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I. BACKGROUND

A. The Training Setting in Bangladesh

Bangladeshis place a high value on education. Poets and educators are highly respected citizens and in many cases are national heroes. Yet, less than 26 percent of the population and only 16 percent of women are literate. Much of the literacy problem stems from a traditional education system which prepares a small elite for careers in the civil service or business communities and does little for everyone else.

Bangladesh's rapidly increasing population has surpassed the capability of the country's agricultural base to provide employment for its 96 million people. As a result, large numbers of rural inhabitants are seeking jobs in the industrial and service sectors where modern work skills are required. The long-term solution to providing these skills lies in developing an effective national education system. However, there are current needs that require our immediate attention.

To address these and many other development issues, the BDG, along with the donors, is implementing a wide array of modern development programs. Unfortunately, Bangladesh is short of the manpower resources/technical skills necessary to successfully implement these projects. Training programs addressing this critical constraint are urgently needed.

USAID sees participant training programs as a practical and cost effective approach for solving human resource problems in Bangladesh. USAID has financed degree and non-degree training in the United States, in Bangladesh and in third countries for individuals in both public and private sectors. Training has been both technical in nature (42 percent of participants) and general (58 percent have undergone management training). USAID plans to continue to expand the role of participant training in addressing human resource constraints in Bangladesh.

Training in Bangladesh is accomplished in a difficult setting. Many problems, including the following, serve to limit seriously the effectiveness of USAID and other donor financed training.

- The most appropriate candidates are not always chosen for USAID training programs. For example, training is frequently not associated with expanding one's capabilities or improving job performance. Rather it is looked upon as a means of obtaining foreign travel and/or a method for earning extra money from maintenance allowances. During a two month course, in Bangkok, for example, a participant can easily save a portion of his maintenance allowance equivalent to more than six months of basic pay for a mid-level BDG employee. As a result, training is often selected on the basis of its "profit potential" and shopping opportunities rather than the merits of the instruction being offered. This motivation inevitably results in some inappropriate people being selected for training.
- Training is sometimes used as a means for rewarding or gaining loyalty and not for improving skills of the most appropriate individuals. This appears to be more noticeable in longer term training programs and training at the more prestigious institutions.
- Training for women is improving, but is still a major problem. Women are often not given priority for training by either the women themselves or their male supervisors. For example, under USAID's Technical Resources Project (TRP), it took almost two years before fifty female candidates could be identified and cleared. Our experience has been that it would have taken about three months if the candidates were males. The overall affect is that women do not have as many opportunities for training as men. The problem is more acute among women serving in the private sector, where far fewer opportunities are available.

The new BDG overseas training guidelines establish strict eligibility requirements for training programs which often prevent qualified persons from receiving training. In June 1983, the BDG published a set of "Guidelines for Utilizing Foreign Training". The guidelines establish details on eligibility for foreign training. They also manifest a more rigid BDG position on controlling overseas training. For example, limits on the number of foreign training trips and age limits for degree training are established. The guidelines are having the greatest affect on mid-level and senior BDG employees. This group now hesitates to have their names submitted for short-term training in hopes of obtaining longer training which may or may not be related to their professional areas.

- In many situations, participants are sent to foreign institutions when training could be accomplished in Bangladesh. For several years after the war of independence in 1971, Bangladesh training institutions were few in number. Those in existence suffered many disruptions from the war. For example, many of the experts in the field of training were killed during the war or did not return to Bangladesh after the war. Many of the training facilities were destroyed. For these and other reasons, Bangladesh institutions developed a poor reputation. However, since 1975, new institutions have been established and many have improved their capabilities. At many institutions, quality instruction can now be provided in Bangladesh. Unfortunately, many training institutions still suffer from previous years' poor reputation.

- Other than clearing nominees, the government's participation in developing, implementing or evaluating USAID funded training activities is limited. This issue is discussed further in paragraph 1C, "Management of the Training Program", of this Strategy.

- Last, and probably one of the most important issues, is that the present Bangladesh Government's institutional environment seriously inhibits the utilization of skills and information acquired from training. This is a major constraint for some USAID training endeavors (especially management training) and deserves further explanation. For training to be effective, three interdependent conditions must be fulfilled: (1) information and skills provided must be practical for solving problems in Bangladesh, (2) participants must learn the information and skills provided and, (3) the participants must be allowed to work in, or they themselves must create, an institutional environment which allows full exploitation of the information and skills learned during training. In the last few years, significant improvements have been accomplished toward establishing the first two conditions. Unfortunately, there has been little success in establishing the third and most important one. The BDG continues to have an institutional system that does little to encourage initiative, reward those who perform above the norm, discipline those who perform poorly or punish those involved in inappropriate activities. Such an environment discourages the application of techniques and principles learned during training.

