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SOME ELEMENTS OF
PCI'S QUICK RESPONSE
CAPABILITY FOR:

DIFFUSION & APPLICATION
OF
APPROPRIATE MANAGEMENT TECHNOLOGY

AID/IT-C-2871

JULY, 1979

TTM BRIEFING PAPER FOR DISTRIBUTION TO USAID MISSIONS AND HOST GOVERNMENTS

INTRODUCTION

The International Training Office of the Agency for International Development (DS/IT) is pleased to announce the availability of the Training of Trainers in Management (TTM) seminar series for Fiscal Years 1979 and 1980. The contractor selected for conducting this seminar series is Practical Concepts Incorporated (PCI), the firm that successfully concluded the first round of seminars during 1977 and 1978. In the following pages this series is described in fuller detail to help USAID Missions and host governments decide how this program can best support their development activities.

A. Program Options

The program offers two options:

1. 5-10 day Executive Management Seminar (EMS) to acquaint senior-level officials with appropriate management technology. EMS overviews concepts taught in the full-length seminar. Depending on the number of training days and needs and interests of participants, the EMS can help participants:

- Identify management improvement requirements within organizational units
- Develop responsive management improvement strategies for government agencies
- Identify high priority management issues that demand emphasis in the full-length seminar
- Use state-of-the-art appraisal techniques to select among project alternatives
- Determine how to best use manpower resources to achieve management improvements within organizations

Use state-of-the-art project implementation techniques

2. 30-day (average) Training of Trainers in Management Seminar (TTM)

for trainers and mid-level managers. This seminar offers a variety of modules which can be chosen on site, depending on the needs and interests of the participants. However, the core modules which are taught in every TTM include the following:

- Project Management Systems
- Problem Diagnosis
- Project Design
- Feasibility Analysis
- Project Implementation
- Project Evaluation
- Training Techniques and Practice Teaching
- Organizational Performance Principles
- Application of TTM Content to "Real" Projects

The skill level attained in each of these modules is a function of the group and their needs.

Both EMS and the TTM are aimed at transferring practical skills as well as general management knowledge. These two seminars can be conducted separately or in conjunction with each other. They can be followed by on-site visits as funding permits. Either or both can be provided for regional audiences or for audiences of a single country.

This program is specifically designed to address the common problems of many developing countries--lack of adequately trained manpower who are able to effectively plan, design and manage development-related activities. The short-term objective of this series of seminars is to increase the number of indigenous managers and trainers who are applying appropriate management technology to development related activities. The long-range objective is, therefore, that developing country organizations are increasingly effective in providing services and products to the poorest segments of their populations.

After two years of seminar development and experience around the world, the TTM program in our opinion is the best available for accomplishing these objectives.

B. Mission and Host Country Support Requirements

Both the EMS and TTM seminars are normally preceded by a courtesy visit by contractor staff to explain the program to key host-country officials and to assist in determining the selection criteria for participants. This could include or be followed by a site visit to make logistic arrangements. Missions normally inform the host government of the opportunity for training, process participant papers, and help obtain customs clearance of training materials and third-country participant visas (as needed). In all other matters the contractor can be self-sufficient. Mission and host government officials are welcome to observe the seminars and to make informal contacts with participants as they consider useful and appropriate. Additional Mission and/or host-country sponsorship, interest and support is always appreciated (as at Opening and Closing Ceremonies). Additional responsibilities can be taken on as the sponsoring agencies wish. We believe that the greater the level of involvement by the sponsoring agency (cies) the greater the impact of the Seminar. However the Office of International Training is well aware of other demands on Mission and Government-agency time and energies..

C. Who Should Attend These Seminars?

The TTM Seminar: The content of TTM is well suited for project planners and designers, for project/program managers and evaluators, for trainers in management, for persons having managerial responsibilities for projects/programs and for middle and upper-level government officials who make decisions regarding projects/programs.

The Executive Management Seminar (EMS): The content of the EMS is best suited for senior-level officials charged with policy making and/or program development within their organizations. Ideally, participants in the EMS should be the supervisors of the participants in the TTM seminar. EMS participants should understand that they are not receiving the complete management seminar, but rather an overview of the concepts taught in TTM.

It should be mentioned that TTM and EMS are available not only to host government officials but also to officials from the private sector or public corporations. The management concepts and tools taught in TTM and EMS are applicable to both the public and private sectors.

