

PD-ABA-642

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UNITED STATES INTERNATIONAL DEVELOPMENT COOPERATION AGENCY
AGENCY FOR INTERNATIONAL DEVELOPMENT
Washington, D. C. 20523

LATIN AMERICA AND THE CARIBBEAN REGIONAL

PROJECT PAPER

ADVANCED DEVELOPING COUNTRY

TRAINING PROGRAM

AID/LAC/P-464

Project Number: 598-0660

UNCLASSIFIED

AGENCY FOR INTERNATIONAL DEVELOPMENT PROJECT DATA SHEET	1. TRANSACTION CODE <input type="checkbox"/> A = Add <input type="checkbox"/> C = Change <input type="checkbox"/> D = Delete Amendment Number _____	DOCUMENT CODE 3
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2. COUNTRY/ENTITY LAC	3. PROJECT NUMBER 598-0660
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4. BUREAU/OFFICE Latin America and the Caribbean (LAC)	5. PROJECT TITLE (maximum 40 characters) Advanced Developing Country Training Program
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6. PROJECT ASSISTANCE COMPLETION DATE (PACD) MM DD YY 03 31 97	7. ESTIMATED DATE OF OBLIGATION (Under "B." below, enter 1, 2, 3, or 4) A. Initial FY 90 B. Quarter 2 C. Final FY 94
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8. COSTS (\$000 OR EQUIVALENT \$1 =)

A. FUNDING SOURCE	FIRST FY 90			LIFE OF PROJECT		
	B. FX	C. L/C	D. Total	E. FX	F. L/C	G. Total
AID Appropriated Total						
(Grant)	(2,000)	(-)	(2,000)	(10,000)	(-)	(10,000)
(Loan)	()	()	()	()	()	()
Other U.S. 1.						
Other U.S. 2.						
Host Country						
Other Donor(s)						
TOTALS	2,000	-	2,000	10,000	-	10,000

9. SCHEDULE OF AID FUNDING (\$000)

A. APPROPRIATION	B. PRIMARY PURPOSE CODE	C. PRIMARY TECH CODE		D. OBLIGATIONS TO DATE		E. AMOUNT APPROVED THIS ACTION		F. LIFE OF PROJECT	
		1. Grant	2. Loan	1. Grant	2. Loan	1. Grant	2. Loan	1. Grant	2. Loan
(1) EHR	600	600		-	-	8,000	-	8,000	
(2) FX	600	600		-	-	500	-	500	
(3) ESE	600	600		-	-	1,500	-	1,500	
(4)									
TOTALS						10,000		10,000	

10. SECONDARY TECHNICAL CODES (maximum 6 codes of 3 positions each)	11. SECONDARY PURPOSE CODE
12. SPECIAL CONCERNS CODES (maximum 7 codes of 4 positions each) A. Code BR BI BW B. Amount	

13. PROJECT PURPOSE (maximum 480 characters)

To support the ADC country strategies by providing specialized technical and academic training in identified priority fields.

14. SCHEDULED EVALUATIONS Interim MM YY MM YY Final MM YY 03 92 01 97	15. SOURCE/ORIGIN OF GOODS AND SERVICES <input type="checkbox"/> 000 <input checked="" type="checkbox"/> 941 <input checked="" type="checkbox"/> Local <input type="checkbox"/> Other (Specify)
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16. AMENDMENTS/NATURE OF CHANGE PROPOSED (This is page 1 of a _____ page PP Amendment.)

"I certify that the methods of payment and audit plan are in compliance with the Payment Verification Policy."

Gary Byllesby Gary Byllesby, LAC Controller

17. APPROVED BY	Signature: <i>Frederick W. Schieck</i> Title: Frederick W. Schieck, Acting Assistant Administrator, IAC Date Signed: MM DD YY	18. DATE DOCUMENT RECEIVED IN AID/W, OR FOR AID/W DOCUMENTS, DATE OF DISTRIBUTION MM DD YY
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PROJECT AUTHORIZATION

Name of Country: LAC Regional

Name of Project: Advanced Developing Country
Training Program

Number of Project: 598-0660

1. Pursuant to Sections 103, 105, and 531 of the Foreign Assistance Act of 1961, as amended, I hereby authorize the Advanced Developing Countries Training Program for the Latin America/Caribbean (LAC) Region involving planned obligations of not to exceed Ten Million United States Dollars (US\$10,000,000) in grant funds over a five year period from date of authorization subject to the availability of funds in accordance with the A.I.D. OYB/allotment process, to help in financing foreign exchange and local currency costs for the project. The planned life of the project is seven (7) years from the date of initial obligation.

2. The Project will support the Advanced Developing Country (ADC) strategies in Brazil, Chile, Mexico, Paraguay, and Uruguay by providing specialized technical training in identified priority fields. The Project is designed to strengthen institutional and commercial linkages, and to foster application of technology to critical ADC development problems. Experience America activities will be included in the training programs, whenever appropriate and feasible, and each mission project will include a follow-on program.

3. The Project Agreements which may be negotiated and executed by the officer to whom such authority is delegated in accordance with A.I.D. regulations and Delegations of Authority shall be subject to the following essential terms and covenants and major conditions, together with such other terms and conditions as A.I.D. may deem appropriate.

a. Source and Origin of Commodities, Nationality of Services

Commodities financed by A.I.D. under the Project shall have their source and origin in countries in Code 941 and the Cooperating Country, except as A.I.D. may otherwise agree in writing. Except for ocean shipping, the suppliers of commodities or services shall have countries in Code 941 and the Cooperating Country as their place of nationality, except

as A.I.D. may otherwise agree in writing. Ocean shipping financed by A.I.D. under the project shall, except as A.I.D. may otherwise agree in writing, be financed only on flag vessels of the United States.

Signature Frederick W. Schrip
Acting Assistant Administrator
Bureau for Latin America and
the Caribbean

Date August 21, 1989

Clearances:

LAC/DR:JCarney	<u>EBW for</u>	Date	<u>8/18/89</u>
LAC/DR:MSilverman	<u>MSD</u>	Date	<u>8/17/89</u>
LAC/DR:JEvans	<u>gr</u>	Date	<u>8/15/89</u>
LAC/DR:TBrown	<u>(draft)</u>	Date	<u>8/11/89</u>
LAC/DP:CHorning	<u>Chorning</u>	Date	<u>8/17/89</u>
GC/LAC:MVelasquez	<u>all</u>	Date	<u>8/15/89</u>
LAC/SAM:RNelson	<u>TCB</u>	Date	<u>8/17/89</u>
LAC/CONT:GByllesby	<u>af</u>	Date	<u>8/18/89</u>
SA/AA/LAC:MWoods	<u>MKW</u>	Date	<u>8/20/89</u>

Advanced Developing Country Training Program
(589-0660)
Project Paper

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GLOSSARY OF TERMS

ADC	Advanced Developing Countries
AID/W	Agency for International Development, Washington
APSP	Andean Peace Scholarship Program
CA	Central America Regional Programs
CAI	Central America Initiative
CDIE	Center for Development Information and Evaluation (PPC)
CLASP	Caribbean and Latin America Scholarship Program
CSLA	Consortium in Service to Latin America
CTP	Country Training Plan
EOPS	End of Project Status
GAO	U.S. Government Accounting Office
HBCU	Historically Black Colleges and Universities
IG	A.I.D. Inspector General office
IVP	International Visitor Program (USIA)
LAC	Latin America and Caribbean Bureau
LAC/DR	Latin America Bureau Development Resources office
LAC/DR/EST	Education, Science and Technology office in LAC/DR
LAC II	LAC Regional Training Initiatives Project
LCA	Leadership Center of America
LOP	Life of Project
NBCCA	National Bipartisan Commission on Central America
PPC	Program and Project Coordination office, AID
PTIIC	Presidential Training Initiative for the Islands Caribbean
RDO/C	Regional Development Office for the Caribbean
RTAC II	Regional Technical Aid Center II project
USIA	U.S. Information Agency

I. SUMMARY AND RECOMMENDATIONS

A. Recommendations

It is recommended that A.I.D. approve the Advanced Developing Country (ADC) Training Program with life of project funding of \$10 million. The program will have a five year obligation period and a seven year implementation period, with a PACD of FY 1997, to allow adequate time for participants to return to the host country. The project will consist of participant training in support of the approved development strategies in each participating ADC country.

B. Summary

The ADC Training Project will provide resources for participant training in the five participating Advanced Developing countries: Brazil, Chile, Mexico, Paraguay, and Uruguay. All of the training will be consistent with the overall ADC program objectives of promoting commercial, institutional, and political relations and facilitating technology transfer.

The goal of the Project is to promote broad-based economic and social development in the Advanced Developing Countries.

The purpose of the Project is to support the ADC country strategies by providing specialized technical and academic training in identified priority fields. Each participating mission will establish country-specific objectives, outputs, and indicators to reflect its training priorities and strategy. An estimated 1,006 individuals will be trained under the project.

The Brazil program will focus on four priority areas: child survival, AIDS, agro-forestry, and drug abuse prevention education. The training will be concentrated on short-term training, with some limited long-term technical training and short-term conferences and seminars.

The Chile program will focus on short-term technical training for vocational and technical trainers with some limited support for conferences and seminars.

The Mexico program emphasizes training in nine fields: private sector enterprise; population and family planning; health and child survival; education and training; agriculture and rural development; biological diversity and ecology; drug abuse prevention and education; AIDS; and energy. The USAID/Mexico project will consist of five components: conferences and seminars; short-term technical training; long-term academic training; and follow-on support.

The Paraguay program objectives are being revised to support the economic and political changes in that country. The project will provide short- and long-term technical training to managers in public and private sector institutions, some in-country training, and follow-on programs.

The Uruguay program will strengthen the Catholic University in six priority fields, primarily through long-term academic training and conferences and seminars.

C. PID and Design Issues

The PID issues to be resolved during project design concerned the nature of USAID/Uruguay participation, clarification of HBCU requirements, support for the third country training program in Mexico, and distribution of project funding among the participating countries.

Uruguay. During the project design period, the Action Plan and country strategy for Uruguay were approved by AID/W. The Uruguay component of the ADC Training Program reflects this approved strategy.

HBCU Requirements. LAC/DR/EST reviewed the current statutory requirements for HBCU participation in the program and reconfirmed that 10% of all participants must be placed in HBCU institutions. Furthermore, the general counsel determined that universities and colleges with predominately 20% Hispanic enrollment do not qualify for the HBCU quota, although they are counted toward the Gray Amendment targets.

Third Country Training in Mexico. USAID/Mexico proposed to use project funds for administrative support of participants from LDC countries studying in Mexico. LAC/DR found this activity to be more appropriately funded under the ITT project.

Project Funding Allocation. Three budgetary scenarios were developed for each mission project and were reviewed by the LAC Bureau to determine appropriate allocation of funding among missions. The decisions were to increase the budgets for Brazil, Mexico, and Chile and to maintain the budgets for Paraguay and Uruguay at current levels. The allocation of funds will be reviewed after two years of project implementation. In addition, the funding and responsibility for audits was moved from AID/W to each field mission.

The following individuals contributed to the development of this Project Paper:

a. Project Design Committee

Joseph P. Carney	Chief, LAC/DR/EST
Marcia Bernbaum	Deputy Chief, LAC/DR/EST
Elizabeth Warfield	LAC/DR/CEN
John Gillies	Consultant, Aguirre International
Peter Orr	AID Representative, Paraguay & Uruguay
Sam Taylor	AID Representative, Mexico
Paul Fritz	AID Representative, Chile
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b. Project Review Committee

Terence Brown	Director, LAC/DR
Dan Terrel	OIT/PETA
Jack Francis	LAC/DP
Dick Nelson	LAC/CEN
Mark Silverman	LAC/DR
Ed Tolle	LAC/DR/EST

D. Financial Summary

TABLE I
PROJECT SUMMARY
COUNTRY TOTALS BY YEAR (US\$ 000)

<u>Country</u>	<u>Year 1</u>		<u>Year 2</u>		<u>Year 3</u>		<u>Year 4</u>		<u>Year 5</u>		<u>TOTAL</u>	
	<u>#</u>	<u>Cost</u>	<u>#</u>	<u>Cost</u>								
Brazil	52	\$510	50	\$510	46	\$510	42	\$510	39	\$510	229	\$2,550
Uruguay	8	\$160	7	\$160	5	\$160	6	\$160	6	\$160	32	\$800
Chile	14	\$160	15	\$160	12	\$160	12	\$160	11	\$160	64	\$800
Mexico	130	\$780	122	\$780	115	\$780	110	\$780	105	\$780	582	\$3,900
Paraguay	25	\$260	22	\$260	21	\$260	17	\$260	14	\$260	99	\$1,300
AID/W Evaluation		\$100		\$100		\$100		\$100		\$100		\$500
TOTAL	229	\$2,000	216	\$2,000	199	\$2,000	187	\$2,000	175	\$2,000	1,006	10,000

Note: Numbers do not total due to rounding.

II. PROGRAM RATIONALE AND DESCRIPTION

A. Rationale

The Latin American Advanced Developing Countries (ADCs) are middle income countries that graduated from traditional A.I.D. bilateral assistance programs during the past twenty years. The LAC Bureau Guidelines for the Advanced Developing Country Programs (2/16/88) define the program goal as facilitating the ADCs' own development efforts consistent with key U.S. foreign policy objectives. U.S. interests in these countries are centered on developing commercial, institutional, and political relations; addressing problems of mutual concern, such as narcotics control; promoting democratic values and institutions; and expanding the ability of host country leaders, particularly in the private sector, to address bilateral development issues more effectively. The ADC programs generally concentrate on promotion of institutional linkages and application of U.S. technology to critical development problems.

In direct contrast to A.I.D.'s less developed countries (LDC) programs consisting of a broad multi-sectoral approach based on resource transfers, ADC programs are intended to act as a catalyst to establish long-term developmental and institutional relationships between U.S. and ADC institutions and to leverage non-A.I.D. resources into development activities. ADC programs receive limited A.I.D. financial resources and are expected to become self-sustaining within a reasonable time, supported by indigenous or private U.S. resources. Consistent with this strategy, ADC missions have relatively small staffs, limited to one US direct hire supported by PSCs and FSNs. The small size of ADC mission staffs requires that program activities rely on host country institutions and private sector firms and that project designs impose minimal administrative burdens on mission staff. Each ADC mission prepares an action plan and strategy to define a tight program focus which will channel the available resources into a small number of important areas where the limited investment can have a discernable impact.

Participant training is a particularly appropriate mechanism to carry out the ADC development program. Carefully programmed technical and academic training in support of the overall ADC development strategy has the potential to have a substantive and continuing impact from relatively limited investments in training. The strong institutional and human resource base in ADCs is capable of using new knowledge and technologies effectively and forging productive partnerships with U.S. institutions and organizations. An aggressive private sector with significant domestic and international production and marketing experience is well positioned to identify and use highly specialized knowledge.

This Project is designed and authorized as a LAC regional project to relieve the small ADC mission staffs of the administrative burden of project design. However, project management and implementation will be the responsibility of the respective ADC missions. The responsibility of AID/W will be limited to project design and standard mission backstopping functions. In effect, the project consists of five mission projects, each of which has country-specific objectives, strategy, priority training fields, and implementation arrangements.

B. Project Objectives and General Description

The Goal of the Project is to promote broad-based economic and social development in the advanced developing countries.

The Purpose of the Project is to support the ADC country strategies by providing specialized technical and academic training in identified priority fields. Each participating mission will establish country-specific objectives, outputs, and indicators to reflect its training priorities and strategy. The mission project designs are described in Section II.C.

The LAC Bureau ADC program guidelines and the approved country strategy in each mission form the basis for establishing training priorities and plans. The Project will sponsor training within this overall strategic framework and the identified priority areas. Each mission will work closely with local businesses and institutions to identify participants, plan training programs, and leverage additional resources to support the training program and follow-on activities. Managers and supervisors in each participating institution will be involved in selecting participants and in preparing specific training objectives and a training plan. Care will be taken to assure that supervisors, the participant, and AID are fully aware and in agreement about the objectives of the training and how it will be used when the participant returns.

Participants trained in the U.S. or a third country will receive appropriate orientation and predeparture training necessary to benefit fully from the training program. Such predeparture activities may include refresher English language training, cultural orientation to the country of training, familiarization with the institutions in which the participant will be working, or other elements as needed. The extent of such activities will vary with the nature of the training, but will generally be more limited than those in LDCs given the developed status of the ADCs, the program focus on technology transfer and commercial linkages, and the amount of relatively short-term training and conferences.

Training plans will be developed in adequate detail to enable the placement contractor and training institution to prepare a responsive program. The degree of detail and amount of advance planning will be appropriate to the nature of the training program and will vary by length and site of the program and the degree to which customized curriculum development is needed. Preparation time required for arranging attendance at conferences and seminars is likely to be minimal, while specialized U.S. short-term training programs require at least three months of advance planning. The training requests and training implementation plans, prepared in collaboration with the participant and his/her supervisors, will include all data relevant to the training program, such as language skills, background, literacy in the training language, level of academic qualifications, employment history, specific experience relevant to the type of training to be conducted, home country working conditions, and expectations of the program. All training plans will be fully funded prior to initiation of training activities. The training plan will also specify the expected outcomes in terms of institutional collaboration, eventual use of the training, and other relevant data needed for planning purposes. Each mission will assure that all participants be reported to OIT via the Participant Data Form (PDF). Each mission will determine the needed staffing, contracting, or institutional arrangements that are most suitable to the program and country.

Consistent with the intent of the ADC program guidelines, the Project design is flexible enough to enable country representatives to address targets of opportunity and adjust training plans in accordance with the country strategy. Project guidelines are limited to those which reflect the Agency's experience in prudent management of participant training programs. Therefore, decisions concerning the appropriate length, location, and nature of the training will be made by each mission in accordance with the needs of the country strategy. Given the nature of the ADC program guidelines, it is expected that much of the training programs will be short- and medium-term technical training and exchange programs with U.S. institutions and firms.

The flexibility of the USAID to determine length and nature of training will be limited in two areas. Invitational travel is not an appropriate or acceptable use of ADC Training Project funding. Therefore, the A.I.D. Representative in each country will assure that every participant has a clear training objective and that invitational travel is not included in this project. In addition, academic training at the Ph.D. level is discouraged, but may be included in highly unusual circumstances of compelling interest to the mission program. AID/W will review and approve such training on a case by case basis upon receipt of a detailed justification explaining why the education of a specific

individual in an identified field is critical to achievement of program objectives.

