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LATIN AMERICA REGIONAL CONFERENCE ON PARTICIPANT TRAINING

PANAMA CITY, PANAMA

February 8-11, 1977

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FOREWARD

The success of the African Regional Conference held in Arusha led to an inquiry about the need and desirability of holding a similar one for Latin America. Responses were numerous and enthusiastic; AID/W appreciated the invitation of USAID/Panama to serve as a site. The conference attracted a wide mix of attendees: host country mission employees responsible for participant training, their immediate American supervisors, appropriate host government officials, Program Officers, Education and Human Resources Officers, and Controllers.

Since the American Training Officer position no longer exists in Latin America, the myriad kinds of persons involved in participant training were brought together to discuss common problems and possible solutions. The conference was addressed by Irving G. Tragen, Director, USAID/Panama; Charles H. Flear, Director, Office of International Training; Thomas A. Moser, Director, Country-Financed Technical Services Staff, and Paul A. Cooper, Deputy Controller. Ms. Carmen Nunez, Director of the National Training System, Ministry of Planning and Economic Policy, was a guest speaker from the Panamanian Government. The program was developed by Anne Dammarell with input from the missions and her colleagues of the Office of International Training: Judson Bell, Bessie Harriston, and William Elsen. Special acknowledgment is made to Anthony Funicello of the Latin American Bureau and Dewey Brumbaugh and Michael Guido of the Professional Studies and Career Development Division for their cooperation and assistance.

The conference was notable for the communication it afforded which could have been accomplished in no other way and which resulted in a sensitization of both AID/W and the field to each other's and common problems. Those themselves involved in participant training expressed their convictions in discussions and recommendations. The deliberations were an echo to the thought expressed by Mr. Tragen in the opening session, too often participant training is regarded as an appendage to a project instead of one of the vital elements.

LIST OF ATTENDEES

<u>NAME</u>	<u>COUNTRY</u>	<u>POSITION</u>
Theodore Foley	Barbados	Regional Development Officer, Caribbean
George McCloskey	Colombia	Program Officer
Hunter Fitzgerald	Colombia	Chief, EHRD
Ines de Rodriguez	Costa Rica	Training Officer
Gloria Pineda	Dominican Rep.	Training Officer
Elsa de los Reyes	Ecuador	Training Specialist
Elsa Pesantes	Ecuador	Training Specialist/Narcotics
Berny Gonzalez	El Salvador	Training Officer
Liana Alfaro	El Salvador	Chief Accountant
Guillermo Perez	Guatemala	Asst., Office of National Planning Council
Oscar Lafuente	Guatemala	Project Scholarship Asst. Min. of Agriculture
Elvira Saenz de Tejada	Guatemala	Training Specialist
Alice de Alonso	Guatemala (ROCAP)	Training Specialist
Rafael Franco	Guatemala	Dep. Chief Accountant
Carmen Brumell	Guyana	Asst. Training Officer
John Sawh	Guyana	Asst. to Controller
Albertina Centeno	Honduras	Training Specialist
Nola Mignott	Jamaica	Training Officer/Prog. Asst.
Lynette White	Jamaica	Coordinator, Natl. Plan. Agency
Paul M. Groves	Nicaragua	Program Officer
Connie A. Montealegre	Nicaragua	Training Officer
Violeta Bebout	Nicaragua	Training Assistant
William Naylor	Panama	Controller
Vilma Jaen	Panama	Financial Analyst
Aura Othon	Panama	Training Officer
Sonia Barnett	Panama	Program Assistant
John H. Clary	Paraguay	Asst. Program Officer
Adolfo Flores	Paraguay	Training Officer
Kearney Bennett	Venezuela (DState)	Econ/Comm. Officer
Paul Cooper	AID/W	Dep. Controller, SER/FM
Charles Fleer	AID/W	Director, SER/IT
Thomas Moser	AID/W	Director, SER/CFS
Judson Bell	AID/W	Actg. Asst. Director, SER/IT
William Elsen	AID/W	Planning Officer, SER/IT
Bessie Harriston	AID/W	Dev. Trng. Specialist, SER/IT

# Memorandum

TO : DAA/SER, Mr. John F. Owens

DATE: February 25, 1977

FROM : SER/IT, Charles H. Fleer /s/

SUBJECT: Preliminary Report, Latin American Regional Conference on Participant Training, February 8-11, 1977.

