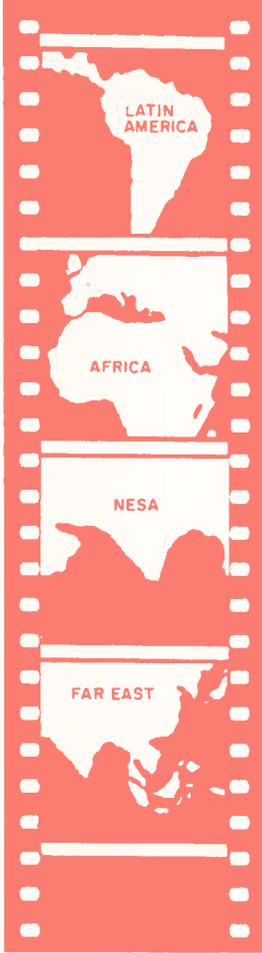


*Program Guide to*

**PARTICIPANT  
TRAINING  
IN PUBLIC  
ADMINISTRATION  
AND COMMUNITY  
DEVELOPMENT**



DEPARTMENT OF STATE  
AGENCY FOR INTERNATIONAL DEVELOPMENT  
OFFICE OF INTERNATIONAL TRAINING  
WASHINGTON, D.C. 20523

JANUARY 1964

Excerpt from remarks made by Mr. David E. Bell, Administrator, Agency for International Development, at the Education and World Affairs Conference, Michigan State University, East Lansing, Michigan, on October 11, 1963:

*"The world is not neatly divided into the 'developed nations' and the 'less-developed nations'. We are all developing. And we all have much to learn from one another. We in the foreign assistance program say to the developing nations: 'If you want the fruits of modern science and technology, develop the skills and talents of your people—this above all else'. Can we do less for ourselves?"*

**PROGRAM GUIDE  
TO PARTICIPANT TRAINING  
in  
PUBLIC ADMINISTRATION  
and  
COMMUNITY DEVELOPMENT**



**Department of State  
Agency for International Development  
Office of International Training  
Washington, D.C.  
January 1964**



**Robert W. Kitchen, Jr., being sworn in as Director, Office of International Training, Agency for International Development, U.S. Department of State, Washington, D. C., on October 27, 1963, by Francis E. Raterman, Deputy Director, Office of Personnel Administration. David E. Bell, Administrator of A.I.D., observes the ceremony.**

## Preface

We of the Office of International Training (A/IT) are deeply committed to a vital phase of the A.I.D technical assistance program: participant training. As this GUIDE goes to press, those of us who shape participant training policies are searching for approaches which will sharpen objectives, up-grade the quality of training, more nearly assure its relatedness to mission objectives, and simplify the logistics inherent in programs of this magnitude.

The suggestions and comments of missions, always welcome, will receive careful consideration as we probe our past experiences and fashion our role of the future. Obviously, we must be more than magistrates of the status quo and more than paymasters.

This GUIDE is illustrative of the varied approach A/IT is taking toward its task. It encompasses, in the broad fields of Public Administration and Community Development, a wide offering of directly programmed academic/practical observation training patterns. Additionally, it provides for AID/W coordinated workshops and seminars both in the United States and abroad. In the case of certain statistical agencies where training objectives can be met in their entirety, the GUIDE indicates how AID/W arranges for programming under inter-agency working agreements.

Regardless of the training plan or training agent, A/IT will endeavor at all times to monitor for quality control purposes and to assess for value received in relation to training dollars expended.

This GUIDE covers subjects which cast a hue across the entire participant training spectrum. Administration is the art of getting things done through others. Public Administration is a study of the art of administering public affairs. Community Development is a study of the involvement of any citizenry and its local leaders in the determination of community needs and the solutions thereto.

Finally, this GUIDE assumes that neither U. S. nor host government funds will be obligated on any national, regional or local project without concurrent provisions being made to assure the human capability for effective administration of the object, institution or system which such project seeks to establish.

We await the call from all missions for service, and service it shall be.



ROBERT W. KITCHEN, JR.  
*Director*  
Office of International Training

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# Glossary

## Explanation of Abbreviations and Terms for New Readers of the GUIDE

**USAID**—United States Agency for International Development. The term refers to a field station of A.I.D. in a developing country. It is the successor to the term USOM (United States Overseas Mission).

**AID/W**—Agency for International Development, Washington, D. C.

**A/IT**—Office of International Training (Agency for International Development, Washington, D. C.).

**PAT**—Public Administration Training Branch (Agency for International Development, Washington, D. C.).

**WIC**—Washington International Center (Washington, D. C.).

**PIO/P**—Project Implementation Order/Participants. USAIDs use this document to request AID/W to carry out a training program for one or more participants within a given time period and predetermined budget.