Whenever appropriate and feasible, training programs in the U.S. will include participation in civic, social, cultural, and family life in U.S. communities to enable participants to gain an appreciation of U.S. institutions, attitudes and values and provide opportunities to develop personal and professional relationships. Such non-academic activities are directly related to the ADC program objectives of promoting long-term linkages between the U.S. and the host ADC countries and are a standard element in the Handbook 10 guidance for participant training programs (see HB 10, Chapter 20). The LAC Bureau will encourage these types of programs whenever participants are trained in the U.S. in programs of one month or longer.

Each mission will also include appropriate follow-on activities to maintain contact with participants, assist participants to continue and strengthen the commercial and institutional relationships established in the training program, and facilitate application of the technology transferred. The follow-on activities can also be a mechanism for evaluating the impact of the training. The scale of the follow-on activities will be consistent with the small size of the project and limited mission staff resources. To the extent possible, ADC missions will draw upon the resources of participating host country institutions and businesses to support the follow-on activities.

Each mission will establish appropriate recruitment and selection procedures to (1) address the Agency's equity and developmental concerns regarding participation of women and, (2) assure that Agency funds are not used to replace personal or family funding for long-term training of elite members of society. A fixed target for women participation is not appropriate given the limited focus of ADC training programs on a few priority areas, some of which may have few or no women workers. Therefore, missions will be required to assure that all recruitment procedures and advertisements aggressively recruit women. Although a specific target will not be established for the program as a whole, missions will strive to achieve a 40% rate of participation whenever possible. Selection criteria also will include an incomes test to assure that individuals not be sponsored for long-term training if the individual is capable of financing the education with family funds. In addition, each mission will establish placement procedures to comply with existing legislation and Agency policy to place at least 10% of all U.S.-trained participants in HBCUs.

As part of the annual Action Plan, each mission will establish and then update the Country Training Plan (CTP). The CTP update will track implementation progress and will elaborate on any changes in priority groups or types of training that are

contemplated. The CTP update will specifically track implementation of the equity concerns--participation of women and HBCUs--and will discuss the measures taken to encourage greater participation of these two groups. In addition, the mission will track counterpart contributions leveraged under the project and report progress in this area in the annual CTP update.

The country programs described below reflect the existing country strategies and training plans and the anticipated programs for each mission. However, it is recognized that training priorities may change over the life of the project in response to adjustments in country strategies or changing conditions in the host country. Any such changes will be explained and justified in the annual CTP updates included as an attachment to the mission Action Plan.

Allocation of ADC program funds among the participating countries reflect the current programs and training needs of each country in the view of the LAC Bureau. These allocations will be reevaluated at the end of the second year of the project in light of experience to date in each country, overall ADC program funding levels, and evolving foreign policy interests in the ADC countries.

C. Country Project Descriptions

The nature of the ADC training project requires that each country program be considered separately, with a distinct strategy, objectives, and training plan for each country. The following discussion will present each country as a separate project. The country presentations include country strategy and training objectives, experience to date in LAC II, training strategy, training plan, budget, and summary.

1. Brazil

Country Strategy and Training Objectives

U.S. government policy in Brazil has four major goals: 1) to foster continuing, long-term stability; 2) to maintain friendly relations and exchange of opinions with a view to Brazil being a positive voice in world affairs; 3) to develop trade relationships and reduce trade disputes; and 4) to promote linkages for use of U.S. technology and for cooperation among U.S. and Brazilian scientific and educational leadership. Within this broad context, USAID/Brazil has defined a country strategy which takes advantage of the limited resources available.

AID's contribution to social and economic development in Brazil is through carefully selected activities based on the following priorities: a) increasing exposure of Brazilian leaders

to the U.S. and to diversified views; b) elevating awareness of social concerns which are eroding the foundations for continued stability; and c) stimulating cooperation in science and technology which will permit social and economic gains from innovation. Areas targeted for specific emphasis beginning in FY89 are child survival, family planning, AIDS, agro-forestry, and drug prevention. All of these fit into the ten objectives established by the Action Plan Guidance for ADCs. Other areas such as education, agriculture and rural land reform, and public administration have not been included in USAID/Brazil's program because the scale and cost of entry is too big.

The objective of the USAID/Brazil training program is to improve the technical skills of individuals in the targeted fields through transfer of U.S. technology and to strengthen long-term bonds between U.S. and Brazilian institutions. Participant training is one of the most cost-effective and powerful means available to further program objectives. Priority themes promoted through the Inter-country Technology Transfer project are reinforced through training of individuals selected on the basis of their leadership and potential capacity to effect change within their fields.

Experience to Date in LAC II Training

The USAID/Brazil training program under the LAC II project sponsored 102 Brazilian participants for study in U.S. institutions by the end of 1988. The training consisted of seminars and conferences (6 participants), short-term technical training (73 participants), long-term technical training (2 participants), and academic training (21 participants). The program concentrated on AID's established priority areas (reduction of infant mortality, maternal health, AIDS, health care cost containment, agro-forestry environment, and urban environmental problems) with some limited training in agriculture, nutrition, engineering, education, and public administration during the first years of the project.

The USAID/Brazil program was implemented through a series of grants to a PVO (Partners of the Americas), with sub-grants to the Fulbright Commission and the Conservation Foundation. The Partners organization in Brazil has 19 partnerships with U.S. states, which were responsible for recruitment, selection, and orientation of participants in Brazil. Placement in U.S. institutions was coordinated by the Washington D.C. office of Partners. The sub-grant to the Conservation Foundation financed training, observation tours, dissertation support, and internships in agro-forestry and urban environment to help Brazilian governmental and private organizations build a national consensus on a policy agenda and to encourage a cooperative approach to problem solving. The

Fulbright sub-grant supported post-doctoral training in the U.S. in priority fields.

Training Strategy

The ADC training program in Brazil will continue to support the country strategy, with a focus on four of the mission's priority areas: child survival, AIDS, agro-forestry, and drug prevention. The specific training objectives for each program area are as follows:

Child Survival. The program emphasis is on preventative care and community-based health services which provide low-cost care to urban and rural women not covered by existing services. Priority will be given to participants from the Northeast part of Brazil to address the high infant mortality rates in that region.

AIDS. The USAID program focuses on training to foster education in schools, in the workplace, for health workers, for population segments whose pattern of behavior signifies an elevated risk of HIV transmission. This is accomplished, in part, through training to improve the effectiveness and sustainability of private health organizations and to foster their collaboration with government at all levels. Linkages between research, training, and health service institutions in Brazil and the U.S. will be strengthened.

Agro-forestry. Training in agro-forestry will concentrate on increasing public awareness and promoting collaboration in science and technology and economic analyses for sustainable forest management. Training opportunities to be funded in this area will emphasize environmental research and improvement of the dialogue between the various parties concerned with deforestation and sustainable forest management in the Amazon and Atlantic Coast forests.

Drug Prevention. USAID/Brazil is cooperating with a U.S. Embassy Interagency Group in developing a drug abuse prevention and education program. The U.S. based participant training supported by this Project is a key component in the program. Initially, the training will be geared to short-term opportunities for policymakers, educational administrators, legislators, and journalists, but selected longer-term candidates will be identified possibly among younger policy making staff and educational leaders.

The project will be administered by the USAID/Brazil country representative and FSN training officer, supported by a five year, competitively bid technical assistance contract for day to day management responsibility. Both AID and the contractor will work closely with Brazilian institutions to

facilitate the selection process and strengthen linkages between U.S. and Brazilian institutions. The cost containment activities initiated under LAC II, including use of volunteers for recruitment and orientation and cost-sharing with training institutions, will be continued under this Project. Most of the Project training will take place in the U.S. and will consist primarily of short-term and long-term technical training. The mission reserves the option to place some participants in third countries as appropriate.

Selection criteria will focus on leadership within the targeted field, ability to apply the knowledge acquired in the U.S. to practical issues and problems in Brazil, and a minimum level of English language skills. The language requirement will be waived in the case of small groups of participants who are on one-month observation tours or classroom training; in these cases an interpreter may be provided.

USAID/Brazil will establish a country-specific requirement that women constitute at least 40% of the total participants. Socio-economic criteria will not be a factor of selection, although other factors being equal, preference will be given to those individuals who have not had the opportunity to be in the U.S. previously and those whose economic resources do not allow for any visit to the U.S.

Except in limited cases in which the AID Representative will approve a waiver, international travel will be paid for by the participant's sponsoring institution, the participant, or by a third party.

Training Plan

Three major categories of training have been established for Brazil: attendance at seminars and conferences for two to three weeks; short-term technical training for an average of three months; and long-term technical training for an average of nine months. All of the training will be non-degree and for a maximum of one year; given the high quality of higher education in Brazil and the large number of universities throughout the country, there will be no long-term academic training in the U.S. provided under this project. The only exception to this rule would be Master-level programs specifically approved by the AID Representative on a case-by-case basis and justified in writing. The current practice of offering post-doctoral training will be reduced in order to offer more short-term technical training.

Conferences and Seminars. An estimated total of 64 people will be sponsored for short-term conferences and seminars over the life of project. Given the high cost of travel to the U.S., the average length of stay for seminars and conferences

will be three weeks. This will allow for limited programming in addition to the scheduled conferences to take advantage of the opportunity to meet with U.S. experts. All of the training sponsored under this component will be consistent with the priority fields established in the country strategy.

Short-Term Technical Training. The majority of the participants from Brazil will receive short-term technical training. Approximately 26 people each year will attend training programs lasting between one and six months, for a total of 129 short-term participants over the life of project. Training will be provided in all identified priority fields, although emphasis will be given to training in AIDS, agro-forestry/environment, and drug abuse prevention education for this component. The exact length of the training and the design of the training implementation plan will depend on the participant's field of expertise. Whenever possible, practical internships in U.S. businesses, universities, and other organizations will be combined with classroom training. Non-academic experiential activities related to the field of study will be programmed for all participants who are in the U.S. for one month or more.

Long-term Technical Training. Long-term technical training (9 months or longer) in the U.S. will be provided for between 6 and 8 participants each year. The justification for this longer term training arises from the need to develop specialized technical skills for individuals from Brazilian institutions. The time frame also permits participants to take one semester in an academic or research environment followed by an internship in another location to develop practical expertise. Whenever possible, these individuals will participate in the training-of-trainers courses to be given in Brazil as part of the in-country component of the project.

Follow-on. Follow-on activities in Brazil will be the full responsibility of the general contractor and the sponsoring institutions, although the AID office will participate in any general events organized for returnees. During the design of the individual training plans, participants will be asked for specific ideas for appropriate follow-on activities that will support and complement the training received in the U.S.

Budget

The total AID/B program will be \$2.55 million, with an annual funding level of \$510,000. Of the total, approximately \$213,000 will be used for conferences and seminars, \$1.45 million for short-term training, and \$725,000 for long term training. In addition, approximately \$56,000 will be spent for follow-on training and approximately \$106,000 will be spent for evaluations and audits.

Table I. Brazil Training Plan

Illustrative Breakdown of No. of Participants
By Area for the First Year

	Child Survival	AIDS	Drug Preven	Agro- Forest.	Urban Env	Total
US Training						
Sem/Conf.	2	3	3	2	2	12
ST Tech.	2	8	7	6	2	25
LT Tech.	1	2	1	3	1	8
TOTAL US Training	5	13	11	11	5	45
3rd Country Training						
Sem/Conf.						3
TOTAL All Training						48

Note: Numbers of participants in in-country training courses not estimated.

2. Chile

The program in Chile was initiated in late 1988, and the initial country strategy was approved in March 1989. The Chile Action Plan was reviewed and approved in June 1989.

Country Strategy and Training Objective

The proposed USAID/Chile country strategy is centered on USG support for Chile's return to a lasting and sound democracy. The overall objectives of the program are to promote democratic initiatives and improve the social responsiveness of the Chilean private sector. The democratic initiatives will be implemented through civic education, legislative research and studies, and administration of justice projects. The private sector objective will be implemented through a number of activities, including outreach to small and medium business, entrepreneurial training, and vocational education aimed at improving workers' productivity and earning capacity. The program will also include a low-cost housing component.

The USAID/Chile training objective for the ADC Training Project is to expand private sector participation and support of

skills training and vocational education. Through highlighting the importance of skills training and vocational education for increased productivity of the labor force, greater resources will be mobilized from the private sector, including not only financial contributions but also the moral support and commitment of business leaders. As a result, progressive elements of Chile's business community will more likely build on and improve recent GOC efforts to transfer to the private sector the administration of high school and post secondary technical training facilities previously in the public domain. The absence of a more responsive private sector effort in this area will likely lead to a resumption of greater state involvement. The project will support the country development strategy by upgrading the skills of technical and vocational trainers in educational institutions, private sector companies, and consulting firms through training in U.S. institutions. The eventual beneficiary group will be the generally lower income students in technical occupations, whose productivity and earning potential will be increased. In this way, the project will contribute to overall economic development and improve the equitable distribution of the benefits of development.

Training Strategy

The USAID/Chile training program will focus on technical training for vocational and technical trainers which will be useful in improving the productivity and salary levels of labor and technical occupations. The training will largely be conducted in the U.S. to increase institutional linkages and encourage the transfer of American technology. U.S.-based training will also establish an element of prestige to the otherwise lower class training in technical occupations. Most of the training will be short term technical training, with some support for attendance at conferences, seminars, and workshops. Some in-country training will be conducted as a follow-on activity, in which the U.S. institution will be brought to Chile to conduct seminars and workshops, and assist the participants to work on curriculum design and teaching methodology.

The small size of the program is an important factor in the design and management of the Chile project. Management of participant training is very labor and time intensive and can be a considerable burden on a small ADC mission staff. Moreover, there are no significant economies of scale available in contracting program administration because of the small number of participants involved. Therefore, the mission will utilize the U.S.-Chile Binational Cultural Center (BNC), which is organized as a local PVO, for administrative support to avoid overextending its limited staff.

The recruitment procedures will consist of requesting proposals for training programs from Chileans interested in

improving their technical capability or teaching skills. The guidelines for presenting the proposals will be geared to the PIO/P and training request process so that the applicants establish their own training objectives and training requests. Assistance in preparing proposals will be available through the BNC, which already provides the public with similar assistance.

A selection committee will evaluate the proposals and recommend the finalists for inclusion in the program. This committee will consist of the AID Representative, the Embassy Labor Attache, and appropriate representatives from the business community or other local private groups that are willing to contribute resources for international travel or follow-up receptions for national participants. Such possible entities include the American Chamber of Commerce, the Chilean Manufacturers Association, the National Society of Agriculture, the Confederation of Chambers of Production and Commerce, and the Andes Foundation (Fundacion Andes). This latter organization supports higher education and cultural activities and assists other social welfare institutions. It has an on-going program in scholarships, academic exchange, sabbaticals, and support for visiting professors. The AID Representative and Training Officer will be responsible for final candidate selection and project oversight to maintain adequate quality in the selection, processing, and orientation of participants.

Selection criteria will include: 1) completeness and quality of the training proposal (clearly established objectives, explicit intended use of the training upon return, and level and type of training required); 2) ability of the sponsoring institution or other non-A.I.D. sponsors to contribute at least the cost of maintenance salary and travel; 3) importance of the area of training to the development and industrial needs of Chile; 4) the candidate's potential to pass the skills on to other people in the field; 5) language capability appropriate to the proposed study program (i.e. the applicant must speak English or an appropriate program in the desired field of study must be available in Spanish); and 6) financial status is consistent with proposed training program (financially elite will not be sponsored for long-term training). Preference will be given to qualified women candidates or fields of training which will benefit women.

The training will be administered in part through the BNC, which will receive a small grant for this purpose. The BNC will be responsible for recruitment, initial screening, document preparation for successful candidates, orientation and cultural adaptation programs, participant tracking and follow-on. USAID/Chile will contract with OIT through a buy-in to the central contract for participant placement and support in the U.S.

Training Plan

The training will consist of short-term technical training, limited sponsorship of participants at conferences and seminars, and follow-on.

Short-term Training. The primary project component will be short-term technical training for vocational and technical teachers from the public and private sectors and limited sponsorship of participants at conferences and seminars. The training will consist of approximately 49 individuals trained in short-term (1-6 month) programs in U.S. institutions. The average length of training is estimated to be three months.

The programs will include a cultural enrichment program relevant to the field of training which will specifically include elements to help the participants understand the relationship of labor and management in the U.S. system of democratic free enterprise. These programs will be developed with a knowledge about the Chilean situation and the anticipated and potential changes in labor-management relations in a democratic Chile. In particular, they will focus on the organization and activities of a responsible labor movement in a democratic environment and will expose the participants to participatory management techniques used in progressive U.S. firms.

Conferences and Seminars. A small number of people will be sponsored each year to attend technical and professional conferences and seminars in the U.S. All of the training sponsored in this component will be relevant to the priority fields established in the country strategy. Approximately 3 people will be sponsored each year.

In-Country Training. A limited number of in-country training courses, workshops, and seminars will be supported to bring U.S. technical experts to Chile. One or two such programs will be held each year to increase the number of Chileans exposed to U.S. technologies.

Follow-on and Evaluation. The follow-on program will be closely coordinated with participant tracking and evaluation to identify appropriate and necessary follow-on activities. Follow-on will include participation in the Binational Center's returned participant association for alumni of USIS programs. In addition, the follow-on activities will be combined with the evaluation to track returned participants and identify activities which can assist returned participants to more effectively use the training in Chile. The tracking and evaluation will consist of a post-training questionnaire and a 6-month follow-up survey to determine the usefulness of the training and to identify constraints to applying the technology. Organization and

implementation of the follow-on and evaluation activities will be the responsibility of the Binational Center.

Budget

The USAID/C training program is budgeted at \$160,000 per year for a total project budget of \$800,000. The Project will sponsor an estimated forty-nine vocational and technical trainers in short-term technical programs at a total cost of \$537,000. In addition, the program will support an estimated fifteen people for attendance at conferences and seminars in the U.S. at an estimated cost of \$49,000. The in-country seminars and workshops are budgeted at \$44,000 to train an estimated fifty people. Administration and evaluation costs of the BNC contract will total \$113,000 over the life of the project and \$50,000 is budgeted for pre- and post-award audits of the local PVO. Travel and salary costs will be paid by the host country sponsoring institution or other host country sources.

