

AFRICAN TRAINING SEMINAR

FEBRUARY 13-20, 1981

MERIDIEN HOTEL

DAKAR, SENEGAL

OFFICE OF INTERNATIONAL TRAINING
AGENCY FOR INTERNATIONAL DEVELOPMENT
WASHINGTON, D.C.

PREPARED BY

I. LEILA MOGANNAM

AID/WASHINGTON

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FOREWORD

The need for training Foreign Service National (FSN) training personnel to carry out participant training functions in the field was very apparent, especially since the Agency for International Development has only three American Training Officer positions in the 68 A.I.D. posts, with no Regional Training Officer slots in any region.

In the past, the Office of International Training, AID/W, conducted training courses and seminars for FSNs on a regular basis, but due to budgetary restrictions and the reduction of OIT staff, this activity had to be curtailed. Instead, training for FSN training staff was organized by OIT when possible and if requested by the field. The last seminar which included 18 participants from all geographic regions, took place in June 1978 in Washington, D.C.

A number of African posts, and especially the Francophone countries, were hampered by the lack of trained personnel to carry out A.I.D.'s participant training activities. The increase in the number of African participants selected for U.S. or regional training, in addition to demands for technical programs, required a staff with special training in the operation of a participant training program.

In August, 1980, USAID/Ougadougou took the initiative and solicited West African Posts on the desirability to hold a 2-week workshop in West Africa for FSN training officers. The responses received were very positive despite the constraints imposed by travel funds reductions at the time. Thus, OIT was requested to organize the training. OIT agreed to develop a special training

seminar for Africans, but recommended that the seminar be offered to all African FSN training personnel desiring to attend. In developing the seminar agenda, OIT took into consideration A.I.D.'s requirements in regard to participant training as well as field interests that pertain directly to the African training program.

Nineteen FSN training personnel and one American Human Resource Development Officer from nineteen African countries participated in the training seminar which took place from February 13-19, 1981 at the Meridien Hotel, Dakar, Senegal. Mr. William T. White, Jr., Director, Ms. I. Leila Mogannam and Dan Terrell, OIT, and J. Thomas Ward, Development Training Officer USAID/Indonesia conducted the training seminar. Ms. Mogannam was also Seminar Coordinator. They were assisted during the last day of the program by Mr. Norman Rifkin, Human Resource Development Officer, Mali; who substituted for Jim Dawson, of the African Bureau who was not able to attend due to shortage of travel funds.

The seminar concentrated on the operational activities that take place at the post before a participant departs for training and after he or she returns to the host country. It also explained how training programs are or should be implemented in the U.S. and third countries.

The timing of the seminar was important in view of the newly issued and revised Handbook 10 which outlines A.I.D.'s policy and procedures in regard to participant training. It included several workshops and group sessions where the participants had on-the-job assignments such as designing of PIO/Ps, and developing forms for monitoring participants' progress. This practical method of training

which enabled participants to critique each other was much appreciated by the participants.

Another important aspect of the seminar was the exchange of information that took place between the African training staff regarding regional training opportunities and problems in their countries and the fact that now they could communicate better with each other when implementing regional training programs.

But more important, a gathering of this kind broadened the channels of communication between the field and AID/Washington. It gave OIT personnel the opportunity to discuss and air common problems and issues with their African colleagues. While solutions to all problems were not always ready, training problems were nevertheless identified which gave the field and AID/W a better understanding of some of the complex issues involved.

The training seminar was opened by Mr. David Shear, Director USAID/Dakar, who had graciously accepted to host this training seminar in Senegal. In his opening remarks, Mr. Shear emphasized the importance of African nationals conducting training in Africa and eloquently described the current training trends in the African continent with special emphasis on the Sahel. His assistance, and that of the USAID were much appreciated.

Special acknowledgement is made to Ms. Ethel Brooks and Messers Ousman NDAO and Cheikh Gaya, of USAID/Dakar, and to Ms. Diana Leach, Training and Development Division, PM, AID/W for the excellent supporting services they rendered. We are also appreciative of USAID/Jakarta's cooperation in allowing J. Thomas Ward to assist OIT in conducting this training. His participation was invaluable.

