SEMINAR COMPLETION REPORT
TRAINING OF TRAINERS IN MANAGEMENT

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ARUSHA, TANZANIA
FEBRUARY 25 - APRIL 11, 1980

Submitted to:

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Agency for International Development
Washington, D.C. 20523

Submitted by:

<div style="text-align:right">Final Submission
June 1, 1980</div>

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SECTION I

EXECUTIVE SUMMARY

A. INTRODUCTION

A Seminar in the Training of Trainers in Management (TTM) series was conducted in Arusha, Tanzania, at the Arusha International Conference Center. The Seminar was presented by Practical Concepts Incorporated under terms of contract AID/it-C-2471 with the Agency for International Development.

The Seminar had several complementary objectives including:

° instruction of Tanzania Rural Development Bank managers in key management principles and practices,

° direct application of new skills to identification and remedy of major TRDB organization problems.

° partial institutionalization in TRCB of the ability to carry out comparable seminars in the future.

The TTM Program officially began in Arusha on February 25th, and closed on April 11th, 1980. All participants were Tanzanians, and the Seminar was conducted in Enolish. Subsequent to this TTM, an Executive Management Seminar (EMS) and a second TTM Seminar were scheduled as part of a broader effort to strengthen TRD3 management and organization, and to improve TRDB relations with other Tanzanian rural development institutions.

In addition to the normal classroom/workshoo modes of instruction. the Seminar made use of a series of site visits - to a dairies cooperative, to an "appropriate technologies" development center, and to a small industries park - as well as a half day informal retreat for TRDB team building exercises.

During the course of the Seminar, a large number of Tanzanian and other officials paid visits of varying durations. These included the Managing Director of the

East and Southern Africa Management Training Center, Dr. P.S.P. Shirima
Mr. William O. Sorenson, Director of Programs and Training for Agricultural
Cooperative Development International (ACDI), and several senior officers
of regional and national development institutions.

The Seminar opening ceremonies included remarks by Mr. Atilio Mohele,
Director, Regional Coordination, TRDB, Mr. Ronald Gollehon, ACDI Chief
of Party to TRDB, and Mr. Thomas Luche, USAID Regional Director. Closing
ceremonies featured congratulating remarks by Mr. Phillip Magani, Managing
Director of TRDB, and Dr. Howard Steverson, Director, USAID Mission, Tanzania.

B. PARTICIPANTS

There were 23 participants for the six week Seminar, all of whom were male.
With the exception of one individual representing the Tanzania Livestock
Marketing Company, all other participants were members of the Tanzania
Rural Development Bank.

Three of TRDB's 5 directors were among the participants representing the
Finance, Administration, and Planning and Development Directorates. In
addition, 11 of the Bank's 21 regional managers, and 9 project officers
and other specialists were participants. (See Appendix A).

A "Needs Assessment" questionnaire was administered to the participants at
the beginning of the Seminar. The individual areas which the largest number
of participants indicated they must learn included:

	Number	%
° Defining project objectives and priorities	19	83
° Identifying future development problems	17	74
° Planning program/project costs; time schedules operations.	16	70
° Evaluating project performance and results achieved	16	70
° Training project staff	16	70

In addition, the participants, were <u>most interested</u> in learning about:

	Number	%
° Identifying future development problems	20	87
° Plan..ing program/project costs, time schedules, operations	18	78
° Conducting program fiel('	17	74
° Managing activities of large organizations	16	70
° Monitoring programs/projects and reporting on work in programs	16	70

After analysis of the above responses, several adjustments to the preliminary curriculum were made (see Appendix B). These changes included increased. attention to:

° problem diagnosis

° feasibility analyses

° networking

° performance measurement

° back-home and TRDB organization improvement project designs

C. ACHIEVEMENTS

The Seminar benefited from exceptionally high levels of interest and involvement on the part of virtually all participants. During the first week or so, several of the most highly (and internationally) trained individuals had adopted an attitude of considerable skepticism, but quickly became dramatic converts, finishing among the most outspokenly enthusiastic supporters for the course core concepts and basic approach. By their own statements, it was growing recognition of the power of these tools and concepts, coupled with TTM staff willingness to apply these to candid and thorough analysis of TRDB problems, that caused their shifts in orientation to the course.

