

BRITISH TECHNICAL COOPERATION
OFFICERS SERVING IN
DEVELOPING COUNTRIES

AN EVALUATION

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OCTOBER 1979

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BRITISH TECHNICAL COOPERATION
OFFICERS SERVING IN
DEVELOPING COUNTRIES

An analysis of who they are, the jobs they do and
their attitudes to working and living overseas

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October 1979

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Acknowledgements

The joint authors of this report would like to express their thanks to the 726 TCOs who completed the questionnaires so thoroughly and to Mr Don Pearson for his work on carrying out the pilot survey. Also to colleagues in the ODA for the help they gave; Statistics Division for help in designing the questionnaire and in the computer analysis of the results; Overseas Manpower and Consultancies Department, Recruitment Executive and Personnel Services Executive for their valuable comments at various stages in the preparation of the survey and the writing of the report, and MPU support unit for their invaluable work in coding the completed questionnaires.

The report is the work of four members of ODA. Mr McCulloch was responsible for the arrangements for the computer analysis and much of the initial analysis of the results. Unfortunately he had to move to other duties and the final report was mainly the work of Mr Clift supported by Mr Carstairs and Mr Fyfe.

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PREFACE

1. This report is based on an analysis of 726 questionnaires completed by TCOs during the early part of 1978. Progress in analysing the results was delayed by difficulties in coding the information on the questionnaires, delays with the computer, and the inevitable pressure of day-to-day work which prevents concentration on a large exercise such as this. An interim report was produced in March 1979. While it is hoped that more analysis will be undertaken of the mass of information available, it was deemed more important to produce without further delay a succinct report of the main findings, further analysis will be undertaken once it is clear which particular areas of concentration are of most use within the office. Earlier drafts of this report were passed to ODA Departments concerned with overseas manpower and their comments have been incorporated.

2. One further product of the questionnaire, on which work is already under way, is a country breakdown of some of the questions most relevant to ODA policy, and where broad generalisations are of least use. Once they are ready, these country breakdowns will be distributed to geographical desks.

3. As stressed in the text, this report is fairly specialised. It relates to TCOs only, and the use of a postal survey precluded coverage of short-term TCOs, so that only long-term TCOs are covered. The findings given here therefore relate to a special group, presently comprising a little over a fifth of TA personnel, and care should be taken not to regard the conclusions given here as general findings for ODA's manpower programme.

4. The structure of the report is based on the structure of the original questionnaire. After a first chapter setting out the background to the study, Chapter 2 analyses the factual information on TCOs - age, sex, qualifications etc - obtained from the first part of the questionnaire. Chapter 3 considers the opinions and work experience of TCOs, taken from the second part of the questionnaire. Finally, Chapter 4 considers some of the main findings of the survey, and the policy implications arising from them for ODA. Relevant tables are annexed to Chapters 2 and 3, these are numbered in Roman numbering, while tables inserted into the text are numbered in Arabic.

Basil Craoknell
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SUMMARY OF MAIN FINDINGS

CHARACTERISTICS OF TCOs (Chapter 2)

1. TCOs are overwhelmingly male (97%) (para 5).
2. The average age of a TCO is 41.5 years. The age distribution is fairly even, stretching from 22 to 71, peaking in the 31-35 age group. Half the TCOs are 40 or under, and nearly three quarters are 50 or under. (para 5).
3. Most TCOs (82.7%) are married and over 90% of married TCOs are accompanied by their spouses. (para 6).
4. The average number of children for a married TCO is 1.9. Preschool children almost invariably reside at post; the proportion is less for primary school age children and falls sharply for secondary school age children and older. (paras 6, 7).
5. Over half of TCOs have a University first degree. Younger TCOs are more likely to possess good academic qualifications while older TCOs show a bias towards City and Guilds, apprenticeships, and membership of a professional body. (paras 8, 9).
6. Over a quarter of TCOs speak French and over a tenth speak Swahili. Very few complain that language is a problem in their work. (para 10).
7. 22% of TCOs are seconded - they mostly come from Government departments, of which ODA is understandably the most important. (para 13).
8. 11% of TCOs have received an ODA training award. The most common is the Natural Resources Postgraduate Studentship (nearly 9% of TCOs). Nearly 2% have already taken up the recently started In-service training scheme. (para 11).
9. About 30% of TCOs work in agriculture or related fields, 23% in management, finance etc, and 14% work in educational institutions. Younger TCOs fill more scientific and technical posts, older TCOs fill more managerial and administrative posts. (para 16).
10. TCOs are well experienced in developing country work, and over a third have spent more than half their working life in LDCs. Most of their developing country work has been under ODA auspices. (paras 18, 19).

TCOs ATTITUDES TO WORK AND CONDITIONS (Chapter 3)

11. Desire to assist development was given as the most important motive. Younger TCOs placed more stress on broadening professional experience. (paras 4, 9).
12. There seems to be a strong direct connection between motivation and experience. For instance a high proportion of those for whom desire for greater responsibility is an important motivator also felt that their job did in fact carry greater responsibility than in the UK. (para 12).
13. Training arrangements appear to be disappointing. 30% of TCOs either did not reply to, or ticked not applicable, a question on counterpart training arrangements. Only 12% of those who replied regarded these as very satisfactory. (para 15).
14. Over 70% of TCOs find the lack of long term job security a problem (nearly 40% felt it was a great problem). Anxiety about future vacancies, and over adequate pension provision, are also major problems. (para 22).

15. Other major causes of dissatisfaction are provision of accommodation on arrival; leave arrangements, and provision of medical care. (para 26).

16. Supporting Services are often poor. One third of TCOs found the provision of tools and equipment essential for their work unsatisfactory. (para 28).

17. TCOs seem well pleased with their work (although answers may reflect a desire to please). Over 90% feel their input is worthwhile. (para 30).

18. Relations with ODA HQ, with Development Divisions, and with Government Institutions generally in the LDC were all rated unsatisfactory by over a fifth of TCOs responding. (para 33).

CHAPTER 1 ORIGINS OF THE SURVEY AND THE METHODOLOGY USED

INTRODUCTION

1. Technical cooperation in the form of supplying skilled manpower to developing countries has long been an important part of the UK aid programme, and was reflected in the title of the Whitehall department that preceded the ODA, the "Department of Technical Cooperation".
2. Although the majority of the British personnel serving in developing countries have always been in Government jobs in certain countries that have supplementation agreements with the UK ie as "supplemented officers" under the OSAS scheme (or in universities or parastatals under the BESS scheme), there have been, at any time, many hundreds (and currently over a thousand) of "Technical Cooperation Officers" (TCOs) usually employed for specific one-off tasks of an advisory nature. They usually work for governments or parastatals, but not necessarily. They are sometimes employed only for short assignments of say up to four months, but more often for contracts of up to two years or even longer.
3. In spite of the longstanding importance of the TCOs, not much was known about them in a statistical sense (eg how many were married, how many had children with them, how many had served overseas before, whether they had degrees or not, and so on). This information was available on the ODA files, but it would have been a major task to abstract it.
4. During the 1970s the need for better information became apparent. The number of supplemented officers had fallen fast (from around 12,000 to around 4,000 in only ten years) and the demand for TCOs was rising (from around 700 to over 1100 in ten years). Moreover, there seemed to be changes taking place in the nature of that demand. The developing countries were increasingly wanting more skilled and more experienced people. For example, instead of a veterinary surgeon with knowledge of tropical diseases, they would be asking for a surgeon with five years' experience in say the diseases caused by tsetse fly. The number of people with experience gained during the Colonial period was fast diminishing, and the question was being asked, does the UK have the manpower resources to meet these changing needs?
5. It was in the light of this changing situation that several evaluation studies of various aspects of the ODA's TCO programme were carried out, including studies of recruitment procedures, briefing procedures, and in-service training. One of the most important of these evaluations was one carried out by the Institute of Development Studies of the ODA's TC activities in Mauritius and Botswana. In this evaluation the IDS were critical of what they considered to be the lack of motivation of some of the TCOs, and they put forward suggestions for a new type of TCO "cadre" of young people with selected skills who might be offered a longer-term prospect of a career in overseas development ("Aspects of British Technical Cooperation" (Botswana and Mauritius), Institute of Development Studies, 1977).
6. This stage had been reached when an important step forward was taken with the transfer to the newly-acquired computer at Chossington of the system of paying TCO salaries. Now for the first time data became readily available about the TCOs in the field.
7. This new data enabled some of the previous gaps to be filled, eg as regards the marital and family status of TCOs, their previous employment, and the sectors in which they were currently working. However, there was still a great deal that the ODA did not know, eg about the motivations of TCOs, about the relationship between their current ODA assignments and their previous career structure, about the effectiveness of their overseas assignments, and about the relative importance to them of different aspects of their terms of service.

8. It was important to obtain information on these issues so that well-informed decisions could be taken regarding the UK's capacity to meet the changing requirements of developing countries for skilled manpower. Moreover it was difficult for us to react to the kind of suggestions that were being put forward in the IDS evaluation unless we had better information about the motivations of TCOs and about the kind of careers that they had managed to achieve without specific intervention on the ODA's part. Obviously this information could only be obtained by a survey, since it would be necessary to ask the TCOs themselves. Fortunately, the switch to the Chessington computer now facilitated the carrying out of a questionnaire survey, since for the first time there was available in a convenient form a list of addresses of all TCOs in the field at one point in time.

THE PILOT SURVEY

9. In the summer of 1977 the decision was taken to mount a questionnaire survey of all TCOs in the field, but first it was decided to carry out a pilot study to examine what sort of questions should be included in the questionnaire and to test them on a selected group of TCOs. A mature and experienced TCO, Mr Don Pearson, was engaged for several months to carry out this pilot study. He devised a questionnaire and then invited a number of returned TCOs to London so that it could be tested. Each TCO completed the questionnaire when he arrived, and then Mr Pearson, together with colleagues from the Manpower Planning Unit, interviewed each one in turn, and later all TCOs as a group, to check that they had fully understood the questions, and also to ensure that nothing of importance had been omitted. A short report on this pilot phase was produced by Mr Pearson, "An Interim Survey of Returned TCOs to Investigate their Motivations", by Mr D S Pearson, 1977. This pilot survey revealed some deficiencies in the earlier questionnaire, and gave many pointers to the improvements that were needed.

10. A revised questionnaire was then circulated widely throughout the ODA, and many useful comments were received, notably from Overseas Manpower and Consultancies Department, Recruitment Executive, and Personnel Services Executive, the three departments most immediately concerned. As a result of these various consultations the questions were simplified and those questions in the original questionnaire which related to specific proposals for a possible new cadre of TCOs were removed on the grounds that they were "leading questions". Some of the questions were rephrased or expanded to cut out the risk of ambiguities. In retrospect the questionnaire, although generally very satisfactory, could have been further improved if more thought had been given at the time to the eventual analysis and the requirements of the computer in processing them. An easier coding system could have been introduced, and would have saved staff time. Particular problems were encountered with question 11, asking for details of TCOs' previous careers, which was not easy to analyse, and in the end some of the data had to be obtained from ODA files. Nevertheless, the wide advance consultation undoubtedly paid dividends in that it enabled the specific interests of the relevant departments to be covered, and above all it averted the risk of including questions that were not properly understood. In the event the questionnaires were completed very efficiently and obviously caused no particular difficulties to the respondents.

THE SURVEY

11. In March 1978, 889 addressed questionnaires were sent out, the addresses being supplied by the Chessington Computer Centre. The questionnaires were mostly sent to the BHCs and Embassies for distribution; the TCOs were given the option of either sending completed questionnaires through the diplomatic bag or replying direct. 36 questionnaires were sent to TCOs at UK addresses who had either just completed a tour or were home on leave. These TCOs were asked to complete the questionnaire from the point of view of the last post they filled.

WHY A POSTAL QUESTIONNAIRE?

12. It is important to explain why this particular approach was taken. There were several alternatives: to analyse in more depth a representative sample of TCOs; to use personal interviews; to use a shorter questionnaire plus a selection of personal interviews; or simply to use an open-ended letter explaining the purpose of the survey, giving broad subject headings, and allowing the TCOs a freer rein.

13. Three factors influenced the choice of methodology for the survey. Firstly, there was very little general information available on even basic aspects of the TCOs such as their previous careers, so that it would have been difficult to draw up a representative sample. Secondly, given this lack of basic information, one of the main aims of the survey was to increase our knowledge of the TCO cadre. As comprehensive a coverage as possible was desirable to ensure we had a reliable picture. This is why a great deal of attention was given to the format of the questionnaire in an attempt to reduce its complexity, increasing the response rate, and preventing too great a bias towards those keen and interested enough to complete and return the questionnaire. Thirdly, staff time within the Ministry available for processing information precluded too extensive use of interviews (other than in piloting the questionnaire) or of too many open-ended questions. As it is, a good deal of potentially useful comments written at the end of questionnaires cannot (as yet) be analysed for this reason.

14. Finally this approach, as well as reducing the cost in terms of staff resources, reduced other costs. Interviewing large numbers of TCOs would either have entailed substantial travel and subsistence costs, or have depended on TCOs being willing and able to stop off in London en route home for this purpose, which would undoubtedly have produced an unrepresentative sample.

15. One drawback of the questionnaire approach was its inability to cover short-term TCOs, ie those on contracts of less than four months. In March 1978, when the questionnaires were sent out, 68 short-term TCOs were in post; over a full year their numbers may range as high as 300 to 400. It was felt that given this short period they are in post, it would be impracticable to include them in the survey. Short-term TCOs were therefore excluded. There could be delays in obtaining their addresses from the computer; it might take some time for them to find settled accommodation in the country; postal delays might affect the questionnaire; and all these problems together meant that the chances of getting an adequate coverage of short-term TCOs from a postal survey would be poor.

RESPONSE RATE

16. Of the 889 addressed questionnaires that were sent out, 530 completed questionnaires had been received after two months, but by then very few more were coming in. Reminders were sent to British Embassies and BHCs for distribution to TCOs who had not replied, and this produced a further response. The final figure was 726 completed questionnaires received, or about 82% of the addressed questionnaires. As a few spare copies (unaddressed) were sent to the Embassies and BHCs, and some of these will have been forwarded to TCOs known to the Embassy or BHC but not on our list, the actual response rate must be slightly lower.

17. Some idea of the response rate for individual countries can be gained from comparing returns with the figures for TCOs in post in the different countries. This is not reliable, as the figures for TCOs in post are only approximate and in one or two cases this method yields a response rate of over 100%. It does, however, give some idea of the variation in response rate.

18. Looked at on a regional basis, the best coverage is of South Asia and South East Asia; both had a 96% response rate. All other regions had a response rate over 80% apart from the Pacific (78%) and Northern and General Africa (70%). Both of these had rather low numbers of TCOs and were affected by poor returns from the Solomon Islands (76%) and the Sudan (65%) respectively.

19. The response rate by country is of course more variable. Some countries with only one or two TCOs produced no completed questionnaires. A few, as mentioned, had a response rate over 100%. The response rate for the larger country programmes (where there were more than 15 TCOs in post according to MPU records) was similar to the overall average, at 84%. Response rates from some countries with large numbers of TCOs were markedly lower, in particular Colombia (59%), Lesotho (66%), and Sudan (65%). It should however be remembered that these response rates are only approximate.

20. The overall response rate was felt to be very satisfactory, and to indicate a high degree of interest in the exercise on the part of TCOs. A response rate of around 80% for a fairly long and detailed questionnaire that has to be completed and sent off by the recipient is very high. Making allowance for the unreliability of postal services in many LDCs, and the fact that some addresses must have been incorrect, the response rate is even more satisfactory.

21. The questionnaires were generally filled in very carefully, and full use was made of the open-ended questions. From personal contact the MPU has had with some of the TCOs subsequent to the survey it is clear that they greatly appreciated the opportunity to put their point of view. It is of course possible that some of them tended to present an optimistic picture of their assignments because they were anxious to get further contracts in the future, but many of the comments were remarkably frank and we feel confident that the majority of TCOs used this opportunity to convey an honest picture of the good and bad aspects of their assignments.

TABLE 1

REGIONAL BREAKDOWN OF TCOs AND REGIONAL RESPONSE RATE

Region	No of TCOs in post	No of completed questionnaires received	Response rate %
Middle East and Mediterranean	94	83	88
West Indies and Atlantic	28	23	82
Caribbean	73	63	86
South Asia	48	46	96
Latin America	137	112	82
Eastern and Southern Africa	177	145	82
Far East	102	98	96
West and Central Africa	95	77	81
Northern and General Africa	40	28	70
Pacific	59	46	78
Others (ino returned TCOs in UK, Colombo Staff College etc)	36	5	Not applicable
TOTAL	889	726	82

7. It might be expected that the number and age of children would be a factor determining whether a wife accompanies her husband at his post and the survey shows that this is the case. Tables III and IV indicate clearly that pre-school children almost invariably reside at post but that the proportion of children at post declines for primary school age children and falls sharply for secondary school and older children. Overall, somewhat under half of children are resident at post (44.1%). Table V shows that 82% of unaccompanied TCOs have non-resident children compared to only 44.1% of accompanied TCOs. Thus it seems apparent that many wives stay at home in order to look after young children. At the same time TCOs on relatively short contracts (but over 4 months) may choose to leave their families at home and this is likely to be a factor of equal importance to the problem of the welfare and/or education of children in determining whether a TCO is accompanied by his spouse.

