



Development Project Management Center

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TOWARD A "PERFORMANCE APPROACH":  
A Distinct Strategy Shift for Management  
Development Efforts

By  
Merlyn H. Kettering

U.S. Department of Agriculture  
Office of International Cooperation and Development  
Technical Assistance Division

In cooperation with the  
U.S. Agency for International Development  
Bureau for Science and Technology  
Office of Multisectoral Development

# **DRAFT**

**Toward a "Performance Approach":**

**A Distinct Strategy Shift for Management Development Efforts.**

**Merlyn H. Kettering  
February 1981**

**Development Project Management Center  
Office of Cooperation and Development  
U.S. Department of Agriculture**

Attached is a very rough draft of a final section on the recommendations for action. It also defines the strategy foundations for the recommendations.

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This is an idea paper which attempts to delineate the tactical and strategical paths toward goal achievement and identify specific sets of activities which could be projected for management development. It also attempts to outline a distinct strategy shift upon which to base future management development efforts.

MERLYN KETTERING  
2/20/81

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1. The Demands to Shift to a "Performance Strategy"

Development assistance has proven to be a very complex and even risky undertaking. Development demands and corresponding management requisites have concurrently underestimated with a consequent expansion of the gap between the level of expectations and the actual delivery of development benefits. The managing increasingly scarce resources under the profusion of social trends projected for the coming years demands an innovative, and more importantly, a productive approach to public management. Confidence in the capabilities of public management to carry out development can be restored only if there is the development of new strategies of management and management development which are soundly based upon successful experience of delivering results/benefits.

Management development projects or programs must be tied to an overriding strategy of performance and realistic policy setting in order to be successful in achieving overall development goals of the highest order. Therefore, it is useful to consider project thrusts that can be undertaken based upon both the experiences of successful management development and within the context of an explicit strategy. By strategy, we refer to a comprehensive plan for obtaining specific results. The highest order of desired results, in this case, can be summarized as development, in the sense of a self-sustaining process whereby individuals and institutions work together to solve their own social, economic and political problems. This result is reached through a full set of complementary developmental strategies broken down by sectors, regions, and

ideologies. In this case, our exclusive concern is a strategy of management development which can produce management in the context of developmental productivity.

## 2. Key Premises Underlying the Proposed AID Strategy

In formulating a strategy relevant to management development with special attention to development program/project needs and the trends and constraints noted earlier in this paper, it is necessary to identify the key formulation premises for an understanding of the stance and assumptions implicit in the overall strategy. As shall be explained at a later point, we refer to the proposed strategy as the "Performance Strategy". It contrasts sharply in some cases with the "Capacity Strategy" upon which much of previous management development was based. The "Performance Strategy" represents an experience-based shift from the "capacity" bias of previous institution building models and efforts.

The following are some key premises of the "Performance Strategy".

- : Management is the instrumentality which drives the transfer of resources into the production of desirable results. (It is not an end in itself.)
  
- : Management deficiencies are serious in developing countries and will continue to inhibit successful development performance of both public and private sector institutions if innovative and productive approaches are not initiated.

- : Confidence in centralist, elitist planning and benevolence has been shaken by the lack of tangible benefit production so that social processes are leading to broader involvement in the articulation and actualization, through management and implementation, of demands and benefits.
  
- : Cultural differences significantly affect the transfer of technologies and institutions indicating the need to build upon what exists and to obtain agreement from all parties on goals for change, rather than single-mindedly focus on a value-bound fixation of maximizing and optimizing rationalistic technologies.
  
- : The plurality of societies and power must be operationally integrated into management practices and management development strategies at all levels of public life.
  
- : Development is ultimately based upon the development devolution of indigenous resources and strengths which are self-sustaining and must become even more so because of restrictions of resources available for transfer as in the mode of the past two decades.
  
- : Social distances between, for example, elite-educated and rural poor or tribal-caste groups demand new styles of program/project design and management to incorporate disparate perceptions and to respond to the interaction across these distances over specific program and project times.

- : There will be a profusion of various types of organizations designed to perform specific functions or deliver specific goods or services taking a variety of forms from the traditional bureaucratic to modified bureaucratic to specialized agencies to para-statal to private sector joint ventures, etc. which will have diversified management needs.
  
- : Peripheral and unconventional administrative and management resources must be developed and incorporated into meaningful roles in response to wider and disparate management needs.
  
- : AID has been acutely aware of the important development role played by management for a number of years and many developing countries look to the U.S. and AID specifically as a predominant source of management improvement capability.
  
