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EVALUATION OF PROJECT 514-15-995-148
Training For Improved Planning and Implementation

Under this project USAID/Colombia funded training for 86 participants from FY 1967 through FY 1970. The objective of the project was "to improve Colombian capability in planning and implementing programs essential to Colombia economic and social development. To provide training to carefully selected Colombians in specialized academic subjects or techniques, where such training is not directly related to specific projects included in the country program and is not otherwise available".

During the first quarter of CY 1974 the Mission undertook an evaluation of the participant training provided under this project. A questionnaire was developed with the assistance of Dr. Phillip Sperling of AID/OIT which inquired into the following areas*:

1. Did the participant participate in the planning of his training program?
2. Was the participant satisfied with the predeparture orientation?
3. Was the participant satisfied with the language training?
4. Is the participants current job related to his training?
5. Has the participant been able to utilize the planning and implementation skills acquired in his training program?
6. Has the participant been able to transmit to others the skills acquired during his training?
7. Has the participant been able to influence a change in planning or implementation procedures in Colombia programs?
8. How satisfied is the participant with the training he received?

To each question the participant was given the choice of five possible answers and each answer was assigned a number value:

* See attached copy of the actual questionnaire used.

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Evaluation of Project 514-15-995-148; Training For Improved Planning and Implementation

First quarter of CY 1974

9 pages

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Under this project USAID/Colombia funded training for 86 participants from FY 1967 through FY 1970. While many participants participated in the preparation of their training program, there is still room for improvement in this area. A considerable portion of the participants are still in jobs which are directly related to the training received. The participants indicated that the knowledge they acquired in their training program has been very useful and greatly utilized in their work and that they had been very successful in passing on to others the knowledge gained from their training. They felt a great sense of satisfaction with the training they received. About 47% of the participants felt that they had a significant impact on changing planning and implementation procedures. The types of training offered under the project were varied in nature and indicate a very broad interpretation of the project objective. For this reason the evaluators concluded that while the impact of the training experience on the participants is most favorable, the project's impact, while very good, is not what it could have been had the participants been selected with more consideration to the benefits expected from training and to the participants' background.

<u>Answer</u>	<u>Value</u>
Nada	1
Solamente un poco	2
Algo	3
Bastante	4
Mucho	5

Rather than attempt to interview all eighty six participants trained under the project it was decided to take a random sample of 30; a sample large enough to give a good representation of the results one would expect if all the participants were interviewed. Each participant was given a number and the numbers were noted on eighty six pieces of paper which were then placed in a bag and drawn out at random, until 30 had been chosen.

Those thirty participants were then interviewed by telephone using the attached questionnaire and their answers were then converted to numerical form which yielded the following results by question:

1. Did the participant participate in the planning of his training program?

	<u>Answers</u>	<u>Percent</u>
1.	Nada	40%
2.	Solamente un poco	13.3%
3.	Algo	6.6%
4.	Bastante	30.0%
5.	Mucho	10.0%

Weighted average: 2.56

Comment: This indicates that while many participants participated in the preparation of their training program, there is still room for improvement as 53.3% had minimal participation.

2. Was the participant satisfied with the predeparture orientation?

	<u>Answers</u>	<u>Percent</u>
1.	Nada	26.6%
2.	Solamente un poco	3.3%
3.	Algo	33.3%
4.	Bastante	23.3%
5.	Mucho	13.0%

Weighted average: 2.93

Comment: While performance was generally acceptable, nearly 70% received adequate orientation, there was a rather large segment of the sample that received no orientation (26.6%).

3. Was the participant satisfied with the language training?

	<u>Answers</u>	<u>Percent</u>
1.	Nada	16.6%
2.	Solamente un poco	16.6%
3.	Algo	25.0%
4.	Bastante	25.0%
5.	Mucho	16.6%

Weighted average: 3.08

Comments: Question No. 3 was answered by only 12 participants as the other 18 received their training in Spanish and the reduced sample is too small to give an accurate indication of language training performance.

