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PROJECT PERFORMANCE INDICATORS
and
A PARTICIPANT TRAINING MONITORING SYSTEM
for
USAID/ASEAN

Submitted to:

Lawrence Ervin
A.I.D. Representative to ASEAN
USAID/Thailand
Bangkok, Thailand

Submitted by:

DEVRES, INC.
7201 Wisconsin Avenue
Suite 500
Bethesda, MD 20814 USA
(301) 951-5546
Telex: 440184 DEVR UI
Fax: (301) 652-5934

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LIST OF ACRONYMS

AADPC	ASEAN Agricultural Development Planning Center
AIT	Asian Institute Of Technology
APRE/SPEE	Bureau for Asia and Private Enterprise/ Strategic Planning and Economic Evaluation
OPIC	Overseas Private Investment Corporation
PITO	Private Investment and Trade Opportunities
PLANTI	Plant Quarantine Center and Training Institute
SEAMEO	South East Asia Ministers of Education Organization
TROPMED	Tropical Medicine and Public Health Project of SEAMEO
USAID/ASEAN	USAID/ASEAN Regional Development Office

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EXECUTIVE SUMMARY

A. Introduction/Background

The USAID/ASEAN Regional Office (USAID/ASEAN) is in the process of reviewing and reprogramming its assistance to the region because of changing priorities reflected by new ASEAN and A.I.D. policies. In line with A.I.D.'s performance-based budgetary policy, this consultancy was intended to assist USAID/ASEAN in designing a follow-up system for its Human Resource Development Project (HRD) and to review and develop indicators for all of its present projects and a forthcoming activity on managing the environment.

Upon the design team's arrival, the initial scope of work was modified to eliminate the Cooperative Trade and Development project which had been dropped; to include the review of preliminary indicators for existing projects; to propose new indicators for the forthcoming environmental project; and to prepare a manual order on training follow-up. The team visited three of the four training institutions involved in the HRD project and interviewed key officials; reviewed all relevant documents; and consulted regularly with USAID/ASEAN staff in the development of this report.

B. Institutional Setting

The complex nature of decision-making and the involvement of many participants, from both the private and public sectors, in the process in six different countries sharply limit USAID/ASEAN's capacity to control the impact of its program. To develop measures of performance it is necessary to examine USAID/ASEAN's capacity to influence policy at the regional level; its selection of programs and implementing organizations; its ability to monitor and influence ongoing implementation decisions; and its capacity to measure the intermediate effect that will produce policy and long term changes.

USAID/ASEAN has three projects with which the team was concerned--Private Investment and Trade Opportunities (PITO), the proposed environmental project and the Human Resources Development Project. PITO is a new project using public and private organizations to focus on private sector development and related government policy. The forthcoming environmental project reflects a new ASEAN concern and is in the early stages of formation.

The Asian Institute of Technology (AIT), the ASEAN Agricultural Development Planning Centre, the Plant Quarantine Centre and the Training Institute and the Tropical Medicine and Public Health Center provide assistance to the regions and conduct a wide variety of training activities under the Human Resources Development Project. A review of their programs, including discussions with their leaders revealed that each institution consults with relevant country officials; has a coordinator in each

ASEAN country; has an established trainee selection procedure; and has established course planning and follow-up procedures.

C. Findings and Recommendations

- Finding: The present requirements for compiling both performance indicators and training follow-up data are designed for bilateral conditions and cannot be achieved given USAID/ASEAN's present level of staffing.

  Recommendation: Modify requirements for performance indicators and training follow-up for USAID/ASEAN to accommodate the nature of the program and the staff and logistical limitations, or add the staff necessary to comply with present requirements.

- Finding: The follow-up procedures of three of the training institutions meet USAID/ASEAN requirements. The fourth training institution is now developing a computerized system.

  Recommendation: To meet its immediate follow-up needs, USAID/ASEAN should print and distribute a postcard to be completed by each trainee upon completion of training and returned to USAID/ASEAN.

- Finding: The follow-up questionnaires of the training institutions are long and lack focus.

  Recommendation: Conduct a workshop to review the principles of impact assessment, course evaluation and survey instruments. (See Annex III for workshop outline, participants and results.)

- Finding: The preliminary indicators developed with APRE/SPEE for the PITO and HRD projects cover most of the critical points but are stated as targets.

  Recommendation: Recast the targets as indicators. USAID/ASEAN should consider the comments, revisions and additions which have been developed by the team for these projects and for the forthcoming environmental project in order to meet AID/W requirements for performance indicators. USAID/ASEAN should take in to account the team's initial recommendations concerning the limited control USAID/ASEAN has over both implementation and impact.

I. INTRODUCTION

"Alice baby," said the Mod Cheshire Cat,
"in the development business even when you know
where your are going, no road will get you there.
However the shrewd choice of detours may bring
you to where you will find you want to be."

A. Background

USAID/ASEAN is in the process of reviewing and reprogramming its assistance to the region in line with the changes which have occurred in the economic and political environment in the past few years.

At the Manila Summit meeting in 1987, ASEAN heads of government took a number of actions recognizing the importance of trade, investment, technology and the role of the private sector. Subsequently, at the US-ASEAN dialogue meeting among donors, A.I.D. and ASEAN agreed to modify the development program to support these actions.

A new project on trade and investment has begun and a project for environmental technology is being developed. In addition, the existing Human Resources Development Project (HRD) will be refocused to meet the new objectives. In line with the A.I.D. policy on performance-based budgeting, USAID/ASEAN developed indicators with Asia and Private Enterprice Bureau/Strategic Planning and Ecocnomic Development (APRE/SPEE) which proposed to measure progress toward the purposes and goals of the projects.

At the same time an Audit of the ASEAN Energy Conservation and Management, Project No. 498-0258, recommended that USAID/ASEAN:

- Prepare an order identifying procedures to be used for designing regional projects. The order must ensure that ASEAN projects:

  --Be designed in accordance with A.I.D. Handbook guidelines;

  --Contain realistic objectives;

  --Include quantifiable indicators that facilitate the measurement of progress toward achieving project objectives; and

- Establish follow-up procedures for monitoring participants who have completed A.I.D.-financed certificate training programs lasting at least three months.

USAID/ASEAN intends to apply these criteria to all of its projects. It has requested the present consultancy to assist in designing a follow-up system for the

Human Resources Development (HRD) Project and in defining the indicators for its on-going and planned projects.

B. Scope of Work

The initial Scope of Work is included in Annex I. Upon the team's arrival at post the scope was modified in several ways:

- Since developing mpact indicators for the ASEAN Cooperative Trade Development project is no longer called for, this item was deleted;

- ASEAN objectives for which impact indicators were to be developed were identified as:

  --Creation of opportunities for the U.S. business community to invest and introduce new technologies by promoting mutually beneficial trade and investment between the U.S. and ASEAN member countries;

  --Contribution to the development of commercial and professional skills needed by the rapidly expanding private sectors of ASEAN member countries; and

  --Promotion of economically and environmentally sound natural resource management by adopting technologies to abate urban and industrial environmental degradation;

- Since most of the HRD participants are short-term, follow-up procedures by USAID/ASEAN are to be limited to certifying that the trainees do, in fact, return to their countries of origin, and to identifying the positions that they assume upon their return. The team was asked to develop a survey instrument to provide this information;

- The team was asked to review and comment on the indicators which had been developed by USAID/ASEAN and APRE/SPEE and to generate indicators for a planned environmental improvement project; and

- The team suggested that they conduct a workshop on tracer study design for training agencies supported by USAID/ASEAN.

C. Methodology

The findings and recommendations of this study are based on a survey of literature through the A.I.D. Resource Information Center, a review of relevant documents available through USAID/ASEAN and its counterpart institutions, and

through interviews with concerned staff at the Tropical Medicine and Public Health Project of Seameo (TROPMED), the ASEAN Agricultural Development Planning Center (AADPC), the Asian Institute of Technology (AIT), and at USAID/ASEAN.

II. INSTITUTIONAL SETTING

A. ASEAN Regional Development Office

The unique structure of USAID/ASEAN's assistance program and special characteristics separate it from A.I.D. bilateral programs. Administratively the A.I.D. Representative and Deputy Representative constitute the US staff responsible for the program. They are stationed in Bangkok but report directly to the APRE Bureau and receive only logistical support from USAID/Thailand.

The Program is based on block grants and logistically self sufficient contracts. The USAID/ASEAN field staff therefore, are essentially involved in planning, programming, policy dialogue, and monitoring projects, as well as representing A.I.D. at multilateral Asia-Pacific activities. The office must function effectively within the policies of the ASEAN system, and must deal with ASEAN's diverse institutions located in the six countries comprising the Association.

USAID/ASEAN has three projects with which the team was concerned--Private Investment and Trade Opportunities (PITO), the proposed environmental project and the Human Resources Development Project. PITO is a new project using public and private organizations to focus on private sector development and related government policy. The forthcoming environmental project reflects a new ASEAN concern and is in the early stages of formation.

The Asian Institute of Technology (AIT), the ASEAN Agricultural Development Planning Centre, the Plant Quarantine Centre and the Training Institute and the Tropical Medicine and Public Health Center under the Human Resources Development Project provides assistance to the regions and conducts a wide variety of training activities. A review of their programs, including discussions with their leaders revealed that each institution consults with relevant country officials; has a coordinator in each ASEAN country; has an established trainee selection procedure; and has established course planning and follow-up procedures. In order to design the USAID/ASEAN monitoring system and develop performance and impact indicators for these projects the unique role of USAID/ASEAN and the limited control and influence which it exercises in conducting a diverse regional program must be understood.

The policy guidelines and the process of continuous consultation and collective decision-making of the six ASEAN nations are accomplished by regional public and private organizations representing each country. This complex network, with a Secretariat and an array of cooperating organizations, technical groups, and committees is dependent on consensus, political will, and the resources of its members.