**M. O.**—Manual Order. AID/W uses the M. O. as its basic document to prescribe program objectives, organization, policies, standards, guidelines, procedures, forms, records, reports and other pertinent details of operation.

**AULC/ALIGU**—American University Language Center (Washington, D. C.). American Language Institute, Georgetown University, (Washington, D. C.).

**HOST COUNTRY**—The cooperating country which receives assistance from the United States through the Agency for International Development.

**ACADEMIC TRANSCRIPT**—A certified record of a participant's academic program accomplishment which will be provided by an educational institution on the request of persons authorized to receive such information.

**ORIENTATION**—A process of acquainting new participants with conditions in the United States and with administrative regulations and procedures which are controlling during the AID-sponsored training programs.

**PROGRAM ADVISOR**—A subject matter specialist in the Public Administration Training Branch who is assigned to a specific subject matter field, such as Tax Administration, in which USAIDs are interested in having participants trained. The Program Advisor has the responsibility for programming and counseling participants and for negotiating training programs of an academic, observational, on-the-job, and consultation nature. He oversees the administrative support work incident to his assigned quota of participants which usually averages from 50 to 60 at any time.

**ACADEMIC PROGRAM**—One or more selected courses of study in an educational institution. It generally consists of lectures by professors on theories, concepts and principles embodied in a specific subject matter field such as personnel management.

**ON-THE-JOB TRAINING**—A training situation in which the participant works under the guidance of experienced personnel, thus being afforded an opportunity to get practice in using methods and devices appropriate for application in his home country.

**OBSERVATIONAL TRAINING**—Involves timely visits of brief duration to selected organizations to increase the participant's practical knowledge in his specialty. Such visits enable the participant to depart from the academic setting and to observe the application of modern management principles.

**CONSULTATION PROGRAMS**—Programs which are usually of very brief duration and have as their purpose the exchange of viewpoints at the policy, program or system level between high-ranking officials of a host country and counterpart officials of the United States.

**WORKSHOP**—A training situation in which the approach to learning emphasizes problem-solving under expert guidance.

**MOBILE TRAINING WORKSHOP**—A workshop conducted outside of the United States at the request of any USAID. The Public Administration Training staff is prepared to launch such workshops on ninety days advance notice provided funding can be arranged by the USAID. Included are such fields as financial management, tax administration, personnel management, organization and management, local government administration, supply management, and records management.

**SEMINAR**—A training situation in which subject matter specialists exchange points of view for the benefit of an audience of participants who may also participate in the discussions.

**PER DIEM**—A term used to identify the daily financial living allowance of the participant during his A.I.D.-sponsored training program. The per diem varies, depending upon such factors as whether the participant is in travel status, is residing at an educational institution for a regular academic program, or is engaged in a special program.

## General Information and Guidelines

This edition of the GUIDE incorporates numerous changes. New material is included in order to improve the GUIDE's usefulness to Public Administration Advisors, Training Officers, and other USAID personnel. The GUIDE will be helpful for host-government officials seeking to improve the effectiveness of personnel through A.I.D.-sponsored training in the U.S.

All programs listed in this GUIDE are available to both men and women.

**Note: UPON REQUEST BY A USAID, AID/W WILL CONDUCT SPECIAL INDIVIDUAL AND GROUP PROGRAMS IN ANY PHASE OF PUBLIC ADMINISTRATION, ECONOMIC DEVELOPMENT, AND COMMUNITY DEVELOPMENT. USAIDS SHOULD ALLOW AID/W AS MUCH ADVANCE NOTICE AS POSSIBLE WHEN REQUESTING SPECIAL PROGRAMS SINCE SUCH PROGRAMS MAY INVOLVE TIME-CONSUMING PREPARATION.**

### STANDARDS

A real need for careful screening and selection of participants has been demonstrated by years of experience. Adequate English is an essential requirement, except where participants are accompanied by an official A.I.D.-selected interpreter, or when the training programs are conducted in the native language of the participants. The minimum acceptable score is 80 in both oral and written AULC/ALIGU tests (American University Language Center/American Language Institute, Georgetown University, Washington, D. C.). In some programs a higher score is required.

AID/W's acceptance of public administration participants is subject to the additional standards and conditions set forth in the individually-listed programs in later sections of this GUIDE.

### LEAD TIME FOR PIO/PS, BIO-DATA, TRANSCRIPTS AND OTHER DOCUMENTATION

All documentation should reach Washington *no less than* three months in advance of desired program starting date for non-academic programs set forth in this GUIDE and *no less than* four months in advance for academic programs. (Per M. O. 1383.1, 9/9/63). Programs specially arranged to meet particular requirements may necessitate additional lead time.