- : AID's long-term commitment to initiatives in public administration, institution-building, development administration and more recently to a variety of system-wide and project-specific management improvement efforts are yielding impressive benefits.
  
- : The last several years have seen the emergence of management improvement technologies which blend proven and empirical states of practice approaches with conventional and theoretical states of the art knowledge and the heart of these technologies is a belief and commitment to collaborative processes of shared learning and institution building.

- : To be effective, future AID development assistance must undergo drastic changes and be based upon mutually agreed upon goals between the donors and the recipients as equal partners with vested interests in the immediate and long-range impacts of that assistance.
  
- : The complexity of the management context in LDC environment argues strongly for a multi-faceted improvement strategy to produce sustained management performance improvements to be brought about by a flexible series of individual and combined technical assistance modes carried out over relatively long periods of time.
  
- : Management development will be increased judged by its results in terms of development results, it will need to be action-based and not be for its own sake, requiring systems development, technical orientations, organizational applications and adaptations.

### 3. The Strategic Goals of Management Development

The overall goal of Management Development is the actualization of improved development results, as evidenced by self-sustaining processes whereby individuals and institutions within the societal context work collaboratively to solve social, economic and political problems to ensure survival and strive toward increased integration and higher productivity within the context of their shared values. There are at least three strategic goals which contribute to this overall goal -- (i) strong LDC management systems, (ii) improved management of development activities, (iii) improved

performance on specific projects. These are dynamically related to each other in that the development of strong systems promotes good performance on specific projects and improved management, and vice versa so that success builds confidence and lessons learned lead to codification and standardization and sharing of processes, structures and procedures. Each of these is discussed below.

(i) Strong LDC Management Systems

Self-sustaining development processes have management requisites which must be fulfilled and for which specific strategies, structures, policies and practices must be instituted. Therefore, the development of strong LDC global management systems at all public levels and throughout societal institutions is a strategic goal toward achieving the higher level development goal. The indicators of having achieved this strategic goal are the active commitment to and use of self diagnoses, designs, changes and adaptations of systematic practices, and mutually shared structures and procedures. A capacity for self-diagnosis would develop less reliance on external assistance for determining needs, designs, or for implementing specific programs and projects. A "learning system" on management including evaluations, summaries of lessons, nurturing of local management concepts and cultures along with exchanges would also be an indicator of strong LDC management systems.

(ii) Improved Management of Development Activities

Improved management of development activities refers to the qualitative and quantitative performance on goal achievement which are often measured in

terms of objectives and specific indicators in terms of costs, returns, time, etc. There are, assuming any existing global management structures (and sub-global) management performances which lead to measurable results. In general, performances have been less than satisfying in LDC's and do not justify a general optimism, despite the existence of significant, but all too infrequent success stories. In many instances where there is a satisfying achievement in terms of qualitative and quantitative objectives, it is often with high levels of external assistance, representing a further indication of this strategic goal would be again less reliant or dependent upon external agencies for immediate and self-sustaining performance.

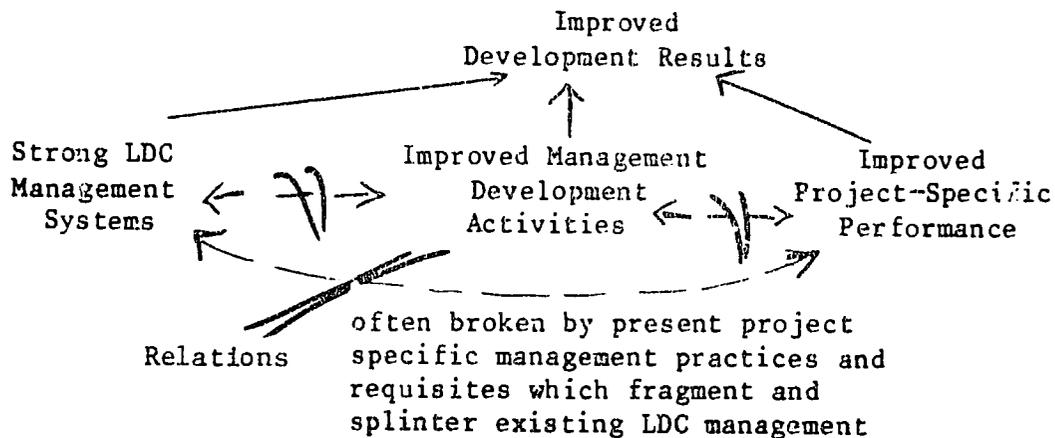
(iii) Improved Performance on Specific Projects