D. How These Seminars Can Be Used to Complement Development Efforts

The Training of Trainers in Management Seminar Series has been going on for two and one-half years. During this time there has been much opportunity to witness the ways in which this management training has been utilized. The management technology being taught is relevant and immediately applicable by participants, thus capturing their enthusiasm and motivation to continue management improvement efforts subsequent to the seminar. Examples of successful follow-up activities include:

- National and regional chapters of an International Association for Management Improvement have been founded by TTM graduates in West Africa, Egypt and Guyana. These organizations meet regularly or exchange correspondence to discuss their successes and problems in implementing TTM concepts and tools.
- TTM graduates in Guyana are now working on a follow-up pilot project to introduce management improvements in two key organizations: the Electric Corporation and the Ministry of Agriculture. If the pilot is successful, it will be replicated within other ministries and corporations.

In Bangladesh, TTM graduates are conducting courses embodying TTM material tailored to their needs. These courses are currently being offered for their own institution (the Sonali Bank) and are also about to be offered for external organizations such as the Integrated Rural Development Program (IRDP).

In the Dominican Republic, three TTM graduates were recently instrumental in staffing a two-week conference on education planning conducted by the Ministry of Education. A further follow-up appears likely: the conference participants requested training in some of the concepts and tools taught in TTM. The three graduates have kindly consented to conduct this training effort on behalf of their fellow Dominicans.

E. How Does TTM Differ from Other Training Efforts

TTM has proven itself to be qualitatively different from other training efforts offered by donor agencies. We feel that TTM is a uniquely appropriate seminar for the developing world for the following reasons:

- It relocates the training from the U.S. to a developing country site. This allows for a greater number of trainees for the budget expended and brings to the seminar a greater sense of immediacy regarding the developing country problems and issues.
- The seminar is offered on a regional basis, allowing for the crossfertilization of ideas among government officials of different countries and for the sharing of common problems and solutions.
- The thrust of the seminar is on project management, not on administration. The approach used is integrated and multi-disciplinary.
- The curriculum is flexible. On-site adaptation is possible. Although based on proven training modules, TTM is not a pre-packaged course.

- TTM can be a residential program, affording the participants the opportunity to forge close professional and personal friendships both with officials from their own delegation as well as participants from other countries. This camaraderie has fostered increased collaboration in conducting training as well as a team approach to the design of projects.
- TTM participants come from a variety of ministries and public corporations--e.g., Education, Health, Civil Service, Agriculture, Training, etc. This allows for a wealth of different perspectives and observations throughout the seminar.
- TTM instructors and materials are available in three languages: English, French and Spanish. Thus most developing countries of the world can have the seminar conducted in their official language.
- TTM and EMS are made up of both lectures in plenary settings and small workshop groups. Within a given seminar the ratio of time spent in plenaries and workshops is approximately 1:3. Within the workshop groups, the faculty-student ration is usually around 1:10. Thus it is clear that the stress is on doing, on practical application--not on passive listening.
- TTM has the potential for a multiplier effect. If the participating countries nominate trainers or potential trainers to take the course, TTM includes modules to ensure that participants obtain the skills needed to transfer the concepts to others. Videotape is used to record and assess participant presentations on course content.
- Every TTM and EMS includes a module on the application of the new tools to participant projects. Participants are requested to bring sufficient documentation to the seminar to allow them to develop a package of management tools directly relevant to their work situation. This package can become the basis for presenting what they have learned to their co-workers and

subordinates when they return to their jobs or can be used to explain their superiors exactly what they have learned during their absence from their positions.

On-going consultation and communication with PCI is available and encouraged after the participants return to their home offices. All graduates receive the TTM Newsletter which is published by PCI on a regular basis. This newsletter, available in English, French and Spanish, is a forum for the exchange of ideas among TTM graduates around the world and is a medium for the dissemination of new management theories as they evolve in the U.S. and elsewhere.

TTM provides a unique link between government officials in developing countries and the U.S. and Canadian donor agencies (AID and CIDA). The project management tools taught in TTM are currently in use by both AID and CIDA and therefore provide a common ground for communication.

BACKGROUND AND STATEMENT OF FACT

1. WOMENS' ROLE IN DEVELOPMENT:
 - A. HAS BEEN NEGLECTED
 - B. IS NOT FULLY UNDERSTOOD
2. KNOWLEDGE ABOUT WOMENS' LIVES IS GENERALLY POOR.
3. THE TRADITIONAL ROLE OF WOMEN IN DONOR AGENCY SOCIETIES HAS BEEN THAT OF MOTHER AND HOUSEWIFE.