University enrollment dates are not subject to change; therefore AID/W cannot accept requests from USAIDs for late registrations.

## DOCUMENT PREPARATION

The Field Activity Code Number should *always* be included in Block 3 of the PIO/P. The Training Program Listing Number (e.g., 720-1) should *always* appear in Block 17 of the PIO/P. These procedures will expedite the handling of the PIO/P in AID/W.

USAIDs should specify clearly and in sufficient detail the training needs of participants when preparing PIO/P, Block 17—"Kinds of Training Needed and Method of Carrying Out . . . . .". Merely repeating one or more program descriptions contained in this GUIDE or quoting course descriptions from university catalogs is not sufficient. The description of needed training should cover specific individual gaps or deficiencies which should be filled. It should also cover the explicit responsibilities for which the participants are to be prepared.

There exists a common tendency to under-estimate time needed by non-Americans to get graduate degrees in U. S. universities. The suggested length of time required for degree programs is:

Masters Degree—18 months  
Doctorate —3 years or more.

USAIDs and participants are cautioned *not* to engage in direct correspondence or other direct relations with any university or other institution regarding programs, enrollment, or itineraries, which are to be arranged eventually through a PIO/P. Such correspondence creates embarrassing confusion and duplication of effort.

## PIO/P COSTS

Unless the specific program description in the GUIDE states otherwise, the approximate cost per individual participant, exclusive of international travel cost, is estimated as follows:

4 to 8 weeks	—	\$165 per week
3 to 4 months	—	\$130 per week
6 months	—	\$3200 for total period
8 months	—	\$3900 for total period
1 year	—	\$5500 for total period

—(M. O. 1383.1, 9/9/63).

The above estimates for programs of six months duration or more apply to predominantly academic programs with relatively little travel. If considerable travel is envisaged, and the program is non-academic, cost estimates should be increased accordingly. PAT will be glad to provide USAIDs with preliminary estimates of such costs before PIO/Ps are drawn up.

## SELECTION OF PARTICIPANTS

USAIDs are to follow general A.I.D. training policy outlined in M. O. 1382.1 and .2 in selecting participants for training. The following requirements should be observed:

1. The training project must be an integral part of the host country's overall development program. Training is not intended to benefit solely the individual;
2. The participant's position level must demonstrate a potential for innovation of administrative improvements;
3. The participant's ability, influence and interest must be such that there is assurance that his newly-acquired knowledge will be disseminated when he returns to the host country;
4. The participant must meet the English language competency standards set by AID/W. The only exceptions are: (a) where training is to be conducted in a foreign language; or (b) where interpreters are to be used; and
5. The participant must be in good emotional and physical health to assure his ability to complete his training.

## TYPES OF TRAINING PROGRAMS

The types of training programs available are:

1. *Intensive university programs* in all areas of public administration and community development.
2. *Practical, on-the-job, short-term observation, and consultation programs* requiring close cooperation of officials and staff personnel of both public and private agencies. These programs are carried out under the direction of the Program Advisors of the Public Administration Training Branch. Longer term training can be worked out in certain cases, depending on the qualifications of the participant, his field of interest, and the availability of cooperating organizations and facilities.

Programs of long duration usually require considerable lead time. It should be noted that the demand for observation programs is much greater in the spring and summer than during the rest of the year. Since spring and summer are periods of maximum work-load for the Training Staff (due to the pressure of academic programs), observational requests should be made as far as in advance as possible. Wherever practical, observation programs should be requested for early spring or late autumn.

3. *Special workshops and seminars* conducted by AID/W specialists, aided by outside experts. Such seminars and workshops focus on host country administrative problems. Generally, they provide for individual and group participation in programs involving role-playing, problem-solving exercises, special analysis of case studies based on experience abroad, reporting, etc. To assure maximum participation by individuals, these programs are usually limited to small groups of not more than twenty participants. They usually last from two to four months. In general, a minimum of eight training participants is required for such programs. If a USAID expects to have a smaller group avail-

able for this type of training, it should notify the Public Administration Training Branch immediately. The Public Administration Training Branch will canvass other USAIDs to ascertain if they would be interested in sending the additional participants needed.

3. *Special group programs* designed to meet specific administration needs and interests of participants from one or several countries in the same professional specialty. Practical administrative problems in developing areas are emphasized. These programs last about four months. Preferably, groups should number at least 10 persons.

PAT welcomes inquiries from USAIDs as to the availability of unusual programs not listed in this GUIDE but within its area of training. In order to save the time and effort required for the PIO/P, Bio-Data and other necessary formal papers, inquiry may be made by airgram giving full details. Every effort will be made by PAT to reply within one week, advising whether or not the program can be arranged. If it can, the necessary procedural steps to initiate a program can then be taken by the USAID.

