

PD-AAY-549

OFFICE OF
INTERNATIONAL
TRAINING
FY 1990
ACTION PLAN

NOV 7 1988

OFFICE OF INTERNATIONAL TRAINING

FY 1990 ACTION PLAN

A. The Participant Training Program: Background

The lack of skilled personnel in managerial/technical fields in the Third World imposes serious constraints on development programs. Project implementation problems are often caused by poor organization and management as well as inadequate financial resources. Participant training seeks to resolve these institutional constraints by providing long-term academic education and short-term technical training in the relevant disciplines. In doing so, it is an essential part of our development strategy and a vital component of the Foreign Assistance Program.

Participant Training Program trends include:

- growth in the number of participants -- from a low of under 5900 in FY 1979 to a current high of about 18,000 of which 56 percent are technical (non-degree) and 44 percent are academic (degree) participants. In the past five years, the number of women participants has increased from 18 to 25 percent, while the number of undergraduate academic participants has doubled in the same period, an increase from 32 percent to 35 percent.
- program management decentralization -- from implementation centralized in OIT to decentralized management and implementation with some 200 contractors/grantees who are responsible to Bureaus, Missions, and host governments. This decentralization is reflected by the decline of OIT staff from a high of 225 in 1969 to 42 in 1979 and 26 (plus 8 part time) in 1988.
- increased internal and external attention and priority to training -- the Kissinger Commission, GAO, the Congress and top A.I.D. management have increasingly focused on the importance of government sponsored educational exchanges including, in A.I.D., the Participant Training Program.

B. The Role of the Office of International Training

OIT's role is one of service to Bureaus and Missions. It is a staff office with a leadership, coordinating, and monitoring role for the Participant Training Program. Specifically, OIT:

- initiates and coordinates the development of policy, plans and strategies for the Participant Training Program, maintains Handbook 10, and coordinates with Bureaus and Missions to ensure compliance in the implementation of training policies, requirements, procedures and standards.
- promotes efficiency in the Participant Training Program by developing training management systems and procedures and assisting Missions implement such systems.
- encourages the cost effectiveness of participant training through monitoring and reporting of data.
- provides direct technical assistance on request to the Missions and counterpart host country organizations in the design and development of training projects.
- directs the development, implementation and requirements with PPC/CDIE of Agency-wide field based participant training evaluations to ensure that training resources are used effectively, implementation is appropriate, and training objectives are met.
- manages a variety of training related programs and projects implemented by contracts and grants, including participant placement and management, specialized and supplemental programs for participants and participant services.

OIT has two projects as follows:

936-0071 - Training Evaluation and Support Services (TESS)

Tess is a funding mechanism to support a mix of continuing programs and ad hoc activities. The

continuing programs are grants to the National Association for Foreign Student Affairs and the National Council for International Visitors to strengthen campus and community support for participants throughout the United States and provide the Mid-Winter Community Seminars, and Ports-of-Entry reception services funded jointly with U.S.I.A. TESS also provides professional services for field support to Missions, evaluation, development and implementation of participant management procedures and systems, and the development of participant training cost containment strategies and methodologies.

938-0601 - Labor Organization Development

During the last decade, A.I.D.'s Labor Study Program in the United States has proved to be an invaluable source of support for our Embassies and Missions throughout the developing world. Programs are generally oversubscribed. The program's focus is Labor Cooperation in Developing Countries, and attendance is by teams consisting of a labor union official, government official, and a representative of the private sector.

In addition to its budget for these two projects (\$1.604 million in FY 1988), OIT oversees the expenditure of about \$65 million annually in program funds allocated to Bureaus and Missions and transferred through the Master Disbursing Account for payment of directly funded participants' training costs and related services.

C. Benchmarks for Attaining Improvements in the Quality, Cost-Effectiveness, and Efficiency of the Participant Training Program

1. Policy

- a. To review policy & procedural guidance of new Handbook 10 and issue revisions/updates as indicated after operational experience is gained.

Progress to date: A completely revised Handbook 10 will be issued in FY 1988.

Ensure compliance by Mission and contractor staff to submit as a matter of course the PIO/P, Participant Data Form, and cable indicating medical examination completed and on file to OIT so that Health & Accident coverage eligibility can be established early in a participant's program, thereby avoiding claims which cannot be processed.