QUALIFICATIONS AND TRAINING AWARDS

8. The qualifications of TCOs are very diverse and show interesting variations with respect to age (Table VI). The most common qualification is a university first degree held by over half of TCOs. However while 85% of those in their early twenties have a first degree, only just over 30% of the oldest TCOs possess one. This is to be expected in view of the expansion of university education in the 1950's and 1960's but it may also reflect an increase in the standard of the paper qualifications required of prospective TCOs. A very similar age distribution is found in respect of higher degrees although the peak is displaced forward by 5-10 years.

9. A reversal of the age distribution is found with regard to membership of professional bodies which shows a marked tendency to rise up to middle age and thereafter to remain steady. This reflects the rather different conditions for membership of professional bodies. Another common group of qualifications includes the City and Guilds, ONC, OND, HNC or HND, which is found mostly in the middle age groups and less at the younger and older ends of the scale. Clerical, nursing, teaching qualifications or apprenticeships are not significant amongst TCOs. Taken as a whole the absence of the listed qualifications tends to increase with age which appears to indicate that qualifications are a more important factor in gaining employment as a TCO now than in the past, or alternatively that for older TCOs relevant experience can replace paper certificates as a qualification.

10. The most commonly known language amongst TCOs is French (27.0%) followed by Spanish (19.4%) and Swahili (13.6%), Arabic is known by only a few TCOs (Table VII). However, 20.2% of TCOs know at least one language apart from those above. Very few TCOs complain that language is a barrier in their work.

11. Few TCOs (11.2%) have received one of the awards listed in Table VIII. The most common (8.7%) was the Natural Resources Postgraduate Studentship, which has made some impact in the field of natural resources. 1.9% of TCOs have benefited from the In-Service training scheme. As this was only started in 1976 this seems to indicate an enthusiastic take up. No TCO has used the Teacher Refresher Course Scheme (not surprisingly, since teachers are normally employed under OSAS or BESS) and only one has received an ODI Fellowship (for economists).

12. Similarly only a small number of TCOs were members of either the Expanded Home Base Scheme (2.5%) or the corps of specialists (4.7%) (Table IX). 92.8% of TCOs thus belong to neither scheme. The EHBS may well be underrepresented due to the mechanics of its operation. As it does not apply to a specific post when operating in Government Departments, some seconded personnel (most of whom are from Government departments) may not appreciate the arrangements under which they were released. The low figure for COS is not entirely surprising, there are presently only about 50 people in the COS and some of these may be in OSAS or short term TCO posts.

7. It might be expected that the number and age of children would be a factor determining whether a wife accompanies her husband at his post and the survey shows that this is the case. Tables III and IV indicate clearly that pre-school children almost invariably reside at post but that the proportion of children at post declines for primary school age children and falls sharply for secondary school and older children. Overall, somewhat under half of children are resident at post (44.1%). Table V shows that 82% of unaccompanied TCOs have non-resident children compared to only 44.1% of accompanied TCOs. Thus it seems apparent that many wives stay at home in order to look after young children. At the same time TCOs on relatively short contracts (but over 4 months) may choose to leave their families at home and this is likely to be a factor of equal importance to the problem of the welfare and/or education of children in determining whether a TCO is accompanied by his spouse.

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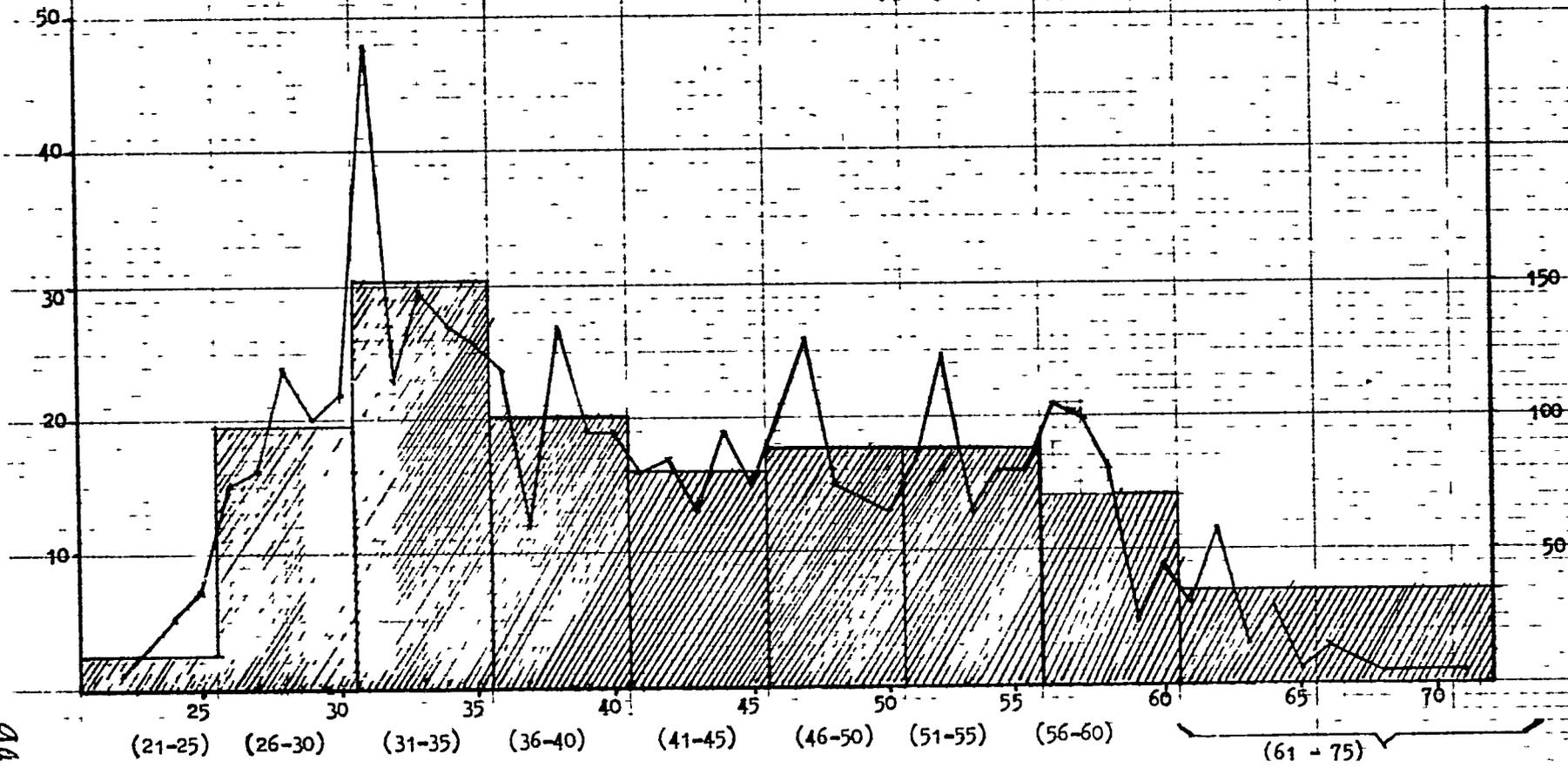
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NUMBER
OF
TCOs
BY AGE

TOTAL
NUMBER
IN AGE
GROUP

DISTRIBUTION OF TCOs BY
AGE AND AGE GROUPS



9a

13. A substantial proportion of TCOs (21.8%) are on secondment from other institutions. The great majority of these come from the public sector. 73.4% come from government departments of which ODA and its associated bodies account for almost exactly half. The other significant sources of seconded personnel are educational institutions (Table IX).

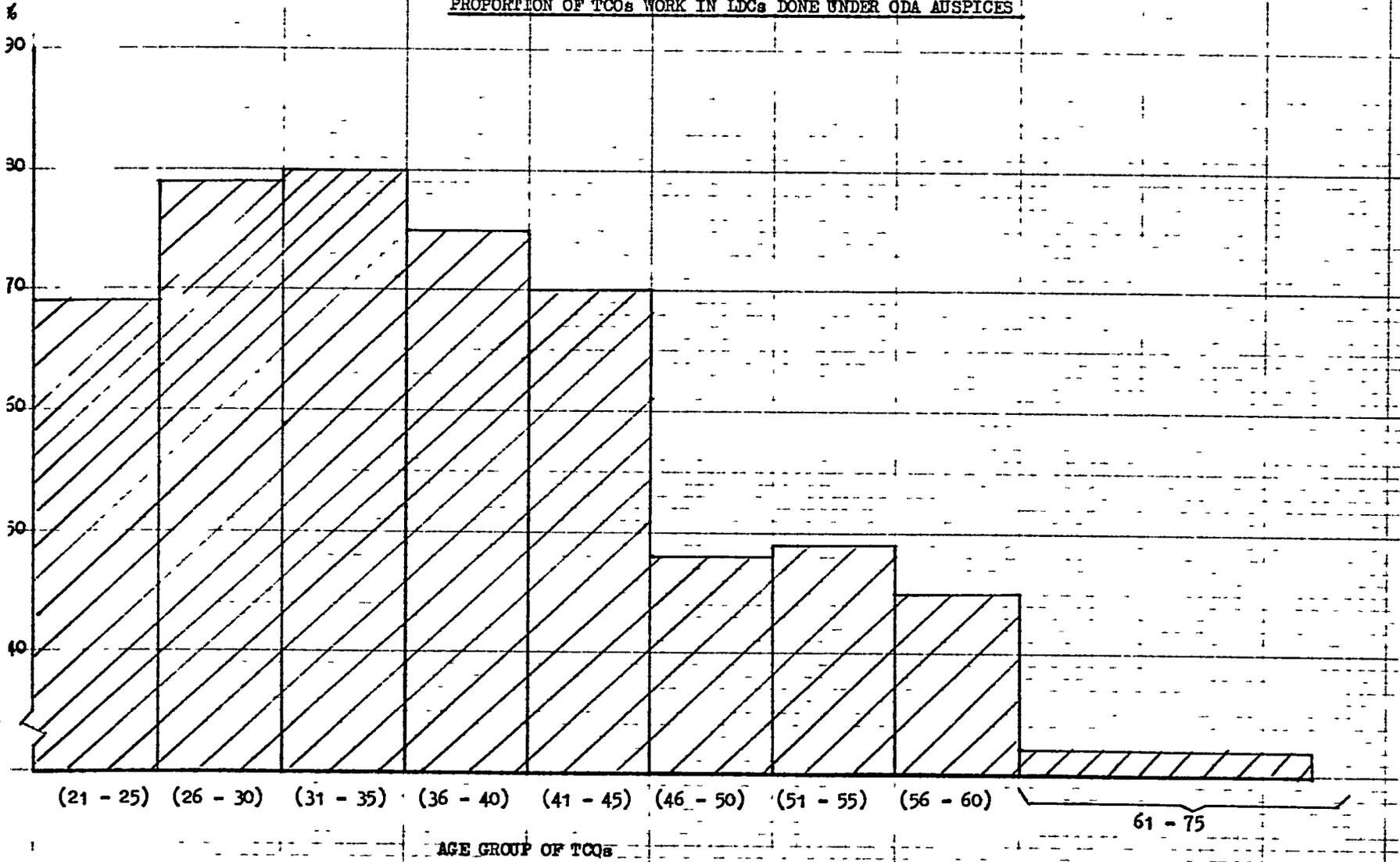
14. The distribution of TCOs differs from the concentration of OSAS staff in traditional areas of interest for British aid. The regional distribution of TCOs was illustrated in Table 1. 40% of them are in non-commonwealth countries and while the largest concentration of responses came from Kenya (45) the second largest (41) came from non-commonwealth Indonesia. TCOs are present in quite large numbers in areas where the British aid programme is relatively small - such as South America - and this may create greater problems for them in terms of limited back-up, non-coverage by the British Council and Development Divisions etc. As shown above, language does not seem to be a problem, although many TCOs are in non-English speaking countries.

WORK AND PREVIOUS EXPERIENCE

15. The range of work carried out by TCOs is illustrated in Table X. Altogether there are representatives in 37 of the 90 job categories in the ODA occupation classification. The most common category is Agronomy with 10.1% of all TCOs. Including all workers with some connection with agriculture, about 30% of TCOs work in agriculture and related fields. About 23% are working in Management, Finance, Administration and related fields. 14% of TCOs work in educational institutions in one capacity or another and 11% in Engineering and related fields. Physical scientists and Technicians (6.6%) are another important group. Thus it appears that the job distribution of TCOs reflects on the one hand the needs of the developing countries (eg the large number in agriculture) and on the other hand the range of skills in which the UK might be said to have a comparative advantage (eg education, administration).

16. The job distribution of TCOs also shows an interesting variation with age (Table 1). Thus physical scientists, animal husbandry and livestock experts and agronomists all tend to be concentrated in the younger age groups. By contrast, managers, educational administrators, accountants and financial advisers are more commonly found in the middle and older age groups. This reflects the different qualities required for these different occupational groups. Lecturers are distributed in a similar proportion to the overall distribution of TCOs. The jobs given here relate to the TCOs present employment rather to any idea of skill, profession etc. For instance, an agronomist lecturing at a Polytechnic features as "lecturer" not as agronomist. Jobs were classified on the basis of an occupational coding supplied by EPS (Stats) division.

PROPORTION OF TCOs WORK IN LDCs DONE UNDER ODA AUSPICES



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AGE GROUP OF TCOs

Table (1). Percentage of TCOs by selected major job categories and age groups

	<u>Age group of TCOs</u>			<u>All TCOs (%)</u>
	<u>21-35 (%)</u>	<u>36-50 (%)</u>	<u>51 and over (%)</u>	
Physical Scientists	66.7	33.3	0.0	100
Animal Husbandry/Livestock experts	45.9	29.7	24.3	100
Agronomists	46.6	38.4	15.1	100
Accountants/Financial Advisers	17.9	33.3	48.7	100
Educational Administrators etc	11.5	50.0	38.5	100
Education (Leoturers)	34.1	45.5	20.5	100
Managers	8.3	50.0	41.7	100
(All TCOs)	(36.4)	(37.1)	(26.6)	100

17. The spread of occupations also shows considerable differences as between the least developed countries and others (Table XII). Agriculture-related occupations, engineers, managers and lecturers are more frequent in the least developed countries. In the other countries, physical scientists, educational administrators, government officials, economists and directors are significantly more common. These differences seem to indicate that agriculture is more prominent as a field of activity by TCOs in the least developed countries, as is construction. In the better-off countries management in education or government and other fields as well as scientific expertise are more prominent as occupations for TCOs.

18. As a group TCOs are highly experienced in developing country work. Although half have worked for under 6 years in developing countries, a third have worked for more than 10 years. The average period for all TCOs is 9.5 years (Tables XIII, XIX). Over 36% of TCOs have spent more than half their working life in developing countries (Table XV).

19. If TCOs are experienced in developing countries, it is also clear that a good proportion of their experience has been under ODA auspices. The average number of years worked in developing countries by TCOs is 9.5, and the average under ODA auspices is 5.7 (Table XVI). 50.6 of TCOs have had more than one ODA assignment and this proportion is higher in the older age groups reaching a peak of 66.2% for the 56-60 group. Just under one-quarter of TCOs have had more than two ODA assignments with a maximum of 22 (Tables XVII, XVIII). Nearly three-quarters have had more than half their work experience under ODA and just under one-half their total experience in developing countries under ODA (Table XIX). The highest proportion of work under ODA auspices is in the younger age groups (excluding 21.25) and this declines rapidly after middle age down to only 32% in the eldest age group. Even so 60% of all developing country work of TCOs has been done under ODA auspices (Table XX and diagram opposite).

20. A further indication of the extensiveness of TCOs' developing country experience is provided by the fact that 50% of TCOs took up their first post in a developing country below the age of 28 although only 6% of TCOs are aged under 28. Three-quarters of TCOs began work in developing countries below 34 compared with only slightly under 30% of TCOs who are below 34 (see Table XXI).

21. The immediate previous employment of TCOs also gives a good guide to the career structure of TCOs. Nearly half of TCOs had previously served overseas either for ODA or for other agencies (eg LDC governments, IBRD/IMF, UN Agency). This proportion increased steadily with age to a peak of 59.6% in the oldest age group (Table XXII). Of those who had served with one of the ODA agencies abroad, the majority had previously served as TCOs or OSAS officers. 3% had been working with a UN agency directly prior to taking up their TCO post. Several TCOs had volunteer experience. Only 9 of them (or about 1%) gave volunteer work as their immediately preceding employment, but over 5% had had experience of volunteer work.

STATISTICAL ANNEX: CHAPTER 2

TABLE I AGE AND SEX DISTRIBUTION OF TCOS (%)

This table illustrates the predominance of male TCOS, the peaking of male TCOS in the 31-35 age group, and the fairly even age spread in general.

	21-25	26-30	31-35	36-40	41-45	46-50	51-55	56-60	61-75	ALL
	(%)	(%)	(%)	(%)	(%)	(%)	(%)	(%)	(%)	(%)
Male	1.4	13.0	21.5	13.9	11.2	12.0	12.3	9.8	5.0	100%
Female	15.8	26.3	10.5	15.8	5.3	15.8	0.0	10.5	0.0	100%
Total	1.8	13.4	21.2	13.9	11.0	12.1	12.0	9.8	4.8	
Cumulative Total	1.8	15.2	36.4	50.3	61.3	73.4	85.4	95.3	100.0	

More than 2.6% of all TCOS were female

TABLE II MARITAL STATUS OF TCOS AND NO OF CHILDREN

This table illustrates the relationships between marital status, whether the TCOS are accompanied by Spouse or not, and the number of children. 75.8% of TCOS are married and accompanied by their spouse.