LIST OF ATTENDEES

ABIDJAN, IVORY COAST
Esther Addo, HRDO Assistant

ACCRA, GHANA
Kofi Gyau, Administrative Specialist

BAMAKO, MALI
Jean du Rette, HRDO
Aly Tamboura, Training Officer

BANJUL, SENEGAL
Binta Sidiebe, Training Officer

CONAKRY, GUINEA
Ernest Matteri

DAKAR, SENEGAL
Ousman NDAO, Training Officer
Cheikh Gaya, Office of Personnel

DAR ES SALAAM, TANZANIA
Sophie Aboud, Assistant Training Officer

FREETOWN, SIERRA LEONE
Yomi Decker, Training Officer

GABORONE, BOTSWANA
Dorothy Dambe, Specialist

KAMPALA, UGANDA
Matthias M. Kibuka, Program Assistant

KHARTOUM, SUDAN
Awatif Farag, Training Officer

KIGALI, RWANDA
Gustave Knurunziza, Administrative Assistant

KINSHASA, ZAIRE
Lubaki Miatudila, Training Officer

LUSAKA, ZAMBIA
Asina Sibetta, Training Officer

LIST OF ATTENDEES CONTINUED

MASERU, LESOTHO

Celestina Moholo, Training Assistant

MBABANE, SWAZILAND

Anita Maher, Training Officer

OUAGADOUGOU, UPPER VOLTA

Fati Ouedraogo, Training Officer

YAOUNDE, CAMEROON

Emile Fezze Nzalli, Assistant Training Officer

SCHEDULE OF SESSIONS

Friday, 2/13 6:30 p.m.	Informal meeting in hotel lobby.
Saturday, 2/14 8:30 a.m.	Opening Remarks -- USAID Director, David Shear and DS/IT Director, William T. White, Jr.
9:00 a.m.	Planning of training at USAID (PIDs, PPs) project related training, general training projects, regional training, centrally funded training, training under grant, training under loan -- Thomas Ward and Daniel Terrell
9:30 a.m.	General Discussion
10:10 a.m.	Coffee Break
10:30 a.m.	Training under contracts: Mission respon- sibilities, contractor responsibilities -- Leila Mogannam General Discussion
12:00 a.m.	Lunch
1:30 p.m.	Academic training: bio-data and transcripts -- Tom Ward Workshops to design academic PIO/P
3:00 p.m.	Coffee Break
3:20 p.m.	Technical training -- Dan Terrell
3:40-4:30	Workshops to design technical training PIO/P
Sunday, 2/15	
Morning Free	
1:30 p.m.	In-country training: training office respon- sibilities. General Discussion -- Leila Mogannam
2:00 p.m.	Independently financed PIO/Ps and reimbursable program -- Tom Ward

2:15 p.m. Budgeting of training at USAID -- Tom Ward
Budgeting of training at AID/W -- Dan Terrell

3:00 p.m. Coffee Break

3:20-4:30 Workshops to design budgets

Monday, 2/16

8:30 a.m. Selection: criteria, committees, and new
legislation re selection -- Dan Terrell

9:00 a.m. General Discussion

9:20 a.m. Processing of participants: conditions of
training form, visas, travel, dependents,
marriage in U.S. --
Dan Terrell, Tom Ward and Leila Mogannam

10:00 a.m. Coffee Break

10:20 a.m. Processing of participants continued.

12:00 a.m. Lunch

1:30 p.m. Non-returnees: reporting re direct and contract
participants; other issues. General discussion
re ways to reduce number of non-returnees --
Leila Mogannam.

2:30 p.m. Orientation at USAID, different approaches --
Tom Ward

3:00 p.m. Coffee Break

3:20-4:30 General Discussion and workshops

Tuesday, 2/17

8:30 a.m. English language training at USAID, ALIGU,
TOEFL, other tests; English training in U.S. --
Dan Terrell

8:50 a.m. General Discussion

9:30 a.m. Health: medical certification, insurance,
new forms, new contract problems -- Tom Ward

10:00 a.m. Coffee Break

10:20 a.m. General Discussion re health issues

11:00 a.m. Maintenance allowances: academic, technical, VIPs, IIE formula used to determine academic p.d. Leila Mogannam

11:30 a.m. Program extensions, transfers, double degrees -- Dan Terrell

12:00 a.m. Lunch

1:30 p.m. General discussion re program extensions, etc.