In response to your request and pending the completion of a formal report, we are forwarding these comments on subject conference.

Considering the age of the Latin American training programs, their large size, and the length of service of many local employees, we expected that a different set of problems might emerge from those of the African Regional Conference. This assumption proved untrue. The types of problems were largely the same as discussed in Arusha.

The conference was excellent from two points of view: (1) a good exchange between AID/W staff (SER/IT, SER/FM, SER/CFS) and USAID personnel and (2) sensitization of AID/W staff to possible problems created for the field by our own procedures and regulations. The conference evaluation forms marked by the attendees will be summarized in the formal report.

The Training Guidebook which includes pre-departure orientation materials was distributed for comment in draft. This is a direct result of one of the Arusha recommendations. The new PIPA documentation was also added to the Panama conference.

Immediately striking were several conclusions identical to those from the first conference. The Development Training Guide needs up-dating. A catalog of third country training resources is needed. More accurate cost guidelines should be forwarded. Lead time restrictions should be enforced. SER/IT is encouraged to be more strict in credentials evaluation. TDY assistance is needed and Regional Training Officers are recommended.

Other items may have been more singular to this conference. U.S. training should include more programs in Spanish. In-country training must be defined, measurable and reported. Short-form documentation should be considered for in-country and short-term training. One of the most important contributions from a Program Officer was a recommendation that SER/IT should be a party to all Project Paper reviews so that we would have advance knowledge of training requirements.

These are the highlights. More details will be included in the actual report.



## SUMMARY OF CONFERENCE

## U.S. Training

1. Course announcements to the field should be as detailed as possible and the language of training made clear. P ✓
2. Course offerings should be sent with sufficient leadtime. P ✓
3. Some USDA course announcements are too expensive, not relevant to AID needs, and not clear as to source of funding. P ✓
4. Cost guidelines should be updated as frequently as needed. P ✓
5. The Development Training Guide should be updated. P ✓
6. Placements should fulfill training objectives; documentation should be more detailed concerning the training requirements. P ✓
7. The medical exam requirement and the costs paid by the participant should be reviewed. P ✓
8. A more simple form of documentation should be considered for short-term training. P ✓
9. ETAs should be sent for all returnees and their return home should be verified. IMP ✓
10. Spanish language translations of training materials and courses taught in Spanish should be considered for U.S. training. IMP ✓
11. Discipline is needed on both sides; leadtimes should be respected; academic credentials should be complete or be returned. IMP ✓
12. SER/IT should participate in all Project Paper reviews. P ✓
13. Independently funded participants should be distinguished from Country Financed participants. P ✓

## In-Country Training

1. A definition is needed which includes measurement and reporting systems.
2. Simplified documentation should be established.
3. TDY assistance may be needed for planning and evaluation.
4. At least rough estimates of cost should be reported.
5. April and October would be good months for reports.

### Regional Training Officers

1. Regional training officers may be more cost effective than TDY assistance.
2. Liaison with SER/IT could alleviate bottle necks.
3. Operational services training in the missions could be handled more expeditiously.
4. Third country training sources could be identified, evaluated, and disseminated; placement could be facilitated. ✓
5. In-country training assistance could be effected.
6. Follow-up activities could be assisted and encouraged.