USAID/ASEAN develops its program on the basis of broad regional policies which are themselves a compromise among the six ASEAN member countries. Individual cooperative agreements are negotiated with the country where the training institution is located on behalf of ASEAN. These institutions together with country

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organizations, perform needs assessments and training planning. This process determines the specific fit of training programs with organizational needs.

For the training activities, national coordinators chosen by the grant holder nominate the participants. Nominees are screened by the training institutions and enrolled in regular or specially designed programs. After the training, participants return to a wide variety of public or private institutions with which USAID/ASEAN usually has limited contact. It is difficult to assign direct causal relationships between program outputs and policy changes. It is, however, reasonable to assume that the changes could not have been made without the products provided by the USAID/ASEAN program. The critical question is, how can performance indicators be developed in this unique situation? It is clear that the intended impact of the program is long-range and that there are many intervening factors over which USAID/ASEAN has no control.

USAID/ASEAN has modified its development cooperation program to place increased emphasis on regional economic growth through enhanced trade, investment and technology transfer. It has also placed increased emphasis on participation by the private sector in the development process. This effort and the fostering of a continuing dialogue with the different organizations of the region has resulted in new policies and the creation of various mechanisms to strengthen economic and trade ties between the U.S. and the ASEAN region.

In the strictest sense, USAID/ASEAN performance could be measured by the focus of the program in relation to ASEAN's expressed needs and US policies; the appropriateness of institutions which are chosen to implement the programs; the nature of the relationships between USAID/ASEAN and the diverse institutions with which it works; and the capacity to monitor progress and influence corrective action during the course of implementation. However, changes in intermediate conditions (e.g. joint ventures, policy studies,changes in private-public relations) are both measurable and indicative of the modification of the business environment. Such changes can be attributed to USAID/ASEAN's effective programming and influence on project implementation. Similarly, measurement of the quality of training--the degree to which trainees return to their country and use their training and whether they are in a position to influence activities in their field--is indicative of appropriate programming and effective training.

A concern for tightly focussed programming, effective management, and continuous monitoring ultimately involves a realistic assessment of the limited, but essential, contribution of the USAID/ASEAN program to the broader goals of development in the region. One must understand that the indicators will include the impacts of exogenous factors and will reflect changes one or two steps removed from USAID/ASEAN's sphere of action.

B. Private Investment and Trade Opportunities (PITO) Project

The PITO project is divided into three private sector components: trade and investment promotion; policy analysis and problem resolution; and capital market development. Policy guidance and technical oversight for the project will be provided by a Steering Committee whose majority membership represents the private sector of ASEAN.

The Executive Director of the PITO Secretariat has primary responsibility for managing the project. Four organizations implement the project:

- The ASEAN and US sections of the ASEAN-US Business Council which will promote trade and investment and technology transfer;
- The East-West Center which will strengthen the network of policy analysis centers and promote policy dialogue;
- Technonet-Asia which will serve as a technology response center; and
- OPIC which will establish a Growth Fund to promote capital market development and joint ventures.

Trade and investment offices have been set up in the US and each of the ASEAN countries and industrial environmental studies have been initiated. Planning for policy studies has begun and work is proceeding on staffing and organizing the Growth Fund.

C. Proposed Environmental Project

USAID/ASEAN is planning to become actively involved in urban and industrial environmental problems. While the project has not yet been defined, it will focus on:

- Supporting the private sector, academia, and government agencies to develop the capabilities to deal with the problem at hand;
- Assisting the U.S and ASEAN business sectors to match technology providers with specific needs; and
- Improving environmental management policies and assisting in their implementation.

D. Human Resource Development (HRD) Project

Phase II of the ASEAN HRD project was initiated in 1987 with the objective of accelerating the transfer, adoption, and development of technology in selected fields that contribute to regional economic development. Training was supported through block

grants to four regional organizations. Each has the capacity and the regional network to plan and conduct training and technical assistance ranging from academic masters degrees to short workshops on policy or technical problems. However, each institution develops its programs, divides its resources and conducts its training follow-up in a different manner.

1. ASEAN Agricultural Development Planning Center (AADPC)

In 1980 the AADPC was established at Kasetsart University in Bangkok, Thailand to provide research, training, and dissemination of information in support of strengthened agricultural economics and planning capacities in the region. It reports to the ASEAN Committee on Food, Agriculture, and Forestry through a Board of Planners.

In addition to its training functions, AADPC conducts research throughout the region, develops projects, disseminates studies, and publishes a newsletter and a statistical yearbook on Food, Agriculture and Forestry. AADPC training activities are determined by regular meetings with country coordinators who are senior agricultural planners of major agricultural and economic planning agencies.

Three types of training have been offered. The Technical Group training leads to a Masters Degree issued by Kasetsart University. The Micro Group Training, usually for 3 months, provides specialized training in project formulation, implementation, monitoring, and evaluation. Special Group Training involves workshops and seminars for senior officials on special topics of agricultural development, planning and policy.

AADPC has regularly conducted evaluations of its Technical Group Training and Micro Group Training programs. The most recent one, in 1989, involved extensive questionnaires to both students and their supervisors. The returns, 37% and 52% respectively, provided significant information on the participants' present position; their estimates of the value of the courses; and their utility to their present positions.

It is clear that the Center has the capacity and the interest to follow-up and evaluate its training program including the proposed expansion into training for the private sector.

2. Asian Institute of Technology (AIT)

The Asian Institute of Technology is a graduate school of Engineering, Science and Management which fosters advanced technological training designed for the needs of the region. From its early beginnings in 1959 the U.S. has been a strong supporter of the University.

USAID/ASEAN's grant is designed to focus AIT's capacity on the professional skills ASEAN governments consider critical and expand their capacity to meet specific needs through short-term courses and continuing education. As a program planning device they have used their own funds to regularly convene key personnel from all the

ASEAN countries. These meetings increase interchange and determine how each country can more effectively use its ASEAN funds.

AIT has conducted tracer studies which include all of its academic alumni from 1961 to date. Surveys have been conducted at, approximately, three-year intervals since 1972. This process and the development of alumni relations are an institutionalized part of the University. In 1988 AIT initiated it's first tracer study of its short-term trainees. A summary of the survey mailed out in 1988 is in Annex II. While the energy conservation training activity that was the cause of concern of the auditors was not included in the survey, the summary does provide all of the information that USAID/ASEAN has indicated it needs about AIT training activities.

3. Plant Quarantine Center and Training Institute (PLANTI)

A.I.D. entered into an agreement in 1980 to establish the ASEAN PLANTI in Kuala Lumpur, Malaysia. PLANTI conducts extensive training and research, provides technical assistance, coordinates research, develops guidelines, and holds technical meetings. PLANTI publishes news letters and other specific notices on plant quarantine research results and has issued a textbook on updated plant quarantine information for field practitioners.

The training program includes three major courses: a Masters Degree; a Diploma (10 months); and a Certificate (22 weeks). In addition to short courses of 2 to 4 weeks, PLANTI sponsors Senior Fellowships and staff attendance at technical meetings.

The yearly meeting of the Board of Directors reviews and approves the courses proposed by member countries. At the 1990 meeting, a recommendation was presented to the Board proposing phasing out the Masters Degree program since ASEAN countries at their training planning meeting had requested more practical training.

The Board was also presented with a proposal for a succinct study on the effectiveness of the PLANTI training program. A questionnaire, recommended by USAID/ASEAN, had been sent out requesting the needed information.

4. Tropical Medicine and Public Health Project of SEAMEO (TROPMED)

This project, established in 1967, is a cooperative network of medical training institutions which exchanges information, provides scholarships in post graduate medical education, and conducts short courses, seminars, and regional meetings. The grant objective is to support TROPMED's regional cooperation efforts in the prevention and control of endemic and tropical diseases through teaching and research.

The TROPMED program is supported by many donors and its scholarships take advantage of unique high quality training specialties located in each country. At the annual meeting of the Governing Body there is a preliminary determination of how many participants will be sent from each country to each course. The availability of

these scholarships is widely disseminated among potential candidates. Candidates are then nominated by institutions in the respective participating countries and screened by the specific institution which is offering the training.

In interviews with TROPMED officials, it was stated that no follow-up studies had been conducted. However, the Project Paper in 1987 states that previous tracer studies were accomplished and that the 1985 evaluation produced very positive results.

At present computers are being installed in TROPMED offices. The Coordinator stated that a computer-based follow-up system which meets USAID/ASEAN's needs will be installed. There is a newsletter and very limited dissemination of research theses done in the program. The coordinator stated that follow-up is the province of the alumni associations in each country. However, he presented no information on any action by these groups.

III. MANUAL ORDER

A. Institutionalization of Participant Follow-Up

A review of the training activities of the Human Resource Development Project indicates that a Manual Order should specify means for assuring that a monitoring system is included in all grant agreement projects involving training. The Manual Order should also institute a requirement for a follow-up process which will provide the information that is needed from training institutions to meet the information requirements of USAID/ASEAN and AID/W. Since most of the training is short-term, the emphasis is on that aspect of the program.

B. General Needs for Improving USAID/ASEAN's Monitoring Capacity

The special conditions of USAID/ASEAN's regional program require a different kind of monitoring system in order to maintain current information on the diverse aspects of the program. USAID/ASEAN projects are financed under a system of cooperative agreements and Handbook 13 grants to established institutions and logistically self-sufficient contractors in different countries throughout the region. Projects are the result of policy decisions made by senior-level ASEAN officials at regular meetings in the region or made by subsidiary bodies of ASEAN in both the private and public sector. Project financing is often only a part of the total cost required to reach the objectives intended.

Project management responsibilities involve a set of complex arrangements among different independent organizations and institutions throughout the region. Trade promotion, information exchange, policy dialogue and the exploration of technology transfer all require the active participation of diverse ASEAN and U.S. groups in the private and public sector. Effective project management requires a great deal of flexibility and a well designed information system which will inform, incorporate and mobilize the essential parties regarding the agreements to be concluded.