TRADITIONAL ROLE OF WOMEN IN DEVELOPING SOCIETIES

1. PRODUCER
2. PROCESSOR OF FOOD
3. ARTISAN
4. TRADER
5. MOTHER
6. HOUSEWIFE

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PROBLEM AT HAND

1. LEFT OUT OF MODERNIZATION PROCESS, SPECIFICALLY:
2. TRAINING PROGRAMS WHICH ADDRESS THEIR WORK/
INCOME ROLES.

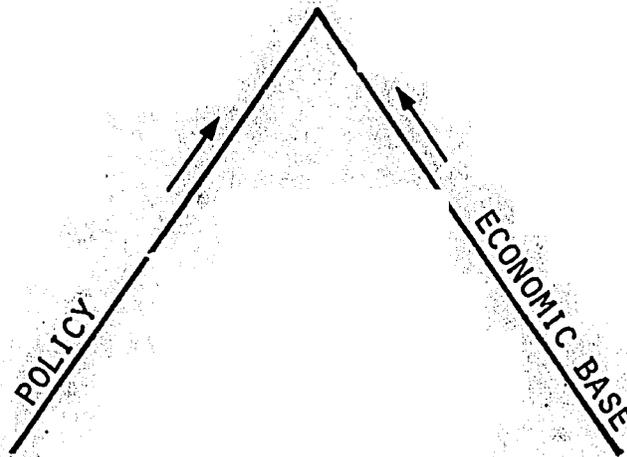
RESULTS

3. LABOR DISPLACEMENT
4. INCOME DECLINED
5. POWER AND INFLUENCE DECLINED
6. SOCIAL AND ECONOMIC IMBALANCE

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OBJECTIVE

RESTORE BALANCE, PRESTIGE AND INFLUENCE



TARGET GROUP:

- ELITE/EDUCATED

SKILL TRAINING:

- MANAGEMENT/ADMINISTRATIVE SKILLS

DESIRED CHANGE:

- WOMEN CONTRIBUTE ACTIVELY TO THE FORMULATION OF THE CONCEPTUAL FRAMEWORK OF DEVELOPMENT.

TARGET GROUP:

- SEMI-LITERATE AND ILLITERATE

SKILL TRAINING:

- AGRICULTURE AND BUSINESS SKILLS

DESIRED CHANGE:

- WOMEN PARTICIPATE ACTIVELY AND PRODUCTIVELY IN THE MARKET ECONOMY.

AREAS OF FOCUS FOR GREATEST IMPACT
AND PROJECT FINANCING

- | | |
|--|---|
| 1. ORGANIZATIONAL DEVELOPMENT FOR NEWLY CREATED MINISTRIES FOR WOMEN IN DEVELOPMENT. | 1. LARGE SCALE FARMING IN FRUITS AND VEGETABLES. |
| 2. ORGANIZATIONAL DEVELOPMENT FOR SOCIAL ACTION MINISTRIES. | 2. FATTENING PENS FOR SHEEP AND CATTLE. |
| (BOTH OF THE ABOVE STAFFED MOSTLY BY WOMEN) | (ABOVE ARE TRADITIONALLY TENDED BY WOMEN) |
| 3. TRAINING FOR EXECUTIVES FROM ACROSS MINISTRIES. | 3. BUSINESS TRAINING FOR EXISTING AND WOULD-BE ENTREPRENEURS. |

WOMEN IN DEVELOPMENT
TECHNICAL ASSISTANCE CAPABILITY

INTRODUCTION

During the last decade Practical Concepts Incorporated (PCI) has provided management counsel and expertise to the developing world in a variety of contexts and aimed at a multitude of development objectives. In recent years our firm has evolved a growing awareness and interest in the role of women in development. One of the main thrusts of our 1979 business agenda is to seek opportunities to assist more women to participate more actively and effectively in the economy and in the formulation of policy for their countries. In response to what research has pointed out to be the major obstacles to achieving these goals, PCI has formulated a plan which we feel is unique. It is not a piecemeal approach to better the lot of women in this or that individual situation, but rather, it is aimed at long-term integrated impact on the status of women within a given country. The purpose of this statement is to present the general outline of PCI's approach for consideration.

PCI has selected two areas of concentration for assisting women in developing countries. The first is by upgrading the skills of women who are already executive managers within their governments such that they become more effective and successful in their jobs and can thus exert more influence on policies affecting women. The second is by providing more lucrative job opportunities for women through business training and the development of private sector small business enterprises which would develop an economic power base for women.