SCHEDULE OF LA CONFERENCE MEETINGSDAY 1TUESDAY - FEBRUARY 8, 1977

9:00	Welcome	Irving G. Tragen Mission Director USAID/Panama
9:30	Address "Human Resources in Governmental Sector in Panama"	Ms. Carmen Nunez Director - National Training System Ministry of Planning and Economic Policy
10:30	COFFEE BREAK	
10:45	Introductions and Conference Procedures	William Elsen
11:00	New Trends	Charles H. Fleer Director, SER/IT
12:30	LUNCH	
2:00	How Participant Training is Handled in the Field	
	Overview of Recent FAA Mandates	Paul Groves
	Selection & Orientation	Ines de Rodriguez
	Problems Faced in Field	George McCloskey
4:30	Training Guidebooks	Judson Bell
	REPORTER	<u>Carmen Brumell</u>

SCHEDULE OF LA CONFERENCE MEETINGS

DAY 2

WEDNESDAY - FEBRUARY 9, 1977

9:00	<u>U.S. Training</u>	
	"To Change Lives"	Judson Bell
	U.S. Training Cycle	Bessie Harriston
	Documentation	
	PIO/P	Bessie Harriston
	PIPA	William Elsen
10:30	COFFEE BREAK	
10:45	Resumption of "U.S. Training"	
11:30	Narcotics	William Elsen
		REPORTER <u>Gloria Pineda</u>
12:30	LUNCH	
2:00	Group Photograph	
2:15	In-Country and Third Country Training	Judson Bell
3:30	Canal Zone Trip	

REPORTER John Clary

SCHEDULE OF LA CONFERENCE MEETINGSDAY 3THURSDAY - FEBRUARY 10, 1977

8:00	Participant Financing	Paul Cooper Dep. Controller, SER/FM
9:30	COFFEEBREAK	
		REPORTER <u>Theodore Foley</u>
12:30	LUNCH	
2:00	Country Financed Services	Thomas Moser
	(POSTPONED TO FRIDAY DUE TO MR. MOSER'S INABILITY TO LEAVE AID/W)	

SCHEDULE OF LA CONFERENCE MEETINGSDAY 4FRIDAY - FEBRUARY 11, 1977

8:00	<u>Follow-up</u>  History/Requirements How Follow-up is presently done Future Experiences of Returned Participants	William Elsen Connie Montealegre Adolfo Flores Ms. Maritza Salazar Mr. Hernan Arboleda Mr. Augusto Cedeno (All from Ministry of Planning & Economic Policy)
	REPORTER	<u>Aura Othon</u>
10:00	COFFEE BREAK	
10:30	Country Financed Services	Thomas Moser Director, SER/CFS
	REPORTER	<u>Kearney Bennett</u>
12:30	Summary of Conference	Charles H. Fleer
1:30	Evaluation	

## SESSION ONE

A speech of welcome was given by Mr. Irving G. Tragen, Director, USAID/Panama. He recounted the objectives of the conference: to review policy, program, and financial management changes affecting participant training; to assist both the field and AID/W in identifying present problems and possible solutions; to review the roles of in-country, third country, and U.S. training; and to contribute to the professional development of employees responsible for participant training by enhancing communication and coordination. In discussing the importance of participant training, he said that too often "it was looked at as an appendage to a project instead of one of the vital elements."

An official of the Panamanian Government, Ms. Carmen Nunez, Director of the National Training System, Ministry of Planning and Economic Policy, described in an address the "Human Resources in the Governmental Sector in Panama." Her speech, in Spanish, was punctuated with applause and elicited comment and questions from the attendees. Unfortunately, the representatives from Jamaica and Guyana, and some others, do not understand the Spanish language.

A round-robin of self-introductions was conducted and the program and procedures of the sessions were explained by the conference coordinator.

Mr. Charles H. Fleer, Director of the Office of International Training, presented the objectives of the participant training program, the current trends, and some of the highlights of the African Regional Conference held in Arusha.

