

EGAT/ED

One-Stop-Shop
for
Participant Training
Services



USAID Participant Training Support

Europe & Eurasia Asia Near East Africa Latin America & Caribbean
Performance Improvement – Technical Support – Human Capacity

EGAT/ED One-Stop-Shop for Participant Training Services

EGAT/ED can provide a range of services to support USAID participant training activities dependent upon specific Mission need. Services are concentrated in five areas of focus as outlined below.

Strategic Planning ³/₄ Training Service Area 1

- 1.1 Participating in Strategic Objective/Project Teams
- 1.2 Conducting Human Capacity Development Sector Assessments
- 1.3 Training Impact Methodology: Developing Realistic Training Objectives That Contribute to the Achievement of IRs/SOs
- 1.4 Reviewing HCD/training Input for Annual Plans and Strategic Reporting Documents

Intervention Design and Planning ³/₄ Training Service Area 2

- 2.1 Conducting Training Needs Assessments
- 2.2 Providing Guidance on a Range of Available Training Interventions
- 2.3 Providing Technical Assistance in the Formulation of Training Plans
- 2.4 Providing Access to the Training Intervention On-Line (TIOL) Database

Intervention Implementation and Administration ³/₄ Training Service Area 3

- 3.1 Providing Contracting Mechanisms that Enable Missions to Easily Access Participant Training Interventions and Services
- 3.2 Notifying and Obligating Regional Program Funds
- 3.3 Preparing Scopes of Work for Training-Related Services
- 3.4 Providing Technical Training to Mission and Contractor Staff on Training-Related Interventions and Issues
- 3.5 Providing Policy and Procedural Guidance on Training-Related Interventions and Issues, and coordinating conferences

Monitoring and Reporting ³/₄ Training Service Area 4

- 4.1 Administering and Tracking EGAT and Mission Training-Related Contracts
- 4.2 Tracking Project Budget Expenditures
- 4.3 Developing Public Information Material on Participant Training Activities and Results
- 4.4 Assisting Missions in the Design/Implementation of Monitoring Plans for Training
- 4.5 Providing Ad Hoc Analysis of Training Costs Incurred by Implementing Contractors

Evaluation ³/₄ Training Service Area 5

- 5.1 Collecting Data on Participant Evaluations of Training Activities and Providing Mission with Lessons Learned Reports
- 5.2 Providing Mission with a Standard Information Package Based on Impact Protocol
- 5.3 Conducting Special In-Country Program Evaluations and Studies

Training Service Area 1: Strategic Planning

-- Overview --

Mission Need

USAID Mission assistance needs to be sustainable to accomplish change in targeted host country institutions. In order to contribute to sustainable development, Mission training-related activities must be targeted towards strengthening human capacity development in host-country institutions.

EGAT Services

EGAT/ED can meet Mission needs through the following available services:

- 1.1 Participation in Mission Strategic Objective/Project Teams
- 1.2 Conducting Human Capacity Development Sector Assessments
- 1.3 Training Impact Methodology – developing realistic training objectives that contribute to the achievement of Intermediate Results and Strategic Objectives
- 1.4 Reviewing HCD and training input for Annual Plans and other Strategic Reporting Documents.

1.1 Participating in Mission Strategic Objective/Project Teams

Mission Need

As a vital cross-cutting technical sector, an HCD/Training sector specialist is needed for every Mission SO Team. Mission's do not necessarily have in-house staff experienced in human capacity development and institutional strengthening to develop targeted training interventions. Specific training interventions may not achieve maximum impact if they are not designed so they target change at the Strategic Objective, Intermediate Result and sub-result levels.

EGAT Services

EGAT/ED can provide a broad range of technical staff, including direct hires, PSCs, and contract staff, with expertise in education, participant training, organizational performance improvement, and project and financial management, that will attend team meetings and participate as virtual members on SO teams.

1.2 Conducting Human Capacity Development Sector Assessments

Mission Need

In order to achieve sustainable development, Missions must effect organizational change within host country institutions. Human Capacity Development (HCD) is the science and applied technologies dealing with organizational performance. HCD addresses not only the training needs of an individual but the dynamic of integrating the newly acquired knowledge, skills and attitudes back into the trainee's workplace. Thus, organizational change can only be achieved if Missions develop their Strategic Plans and Frameworks incorporating HCD concepts across all sectors, with training objectives directed towards performance improvement at the institutional level rather than only improving a given trainee's performance in the workplace.

