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**AGENCY FOR  
INTERNATIONAL  
DEVELOPMENT**

**ANNUAL BUDGET SUBMISSION  
FY 1983**

**DEVELOPMENT SUPPORT BUREAU  
OFFICE OF INTERNATIONAL TRAINING**

**JUNE 1981**

**UNITED STATES INTERNATIONAL DEVELOPMENT COOPERATION AGENCY  
WASHINGTON, D.C. 20523**

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TABLE OF CONTENTS

I. Office Narrative.....	1
II. Project Obligations by Appropriation Account (Table III).....	8
III. Project Budget Data (Table IV).....	9
IV. Project Ranking Sheet (Table V).....	10
V. Project Activity Data Sheets.....	11
VI. Contract/Grant Field Support Table.....	13

## DS/IT ANNUAL BUDGET SUBMISSION - FY 83

### Narrative

The concept of human resource development is at the heart of any planning for economic and social progress. Training -- to develop human resources -- is seen as a vehicle for achieving the desired developmental goals of third world countries and the U.S. technical assistance program.

One of the key functions of the Office of International Training (OIT) is the support of both academic and non-academic training in the U.S. and in third countries. The training program focuses on the transfer of technology for institution building and improvement of human skills. As such, it is an important part of U.S. foreign assistance efforts and can have long term effects on AID's policy toward the developing countries.

Presently, OIT has agreements with various private organizations and federal agencies to place participants in training institutions for the upgrading of human skills. The arrangements with the federal agencies are called Resource Support Service Agreements (RSSA's). These various organizations and RSSA's are responsible for the placement and programming of the vast majority of AID participants; with OIT performing essentially a monitoring function.

Under this mode of operation, OIT's role in participant training has been largely limited to contractual support services; a passive function rather than an active one.

OIT's past experience in managing these various private contracts and RSSA's has revealed a number of shortcomings in terms of quality and unified services. The desire to effect an improved program while at the same time participate in an active role of service has caused OIT to reexamine present contractual agreements and its own function and operational mode.

This reexamination which has been facilitated by an evaluation study conducted by Development Associates, Inc., resulted in the adoption by OIT of a new management and strategy approach to the training program.

In assessing OIT's working relationship with the contractor organizations, it was concluded that the current arrangement with them is not meeting the critical needs of participants in the most effective manner, is not responding to Mission goals and objectives in training, and is absorbing much of OIT's workforce in supporting the day-to-day operations of the contractors which divert energies from other key responsibilities. For example, OIT should be more involved in providing technical assistance to Missions and Bureaus in their project development as well as the planning of training projects to meet USAID goals. Another principal focus of OIT is developing policy and procedures for all AID training projects

including those contracted by USAIDs and host governments. Moreover, OIT should be in a position to establish an aggressive leadership role in developing and maintaining a network of international resources in order to advocate new approaches to training and provide innovative alternatives to meet the human resource needs of the developing countries. This strategy focuses on self-help programs and transfer of human skills.

OIT proposes to expand its function into a more advocacy and direct service role by contracting with one major organization to implement the participant training program. Such an organization must have the technical and professional capability to place participants more effectively and efficiently, and must have the resources to draw from a vast network of the international education and training community. In addition, it is necessary that the one contractor work closely with OIT in a partnership role in order to ensure that AID's training policy is carried out and that Mission objectives are attained. OIT's role would be largely one of setting policy and direction to the contractor in training as well as monitoring and evaluating progress.

This organization would provide the following additional services which are not presently performed by the existing contractors:

- Develop and expand a computerized information system to identify colleges, universities and non-higher education training resources that would facilitate the effectiveness and relevancy of the placement. A computerized information system which can systematically match training resources to participant needs is essential.
- Provide a more integrated orientation program which would be conducted in Washington, D.C., on the host campus and in specialized centers in various educational and technical fields.
- Monitor and evaluate student progress on a periodic basis and provide academic support services to ensure the relevancy and student satisfaction with the training program.
- Design and conduct reentry sessions and debriefing evaluations for students and trainees who are returning home after completion of the training program.
- Develop a follow-up program for returned participants by maintaining linkages with USAIDs and the training institutions. This followup program would be based on a communication and information dissemination network to (1) inform AID Missions of the current and changing nature of training opportunities as a feedback to Missions on participants, (2) inform the international education and training community of developing country needs in the area of human resource development and (3) provide a vehicle for the continuing involvement of the participant, the training institution and Missions in the development process.