Given this setting, implementing effective training activities that support USAID's overall program objectives is no easy task. The problem requires a clear USAID strategy that identifies objectives and delineates responsibilities and guidelines for accomplishing those objectives.

B. Growth of the Training Program

From 1972 to 1980, USAID's training program was not large, 709 participants were trained, 83 percent in programs leading to degrees and 17 percent in non-degree programs. The majority of the training was in the fields of family planning (33 percent), agriculture and rural development (29 percent), management (17 percent), and other fields (21 percent). Almost all training was

conducted overseas, and 96 percent of the participants were men. USAID spent approximately \$ 3 million for this training.

From 1981 to 1983, there was an extremely high rate of growth in the USAID training program. In 1981 only 250 participants were supported. However, in 1982, this number expanded to 1,372 and in 1983 the total increased to 3,166. The majority again, were trained in management methods (58 percent), in family planning (31 percent), and in agriculture/rural development (11 percent). During this period, however, women comprised 60 percent of the trainees, and 89 percent of the participants were trained in Bangladesh. USAID expended approximately \$ 4 million for training during these three years.

Statistical summaries of the overall and individual participant training program between 1981-83 appear in the following tables. In addition to the numbers cited above, USAID has reimbursed the Bangladesh Government for in-country training of less than one week duration for 4599 persons during 1981-83. Training profiles for individual USAID projects are provided in annex I. For purposes of this strategy, a participant is defined as an individual who undergoes training in-country or overseas, for one week or longer.

TABLE A: CONSOLIDATED PROJECT SUMMARY OF USAID-FINANCED TRAINING FY 1981-1983

Fiscal Year	Total Number of Participants	SEX		LOCATION			DURATION		Less than one week
		Male	Female	U.S.	Third Country	Local	Long term	Short term	
FY 1981	250	210	40	41	188	21	8	242	(28)
FY 1982	1,372	555	817	28	120	1,224	15	1,357	(1341)
FY 1983	3,166	1,127	2,039	45	100	3,021	14	3,152	(3230)
	<u>4,788</u>	<u>1,892</u>	<u>2,896</u>	<u>114</u>	<u>408</u>	<u>4,266</u>	<u>37</u>	<u>4,751</u>	<u>(4599)</u>

TABLE B: INDIVIDUAL PROJECT SUMMARIES OF USAID FINANCED TRAINING FY 1981-1983

Project Title and Number									
1. Technical Resources Project (388-0027)	952	539	413	37	102	813	12	940	(1783)
2. Population/Fam. Planning(388-0001)	152	132	20	1	151	0	1	151	0
3. Fam. Planning Services(388-0050)	3,093	647	2,446	15	98	2,980	9	3,084	(1000)
4. Agricultural Research Project (388-0003)	3	3	0	2	1	0	2	1	0
5. Agricultural Res. Phase II(388-0051)	502	487	15	29	35	438	13	489	(188)
6. Rural Finance Experimental Project (388-0025)	1	0	1	1	0	0	0	1	0
7. Fertilizer Dist. (388-0024)	66	65	1	20	11	35	0	66	(28)
8. Rural Electrification II(388-0021)	15	15	0	9	6	0	0	15	0
9. Food For Work (388-0052)	4	4	0	-	4	0	0	4	(1600)
Total:	<u>4,788</u>	<u>1,892</u>	<u>2,896</u>	<u>114</u>	<u>408</u>	<u>4,266</u>	<u>37</u>	<u>4,751</u>	<u>(4599)</u>

1. Long term - more than one calendar year.
2. Short term - more than a week and upto one calendar year.
3. Total number of participants does not include those who received less than one week of training.
4. All dates are the year training was initiated.

C. Management of the Training Program

The BDG's involvement in developing, monitoring and evaluating training activities is still very limited. In general, the BDG only participates in routine processing of nominations. This includes passing information about training opportunities to the ministries and having nominations for overseas training cleared through the Overseas Training Review Committees. There appears to be limited interest on the part of BDG agencies (primarily because of limited manpower) in taking a more active role in developing training activities. The role of ERD is only to act as a "mail drop" for processing training activities. They do not screen nominations to determine their validity.