All participants graduated from the Seminar and were awarded two certificates on April 11th, 1980. These included USAID Certificates for course completion, and PCI certificates documenting achievement in the use and training of Logical Framework and related Project Management Systems.

Seminar staff assessments and other data indicate that basic LogFrame concepts and techniques were thoroughly mastered by all participants. In addition, the overwhelming majority of participants achieved, at a minimum, strong conceptual knowledge in problem diagnosis techniques, feasibility analysis, training, networking, and human factors/team building topical areas.

With regard to post-Seminar use of the course material, a primary focus throughout had been rigorous preparation of individual back-home project designs, and completion of four Bank-wide organization improvement project designs. All of these designs were explicitly conceived as bridges back to the organization environment, and in every instance there existed individual and official commitment to timely implementation (and peer support for implementation). Many of the projects were scheduled to begin immediately, and informal contacts since course completion suggest this has in fact occurred.

D. PARTICIPANT EVALUATION OF TTM SEMINAR

The participants were asked to evaluate the Seminar on the last day. Results are presented in Appendix C. In general, the comments were overwhelmingly positive, and relatively more so than in any proceeding TTM Seminar using the same evaluation instruments.

Topics found most interesting were:

° Logical Framework   (95%)
° Creative Problem Solving   (75%)
° Human Factors   (55%)
° Performance Networking   (50%)

Topics found most useful were:

- ° Logical Framework   (70%)
- ° Evaluation/Monitoring   (55%)
- ° Performance Networking   (50%)
- ° Creative Problem Solving (40%)

Topics found least useful were:

- ° Practical Training   (10%)
- ° Performance Networking   (10%)

(On this item 16 participants said none of the topics was "least useful"!)

SECTION II

SEMINAR REVIEW

A. SINGLE ORGANIZATION CONCENTRATION: TRDB

The Tanzania TTM-I differed from prior Seminars in one major way. As indicated above, all but one participant were middle or senior managers of the Tanzania Rural Development Bank. This fact, not originally a part of the intended scheme, created a number of very important possibilities for the evaluation of TTM practice, and the imposition of direct and substantial impact on a key development institution. It also was consistent with the principle, repeatedly affirmed by USAID Mission Director Steverson, "that people who work together should train together".

Because of the concentration in TRDB management cadre, it was possible to "customize" the Seminar to give it an integral and major role in the master institutional development scheme framed by the Managing Director and his key aids. Not only was the intent explicitly stated that all TRDB managers should be equiped with the same technical tools and language, it was decided jointly that these tools should be applied immediately to the common definition and recognition of major problems, and to the design of projects which could be implemented forthwith to remedy these problems.

In practice, the Seminar accommodated these customizing requirements by making room in the schedule for four weeks of thrice weekly "TRDB Problem Team" Workshops. Having determined with the Managing Director that a climactic stage of the entire Seminar would be the presentation of each team's results to him personally in the last week, the training team then lead the participants through a comprehensive analysis of TRDB problems (some 60 were ident ied), using the "Tree Analysis" PMS tools. With a master TRDB problem tree covering one complete wall of the plenary room as the main vehicle, the entire participant body was divided (primarily by personal preference) into four "matrix management" teams, each of which was given

responsibility for a major cluster of such problems. On this basis, teams were created to deal with the following problem areas:

° institutional finance and financial management

° overall staff performance improvement

° Bank policy and strategie planning

° field operations, with special reference to poor loan recovery performance (about 45% of loans due in 1979).

Member involvement in every one of these teams was exemplary, representing many late nights and extensive inter-team dialogue from beginning to end. The results in all cases were excellent, receiving the enthusiastic indorsement of the Managing Director at the conclusion of very lively and constructively critical exchanges between the presenting teams and all others present at the concluding sessions.

Due to the highly effective results attributed to the problem team approach by staff, participants and TRDB top leadership, the same essential format was adopted for the TTM II Seminar. In this new case, teams were to be formed around clusters or sub-clusters of problems complementary to those attacked in TTM-I.