Training is for the most part short term. It is performed by high level, specialized institutions in diverse countries which are selected because of their capacity to meet expressed ASEAN needs. These institutions conduct the needs assessments, the planning and organization of the training; conduct the courses; and perform the follow-up and evaluation of the training programs.

These complex processes and the multi-country spread of project activity require that USAID/ASEAN adopt a monitoring system which strengthens and improves the monitoring capacity among the Grantees. Such a monitoring system is necessary to facilitate effective decision making, corrective action and a regular assessment of progress toward outputs and objectives.

USAID/ASEAN will use these systems at regular intervals to obtain the information that it needs for monitoring program activities and reporting to AID/W. In

this manner, USAID/ASEAN can help build a capacity in the institutions and effectively monitor project activities.

This order specifies a simple system that is consistent with the staff capabilities and which will maintain the minimum indispensable flow of information so necessary to keep USAID/ASEAN regularly informed on progress so that it can take action when necessary.

C. Responsibilities

The overall responsibility for monitoring projects rests with the AID Representative to ASEAN located in Bangkok Thailand. Individual responsibility for projects will be assigned to staff members who function as liaison officers with those projects.

Because of the small staff at USAID/ASEAN, project planning and Grant agreements will include specific responsibilities for the Grantee in the monitoring and follow-up of project activities. These activities will take advantage of the information systems which the Grantee has in place (or will develop). They will concentrate on collecting the minimum indispensable information required by the Grantee for effective project implementation and required by AID to assess progress toward the objectives of the project.

The initial Project Implementation Letter (PIL) will spell out monitoring responsibilities. Wherever possible, it will provide for regular periodic reviews which will include the participation of USAID/ASEAN staff.

D. The Monitoring Process

The monitoring system will include procedures to:

- Oversee the Grantee compliance with A.I.D. policies, regulations and agreements;
- Support Grantee efforts to effectively use project resources and to anticipate future problems;
- Measure progress toward project objectives and the achievement of specific milestones in order to identify implementation problems;
- Collect data which will assist in evaluation and future project planning; and
- Provide reports and project reviews which meet the information needs of the Grantee, USAID/ASEAN and AID/W.

Early in the process of project formulation, output milestones will be identified and indicators developed. The Grantee information system will be identified and its capacity to provide the information necessary to review progress will be examined. In cases where USAID/ASEAN determines that the system is not adequate, funds will be earmarked to assure the development and institutionalization of an information system that meets the needs of both the Grantee and USAID/ASEAN.

These milestones and indicators will be developed during the planning and the negotiating process. Efforts will be made to assure that a clear understanding of the information requirements necessary for the Grantee and USAID/ASEAN are understood and responsibilities will be assigned.

All Grant Agreements will contain a specific section on monitoring and evaluation which will indicate how the milestones are to be identified and the indicators measured. The Grant Agreement will also establish the reporting responsibilities and requirements of the Grantee so as to provide timely information to USAID/ASEAN to enable it to meet reporting requirements.

E. Reporting

In accordance with the Grant Agreement, Grantees will provide a project implementation plan which will be reviewed by USAID/ASEAN prior to initial disbursement of funds. This plan will provide detailed information on the financial controls to be exercised during implementation. It will also provide information on how and with what frequency reports on the substantive progress of the project will be made.

The Grantee will provide a yearly budget and work plan reviewing progress and setting targets for the forthcoming project activities. USAID/ASEAN will review these plans prior to the release funds. Any international travel on projects will require prior approval from USAID/ASEAN. Similarly, any changes in the provision of host country support will be cause for reporting and review by USAID/ASEAN with the Grantee.

Periodic reports by Grantee will cover the substantive, as well as the financial, aspects of the project. Grantees will also develop milestones and simple methodologies for measuring them. In addition, they will develop indicators that have been defined in the Grant Agreement. Grantees will review this process with the Project Officer.

Grantees will provide quarterly reports which review the financial plan, measure progress of project outputs and note any problems that may impede the achievement of yearly targets or overall objectives.

The implementation plan of training projects should provide information as to:

- Policy determinations or need assessments for which new training activities will be planned;
- The number and type of courses planned for the period;

- The status of recruitment of scholars and trainees; and

- The plan for course evaluation and follow-up and the results of any follow-up activities during the period.

For short term training Grantees will provide USAID/ASEAN with:

- Course completion rates and end of course evaluations and

- Six months after course completion, the results of a follow-up survey on the value and use of the training.

For long-term training tracer studies will be conducted periodically by the Grantees. The results will be provided to USAID/ASEAN.

IV. FINDINGS AND RECOMMENDATIONS

(If it works, don't fix it. If it doesn't work, don't do it.)

A. USAID/ASEAN Regional Office

o Finding

The USAID/ASEAN office is staffed by two direct hires, one local professional and one secretary. They are responsible for carrying outregional programs in the areas of private investment and technology transfer, urban and environmental degradation control, and human resource development. The region includes six countries with grant-receiving institutions located in four of them. The office has the Handbook 10 responsibilities of a bilateral mission but none of the support staff to carry out these tasks. It is impossible for this office to abide by these policies and procedures to the same extent as a fully staffed mission.

o Recommendation

AID/W should, either, make the additional staff that is necessary for the exercise of its duties available to the USAID/ASEAN office or it should develop guidelines for regional offices that operate under AID/W's direction that take into account the staff and logistical limitations under which these offices function.

B. Participant Follow-Up

o Finding

The four training institutions are required, as a condition of their grants, to conduct participant follow-up studies which meet USAID/ASEAN reporting requirements. AIT, PLANTI, and AADPC have in place participant follow-up and tracking systems which meet the reporting requirements of USAID/ASEAN, according to Handbook 10. The format in which data are collected and assimilated by AIT coincides with the format which is required by USAID/ASEAN. AADPC has been asked to reformat their reports to include needed information. It is in the process of doing so. PLANTI is now assimilating the data from its first tracer study. The report will be in a format which meets the monitoring and evaluation requirements of USAID/ASEAN. TROPMED is installing a computerized registration process and intends to extend this to include career tracking of its trainees. However, USAID/ASEAN needs immediate post-training information regarding participants' return to their native country and the activities in which that they will be involved. This information is not available from periodic follow-up surveys.

o Recommendation

To meet its needs for immediate post-training information USAID/ASEAN should develop and distribute to the training centers a postcard to be completed by each participant upon completion of training. The card would be arranged as presented in Figure 1.

USAID/ASEAN should have these cards printed, stamped and distributed to each training institution. It should then support this activity through regular contacts with the institutions urging them to have participants complete the cards when their training is finished. The results can be collated by the secretarial staff of the responsible ASEAN institution and entered in a spread sheet or data base for use. A roster of participants by country should be developed and maintained. The USAID/ASEAN staff should then conduct random checks on the accuracy of the reported data. This should be accomplished through phone calls to the respondents when the USAID/ASEAN staff are traveling in the region. The results of these random checks should be included in staff trip reports.

This system provides all of the information that USAID/ASEAN needs to supplement the information provided by the training institutions tracer studies.

C. Follow-Up Questionnaires.

o Finding

The follow-up questionnaires used by AIT and AADPC are long and lack focus. TROPMED is planning their questionnaire now.

o Recommendation

The consulting team responsible for this study should conduct a half-day workshop on questionnaire design for tracer studies. The workshop outline and a list of participants is presented in Annex III.

D. PITO, HRD, and Environmental Impact Indicators

o Finding

USAID/ASEAN, in conjunction with the APRE/SPEE, developed a set of preliminary impact indicators for the PITO and HRD projects. The indicators are in Annex IV. The format lists objectives, sub objectives and indicators. The indicators are stated as numeric targets. However, an indicator is a measure of an element either intrinsic in the conduct of, or

Figure 1: Post-training Tracer Postcard

Trainee's name and title	Course title
Trainees business address	Training site
Trainees business phone	Training date

The trainee is returning to old job __, a new job __.
If a new job, what will be the new title, address, and phone?

Trainee's supervisor's name title, address, and phone.
Relative to the work the training was: (Please check relevant point on scale)

Not related	Somewhat related	Very related

[-1----------5----------10-]

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implicit in the results of a project. When indicators are identified andmeasured they provide an estimate of the progress or changes caused by the project. For example, an indicator is listed as, "20 or more policy analyses were conducted and openly discussed at least 10 of which led to elimination or reduction of impediments to trade and investment by 1995". This would normally be considered a target of the project. Stated as indicators these would be the number of policy analyses conducted, the distribution of the findings, and the resulting policy changes.

- Recommendation

  The APRE/SPEE- and USAID/ASEAN-generated indicators should be restated as numeric targets. Indicators which demonstrate the progress of the projects toward their objectives/targets should be developed. Suggested preliminary indicators for each project are listed below.

1. Private Investment and Trade Opportunities (PITO)

Objective: To create opportunities for the U.S. business community to invest and introduce new technologies through the promotion of mutually beneficial trade and investment between the U.S. and ASEAN member countries.

Sub-objective 1a: To encourage the involvement of the U.S. business community in the ASEAN region through information and outreach services.

Indicators:

- The annual rate of growth of the contributing/active membership of the PITO outreach service in the U.S. and ASEAN region;
- The percent of operating costs of the PITO outreach service covered by private sector contributions and payment for services on an annual basis; and
- The annual number of requests for information and support services made by a) the U.S. private sector, and b) the ASEAN private sector.

Sub-objective 1b: To reduce policy and regulatory constraints that impeded trade and investment in the ASEAN by the U.S. private sector.

Indicators:

- The number of policy analyses conducted, openly discussed and circulated to decision makers;
- Policy changes which reflect the interests and recommendations of PITO; and

- Changes in business structure, the number of joint ventures or levels of trade resulting from policy changes influenced by PITO.

Sub-objective 1c: To facilitate U.S. investment in the ASEAN region through an equity financing facility or through information on possible commercial financing of joint ventures.

