected will provide the Mission insight on the effectiveness of the program on the daily work of participants, and insight on the design of future programs with similar content. This information could be used to organize a week-long seminar on project management for these participants, with an emphasis on strategic planning.
- Finance an in-country training program and engage the local consultants as lead trainers, using the lead trainer from this program as an mentor for the program.

For all phases of the training program, it is strongly recommended that ATDM be utilized as the local collaborating organization.

APPENDIX

A. LIST of PARTICIPANTS

B. DAILY CALENDAR

C. PROGRAM EVALUATIONS

D. INSTRUCTORS' EVALUATIONS

E. TEAM PERSONNEL

APPENDIX 1
PARTICIPANTS' LIST

SEMINAR: TRAINING OF TRAINERS
14 NOVEMBER - 10 DECEMBER

NAMES	Addresses
1) NDOUBA KAMIDJO Economiste/Planificateur	Mère du Plan et de la Coopération B.P. 286 N'Djamena - Tél.: 51-41 03/51-59-18 Division des Ressources Humaines
2) DJIMDEGUE JULIEN	Délégation de Préfecture Sanitaire du Kanem - District de MAO - Centre de Santé de Mondo
3) MIANDJE MARILYS	Direction Régionale des C.F.P.A. des Logones et Tandjilé B.P. 182 Tél.:69-14-20 - Moundou.
4) MBAIGOLMEM MBAIOUNDAIE, Biologiste	Direction des Eaux, Pêche et Aquaculture B.P. 447 Tél.:51-50-26 Ministère de l'Agriculture et de l'Environnement N'Djamena - TCHAD
5) BEHOM CAB LAOKAS	Direction du Fonds d'Intervention Rurale B.P. 454 N'Djamena Tél.: 51-61-88
6) BEMADJI ALICE	C.F.P.A. de Karoual et Ghô-Valna B.P. 48/Pala
7) BOITIGA YILABA Economiste/Gestionnaire	Ministère du Plan et de la Coopération DPDR/DESE B.P. 286 Tél.: 51-41-03 N'Djamena
8) ERINGUEL ENACK Pierre	Ministère de la Santé Publique Responsable du Centre Socio-Sanitaire d'Aboudea District d'Am timan (Salamat)
9) NGAMBI MISSYANA	ONDR/ADER 6e FED B.P. 896 N'Djamena Tél.: 51- 25-14
10) ALI NGAMBOR ALI	Responsable du Centre de Santé de Faya (1er échelon) - District de Borkou-Tibesti-Délégation Préfectorale du B.E.T. B.P. 10
11) ASTAM MARTHE	Direction des CFPA des Logones et Tandjilé B.P. 182 Tél.: 69-14-20 Moundou
12) HISSENE HASSANE HAROUN	Direction Régionale des CFPA des Logones et Tandjilé B.P. 182 Moundou Tél.: 69-14-20
13) BEMADJI REOUBAOU	Hopital Préfectoral B.P. 08 Lai
14) Mme KOULANGAR LYDIE	Direction Régionale C.F.P.A du Moyen-Chari B.P. 228 Sarh
15) ABDOUL AZINA	Directeur des CFPA de Karoual et Gôh-Valna B.P. 48 Pala
16) Mme ACHE NANG-YAD	C.F.P.R. Niellim B.P. 228 Sarh

17) NGOADINGAR VICTOR	Direction Régionale des CFPA des Logones et Tandjilé B.P. 182 Moundou Tél.:69-14-20
18) HAROUM-ATIM-BAHAR	Délégation - Socio-Sanitaire Ouaddai Abéché B.P. 87 Tél.: 69-81-01
19) RAMADAN MALLOUM ABOUCHETE	Délégation-socio sanitaire Batha-Ati B.P. 49
20) MOUSSA TCHITAMA	Délégation Socio-Sanitaire du Guéra B.P. 02 Mongo/Guéra
21) DOUMOUEDEL TALAOU	RORDES B.P. 223 Moundou
22) Mr. KODIDOUA NDEIRO AUGUSTIN	Hopital Central B.P. 150 Moundou Tchad
23) BADOU OUMAR	Hopital Central Bongor (Mayo-Kebbi)
24) ADOUM ABAKAR	Direction de la Protection des Végétaux et du Conditionnement (DPVC) B.P. 441 N'Djamena
25) ALLADOUMADJI KOL-AYAH	Chef de Ferme et Formateur à l'ETA de Balli/DRHFRP B.P. 624 N'Djamena
26) ALLADOUMAKJI KOL-AYAH	Chef de ferme et formateur à l'ETA de Bâlli/DRHFRP B.P. 624 N'Djamena.

TRAINERS' LIST

NAMES	SERVICE
ALLODOUMNGAR MOGUENARA	DRHFRP B.P. 624 N'DJAMENA TCHAD
GUIDINGAR KAMOUGUE EDOUARD	MINISTERE DE L'AGRICULTURE 441 - N'DJAMENA
TEDAMBE ISAAC GODJE	BEPROCA B.P. 1160 N'DJAMENA-TCHAD

APPENDIX 2
DAILY CALENDAR

The daily calendar was as follows:

Day	14 - 19 Nov. 1994	21 - 26 Nov. 1994
<i>Monday</i>	08h00 - 11h30	08h00 - 15h00
<i>Tuesday</i>	08h00 - 15h00	08h00 - 15h00
<i>Wednesday</i>	08h00 - 15h00	08h00 - 15h00
<i>Thursday</i>	08h00 - 13h00	08h00 - 15h00
<i>Friday</i>	08h00 - 13h00	08h00 - 13h00
<i>Saturday</i>	08h00 - 15h00	Evaluation Award of Certificates

Day	28 Nov. - 03 Dec. 1994	05 - 10 Dec. 1994
<i>Monday</i>	holyday	08h00 - 15h00
<i>Tuesday</i>	08h00 - 15h00	08h00 - 15h00
<i>Wednesday</i>	08h00 - 15h00	08h00 - 15h00
<i>Thursday</i>	holyday	08h00 - 15h00
<i>Friday</i>	08h00 - 13h00	08h00 - 13h00
<i>Saturday</i>	08h00 - 15h00	Evaluation Award of Certificates

Coffee breaks were observed from 11h00 to 11h30, and then from 13h00 to 13h15.

