

PN ABC-702
91401

CDM



THE CONSORTIUM FOR DEVELOPMENT MANAGEMENT
Clark-Atlanta University, The University of Connecticut, Indiana University,
University of Pittsburgh, Washington State University

Chad Extension and Management Workshop Program
MISSION REPORT - CDM
CHAD TRAINING NEEDS ASSESSMENT AND LOGISTICS PREPARATION
22 SEPTEMBER - 2 OCTOBER 1991

CDM Team: Richard Vengroff, University of Connecticut
Marcus Huet, University of Pittsburgh

Submitted to
Labat-Anderson Incorporated
and
United States Agency for International Development
Njamena, Chad

Submitted on Behalf of
The Consortium for Development Management
October 15, 1991

**MISSION REPORT - CDM
CHAD TRAINING NEEDS ASSESSMENT AND LOGISTICS PREPARATION
22 SEPTEMBER - 2 OCTOBER 1991**

CDM Team: Richard Vengroff, University of Connecticut
Marcus Huet, University of Pittsburgh

The basic purpose of the mission was to clarify the needs and objectives of the training program, to set final dates for implementation and to arrange for the logistics for the workshop program. Throughout the mission, the CDM team received outstanding support and assistance from the staff of the A.I.D. Mission in Chad, especially from Dr. Samir Zohgby, Human Resource Officer, Mr. Isaac Tedambe, Training Specialist, and Mr. Paul Morris, Program Economist. The numerous Chadian Government Officials with whom we met were extremely accessible, open and candid in their responses to our questions. We are especially indebted to the Ministry of Plan, especially Mr. Blamsia, the Director of Planning and Reconstruction and his staff for contacting the participating ministries and the recruitment of participants for the first workshop. Also of considerable help were the Acting Director of ENAM, Mr. Ali Ba, the Director of DEFPA, Mr. Abubakar Ousta, the Director of ONDR, Mr. Djibrail Mikail, and their respective staffs.

Needs Assessment

Since the basic needs for the workshops had been established more than two years before the signing of an implementation contract with CDM, it was deemed essential to assess any changes in needs which might have occurred in the interim. After discussions with A.I.D. mission personnel and Chadian government officials the continuing need for the three management workshops targeted at upper level Chadian officials was fully confirmed. The need for general training in management for D.G. level officials remains a priority. With the reorganization of the

public service and the structure of most ministries in the government, the need for work in the area of human resources was deemed to be greater than ever. The continued emphasis on projects as the basic building blocks of Chadian development programs and the poor performance of project managers is considered to be one of the greatest on-going challenges to Ministries such as Agriculture, Health, and several others. The development project management workshop is designed to provide service in this area.

In the area of agricultural extension, the training needs were also clarified by the visit. The A.I.D. ADO who had originally proposed these workshops in collaboration with Chadian colleagues has subsequently been transferred. The perspective of the new ADO and his staff and DEFPA, ONDR and the Minister of Agriculture all seem to be consistent. The Swiss are currently providing assistance to the agricultural training institutions associated with DEFPA. The area reserved for A.I.D. involvement is designed to complement this involvement. The two workshops, Agricultural Extension and Training of Trainers, have as targets in-service extension agents. The emphasis is on changing the directive mentality that has traditionally permeated such services and providing the skills and knowledge necessary to help them to assist the local population in organizing itself, identifying local needs, and transforming these needs and resources into systematically planned projects. This emphasis has been placed on the the material throughout these workshops.

Schedule

After discussions with all parties involved a final schedule for the five workshops was agreed to as follows:

1. Introduction to Management, Target Audience 15-20 Directeur General and Directeur level personnel from all ministries, Coordinator and Team Leader Dr. James McCullough, Chair, Department of International Business and Marketing, Washington State University, Dates: October 7-19, 1991 at ENAM.

2. Agricultural Extension, Target Audience is 30 Agent Technique level extension agents in agriculture, drawn from agriculture, ONDR, livestock, and from several NGOs. Co-coordinators Dr. Kay Moseley, Department of Sociology, University of Connecticut and Dr. Mohammed Belhaj, Directorate of Training, Morocco, Dates: October 14 - November

9, 1991 at DEFPA.