Three BDG committees control all overseas training of over sixty-days duration. First, an allocation committee, when multiple opportunities are available, decides how they will be divided among the ministries. One selection committee, under the Establishment Division, reviews all non-degree training, while another selection committee, under the Ministry of Education, reviews all degree training. Each committee contains representatives from various ministries. Membership on these committees is an extra duty. As a result, they often act slowly in reviewing training requests. This has been a major problem in obtaining timely government clearances. All in-country training is controlled at the ministry level.

The Training Section in the Program Office has overall responsibility for coordinating the USAID training program. Training is funded either from the training component of the Technical Resources Project (TRP) or through projects managed in the technical divisions. Technical Resources Project training is managed by the Training Section. All participants selected for training abroad are processed through the Training Section. Trainees selected for in-country training under technical division projects are processed in the technical divisions.

The rapid increase in the number of USAID-supported participants in the last three years, and the expansion of in-country training in particular, have placed increased management demands on USAID. This increased workload and several other weaknesses in the current USAID training program system have made it imperative to establish sound procedures for the management of our training activities. Some of our most significant problem areas are:

- The USAID does not have guidelines for selecting training activities and identifying participants. Some training activities are conducted that are not clearly related to USAID's development strategy as delineated in the CDSS or in other USAID strategy papers.
- Training often does not focus on providing information and skills useful for solving problems within the Bangladesh context or within the job responsibilities of the participants.
- There is no effective system for monitoring in-country training activities to insure they are carried out in accordance with contract agreements. In some cases, curriculum details are changed without prior approval from USAID, and questionable expenses are submitted by the training institutes to USAID for reimbursement.
- There is inconsistency among USAID-supported training activities in the areas of maintenance allowance rates, conditions for overseas training, English language proficiency requirements and allowable expenses.
- Only a limited number of private sector persons are participating in USAID training programs. This has primarily resulted from USAID project agreements that do not contain provisions for private sector training and the fact that the BDG does not have an effective method for identifying training nominees from the private sector.

- There has been no system for keeping USAID's senior level management staff informed of the overall status of training activities, nor has a complete record keeping system for training been established.
- Coordination between the Training Section, the BDG, other donors, local training institutions, and the training consultants hired by the EDG to manage USAID funded projects is limited. As a result, there are inconsistencies in such things as maintenance allowances, the types of training which is conducted in Bangladesh instead overseas and unnecessary delays in the clearance process for overseas training.
- There is no effective follow-up system for maintaining contact with USAID's participant training program alumna. This makes it difficult to assess the value of training experiences in reference to our training program objectives.
- The three-person local training staff is fully occupied with the routine administrative processing of participants as required by USAID Handbook 10 and has, therefore, been unable to assist in resolving the above problems.

II. USAID STRATEGY

A. Objective

USAID's training objective is to improve the professional competency of Bangladeshis working in the substantive development areas of USAID programs.

B. Policy Guidelines

1. USAID funded training will address human resource constraints identified in project papers or in the CDSS or other Mission strategy papers.
2. Whenever possible, training directly related to achievement of project purposes will be funded from USAID projects managed in the technical divisions. Training supplementary to that funded under these projects or training in important substantive areas not covered by a specific project will be funded through a general training project. The TRP currently serves this function.
3. USAID will provide training for both public and private sector persons. Special emphasis will be placed on expanding the number of private sector participants.
4. USAID will make special efforts to expand training for women. Details are outlined in the WID strategy.
5. Except when there is a clear, justifiable need for longer or degree training, training will be short-term and non-degree.
6. All research for Ph.D. dissertations must be conducted in Bangladesh.
7. Whenever feasible, training or portions of training will be conducted in Bangladesh.
8. Whenever feasible, USAID will encourage the BDG to take broader responsibility for funding, developing, monitoring and evaluating training activities. This may include encouraging the establishment or improvement of training sections in technical ministries and training in the design and

evaluation of training programs in the ministries.

9. USAID training activities will be closely coordinated with those of the BDG and other donors to ensure that they are complementary, not duplicative.

10. USAID-funded training programs will be monitored by USAID staff or designated representatives.

11. Special training activities - There may be special training opportunities which fall outside the above guidelines. For example, it may be useful to afford selected individuals, who are now or will be holding influential positions, the opportunity to participate in study programs in the U.S. or other countries. Such exposure should be useful to broaden their outlook and ability to deal with future problems in Bangladesh. Through this process, they could become more effective in developing policies and initiating actions beneficial to the implementation of USAID supported programs. This and other similar types of special training can be suggested by any staff member but must be approved by the Director.