- Provide cooperating country profiles on socioeconomic political and educational themes which can be distributed to training institutions to keep them abreast of issues.

The above list of activities and support services under one contractor organization would contribute to a more unified and long term strategy for human resource development.

The basic approach is to integrate the various components of the training program for providing the participant with higher quality education and support services consistent with USAID and host country goals.

The proposed shift in turning to the one contract approach will facilitate the realignment and utilization of personnel to carry out OIT's new advocacy and support responsibilities. It will also enable OIT to support Regional Bureau activities by providing a resource for development and manpower studies in third world countries. Specifically, OIT personnel will be able to concentrate and focus on these functions and activities which can best support AID training goals and objectives while also providing a planning and evaluation capability to improve participant training. The resources required to monitor the services of only one major contractor will not be as diffused as is currently necessary to monitor numerous contractors.

OIT's approach to training revolves around providing the participant with a relevant training program and a positive U.S. and third country experience. The new focus of OIT centers on this premise and is designed to support U.S. policy and Mission objectives by developing a training process which can provide the best available resources to carry out the participant training program.

The new directions of OIT will have three main thrusts. These are: (1) Centralized Management; (2) Planning and Evaluation; and (3) Field and Regional Support.

The design of these three functions will enable OIT to perform a service role in a way which is not possible under present arrangements. The key areas of participant training, participant support, and participant development are divided into functional units with clear and precise roles and responsibilities. This new thrust will also enable OIT to take a leadership role in the field of international education and training to provide a resource of development support to USAIDs, Regional Bureaus, and to other appropriate units in AID.

Most importantly, it will provide AID with a capacity for research and study in USAID and host country development projects which can provide information on country profiles and training needs.

Following is a brief description of these proposed new functions:

### Centralized Management

This operation would be responsible for all activities which support the individual participant including counseling, visas, health insurance, orientation, stipends, financial support and other supportive activities. In addition, it would be responsible for the administration of all OIT contracts including training and other support services in order to ensure that contract objectives are being met. Also, centralized management will assure compliance with OIT guidelines and regulations.

All statistical data on participants would be centrally processed and serve as a management tool for OIT operations. Thus, the participant training process would be managed and administered in a uniform way.

### Planning and Evaluation

This activity will focus on developing the policy and procedures for participant training and for creating a network of international educational resources which can provide the optimum training to meet Mission and individual participant needs.

In addition, it would provide for research and studies which focus on alternative modalities for training as well as new resources.

Evaluation and monitoring must also be constantly implemented in order to ensure the goals of the participant training program and to take intervention if necessary. It is important to establish a creative dialogue with the international education community so that the OIT can be a focal point for training and support of Mission development projects as well as all other AID activities in training. Planning and evaluation will be carried out in cooperation and coordination with the one contractor and the U.S. reservoir of training resources.

### Field and Regional Support

This activity would support Mission projects and provide assistance and guidance to Missions in manpower development, training projects, evaluation and assistance in training local staff, and developing orientation and processing procedures for new participants. A key function will be establishing and maintaining a communication and information system not only with USAIDs but with Regional Bureaus as well. Other support would include: publications of training resources, development of English language training centers or courses in host countries, developing criteria and guidelines for the selection of participants, assisting in organizational matters affecting the processing of participants in USAIDs, assisting

Missions in pursuing follow-up systems and activities, and designing and conducting workshops and seminars for Mission training staff as appropriate.

#### Staffing and Budget Requirements

This proposed new thrust will require staff realignment, retraining of certain personnel and in some cases the acquisition of persons with different skills than those presently on board. It will also require a new configuration of the budget to implement this direction. Specifically, our budget submission reflects a greater concern for providing support to field missions and increased emphasis on the evaluation and planning role utilizing qualified contractors and/or consultants.

DS/IT has carefully considered the proposed new functions and directions and feels strongly that these changes would immensely improve the entire participant training program and enhance AID's approach to technology transfer and human resources development.