## SESSION TWO

SUBJECT: PANEL - How Participant Training is Handled in the Field

SPEAKERS: Paul Groves, USAID/Nicaragua      REPORTER: Carmen Brumell  
 Ines de Rodriguez, USAID/Costa Rica      USAID/Jamaica  
 George McCloskey, USAID/Colombia

TOPICS: Overview of Recent FAA Mandates  
 Selection and Orientation  
 Problems Faced in the Field

## DISCUSSION:

Overview of Recent FAA Mandates - Mr. Groves

The new initiatives mandated by the Congress were highlighted from "Implementation of 'New Direction' in Development Assistance", the Report to the Committee on International Relations on Implementation of Legislative Reforms in the FAA of 1973, dated July 22, 1973.

1. Aid is being concentrated in the three key sectors of food and nutrition, population and health, and education and human resources development.
2. Projects are especially directed toward reaching the poor majority so that the benefits of economic growth accrue to all the people and not to a select few.
3. Increasingly active with AID support are private and voluntary organizations in planning, implementing, and evaluating development programs.
4. The importance of integrating women into development is being stressed.
5. Programs involving the poor as active participants in the development process are emphasized.
6. AID is changing its systems and procedures affecting the programming process.

Some of the problems of the field include defining "the poor majority" and designing projects which are aimed toward the improvement of the poor while at the same time involving them in the development process. In-country and third country training should likely be utilized to a greater extent. Technical training is growing and appears to be displacing some academic training. This trend, however, creates a greater workload since programming of non-academic is more complex and more time consuming.

SELECTION & ORIENTATION

Ines de Rodriguez

Before describing the USAID Costa Rica selection process for participants, it is important that I give you some background on our program.

The AID program in Costa Rica has shifted heavily to loan assistance and has been reduced sharply on the grant side. This is a trend which has evolved out of a series of socio-economic indicators which place Costa Rica in what we might call the "new middle class" of the developing world. Without going into a detailed explanation of how this came about, let me just say that for future years, the AID program in Costa Rica will continue to concentrate even more on loan assistance. For this reason, during the last 3 or 4 years the majority of our participants have been loan funded and their selection process has been conducted almost totally by the Costa Rican Government. At the present time, we still process a small number of grant-funded participants.

Bearing this introduction in mind I do want to comment on the selection process used by the Mission in the past when we had a large grant-funded participant training program because it contained certain special characteristics which may be of interest.

The selection of participants in Costa Rica is made by the USAID Technical Division in coordination with the Costa Rican Government counterpart representatives based upon needs and priorities of the country in specific fields of agriculture, nutrition, population (family planning) and urban development. After the selection has been made, the Training Office initiates routine procedures including preparation of biodatas, security clearance, medical exams, travel arrangements, orientation, etc. This orientation briefing covers a thorough discussion of AID regulations, clear arrival instruction, a detailed explanation of who to contact and where to go upon arrival in the event that they are not met at the airport. The objectives and program of the Washington International Center, medical insurance, the role of the AID Development Training Specialist, the administrative orientation, domestic travel, per diem and budgeting of funds, hotels, weather conditions, food habits, traffic regulations, shipment of books, postal rates, tipping, etc., are covered at length during pre-departure orientation. Special emphasis is given to the need for conservative management of funds, urging participant either to open a bank account whenever possible or purchase traveler's checks. It is also suggested that they carry with them a minimum of cash.

Returned participants whose training experience bears similarity to that of the new departing participants, are called upon by the Training Office to assist during orientation. Special attention is given to the selection of these returnees since their effectiveness is directly related to the clarity of thought with which he or she can relate his or her experience specially in matters relative to cultural adjustment and the degree of maturity with which he or she coped with the training experience.

Generally speaking the returnee is frank and candid in this process, often referring to personal anecdotes which contribute to develop confidence and self-assurance on the part of the departing participants.

Drawing from the experience of returnees and specially for the benefit of those new participants with little formal education and travel experience, and based upon their willingness to represent Costa Rica well, either within their training institutions, informal groups or among host American families, the Training Office decided, some time ago, to expand the pre-departure process and turn it into a two/three day orientation session.