3. Development Project Management, Target Audience is project managers and directors from a variety of ministries and NGOs. Coordinator Dr. Philip Lebel, Director of the Center for Economic Research on Africa, Dates: January 6 -18, 1992 at ENAM.

4. Human Resource Management, Target audience is personnel directors and other director level personnel. Coordinator to be designated by the University of Pittsburgh, Dates: January 27 - February 8, 1992 at ENAM.

5. Training of Trainers in Extension, Target audience is extension agents charged with training local farmers and organizing farmers groups. Coordinator Mr. Marcus Huet, University of Pittsburgh, Dates: February 10 - March 7, 1992 at DEFPA.

Logistics

All logistical needs for the workshops were identified and addressed during the course of the mission. These include:

1. Identification and selection of Chadian colleagues to work as co-trainers with the CDM training teams;
2. Identification and reservation of training sites and contracts for necessary improvements/modifications in the sites;
3. Contracting for local transportation (taxis and drivers) for the training team;
4. Contracting for the provision of sandwiches and beverages for twice daily coffee breaks in each workshop;
5. Contracting for the catering of opening and closing ceremonies for each workshop;
6. Contacts with USIS regarding publicity for the workshops and the provision of books as gifts for the closing ceremonies;
7. Working with the Ministry of Plan on the invitations and selection of participants for the management workshops and with DEFPA for the Agricultural extension workshops;
8. Booking of hotels for training teams;
9. Identification and agreement on local transportation costs for local participants and for those from out of town;
10. Arrangements made with a local bank for cashing of French Franc traveler's checks to be used by the training teams to pay in-country

workshop expenses;

11. Estimates received on rental of local computer equipment;
12. Verification and testing of the availability of FAX and other local communication services;
13. Location and agreement with a local calligrapher to put names on certificates for workshop participants;
14. Verification of procedures for bringing training materials into Chad for the workshops.
15. Checking the costs of training materials (markers, flip chart paper, etc., on the local market;
16. Clarification of opening and closing ceremony responsibilities with A.I.D.;
17. Clarification of check cashing procedures with A.I.D. for the training team.

In general, all logistical support arrangements appear to be satisfactory for the entire workshop program.

Other Issues.

1. Evaluation - During the exit interview the Assistant A.I.D. Representative expressed strong interest in developing a long range evaluation plan to assess the impact of the training. The CDM team fully concurred but indicated that there were no funds for such an effort included in the contract. It was indicated that they would consider putting such funds into the contract in the near future.

2. Fonction Publique - The CDM team was asked to meet with the Minister of the Public Service to discuss needs for training in the Ministry, especially in light of the restructuring of the Ministry and the overall administrative reform going on in the government of Chad. We met jointly with the Minister of the Public Service and the Minister of Administrative Reform. Paul Morris, the Program Economist indicated that there was money available to assist the Ministry and asked us for a proposal in this regard. Dr. McCullough, during his stay in Chad for the first workshop will meet with representatives of the Ministry to put together a scope of work for the future. Based on the expressed needs of the two Ministers, the CDM team proposed sending a two person team to do a diagnostic with the ministry and to recommend future training and/or technical assistance needs. A preliminary budget for such an intervention was presented to and discussed with Mr. Morris. It was

suggested that an amendment to the LAI contract and hence the CDM sub-contract might be the most efficacious way to proceed. Mr. Morris suggested that January or February 1992 might be a realistic and appropriate date for this first diagnostic.

3. Summer Management Workshop Participants - the work of the team was greatly facilitated by the support of participants in the summer management workshops offered at the University of Connecticut and the University of Pittsburgh. These participants during the last summer (eight at the University of Connecticut and nine at the University of Pittsburgh) include the Director of Planning, Mr. Blamsia (UConn, summer 1991) who is directly charged with support for the training program. Having a core of cadre level individuals in-country who understand and are familiar with modern management terminology not only facilitates implementation of future training programs but insures that those trained in Chad will have the support of their superiors who have benefited from the U.S. training experience. Placement of these individuals in such key Ministries as Plan, Public Service, Health, and Rural Development helps complement and insure sound implementation of other A.I.D. Projects and programs.