#### In-House Programming Capability for Labor Organizations Development Project (LODP)

By mutual agreement and with the approval of DSB and the Bureau for Private and Development Cooperation (PDC), the Labor Organizations Development Project is being transferred to DS/IT to become part of its operation. Funding for this activity has been provided in the budgets of PDC for FY 81 and FY 82. Beginning with FY 83, the project will be funded through the OIT budget. Included in this budget submission is an Activity Data Sheet reflecting the funding level needed for OIT administration of this project.

The LODP provides special training to high and mid-level trade union leaders from developing countries to: a) contribute, in collaboration with their governments, to the development of effective labor policies and programs; b) assist poor worker groups to improve their income and employment conditions; and, c) promote more enlightened and responsible trade union participation in socio-economic development.

Activities under this project include a brief orientation, a one week seminar on a development theme conducted by an institute of labor relations at a U.S. university, and field trips to visit representative U.S. unions, industries, public and private institutions for on-site observations and discussions. The project is aimed at union leaders who might not be able to visit the U.S. on other exchange programs. This short term training program is organized around teams of multi-regional composition thus enabling the participants in each team to exchange ideas from their respective countries and regional experiences.

## Operating Expense Narrative

DS/IT has long had a serious problem in carrying out its mandate to account for AID's participants because of the obsolescence of its Participant Training Information System (PTIS). For the past two years, the PTIS has been the subject of continuous study and improvement. The contract with Evaluation Technologies, Inc. (ETI) to provide on-going maintenance and improvement has been funded under OE funds, and funding to continue these services has been programmed for FY 82 and FY 83.

The current PTIS system has been brought up to a much more reliable operation in the last year. Improvements are:

### Administrative and Operating Procedures

Flow of participant source data improved by reducing procedural steps.

Document control system restructured to reduce participant file categories and reconcile contractor PIO/P files with contractor monthly reports.

FY 80 year-end purge resulting in transfer of 10,000 departed participants from active status to historical files.

A new source document and data entry control established to ensure the processing of data on timely basis.

A complete list of contractors based on HAC cards, PIO/Ps and monthly reports developed. As a result of this effort approximately 1,000 additional participants captured.

New table files for contractor's programming agents and DTSS have been developed and installed. These allow data to be sorted accurately by each of these categories. Also, country and regional codes have been realigned to provide more accurate tabulation by country of origin. These table files also provide a measure of quality control not previously present in the system.

SYCOR operations streamlined to allow for more timely data entry and correction of edit and update reports.

Beginning with the second quarter of FY 81 a quarterly report (C-190) of all participants known to have completed training and believed to have returned to their home country has been sent to respective USAIDs for confirmation. The capability for follow-up has never existed before.

### Data Elements and DEC Writer Retrieval System

Data elements reduced from 172 to 69

The DEC Writer Retrieval System reactivated.

Recurring Reports

The number and distribution of recurring reports reduced from 28 to 12

A careful reading of the above listing of accomplishments will show that the bulk of these have been brought about by changes in the way data is collected and processed prior to its being put into the system, and in a reduction of the number and in some cases a rearrangement of elements being captured. The basic 16 year old PTIS programming and terminal equipment have remained largely unchanged and it is these which make the system unwieldy, marginal and as a management tool and more labor intensive than comparably-sized modern systems.

Now that the necessary overhaul in the data collection and input side of the PPIS has largely been completed, DS/IT has requested the support and assistance of SER/DM in the procurement and installation of new terminal equipment and software needed to overcome the insurmountable deficiencies of the old system.