Since it is rather difficult to plan and coordinate these orientation sessions for small groups, the Training Office combines all selectees scheduled to depart within a period of four to six months. Lectures on Geography and History of Costa Rica are delivered free of charge by professors from the University of Costa Rica. (This is the only type of Lecture that is not delivered by a former AID participant). Lectures on socio-economic development and the education system in Costa Rica, as well as talks on the difference in customs and habits between Costa Rica and the United States, which all departing participants consider to be of special interest, are also delivered by former participants who have lived at least two years in the United States, and experienced a favorable adjustment and satisfactory integration into the American culture. A lecture on human relations is also included in these orientation sessions.

The day devoted by the Training Office for administrative orientation also includes a showing of the film "Dear Participant" and a Spanish translation. All books and pamphlets available are distributed, specially those in Spanish, since the majority of Costa Rican participants do not speak English.

## DISCUSSION:

## Problems Faced in Field - Mr. McCloskey

The field problems were organized under "General", "U.S. Training", and "Third Country Training".

All communication must become more timely. The Congressional mandates are difficult to meet due to lack of understanding about intent, to project design and implementation problems, and to the necessity for host government agreement which is not readily obtained. Host government capacity to plan, finance, and implement not only varies widely but is insufficient in some cases. The philosophy of training as to its purpose is not always clear.

Information on current U.S. training opportunities needs updating. There are insufficient programs in the "catalogue" in Spanish, for technical purposes, and for short term training. The documentation contains too much "red tape". The narcotics training program has different and difficult procedures to understand.

Mission communication concerning third country training is poor. The information as to current availability needs updating and the quality is not described. More short term third country training is needed and feedback from the country of training to the sending country is not available.

SUBJECT: Training Guidebooks

SPEAKER: Judson Bell

## DISCUSSION:

In response to a recommendation in the African Conference, a draft Training Guidebook was assembled by SER/IT and distributed to those attending the Latin American Conference for comment. Bulk reaction was favorable and some suggestions for improvement were advanced. The guidebook will help mission personnel with pre-departure orientation and contain other useful information about participant training.

## SESSION THREE

SUBJECT: U.S. Training

SPEAKERS: Judson Bell, AID/W  
Bessie Harriston, AID/W  
William Elsen, AID/W

TOPICS: "To Change Lives"  
U.S. Training Cycle  
Documentation

## DISCUSSION:

"To Change Lives" - Mr. Bell

The slide presentation was made since field personnel are generally unacquainted with this audio-visual description of the participant training program. The potential uses to which it could be put included use as a pre-departure orientation item.

## RECOMMENDATION:

SER/IT should consider sending "To Change Lives" to those missions requesting a copy for use in pre-departure orientation.

U.S. Training Cycle and Documentation  
Mrs. Harriston and Mr. Elsen

The participant training cycle, covering the time from the receipt of the PIO/P in AID/W to the departure from the U.S., was explained in detail. Reception, orientation, complementary and supplementary programs were described.

Quality programming is interdependent with many things: good project planning, complete documentation, sufficient lead time, appropriate credentials and language proficiency, careful monitoring - to name some of the obvious.

To illustrate complete documentation a well-written training request was used as a model and copies were handed to the attendees. The important parts of the PIO/P were emphasized and the corresponding parts of the new PIPA system were pointed out.

Although the circular airgrams on "Unification of Implementation Procedures and Documentation" had been sent to the field in December and January, few attendees were familiar with the PIPA system, let alone the more recent of the two circulars which contained the participant training module. The AID/W representatives were prepared to discuss the training module, only to find that attendees wanted to discuss the PIPA facesheet and other fundamentals or that attendees had no framework of reference at all for the substitute PIO/P. Attendees were strongly urged to respond to the request for feedback contained in Circular A-24 by February 18, 1977, upon their return to post from the conference.

Opinions from the attendees were many and some of them pertained to training but not necessarily to the topics at hand.