<u>No of Children</u>	<u>Married Accompanied by Spouse</u>	<u>Married Unaccompanied by Spouse</u>	<u>Single</u>	<u>Total</u>
	(No of TCOS)			
0	94	5	106	205
1	113	7	8	128
2	187	26	8	221
3	94	8	2	104
4	46	2	1	49
5	11	2	0	13
6	2	0	0	2
Total No	547	50	125	722
Total %	(75.8)	(6.9)	(17.3)	(100.0)

TABLE III NO OF CHILDREN ACCORDING TO PLACE OF RESIDENCE AND AGE

This table shows that a very high proportion of young children reside at the TCOs post (some may be born there). The percentages in this table relate to the total number of children of TCOs (1163).

<u>Age</u>	<u>Children Resident at Post</u>		<u>Children Not Resident at Post</u>		<u>Total Children</u>	
	<u>No</u>	<u>%</u>	<u>No</u>	<u>%</u>	<u>No</u>	<u>%</u>
0-5	232	19.9	9	0.8	241	20.7
6-11	196	16.9	67	5.8	263	22.6
12-17	68	5.8	201	17.3	269	23.1
18-21	11	9.5	129	11.1	140	12.0
22+	6	5.2	244	21.0	250	21.5
Total	513	44.1	650	55.9	1163	100.0

TABLE IV PERCENTAGE OF CHILDREN RESIDENT AT POST BY AGE GROUP

This table shows that, as children grow older, they are less likely to reside at post with the TCO.

<u>Age</u>	<u>% Of Children in each age group</u>
0-5	96.3
6-11	74.5
12-17	25.3
18-21	7.9
22+	2.4

TABLE V PERCENTAGE OF TCOs ACCOMPANIED BY SPOUSES, ACCORDING TO NUMBER OF NON-RESIDENT CHILDREN

This table suggests that many spouses may stay at home in order to look after the children.

<u>No of Non-resident Children</u>	<u>% of Accompanied TCOs</u>	<u>% of Unaccompanied TCOs</u>	<u>% of all TCOs</u>
1 or more	44.1	82.0	41.6
None	55.9	18.0	58.4
	<u>100.0%</u>	<u>100.0%</u>	<u>100.0%</u>

TABLE VI PERCENTAGE OF TCOs WITH PARTICULAR QUALIFICATIONS, BY AGE GROUP

This table shows, for each age group, the percentage of that age group with a particular qualification. It therefore shows the age trends of qualifications, for instance the marked inverse relation between age and possession of a first University Degree. The columns exceed 100% because TCOs commonly have more than one qualification.

	<u>21-25</u>	<u>26-30</u>	<u>31-35</u>	<u>36-40</u>	<u>41-45</u>	<u>46-50</u>	<u>51-55</u>	<u>56-60</u>	<u>61-75</u>	<u>All age groups</u>
	(% of TCOs in each age group)									
City and Guilds ONC, OND, HNC, HND	7.7	12.4	13.0	28.7	31.3	20.5	20.7	16.9	11.4	19.1
Clerical, commercial or book-keeping	7.7	2.1	2.6	2.0	2.5	3.4	4.6	4.2	14.3	3.6
Trade Apprenticeship	0.0	7.2	5.2	11.9	17.5	17.0	17.3	11.3	8.6	11.3
Nursing or Para-medical	0.0	0.0	1.3	0.0	2.5	4.5	0.0	1.4	0.0	1.2
Teaching Certificate (below BEd)	0.0	4.1	4.5	16.8	10.0	10.2	9.2	14.1	5.7	9.0
University Diploma	0.0	8.2	14.3	18.8	18.8	15.9	13.8	22.5	8.6	15.0
University Degree (First)	84.6	77.3	75.3	57.4	42.5	42.0	40.2	31.0	34.3	55.1
University Degree (Higher)	23.1	41.2	46.8	31.7	28.8	15.9	16.1	15.5	11.4	29.3
Membership of Professional Body	23.1	36.1	44.8	48.5	51.3	55.7	50.6	53.5	54.3	47.8
None of above	0.0	3.1	1.9	5.9	6.3	11.4	19.5	15.5	11.4	8.1

TABLE VII PERCENTAGE OF TCOs KNOWING PARTICULAR LANGUAGES

This gives the information available on languages spoken by TCOs. Some TCOs of course speak more than one language

	<u>% of all TCOs</u>
Arabic	3.7
French	27.0
Spanish	19.4
Swahili	13.6
No other language	79.9
1 Other language	15.2
2 Other languages	4.0
3 or more other languages	1.0

TABLE VIII PERCENTAGE OF TCOs WHO HAD RECEIVED AWARDS OR SPONSORSHIPS

The qualifications given in the text (para 13) should be borne in mind when examining this table. The percentages add to a little over 100% because a few TCOs had more than one award.

	<u>% of all TCOs</u>
Natural Resources Postgraduate Studentship	8.7
In-Service Training Scheme	1.9
Education Development Award	0.4
Teacher Refresher Course Scheme	0.0
ODA Research Grant	0.7
ODI Fellowship (for Economists)	0.1
None of these	88.8

TABLE IX SPECIAL GROUPS

This looks at members of the Expanded Home Base Scheme, the Corps of specialists, and seconded personnel (giving their source). A misprint in the questionnaire may mean that the question on seconded personnel was badly answered.

	<u>% of all TCOs</u>
Expanded Home Base Scheme	2.5
Corps of Specialists	4.7
Seconded Personnel	21.8
(Source of Seconded Personnel:	<u>% of Seconded Personnel</u>
ODA Associated Body or Scientific Institution	(36.7)
Other Government Department	(36.7)
Educational Institutions	(13.3)
Public Corporations	(4.4)
Local Authorities	(2.5)
Other)	(6.3)
	<hr/>
	100.0

TABLE X PERCENTAGE OF TCOS BY JOB DESCRIPTION

This illustrates the types of jobs held by TCOs

<u>Title</u>	<u>% of all TCOs</u>	<u>Cumulative %</u>
Agronomists	10.1	10.1
Educational Administrators and non-teaching staff	7.2	17.2
Physical Scientists/Technicians	6.6	23.8
Educational (Lecturers)	6.1	29.9
Accountants/Financial Advisers	5.4	35.3
Animal Husbandry/Livestock Experts	5.1	40.4
Managers	5.0	45.3
Other Life Scientists/Technicians	4.7	50.0
Engineers (not civil or mechanical)	4.1	54.1
Directors/Project Heads	4.1	58.3
Civil Engineers	3.9	62.1
Economists	3.7	65.8
Agronomist/Related Scientists	3.2	69.0
Dentists/Vets/Pharmacists	2.8	71.8
Government Officials	2.6	74.4
Biologists/Zoologists etc	2.3	76.7
Other Professional, Technical etc	2.3	79.1
Protective Service Workers	2.1	81.1
Legislative Officials/Government Administrators	2.1	83.2
Others (under 2%)	16.8	100.0

TABLE XI PROPORTION OF MAJOR JOB CATEGORIES IN PARTICULAR AGE GROUP (%)

This table, which only covers the more important job categories, shows the age distribution of those jobs. Physical scientists, for example, are mostly under 36 and all below 51.

	<u>21-35</u>	<u>36-50</u>	<u>51 and over</u>
Physical Scientists	66.7	33.3	0.0
Animal Husbandry/Livestock Experts	45.9	29.7	24.3
Agronomists	46.6	38.4	15.1
Accountants/Financial Advisers	17.9	33.3	48.7
Educational Administrators etc	11.5	50.0	38.5
Lecturers	34.1	45.5	20.5
Managers	8.3	50.0	41.7
All TCOs	36.4	37.1	26.6

TABLE XII PERCENTAGE OF TCOs BY JOB CATEGORIES AND LEAST DEVELOPED COUNTRIES

This table again concentrates on particular job categories, which cover roughly 70% of TCOs. The percentages in each column are of the number of TCOs in LLDCs and non-LLDCs. They show for instance that a greater percentage of TCOs in non-LLDCs are employed as educational administrators than in LDCs.

	<u>% of TCOs in Least Developed Countries</u>	<u>% of TCOs in Other Developing Countries</u>
	(%)	(%)
Agronomists	14.2	8.8
Lecturers	7.1	5.7
Animal Husbandry and Livestock Experts	6.5	4.7
Engineers (not civil or mechanical)	5.9	3.6
Managers	5.9	4.7
Dentists/Vets/Pharmacists	4.7	2.2
Civil Engineers	4.1	3.8
Biologists/Zoologists etc	3.6	2.0
Sub Total	(52.1)	(35.4)
Educational Administrators	2.4	8.6
Physical Scientists	3.6	7.5
Other Life Scientists	4.1	4.8
Directors/Project Heads	3.0	4.5
Economists	2.4	4.1
Government Officials	1.8	2.9
Legislative Officials and Government Administrators	1.2	2.3
Sub Total	(18.3)	(34.8)
All other categories	29.6	30.8
Total	100.0	100.0

TABLE XIII PERCENTAGE OF TCOs BY NUMBER OF YEARS WORKED IN DEVELOPING COUNTRIES

This shows how many years TCOs have worked in developing countries. The cumulative percentage shows that over half have worked 6 years or less.

<u>Years</u>	<u>% of all TCOs</u>	<u>Cumulative %</u>
0	1.2	1.2
1-2	21.5	22.7
3-4	14.9	37.6
5-6	13.4	51.0
7-8	9.0	59.9
9-10	6.6	66.5
11-15	10.9	77.4
16-20	6.2	83.6
21-25	9.8	93.4
26-39	4.4	97.8
40+	2.2	100.0

TABLE XIV AVERAGE NUMBER OF YEARS WORKED IN DEVELOPING COUNTRIES BY AGE GROUP

This table illustrates the unsurprising connection between age and the number of years worked in developing countries.

<u>Age of TCO</u>								
<u>21-25</u>	<u>26-30</u>	<u>31-35</u>	<u>36-40</u>	<u>41-45</u>	<u>46-50</u>	<u>51-55</u>	<u>56-60</u>	<u>61-75</u>
(No of years)								
2.23	3.33	5.00	6.63	8.38	14.21	15.46	16.28	20.5
(Average: 9.5 years)								

TABLE XV PROPORTION OF WORKING CAREER IN DEVELOPING COUNTRIES (%)

This table shows the wide variety among TCOs of the proportion of their working career (as opposed to the number of years, shown above) spent in developing countries.

<u>% of Career:</u>	<u>0-10</u>	<u>10-20</u>	<u>20-30</u>	<u>30-40</u>	<u>40-50</u>	<u>50-60</u>	<u>60-70</u>	<u>70-80</u>	<u>80-90</u>	<u>90-100</u>
<u>% of TCOs:</u>	13.4	12.4	12.9	13.5	11.6	8.7	10.5	8.1	5.6	3.3
<u>Cum. % of TCOs</u>	13.4	25.8	38.7	52.2	63.8	72.5	83.0	91.1	96.7	100.0

TABLE XVI ODA WORK IN DEVELOPING COUNTRIES BY AGE GROUP

This table illustrates various aspects of TCOs work connection with ODA.

	Age of TCO									
	<u>21-25</u>	<u>26-30</u>	<u>31-35</u>	<u>36-40</u>	<u>41-45</u>	<u>46-50</u>	<u>51-55</u>	<u>56-60</u>	<u>61-75</u>	<u>TOTAL</u>
Av. No of ODA Assignments	1.38	1.33	1.69	1.92	1.06	2.26	2.22	2.68	2.14	1.96
% having more than one ODA assignment	30.8	27.8	45.5	52.5	56.3	59.1	57.5	66.2	54.2	50.6
Av. No of Years in developing countries under ODA auspices	1.54	2.62	3.99	4.97	5.84	6.80	7.51	7.27	6.46	5.67

TABLE XVII DISTRIBUTION OF TCOS BY NUMBER OF YEARS IN DEVELOPING COUNTRIES UNDER ODA AUSPICES

Over half of TCOs have been four years or less in developing countries under ODA auspices.

	No of years in developing countries							
	<u>0</u>	<u>1</u>	<u>2</u>	<u>3</u>	<u>4</u>	<u>5</u>	<u>6-10</u>	<u>Over 10</u>
% of TCOS	1.7	19.3	17.8	9.4	6.8	8.3	20.1	16.8
Cum % of TCOS	1.7	20.9	38.7	48.1	54.8	63.1	83.2	100.0

TABLE XVIII DISTRIBUTION OF TCOS BY NUMBER OF ODA ASSIGNMENTS

Almost exactly half the TCOs are on their first assignment.

	No of Assignments								
	<u>1</u>	<u>2</u>	<u>3</u>	<u>4</u>	<u>5</u>	<u>6</u>	<u>7</u>	<u>8</u>	<u>Above 9</u>
% of TCOS	49.4	25.8	13.8	6.3	2.6	1.5	0.3	0.1	0.1
Cum % of TCOS	49.4	75.2	89.0	95.3	97.9	99.5	99.7	99.9	100.0

TABLE XIX PROPORTION OF WORK IN DEVELOPING COUNTRIES UNDER ODA AUSPICES

A large proportion of TCOs' work in LDCs has been done under ODA auspices

	% Of work in developing countries									
	<u>0-10</u>	<u>10-20</u>	<u>20-30</u>	<u>30-40</u>	<u>40-50</u>	<u>50-60</u>	<u>60-70</u>	<u>70-80</u>	<u>80-90</u>	<u>90-100</u>
% of TCOs	4.6	5.0	4.9	6.1	5.7	8.4	7.5	4.5	4.5	48.7
Cum % of TCOs	4.6	9.6	14.5	20.7	26.4	34.8	42.3	46.8	51.3	100.0

TABLE XX AVERAGE (1) PERCENTAGE OF WORK UNDER ODA TO TOTAL WORK IN DEVELOPING COUNTRIES BY AGE GROUP

This table, illustrated in the text, shows the greater importance of work under ODA, relative to total work in developing countries for younger age groups.

	Age of TCO									
	<u>21-25</u>	<u>26-30</u>	<u>31-35</u>	<u>36-40</u>	<u>41-45</u>	<u>46-50</u>	<u>51-55</u>	<u>56-60</u>	<u>61-75</u>	<u>ALL</u>
% of Work under ODA	69	79	80	75	70	48	49	45	32	60

(1) Average = Mean No of years under ODA divided by mean of years in developing countries.

TABLE XXI DISTRIBUTION OF TCOS BY AGE AT TIME OF FIRST APPOINTMENT IN A DEVELOPING COUNTRY

This shows that well over half the TCOs had their first appointment in a developing country before the age of 30.

	Age of TCO at first appointment							
	<u>20 and under</u>	<u>21-25</u>	<u>26-30</u>	<u>31-35</u>	<u>36-40</u>	<u>41-45</u>	<u>46-50</u>	<u>51-60</u>
% of TCOs	4.0	34.0	24.9	14.3	8.5	6.3	3.9	4.0
Cum % of TCOs	4.0	38.0	62.9	77.3	85.8	92.1	96.0	100.0

TABLE XXII PERCENTAGE OF TCOS BY IMMEDIATE PREVIOUS EMPLOYMENT AND AGE GROUP

The figures for TCOS and OSAS, in brackets, show what proportion of those working overseas for ODA were working under those particular schemes.

	Age of TCO			
	<u>21-35</u> (%)	<u>36-50</u> (%)	<u>51-75</u> (%)	<u>TOTAL</u> (%)
Study	18.21	7.1	1.0	9.5
Unemployed	1.9	1.5	3.1	2.1
UK private	8.7	13.8	8.8	10.6
UK public	34.1	31.2	27.5	31.3
ODA overseas	25.0	29.7	35.2	29.5
(of which:				
TCO	(34.8)	(32.5)	(35.3)	(34.1)
OSAS)	(27.3)	(33.8)	(33.8)	(31.8)
UN agency	1.1	5.9	5.7	3.0
Volunteer	3.0	0.4	0	1.2
Other Overseas	8.0	10.4	18.7	12.9
(Total Overseas)	(37.5)	(46.5)	(59.6)	(46.6)
	<u>100.0%</u>	<u>100.0%</u>	<u>100.0%</u>	<u>100.0%</u>

Introduction

1. An important part of the questionnaire (Section 2) was concerned with TCOs' attitudes to their work and conditions of service. One of the main objects of the survey was to find out why people became TCOs in the first place, since TCOs are a unique, and diverse, occupational group. An attempt was made to probe into the peculiar advantages and disadvantages of choosing their particular occupation (as the TCOs saw them) and to assess their degree of satisfaction with terms of services, supporting facilities and working relationships. Thus it was possible to draw up a fairly complete picture of TCOs work and to identify those particular factors that have an important influence on job satisfaction, working efficiency and so on. In particular, an analysis of these factors provides important pointers to changes that may be desirable, or indeed necessary, to ensure that a body of TCOs continues to be available in the future providing the services and skills that are vitally required by developing countries.

2. The main findings of this section were as follows:

(1) The main motive for taking up TCO work is the desire to assist in the development of developing countries. Subsidiary motives relate to the desirability of the living and working environment in developing countries, the scope for initiative and the opportunity to broaden professional knowledge and experience. Other motives such as remuneration or dissatisfaction with life in the UK are not as important. (Table I)

(11) From the TCO's point of view the main advantage of the work arises from feeling they are doing a worthwhile job and are able to use their initiative. Challenge and responsibility are less important to them. (Table II)

(111) The major disadvantages of TCO work relate to the lack of long term security, anxiety over finding future vacancies, and lack of pension provisions. (Table III)

(1v) From the point of view of living and working conditions TCOs are most dissatisfied with medical care, arrangements for leave, accommodation on arrival, local schooling and the availability of jobs for spouses. In addition shopping facilities are rather unsatisfactory. The provisions for spouses to accompany their partners, the availability of domestic help, arrangements for sending children to UK boarding schools, the climate, the accommodation provided, and the salary are considered satisfactory by at least 80% of TCOs. (Table IV)

(v) Training arrangements are generally considered to be unsatisfactory.