12. Centrally funded training may be undertaken in areas that fall outside USAID's CDSS or other USAID strategy statements. USAID will comment on and approve centrally funded training proposed by AID/W and, where appropriate, assist in its implementation.

C. Substantive Areas of Training

USAID will finance training in support of its three strategic program goals: decreasing human fertility, increasing agricultural productivity, and expanding employment. USAID will also fund some training for women that lies outside the confines of these program areas. The major elements of the USAID training program are summarized below. A more detailed listing of training planned for the next three years can be found in Annex II.

1. Decreasing Human Fertility. All training in this area will be funded through the Family Planning Services Project. Near term (1984-86) training plans include long and short term management and technical training for MOHPC officials and short term logistics training for thana and district level storekeepers and officers; limited short term training in the U.S. for Social Marketing Project employees; and overseas and local training for large numbers of NGO managers and field staff engaged in community-based service delivery programs.

2. Increasing Agricultural Productivity. To support the development and dissemination of agricultural technologies and the development of agricultural human resources, USAID will finance study toward advanced degrees for a small number of Bangladeshi agricultural and social scientists each year. We will also fund short term, in-country, training for large numbers of government agricultural officials (emphasizing water management) and field days for farmers to visit research field stations. To improve the availability of agricultural inputs, USAID will support short term training for public employees engaged in fertilizer production, distribution, marketing and for private fertilizer wholesalers and retailers. Non-degree technical training in satellite imagery and forestry research and extension will aid the BDG in the management of agricultural resources.

3. Expanding Employment. Short term training in the U.S. and third countries for small numbers of bank officials is planned to improve the efficiency of Bangladesh's financial system and enhance the ability of the banks to assist farmers and small businesses. Short term technical and management training for rural electric cooperative employees and road maintenance officials will be scheduled to promote the development of rural infrastructure. USAID will also fund, through CARE, orientation courses for large numbers of local officials in Food For Work procedures.

4. Training for Women. USAID's Women in Development objectives are (1) to expand opportunities for women to participate in the economy of Bangladesh, and (2) to improve the quality of life of Bangladeshi women. Since these objectives are considerably broader than the three program goals discussed above, USAID will consider, on a case-by-case basis, a wider variety of training programs for women than for men. To the extent possible, USAID will direct its training programs for women toward achievement of the program goals of fertility reduction, increased agricultural productivity, and expansion of employment. But when insufficient numbers of women are nominated for training in USAID project areas, the Mission will broaden its criteria for eligibility to facilitate the participation of female candidates. For example, to be eligible for management training under the TRP training component, women need not work for a government agency, as is the case for male participants. More details on special training activities for women are discussed in the WID strategy.

III. IMPLEMENTATION OF THE STRATEGY

A. Responsibilities

1. Training Officer

The Training Officer is the principal USAID officer charged with coordination of USAID training activities. His responsibilities are:

- a. to act as the principal USAID staff person for implementing the Training Strategy.
- b. to review all proposed training activities and to ensure that all training is consistent with Agency and USAID policy;
- c. to chair the Training Activities Committee;
- d. to assist project officers in designing, monitoring, and evaluating training activities;
- e. to supervise the administrative and other support provided by the Training Section;
- f. to advise USAID management of the status of the training program and any issues or problems with that program; and
- g. to coordinate the preparation of a semi-annual Training Activities Report.

2. Training Section

Training Section activities will be directly supervised by the Training Officer. In order to provide the support necessary for the wide range of activities described in this strategy, the Training Section will be divided into two units: an Administrative Unit and a Training Support Unit. The Administrative Unit will primarily be responsible for carrying out the standard training administrative requirements as outlined in AID Handbook 10. The Training Support Unit will primarily be responsible for the non-Handbook 10 activities and the special activities established in the yearly review of Training Section activities. A local contractor will be utilized to perform

Training Support Unit activities.

3. Training Activities Committee (TAC)

The TAC will be composed of one representative from each USAID division and will be chaired by the Training Officer. It will oversee the general direction of the training program and will have responsibilities like those of any project committee. Among its specific duties, the TAC will:

a. review any proposal to change or to provide exception to the training strategy and make recommendations to the Director on such changes or exceptions; and

b. review and approve the semi-annual Training Activities Report before submission to the Director.

4. Project Officers

Project Officers have the primary responsibility for ensuring that training activities funded from the projects they manage are implemented in accordance with the training strategy and the related project paper.