EGAT Services

EGAT/ED can provide technical assistance teams with experience in human capacity development to conduct HCD Sector Assessments which would analyze Mission use and incorporation of HCD approaches into Mission strategy, program design and evaluation mechanisms.

Illustrative Issues To Be Investigated

- A historical review of the training that has been done in each sector, looking at the kinds of training, areas of focus, and approach.
- Meeting with the heads of organizations, particularly government counterparts, to whom USAID has provided significant and long-term technical assistance, to determine how they view the effectiveness and utility of training provided by USAID.
- Identifying the circumstances under which training has been most effective in the given country.
- Determining how successful the mix of training interventions used by the Mission has been in advancing HCD in that given country.
- Examining how effective the Mission has been in utilizing existing host country training organizations (i.e., professional associations, universities and private organizations).
- Examining to what extent other donors have contributed to human capacity development in the country, and determining whether USAID is capitalizing on potential synergies and linkages with other donor programs.
- Analyzing whether the Mission has generally performed adequate analysis of the training environment before expending training resources.
- Examining whether training and HCD efforts directed to NGOs should be considered as a distinct kind of training requiring approaches and expectations that are different from, say, those directed towards government entities.
- Determining whether there is a way to enhance training capacity by encouraging the sharing of information and training among host country organizations.

- Reviewing the areas of management and leadership skills in light of a given Mission’s existing activities and training mechanisms. Determine if there is a need for a more specialized sector approach, including whether it makes sense to develop a multi-year, cross-sectoral HCD strategy that addresses the development of both management and leadership skills.
- Ensuring that monitoring, evaluation and performance measurement are well integrated into a given Mission’s strategic plan, results framework and annual performance report

It should be noted that the above illustrative issues relate mainly to HCD sector content. In examining those and related issues, the sector assessment will develop an implementation process — including a management arrangement for implementing the performance implementation plan identified in the HCD sector assessment. Such a process will take into consideration the need to view HCD as a cross-cutting sector, not a stand-alone activity.

General Methodology

- Review Mission results framework, including Strategic Objectives, Intermediate Results, and Performance Indicators.
- Review key Mission Strategic documentation, as well as recently completed technical sector assessments and historical/operations training documentation.
- Conduct thorough interviews with relevant Mission personnel, training implementation contractor and other implementing partners — including technical assistance contractors, cooperative agreement holders and grantees. Interviews should also be conducted with representatives of organizations and government counterparts to whom USAID has provided assistance.
- The HCD Sector Assessment will apply the performance improvement framework.
- In developing the HCD sector assessment, a participatory approach will be used to ensure stakeholder ownership of results and findings, and their commitment to follow-up actions.

Deliverables

An HCD Sector Assessment report would be provided that analyzes Mission use and incorporation of HCD systems into Mission Strategy, program design, and evaluation of impact. A key element of the report would be recommendations on possible approaches and tools the Mission could consider in improving the use of HCD for a more enduring impact of Mission priorities and activities.

1.3 Training Impact Methodology – Development of Realistic Training Objectives That Contribute to the Achievement of SOs/IRs

Mission Need

Each year, Missions need to report fiscal year performance results in their respective Annual Reports and other strategic documentation. A methodology for developing realistic training objectives that contribute to the achievement of a Mission's Strategic Framework would assist Mission staff in better quantifying the results and impact of cross-cutting training activities. Since the re-engineering of USAID into a results-focused approach, it has become difficult to track the impact of important cross-cutting development tools on Agency and Mission performance. USAID and its Missions consider participant training an important element in achieving USAID objectives. However, demonstrating the linkages between training and the accomplishment of Agency and Mission goals and strategic objectives is not easy. The development of realistic training objectives which contribute to the achievement of Mission SOs/IRs and sub-IRs would assist Mission staff better quantify the connection between the training of individuals and the accomplishment of broad institutional and development objectives.

EGAT Services

EGAT/ED can assist Missions with the development of a methodology that can be used to make plausible connections between training objectives and the "lower level" (below sub-IR) training activities with the "higher level" (IRs/SOs) results and objectives required to achieve the Mission's Strategic Plan. The purpose of the methodology will be to provide SO teams with a means to develop training objectives that are specific to the desired sub-IRs and IRs. Older systems of tracking, counting and follow-up often miss the relationship between training individuals and effecting performance improvement at the institutional level. Thus, a training impact methodology would focus measurable training objectives that target both the improvement of individual performance, as well as that of associated host country institutions.