The strategic goal of improved performance on specific projects has received the most attention by donor agencies. It refers to qualitative and quantitative achievements measured in disbursement rates, time and cost over-runs and project outputs and is their primary concern. These naturally contribute to increased LDC development performance, but do not necessarily indicate improved management of development activities because performance on specific projects is often achieved at the expense of improved LDC management. The influx of high levels of technical, financial and commodity inputs signal great dependence and are seldom support improved management linked to the indigenous situation or to promoting self-sustaining performance. The indicators are project specific. Specific tactics to reach satisfactory performance levels may be fragmentary and splintering within the larger management context. These are, nonetheless, effective, and tactical means to meeting

this strategic goal can be devised through performance-oriented approaches to be discussed below. However, strategic goals, if emphasized in isolation, tend to fragment and splinter LDC management capabilities and systems.

These three strategic goals can be related to the higher-level goal through programs which deliberately integrate them or they can be isolated by specific strategical thrusts or emphasis. One of the key lessons of recent management development experience is that they are, in fact, intimately related and that positive or negative impact upon any one of these goals can have positive or negative impacts upon the others. There needs to be a consciousness of the nature of the activities relationship and impact and programmatic deliberation within designs to nurture positive rather than adverse effects throughout the total system. Unfortunately, the sharp focus on project-specific results by donor agencies has lead to stiff competition and disarray within the total management systems which can be reversed through rather simple adaptation of processes and approaches. The erformance strategy introduced in this paper can positively promote the attaining of all three strategic goals.

FIGURE 1:  
Strategic Goals for Management Development

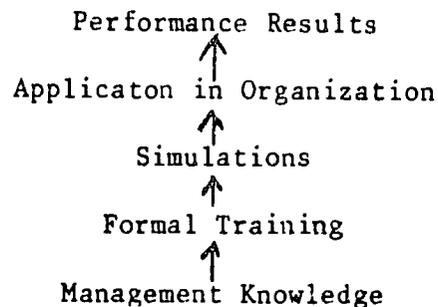


4. The "Capacity Strategy for Management Development

A traditional approach to management development has been based on the assumption that there must be the development of a capacity for management in order to subsequently affect development performance. Capacity can be defined as the ability (actual or potential) to do something. In the case of management development this strategy began with the assumption that the capacity could be developed by a set of training tactics which gave individuals a set of tools, techniques, technologies, concepts relevant to management and that these individuals were "prepared" to do management, i.e., they had potential for doing something. The general baseline assumption was that there was a "box" or "text" of management technology which could be "absorbed" by individuals which persons could then carry out and realize the potential to practice.

In this strategy, the building of capacity was precedent to the practice of this capacity in actual application in organizations which then resulted in practical development results of improved performance.

FIGURE 2:  
Causal Chain for Capacity Strategy\*



\*Simulations are not necessarily part of this chain, Note decreasing quantity/ effectiveness moving toward results.

The general approaches subsumed under this strategy are visible throughout past and present programs aimed at such programs as:

- sending individuals for short-term courses in the metropole
- sending individuals for degrees at DC universities
- institutionalization of IPAs and ASCs
- development of curriculum around basic governmental functions and structural models
- emphasis on conceptual frameworks and tools in PA

It is based upon the assumption that the knowledge of management is an end in itself as well as a functional means. It is most often measured in terms of numbers of persons with specific sets of knowledge and skills, and has resulted in excessive emphasis on "packages" of knowledge and "certification" of trainees.

##### 5. The "Performance Strategy" for Management Development

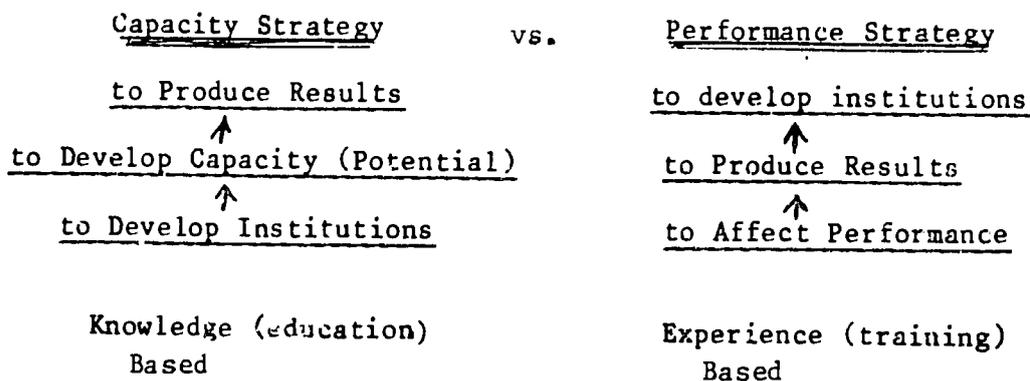
The "performance strategy" for management development is based on the actual accomplishment of work or acts of management. Training is tactically integrated with actual assignments in real organizational context and management development is measured by performance results. In contrast to the institutional settings and established curricula of the previous strategy, the performance strategy is characterized by flexible, operational settings and responsive and interactive methodologies. Rather than knowledge "packages", it used problems and assignments as the foundation for learning. Rather than certification, it used production as a basis for judging management development.