WEEK ONE

Monday, 14 November 1994

- 09h30 - Opening Ceremony
- 10h15 - Participant Introduction Exercise
- 11h15 - Presentation of Participants and Trainers
- 12h30 - Coffee Break
- 13h00 - Presentation of the Program
- 14h00 - Discussion of Daily Schedule, Exercise No. 1: Know the Trainees
- 15h00 - Logistics
- 16h00 - End of Day

Tuesday, 15 November 1994

- 08h00 - Daily Report of 14 November
- 08h15 - Presentation of New Participants
- 08h45 - Teaching Styles, Exercise No. 2
- 12h30 - Coffee Break
- 13h00 - Self Evaluation
- 13h30 - Self Evaluation Exercise
- 14h30 - Coffee Break
- 15h00 - End of Day

Wednesday, 16 November 1994

- 08h00 - Daily Report of 15 November
- 08h30 - Profile of a Trainer, Exercise No. 3
- 11h00 - Coffee Break
- 11h15 - Self-Evaluation Exercise
- 13h00 - Coffee Break
- 13h30 - The Behavior of the Trainer, Exercise No. 5
- 14h15 - The Attitudes of the Trainer, Exercise No. 4
- 14h45 - End of Day

Thursday, 17 November 1994

- 08h00 - Daily Report of 16 November
- 08h15 - The Attitudes of the Trainer, Exercise No. 4 Continued
- 09h15 - The Role of the Trainer
- 09h45 - Group Work: Training Situations
- 10h00 - Presentations and Discussion
- 11h15 - Coffee Break
- 11h30 - The Role of the Trainer: What to Expect
- 12h50 - Training Skills: Group Dynamics

- 13h15 - Coffee Break
- 13h45 - Training Skills: Group Dynamics, Continued
- 14h00 - Educational Skills, Reference Document No. 2
- 14h50 - End of Day

Friday, 18 November 1994

- 08h00 - Daily Report of 17 November
- 08h20 - How to Motivate the Learner
- 09h25 - Guide on How to Treat Each Learner, Exercise No. 6
- 09h45 - Group Work, Exercise No. 6
- 10h45 - Presentations
- 11h15 - Coffee Break
- 11h45 - The Learning Process
- 12h05 - Pedagogy in the Learning Process (Apprenticeship?)
- 12h35 - Break
- 14h45 - Principles of the Learning Process
- 16h00 - End of Day

Saturday, 19 November 1994

- 08h00 - Daily Report of 18 November
- 08h25 - Adult Learning Process
- 08h40 - Principles of Adult Learning
- 09h10 - Consequences of these Principles
- 10h20 - Putting Adult Learning Principles into Practice
- 10h45 - Coffee Break
- 11h00 - End of Day

WEEK TWO

Monday, 21 November 1994

- 08h00 - Daily Report of 19 November
- 08h20 - Review of Last Week's Material: Group Work
- 08h40 - Group Presentations
- 09h15 - Management of Training
- 10h45 - Training Needs of the Ministries of Plan, Agriculture and Health: Group Work
- 11h00 - Coffee Break
- 11h15 - Group Work, Continued
- 12h15 - Group Presentations
- 13h00 - Coffee Break
- 13h30 - Synthesis of the Management of Training

- 14h10 - Internal Concerns
- 14h45 - End of Day

Tuesday, 22 November 1994

- 08h00 - Daily Report of 21 November
- 08h15 - Synthesis of the Management of Training Module
- 08h30 - Identifying Training Needs
- 10h00 - Group Work: Identification of Training Needs by the Ministries of Agriculture, Health and Planning
- 10h30 - Group Presentations

- 11h00 - Coffee Break
- 11h30 - Group Work: Steps to Determine and Analyze Training Needs for Each Ministry
- 12h50 - Group Presentations
- 13h00 - Coffee Break
- 13h30 - Group Presentations, Continued
- 14h00 - Synthesis of the Group Work
- 14h30 - Synthesis of Determining and Analyzing Training Needs
- 14h45 - End of Day

Wednesday, 23 November 1994

- 08h00 - Daily Report of 22 November
- 08h15 - Discussion of Yesterday's Daily Temperature
- 08h30 - Group Work: Tools To Analyze Training Needs
- 10h45 - Group Presentations
- 11h35 - Coffee Break
- 12h05 - Groups Presentations, Continued
- 13h30 - Definition of Concepts
- 14h35 - Coffee Break
- 14h45 - End of Day

Thursday, 24 November 1994

- 08h00 - Daily Report of 23 November
- 08h20 - Presentation by Saleh Mahgreb on the Politics of Training in the Ministry of Health
- 09h15 - Definition of the term "Politics of Training"
- 10h00 - Group Work on the Presentation by Saleh Mahgreb
- 11h15 - Presentation by Aboubacar Ourde on the Politics of Training in the Ministry of Agriculture and the Environment
- 12h40 - Coffee Break

- 13h10 - Group Work on the Presentation by Aboubacar Ourde
- 14h15 - Group Presentations
- 14h50 - Synthesis of the Group Work
- 15h15 - End of Day

Friday, 25 November 1994

- 08h00 - Daily Report of 24 November
- 08h20 - Elaboration of the Site Visits
- 11h00 - Coffee Break
- 11h30 - Preparation for the Site Visits
- 12h30 - Break
- 12h50 - Coffee Break
- 13h05 - Management of Training
- 16h00 - End of Day

Saturday, 26 November 1996

- 08h30 - Departure for Site Visits
- 12h15 - Return to ENASS
- 12h30 - Visit Debriefing
- 14h00 - End of Day

WEEK THREE

Tuesday, 29 November 1994

- 08h10 - Daily Report
- 08h25 - Group Presentations on the Site Visits
- 11h00 - Coffee Break
- 11h30 - Management of Training
- 13h00 - Coffee Break
- 13h15 - Management of Training, continued
- 15h00 - End of Day

Wednesday, 30 November 1994

- 08h10 - Daily Report
- 08h25 - Management of Training, selection of trainees
- 11h00 - Coffee Break
- 11h30 - Management of Training, continued
- 13h00 - Coffee Break

13h15 - Management of Training, continued
15h00 - End of Day

Friday, 02 December 1994

08h10 - Daily Report
08h25 - Learning Objectives
11h00 - Coffee Break
11h30 - Learning Objectives, practice exercises
13h00 - End of activities

Saturday, 03 December 1994

08h10 - Daily Report
08h25 - Learning Objectives, continued
11h00 - Coffee Break
11h30 - Learning Objectives, practice exercises
14h30 - End of Day

WEEK FOUR

Monday, 5 December 1994

08:00-11:00: Pedagogical Communication
11:00-11:30: Coffee break
11:30-12:00: Pedagogical Communication, continued
01:00-01:15: Coffee break
01:15-03:00: Conclusion

Tuesday, 6 December 1994

08:00-08:30: Activities Report 08:30-11:00: Who and What to evaluate
11:00-11:30: Coffee break
11:30-01:00: Evaluation Techniques
01:00-01:15: Coffee break
01:15-03:00: Evaluation tools

Wednesday, 7 December 1994

08:00-08:30: Activities Report
08:30-11:00: Evaluation Techniques, continued
11:00-11:30: Coffee break

11:30-01:00: Group work activities on evaluations
01:00-01:15: Coffee break
01:15-03:00: Presentation of group activities