1.4 Reviewing Training/HCD Input for Mission Annual Plans and Strategic Documentation

Mission Need

Missions do not always have in-house staff experienced in human capacity development, institutional strengthening and/or training to develop, review and comment on HCD/training input and performance results for Mission Annual Plans and other strategic documentation. Training activities may not fully contribute to the achievement of Mission Intermediate Results and Strategic Objectives if they are not designed so they target change at the sub-IR, IR and SO levels.

EGAT Services

EGAT/ED can provide HCD/training professionals who can help Missions design, measure, review and comment on HCD/training input to Mission Annual and Strategic Plans. Such professionals can work with Mission staff to help link and/or comment on the contribution of cross-cutting and supporting issues and elements such as training to the accomplishment of Mission Strategic Objectives. EGAT/ED specialists can utilize the existing Training-for-Results Chain (TRC) for planning and assessing the linkage between Mission training activities and Strategic Objectives.

Training Service Area 2: Intervention Design and Planning

-- Overview --

Mission Need

Because of limited resources, USAID Missions' must identify and implement only the most effective projects in order to meet their Strategic Objectives. To maximize the effectiveness of USAID projects, participant training can be planned and developed in such a way as to ensure that each individual trainee returns to an organization and encourages the necessary adjustments to incorporate and capitalize upon the trainee's improved knowledge, skills and attitudes.

EGAT Services

EGAT can meet Mission needs through the following available services:

- 2.1 Conducting Training Needs Assessments
- 2.2 Providing guidance on the range of available training interventions
- 2.3 Providing technical assistance in the formulation of training plans
- 2.4 Providing access to the Training Intervention On-Line database (TIOL) to support the Mission training planning process.

2.1 Conducting Training Needs Assessments

Mission Need

With the increasing focus on institutional strengthening as a means to achieve long-term strategic objectives, it is necessary to analyze human resources skills in targeted institutions. Training is one intervention that can be used to address some of the causes of poor performance in an organization. Training is particularly useful when designed to improve staff knowledge, skills and attitudes. The role of Mission staff and contractors is to design performance based training programs that are directly related to Mission and Agency Strategic Objectives and Intermediate Results. One way to ensure that the training programs are relevant and help achieve SOs is to conduct a targeted Training Needs Assessment (TNA). The targeted TNA addresses specific needs based on what is already known about an organization's performance needs and may also identify non-training barriers to the successful application of training.

EGAT Services

EGAT/ED can provide specialists to conduct a Training Needs Assessment (TNA). The following stages are important in conducting a TNA and in applying its results.

Defining Desired Performance

- Gather data through stakeholder meetings, interviews, focus groups and surveys from which a picture is created that shows in objective and measurable terms what would be happening if the institution or individual were performing as desired.
- When defining desired and current performance it is vital that the description of the performance is stated with observable and measurable indicators. These indicators are what will be used later to determine the degree of success of the training.

Describing Actual Performance

- Gather data through interviews, focus groups, observations and surveys to clearly illustrate in objective and measurable terms what performance is actually happening. Depending on time, resources and programmatic need, one, some, or all of the data collection methods may be used.

Defining the Performance Gap

- Analyze data gathered to compare current performance with desired performance and demonstrate what elements are impeding or absent from the situation.

- Prioritize the performance gaps to work on the most important first. Critically analyze the data gathered to assess the extent to which different gaps impact the situation, and identify those that are most crucial to the situation.

Following the Training Needs Assessment Mission and Contractor staff will:

- Select and design training interventions given the results of the TNA,
- Implement interventions, and
- Monitor and evaluate performance, measuring the change in the performance gap.

2.2 Providing Guidance on Available Training Interventions

Mission Need

A broad array of training interventions is needed by Missions to achieve their respective Strategic Plans and country development goals. Training programs and their supporting contracting mechanisms need to provide Missions with easy access to a broad range of participant training interventions including:

- Participant training/Academic training,
- Entrepreneurial Management Training,
- Training-related small grants,
- Training-related technical assistance, and
- Training-related partnerships.