3. Mexico

Country Strategy and Training Objective

USAID/Mexico's program goal is to familiarize Mexico's leaders with U.S. institutions, technologies, and products by establishing partnerships and interchanges in support of mutual commercial and development interests. To accomplish this, the program is designed to facilitate access to US technologies that will benefit institutions and private industry both in Mexico and in other developing countries. The mission promotes scientific and technology exchanges, joint research, and long-term institutional relationships; arranges for technical and management training in support of Mexican development objectives; facilitates information networking of technical, economic, and trade data; and coordinates food aid and other non-concessional resource transfers.

The training objectives reflect the broader program effort to further bilateral relations with the U.S. in fields of mutual interest. The USAID/M program emphasizes specialized technological training in nine fields: 1) private sector enterprise; 2) population and family planning; 3) health and child survival; 4) education and training; 5) agriculture and rural development; 6) biological diversity and ecology; 7) drug abuse prevention and education; 8) AIDS; and 9) energy.

The USAID/M training program uses resources from three primary projects--the LAC Regional Inter-Country Technology Transfer Project (ITT), the AID Mashav Israeli Training Program (primarily in micro-business enterprise, community leadership, and irrigation agriculture), and the LAC II ADC training project.

In addition, AID/M administers the Cochran Middle Income Training Program for USDA, and provides support to the Desarrollo Empresarial Mexicano (DESEM), the Mexican equivalent of the Junior Achievement program in the U.S. The AID/M training officer also provides administrative and programming support for third country training in Mexican institutions.

LAC II Experience to date

In the period from 1985 through 1988, USAID/M has sponsored 725 people, of whom 594 (82%) attended short-term programs and 131 (18%) attended long-term programs. Approximately one-third of the short-term participants were on short observational tours and several had combination programs of technical training and observational tours. It is estimated that the project will train a total of 994 Mexicans by the end of the project in 1991. In 1986-1987, the training was concentrated in four fields -- agriculture (22%), environment and forest management (22%), private sector (19%) and health (14.5%). Approximately 25% were from the private sector, 37% were from universities and 37% were from public institutions. Of the total, 356 (82%) were men and 78 (18%) were women. The percentage of women was increased in 1988 to 28%.

The short term and observational tours included substantial numbers of people who attended conferences, technical seminars, and short term workshops. The purpose of these very short term programs was to stimulate technological, institutional, and commercial linkages with U.S. professionals, institutions, and firms. In some cases, these low-cost contacts produced substantial commercial and institutional benefits for both Mexico and the U.S.

The Mission has sponsored several follow-up questionnaires to assess the degree to which participants were using new knowledge and skills and to identify specific accomplishments of returned participants. The 1988 study concluded that 84% of the sample had applied new concepts resulting in broader professional knowledge or more efficient organization, 86% felt that they had made useful professional and institutional contacts, and 98% had shared their new information and skills with co-workers after return. In addition, 27% reported that the training had resulted in a promotion or increase in responsibility. The program also resulted in new public service or commercial activities initiated by participants. A notable example was a participant who attended a five day visit to apple processing plants in Florida. The individual, who had been planning to purchase Soviet or Cuban equipment, contracted to purchase \$.5 million in apple processing equipment from U.S. firms after visiting the plants.

Training Strategy

The USAID/M training will continue to support the priority fields established in the AID Mexico Strategy. Assessment of specific training needs within the broad categories described above will be a continuing process. The training program will consist of five components: conferences, seminars, and observational tours; short-term technical training; long term academic training; and follow-on support. These categories are not exclusive--in some cases training activities will be combined to add an appropriate observational tour to a short-term training program or to include relevant conferences and seminars in long-term training.

In accordance with the ADC strategy and mission objectives of facilitating linkages with the US, the USAID/M training program will utilize primarily U.S.-based training programs. However, the mission will take advantage of special in-country or third country training opportunities when appropriate programs exist in priority areas. It is expected that most of these opportunities will be for international conferences or unique training opportunities such as HIG housing workshops. The mission expects that such programs will constitute a small percentage of the total training supported under the project. At this time, no specific opportunities have been identified. All planned third country or in-country training will be described in the annual CTP update.

Continuing existing policy, USAID/M will require a minimum counterpart contribution to cover travel expenses and salary payments during training. In addition to this minimum expected contribution, the mission will continue to aggressively negotiate contributions from each sponsoring institution. USAID/M's experience in expecting high levels of counterpart has been that sponsoring institutions have contributed between 25% and 80% of the total training costs.

Recruitment and selection procedures for all components will be coordinated by the FSN training officer and a contractor. Candidates will be recruited through advertisements, program announcements to the several hundred Mexican institutions and businesses with which the mission maintains contact, direct discussions with management personnel in public and private institutions, and direct recruitment of promising individuals for special programs. In all cases, the mission will strongly encourage the participation of women and will actively recruit women whenever possible. However, given the relatively small number of women currently working in the identified priority areas, the mission expects that women will constitute somewhat less than 40% of the total number of participants.

Training Plan

Conferences, seminars, and observational tours. AID/M has assisted approximately 725 Mexicans to attend technical workshops, international professional conferences, and customized observational tours in the U.S. The mission has found this program to be highly cost-effective in terms of creating opportunities for making institutional and professional contacts. Given the AID/M policy of requiring a counterpart contribution of salary and travel expenses, the A.I.D. cost for these activities has been minimal. These programs generally target people whose participation will be valuable both in terms of their own professional work and in facilitating opportunities for long-term professional collaboration or commercial opportunities.

The mission will continue to offer such opportunities to established professionals, business people, and other individuals and groups that are likely to establish long-term linkages, commercial contacts, or to promote information and technology exchange. The programs will usually last between one and three weeks. In order to maximize the potential for establishing effective linkages, follow-on support will be available to facilitate collaborative research, scientific interchange, or institutional linkages resulting from these contacts when such support is necessary. As part of this process, the follow-on and evaluation activities will closely monitor these very short term participants to assess the degree to which such contacts have resulted in continuing linkages, recognizing that many of the benefits of such contacts may not come for years.

The mission anticipates providing approximately 297 Mexicans with opportunities to attend conference, seminar, or observational tours. The estimated budget is \$639,040, which is approximately 16% of the budget.

Short-Term Technical Training. Short-term technical training, lasting between 2 weeks and 9 months, will constitute the bulk of the training program. Such training will be provided in the priority fields identified above, with particular emphasis on private sector training and opportunities and developing collaborative institutional and professional linkages. Short-term technical training will be implemented through short courses offered by U.S. universities and organization, specially designed short-term training programs for specific individuals or groups, and internships. The planning and advance preparation requirements will vary substantially in the different types of programs.

As discussed above, such training will be coordinated with opportunities to attend conferences or observational tours whenever appropriate. Follow-on activities will be planned in

coordination with the training plan to maximize the potential for establishing lasting linkages with US institutions and professionals. In addition, programs lasting one month or longer will include some non-academic activities relevant to the field of training to expose the participants to American values and institutions.

Over 60% of the USAID/M project funds will be used for short-term technical training of an estimated 231 individuals. The estimated budget for this activity is \$2,38 million.

Long-Term Academic Training. Long-term advanced academic training will be provided in technological fields that are not well developed in Mexican universities and in areas with potentially broad spread effects and impact on the Mexican economy, including engineering and business administration. The graduate education opportunities will be focused on individuals who will become professors in technical institutes and those who can apply the technology directly in the private sector. The major part of the academic training is expected to take place at the University of Texas at El Paso, which has negotiated a cost agreement with USAID/M. Most of the academic training will be for one to two year Master's level training.

The long-term academic training component is budgeted at approximately \$746,000, which represents 19% of the total country project budget. An estimated 54 individuals will be provided with long-term academic training.

Follow-on and Evaluation. The mission will establish a follow-on program to maintain and strengthen linkages establishing in the training. The nature of the follow-on program will be developed in conjunction with each training program to be responsive to the needs of the participants. At a minimum, the follow-on program will be linked to the participant monitoring and evaluation activities to maintain contact and provide information to the former participants. The former participants will be considered as resources for identifying future candidates for training.

The mission has found that, for the most part, the participants are successful in maintaining linkages established without additional assistance. However, the availability of support funding for return visits, faculty exchange, or other such activities can be a useful facilitator. As with the training element, participating institutions (Mexican and US) are expected to contribute substantively to the follow-on activities.

Among the type of institutional linkages which USAID/M will encourage through the training and follow-on activities are the close working relationship between University of Texas at El Paso (UTEP) and the Instituto Tecnológico de Estudios Superiores

de Monterrey (ITESM). In this program, the ITESM faculty attend UTEP for advanced training and they continue faculty exchanges. Another example of anticipated linkages is the relationship established between doctors and nurses who work for the State Health System of Sonora and the Arizona-Mexico border Health Foundation. Subsequent to a four week training course with the foundation, the foundation faculty traveled to Sonora to assist the participant to design and conduct similar courses in Mexico. The organization linkages have continued as the US foundation assisted the Mexicans in establishing their own community health foundation.

Evaluation procedures will be closely linked to the follow-on activities, including post-training assessments and six month surveys of the returned participants regarding the usefulness of the training, whether the technology acquired has been applied, and whether new institutional or commercial linkages have been or expect to be established.

The follow-on program will consist of personnel and administrative support provided by the mission training officer and the implementation contractor, supported with a small fund of \$10,000 to 15,000 per year specifically designated for this purpose.

Budget

The USAID/Mexico contribution to the training program will be \$3,900,000 over the five year life of project, with an annual budget of \$780,000. The program will support an estimated total of 582 people for training, most of whom will attend short-term training programs. A total of \$60,000 is budgeted for follow-on activities and \$50,000 for evaluation.

4. Paraguay

The Paraguay ADC Country Strategy and training objectives are under review pending the possible assignment of a new AID Representative in Paraguay. The following is based on the tentative strategy and is subject to completion of the strategy and approval of the Action Plan. Any changes resulting from the review will be incorporated into the Action Plan and CTP for FY 1990-91.

Country Strategy and Training Objective:

The Paraguay ADC Country Strategy between 1985 and 1989 has been focused on human resource development and technology transfer, with an emphasis on strengthening in-country training capability. The four priority program areas were 1) foundations

for development training (basic science and English language teaching skills); 2) private sector initiatives (management, technology, export); 3) rural development, natural resources, environment; and 4) development policy issues and leadership opportunities.

With the recent change of government in Paraguay, many of the institutions and policies which defined the boundaries of economic and political life in the country for forty years are changing. While it is too early to predict the eventual outcome or impact of these changes, they hold the potential for opening up new opportunities in business, commerce, and political participation. More broadly, they offer the hope of introducing new outside influences into a country which has long been isolated by geography, politics, and economic policy. The USG and A.I.D. are committed to working closely with the new government to support efforts in economic and trade liberalization and democratic reform. Therefore, one of the major themes of the new country strategy will be to assist the GOP in democratic reform and economic policy analysis, and to assist the private sector to take full advantage of the new economic and political environment. A.I.D. will assist the new government through training and technical assistance in such areas as investment policy and promotion, tax policy and regulations, trade, monetary policy, and currency management. The AID/P program also will assist the private sector in responding to these changes and to initiate mutually beneficial commercial arrangements with U.S. firms.

The USAID/Paraguay training objective is to support the economic and political evolution of Paraguay by facilitating access to U.S. technology and ideas through technical and academic training. The project will provide training to managers in the public and private sectors that is relevant to the development needs of the country. In using the participant training mechanism to accomplish this objective, the project will also create lasting institutional and commercial relationships between U.S. and Paraguayan institutions and firms.

LAC II Experience To Date

The LAC II ADC program sponsored an estimated 150 Paraguayans for training in technical and academic programs between FY 1985 and FY 1990. The primary areas of emphasis have been human resource development and technology transfer in management training, math and basic sciences, English language teaching methodology, agriculture, and public health. Most of the short term participants were exposed to cultural and community events as part of the Experience America component. In 1989, the LAC II funds were dedicated to strengthening the business administration program of the Catholic University of

Asuncion (UCA) through faculty training and institutional support for the MBA program. Formal follow-on activities have not yet been fully implemented, but USAID/P has informal contacts with many of the participants and includes them in pre-departure orientation for new participants.

Training Strategy

The AID/P training program will concentrate on three areas: public policy, improvement of local training capacity in priority areas, and private sector training. The training will consist of short-term and long-term technical training in priority fields for both the public and private sector, some in-country seminars as part of the follow-on program, and support for public and private sector managers to attend conferences, seminars, and technical workshops.

The major part of the training will take place in the U.S. in order to establish institutional and technology linkages with the U.S. A small amount of in-country training conducted by U.S. specialists will be used for technical workshops, as follow-on activities to supplement short-term U.S. training, and for pre- and post-training activities. The mission also will reserve the option to send participants to third countries for conferences or training when appropriate. Given the relatively small number of people who speak English in Paraguay, some of this third country training will be necessary for specific Spanish language courses. An important option for third country academic training would be at INCAE in Costa Rica. The INCAE program is affiliated with the Harvard Business School and uses many of the same teaching methods, texts, and approaches.

Recruitment and selection procedures will be coordinated by a PSC training officer supported by a local non-profit organization that will recruit and screen candidates, prepare participants' training requests and other documentation, provide orientation, and conduct follow-on activities. Review of public sector candidates and areas for training will be done jointly by A.I.D. representatives and appropriate GOP representatives who are familiar with the economic policy needs and activities. The Chamber of Commerce will participate in proposing candidates for training and assisting A.I.D. in evaluating candidates from the private sector.

A standard set of criteria and procedures for candidate evaluation and selection will be developed. The selection criteria will include the following: 1) ability of the sponsoring organization (or other supporting organization) to provide at least the costs of travel and salary maintenance and to offset some of the training costs; 2) importance and potential impact of the training on government policy, business development, or the potential for commercial contacts and

arrangements with U.S. firms; 3) consistency of the technical field with priorities established in the mission strategy; 4) gender of the candidate--preference will be given to qualified women candidates to assure equal opportunity for training; 5) potential for spread effect--the participant should be in a position to apply the knowledge broadly through staff training, policy change, or commercial activity; 6) individual capability--the applicant should have a demonstrated capability to apply knowledge and effect changes; and 7) language ability. In general, the candidates will either speak English, attend a course given in Spanish, or in some cases be provided an interpreter. On a case by case basis, candidates will be given refresher English language training for a limited time.

Training Plan

Short-Term Technical Training. The technical training will be focused on two groups: 1) public sector mid- and upper level management responsible for economic and trade policy analysis and implementation; and 2) private sector entrepreneurs and managers. Public sector managers will be recruited by the Office for Coordination of Technical Assistance and Training at the National Planning Office. The public sector training will be concentrated on mid-and upper level managers who are responsible for analysis, design, and implementation of economic, trade, monetary, and fiscal policies. The areas of training may include tax regulations, development of investment codes and regulations, trade policy, divestiture, interest rate management, debt management, economic forecasting, and other subjects. Private sector training will encourage closer commercial and industrial relations with the United States and adoption of U.S. technologies. These activities will be implemented through on-the-job training in the Entrepreneurs International program, observational tours, and specific technical courses.

An estimated 37 people will be provided with technical training. The participants will come in roughly equal proportions from the public and private sectors. Whenever possible, the short term training will be coordinated with conference or seminar opportunities, observational tours, and appropriate non-academic activities which can broaden the participants' exposure to U.S. values and institutions. This supplemental non-academic component will be directed toward strengthening relationships with U.S. individuals, institutions, and businesses, and toward helping participants explore the nature of the relationships among government, business, labor, and the press in a democratic free enterprise system.

Long-Term Technical Training. The long-term technical training will consist of nine month to one year programs for the same public and private sector target groups that are included in

the short-term training. Five or six individuals will be sponsored for these programs each year.

Conferences, Seminars, and Workshops. The Project will sponsor a small number of public and private sector managers to attend technical and professional conferences, customized observational tours, and technical seminars. In view of the relatively high travel costs relative to the length of the program, these opportunities will be coordinated with short term training programs whenever possible. The individuals selected will represent the same priority areas as are supported in the short-term training component. An estimated 35 people will be sponsored for these short term training opportunities.

In-country Training. The program will support a small amount of in-country training for miscellaneous pre-and post-program training and for special technical training to be conducted by U.S. specialists. The technical training will primarily consist of short-term seminars and workshops in the area of public policy analysis and implementation. The mission estimates that two to three of such programs will be conducted each year dealing with priority policy concerns. In some cases, these in-country courses will be conducted as follow-on support for previous U.S. based training by bringing the U.S. professors to Paraguay to conduct the training and assist in the broad dissemination of the knowledge to Paraguayan staff and managers. The number of people training in in-country seminars will vary according to the topic and interest of participating institutions. For planning purposes, an estimated 10 people will attend each seminar.

Follow-on. A follow-on program will be coordinated through a local non-profit organization with a grant to recruit candidates, prepare training plans, and provide pre-departure orientation. Follow-on activities will include maintaining contact with the returned participants through an existing association and encouraging a network through a periodic newsletter. Closely related to the follow-on program will be a small scale evaluation consisting of post-training questionnaires and a survey of participants six months after their return to determine the degree to which the training has been used, linkages established, and the knowledge disseminated in Paraguay.

Participating Host Country Institutions

The primary participating host country institutions will be the National Planning Office (STP), the local Chamber of Commerce, and a local non-profit organization that will administer the program. The STP office for coordinating technical assistance and training will recruit qualified candidates and provide information about the program to pertinent

government agencies. The Information and Resources Center of the Partners of the Americas (Paraguay-Kansas partners) will assist in recruiting and processing applicants and providing support for follow-on and evaluation activities as part of an existing AID grant.

Summary

The USAID/Paraguay training program will sponsor an estimated 99 people for training in the U.S. over the five year project period and an estimated 50 people will attend workshops in Paraguay. The annual training budget will be \$260,000 per year, for a total project budget of \$1,300,000. Administration and evaluation costs are budgeted at \$114,365 and \$50,000 is budgeted for audits and accounting technical assistance for the local PVO.

5. Uruguay

The Uruguay ADC Country Strategy and training objectives were revised and approved in June 1989. The following discussion is based on this revised strategy. Any future changes will be incorporated into the annual Action Plan and CTP.

