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Major Findings - Survey of USAID Returned
Participant Trainees

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Introduction

A survey of USAID returned participant trainees was designed by the PRO Research Unit to: (1) determine the value of training in the United States and Third Countries; (2) identify problems and; (3) develop suggestions on how to solve them.

Methodology

Respondents were selected from the Directory of AID Financed Bangladeshi Participants, July 1972-December 1981. A questionnaire was developed and distributed during late September 1982 to a sample of returned participant trainees presently working in various BDG agencies. Of the 50 participant trainees to whom the questionnaires were distributed 42 (84%) returned the completed questionnaires. In spite of the small sample size which is only about 4% of the total 1054 USAID sponsored participant trainees, the sample is representative having been drawn from five different BDG agencies (BADC, IRDP, Planning Commission, ERD and BARI). The respondents possessed considerable backgrounds and work experience. The majority of the respondents had their training after 1975 with maximum in 1979, 80 and 81. Thus the training experience was still fresh in their memory and information obtained from them bears considerable weight.

The sample includes an almost equal number of trainees with long and short term training experience.

The major findings of the survey are summarized below:

Respondents' Background

Ten percent of the respondents were Ph.Ds; eighty-three percent held Master's degrees; two percent post graduate diplomas and five percent Bachelors of Arts. Sixty-nine percent of the respondents had obtained their highest degree before 1975. Twenty-four percent had degrees in economics, twelve percent in management, thirty-five percent in agriculture, seventeen percent in general science, five percent in mathematics and seven percent in social science.

Respondents' Training

Seventeen percent of the respondents had participated in two training courses. Eighty-five percent of the respondents had received their training after 1975 with maximum in 1981 (21%), 1980 (18%) and 1979 (16%). Fifty-two percent had one to six months training, fourteen percent seven to twelve months and thirty-two percent had thirteen to forty-four months training. Thirty-nine percent of the training was held in the USA and sixty-one percent in third countries which in order of frequency are Lebanon, Philippines, Nigeria, Thailand and India/Nepal. Thirty seven percent of the respondents were enrolled in degree courses and sixty-three percent were in various non-degree professional courses.

Respondents' Career Advancement Before and After Training

Sixty-four percent of the respondents' position titles remained the same after training. Thirty-six percent advanced, although respondents stated that advancement was due not to training but to efficiency, seniority and length of service.

Usefulness of Training

The majority said their training was useful, as the training was job related and there was scope for using it in performing their day-to-day jobs. However, thirty percent said training was only partially job related and due to lack of local facilities the training was only partially useful in performing their jobs. Only seventeen percent felt their training had helped them directly in gaining promotion.

Almost all the respondents categorised training as useful in improving their personal effectiveness in accomplishing official tasks. A vast majority of the respondents categorized training as also useful in improving effectiveness in accomplishing non-official tasks.

Major Problems Encountered During Training

Only seven percent of the respondents reported encountering no problems. Others noted problems of minor significance. In order of relative importance they are: inadequate time to complete their course, lack of advance orientation about the training program, language problems, food adjustment problems, difficulty in adjusting to foreign environment and conditions, civil disturbance (in Lebanon), home-sickness, subject matter of the training program being related mostly to country of training, training being more theoretical than practical. A considerable number of respondents, however, cited problems with accomodation, transport, communication, absence of medical care facility, the absence of USAID representation in the training program and inadequate allowance compared to standard cost of living as major problems encountered during training.

Recommendations for Improving Training Programs

Only seven percent said that no improvement is necessary in the training program. Other suggested improvements were ranked as follows:

1. Professional training would be more useful than academic courses.
2. Participants should be selected from the fields of work which are related to training.
3. Adequate advance orientation about the training course should be given. Tutorial classes, books and journals related to training should be provided in advance.
4. Sufficient time for completing the training course should be allowed. Tests should be given regularly for participants to take training seriously.
5. Arrangement should be made for cheap supply of training aids and materials to trainees.

6. Study-tours, excursions, film shows, field trips and cross-cultural activities should be included in training programs.
7. Theory should be followed by practical demonstrations.
8. Trainees should be given adequate allowances, including allowance for family to accompany them. Residence and transport should be provided.
9. Training should be given in English speaking countries in Europe and America and not South East Asian countries where English language standard is not high.
10. Adequate number of trainers is necessary for the training course.
11. USAID should keep liaison with trainees and trainers and should have a representative available during training course.