EGAT Services

EGAT/ED professionals can provide guidance to Mission staff on available participant training interventions and the most effective option(s) given specific Mission HCD and organizational performance improvement needs. Such guidance could include outlining the respective advantages and disadvantages of the different training interventions as well as highlighting any special considerations SO teams should keep in mind when developing respective Mission training plans and programs. Brief descriptions of these interventions follow.

Participant/Academic Training

- Short-term technical training and/or academic training for mid- to high-level professionals from the public and private sectors that may be conducted in the US, in third countries, or in-country, depending on goals of the intervention and most efficient, results-oriented, cost-effective manner.
- Training is a structured experience that helps individuals acquire new, predetermined knowledge, skills, and attitudes, and supports achievement of Mission's SOs and IRs.

Entrepreneurial Management Training

Entrepreneurial Management Training (EMT) provides training to enhance the management skills and practices of business owners and senior managers. Through EMT, trainees learn new product ideas, more efficient manufacturing processes, and modern management practices. Companies are often asked to donate their time and staff to meet with the trainees. Trainees are expected to share a portion of the training expenses.

Training-Related Small Grants

Grants of up to \$10,000 are awarded to returned participants to enable them to implement the initiatives outlined in their action plans as necessary for implementing work unit and institutional change.

Training Related Technical Assistance

Training-related technical assistance is additional support and follow-through provided by an external expert or institution to the participants, workgroup, partner organization or project team in order to facilitate the implementation of the workplan. This includes both implementation/advisory support, as well as integrating the new technology into the organizational system.

Training-Related Partnerships

Structured activities to foster formal, mutually beneficial and sustainable relationships between organizations (educational/training institutions, PVOs/NGOs, professional or trade associations and other public/private organizations).

2.3 Providing Technical Assistance in the Formulation of Mission Training Plans

Mission Need

Each fiscal year Missions need to develop comprehensive training plans consisting of strategically selected interventions in support of the Agency's Strategic Goals, the Mission's Strategic Objectives (SOs) and their underlying detailed Intermediate Results (IRs) targets. A comprehensive and strategic Mission Training Plan should serve a number of purposes. It needs to be a tool for long and medium-term strategic planning, as well as a roadmap for day-to-day operational implementation of the various training program interventions. Such a plan will help the Mission to:

- Establish its priorities for competing use of funds;
- Increase the understandings it shares with Technical Assistance Contractors and other implementing partners about the performance gaps and needs of its partner organizations, and how to best address them;
- Draw links between planned training interventions, the applications of new skills, and the intended performance improvements; and
- Organize information about annual training-related activities and assist their scheduling and management.

If Missions do not develop strategic training plans that incorporate the above critical components, it is possible that funded training activities may not fully contribute to the achievement of Mission sub-results, Intermediate Results, and Strategic Objectives.

EGAT Services

EGAT/ED training specialists can assist Missions (via e-mail or through TDY support) in the development and/or review of their annual training plans. Such assistance can help ensure the formulation of training plans that:

- Meet minimum USAID standards and are in conformity with ADS 253 requirements,
- Utilize best practices of Performance Improvement theory and application, and
- Incorporate the above highlighted critical training plan components.

At a minimum, a well-developed and strategic Mission Training Plan will include three functional parts — an Executive Summary, a Summary Table, and a description of the various proposed training interventions.

2.4 Providing Access to the Training Intervention On-Line Database to Support Training Planning

Mission Need

Each USAID Mission must develop a comprehensive annual fiscal year training plan that supports achievement of its Strategic Objectives (SOs) and their underlying Intermediate Results (IRs) targets. USAID and contractor/grantee training implementation staff need to develop comprehensive and strategic Mission Training Plans each fiscal year. If these plans are not fully developed so they establish priorities for competing use of funds and draw links between planned training interventions and the intended performance improvements then the training activities may not fully contribute to the achievement of targeted Mission results.

EGAT Services

EGAT/ED can provide USAID Missions with access to a planning tool developed by the E&E Bureau that supports the development of strategic annual training plans utilizing the Training Interventions On-Line (TIOL) database. The database offers a standardized format for developing training plans and interventions that support achievement of SOs/IRs and sub-IRs. It is an electronic means of sharing strategies, best practices, and training interventions that work. The database is password protected and users and their access levels are designated by each participating Mission. For each training plan, the TIOL allows Mission users to develop an Executive Summary, Training Concepts and associated Training Interventions, and Summary Tables.