Thursday, 8 December 1994

08:00-08:30: Activities report
08:30-11:00: Evaluation Criteria
11:00-11:30: Coffee break
11:30-01:00: Group work on evaluation criteria
01:00-01:15: Coffee break
01:15-03:00: Presentation of group activities

Friday, 9 December 1994

08:00-08:30: Daily Report
11:00-11:15: Coffee break
11:15-12:00: End of activities

Saturday, 10 December 1994

08:00-08:30: Daily Report
08:30-11:00: Seminar's Evaluation: oral debriefing
11:00-11:30: Pause
11:30-13:00: Seminar's Evaluation: written

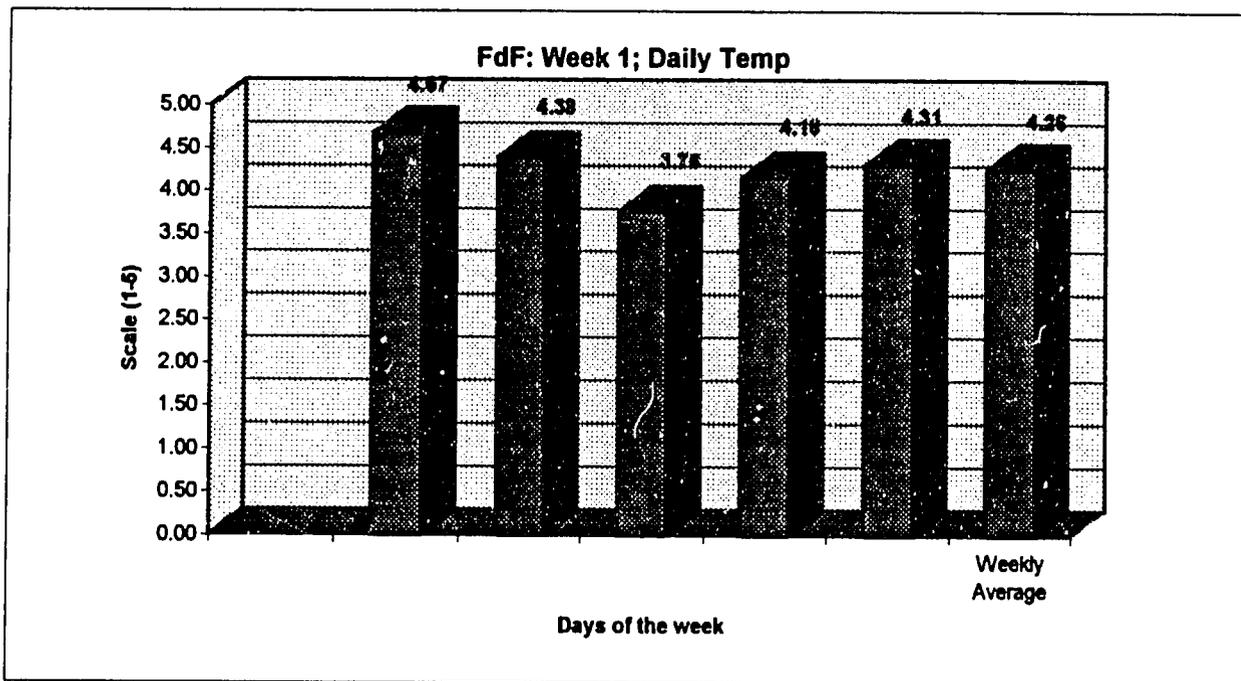
APPENDIX 3
PROGRAM EVALUATIONS

DAILY TEMPERATURE

FORMATION DE FORMATEURS

WEEK 1

	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday	
	11/14/95	11/15/95	11/16/95	11/17/95	11/18/95	11/19/95	
Days							Weekly Average
Average		4.67	4.38	3.76	4.16	4.31	4.26
Sum		112	114	94	104	112	



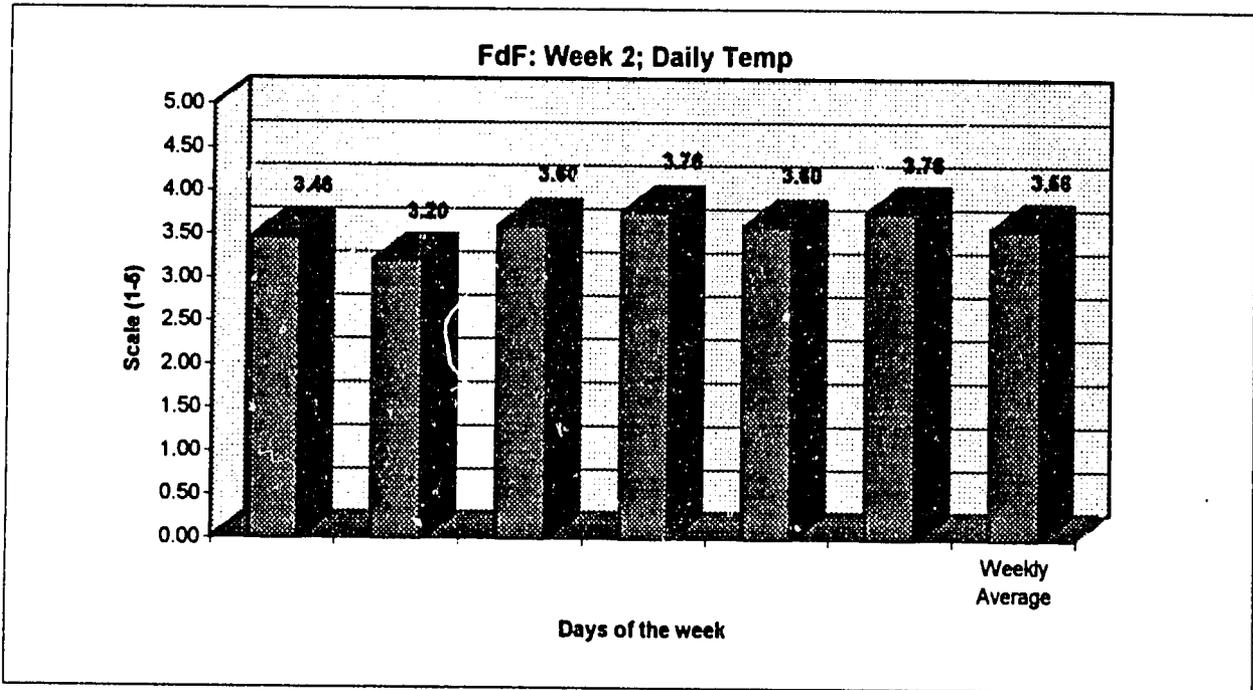
FORMATION DE FORMATEURS

WEEK 2

Daily Temperature

Instructor: Aliou Samba Diallo

	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday	
	11/21/94	11/22/94	11/23/94	11/24/94	11/25/94	11/26/94	
Days							Weekly Average
Average	3.46	3.20	3.60	3.76	3.60	3.76	3.56
Sum	90	80	90	94	90	94	