Indicators:

- The number of joint ventures funded or assisted annually through the OPIC Growth Fund.

2. Human Resources Development Project (HRD)

Objective: To contribute to the development of commercial and professional skills in the labor force needed by the rapidly expanding private sectors of ASEAN member countries.

Indicators:

For PLANTI:

- The addition of quality control and standards programs to include training on packaging and processing for export-oriented agribusinesses;
- The number of private sector based participants enrolled each year;
- The number/percentage of private sector subscribers to PLANTI's Newsletter; and
- The extent to which participants used their training.

For AADPC:

- The number of additional courses designed to meet private sector training needs;
- The conduct of economic research designed to support the expansion of the private sector;
- The number of private sector based participants enrolled each year; and
- The extent to which participants used their training.

For TROPMED:

- The number of sessions on opportunities for the private provision of health services by 1992; and

- The extent to which participants used their training.

For AIT:

- The number of additional courses designed to meet private sector training needs;

- The number of seminars and other short-term training activities in the fields of management and administration designed for the private sector;

- The number of private sector based participants enrolled each year; and

- The extent to which participants used their training.

3. Environmental Improvement

Objective: To promote economically and environmentally sound natural resource management through the transfer and adoption of technologies to abate environmental degradation resulting from urban and industrial development.

Sub-objective 1. To promote the adoption of sound solid waste handling and treatment procedures and facilities:

Indicators:

- The number of policies promoting or enabling solid waste management technologies that were influenced by USAID/ASEAN;

- The number of contacts between ASEAN government entities and American waste management firms supported by USAID/ASEAN; and

- The number of waste management activities undertaken as a result of USAID/ASEAN.

Sub-objective 2: To promote policies and technologies to control and abate industrial air pollution.

Indicators:

- The number of government entities that have adopted internationally accepted industrial air pollution standards and have started enforcing them;

- The number of new industrial units that meet these new standards utilizing American technology;

- The level of business in industrial air pollution control that was supported by USAID/ASEAN; and

- The level of reduction in the emission of air pollutants by new industrial units, as compared to old units.

Sub-objective 3: To promote adoption by government and private entities of policies and procedures that provide for the safe handling of hazardous wastes.

Indicators:

- The number of government entities that have developed and adopted rules and laws that provide for the safe handling and disposal of hazardous wastes;

- The creation and implementation of a hazardous waste monitoring system;

- The number of solid waste handling and treatment facilities developed; and

- The level of business in hazardous waste management that was supported by USAID/ASEAN.

Sub-objective 4: To promote adoption of policies and procedures by government and private entities that provide for the processing and safe discharge of industrial waste water.

Indicators:

- The number of government entities that have developed and adopted rules, laws, and facilities for the processing and discharge of industrial waste water;

- The creation and implementation of a waste water monitoring system;

- The number of new industrial units that are equipped with American waste water processing technology;

- The number of existing industrial units that are retrofitted with American waste water processing technology; and

- The level of business in waste water processing that was supported by USAID/ASEAN.

ANNEX 1

Scope of Work

SECTION C

DESCRIPTION OF WORK

I. OBJECTIVE

A. To develop a monitoring system that 1) follows up on trained participants under ASEAN Regional projects, and 2) monitors status of project and program indicators for on-going projects; and

B. To identify potential objective indicators for the ASEAN Cooperative Development Project, which will begin in 1990 and the Environmental Improvement Project to be designed in 1991.

II. BACKGROUND

The USAID/ASEAN Regional Office, since its inception in 1979, has provided over $60.5 million grant assistance to the ASEAN member countries (Brunei, Indonesia, Malaysia, the Philippines, Singapore and Thailand). Priority sectors for assistance have included agriculture and natural resources (both upland and coastal), energy, health and small/medium scale business. Training and developing human resources are key elements of AID assistance, as is information dissemination. Nine projects, five completed and four on-going, have trained about 8,000 ASEAN participants. Programs include degree, short-term and on-the-job training. In order to evaluate the benefit of training to ASEAN, a follow-up program must be established for trained participants to ascertain if the skills acquired through training programs funded by USAID have been used and to what extent have they benefitted the agencies that nominated them for training.

A.I.D. is currently introducing performance based budgeting. This is to improve A.I.D.'s management of its resources and to demonstrate to Congress that development assistance is being used effectively by directing resources to those countries and sectors where progress is greatest. The ANE Bureau issued guidance concerning program performance indicators that would serve as an empirical basis for assessing the progress of ANE missions toward their stated program objectives. The ASEAN Regional Office (ARO) has developed performance indicators for its three on-going projects. ARO requires a monitoring system to track progress towards these objectives.

ARO is designing new projects, the ASEAN Cooperative Trade Development in 1990, and the Environmental Improvement Project in 1991 which will include industrial pollution control, control of solid waste disposal and disposal of hazardous wastes. Potential objective indicators for these projects have to be identified and a monitoring system for these indicators has to be developed.

III. SCOPE OF WORK

The contractor shall be responsible for the following tasks:

A. Review pertinent documents in order to understand ARO's project portfolio, i.e., ASEAN Assistance Management Plan, Project Papers, Project Agreement, Annual Reports, and Evaluation Reports.

B. Develop a monitoring system to track trained participants under ARO's completed and on-going projects to confirm that they have returned to their institutions and are using their new skills. This activity will involve applying the parameters and guidance provided by the Participant Trainee Management System (PTMS) to a regional program.

C. Develop project level indicators that can be appropriately summarized to provide a realistic measure of the on-going program's effect.

D. Develop appropriate methodologies for collecting, analyzing and managing data that can be used to monitor selected, project level performance indicators.

E. Develop criteria which can be used to formulate and select the most appropriate project level performance indicators for the ASEAN Cooperative Development and the Environmental Improvement projects.

Note: Each of the above systems will have to be designed in the knowledge that the ASEAN Regional Office will not be able to increase its staff nor hire a contractor to operate the systems.

IV. REPORTING REQUIREMENTS

The contractors' final report will contain the following elements:

A. a monitoring system for tracking trained participants of ARO's projects;

B. a system for regularly monitoring status of project and program level indicators;

C. a description of methodology used in developing project level indicators for the ASEAN Cooperative Trade Development and Environmental Improvement projects; and

D. a USAID ASEAN mission order that reflects how ASEAN projects are monitored and evaluated.

ANNEX 2

AIT Tracer Study Survey (1988)

Report on ASEAN AIT Participants

Country	Participant Name	Course attended & Dates	Present Position, Employer, Location	Rural/ Urban	Position at the time sent for training	Times of promotion after training	Brief Description
Brunei Darussalam	Shahri Awg Hj. Besar	Non-degree, Management of Training Centers	Senior Agriculture Officer, Ministry of Industry and Primary Resources, Lapangan Terbang Lama Berakas, Brunei Darussalam	urban	Principal, Agriculture College (same position)	once	a. training and skills learned in context of current undertaking/ job : appropriate and useful. b. application of learne skills in the current work situation : organizing training programs. c. focus of present activities : urban
Brunei Darussalam	Lim Cheng Guan	Non-degree, Project Management	Engineer, Government of Darussalam, Dept. of Electrical Services, Ministry of Development, Bandar Seri Begawan	urban	Engineer (same position)	none	a. appropriate and usefu b. procurement of consul tants, project monito and evaluating, proje scheduling, the use o computer software (HT c. urban
Brunei Darussalam	N. Hj. Abu Hanafiah	Non-degree, Management of Training Centers	Act. Senior Land Surveyor, Surveyor General, Survey Dept., Ministry of Development, Bandar Seri Begawan, Brunei Darussalam	urban	Mapping Officer (same position)	none	a. not appropriate and no useful b. management of manpower resources, selection o recruitment/training
Brunei Darussalam	Azaharaini Hj. Mohd. Jamil	Non-degree, Management of Technology	Director Designate, Seameo Regional Centre, Ministry of Education, Old Airport Berakas, Brunei Darussalam	urban	Principal of an Engineering College (same position)	once	a. appropriate and useful b. communication, leaders The course attended provided not so much skills but knowledge a awareness in the techn logical impacts, techn logical assessment, et c. urban
Brunei Darussalam	Zahari Bin Hj. Abd. Karim	Non-degree, Project Management	S. Technical Assistant, Housing Dev't Dept., Ministry of Development, Old Airport Rd., Berakas	rural	Technical Assistant (not same position)	once	a. appropriate and useful b. management method c. rural
Brunei Darussalam	Abd. Rajid Bin Haji Metali	Non-degree, Integrated Farming System Management	Senior Fisheries Assistant, Fisheries Dept., Ministry of Industry and Primary Resources, Bandar Seri, Begawan, Brunei Darussalam	urban	same position	none	a. appropriate and useful b. integrated farming wit respect to fish and plants, as well as wor in an extension office c. both rural and urban

