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LATIN AMERICAN TRAINING CENTER
EVALUATION & RECOMMENDATIONS
(AUGUST 1985)

AND

LATIN AMERICAN TRAINING
EVALUATION UPDATE
(OCTOBER 1986)

Prepared for
Regional Housing and Urban Development Office
for Panama and South America

EVALUATION AND RECOMMENDATIONS
ON
THE LATIN AMERICAN TRAINING CENTER

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INTRODUCTION

The Latin American Training Center (LATC) has been in operation for two years, and has requested a review by a consultant team to provide an independent assessment and recommendations for future directions. This evaluation was also prompted by two other circumstances: 1) the recent publication of AID Shelter and Urban Development policy papers; and 2) the establishment of the Caribbean and Latin American Scholarships Program (CLASP). The new AID policies suggest that the goals of the Center should be re-evaluated in light of these papers, and the CLASP program may provide an additional financial resource for the Center.

In August, 1985, Jaime Bordenave of Community Consulting Group, International, and Marja Hoek-Smit, of the University of Pennsylvania, visited the Center, interviewed RHUDO and Center staff, reviewed the activities and procedures of the Center, and prepared this report.

This report first presents a narrative description of the activities of the LATC, followed by a review of the problems and opportunities of the Center as perceived by its staff and that of the RHUDO. In the final part, the analysis and recommendations are presented, along with a suggested workplan for 1986.

EXECUTIVE SUMMARY

The Latin American Training Center (LATC) is a division of the Regional Housing and Urban Development Office in Panama. The Center serves Spanish speaking Latin America with regional policy seminars, technical skills training, research, communications and participant scholarships. (Goals and Objectives)

Staff consists of a part-time executive director, an assistant director and a secretary, with additional support from the PHUDO. The Center organizes some of the seminars directly and sponsors others. The Center also manages the contract of the Inter-American Savings and Loan Union which provides many of the training sessions. (Organizational Structure)

In its first two years, the LATC has organized or sponsored 16 seminars, with over 600 participants, from 13 countries. Topics range from loan programs to national policy, to municipal management. Participants and Trainers are from both private and public sector organizations, with about half in each sector. Other outputs include a newsletter, preliminary needs assessment, and manuals. (Activities)

To deliver these training services, the LATC relies on known contractors and consultants. Missions as well as staff and consultants of PRE/H assist in the selection of participants. The LATC provides some or all of the following for each seminar: selection of topic; contracting of presenters; logistical arrangements; financial support for participants; registration; reproduction of training materials; and post conference follow-up. (Delivery system)

During the first two years, the Center's activities have cost about \$315,000, which amounts to an average participant cost ranging from \$525.00 to \$1,000. (Financial Resources)

The center has an annual planning cycle, which is tied to the budget process. Monitoring is accomplished largely through management of contracts. Evaluation is received from participants and from the Missions. (Planning, Monitoring and Evaluation)

Major issues of concern regarding the LATC include: clear rationale and priorities for training topics and beneficiary groups; organizational identity; allocation of resources to the planned activities; targeted selection of participants; needs assessment methodology. (Perceived Issues).

The LATC has done a commendable job in providing policy dialog and skills training for its intended audience. Feedback from the Missions and the participants have been very favorable, indicating that participants have been stimulated by the training and are attempting to implement changes in their organizations based on that training. The cost per participant is low, which indicates a cost-effective operation, even accounting for other sources that may not have been included in the calculations.

Training efforts in the region should be increased, by expanding and fortifying the base already established by the LATC. This report recommends a number of shifts in emphasis in the operation of the Center. Specifically:

Goals and Objectives: refine objectives to provide guidance for training priorities; broaden training beyond needs of existing projects; increase training related to informal sector.

Organizational Structure: maintain current organizational structure for the next year or two.

Activities: reduce level of organizing seminars and increase efforts in clearinghouse functions and needs assessment; expand contacts with national and international agencies and institutions; structure a training component into UDAs and SSAs; meet periodically with RHUDO/CA to provide for complementary training efforts; develop data on training institutions, materials and trainers; increase reliance on others, through subcontracts, for packaging or presenting of training, and for logistical support; specify target groups more clearly for invitations to training; adopt a fee structure; provide for synthesis of training.

Monitoring and Evaluation: improve budgetting, accounting, and reporting.

I. OVERVIEW OF LATIN AMERICAN TRAINING CENTER 1983-1985

- A. Goals and Objectives. The Latin American Training Center was conceived in FY 1982, and began operation in early 1983 with a pilot seminar held in Panama on home improvement loans. Actual funding and staffing began in September of 1983 with the hiring of the first Director. The creation of the Center arose from the need for a more systematic approach to training in support of regional housing and urban development.

The training efforts of the Center, then, are to be supportive of AID's shelter and urban development goals, which are as follow, as stated in policy papers developed in 1985:

Shelter goals of PRE/H:

1. Assist in the formulation of rational housing policy
2. Demonstrate the feasibility of shelter solutions that poor families can afford
3. Facilitate mobilization of additional local resources for financing shelter
4. Develop sustainable shelter and urban service institutions
5. Increase private sector participation
6. Encourage the use of energy and resource efficient housing designs, technologies and standards
7. Increase the survival rate of people and buildings in disaster prone areas.

Urban Development:

1. Affect national macroeconomic and sector policies to improve the efficiency of urban markets and the allocation of resources to achieve balance between urban and rural development
2. Assist in the development of policies that stimulate the formal and informal private sectors to create jobs and reduce unemployment to reasonable levels
3. Provide training for urban governments so that they may more efficiently manage the services they provide and mobilize the necessary revenues to effectively operate
4. Facilitate the development of public and private urban institutions to provide minimum acceptable levels of goods and services (health, education, housing, water and sewerage and transportation)
5. Assist national and local governments meet their requirements for new urban land, shelter, infrastructure, social facilities and jobs resulting from population growth and rural-urban migration.
6. Promote policies which increase the potential contribution private sector investments in urban areas can make in stimulating rural productivity.

The Center is a division of the Regional Housing and Urban Development Office of USAID based in Panama and serving Panama and South America. The Center also serves Central America and the Dominican Republic. It has the following general goals, which were developed before the AID shelter and urban development policy papers:

1. Provide a forum for high level dialogue on housing and urban development and for the discussion of policies and strategies;
2. Promote the exchange of experiences and information among institutions of this sector on a regional level;
3. Contribute to the development and application of systematic methods for the administration of urban development and shelter.
4. Promote and assist the participation and training of the private sector in the provision and financing of low cost shelter; and
5. Provide resources for short term technical assistance and training for mid-level technicians and administrators.

The services and activities of the Center are five in number: regional policy seminars; technical mid-level skills training; research; communications (including clearinghouse and coordination functions); and individual scholarships for participants. Approximately 30% of the effort of the Center is concentrated in policy seminars and mid-level training.

The area of service is Spanish speaking Latin America. When the Center was created, there was only one RHUDO for Central and South America. In October of 1984 the RHUDO was divided into two, with one for Central America, based in Honduras, and the other in Panama to cover South America and Panama. The LATC has continued to offer its services to all of Latin America. Recently, the RHUDO/Central America has begun its own training initiatives, which creates a need for co-ordination between the LATC and the RHUDO/Central America to avoid needless duplication.

- B. Organizational Structure. The chart on the following page depicts the current organizational structure of the Latin American Training Center. The Center is staffed with a part-time executive director, a full-time assistant director and a full-time secretary. Since the Center is located within the RHUDO, additional support staff is also available on an occasional basis.

As a division of the RHUDO, the LATC is under the authority of the RHUDO chief. A housing officer functions as the part-time executive director of the Center (less than 20% of her time), while the assistant director is a contract employee. The RHUDO chief provides inputs and approvals on selection of topics for training, as well as the selection of participants.

The Center provides a range of services in relation to the seminars and training sessions-- from the complete organizing of the event, to the contracting for the conduct of a seminar, to sponsorship of the training, to merely providing information and financial support for participants.

The assistant director is responsible for the day-to-day administration of the Center, including: planning, needs assessment, arranging for presenters, logistical arrangements in support of conferences, evaluation, monitoring, production of materials, accounting, newsletter, communications and coordination. See Job Description in the Attachments.

The Inter-American Savings and Loan Union has a cooperative agreement with AID/W to provide training for savings and loans institutions in Latin America. This contract is administered by the RHUDO P/SA.