This approach has been characterized as "action-training" in certain contexts and involves a combination of process consultation, organization development, management training, job performance as it is focused upon persons-on-the-job-in-the-organization.

This is not a new approach as it is similar to on-the-job training which has so pervaded other professional and technical areas. Although it is not revolutionary, it is a radical departure from the previous capacity strategy. The emphasis upon the organizational readiness and adaptation as well as the individual and upon the actual performance rather than the potential performance is a significant innovation which has already been demonstrated to have a high degree of acceptability. It is tied to the key premises of the strategy as noted by shared goals for training and action between all persons/parties/organizations involved, by integration with the immediate context, by a productivity orientation, by cultural sensitivity, by andragogy, attitudes, etc. (develop specific linkages to above section).

This performance strategy is in direct contrast to the capacity strategy in that it reverses the ends and means assumptions.

FIGURE 3:  
Comparison of Capacity Strategy and Performance Strategy



It is most important to note in the above figure that there is a shift in the underlying assumptions of the strategies. In the capacity strategy there is the assumption that the institutionalization processes are precedents to potential or capacity building which precede actual organizational applications of knowledge -- all of which link in a hierarchy to produce developmental results. In the performance strategy, the important assumptions are that by affecting performance through action-training [integrated training-consultation operations] there is more direct impact through performance results with parallel development of capacities which precede institutionalization. This strategy is well-grounded in organization development and training theory which emphasizes the needs for all three basic participants of any training intervention to be intimately involved in the process, i.e., the individual, the training/consulting group, and the relevant operational organization[s]. It is also based on the need for organizational readiness to define and accept changes inherent in using training and on a general principle that the focus is appropriately the person-on-the-job-in-the-organization.

## 6. Tactical Goals for Strategic Achievements

The "Performance Strategy" is characterized by three general tactical approaches which lead to the achievement of the strategic goals directly and also contribute directly to the capacity goals which were given primary positions in the capacity strategy.

Tactical Goal 1. Management development efforts carried out in traditional operational organizational locations, i.e., in those units or divisions

traditionally responsible for operations and functions rather than specialized or supportive functions. This can be characterized by the development of action-training and process consultation interdisciplinary teams who consult and train with persons responsible for administration management and operations on actual projects and programs within the responsible organizations. The result is improved performance on specific projects as well as strengthening (and defining) of common frameworks and terms of reference for the organization to strengthen its management systems. At the same time, successful performances and shared experiences lead to an increased capacity for the training-consulting team as well as for the management and operational personnel.

It would be characterized by an integration of skills and concepts training with the operational systems and actual work assignments and responsibilities within the organization and would be based upon organizational as well as individual training and performance on actual organizational activities. It would involve interdisciplinary teams and organizational development technologies and would have immediate as well as long-range (institutional) targets of achievement.