Country Strategy and Training Objective

The Uruguay country strategy will focus program activities on six areas: management, agribusiness, tourism, service industries, information systems, and health administration. A primary component of this strategy is to strengthen the Catholic University (CU) in all of these fields in order to foster intellectual and institutional pluralism and provide an alternative to the National University. USAID/Uruguay has concluded that management and institutional weaknesses in the National University system, combined with limited interest in addressing private sector needs, significantly restricts its capability to provide relevant business training. This Catholic University project objective is to strengthen the capacity of the university to provide academic training relevant to Uruguay's development needs, promote the transfer of U.S. technologies through the establishment of institutional linkages, and establish a long term counterpart arrangement with CU to integrate numerous ADC objectives through one implementing mechanism. The training supported through the ADC Training Project will complement a project of broader institutional support administered through the ITT project, which will include curriculum development and faculty exchanges with collaborating U.S. academic institutions.

The training objectives for the ADC Training Project are directly supportive of the overall Catholic University

support program. The objective is to strengthen the Catholic University academic training program in selected areas and develop linkages to the U.S. through participant training in affiliated U.S. universities. The program will result in the transfer of U.S. technologies to a Uruguayan academic institution capable of spreading this knowledge throughout the economy.

Apart from the university community in the priority fields, the Uruguay project will not establish specific target groups on the basis of ethnic, social, economic, or gender characteristics. However, the project administrators will strongly encourage applications from women and will emphasize A.I.D.'s commitment to equal opportunity for women.

Experience to Date under LAC II

The training priorities under the LAC II program were agriculture, natural resources and fisheries management, high technology, education, and management. Between six and eight participants are sent each year, for a total of 46 participants who will be trained through 1990. Most of the current training consists of short-term technical programs in the priority fields. The long-term training consists of one and two year graduate training programs.

Training Strategy

The Project strategy is to use primarily long-term training in U.S. institutions to develop and strengthen institutional linkages between Catholic University and selected U.S. colleges and universities. Catholic University has initiated relationships with several U.S. schools, including Loyola Marymount University (College of Business Administration), Santa Clara University in California (Institute of Agribusiness), College of St. Thomas in St. Paul Minnesota (International Management MBA program), and University of San Francisco (hospitality management). The Minnesota university is affiliated with the Partners Uruguay-Minnesota organization.

The program will build on the institutional relationships that exist between Catholic University and the U.S. universities listed above. Catholic University will be the primary program administrator for all participants, including those from National University, the private sector, or the government. All recruitment, initial screening, participant orientation, and follow-on activities will be administered through the university. Program participants will be placed in the collaborating universities in the U.S. as much as possible.

Training Plan

Long-term Training. The primary training activity will be long-term academic training for faculty of Catholic University. Long-term academic training will also be provided for a small number of individuals from other institutions, including National University and the private sector, in the same priority training fields. Faculty training programs will consist of one to two year post graduate programs.

An estimated 14 faculty from Catholic University and 4 individuals from other institutions will be sponsored for long-term training. Three additional Catholic University faculty members will attend post-graduate training in the U.S. The budget for this component will be approximately \$515,000, more than 66% of the total budget.

Short-term Training. A small amount of short-term technical training and attendance at conferences will be provided to individuals from the government and business communities. This component will address the same priority areas as the longer term training. Approximately twelve people will be sponsored over the life of the project, with a total budget of \$66,708.

Follow-on and Evaluation. The Catholic University will provide the institutional base for all follow-on activities, including continuing academic and technical training in the priority fields and a continuing institutional linkage with the U.S. training institutions. The university will be responsible for tracking former participants, both within and outside of the university, to assure that the training received was relevant and useful for the participant.

Budget.

The Uruguay project has an annual budget of \$160,000, for life of project funding of \$800,000. Of this total, \$519,977 will be used for long-term training, \$66,708 will be used for short-term training and conferences, \$168,638 will be used for administration and evaluation, and \$50,000 will be used for pre- and post-award audits of the local PVO.

III. PROJECT FINANCIAL PLAN AND ANALYSIS

A. Program Budget

The ADC Training Project will have a total authorized budget of \$10,000,000 in grant funds, allocated among the participating missions as shown below. The budget estimates for all countries except Mexico are derived from TCA figures from all countries. The cost estimates for Mexico are derived from historical data to reflect the substantial cost sharing arrangements used by the mission. All budgets reflect total costs of training, including administrative costs and insurance. A 6% inflation rate is used for all items.

TABLE I
Advanced Developing Country Training Project
Project Summary
Country Totals by Year (US\$ 000)

Country	Year 1		Year 2		Year 3		Year 4		Year 5		TOTAL	
	#	Cost	#	Cost								
Brazil	52	\$510	50	\$510	46	\$510	42	\$510	39	\$510	229	\$2,550
Chile	14	\$160	15	\$160	12	\$160	12	\$160	11	\$160	64	\$800
Mexico	130	\$780	122	\$780	115	\$780	110	\$780	105	\$780	582	\$3,900
Paraguay	25	\$260	22	\$260	21	\$260	17	\$260	14	\$260	99	\$1,300
Uruguay	8	\$160	7	\$160	5	\$160	6	\$160	6	\$160	32	\$800
AID/W EVAL		\$100		\$100		\$100		\$100		\$100		\$500
TOTAL	229	\$1,970	216	\$1,970	199	\$1,970	187	\$1,970	175	\$1,970	1,006	\$9,850
Rounded to		\$2,000		\$2,000		\$2,000		\$2,000		\$2,000		\$10,000

TABLE II
PROGRAM TOTALS BY TYPE OF TRAINING AND EXPENDITURE

Component	Year 1		Year 2		Year 3		Year 4		Year 5		TOTAL	
	#	Cost	#	Cost								
Conferences/ Seminars	98	\$235	94	\$237	82	\$212	77	\$214	72	\$206	423	\$1,104
Short-term Technical	100	\$936	92	\$914	90	\$939	86	\$944	78	\$922	446	\$4,655
Long-term Technical	14	\$252	13	\$248	12	\$242	12	\$256	12	\$270	63	\$1,269
Long-term Academic	17	\$262	17	\$265	15	\$266	12	\$228	13	\$240	74	\$1,261
Follow-on & In-country	*	\$64	*	\$65	*	\$65	*	\$74	*	\$72	*	\$340
USAID Admin costs Eval & audit		\$115		\$139		\$144		\$149		\$155		\$702
AID/W Evaluation		\$100		\$100		\$100		\$100		\$100		\$500
Total	229	\$1,964	216	\$1,967	199	\$1,969	187	\$1,965	175	\$1,966	1,006	\$9,832
Rounded to		\$2,000		\$2,000		\$2,000		\$2,000		\$2,000		\$10,000

TABLE III
COST SUMMARY (US\$ 000)
BY COUNTRY AND TYPE OF TRAINING

Country	Year 1	Year 2	Year 3	Year 4	Year 5	Total Cost
<u>BRAZIL</u>						
Conferences	45	51	44	39	34	\$213
Short-term Tech	290	276	292	286	303	\$1,447
Long-term Tech	144	153	142	150	136	\$725
Eval/Follow-on	20	21	22	24	25	\$113
Audit	10	10	10	10	10	\$50
SUBTOTAL	\$509	\$510	\$510	\$509	\$509	\$2,547
<u>CHILE</u>						
Conferences	9	16	7	11	7	\$50
Short-term Tech	110	105	110	104	108	\$537
In-country	9	9	9	10	8	\$45
Admin/eval	20	21	22	24	25	\$113
Audit	10	10	10	10	10	\$50
SUBTOTAL	\$158	\$161	\$158	\$158	\$158	\$793
<u>MEXICO</u>						
Conferences	134	131	130	132	134	\$661
Short-term Tech	461	469	475	490	480	\$2,376
Long-term Acad	162	159	154	133	139	\$747
Follow-on	10	10	10	15	15	\$60
Evaluation	10	10	10	10	10	\$50
SUBTOTAL	\$777	\$780	\$779	\$780	\$779	\$3,894
<u>PARAGUAY</u>						
Conferences	27	28	26	14	18	\$114
Short-term Tech	75	64	62	65	31	\$296
Long-term Tech	108	95	101	106	134	\$544
In-country	35	35	35	37	37	\$179
Admin/eval	5	25	27	28	30	\$114
Audit	10	10	10	10	10	\$50
SUBTOTAL	\$260	\$257	\$260	\$260	\$260	\$1,297
<u>URUGUAY</u>						
Conferences	20	11	6	18	13	\$67
Long-term Acad	100	106	112	95	101	\$515
Admin/eval	30	32	34	36	38	\$169
Audit	10	10	10	10	10	\$50
SUBTOTAL	\$160	\$158	\$162	\$159	\$161	\$800
AID/W						
Evaluation	\$100	\$100	\$100	\$100	\$100	\$500
TOTAL	\$1,964	\$1,967	\$1,969	\$1,965	\$1,966	\$9,832
Rounded to	\$2,000	\$2,000	\$2,000	\$2,000	\$2,000	\$10,000

TABLE IV.
SUMMARY OF NUMBER OF PARTICIPANTS
BY COUNTRY, YEAR, AND TYPE

Country	Year 1	Year 2	Year 3	Year 4	Year 5	Total Number
<u>BRAZIL</u>						
Conferences	15	16	13	11	9	64
Short-term Tech	29	26	26	24	24	129
Long-term Tech	8	8	7	7	6	36
SUBTOTAL	52	50	46	42	39	229
<u>CHILE</u>						
Conferences	3	5	2	3	2	15
Short-term Tech	11	10	10	9	9	49
In-country	*	*	*	*	*	*
SUBTOTAL	14	15	12	12	11	64
<u>MEXICO</u>						
Conferences	67	62	58	56	54	297
Short-term Tech	50	48	46	45	42	231
Long-term Acad	13	12	11	9	9	54
SUBTOTAL	130	122	115	110	105	582
<u>PARAGUAY</u>						
Conferences	9	9	8	4	5	35
Short-term Tech	10	8	8	8	3	37
Long-term Tech	6	5	5	5	6	27
In-country	*	*	*	*	*	*
SUBTOTAL	25	22	21	17	14	99
<u>URUGUAY</u>						
Conferences	4	2	1	3	2	12
Long-term Acad	4	5	4	3	4	20
SUBTOTAL	8	7	5	6	6	32
PROJECT TOTAL	229	216	199	187	175	1,006

* Number of participants in in-country workshops not estimated

B. Financial Analysis

The financial analysis will review the three basic financial issues of the project: the reasonableness of training cost estimates, host country counterpart contributions, and financial stability of implementing institutions.

Training Costs. The use of general estimates for budgeting training costs is misleading in a project with substantial variation in the type and length of training to be conducted because there is no reliable "average" cost of training. Therefore, the project budgets must be reviewed with that caveat in mind. Given this constraint, every effort has been made to develop reliable and realistic budgets by relying on historical cost data from the Training Cost Analysis (TCA) data collected from the missions. Although analysis of the data is not complete enough to present fully up-to-date costs for individual countries, they do provide a reasonable range for planning purposes. The estimated costs for Mexico are based on the mission contractor's records which reflect the substantial cost-sharing arrangements negotiated by the mission.

Training costs will be closely monitored and minimized during implementation of the project through various cost-containment measures taken by the missions and placement contractors. All of the ADC missions except for Chile have participated in the LAC II training program and have experience in implementing cost-containment measures to reduce the overall cost of training. These measures have included negotiation of tuition rates, selection of lower-cost training institutions, cost-sharing, use of volunteers, and use of interpreters and courses in Spanish to minimize the time and expense of learning English. In many cases, the cost-containment measures also contributed to the institutional linkage goals of the program and provided opportunities to participants who could otherwise not have attended. The effort to contain training costs without affecting program quality will continue in the ADC Training Project.

Country Counterpart. The ADC training project is exempt from the statutory requirement for a 25% host country contribution because the funds will not be obligated through agreements with public sector institutions. However, the participating countries are all middle-income developing countries, with greater institutional, financial, and human resources than are found in the LDC countries. Therefore, the ADC programs are expected to encourage substantial contributions to the project, whenever possible exceeding the 25% standard for LDC development assistance programs. At a minimum, cooperating host country businesses and institutions will be responsible for international travel, continuation of participant salaries,

family maintenance, and related expenses. Most of the missions have established policies intended to negotiate the highest possible level of counterpart contribution. USAID/Mexico, for example, has negotiated contributions as high as 80% of the total training costs.

USAID/Paraguay, with a relatively greater level of public sector participation, believes that counterpart contributions may be a problem for some public agencies. The mission will work with applicants to leverage the maximum possible counterpart, from the sponsoring organization or from other donors. However, in some cases it is anticipated that the counterpart payment will be minimal. The country representative will review and approve this on a case by case basis with advice from GC/LAC.

All missions will track and report the level of counterpart contributions as part of their annual report. The relative levels of counterpart contributions leveraged by each mission will be one factor in determining future funding levels for this project.

Financial Capability of Implementing Institutions. To varying degrees, all of the participating missions will rely on contractors and/or local organizations to implement facets of the program. In each case prior to obligating A.I.D. funds, the mission will exercise due diligence in assuring the financial and management capability of the organization. Missions establishing a contract or grant with an indigenous PVO will conduct a pre-award audit to assess the management and financial capability of the organization. If the institutional capability is inadequate, the mission will provide short-term technical assistance to improve management and financial controls prior to executing the grant, contract, or cooperative agreement.

C. Methods of Implementation and Financing

Each mission is responsible for establishing its own mechanism for contracting for technical assistance in selection and placement of participants, implementation of training, evaluation, and follow-on.

<u>Method of Implementation</u>	<u>Method of Financing</u>	<u>Amount</u>
<u>Brazil</u>		
Placement Assistance		
Direct AID contract	Direct Payment	\$2,500,000
Audit		
Direct AID Contract	Direct Payment	\$50,000
<u>Chile</u>		
Placement Assistance		
OIT buyin	Direct Payment	\$589,180
Technical Assistance		
Direct AID Contract	Direct Payment	\$ 69,500
Grant to Indigenous PVO	Direct Payment	\$112,742
<u>Mexico</u>		
Direct AID contract	Direct Payment	\$3,900,000
<u>Paraguay</u>		
OIT buyin	Direct Payment	\$1,135,635
PSC Contract	Direct Payment	\$114,365
<u>Uruguay</u>		
Grant to indigenous PVO	Direct Payment	\$750,000
Direct AID Contract	Direct Payment	\$ 50,000

IV. IMPLEMENTATION PLAN

A. Project Administration Responsibilities

1. Brazil

AID Project Management. The ADC training project will be under the overall direction of the USAID/B country representative, with the responsibility for day to day project administration vested in the mission FSN training officer. The training officer will be responsible for supervising the implementation contract and assisting the contractors in all phases of the program as needed. USAID/B will establish policy and selection criteria, make the final selection of candidates, and monitor the contractor performance.

As part of the annual Action Plan, the mission will establish, and then update the Country Training Plan. The CTP update will track progress to date and elaborate on any changes in priority groups or types of training that are contemplated.

Cooperating Host Country Institutions. The primary cooperating institutions are - CAFES (the higher education arm of the Ministry of Education), CNPQ (the technical graduate studies center), and the many Brazilian universities who have established linkages with U.S. academic institutions.

Technical Assistance. The USAID/B training program will be administered through a mission contract which will be competitively let immediately after project authorization. The contractor will be responsible for recruitment and initial screening of applications, English and academic testing as needed, preparation of documentation, orientation, placement and administration of participants in U.S. training institutions, evaluation, and follow-on.

2. Chile

AID Project Management. The ADC training project will be under the overall direction of the USAID/C country representative, with the responsibility for day to day project administration vested in a PSC administrative officer who will spend part time on training. The largest part of the administrative burden involved in recruiting candidates, providing orientation, and processing documents and completing procedures will be borne by the Binational Center, which is already carrying out similar work for other scholarship programs. The PSC administrative officer will oversee implementation to assure that program requirements are met.

As part of the annual Country Action Plan, the mission will continually update and revise the Country Training Plan. The CTP update will track progress to date and elaborate on any changes in priority groups or types of training that are contemplated.

Cooperating Host Country Institutions. The primary cooperating institutions will be the private training centers and educational institutions sponsoring the individual candidates and the business groups and local foundations invited to participate in the selection committee.

Technical Assistance. USAID/Chile will award a grant to the Binational Center for assistance in participant selection and orientation, development of detailed training plans, follow-on program and evaluation, and overall administration. The grant will be awarded and administered in accordance with the appropriate procedures established in Handbook 13. The placement

of participants in U.S. institutions and training programs will be conducted through a buy-in to the OIT central contract.

3. Mexico

AID Project Management. The ADC training project will be under the overall direction of the USAID/M country representative, with the responsibility for day to day project administration vested in the mission local hire training officer. The training officer will be responsible for preparing and supervising the implementation contract, and will work jointly with the contractor in recruiting and selecting participants and coordinating with host country institutions. A technical assistance contractor will be responsible for all participant processing and program implementation from the point of selection through return, follow-on, and evaluation.

As part of the annual Country Action Plan, the mission will establish, and then update the Country Training Plan. The CTP update will track progress to date and elaborate on any changes in priority groups or types of training that are contemplated. The CTP update will specifically track the participation of women and HBCUs in the program and will discuss the measures taken to encourage greater participation of these two groups.

Technical Assistance. USAID/M will let a competitive contract for assistance in participant recruitment and orientation, development of detailed training plans, placement in appropriate training programs, follow-on program administration, and overall administration. The contractor will have a local hire working in the USAID as well as administrative support in the U.S.

4. Paraguay

AID Project Management. The ADC training project will be under the overall direction of the AID country representative, who is based in Uruguay. A PSC training officer will be hired to be responsible for the day to day administration of the program.

As part of the annual Action Plan, the mission will establish and update the Country Training Plan. The CTP update will track progress to date, present mission procedures and accomplishments related to participation of women and HBCU placements, and elaborate on any changes in priority groups or types of training that are contemplated.

Cooperating Host Country Institutions. The Office of Coordination of Technical Assistance and Training in the National Planning Office and the Chamber of Commerce will cooperate in the recruitment and selection of participants in the public and private sectors, respectively, The Information and Resources

Center for Development office of the Partners-Kansas association will assist in recruitment, orientation, follow-on and evaluation as part of an existing grant from AID.

Technical Assistance. USAID/P will implement participant placement in U.S. training institutions through a buy-in to the OIT placement contract. This contractor will be responsible for all participant support and placement activities in the U.S.