B. Administrative Details

1. Selecting and Processing Participants

a. Conditions for eligibility: With the exception of training for women and special training activities, only those persons having responsibilities directly related to the implementation of USAID projects or directly related to key problem areas identified in the CDSS and other USAID strategy statements are eligible to participate in the USAID-funded participant training program. Eligibility criteria for participation in centrally funded training programs are broader. USAID must concur in the selection of all USAID funded participants. This requirement will be included in all grants and agreements.

b. Bio-data screening: The individual bio-data of all persons participating in USAID-funded training will be reviewed by project officers, or their designees, to ensure that training is appropriate for the job responsibilities of the participants and that training does not duplicate previous training.

c. Language proficiency: When the training medium is English, the Training Officer, or his designee, will interview each nominee to ensure that his or her English language proficiency meets the training activity requirements.

d. Accompanying family members: USAID will not normally request more than 2 visas for family members of persons participating in training in the U.S. of less than one year's duration. Exceptions to this guideline can be made on a case by case basis. In considering exceptions, recommendations from the training institute will be given primary consideration.

e. Measures to ensure return to Bangladesh after completion of overseas training: Prior to approving any USAID supported overseas training for longer than one hundred and eighty days duration: (1) the participant must sign a written agreement guaranteeing his or her return to Bangladesh not later than sixty days after completion of training; and (2) the sponsoring organization must guarantee USAID that the participant will, within sixty days after completion of studies, be required to return to Bangladesh and be placed in a position as designated in his training agreement.

3. Reporting

a. Individual training activity reports: Details on the content and frequency of training reports will be included in the design of all projects having training components.

b. Semi-annual Training report: The Training Officer will prepare a semi-annual training report having two parts, statistical and narrative. The statistical portion will at a minimum indicate, for each project: 1) the types of training initiated during the reporting period; 2) a breakdown of the number of total participants trained and the number trained during the reporting period; and 3) a comparison of expenditures during the reporting period with the total project training budget. The narrative will discuss accomplishments, problems and methods for addressing problems which occurred during the reporting period. The report will be cleared by the TAC and circulated in USAID.

c. Training Statistics: The Training Section will maintain current statistical records on the USAID training program. For each project and year, data will be collected and maintained on types, duration, and location of training and sex of participants. A directory of participants will also be maintained for all participants receiving overseas training. This directory, to be updated at least every five years, will include a listing of the type of training each participant underwent and his/her current employment status and address. Records on in-country training will only include the name, employer at the time of training, and training program in which each trainee participated.

4. Coordination of Training Activities

To coordinate USAID training activities and to ensure the implementation of this training strategy, the Training Officer will conduct at least a quarterly meeting of all USAID-funded training consultants, and other meetings as required with representatives from the BDG, training institutions and other donors.

5. Yearly Review of Training Section Activities

At the end of each fiscal year, the Training Section will compile a list of activities to be accomplished during the upcoming year(s). These activities will consist of all actions and support, outside of Handbook 10 requirements, necessary to insure the efficient implementation of the Training Strategy.

Activities will be listed in order of priority. A brief description of target dates for accomplishing the activity and the resources required will be included with each item on the list. Whenever feasible, the list will include activities scheduled further than only the upcoming year.

PROFILE OF USAID FINANCED PARTICIPANT TRAINING FY 1981 - 1983

<u>Project Title and Number</u>	<u>Fiscal Year</u>	<u>Total Number of Participants</u>	<u>SEX</u>		<u>LOCATION</u>			<u>DURATION</u>		
			<u>Male</u>	<u>Female</u>	<u>USA</u>	<u>Third Country</u>	<u>Local</u>	<u>Long Term</u>	<u>Short Term</u>	<u>Less than one week</u>
Technical Resources Project (388-0027)	FY 81	65	45	20	22	22	21	9	56	
	FY 82	259	251	8	9	45	205	5	254	(752)
	FY 83	628	243	385	6	35	587	-	628	(1031)
		<u>952</u>	<u>539</u>	<u>413</u>	<u>39</u>	<u>102</u>	<u>813</u>	<u>14</u>	<u>938</u>	

Long term-more than one calendar year.

Short term-more than one week less than one calendar year.

Figures in the less than one week column are not included in the total number of participants column.

All dates are the year training was initiated.