Progress to Date: OIT has circulated AWIDE cables and Training Notices clarifying enrollment procedures. OIT has also established procedures with the Health Accident Coverage (HAC) Program contract administrator for dealing with participants not enrolled which alert the responsible participant contractor that there is a problem. Also, OIT provides monthly reports to Missions listing missing documentation required for enrollment.

- c. Obtain Mission and contractor compliance with regulation governing preparation of IAP66As, the Federal form used to indicate to Consular or INS official that a J-1 visa or an extension should be issued to a participant.

Progress to Date: An informal review of copies of A.I.D. IAP66As indicated the absence of key data required for USIA's master control data system. Supplemental guidance is under preparation.

2. Efficiency

a. Contractor Support

Increase compliance with Participant Training policy and procedures by the several hundred A.I.D. contractors who annually implement training in the United States and third countries for A.I.D. participants.

Progress to Date: Each year OIT provides daily guidance to the A.I.D. contractors who implement participant training in the United States and third countries. In order to facilitate the dissemination of information on new policies and

requirements of the participant training program, OIT sponsors two contractor conferences. In FY 1989 the conferences will be held for up to 150 contract representatives, approximately 75 attendees per conference. These programs also afford OIT an opportunity to gain feedback from the contractors. In addition, contractor liaison positions are being established in OIT to permit effective and sustained guidance to the contractors.

b. Participant Training Information System (PTIS)

Improve the accuracy, completeness, and flexibility of the Agency's central data system for participant training.

1. Develop a data validation computer program to prevent the entry of erroneous data.

Progress to Date: Specifications for program have been written and the program is being coded.

2. Develop means to ensure data consistency among PTIS, FM's Participant Payment System (PPS), OIT's programming agents' systems, and the Health and Accident Coverage (HAC) Program eligibility system.

Progress to Date: The HAC eligibility system was implemented in January, 1988. The document flow has been redesigned to optimize consistency.

3. Develop capacity for Bureau on-line access to PTIS data base.

Progress to Date: PTIS Record Locator Retrieval System has been designated and implemented for Bureau access to individual participant records in PTIS. An expanded system is being developed to permit users to generate statistical records from PTIS data.

c. Participant Training Management System (PTMS)

Improve flexibility and responsiveness of PTMS to Missions for the management of participant training by development of new version, including preparation of new users manual.

Progress to Date: Necessary changes to present PTMS have been specified as have the system generated reports. The new system is being programmed and will be demonstrated at the Training Officer's workshop sponsored by OIT in June, 1988.

3. Cost Effectiveness

Support Bureau/Mission efforts to improve the cost-efficiency of participant training while maintaining program quality. Specifically:

- a. Monitor implementation of Training Cost Analysis System, evaluate effectiveness of system and provide training to A.I.D./W and field staff.

Progress to Date: TCA system designed and tested. Initial training sessions held for selected Missions and A.I.D./W. October 1, 1988 set as deadline for application of TCA to all RFPs. Discussions held with M/SGR/IRM re intergration of TCA data in Mission Accounting System.

- b. Assess patterns of requests for waivers of standard allowances, and conduct on-site survey of maintenance and other allowances at 5 universities with large numbers of A.I.D. participants to verify adequacy of austere A.I.D. allowances.

Progress to Date: PC system has been developed to capture data on all allowance waiver requests in order to develop data and patterns for evaluation.

- c. Evaluate impact of 1987 requirement that undergraduate participants live in campus housing given rising cost of dormitory living and administrative costs.

Progress to Date: Preliminary survey indicates lack of sufficient data for conclusions. Study scheduled for January, 1989.

- d. Distribute to Missions in Spring 1989 for use in participant placement (1) Peterson's Guides to 2 and 4 year colleges; (2) the College Board's Foreign Student Handbook; and (3) a Directory of Training Resources.

Progress to Date: The Directory will be funded by OIT and the Bureaus jointly. A contractor has been selected.

- e. Cooperate with American Associates of Junior Community College in a survey of the capabilities and costs of training at community colleges.

Progress to Date: Study initiated. Completion scheduled for first quarters, FY 1989.

- f. Conduct a study of the costs of short-term technical training (on-the-job, observational, classroom) to enable Missions to improve cost estimates for such training which comprise 56 percent of all participant training.