Participants for the training activities organized or sponsored by the Center are invited through the Missions and USAID representatives, which also contribute to the financial support of the participants. For the RHUDO P/SA there are Missions present in Peru, Ecuador, Bolivia and Panama, and representatives in Brazil, Colombia and Paraguay. For Central America, there are Missions in Belize, Costa Rica, El Salvador, Guatemala and Honduras.

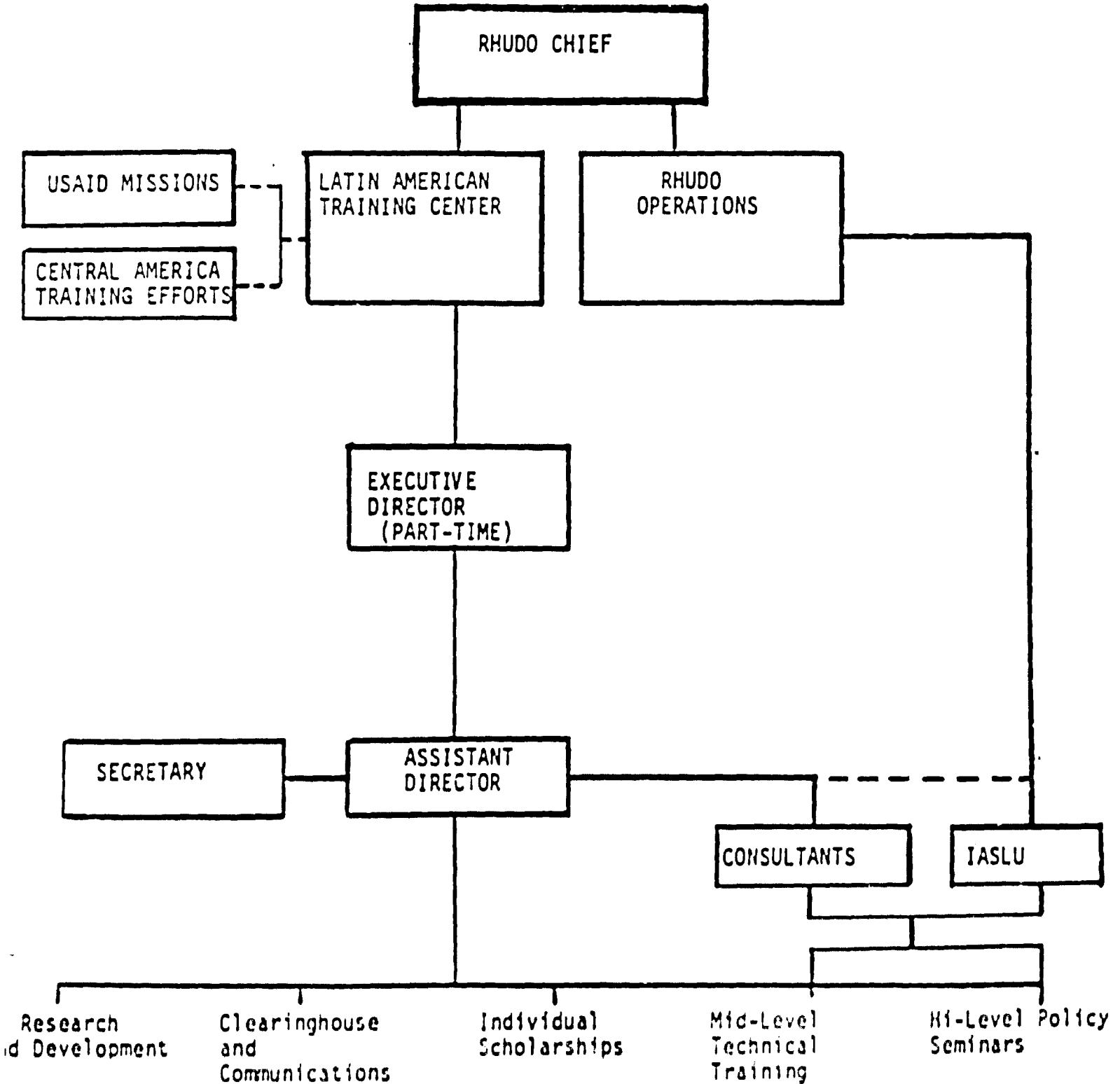
- C. Activities. The activities of the Latin American Training Center are reviewed here both in terms of outputs and the delivery system.

The principal outputs of the Center have been the organization and sponsorship of training workshops and seminars. The location, topic, date and type of training sponsored or developed by the LATC are summarized in the chart on page four. In all, over 600 professionals from throughout Latin America have participated in the diverse activities of the Center. For over 200 participants, the LATC has provided for invitational travel to the site of the training.

The LATC has directly organized 6 regional seminars and 4 national seminars through August, 1985. It has sponsored or co-sponsored an additional 8 regional and national seminars, and has provided scholarships for 5 individuals for training or study tours.

Topics have covered home improvement loan programs; financial administration for savings and loans institutions; integrated planning of housing projects; the impact of the construction industry on the national economy; use of regional materials and improvement of low cost housing; materials loans for low-cost housing; municipal finance and administration; and the formulation of national housing policies.

ORGANIZATIONAL CHART (ACTUAL)



- Services to Participants in 13 Countries
- Over 600 participants in two years
- Funding assistance to nearly 200 participants
- 50% of participants from private sector; 60% of trainers

**SUMMARY OF TRAINING ACTIVITIES
OF THE LATIN AMERICA TRAINING CENTER**

<u>Location</u>	<u>Type</u>	<u>Dates</u>	<u>Title</u>	<u>Participants</u>	<u>Trainers</u>	<u>Organizer</u>
1. Panama	Reg'l	2/23/83 2/25/83	Home Improvement Loans	30	RHUDO	RHUDO
2. Panama	Reg'l	3/12/84 3/16/84	Financial Administration for Savings and Loans	26	Consult.	RHUDO/BHN
3. Panama	Reg'l	7/02/84 7/06/84	Integral Planning of Housing Projects	18	MIT	RHUDO
4. Panama	Reg'l	8/07/84 8/09/84	Impact of Construction Industry on the National Economy	18	Consult.	RHUDO
5. Panama	Reg'l	11/02/84 11/04/84	Financing Housing for Low Income Sectors	25	IASLU	RHUDO/BHN
6. Ecuador	Reg'l	2/04/85 2/06/85	Use of Regional Materials & Improvement of Low Cost Housing	30	LAICA	Mission
7. Hond.	Reg'l	2/04/85 2/06/85	Social Housing Funds	65	IASLU	RHUDO/Hond.
8. Peru	Reg'l	2/25/85 2/28/85	Social Housing Funds	60	IASLU	USAID
9. El Sal	Nat'l	3/11/85 3/13/85	Financial Administration for Savings and Loans	46	Consult.	USAID
10. Hondur	Nat'l	3/18/85 3/20/85	Financial Administration for Savings and Loans	26	Consult.	USAID
11. Lima	Nat'l	3/27/85 3/29/85	Financing Housing for Low Income Sectors	74	IASLU	IASLU
12. Quito	Nat'l	4/17/85 4/19/85	Financing Housing for Low Income Sectors	32	IASLU	IASLU
13. Bolivia	Nat'l	5/23/85 5/25/85	Financial Administration for Savings and Loans	38	LASA	USAID
14. Peru	Nat'l	5/29/85 5/31/85	Financial Administration for Savings and Loans	38	LASA	USAID
15. Panama	Reg'l	7/31/85 8/02/85	Formulation of a National Housing Policy	35	Consult.	RHUDO
16. Panama	Reg'l	8/14/85 8/16/85	Municipal Finance & Administration	20	RTI	RHUDO

Participants have come from a variety of backgrounds:

Private Sector:

Private professionals, PVO's, Consultants	9.7%
Construction Industry/Contractors	3.1%
Private Banks, Savings and Loans, Mutuals	35.4%

Subtotal: 48.2%

Public Sector:

National Housing Banks, Central Banks	23.1%
USAID, World Bank	7.6%
Planning Ministries	3.6%
Housing Ministries	13.4%
Municipal and Other Governmental Representatives	4.1%

Subtotal: 51.8%

TOTAL: 100.0%

Note: Percentages are based on a survey of 300 participants from 11 seminars.

Representatives from the following 13 Countries have participated in training organized or sponsored by the Latin American Training Center:

- Brasil
- Costa Rica
- Colombia
- Dominican Republic
- Ecuador
- El Salvador
- Guatemala
- Honduras
- Panama
- Peru
- Paraguay

Heaviest participation has been from Ecuador, Honduras, Panama and Peru, which were represented at 7 or more of 14 seminars. El Salvador, Bolivia, Costa Rica were present at 4, the Dominican Republic and Guatemala at 3, Brasil and Columbia at 2, and Paraguay, 1.