2:10 p.m. Monitoring U.S. training at USAID -- Leila Mogannam

2:20 p.m. Workshops to design monitoring form

3:00 p.m. Coffee Break

3:20 p.m. Required training reports -- Tom Ward

3:30-4:30 Workshops to complete U 418 report

Wednesday, 2/18

8:30 a.m. Reorganization of DS/IT -- William T. White, Jr.

9:00 a.m. Other implementing agencies (RSSAs and contractors: SECID and PLA)

9:30 a.m. Functions of DS/IT senior review committee -- Leila Mogannam
Functions of programming officers -- Dan Terrell

10:00 a.m. Coffee Break

10:20 a.m. TIP academic and technical
Leila Mogannam

10:40 a.m. Workshops to design TIPs

12:00 a.m. Lunch

Afternoon Free

Thursday, 2/19

8:30 a.m. Orientation at WIC, Washington, D.C.
Complementary programs -- Tom Ward

9:00 a.m. NCTV/NAFSA --
William T. White, Jr.

9:30 a.m. Interpreter services, professional societies --
Dan Terrell

10:00 a.m. Coffee Break

10:20 a.m. Africa programs (AMDP, AII, and SAHEL project)
problems, questions --
Leila Mogannam and Tom Ward

10:50 a.m. General Discussion

12:00 a.m. Lunch

1:30 p.m. Follow-up requirements, suggestions --
Tom Ward

2:50 p.m. General Discussion

3:00 p.m. Coffee Break

3:20 p.m. Evaluation - Academic and enrollment reports,
technical training evaluation report, mission
evaluation. General Discussion -- Dan Terrell

Friday, 2/20

8:30-12:00 Individual country problems

12:00 a.m. Lunch

1:30-2:30 Evaluation of Training Course

6:00 p.m. Reception

SUMMARY OF COMMENTS MADE BY THE FSN TRAINING STAFF

REGARDING TRAINING ISSUES:

1. Obtaining English Language Training in-country prior to departure for overseas training is still a major problem for many Missions.
2. Selection criteria is a problem as many people are "forced" on the USAID and it is hard to turn them down sometimes.
3. When selecting academic participants, it is difficult to equate African University grades to the U.S. grade system.
4. Some training officers stated they encountered problems with centrally-funded participants. They are not informed by AID/W on the status or progress of these participants.
5. Contract participants in the United States need to be better backstopped. DS/IT should become more involved because no one else can really give the necessary guidance.
6. Some participants stated the preparation of technical PIO/Ps is difficult. They get little help from the American staff since there are few on board and usually busy in other areas.
7. Regarding regional training, some training personnel stated they have no way to evaluate African universities and therefore difficult to select the proper African institutions for their trainees.
8. Some governments prefer regional training to U.S. training. Third country training catalogues are urgently needed.

9. AAI (African-American Institute) participants should NOT be programmed for successive advanced degrees without first clearing with the USAID/host country.
10. SMDP and AMDP participants frequently bypass the USAID. Nothing is learned about them regarding grades/courses and length of stay in the U.S. after they depart for study. Much closer ties need to be established between AAI, other contractors and the USAID.
11. Question of non-returnees was a major concern to many training officers.

REGARDING OIT OPERATIONS:

1. Call Forwards (CF) arrive too late for proper processing of participants and for Government clearances.
2. TIFs (Training Implementation Plans) are sometimes not received or arrive too late.
3. Circular cables announcing courses in the U.S. arrive too late for posts and governments to make proper selection.
4. Orientation material, especially a new film on participant training is needed for African posts.
5. Per diem allowances are not always given to participants on time. Participants sometimes cable their governments to assist them financially pending receipt of their allowance checks.
6. The Bio-data of the PIO/P has several very confusing sections to it. These need to be clarified and revised.
7. Several people felt that more guidance was needed in regard to Third Country Training.

