



CENTRE AGRO-ENTREPRISE
Mali Sustainable Economic Growth

ACTIVITY REPORT ON THE TRAINING OF TRAINERS
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The training of trainers operation was carried out in two distinct stages :

1. Recruitment stage
2. Training stage

1. Recruitment stage

The first part of the recruitment stage was implemented by the FOCS cabinet which had received the applications and CVs of applicants and operated a preselection based on files. This operation led to a preselection of about sixty applicants who were systematically advised about the dates, hours, and venues of interviews to be held before final selection could be operated.

With a concern for regionalization, the series of interviews are held respectively in Marrakech, Fès, and Rabat. Individual and collective interview grids should make possible an assessment of the applicant's predisposition to have interactive and participatory training.

In a first stage, each applicant was received on an individual basis first to be evaluated according to his experience in business management, in training/animation, in general and in management training for PME/PMI, in particular ; then, he is evaluated in terms of his know-how, notably his knowledge of the PME, his knowledge of training and pedagogy and animation techniques as well as engineering and field work.

Then the evaluator tries to have information on the behavior and attitudes of the applicant, his ability to communicate, to formulate and transmit information, his open-mindedness and his listening ability, his analytical and synthetic spirit, his sense of clarity and logic, his capacity to organize, create and innovate, his dynamism, rigor and evolution potential were a considerable asset for each applicant who also had to express his motivations, his love and passion for the job of trainer, his will to share and his membership in the Dyna-PME project.

The consultants received applicants individually and graded their answers on a sheet of paper, then they carefully filled an individual interview evaluation sheet.

In a second stage, a group interview was organized for applicants. Through animated simulation conducted respectively by Barbara Howald and Ahmed El Idrissi, it was supposed to help identify for each applicant his style of leadership, his team spirit, notably conflict management and the capacity to lead a team, his personality and animation capacity. (Learner's worry, facilitation capacity, management of space and time, interest in preparation, etc.)

Concurrently with the animation of this simulation exercise, the other consultants noted first the different opinions and reactions of applicants, and then filled evaluation sheets based on group interviews.

In a third stage, partial summary meetings were held among consultants who discussed about the opportunity of selecting a given applicant and the fitness of their choices with norms pre-established by Dyna-PME. All cases observed were discussed and the selection or not of applicants was decided upon on a consensus basis.

At the end of all interviews, a final summary helped establish the final list of applicants who have been selected.

2. Training Phase

The training of Dyna –PME trainers was organized at the TAZARHOUNT hotel at Afouer on May 28, 1998 – June 1st, 1999, and was animated by two American facilitators, Barbara HOWALD and Frank Lusby, and a Moroccan facilitator, Ahmed EL IDRISI. The entire logistics of the training was handled by Dyna-PME.

Participants were invited to show up at the hotel on the eve of the training. In the evening, no later than 8:00 pm, dinner time, everybody was present at the hotel restaurant : organizers, trainers and participants.

As every body was in place, the training could start really at 8 :30 It began with a welcoming address by the Dyna-PME Director who introduced the entire team in charge of this training and explained how this fit in a logic of sustainability advocated by the Dyna-PME project. As a matter of fact, at the level of the training, the market was to have Moroccan trainers, offering active and participatory quality training and working on developing knowledge and know-how for young entrepreneurs and PME senior workers

Then, the head of the animation team, Barbara Howald, introduced the objectives of the seminar, and invited participants to introduce one another through a rather special exercise : everybody was invited to stand up and look for a piece of a picture on a table. The individual had to look for his partner who would have found another piece of the same picture. As soon as the picture is reconstituted, the two partners, composing a dyad, would introduce themselves to one another according to a pre-established framework, and would prepare themselves to introduce their colleague to the entire audience. This exercise set the tone of participatory evaluation : a lot of animation, movement, replacement, speaking, changing places... Participants already understood that they were going to participate in a training where their initiative will be sought much more than they had anticipated.

Then out of two days, the animators saw with the participants several aspects of participatory training relative to the knowledge of attitudes and skills which are characteristic of adult training, the experiential cycle of training, performance analysis, the formulation of pedagogic objectives, group dynamic and communication. In a second stage, participants received participatory pedagogic techniques such as group work, images, questions and answers, case studies, brainstorming, role play, and simulation.

On the other hand, and for two more days, the trainees prepared practical training sessions, presented the plans of these sessions and animated one hour training modules. All the work done resulted from a consultation between the trainees on the one hand and the trainees and the facilitators on the other hand. After the animation of each session, participants who were in a simulation had a clear idea of their strong points and their attitudes and skills to be improved.

Finally the last day was divided into three distinct sessions :

- a) Reflections and generalization on practical sessions where participants drew lessons from their new professional practices in the area of training.

- b) Evaluation of training activities where trainees, after having seen the theory of evaluation and its foundations and principles, developed with the facilitator what was going to become the evaluation grid for the training that they were participating in.
- c) Planning techniques at the end of which each participant wrote his action plan for the post AFOURER period.

On the other hand the evaluation of the seminar was highly positive because simultaneously with their total satisfaction with the entire set of training activities followed, participants all recommended to improve the quality of the animation and co-animation, citing, among others, the following skills : «Never under-estimate participants ; better preparation ; a concern for details ; practicing ; a good preparation and coordination with the organizer, strict management of time...».

These terms demonstrate that the objectives of this training were fully reached, that the new skills led to a change in the attitudes of the new trainers that we will need to improve on through rigorous supervision and follow-up.