(vi) Supporting services are also thought to be unsatisfactory particularly office services. (Table VI)

(vii) Working relationships were on the whole not unsatisfactory but 20% of the TCOs to whom the question was applicable said they had unsatisfactory relations with ODA HQ, ODA Development Divisions and government institutions in developing countries.

3. The findings of the survey are given in detail below under the main sub-headings of motivation, training, conditions of service and work experience and relations. As we have tried to look at the relationship between different aspects - for instance how a TCO's work experience relates to his motivation - there is inevitably some overlap. The Chapter ends with an analysis of the attitudes of TCOs in the Corps of Specialists and other special groups.

Motivation

4. The motivation of TCOs in working overseas was investigated by asking them to list the degree of importance they attached to various likely motives for working overseas. These are shown in Table I; the motives are ranked according to the percentage finding them either very important or fairly important. On this basis the most important motive is a desire to assist the development of developing countries and the least important is the influence of other people speaking favourably about working overseas. Thus it is noteworthy that an altruistic motive appears to be the most important.

5. More generally it seems as though the living and working environment and job satisfaction are more important than remuneration, job responsibility, or a desire for a change from the UK living and working environment. However it should also be noted that if one looks only at those regarding a motive as 'very important' the ranking of motives is rather different. On this basis the opportunity to broaden professional knowledge and experience, the scope to use initiative, and previous good experience of work and travel overseas were the predominant motives. Although remuneration had a low marking under the heading "Very Important", it had a high marking under "Important". This suggests that the importance of pay is quite high even though it is not dominant, especially as TCOs may be inclined to understate its importance in relation to other more altruistic motives. Nevertheless, the particular ranking of remuneration throws little direct light on the adequacy of pay although a low ranking may indicate that the pay of TCOs is neither sufficiently high to be a strong motivator by itself, nor sufficiently low to be a serious obstacle, in short it may be at roughly the right level.

6. Some TCOs were dissatisfied with pay, and felt that higher salaries would not necessarily detract from the altruistic aspects of TCO work. One commented

"Nowadays there is no financial inducement in a TCO's contract, whereas most private companies and some international agencies accept that a financial inducement is not immoral".

7. The motivation of TCOs may also be closely linked with their assessment of the particular advantages and drawbacks of TCO work. (Table II). To an extent the pattern of the perceived advantages reflects TCOs motivation. Thus TCOs regarded having greater responsibility as the least important advantage of TCO work and this also ranked low as a motive. Similarly, greater scope to use initiative ranked high as an advantage and also as a motive. (Unlike OSAS officers, TCOs do not usually work in "line" or cadre" jobs as they are usually doing advisory jobs; the degree of responsibility, in terms of management of staff and decision-taking, is therefore relatively less, but the scope for initiative is greater). Generally TCOs felt that the quality and worth of their own input into their project was the most decisive factor in determining their satisfaction with their job.

8. For TCOs, as a whole therefore it may be said that their satisfaction derives from wishing to contribute to the development of poor countries and also from feeling that the job they are actually doing is making a worthwhile contribution to that end. In addition they are generally people who have a strong interest in developing countries and enjoy the special environment within which they work. Nevertheless they do not regard the more commonplace aspects of job satisfaction eg pay, responsibility, challenge, as unimportant but they assess them as subsidiary to their major interest in developing country work.

9. It might be expected that motivation would vary with age reflecting different attitudes to career development, the greater overseas experience of older TCOs, and possibly the remaining influence of ex-colonial service members among older TCOs. It is in fact found that the ranking given to each motive differs considerably

by age groups. (Table VIII). In particular young people (under 36) are motivated primarily by the desire to experience other places and cultures rather than the desire to assist development. Similarly younger people (under 51) are much keener to broaden their professional knowledge and experience than older people, while older people are much more strongly influenced by previous experience overseas than are young people. These latter two differences are unsurprising but it is not immediately apparent why young people should be less motivated by the desire to assist development. It suggests that they may not be motivated primarily by idealism but rather that they are keen to gain experience of other countries and to develop their professional expertise. Older TCOs by contrast, are positively attracted by the idea of living and working in a developing country. Again this is not surprising since many of the older TCOs have chosen to spend most of their working lives in developing countries. Nevertheless their degree of commitment to the development of developing countries and to developing country work in general contrasts with the more instrumental and career-oriented attitude of younger TCOs. (One has to bear in mind the possibility that the older TCOs may have been particularly anxious to create a good impression as they depended, more than the younger TCOs, on getting further overseas assignments).

10. The type of motivation displayed by TCOs is also likely to affect their degree of satisfaction with their job. As a criterion of job satisfaction one may take those feeling their input into their job is worthwhile. Thus of those in Table IX who feel that "wanting to assist development" is a very important motive, 77.4% consider their input is worthwhile compared to only 67.7% of those who feel that motive to be unimportant. There therefore appears to be some relationship but it is bound not to be very strong since such a small proportion of TCOs found their input not worthwhile (Table II).

11. The degree of commitment to development might also be expected to have an effect on a TCO's relationship with the people he encounters in his work (Table X). In fact, there is little variation in the proportion having unsatisfactory relationships amongst those giving different importance to the "development" motive. However as the importance of the motive declines fewer TCOs have very satisfactory relations while those with only satisfactory relations increase. Thus it is rather difficult to draw any decisive conclusion from the observed relation.

12. Of the other motives surveyed it was considered appropriate to relate the specific advantages felt by TCOs in their particular job to the corresponding motive. Thus in Tables XI and XII the replies of TCOs on job responsibility and initiative are cross-tabulated to establish whether the motivation is reflected in the corresponding form of job satisfaction. Both of the tables do show a strong relation especially in the case of responsibility. Of those who consider responsibility a very important motive, 79.6% find they actually have greater responsibility whereas for those to whom responsibility is an unimportant motive 48.6% find they do not have greater responsibility. While this strong relation may appear unsurprising it does not necessarily follow that the motivation is the father of the experience. TCOs may desire greater responsibility but be disappointed by their experience in the job, or alternatively they may not desire it but have it thrust upon them. It is thus reassuring that the mismatch of motivation and actual experience appears not to be large. In the case of initiative, only a small proportion considering scope for initiative an important motive are disappointed in practice but a rather large proportion of those considering it an unimportant motive are nevertheless required to exercise it. However TCOs are in general not frustrated by a lack of opportunity in the course of their work to take on responsibility or use their initiative. Table 1 below illustrates the relation between motive and job experience with regard to scope for initiative on the job.

Table 1 Relation between motive and experience with regard to opportunities for initiative in the job

	Work experience: % finding scope for initiative			(%)
	Good (%)	Somewhat Good (%)	Not Good (%)	
of those for whom this motive was:				
<u>Very Important</u>	78	18	4	100
<u>Important</u>	64	28	8	100
<u>Not Important</u>	53	34	13	100

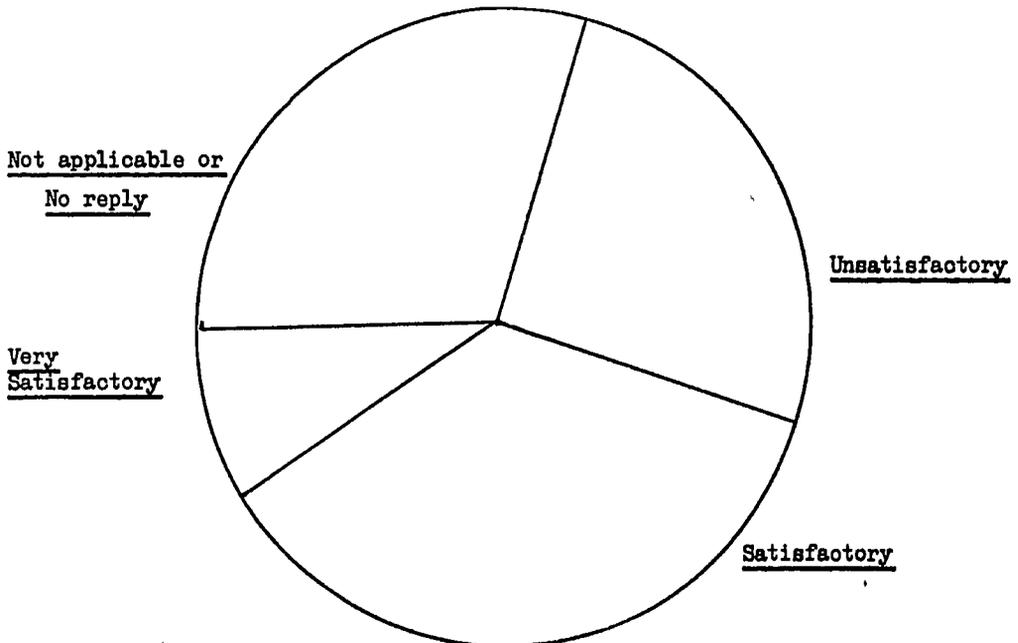
13. One group for whom the desire to assist in development was a particularly strong motive was those who had received one of the ODA awards or sponsorships (Table XIII). This is encouraging, since it suggests that the holders of awards and sponsorships are either selected, or select themselves, partly on the basis of their greater commitment to development.

Training

14. Ideally training should be an important part of a TCO's work, in order to pass on his skills and prepare local people to take over his job. In some cases, for instance where a TCO meets only a short-term or highly specialised need, the importance of training may be less. Even so, the answers produced in this section are disappointing, and indicate that this aspect of TCO work is not running smoothly.

15. The most generally applicable question asked how satisfactory arrangements were for training counterparts on the job. The answers to this are illustrated in the chart below. 30% of TCOs either did not reply to the question, or regarded it as not applicable. Of those who did reply, 36% regarded arrangements as unsatisfactory, 52% felt they were satisfactory, and only 12% felt they were very satisfactory (in all 4 questions on training, less than 20% of TCOs found arrangements very satisfactory).

Counterpart Training Arrangements



16. Roughly similar figures for the breakdown between unsatisfactory, satisfactory and very satisfactory apply to the other three questions on training (Table V) although arrangements for classroom or similar formal training were noticeably more satisfactory. Of more interest is the number who actually replied to a particular question, this indicating that they thought it was applicable;

1. 67% of TCOs replied to a question on training arrangements for people other than counterparts. This is only slightly less than the percentage replying to the question on counterpart training. Of course, it may well be the case that while a TCO works more closely with some local people than with others, no one has been identified formally as a counterpart.

11. 70% of TCOs evidently felt that advising the British Council/ODA on training needs was part of their job, although nearly 30% of those replying to this question thought the arrangements for this were unsatisfactory.

111. nearly half of TCOs (46%) were involved in classroom or similar formal training.

17. Since training is an important aspect of a TCO's work, it might be expected that the suitability of training arrangements would affect the TCO's assessment of the worth of his job input. This is borne out if we look at the relation between these two, using counterpart training arrangements as our measure of the former. Table 2 below illustrates the relation. The picture is a little clouded, since very few TCOs felt their input was not worthwhile. However, the fact that 90% of TCOs with very satisfactory training arrangements also found their job input worthwhile, against 59% of TCOs with unsatisfactory training arrangements, suggests a strong connection. If this is the case, then the problems in existing training arrangements may detract substantially from the value of TCOs work.

Table 2: Relation between training arrangements and worthwhile job input

Percentage of TCOs feeling their job input was,

	<u>Worthwhile</u> (%)	<u>Somewhat</u> <u>Worthwhile</u> (%)	<u>Not</u> <u>Worthwhile</u> (%)	
out of those for whom counterpart training arrangements were				
<u>Very Satisfactory</u>	90	10	0	100
<u>Satisfactory</u>	79	20	1	100
<u>Not Satisfactory</u>	59	31	10	100

18. In any job effectiveness will be partly dependant on relations between the different people at work, and this aspect becomes even more important given the close liaison necessary for training and the passing on of skills. Table 3 below suggests that relationships between the TCO and his counterpart were a major aspect of the suitability of training arrangements. No TCOs manage to combine unsatisfactory relationships with very satisfactory training arrangements, and 76% of TCOs with unsatisfactory relationships complain of unsatisfactory training arrangements against only 15% of those with very satisfactory relationships with local counterparts.

Table 3: Connection between relations with local counterparts and counterpart training arrangements

Percentage of TCOs finding counterpart training arrangements;

	<u>Very Satisfactory</u> (%)	<u>Satisfactory</u> (%)	<u>Un-satisfactory</u> (%)	
out of those who found the relationship with local counterpart staff:				
<u>Very Satisfactory</u>	28	57	15	100
<u>Satisfactory</u>	5	60	35	100
<u>Unsatisfactory</u>	0	24	76	100

19. No doubt causation could also work the other way, with poor arrangements causing bad relations. For instance, if we reverse the relation in Table 3, there is still a fairly strong relationship between satisfaction with counterpart training arrangements and satisfaction with counterpart relationships (Table XX) although even where the arrangements are unsatisfactory nearly two thirds of TCOs have a satisfactory relationship with their counterparts. A similar pattern is evident in the cross-tabulations showing the relationships with ODA and the British Council against the arrangements to advise the two bodies on training needs (Tables XXI and XXII). The relationship here is not quite as strong as for counterparts but is still evident. It appears therefore that relationships with local staff or the British Council or ODA are not primarily dependent on training arrangements. The satisfaction with relationships depends on a number of factors of which training arrangements are only one.

Conditions of service and work Experience

20. Several different questions in the survey related to aspects of conditions and work experience; due to their overlapping nature they are considered together. The main aspects considered are long term problems of TCO work (insecurity, lack of pension provision etc), advantages and disadvantages of life overseas, provision of supporting services, and TCOs' assessment of their work experience.

21. The answers to the question on long term problems of TCO work are set out in Table 4 below (and Table III at the back). A question on extension of secondment was also included but, due to a misprint in the questionnaire, appears to have been wrongly answered by many TCOs and so has been omitted (for what it is worth, the answers suggested that this was not a great problem).

Table 4: Problems of TCO work

% Considering	<u>A great problem</u> (%)	<u>A problem</u> (%)	<u>Not a problem</u> (%)	(%)
1. Contract employment lacks longer term job security	39	32	29	100
2. Anxiety about finding suitable vacancies abroad or in UK	26	38	36	100
3. Lack of adequate pension provision	35	28	37	100
4. No prospect of promotion while on overseas contract	17	24	59	100

22. TCOs in the nature of their work experience problems of various kinds that are not shared by workers with a more stable career structure. Primary among these problems is the fact that TCO work is contract employment and lacks long term security: over 70% of TCOs consider this a problem and nearly 40% a big problem. Allied to this are worries over future job opportunities and pension provision, the latter ranking as a great problem for over a third of TCOs. Promotion is given a surprisingly low marking as a problem, but it is not clear whether TCOs answered this in terms of promotion as a TCO, in their UK institution, or perhaps some mixture of both.

23. The importance of the lack of permanent employment was evident from the further comments that many TCOs made; one stated:

"Once overseas, the TA scheme has worked well and I find the posts with ODA enjoyable. However, like all TA officers I have met, I would leave ODA at the first opportunity of obtaining a permanent job. Being placed out of work every 2 or 3 years for an indefinite period tends to be an overriding factor on any of the TA terms offered."

However, in spite of the various problems of TCO work, over half of those who replied to the question on preferred future employment wished to continue TCO work (Table XXVI). The next most popular work was an UN Department followed by a private company or the World Bank. 4% of TCOs wanted to continue overseas work on OSAS/BESS terms. It should however be noted that 13.6% of TCOs did not reply to this question.

24. In para 9 it was observed that the motivation for working as a TCO varied considerably with age. It may also be expected that TCOs' opinions about other aspects of the job will also vary with their age. In Table XXIII the variation with respect to age of the degree of importance of the various problems of TCO work is shown. Unlike motivation, the rankings of the various problems do not vary significantly by different age groups except that older TCOs regard lack of pension provision as more important than the problem of finding acceptable job opportunities in the future. Nevertheless there are considerable variations in the proportions of TCOs regarding each factor as a problem. As a general rule it may be said that the middle age group is more worried on account of the insecure nature of TCO work than younger TCOs who in turn are more worried than older TCOs. The only exception to this rule is in the case of pension provision where the youngest TCOs are slightly less worried than the eldest TCOs. This pattern seems to suggest that it is people in mid-career who probably have the greatest family responsibilities and are also at an age where they are having to make decisions as to the best way to achieve their career ambitions, who feel the insecurity of TCO work most keenly. Thus it is noticeable that middle age group TCOs are significantly more worried relative to the average of all TCOs about longer-term job security and the prospects of promotion especially the former. Similarly, the only age group where over 40% of TCOs experience a great problem is the middle age group with longer-term job security and pension provision. This group, therefore, stands out as being in need of greater security if it is likely to remain as it is at present the largest segment of the TCOs corps. A similar but much less marked pattern is discernible in the degree of satisfaction with pay and allowances (Table XXIV). The middle age group is slightly more dissatisfied than the younger, while older TCOs are in general more satisfied but the differences are not large.

25. Fourteen different questions were asked about life overseas (Table IV). Many of these are not amenable to ODA influence, although knowledge about them may be useful. The fact that only about 12% of TCOs found the climate or the availability of domestic help unsatisfactory suggested that these can more appropriately be considered as advantages of life overseas rather than disadvantages. Lack of opportunities for spouses to work locally, and the lack of good local schools were important factors, and TCOs should be briefed on these before departing. (Country breakdowns will produce more detailed information on these aspects). Inadequate social, leisure and shopping facilities must be regarded as an inevitable part of life in most less developed countries.