8. Missions continue to have difficulty in obtaining full advance maintenance allowance prior to departure due short CF leadtimes. Some Missions require up to six weeks to request and receive an AMA check from USRO/Paris.
9. Participants who are handled by RSSAs or programming agreements should be able to contact someone in DS/IT in times of emergency or when the programming agent gives no satisfaction.
10. Academic reports are frequently not received or are too late.
11. Many training officers wished to be better informed on participant departures from the U.S. Not enough consistent departure cables are sent.
12. Participants need to be debriefed before departure from the United States. Pre-departure evaluation would be a good thing.
13. When participants are overpaid in the U.S., it is difficult to collect the amount claimed when they return home.
14. Contract participants are not issued ID cards in the U.S. These are very essential and should be instituted.
15. Contractors and others should have copies of Handbook 10. There are too few copies available and the gaining of additional copies is difficult.
16. Baggage tags and A.I.D. pins are always in demand. OIT is slow in sending them.

REGARDING FUTURE TRAINING SEMINARS

1. It was recommended that seminars be held every two years to update the training officers' knowledge regarding new procedures, new training trends and opportunities.

2. A number of the training officers felt that the Senegal conference should be followed by a 2 month U.S. on-the-job training program in DS/IT.
3. Some participants in the seminar felt that the next workshop/seminar should be held in an English speaking host country.

EVALUATION OF CONFERENCEEvaluation Findings

I. <u>Course Topics</u>	Not Useful		Moderately Useful		Very Useful
	1	2	3	4	5
a. Planning of Training at USAID			3	2	11
b. Training Under Contracts			5	3	8
c. Workshop to Design PIO/Ps			1	5	10
d. In-Country Training		4	2	2	8
e. Independently-Financed PIO/Ps and Reimbursement Programs		1	4	4	7
f. Budgeting of Training	1			3	12
g. Problems of Non-Returnees			1	8	7
h. Processing of Participants			2	4	10
i. Orientation	1		4	2	9
j. English Language Training at USAID		3	2	7	4
k. Health Issues and Insurance			2	6	8
l. Maintenance Allowance			1	4	11
m. Program Extensions, Transfers and Double Degrees			3	3	10
n. Monitoring U.S. Training at USAID			2	5	9
o. OIT Operations and Monitoring Functions			1	7	8
p. African Programs	1		1	6	8
q. Follow-up re Returned Participants				3	13
r. Evaluation of Training			1	3	12
II. <u>Agenda</u>			Moderately Adequate		Very Adequate
	Inadequate				
	1	2	3	4	5
			1	3	12

III. Trainers/Instructors

The great majority of the participants stated that the instructors did a very good job. Some of the comments were: clear instruction, patient, thorough, understanding, etc. One of the participants felt participants should have conducted some courses, another said lectures should have been more concise.

IV. Participation and Interaction

All but two participants felt they participated fully in the program. One participant stated his English was too weak for more active participation. The other said he was not given a chance by his colleagues to voice his opinions.

V. Overall Impressions

a.	Very Dissatisfied	Moderately	Satisfied	Very Satisfied
	1	2	3	4
				5
			2	14

There were 16 participants, all responded.

b. Best Topics: The following subjects were included as best topics: design of PIO/Ps, budgets, training under contract, training procedures, monitoring of training, follow-up, selection criteria.

Other important impressions: meeting with other African training staff and with OIT, and airing of problems.

c. Difficulties: Some of the comments were: more time was needed for a comprehensive course, insufficient information on African regional programs, little free time for sight-seeing, difficulties in cashing checks and hotel was too expensive.

CERTIFICATES OF ACHIEVEMENTS

During a reception held on the final evening at the Meridien Hotel hosted by Mr. William White, Director, Office of International Training, the U.S. Ambassador to Senegal, Mr. Walter Carrington, presented Certificates of Achievements to the African training staff who successfully completed the training seminar. Other guests included Government of Senegal officials involved in education and training, USAID/Senegal returned participants, and USAID/Dakar staff.