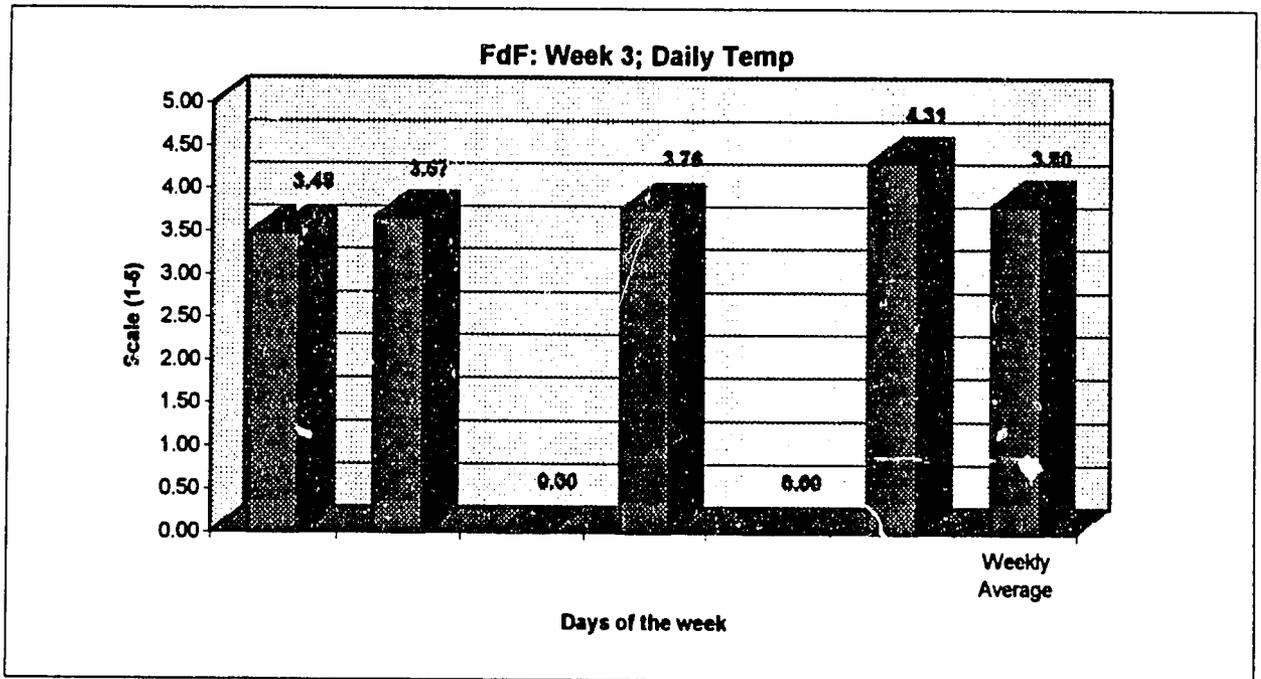
FORMATION DE FORMATEURS

WEEK 3

Daily Temperature

Instructor: Aliou Samba Diallo

	Monday 11/29/95	Tuesday 11/30/95	Wednesday 12/1/95	Thursday 12/2/95	Friday 12/3/95	Saturday 12/4/95	
Days							Weekly Average
Average	3.48	3.67	N.A.	3.76	N.A.	4.31	3.80
Sum	87	88	N.A.	94	N.A.	112	



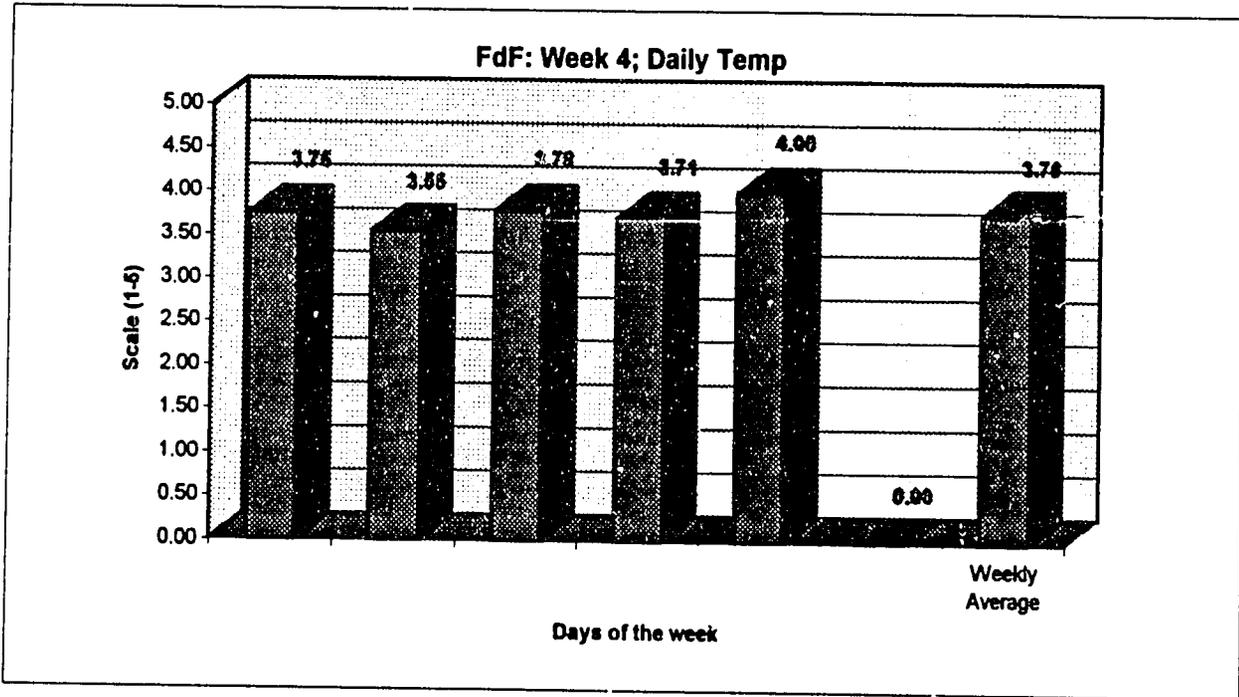
FORMATION DE FORMATEURS

WEEK 4

Daily Temperature

Instructor: Aliou Samba Diallo

	Monday 12/5/95	Tuesday 12/6/95	Wednesday 12/7/95	Thursday 12/8/95	Friday 12/9/95	Saturday 12/10/95	
Days							Weekly Average
Average	3.75	3.55	3.78	3.71	4.00	N.A.	3.76
Sum	90	78	87	89	100	N.A.	