## **TRAINING RESOURCES**

Training is conducted by AID/W with a permanent staff of 31 employees, 17 of whom have professional competence in one or more specialized areas of public administration. It is recognized that this staff alone cannot directly render more than a fraction of all the training services described.

The help of selected outside institutions is utilized extensively in training. In addition to using the services of regular educational institutions and its own training staff, AID/W engages outside consultants and obtains the cooperation of federal, state, and local governmental agencies. Business firms, professional societies, and other private organizations lend their assistance. The availability and capabilities of additional outside training resources are constantly being explored.

Insofar as possible, training needs which cannot be covered by regular academic programs at universities or by the AID/W's resources will be handled by contracts or special agreements with training institutions.

In some cases several organizations may be used to handle separate phases of a single program. However, the AID/W program staff will coordinate the entire program to assure that the USAIDs' training objectives are achieved.

## **MOBILE TRAINING WORKSHOPS OUTSIDE THE UNITED STATES**

Upon request from a USAID, AID/W will send a small team of American specialists to the host country to conduct special short-term workshops in specific fields of public administration. Such teams are especially effective in instructing foreign trainers to train indigenous personnel.

Teams will consist of individuals who are carefully chosen on the basis not

only of their technical specialties, but also of their overseas experience and maturity.

USAIDs wishing to secure the services of such teams should inform AID/W of their needs in considerable detail and allow 90 days lead time so that necessary preparatory steps may be made. The availability of such programs is subject to the USAIDs' arrangement of appropriate funding.

## **MOBILE SEMINARS IN THE UNITED STATES**

PAT has available a roster of outstanding specialists who are available to travel with selected groups of participants to appropriate locations in the U.S., and, during that time, to conduct informal discussions. As an example, PAT has available, on a when-actually-employed basis, the services of an expert who was employed for 15 years as County Manager in a progressive suburban community. He is an engineer with an intimate understanding of all phases of local government operations. His professional contacts throughout the U. S. make it easy for him to arrange observation programs in communities where living conditions are as closely matched as possible with any given host country situation. He has a fine understanding of, and relationship with, people from other countries, and is capable of relating to the problems in developing countries what is seen in the U. S.

PAT's roster currently has a dozen such specialists with rich backgrounds who are available on short notice. PAT has found intensive "mobile seminars" for high-level groups to be superior to straight academic training or even a two-phase plan where the participants first hear principles enunciated in a classroom and then are shown something weeks or months later in the field.

## **PUBLIC ADMINISTRATION TRAINING IN SPANISH**

Several different educational facilities in Spanish are available for Public Administration training:

1. The Commonwealth of Puerto Rico has organized training programs in Spanish. Information concerning such training is available upon request;
2. Other Spanish-speaking areas outside the United States offer resources for public administration training. These are chosen on a selective basis; and
3. Special programs in the United States can be arranged.

## **PUBLIC ADMINISTRATION TRAINING IN FRENCH**

Specially-arranged programs in French for groups of eight or more are offered in the U.S. upon request.

Limited Public Administration training in French is available in Canada.

## **PARTICIPANT BRIEFING PRIOR TO DEPARTURE**

The USAIDs Public Administration Advisors, Training Officers or other personnel, should brief participants thoroughly prior to their departure for the U.S. on the exact terms and conditions under which their training is to be given. (M.O. 1382.4, 9/9/63)

Obviously, all initial outlines of training programs sent to USAIDs by AID/W are tentative. If time permits, later changes of importance will be submitted to USAIDs for prior approval. Participants should be informed before departure that later adjustments may be made in the program to meet the PIO/P objectives more fully and that such adjustments may alter the over-all length of the program. Assignments to specific geographical areas of the country, to specific governmental agencies, or to particular educational institutions, whether public or private, cannot be promised. This should be made clear to participants by USAIDs so that misunderstandings after arrival in the U.S. may be avoided.

Participants must be completely familiar with their own administrative systems and problems. They should bring with them copies of laws, regulations, organization charts, and any other material illustrative of their particular administrative interest.

## ORIENTATION IN THE UNITED STATES

The duration period of each program set forth in this GUIDE includes appropriate periods of orientation.