26. The main area which ODA needs to examine carefully (although not always within its control) is the provision of accommodation on arrival, which 40% of TCOs found unsatisfactory. Arrangements for leave were felt to be unsatisfactory by a third of TCOs, and a high proportion were dissatisfied with travel opportunities. 30% found medical care unsatisfactory; this problem may be exacerbated by the fact that many TCOs are working away from large cities where medical facilities tend to be concentrated.

27. On the other hand several aspects were reassuringly satisfactory. Provision for the TCO's family, whether for the spouse to accompany or arrangements for UK boarding schools, ranked high. Accommodation, although a problem on arrival, finally satisfied over 85% of TCOs. Salary and allowances were considered unsatisfactory by less than 20% of TCOs, reinforcing our conclusion that pecuniary motives are not the main ones for TCOs. It is of course possible that those general conclusions mask some minority problems. One TCO complained about the disparity between married and single allowances, and continued:

"I mentioned this to the project leader who told me that the only answer was to get married - which I have done since."

28. One problem that arises in many LDCs and which again is a matter of direct relevance to the ODA, is the lack of supporting services (Table VI). General office services are unsatisfactory for nearly half the TCOs, and over a third are dissatisfied with the provision of a vehicle, petrol, and spares. Office accommodation proved more satisfactory, but possibly most serious of all is the fact that one third of TCOs found the provision of tools and equipment essential for their work unsatisfactory. This led one veterinary TCO to comment (on the lack of necessary equipment):

"This was not just a temporary situation; it went on for nearly a year, until I left. I don't know if the supply of appropriate equipment has improved since; I doubt it; it seems silly that with our high salaries and rents and other overheads, we couldn't do half the work possible because of poor supply of simple things."

29. It might be thought that supporting services would be worse in the poorer LDCs. An analysis of this was undertaken and it was found that opinions about most services varied very little according to the country. However, provision of petrol and vehicle repairs was less satisfactory in poorer LDCs, whilst office services were much less satisfactory, leaving 66% of TCOs in those countries dissatisfied.

30. The questions on work experience are by and large more encouraging (Table II). It should be borne in mind that the answers may be biased - the fact that only 28 TCOs felt that their input was not worthwhile, for instance, may be an optimistic assessment. None the less, the answers are very definite, over 90% of TCOs feel that their input is worthwhile and that they have good scope to use their initiative; 85% feel their work is more challenging than in the UK; and 77% feel they have greater responsibility in their post than they would have in the UK. This indicates that, despite the disadvantages and problems already outlined, TCOs experience a high degree of job satisfaction.

31. The relation between "job satisfaction" (as measured by the TCO's assessment of the worth of his input) and training has already been discussed (para 17). It is also to be expected that job satisfaction will be dependent, amongst other things, upon good working relationships with those people or institutions with whom the TCO has to deal. Table XIV shows the relationship between the TCO's assessment of the worth of his input (a measure of job satisfaction) and his relations with the local counterpart staff. It is clear from the table that the better a TCO gets on with his local counterparts, the more worthwhile he feels his input to be. Nevertheless over two-thirds of TCOs were satisfied with the relationships even if they

considered their own input not worthwhile so this cannot be the main determinant of the degree of job satisfaction. A much stronger relationship is to be found if the same measure of job satisfaction is cross-tabulated against the TCO's relations with those institutions with which he is associated in the developing country. (Table XV). Nearly 90% of those who consider this relationship satisfactory regard their input as worthwhile compared to only 51% with an unsatisfactory relationship. This therefore, appears to be a major reason for TCOs failing to find satisfaction with their work. Nevertheless it should be remembered that only 3.9% of TCOs do not regard their input as worthwhile.

Relations

32. TCOs in the nature of their work have to work closely with a number of other people and agencies. One indication of how well their work is going, and the areas where various improvements might take place, is the degree of satisfaction with their various working relationships. This information is given in Table VII, ranked with the least unsatisfactory working relationship at the top and the most unsatisfactory at the bottom. The information on the percentage of TCOs answering also gives useful information on how such working contact TCOs have with different groups. Some of the more interesting are given in Table 5 below.

33. Several interesting points emerge;

1. Most relationships are not unsatisfactory. In only one case - Government institutions in the LDC generally - do over a quarter of TCOs find the relationship unsatisfactory.

11. The British Embassy/High Commission, and more particularly ODA Headquarters and Development Divisions get a relatively poor rating (although under 40% of TCOs responded to the question on Development Division, since many are in countries not covered by them).

111. Individuals get a higher rating than institutions, in particular groups such as UK and foreign volunteers, and other bilateral and multilateral personnel.

34. It should be remembered that the relationship with a particular person or institution is specific to the particular framework within which the relationship takes place. Thus where a relationship involves some degree of control over a TCO's activities conflict is more likely to arise than where the relationship allows greater freedom. Nevertheless control may be necessary to the proper functioning of the TCO so that a poor ranking does not necessarily mean that the institution is working badly or improperly.

Table 5: TCO relations with other individuals and institutions

% finding relationship with:	Very Satisfactory	Satisfactory	Un-Satisfactory	% of TCOs answering	
	(%)	(%)	(%)	(%)	(%)
1. British Council	26	61	13	100	40
2. Local Counterpart Staff	35	50	15	100	84
3. British Embassy/High Commission	31	51	18	100	88
4. Institution with which TCO works in LDC	28	53	19	100	96
5. ODA HQ in London	25	53	22	100	96
6. ODA Development Divisions	30	46	24	100	39
7. Government Institutions in LDC generally	11	61	28	100	90

35. The number of TCOs actually answering a particular question also yields interesting insights. For instance, the fact that 84% answered a question on local counterpart staff, against 96% answering on the local institution for which they work reflects that, in some cases, there is a failure to provide local counterparts. There is evidently a good deal of general interaction with government institutions in the developing country, and surprisingly more answered this question than that on the British Embassy/High Commission. While relations with the British Council were good, only 40% of TCOs answered this question, which is a surprisingly low proportion.

36. It is noticeable that working relationships are more satisfactory for older TCOs (Table XXV); the relationship with the British Embassy/HC and with ODA HQ seems to become markedly easier with age. This may simply reflect the following effect of increasing age, which is not a characteristic specific to TCOs; it is also probable that older TCOs fill more senior posts, and so may have to liaise more with the BE/HC. A similar but less marked pattern can be seen in relationships with local counterparts.

Special Groups

37. Some special analysis was made of the Corps of Specialists, the Expanded Home Base Scheme, and general seconded personnel. The Corps of Specialists (C of S) is a small body of people (currently about 50 although the ceiling is 94) with special experience and knowledge of work overseas, and with specialized qualifications, who are employed directly by ODA under contract for periods up to 10 years, and as far as possible are seconded overseas continuously during the period of their contracts. They thus have a greater degree of job security than contract TCOs, though not as much as TCOs seconded under the HBS or other arrangements. Most of the Corps of Specialists are in the fields of agronomy or natural resources. The Expanded Home Base Scheme (EHBS) is basically a form of secondment where supernumerary posts are created in the Civil Service, universities or elsewhere in order that a number of people may be seconded under the TC programme for short or longer-term assignments overseas. Thus personnel in the scheme work under much the same conditions as TCOs seconded under normal arrangements and some, indeed, may be unaware that they are seconded under the scheme. Nevertheless they have been separated out as a group different from seconded personnel. It may be the case that the number of people in the scheme is greater than those identifying themselves as such for the reason given above. In addition it should be remembered that only 34 surveyed TCOs are in the Corps of Specialists and only 18 are seconded under the EHBS so that the conclusions that can be drawn are necessarily tentative. On the other hand seconded personnel number 159 so that greater confidence can be placed in the results.

Motivation

38. The "development" motive appears to be more important to the C of S than to other TCOs as a whole and, in particular, than to EHBS and seconded personnel (Table XXVII). This is to be expected since the Corps of Specialists have freely chosen to spend a large part of their career in developing countries while EHBS and seconded personnel are often there as an interlude in their main career development.

39. For seconded personnel a more important motive is that provided by the opportunity to broaden professional knowledge and experience. (Table XXVII). This was considerably more important for them in relation to other TCOs. This view may be taken because their parent institutions regarded the secondment as a useful professional experience.

Problems

40. The special groups are in general much less worried by those aspects of the job that are a special worry to other TCOs. Table XXIX indicates that pension

provision is not a great problem for EHBS or seconded personnel and this is, in any case, likely to be related to the arrangements with their parent institution rather than to the conditions for TCOs. Special pension provision is made for members of the Corps of Specialists so they are in a better position than most contract TCOs: but the arrangements are not as good as they usually are for EHBS on seconded personnel. This is reflected in the fact that C of S personnel are more satisfied than the former with their pension arrangements but less satisfied than the latter.

41. Table XXX indicates that seconded personnel are considerably more worried than others about the prospects of losing out on promotion and this, given their situation is not particularly surprising. On the other hand, they are not much worried about the extension of their secondment if they are offered another TCO contract, either because they do not wish for an extension or because they believe there will be no difficulty in obtaining one.

42. The Corps of Specialists also appear to be somewhat more dissatisfied with their salaries and allowances than TCOs as a whole (Table XXXI). This is difficult to generalise about since the pay and conditions of members of the Corps vary but one source of contention is that they do not get inducement allowances as do contract TCOs and thus their pay sometimes compares unfavourably with that of the latter. EHBS TCOs also appear to be dissatisfied with their salary but the size of the sample for EHBS (17 in this case) makes it unwise to draw definite conclusions. In any case their opinions are likely to be related to the pay of the parent institutions although they may also be related to the allowances they get as TCOs.

Working relationships

43. The arrangements for training counterparts (Table XXXII) do not appear to affect the Corps of Specialists differently from other TCOs although the EHBS are significantly more dissatisfied (but only 12 replied).

44. With regard to working relationships with ODA HQ and the Development Divisions, there are no significant differences between the groups for ODA HQ (Table XXXIII). With the Development Division EHBS are more dissatisfied than other TCOs but the Corps of Specialists is in general very satisfied. Again it should be noted that the sample in the latter case is small (C of S = 20, EHBS = 11).

CONCLUSIONS

45. The main conclusions that have emerged from this analysis of TCOs replies are;

1. Motivation

a. Age. Younger TCOs are motivated more strongly than older ones by the desire to experience other places and cultures, the opportunity to broaden their professional experience and the scope to use their initiative. Older TCOs are more strongly motivated by the desire to assist in the development of developing countries, the attractions of living and working in a developing country and by their previous good experiences in developing countries. Pay, responsibility, and a desire to escape from the UK living and working environment were subsidiary motives for all age groups although not unimportant (para 9).

b. Job satisfaction. There is a slight relationship between the motive of wanting to assist development and the TCO's assessment of the worth of his input (para 10).

c. Initiative and Responsibility. Those who are motivated by the desire to use their initiative or to exercise responsibility find in general that their motivation

is satisfied by their actual experience on the job. A rather large proportion of TCOs find they have no more responsibility than in the UK compared to the proportion who are able to use their initiative (para 12).

2. Job Satisfaction

a. Counterpart staff. There is some relationship between a TCO's satisfaction with his input and satisfaction with his relationship with local counterpart staff (para 31).

b. LDC Institution. There is a much stronger relationship between the TCO's assessment of his input and his relationship with the LDC institution to which he is attached. This appears to be an important determinant, therefore, of the TCO's ability to make a worthwhile contribution (para 31).

c. Training. There was a strong relationship between TCOs' assessment of the arrangements for them to advise on training and their assessment of the worth of their own inputs. There was a similar relationship with respect to counterparts but these arrangements were considered more satisfactory (para 17).

3. Training Arrangements

a. Counterparts. There is some connection between relations with counterparts and training arrangements but relations are satisfactory even where arrangements for training are unsatisfactory (para 18).

b. British Council/ODA. A less strong relationship is evident between TCOs' relationship with ODA/British Council and their degree of satisfaction with arrangements to advise those bodies on LDC training needs (para 19).

4. Job Problems

a. Age. The middle age group of TCOs is generally more worried about the problems associated with the contract nature of TCO work. This is an important conclusion (para 24). With regard to working relationships, these tend to improve uniformly with age (para 36).

b. Pay. There is some evidence that the same middle age group is more dissatisfied with pay but it is not strong (para 24).

5. Future Employment

Over half of TCOs expressed a preference to continue TCO work. The rest indicated a preference for employment in the UN, private companies, the World Bank, the EDF, or direct contracts with overseas governments. 4% wished to transfer to OSAS/DIFSS terms (para 23).

.. Corps of Specialists

a. Motivation. The "development motive" is more important for them relative to other TCOs (para 38).

b. Pensions. They are more satisfied than ordinary TCOs with pension arrangements but less than seconded personnel or EHS TCOs (para 40).

c. Salaries/Allowances. Slightly more of them are dissatisfied with pay and allowances than are other TCOs (para 42).

7. Seconded Personnel

- a. Motivation. The "development" motive is less important for them than other TCOs while the desire to broaden their professional knowledge and experience is more important: (paras 38, 39).
- b. Pensions. They are less worried than other TCOs (para 40).
- c. Promotion. They are more worried than others about this (ie because it is directly relevant in their circumstances) (para 41).

8. EHBS Personnel

They generally follow the pattern of seconded personnel. However the low numbers in the EHBS in this survey, and the suspicion that some people actually under EHBS may not be aware of it, mean we have to treat with caution the findings on EHBS personnel presented in the tables.

STATISTICAL ANNEX: CHAPTER 3

The items in the tables on this annex are ranked on the basis of the first two columns combined as the higher the proportion of TCOs who consider the item important, or satisfactory the higher it is placed in the table. Due to rounding not all percentages add exactly to 100.

TABLE I MOTIVES FOR WORKING OVERSEAS (% OF TCOs)

This illustrates the apparently altruistic motivation of many TCOs.

<u>% Feeling motive is:</u>	<u>Very Important</u> (%)	<u>Important</u> (%)	<u>Not Important</u> (%)	(%)
1. Wanting to assist the development of developing countries	46.5	44.1	9.4	100
2. Positively attracted to living and working in developing countries	48.6	38.0	13.4	100
3. Wanting to experience other places and cultures	42.0	42.7	15.3	100
4. Believed there was more scope to use your initiative working overseas than in the UK	54.9	29.6	15.5	100
5. A good opportunity to broaden your professional knowledge and experience	55.5	28.3	16.1	100
6. Previous good experiences of work and/or travel overseas	52.2	26.7	21.1	100
7. A feeling that you would have greater direct responsibility when working overseas than in the UK	42.0	30.6	27.4	100
8. Better remuneration than in the UK	27.9	43.6	28.5	100
9. Wanting a change from your UK living and/or working environment	26.0	34.3	39.7	100
10. Others spoke to you favourably about working overseas	3.5	16.0	80.5	100

TABLE II ADVANTAGES OF TCO WORK (% OF TCOs)

This illustrates satisfactory work experience. As in the last table, there may be some bias towards what the TCO thinks ODA wants to hear and, unsurprisingly, very few have felt their own input was not worthwhile.

<u>% answering:</u>	<u>Yes</u> (%)	<u>Somewhat</u> (%)	<u>No</u> (%)	(%)
1. Your input into your project is worthwhile	73.7	22.3	3.9	100
2. You have good scope to use your initiative	70.1	23.1	6.8	100
3. Your work is more challenging than in the UK	64.2	21.5	14.3	100
4. You have greater responsibility than in the UK	57.0	20.1	22.9	100

TABLE III PROBLEMS OF TCO WORK (% OF TCOs)

Items four and five are a little unclear; we do not know if item four was answered with regard to promotion as a TCO, in a parent institution, or a mixture of both.

<u>% Considering:</u>	<u>A Great Problem</u> (%)	<u>A Problem</u> (%)	<u>Not a Problem</u> (%)	(%)
1. Contract employment lacks longer term job security	38.5	32.4	29.1	100
2. Anxiety about finding acceptable vacancies overseas or in UK	26.3	37.4	36.2	100
3. Lack of adequate pension provision	35.1	28.2	36.7	100
4. No prospect of promotion while on overseas contract	16.9	23.7	59.4	100
*5. Little possibility of extending your secondment if you are offered a renewal of your present contract	4.7	11.2	84.1	100

*Note: This was wrongly answered by many unseconded TCOs who report "Not a Problem" instead of "Not Applicable".

TABLE IV WORKING CONDITIONS OF TCOs (% OF TCOs)

The most satisfactory factors are at the top of the list, and the least satisfactory at the foot.

<u>% Finding factor:</u>	<u>Very Satisfactory</u> (%)	<u>Satisfactory</u> (%)	<u>Unsatisfactory</u> (%)	(%)
1. Provision for spouse to accompany	50.3	45.5	4.2	100
2. Availability of domestic help	27.6	60.4	12.0	100
3. Arrangements for UK boarding school	32.1	55.6	12.2	100
4. The climate	29.1	58.3	12.6	100
5. The accommodation provided	34.7	50.9	14.4	100
6. Salary and Allowances	15.6	65.1	19.3	100
7. Availability of shopping facilities	17.2	55.9	27.0	100
8. Travel opportunities	23.7	47.5	28.8	100
9. Social and leisure facilities	15.8	54.4	29.9	100
10. Medical care	14.7	54.7	30.6	100
11. Arrangements for leave	12.8	53.9	33.2	100
12. Availability of accommodation on arrival	20.9	38.3	40.8	100
13. Availability of good local schools	13.6	36.4	50.0	100
14. Possibilities for spouse to work locally	5.0	27.4	67.6	100

TABLE V SATISFACTION WITH TRAINING ARRANGEMENTS (% OF TCOs)

The percentage of TCOs replying is given in this table because this is a pointer to the extent to which the respondents considered the question relevant. While arrangements for classroom or similar formal training are the most satisfactory, they are applicable to less than half of TCOs.