Suggestion for Designing a Management Training Course

Major subject areas for a short-term management course were ranked by respondents in order of priority:

A. Basic Course

1. Basic Organization and Management Theory..
2. Management of Project Systems.
3. Management of Human Resources Systems.
4. Decision Making.
5. Supervisory Skills.
6. Basic Systems Theory.
7. Communications Skills.
8. Development Administration.
9. Organizational Design.
10. Management of Financial Systems.
11. Group Dynamics.

B. Specific Activities

1. Workshop/Seminars.
2. Observation Visits.
3. Research Paper.
4. Cross Cultural Exchange.
5. Course Evaluation.

C. Specific Application to Bangladesh

1. Case Studies.
2. Practical Field Exercises.
3. Study of Practical Aspects of Management of his/her own Organization.

Ideal Training Period for Persons with More Than 10 Years of Service

The majority of the respondents suggested three months as the ideal training period for persons with more than ten years of service.

Extent Training Program can be Accomplished in Bangladesh

A vast majority of the respondents thought that training could not be accomplished properly in Bangladesh. They said that advanced training could not be obtained in Bangladesh for lack of proper institutional facilities, expertise and equipment.

CONCLUSION AND COMMENTS

Training was considered useful by most respondents for performing day-to-day tasks. The major problems they encountered during training are controllable. Participants wish to obtain job related training, which is the USAID policy.

In the opinion of a majority of respondents a three month management training course is ideal. The course should continue to be given in the USA and Third Countries rather than in Bangladesh.

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To : See Distribution
From : ^{MAR} Melvin R. Chatman, PRO
Subject: Participant Training Survey
Thru : Larry Crandall, PRO

During the period July 1, 1975, 892 AID funded Bangladeshi participant students received training in the United States and other countries. A significant number now hold important positions and are making valuable contributions to development in Bangladesh. The USAID Training Section conducted a survey to identify the present occupations of these persons. Primary interest was placed on better understanding of how they are being utilized by the BDG and most importantly, are participants employed in the fields related to their training? The survey was carried out during the period February to April, 1982. An attempt was made to locate all persons who received training during the cited period. Visits to individual offices and personnel sections of the various ministries revealed that 861 people or 96.5% of the total were working in jobs related to their training. A summary of the survey findings is attached.

Time permitting, follow-up evaluations will cover:

- 1) quality of training;
- 2) application of high level foreign technology training to practical problems in Bangladesh;
- 3) problems met during training; and
- 4) impact of training on AID programs and projects.

There are several limitations on the present survey. For example, determination as to whether a person is employed in a position that corresponds with his training is limited to comparing the sector of training with the trainees present office. For example, anyone who received population training and is presently employed anywhere in the Ministry of Health and Population Control is considered as employed in the area in which he/she received training. No qualitative assessment of the value of the training in performing present responsibilities was made.

In some cases where contractors processed students, the students did not pass through the AID training office and were not included in the survey. The survey was completed just prior to the recently declared martial law. Some of the persons listed as holding positions of Joint Secretary and above may have changed.

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SURVEY RESULTS

Participant Students Supported by USAID/Dacca
during Period July 1, 1975 - December 31, 1981

<u>1. Survey Results</u>	<u>No.</u>	<u>%</u>
A. General Details		
- Total number of people trained during period	892	100
- Men	786	88.1
- Women	106	11.9
- Working in fields related to training	861	96.5 of total
- Not working in fields related to training and/or not located	31	3.5
B. Total Months of Training (All Sectors)	3,697	
- Population	961	26.0
- Agriculture	2,000	54.1
- Rural Development	305	8.2
- Public Administration	353	9.6
- Energy	34	0.9
- Others (Labor & Education)	44	1.2
C. Number of Senior Officials - Joint Secretary and above	40	4.4

(Names and addresses are included
with sector profiles)

2. Participant Training Sector Profiles

A. Population/Public Health

- | | |
|--|------|
| 1) Total number of trainees | 403 |
| a) Men | 328 |
| b) Women | 75 |
| 2) Total months training: | 961 |
| 3) Percent presently working
in related fields: | 97.2 |
| 4) Total number of senior officials: | 11 |
| Joint Secretary level: | 11 |
- 1) Brig. Md. Yunus Ali, Joint Secretary, Health Division
 - 2) Col. Hashmat Ali, Director General, PCFPD
 - 3) Mr. Md. Abdul Hakim, Joint Secretary, Min. of Works & Urban Development
 - 4) Col. L.A. Khan, Superintendent, Salimullah Medical College
 - 5) Dr. Mashiur Rahman, Professor and Head, Ob/Gyn, Rajshahi Medical College Hospital
 - 6) Dr. M.A. Wadud, Professor, Ob/Gyn, Dacca Medical College
 - 7) Mr. Jalaluddin Ahmed, Joint Secretary, PCFPD
 - 8) Dr. Shafiqur Rahman, Director, PCFPD
 - 9) Mr. M.A. Aziz, Division Chief, Planning Commission
 - 10) Mr. S.M. Abul Hussain, Joint Secretary, PCFPD (Retired)
 - 11) Mr. M. Yahia Khan, Director General, PCFPD