B. INSTITUTIONALIZING SEMINAR CAPACITY

The objective of creating the capacity to sustain future TTM-type training within TRDB was undertaken by several measures. During the Seminar, all participants received instruction on basic training techniques, and were required to make several individual presentations dealing with course subject matter.

In addition, at the request of TRDB top management, training staff monitored individual participant progress in all aspects with a view to identification

of the most able potential trainers for future use. At the completion of
the Seminar, a list of nine particularly well qualified TRDB staff was
compiled and transmitted to the Managing Director. From this list, four
have been detailed to serve as staff for a scheduled first "field TTM
course" to be conducted for junior management and technical staff shortly
after TTM II. Complementary to this effort, the TTM II Seminar will
deal with detailed design of an appropriate curriculum for this first and
subsequent "field" TRDB instructional courses.

C. FOLLOW-UP

Since the TTM I Seminar is explicitly conceived as one element of a larger
progression of efforts to upgrade TRDB and related development institutions'
performance, the main follow-up steps for TTM I involve successful conduct
of the other two Seminars.

Beyond that, PCI staff have collaborated closely with USAID Tanzania and
TRDB staff in the review and strengthening of documents which will support
USAID Tanzania/TRDB applications to USAID Washington, and to the World
Bank aimed at provision of very large commitments of new resources to
continue the TRDB institution-building process within the framework of
a broadly conceived "National Small Farmer Credit Program". A key element
of this proposal provides for major new efforts at enhancing the training
capacity of the Bank, as well as most other organization features directly
linked with improved and expanded TRDB performance throughout the 1980's.

APPENDIX A: LIST OF PARTICIPANTS BY ORGANIZATION, TITLE/FUNCTION AND MAILING ADDRESS

LAST NAMES	FIRST NAMES	AGE	ORGANIZATION	TITLE	ADDRESS
ASSEY	GASPER ALEXANDER	30	TANZ. RURAL DEV. BANK	REGIONAL MANAGER	BOX 352, MOROGORO - TANZ.
BATINAMANI	BONAVENTURE	30	TANZ. RURAL DEV. BANK	REGIONAL MANAGER	BOX 135, SINGIDA - TANZ.
ITONO	MICHAEL KWEZI	36	TANZ. RURAL DEV. BANK	SENIOR PROJECT OFFICER	BOX 268, D S M - TANZ.
KAMKARA	HENRY SALVATORY	28	TANZ. RURAL DEV. BANK	REGIONAL MANAGER	BOX 315, D S M - TANZ.
KIBOLA	AHMAD	34	TANZ. PURAL DEV. BANK	PROJECT OFFICER	BOX 268, D S M - TANZ.
KIHUNRWA	F. ANDREA	36	TANZ. RURAL DEV. BANK	SENIOR REGIONAL MANAGER	BOX 1470, MWANZA - TANZ.
KILINDU	GEORGE	35	TANZ. RURAL DEV. BANK	DIR. OF MANPOWER, DEV. & ADMINISTRATION	BOX 268, D S M - TANZ.
LUGAHAKANA	MARTIN	NA	TANZ. RURAL DEV. BANK	TRAINING OFFICER	BOX 268, D S M - TANZ.
LUWEMBA	BASIL ALPHONCE	32	TANZ. RURAL DEV. BANK	REGIONAL MANAGER	BOX 168, IRINGA - TANZ.
MBELLE	JOSEPH	39	TANZ. RURAL DEV. BANK	SENIOR PROJECT OFFICER	BOX 268, D S M - TANZ.
MDEE	ABDULLA	NA	TANZ. RURAL DEV. BANK	HEAD DIR. DEV. DEPARTMENT	BOX 268, D S M - TANZ.
MHINA	E. YAKOBO	31	TANZ. RURAL DEV. BANK	REGIONAL MANAGER	BOX 268, D S M - TANZ.
MLONJA HUSSEIN	LILA	NA	TANZ. RURAL DEV. BANK	DIRECTOR OF FINANCE	BOX 268, D S M - TANZ.
MMARI	I. K.	33	TANZ. RURAL DEV. BANK	REGIONAL MANAGER	BOX 311, SHINYANGA- TANZ.
MOHAMED	JULIANO	34	TANZ. LIVESTOCK MARKETG CO.	AREA MANAGER	BOX 301, SINGIDA - TANZ.
MSOLA	AUGUSTINE	38	TANZ. RURAL DEV. BANK	REGIONAL MANAGER	BOX 401, DODOMA - TANZ.
MUTASIHIRWA	R. MATHIAS	33	TANZ. RURAL DEV. BANK	SENIOR PROJECT OFFICER	BOX 268, DMS - TANZ.
MWAMBENE	N.E. WEBSTER	35	TANZ. RURAL DEV. BANK	REGIONAL MANAGER	BOX 1302, MOSHI - TANZ.
MWANAKULA	BEDA	NA	TANZ. RURAL DEV. BANK	REGIONAL MANAGER	BOX 3150, ARUSHA - TANZ.
NANAI KUYI	ALFRED	34	TANZ. RURAL DEV. BANK	PUBLIC RELATIONS OFFICER	BOX 268, D S M - TANZ.
NGELIAMA	AMULIKE SALASINI	29	TANZ. RURAL DEV. BANK	REGIONAL MANAGER	BOX 121, SONGEA - TANZ.
SHEBILA	FREDRICK. A	42	TANZ. RURAL DEV. BANK	FINANCIAL ANALYST	BOX 268, D S M - TAN7