1. A regret was expressed that no representative of the LA Bureau was present and the AID/W representatives were urged to "clarify the training situation to the Bureau".
2. The Development Training Guide and the Third Country Training Catalog are outdated and do not respond to the recent FAA mandates.
3. Missions do not always receive ETAs for returning participants nor do they verify return. \*
4. The accelerated increase of foreign students in the U.S. may be having an adverse effect on participant training.
5. Graduate country training problems can be matched with those in pre-phase out countries.
6. The danger of overtraining was mentioned as well as not utilizing training properly upon return. ]\*

SUBJECT: Narcotics

SPEAKER: William Elsen

DISCUSSION:

Present training in narcotics control is in the area of law enforcement and is implemented in the U.S. by the Drug Enforcement Administration and the Bureau of Customs. Ms. Mary Wampler, Director, SER/INC, believes that the future trend in narcotics control training will include demand reduction and control. It will include rehabilitation, an educational program, and a prevention program. Enforcement training is fairly standardized; demand reduction and control will be more specialized, tailored to each country's needs.

The National Institute on Drug Abuse, a part of HEW, relates with twenty other U.S. Government units and trains 14,000 yearly. The Department of Defense, the Veteran's Administration, and the Civil Service Commission use NIDA programs widely.

One training contractor for NIDA is the National Drug Abuse Center, located in Rosslyn, a few blocks from SER/IT. The Center and other training contractors can be used by NIDA for in-country training and/or consultation and for U.S. training.

CONCLUSION:

If missions have requirements for narcotics control training in demand reduction and control, AID/W believes that funding will not be a problem for well-planned, well documented projects which will go through the normal narcotics program approval process.

## SESSION FOUR

SUBJECT: In-country and Third Country Training

SPEAKER: Judson Bell, SER/IT

REPORTER: John Clary  
USAID/Paraguay

## DISCUSSION:

The relative advantages and disadvantages of in-country, third country, and U.S. training as delineated in Handbook 10 were reviewed. The recent pilot programs in Project Design and Evaluation given in-country were declared successful. Conference attendees believed they should not be limited to returned participants. The Training of Trainers in Management program is being given in the field as regional or third-country training. Financial Management for Cooperatives training has also been requested as a third country venture. A feasibility study has just been completed by a contractor.

The role of SER/IT in in-country training is evolving but the responsibility to report statistically has been Congressionally mandated. This requirement imposes a burden which to date has not been resolved. Mobile teams are under consideration. A knotty problem is that of funding in-country and third country training.

The language of regional training for Central America poses a problem. Haiti is French-speaking; Jamaica and Guyana, English-speaking; and the rest, Spanish-speaking.

## RECOMMENDATIONS

1. Attendees were requested to submit definitions of in-country training which contained measurement and reporting elements.
2. With field input, AID/W should devise evaluation and reporting procedures for in-country and regional training.
3. The third country (regional) training catalog should be updated.
4. Short-form documentation for in-country and short-term training should be considered.

## SESSION FIVE

SUBJECT: Participant Financing

SPEAKER: Paul Cooper, SER/FM

REPORTER: Theodore Foley  
RDO/Barbados

## DISCUSSION:

The history and trends of the costing systems for participant training were reviewed at length. The recently-displaced system discriminated against non-contract participants since contract participants received services toward which they made no financial contribution. Many participating agency costs were high and RSSAs are being negotiated on an actual cost basis. A few participating agencies added to costs by including programs not requested by SER/IT or the missions.

Cost guidelines to the field create problems when they prove to be too low in this time of inflationary rises. Explanations to host governments are never easy and sometimes arouse unwarranted suspicion. Loan funded PIO/Ps are especially difficult to adjust upward.

Unusual delays in processing PIO/Ps increase cost adjustment problems. The new service charges to be made for loan funded and contract participants are not clearly covered by the current documentation system. Third country training cost guidelines need clarification.