<u>% of TCOs finding:</u>	<u>Very</u>	<u>Satisfactory</u>	<u>Unsatisfactory</u>	<u>% of TCOs</u>	
	<u>Satisfactory</u>				<u>replying</u>
	(%)	(%)	(%)	(%)	(%)
1. Arrangements for classroom or similar formal training	19.0	52.9	28.1	100	45.6
2. Arrangements for training people other than counterparts	11.0	60.5	28.5	100	66.7
3. Arrangements to advise British Council/ODA on training needs	15.9	55.0	29.1	100	70.1
4. Arrangements for training counterparts on the job	11.7	52.6	35.7	100	70.9

The balance either ticked the box for "Not applicable" or simply failed to answer the question.

TABLE VI SATISFACTION WITH SUPPORTING SERVICES (% OF TCOs)

For items 4 and 5 a breakdown is made between the experience of TCOs in LLDCs, and in other LDCs. These were the only items where there is a significant difference.

<u>% Finding Factor:</u>	<u>Very</u>	<u>Satisfactory</u>	<u>Unsatisfactory</u>		
	<u>Satisfactory</u>				
	(%)	(%)	(%)	(%)	(%)
1. Office Accommodation	18.6	53.4	28.0	100	
2. Tools and equipment essential for your work	15.6	51.5	32.9	100	
3. A Vehicle	27.0	37.6	35.4	100	
4. Petrol and repairs: All TCOs	17.0	46.1	36.9	100	
LLDC	11.6	45.7	42.6	100	
other LDC	18.8	46.2	35.0	100	
5. Office services: All TCOs	10.6	42.0	47.4	100	
LLDC	4.3	29.4	66.3	100	
other LDC	12.5	45.8	41.8	100	

TABLE VII WORKING RELATIONSHIPS

The proportion of TCOs considering the question to be applicable (last column) varies from under 20%, commenting on relations with British volunteers, to over 95% responding to the question on the LDC institution with which they work.

<u>% finding relationship:</u>	<u>Very Satisfactory (%)</u>	<u>Satisfactory (%)</u>	<u>Unsatisfactory (%)</u>	<u>(%)</u>	<u>% of TCOs answering</u>
1. Other bilateral and multilateral aid personnel	28.7	66.9	4.5	100	74.0
2. Volunteers from other countries	27.1	68.0	4.9	100	31.0
3. British Volunteers	39.3	55.0	5.7	100	19.3
4. British Council	26.1	61.3	12.5	100	39.5
5. Local counterpart staff	34.5	50.7	14.8	100	83.9
6. ODA Scientific Units	36.1	47.5	16.4	100	32.8
7. British Embassy/High Commission	30.7	51.4	18.0	100	88.2
8. Institution for which you work in LDC	27.9	53.4	18.7	100	95.9
9. ODA HQ in London	24.7	52.8	22.5	100	95.5
10. ODA Development Divisions	30.4	46.2	23.4	100	39.4
11. Government institutions in LDC generally	11.4	61.0	27.5	100	90.5

TABLE VIII VARIATION OF MOTIVATION BY AGE

The breakdown is given by three broad age groups. The ranking in importance of different motives for different age groups is also given.

% of TCOs in each age group finding motive:	<u>Very</u>	<u>Important</u>	<u>Not</u>	Rank	Age Group	
	<u>Important</u>	<u>Important</u>	<u>Important</u>			
	(%)	(%)	(%)	(%)		
1. Wanting to assist the development of developing countries	37.5	49.0	13.4	100	4	21-35
	46.9	44.6	8.5	100	1	36-50
	58.6	36.6	4.8	100	1	51-75
2. Positively attracted to living and working in a developing country	41.9	41.2	16.9	100	5	21-35
	50.8	35.9	13.3	100	3	36-50
	54.8	36.6	8.6	100	2	51-75
3. Wanting to experience other places and cultures	51.1	40.5	8.4	100	1	21-35
	40.5	45.1	14.4	100	4	36-50
	30.7	42.5	26.8	100	5	51-75
4. Believed there was more scope to use your initiative working overseas than in the UK	51.1	35.5	13.4	100	3	21-35
	57.0	26.7	16.3	100	5	36-50
	57.4	25.1	17.5	100	4	51-75
5. A good opportunity to broaden your professional knowledge and experience	65.5	25.4	9.1	100	2	21-35
	60.0	28.8	11.2	100	2	36-50
	34.6	31.9	33.5	100	8	51-75
6. Previous good experience of work and/or travel overseas	40.6	28.5	30.9	100	8	21-35
	54.3	28.5	17.2	100	6	36-50
	65.2	21.7	13.0	100	3	51-75
7. A feeling that you would have greater responsibility when working overseas than in the UK	40.7	35.4	24.0	100	6	21-35
	42.1	29.8	28.2	100	8	36-50
	44.0	24.6	31.4	100	6	51-75
8. Better remuneration than in the UK	26.8	43.6	29.6	100	7	21-35
	28.9	45.8	25.3	100	7	36-50
	28.0	40.6	31.4	100	7	51-75
9. Wanting a change from your UK living and/or working environment	27.0	34.0	39.0	100	9	21-35
	25.6	41.0	33.3	100	9	36-50
	24.8	25.5	49.7	100	9	51-75
10. Others spoke to you favourably about working overseas	4.3	21.6	74.1	100	10	21-35
	4.2	13.8	82.1	100	10	36-50
	1.2	10.8	88.0	100	10	51-75

TABLE IX RELATIONSHIP BETWEEN DEVELOPMENT MOTIVE AND JOB SATISFACTION

This table illustrates the connection between desire to aid development as a motive, and the TCO's assessment of the worth of his job input.

	Work experience: % finding input:			
	<u>Worthwhile</u> (%)	<u>Somewhat Worthwhile</u> (%)	<u>Not Worthwhile</u> (%)	
out of those for whom the development motive was:				
Very Important	77.4	19.5	3.1	100
Important	70.8	25.2	3.9	100
Not Important	67.7	23.1	9.2	100

TABLE X RELATIONSHIP BETWEEN DEVELOPMENT MOTIVATION AND RELATIONSHIP WITH COUNTERPARTS

As this table illustrates, there is little relationship.

	% finding relationships with counterparts:			
	<u>Very Satisfactory</u> (%)	<u>Satisfactory</u> (%)	<u>Unsatisfactory</u> (%)	
of those for whom the development motive was:				
Very Important	39.0	45.7	15.2	100
Important	30.8	54.0	15.2	100
Not Important	27.6	58.6	13.8	100

TABLE XI RELATIONSHIP BETWEEN MOTIVATION AND WORK EXPERIENCE REGARDING RESPONSIBILITY

This illustrates the experience of responsibility on the job according to how great increased responsibility was as a motive, and shows that expectations were largely rewarded.

	% finding responsibility on the job:			%
	<u>Greater than in UK</u> (%)	<u>Somewhat Greater</u> (%)	<u>Not Greater</u> (%)	
of those for whom this motive was:				
Very Important	79.6	11.5	9.0	100
Important	51.2	32.2	16.6	100
Not Important	32.8	18.6	48.6	100

TABLE XII RELATIONSHIP BETWEEN MOTIVATION AND WORK EXPERIENCE REGARDING SCOPE FOR INITIATIVE

This shows that by and large those for whom scope for initiative was an important motivator also experienced more scope for initiative on the job.

	% finding scope for initiative:			%
	<u>Good</u> (%)	<u>Somewhat Good</u> (%)	<u>Not Good</u> (%)	
of those for whom this initiative was:				
Very Important	77.8	17.7	4.5	100
Important	63.9	27.8	8.3	100
Not Important	53.3	33.6	13.3	100

TABLE XIII DEVELOPMENT MOTIVE AND ODA AWARD/SCHOLARSHIP HOLDERS

ODA award/scholarship holders felt a stronger motivation to assist in development.

% for whom "wanting to assist development" was:

	<u>Very Important</u> (%)	<u>Important</u> (%)	<u>Not Important</u> (%)	(%)
Holders:	49.4	48.1	2.5	100
Non Holders:	46.2	43.6	10.2	100

TABLE XIV JOB SATISFACTION AND LOCAL COUNTERPART STAFF RELATIONSHIP

There is an evident connection between the TCO's relationship with local counterpart staff and his assessment of the worth of his input.

% finding their job input:

	<u>Worthwhile</u> (%)	<u>Somewhat Worthwhile</u> (%)	<u>Not Worthwhile</u> (%)	(%)
of those whose relationship is:				
Very Satisfactory	83.0	16.0	1.0	100
Satisfactory	70.8	24.9	4.3	100
Unsatisfactory	57.3	39.8	7.9	100

TABLE XV JOB SATISFACTION AND RELATIONSHIP WITH LDC INSTITUTION

A stronger direct connection is evident here

% finding their job input:

	<u>Worthwhile</u> (%)	<u>Somewhat Worthwhile</u> (%)	<u>Not Worthwhile</u> (%)	(%)
of those whose relationship is:				
Very Satisfactory	89.5	9.4	1.0	100
Satisfactory	75.0	23.1	1.9	100
Unsatisfactory	50.8	35.5	13.7	100

TABLE XVI JOB SATISFACTION AND RELATIONSHIP WITH ODA SCIENTIFIC UNITS

Because of the small numbers involved this table must be interpreted with caution but a relationship is suggested.

	% finding their job input:			%
	<u>Worthwhile</u> (%)	<u>Somewhat Worthwhile</u> (%)	<u>Not Worthwhile</u> (%)	
of those finding this relationship:				
Very Satisfactory	79.8	20.2	0.0	100
Satisfactory	81.4	18.6	0.0	100
Unsatisfactory	60.5	34.2	5.3	100

TABLE XVII JOB SATISFACTION AND COUNTERPART TRAINING ARRANGEMENTS

This suggests that counterpart training arrangements are an important contributory factor to job satisfaction.

	% finding their job input:			%
	<u>Worthwhile</u> (%)	<u>Somewhat Worthwhile</u> (%)	<u>Not Worthwhile</u> (%)	
of those finding arrangements:				
Very Satisfactory	89.8	10.2	0.0	100
Satisfactory	79.1	20.1	0.7	100
Unsatisfactory	58.5	31.1	10.4	100

TABLE XVIII JOB SATISFACTION AND NON-COUNTERPART TRAINING ARRANGEMENTS

This shows a similar connection to that between counterpart training arrangements and job satisfaction in the table above.

	% finding their job input:			%
	<u>Worthwhile</u> (%)	<u>Somewhat Worthwhile</u> (%)	<u>Not Worthwhile</u> (%)	
of those finding arrangements:				
Very Satisfactory	92.3	7.7	0.0	100
Satisfactory	80.2	19.1	0.7	100
Unsatisfactory	55.1	39.6	10.3	100

TABLE XIX RELATION BETWEEN JOB SATISFACTION AND ARRANGEMENTS TO ADVISE BC/ODA ON TRAINING

The connection evident here suggests this might be one way in which BC/ODA policy could improve TCOs' job satisfaction.

% finding their job input:

	<u>Worthwhile</u> (%)	<u>Somewhat Worthwhile</u> (%)	<u>Not Worthwhile</u> (%)	(%)
of those finding arrangements:				
Very Satisfactory	96.3	3.7	0.0	100
Satisfactory	76.4	20.7	2.9	100
Unsatisfactory	61.1	31.9	6.9	100

TABLE XX RELATIONSHIP WITH COUNTERPARTS AND TRAINING ARRANGEMENTS

Relationships with counterparts are more satisfactory where training arrangements are well organised.

% finding relationship with counterpart:

	<u>Very Satisfactory</u> (%)	<u>Satisfactory</u> (%)	<u>Unsatisfactory</u> (%)	(%)
of those finding training arrangements:				
Very Satisfactory	79.3	20.7	0.0	100
Satisfactory	36.9	56.2	6.9	100
Unsatisfactory	15.0	50.9	34.1	100

TABLE XXI RELATIONSHIP WITH ODA AND ARRANGEMENTS TO ADVISE BC/ODA ON TRAINING NEEDS

Where arrangements to advise are poor, working relationships also deteriorate.

% find relationship:

	<u>Very Satisfactory</u> (%)	<u>Satisfactory</u> (%)	<u>Unsatisfactory</u> (%)	(%)
of those finding arrangements to advise:				
Very Satisfactory	57.5	35.0	7.5	100
Satisfactory	24.0	58.9	17.1	100
Unsatisfactory	14.2	46.1	39.7	100

TABLE XXII RELATIONSHIP WITH BC AND ARRANGEMENTS TO ADVISE BC/ODA

This table shows a similar relation to that above, with regard to the BC rather than ODA.

of those finding arrangements:	% regarding relationship as:			(%)
	<u>Very Satisfactory</u> (%)	<u>Satisfactory</u> (%)	<u>Unsatisfactory</u> (%)	
Very Satisfactory	58.0	36.0	6.0	100
Satisfactory	21.5	70.1	8.3	100
Unsatisfactory	12.5	55.4	32.1	100

TABLE XXIII PROBLEMS OF TCO WORK BY AGE

This shows that many of the inherent problems of TCO work are greatest for the middle age groups, 36-50.

% of TCOs considering:	<u>Great Problem</u>	<u>Problem</u>	<u>No Problem</u>	Rank	Age Group	
	(%)	(%)	(%)			
1. Contract employment lacks longer-term job security	36.9	34.5	28.6	100	1	21-35
	47.0	31.6	21.3	100	1	36-50
	29.1	30.7	40.2	100	1	51-75
2. Anxiety about finding acceptable vacancies in the UK or overseas in your field	27.4	40.1	32.5	100	2	21-35
	28.7	39.8	31.5	100	3	36-50
	21.7	30.4	47.8	100	3	51-75
3. Lack of adequate pension provision	29.1	30.7	40.2	100	3	21-35
	40.2	28.7	31.3	100	2	36-50
	36.4	23.9	39.7	100	2	51-75
4. No prospect of promotion whilst on overseas contract	15.1	25.4	59.5	100	4	21-35
	23.1	27.5	49.4	100	4	36-50
	10.9	16.3	72.8	100	4	51-75
5. Little possibility of extending your secondment if you are offered a renewal of your present contract	3.5	10.9	85.6	100	5	21-35
	6.4	13.3	80.3	100	5	36-50
	4.1	8.9	87.0	100	5	51-75

TABLE XXIV SATISFACTION WITH SALARY/ALLOWANCES BY AGE GROUP

This shows the breakdown of satisfaction with salary/allowances by broad age groups.

<u>% finding salary/allowances:</u>	<u>Very Satisfactory</u> (%)	<u>Satisfactory</u> (%)	<u>Unsatisfactory</u> (%)	(%)	<u>Age Group</u>
	21.1	59.4	19.5	100	21-35
	12.5	66.0	21.5	100	36-50
	12.6	71.6	15.8	100	51-75

TABLE XXV SATISFACTION WITH RELATIONSHIP BY AGE GROUP

These selected examples show the greater satisfaction with many working relationships among many older TCOs.

<u>% finding relationship:</u>	<u>Very Satisfactory</u> (%)	<u>Satisfactory</u> (%)	<u>Unsatisfactory</u> (%)	(%)	<u>Age Group</u>
British Embassy/ High Commission	20.6	56.1	23.2	100	21-35
	27.1	53.0	19.8	100	36-50
	49.1	42.7	8.2	100	51-75
Local Counterpart Staff	31.1	53.3	15.6	100	21-35
	30.5	54.0	15.5	100	36-50
	44.9	42.4	12.7	100	51-75
ODA HQ	16.3	55.8	27.9	100	21-35
	20.2	55.6	24.1	100	36-50
	42.2	44.9	13.0	100	51-75

TABLE XXVI DISTRIBUTION OF TCOs BY PREFERRED FUTURE EMPLOYMENT

Just over half of TCOs expressed a preference to work again as a TCO.

	<u>Preferred Employment</u>	<u>% of TCOs</u>
1.	TCO	50.4
2.	UN Department	13.2
3.	Private Company	10.2
4.	World Bank	6.2
5.	OSAS/BESS	4.0
6.	European Development Fund	3.2
7.	Direct Contract with overseas Government	0.8
8.	Other	7.5
9.	Not going overseas	4.0
10.	Total	100.0
11.	No reply (% of all TCOs)	13.6

TABLE XXVII DEVELOPMENT MOTIVE AND SPECIAL GROUPS

This breaks down development motive by membership of special groups.

% considering "wanting to assist development" to be:

	<u>Very Important</u>	<u>Fairly Important</u>	<u>Not Important</u>	
	(%)	(%)	(%)	(%)
Corps of Specialists	57.1	39.3	3.6	100
EMBS	38.9	38.9	22.2	100
Seconded Personnel	41.8	41.8	16.3	100
All TCOs	46.5	44.1	9.4	100

TABLE XXVIII PROFESSIONAL DEVELOPMENT AND SECONDMENT

This shows the greater importance of professional development as a motive for seconded personnel.

% considering "good opportunity to broaden professional knowledge and experience" to be:

	<u>Very Important</u> (%)	<u>Important</u> (%)	<u>Not Important</u> (%)	(%)
Secoded Personnel	63.7	24.2	12.1	100
Others	53.2	29.5	17.3	100

TABLE XXIX PENSION PROVISION AND SPECIAL GROUPS

The special groups are very much less worried over pensions than most TCOs.