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PROFILE OF USAID FINANCED PARTICIPANT TRAINING FY 1981 - 1983

<u>Project Title and Number</u>	<u>Fiscal Year</u>	<u>Total Number of Participants</u>	<u>SEX</u>		<u>USA</u>	<u>Location</u>		<u>Duration</u>		<u>Less than one week</u>
			<u>Male</u>	<u>Female</u>		<u>Third Country</u>	<u>Local</u>	<u>Long Term</u>	<u>Short Term</u>	
Population/Family Planning (388-0001)	FY 81	152	132	20	1	151	0	1	151	0
	FY 82 -	0	0	0	0	0	0	0	0	0
	FY 83	0	0	0	0	0	0	0	0	0

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PROFILE OF USAID FINANCED PARTICIPANT TRAINING FY 1981 - 1983

<u>Project Title and Number</u>	<u>Fiscal Year</u>	<u>Total Number of Participants</u>	<u>SEX</u>		<u>LOCATION</u>			<u>DURATION</u>		
			<u>Male</u>	<u>Female</u>	<u>USA</u>	<u>Third Country</u>	<u>Local</u>	<u>Long Term</u>	<u>Short Term</u>	<u>Less than one week</u>
Family Planning Services II (388-0050)	FY 81	0	0	0	0	0	0	0	0	0
	FY 82	1043	239	804	3	60	980	2	1041	(500)
	FY 83	2050	408	1642	12	38	2000	7	2043	(500)
		<u>3093</u>	<u>647</u>	<u>2446</u>	<u>15</u>	<u>98</u>	<u>2980</u>	<u>9</u>	<u>3084</u>	<u>(1000)</u>

PROFILE OF USAID FINANCED PARTICIPANT TRAINING FY 1981 - 1983

<u>Project Title and Number</u>	<u>Fiscal Year</u>	<u>Total Number of Participants</u>	<u>SEX</u>		<u>LOCATION</u>			<u>DURATION</u>		
			<u>Male</u>	<u>Female</u>	<u>USA</u>	<u>Third Country</u>	<u>Local</u>	<u>Long Term</u>	<u>Short Term</u>	<u>Less than one week</u>
cultural Research (388-0003)	FY 81	3	3	0	2	1	0	2	1	0

PROFILE OF USAID FINANCED PARTICIPANT TRAINING FY 1981 - 1983

<u>Project Title and Number</u>	<u>Fiscal Year</u>	<u>Total Number of Participants</u>	<u>SEX</u>		<u>LOCATION</u>			<u>DURATION</u>		
			<u>Male</u>	<u>Female</u>	<u>USA</u>	<u>Third Country</u>	<u>Local</u>	<u>Long Term</u>	<u>Short Term</u>	<u>Less than one week</u>
Agricultural Research Phase II (388-0051)	FY 81	0	-	-	-	-	-	-	-	-
	FY 82	60	56	4	9	12	39	7	53	(89)
	FY 83	442	431	11	20	23	399	6	436	(99)
		<u>2</u>	<u>487</u>	<u>15</u>	<u>29</u>	<u>35</u>	<u>438</u>	<u>13</u>	<u>489</u>	<u>(188)</u>

Sept. 1984

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ANNEX 1

PROFILE OF USAID FINANCED PARTICIPANT TRAINING FY 1981 - 1983

<u>Project Title and Number</u>	<u>Fiscal Year</u>	<u>Total Number of Participants</u>	<u>SEX</u>		<u>LOCATION</u>			<u>DURATION</u>		
			<u>Male</u>	<u>Female</u>	<u>USA</u>	<u>Third Country</u>	<u>Local</u>	<u>Long Term</u>	<u>Short Term</u>	<u>Less than one week</u>
Local Finance Experimental Project (388-0025)	FY 81	0	-	-	-	-	-	-	-	-
	FY 82	1	-	1	1	-	-	1	-	-
		<u>1</u>		<u>1</u>	<u>1</u>			<u>1</u>		

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ANNEX 1

PROFILE OF USAID FINANCED PARTICIPANT TRAINING FY 1981 - 1983

<u>Project Title and Number</u>	<u>Fiscal Year</u>	<u>Total Number of Participants</u>	<u>SEX</u>		<u>LOCATION</u>			<u>DURATION</u>		
			<u>Male</u>	<u>Female</u>	<u>USA</u>	<u>Third Country</u>	<u>Local</u>	<u>Long Term</u>	<u>Short Term</u>	<u>Less than one week</u>
Fertilizer Distribution (388-0024)	FY 81	21	21	-	13	8	-	0	21	(28)
	FY 82	3	3	-	-	3	-	0	3	0
	FY 83	42	41	1	7	-	35	0	42	0
		<u>66</u>	<u>65</u>	<u>1</u>	<u>20</u>	<u>11</u>	<u>35</u>	<u>0</u>	<u>66</u>	<u>(28)</u>