TABLE III - PROJECT OBLIGATIONS BY APPROPRIATION ACCOUNT  
 FY 1981 TO FY 1983 (\$ THOUSANDS)

OFFICE: DS/IT

APPROPRIATION ACCOUNT - EH

PROJECT#	PROJECT TITLE	FY 1981 OYB-REVISED	FY 1982 REVISED	FY-83 MINIMUM	FY-83 CURRENT	FY-83 PROPOSED
926-0070.	UN FELLOWS-TRNG SVCS-OTHER FED AGENCIES	\$2,300	\$0	\$0	\$0	\$0
926-0071.00	TRAINING EVALUATION SUPPORT SERVICES	\$700	\$700	\$700	\$870	\$1,000
938-0601.	LOBOR ORGANIZATIONS DEVELOPMENT	\$0	\$0	\$700	\$700	\$700
TOTALS FOR EH		\$3,000	\$700	\$1,400	\$1,570	\$1,700
* * OFFICE TOTAL:		\$3,000	\$700	\$1,400	\$1,570	\$1,700

AID PROGRAM IN FY 1983  
ANNUAL BUDGET SUBMISSION  
TABLE IV - PROJECT BUDGET DATA

BUREAU FOR DEVELOPMENT SUPPORT

044 - OFC. OF INTERNATIONAL TRAINING

PROJECT NUMBER AND TITLE	ESTIMATED U.S. DOLLAR COST (\$000)											FUT YR OBLIG	ITEM NO	
	OBLIG DATE L INIT FIN	TOTAL COST AUTH PLAN	FY 80 PIPE LINE	FY 1981 OBLIG ATIONS	EXPEND ITURES	FY 1982 OBLIG ATIONS	EXPEND ITURES	FY 83 AAPL	FY 84 OBLIG	FY 85 OBLIG	FY 86 OBLIG			FY 87 OBLIG
EDUCATION AND HUMAN RESOURCES														
9260070	UN FELLOWS TRNG BY OTHER FED AGENCIES													
G 73 81	---	---	---	2300	1688	---	612	---	---	---	---	---	---	438
9260071	TRAINING EVALUATION AND SUPPORT SERVICES													
G 77 C	3197	---	78	700	674	800	750	1000	1100	1210	1330	1465	5105	131
9380601	LABOR ORGANIZATION DEVELOPMENT													
G 81 85	3605	3605	---	---	---	---	---	700	770	1000	---	---	---	437
APPROPRIATION TOTAL		6802	3605	78	3000	2362	800	1362	1700	1870	2210	1330	1465	5105
OFFICE TOTAL		6802	3605	78	3000	2362	800	1362	1700	1870	2210	1330	1465	5105

TABLE V - FY 1983 PROPOSED PROGRAM RANKING  
06/03/81

OFFICE 044 DS/IT

RANK	DECISION PACKAGES/PROGRAM ACTIVITY	TERM/ NEW/ CONT	LOAN/ GRANT	APPROP ACCT.	PROGRAM FUNDING (\$000)		W O R K F O R C E		ITEM		
					INCR	CUM	USDH INCR	FNDH CUM			
DECISION PACKAGE - MINIMUM											
1	9361491 DS/IT-STAFF REQUIRED TO OPERATE OFFICE			G			530	530	2962		
2	9260071.00 TRAINING EVALUATION AND SUPPORT SERVICES C			G	EH	700	700	33	563	2963	
	9260071.05 FIELD SUPPORT			G	EH	(100)				3572	
	9260071.04 EVALUATION			G	EH	(250)				3573	
	9260071.01 NATL"L COUNCIL FOR INT"L VISTOR			G	EH	(170)				3574	
	9260071.02 NAT"L ASSOC-FOREIGN STUDENT AFFAIRS			G	EH	(180)				3575	
3	9380601 LOBGR ORGANIZATIONS DEVELOPMENT		C	G	EH	700	1400	12	575	3569	
DECISION PACKAGE - CURRENT (30)											
4	9260071.00 * TRAINING EVALUATION AND SUPPORT SERVICES C			G	EH	170	1570			575	2964
	9260071.03 PORT OF ENTRY SERVICES			G	EH	(170)					3576
DECISION PACKAGE - PROPOSED (50)											
5	9260071.00 ** TRAINING EVALUATION AND SUPPORT SERVICES C			G	EH	130	1700			575	2965
	9260071.04 EVALUATION			G	EH	(130)					3577

ITEMS RETRIEVED 11  
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PROGRAM:

## ACTIVITY DATA SHEET

PROJECT MANAGER:

TITLE Training Evaluation and Support Services		FUNDS Education and Human Resource		PROPOSED OBLIGATION (In thousands of dollars)		LIFE OF PROJECT	
				FY 83 1,000		Continuing	
NUMBER GRANT <input checked="" type="checkbox"/>	LOAN <input type="checkbox"/>	NEW <input type="checkbox"/>	CONTINUING <input checked="" type="checkbox"/>	PRIOR REFERENCE	INITIAL OBLIGATION FY 77	ESTIMATED FINAL OBLIGATION FY Continuing	ESTIMATED COMPLETION DATE OF PROJECT FY

Purpose: To improve the quality and effectiveness of the AID participant training program.