## RECOMMENDATIONS

1. AID/W should update cost guidelines and adjust them as often as needed.
2. Prompt replies to training requests would help to avoid a buildup of resistance to upward cost adjustment.
3. Missions should use higher estimates of costs especially ✓ for long-term planning.
4. Missions may help to keep costs down by being more specific about which program services are wanted for participants.
5. AID/W should notify the field how to assign accurately the service costs for loan-funded and contract participants.
6. Missions would appreciate receiving more details of the participant insurance policy.
7. Missions should include SER/IT regulations into contracts with training elements.
8. SER/IT should participate in all Project Paper reviews for purposes of advance planning and enhancing the possibility ✓ of accurate cost guidelines.

9. Training in financial management of cooperatives should be centrally funded.
10. Discipline should be practiced on both sides: AID/W ✓ should refuse incomplete credentials and inadequate lead time and missions should refuse to accept inappropriate lead time for call-forwards.
11. All centrally funded training from AID/W Bureaus and Offices should be included in a reporting system to the missions and to SER/IT.
12. AID/W should consider an edition of the Participant Handbook in Spanish.

## SESSION SIX

SUBJECT: Follow-up

SPEAKERS: William Elsen, SER/IT  
 Adolfo Flores, USAID/Paraguay  
 Connie Montealegre, USAID/Nicaragua  
 Maritza Salazar  
 Hernan Arboleda  
 Augusto Cedeno

REPORTER: Aura Othon  
 USAID/Panama

} All of the Ministry of Planning and  
 Economic Policy, Government of Panama

TOPICS: History and Requirements  
 How Follow-up is Presently Done  
 Future

## DISCUSSION:

The Follow-up of Returned Participants program began in 1959 in response to a Congressional inquiry as to the whereabouts of those previously trained. For a decade and a half the program grew and flourished until it was cut back in early 1974 due to the reduction of field staff. The number of mandatory activities was reduced to two: contacts with returnees and presentation of Certificates of Achievement. It was planned to produce Participant Directories by computer printout in AID/W. Print-out cards sent to 42 missions resulted in a 10% return. Staff reduction in SER/IT precluded coding the information and the plan has been dormant for the last two years. The system will be activated as a part of the Participant Training Information System.

Copies of the FY 76 Returned Participant Activities survey were distributed. Attention was drawn to the data which showed the extent to which the optional activities were performed, the number of participant directories published and/or updated, and the standing of the LA Bureau missions relative to the other bureaus.

The panelists from the USAID staffs described the follow-up activities performed in their missions. Their contributions were shortened from the planned agenda by the interest shown in asking questions of the three young Panamanian officials who were returned participants.

The returned participants agreed that re-entry depends on the person and his maturity. At the beginning they felt they could not put into practice all the things they wanted to do. They felt lost about the economic situation at home and the professional milieu of their new jobs. They had no problems of adaptation to personal life or environment.

During their training programs they would have liked to hear more news from home about the country's development and the professional area for which they were being trained. They praised the work of volunteers in the U.S. and the chances to meet with and speak before groups, although they did not always have time to accept such invitations.

They enthusiastically labeled as very helpful the orientation program at the Washington International Center, the Economics Institute at Colorado, and the MSU Communication Workshop. None had been programmed for supplementary training in management.

#### RECOMMENDATIONS

1. A downtown location of the mission Training Office encourages contacts and English language training.
2. A budget should be established for such follow-up activities as technical literature and book distribution and renewal of professional society memberships. ✓
3. English language training facilities are in dire need of revitalization. ✓
4. Re-orientation upon return may be done on the job on an individual basis; this may be difficult to monitor and report. ✓
5. Professional associations in the home country may consider sending appropriate news to participant during their training. ✓
6. Greater use should be made of in-country and third country training.
7. Academic participants should also be given practical, on the job training. ✓
8. SER/IT should try to schedule courses in all fields similar to Colorado's in economics which gave background study to help participants compete successfully in graduate studies and also provided English language refresher training. ✓

SUBJECT: Country Financed Services

SPEAKER: Thomas Moser, SER/CFS

REPORTER: Kearney Bennett  
Am. Embassy, Caracas

#### DISCUSSION:

Explanation and examples were given of the two sections (607 and 661) of the FAA which provide for authority to promote and effect sales of U.S. technical services and commodities to friendly nations around the world. Section 661 is informally referred to as "seed money" and 607 as "follow-on sales". A booklet entitled "Sales of United States Goods and Services to Friendly Countries" was distributed as a reference.