Usually, the following types of orientation are provided for participants upon their arrival in the U. S.:

1. *A one-week general orientation program* conducted by the Washington International Center, designed to assist participants in adjusting to life in America. The program provides information about American history, government, economy, education, and social organization;

Participants needing additional English language training after arrival in the U.S. are not expected to attend this orientation. The Georgetown University American Language Institute, Washington, D. C., which furnishes language training, gives a general orientation covering the same topics;

2. *A one or two hour administrative orientation session* by staff members of AID/W's Office of International Training. The briefing deals with participant policy and regulations, book allowances, insurance, maintenance allowances, the handling of participants' personal mail, etc.;

3. *An initial meeting with the Program Advisor*, who will be in charge of the participant's substantive programming in the U. S. This provides the participant and his Advisor with an opportunity to make each other's acquaintance and to discuss the participant's program in detail;

4. *A pre-university workshop* for participants enrolling in a regular academic program at an American university. The workshop is held each year prior to the beginning of the fall term and lasts two weeks. It is designed to orient participants for work in American universities and covers such topics as the internal organization of American universities, the semester and quarter systems, grades and credits, degrees, teacher-student relationships, term papers, research projects and examinations.

## AUXILIARY PROGRAMS

Two auxiliary programs are available to qualified participants. Costs of both programs are covered by AID/W, exclusive of travel and per diem. Travel and per diem are paid from PIO/P funds.

1. *Communications Seminar.* Insofar as possible, all English-speaking participants staying in the United States for over ten weeks are enrolled in this one-week program before returning home. The aim of the seminar is to enable participants to communicate their recently acquired concepts and ideas to their professional colleagues and friends in the host country.

The seminar is repeated periodically throughout the year. Communication between individuals is carefully examined in an interesting manner, with attention to cultural and other psychological barriers.

2. *Seminar on Social, Economic and Political Patterns in the United States.* This three-day program is given eleven times a year. Each seminar accommodates about twenty participants. It is open only to English-speaking persons of considerable maturity with experience at a high executive level. The purpose of the seminar is to deepen the participant's knowledge of American life and to give him greater insight into the functioning of the American democratic process. More specifically, it deals with United States social, economic and political patterns, and with the nation's foreign relations.

## IMPROVEMENT IN PROGRAM QUALITY

The aim of AID/W is to improve continually the quality and range of participant training programs. This can be accomplished in part through such techniques as: better identification of training needs, more precise contract provisions, pilot projects, monitoring of contractors and educational institutions, and by seeking additional sources. AID/W is also attempting to develop better yardsticks for measuring the reasonableness of participant training costs, and to facilitate the follow-up on the participant's progress after his return home.

AID/W welcomes suggestions which may lead to the improvement of participant training programs.



**Dr. George H. Kelly, Chief, International Development Institute, leading a Public Administration Training Workshop discussion for a multi-country group at Washington, D. C.**

# Office of International Training

## Functional Chart of the Public Administration Training Branch

### OFFICE OF THE BRANCH CHIEF

#### *Governmental Administration Section*

Organizing and Administering Overseas Offices  
Management Training for Officials Responsible for the Administration of Local Affairs  
Organization and Systems Analysis  
Public Administration Training for Generalists  
Records Management  
Supply Management  
Program for Directors of Training  
Executive Development  
Administration for Top Management Executives  
Personnel Management  
Accounting and Auditing  
Automatic Data Processing  
Tax Administration  
Tax Policy and Administration  
Postal Administration  
Customs Administration  
Customs In-Service Training  
Immigration and Naturalization Service  
Legislation and Legislative Services  
Legal Education and Research  
Judicial Process and Administration

#### *International Development Institute*

Direct training by IDI—Workshops and seminars in Washington, D. C.  
Mobile workshops and seminars on request of USAIDs  
Regional and international conference planning in cooperation with regional bureaus

NOTE: The IDI staff obtains technical advice and assistance from PAT and other AID/W specialists, and from outside experts and consultants.

#### *Social and Economic Development Sec.*

Public Administration Instructor Training  
Business Administration Instructor Training  
Budgeting  
Conduct of Foreign Relations  
Citizen Leadership  
Marketing Management in Developing Countries  
Library Administration  
Census and Statistical Procedures  
Survey Sampling  
National Income and Gross National Product  
Labor and Price Statistics  
Development Administration  
Development Economics  
Institute on Management of Development Projects  
Central Banking  
Investment Banking  
Community Development  
Social Welfare Administration



# TRAINING PROGRAMS

## 720-1 Organizing and Administering Overseas Offices

**PROGRAM:** Provides information, techniques, and procedures on organizing, planning, staffing, and operating embassies, consulates and trade missions. It also examines back-stopping activities in the Ministries of Foreign Affairs, Foreign Commerce, etc. Emphasis is placed upon furnishing practical basic training, progressively expanded, to meet the varying backgrounds and needs of participants from different countries. All pertinent aspects of administrative management topics are covered, such as communications, accounts, procurement, contracts for supplies and services, recruitment, and staff administration and supervision. Training is conducted through the use of lectures, visual aids, observation, and discussion. A.I.D. and State Department Bureaus cooperate in arranging for the observation of backstopping facilities in the State Department and provide for the study of administrative operations in foreign embassies and missions in the U.S.A.