Presenters: A review of the presenters indicates that they are predominantly from the private sector. Out of a random sample of 13 presenters, 3 are consultants; 5 are from private organizations; and 5 are from governmental organizations. The Center normally contracts separately with each presenter.

Other outputs consist of: a newsletter, scheduled for three issues per year, with the first issue released in April, 1985; a trip to Ecuador, Peru and Bolivia, in December, 1984 to determine the most pressing training needs; a separate similar trip to Honduras; and the production of training materials, proceedings, and manuals. Two manuals, "Control Financiero" and "Guia de Diseno Urbano" have been produced, while training materials are in the files, but have not been formatted and prepared for a more general distribution. Due to limited time, minimal effort has been dedicated to distillation of the seminars, although tapes and notes are available.

Delivery System. Once a topic is decided for a seminar or workshop that the Center is organizing, a consultant is selected for delivery of the training. Center staff rely on known contractors and consultants, as well as suggestions from PRE/H in Washington. The Center does not base selection of topics solely on existing courses--which therefore often requires additional effort to generate materials, develop a curriculum, and find suitable presenters.

To select participants, the LATC relies heavily on the Missions, as well as staff and consultants of the Office of Housing and Urban Programs. Once the course is planned, the Center cables the Missions indicating when the course will take place, where, and how many participants are invited from that Country, which is usually two. The Missions have learned that the LATC will often cover all invitational travel costs. The Center does not offer a general invitation to attend the training. Also, there is no cost to the participants or institutions.

As noted earlier, the level of involvement of the Center in the planning, preparation and organizing of training varies. It may include any or all of the following:

- Selection of Topic
- Contracting of Presenters
- Logistical Arrangements
- Financial Support for Participants
- Registration
- Reproduction of Training Materials
- Post-Conference follow-up, proceedings, etc.

For the Center to provide all of the above services for a training seminar or workshop, it requires approximately 2 to 3 months effort. The RHUDD staff provide some support, and assistance with contracting. Missions process PIO/P's for participants sponsored by AID or the Center. The Center receives a minimal amount of information from the PRE/H Training Coordinator in Washington.

- D. Financial Resources. The primary source of funding for the LATC is operational funds of the RHUDD. There is a budget allocation for the Center, which was \$70,000 for FY 84 and \$95,000 for FY 85. These funds cover the cost of the Assistant director, the secretary, preparation of courses, presenters, and participant support. There are hidden costs, which include the time of the part time executive director, the RHUDD chief, overhead, central accounting, Mission support (both in time and in participant training monies), RHUDD outreach, and any travel costs covered by the organizations sending participants. A conservative estimate of the indirect costs contributed by the RHUDD/P/SA would be \$30,000 to \$40,000 per year, bringing the actual costs to over \$100,000 per year.

There is no formal matching requirement for participants or their organizations, and it is difficult to tell from existing records how many additional participants have been funded by Missions or organizations.

In addition to these funds, the Center also manages the Inter American Savings and Loan Union contract for Washington. For FY 1984 this contract was \$ 60,000 and for FY 1985 it was \$ 30,000 (\$5,000 of each contract was for purposes other than training). In all, \$315,000 was devoted to this two year effort, which provided training to over 600 participants, at a cost between \$25.00 and \$1,000 per participant.

This does not take into consideration the local Mission training monies that may have been used to send individuals to training. The Central America Peace Scholarships and the LACII may provide an additional source of money for participant training in some countries, although on most likely on an individual basis rather than for all participants in a course.

- E. Planning, Monitoring and Evaluation. The Center has an annual planning cycle, tied to the AID budgetting process. For the selection of topics, inquiries are made among the RHUDD, AID and personal services contractors in the region. A large list of potential topics has been accumulated, which list indicates whether several sources have indicated the same theme. Practically speaking, since the individuals questioned are mainly connected to AID projects, this needs assessment has concentrated on the present shelter projects within the service area of the Center. In some cases, topics have been developed which were not identified through this process.

Monitoring is accomplished through management of the contracts with presenters, and through attendance at the seminars. Center staff have not attended all of the seminars given in-country.

Additional systems for monitoring include the accounting system, training files, and reports from presenters. The accounting system maintained by the LATC is a rudimentary one, and is difficult to reconcile at times with the records kept by the Mission (Panama). The greatest deficiency of this accounting system is that many participants do not submit their invoices in a timely fashion. But in spite of these deficiencies, the accounting does provide a tool for monitoring in a global sense.

The training files include records on each training event: correspondence, cables, outlines, materials, approvals, et cetera. LATC staff are also guided by a checklist procedure (see Attachments) for preparation of seminars.

Participants are requested to complete post-course evaluation forms, which are subsequently read by the LATC staff. In some instances an analysis is made of these evaluations, with feedback to the presenters and to the Missions. The Missions have been asked to give a general evaluation. Mission evaluations to date have been very positive, indicating that participants have been pleased, and in several cases are implementing policies and procedures learned during the seminars. Copies of the evaluation form, the request for Mission evaluation and corresponding answers are included in the Attachments. These are the only methods used for measuring the impact of the training. No additional procedures have been adopted for longer term impact assessment.

II PERCEIVED ISSUES

After two years of operation, the RHUDO/LATC staff have identified a number of issues which need to be addressed before future activities can be meaningfully planned.

The following specific problems and opportunities were mentioned in discussions with RHUDO/LATC staff:

- The need for a clear rationale for the training program;
 - which training topics and beneficiary groups should have the highest priority, given the overall objectives of PRE/H in the region.
- The lack of a clear identity of LATC in the present organizational structure both within the RHUDO/PSA, and within the LA region.
 - should LATC be expanded or be differently defined in relation to the RHUDO/PSA/
 - how can effective coordination be organized with RHUDO/CA and with the Missions in the region.
- The selection of the most effective training activities, and communication, outreach and research activities given the limited budget and human resources available.
 - how much time should be allocated to the different activities planned by LATC
 - how can the output and effectiveness of present training activities be enhanced
 - how much should LATC be involved in organizing training activities themselves, as opposed to subcontracting or attracting prepackaged training courses.
 - how can the system of participant selection be made more responsive to the recruitment of specially targetted beneficiary groups e.g. middle level officials, participants from the informal sector.
- The need for the development of a needs assessment methodology.
 - within the overall objectives of the training program, how can local and regional training needs and priorities be assessed.

III. ANALYSIS AND RECOMMENDATIONS

Overall, the Latin American Training Center has done a commendable job in providing policy dialogue and skills training for its intended audience. As seen in evaluations received from the Missions, the responses of the participants as well as those of the Missions themselves have been very favorable. Although no full-scale impact analysis has been included in this evaluation, due to lack of baseline data as well as a limited availability of time, sufficient anecdotal information and testimonies are available to indicate that participants have been both stimulated by the training and are attempting to implement changes in their organizations based on that training. The cost per participant is low, which indicates a cost-effective operation, even accounting for other sources that may not have been included in the calculations. Recommendations in this report will result in a higher cost per participant, but hopefully a more effective operation of the Center in the long run.

Awareness of the importance of training is growing, and if anything, the training efforts in the region should be increased. This preliminary base established by the LATC should be expanded and fortified. Without criticizing the valuable work that has been done to date by the Center, we recommend a number of shifts in emphasis in the operation of the Center.

The analysis and recommendations that follow concentrate on those substantive and organizational issues which appear to have the highest priority for the RHUDD P/SA, the Latin American Training Center and PRE/H staff.

A. Goals and Objectives. The basic goals of the LATC, as stated in Section I, comply with the over-all PRE/H shelter and urban development emphases on:

- o Policy reform;
- o Private enterprise development;
- o Institutional development; and
- o Technology transfer

And indeed, in the activities carried out by the LATC program, all of these different goals were represented. The seminars and training sessions addressed both high level policy discussions, the development of institutions (particularly public and private financial institutions) and technical/administrative skill development. Participants and trainers were drawn from both the private and public sectors, with approximately 50% of the participants and 60% of the trainers coming from the private sector.