Background and Progress to Date: This is a continuing project which provides funding for five activities: 1) support services to field missions in the areas of manpower studies, surveys of training resources, design of training projects, design of pre-departure orientation, and follow-up systems which will maintain linkages between returned participants, training institutions and USAIDs. These services will be provided by OIT staff and by contractual arrangements; 2) evaluation of various aspects of the training operations and the initiation of studies on new modalities of training including innovations which will provide the optimum training to meet Mission and individual participant needs. These evaluative studies will be carried out by qualified contractors; 3) community services including the hosting of mid-winter seminars provided through the National Council for International Visitors (NCIV); 4) on-campus support services for academic participants and small scale research on training related issues provided through the National Association of Foreign Student Affairs (NAFSA); 5) reception services for AID participants entering the United States through the major ports of entry of Honolulu, San Francisco, New York, Miami, and Washington.

Host Country and Other Donors: This project benefits from the services of an estimated 100,000 United States citizens organized into nearly 100 self-supporting community groups affiliated with NCIV. These groups provide home hospitality and arrange appointments for participants with appropriate local business, educational, labor and governmental leaders. WIC also uses volunteers to meet incoming participants at airports and arrange for their immediate temporary quarters. NAFSA members also donate much time to

activities aimed at the betterment of the U.S. training experience of foreign students.

Beneficiaries: AID recipient countries through the improvement of the U.S. training received by their citizens.

FY 83 Program: This project will continue to provide support for field missions, community and campus support services for AID participants and reception at port of entry. Evaluation of participant training programs and the performance of contractors engaged in training activities will also continue.

Major Outputs: All Years

Participants received at ports of entry 24,095

Participants receiving home hospitality and other community services 19,074

Participant receiving on-campus support services 12,437

AID Financed Inputs: FY 83

	<u>Mir</u>	<u>Current</u>	<u>Proposed</u>
Field Support	100		
Evaluation	250		
Community Services (NCIV) (Share of ICA Grant)	170		
Contract for Services to Academic Participants (NAFSA)	180		
Sub-total	700		
Reception Services (POE)		170	
Sub-total		870	
Evaluation			130
<b>Total</b>			<b>1,000</b>

Field Support 100

Evaluation 250

Community Services (NCIV) 170

(Share of ICA Grant)

Contract for Services to

Academic Participants (NAFSA) 180

Sub-total 700

Reception Services (POE) 170

Sub-total 870

Evaluation 130

**Total 1,000**

U.S. FINANCING (In thousands of dollars)				Funding Period	Principal Contractors or Agencies
	Obligations	Expenditures	Unliquidated		
Through September 30, 1980	2005	1927	78		
Estimated Fiscal Year 1981	700	674		10/1/80-9/30/81	International Communication Agency (ICA)
Estimated through September 30, 1981	2705	2601	104		Washington International Center (WIC)
Proposed FY 1982	800	750		10/1/81-9/30/82	National Council for International Visitors (NCIV)
Estimated through Fiscal Year 1982	3505	3306	199		National Assoc. of Student Affairs, (NAFSA)
Proposed FY 83	1000			10/1/82-9/30/83	
		Future Year Obligations	Estimated Total Cont.		
		Continuing	Continuing		

## PROGRAM:

## ACTIVITY DATA SHEET

## PROJECT MANAGER:

TITLE Labor Organizations Development Project		FUNDS Education and Human Resources Development		PROPOSED OBLIGATION (In thousands of dollars)		LIFE OF PROJECT 3,605	
NUMBER 938-0601	NEW <input type="checkbox"/>	PRIOR REFERENCE None		FY 83 700			
GRANT <input checked="" type="checkbox"/> LOAN <input type="checkbox"/>	CONTINUING <input type="checkbox"/>			INITIAL OBLIGATION FY 81 81	ESTIMATED FINAL OBLIGATION FY 85 85	ESTIMATED COMPLETION DATE OF PROJECT FY 86 86	

**Purpose:** To provide LDC labor leaders with short-term motivational training in the United States; to promote more enlightened and responsible trade union participation in socio-economic development.