**ELIGIBILITY:** Officials of foreign ministries concerned with overseas operations; those who will be assigned abroad or designated to handle management and administrative support functions in foreign ministries themselves. There are no formal academic requirements. However, minimum English language standards prevail, except for group programs requested in French or Spanish, or using interpreters requested in advance.

**LENGTH:** 18 to 26 weeks.

**BEGINS:** September.

**ESTIMATED PIO/P COST:** \$2500 to \$3500, exclusive of international travel.

## 720-2 Management Training for Officials

### Responsible for the Administration of Local Affairs

#### PROGRAMS:

- A. Encompasses the principles and practices of local administration as taught in the universities and performed in progressive American cities.

The program is specifically oriented to the practicing official who is called upon to translate the policies and requests of the supervising body into techniques which will result in the accomplishment of desired goals. Academic instruction is provided by institutions which specialize in teaching the concepts of management practices for staff personnel who work under the supervision of government administrators such as City or County Managers, Mayors, Province Governors, etc. On-the-job training is provided by "internship" assignments in cities of less than 50,000 population. Representative assignments would include: budget preparation and execution control; analysis of work loads, organizational arrangements and functions; activity staffing; and servicing citizen complaints.

- B. Two weeks orientation in Washington followed by selected program depending upon qualifications, English language proficiency and performance. Programs will be finalized only after participants arrive in the United States, to evaluate interests and qualifications, and to best accommodate the host country's needs.

One semester of selected university courses in local government, city management and administrative management, including some budgeting, and other appropriate substantive areas.

Four weeks workshop in effective management of state, municipal and town governments. Some of the elements covered are: the role of the local government administrator; coordination with legislative and executive agencies; planning for economic and social development; budgeting and financing; programming services; techniques of organization and direction; personnel administration; city planning; urban renewal; use of community development processes in accelerating economic and social development; legal services and regulatory procedures; and public relations.

Four weeks of field observation or internship in state, county, or city government. When four-week workshop (above) is not given, such field observation will be increased by 2-4 weeks.

**ELIGIBILITY:** Program A— Officials responsible for specialized fields in the administration of local affairs, although the course is intended primarily for those who are or will be assigned to the urban areas of the host nation. Participants should be thoroughly familiar with the procedures of the urban jurisdictions and their supervisory structure, if any. A minimum score of 90 on both the written and oral portions of the AULC/ALIGU test is required. While a university degree is desirable, it is less important than a demonstrated maturity and a thorough knowledge of the present practices of managing the nation's local affairs.

Program B—Responsible officials in key positions with extensive administrative experience who direct or head local governments or agencies, and who supervise the specialists or technicians for whom Program A above is designed.

**LENGTH:** Program A— 70-82 weeks. Program B— 30 weeks.

**BEGINS:** Program A— September and February (September preferred). Program B— September.

**ESTIMATED PIO/P COST:** Program A—\$5900 to \$6800. Program B—\$4500. All costs exclusive of international travel.

### 720-3 Organization and Systems Analysis

**PROGRAMS:** Training programs in organization and system analysis acquaint the participant with the principles and practices of public administration by using academic, observational, on-the-job, and workshop facilities. The academic instruction is given so that the participant can do an effective job when assigned to an operating agency and called upon to solve an organizational or procedural problem. The observational programming is for those participants requiring a comprehension of the subject rather than a mastery of the analytic principles. The on-the-job and workshop facilities are intended for those who need intensive technical training in order to design and install improved administrative systems in their home countries. While every effort is made to obtain long-term placement in operating agencies, the limited number of such opportunities requires that they be reserved for participants with outstanding talent and superior English language ability.

- A. Consists of 16 weeks of academic instruction in administrative management, including organization and systems analysis, followed by 8 to 26 weeks of one or more of the following types of training in management analysis—observational, on-the-job, attendance at short courses (two weeks or less) offered by U. S. government agencies, or a 6 to 8 week workshop given by AID/W.

Subjects covered in the academic portion include:

1. The management role.
2. The tasks of management.
3. Administrative leadership.
4. Effective supervision.
5. Fact finding and problem solving.
6. Gaining acceptance of change.
7. Work simplification.
8. The organization and methods unit.
9. Orientation for the work situation.

Instructional methods include seminars, lectures, workshops and the use of studies, simulated situations, role playing, and field trips.

- B. Consists of 16 weeks of academic instruction in administrative management, including organization and systems analysis, followed by 8 to 26 weeks of one or more of the following types of training in management analysis: observational, on-the-job, attendance at short courses (two weeks or less) offered by U. S. government agencies, or a 6 to 8 week workshop given by AID/W.