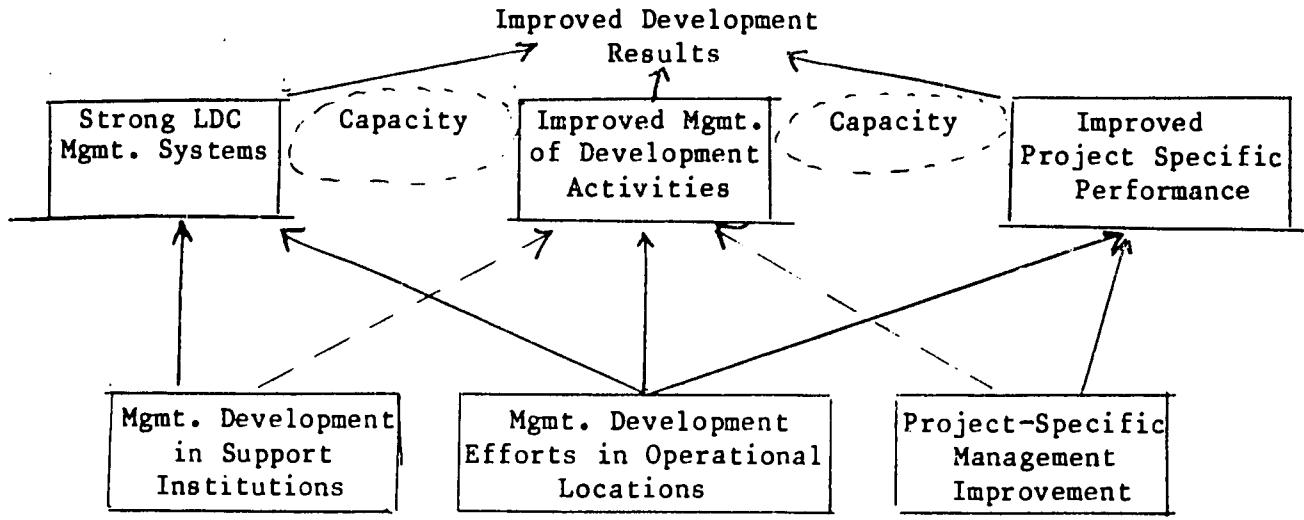
Tactical Goal 2. The Management Development Improvement in institutions that provide support services to operational or functional development organizations can be drastically altered from a capacity orientation to a performance orientation. This means that training institutions can become involved in the real work of design and execution through an integration of training and consulting and by direct linkages with functional organizations to assist with real or live activities. Through this tactical goal, management training and skills

would be realistically applied to real problems, indigenous systems-learning-memory-cases-evaluations-diagnosis (self) etc. would be promoted. It would also be characterized by a fusion (or a removal) of the distinct boundaries between training and doing.

Tactical Goal 3. Specific management improvement activities can be carried out on specific projects or projects can be designed with explicit management development components. Present existing ongoing projects encounter management problems which can be addressed in action-training modes so that there is immediate results, but the capacity for self-sustaining problem solving are enhanced. Because of the extent to which management problems are encountered, it would be wise to consider explicit management development components on all relevant projects to be undertaken in the future. Either of these (present and future) provide the opportunity for problem solving in creative and productive ways leading to improved performance on specific projects and other goals at the strategic level — depending upon the actual approaches employed. Indicators of the tactical goal would be observed through the integration of management development with technical skills training, on-site team integration activities, expanded peripheral and unconventional management development, and reviews of projects with common problems of delay and costs overruns for management development needs.

The tactical goals contribute most directly to the strategic goals and as illustrated below assume that capacity is the result of performance, the basic premise of the Performance Strategy.

FIGURE 4:  
Tactical Goal Contributions to Strategic Goals



Intended Direct Impacts —————>

Intended Indirect Impacts - - - - ->

It can be observed in the above figure that a key to the performance is based upon the tactical goal which contributes most directly to all three strategic level goals, i.e., the management development efforts located in operational areas and carried out through integrated training/consulting/organizational development methodologies. The other tactical goals have direct contributions and indirect contributions to specific strategic goals, but are closer to traditional approaches which do not fully integrate training and action-performance to achieve direct development results which simultaneously develop capacities for future performance, which are the indirect links between the strategic goals. Significant also, is the positive affects on the confidence of LDC's regarding their own abilities and opportunities and resources.

## 7. Three Streams of Activities for Management Development

The reversal of the ends-means chain to shift from the "Capacity Strategy" to the "Performance Strategy" for Management Development can lead to more immediate development results and can more ensure the relevance and self-sustaining capacities of the management development effort. The tactical goals for this strategy, as outlined above, can be achieved through three complementary streams of activities. A Stream of Activities is a set of activities which can become a project (or a set of projects) which form the action components to achieve the tactical goals which contribute to the strategical goals.

Three streams of activities which have been identified are:

1. Multi-dimensional Field Support Activities
2. Applied Learning and Experience Dissemination Activities
3. Internal AID Management Improvement Efforts

These streams include activities which are not requisites of successful tactical goal achievement, but which can be molded into complementary tactical projects and programs and which should be considered to mutually contribute or detract from high levels of success, depending upon their inclusion and relationships within future undertakings of the agency.