**Background:** This project funds short-term motivational training in the United States for groups of high and mid-level LDC labor leaders on subjects of importance to labor union participation in national development: A.I.D. missions, labor attaches and host countries coordinate the nomination of participants. Selection is made in Washington. The participants study income distribution, union leadership, self-help, occupational health and safety, community services, integration of women into country development, roles of unions in democratic processes, and skills training. These one-month training seminars are devoted to studying a development theme at a U.S. university and field trips to representative unions, industries and public or private institutions for on-site observation and discussions. A.I.D.'s program allows participants to share experiences across regional and national boundaries. It also exposes LDC union leadership to the ways the U.S. trade unions help support and participate in community development. It encourages direct country-to-country cooperation in developing free trade unions.

More than 175 labor leaders have been trained in previous years from Latin America, Africa, Near East, South Asia, and the Far East. A third of those trained are women.

**Host Country and Other Donors:** A.I.D. works closely with the U.S. Department of Labor to organize the training courses. Trade unions continue participant salaries and other benefits. Numerous U.S. local, state and international unions contribute staff, time and other resources to the training program.

**Beneficiaries:** The immediate beneficiaries of this project are the LDC labor leaders who participate in the training. Its ultimate benefits are distributed broadly among those members of the workforce who share the economic and social gains flowing from the adoption of labor movement policies supportive of equitable development. The multi-regional scope allows cross cultural exchanges of information affecting trade union development.

**FY 8B Program:** Approximately 110 labor leaders will be trained in labor-intensive technology, human resource use and development the role of rural union leaders in self-help programs, and union policies and strategy for aiding rural and urban poor people.

**Major Outputs (and AID Unit Cost):** (\$ thousands)

	All Years
	Unit (cost)
Labor leaders trained	570 (6.3)

**A.I.D. Financed Inputs:** FY 8B-Minimum

Short-term training in the U.S. for approximately 110 labor union participants	630
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End-user charge for maintaining Department of Labor training resource capability	70
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TOTAL 700

U.S. FINANCING (In thousands of dollars)				Funding Period	Principal Contractors or Agencies
	Obligations	Expenditures	Unliquidated		
Through September 30, 1981	-560	280	280		Department of Labor
Estimated Fiscal Year 1982	-575	580			
Estimated through September 30, 1982	-1,135	760			
Proposed FY 1982					
Estimated through Fiscal Year 1982					
Proposed FY 83	700	Future Year Obligations	Estimated Total Cost		
		1,770	3,605		

Attachment C  
(Sample)

CONTRACT/GRANT  
FIELD SUPPORT  
(\$000)

Project	<u>FY 81</u>			<u>FY 82</u>			<u>FY 83</u>								
	Total Cost	Field Support (Dollars)	Fld. Sup. Pers. Mos.	Total Cost	Field Support (Dollars)	Fld. Sup. Pers. Mos.	<u>Minimum</u> Total Cost	<u>Minimum</u> Field Support (Dollars)	<u>Minimum</u> Fld. Sup. Pers. Mos.	<u>Current</u> Total Cost	<u>Current</u> Field Support (Dollars)	<u>Current</u> Fld. Sup. Pers. Mos.	<u>Proposed</u> Total Cost	<u>Proposed</u> Field Support (Dollars)	<u>Proposed</u> Fld. Sup. Pers. Mos.
926-0071	\$700	\$600	460	\$800	\$720	472	\$700	\$600	484	\$870	\$783	484	\$1,000	\$900	496
938-0601	<u>1/</u>		<u>12</u> 472	<u>1/</u>		<u>12</u> 484	700	630	<u>12</u> 496			<u>12</u> 496			<u>12</u> 508

1/ FY 81 and 82 funding programmed in the Annual Budget Submission for the Office of Labor Affairs, Bureau for Private and Development Cooperation.