The general goals of the LATC do not provide, however, enough guidance for the staff to set priorities among the specific training requirements which can be distilled from the objectives of PRE/H shelter and urban development programs, as reflected in the summary on page four. More specific objectives need to be formulated to stimulate a more diversified training program, both in its topics and in its beneficiaries. They could incorporate the following suggestions:

1. Presently, training needs are defined in relation to ongoing RHUDO projects, which is reflected in a nearly exclusive concern with shelter-related topics. If a more forward looking training objective could be included, which would emphasize national manpower requirements in the wider area of shelter and urban development, training could begin in particular sectors ahead of project definition. This would facilitate new project planning and implementation, as well as improve performance in the wider urban development sector.
2. Informal sector activities form a substantive part of over-all private sector involvement in shelter and urban development. The incorporation of explicit objectives reflecting informal sector training requirements would provide needed incentives for informal sector inclusion in the LATC program. No informal sector training or participation was included in past training exercises.
3. The collaboration with national and international agencies and institutions active in shelter and urban development training in the region should be a main objective of the LATC. This would prevent duplication of effort and pull together the limited resources of various organizations.
4. A training objective or requirement could be built into various RHUDO activities. For example, Urban Development and Shelter Sector Assessments could include local or national seminars; and shelter and urban development projects could include a more specific training component.

B. Organizational Structure. We have examined the organizational structure of the LATC on several levels: inter-regional; external co-ordination; and in relation to the RHUDO P/SA.

1. Inter-regional. The primary concern on the regional level is the co-ordination between the training activities of the LATC and those of the RHUDO/Honduras. Our basic recommendation is that the training activities of the two RHUDO's in this region be co-ordinated to avoid unnecessary duplication.

According to the "Strategy and Plan for INCAE Training and Technical Assistance," prepared in August, 1985 by PADCO, the RHUDO/Central America will work through the Central American Institute for Business Administration (INCAE) for delivery of training, relying on their faculty, with some external technical assistance for course development. Training will be regional and will be in the areas of: National Urban Policy and Support for Urban Economic Development; Reactivation and Support for Housing Finance Systems; and Municipal Development. Through CABEL, the RHUDO/CA will also hire in-country training co-ordinators. These co-ordinators will take their directions largely from the Missions, rather than from the RHUDO, but they will provide an outreach resource. Over-all financial commitment for these training efforts are significant, with current multi-year funding totalling \$600,000. The RHUDO/CA will manage the contracts with INCAE and CABEL. According to one of the in-country coordinators, long range plans also call for broader efforts such as materials development and distribution, etc.

The RHUDO/CA plans call for the LATC's Assistant Director to spend half time as co-ordinator for their training efforts, and is covering that portion of her salary. However reasonable this may be in theory, Ms. Magallon is already over-extended in her work at the LATC, and any additions to her workload would require significant re-organizing at the LATC.

Several basic options exist, regarding the training efforts of the two RHUDO's: 1) maintain separate identities, but combine the administration of the two efforts in one location; 2) have only one training Center with one region contracting with the other for training services; 3) maintain separate efforts, but divide areas of specialization (e.g. urban development and shelter); 4) maintain separate efforts, but divide areas of activities (e.g. one Center provide in-country skill training, the other provide high-level policy seminars).

Options (1) and (2) could provide the most efficient and cost-effective means of meeting the shelter and urban development training needs of the two regions. These approaches would avoid the duplication of such things as: clearinghouse functions (data base on trainers, training institutions, courses); storage of materials; distribution systems; co-ordination with donor agencies; monitoring and evaluation. Depending on the organizational structure ultimately chosen, one or both RHUDO's would have less control over the planning and delivery of services. Only after the institutional capabilities of INCAE and CABEL, as well as the over-all plan and strategy of the RHUDO/Central America are evaluated, could a definite recommendation be made as to where a single Center serving both regions should be sited.

Options (3) and (4) both assume the existence of two Centers, independent of one another, and would require co-ordination to avoid needless overlap. This co-ordination could take the form of an annual joint planning effort where needs and topics would be discussed and separate but compatible workplans developed. On-going co-ordination would facilitate both operations, with the sharing of information, methodologies, resource materials.

A review of the project activities in each region does not provide a logical basis for division of tasks along topical lines, although country characteristics such as size, economies, type of implementing institutions, legal systems and centralization of government may serve as such a basis. If one region's training needs were more clearly in the urban development area, and the other in shelter, this might have provided a rationale for clearly distinct focus for each Center. Likewise, a division along different levels of training: high level policy level and mid-level technical and skill training levels. The obvious disadvantage of these approaches is that the organizational infrastructure is duplicated, which causes a higher administrative cost over-all, considering the relatively small budgets involved (after the current Central America funds are expended).

Once the Shelter and Urban Development Training Project is initiated, however, the level of activity may more clearly justify the existence of two parallel Centers, as long as their efforts are closely co-ordinated.

It is recommended that the two RHUDD's meet and discuss long range plans for training, and means of co-ordinating in light of this and other issues raised in this assessment. In the short run, it may be useful for both efforts to continue separately (although co-ordinated), and that after a year or two a more thorough evaluation and assessment be made. In that time the two training efforts may have sorted out local training needs, available resources and methods of operation. Also, PRE/H Washington will have established a major training initiative, and sorted out some of its strategy and co-ordination issues.

2. External Co-ordination. To date the LATC has co-ordinated its activities with various training institutions and other organizations. In addition to managing the IASLU contract, the Center has relied on PRE/H and RHUDD relationships with U.S. based academic and consulting firms, such as M.I.T., R.T.I., Urban Institute, PADCO, CHF and others. However, no comprehensive assessment has been made of what training activities are being carried out in the region, nor which organizations within the region are providing relevant training for shelter and urban development. Likewise, only minimal contacts are maintained with the international development organizations such as UN/Habitat, World Bank, and the IDB.

We recommend that the Center begin such an assessment of training institutions, materials, and trainers. If the Center is to expand its activities, such contacts and information will provide a base for accessing additional financial resources, broader training skills, and a more thorough needs assessment. Also, such a process will help avoid duplication, thus conserving the Center's very limited resources. Specifically, we recommend the establishment of a data base on training opportunities available through academic and training institutions involved in shelter and urban development; skilled trainers in the field; relevant materials; and professionals and key people in the targetted organizations.

3. LATC/RHUDD. The Latin American Training Center is currently a division of the RHUDD for Panama and South America. Should the Center continue to function, either with a joint administration with the RHUDD for Central America or separately, the issue remains as to what the precise organizational relationship should be between the LATC and the RHUDD.

a) Current Structure. The first option is that the LATC would remain under its current structure, that is, a dependency of the RHUDD. There would remain a direct line of authority from the RHUDD chief, and the Center could maintain its current level of staffing or increase the number of staff.

There are several advantages and disadvantages to this structure. The advantages are:

- Strong RHUDO control over selection of topics and participants.
- Center has been operating in this manner thus establishing a track record and operating procedures
- LATC benefits from field contacts and provides direct support to projects
- Fewer levels of bureaucracy

There are also several disadvantages, including:

- Fuzzy identity as distinct from the RHUDO, and lack of independence from the RHUDO
- Over-identification with P/SA
- Less likely to expand co-ordination with other donor agencies

b) Directed from Washington. The second alternative would be for the LATC to be a dependency of PRE/H/Washington, either directly or through a central contractor in Washington, which is contemplated under the proposed Shelter and Urban Development Training Initiative. This structure would work well with a Center that was providing services to both the Central America and South America regions. Funding could come from both RHUDO's as well as from any central training funds, such as those proposed under the proposed PRE/H project now under discussion in Washington.

The advantages of such a structure are:

- Better inter-regional coordination
- Better over-all coordination through the centralized administration
- More efficient use of resources
- More efficient contracting if operated as a non-USAID entity;

The disadvantages of this approach are as follows:

- Potentially more costly, due to overhead costs
- Possible conflicts in goals of the different regions and RHUDO's

c) Direct RHUDO Grantee. The third alternative structure would be for the RHUDO to contract for the operation of the LATC.

Advantages include:

- Relieves pressure on RHUDO caused by day-to-day involvement
- Simpler administration and sub-contracting procedures
- Possibly more attractive for other donor agencies to share in the support

Disadvantages include:

- Less direct control of topics and selection of participants
- More costly, since the Center would have to cover its overhead
- Possible loss of AID "personality" for the training

In light of the newness of the RHUDO/CA efforts, and the possibility of new funding from PRE/H Washington, we recommend that no change be made at present in the organization structure of the LATC. Any change would be more appropriate after the start-up of the PRE/H training initiative and after the issues related to the two RHUDO efforts in the region are resolved. The LATC may wish, however, to contract for logistical support of the workshops and seminars that are organized by LATC. This would reduce significantly the current strain on the Center's staff.