Country	Participant Name	Course attended & Dates	Present Position, Employer, Location	Rural/ Urban	Position at the time sent for training	Times of promotion after training	Brief Description
Brunei Darussalam	Ling Pau Seah	Non-degree, Advance Management Program for Asia-Pacific Managers	Engineer, Department of Electrical Services, PSC Bldg., Berakas, Bandar, Seri Begawan	rural and urban	Engineer (same position)	none	a. training and skills learned in context of current undertaking/ job : appropriate and useful. b. application of learned skills in the current work situation : personnel management, financial management, economics c. focus of present acti ties : rural and urba..
Brunei Darussalam	Hajah Zaleha Haji Yahya	Non-degree, Information Systems Analysis and Design	Programmer, Ministry of Development, Old Airport Road, Berakas, Negara, Brunei Darussalam	urban	Programmer (same position)	none	a. appropriate and useful c. urban
Indonesia	Yuedra Effendi	Non-degree, Rational Use of Energy, Sixth School, Nov. 12-26, 1988	Staff, Energy System and Conservation, Dr. Iolo Marangkup Panggabean, BPP Teknologi Bldg., Jl. M.H. Thamrin 8, Jakarta, Indonesia	urban	Staff, Energy System and Conservation (same position)	none	a. appropriate and useful b. computerized analysis of conservation system and specialized report of renewable energy (P wind, coal, reverse osmosis, etc.) c. rural and urban
Indonesia	Totok Herwanto	Degree	Lecturer in Agricultural Engineering, Faculty of Agriculture, Padjadjaran University, Bandung	urban	Lecturer (same position)	none	a. appropriate and useful b. design of agricultural equipment c. rural
Indonesia	Suhardjo Poertadji	Non-degree, Computer Science	Head of Physics Dept., University of Indonesia, Kampus U.I., Depok		same position	none	a. appropriate and useful b. lecturing c. urban
Indonesia	Mamok Soeprapto Rahardjo	Degree	Dean of Academic Affair, Sebelas Maret University, Dept. of Education, Jl. Ir Sutami, Surakarta, Indonesia	urban	Lecturer (same position)	once	a. appropriate and useful b. all courses, esp. Hydr logy, Water Resources Management, Irrigation and Drainage, River Engineering c. urban
Indonesia	Roekmijati Widaningroem Soemantojo	Degree	Lecturer/Researcher University of Indonesia Kampus Depok, Jakarta	urban	Lecturer/Researcher (same position)	once	a. appropriate and useful b. waste treatment (industrial) c. urban

Country	Participant Name	Course attended & Dates	- Present Position, Employer, Location	Rural/ Urban	Position at the time sent for training	Times of promotion after training	Brief Description
Indonesia	Suharno	Degree	Lecturer, Dr. Zuheid Noor, Fakultas Teknologi Pertanian, UGM, Yogyakarta, Indonesia	urban	Lecturer (same position)	once	a. training and skills learned in context o current undertaking/ job : appropriate an useful b. application of learned skills in the current work situation : research, study, giv lecture, working & t management c. focus of present activities : urban
Indonesia	Herliyani Suharta	Non-degree, Rational Use of Energy, Sixth Asian School, Nov. 12-26, 1988	Group Leader, Thermal and Mechanics Technology Conversion, Agency for Assessment and Application of Technology, UPT LSDE, Puspiptek-Serpong, Tangerang, West Java, Indonesia	urban	same position	once	a. appropriate and usef b. energy conversion an conservation c. rural
Indonesia	Bambang Wiranto Sulaikan	Non-degree, PCAD	Officer, Secretariat Cabinet, Jl. Veteran, Jakarta, Indonesia	urban	System Programmer (same position)	once	a. appropriate and usef b. Dbase III Plus c. urban
Indonesia	Hadi Suryanto	Degree	Lecturer at the Faculty of Agriculture, Andalas University, West Sumatra, Faperta-Unand, Air Tawar, Padang, Indonesia	urban	Assistant Lecturer (not same position)	once	a. appropriate and usefu b. design of farming mac ery c. rural
Indonesia	Pontianus Tamtomo	Degree	Lecturer, Faculty of Agricultural Technology, Gadjah Mada University, Bulaksumur, Yogyakarta, Indonesia	urban	Lecturer (same position)	once	a. appropriate and usefu b. design of agricultura machinery c. rural
Malaysia	Che Ani Bin Hashim	Non-degree, Toxic and Hazardous Waste Management for Developing Countries	Act. Senior Asst. Env. Control Officer, Environmental Department (Northern Region), Wisma Peladang, Jalan Kampung Gajah, Butterworth, Malaysia	urban	Asst. Env. Control Officer (same position)	none	a. appropriate and usefu b. After a new law on to waste was enforced in Malaysia in 1989, the training gave more c dence during enforc work. c. both rural and urban

...ry	Name	& Dates'	Present Position, Employer, Location	Rural/ Urban	Position at the time sent for training	Times of promotion after training	Brief Descripti
Malaysia	Kong Poh Heon	Non-degree, Program for Computer Application Development	Computer Programmer, Ministry of Primary Industry, Complex Dayabumi, Jalan Sultan Hishamudin, K.L.,Malaysia	urban	Computer Programmer (same position)	once	a. training and sk learned in cont current undertal job : appropriat useful. b. application of le skills in the cur work situation : development appli using microcomput ware eg. Dbase II and SPSS c. focus of present ties : rural and
Malaysia	Rusli Bin Idris	Non-degree, PCAD	Senior Computer Programer, Department of Immigration, Kuala Lumpur, Malaysia	urban	Senior Computer Programmer (same position)	none	a. appropriate and u b. using Dbase III Pl c. rural and urban
Malaysia	Ahmad B. Jusoh	Degree	Lecturer, University of Agriculture, Malaysia (UPM), Serdang, Selangor, D.E.	urban	Lecturer (not same position)	once	a. appropriate and us b. can be used as tex material, can be u application in fer ment construction c. rural
Malaysia	Ir. Mustafa Ab. Kadir	Non-degree, CATIA Training, CAD/CAM Centre	Lecturer, Universiti Kebangsaan Malaysia (UKM) Bangi, Selangor, Malaysia	urban	Lecturer (same position)	none	a. appropriate and use b. supervise student p works using CATIA c. urban
Malaysia	Mohammad Razali Abdul Kadir	Non-degree, Ferrocement Technology	Lecturer, Agriculture University of Malaysia, Department of Civil Engineering, UPM Serdang, Malaysia	urban	Lecturer (same position)	once	a. appropriate and usef b. extension activities rural and urban area c. rural
Malaysia	Lee Miang Koi	Degree	Senior Executive Engineer, Government of Malaysia, Public Works Department, Jln. Sultan Salehuddin, Kuala Lumpur, Malaysia	urban	same position	none	a. appropriate and usef b. application of new t nology in Water Suppl Engineering practice c. both rural and urban
Malaysia	Tengky Hashin B Long	Non-degree, 6th Disaster Management Course	Assistant Director, Family and Child Care, Ministry of Welfare Services, Wisma Shen, Jalan Masjid India, Kuala Lumpur, Malaysia	urban	Deputy Director, State Welfare Dept., Pahang (same position)	once	a. appropriate and usefu b. preparation of evalua centres, relief suppli and rehabilitation of victims c. rural and urban

Country	Participant Name	Course attended & Dates,	Present position, Employer, Location	Rural/ Urban	Position at the time sent for training	Times of promotion after training	Brief Description
Malaysia	Mohamad Nor Bin Haji Mat	Non-degree, Program for Computer Application Development	Principal Assistant Director (Computer), Prime Minister's Dept., Klang Valley Planning Secretariat, Jalan Dato' Onn, Kuala Lumpur	urban	Principal Assistant Director (same position)	none	a. training and skills learned in context of current undertaking/ job : appropriate and useful. b. application of learned skills in the current work situation : data communication c. focus of present activities : urban
Malaysia	Mohd. Jailani Mohd. Nor	Non-degree	Lecturer, National University of Malaysia, Mechanical and Materials Engineering Department, UKM, Bangi, Selangor,	rural	Lecturer (same position)	none	a. appropriate and usefu b. application of CATIA package for research Two papers were produ in the Regional Confe ence on the usage of CAM\CAE in industry a education sponsored b UKM\IBM Malaysia c. urban
Malaysia	Amer Othman	Regional Training Course on Toxic and Hazardous Waste Management for Developing Countries	Assistant, Environmental Control Officer, Environmental Department, Wisma Sime Darby, Jalan Raza Laut, Kuala Lumpur	urban	Assistant Environmental Control Officer (same position)	none	a. appropriate and useful b. decision making to ide tify suitable places f discharging\treatment toxic and hazardous wa c. urban
Malaysia	Ismail Md. Said	Non-degree, Program in Computer Application Development	Chief Programmer, Statistics Department, Jln. Cendrasari, Kuala Lumpur, Malaysia	urban	Senior Programmer (same position)	once	a. appropriate and useful b. data communication -- assist Ministry of Defense, Malaysia in the initial and feasibility study of multi-random connectivity of data communication c. urban
Malaysia	Mohamad Yazid Mohamad Saman	Non-degree, 4th Asian School on Computer Science, Dec. 1989	Lecturer, Universiti Pertanian Malaysia, Serdang Selangor, Malaysia	urban	Lecturer (same position)	none	a. appropriate and useful b. new knowledge and research ideas and topics interactions with exper who are difficult to fi in Malaysia c. rural and urban

Country	Participant Name	Course attended & Dates	Present Position, Employer, Location	Rural/ Urban	Position at the time sent for training	Times of promotion after training	Brief Description
Malaysia	Cheng Pek Siang	Non-degree, Microcomputer Applications in Water Management	Senior Planning and Design Engineer, Drainage and Irrigation Dept., Integrated Agricultural Development Project, Jalan Jelawat, Seberang Jaya, Palan, Pinang		Senior Planning and Design Engineer (same position)	none	a. training and skills learned in context of current undertaking/ job : appropriate and useful. b. application of learned skills in the current work situation : various softwares for crop water requiremen rainfed agriculture, schedulling etc. and g eral irrigation princ ples c. focus of present activi- ties : rural
Malaysia	Jamaludin Bin Mohd. Syed	Non-degree, Program in Computer Application Development	System Analyst, Jab. Pendaftaran Negara, Petaling Jaya, Malaysia	urban	System Analyst (same position)	none	a. appropriate and usefu b. data communication pr ramming between perso. computers c. urban
Malaysia	Abi Bakar Bin Wahid	Non-degree, Disaster Management Course	Director, Family and Children Services, Ministry of Welfare Services. Wisma Shen, Jalan Masjid India, Kuala Lumpur	urban	State Director of Social Welfare (not same position)	once	a. appropriate and useful b. disaster preparedness, response, etc. c. rural and urban
Malaysia	Anuar Bin Yahyah	Degree	Design Engineer, Drainage and Irrigation Dept., Cawangan Rekabentuk, Jalan Sultan Salahuddin, Kuala Lumpur	urban	Design Engineer (same position)	none	a. appropriate and useful b. analysis of R.C. struc tures, Concrete Techno logy c. rural
Malaysia	Md. Shah Zakaria	Non-degree, PCAD	System Programmer, Urban Development Autho- rity, Plaza Bukit Bintang Jln. Bkt. Bintang, Kuala Lumpur, Malaysia	urban	Programmer (same position)	none	a. appropriate and useful b. Operating System on VM (IBM), operation on IB real time monitoring (RTM), LAN c. urban
Philippines	Eden Tenorio-Bautista	Non-degree, PCAD I	Administrative Officer, of the Philippines, School of Economics, Dilliman, Quezon City	urban	Senior Executive Assistant II (same position)	none	a. appropriate and useful b. simplification of work computerization of rec- ords and other data as far as personnel and student records are con cerned c. urban