5. Uruguay

A.I.D. Management. The training project will be the responsibility of the USAID/Uruguay country representative and the FSN administrative assistant. A.I.D. personnel will participate in participant selection and will oversee the grant to Catholic University.

As part of the Country Training Plan, the mission will track progress to date, describe mission procedures and accomplishments related to participation of women and HBCU placements, and elaborate on any changes in priority groups or types of training that are contemplated.

Cooperating Host Country Institutions. The Catholic University will be the primary cooperating local institution as the recipient of a grant to implement the project. CU will be responsible for recruitment, selection (jointly with AID), orientation, document preparation, participant placement, follow-on and evaluation. USAID/Uruguay will provide a grant to Catholic University in accordance with the appropriate procedures established in Handbook 13.

6. AID/Washington

LAC/DR/EST will have a limited oversight and support role to assist missions, when necessary, in developing training plans and strategies, contracting for services, implementing TCA, and performing evaluations. LAC/DR/EST will also be responsible for managing a buy-in to the CLASP II process and impact evaluation to supplement country evaluation plans. The AID/W evaluation will coordinate with missions on data collection, special purpose evaluations, and will supplement mission participant tracking with selected case studies in each country. The process evaluator will work with the ADC missions to implement a simplified CIS reporting format to assure that AID/W has timely and accurate information about the program.

OIT will be responsible for placement and administration of participants for missions that do not have a mission contractor. In addition to the standard OIT contract for placement in U.S. training sites, missions will be able to buy-in to the overall S&T contract for blocks of technical and

placement assistance, including in-country support for recruitment and selection, testing and orientation, and follow-on activities as well as U.S. placement.

B. Monitoring and Evaluation Plan

The ADC Training Program will be monitored and evaluated on both the program and individual project levels. The project will finance an add-on to the CLASP II monitoring and evaluation contract to meet the AID/W oversight and process evaluation needs for the program. The use of a single contractor for both CLASP II and ADC programs will assure consistency of methodology and data, thereby facilitating study of issues affecting both programs. The evaluation contractor will assist both AID/W and the participating missions in collection and maintenance of program data through the CIS system and will provide annual progress reports. In addition, a limited number of centrally funded case studies will be performed to improve understanding of the dynamics and mechanisms for establishing professional and institutional linkages, the efficacy of the training programs, and the nature of follow-on activities needed. The information and analysis will be used to improve program implementation.

In addition to the program process evaluation, each country will be responsible for country specific monitoring and evaluation program. Commensurate with the limited resources available and the relatively small size of each mission program, the monitoring and evaluation efforts will be limited in scope. Monitoring will consist of standard mission management to keep track of participants, expenditures, and adherence to annual plans. Each mission will assure that the internal reporting system is adequate to meet the information needs of the project. The technical assistance contractor for each mission, whether OIT or through a direct mission contract, will provide quarterly and annual financial and operational reports and will cooperate with the process evaluator selected for the project. Each mission will provide the process evaluator and LAC/DR/EST with copies of all such quarterly and annual progress reports for information purposes.

Missions may also conduct mission-specific evaluations of projects or issues of particular relevance to the individual country. Missions are encouraged to use the standard methodologies and instruments developed by the AID/W evaluation contractor in order to maintain methodological consistency and data integrity, but may add questions to the standard forms as needed. The case studies will assess the degree to which the participants achieved their training objectives, the application of new knowledge or technology after returning home, the degree to which the knowledge was spread to a larger in-country audience, and the establishment of lasting and productive

institutional, professional, or commercial linkages with the U.S. The evaluation methodology will include a post-training survey immediately after the participants' return home and a follow-up questionnaire conducted at six month intervals,

LAC/DR/EST will conduct a review of the program at the end of the second year of implementation to determine if changes in the allocation of funding among countries are needed.

Audits. Funds have been included in the mission budgets to provide annual audits of indigenous PVOs. Funds handled by OIT, AID direct contractors, and PSCs are audits by the IG as part of their regular audit program and funds are not included for this purpose. Funds will be made available for a Non-Federal audit of the entire project, or individual pieces, if deemed appropriate by the project manager or Bureau management at any time.

C. Implementation Schedule

The following implementation schedule includes only those activities which apply to the overall project. Each individual mission will in addition have a specific implementation schedule for contracting technical assistance and placing participants.

Project Paper Review	July 1989
Project Authorization	August 1989
RFP for process evaluation	October 1989
Evaluation contractor selected	March 1989
CTP updates	Annual
Review of country allocations	July 1991
PACD	March 1997

V. PROJECT ANALYSES

A. Technical

The primary technical issues of participant training concern those factors in the design and implementation of the program which experience has shown to be important in creating successful training programs. A.I.D. and its predecessor agencies have provided scholarships to over 250,000 foreign nationals since 1949 and the collective experience has been reviewed in dozens of evaluations and audits in that period.

The evaluations of participant training programs have almost exclusively focused on the operational issues of planning, design, and implementation rather than on larger questions of impact and usefulness of training. Therefore, the technical analysis will also concentrate in these areas. A few evaluation findings have consistently and repeatedly been reported in every

region and type of training program. Three key findings deal with procedures for selecting participants and planning the training program, pre-departure orientation, and post-program follow-on activities in the home country. All of these factors discussed below, are incorporated into the Project design and will be implemented in the country training plans and activities.

The success of the program eventually rests on the ability and willingness of the participants to adequately learn the desired skills (or to graduate) and to use the training productively after returning home. Therefore, it is not surprising that careful selection of the participants is crucial. Many people would like to have scholarships to the US- some will obviously be better than others, more dedicated to their profession, or more in tune with the goals of the project. Selection procedures should therefore be organized to identify promising individuals by encouraging the active participation of community groups, managers and supervisors (for those who are employed), and other people who are interested in the results of the program. Standard criteria should be established and used in assessing the candidates.

Beyond selecting promising individuals, the adequacy of the training program in assessing the professional or training needs of the individual (or group) and eventual placement in an appropriate training program is essential. Therefore, program planning cannot be done in isolation, but rather should include the active involvement of the participant, his/her supervisors or managers, and community representatives (if appropriate). Because these individuals are in the best position to determine the types of skills needed and how they will be used after return to the home country, many potential problems can be avoided at this stage, when it is least difficult and costly to make changes. In addition to improving the training activities, this broad participation of interested parties in the planning stage will help assure that A.I.D., the participant, and the employer or sponsor have similar expectations of what the training program is intended to achieve. Different expectations of the program has been a common complaint in many unsuccessful training programs. As part of this cooperative program planning process, explicit plans for using the training after return should be formulated at this stage.

In programs which involve travel and training in third countries or in the U.S., orientation to the training program, training language, travel plans, and cultural differences is very important. Discomfort and confusion inhibits the learning process and creates an adverse impression of the U.S., thus reducing the degree of skill acquisition and negating one of the major side benefits of US training--increasing understanding and relations between the US and citizens of other countries. Clearly inadequate language skills limit skill and knowledge

acquisition. While many of these activities can be expensive and time consuming, they are a factor in the success or failure of any training program.

The adequate development of a training request is a key step in assuring a high quality training program. The training request must include all relevant data about the participant which will be needed by the training institution and trainers to orient the program to the participants needs and expectations. While this would seem to be an obvious statement, the transmission of adequate information has been a recurring problem in many training programs. Therefore, all ADC missions will emphasize the importance of proper planning to the contract and FSN project managers. Of course, the level of effort needed to assure adequate planning will vary considerably with the type of program. Attendance at a conference or seminar will require relatively little time and effort to arrange, while a customized 9-month training program will require substantial information, time and effort.

An important finding over many years has been that some continuing activities are needed with returned participants to assure that they are able to effectively apply the training received. The relatively low additional cost of establishing job banks, employment networks, alumni associations, annual seminars to maintain or upgrade skills, or even venture capital or investment trusts to provide seed money for initiatives can make the difference between participants being able to utilize the training and not. This type of follow-on program has not been widely implemented and successful examples are still rare. However, the need for such programs is clear--it is the single most common evaluation finding of the past 40 years.

All of the factors discussed above have been considered in the design of the ADC Participant Training Project and participating missions will integrate each factor into their country training plans and procedures in a manner appropriate to their program.

B. Economic

Economic analysis of participant training projects is difficult because the output--improved education and skills--is difficult to measure in economic terms. The following discussion looks at two options for assessing the contribution of participant training to economic development; cost-benefit analysis and cost-effectiveness analysis.

Cost-benefit analysis. The use of cost-benefit analysis to assess the net impact of training requires having adequate quantifiable information about both costs and benefits of training over a relatively long period of time. While the

estimation of costs is relatively straightforward, valuation of benefits is quite difficult in terms of definition, technical measurement, and cost of collecting the information.

The most direct indicator of benefits to the participants is a measurement of incremental lifetime earnings. In theory, this should be a proxy for an individual's productivity. However, even this most direct indicator is difficult to measure with any degree of accuracy. A large number of important assumptions must be made over decades of the participants' productive lifetimes, with increasingly wide possible margins of error over time. These assumptions include total numbers trained and graduation rates, employment and promotion rates, displacement of other workers, wage rates for different jobs over time, and baseline expectations of what the trainees would earn over a lifetime without the training. Even with the best of data and forecasts, this type of analysis is tainted by self-selection of highly motivated individuals, wage distortions in the market (i.e. through minimum wage policies), and externalities. Given the high degree of uncertainty in such an analysis, a reasonable proxy indicator of value to the individual is whether people are willing to use private resources, if available, for such training. If such a private demand exists, then it can be reasonably expected that the training is perceived to be beneficial to the participant.

The benefits to the overall society are difficult even to identify, much less to measure or quantify. As a general statement, it is probably true that the economy benefits from a populace with higher levels of skills and education. Such benefits may include not only tangible productivity increases, but also improved appreciation for potential new activities, broadening of horizons, improved interracial relationships, or improved ability to self-govern. Though such benefits cannot be accurately assessed or monetized, they nevertheless exist.

Further complicating such analysis, particularly for a broadly focused project such as this one, are the probable differences in benefits, however measured, between technical training and academic training, or short-term and long-term training. The return is likely to be greater for some disciplines and fields than others. One would expect that the earnings differential for specialized post-doctoral training is rather limited, but that potential productivity gains may be pretty good. Specialized scientific training does not easily lend itself to the mass analysis based on averages or incomes used for technical or vocational training. A single substantive scientific breakthrough can have enormous economic benefits. Similarly, the benefits derived from very short-term technical training or attendance at seminars or conferences is difficult to quantify. The economic benefits of a commercial contact leading to the expansion of a single manufacturing plant could be

significant, but the average benefit resulting from many such contacts would have little predictive value. For short-term vocational training, the cause and effect is easier to measure but equally hard to predict or value. For all of these reasons, this Project cannot be appropriately or accurately assessed using average benefit and cost figures.

Cost-effectiveness. The most appropriate and relevant approach for this project is cost effectiveness. Again, the nature of the project makes a single analysis difficult. Each country has different target groups, types of training, and the cost of training will vary greatly. Therefore, the relative cost must be taken into account at the country training plan and training request level. For each participant or group, the mission will work backwards from the training objective and identify the least-cost means of achieving that training objective in terms of length, type, and location of training. In some cases, the objectives will require long-term academic training while for others short-term technical training or conferences will suffice. This criteria will be used in determining the location and length of the training in the CTP or in individual training plans.

It is important to stress that this approach is seeking the least cost means of achieving the objective, not the least cost means of doing a training program. Because a primary ADC program objective is to foster bilateral commercial and institutional relations, a substantial amount of U.S.-based training is unavoidable despite the relatively high costs. Similarly, relatively expensive supplementary activities such as language training, pre-departure orientation, and follow-on may be appropriate and justified if they are necessary to achieve the objective. The objective of the cost-effectiveness approach is to identify the least expensive means of doing these necessary activities.

In addition to identifying the least cost option for training, each mission will also continue to apply cost-containment procedures in identifying training institutions, negotiating tuition and lodging rates, and arranging travel. Both cost containment measures and the least-cost analysis must be directly related to the training objective.

C. Social

The direct beneficiaries of the program will be target groups identified for each participating mission. All of these groups have been identified for their ability to contribute to the larger ADC program goals of technology transfer, institutional linkages, development of private sector commercial linkages, or other goals. Successful initiation of new programs

or industrial opportunities will provide secondary benefits to a great many more people. A target beneficiary group for all countries will be women, consistent with A.I.D.'s commitment to equal opportunity in its programs.

The social concerns are relevant to design considerations because the eventual impact of the program depends directly on the degree to which the participants can learn and apply useful knowledge. The selection and screening procedures in each mission will be sensitive to the needs of the participants and their employers by encouraging their participation in the initial program planning. It is important, as was discussed above, to assure that the individual participant have clear and accurate expectations of what the training will consist of and how he or she will use it upon return to the home country. It is also important that the participant's supervisor agree with the training in order to facilitate application of new ideas in the home country workplace.

Another important consideration is assuring that participants are adequately oriented and prepared for the program. Each mission has arranged for orientation programs to be provided to all participants appropriate to the type and length of training program to be undertaken. In addition, each mission will take steps to identify and implement appropriate follow-on support for the participants to facilitate application of the training upon return.

The social aspects of participant training are recognized as being crucial to creating an environment conducive to learning and application of learning. Therefore, participating missions will include the appropriate elements to assure that this human element is incorporated at all levels.

D. Administrative

Each of the participating ADC missions will be responsible for project management, contracting, participant placement and oversight, and follow-on. As described above in the country program description, the larger country programs will implement the program through competitively bid contracts and the three smaller countries will either use a local university or PVO to provide host country support services.

The administrative burden on the ADC mission staffs will not be excessive. The larger country programs in Brazil, Mexico, and Paraguay will have a local hire training officer who will be responsible for program implementation. The small program in Chile has developed a mechanism to place the primary administrative burden on contractors and the participants themselves.

Brazil. AID/Brazil will contract with a technical assistance firm for recruitment, screening, testing, document preparation, orientation, placement, follow-on, and evaluation. AID/Brazil will request assistance from LAC/DR in preparing the RFP if necessary. The mission USDH and FSN staff will be responsible for administering the contract and monitoring performance. The administrative arrangements are adequate to implement the project without excessive burden on mission staff.

Chile. AID/Chile will implement the program primarily through a grant to a local non-profit organization. The mission will hire a PSC who will spend approximately 20 percent time on assuring that the participant processing is done correctly. The major administrative burden of recruiting participants, providing orientation, completing the paperwork, and conducting follow-on activities will be borne by the local institution. In addition, the recruitment and selection process designed by the mission will place a substantial part of program planning on the participants themselves.

Mexico. The AID/M mission has the USDH AID Representative supported by a full-time FSN training officer. They were assisted in the implementation of the LAC II training program by a technical assistance/placement contractor with a full-time program assistant working in country. This level of support is adequate for the ADC training activities.

Paraguay. The primary administrative responsibilities for the project in AID/P will be assumed by a newly hired PSC training officer, with support from a local non-profit organization. The AID/P Representative will be responsible for hiring and training the new PSC and for oversight of all training activities. This combination of a contractor and the local institution will enable the mission to adequately administer the project.

Uruguay. The administrative burden on the USAID mission will be minimized by incorporation of the project management responsibilities into a project grant to Catholic University. The AID staff will be responsible for administering the grant, assuring that participants receive appropriate training, and making final selection decisions.

5C(2) - PROJECT CHECKLIST

Listed below are statutory criteria applicable to projects. This section is divided into two parts. Part A includes criteria applicable to all projects. Part B applies to projects funded from specific sources only: B(1) applies to all projects funded with Development Assistance; B(2) applies to projects funded with Development Assistance loans; and B(3) applies to projects funded from ESF.

CROSS REFERENCES: IS COUNTRY CHECKLIST UP TO DATE? HAS STANDARD ITEM CHECKLIST BEEN REVIEWED FOR THIS PROJECT?

A. GENERAL CRITERIA FOR PROJECT

- | | |
|--|--|
| <p>1. <u>FY 1989 Appropriations Act Sec. 523; FAA Sec. 634A</u>
If money is sought to be obligated for an activity not previously justified to Congress, or for an amount in excess of amount previously justified to Congress, has Congress been properly notified?</p> | <p>Yes. A Planned Program Summary Sheet for the project was included in the FY 90 Congressional Presentation (p. 268).</p> |
| <p>2. <u>FAA Sec. 611(a)(1)</u>. Prior to an obligation in excess of \$500,000, will there be (a) engineering, financial or other plans necessary to carry out the assistance, and (b) a reasonably firm estimate of the cost to the U.S. of the assistance?</p> | <p>Yes.</p> |
| <p>3. <u>FAA Sec. 611(a)(2)</u>. If legislative action is required within recipient country, what is the basis for a reasonable expectation that such action will be completed in time to permit orderly accomplishment of the purpose of the assistance?</p> | <p>N/A.</p> |

4. FAA Sec. 611(b); FY 1989 Appropriations Act Sec. 501. If project is for water or water-related land resource construction, have benefits and costs been computed to the extent practicable in accordance with the principles, standards, and procedures established pursuant to the Water Resources Planning Act (42 U.S.C. 1962, et seq.)? (See A.I.D. Handbook 3 for guidelines.) N/A.

5. FAA Sec. 611(e). If project is capital assistance (e.g., construction), and total U.S. assistance for it will exceed \$1 million, has Mission Director certified and Regional Assistant Administrator taken into consideration the country's capability to maintain and utilize the project effectively? N/A.

6. FAA Sec. 209. Is project susceptible to execution as part of regional or multilateral project? If so, why is project not so executed? Information and conclusion whether assistance will encourage regional development programs. This is a regional project, authorized centrally and administered bilaterally by each of the 5 participating missions.

7. FAA Sec. 601(a). Information and conclusions on whether projects will encourage efforts of the country to: (a) increase the flow of international trade; (b) foster private initiative and competition; (c) encourage development and use of cooperatives, credit unions, and savings and loan associations; (d) discourage monopolistic practices; (e) improve technical efficiency of industry, agriculture and commerce; and (f) strengthen free labor unions. The project is designed to support the ADC country strategies which include developing trade and investment relations with the U.S., and increasing utilization of U.S. technology and research. Hence, (a) and (e) are targetted under this project.