Subjects covered in the academic portion include:

1. Principles of organization and management.
2. Functions of management.
3. Elements, tools, and aids which help management get its job done.
4. Systems analysis, organization and methods, surveys, plus other inspection techniques.
5. Modern programs for controlling operations, appraising results, and making management improvements.
6. Personnel administration, budget administration, and records management.

For Programs A and B:

Training given following the completion of the academic portion of the programs is tailored to the needs of individual participants. The degree of English fluency and subject-matter knowledge are among the factors considered in arranging observational and on-the-job placements. Enrollment in short courses offered by U. S. government agencies, and intended primarily for U. S. government employees, is limited to participants with a high degree of English language ability.

The AID/W Workshop consists of a series of simulated work situations covering the areas of organization analysis, work simplification, records management, space management, forms management, administrative issuances, management surveys, supervision, and communication. Its purpose is to give participants practice in solving problems. Selected training films pertinent to particular assignments are shown, and visual aids are used. The active participation of all participants is encouraged and expected. Enrollment is limited to eight participants.

C. Consists of integrated academic and on-the-job training, emphasizing preparation, practice, and analysis of each segment of the systems analysis techniques being studied and practiced. Participants treat each phase of their training as a unit before proceeding to another phase. The program is designed primarily for persons who cannot be spared from their jobs for more than 23 weeks, and who possess a background which will enable them to undertake academic and on-the-job training at the same time.

On-the-job placements are tailored to meet the needs of individual participants; normally, no two placements are made with the same organization. Enrollment is limited to approximately 12 persons.

**ELIGIBILITY:** Program A and B—officials engaged in organization and systems analysis activities, or responsible for managing government programs of this type. Program C—Officials engaged in organization and systems analysis activities. A minimum score of 85 on both the written and oral portions of the AULC/ALIGU test is required.

**LENGTH:** Programs A and B—30 to 47 weeks duration, each; Program C, 23 weeks.

**BEGINS:** Programs A and B—September, and providing that enrollment is large enough, again in February. Program C—September, and providing that enrollment is large enough, again in January.

**ESTIMATED PIO/P COST:** Program A, \$4000 to \$6500; Program B, \$3600 to \$6200; Program C, \$3500. All costs exclusive of international travel.

## 720-4 Public Administration Training for Generalists

**PROGRAM:** Designed to prepare participants for careers in the public service through study at academic institutions; may lead to an undergraduate or graduate degree. University study may be followed by observational training in selected operating agencies.

In general, the core subjects studied are:

1. The analysis of administrative organization and procedure.
2. Governmental budgeting and accounting.
3. Management of the personnel resources of government.
4. Policy and program planning.

**ELIGIBILITY:** Officials requiring broad knowledge and understanding of administrative processes and university professors who will teach public administration courses.

**LENGTH:** 52 to 104 weeks.

**BEGINS:** September and February.

**ESTIMATED PIO/P COST:** \$5800-10,000—exclusive of international travel.

## 720-5 Administration for Top Management Executives

**PROGRAM:** Consists of attendance at a 13-week Top Management Seminar at a leading university, followed by 4 weeks of observational training in administrative management or other appropriate areas. It is intended primarily for governmental personnel occupying responsible positions at the middle or top management levels.

Subject matter in the Top Management Seminar includes the following:

1. Analysis of personnel and organization processes in administrative systems.
2. Analysis of motivational factors in organization behavior.
3. Theory and practice of good administrative communications.
4. Problems of administration.
5. Historical development of the social science of organization.
6. Project and work planning in administration.
7. Analysis and evaluation of public personnel systems.
8. Problems in the use of professional and technical specialists in modern organizations.
9. Public fiscal administration problems in new nations.
10. Error and instability in public fiscal management.
11. Comparative study of emerging nations: problems of democratization.
12. Economics of developing countries: land use.
13. Public Administration in emerging nations.
14. "Environment" as a device for planning, organizing, and coordinating administrative processes.

A number of field trips, pertinent for a coverage of the above subjects and not involving overnight travel, are included in the program.

**ELIGIBILITY:** A reasonable degree of familiarity with administrative management, of experience in positions requiring administrative responsibility. A high degree of fluency in English (test scores of 90 or better on both the oral and written portion of the AULC/ALIGU test) is required. A university degree is desirable but not mandatory. The minimum enrollment is 10, and the maximum 20, from one country or multi-country.