Country	Participant Name	Course attended & Dates	Present Position, Employer, Location	Rural/ Urban	Position at the time sent for training	Times of promotion after training	Brief Description
Philippines	Irene C. Brion	Non-degree, Training Course on Microcomputer Fundamentals	Planning Officer III, Department of Science and Technology, Gen. Santos Ave., Bicutan, Taguig, Metro Manila	urban	Planning Officer (same position)	once	a. training and skills learned in context o current undertaking/ job appropriate an useful. b. application of learn skills in the current work situation : Wordstar Pro, Lotus 1 Dbase III + c. focus of present activi-ties : urban
Philippines	Noel L. Briones	Non-degree, Toxic and Hazardous Waste Manage-ment for Developing Countries	Sanitary Engineer, Laguna Lake Development Authority, Rizal Provin-cial Capitol Compound, Pasig, Metro Manila, Philippines	urban	Sanitary Engineer (same position)	none	a. appropriate and usefu b. determining sources a management of toxic a hazardous wastes appl cable to the Authorit present study on Toxi and Hazardous Waste Management for Laguna Bay Region c. rural and urban
Philippines	Therese T. Estella	Non-degree, Microcomputer Fundamentals, February to March 15, 1988	Senior Planning Officer, Department of Science and Technology (DOST), Gen. Santos Ave., Bicutan, Taguig, Metro Manila	urban	Planning Officer II (same position)	once	a. appropriate and usefu b. use of Lotus 123 prog ming in DOST programs projects and costs et Database on 15 leadin edges identified by P idential Task Force f science and technolog such as: agriculture, metal industry, foods feeds, processing ind try, etc., Wordstar P c. urban and some region of the country
Philippines	Ronald M. Flormata	Non-degree, Programming Languages, Nov. 21, 1989	Assistant Division Chief, Department of Trade and Industry, MIS, DTI Bldg., Sen. Gil Puyat Ave., Makati, Philippines	urban	same position		a. appropriate and useful b. programming c. both rural and urban
Philippines	Mila Japitana Jude	Degree	Science Research Special-ist, Office of Energy Affairs, Meritt Road, Fort Bonifacio, Makati	urban	Science Research Specialist (same position)	none	a. appropriate and useful b. techno-economical asse ment of different ener related projects and t technology for each c. both rural and urban

Country	Name	& Dates	Employer, Location	Urban	sent for training	after training	Brief Description
Philippines	Teresita de Castro Manipon	Non-degree, Systems Management	Asst. Director and OIC, Management Information Systems Staff, National Economic and Development Authority, Amber Avenue, Pasig, Metro Manila	urban	Assistant Director (same position)	none	a. training and skills learned in context of current undertaking/ job : appropriate and useful. b. application of learned skills in the current work situation : developing, installin and managing the NEDA Information Network (tablishment of local network and internetw ing among existing LA managing systems re-- ces c. focus of present ac ties : rural and urba
Philippines	Thelma A. Mora	Non-degree, Microcomputer Fundamentals	Private Secretary I, Dept. of Science and Technology, Gen. Santos Ave., Bicutan, Taguig, Manila, Philippines	urban	Senior Clerk (same position)	twice	a. appropriate and usefu b. Wordstar Professional Dbase III + c. rural and urban
Philippines	Myrna A. Morales	Non-degree, Microcomputer Fundamentals	International Science Relations Officer III, Department of Science and Technology, Bicutan, Taguig, Metro Manila	urban	same position	once	a. appropriate and usefu b. WS4, DB III +, Lotus c. urban
Philippines	Dominador S. Nepomuceno	Non-degree, PCAD I & II	CS Staff Officer II, Civil Service Commission, Constitution Hill, Dilliman, Quezon City	urban	same position	none	a. appropriate and useful b. computer programming . systems development, example, computerized government personnel records c. urban
Philippines	Alicia R. Rabot	Non-degree, PCAD I, Sept. 4 to Nov. 24, 1989	Secretary, National Economic and Development Authority, Amber Ave., Pasig, Metro Manila	urban	Secretary (same position)	none	a. appropriate and useful b. all the software produ esp., Dbase and Lotus c. urban

Country	Participant Name	Course attended & Dates	Present Position, Employer, Location	Rural/ Urban	Position at the time sent for training	Times of promotion after training	Brief Description
Philippines	Mariano Reyes Ramirez, Jr.	Non-degree, PCAD/CAD/CAM	Industrial Design Specialist I, Product Development and Design Center of the Philippines, Cultural Center Complex, Roxas Boulevard, Manila	urban	Industrial Design Analyst (not same position)	none	a. training and skills learned in context of current undertaking/ job : appropriate and useful. b. application of learne skills in the current work situation : use of special comput equipment for graphic knowledge in computer hardware helps in mak technical specificati skills in operating s tems aids in analysin technical problems c. focus of present activi- ties : urban
Philippines	Edgardo P. Santibanes	Non-degree, Trainor's Training for Ferrocement Technology	Sr. Science Res. Specialist, Phil. Council for Industry & Energy Res. & Devt., DOST Complex, Bicutan, Taguig, M.M.	national	Sc. Res. Specialist II (same position)	once	a. appropriate and useful b. O.J.T. on Ferrocement lectures/seminars for government agencies, academe, etc. c. both rural and urban
Philippines	Teresita O. Salazar	Non-degree, PCAD	Executive Assistant IV, National Economic and Development Authority, NEDA Bldg., Amber Ave., Pasig, Metro Manila	urban	Senior Executive Assistant II (not same position)	once	a. appropriate and useful b. lotus 123 c. rural and urban
Philippines	Perfecto O. Saliga	Non-degree, Rural Regional Development Planning	Sr. Economic Development Specialist, National Economic & Development Authority, Region X, Cor. Echem/Capistrano Sts Cagayan de Oro City	rural	Sr. Economic Development Specialist (same position)	none	a. appropriate and useful b. The conduct of rapid a praisal system --physi resources, inventory a mapping as a technique rural-regional develop ment planning c. rural
Singapore	Tan Soh Boon	Non-degree, Fire Fighting Familiarization Course	Commander, G Division Singapore Joint Civil Defense Forces, Bendemeer Road, Singapore	urban	Commander (same position)	none	a. appropriate and useful b. disaster management and refugee management exer cise simulation c. urban
Singapore	Heng Swee Chay	Non-degree, Management of Toxic & Hazardous Waste	Technical Officer, Ministry of Labour, Havelock Road, Singapore	urban	Technical Officer (same position)	none	a. appropriate and useful b. control of toxic and hazardous substances c. urban

Country	Participant Name	Course attended & Dates	Present position, Employer, Location	Rural/ Urban	Position at the time sent for training	Times of promotion after training	Brief Description
Singapore	Koh Ai Cheng	Non-degree, Information Technology & Computerized Library Services	Head of a Branch Library, National Library, Bedok North Street 1, Singapore	rural and urban	Head of Branch (same position)		a. training and skills learned in context of current undertaking/ job : appropriate and useful b. application of learned skills in the current work situation : more aware of technol available, more compu literate c. focus of present activities :
Singapore	Lim Englye		Head, Logistics Division, Singapore Joint Civil Defense Forces, Bendemeer Road, Singapore	urban	Head, Logistics Division (same position)	none	a. appropriate and useful b. disaster management skills and refugees management c. urban
Singapore	Koh Lim Hock	Non-degree, Environmental Impact Assessment & Review	Engineer, Pollution Control Department, Ministry of the Environment, Environment Building, Scotts Road, Singapore	urban	Engineer (same position)	none	a. appropriate and useful b. knowledge of the steps conductind an environmental impact, assess- and understanding of e vironmental problems a concerns in neighboring countries c. urban
Singapore	Lee-chin Kuei Lian	Non-degree, Information Technology and Computerized Library Science	Head, Queenstown Branch Library, National Library of, Singapore, Stamford Road, Singapore	urban	Head, Queenstown Branch Library (same position)	none	a. appropriate and useful b. application of computer -- Wordstar, Lotus, Pag maker; information retrieval -- CDS/ISIS, Superdoc, CD-ROM c. urban
Singapore	Loy Lee Loke		Head, Operation Dept., Singapore Joint Civil Defense Forces, Bendemeer Road, Singapore	urban	Division Commander (not same position)	none	a. appropriate and useful b. disaster management skills and refugee management c. urban
Singapore	Rokiah Bte Mentol	Non-degree, Information Technology and Computerized Library Science	Librarian, Ministry of Community Development, Thomson Road, Singapore	urban	Librarian (same position)	none	a. appropriate and useful b. setting up a computeriz database, marketing lib rary services c. urban