30

FINAL EVALUATION

QUESTION	1	2	3	4	5	N.A.
#1				23.1%	76.9%	
#2	11.5%	30.8%	30.8%	23.1%	3.8%	
#3		7.7%	3.8%	38.5%	42.3%	7.7%
#4	7.7%		15.4%	46.2%	26.9%	3.8%
#5	23.1%	19.2%	30.8%	19.2%	3.8%	3.8%
#6			7.7%	42.3%	50%	
Cours						
Practical Value			11.5%	46.2%	42.3%	
Relevance to job		3.8%	7.7%	73.1%	11.5%	3.8%
Context of seminar		3.8%	7.7%	42.3%	42.3%	3.8%
Time allocated	3.8%	15.4%	57.7%	19.2%	3.8%	
Instructor						
Knowledge of subject		3.8%	7.7%	34.7%	53.8%	
Lecture focused			15.4%	34.7%	46.2%	3.8%
Maintained interest			3.8%	38.5%	57.7%	
Attention to participants			7.7%	42.3%	46.2%	3.8%
Clarity of content			15.4%	19.2%	65.4%	
Summarized topics	3.8%		19.2%	42.3%	34.7%	
Methodology						
group work		3.8%	15.4%	42.3%	38.5%	
case studies		7.7%	11.5%	42.3%	38.5%	
role plays		3.8%	19.2%	42.3%	26.9%	7.7%
Objectives			19.2%	46.2%	34.6%	
Impact			19.2%	30.8%	50%	

EVALUATION FINALE

Module Evaluation: Formation de Formateurs

Instructor: Aliou Samba Diallo

Date: 11/14/94 To 12/10/94

Low=1; High=5 *Question*

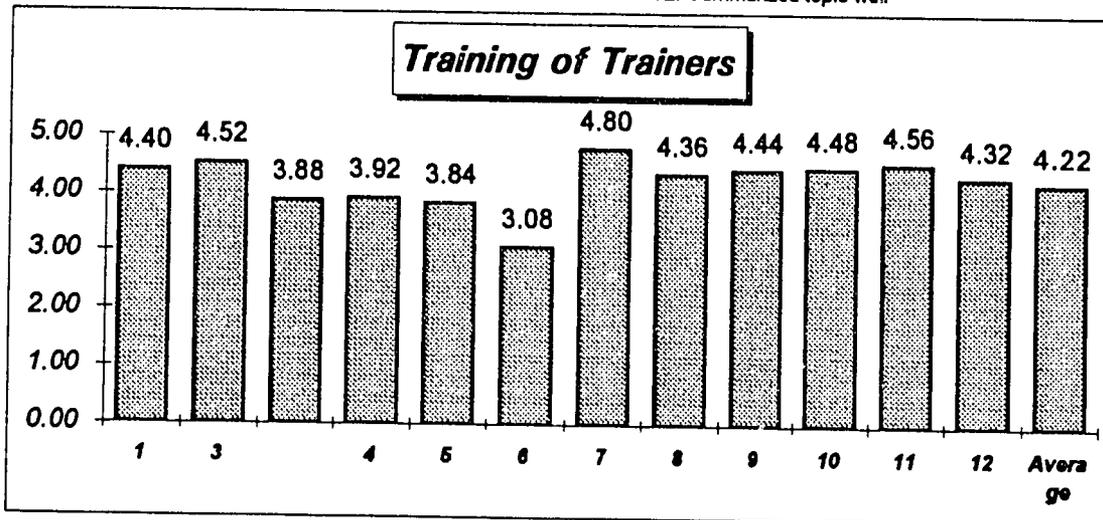
Participant	1	2	3	4	5	6	7	8	9	10	11	12	Average
1	5	5	4	4	4	3	4	4	5	5	5	4	4.33
2	4	4	4	3	4	3	5	5	5	5	4	4	4.17
3	5	5	4	4	4	3	5	5	4	5	5	4	4.42
4	4	4	4	3	4	3	4	3	5	4	4	4	3.83
5	4	5	3	4	4	3	5	5	5	4	5	5	4.33
6	4	4	4	5	3	3	5	4	4	4	4	3	3.92
7	4	4	4	3	4	3	5	5	4	5	5	5	4.25
8	4	5	3	4	4	3	4	5	4	5	5	4	4.17
9	4	5	4	4	3	4	5	5	4	5	5	5	4.42
10	4	4	4	5	5	2	5	5	5	4	5	4	4.33
11	5	5	5	4	4	3	5	5	5	4	4	5	4.50
12	4	4	3	4	4	2	5	4	4	3	4	4	3.75
13	4	4	4	4	4	3	5	4	4	4	5	5	4.17
14	4	4	4	4	4	3	5	4	4	3	5	5	4.08
15	5	4	3	4	3	4	4	3	3	4	5	4	3.83
16	5	5	5	5	5	2	5	5	5	5	5	5	4.75
17	4	5	4	4	4	3	5	4	4	4	5	4	4.17
18	5	5	4	2	2	3	5	4	5	5	4	4	4.00
19	5	5	4	3	4	3	5	4	5	5	4	3	4.17
20	4	4	3	4	3	3	5	4	4	5	4	3	3.83
21	4	5	4	5	4	3	5	4	5	5	5	5	4.50
22	5	5	4	3	4	5	5	4	5	5	4	5	4.50
23	4	3	3	4	4	3	4	5	4	4	4	4	3.83
24	5	5	4	5	3	3	5	4	5	5	5	5	4.50
25	5	5	5	4	5	4	5	5	4	5	4	5	4.67

Question	1	3	4	5	6	7	8	9	10	11	12	Average	
Mean	4.40	4.52	3.88	3.92	3.84	3.08	4.80	4.36	4.44	4.48	4.56	4.32	4.22
Sum	110	113	97	98	96	77	120	109	111	112	114	108	