8. FAA Sec. 601(b). Information and conclusions on how project will encourage U.S. private trade and investment abroad and encourage private U.S. participation in foreign assistance programs (including use of private trade channels and the services of U.S. private enterprise). See previous response. Also, several U.S. technical assistance contractors will play a key role in implementing the project.
9. FAA Secs. 612(b), 636(h). Describe steps taken to assure that, to the maximum extent possible, the country is contributing local currencies to meet the cost of contractual and other services, and foreign currencies owned by the U.S. are utilized in lieu of dollars. Under the bilateral components of the project, host countries are required to contribute a minimum of 25% to counterpart.
10. FAA Sec. 612(d). Does the U.S. own excess foreign currency of the country and, if so, what arrangements have been made for its release? No.
11. FY 1989 Appropriations Act Sec. 521. If assistance is for the production of any commodity for export, is the commodity likely to be in surplus on world markets at the time the resulting productive capacity becomes operative, and is such assistance likely to cause substantial injury to U.S. producers of the same, similar or competing commodity? N/A.
12. FY 1989 Appropriations Act Sec. 549. Will the assistance (except for programs in Caribbean Basin Initiative countries under U.S. Tariff Schedule "Section 807," which allows reduced tariffs on articles assembled abroad from U.S.-made components) be used directly to procure feasibility studies, prefeasibility studies, or project profiles of potential investment in, or to assist the establishment of facilities specifically designed for, the manufacture for export to the N/A.

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United States or to third country markets in direct competition with U.S. exports, of textiles, apparel, footwear, handbags, flat goods (such as wallets or coin purses worn on the person), work gloves or leather wearing apparel?

13. FAA Sec. 119(g)(4)-(6) and (10). Will the assistance (a) support training and education efforts which improve the capacity of recipient countries to prevent loss of biological diversity; (b) be provided under a long-term agreement in which the recipient country agrees to protect ecosystems or other wildlife habitats; (c) support efforts to identify and survey ecosystems in recipient countries worthy of protection; or (d) by any direct or indirect means significantly degrade national parks or similar protected areas or introduce exotic plants or animals into such areas?
- The project supports the ADC country strategies, of which several have identified biological diversity, environment, ecology and agro-forestry as priority areas for training.
14. FAA Sec. 121(d). If a Sahel project, has a determination been made that the host government has an adequate system for accounting for and controlling receipt and expenditure of project funds (either dollars or local currency generated therefrom)?
- N/A.
15. FY 1989 Appropriations Act. If assistance is to be made to a United States PVO (other than a cooperative development organization), does it obtain at least 20 percent of its total annual funding for international activities from sources other than the United States Government?
- N/A.

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16. FY 1989 Appropriations Act Sec. 538. If assistance is being made available to a PVO, has that organization provided upon timely request any document, file, or record necessary to the auditing requirements of A.I.D., and is the PVO registered with A.I.D.?
- The participating PVOs will be audited and registered with A.I.D. prior to obligation.
17. FY 1989 Appropriations Act Sec. 514. If funds are being obligated under an appropriation account to which they were not appropriated, has prior approval of the Appropriations Committees of Congress been obtained?
- N/A.
18. State Authorization Sec. 139 (as interpreted by conference report). Has confirmation of the date of signing the project agreement, including the amount involved, been cabled to State L/T and A.I.D. LEG within 60 days of the agreement's entry into force with respect to the United States, and has the full text of the agreement been pouched to those same offices? (See Handbook 3, Appendix 6G for agreements covered by this provision).
- Funds will not be obligated through a project agreement, but through contracts and HB 13 grants.

B. FUNDING CRITERIA FOR PROJECT

1. Development Assistance Project Criteria

a. FY 1989 Appropriations Act Sec. 548 (as interpreted by conference report for original enactment). If assistance is for agricultural development activities (specifically, any testing or breeding feasibility study, variety improvement or introduction, consultancy, publication, conference, or training), are such activities (a) specifically and principally designed to increase agricultural exports by the host country to a country other than the United States, where the export would lead to direct competition in that third country with exports of a similar commodity grown or produced in the United States, and can the activities reasonably be expected to cause substantial injury to U.S. exporters of a similar agricultural commodity; or (b) in support of research that is intended primarily to benefit U.S. producers?

N/A.

b. FAA Secs. 102(b), 111, 113, 281(a). Describe extent to which activity will (a) effectively involve the poor in development by extending access to economy at local level, increasing labor-intensive production and the use of appropriate technology, dispersing investment from cities to small towns and rural areas, and insuring wide participation of the poor in the benefits of development on a sustained basis, using appropriate U.S. institutions; (b) help develop cooperatives, especially by technical assistance, to assist

The project will benefit the poor of the participating countries by training public and private sector personnel working in A.I.D. priority development areas. The project will strive to achieve a 40% participation rate for women.

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rural and urban poor to help themselves toward a better life, and otherwise encourage democratic private and local governmental institutions; (c) support the self-help efforts of developing countries; (d) promote the participation of women in the national economies of developing countries and the improvement of women's status; and (e) utilize and encourage regional cooperation by developing countries.

- c. FAA Secs. 103, 103A, 104, 105, 106, 120-21; FY 1989 Appropriations Act (Development Fund for Africa). Does the project fit the criteria for the source of funds (functional account) being used? Yes. EHR, ARDN and ESF will be used.
- d. FAA Sec. 107. Is emphasis placed on use of appropriate technology (relatively smaller, cost-saving, labor-using technologies that are generally most appropriate for the small farms, small businesses, and small incomes of the poor)? N/A.
- e. FAA Secs. 110, 124(d). Will the recipient country provide at least 25 percent of the costs of the program, project, or activity with respect to which the assistance is to be furnished (or is the latter cost-sharing requirement being waived for a "relatively least developed" country)? Yes, to the extent that the host country governments are grantees under this project.

c. 5/24/

- f. FAA Sec. 128(b). If the activity attempts to increase the institutional capabilities of private organizations or the government of the country, or if it attempts to stimulate scientific and technological research, has it been designed and will it be monitored to ensure that the ultimate beneficiaries are the poor majority?
- To the extent that this project supports institution-building through training, its objective is to foster intellectual and institutional pluralism to benefit all citizens of the recipient country.
- g. FAA Sec. 281(b). Describe extent to which program recognizes the particular needs, desires, and capacities of the people of the country; utilizes the country's intellectual resources to encourage institutional development; and supports civil education and training in skills required for effective participation in governmental processes essential to self-government.
- See previous response. Also, the project is designed to facilitate political and economic evolution through access to U.S. technologies and ideas through technical and academic training.
- h. FY 1989 Appropriations Act Sec. 536. Are any of the funds to be used for the performance of abortions as a method of family planning or to motivate or coerce any person to practice abortions?
- No.
- Are any of the funds to be used to pay for the performance of involuntary sterilization as a method of family planning or to coerce or provide any financial incentive to any person to undergo sterilizations?
- No.
- Are any of the funds to be used to pay for any biomedical research which relates, in whole or in part, to methods of, or the performance of, abortions or involuntary sterilization as a means of family planning?
- No.



i. FY 1989 Appropriations Act. Is the assistance being made available to any organization or program which has been determined to support or participate in the management of a program of coercive abortion or involuntary sterilization?

No.

If assistance is from the population functional account, are any of the funds to be made available to voluntary family planning projects which do not offer, either directly or through referral to or information about access to, a broad range of family planning methods and services?

N/A.

j. FAA Sec. 601(e). Will the project utilize competitive selection procedures for the awarding of contracts, except where applicable procurement rules allow otherwise?

Yes.

k. FY 1989 Appropriations Act. What portion of the funds will be available only for activities of economically and socially disadvantaged enterprises, historically black colleges and universities, colleges and universities having a student body in which more than 40 percent of the students are Hispanic Americans, and private and voluntary organizations which are controlled by individuals who are black Americans, Hispanic Americans, or Native Americans, or who are economically or socially disadvantaged (including women)?

At least 10% of all U.S.-trained participants will be placed in HBCUs.

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GC-01 GCLA-01 AAPF-01 SEOP-02 SEOS-02 FPA-02 SERP-01
SECS-02 RELO-01 AMAD-01 /028 AB

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DRAFTED BY: AID/LAC/DR:EWARFIELD:GEB/51970

APPROVED BY: AID/AAA/LAC:FSCHECK

AID/LAC/DR:TBROWN (DRAFT)

AID/SA/AA/LAC:WOODS

AID/LAC/OP:CHORNING (DRAFT)

AID/GC/LAC:MVELASQUEZ (DRAFT)

AID/LAC/SAN:WELSON (DRAFT)

AID/LAC/DR:MSILVERMAN (DRAFT)

AID/LAC/CONT:GBYLLESBY (DRAFT)

AID/LAC/DR:JGARNEY (DRAFT)

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TAGS

SUBJECT DAEC REVIEW OF THE ADVANCED DEVELOPING
COUNTRIES TRAINING PROGRAM PROJECT PAPER (596-0668)

1. THE DAEC REVIEW OF THE SUBJECT PP WAS HELD ON
MONDAY, JULY 31, 1989. THE REVIEW WAS CHAIRED BY TERRY
BROWN, LAC/DF, AND ATTENDED BY REPRESENTATIVES FROM
LAC/DF, LAC/DP, AND LAC/SAN. THE PP WAS APPROVED
SUBJECT TO THE FOLLOWING MODIFICATIONS:

2. PH.D. TRAINING: IT WAS DECIDED THAT ONLY IN
EXCEPTIONAL CASES WOULD ACADEMIC TRAINING AT THE PH.D.
LEVEL BE FUNDED UNDER THE PROJECT GIVEN ITS EMPHASIS ON
SPECIALIZED TECHNICAL TRAINING. THE LIMITED AMOUNT OF
FUNDING PROVIDED TO EACH ADC COUNTRY, AND THE HIGH COST
OF SUCH TRAINING. IN THESE EXCEPTIONAL CASES, REQUESTS
FOR APPROVAL OF PH.D. TRAINING MUST BE PRESENTED IN THE
COUNTRY TRAINING PLAN (CTP) FOR SPECIFIC AID/W APPROVAL
AND SHOULD INCLUDE THE NUMBER, TYPE, DURATION, COST, AND
JUSTIFICATION FOR FINANCING SUCH TRAINING AS WELL AS THE
EXTENT OF NON-A.I.D. FUNDING TO BE PROVIDED.

3. PARAGUAY: IT WAS DECIDED THAT PARAGUAY WOULD

CONTINUE TO PARTICIPATE IN THE ADC TRAINING PROGRAM, BUT
THAT THE REQUESTED PH.D. TRAINING WOULD NOT BE APPROVED
AT THIS TIME.

4. MINIMUM DURATION OF TRAINING: A MINIMUM DURATION OF
TRAINING WILL NOT BE SPECIFIED IN THE PP; HOWEVER, THE
PP WILL NOTE THAT A.I.D. REPS SHOULD NOT USE THIS
PROJECT TO FUND INVITATIONAL TRAVEL. THE PP WILL ALSO
SPECIFY THAT CRITERIA WILL BE DEVELOPED BY EACH
PARTICIPATING MISSION FOR THE SELECTION OF PARTICIPANTS
FOR SHORT-TERM TRAINING. SELECTION WILL BE DRIVEN BY
THE CONTENT AND RELATIONSHIP TO COUNTRY STRATEGY RATHER
THAN THE DURATION OF THE TRAINING.

5. THIRD COUNTRY TRAINING PROGRAM IN MEXICO. IT WAS
DECIDED THAT THIS ACTIVITY SHOULD NOT BE INCLUDED IN THE
ADC TRAINING PROGRAM. HOWEVER, THE LAC BUREAU IS

SUPPORTIVE OF THIS ACTIVITY AND RECOMMENDS THAT IT BE
PROPOSED FOR LIMITED ITT FUNDING IN NEXT YEAR'S ACTION
PLAN.

6. ARGENTINA: IT WAS DECIDED THAT ARGENTINA WILL NOT BE
INCLUDED IN THE PROJECT AT THE PRESENT TIME. IF A
TRAINING STRATEGY IS DEVELOPED FOR ARGENTINA IN THE
FUTURE, THE PP CAN BE AMENDED TO INCLUDE THIS ADDITIONAL
COUNTRY. IF HIGH PRIORITY TRAINING NEEDS ARE IDENTIFIED
IN THE VERY NEAR FUTURE, THE LAC BUREAU'S ITT ACCOUNT
COULD PROVIDE A SMALL AMOUNT OF FUNDING.

7. LEVEL AND ALLOCATION OF PROJECT FUNDS: IT WAS
DECIDED THAT THE PROJECT WOULD BE FUNDED AT DOLS 18
MILLION TO BE OBLIGATED OVER A 5 YEAR PERIOD. THE
COUNTRY ALLOCATIONS ARE AS FOLLOWS: BRAZIL (DOLS 2.55
MILLION), CHILE (DOLS 800,000), MEXICO (DOLS 3.9
MILLION), PARAGUAY (DOLS 1.3 MILLION), AND URUGUAY (DOLS
800,000). AN EVALUATION WILL BE CONDUCTED AT THE END OF
YEAR TWO IN THE PROJECT TO REVIEW THIS DISTRIBUTION OF
FUNDS IN LIGHT OF PROJECT EXPERIENCE AND EXPECTED NEED.

8. PROCUREMENT OF A.I.D. DIRECT CONTRACTS TO MANAGE
BRAZIL AND MEXICO TRAINING PROGRAMS: GIVEN THE LONG
LEAD TIME REQUIRED TO COMPETITIVELY PROCURE THE SERVICES
OF A TRAINING CONTRACTOR, USAID/BRAZIL SHOULD INITIATE
ACTION AS QUICKLY AS FEASIBLE ON THE PROCUREMENT. LAC
STANDS READY TO ASSIST THE A.I.D. REP IN THE PROCUREMENT
PROCESS GIVEN THE LIMITED STAFF SUPPORT IN BRAZIL FOR
SUCH AN ACTION. THE A.I.D. REP IN BRAZIL IS REQUESTED
TO DEVELOP A WORKPLAN AND TIMEFRAME FOR THE

IMPLEMENTATION OF THE PROCUREMENT, INCLUDING DRAFTING
THE PLOT, ISSUING THE RFP, CONDUCTING THE TECHNICAL
REVIEW, AND EXECUTING THE CONTRACT. MISSION BUY-IN TO
LAC/DR/ENR'S EDUCATION AND HUMAN RESOURCES TECHNICAL
SUPPORT PROJECT, FOR WHICH A CONTRACT IS SOON TO BE
AWARDED, IS A POSSIBLE SOURCE OF ASSISTANCE. A SIMILAR
OFFER OF ASSISTANCE IS EXTENDED TO USAID/MEXICO AT THE
APPROPRIATE TIME.

9. CHILE: THE PP WILL INDICATE THAT USAID/CHILE WILL
CONDUCT A PRE-AWARD SURVEY OF THE BINATIONAL CENTER'S
FINANCIAL AND MANAGEMENT CAPABILITY PRIOR TO OBLIGATING
FUNDS WITH THAT ENTITY. THE PP BUDGET WILL PROVIDE
FUNDING FOR SHORT-TERM TA TO IMPROVE THE ORGANIZATION'S
CAPABILITY TO MANAGE RESOURCES IF IT IS DETERMINED TO BE
INADEQUATE AS A RESULT OF THE SURVEY.

10. REPORTING: REGARDING THE EXCHANGE OF INFORMATION
BETWEEN CONTRACTORS, MISSIONS AND AID/W, THE PP WILL
INDICATE THAT THE GRANTEES, A.I.D. DIRECT CONTRACTORS
AND THE OIT CONTRACTOR WILL BE REQUIRED TO REPORT TO THE
MISSIONS ON ADC TRAINING PROGRAM ACTIVITIES ON A
QUARTERLY BASIS WITH COPIES SENT TO LAC/DR/ENR. MISSION
REPORTING TO AID/W ON THE ADC TRAINING PROGRAM WILL
CONSIST OF THE COUNTRY TRAINING PLAN, THE ACTION PLAN,
AND THE ANNUAL PORTFOLIO REVIEW REPORTS.

11. AUDIT AND EVALUATION: THE EVALUATION AND AUDIT
SECTION OF THE PP WILL BE REVISED TO CLARIFY AID/W AND
MISSION RESPONSIBILITIES AND THE TYPE OF EVALUATIONS TO
BE FUNDED UNDER THE PROJECT (I.E. INDIVIDUAL MISSION
EVALUATIONS VS. BUY-INS TO THE AID/W PROCESS AND IMPACT
EVALUATION CONTRACT TO BE AUTHORIZED UNDER THE CLASP II
PROJECT). AUDIT MONIES WILL BE DISTRIBUTED AMONG THE
INDIVIDUAL MISSIONS ACCORDING TO THE TYPE OF
IMPLEMENTING MECHANISMS BEING USED BY THE MISSIONS (E.G.
FUNDS HANDLED BY OIT, A.I.D. DIRECT CONTRACT WITH A U.S.
INSTITUTION, AND PSCS ARE AUDITED BY THE IG AS PART OF

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THEIR REGULAR AUDIT PROGRAM AND HENCE FUNDS ARE NOT INCLUDED IN THE PROJECT FOR THIS PURPOSE). THE INDIVIDUAL COUNTRY BUDGETS CONTAINED IN THE PP INDICATE THE FUNDING ALLOCATED FOR AUDIT AND EVALUATION.

12. THE ACTING AA/LAC APPROVED THE PP AND AUTHORIZED THE ADC TRAINING PROJECT AT THE LEVEL OF DO'S 10 MILLION ON AUGUST 22, 1989. A COPY OF THE APPROVED PP ALONG WITH THE ACCOMPANYING ACTION MEMORANDUM IS BEING POUCHED TO EACH ADC MISSION. EAGLEBURGER

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1. FAA Sec. 118(c). Does the assistance comply with the environmental procedures set forth in A.I.D. Regulation 16? Does the assistance place a high priority on conservation and sustainable management of tropical forests? Specifically, does the assistance, to the fullest extent feasible: (a) stress the importance of conserving and sustainably managing forest resources; (b) support activities which offer employment and income alternatives to those who otherwise would cause destruction and loss of forests, and help countries identify and implement alternatives to colonizing forested areas; (c) support training programs, educational efforts, and the establishment or strengthening of institutions to improve forest management; (d) help end destructive slash-and-burn agriculture by supporting stable and productive farming practices; (e) help conserve forests which have not yet been degraded by helping to increase production on lands already cleared or degraded; (f) conserve forested watersheds and rehabilitate those which have been deforested; (g) support training, research, and other actions which lead to sustainable and more environmentally sound practices for timber harvesting, removal, and processing; (h) support research to expand knowledge of tropical forests and identify alternatives which will prevent forest destruction, loss, or degradation; (i) conserve biological diversity in forest areas by supporting efforts to

Yes.