Country	Participant Name	Course attended & Dates	Present Position, Employer, Location	Rural/ Urban	Position at the time sent for training	Times of promotion after training	Brief Description
Singapore	Yao Chuan Sam	Non-degree, Toxic and Hazardous Waste Management for Developing Countries, Oct. 1988	Engineer, Pollution Contro Department, Ministry of the Environment, Scotts Road, Singapore	urban	Engineer (same position)	none	a. training and skills learned in context of current undertaking/ job: appropriate and useful b. application of learned skills in the current work situation : as member of the Mini try's Committee on To Waste Treatment Plant c. focus of present acti ties : urban
Thailand	Prisana Arayawatha-nawet		Biologist, Kanchanaburi Fisheries Station, Thamuang District, Kanchanaburi, Thailand	rural	Biologist (same position)	none	a. appropriate and usef b. training the fish-far teachers, and the sol diers about integrate farming c. rural
Thailand	Mauree Bamrongchar-tudom	Non-degree, Quality Control in Food Industry	Food and Drug Technologist, Food Control Division, Food and Drug Administration, Ministry of Public Health, Devaves Palace, Samsen Road, Bangkok, Thailand	urban	Food and Drug Technologist (same position)	once	a. appropriate and useful b. analysis of critical control point in Food Industry, establishme of GMP for various fo factory c. both rural and urban
Thailand	Siripong Chaichana	Non-degree, Expert System	System Analyst of Computer Service Centre, Chiengmai University, Nong Pa Mrong, Chiengmai	urban	System Analyst (same position)	more than twice	a. appropriate but not useful b. application of tempora logic in the area of parallel process c. urban
Thailand	Ngamjit Chantrasatit	Non-degree, Physical Rural Infrastructure Development	Policy and Planning Analyst, Health Planning Division, Permanent Secretary's Office, Ministry of Public Health, Devaves Palace, Bangkok, Thailand	urban	same position	once	a. appropriate and useful b. project appraisal and evaluation, aggregatin plan, planning of heal infrastructure c. rural
Thailand	Lisa Charoenwatana	Non-degree, Quality Control in Food Industry	Assistant Professor, Technology Faculty, Food Technology Dept., Khonkaen University	rural	Assistant Professor (same position)	none	a. appropriate and useful b. Q.C. in cereals, HACCP c. rural

Country	Participant Name	Course attended & Dates	Present Position, Employer, Location	Rural/ Urban	Position at the time sent for training	Times of promotion after training	Brief Description
Thailand	Jurai Chanichana-thawewong	Non-degree, Quality Control in Food Industry	Medical Scientist 5, Food Analysis Division, Department of Medical Sciences, Yodse Road, Bangkok, Thailand	urban	Medical Scientist 5 (not same position)	none	a. training and skills learned in context of current undertaking/ job : appropriate and useful b. application of learned skills in the current work situation : The obtained skill is directly applied to w bnt it provided more formation to give adv to the private sector c. focus of present act' ties: rural and urban
Thailand	Mullika Chotivechkarn	Non-degree, Computer Science	System Analyst 5, The National Statistical Office, Lan Luang Road, Bangkok, Thailand	urban	System Analyst 5 (same position)	none	a. appropriate and useful b. design and develop program c. urban
Thailand	Pensri Chungsirivat	Non-degree, Quality Control in Food Industry	Scientist, Department of Livestock Development, Phayatthai Road, Bangkok	urban	Meat Technologist (same position)	more than twice	a. appropriate and useful b. HACCP c. rural and urban
Thailand	Pratuang Deedpin	Non-degree	System Analyst, National Statistical Office, Lanluang, Bangkok	rural	System Analyst (same position)	twice	a. appropriate and useful c. rural
Thailand	Suchada Ditthakarnnon	Non-degree, PCAD	General Administrative Officer, Civil Service Commission		General Administrative Officer Level 5 (not same position)	none	c. urban
Thailand	Wipa Hinunsurong	Non-degree, Toxic and Hazardous Waste Management	Scientist 5, Department of Industrial Works, Bang Yi Khan Distillery, Soi Bang Yi Khan, Bangkok	urban	Scientist (same position)	more than twice	a. appropriate and useful b. the method of hazardou waste treatment, trans portation of hazardous waste c. urban
Thailand	Patchanee Intaraluk	Non-degree, Quality Control in Food Industry	Food and Drug Officer, Food and Drug Administration, Samsen Road, Bangkok, Thailand	urban	same position	none	a. appropriate and useful b. HACCP technique c. rural and urban
Thailand	Yodehai Karnasuta	Non-degree, Remote Sensing	Senior Fisheries Biologist, Brackish Water Fisheries Division, Department of Fisheries, Bangkhan, Bangkok	urban	Fisher's Biologist (same position)	none	a. appropriate and useful b. updating mapping coasta areas for aquaculture c. rural

Country	Participant Name	Course attended & Dates	Present Position, Employer, Location	Rural/ Urban	Position at the time sent for training	Times of promotion after training	Brief Description
Thailand	Omatai Leelapojana-porn	Non-degree, Training Course on Quality Control	Scientist, Department of Science Services, Rama VI Street, Bangkok	urban	Scientist, Vitamin Analysis Section (same position)	none	a. training and skills learned in context o current undertaking/ job : appropriate an useful b. application of learned skills in the current work situation : using computer, usin Q.C., HACCP c. focus of present activi-ties :
Thailand	Orasa Limsakonne	Non-degree, Quality Control in Food Industry	Engineer V, Thai Indus-trial Standards Institute Rama VI Road, Phyathai, Bangkok, Thailand	rural	Engineer V (same position)	none	a. appropriate and useful b. quality control in pro duct design and develo ment, HACCP c. rural and urban
Thailand	Nivooth Mongkolkij	Non-degree, PCAD	System Analyst, National Energy Administration, Kasatsuk Bridge, Patumwan Bangkok, Thailand	urban	System Analyst (same position)	once	a. appropriate and usef b. Database Management tems, software packa and data communicati. computer networks c. urban
Thailand	Panya Mankeb	Non-degree, Management of Rainfed Agriculture	Subject Matter Special-ist, Thai Civil Service, Northeast Regional Office of Agriculture, Tha Pra, Khon Kaen	rural	Subject Matter Specialist (same position)	more than twice	a. appropriate and usefu b. small watershed manag ment, integrated farm system c. rural
Thailand	Nakorn Hanomayanggoon	Degree, Industrial Engineering and Management	Production Engineer, The Siamcraft Industry Co., Ltd., Saengxuto Road, Tah-pha, Banpong, Rachaburi	rural	Quality Control Manager (not same position)	once	a. appropriate and usefu b. production planning a control system: desig and implementation, design the production formation system, etc c. rural
Thailand	Pranee Nilakorn	Non-degree, Fourth School on Computer Science	Lecturer, Department of Mathematics, Sipakorn University, Nakorn Pathom	rural	Lecturer (same position)	none	a. appropriate and usefu b. advanced research top applied to teaching a research c. rural
Thailand	Rujira Pipit-potjanakarn	Non-degree, Asian School on Computer Science	Lecturer, Faculty of Science, Silpakorn University, Nakorn Pathom	rural	Lecturer (same position)	none	a. appropriate and usefu b. modern technology in computer science esp. programming langnages logic programming c. rural

Country	Name	Degree Obtained & Dates	Present Position, Employer, Location	Rural/ Urban	Position at the time sent for training	Times of promotion after training	Brief Description
Thailand	Missnaowarat Ratanawatkul	Degree	Programmer, Excise Dept. Ministry of Finance, Nakhonchaisi Rd., Bangkok	urban	Programmer (same position)	once	a. training and skills learned in context of current undertaking/ job : appropriate and useful b. application of learned skills in the current work situation : DbaseIII Plus programming c. focus of present activities: urban
Thailand	Sucharat Rungruangsilp	Non-degree, Measurement of Transportation of Dangerous Goods	Environmentalist 5, Office of the National Environment Board, Soi Piboon-watana, Rama VI Road, Bangkok	urban	Environmentalist 4 (not same position)	none	a. apppropriate and useful b. measurement of chemical management and waste control at port c. rural
Thailand	Achara Saengchai	Non-degree, Rational Use of Energy	Assistant Director, Research and Development Department, Petroleum Authority of Thailand, Vibhavadi Rangsit Road, Chatuchak, Bangkok	urban	Chief of Development and Utilization Section (not same position)	once	a. appropriate and useful b. selection of the appropriate fuel for the plant, more understanding of the combustion system c. rural and urban
Thailand	Boonrat Sasivong	Degree	Project Engineer, Siam Cement Co.,Ltd., Bangsue, Dusit District, Bangkok	urban	Project Engineer (same position)	none	a. appropriate and useful b. computer : on mainframe and P.C., project management, optimization, economics c. rural
Thailand	Yod Srisunt	Non-degree, Integrated Farming System Management	Head of Animal Section, Department of Livestock Development, Surin Livestock Breeding Station	rural	Head of Animal Section (same position)	none	a. appropriate and useful b. integrated management of the livestock farm, reuse of by-prodects such as liquid manure, compost, and organic matter c. rural
Thailand	Chaiyut Surapatana	Non-degree, Rural Infrastructure Development Training	Civil Technician, C-6, Public Works Department, Lanluang Road, Bangkok	urban	Civil Technician,C-6 (not same position)	none	a. appropriate and useful b. all infrastructure subjects such as water supply and sanitation system, road construction and maintenance, etc. c. rural
Thailand	Sugunya Tanasaevee	Non-degree, PCAD	Personnel Analyst, The Office of Civil Service Commission, Phitsanuloke Rd., Dusit	urban	Personnel Analyst (same position)	none	a. appropriate and useful b. SPSS\PC+ c. urban