APPENDIX B: REVISED TTM I AGENDA

P   = Plenary
W   = Workshop
D.O. = Day's Objectives
Y.R. = Yesterday in Review

<u>REVISED AGENDA: TTM - I</u>

P.P. = Participant Presentation
TGST = Two Groups Show and Tell

<u>WEEK ONE</u>

	MONDAY	TUESDAY	WEDNESDAY	THURSDAY	FRIDAY
AM	Opening Ceremony (P) Logistics/Adminis- (P) tration Distribute Materials (P) TTM Learning Guide (P) Dyad Introductions (W) Needs Assessment (W)	D.O./Y.R. Overview (P) of TTM Bio-data Forms (W) Overview of PMS (P) Projects vs. (P) Operations Projects vs. (W) Operations	D.O./Y.R. Puno Introduction (P) Puno Hierarchy of (W) Objectives Puno Hierarchy of (W) Objectives TGST	D.O./Y.R. Assumptions & (P) Manageable Interest Assumptions & (W) Manageable Interest LogFrame Inputs (P) LogFrame Inputs (W)	D.O./Y.R. Logic Diagrams (P) Logic Diagrams (W) Human Factors (P/W) & Games

PM	Seal Hunt (P)
	  Introduction
	
	Seal Hunt Game (W)
	
	Seal Hunt Wrap-up (P)
		Hierarchy of (P)
		Objectives
		
		Hierarchy of (W)
		Objectives
		
		Logical Framework (P)
		Vertical Logic
		
		Logical Framework (W)
		Vertical Logic
		
		Distribute Puno (W)
		Case
			OVI's Introduction (P)
			
			OVI's Introduction (W)
			
			MOV's Introduction (P)
			
			MOV's Introduction (W)
			
			Key Management (W)
			Problems
				Puno Vertical (W)
				  Logic, OVI's,
				  MOV's
				
				Puno Vertical (W)
				Logic, OVI's
				MOV's TGST
				
				Readings (W)
				Discussion
					Puno Presentations
					& Feedback (P)
					
					Key Mgt. Problems (P)
					Presentations
					
					Back-Home (P)
					Projects
					
					Week in Review (P)

P   = Plenary
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WEEK TWO

	MONDAY	TUESDAY	WEDNESDAY	THURSDAY	FRIDAY

AM	D.O./Y.R./P.P.
	Feasibility (P)
	   Introduction
	
	Feasibility (W)
	   Excercises
	
	Personal (W)
	LogFrames
	
	Logic (P)
	   Diagrams II
		D.O./Y.R./P.P.
		Implementation I (P)
		(Monitoring/
		Reporting)
		