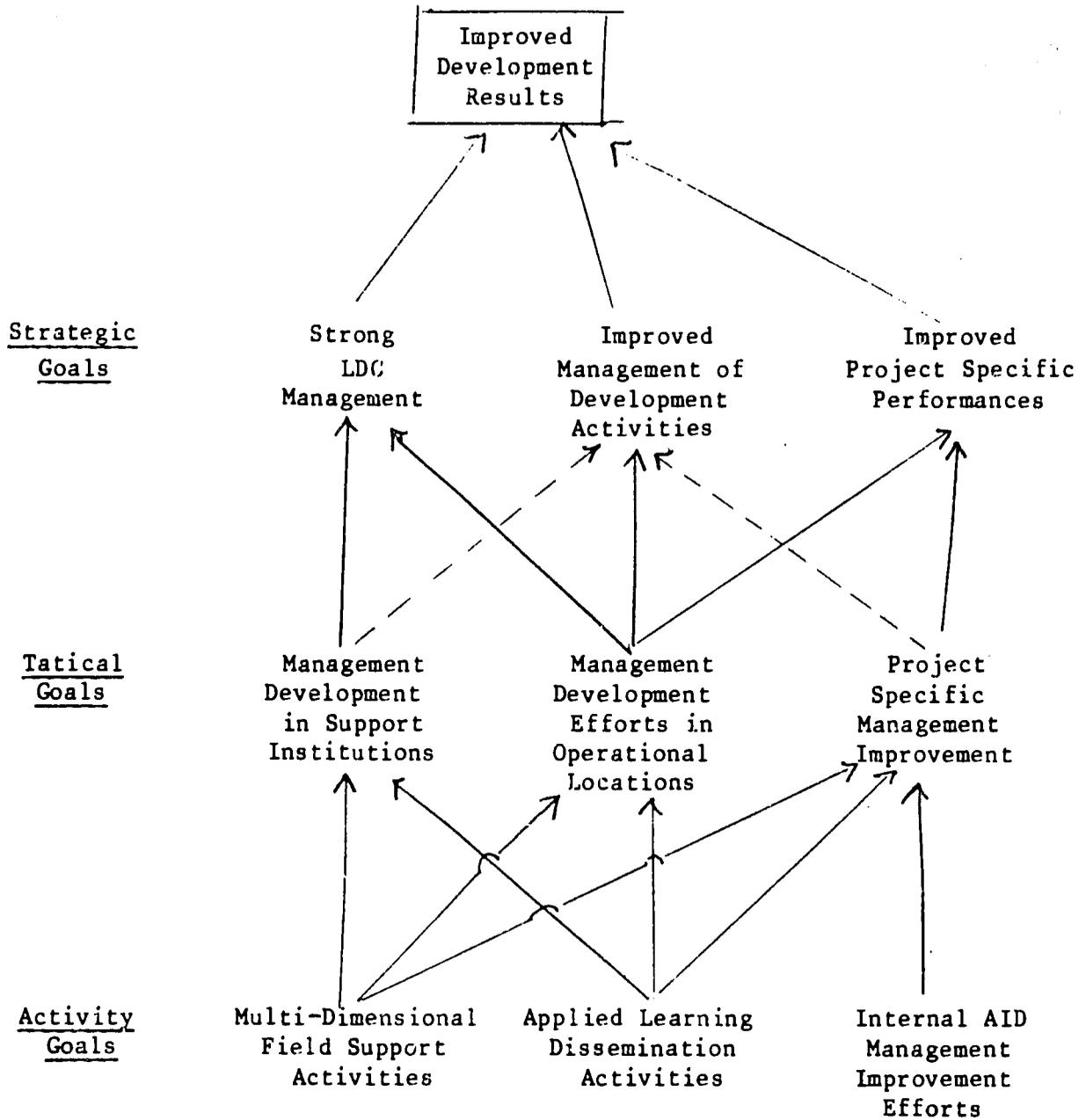
The first two Streams of Activities will be discussed in some detail below and are considered to be within the mandate of the consideration of future directions for DS/RAD management development activities. The third stream of activities is beyond the mandate of this consideration, but is relevant in that the activities have direct and indirect implications for achievements

within the hierarchy of goals outlined above. An internal AID Management Effort would focus at raising, in tangible ways, the AID consciousness and understanding of the value added to development activities by project management and would result in more projects with management development components, more requests for project-specific management assistance, more management development projects and more attention to this aspect of development in collaboration with host country officials. Within this stream of activities, several key activities which are already being undertaken or should be considered include the following activities:

- o Assure that projects being given extensions have management development components.
- o Institute a management review process as part of the resource allocation phase.
- o Conduct audits and evaluations of management development.
- o Modify/standardize procedures.
- o Provide Development Studies Program (DSP) and other training for management development.
- o Require that a management development strategy be included as part of the CDSS.
- o Change the name of DS/RAD to Development Management.