C. Activities. Over-all, the Latin American Training Center has achieved significant accomplishments in its short history. However, the present limited manpower and financial resources of the Center have not allowed the full implementation of all program objectives. The high level of achievement is more than should be expected and has contributed to a sense of fatigue for staff of the Center.

1. Outputs. Workplans for FY 1984 and 1985 put strong emphasis on the development and conducting of high level policy seminars, and the organization of mid-level skill training (the latter mostly through subcontracting, and the former directly). Apart from a newsletter, no other outreach activities were planned. Coordination with Missions in the region and a needs assessment for training activities were also incorporated in the workplans.

Nearly all of the planned activities were carried out, which is in and of itself a remarkable achievement given the resources available. The bias in the present plans, however, in favor of organizing and conducting policy seminars at the expense of other program objectives has resulted in an imbalance in the present output. In particular, the clearinghouse function and communication with the different Missions and resource institutions available in the region were inadequately represented both in the workplans and consequently in the program outputs.

It is recommended that the future workplans prioritize the different activities in a way more reflective of the over-all LATC goals, even with the limited resources presently available. Some suggestions for a reallocation of tasks under the present financial and manpower conditions are:

- a) Limiting development of seminars and workshops by LATC staff, and using pre-packaged courses or consultants for the development of training activities and logistical support. LATC should become the "trainer of last resort."
- b) Allocating more time to increase the awareness of available training resources, manuals and other training materials, training courses, trainers and training institutions available in the region. These resources will be primarily within the Region, but may also be found elsewhere, including foreign donors.

- c) Including in training contracts the production of training material which can be used for dissemination throughout the region or for future training needs.
- d) Allocating more time for needs assessment for training in the region, following the expanded LATC objectives proposed above (Goals and Objectives--forward planning, inclusion of informal sector training needs, etc.), ranking them by priority, and following those priorities wherever possible.

The second scenario assumes an incremental growth in resources available for the LATC. That is, with a full time director, assistant director/administrator, bi-lingual editor/librarian, and secretary. This would also require an increase in allocation of space. With this second level of staffing, the LATC could take on tasks in addition to those mentioned above, including:

- a) Place more emphasis on publication of newsletter and Spanish translations of relevant material; emphasis on clearing-house function for the region
- b) Place greater emphasis on interregional and interagency coordination.

A third option, although not practical with currently anticipated levels of funding, would be the establishment of a complete training institute. This would require the creation of an institution or the contracting with an existing institution to provide continuous services in the shelter and urban development fields.

2. Delivery System. The problems presently encountered in fulfilling program objectives are not only due to a lack of resources, but also to some problems in the process of program implementation, including:

- a. The process for selection of participants. The selection of high level governmental and non-governmental officials for policy seminars usually poses no problems. The RHUDDs are often in direct contact with several potential participants and the Missions can also locate relevant participants at that level. Invitations can be sent to specific persons, with the invitations being non-transferable.

A conflict may occur when LATC prefers the attendance of a different candidate than does the Mission. These conflicts could be largely avoided through improved communication between LATC and the Missions, and through the provision of a more detailed description of the qualifications of candidates (e.g. level within the organization, background skills and information required, ability to affect policy, et cetera).

Participant selection for the mid-level technical training workshops is more difficult. The Missions and RHUDD do not usually have direct contact with individuals at that level and have to rely on the leadership of the institutions they approach.

It is recommended that LATC provide the Missions with detailed descriptions of:

- the type of public and private agencies for which the training is designed;
- the job description and level of position of potential participants; and
- the required skills or experience of participants (e.g. accounting, language proficiency for reading of reference materials).

Selection of informal sector participants has not been considered to date, partly because of the difficulty of getting access to this sector. It is suggested that the Missions compile a list of PVO's working in the shelter and urban development field, and locate potential participants in selected courses through them.

In order to facilitate future participant selection, course participants may be asked to provide names of persons or institutions they consider qualified to take a similar course. Also, employer evaluations of participant's performance several months after the training, may incorporate questions on the appropriateness of qualifications and position of past trainees, as well as suggestions for participants in future, similar courses.

To date, the LATC has not advertised for its training except through cables to the Missions, nor has it set a fee structure. The development of a broader mailing list, along with general announcements of seminars, may increase the over-all participation in Center activities--reduce costs per participant, serve a broader audience, develop more contacts throughout the region.

- b. The Selection of Trainers: LATC staff have found it difficult to find trainers for some of the training activities and topics they might want to address--particularly the more forward thinking ones.

It is recommended that LATC invest in the compilation of a (computerized) data base on potential trainers, training institutions, programs and course outlines, that are available in the region, assisted by PRE/H Washington, and the Missions. This list should include potential trainers from the informal or PVO sector as well.

The PRE/H Washington Office should compile a list of U.S. based trainers and training programs, including those available at international development agencies (World Bank, UN/Habitat).

Several studies and listings are already available at different institutions, including studies carried out for USAID and the World Bank, on bona fide local PVOs operating in Central and South America.

- c. Maximizing the Outputs from Training Exercises. The training materials provided by or through the trainers at the various seminars and workshops is very uneven in quality. In at least one case, no outlines or materials were made available at all. Also, seminar proceedings, or more importantly, a distillation of the most important issues discussed at seminars is not routinely prepared. This results in a loss of valuable information and the opportunity to further disseminate the wisdom of the training event. The LATC has recently begun recording the sessions, but does not have the resources for transcription or synthesis.

It is therefore recommended that the following procedures be implemented:

- LATC should require trainers to submit course outlines for prior approval. This should include listings of training materials, reference materials, and a description of the training methods the trainers plan to use, as well as any equipment needs.
- LATC should evaluate the material on appropriateness and quality, and may either request changes or resubmissions, or if necessary, cancel further contracts.
- Final training material should be submitted a minimum of two weeks in advance of the course;
- Training contracts for technical skill training might include the production of a manual, particularly when the training concerns "training of trainers."
- Extend the contracts for policy seminars to include the production of a synthesis or a transcription by the presenters.

- d. Outreach of LATC Activities into countries and institutions not presently connected through existing or authorized projects to either of the RHUDDs in the region.

If the "forward training" objective is accepted, as mentioned above, then the training and communication efforts of the LATC should become less interwoven with projects presently being implemented.

This broadening in focus provides, however, a serious challenge to the coordination capacity of the LATC, which must be addressed. The role of the Missions, particularly of the training sections within the Missions, will be invaluable, particularly in Countries without any RHUDD presence. Constant communication on LATC activities with those Missions will be required. Alternatively, if resources are significantly increased, the LATC might employ in-country coordinators or contract with public and/or private training institutions, who would act as liaisons for the LATC, as well as assessing training needs in the wider area of shelter and urban development.

- D. Needs Assessment, Monitoring and Evaluation. The day-to-day planning of the tasks to be accomplished and the priorities given to specific program activities in view of lack of staff has been discussed above. Here we will address the way in which different training needs are being assessed and the monitoring and evaluation system.

1. Needs Assessment. One of the most difficult and controversial aspects of training programs is to decide which areas or subjects of training are the most needed, and at which level they should be taught in order to have the best spin-off effects in relation to the over-all program objectives.

LATC carried out a basic training needs assessment last year, by asking the Missions of the region to provide a list of potential training topics. The topics mentioned by several Missions were then selected for training by the Center. Ultimately, these topics were found not to be the most appropriate by the RHUDD Chief, or found to be difficult to organize, and as a result priorities were changed.

While this way of selection of topics is not a very useful one, good alternatives are not readily available.

The approach can be improved by having LATC and Mission staff, and representatives of urban development training institutions, as well as governmental and private organizations and project staff attend a meeting specifically organized to assess training needs. Such a meeting should be well prepared: potential training areas related to overall program objectives should be specified, from which the participants could select. For example,

- Policy formulation for shelter and urban development
- Urban Labor Market
- Urban Land Issues

- Public and Real Estate Finance
- Public and Privates Sector Institutional Development
- Management and Administration in the Public Sector
- Various Technical Skills

A careful assessment of the level at which training is most needed: top officials; middle level cadre; community level skills, etc.

If manpower problems can be related to particular organizations such as savings and loans, local authorities and cooperative institutions, a training needs assessment may be carried out for those organizations. A recently published manual by USAID PRE/H, UN/Habitat and the World Bank outlines a methodology for in-house manpower and training needs assessment.

Subsequently, the reasons for the lack of trained manpower must be assessed, in relation to available training institutions in the country or region.