PROFILE OF USAID FINANCED PARTICIPANT TRAINING FY 1981 - 1983

<u>Project Title and Number</u>	<u>Fiscal Year</u>	<u>Total Number Participants</u>	<u>SEX</u>		<u>LOCATION</u>			<u>DURATION</u>		<u>Less than one week</u>
			<u>Male</u>	<u>Female</u>	<u>USA</u>	<u>Third Country</u>	<u>Local</u>	<u>Long Term</u>	<u>Short Term</u>	
Rural Electrification II (388-0021)	FY 81-	9	9	-	3	6	0	-	9	-
	FY 82	6	6	-	6	0	0	-	6	-
	FY 83	0	0	-	0	0	0	-	0	-
		<u>15</u>	<u>15</u>		<u>9</u>	<u>6</u>	<u>0</u>		<u>15</u>	

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PROFILE OF USAID FINANCED PARTICIPANT TRAINING FY 1981 - 1983

<u>Project Title and Number</u>	<u>Fiscal Year</u>	<u>Total Number of Participants</u>	<u>SEX</u>		<u>LOCATION</u>			<u>DURATION</u>		<u>Less than one week</u>
			<u>Male</u>	<u>Female</u>	<u>USA</u>	<u>Third Country</u>	<u>Local</u>	<u>Long Term</u>	<u>Short Term</u>	
Food For Work (388-0052)	FY 81	0								
	FY 82	0								
	FY 83	4	4	-	-	4	-	-	4	(1600)

ANNEX II

USAID/Dhaka Substantive Areas of Training 1984-86

USAID will finance training in support of its three strategic program goals: decreasing human fertility, increasing agricultural productivity, and expanding employment. USAID may also fund some training for women that lies outside the confines of these program areas.

1. Decreasing Human Fertility

All training in this area will be funded through the Family Planning Services Project. Training plans include:

a. Government Program (MOHPC)

Senior officials: long-term degree training in the U.S. for senior officials in the MOHPC in public health or management. One new start each year.

Managers: short-term training in the U.S. or third countries for 3 personnel each year in technical or management fields.

Storekeepers: short-term, in-country training for approximately 900 thana level storekeepers and officers each year.

Storekeepers: short-term, in-country training for approximately 50 district level storekeepers and officers each year.

Physicians, paramedics, counseling trainers and counselors: short-term, in-country training conducted by IPAVS to improve the quality of medical care and counseling in MOHPC sterilization programs and the quality of counseling by other NGOs. Approximately 150-350 physicians, 50 paramedics, 20 counseling trainers, and 10-15 counselors will be trained each year.

b. Social Marketing Project

SMP employees: short-term, non-degree training in the U.S. or a third country for one SMP employee each year in marketing, logistics, or management.

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c. N.G.O.s

NGOs engaged in community-based service delivery programs will provide training as follows:

Program Staff: short-term, non-degree training for about 15 persons per year in the U.S. or third countries and about the same number in Bangladesh.

Project Managers: general training in management of family planning projects for about 26 managers per year abroad and 50-60 per year locally.

Field Supervisors: basic and refresher local management training in family planning programs and supervision of community based family planning services delivery for 225-350 field supervisors each year.

Field Workers: Basic and refresher local training in motivation and delivery of community-based family planning services for 3,000-4,000 field workers each year.

Physicians: short-term, non-degree training for 4-12 doctors annually in temporary and surgical contraception.

Paramedics: initial and refresher training in sterilization methods and in patient counselling, screening and monitoring for 20-40 paramedics per year.

Local Leaders: seminars for women and local leaders to encourage participation in family planning programs; 250-500 participants per year.

UPCCs: short-term international (2-5 per year) and local (1500-2500 per year) training for members of Union Population Control Committees to strengthen grass roots support and supervision of the national family planning program.

FWVTI Faculty: six-month training (about twenty per year) and two-week refresher training (about 60 per year) for faculty of the Family Welfare Visitors Training Institute.

2. Increasing Agricultural Productivity

USAID approaches its goal of increased agricultural productivity through five program means: development and dissemination of agricultural technologies, development of agricultural human resources, improvement of farmers' access to inputs, improvement of agricultural policies, and development of rural infrastructure. The following specific training activities are planned under existing projects:

Social Scientists: under an ADC Fellowship Program, approximately 4 masters degrees and 2 Ph.Ds each year in economics and other social sciences with applications to fisheries, forestry, and water resource planning; fellowships administered by the Agricultural Development Council in the U.S. and third countries.