% considering pension provision to be:

	<u>Great Problem</u> (%)	<u>Problem</u> (%)	<u>No Problem</u> (%)	(%)
Corps of Specialists	27.3	27.3	45.5	100
EHBS	13.3	13.3	73.3	100
Secoded Personnel	13.5	10.5	75.9	100
All TCOs	35.1	28.2	36.7	100

TABLE XXX OTHER PROBLEMS OF SECODED PERSONNEL

This looks at other particular problems of seconded personnel.

% regarding secondment extension as:

	<u>Great Problem</u> (%)	<u>Problem</u> (%)	<u>No Problem</u> (%)	(%)
Secoded Personnel	7.2	15.9	76.8	100

% regarding promotion prospects as:

	<u>Great Problem</u>	<u>Problem</u>	<u>No Problem</u>	(%)
Secoded Personnel	22.7	31.2	46.1	100
Others	15.4	21.8	62.8	100

TABLE XXXI SATISFACTION WITH SALARY/ALLOWANCES

This table examines satisfaction with salary/allowances among special groups.

% finding salary/allowances:

	<u>Very Satisfactory</u> (%)	<u>Satisfactory</u> (%)	<u>Unsatisfactory</u> (%)	(%)
Corps of Specialists	11.8	61.8	26.5	100
EHBS	23.5	47.1	29.4	100
Others	15.6	65.8	18.6	100

TABLE XXXII SATISFACTION WITH COUNTERPART TRAINING

Again, this is broken down by special groups

% finding training arrangements:

	<u>Very Satisfactory</u> (%)	<u>Satisfactory</u> (%)	<u>Unsatisfactory</u> (%)	(%)
Corps of Specialists	15.0	50.0	35.0	100
EHBS	8.3	25.0	66.7	100
Others	11.6	53.4	35.0	100

TABLE XXXIII SATISFACTION WITH WORKING RELATIONSHIPS

Two working relationships are broken down for special groups.

% finding relationship:

	<u>Very Satisfactory</u> (%)	<u>Satisfactory</u> (%)	<u>Unsatisfactory</u> (%)	(%)
<u>ODA HQ</u>				
Corps of Specialists	21.2	57.6	21.2	100
EHBS	5.6	72.2	22.2	100
Others	25.4	52.0	22.6	100
<u>ODA Dev Div</u>				
Corps of Specialists	55.0	35.0	10.0	100
EHBS	18.2	45.5	36.4	100
Others	29.0	47.1	23.9	100

CHAPTER 4 ISSUES ARISING FROM MAIN FINDINGS AND POLICY IMPLICATIONS

1. The main findings of the TCO survey have been given in the preceding chapters. The purpose of this chapter is to select those findings which could or should have an impact on ODA policy, and also to consider future ways of improving the planning and monitoring of ODA manpower aid in the light of the survey. Action has already been taken in ODA on some of the topics covered by the survey and others are included in the ODA submission to the GSD.

A. THE SURVEY IN CONTEXT

2. There are of course limitations to the use which can be made of the survey results. One problem is the inevitable bias in a postal survey of this sort, a self-selection operates among TCOs, since not all of them completed and returned the questionnaire and it seems likely that the more motivated ones took the trouble to co-operate. However, the response rate of about 80% was high for this kind of postal investigation (and inadequate postal services in developing countries probably accounted for most of the rest) so this was not a serious problem. Secondly, it should also be stressed that the results we have are simply a "snapshot" of TCOs as they were around March 1978. The information is already, to that extent, out of date and, more seriously, it presents only a static picture of TCOs. While the age distribution of skills, jobs etc among TCOs gives some pointers to how the TCO cadre is changing we do not have any hard information on trends, and this dynamic element is missing from the report. Proposals are put forward later for an on-going system of monitoring of TCOs.

3. The report concentrates on one specialised group of experts and the findings cannot be related directly to the much larger number of UK staff serving overseas under supplementation schemes (OSAS and BESS). Although TCOs meet a different need from OSAS officers there is evidently some overlap in personnel and career development terms, and it is significant that 9.4% of the TCOs surveyed worked as OSAS officers immediately prior to taking up their post. Moreover many of the opinions expressed by TCOs about their working conditions etc would probably be true of OSAS officers. Nevertheless absence of comparable information on OSAS staff undoubtedly limits the extent to which conclusions regarding the total programme can be drawn from the survey results, to annex all UK manpower overseas. The possibility of conducting a similar study of OSAS/BESS officers is being considered.

4. There is other source material within ODA some of which has been used to supplement or to check the survey findings. Our experience has shown however that it is not always readily available in a way that would be helpful for manpower planning purposes. More is said about this aspect later in this Chapter. The MPU bulletin gives a very broad picture of overall and country trends in manpower assistance, broken down between OSAS BESS and TCOs, but does not as yet, give any more detailed information (eg occupational breakdowns), although it would be possible to include such information from data on the Chessington pay-roll computer, and this is being considered.

5. TCO terminal reports are a possible source of useful information which because of time and staff constraints have not been utilised for general evaluation purposes as much as they might have been. The relatively unstructured nature of these reports means that a great deal of work is required to extract information from them in a way that could be used to supplement the survey findings. Apart from using the TCOs terminal reports for general evaluation purposes there is also the question of how the information might be used by management in order to monitor projects and identify inefficiencies and more is said about these aspects later. Work is underway on a brief post-assignment questionnaire which will allow an assessment to be made of each manpower assignment as well as to follow-up trends in some of the variables covered in this TCO survey.

6. Manpower Reviews provide a useful source of information on OSAS staff in the countries with substantial supplementation programmes, but they do not give much detailed information on TCOs since they are a smaller and more diffuse part of the ODAs manpower assistance than OSAS staff. Under the newly issued Guidelines for Manpower Reviews greater emphasis will be placed on the work of TCOs, in relation to TC as a whole and attempts will be made to interview a selection of TCOs during the Review.

7. Other reports by advisers (eg Education, NRAG, Medical, TETOC etc) give information on TCOs working in particular fields. In addition visits by PSE and OMCD give feedback on TCOs' satisfaction with pay and general conditions.

8. All these sources provide a continuous flow of information on TCOs, and the Survey of TCOs is best regarded as a one-off in-depth evaluation of all TCOs at one point in time, as seen from their own point of view. As such it complements the other sources of information available to ODA for the management of the TCO programme.

B. MAIN FINDINGS

9. The TCO survey was wide-ranging, and different aspects of it will be important to different ODA Departments. The items considered below have been selected by MPF because of their relevance to current policy issues on the planning of ODAs manpower assistance.

Age Distribution

10. The age distribution of TCOs (illustrated diagrammatically in Chapter 3) is of particular interest. The distribution by age group is fairly even, it peaks early in the 31-35 age group, dropping to a lower level in the 36-40 age group and thereafter very gradually declines to low levels above 65. Before the survey there seemed to be a general impression that TCOs tended to be mature and experienced people in the "over-40 age" bracket, but the survey reveals that many TCOs are quite young, which presumably reflects the growing demand in LDCs for new and often specialized skills which they cannot meet themselves. The survey suggests that the importance of the "Colonial Pool" of mature people with experience dating back to colonial days may have been somewhat exaggerated (but see also para 19 below).

11. The peaking at 31-35 probably represents a balance between the need for TCOs to have up to date skills (ie to have been recently trained) yet also to have sufficient experience to carry out their assignments. It will be interesting to monitor trends and to see if the balance swings towards the former.

12. Care should be taken, however, in interpreting this data. Because of the "one-off" nature of the survey we were only able to undertake a static analysis. The pattern of "wastage rates" (ie TCOs who do not take up subsequent contracts overseas) by each age group for example is not available and if there is a tendency for higher wastage rates among the younger age group, coupled with any significant decline in ODA recruitment of TCOs this could well have a significant affect on the future stock of TCOs. Nevertheless the high proportion of young TCOs augurs well for the future since many of them are in the field of natural resources and their skills may not be readily transferable to the domestic UK scene. In this context the information we have on the proportion of TCOs having had more than one ODA assignment by age group is significant. (Table XVI Chapter 3). It appears that from the age group of 31-35 onwards there is a significant increase in the percentage of TCOs who have had more than one ODA assignment, ie a good number of the younger TCOs are setting their feet on the first rung of a career ladder in

overseas development. This is a healthy sign for maintaining a future cadre of TCOs but if there were any radical change in recruitment policy experience from other manpower planning case studies shows that it does not take long for a change in wastage rates to occur especially in the 30-35 age group, and to spread like a disease to the 40-45 age group, leaving very serious management problems. Unfortunately the "disease" tends to spread more quickly among those occupations for which there is already some scarcity in the UK labour market and the affect is exacerbated if they happen to be in the 30-45 rather than the 45-65+ age group. It should of course be borne in mind that the TCO cadre is different from most corporate bodies, and will in its nature have a high rate wastage rate, with many TCOs turning to other employment on completion of their contract.

13. While we can say that the age distribution of TCOs does not appear to present immediate problems, it is difficult to decide how satisfactory a distribution it is. This is because while the survey has yielded information on the existing supply of TCOs by age group, we do not have similar information on the demand from the LDCs or indeed from possible employers in the UK. In both cases the occupation of the TCO is critical. On the latter (demand for TCOs) there is very little we can do in ODA, other than to monitor changes in requests. On the supply side it should be possible to make some predictions about future stocks and plans of TCOs making a number of assumptions and carrying out simple exercises using the information already available from this survey and elsewhere in ODA. This could give some pointers to the future availability of TCOs by occupational category.

Job Structures

14. The job structure of TCOs is given in Table X of Chapter 1. A wide variety of jobs are held and only one category (Agronomist) accounts for over 10% of TCOs (with a further 3.1% listed as Agronomist/Related Scientists). The major job categories which account for 5% or more of TCOs are:-

Agronomist	(10.1%)
Educational Administrator and Non Teaching Staff	(7.2%)
Physical Scientists/Technicians	(6.6%)
Lecturers	(6.1%)
Accountants/Financial Experts	(5.4%)
Animal Husbandry (livestock experts)	(5.1%)
Managers	(5.0%)

15. Great difficulties were experienced in tabulating the replies to this question, and eventually an ODA job classification index was used. Amalgamating these jobs into broader categories shows the following breakdown covering about two thirds of the TCOs.

<u>Broad Job Title</u>	<u>% TCOs</u>
Agronomists and related scientists	13.3
Educational Staff (teaching and administrative)	13.3
Physical scientists, other life scientists and technicians	11.3

<u>Broad Job Title (cont'd)</u>	<u>% TCOs</u>
Animal husbandry/livestock vets biologists and zoologists/ dentists and pharmacists	10.2
Finance and economics	9.1
Engineering	8.0

16. For many of these jobs there is a wide range of TCOs by age group. For others however there is a noticeable bias towards older or younger age groups (see Table XI, Chapter 3), Agronomists, and some other scientific personnel are younger than average, Lecturers are middle-aged, concentrated in the 36-50 age group, and Financial Advisers, Educational Administrators and General Managers are all noticeably older than average. Again great care should be exercised in interpreting this information. It could indicate one of several things.- that greater experience is necessary for some administrative jobs, that young scientists are in demand because of their up-to date skills, or that the job-breakdown of the TCO cadre is becoming more science-orientated (since young TCOs are closer to new TCOs). What is definitely shown is that if there is a continuing future demand for Physical Scientists, Agronomists etc then there is an existing group of young TCOs in relevant fields and if the inflow continues the stock of trained TCOs in these fields is likely to increase, but if there is a continuing demand for Financial Advisers, Managers etc and an inadequate inflow of younger TCOs in these fields the ODA will have to consider how to eventually replace the older TCOs currently filling such posts. The recruitment and training policies towards these groups therefore would have to be very different depending on what view ODA takes of LDC future requirements and its obligations as an employer or agent for assignments overseas.

Commitment to LDC Work

17. One item of major interest is the degree of commitment of TCOs to LDC work. Indeed one of the objectives of the survey was that it would indicate to what extent TCOs appear to regard their overseas assignments as an interruption of a UK career or as an integral part of a career spent overseas. This is relevant to any consideration of the possibility of confirming future overseas career structures for TCOs eg through longer-term contracts along the lines of the Corps of Specialists. Apart from the direct question about motivation there are several indicators that throw light on these aspects: the number of years worked in LDCs, the proportion of TCOs careers spent in LDCs, the number of ODA assignments etc.

18. Half of the TCOs surveyed were on their first ODA assignment. The average number of ODA assignments increased with age, and reached a peak at 56-60 of an average of 2.68 assignments (out of only a possible 6 since the ODA came into being). It seems evident that for most of these older TCOs at least their overseas contracts were an integral part of their careers other than incidental. Taking the TCOs as a whole, half of them had worked less than 6 years in LDCs, less than four years being under ODA auspices. For most TCOs, however, ODA was the main source of work in LDCs - for 52.3% of TCOs, 80% or more of their work in LDCs had been under ODA auspices.

19. The number of years worked in LDCs tends as one would expect, to increase with age. There is a sudden increase in the trend however, between the 41-45 age group, and the 46-50 age group (Table XIII of Chapter 2). This may suggest that over the age of 45 the presence of those personnel remaining from the "colonial pool", with long experience of work in LDCs, is making itself felt. The fact that the number of years spent working in developing countries rises steadily from 2.23 for the 21-25 age group to 20.5 for the 61-75 age group (Chapter 2 Table XIII) shows that a substantial proportion of TCOs spend a good part of their working lives overseas. Table XIV of Chapter 2 shows that about a third of TCOs have spent over half their working career in LDCs.

20. The picture this presents there is of a wide variety of experience among TCOs. Half of them are on their first ODA assignment, and many of them have little or no experience of LDC work outside ODA auspices. However, among the older TCOs many have had several ODA assignments and 15 years or more service overseas. A significant minority, 36.2%, have spent over half their career in developing countries and would therefore seem to have a strong commitment to this type of work. It would be quite wrong to think of most TCOs as picking up one-off assignments overseas as a way of adding some spice of variety to a UK job. A substantial number of them have dedicated themselves to a career spent wholly or partly, in developing countries. The survey therefore lends support to the notion that it might be appropriate to consider a more satisfactory longer-term career structure for at least selected categories of TCOs. It also shows that previous overseas experience is an important factor on the selection of TCOs.

Motivation of TCOs

21. Also of interest was the motivation of TCOs. Most TCOs felt that assisting in the development of LDCs was itself a major motive. They were also attracted to the overseas environment, and the job itself. The scope to broaden professional knowledge was a very strong motive for some, though not applicable to all. Remuneration was not of overriding importance, but was regarded as fairly important by many. The implication that TCOs are by and large well-motivated, and are positively interested in LDC environments and work, is an encouraging one from ODA's point of view, although it will come as no surprise to those in ODA who have been responsible for recruiting TCOs and have worked closely with them.

22. It should be noted that there is some difference between the motivations of younger and older TCOs. Older TCOs, are more attracted to life overseas, presumably due to previous experience, and are also more interested in assisting LDC development. Younger TCOs seem to be less altruistically motivated, but have a stronger desire to broaden their experience, both in terms of living somewhere new and extending their professional knowledge and experience. (It is possible that the older TCOs wanted to create a good impression, in the hope of getting more overseas assignments but we are reluctant to discount this as a serious factor). These age differences in motivation may be important to recruitment policy, either where ODA desires to fill a post with a TCO from a particular age group, or more generally where it is desirable to expand the older or younger ranks of TCOs either by design or through necessity. If for instance there were not enough young entrants to TCO work, a greater emphasis could be placed in advertising posts on the scope for broadening professional knowledge and experience with a view to enhanced pay and career prospects in their profession at a later date.

Difficulties Facing TCOs

23. Some of the particular problems that TCOs experience in LDC work were brought out in the survey. There are often factors which cannot be influenced by ODA - such as the climate - but which can at least be highlighted in briefing. Other problems, such as the availability of accommodation on arrival, may be open to action by ODA, although in most cases desks will already be well aware of the problem. Since conditions vary from country to country, it would be advisable for action to be taken only where it is known that a particular problem arises in a specific country, the replies to several questions relating to conditions, office services etc are therefore being broken down on a country basis and will be circulated to the relevant geographical desks of ODA later. However, some of the more important general findings are outlined below,

The possibilities for the spouse to work locally were considered unsatisfactory by over two thirds of TCOs to whom the question was applicable, It would be wise to stress this problem in briefing to avoid disappointment. There may also be as yet undeveloped possibilities for useful employment. In Botswana for example, the wives of some expatriates have helped to meet the shortage of English speaking teachers and any local initiative of this kind might itself need support (eg training and support services) by ODA.

Accommodation is generally satisfactory, but its availability on arrival is a problem for 40% of TCOs. This percentage might be reduced with satisfactory forward planning, or else provision of accommodation for TCOs may be a matter for discussion with particular LDC governments before any appointment is taken up, thereby reserving maximum bargaining power and incentive for suitable accommodation to be located. Failing any improvement, the point must be made clear at formal briefing so that the TCO is able to adjust his own planning which could mean deferring the arrival of a wife and children until satisfactory accommodation were found.

Local Schools prove unsatisfactory to many TCOs, either because of quality or because places are not available. This problem is to some extent mitigated by the satisfactory arrangements open to TCOs to use UK boarding schools.