		Implementation I (W)
		(Monitoring/
		Reporting)
		
		Systems Approach to (F)
		Problem Solving
		(Kelsin)
		
		Systems Approach to (W)
		Problem Solving
		(Kelsin)
			D.O./Y.R./P.P.
			Problem & Objective (P)
			Trees
			
			Problem & Objective (W)
			Trees (Kelsin)
			
			Evaluation (P)
			   Introduction
			
			Evaluation (W)
			   Introduction
				D.O./Y.R./P.P
				From Trees to (P)
				   LogFrame
				
				Kelsin Vertical Logic(W)
				
				To Be Announced
					D.O./Y.R./P.P.
					Feasibility III (P)
					(Benefit/Cost)
					
					Feasibility III (W)
					(Benefit/Cost)
					
					Implementation III(P)
					(Management)
					
					To Be Announced

PM	Logic Diagrams (W) (Puno) Motivation & (P) Performance Motivation & (W) Performance	Training Intro (P) Training Intro (W) Back-Home (W) Projects	Feasibility II (P) (Probability) Feasibility II (W) (Probability) Management Films (P) & Discussion	Creativity Exercises (Brainstorming) (W) Readings Discussion (W)	Back-Home (W) Projects (TGST) Seminar Feedback (P) Forum To Be Announced Week in Review (P)

P = Plenary
W = Workshop
D.O. = Day's Objectives
Y.R. = Yesterday in Review

REVISED AGENDA: TTM - I

WEEK THREE

P.P. = Participant Presentation
TGST = Two Groups Show and Tell

	MONDAY	TUESDAY	WEDNESDAY	THURSDAY	FRIDAY
AM	Matrix Management (P) Matrix Management (W) Coal Corporation (W) Game Efficient & Ineff- (P) icient Groups (Game Results)	Feasibility IV (P) (Opportunity Cost) Feasibility IV (W) (Opportunity Cost) Implementation III (P) (Tools) Implementation III (W) (Tools)	Network Timing (P) Analysis - I Network Timing (W) Analysis - I Feasibility V (P) (Time Value of Money) Feasibility V (W) (Time Value of Money)	Implementation (P) Guest Panel Kelsin Wrap-up (W)	LogFrame Critique (P) (Kelsin) Timing Analysis (P) II Timing Analysis (W) II Human Factors (P/W) (Continued)
PM	TRDB Problem (W) Teams To Be Announced	Readings Discussion (W) Management Films & Discussion (P)	TRDB Problem (W) Teams To Be Announced	Disarmament (P/W) Game Game Wrap-up (P)	TRDB Problem (W) Teams (TGST) To Be Announced Week in Review (P)

r = Plenary
W = Workshop
D.O. = Day's Objectives
Y.R. = Yesterday in Review

REVISED AGENDA: TTM - I

WEEK FOUR

P.P. = Participant Presentation
TGST = Two Groups Show and Tell

	MONDAY	TUESDAY	WEDNESDAY	THURSDAY	FRIDAY
AM	D.O./Y.R./P.P. Gantt Charts (P) Gantt Charts (W) Evaluation II (P) (6 Step Planning) Evaluation II (W) (6 Step Planning)	D.O./Y.R./P.P. Feasibility (P) Wrap-up Slack (Workshop catch-up)	D.O./Y.R./P.P. Organization Change (P) Organization Change (W) Afscholar Case (P) Intro Afscholar Case (W) Intro	D.O./Y.R./P.P. Evaluation Design (W) Slack (Workshop catch-up)	D.O./Y.R./P.P. Evaluation IV (P) Findings & Recommendations Evaluation IV (W) Findings & Recommendations (Afscholar) Evaluation IV (W) Findings & Recommendations (Afscholar - TGST)
PM	TRDB Problem (W) Teams To Be Announced	Reading (P) Presentation Reading (W) Discussion Management Films (P) and Discussion	TRDB Problem (W) Teams Afscholar (W) LogFrames	Evaluation III-Data (P) Collection/Analysis Afscholar Data (W) Analysis	TRDB Problem (W) Teams (TGST) Seminar Feedback (P) Forum Week in Review (P)