Questions 1-6 relate to the module

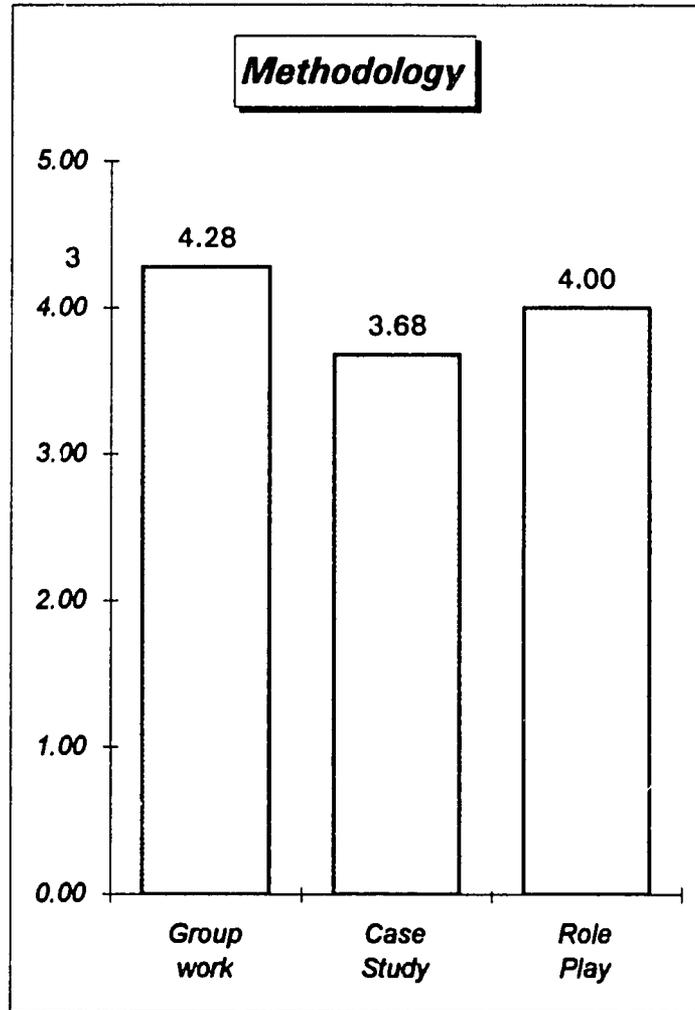
Questions 7-12 relate to the instructor

- | | |
|--|--|
| 1. Overall quality of this module was | 7. Knowledge of the subject |
| 2. Practical value of the module | 8. Kept lecture focused |
| 3. This module was relevant to my job | 9. Maintained your interest |
| 4. The context of the seminar | 10. Listened and responded to participants |
| 5. The time allocated for the module was | 11. Clarity of content |
| 6. The Seminar period | 12. Summarized topic well |



Methodology

Participant	Group work	Case Study	Role Play
1	5	1	4
2	4	4	4
3	4	4	4
4	4	4	4
5	4	4	4
6	4	4	4
8	4	3	5
9	4	3	5
9	5	4	5
10	5	5	5
11	5	4	3
12	4	3	2
13	4	4	3
14	4	3	2
15	5	4	3
16	5	5	5
17	5	4	5
18	4	3	5
19	4	3	5
20	4	3	5
21	4	4	4
22	4	4	4
23	4	5	3
24	4	4	4
25	4	3	3

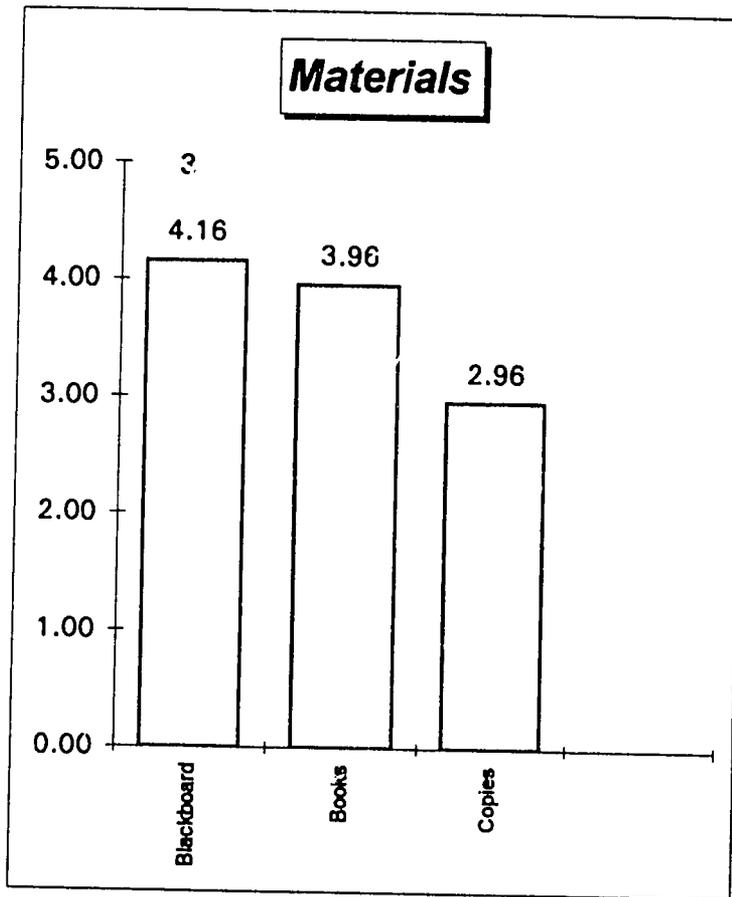


	Group work	Case Study	Role Play
Average	4.28	###	4.00
Sum	107	92	100

EVALUATION FINALE

Materials

Participant	Blackboard	Books	Copies
1	5	4	1
2	4	3	2
3	4	3	3
4	4	5	4
5	4	5	4
6	4	5	3
7	5	5	5
8	5	4	3
9	4	5	4
10	5	4	2
11	3	4	4
12	4	3	3
13	4	4	3
14	4	3	2
15	4	4	1
16	4	4	4
17	4	4	3
18	4	4	3
19	5	3	3
20	4	3	3
21	4	4	3
22	3	4	2
23	4	4	3
24	4	4	2
25	5	4	4



	Blackboard	Books	Copies
Average	4.16	###	2.96
Sum	104	99	74

Question #2: The modules were placed logically in the seminar

Yes No No decision

25	0	0
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APPENDIX 4
TRAINERS' EVALUATIONS

EVALUATION OF NATIONAL TRAINERS

		KAMOUGE	TEDEMBE	ALADONGAF
Training	Knowledge	D	B	B+
	Organization of content	C	C	A
	Communication	C	C	B
	Training techniques	D	D	B-
Relations with ...	Participants	B	B	B
	Lead trainer	B	A	A
OBSERVATIONS		Self-centered, lacks flexibility in his approach. Vcry weak for adult training.	Does not know how to organize ideas. Would be more fit with an audience of high caliber.	Good. Needs to refine in use of training techniques.

N.B: Trainers were evaluated on a scale from A (very good) to E (very bad).

64

APPENDIX 5
TRAINING TEAM

PHILIPPE E. GASQUET

Program Coordinator

Philippe Gasquet joined IMDI in October 1991. Prior to this, Mr. Gasquet served as a Coordinator of Study Abroad Programs with the Center for International Programs at the University of Alabama at Birmingham.

As Coordinator of Foreign Study Programs at Alabama - Birmingham, Mr. Gasquet formulated institutional policies relating to the administration of overseas academic programs; served as liaison between the University and foreign counterparts; and represented the University at various conferences on international education (C.I.E.E. and NAFSA).