Progress to Date: Data collected and currently under review. Completion scheduled for first quarters, FY 1989.

4. Field Support

Provide technical assistance to at least 30 A.I.D. Missions as well as host countries in the management of participant training programs during FY 1989.

Progress to Date: OIT continues to provide direct technical assistance to A.I.D. Missions through a three-year RSSA with the USDA which will have to be renewed in FY 1989. Three Field Training Advisors and an Administrative Assistant are performing highly successful TDY services in the areas of participant

training policy implementation and management, project design and evaluation, training needs assessment, strategy and Action Plan development and the installation and use of the Participant Training Management System (PTMS) on micro-computers. Since June 1986, 36 TDYs have been conducted to 42 Missions.

5. Evaluation

Increase Participant Training Program evaluation activity and initiate the use worldwide of the Participant Training Evaluation System (PTES) in FY 1989.

Progress to Date: Current evaluation practice in A.I.D. is decentralized, leaving the decisions on what and where to evaluate to the Missions. OIT continues to support this approach and, in the completely revised Handbook 10, Participant Training which will be issued in the fourth quarterly 1988, included a new chapter on evaluation. This new guidance will enhance the existing Project Evaluation System (PES) for A.I.D. projects by establishing a Participant Training Evaluation System (PTES). In FY 1989 OIT will work with PPC/CDIE to assure greater emphasis is placed on the evaluation of participant training as a project component. A series of generic evaluation questionnaires will be released in FY 1989 for use in implementing the PTES.

6. Program Management

a. OIT's Programming Agents

About one-third of A.I.D.'s participants are programmed by OIT's programming agents -- Partners for International Education and Training ("Partners") under a contract competitively let, and by USDA under a RSSA. During FY 1989, a new contract will be let for all training outside of the field of agriculture.

Progress to Date: Work on RFP is in process.

b. Entrepreneurs International

Improve and encourage private sector development in the Third World by increasing the numbers of participants in OIT's Entrepreneurs International program during FY 1989 to 200, and conduct an evaluation of the program.

Progress to Date: OIT has developed a working data base of firms who still provide on-the-job training to Third World entrepreneurs, and is exploring contracting with non-profit firms to secure financial support for the training of these entrepreneurs. An estimated 100 entrepreneurs were trained in FY 1988.

c. Labor Leader Study Programs

Four programs will be conducted in FY 1989 for groups each of which has tripartite representation from labor, government & business. One program will be devoted to issues for women labor leaders.

Progress to Date: In FY 1988, four labor programs will have been held including one for women only.

d. Mid-Winter Community Seminars

Conduct an evaluation of the Mid-Winter Community Seminars, programs conducted for participants during the academic Christmas vacation to assess relevance to participants' training program and objective of exposing participants to American values, customs and institutions, cost, and efficiency of administration.

Progress to date: The Mid-Winter Community Seminars have been presented for a quarter century. In recent years, attendance consistently increased from year to year, but declined almost 20 percent from 1054 to 862 between 1986 and 1987. Since 1985, a continuing objective in the seminars -- presented by largely volunteer

councils for international visitors across the United States -- has been to increase the emphasis on substance to supplement the participants' training program.

f. Orientation

To encourage Bureaus & Missions to provide their participants with orientation to American cultures, values and institutions in the face of an abrupt 50 percent decline in attendance at the Washington International Center during the first eight months of FY 1988 compared to the same period in FY 1987. The current number attending when projected represents about 6 percent of new arrivals.

Progress to Date: Problem just identified for management consideration.

OFFICE OF INTERNATIONAL TRAINING

GRAY AMENDMENT ORGANIZATIONS

926-0071 - TESS

FY 88

Executive Resources Associates	\$ 10,000	Contract
Aquirre International	5,000	Purchase Order

OPERATING EXPENSE

The Pragma Corporation	\$ 9,382	Purchase Order
Evaluation Technologies, Inc.	212,000*	Contract
Evaluation Technologies, Inc./ERA	30,000	Sub-Contract
Aquirre International	180,000	Contract

Total as of 5/31/88 \$446,382

The Office of International Training's commitment has been to involve minorities at every level possible and this commitment will continue in the future.

FY 89

Estimate \$600,000

FY 90

Estimate \$600,000

* \$62,000 additional requested from FY 88 fall out monies