P = Plenary
W = Workshop
D.O. = Day's Objectives
Y.R. = Yesterday in Review

REVISED AGENDA: TTM - 1

P.P. = Participant Presentation
TGST = Two Groups Show and Tell

WEEK FIVE

	MONDAY	TUESDAY	WEDNESDAY	THURSDAY	FRIDAY
AM	D.O./Y.R./P.P. Human Factors III (P) Human Factors III (W) Training Techniques (P) Slack (Workshop catch-up)	D.O./Y.R./P.P. Field Study (Entire Morning)	D.O./Y.R./P.P. Field Study (P) Presentations Situational (P) Leadership Situational (W) Leadership LogFrame as (P) Contracting Tool	D.O./Y.R./P.P. Human Factors IV (P) Human Factors IV (W) Readings Presentation (P) Readings (W) Discussion	D.O./Y.R./P.P. Projectizing (P) Operations Projectizing (W) Operations Program Mgt. (P) & Projects Program Mgt. (W) & Projects
PM	TRDB Problem Teams (W) To Be Announced	Field Study (W) LogFrames (Entire Afternoon)	TRDB Problem (W) Teams Management Films (P) and Discussion	Applying PMS (P) (Personal LF's) Applying PMS (W) (Personal LF's) Group Dynamic (W) Games	TRDB Problem (W) Teams (TGST) To Be Announced Week in Review (P)

P = Plenary
W = Workshop
D.O. = Day's Objectives
Y.R. = Yesterday in Review

REVISED AGENDA: TTM - I

WEEK SIX

P.P. = Participant Presentation
TGST = Two Groups Show and Tell

	MONDAY	TUESDAY	WEDNESDAY	THURSDAY	FRIDAY
AM	D.O./Y.R. Management by Objectives (Overview) (P) Study Group Sessions (W) (Workshop catch-up)	D.O./Y.R Organizational "Process Consulting" (P) Study Group Sessions (W)	D.O./Y.R. Review and Summary of Seminar (P) Individual Back-Home Projects (W)	Presentations/ Discussions with TRDB Managing Director (P) (Entire Morning)	Presentations/ Discussions with TRDB Managing Director (P) TTM Learning Guide II (W) Seminar Evaluation Questionnaire (W) Feedback Discussion (P)
PM	TRDB Problem Teams (W) Perception Exercises (W)	Readings Presentation (P) Readings Discussion (W)	TRDB Problem Teams (W) Individual Back-Home Projects (TGST) (W)	Presentations/ Discussions with TRDB Managing Director (P) (Entire Afternoon)	Closing Ceremonies and Presentations of Diplomas (P)

APPENDIX C: PARTICIPANTS' EVALUATION RESPONSES

PARTICIPANTS' EVALUATION RESPONSES

Answers of the 22 responding participants:

Question 1: The readings (articles/books) were:

0	very difficult
0	quite difficult
13	not too difficult
9	not difficult at all

Question 2: The written handouts were:

0	too many
3	quite a lot
13	not too many
6	not many at all

Question 3: The workshop cases were:

0	very difficult
3	quite difficult
14	not too difficult
5	not difficult at all

Question 4: The pace/speed of instruction was:

0	too fast
9	quite fast
11	not too fast
2	not fast at all

Question 5: The staff as trainers were:

14	very good
8	quite good
0	not so good
0	not good at all

Question 6: The training facilities were:

- 16   very good
- 6   quite good
- 0   not so good
- 0   not good at all

Question 7: The living accommodations were:

- 10   very good
- 12   quite good
- 0   not so good
- 0   not good at all

Question 8: The concepts of TTM were:

- 0   very difficult to understand
- 1   quite difficult
- 14   not difficult
- 7   not difficult at all

Question 9: The TTM technical vocabulary:

- 0   very difficult to understand
- 1   quite difficult
- 14   not too difficult
- 7   not difficult at all

Question 10: The staff's foreign language accents were:

- 0   very difficult to follow
- u   quite difficult
- 8   not too difficult
- 14   not difficult at all

Question 11: The total amount of work required was:

- 0   too much work
- 8   quite a lot
- 14   not too much
- 0   not much at all

Question 12: The number of TTM topics covered was:

0	too many topics
12	quite a lot
10	not too many
0	not many at all

Question 13: The training technique of practical workshops was:

12	very good
10	quite good
0	not very good
0	not good at all

Question 14: The use of PMS tools for analysis of key management problems/back-home projects was:

15	very helpful
7	quite helpful
0	not too helpful
0	not helpful at all

Question 15: The final week's review of TTM topics helped me understand:

12	all topics better
10	some topics better
0	not many topics
0	none at all

Question 16: As a reinforcement of learning, the practice teaching sessions were:

15	very helpful
6	quite helpful
1	not too helpful
0	not helpful at all

Questions 17, 18, 19, and 20

Topics	Most Interesting	Least Interesting	Most Useful	Least Useful
Creative Problem Solving	15	2	8	0
Logical Framework	19	0	14	0
Performance Networking	10	2	10	2
Evaluation/Monitoring	8	1	11	0
Communciation	6	2	6	1
Back Home Project	3	1	4	0
Practical Training	6	2	2	0
Management Theory	8	2	5	2
Human Factors	11	0	7	1

APPENDIX D: DISTRIBUTION OF HOURS BY TOPIC AREA

APPENDIX D

HOURS SPENT BY TOPIC AREA

		HOURS	PERCENT
1.	Systems Approach to Management: PMS	8	4%
2.	PMS: Design	50	26%
3.	PMS: Implementation	30	15%
4.	PMS: Management Information (Monitoring and Evaluation)	20	10%
5.	Training Concepts and Video Presentations	30	15%
6.	TRDB Organization Problems	40	20%
7.	Organization, Management and Leadership	20	10%
	SUBTOTAL	198	100%
8.	Seminar Logistics	12	
	TOTAL	210	

In addition, an estimated average of 60 additional hours per participant was spent in homework and reading assignments.

APPENDIX E: TRDB PRELIMINARY PROBLEM IDENTIFICATION DOCUMENTS

WORKSHOP GROUPS' KEY MANAGEMENT PROBLEMS

(First Week Exercise)

	ZEBRA	GIRAFFE	BUFFALO
1.	POLITICAL PRESSURE	POOR LOAN RECOVERY RATE	LACK OF LOANABLE FUNDS
2.	LACK OF ADEQUATE RESOURCES	INSUFFICIENT PLANNING AND ADVANCE WARNING OF STAFF MOVEMENT	POOR LOAN RECOVERY
3.	SLOW LOAN PROCESSING RATES/PROCEDURES	ATMOSPHERE IN WHICH EMPLOYEES FEEL RELUCTANCE TO EXPRESS THEMSELVES FREELY TO SUPERIORS	LACK OF ADEQUATE TRANSPORT
4.	POOR REPAYMENT RATES	DELAYS IN LOAN PROCESSING	INSUFFICIENT TRAINED EXPERIENCED MANPOWER
5.	CLIENTS ARE RELATIVELY MARGINAL BORROWERS		"EXTERNAL" (POLITICAL) INFLUENCE
6.	LOW STAFF MORALE		
7.	UNQUALIFIED BOARD OF DIRECTORS		

APPENDIX F: BRIEFING MEMORANDUM TO TRDB MANAGING DIRECTOR, WEEK FIVE

KEY TRDB PROBLEMS: AS DIAGNOSED BY EXTERNAL EXPERTS (USAID EVALUATORS)