4. Is the participants current job related to his training?

	<u>Answers</u>	<u>Percent</u>
1.	Nada	16.0%
2.	Solamente un poco	-
3.	Algo	13.3%
4.	Bastante	20.0%
5.	Mucho	50.0%

Weighted average: 3.86

Comments: The indication is that a considerable portion of the participants are still in jobs which are directly related to the training received.

5. Has the participant been able to utilize the planning and implementation skills acquired in his training program?

	<u>Answers</u>	<u>Percent</u>
1.	Nada	6.6%
2.	Solamente un poco	-
3.	Algo	10.0%
4.	Bastante	40.0%
5.	Mucho	43.3%

Weighted average: 4.13

Comments: The participants replied that the knowledge they acquired in their training program has been very useful and greatly utilized in their work.

6. Has the participant been able to transmit to others the skills acquired during his training?

	<u>Answers</u>	<u>Percent</u>
1.	Nada	6.0%
2.	Solamente un poco	-
3.	Algo	10.0%
4.	Bastante	43.3%
5.	Mucho	40.0%

Weighted average: 4.10

Comments: The participants indicated that they had been very successful in passing on to others the knowledge gained from their training.

7. Has the participant been able to influence a change in planning or implementation procedures in Colombia programs?

	<u>Answers</u>	<u>Percent</u>
1.	Nada	16.6%
2.	Solamente un poco	10.0%
3.	Algo	23.3%
4.	Bastante	16.6%
5.	Mucho	30.0%

Weighted average: 3.23.

Comments: While approximately 27% of the participants felt they had little or no effect on changing planning and implementation procedures, approximately 47% felt they had had a very significant impact in this area. And significantly, one of the participants who felt his impact was significant, is the current director of the National Planning Department.

8. How satisfied is the participant with the training he received?

	<u>Answers</u>	<u>Percent</u>
1.	Nada	-
2.	Solamente un poco	-
3.	Algo	3.3%
4.	Bastante	3.3%
5.	Mucho	33.3%

Weighted average: 4.30

Comments: The participants felt a great sense of satisfaction with the training they received.

While the response of the participants indicates that the impact of the training was, at least in their eyes, quite favorable, a close examination must be given to the actual training received. The 30 participants interviewed were trained in the following areas for the indicated duration:

<u>Participant</u>	<u>Training</u>	<u>Duration</u>
1	Organization and Operation of Rural Electric Cooperatives	15 months
2	M. S. in Economics	14 months
3	Organization and Operation of Rural Electric Cooperatives	15 months
4	YWCA Latin American Congress	1 week
5	1969 OEF Institute	3 months
6	Mass Media Loyola Seminar	1 month
7	LASH Symposium	1 week
8	PhD in Economics	12 months
9	Mass Media Loyola Seminar	1 month
10	Water & Sewerage Works Personnel	15 months
11	Demography	12 months

<u>Participant</u>	<u>Training</u>	<u>Duration</u>
12	Change Agent Development Program	2 months
13	Laboratory Development Program	2 months
14	PhD in Economics	15 months
15	YWCA Latin American Congress	1 week
16	YWCA Latin American Congress	1 week
17	Change Agent Development Program	3 weeks
18	M.S. in Agricultural Parasitology	18 months
19	PhD Systems Analysis and Operations Research	24 months
20	M.S. in Economic Development	10 months
21	M.A. in Economics (Dev. Economics and Planning)	12 months
22	Change Agent Development Program	1 month
23	Water & Sewerage Works Personnel	12 months
24	PhD in Economics	28 months
25	Development Economics & Planning	12 months
26	PhD in Economics	14 months
27	M.A. Development Economics and Planning	12 months
28	YWCA Latin American Congress	1 week
29	PhD in Economics	15 months
30	Organization and Operation of Rural Electric Cooperatives	15 months

All of the eighty six participants were trained as follows:

<u>Participant</u>	<u>Training</u>	<u>Duration</u>
1	M.A. in Economics & Planning	12 months
2	Manpower Seminar	9 weeks
3	Manpower Seminar	9 weeks
4	PhD General Economics	12 months
5	International Program in Taxation	9 months
6	LASH Symposium	2 weeks
7	LASH Symposium	2 weeks
8	Organization and Operation of Rural Electric Cooperatives	3 months
9	Organization and Operation of Rural Electric Cooperatives	3 months
10	Rural Electric Cooperatives	3 months
11	Rural Electric Cooperatives	3 months

<u>Participant</u>	<u>Training</u>	<u>Duration</u>
12	Change Agent Development Program	1 month
13	Change Agent Development Program	1 month
14	Change Agent Development Program	1 month
15	Laboratory Development Program	1 month
16	Laboratory Development Program	1 month
17	Change Agent Development Program	3 weeks
18	PhD in Economics	28 months
19	Development Economics & Planning	12 months
20	PhD Systems Analysis and Operations Research	24 months
21	M.S. in Economics	12 months
22	M.S. Public Service Program in Economic Development	9 months
23	Transport-Macroeconomic Seminar	5 weeks
24	Loyola Seminar #4	1 month
25	Loyola Seminar #4	1 month
26	Loyola Seminar #4	1 month
27	M.S. in Fisheries Management	12 months
28	M.S. in Economics	12 months
29	Loyola Seminar #5	6 weeks
30	Loyola Seminar #5	6 weeks
31	Loyola Seminar #5	6 weeks
32	PhD in General Economics	12 months
33	PhD in Economics	24 months
34	International Teachers Program	10 months
35	Summer Program in Marketing Manage- ment & Marketing Research	3 months
36	PhD in Economics	27 months
37	PhD in Economics	15 months
38	M. A. Development Econ. & Planning	15 months
39	Public Service Program in Econ. Dev.	9 months
40	Organization & Development	1 month
41	Organization & Development	1 month
42	Doctor of Education (Economics)	12 months
43	Organization & Development	1 month
44	Organization & Development	1 month
45	Observation Computer Programs	1 month
46	1969 OEF Institute	14 weeks
47	" " "	14 weeks
48	" " "	14 weeks
49	" " "	14 weeks
50	" " "	14 weeks
51	Demography	12 months

<u>Participant</u>	<u>Training</u>	<u>Duration</u>
52	M.S. in Economics	7 months
53	YWCA Latin American Congress	1 week
54	" " " "	" "
55	" " " "	" "
56	" " " "	" "
57	" " " "	" "
58	" " " "	" "
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60	" " " "	" "
61	" " " "	" "
62	" " " "	" "
63	" " " "	" "
65	" " " "	" "
66	" " " "	" "
67	" " " "	" "
68	Inventory Management & Warehouse Specialist Course	4 months
69	Master of Public Works	15 months
70	Training of Trainers	5 weeks
71	" " "	" "
72	" " "	" "
73	" " "	" "
74	International Teachers Program	10 months
75	PhD in Agricultural Economics	12 months
76	Water & Sewerage Works Personnel	15 months
77	Water & Sewerage Works Personnel	12 months
78	M.S. in Agricultural Parasitology	30 months
79	Ground Water Course	10 weeks
80	Development Economics & Planning	12 months
81	PhD in Economics	14 months
82	M.S. in Economics	14 months
83	Phd in Economics	12 months
84	M.S. in Economic Development	10 months
85	PhD in Economics	15 months
86	PhD in Economics	27 months

All of the above indicates that the types of training offered under the project were varied in nature and at times indicates a very broad interpretation of the projects objective (i. e. it is much easier to fit the long term training under the projects objectives as compared to the short term training, especially when the background of the participant is taken into consideration). It is for this reason that we

conclude that while the impact of the training experience on the participants is most favorable, the projects impact, while very good is not what it could have been had the participants been selected with more consideration being given to the expected benefits to be received from the training and to the participants background.

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