FIGURE 5:

Performance Strategy Projects:  
Ends-Means Hierarchy with Activity Streams



- o Institute processes where AID learns the management practices of host countries.
- o Assess implication of AID programming for LDC management performance.
- o Place management development specialists in AID technical backstop offices.
- o Establish contract processes for expanded U.S. public/private organization collaboration.

The programming implication of this stream of activities do not fall within the scope of this paper, but can impact the overall success of subsequent projects. These implications can be summarized as follows:

- o AID needs to consider undertaking a major internal management improvement effort. From the perspective of many developing countries, AID's own regulations and operational modes present as many management problems as are solved by AID-supported programs. This is a fragmenting state of affairs for management development that to date has received minimum attention. In short, program implementation needs to become a central feature of AID's own agenda. A recognition of needs is reflected in some present initiatives, such as discussions with donor agencies, CIDA in particular, to develop common reporting/ accounting formats. As in other areas, appropriate ways of dealing with this concern appear to exist. The issue is more one of recognition and commitment than research.

## 8. Stream of Multi-Dimensional Field Support Activities

A range of management development services and assistance must be strengthened and developed as components to achieve the tactical goals outlined above. These activities contribute to the tactical goals as seen in Figure 5 and can be considered individually or in subsets as parts of projects which may be undertaken under a Performance Strategy for management development. This will require a re-orientation of some present institutions and resource centers which may be more oriented toward the classical capacity strategy. It will mean more attention to action-training, organizational development, performance measures and unconventional management resource development. It will involve longer and more collaborative field efforts, more conscious interdisciplinary integration and a distinct emphasis on revised indicators of management development.

This stream of activities includes the following:

- o Make a wide variety of management improvement arrangements available to LDC institutions.
- o Require an orientation of "consultation teams" prior to field work.
- o Provide core budgets for management improvement diagnosis, follow-up, and impact assessments.
- o Make funds available for initial contacts between LDCs and U.S.-based institutions, and for LDC management related exchanges.

- o Increase emphasis for management development within various types of institutions (PVOs, local authorities, etc.).
- o Develop/disseminate materials for self-learning in management development.
- o Provide support for on-site project team integration.
- o Fund LDC Institutional Capacity building efforts consistent with a problem-solving operational mode.
- o Illustrative programming implications for this stream of activities form the basis for one or more distinct management development projects. For example: in regard to field services, support should be continued in many on-going projects which have an action-oriented and learning-by-doing focus. (This includes expanded support for efforts such as the DPMC Center and the TTM program.) It is quite likely that additional U.S. institutional resources, which are currently very limited, will need to be nurtured. By the same token, AID will have to be more selective in its support of non-operational oriented capacity building efforts. Experience in this area suggests that the most appropriate approach to building capacity is to work on actual development problems in the institutional context where they occur. Thus, AID should reduce its support for those efforts which are solely capacity-building in nature.

9. Stream of Activities to Support U.S. Management Improvement Learning System

A discrete stream of activities can be identified as those activities which develop and strengthen the U.S. management improvement learning system. This would be characterized by

- institutional memory and consolidation of lessons learned
- realistic evaluations of management development efforts
- exchange network of experiences, materials, techniques
- action-research effort(s) for innovations and comparative...
- dissemination system for materials, etc.
- inventory and evaluations of U.S. institutions and capacities for  
management development
- systems to encourage, collect, disseminate development LDC and donor  
agency  
management development and management experiences, materials,  
techniques, etc.

This stream of activities would result in specific structural and material outputs indicating the state of learning and sharing of management development experiences. The stream of activities includes the following:

- o Develop approaches for evaluation/assessment of management performance (C).
- o Support the development and application of alternative organizational models.

- o Establish a management development memory system
- o Assess cost effectiveness of management development efforts and evaluate lessons learned.
- o Inventory management development resources in LDCs.
- o Undertake long-term action research in LDCs.
- o Institutionalize capacity for an information clearinghouse function.
- o Hold periodic workshops to advance the state-of-the-art and the state-of-the-practice.
- o Provide incentives to U.S. and LDC managers to write up their successful experiences.
- o Assess implications of AID programs for LDCs.
- o Lobby for a management development component in project feasibility analysis.
- o Develop training materials for self-learning in management development.
- o Distill literature for appropriate lessons.

- o Inventory and evaluate U.S. capability and performance for LDC management development practices.
- o DS/RAD should serve to broker management development improvement funds from other agencies.
- o Maintain close relations with other assistance agencies.
- o Maintain a network of high quality management development practices.
- o Share mailing lists.