This database serves as an on-line repository for training interventions and files each Mission's training plan by fiscal year. The on-line repository also allows individual Missions to view the various concepts and interventions at the various development stages; and allows the USAID community (with access to the database) to better monitor, manage, and evaluate training activities.

EGAT/ED will provide on-going backstop support to Missions utilizing the database for training planning.

Training Service Area 3: Intervention Implementation and Administration

-- Overview --

Mission Need

USAID Missions must conduct their participant training programs in accordance with all applicable USAID regulations. As soon as participant training interventions are developed, it is critical that a Mission be able to act quickly to find the best training provider and schedule the training in time to meet the Mission's programmatic needs. USAID regulations for participant training, as specified in ADS 253, are complex and wide-ranging. Following the events of September 11th additional regulations imposed by other U.S. Agencies have further complicated training logistics demands.

EGAT Services

EGAT can meet Mission needs through the following available services:

- 3.1 Providing contracting mechanisms that enable Missions to easily access participant training interventions and services.
- 3.2 Obligation of program funds.
- 3.3 Preparation of Scopes of Work for training-related services.
- 3.4 Provision of technical training to Mission and contractor staff on training-related interventions and issues.
- 3.5 Provision of policy and procedural guidance on training-related interventions and issues, including an easy to read "How To" Manual for participant training implementation.

Also, Conferences and workshops on specific implementation and program administrations skills – teaching FSNs and Mission staff technical fundamentals of the HCD Sector and how to manage participant training programs.

3.1 Providing Mechanisms to Enable Missions to Easily Access Participant Training Services

Mission Need

The timely and cost-effective implementation of Mission training requirements. Because of the complexity of USAID regulations related to procurement and in particular procurement of participant training services, contracting for discrete training activities can be a lengthy process.

Small missions or Non Presence Countries need the capacity to implement skill development / training activities in-country, regionally or in the U.S., but the volume of their training may be disproportionate to the level of resources required to engage an implementing contractor.

EGAT Services

EGAT will establish regional contracts with organizations experienced in conducting participant training programs to provide Missions with easy access to consultant and institutional contractor staff with experience and expertise in the design, planning, and implementation of international training activities in support of the Mission's Strategic Objectives and Results Framework. Through these mechanisms Missions may fund discrete, sever able training-related activities or buy into a full range of country-specific deliverables, through a fully staffed local office of participant training experts, not limited to services such as training program design and implementation, participant processing services, or monitoring and evaluation.

3.2 Notifying and Obligating Regional Program Funds

Mission Need

The timely obligation of program funds. Missions may elect to obligate funds for an entire participant training portfolio that can be drawn down as individual training activities are identified and approved.

EGAT Services

Through EGAT's Washington-managed participant training contracts, Missions can easily obligate their participant training funds. Funds can be allowed to the EGAT Participant Training Program Manager and obligated by the USAID/Washington Office of Procurement. EGAT will track funding obligations and report to participating Missions on a monthly basis on contract spending and available training funds balance.

3.3 Preparation of Scopes of Work for Training-Related Services

Mission Need

In order to achieve the maximum results under its projects, Missions require well-written scopes of work to ensure contracting mechanisms that are fully responsive to the program requirements. Because participant training programs are subject to all USAID procurement regulations as well as the regulations established in ADS 253, it is critical that scopes of work for procuring a full range of participant training services with access to all intervention types, be well written and written with sufficient scope to afford Missions maximum flexibility in developing creative and responsive training solutions to fully achieve the desired results in host country partner organizations. Although many Mission staff have experience in developing scopes of work for procurement actions, they may not have experience relating specifically to participant training programs.

EGAT Services

EGAT can provide Missions with expert assistance in developing scopes of work for training-related services through TDY assistance or via e-mail or other electronic media. This assistance is available for all Missions in support of their participant training needs and may include:

- Review and comment on draft scopes of work prepared by the Mission;
- TDY support to assist Missions requesting assistance in composing first draft scopes of work;
- Sample scopes of work prepared by other Missions and/or EGAT to procure training-related services; and
- Informal consultation on training related issues and priorities as they relate to the development of scopes of work.

3.4 Provide Technical Training to Mission and Contractor Staff on Training-Related Interventions and Issues

Mission Need

Effective training-related interventions incorporated into technical assistance (TA) contracts. Many Missions rely on technical assistance contractors to provide technical training to the Missions' host country partners. Although TA contractors may be experts in a particular field of technology, they may not be knowledgeable of the broad array of training interventions available to meet the Mission's needs and the applicability of each intervention type. Also, TA contractors may not be aware of all USAID regulations related to participant training.