B. Agriculture

- | | |
|---|-------|
| 1) Total number of trainees | 225 |
| a) Men | 212 |
| b) Women | 13 |
| 2) Total months of training | 2,000 |
| 3) Percent presently working in related fields | 99.8 |
| 4) Total number of senior officials: | 11 |
| (a) Additional Secretary: | 3 |
| 1) Mr. A.N.M. Yusuf, Chairman, PADC | |
| 2) Mr. A.K.M. Mosharraf Hussain, Chairman, BCIC | |
| 3) Dr. Anwar Hussain, Chairman, Atomic Energy Commission | |
| (b) Joint Secretary: | 8 |
| 1) Mr. Ashrafuddin Ahmed, Joint Secretary, Min. of Industries | |
| 2) Mr. Mahbub Uddin Chowdhury, Director, Space Resources and Remote Sensing Organization (SRARSO) | |
| 3) Dr. Md. Ekramul Ahsan, Member-Director, BARC | |
| 4) Prof. M.I. Chowdhury, Professor & Head of Geography, Jahangir Nagar University | |
| 5) Mr. A.H.M. Abdul Hye, Director, BARD, Comilla | |
| 6) Dr. Zakir Hossain, Section Chief, Health, Planning Commission | |
| 7) Mr. Ruhul Quddus, Managing Director, Ashuganj Fertilizer Factory | |
| 8) Mr. Abul Hashem, Joint Secretary, Ministry of Agriculture | |

C. Rural Development

1) Total number of trainees	121
a) Men	116
b) Women	5
2) Total months of training	305
3) Percent presently working in related field	96.0
4) Total number of senior officials	10
a) Secretary:	3
1. Mr. S.M. Al-Hussainey, Member, Planning Commission	
2. Mr. Sultanuzzaman Khan, Executive Director, ESCAP, Bangkok	
3. Mr. Azizul Haque, Director, CIRDAP, Comilla	
b) Additional Secretary:	2
1. Mr. Khalilur Rahman, Additional Secretary, Ministry of Energy	
2. Brig. Sabihuddin, Chairman, Rural Electrification Board (REB)	
c) Joint Secretary:	5
1. Mr. A.B. Chowdhury, Joint Secretary, Ministry of Finance	
2. Mr. Alauddin Sikder, Joint Secretary, Ministry of LGRD&C	
3. Mr. Syed Yousuf Hossain, Member, REB	
4. Mr. G.R. Khandaker, Member, REB	
5. Mr. Shamsul Islam Mia, Member, Power Development Board	

D. Public Administration

1) Total number of trainees:	109
a) Men	100
b) Women	9
2) Total months of training	353
3) Percent presently working in related fields:	94.6
4) Total number of senior officials	7
a) Secretary:	2
1. Mr. Syed Amir Khasru, Secretary, Commerce Ministry	
2. Mr. Ataul Haq, Secretary, Ministry of Foreign Affairs	
b) Additional Secretary	1
Mr. Md. Abul Fazal Chowdhury, Additional Secretary, Ministry of Religious Affairs	
c) Joint Secretary	4
1. Mr. Abul Hashem, Joint Secretary, Ministry of Agriculture	
2. Mrs. Nazma Ahmed, Joint Secretary, Ministry of Women's Affairs	
3. Mr. Syed Rezaul Hayat, Member (Admin.), Telegraph & Telephone Board	
4. Mr. Md. Monowarul Islam, Joint Secretary, Cabinet Division.	

E. Energy

1) Total number of trainees:	14
a) Men	13
b) Women	1
2) Total months of training	34
3) Percent presently working in related fields	100.0
4) Total number of senior officials	1

Joint Secretary 1

Mr. Md. Abdul Ghani Miah, Section Chief, Planning Commission.

F. Labor

1) Total number of trainees:	11
a) Men	10
b) Women	1
2) Total months of training:	11
3) Percent presently working in related fields	100.0
4) Total number of senior officials:	0

G. Education

1) Total number of trainees	9
a) Men	7
b) Women	2
2) Total months of training	33
3) Percent presently working in related fields	100
4) Total number of senior officials	0