At IMDI, Mr. Gasquet is the lead coordinator in charge of planning and managing the Francophone Development Management Seminar (FDMS) and other French-speaking activities of the Institute. He has participated in the designing and implementation of training programs including: Project Design and Planning, Budgeting and Financial Management, and Human Resources and Personnel Management.

A native of France, Mr. Gasquet received his Bachelor of Arts degree with a major in International Studies, with an emphasis on Third World Development, from the University of Oregon. He received a Master of Arts degree in International Educational Development from Columbia University, with an emphasis in Intercultural Education and Curriculum Design.

A native French-speaker, Mr. Gasquet also speaks fluent English, has a good knowledge of German and some basic Spanish. Mr. Gasquet has travelled extensively throughout Western Europe as well as Morocco and Tunisia. He worked on programs in France, Germany, Mexico, Spain, and Sweden. He has also travelled to several French and English-speaking countries of Africa on IMDI assignments.



MARKUS R. HUET

Program Coordinator

Markus Huet joined IMDI in 1991, after working as a Research Analyst with USAID's Center for Development Information and Evaluation (CDIE) under contract with the Academy for Educational Development. From 1985 to 1988, Mr. Huet served as a Small Enterprise Development Consultant with the Peace Corps Mali and Togo.

As a Research Analyst, Mr. Huet served as liaison between CDIE and the Africa Bureau's Office of Development Planning. He also responded to information requests regarding African democratization, economic and private sector issues for AID/Washington, USAID Missions and AID contractors.

As a Peace Corps Volunteer in both Togo and Mali, Mr. Huet organized and managed training seminars for the managers/owners of small and medium-sized businesses. He also worked with seminar participants in their shops, helping with the implementation of new management techniques.

At IMDI, Mr. Huet is one of the main organizers of the Francophone Development Management Seminar. He is also responsible for organizing and conducting two additional management programs per year. In 1992 Mr. Huet served as team leader for programs in Human Resource Management, and Training of Trainers in N'Djaména, Chad.

A native of Michigan, Mr. Huet received his Bachelor of Science degree with a double major in Political Science and History from Central Michigan University in 1976. He received dual Master of Arts degrees from Ohio University; one in International Affairs - African Studies in 1983, and the second in Economics with a emphasis in Third World Development in 1984.

Fluent in French, Mr. Huet has worked on projects in Mali, Togo, Ghana and Chad.



CURRICULUM VITAE

Nom et Prénom : **EDOUARD GUIDINGAR KAMOUGUE**

Date et lieu de Naissance : le 19 mai 1941 à DOUBADENE 1

Nationalité : Tchadienne.

Situation familiale : Marié et père de 5 enfants

Grade : ingénieur d'Agriculture, diplômé de l'Ecole Technique Supérieure d'Horticulture et d'Agriculture de l'Etat à VILVORDE (BELGIQUE).

1/ - ETUDES PRIMAIRES ET SECONDAIRES :

- * 1952 - 1958 C.P.P.E SARH (FORT - ARCHAMBAULT)
- * 1958 - 1962 B.E.P. C Collège de BONGOR
- * 1962- Classe de Seconde Lycée Félix Eboué N'djaména.

2/ - ETUDES TECHNIQUES SECONDAIRES :

- * 1962 - 1964 Enseignement Technique Secondaire à l'Institut Agronomique d'OUTRE-MER FLORENCE (ITALIE)
Diplôme d'Enseignement Secondaire Agricole Tropical

3/ - ETUDES SUPERIEURES :

- * 1964-1965 Ecole Préparatoire à l'Enseignement Supérieur :
Certificat d'Admission.
- * 1965- 1969 Ecole Technique Supérieure d'Ingénieurs Techniciens
Agricoles d'Etat à VILVORDE (BELGIQUE)
Diplôme d'Ingénieur.
- * 1969-1970 Etudes Post-Universitaire de Pédologie à l'Université
d'Etat à GANG (BELGIQUE)

ACTIVITES PROFESSIONNELLES :

- 1- * 1994 Consultation auprès de GTZ sur l'analyse, la planification et
la programmation des activités de développement régional
au Mayo kebbi (Sud Tchad).

4/4

- 2 - * 1993 : **Consultation Internationale à la FAO en Matière de Formation au Zaïre.**

TACHES :

- Identification des besoins en formation.
- Programmation de la formation
- Mise en place des outils de suivi et évaluation de la formation.
- Rédaction d'un rapport de mission.

- 3 - * 1992 - 1993 **Membre de la Cellule ad hoc de réflexion du Ministère de l'Agriculture.**

- Réflexion sur la structure organique du Ministère de l'Agriculture;
- Réorientation des directives techniques jugées inefficaces
- Conception et redéfinition des politiques de la Direction Générale du Ministère; de l'Agriculture;
- Restructuration et suppression des sociétés jugées non rentables au Ministère de l'Agriculture;.
- Appui à la Direction Générale pour son fonctionnement et en ce qui concerne les nouvelles orientation à prendre.

- 4 - * 1989 - **Directeur Général de la Société Nationale Sucrière du Tchad (SONASUT)**

TACHES :

- Suivi de l'exécution de la politique visant à promouvoir la production et la commercialisation du sucre selon les directives arrêtées par le Conseil d'Administration de la Société.
- Gestion des Ressources Humaines, Matérielles et Financières
- Maîtrise des problèmes divers et recherche de solution en vue d'inhiber la production du sucre;

- 5 - * 1987 - 1989 **Homologue à l'Expert en Formation au Projet de Réhabilitation du Secteur Agricole au TCHAD.**

TACHES

- Analyse des besoins en formation des cadres ayant conduit à l'analyse de poste, l'analyse des tâches;
- Ouverture des fichiers individuels inexistant jusqu'à cette époque;
- Analyse des besoins en formation des paysans à travers le dialogue établi avec ceux-ci, collectivement ou individuellement;

FOR MACHON
FOR MACHON
FOR MACHON

CURRICULUM VITAE

NOM : : ALLADOUNGAR
PRENOM : : MOGUENARA
DATE ET LIEU DE NAISSANCE : : LE 6 FEVRIER 1954 A SARH (M.C)
NATIONALITE : : TCHADIENNE
GRADE : : Ing. des Tech. Agroforestières
Formateur
ADRESSE : : D.R.H.F.R.P B.P. 624 N'DJAMENA.

ETUDE SUIVIES

- 1960 - 1967 : Ecole Primaire Sarh (centre A)
Diplôme obtenu : C.E.P.E.
- 1968 - 1972 : Lycée A Mangué Sarh (1er cycle)
Diplôme obtenu : B.P.C.T.
- 1973 - 1976 : Lycée A Mangué Sarh (2ème cycle)
Diplôme obtenu : BAC Série D.
- 1976 - 1978 : Ecole Forestière de Côte-d'Ivoire
Diplômes obtenus : Brevet Supérieur Profes-
sionnel de Sylviculture
- 1989 - 1991 : ENFA - Toulouse et CNEARC Montpellier
Diplômes obtenus : CAECA (Certificat d'Aptitude
d'enseignement dans les Collèges Agricoles)
à titre étranger.
DEAT (Diplôme d'Etude d'Agronomie Tropicale).