EGAT Services

EGAT/ED can provide technical assistance to Mission staff and contractors other than those involved directly in training processing functions. EGAT/ED can respond to inquiries from TA contractors which relate to the administration and management of training activities funded by field Missions. Contractor workshops can be held on how to administer training for Mission projects. Workshops can be held locally and materials and supplies can be paid for by the contractors attending.

Ad hoc requests for consultation with EGAT may include:

- Recommendations on appropriate use of alternative training interventions (i.e., small grants, partnerships, and training-related technical assistance) and venues;
- Clarification of regulations governing participant training programs as specified in ADS 253;
- Guidance on best practices for complying with USAID participant training regulations; and
- Information and guidance on complying with trainee processing requirements imposed by other Federal agencies in the aftermath of the events of September 11, 2001.

3.5 Provide Policy and Procedural Guidance on Training-Related Interventions and Issues

Mission Need

USAID staff who understand the rules and regulations applicable to USAID Participant Training activities so as to ensure that the Mission program is fully compliant with USAID regulations. Mission staff assigned to the oversight of training functions often have little or no background in training and often have no familiarity with the U.S. educational system. The U.S. direct-hire and personal services contractors assigned to the Missions may also have little familiarity with the requirements attendant to implementing training programs. Even though many of the functions necessary to implement training are undertaken by training implementation contractors, there are activities and authorities that cannot be carried out by or devolved to contractor staff.

EGAT Services

EGAT/ED can assist Missions in developing well-rounded and knowledgeable participant training program managers. EGAT can respond to all requests for assistance through:

- TDY support to discuss all aspects of well-tested training policies and procedures;
- Organizing and presenting workshop training sessions for USAID Mission personnel on the administration of USAID-funded participant training projects.
- Regional workshops to bring participant training professionals together to discuss impediments to conducting successful training programs and to share solutions successfully developed and used by Mission personnel and contractor staff.

EGAT/ED can also provide Mission staff with an easy to read “How To Manual” for participant training activities. Developed based on the successful E&E Bureau Participant Training Model, the EGAT Participant Training Handbook provides clear and concise guidance on all aspects of USAID participant training programs and assists the user meeting the compliance requirements of all USAID regulations including ADS 253.

Training Service Area 4: Monitoring and Reporting

-- Overview --

Mission Need

USAID Missions must ensure that their programs are being conducted as planned and that the costs are commensurate with the overall benefit of the program. With limited funds available for all Mission programs, participant training costs must be closely monitored to ensure that maximum dollars are made available for training events and that associated administrative expenses are kept to a minimum. Reporting mechanisms must adequately collect and convey information required by Mission decision-makers to justify their programs, and publicize their successes to demonstrate that project goals are being met.

EGAT Services

EGAT can meet Mission needs through the following available services:

- 4.1 Administering and tracking EGAT and Mission training-related contracts
- 4.2 Tracking project budget expenditures and pipelines
- 4.3 Development of public information material on participant training activities and performance results
- 4.4 Assist missions in the design and implementation of monitoring plans for training
- 4.5 Providing ad hoc analysis of training costs incurred by implementing contractors.

4.1 Administering and Tracking EGAT and Mission Training-Related Contracts

Mission Need

Given fewer and fewer resources to do more and more work, many Missions are stretched too thin in terms of staff available to administer and track performance of large programs. Participant training by its very nature is a process that requires considerable administrative effort to effectively manage. From the obligation of funds to tracking and reporting expenditures related to training activities, there is little time left to spend on the critical value added analysis of how effective a program is.

EGAT Services

EGAT/ED has established contracting mechanisms for participant training services that are administered by EGAT with frequent targeted reporting to participating Missions. Missions may buy into the EGAT sponsored contracts and work directly with contractor staff to implement the Missions training program while EGAT/ED provides full contract administration support including:

- Award modifications, as needed, including incremental funding actions;
- Budget monitoring and negotiation to ensure cost containment;
- Compliance monitoring; and
- Accrual tracking and reporting.

4.2 Tracking Project Budget Expenditures and Participant Data

Mission Need

Missions must ensure that they have access to adequate information for management and reporting purposes. Participant training involves significant numbers of activities and participants and consequently requires considerable effort in tracking spending to ensure that programs are as cost effective as possible while achieving the desired programmatic results.