In summary, the programming implications support an applied learning and dissemination system focus on one key issue: The critical problem confronted by AID is more one of disseminating the best practices of available management technology than of expending limited resources to research new solutions. Thus, the primary focus of AID in this area should be on making workable practices available to developing country management personnel and AID staff. Included in this service orientation should also be respect for the fact that the state of management practice is rapidly evolving. Thus, any serious effort to improve field practices must be accompanied by a sustained approach to codifying successful practice and learning from ongoing experience. The immediate program implication is a substantial redirection of current emphasis away from literature reviews and toward the assembly and dissemination of what currently works. This will probably require a facilitation, assessment, and memory function to be performed in a central location, probably from within AID. It may also require the consolidation and/or reduction of these functions in external organizations.

10. Outlines for Management Development Project(s).

The formulation of project ideas from the above framework is now based upon an acceptance and understanding of the basic premises and causal chains flowing from activity streams toward development performance results. Undertaking the "performance strategy" will give quicker development benefits if there is an integration of the two basic Streams of Activities so that while actual field work is carried out (Stream 1) there is a coordinated learning and dissemination of lessons effort (Stream 2) to get spread effects from successful management development efforts.

Concrete project proposals would be based upon the identification of priorities for clustering and ranking the sets of related activities in the two activity streams, and upon the identification of key roles to be played in carrying out those roles. The following statements are an attempt to illustrate how a management development project might be organized — or how a set of related projects might be put together.

Based upon a central assumption that the project would be based upon and stem from past and present projects in this area, the proposal should attempt to explore how best to capitalize on past successes and utilize already developed capacities and capabilities to achieve the tactical and strategic goals outlined above. There is also a recognition that the key tactical goal which contributes directly to all three strategic goals is the development of management development in operational locations. This will be emphasized, but not in exclusion of traditional support institutions, which will continue to be

supported, but with a shift of thrust from capacity development to performance development through closer integration with actual operational and programmatic organizations and by shifts in teaching/training methodologies from traditional knowledge transfers toward andragogy and action-training.

Applied Learning Systems:

- Institutional functions of clearinghouse
  
- fund management development projects or management components with activity funds for evaluations and assessment of cost-effectiveness
  
- fund management development efforts with capacity for writing experiences and developing materials
  
- provide seed monies to encourage long-term management development efforts in action-training and performance strategy modes
  
- conduct periodic workshops to advance the state-of-the-art and the state-of-practice, including participation of experienced persons from U.S. and LDCs.

Developmental activities:

- fund capacity for distillation and dissemination of literature for appropriate lessons

--development materials for self-learning in management development

--provide funding and incentives for writing up experiences and capturing useful materials and events

--develop approaches for the evaluation and assessment of management performances and management development performance and test these in the LDC context

--inventory U.S. and LDC institutional capacities in management development (and develop means of assessment) (and needs of assessment).

Given the above sets of activities, it is possible to quickly observe some aspects which are extensions of present efforts, e.g., of DPMC, PASITAM, and other existing DS/RAD efforts. By assessing present activities and capabilities, and integrating priority activities into a project design, it should be rather facilitating to the identification of points at which present efforts could be expanded and rationalized and where new capacities would need to be developed -- the gaps and the costs would then follow. Given the above sets, it should be identified that resources do exist for carrying out the activities if funding can be obtained, specifically among the institutions involved in this present activity and other DS/RAD projects.

In addition, the responses to project-specific requests, the most frequent from USAID's, will still have a tactical priority, but there will be a shift toward more performance-action-oriented approaches to this set of responses. For example, there will be a stress on field-team and interdisciplinary team integration, development of peripheral and unconventional management resources, and on the simultaneous development of capacity while doing direct problem solving on ongoing projects.

### Project Sets

#### Technical Assistance:

- for "orientation and team-building" with project teams (design and implementation and evaluation)
  
- for management improvement efforts on ongoing projects (in response to USAID requests or as a result of project extension requests)
  
- for the implementation of management development projects (long-term efforts) or components of other sectoral projects
  
- for reorientation of traditional PA institutions toward a Performance Strategy

LDC Institutional Support:

- funding for initial contacts between LDCs and U.S.-based institutions for exchanges and interrelations
  
- funding for LDC institutional exchanges, e.g., of staff and materials and experience to forge LDC intercommunity linkages
  
- provide materials support to LDC institutions and clearinghouse for materials exchange
  
- provide institutional support services in areas of development, evaluation, etc. for specific priority activities
  
- provide incentives for LDC personnel (e.g., managers and trainers) to document and disseminate experiences.