Country	Name	Course attended & Dates	Present Position, Employer, Location	Rural/ Urban	Position at the time sent for training	Times of promotion after training	Brief Description
Thailand	Chanond Tesavibul	Non-degree, Management of Technology	Senior Engineering Manager, Seagate Technology, Terapak Road, Samrongnua Samutprakarn	urban	same position	none	a. training and skills learned in context of current undertaking/ job : appropriate and useful b. application of learned skills in the current work situation : transfer of technology technology assessment c. focus of present activities: urban
Thailand	Waritchanant Tovongpaichayont	Non-degree, PCAD	Trade Technical Officer, Export and Import Control Division, Department of Foreign Trade, Ministry of Commerce, Sanam-chai Road, Bangkok	urban	Trade Technical Officer (not same position)	none	a. appropriate and useful b. information system management c. rural and urban
Thailand	Srisak Trangrvacharakul	Non-degree, Management of Technology : Assessment, Procurement and Implementation	Researcher 5, Head of Process Development Laboratory, Thailand Institute of Scientific and Technological Research, Pahonlyothin Rd., Bangkok	urban	Researcher 5 (not same position)	once	a. appropriate and useful b. project planning, laboratory and human administration c. urban
Thailand	Phimchai Vongvoravit	Non-degree, Quality Control in Food Industries	Food Technologist (Chief of Quality Assurance Unit), Food and Drug Administration, Samsen Rd., Bangkok, Thailand	urban	Food Technologist (same position)	none	a. appropriate and useful b. company-wide quality control, HACCP and food sanitation c. rural and urban
Thailand	Poonsap Wichaipong	Non-degree, Quality Control for Food Industries	Scientist 4, Department of Science Service, Ministry of Science, Technology and Energy, Rama VI Road, Bangkok, Thailand	urban	Scientist 4 (same position)	once	a. appropriate and useful b. quality control in many parts of the factory, HACCP, heigene in man a useful advise for new factory c. urban
Thailand	Intira Wongwiwat	Non-degree, Interdisciplinary Natural Resources Development and Management Program	Policy Planning Analyst Officer, Department of Agricultural Extension, Bangkhen, Bangkok, Thailand	urban	Policy Planning Analyst Officer (same position)	none	a. appropriate and useful b. image interpretation an mapping, digital analys of remote sensing data, etc., presently handlin the pilot project of Planting-Area-Estimation of Exported Fruit-Crops by Remote Sensing Techniques c. rural

number of responses received (as of March 12, 1990) : 93

number of participants surveyed : 188

period covered :

ANNEX 3

Tracer Study Workshop--Outline, Participants and Results

TRACER STUDY WORKSHOP

A tracer Study Workshop was held on November 13 at USAID/ASEAN which was attended by representatives of three of the four training institutions.

The workshop participants agreed that USAID/ASEAN would print the postcard which was developed by the team and send it to each of the training institutions with a letter requesting the information required by AID policies. The institutions will then either provide the information from their records or use the post card to gather the requested data.

The outline for the workshop which was used is reproduced below.

I. Introduction.

A. Introduce participants and leaders.

B. Purpose of workshop.

1. To review the principles of impact assessments and course evaluations.

2. To review the survey instruments currently in use.

II. Impact analysis vs evaluations.

A. Impact analysis looks at the changes in organizational output because a trainee has had a particular course.

1. Impact assessments are used to determine the value of a course and for policy decisions.

2. If you ask impact questions you must also ask about external limiting factors.

B. Evaluations look at how well the course was conducted, and received and how useful it has been.

1. Evaluations are generally used to identify needed changes in course content, delivery, and etc.

III. When should impact assessments and/or evaluations be conducted?

A. End of course?

B. Periodically? How often?

C. Should you do a second mailing?

IV. Questionnaires.

A. Make the questionnaire as:

1. easy to complete as possible.

2. short as possible.

B. What to ask.

1. Do not ask for information you:

a. already have.

b. do not need.

2. This means that you provide information that you have at hand, e.g., course title and the year of training.

3. Do you want information for:

a. impact assessments?

b. evaluation purposes?

c. both?

C. How should questions and responses be phrased?

1. Avoid opened questions.

2. Code as many responses as possible. Why?

a. It is almost impossible to collate non coded responses.

b. Coded questions are easier to answer making the questionnaire easier to complete.

D. What are codes and what do they do?

1. They are numeric values attached to each possible response.

2. They require that all questions be answerable with a check mark.

3. They allow a clerk to enter the responses directly into a computer with out knowledge of the subject.

4. They allow you to do all of your data manipulation and interpretation with a computer.

5. Coded questions are either multiple choice or present a scale for the response to be checked on.

E. Have a "comments" question at the end of the questionnaire.

V. Review existing questionnaires and registration materials.

VI. Discuss postcard.

List of attendees to the Workshop

Robert T Dakan
Deputy AID Representative to ASEAN
Office of the AID Representative to ASEAN

Professor Chamlong Harinasuta
Coordinator
SEAMO-TROPMED Project
Bangkok, Thailand

Uracha Kompeth
Training Officer
Asean Agricultural Development Planning Centre
Bangkok, Thailand

Aurorita M. Mendoza
Coordinator for Development
Asian Institute of Technology
Bangkok Thailand

General Kriangdej Palangkoon
SEAMO-TROPMED Project
Bangkok, Thailand

Chutikarn Rvenrerng
Training Officer
Asean Agricultural Development Planning Centre
Bangkok, Thailand

Nguen Srisuraksa
Director
Asean Agricultural Development Planning Centre
Bangkok, Thailand

Suthira Suwanarpa
AID Development Management Specialist
Office of the AID Representative to ASEAN

Sunyneon
Reference Assistant
SEAMO-TROPMED Project
Bangkok, Thailand

ANNEX 4

USAID/ASEAN's Program Objectives and Indicators

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USAID/ASEAN's Program Objectives and Indicators

1. Summary of Program Strategy

USAID/ASEAN's major program goal is to contribute to sustained regional economic growth through a greater exchange of trade, investment and technology transfer between the U.S. and ASEAN private sectors. Assistance will be directed to activities that enable ASEAN member countries to broaden their participation in world markets. In particular, the program is based on promoting linkages between the private sectors of ASEAN and the U.S. that: a) are mutually beneficial to ASEAN and U.S. business interests; b) draw on U.S. comparative advantages; and c) lead to sustained business relationships between ASEAN countries and the U.S.

The principal objectives of the program are: a) promotion of trade and investment that is mutually beneficial to ASEAN and U.S. business communities; b) development of commercial and professional skills in the labor forced needed by the rapidly expanding private sector of ASEAN member countries; and c) management of natural resources that is both environmentally sound as well as economically sustainable.

These objectives are not mutually exclusive; rather, they are highly interrelated and mutually reinforcing. For example, the program's facilitation of linkages between ASEAN countries and U.S. businesses with proven environmental technologies (e.g., solid waste management, industrial pollution controls) can contribute to both the trade and investment as well as the natural resource management objectives. USAID/ASEAN's program will build on these types of interrelationships to maximize the effectiveness and results of its limited resources

1. Create opportunities for the U.S. business community to invest and introduce new technologies through the promotion of mutually beneficial trade and investment between the U.S. and ASEAN member countries.	1a. Encourage the involvement of the U.S. business community in the ASEAN region through information and outreach services.	- [illegible] o[illegible] - Progress toward coverin[illegible] ing costs of the PITO outreach se vice from private sector contribu tions and payment for services. 1995 target: at least 50% of cost covered. - The number of requests for inform tion and support services made by a) the U.S. private sector, and b the ASEAN private sector increase by at least 10% annually through 1995.
	1b. Reduce policy and regulatory constraints that impede trade and investment in the ASEAN region by the U.S. private sector.	- 20 or more policy analyses conduc and openly discussed, of which at least 10 lead to elimination or reduction of impediments to trade and investment by 1995.
	1c. Facilitate U.S. investment in the ASEAN region through an equity financing facility or through information on possible commercial financing of joint ventures.	- Approximately 50 joint-ventures ar funded or assisted through the OPI ASEAN Growth Fund by 1995.

	SUB-OBJECTIVE	
2. Contribute to evelopment of commercial and professional skills in the labor force needed by the rapidly expanding private sectors of ASEAN member countries.		- [illegible] and processing for export-oriented agribusinesses by 1992; and b) th number/percentage of private sec subscribers to PLANTI's News Lett increases through 1992. - For ADPC: actions taken toward developing a curriculum and initiating a training program oriented toward the needs of agribusiness by 1992 (benchmarks to be developed to monitor progre - For TROPMED: Broaden the trainin program to include sessions on opportunities for the private provision of health services by 1 - FOR AIT: The percentage of traine from the private sector increases annually through 1992.
3. Promote economically and environmentally sound natural resource management through the transfer and adaptation of technologies to abate environmental degradation resulting from urban and industrial development.		- To be developed as this portion of the program is planned over the coming years.

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ANNEX 5

Persons Contacted

PERSONS CONTACTED

Nicanor C. Austriaco D. Eng.
Director
Continuing Education Center
Bangkok, Thailand

Robert T Dakan
Deputy AID representative to ASEAN
Office of the AID Representative to ASEAN
Bangkok, Thailand

Lawrence J Ervin
AID Representative to ASEAN
Office of the AID Representative to ASEAN
Bangkok, Thailand

A. Lee Gilbert
Regional Advisor
Technology Transfer and Development
Division of Industry, Human Settlements and Evironment
United Nations ESCAP
Bangkok, Thailand

Pofessor Chamlong Harinasuta
Coordinator
SEAMO-TROPMED Project
Bangkok, Thailand

Chris Hermann
APRE/DPEE
Agency for International Development
Washington, D.C.

Rezaul Karim Ph.D.
Senior Expert on Environment
Environmental Coordinating Unit
United Nations ESCAP
Bangkok, Thailand

Aurorita M. Mendoza
Coordinator for Development
Asian Institute of Technology
Bangkok, Thailand

General Kriangdej Palangkoon
SEAMO-TROPMED Project
Bangkok, Thailand

Ricardo P Pama Ph.D.
Vice President for Development
Asian Institute of Technology
Bangkok, Thailand

Nguen Srisuraksa
Director
Asean Agricultural Development Planning Centre
Bangkok, Thailand

Suthira Suwanarpa
AID Development Management Specialist
Office of the AID Representative to ASEAN
Bangkok, Thailand

ANNEX 6

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