Yes, to the extent the ADC strategies stress conservation and sustainable resource management as a priority area, training will be provided.

identify, establish and maintain a representative network of protected tropical forest ecosystems on a worldwide basis, by making the establishment of protected areas a condition of support for activities involving forest clearance or degradation, and by helping to identify tropical forest ecosystems and species in need of protection and establish and maintain appropriate protected areas;

(j) seek to increase the awareness of U.S. government agencies and other donors of the immediate and long-term value of tropical forests; and

(k) utilize the resources and abilities of all relevant U.S. government agencies?

- m. FAA Sec. 118(c)(13). If the assistance will support a program or project significantly affecting tropical forests (including projects involving the planting of exotic plant species), will the program or project (a) be based upon careful analysis of the alternatives available to achieve the best sustainable use of the land, and (b) take full account of the environmental impacts of the proposed activities on biological diversity? N/A.
- n. FAA Sec. 118(c)(14). Will assistance be used for (a) the procurement or use of logging equipment, unless an environmental assessment indicates that all timber harvesting operations involved will be conducted in an environmentally sound manner and that the proposed activity will produce positive economic benefits and sustainable forest N/A.

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management systems; or
(b) actions which will significantly degrade national parks or similar protected areas which contain tropical forests, or introduce exotic plants or animals into such areas?

- o. FAA Sec. 118(c)(15). Will assistance be used for (a) activities which would result in the conversion of forest lands to the rearing of livestock; (b) the construction, upgrading, or maintenance of roads (including temporary haul roads for logging or other extractive industries) which pass through relatively undegraded forest lands; (c) the colonization of forest lands; or (d) the construction of dams or other water control structures which flood relatively undegraded forest lands, unless with respect to each such activity an environmental assessment indicates that the activity will contribute significantly and directly to improving the livelihood of the rural poor and will be conducted in an environmentally sound manner which supports sustainable development? N/A.
- p. FY 1989 Appropriations Act. If assistance will come from the Sub-Saharan Africa DA account, is it (a) to be used to help the poor majority in Sub-Saharan Africa through a process of long-term development and economic growth that is equitable, participatory, environmentally sustainable, and self-reliant; (b) being provided in accordance with the policies contained in section 102 of the FAA; (c) being provided, when N/A.

consistent with the objectives of such assistance, through African, United States and other PVOs that have demonstrated effectiveness in the promotion of local grassroots activities on behalf of long-term development in Sub-Saharan Africa; (d) being used to help overcome shorter-term constraints to long-term development, to promote reform of sectoral economic policies, to support the critical sector priorities of agricultural production and natural resources, health, voluntary family planning services, education, and income generating opportunities, to bring about appropriate sectoral restructuring of the Sub-Saharan African economies, to support reform in public administration and finances and to establish a favorable environment for individual enterprise and self-sustaining development, and to take into account, in assisted policy reforms, the need to protect vulnerable groups; (e) being used to increase agricultural production in ways that protect and restore the natural resource base, especially food production, to maintain and improve basic transportation and communication networks, to maintain and restore the renewable natural resource base in ways that increase agricultural production, to improve health conditions with special emphasis on meeting the health needs of mothers and children, including the establishment of self-sustaining primary health care systems that give priority to preventive care, to provide increased access to voluntary family planning services, to improve basic literacy and

mathematics especially to those outside the formal educational system and to improve primary education, and to develop income-generating opportunities for the unemployed and underemployed in urban and rural areas?

- q. FY 1989 Appropriations Act Sec. 515. If deob/reob authority is sought to be exercised in the provision of DA assistance, are the funds being obligated for the same general purpose, and for countries within the same general region as originally obligated, and have the Appropriations Committees of both Houses of Congress been properly notified? N/A.

3. Economic Support Fund Project Criteria

- a. FAA Sec. 531(a). Will this assistance promote economic and political stability? To the maximum extent feasible, is this assistance consistent with the policy directions, purposes, and programs of Part I of the FAA? Yes. The project is designed to facilitate political and economic evolution through access to U.S. technologies and ideas through technical and academic training.
- b. FAA Sec. 531(e). Will this assistance be used for military or paramilitary purposes? No.
- c. FAA Sec. 609. If commodities are to be granted so that sale proceeds will accrue to the recipient country, have Special Account (counterpart) arrangements been made? N/A.

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AID/LAC/DR:LAC/DRS:EWARFIELD:GEB:47870
3/10/89 647-9181
AID/AAA/LAC:FSCHEICK

AID/LAC/DR:GBOWERS	AID/LAC/DR:JEVANS {DRAFT}
AID/LAC/DP:WHEELER {DRAFT}	AID/LAC/SAM:CBUCK {DRAFT}
AID/LAC/DR:JCARNEY {DRAFT}	AID/PPC/PDPR:JVANDERVEN {PHONE}
AID/LAC/DR:MBERNBAUM {PHONE}	SA/AA/LAC:MWOODS

ROUTINE SANTIAGO
MEXICO CITY, ASUNCION, MONTEVIDEO, BRASILIA
BOGOTA

AIDAC

E.O. 12356: N/A

TAGS:

SUBJECT: DAEC REVIEW OF THE ADC SCHOLARSHIP PROGRAM PID
{598-0660}

1. SUMMARY: THE DAEC REVIEW OF THE SUBJECT PID WAS HELD ON THURSDAY, MARCH 2, 1989. THE REVIEW WAS CHAIRED BY JEFF EVANS, LAC/DR, AND ATTENDED BY REPRESENTATIVES FROM LAC/DR, LAC/SAM, AND OIT. THE PID WAS APPROVED BY THE AAA/LAC. THE DECISIONS REACHED AT THE ISSUES REVIEW AND THE DAEC GUIDANCE FOR PREPARATION OF THE PROJECT PAPER ARE SUMMARIZED BELOW. END SUMMARY.

2. BENEFICIARY COUNTRIES

A. URUGUAY: AN ISSUE WAS RAISED AS TO WHETHER URUGUAY WOULD PARTICIPATE IN THE PROJECT GIVEN THE PROPOSAL SUBMITTED BY THE A.I.D. REP TO PROVIDE TRAINING AND INSTITUTIONAL SUPPORT TO THE CATHOLIC UNIVERSITY IN URUGUAY. IT WAS DECIDED THAT THE FUNDING FROM THE ADC SCHOLARSHIP PROGRAM WOULD NOT BE AUTHORIZED FOR USE IN THE PROPOSED PROJECT WITH CATHOLIC UNIVERSITY, BUT THAT URUGUAY WOULD CONTINUE TO BE INCLUDED IN THE DESIGN OF

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THE ADC SCHOLARSHIP PROGRAM. THE PP DESIGN TEAM WILL DETERMINE A) WHETHER IT IS FEASIBLE TO INCLUDE URUGUAY IN THE ADC SCHOLARSHIP PROGRAM GIVEN WORKLOAD THAT IT WOULD REQUIRE AND, IF SO, WILL DESIGN URUGUAY'S POTENTIAL PARTICIPATION; AND, B) WHAT WOULD BE THE MOST APPROPRIATE PROCEDURES AND STAFFING TO IMPLEMENT THE PROJECT.

3. PROJECT DESIGN

A. HBCU TARGETS: FURTHER TO THE GRAY AMENDMENT, A-I-D- TRAINING PROGRAMS ARE REQUIRED TO PROVIDE 10 PERCENT OF ALL U.S. TRAINING AT HBCU'S. TWO ISSUES WERE RAISED: 1) WHETHER THE REQUIREMENT THAT A MINIMUM OF 10 PERCENT OF ALL U.S. TRAINING PROVIDED UNDER A-I-D.-FINANCED PROJECTS BE CONDUCTED AT HBCUS APPLIED TO BOTH THE TECHNICAL AND ACADEMIC TRAINING PROVIDED UNDER THIS PROJECT, OR ONLY THE LATTER; AND, 2) WHETHER COLLEGES AND UNIVERSITIES WITH MORE THAN 20 PERCENT HISPANIC ENROLLMENT COULD QUALIFY AS HBCUS. LAC/DR/EST RESPONDED THAT THE 10 PERCENT IS INCLUSIVE OF ACADEMIC AND TECHNICAL TRAINING. THE LAC BUREAU WILL RECONFIRM THAT WHETHER IT IS OBLIGATED TO MEET A 10 PERCENT TARGET. THE BUREAU WILL ALSO FOLLOW UP WITH GC/LAC TO DETERMINE WHETHER COLLEGE AND UNIVERSITIES WITH MORE THAN 20 PERCENT HISPANIC ENROLLMENT COULD QUALIFY AS HBCUS.

B. TIME LIMITS ON TRAINING: GIVEN THAT THIS IS A DEVELOPMENT TRAINING PROJECT RATHER THAN A DERIVATIVE OF CLASP, AN ISSUE WAS RAISED AS TO WHETHER THE DESIGN SHOULD SPECIFY A TWO WEEK MINIMUM AND A ONE YEAR MAXIMUM TIME PERIOD FOR TRAINING DELIVERED UNDER THIS PROJECT. IT WAS DECIDED THAT THE TIME PARAMETERS FOR THE TRAINING PROVIDED WOULD NOT BE SPECIFIED. INSTEAD, THE PP WILL ESTABLISH CRITERIA FOR THE SELECTION OF PARTICIPANTS AND TRAINING PROGRAMS IN ACCORDANCE WITH THE GOALS AND OBJECTIVES OF THE ADC STRATEGIES, AND WILL DESCRIBE AND JUSTIFY FOR EACH COUNTRY THE NATURE AND DURATION OF THE PROPOSED TRAINING.

4. PROJECT FINANCING

A. LEVELS AND DISTRIBUTION OF PROJECT FUNDING: THE ISSUE WAS WHETHER THE LEVEL OF PROJECT FUNDING AND COUNTRY ALLOCATIONS ESTABLISHED UNDER LAC II SHOULD BE MAINTAINED AND STRAIGHTLINED OVER THE LIFE OF THIS NEW PROJECT. TO ADDRESS THIS ISSUE, THE PP DESIGN TEAM, IN COLLABORATION WITH THE PARTICIPATING ADC A-I-D- REPS,

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WILL DEVELOP DETAILED TRAINING PLANS FOR THE INITIAL TWO YEARS OF THE PROJECT AND ILLUSTRATIVE TRAINING PLANS FOR THE FOLLOWING YEARS BASED ON TRAINING NEEDED TO IMPLEMENT THE ADC STRATEGIES. THE TEAM WILL USE AS FUNDING GUIDELINES THREE POSSIBLE BUDGETARY SCENARIOS: A) STRAIGHTLINING OF COSTS OVER THE FIVE YEAR LOP BASED ON CURRENT FUNDING LEVELS; B) COSTS AT 75 PERCENT OF CURRENT FUNDING LEVELS; AND, C) IN THE CASE OF MEXICO, BRAZIL AND PARAGUAY, COSTS AT 125 PERCENT OF CURRENT LEVELS AND IN THE CASE OF CHILE AND URUGUAY, COSTS AT 200 PERCENT OF CURRENT LEVELS. THIS INFORMATION WILL BE UTILIZED BY THE PROJECT COMMITTEE TO DETERMINE THE COUNTRY TRAINING LEVELS AND BUDGETS WHICH WILL BE INCLUDED IN THE PP. THE PP WILL ALSO PROVIDE FOR AN ASSESSMENT TO BE CONDUCTED DURING YEAR ONE TO DETERMINE THE APPROPRIATE ALLOCATION OF PROJECT TRAINING FUNDS FOR EACH COUNTRY IN THE PERIOD AFTER YEAR TWO. THIS ALLOCATION OF FUNDS MAY REVISE THE FUNDING LEVELS OF PREVIOUS YEARS.

5. THE FOLLOWING ISSUES WERE RESOLVED IN THE ISSUES MEETING:

A. PARTICIPATION OF COLOMBIA IN ADC TRAINING PROGRAM: IT WAS DECIDED THAT COLOMBIA WOULD PARTICIPATE IN CLASP II RATHER THAN THE ADC PROGRAM; THAT THE RELEVANT SECTIONS OF THE PID SHOULD BE REVISED TO REFLECT THIS; AND, THAT THE INCLUSION OF COLOMBIA IN CLASP II RATHER THAN THE ADC PROGRAM WOULD BE REEVALUATED AT THE MID-PROJECT EVALUATION.

B. CRITERIA/TARGETS/RESTRICTIONS ON TYPES OF PARTICIPANTS: THE PP WILL ACKNOWLEDGE THE RESPONSIBILITY OF THE ADC MISSIONS TO USE THIS PROGRAM TO ENHANCE THE PARTICIPATION OF WOMEN IN THE DEVELOPMENT OF THEIR RESPECTIVE COUNTRIES IN ACCORDANCE WITH THE AGENCY'S WID POLICY. IT WILL ALSO NOTE THAT, WHEN ADVERTISING FOR THE RECRUITMENT OF PARTICIPANTS, THE MISSIONS WILL EXPLICITLY STATE THEIR INTENTION TO FURTHER THE ROLE OF WOMEN IN HOST COUNTRY DEVELOPMENT AND WILL ACTIVELY SEEK QUALIFIED WOMEN TO PARTICIPATE IN THE ADC TRAINING PROGRAM. THE CTP WILL BE THE REPORTING MECHANISM FOR TRACKING MISSION ACCOMPLISHMENTS IN THIS AREA.

C. MIX OF U.S., IN-COUNTRY AND THIRD COUNTRY TRAINING: SINCE THE ADC STRATEGIES FOCUS ON PROMOTING INSTITUTIONAL LINKAGES AND TECHNOLOGY TRANSFER BETWEEN

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THE ADCS AND THE UNITED STATES, AND SINCE THE ADC SCHOLARSHIP PROGRAM IS DESIGNED TO SUPPORT THESE STRATEGIES, IT WAS CONCLUDED THAT A PREPONDERANCE OF THE TRAINING PROVIDED UNDER THIS PROJECT SHOULD BE CONDUCTED IN THE U.S. AND SHOULD BE ACCOMPANIED BY EXPERIENCE AMERICA ACTIVITIES, WHERE APPROPRIATE. THE PP WILL INDICATE THAT THE CTP WILL BE THE MECHANISM FOR ANALYZING THE TRAINING PROVIDED TO ENSURE THAT THE PROGRAM IS FOCUSING PREDOMINANTLY ON U.S. TRAINING. INSTITUTIONAL LINKAGES FORGED AS A RESULT OF THE TRAINING PROVIDED AND THE SUBSEQUENT FOLLOW-UP ACTIVITIES WILL BE REPORTED ANNUALLY IN THE CTP.

D. COUNTERPART CONTRIBUTIONS FROM ADC INSTITUTIONS: THE 25 PERCENT COUNTERPART CONTRIBUTION FROM THE HOST COUNTRY GOVERNMENTS WILL NOT BE REQUIRED UNDER THIS PROJECT UNLESS THE GOVERNMENTS IN THE PARTICIPATING COUNTRIES ARE THE GRANTEES. FURTHERMORE, IT WAS DECIDED THAT A COUNTERPART CONTRIBUTION REQUIREMENT WOULD DISADVANTAGE THE MORE NEEDY INSTITUTIONS PARTICIPATING IN THE PROGRAM. GIVEN THE ECONOMIC STATUS OF THE ADC COUNTRIES, THE ADC SCHOLARSHIP PROGRAM SHOULD, HOWEVER, BE STRUCTURED TO LEVERAGE ADDITIONAL RESOURCES FOR TRAINING FROM COUNTERPART INSTITUTIONS AS WELL AS FROM THE U.S. AND LOCAL PRIVATE SECTOR. THE EXTENT TO WHICH PROJECT RESOURCES CAN MOBILIZE OTHER RESOURCES WILL BE A CONSIDERATION IN DETERMINING FUTURE INDIVIDUAL COUNTRY PROGRAM LEVELS. THE PROJECT ASSESSMENT, TO BE CONDUCTED AFTER YEAR TWO OF THE PROJECT, WILL REVIEW THIS ISSUE.

E. ROLE OF HOST COUNTRY INSTITUTIONS IN PROJECT MANAGEMENT: THE PROJECT'S ADMINISTRATIVE AND CONTRACTUAL STRUCTURE WILL BE ANALYZED IN THE PP AND THE APPROPRIATE STRUCTURE SELECTED IN CONSULTATION WITH THE PARTICIPATING A.I.D. REPRESENTATIVES. 44

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C. Logical Framework

LOGICAL FRAMEWORK ADVANCED DEVELOPING COUNTRY TRAINING PROJECT (598-0660)

<u>Narrative Summary</u>	<u>Objectively Verifiable Indicators</u>	<u>Means of Verification</u>	<u>Assumptions</u>
PROGRAM GOAL			
To promote broad-based economic and social development in the ADC countries.	Greater participation in economic and social development	National economic statistics	
PROGRAM PURPOSE			
To support the country strategies in each ADC by providing specialized technical training in priority fields established in the Action Plan and country strategy.	TO BE COMPLETED FOR EACH ADC COUNTRY		

Narrative Summary

Objectively Verifiable Indicators

Means of Verification

Assumptions

BRAZIL

Purpose:

To establish and strengthen Brazilian linkages to U.S. technology and institutions and to improve the technical skills of individuals in the areas of child survival, AIDS, drug abuse, and agro-forestry.

1. Relationships between institutions established in each of the five priority fields
2. At least 80% of the participants significantly improve their technical skills.

Project Evaluation
Process Evaluation
and case studies.

US Institutions continue to demonstrate interest in cooperating with Brazilian institutions carry out our research and activities in common fields

Training programs combining technical skills and practical experience can be developed in each field.

Outputs:

1. Brazilian managers and technicians attend conferences and seminars in U.S.
2. Brazilian managers and technicians in priority areas attend technical training programs.
3. Follow-on programs implemented with all participants after training.

1. Approximately 54 Brazilians attend conferences of 2-3 weeks in duration.
2. Approximately 129 Brazilians attend short term technical programs.
3. Approximately 36 people attend long term technical programs.
4. All training plans include specific activities for follow-on.
5. Tracking and survey procedures are established and implemented to determine impact and use of training at worksite.