On the basis of this information a training strategy can be formulated, addressing among others:

whether existing local or regional training institutions (public or private) would best be assisted in improving the training in a particular field of expertise;

whether LAIC or other institution should prepare special training courses, and in which areas and at which levels;

whether the approach should be one of training of trainers, in-service or on-the-job;

which expertise can only be acquired through overseas training

This type of training needs assessment can also be a component of a regional training conference, such as the Shelter workshop planned for Puerto Rico.

Another suggestion for the facilitation of training needs assessments is to make this a require part of Shelter Sector Assessments, Urban Development Assessments or Land Requirement Studies. This will also make it possible to act on the training requirements before projects are developed and implemented.

2. Monitoring. The two aspects of monitoring, that is, cost and time accounting and monitoring of the delivery system, are both carried out by LAIC in elementary ways. With an expansion of the Center, this way of monitoring will be inadequate. It is recommended that a more systematic, regular monitoring system be developed, with quarterly reports covering both financial and operational information.

For regular budgetting and accounting the following suggestions are made:

- Preparation of formal line-item budget
- Quarterly financial reports
- Establishment of better cost controls and accounting expenditures, maintained on a accrual rather than basis
- Budgetting by activity and priority
- Development of a fee structure

The regular collection of monitoring information on activities and operation of the LATC can also easily be systematized:

- Data on accomplished activities carried out by the
- Information on the procedures used and the efficiency of the procedures in terms of coordination between agencies, reaching of the intended beneficiaries
- Immediate response to the training or communication outreach activities
- Unexpected outcomes or responses

3. Evaluation. With the present focus of LATC on training activities, the evaluation efforts have concentrated on evaluation of the training seminars and workshops. Post-course evaluations by participants are done for each course and short summarizing statements are prepared for participants of different countries. These statements are subsequently sent to the Missions. The forms used for evaluation are comprehensive and useful information can be acquired for future course development. Substantive areas are covered as well as trainer performance and logistics.

For a Center of this size, this type of evaluation is adequate. A simple evaluation by the trainers of the adequacy of the skill level and level of participation of trainees may be incorporated without significant addition effort. This is important since RHUDD/LATC staff is not always present at the training courses.

Follow-up evaluations to measure impacts on attitudes, skills and knowledge of the participants and subsequent spin-off work performance can only be realistically undertaken with expanded staff or by outside consultants. This is equally true of the over-all performance of the Center according to the stated objectives.

On the whole, the foundations on which the evaluation effort has started are sound.

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- USAID. The Caribbean and Latin American Scholarships Program (CLASP) Project Paper. LAC/Regional Training Initiatives & Central America Peace Scholarships (CAPS). Project Number: 596-0130. February 11, 1985.
- Arlington, Joe. Strategy and Plan for INCAE Training and Technical Assistance for Shelter and Urban Development. PADCO: Washington, August 1985.
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LIST OF TRAINING NEEDS IDENTIFIED

Private Sector

- The private sector's role in low cost housing;
- Role and development of housing cooperatives in the shelter sector
- Marketing housing projects
- Increasing passbook savings; how to target potential savers and effective promotional techniques;
- Establishing credit criteria and qualification procedures for low income families;
- Financial analysis to assist in portfolio management and planning of operations;
- Diversification of S&L lending operations;

Public Sector

- Appropriate technology in low cost shelter;
- The role of public housing agencies in the shelter sector and the development of National Housing Policies
- Streamlining bidding and contracting procedures and turnkey construction;
- Institutional administrative capacity and financial management and policy;
- The effect of urban development and construction regulation on construction costs;
- Methods for determining the median income;
- Integration of socio-economic data in the project design process;
- Integrated planning of low cost housing projects
- Urban upgrading and program design and inter-institutional coordination;
- Sources of funding for urban infrastructure;
- Housing market analyses;
- Project cost control and monitoring and the introduction of computerized systems;
- Collection policies and procedures;
- Urban land markets and land development;
- The role of municipalities in low cost housing programs and upgrading; and establishing minimum norms and standards;
- Land tenure policies and titling procedures

Policy Seminars

- Role of construction sector in economic development;
- Increasing revenues through betterment taxes;
- The role of Social Housing Funds in the shelter sector;
- Interest rate structures for shelter finance;
- Employment and the construction industry;
- Capital markets and sources of long term financing;
- Secondary market operations and instruments;

Research Topics

- Informal sector finance mechanisms;
- Savings characteristics of low income families;
- Factors affecting the rate of house consolidation;
- Case studies of reception and invasion areas.

Note: This list was compiled through inquiries with Missions and other sources.

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LATIN AMERICAN TRAINING CENTER

EVALUATION UPDATE

Prepared for
Regional Housing and Urban Development Office
for Panama and South America

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October, 1986

INTRODUCTION

In August, 1985, the evaluation team of Jaime Bordenave and Marja Hoek-Smit reviewed the activities of the Latin American Training Center (LATC) and prepared a report. The report included an analysis of the LATC activities and processes, and recommendations for changes in approach and procedures.

In late September, 1986, the Regional Housing and Urban Development Office for Panama and South America (RHUDO/PSA) requested a follow-up to the evaluation, and assistance to the LATC staff in the preparation of an operational workplan.

Specifically, this update consisted of a review of FY '86 LATC activities, and the facilitation of a staff retreat for RHUDO and LATC personnel to set priorities and to develop an operational workplan.

This present report reviews the activities of the LATC since the 1985 evaluation, summarizes actions taken by the LATC in regard to the recommendations in that evaluation, and makes additional recommendations for the coming fiscal year.

I. LATC ACTIVITIES--FY 1986

In September, 1985, following the LATC Evaluation, the LATC prepared a strategy and workplan for FY '86. The objectives and specific activities for the fiscal year are summarized in Attachment A.

The majority of these activities were accomplished during the year. Specifically, the following activities were completed.

Administrative:

- * To supplement the existing staff, a full-time Executive Director was recruited and hired, in the person of Alfonso Palacios Echeverría. He is extremely well qualified, with strong back-ground as an educator, administrator, consultant, and financial expert. He has produced extensive training materials and books, and has also served as the director of the Instituto Latinoamericano de Investigación y Capacitación Administrativa (Latin American Institute of Administrative Research and Training) in Costa Rica. He began working for the LATC in May, 1986.
- * The staff of the LATC was further expanded to include a 1/2 time administrative assistant, in the person of Cecilia Viola. Thus, the staff now includes an Executive Director, a Training Co-ordinator (Benigna Magallón), an Administrative Assistant, and a Secretary (Diana de Sánchez).

Planning:

- * Several key planning documents have been prepared, including a Work Proposal for the LATC, a schema of topics for courses, workshops and seminars, and detailed analyses of the process of planning, developing and conducting training events.
- * Technical assistance was contracted for the development of a computerized data base for the LATC and the majority of the development work was accomplished during the Fiscal Year. The technician is still at the Center and will complete phase one of the system design and programming within the first two weeks of October, 1986. Briefly, this data base, when complete, will provide extensive information on training resources available to the LATC, data on training needs, and it will also generate reports for monitoring. This data base is discussed at more length below.

Clearinghouse (Outreach, Networking and Publications):

- * LATC newsletters 2 and 3 were published during the year, and distributed to a mailing list of over 300, as well as to participants at conferences and training events. Total distribution is estimated at 500 copies.

- The municipal financial analysis handbook was translated and printed and is now being distributed and used in training.
- The LATC has met with the training staff of EDI and UNCHS and observed the UN's municipal management seminar. This also provided an opportunity for a review of the East and Southern Africa RIUDO's training efforts. The ECLA municipal management training has been delayed until December, 1986, due to the unavailability of a key representative from the World Bank until that time.
- A training and technical assistance workplan was developed for the Inter-American Savings and Loan Union (IASLU) and carried out. The training consisted of one round table seminar held in Honduras, which was conducted.

Monitoring and Evaluation:

- The LATC Training Co-ordinator has met with the RIUDO for Central America (RIUDO/CA) and INCAE, and provided evaluation services for the courses carried out by INCAE for the Central American training effort.

Direct Trainings:

- The following chart updates the list of training events that have been sponsored by the LATC, and corrects the omission of one event (No. 15 on this list) and the wrong name for one course (No. 8) in the 1985 Evaluation Report.