Agricultural Scientists: approximately 7 Ph.D.'s and 22 M.Sc.'s overseas, 20 Ph.Ds and 31 M.Sc.'s locally, and 15 short term participants locally each year; fields are livestock, crops, soil management, irrigation and water management, farming systems, and pest management.

Researchers: sabbatical exchanges between Bangladesh research institutes and agricultural universities.

Agriculturalists: study and observational tours in Bangladesh and other Asian countries for 30-50 agriculturalists each year.

- workshops, seminars, and conferences (1-4 days) for approximately 200 agriculturalists per year in Bangladesh and abroad.

Farmers: field days and observational visits to research field stations by about 2,000 farmers per year.

Agriculture officials: six-week training in on-farm water management for around 100 thana-level agriculture officials each year at the Bogra Academy.

- in-country short-term training in irrigation, water management and water resource planning for officials of the Ministry of Water Resources and Flood Control each year.

- short-term, overseas training for about 10 officials of the Bangladesh Rural Development Board and the Ministry of Water Resources and Flood Control each year in water resource planning and in project design, implementation, monitoring, and evaluation.

Irrigation staff members: short-term training to develop staff capabilities of an irrigation/water management audio-visual unit managed jointly by the Bangladesh Academy for Rural Development and the Bogra Academy.

- short-term, in-country training for the Marketing Directorate of the Ministry of Agriculture to develop skills in establishing, monitoring, and maintaining quality standards of pesticides, fertilizer, and irrigation equipment distributed to farmers by both public and private sectors.

Fertilizer program staff: short-term training in fertilizer production, distribution, and marketing for 10-20 employees each year from the factories, BADC, and wholesale distributors at the International Fertilizer Development Center in Muscle Shoals, Alabama.

- short (2 days) training sessions in fertilizer use and business methods for about 7,000 fertilizer retailers and local wholesalers each year.

- short-term training in-country and abroad for 5-10 private distributors each year, jointly financed by USAID and the distributors.

Scientists: short-term, non-degree technical training in the U.S. for 4-5 scientists each year from the Bangladesh Space Research and Remote Sensing Organization and other participating agencies.

Forestry program staff: short-term training in-country and overseas in forestry research and extension for the Forestry Research Institute, the Forestry Department in the Ministry of Agriculture, the agricultural research institutions, and the Directorate of Extension and Management.

Mid-level managers: general management training for mid-level managers in selected government agencies with responsibility for areas of USAID program interests.

Other training: selected technical training for key institutions in areas where on-going USAID projects have insufficient training funds or in areas of USAID program interest where projects have not yet begun.

3. Expanding Employment

USAID's program in employment generation encompasses support for institutions promoting new businesses, development of rural infrastructure, strengthening of the financial system, reform of industrial policy, and a public works program. The following specific training activities have been planned:

Senior bank officers: a study tour of Asian banking systems for 20-30 senior officers from Bangladeshi banks.

- short-term training in the U.S. for about three bank officials per year in technical and bank management fields.

Rural Electrification Board staff: short-term training in the U.S. by the National Rural Electrification Cooperative Association for about three employees of the Rural Electrification Board each year in technical fields and cooperative management.

Road engineers: short-term training in road maintenance in the U.S. for three executive engineers from the Local Government Division of LGRD.

- short-term training at the Asian Institute of Technology, Bangkok for 15 mid-level officials of the Local Government Division each year in management of road maintenance systems.

- short-term, in-country training in road construction and maintenance for 40-50 employees of the Local Government Division each year.

Local food for work officials: 2-3 day orientation courses in FFW procedures by CARE for 1,600 local officials per year.

Management training: general management training for mid-level managers in selected government agencies with responsibility for areas of USAID program interest.

Other training: selected technical training for key persons in areas where on-going USAID projects have insufficient funds for training or in areas of USAID program interest where projects have not yet begun.

4. Training for Women

USAID's Women-In-Development objectives are (1) to expand opportunities for women to participate in the economy of Bangladesh and (2) to improve the physical quality of life of Bangladeshi women. Since these objectives are considerably broader than the three program goals discussed above, USAID will consider, on a case-by-case basis, a wider variety of training programs for women. To the extent possible, USAID will direct its training programs for women toward achievement of the program goals of fertility reduction, increased agricultural productivity, and expansion of employment. But when insufficient numbers of women are nominated for training in USAID project areas, USAID will broaden its criteria for eligibility. To be eligible for management training under the Technical Resources Project women's training component, for example, a woman need not work for a government agency on the list of agencies eligible for men's management training.