Project Evaluation
Process Evaluation

AID funding levels are maintained at projected levels.

Brazilian counterpart institutions provide travel and other counterpart expenses

Inputs

1. Participant Training

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Narrative Summary

Objectively
Verifiable
Indicators

Means of
Verification

Assumptions

CHILE

Purpose:

To improve the capacity and prestige of vocational and technical occupations and increase earning potential of vocational workers.

At least 80% of participants agree that their skills are improved.

Project Evaluation
Process evaluation

AID Funding levels are maintained are anticipated levels

At least 95% of participants are in a training position after return and able to transfer knowledge to students.

Outputs:

1. Chilean vocational trainers attend short term technical programs in the U.S.

1. At least 49 vocational trainers are trained in short term programs.

1. Project Records, quarter reports, annual reports

Qualified vocational trainers prepare and submit training proposals

2. Chilean vocational trainers and private sector representatives attend conferences and seminars in the U.S. and third countries.

2. At least 15 Chileans attend conferences and seminars.

2. Project evaluation surveys and questionnaires.

3. Chilean vocational trainers and managers attend targeted in-country seminars conducted by U.S. specialists.

3. At least 50 Chileans are trained in in-country training courses.

3. Process evaluation case studies.

4. Participants receive appropriate pre- and post-training activities

4. Selection procedures are instituted which identify qualified candidates and promote equitable participation by women.

5. Participants are well prepared for programs by orientation activities and maintain contact after end of program.

Inputs

1. Participant Training

Narrative Summary

Objectively Verifiable Indicators

Means of Verification

Assumptions

MEXICO

Purpose:

To familiarize Mexican leaders with U.S. institutions, technologies, and products and to facilitate access to technology and development of institutional relationships.

At least 75% of scholarships result in identifiable institutional relationship or transfer and application of technology.

Project evaluation
Process evaluation

Participants maintain relationships and are able to apply the technology to local problems. Funding levels maintained Mexican institutions continue to contribute to program

Outputs:

1. Mexicans attend conferences, seminars, and workshops in the U.S. in priority areas.
2. Mexican professionals and private sector managers attend short term technical training programs in the U.S.
3. Mexican professionals and academics attend long term academic training in the U.S. in priority areas.
4. Follow-on activities designed to encourage and maintain relationships with US institutions

1. At least 297 people attend conferences and seminars in the US
2. At least 231 Mexicans attend short term technical programs.
3. At least 54 Mexican academics attend long term graduate training in the US.
4. All participants receive follow-on contacts and support after training.

Project Records
Quarter and annual reports
Project Evaluation

Inputs

1. Participant Training

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Narrative Summary

Objectively
Verifiable
Indicators

Means of
Verification

Assumptions

PARAGUAY

Purpose:

To support the economic and political evolution of Paraguay by facilitating access to U.S. technology and ideas through technical and academic training.

Participants apply U.S. ideas and technology to Paraguayan policy development and private sector management.

Project Evaluation

Political and Economic conditions do not change in Paraguay
Intentions of new government regarding economic policy continue.
Funding levels are maintained
Counterpart contributions can be made.

Outputs:

1. Public sector managers are sent to short and long term technical training programs in the U.S.

1. At least 17 public sector managers are trained in short term courses and an additional 15 attend long term technical courses.

Project Records
Quarterly and annual reports.

B. Standard Checklist

2. Private sector managers and entrepreneurs are sent to short term technical training programs and observational tours in the U.S.

2. At least 20 private sector managers attend short term US programs and 12 attend long term programs.

C. PID review memorandum

3. Paraguayan mid- and upper level managers in public and private sector attend conferences, seminars, and workshops in the U.S. and third countries.

3. At least 35 Paraguayans attend short term conferences and seminars.

4. US specialists conduct in-country training programs in priority areas.

4. At least 50 Paraguayans attend in country courses

5. All participants are incorporated into follow-on programs.

Inputs

1. Participant Training

Narrative Summary

Objectively
Verifiable
Indicators

Means of
Verification

Assumptions

URUGUAY

Purpose:

To strengthen the Catholic University academic training program in selected areas and develop linkages to the U.S. through training in affiliated US universities.

Participants work in academic programs in Catholic University.

Project Evaluation

Political and economic conditions do not change in Uruguay. Catholic University gains broad acceptance and financial support from other sources.

Outputs:

1. Long-term academic training is provided to faculty from Catholic university.

1. At least 17 members of Catholic university faculty attend long term training in US.

Project Records
Quarterly and annual reports.

B. Standard Checklist

C. PID review memorandum

2. Short-term training is provided to individuals from government and private sector community.

2. At least 3 people from other educational institutions attend training in US.

3. Uruguayan academics are sponsored to attend professional conferences and seminars in the US.

3. At least 12 Uruguayans attend short term conferences and seminars.

4. All participants are incorporated into follow-on programs.

Inputs

1. Participant Training

D. Detailed Budget Tables

TABLE I. COST SUMMARY
BY COUNTRY AND YEAR
(US\$ 000)

Country	Year 1		Year 2		Year 3		Year 4		Year 5		TOTAL	
	#	Cost	#	Cost								
Brazil	52	\$510	50	\$510	46	\$510	42	\$510	39	\$510	229	\$2,550
Uruguay	8	\$160	7	\$160	5	\$160	6	\$160	6	\$160	32	\$800
Chile	14	\$160	15	\$160	12	\$160	12	\$160	11	\$160	64	\$800
Mexico	130	\$780	122	\$780	115	\$780	110	\$780	105	\$780	582	\$3,900
Paraguay	25	\$260	22	\$260	21	\$260	17	\$260	14	\$260	99	\$1,300
AID/W EVAL		\$100		\$100		\$100		\$100		\$100		\$500
TOTAL	229	\$1,970	216	\$1,970	199	\$1,970	187	\$1,970	175	\$1,970	1,006	\$9,850
Rounded to		\$2,000		\$2,000		\$2,000		\$2,000		\$2,000		\$10,000

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TABLE II. COST SUMMARY
BY COUNTRY AND TYPE OF TRAINING
(US\$ 000)

Country	Year 1	Year 2	Year 3	Year 4	Year 5	Total Cost
<u>BRAZIL</u>						
Conferences	45	51	44	39	34	\$213
Short-term Tech	290	276	292	286	303	\$1,447
Long-term Tech	144	153	142	150	136	\$725
Eval/Follow-on	20	21	22	24	25	\$113
Audit	10	10	10	10	10	\$50
SUBTOTAL	\$509	\$510	\$510	\$509	\$509	\$2,547
<u>CHILE</u>						
Conferences	9	16	7	11	7	\$50
Short-term Tech	110	105	110	104	108	\$537
In-country	9	9	9	10	8	\$45
Admin/eval	20	21	22	24	25	\$113
Audit	10	10	10	10	10	\$50
SUBTOTAL	\$158	\$161	\$158	\$158	\$158	\$793
<u>MEXICO</u>						
Conferences	134	131	130	132	134	\$661
Short-term Tech	461	469	475	490	480	\$2,376
Long-term Acad	162	159	154	133	139	\$747
Follow-on	10	10	10	15	15	\$60
Evaluation	10	10	10	10	10	\$50
SUBTOTAL	\$777	\$780	\$779	\$780	\$779	\$3,894
<u>PARAGUAY</u>						
Conferences	27	28	26	14	18	\$114
Short-term Tech	75	64	62	65	31	\$296
Long-term Techn	108	95	101	106	134	\$544
In-country	35	35	35	37	37	\$179
Admin/eval	5	25	27	28	30	\$114
Audit	10	10	10	10	10	\$50
SUBTOTAL	\$260	\$257	\$260	\$260	\$260	\$1,297
<u>URUGUAY</u>						
Conferences	20	11	6	18	13	\$67
Long-term Acad	100	106	112	95	101	\$515
Admin/eval	30	32	34	36	38	\$169
Audit	10	10	10	10	10	\$50
SUBTOTAL	\$160	\$158	\$162	\$159	\$161	\$800
<u>AID/W</u>						
Evaluation	\$100	\$100	\$100	\$100	\$100	\$500
<u>TOTAL</u>	\$1,964	\$1,967	\$1,969	\$1,965	\$1,966	\$9,832
Rounded to	\$2,000	\$2,000	\$2,000	\$2,000	\$2,000	\$10,000

TABLE III. SUMMARY OF NUMBER OF PARTICIPANTS

Country	Year 1	Year 2	Year 3	Year 4	Year 5	Total Number
<u>BRAZIL</u>						
Conferences	15	16	13	11	9	64
Short-term Tech	29	26	26	24	24	129
Long-term Tech	8	8	7	7	6	36
SUBTOTAL	52	50	46	42	39	229
<u>CHILE</u>						
Conferences	3	5	2	3	2	15
Short-term Tech	11	10	10	9	9	49
In-country	*	*	*	*	*	*
SUBTOTAL	14	15	12	12	11	64
<u>MEXICO</u>						
Conferences	67	62	58	56	54	297
Short-term Tech	50	48	46	45	42	231
Long-term Acad	13	12	11	9	9	54
SUBTOTAL	130	122	115	110	105	582
<u>PARAGUAY</u>						
Conferences	9	9	8	4	5	35
Short-term Tech	10	8	8	8	3	37
Long-term Tech	6	5	5	5	6	27
In-country	*	*	*	*	*	*
SUBTOTAL	25	22	21	17	14	99
<u>URUGUAY</u>						
Conferences	4	2	1	3	2	12
Long-term Acad	4	5	4	3	4	20
SUBTOTAL	8	7	5	6	6	32
PROJECT TOTAL	229	216	199	187	175	1,006

* Number of participants in in-country workshops not estimated

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TABLE IV.
TOTALS BY TYPE OF TRAINING AND EXPENDITURE

Component	Year 1		Year 2		Year 3		Year 4		Year 5		TOTAL	
	#	Cost	#	Cost								
Conferences/ Seminars	98	\$235	94	\$237	82	\$212	77	\$214	72	\$206	423	\$1,104
Short-term Technical	100	\$936	92	\$914	90	\$939	86	\$944	78	\$922	446	\$4,655
Long-term Technical	14	\$252	13	\$248	12	\$242	12	\$256	12	\$270	63	\$1,269
Long-term Academic	17	\$262	17	\$265	15	\$266	12	\$228	13	\$240	74	\$1,261
Follow-on & In-country	*	\$64	*	\$65	*	\$65	*	\$74	*	\$72	*	\$340
USAID Admin costs Eval & audit		\$115		\$139		\$144		\$149		\$155		\$702
AID/W Evaluation		\$100		\$100		\$100		\$100		\$100		\$500
Total	229	\$1,964	216	\$1,967	199	\$1,969	187	\$1,965	175	\$1,966	1,006	\$9,832
Rounded to		\$2,000		\$2,000		\$2,000		\$2,000		\$2,000		\$10,000

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PARAGUAY

Component	Cost	Year 1		Year 2		Year 3		Year 4		Year 5		Total Number	Total Cost
		Number	Budget										
Conferences													
Seminars (1)	3,000	9	27,000	9	28,350	8	26,400	4	13,800	5	18,000	35	\$113,550
SHORT TERM (2)													
Public Sector	10,000	5	50,000	4	42,400	3	33,600	3	35,400	2	24,800	17	\$186,200
Private (EI)	5,000	5	25,000	4	21,200	5	28,000	5	29,500	1	6,200	20	\$109,900
Subtotal		10	75,000	8	63,600	8	61,600	8	64,900	3	31,000	37	\$296,100
Long Term													
Technical (3)	18,000	6	108,000	5	95,400	5	100,800	5	106,200	6	133,920	27	\$544,320
In-country (5)		*	35,000	*	35,000	*	35,000	*	37,000	*	37,000	*	\$179,000
Administration/ Evaluation (6)			5,000		25,000		26,500		28,090		29,775		\$114,365
Audit			10,000		10,000		10,000		10,000		10,000		\$50,000
Total		25	\$260,000	22	\$257,350	21	\$260,300	17	\$259,990	14	\$259,695	99	\$1,297,335
Rounded to			\$260,000		\$260,000		\$260,000		\$260,000		\$260,000		\$1,300,000

Notes

- 1) Tours, conferences average \$1000 fee plus 20 day PD at \$100
- 2) Short term public sector training average 60 days
Private sector (Entrepreneurs International) 2-3 weeks @ 5000
- 4) Long term technical training average 10 months
- 5) In country is cost of US expert presenting seminar in country
Number of in-country participants not estimated
- 6) Administration cost for training officer at mission
Position to be funded in first year with other funds

CHILE

Component	Cost	Year 1		Year 2		Year 3		Year 4		Year 5		Total Number	Total Cost
		Number	Budget										
Conferences													
Tours, seminar	3,000	3	9,000	5	15,900	2	6,720	3	10,620	2	7,440	15	\$49,680
SHORT TERM													
US based	10,000	11	110,000	10	105,000	10	110,000	9	103,500	9	108,000	49	\$536,500
In country		*	9,000	*	9,000	*	9,000	*	10,000	*	7,500		\$44,500
Admin/eval			20,000		21,200		22,472		23,820		25,250		\$112,742
Audit			10,000		10,000		10,000		10,000		10,000		\$50,000
Total		14	\$158,000	15	\$161,100	12	\$158,192	12	\$157,940	11	\$158,190	64	\$793,422
Rounded to			\$160,000		\$160,000		\$160,000		\$160,000		\$160,000		\$800,000

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MEXICO

Component	Cost/ Person	Year 1 Number Budget	Year 2 Number Budget	Year 3 Number Budget	Year 4 Number Budget	Year 5 Number Budget	Total Number	Total Cost
Conferences								
Tours, seminar	2,000	67 134,000	62 131,440	58 129,920	56 132,160	54 133,920	297	\$661,440
Short term Training	9,225	50 461,250	48 469,368	46 475,272	45 489,848	42 480,438	231	\$2,376,176
Long term Academic	12,480	13 162,240	12 158,746	11 153,754	9 132,538	9 139,277	54	\$746,554
Follow-on		10,000	10,000	10,000	15,000	15,000		\$60,000
Evaluation		10,000	10,000	10,000	10,000	10,000		\$50,000
Audit		0	0	0	0	0		\$0
Total		130 \$777,490	122 \$779,554	115 \$778,946	110 \$779,545	105 \$778,635	582	\$3,894,169
Rounded to		\$780,000	\$780,000	\$780,000	\$780,000	\$780,000		\$3,900,000

Notes

- 1) Short term training average 3 months, \$2,800/month + \$275 admin
- 2) Observational tours, conferences = \$1000 fee plus avg 20 day PD @ 100
- 3) Long term average 12 months, \$925/month + \$115 admin

BRAZIL

Component	Cost	Year 1		Year 2		Year 3		Year 4		Year 5		Total Number	Total Cost
		Number	Budget										
Seminars/Conf.	3,000	15	45,000	16	50,880	13	43,820	11	39,304	9	34,087	64	\$213,091
ST Tech.	10,000	29	290,000	26	275,600	26	292,136	24	285,844	24	302,994	129	\$1,446,574
LT Tech.	18,000	8	144,000	8	152,640	7	141,574	7	150,068	6	136,348	36	\$724,629
Follow-on			10,000		10,600		11,236		11,910		12,625		\$56,371
Evaluation			10,000		10,600		11,236		11,910		12,625		\$56,371
Audit			10,000		10,000		10,000		10,000		10,000		\$50,000
Total		52	509,000	50	510,320	46	510,002	42	509,036	39	508,678	229	\$2,547,036
Rounded to			\$510,000		\$510,000		\$510,000		\$510,000		\$510,000		\$2,550,000

BRAZIL BUDGET - Illustrative Breakdown of No. of Participants
By Area for the First Year

	Ch. Surv.	AIDS	Drug Preven	Agro- Forest.	Urban Enviro	Total
US Training						
Sem/Conf.	3	3	3	3	3	15
ST Tech.	2	8	7	7	2	26
LT Tech.	1	2	1	3	1	8
TOTAL US Training	6	13	11	13	6	49
3rd Country Training						
Sem/Conf.						3
TOTAL All Training						52

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URUGUAY

Component	Cost	Year 1		Year 2		Year 3		Year 4		Year 5		Total Number	Total Cost
		Number	Budget										
Long-term Academic													
Catholic U.	20,000	3	60,000	4	84,800	2	44,944	2	47,641	3	75,749	14	\$313,133
Others	20,000	0	0	1	21,200	1	22,472	0	0	1	25,250	3	\$68,922
Faculty LT	40,000	1	40,000	0	0	1	44,944	1	47,641		0	3	\$132,585
ST/conferences	5,000	4	20,000	2	10,600	1	5,618	3	17,865	2	12,625	12	\$66,708
Admin/eval			30,000		31,800		33,708		35,500		37,630	0	\$168,638
Audit			10,000		10,000		10,000		10,000		10,000		\$50,000
Total		8	\$160,000	7	\$158,400	5	\$161,686	6	\$158,647	6	\$161,253	32	\$799,985
Round to			\$160,000		\$160,000		\$160,000		\$160,000		\$160,000		\$800,000

SUMMARY TABLE
COMPONENT AS PERCENT OF COST

COMPONENT	TOTAL COST	PERCENT OF PROJECT TOTAL
Conferences and Seminars	\$1,104	11%
Short-term Training	\$4,655	47%
Long-term Technical Training	\$1,269	13%
Long-term Academic Training	\$1,261	13%
In-country	\$340	3%
Administrative & audits	\$702	7%
AID/W Evaluation	\$500	5%
TOTAL	\$9,832	100%

LAC-IEE-89-46

ENVIRONMENTAL THRESHOLD DECISION

Project Location : LAC Regional
Project Title : Advanced Developing Countries
Training Program
Project Number : 598-0660
Funding : \$10 million
Life of Project : Eight years
IEE Prepared by : Elizabeth Warfield
LAC/DR/CEN
Recommended Threshold Decision : Categorical Exclusion
Bureau Threshold Decision : Concur with Recommendation
Comments : None
Copy to : Joe Carney, LAC/DR/EST
Copy to : Elizabeth Warfield, LAC/DR/CEN ✓
Copy to : IEE File

James S. Hester Date JUN 16 1989

James S. Hester
Chief Environmental Officer
Bureau for Latin America
and the Caribbean

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