I. ORGANIZATIONAL DEVELOPMENT PROGRAM

The objective would be to focus on human resource development. As experience has shown that isolated training interventions for one or two individuals or for a given department within a Ministry has little impact on overall ministerial operations, our proposal is aimed at transforming an entire ministry within the government into

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a working example of good administration. We feel that one of the best ways for women to improve their role is through good organizational practice.

Assuming that the proper management of programs which meet development priorities is a source of prestige and influence, PCI feels that a comprehensive long-range organizational development program for improving the managerial and administrative skills of women who already hold executive positions will help to improve their status in the policy-making circles of their government. Our approach to implementing this idea is to choose a ministry within the government in which the majority of the staff is comprised of women or in which at least the post of Director General is currently held by a woman. In many countries this is usually the Ministry of Social Action, or newly created ministries for women in development.

We propose a program involving a needs assessment, followed by a long-range plan for organizational improvement aimed at each of the levels of administration within that ministry. The technical assistance interventions detailed by the long-range plan would stress a systems approach so that participants at each level are aware of how they fit into the entire structure and what their responsibilities are to the smooth functioning of on-going operations as well as to specific projects undertaken by their ministry.

II. SMALL BUSINESS ENTERPRISES

Complementing this organizational development program is a plan to improve the economic power base of women within the society. We feel that through the increase in real income derived from the sale of products in the national and international marketplace, women will be in a better position to influence their future. The vehicle we envision for providing this increase in real income is above-marginal, small business enterprises in both rural and urban areas. These enterprises would be profit-making and almost entirely women-owned and operated.

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Depending on the government's desires, the project would recruit and train individuals from one of several distinct target groups of women: 1) professionals, retired or otherwise (such as midwives); 2) school girls and recent school graduates having basic skills; and 3) illiterate women with few or no skills. PCI's assistance would upgrade the technical skills of women already operating businesses, or else provide a program of training and follow-up to those wishing to initiate new enterprises. The kinds of businesses which the project would assist are only those which would be productive in terms of return for labor. This will normally exclude "handicraft" kinds of enterprises which past technical assistance encouraged. On the other hand, it could include large-scale farming in vegetables and fruits. Local and national priorities would provide the focus for the kinds of businesses initiated, and feasibility studies would be conducted to ensure sound business plans. Local Associations of Women in Commerce, either existing or newly established, could be assisted to set up a wholesale distribution system, a market information bulletin, or sponsor refresher business courses on weekends, evenings or during vacations.

These small business enterprises would generate funds for furthering women's objectives and would provide opportunities for acquiring managerial experience. Ultimately, these businesses would upgrade women's participation in the national economy, and provide them the means to improve their physical well-being, social status and influence.

ROLE OF PCI

It is PCI's view, of course, that both of these areas of concentration - the organizational development program and the small business enterprises - should be undertaken simultaneously to ensure the greatest impact upon the role of women in a given country. PCI is willing and capable of assisting in the development of a long-range plan for improving the status of women, and implementing all or any part of the plan, on either a short or long-term basis. Our firm's expertise

lies in the design, implementation and evaluation of programs in the developing world. PCI staff have recently published papers on the topics of program implementation, rural enterprises and agribusiness. We have conducted management training courses and have installed project management systems in Africa, Asia, the Middle East, and Latin America, as well as in U.S. technical assistance agencies. In short, we are both theoreticians and practioners of appropriate technology for the developing world.

PROJECT IDENTIFICATION AND FINANCING

Should you be interested in developing specific projects in either the ministerial improvement or small business areas, PCI will work with you on site to write a tailor-made proposal, and thereafter assist you, if necessary, in identifying a funding source.

We thank you for the opportunity to share our ideas with you. If you are interested in a further elaboration of this proposal, or if you have any specific questions you would like to have answered, please do not hesitate to contact us.

NEW RURAL DEVELOPMENT ACTIVITIES

PCI'S INDEFINITE QUANTITY CONTRACT (IQC) IN RURAL DEVELOPMENT WITH THE AGENCY FOR INTERNATIONAL DEVELOPMENT

July 1979

Practical Concepts Incorporated (PCI) has recently been awarded an Indefinite Quantity Contract (IQC) in Rural Development. AID's monitor for this IQC is the Office of Rural Development, Bureau for Development Support (DS/RAD). Two work orders have already been signed under this new arrangement:

- A management assistance task order under which PCI will support DS/RAD as it prepares for a major rural development conference to be held in November 1979.
- A work order to assist USAID/Panama and the GOP in testing and evaluating a management information system that involves low level community health personnel in efforts to secure and utilize health status information.