**SUMMARY OF TRAINING ACTIVITIES
OF THE LATIN AMERICAN TRAINING CENTER**

Location	Type	Dates	Title	Number	Trainer	Organizer
1. Panama	Reg'l	2/23/83 2/25/83	Home Improvement	30	RHUDO	RHUDO
2. Panama	Reg'l	3/12/84 3/16/84	Financial Administra- tion for S & L's	26	Conslt	RHUDO/EFN
3. Panama	Reg'l	7/02/84 7/06/84	Integral Planning of Housing Projects	18	MIT	RHUDO
4. Panama	Reg'l	8/07/84 8/09/84	Impact of Construct- ion Industry on Nat'l Economy	18	Conslt	RHUDO
5. Panama	Reg'l	11/02/84 11/04/84	Financing Housing for Low Income Sectors	25	IASLU	RHUDO/EFN
6. Ecuador	Reg'l	2/04/85 2/06/85	Use of Regional Mat- erials & Improvement of Low Cost Housing	30	LAICA	Mission
7. Hond.	Reg'l	2/04/85 2/06/85	Social Housing Funds	65	IASLU	RHUDO/CA
8. Peru	Reg'l	2/25/85 2/28/85	Materials Bank Loans	60	Mater.	LATC/ USAID/Peru
9. El Sal	Nat'l	3/11/85 3/13/85	Fin. Administration for S & L's	46	Conslt	USAID
10. Hond.	Nat'l	3/18/85 3/20/85	Fin. Administration for S & L's	26	Conslt	USAID
11. Lima	Nat'l	3/27/85 3/29/85	Financing Housing for Low Income Sectors	74	IASLU	IASLU
12. Quito	Nat'l	4/17/85 4/19/85	Financing Housing for Low Income Sectors	32	IASLU	IASLU
13. Bolivia	Nat'l	5/23/85 5/25/86	Financial Administra- tion for S & L's	38	LASA	USAID
14. Peru	Nat'l	5/29/85 5/31/85	Financial Administra- tion for S & L's	38	LASA	USAID
15. Guate	Nat'l	6/26/85 6/27/85	Financing Housing for Low Income Sectors	47	IASLU	RHUDO
16. Panama	Reg'l	7/31/85 8/02/85	Formulation of a Nat- ional Housing Policy	35	Conslt	RHUDO
17. Panama	Reg'l	8/14/85 8/16/85	Municipal Finance & Administration	20	IFI	RHUDO

FY 1986

18.Hondur	Nat'l	11/5/85 11/6/85	Social Housing Funds	10	IASLU	RHUDO/PSA RHUDO/CA
19.Ecuador	Nat'l	12/19/85	Shelter & Urban Upgrading	42	Consul- centro	RHUDO/ Mission
20.Brazil	Reg'l	6/18/86 6/20/86	Role of Informal Sector in Housing	59	Conslt	LATC/ENIAP
21.Bolivia	Nat'l	6/28/86 6/30/86	Advanced Management for S & L System	23	Conslt	LATC/Mission
22.Ecuador	Nat'l	8/01/86 8/02/86	Financial Management for S & L System	40	Conslt	LATC

Certain activities were not accomplished during the Fiscal Year. They include the following: Design of study on the development of a methodology for analysis of savings market; annual meeting with RHUDO/CA on Training; seminars on "Overcoming Obstacles to Increase Production of Affordable Housing" and Private Sector Success Stories. Although these seminars were not conducted, others were held in their place, and whereas the workplan called for two regional and two in-country seminars, a total of five were actually held. Regarding the meeting with RHUDO/CA on Training, this is programmed for November. Staff from RHUDO/CA were also invited to the LATC retreat, although they were not able to attend.

The work program also called for LATC staff to provide some inputs and then to evaluate the INCAE seminar on Municipal Management. Relations between INCAE and the LATC are uncomfortable in that INCAE does not want to be evaluated by LATC--although the RHUDO/CA still finds this independent source of evaluation useful. The Municipal Management seminar was held in early October, 1986, and the LATC was not informed of the time, nor were staff invited.

II. LATC RESPONSE TO EVALUATION REPORT RECOMMENDATIONS

A. Goals and Objectives. The LATC response to the recommendations on goals and objectives may be seen in several ways. First, LATC is developing training activities that are related more to the RIUDO's over-all program, rather than exclusively to specific projects. The seminar held in Brazil on the Informal Sector is a good example of this. This seminar is considered the most successful event of the year, and had an impact on at least two countries in Central America, where attitudes of key policy-makers regarding the informal settlements were completely changed, with resulting changes of policy.

To increase its collaboration with national and international agencies and institutions active in shelter and urban development training, the LATC has invested in the design of a data base which identifies the courses offered by these institutions. This is a major effort, with tremendous potential, not only for the LATC but for the other RIUDOs and PRE/H in general, and possibly other donor agencies. The design phase is nearly complete, and the questionnaire is being tested. The collection of the data and entry into the system will take at least another six months to complete.

The 1985 Evaluation Report also recommended that a training objective be included in new project development, as well as shelter sector assessments and urban development assessments. The municipal development project being designed for Panama includes a significant portion of funds for training—approximately \$1.5 Million of a \$5 Million budget.

B. Organizational Structure. The Evaluation Report recommended that for the next couple of years the LATC remain in its current structure, as a dependency of the RIUDO/PSA, providing services to all of Spanish speaking Latin America. To supplement this recommendation, co-ordinating meetings with RIUDO/CA were called for, to avoid duplication of effort, and to develop mutually supportive programs. As noted above, the relationship between LATC and INCAE has deteriorated, although the conflict is not between the LATC and the RIUDO/CA.

The first year of activity of the RIUDO/CA through INCAE is now being completed, and PRE/H Washington is contemplating an evaluation of that effort. Once that evaluation is complete, it would be appropriate for a joint meeting between LATC, RIUDO/CA and PRE/H, to attempt to resolve any outstanding problems between the programs and to facilitate a more positive working relationship.

When the 1985 Report was prepared, the evaluators expected that PRE/H would be obtaining a grant for a major training initiative. And although the project was approved conceptually, the level of funding was insufficient to increase the over-all training of the Office of Housing. Nevertheless, a policy paper was issued on the Training Strategy of the Office. With this paper now completed, PRE/H should be in a better position to give guidance to the two RIUDOs in developing complementary and mutually supportive programs while minimizing duplication.

Regarding external co-ordination of the LATC, the report recommended that the LATC begin an assessment of available training institutions, materials and trainers. The data base currently under development is a major response to this recommendation.

The questionnaire asks for data on the organization or individual providing training, such as staffing, sources of income, budget, and type of organization. It then asks for basic information on the type of courses (urban development, shelter, finance, and municipal development), language in which it is conducted, and what type of course it is (program, course, seminar, workshop, other).

Other important information should also be collected on the courses, as well as on the trainers. For example: the cost of the course; the length; when it is conducted; any pre-requisites or eligibility requirements; who the instructor is; whether the course may be conducted in another country upon request. This information will allow the LATC to more easily assess whether the course is an actual resource for needed training.

PRE/H Washington has recently completed an inventory of available training materials, manuals and audio-visuals, for the shelter and urban development fields. It may be useful for the LATC to incorporate these resources, and others it is aware of, into the data base.

C. Activities. The Evaluation of 1985 noted that the accomplishments of the LATC exceeded reasonable expectations from the manpower and financial resources available, and thus resulted in staff fatigue. This has been addressed with the addition of staff, with a resultant increase in energies. As indicated in the Evaluation, the changes being recommended would result in an increase in cost per participant day. The cost in FY 1986 was \$333 per participant day, bringing the cumulative average cost to \$188. This temporary increase is not unreasonable, and is largely the result of adding additional staff, developing the data base, and focusing on procedural and organizational needs that had been unattended in prior years due to the heavy training schedule.

The increased costs should rightly be considered a capital investment, which should begin to pay for itself during FY 1987. This indicator should be monitored closely over the next year to assure that it begins to decrease again. The need for monitoring such indicators emphasizes the need for better financial reporting by LATC activity (See Recommendations).

1. Outputs. The Center also reduced its training outputs, as recommended, to concentrate more on organizational issues, planning, and clearinghouse functions. The shift in emphasis is seen in several activities. The work plan for FY '87 calls for two trips, one to Central America, and the other to the AID countries in South

America, to market the services of the LATC, and to detect additional training needs as perceived by the Missions and the key shelter and urban development institutions. The Executive Director and the Training Co-ordinator will also be extending their trips to various training events, to also talk with the Missions and relevant institutions about their needs and the LATC services available. Increased planning activity also reflects a response to this recommendation, as witnessed by the analyses of the delivery system, development and elaboration of training events, and workplanning documents.