EGAT Services

EGAT/ED has incorporated into its participant training contracts a robust financial reporting requirement that provides the necessary information Missions need to track the expenditure of their participant training funds and other essential information for management and reporting. This information is collected using the agency's participant data reporting (TraiNet) and training planning (TIOL) systems. On a monthly basis, EGAT reviews and analyzes costs incurred related to both administration expenses and training-related expenditures. This information is provided to participating Missions in the form of a summary pipeline of expenditures and a program "Checkbook" which provides information on all training activities planned, ongoing, and completed. Missions can see at a glance where they are in terms of meeting the objectives of their training plans and how much money remains for additional training activities.

In addition to this basic financial information, EGAT/ED reviews the numbers and can tell Mission planners:

- How much it's costing to administer their training program;
- Numbers of participants trained;
- Average cost per participant for in-country, third country, and U.S. training;
- How the cost of a Mission's training program compares to other training programs worldwide; and
- Data regarding field of study and venue geographics, and much more.

4.3 Development of Public Information Material on Participant Training Activities and Results

Mission Need

Missions are requested to report on overall performance, the status of their respective Strategic Plans and progress in meeting specific country development goals on an ongoing basis. Qualitative and quantitative data that helps link the contribution of cross-cutting elements such as participant training to Missions' Strategic Frameworks would positively contribute to this reporting process. Some Missions may not have easy access to training data and information that provide links between specific training interventions, the applications of new skills, and intended performance improvements. As a result, the contribution that training and human capacity development make to achieving a given Mission's Strategic Objectives may be underreported or not reported at all in material developed for use by the Agency, Congress and the public at large.

EGAT Services

EGAT/ED can assist Missions collect information from training implementation contractors and other implementing partners and compile it into a format suitable for use as public information. One tool that has proved particularly effective in this process is the "Participant Training Success Story Database," as developed by the E&E Bureau for use by its Missions. The database allows access by Agency staff and the public at large via the USAID Participant Training Website @ <http://www.usaidtraining.net> to training intervention "success stories" which have contributed to performance improvement at an individual's workplace. Participating Missions and their implementing training contractors work with Bureau staff to post at least one country training intervention success story per quarter.

4.4 Assist Missions in the Design and Implementation of Monitoring Plans for Training

Mission Need

Missions need to report fiscal year performance results in their respective Annual Reports and other strategic documentation, including reporting on the impact of important cross-cutting tools such as training. This reporting process would be facilitated if Missions had performance monitoring plans for training in place. The development and implementation of a Mission Monitoring Plan for Training would assist respective Mission staff better quantify the connection between the training of individuals and any improved performance at an organizational level.

EGAT Services

EGAT/ED can provide assistance to Missions in the design and implementation of monitoring plans for training. Resource availability will, of course, determine the level of monitoring and evaluation that a given Mission can undertake. However, a plan that allows for some level of data collection, storage, retrieval and analysis will assist Mission staff to:

- Monitor and evaluate the training process; and
- Evaluate the results of training at the individual trainee level and at the organizational level.

4.5 Ad Hoc Analysis of Training Costs

Mission Need

Missions are often besieged by ad hoc requests for information on all of their programs and must be able to provide timely analysis and response to these requests. Participant training involves significant numbers of activities and individuals who are trained and educated through many different kinds of activities. Program managers must be able to quickly respond to requests for information on any or all of its activities, participants and related costs.

EGAT Services

EGAT/ED can be a valuable resource in providing ad hoc analysis related to all aspects of USAID participant training programs. Such ad hoc analysis includes but is not limited to:

- Review and analysis of costs associated with any training activity:
 - Are the costs reasonable?
 - How do they compare with similar programs in other countries?
 - Do the proposed costs comply with ADS 253?

- Program cost analysis relates to the overall cost of the program, such as:
 - What is the average cost of training for in-country, third country and U.S. training?
 - What is the overall administrative cost of the program?
 - How much does cost to train a participant including the administrative cost?

Training Service Area 5: Evaluation

-- Overview --

Mission Need

USAID Missions must be able to demonstrate how well their programs are contributing to Strategic Objectives and Mission Strategic Plans. In order to determine how well participant training activities achieve the lasting organizational change required to contribute to the success of a Mission's programs, they must be evaluated on an on-going basis to determine their effectiveness in achieving the desired results in closing the gap between desired results and actual performance.