PCI's new IQC in rural development complements other PCI engagements that serve the USAIDs and host governments. PCI's current contract with DS/RAD on Data Gathering and Analysis in Rural Development has provided seven (7) consultancies, to date, that addressed field data collection issues for on-going projects. Additional consultancies are being planned and methods papers on data gathering and analysis in rural development projects are in preparation. PCI's second IQC, in Urban and Regional Development, makes top-notch urban and regional development specialists available to the Missions. Our work in this area has included the management of regional seminars, and an analysis of urban poverty in Costa Rica. PCI has held IQC contracts with AID for six (6) years; it has successfully completed some fifty (50) work orders for AID/W and the Missions in that period.

PCI looks forward to serving AID and the developing countries through work order arrangements under this new, two year, Rural Development IQC. Missions that want further information on this IQC arrangement should contact Ms. Molly Hageboeck, Executive Vice-President, PCI or Ms. Jeanne North, Office of Rural Development, Bureau for Development Support, Agency for International Development.

PCI's essential business is developing and applying appropriate management technology to facilitate the execution of sound development projects and programs. Practical management approaches and associated techniques, such as the LOGICAL FRAMEWORK approach, PCI's new final impact measurement system: FIMS, and our model and methodology for assessing the viability of institutions and their ability to sustain important development activities: NIM, are already known to many USAIDs and host government organizations.

Our current focus on management approaches for rural development includes:

- Testing methods for stimulating private-sector investment in rural development.
- Methods for increasing the capacity of rural development planning and service delivery organizations.
- Measurement and evaluation approaches for assessing the impact of rural development projects on their target populations.
- Rural development program design.
- Social and economic value assessments.
- Analysis of appropriate technologies and energy systems for rural development.
- Development of practical information gathering and analysis approaches for rural infrastructure projects that facilitate overall rural development.
- Approaches for streamlining the management of projects during the implementation stage.

Each of PCI's senior staff members is currently involved in one or more of these focal activities. Recent additions to our staff: Dr. Samuel R. Daines and Dr. Marcus Ingle, are also currently involved in major rural development engagements. PCI's staff and its full roster of rural development associates are available for assignment under the new Rural Development IQC.

INDEFINITE QUANTITY CONTRACT (IQC)

URBAN AND REGIONAL DEVELOPMENT

THE PCI APPROACH

PCI stresses the practical, not the academic. We use an approach essential for developing practical solutions to complex real-life problems: we work from facts rather than preconceptions; we use multidisciplinary teams; we use scientific method in our analysis; and we are committed to following through on our work.

WORK THAT PCI WANTS TO DO UNDER THE URBAN AND REGIONAL DEVELOPMENT IQC
PCI's essential business is developing and using appropriate management technology - things like the Logical Framework, models of organizational viability, final impact assessments (FIMs), etc. Our current focus on management technology for urban/regional development includes:

1. Private-sector investment as a stimulus to development.
2. Establishing viable urban and regional planning and service delivery organizations.
3. Evaluation aimed at improving impact.
4. Participation as a factor in program success

PCI particularly welcomes IQC work that builds on current strengths and interests. In addition to the above, those strengths include: employment generation, grass roots participation in planning and management (with supporting assistance from central agencies), use of paraprofessionals, and carrying (Rondinelli's) urban functions work through to fully developed projects.

PCI'S TRACK RECORD

PCI has nine years experience working with AID projects/programs in 60 countries. We have successfully completed 50 work orders under six IQCs. At present, PCI has two IQCs - for Urban and Regional Development, and for Rural Development. During the past three years, we have become increasingly involved in Urban and Regional Development as a specialization. We number among our associates 50 individuals with top-notch urban and regional development skills/experience. We have evaluated diverse urban and regional programs, held seminars to advance the state of the art, and provided new insights into the causes of urban poverty. This summer, we start a major project in Bolivia to develop a national urban and regional planning network.

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INDEFINITE QUANTITY CONTRACT (IQC)
EVALUATION OF PL-480 NUTRITION ACTIVITIES

In early August, 1979, PCI signed an indefinite quantity contract to provide services related to evaluating PL-480 nutrition activities.

Key elements of PCI work under this IQC are:

1. Availability of a proven, low-cost way of using performing household surveys to measure real impact.
2. Ability to integrate evaluation requirements into management systems that provide monitoring as well as evaluative data-- thus providing impact assessments on an ongoing basis.
3. Village-level involvement in planning, monitoring, and evaluation.

Based on this specialized combination of perspectives, we feel particularly well qualified to translate evaluation results into better programs and projects in the field.