The Evaluation Report recommended several specific shifts in emphasis, including: increased use of pre-packaged courses or consultants for development of training activities and logistical support; allocation of more time to data gathering on training resources in the region; distillation of course content in manuals or proceedings; and increasing work on needs assessment.

The LATC is currently developing and marketing five new course packages to add to its existing courses. These are in the area of organizational development: Advanced Administrative Management; Methods and Techniques for Decision Making; Organizational Diagnostics; and Self-Diagnosis of Organizational Climate; and Financial Administration. Each course will have a training manual and exercises. Several of the packages have already been prepared by the Executive Director and the remainder are under preparation at this time. Initially, Lic. Palacios will deliver these courses. The course delivered by Dr. Pedro Lasa has also been distilled in a manual: Manual de Control Financiero Para Asociaciones de Ahorro y Prestamo (Manual of Financial Control for Savings and Loan Associations). The seminar held in Brazil on the participation of the informal sector in the national production of shelter, also resulted in a major handbook: "El Sector Informal y La Dinámica en La Evolución de la Política de Vivienda" (The Informal Sector and the Dynamics in the Evolution of Housing Policy), prepared by Janice E. Perlman (May, 1986).

The data collection on training resources is progressing and will be completed in FY '87. The LATC has compiled a list of over 300 institutions offering development courses. It is anticipated that only a small portion of these will ultimately be useful resources. The data base is also being designed to assist in the needs assessment process. During the LATC/RIUDO staff retreat, other means of determining needs related to RIUDO program and projects were discussed. They include: LATC consultation in the development of new projects, and the regular receipt of project documents and grant agreements; project reviews by LATC to assess training needs; involvement of LATC in the annual RIUDO programming and budgetting process; and discussions with Mission training officers by phone and in person.

2. Delivery System. There are several areas in the delivery system where recommendations were made. They include the selection of participants, selection of trainers, maximizing the outputs from training sessions, and outreach.

- a) Selection of participants. To help assure the attendance at training sessions by the most appropriate persons, the LATC is now providing a more detailed description of the topics to be covered, as well as the basic audience for whom the training is intended.
- b) Selection of trainers. The data base could easily be modified to facilitate the identification of trainers as well as courses that are available in the Region.
- c) Maximizing the outputs from training exercises. During this past year, the LATC has prepared detailed summary evaluations of the training sessions. And as noted earlier, courses aimed at skill development include accompanying manuals. Another example of where the LATC is responding to this recommendation is in the area of publications. During the 1987 planning process it was decided to prepare a publication on the informal sector as a follow-up to the very successful seminar held on this subject, and which will be followed up by similar seminars on a national basis.

D. Needs Assessment, Monitoring and Evaluation. The final area where recommendations were made was that of needs assessment, monitoring and evaluation.

1. Needs Assessment. The LATC has increased its efforts to effectively assess needs and set priorities for training. The data bank will include information on needs, and additional information will be gathered from visits to Missions, project reviews, consultations on new projects, urban development assessments, conferences and the like. The training needs portion of the data bank is structured to assist in ranking the need for certain courses in priority. It does not, however, identify the skill levels or job positions that are in need of the training. This weakness should be corrected before the questionnaires are made final and distributed.

With guidance from the LATC, and under contract with the Panama Mission, a report was prepared by Rivkin Associates, Inc. on "Recommended Training Strategy in Urban Development and Housing for USAID in Panama." This report provides relevant background information on the structure of the local governments and should assist the LATC in identifying appropriate local sources of training to meet the needs.

2. Monitoring. As previously mentioned, the data base will generate reports on the activities of the Center, both programmatic and financial. For example, it will be able to summarize the types of participants, key characteristics of participants, country of participants, and costs related to particular training events. The annual report form can summarize the data from each activity.

However, these reports cover only a portion of the LATC activities and costs. Activities such as the newsletter, publications, referrals to training programs, U.S. participant training, evaluations, research, institutional assessments (e.g. of training institutions), administrative and overhead costs, are not included. Either the data bank should be expanded to include these activities and costs, or a separate reporting system is necessary. To date, quarterly reports are not being prepared. (See Recommendations)

Also, no line item budget has yet been prepared for the Center. Its costs are included in an over-all RIUDO budget and financial report, although they are not identified by this cost center. This is an important management tool for the Executive Director, for both planning and monitoring. The existence of such a budget will also help solidify the identity of the LATC as a distinct function or program of the RIUDO. (See Recommendations)

Within the RIUDO itself, a regular meeting should be established for periodic review of the activities of the Center. This should cover all of the functions of the Center: Planning, Training Events (evaluations, attendance, materials and curriculum development, etc.), Budget and Expenditures, Clearinghouse Activities (newsletter, correspondence, referrals, information requests, distribution of publications, etc.), Needs Assessment, Communications, Marketing, Development of Publications, Contract Management (IASIJ, others), and any other activities being undertaken.

3. Evaluation. As noted previously, the LATC is preparing detailed evaluations of each training event. A follow-up evaluation has also been prepared. This report has also mentioned earlier the important impacts of the Brazil seminar. The LATC is following up by requesting more information on the changes resulting from the seminar, both in Costa Rica and Honduras.

III. LATC/RHUDO STAFF RETREAT

Attachment B provides a list of the questions that were developed and discussed during the two day staff retreat of LATC and RHUDO professionals. After much spirited debate, agreement was reached in regard to these questions. The LATC Executive Director will prepare a brief summary of these results. This summary report should be shared with the RHUDO/CA, which should have an opportunity for inputs.

The retreat resulted in consensus on both a workplan and some general strategies. The workplan includes planning, preparation and conducting of regional (2) and national seminars (6), seminars to be conducted by IASU (2), fact finding and needs assessment visits to key countries, newsletters, development of data base, training for trainers joint meeting, evaluation of LATC, and programming for FY 1988.

RECOMMENDATIONS

The following is a summary of recommendations indicated by the analysis in this updated evaluation.

1. Continue strengthening the LATC as a self-contained program. Additional actions that will strengthen the LATC as a program include: preparation of a line-item budget that is administered by the LATC Executive Director; formalized reporting to RIUDO P/SA and RIUDO/CA; further definition of points of interaction with the RIUDOs (e.g. inputs into project planning and review, annual programming and budget exercises).
2. Modify the Data Base to be more comprehensive. This includes the areas of Training Resources, Report Generation, and Needs Assessment. For training resources, the Data Bank should include information on individual trainers, such as skill areas, availability, institutional affiliation, cost, and perhaps training ability. The institutional information should include timing, length, cost, pre-requisites of courses, trainers and ability to conduct course "off campus." Training resources should also include audio-visual and written materials that will improve the quality of the training being sponsored by the LATC and that will also be available on the library basis.

The report generator will improve the LATC's planning and monitoring capability if it includes data on all aspects of the activities of the Center, rather than merely on individual training events. Thus, the financial section should correspond to the over-all LATC budget, and the activities should include clearinghouse functions, evaluations, research, institutional assessments, and any other regularly occurring items in the workplan.

The Needs Assessment aspect of the Data Bank may benefit from a more thorough analysis to determine whether it could be structured differently to be more useful in the longer term. For example, a systems approach may include information about types of institutions, job positions and skills, as well as the individual courses (both policy level and skills level) that are currently planned for the needs assessment.

The Data Bank appears to this evaluator to be a very valuable tool, which the LATC should share with PID/H Washington and through PID/H with the other RIUDOs. Once the working manual is prepared, it should be forwarded to PID/H central training office for review.

3. Define the Reporting System. The RIUDOs in general are not ordinarily involved in direct provision of services in an ongoing way, and thus are not structured to easily accommodate a program such as the LATC. Thus, attention should be focused to provide the LATC with clear reporting requirements, and supervision. Such a structuring of what is now a rather informal process, may help the

LATC receive the direction it needs, as well as assure the RHUDO(s) that the LATC is being responsive to their needs. For example, a quarterly report on the various aspects of the work program should include: Planning; Direct Training; Clearinghouse; Administrative and Financial; and Monitoring and Evaluation. The LATC Executive Director may want to modify the structure of the workplan to correspond to these or similar categories, which then carry through to budget and report exercises.

Monthly meetings with the responsible RHUDO Housing Officer will provide more frequent interchange and feedback, and assure that all aspects of the work program are progressing. RHUDO staff meetings may provide an occasional forum for the LATC to learn of progress and problems with ongoing projects and understand the training needs of these projects.