EGAT Services

EGAT can meet Mission needs through the following available services:

- 5.1 Collecting data on participant evaluations of training activities and providing Mission with lessons learned reports
- 5.2 Provide Mission with a standard information package based on impact evaluation Protocol
- 5.3 Conducting special in-country program evaluations and studies.

5.1 Collecting Data on Participant Evaluations of Training Activities and Providing Missions with Lessons Learned Reports

Mission Need

Each Mission needs to be able to demonstrate how well their programs, including their funded training-interventions, are contributing to Mission Strategic Objectives, Intermediate Results, and sub-results. Mission training interventions need to be evaluated on an on-going basis to assist Missions determine how well their training activities are being implemented, as well as to report on how trainees plan to apply their new skills in their workplace. Missions would also benefit from the preparation of a report that would provide lessons learned from specific Mission training activities conducted during a specified reporting period (i.e., semi-annually or annually).

EGAT Services

EGAT/ED can provide training specialists to review and analyze the final intervention reports prepared by the respective Mission's designated training implementation contractor. Each final intervention report provides:

- Background and descriptive information on the intervention;
- Specific findings, conclusions and recommendations (including feedback from intervention participants; and
- A summary final recommendation assessment provided by the training implementation contractor.

Such information provides Mission staff with feedback on the effectiveness of: selected training venue(s), the selected training provider(s), the mix of adult learning methodologies utilized, the satisfaction of the participants with the program and a sense of how trainees plan to apply their new skills in their respective places of work. The report also often highlights any logistical issues, lessons learned, and specific recommendations for consideration in implementing future training-related activities.

At the request of a given Mission, EGAT/ED could prepare a report providing lessons learned from training interventions conducted during a specified timeframe (i.e., over a six month or twelve month period).

5.2 Provide Missions With a Standard Information Package Based on Impact Evaluation Protocol

Mission Need

All USAID Missions need to be able to demonstrate progress towards achieving Strategic Objectives, Intermediate Results, and sub-results as defined in their respective Strategic Plans and Annual Reports. The use of a standard methodology for assessing the impact of specific Mission-funded training interventions on targeted host-country work units or organizations would assist Missions to better quantify the connection between the training of individuals and the accomplishment of improved performance at the organizational level.

EGAT Services

Through the use of an Evaluation Protocol (i.e., questionnaire), EGAT/ED can assist Missions assess the impact of training interventions on a targeted host-country work unit or organization.

Utilizing the Evaluation Protocol will help Missions:

- Demonstrate whether the performance gaps identified in a Work Unit or Organization have been addressed.
- Demonstrate the effectiveness of an overall training program for achieving the intended results at the Strategic Objective (SO), Intermediate Result (IR), and sub-results levels.
- Allow for analysis of evaluation data at the country, mission or regional level.
- Reveal other factors that may have contributed to, or impeded, achievement of the intended results. Identifying those factors may suggest the need to conduct further assessments and recommend additional interventions to complement the training.
- Identify leads to Success Stories.

It is expected that the evaluation protocol questionnaire would be administered six to twelve months after the conclusion of a training intervention. EGAT/ED staff would work with a Mission's designated training implementation contractor to follow-up with the key training intervention respondents to complete the evaluation protocol questionnaire. Once the data is collected, EGAT/ED staff would proceed with the data analysis. A standard evaluation report would be forwarded to each participating Mission. Upon request from individual Missions, EGAT/ED could conduct additional analysis on the data.

5.3 Conducting Special In-Country Program Evaluations and Studies

Mission Need

From time to time Missions have a need to conduct special in-country program evaluations and/or studies of its programs as they relate to Congressional or other mandates. Missions need to have easy access to evaluation mechanisms and specialists that can evaluate Mission training programs' effectiveness in contributing to Mission SO, IRs and sub-results.

EGAT Services

EGAT/ED can conduct special training assessments or other in-country program evaluations at the request of a given Mission. Such assessments could include:

- A review of a given Mission's training activities over a specified period of time;
- The contribution of a set of specific training interventions in furthering a specific Mission Strategic Objectives, Intermediate Results, and sub-results;
- The contribution of training in a specific Mission area of focus (i.e., enterprise development) over a specified period of performance;
- An analysis of how Mission-funded training has contributed to the strengthening of in-country host country institutions.