PARCOURS PROFESSIONNEL

- 1979 : Chef de Centre de Vulgarisation Forestière CBLT
Bol (LAC)
- 1980 - 1981 : Adjoint Chef d'Inspection Forestière de la
Tandjilé (LAI)
- 1982 - 1983 : Chef de Secteur Sud des Parcs et Réserves
de Faunes Manda (SARH)
- 1983 - 1986 : Adjoint Chef d'Inspection Forestière du Mayo-
Kebbi (BONGOR)
- 1986 : Mis à la disposition du Ministère du Développement
Rural pour servir à la DRHFRP
- 1986 - 1987 : Responsable volet Eaux et Forêts à la Division
Recyclage et Formation Continue D.E.F.P.A.

1987 - 1989 : Chef de Division Recyclage et Formation Continue
à la D.R.H.F.R.P

1992 à nos jours : Responsable de la Cellule Technico-
Pédagogique à la D.R.H.F.R.P

STAGES ET SEMINAIRES SUIVIS

- 1)- 1986 : Stage : Formation des Formateurs CARAT (1 mois)
(SENEGAL)
- 2)- 1987 : Stage : Formation des Formateurs ISTOM (10 jours)
(TCHAD)
- 3)- 1988 : Séminaire : 16è Cours International sur la
Recherche de l'Enseignement en Agriculture
GRANGENEUVE (1 mois) (SUISSE) - Attestation.
- 4)- 1988 : Séminaire sur l'élaboration des petits projets de
Développement Rural : DEPPA (10 jours) (TCHAD)
- 5)- 1991 : Séminaire sur le système de formation et visites
à l'O.N.D.R (10 jours) (TCHAD).
- 6)- 1993 : Stage de Formation en Gestion des Ressources
Humaines et des Entreprises à l'A.S.F.S (3 mois)
(U.S.A.)
- 7) Séminaire sur l'analyse écologique et gestion
territoriale des milieux arides africains (3 sem)
Suisse

EXPERIENCES PROFESSIONNELLES

- 1) Analyse des besoins en formation pour les agents,
intervenant dans le milieu rural : réalisation des
Sessions de Formation Continue à l'intention des agents de
l'ONDR, de SODELAC, et des Eaux et Forêts dans la zone
sahélienne.
- 2) Analyse des besoins des paysans pour la détermination du
programme de formation des agents vulgarisateurs.
- 3) Appui méthodologique pour la confection du programme des
écoles professionnelles agricoles (ENATE-ETA DOYABA)
- 4) Analyse institutionnelle pour la mise en place d'un plan
de formation de la SONASUT en Août 1989.
- 5) Production de multiples polycopés, comme appuis
pédagogiques, dans le domaine de la protection de
l'Environnement.

CURRICULUM VITAE

- Fe. de K.
- Ressour.
- Projets

NOM : TEDAMBE
PRENOM : Isaac Godjé-Lamtaye
NATIONALITE : Tchadienne
DATE DE NAISSANCE : 3 Mars 1954
ETAT MATRIMONIAL : Marié et père de 3 enfants

DIPLOMES:

- Diplôme d'Etudes Supérieures Professionnelles Option Techniques de Planification et Analyse de projets
- Maîtrise professionnelle (DESP I) option Techniques de Planification et Analyse de Projets
- Licence es Sciences Economiques (option financement) obtenue à l'Université Marien Ngouabi
- Un Certificat en : Gestion et Techniques Economiques - Université du Tchad
- BAC G2 (Techniques Quantitatives de Gestion) obtenu au Lycée de Garoua au Cameroun ; mention A-B
- Probatoire G2 (Technique Quantitative de Gestion. Obtenu au Lycée de Garoua au Cameroun
- Brevet d'Etudes du Premier Cycle obtenu au CEG de Kaélé au Nord Cameroun

TITRES:

- Monsieur Tedambé était lauréat du prix Amadou Ahidjo délivré aux meilleurs élèves du Cameroun et du prix du Président du Conseil Economique et Social
- Expert Comptable auprès de la Cour d'Appel et des Tribunaux du Tchad
- Membre de l'Association des Economistes d'Afrique Centrale
- Secrétaire Général de l'Association des Ecrivains et Artistes Tchadiens
- Spécialiste en Planification, en formation et en développement des ressources humaines auprès de l'USAID de 1980 à 1993
- Directeur du Bureau d'Etudes des Projets et de Conseil en Affaires (BEPROCA)
- Membre de l'Association Tchadienne du Droit de l'Homme

SEMINAIRES ET ATELIERS SUIVIS ET CERTIFICATS OBTENUS :

- 11/1984 Séminaire sur le Management des Projets organisé par l'Université de Pittsburgh à Douguia au Tchad
- 02/05/85 Un certificat délivré par le Bureau Science and Technology, Agence Américaine pour le Développement (USAID) sur l'identification des besoins de formation
- 03/06/85 Certificat sur la comptabilité des projets délivré par le projet Régional de Gestion Financière au Sahel
- 05/03/86 Un certificat sur le management de projets délivré par California Polytechnic University sous la Direction du Professeur Richard Vengroff
- 03/06/86 Un certificat sur la Gestion financière des projets délivré par le Projet Régional de Gestion Financière au Sahel
- 06/09/86 Séminaire de Formation et obtention d'un certificat sur les méthodes de planification à Bamako au Mali financé par l'UNESCO
- 04/01/87 Un certificat d'Etudes supérieures sur l'Evaluation des projets de Développement délivré par California Polytechnic University sous la Direction du Professeur Richard Vengroff
- 09/1987 Séminaire sur les besoins de formation de Ressources Humaine pour le Développement Rural du Tchad à l'horizon 2000 animé par D. Kohli et E Schaheggar de l'Union Mondiale ORT
- 09/02/90 Une attestation sur les méthodes de consultation pour améliorer la gestion financière de projets délivré par le Projet Régional de Gestion Financière au Sahel
- 07/08/91 Formation et attestation délivrés par Labat-Aderson Incorporated sur l'exécution des projets d'Assistance au Développement des Ressources Humaines
- 02/1992 Conférence sur les Ressources humaines dans le secteur rural organisé par le Ministère d'Agriculture
- 10/1992 Séminaire d'information et de formation sur le Programme de Coopération Technique PCT dans le cadre de NATCAP organisé par le PNUD et le Ministère du Plan et de la Coopération
- 07/1993 Table Ronde organisée par le Projet AMTT pour l'introduction des consultants tchadiens aux opérateurs économiques tchadiens