1. Weak coordination/cooperation with other relevant institutions.

2. Inadequate diversification of funding sources.

3. Overall lack of adequate capacity to deliver rural credit effectively re: current/projected demand and need.

4. Over-centralization of general management and credit operations (including loan approval).

5. Weak coordination of head office/field activities).

6. Inadequate staff resources (numbers/skills/experience, etc.) especially for future expansions.

7. Lack of adequate operational procedures/guidelines (head office and field).

8. Inadequate general financial management capability (i.e. accounting/ bookkeeping/MIS/recordkeeping/computer support).

9. Weak research/basic planning/data collection capabilities.

10. Inadequate loan recovery procedures/rates (including weak collection practices, inappropriate loan terms, etc.).

11. Growing liquidity/resources crisis (and uncertainty about appropriate loan interest rates).

12. Inadequate facilities/transportation (re: security efficiency, etc.).

13. Low field staff productivity.

14. Lack of adequate comprehensives incentive system for staff (including performance evaluation system).

15. Inadequate internal training capability.

16. "Client problems" (e.g. Lack of skills/facilities/markets).

BRIEFING MEMORANDUM
TTM SEMINAR, ARUSHA, TANZANIA 25/2 - 11/4/1980
TO: CHAIRMAN AND GENERAL MANAGER, T R D B

1● SEMINAR KEY OBJECTIVES

- TRANSFER ESSENTIAL MANAGEMENT SKILLS/TOOLS TO TRDB SENIOR AND MIDDLE MGT. CADRE.

- APPLY SKILLS/TOOLS TO IDENTIFICATION AND DESIGN OF KEY TRDB PROBLEM SOLUTIONS.

2● SEMINAR PARTICIPANTS

- TWENTY-TWO TRDB OFFICERS (AND 1 PARASTATAL OFFICER).

3● FORMAT AND PROCEDURES

- APPROACH BASED ON STANDARD 6 WEEK TTM CURRICULUM.

- IMPORTANT "CUSTOMIZING" FEATURES INTRODUCED, INCLUDING:

    - 4 TEAMS FORMED TO ADDRESS KEY TRDB PROBLEMS.

    - MANY TRDB-SPECIFIC DOCUMENTS AND DATA SOURCES INCORPORATED.

    - TANZANIAN CASE MATERIALS USED WHERE EVER APPROPRIATE.

COURSE ORGANIZED TO BUILD TOWARD CLIMAX IN FINAL WEEK, BASED ON:

    - TEAM DESIGN SOLUTIONS COMPLETED AND PRESENTED TO GENERAL MANAGER.

    - DISCUSSION, EVALUATION AND REVISION OF PROJECT DESIGNS AS APPROPRIATE.

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4. PROGRESS TO-DATE (3/4/80)

- ALL SEMINAR ACTIVITIES ON SCHEDULE.

- FREQUENT "PROGRESS CHECKS, INDIVIDUAL" (PCI)
  INDICATE SUCCESSFUL MASTERY OF SEMINAR CONTENT, WITH
  REMEDIAL WORK UNDERWAY AS REQUIRED.

- ALL FOUR TEAMS WILL COMPLETE PROJECT DESIGNS FOR KEY PROBLEMS
  BEFORE 9/4/80. TEAM PROBLEM AREAS INCLUDE:

    - FINANCIAL MANAGEMENT STRENGTHENING.

    - STAFF PERFORMANCE UPGRADING.

    - FIELD OPERATIONS RE: LOAN RECOVERY MADE MORE EFFECTIVE.

    - IMPROVEMENT OF POLICY/PLANNING SYSTEMS.

5. RECOMMENDED POST-SEMINAR STEPS

- PROCEED WITH CONDUCT OF EXECUTIVE MANAGEMENT SEMINAR AS PROJECTED.

- CONDUCT SECOND TTM FOR TRDB MANAGERS USING SAME FRAMEWORK, SUBJECT TO
  FURTHER ADAPTIONS.

- CONDUCT PILOT ONE WEEK FIELD SEMINAR FOR JUNIOR MANAGERS/STAFF, USING TWO
  OR MORE TRDB STAFF MEMBERS AS TRAINERS, IMMEDIATELY AFTER TTM-II.

- IMPLEMENT TEAM PROJECT DESIGNS WITH FULL SUPPORT BY GM, SUBJECT TO
  APPROVAL/REVISION, AND IN COORDINATION WITH PENDING WORLD BANK AND
  USAID PROJECT EFFORTS.

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