Arrangements for leave were unsatisfactory to one third of TCOs and clearly a problem which should be investigated in more detail, to identify the specific problems. It was not at all clear from the response exactly why it was a problem and this may be one aspect that the TCO terminal reports will throw further light upon. Several aspects of supporting services prove a problem (summarized in Chapter 3 Table VI). Of these office services such as telephone, typing etc were considered by 47.7% of TCOs to be unsatisfactory. The availability of vehicles and petrol was also a problem, and 32.9% of TCOs found the provision of tools and equipment essential for their work unsatisfactory. This is a very serious problem, and consideration should be given to how best it can be overcome, either through better knowledge and use of existing special 'pockets' such as for tools of the trade, or through the provision of new support facilities. While costly in the short term, such measures would undoubtedly improve the efficiency of TCOs in the long term. At the very least there seems to be some scope for improvement in the arrangements for informing TCOs about existing facilities for improving support services.

In contrast, provision for the spouse to accompany, the availability of local domestic help, arrangements for UK boarding school, the climate, and accommodation were all considered satisfactory, and these could be used as plus points when advertising TCO jobs. The favourable comments on work responsibility, job challenge etc summarized in Table II of Chapter 3 could be similarly used.

24. Training emerged as a disappointing aspect of TCOs' work. It was apparent that many appeared not to be directly involved with this aspect of their work (30% did not respond to a question on satisfaction with counterpart training arrangements) and that many of those who pursued it found arrangements unsatisfactory (this was true for 35% of TCOs who responded to the question on counterpart training arrangements). This should be a cause for much concern in ODA because the Policy Board has decided that training should be the priority objective of TCOs but also because of the implied loss to LDCs since skills are not being efficiently transferred. This is particularly serious in the current financial situation, where there may be cuts in UK training aid. Unsatisfactory training arrangements may also be a contributory factor behind lack of job satisfaction among TCOs, since the tables show that there is a direct connection between satisfaction with training arrangements and the TCOs own assessment of the worth of his input. Measures have already been taken during 1978 and since the survey to emphasise the importance of training in the TCOs role, and the effectiveness of these measures should be carefully monitored.

25. The conclusion is that improvements in training arrangements may bring about an increase in TCOs' job satisfaction and their value to LDCs. Perennial problems such as lack of counterparts for training are outside of ODA's direct control, although we can bring pressure to bear on LDC Governments to provide both counterparts and the facilities for training. We can also stress the importance of training in terms of reference for particular jobs, and in TCOs' briefing. Finally, while 70% of TCOs responded to a question on arrangements for advising the British Council/ODA on training needs, almost 30% of those responding found these arrangements unsatisfactory. It is evident that their local expertise should form an input to the training programme, and the most appropriate channel for this would normally be through the local British Council representative. TCOs should be so advised in their briefing. An alternative way of emphasising the importance of this training role would be to assign some responsibility for improving TCOs' training arrangements to a post such as regional TCO Coordinator or Ombudsman as referred to below (para 28).

26. Several problems inherent in the structure of TCO work emerged (see Chapter 4, Table III). The lack of longer term job security, and allied worries over the prospects of finding a suitable next vacancy, were the most important; 70.9% of TCOs felt that the former was either a great problem or at least a problem, and the lack of adequate pension provision was a great problem for over one third of TCOs.

27. These worries indicate the difficulties that arise for TCOs through the lack of a stable career structure with ODA in their chosen field. It should be remembered that these very high figures for TCOs worried by the lack of longer term job security have come from a survey of TCOs in post, without coverage of those who have left TCO employment. It may well be that qualified and experienced personnel suitable for TCO work have left the field because of these problems. It might even be the case that the better qualified TCOs, those who can readily get jobs in the UK or elsewhere, have left for alternative employment and the weaker candidates are left behind showing disproportionate fear about security of employment etc. This may not in fact be the case but it is at least a feasible interpretation. In either situation the results highlight the importance of the present review in ODA of possible ways of improving the the career development, job security, and pension provision for TCO-type personnel (see OMCD's Review of Manpower Aid of May 1979).

Working Relationships

28. Another important finding of the survey concerns TCOs' working relationships with LDC Government institutions, which are reported as being poor. It is not always clear from the response as to the precise reasoning behind the dissatisfaction and one suspects that the fault is not always (or even usually) on the TCOs side! It might be that ODA can do little about this finding but much will depend upon the reasons in each case. TCO terminal reports might give some indication of the nature of the problems but unless there are adequate and effective means for TCOs to take up any complaints during their assignment it is unlikely that improvements will be effected. The responses about working relationships with ODA Development Divisions, ODA, British Embassies and High Commissions leave insufficient grounds for any complacency. In this case we do have a direct responsibility for bringing about some improvement. Again it is not possible to identify the precise reasoning behind the difficulties experienced in each case but it should be possible to provide a more effective means by which difficulties and complaints are resolved. This might support the need for some type of regional Ombudsman or "liaison officer" function since TCOs may either be unhappy or unable to make complaints through the existing channels. Given that TCOs are such a scarce commodity and in view of the motivation factors identified there might be both longer term and cumulative savings to be made from flexible trouble-shooting arrangements. It is certainly an aspect worthy of attention.

C. POLICY RECOMMENDATIONS

29. Several different policy recommendations emerge from the findings highlighted above. Some of these relate to ODAs policy towards technical cooperation and personnel. Others refer to the need for improvements in monitoring, management and planning of the TCO (and other) cadres by ODA. Many of the specific recommendations have been given above, the more general conclusions are summarized below.

30. The survey results support the hypothesis already held in ODA that lack of job security and pension provision is a major problem. It therefore indicates the need for some improvements in job security, either through a long term cadre for selected categories of TCOs and/or through advance notification and planning for TCOs future possible assignments. It also raises the question of pension provisions. These aspects have already been covered in the recent OMCD paper and presentations to the CSD.

31. The information now available on the existing cadre of TCOs by age, sex, skills etc is not being matched adequately to information on the demand for TCOs from LDCs. Precise information on future demand by LDC's is not likely to become available but as a second best monitoring of new requests and of new posts filled would give some idea of the trends in demand.

32. Such information on demand could be supplemented by assessments of future requirements from advisory personnel (and in due course, also of supplemented personnel) taken from advisers reports and manpower reviews. Combined with the monitoring of the existing TCO cadre and their contract termination dates this would enable ODA to draw up some picture for matching supply to demand. Clearly this information on supply should include stocks of OSAS/BESS as there is a degree of substitutability between schemes as far as the skills of personnel are concerned. This information would be potentially useful in many ways:

- a. we could identify skill areas which are increasingly demanded by LDCs, against which to make some assessment of areas where the UK has a comparative advantage. In a situation of restrictions and tightly controlled manpower assistance programmes, this would help ensure that ODA's funds were being used more effectively.

b. information on trends in demand would enable some forward planning of TCO posts. This coupled with information on termination dates would allow ODA to inform in advance those TCOs looking for further assignments and a career overseas. In career planning for TCOs it might even be possible in some cases to provide short term and relevant training between assignments. This would all help to reduce the TCOs' anxieties over future job prospects that became apparent in the survey.

c. in general, earlier identification of a potential mismatch between the supply and demand of TCO skills should also feed back into recruitment and/or training policy, or might lead us to specialise in particular skills or to recognise that other aid donors may be better able to meet demands for other types of skilled manpower.

33. The means by which such information could be gathered has been outlined very briefly above. The basic sources would be.

a. supply - taken from the information now available from the survey: plus some continuous monitoring of those joining and leaving the TCO cadre (and OSAS/BESS given substitutability): and the numbers and trends in new applications for posts advertised.

b. demand - taken from actual requests by LDC Governments: manpower reviews: reports by other advisers, supplemented by the information available to ODA on requests being met by other agencies - especially the multilaterals.

c. matching the two sets of information sources on a regular basis and attempting not only to deal with ODA/LDC requirements for 6 months ahead, but spotting areas of longer term recruitment or termination difficulties in order to make some forward adjustments in ODA action.

d. this information and some of the above proposals would be of more value if the collection and use of the information were extended to all supplemented personnel irrespective of the particular scheme.

34. It would be fitting if this section were to end with a warning. Any procedure designed to enable a more centralised and systematic flow of data on manpower to be supplied to ODA management cannot be regarded simply as a trivial exercise. ODA management must ensure that the introduction of any new data retrieval system will be readily accessible for meeting the needs outlined above. This in turn means ensuring that the correct information is stored on the central data bank. This is no mean task but once completed many of the proposals in this report should become normal procedure in the administration of overseas personnel.

MINISTRY OF OVERSEAS DEVELOPMENT

**Survey of TCO's and their Views
on Technical Cooperation**

**Questionnaire to all
TCO's in Post**

The answers which you give in this questionnaire will be confidential to the ODM in London and no record of any of your replies will be entered on your personal file. The completed questionnaire will not be seen by anyone in your country of service.

January 1978

Manpower Planning Unit
Ministry of Overseas Development
Eland House
Stag Place
London SW1

-61-

		Please ring code	
Q6	Qualifications obtained by examination (please ring the codes for all the qualifications you have):		
	None	0	19
	City and Guilds certificate, ONC, OND, HNC, HND	1	
	Clerical, commercial, or book-keeping certificate	2	
	Recognised trade apprenticeship completed	3	
	Nursing, paramedical qualification	4	
	Teaching certificate (is below B Ed degree)	5	
	University diploma	6	
	degree (first)	7	
	degree (higher)	8	
	Membership of Professional body (eg Banking, Surveying etc)	9	
	Other (please state)		
Q7	Which foreign languages do you have a sound working knowledge of?		
	None	0	20
	Arabic	1	
	French	2	
	Spanish	3	
	Swahili	4	
	Other (please state)	5	
Q8	Have you ever received any of the following ODM sponsorships or awards (please ring the codes against any you have received):		
	Natural Resources Postgraduate Studentship	1	21
	In-Service Training Scheme	2	
	Education Development Award	3	
	Teacher Refresher Course Scheme	4	
	An ODM Research Grant	5	
	ODI Muffield Foundation Studentship	6	
	None of these	0	
Q9	If you are presently serving under either of the following schemes please ring the number alongside:		
	Expanded Home Base Scheme	1	22
	Corps of Specialists	2	
	Neither	0	
Q10	Are you presently serving under second terms?		
	Yes	1	23
	No	2	
	If "Yes" please state here your parent body:		

11. We are interested in building up a picture of the kinds of careers TCOs have had, particularly as regards their previous overseas assignments. Could you please provide the following profile of your career to date in chronological order (ending with your present appointment). Please use the continuation sheet overleaf if necessary.

CAREER TO DATE SINCE LEAVING SCHOOL

APPROXIMATE DATES (chronological order)	UK: Please give an outline of further education, employ- ment, other etc	OVERSEAS				
		SENDING AGENCY (eg UN, ODM, foreign govt, private company)	SCHEME IF ANY (eg OSAS, BESS etc)	COUNTRY	JOB TITLE AND DESCRIPTION	MINISTRY OR DEPT TO WHICH ASSIGNED (if any)

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CAREER TO DATE SINCE LEAVING SCHOOL

APPROXIMATE DATES in chronological order)	UK: Please give an outline of further education employ- ment, other etc	OVERSEAS				
		SENDING AGENCY (eg UN, ODM, foreign govt, private company)	SCHEMES IF ANY (eg OSAS, BESS etc)	COUNTRY	JOB TITLE AND DESCRIPTION	MINISTRY OR DEPT TO WHICH ASSIGNED (if any)

Please
ring
code

PART II - OPINIONS SURVEY

This section asks you for your views on your work, and on living overseas. Please feel free to add any remarks after any question.

Unless otherwise stated please ring the code for each subquestion as appropriate; you may ring more than one code if applicable.

Q12. Going to work overseas is quite a major decision for someone to take. Could you please ring the codes against each reason to indicate how important it was when you decided to accept your present posting?

	Very important	Fairly important	Not important	
a. Positively attracted to living and working in a developing country.	1	2	3	4
b. Previous good experiences of work and/or travel overseas.	1	2	3	5
c. Others spoke to you favourably about working overseas.	1	2	3	6
d. Wanting to experience other places and cultures.	1	2	3	7
e. Wanting to assist the development of developing countries.	1	2	3	8
f. A good opportunity to broaden your professional knowledge and experience.	1	2	3	9
g. Better remuneration than in the UK.	1	2	3	10
h. Wanting a change from your UK living and/or working environment.	1	2	3	11
i. A feeling that you would have greater direct responsibility when working overseas than in the UK.	1	2	3	12
j. Believed there was more scope to use your initiative working overseas than in the UK.	1	2	3	13
k. Other (please state)	1	2	3	14

Please
ring
code

Q13

The everyday work of a TCO has its advantages and drawbacks. Please indicate by circling the appropriate codes how true you find the following factors in your own case:

	Yes	Some- what	No
a. Your work is more challenging than in the UK	1	2	3
b. You have greater responsibility than in the UK	1	2	3
c. You have good scope to use your initiative	1	2	3
d. Your input into your project is worthwhile	1	2	3
e. Other (please specify)	1	2	3

Q14

Working overseas has longer-term implications. Please indicate by circling the appropriate codes how much of a problem you regard the following factors:

	A great problem	A problem	Not a problem
a. Contract employment lacks longer-term job security.	1	2	3
b. Anxiety about finding acceptable vacancies in the UK or overseas in your field.	1	2	3
c. Little possibility of extending your secondment if you are offered a renewal of your present contract.	1	2	3
d. Lack of adequate pension provision.	1	2	3
e. No prospect of promotion whilst on an overseas contract.	1	2	3
f. Other (please specify).	1	2	3

Q15 Living overseas has its advantages and drawbacks. Please indicate by circling the appropriate codes how satisfactory you regard the following factors

Please
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code

	Very satisfactory	Satisfactory	Unsatis- factory	Not applicable	
a. The accommodation provided	1	2	3	4	26
b. Availability of accommodation on your arrival.	1	2	3	4	27
c. Existence of social and leisure facilities	1	2	3	4	28
d. Medical Care	1	2	3	4	29
e. Availability of domestic help.	1	2	3	4	30
f. Availability of shopping facilities.	1	2	3	4	31
g. The climate	1	2	3	4	32
h. The travel opportunities	1	2	3	4	33
i. Salary and allowances	1	2	3	4	34
j. Arrangements for leave	1	2	3	4	35
k. Provision for spouse to accompany you.	1	2	3	4	36
l. Availability of good local schools.	1	2	3	4	37
m. Arrangements for boarding school education in UK.	1	2	3	4	38
n. Possibilities for spouse obtaining work locally.	1	2	3	4	39
o. Other (please specify).	1	2	3	4	40

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Q16. Training should be an important part
of the work of most TCO's:

	Very satisfactory	Satisfactory	Unsatis- factory	Not applicable
a. If you train one or more counterparts on-the-job how satisfactory are the arrangements for doing this?	1	2	3	4
b. If you train people other than counterparts on-the-job, how satisfactory are the arrangements for doing this?	1	2	3	4
c. In addition to on-the-job training, if you do have any class- room or similar formal training, how satisfactory are the arrange- ments for this?	1	2	3	4
d. How satisfactory are the arrangements for you to advise the British Council and/or OIM on training needs in your sector of the country?	1	2	3	4
e. We would be interested in any further remarks you may have about your role in Training?				

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code

Q17. In your present job, how satisfactory do you find the supporting services (if appropriate)?

	Very satisfactory	Satisfactory	Unsatis- factory	Not applicable	
Provision of:					
a. A vehicle	1	2	3	4	45
b. Petrol and repairs	1	2	3	4	46
c. Tools and equipment essential for your work.	1	2	3	4	47
d. Office accommodation	1	2	3	4	48
e. Office services (eg typing, telephone, etc)	1	2	3	4	49
f. Other (please specify)	1	2	3	4	50

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Q18. As a TCO how satisfactory do you find the following relationships in your present posting? Please answer with your working rather than social relationships in mind.

Your relationship with:	Very satisfactory	Satisfactory	Unsatis- factory	Not applicable	
a. ODM HQ in London	1	2	3	4	51
b. ODM Development Division	1	2	3	4	52
c. ODM Scientific Unit(s)	1	2	3	4	53
d. British Embassy or High Commission.	1	2	3	4	54
e. British Council	1	2	3	4	55
f. British Volunteers	1	2	3	4	56
g. Volunteers from other countries.	1	2	3	4	57
h. Other bilateral and multi-lateral aid personnel you encounter in your work generally.	1	2	3	4	58
i. The institution for which you are presently working in the developing country.	1	2	3	4	59
j. Local counterpart staff	1	2	3	4	60
k. Government institutions in the developing country generally.	1	2	3	4	61

Please add any remarks on working relationships:

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Q19. If you were to work overseas again which one of the following employers/ type of contract would you prefer?

- | | | |
|---|---|------------------------|
| a. Not going to seek another overseas contract. | 0 | Please go to next page |
| b. As a TCO | 1 | |
| c. OSAS or BESS (OIM) | 2 | |
| d. A UN Department | 3 | |
| e. World Bank | 4 | |
| f. European Development Fund | 5 | |
| g. Direct Contract with overseas government | 6 | |
| h. Private company | 7 | |
| i. Other (please specify) | 8 | |

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Q20 For your choice in question 19, please ring up to three reasons which you felt were the most important when making that choice:

- | | | |
|--|---|--|
| a. You would have better back-up in your work. | 1 | |
| b. You would have more scope to do fulfilling work. | 2 | |
| c. There would be greater opportunity to broaden your experience. | 3 | |
| d. You would make a more useful contribution to the country's development. | 4 | |
| e. There would be better continuity of employment contracts. | 5 | |
| f. It offers the best career prospects. | 6 | |
| g. Other (please specify). | 7 | |

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Please feel free to add anything else here.

Thank you very much for your assistance.