Relating to the training aspects of country-financed services, a printed question-and-answer leaflet was distributed and reading time was allowed. This served as a basis for discussion.

AID loans may not be used to purchase goods or services through CFS.

A Section 661 request does not conflict with the commercial aspects of the U.S. Embassy since the request would involve the U.S. government as the vendor of services or at least as an intermediary as opposed to direct contact between host government and private sector.

The CFS Office has facilitative capacities which can point inquirers in the right direction at no cost.

AID will make an additional administrative charge of \$85 per month for academic and \$90 per month for non-academic participants.

Regional CFS offices will be opened with one in Caracas scheduled for opening in a month or two.

Federal procurement regulations do not apply since no U.S. money is involved; CFS will be guided by "good business practices".

#### RECOMMENDATION

Independently financed participants should be distinguished from country financed participants and regulations concerning each should be clarified.

SUBJECT; Key Problem Areas Not Directly Covered During the Conference

Due to the change in the agenda necessitated by moving the session on Country Financed Services to Friday, this subject could not be covered. The meeting had been in session for over five hours and the decision was made to proceed to the Summary and Evaluation portions of the schedule.

## LATIN AMERICAN CONFERENCE ON TRAINING - FEBRUARY, 1977

(Please circle the number which reflects your assessment of the topic covered & method of presentation.)

	<u>Relevancy of Topic</u>					<u>Assessment of Presentation</u>				
	Low		High			Low		High		
	1	2	3	4	5	1	2	3	4	5
a. <u>SER/IT New Trends</u>	2	2	4	7	12	2	3	8	12	2
b. <u>Problems Field Faces</u>		1	1	8	17	1	2	7	12	5
c. <u>U.S. Training</u>			1	8	18	3	2	14	8	
d. <u>In-country and</u> <u>Third Country Training</u>		1	4	9	13	4	7	11	5	
e. <u>Country Financed Services/</u> <u>Participants</u>		1	7	8	11	3	8	10	6	
f. <u>Participant Financing</u>			6	10	11	1	11	11	4	
g. <u>Follow-up</u>			6	7	14	1	11	11	4	
h. <u>Overall Reaction</u>			2	13	12	1	7	17	2	

Comments (Topics or Operational Matters) 13 Responses

1. Propose that similar meetings be held yearly to improve communications and better apply on-going policies.
2. The seminars are necessary for two way communication.
3. Some paper work could have been better prepared by OIT/W before being taken to the conference. On the whole the Conference was very informative and such discussions should bear fruit.
4. The organization of the conference was excellent, however, more controller type and Program Officers should have been present.
5. Very relevant and timely. Maybe group discussions on specific problem areas with reporting feedback and recommendations would have been more helpful and involve more participation.
6. Some of the problem areas of the field as they relate to OIT needed more discussion.

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7. Illustrative, informative, but not specific.
8. To have same conferences in the future for improvement of communications, regulations and procedures.
9. Problems of coordination within AID/W should be handled there. We in the field can do little to help.

Almost no consideration was given to training's relationship to total Mission programs. Instead, training was treated as a complete and separate activity. Training is part of a big picture and should be treated as such.

10. We expected more concrete explanations.
11. Overall - very useful. Same kind of conference should be held at least on a yearly basis.
12. I consider the fact that AID/W and the field got together of major importance. It was the exchange which was significant and hopefully the degree to which this will help both sides do a better job is important. This should be done at least annually. I strongly recommend that IT do all that it can to play a leading role in assuring that manpower development be recognized and play its proper role in all project efforts.
13. I think the meeting has been very instructive and productive to the USAID/Missions and AID/W as well and recommend to have it more often at a regional level.