**LENGTH:** 21 weeks (or longer if more than 4 weeks of observational or on-the-job training is desired).

**BEGINS:** April and October.

**ESTIMATED PIO/P COST:** \$4300, exclusive of international travel.

## 720-6 Development Administration

### PROGRAMS:

- A. 18 weeks of selected university courses in public administration and economics.
- B. 18-week workshop and observation program in development administration, including:
  - 1. Economic research and statistics.
  - 2. Resources availability and utilization.
  - 3. Project formulation and program planning.
  - 4. Economic and social legislation.
  - 5. Organization for development.
  - 6. Manpower analysis and personnel training.
  - 7. Coordination.
  - 8. Direction.
  - 9. Budget and fiscal control.
  - 10. Local government and citizen participation.

Problem-solving in each of the foregoing areas is accomplished through case studies, lectures, panels, discussions, consultations, and reports. Direct observation is offered in United States and Puerto Rico planning agencies, development banks, welfare agencies, power and irrigation projects, and in local governments and community organizations.

**ELIGIBILITY:** Administrators in central planning agencies, and in ministries concerned with organizing for effective planning and implementation of economic and social development programs.

If participant is to benefit from this training, he should have a university background. He should also have a number of years of practical administrative experience at or above the middle-management level.

**LENGTH:** Program A and Program B, 18 weeks each.

**BEGINS:** September for A and B programs when together; January for B alone.

**ESTIMATED PIO/P COST:** \$4800 for 36-week program; \$2900 for 18-week program. Both figures are exclusive of international travel.

## **720-7 Institute on Management of Development Projects**

**PROGRAM:** A seminar/workshop to provide training for persons charged with responsibility for planning, evaluating, organizing, and executing development projects. The seminar/workshop will cover the fundamentals of program and project management, including the applicability of new programming, scheduling, and evaluation techniques. Each institute will emphasize special substantive fields. In the first institute, the project materials, case studies, and field work evaluations will focus on three areas: public works, industrial enterprise, and agriculture.

**ELIGIBILITY:** Selected employees of government-sponsored development banks, central banks, administrators in central planning agencies, and from ministries concerned with organizing effective planning and implementation of economic development programs.

**LENGTH:** 15 weeks.

**BEGINS:** April.

**ESTIMATED PIO/P COST:** \$2500, exclusive of international travel.

## **730-1 Program for Directors of Training**

### **PROGRAMS:**

- A. Specially-designed for groups of seven or more participants, this program covers—
1. The appraisal of training needs.
  2. The role of the director of training.
  3. The principles and objectives in administering a training program.
  4. Training approaches, techniques, and devices.

The latter part of the program will be devoted to showing participants how to develop training plans and materials. The plans will be oriented to the specific needs of the participant's home country. It is anticipated that the individual participant will conduct similar workshops and seminars upon his return home.

- B. Designed for groups of fewer than seven, and for individuals. The program will be arranged to cover the above-mentioned aspects of the training responsibility, utilizing a combination of conferences, on-the-job and observational training, and selected academic or special courses.

**ELIGIBILITY:** Government officials who have or are expected to have responsibility for planning or conducting training programs for civil servants.

**LENGTH:** 13 to 26 weeks.

**BEGINS:** Variable, or at the start of academic semesters, if appropriate.

**ESTIMATED PIO/P COST:** \$2000-\$3500, exclusive of international travel.

## 730-2 Executive Development

**PROGRAM:** Thirteen to twenty-six week programs conducted for individuals, or for groups which should be composed of persons drawn from comparable levels of work in diversified agencies of the host government—for example, the budget officers or personnel officers of many different agencies. The training will be based on the assessed needs of the participant, but in all cases will emphasize modern concepts of organization, budgeting, staffing, coordination, and reporting. Through simulated decision-making and communication situations, participants will be given practice to increase their personal effectiveness. Conference leadership, public speaking, writing and rapid-reading techniques will be taught. Management improvement approaches will be examined. Individual counseling will be used to determine areas for future study. Selected bibliographies will be given the participants to encourage sustained interest. A combination of AID/W and outside resource people and institutions will be used to provide this executive development training.

**ELIGIBILITY:** Candidates with executive positions in government, having recognized abilities and potentialities for further advancement.

**LENGTH:** 13-26 weeks.

**BEGINS:** Variable.

**ESTIMATED PIO/P COST:** \$2000-\$3600, exclusive of international travel.

## 730-3 Personnel Management

### PROGRAMS:

- A. A multi-country group dealing with the principal phases of public personnel administration. Facilities include: The U. S. Civil Service Commission, the Tennessee Valley Authority, and state or local government departments.
- B. A program tailored to meet individual needs in any specific area of personnel management. Opportunity is provided for meeting American counterparts with the aim of helping participants adapt American techniques to their home situation. Special problems will be probed and solutions obtained with the help of American personnel-management experts from government agencies, university faculties, and national organizations.
- C. University graduate courses in personnel administration, usually leading to a Master's degree.

**ELIGIBILITY:** Government employees in a central personnel agency or personnel offices in operating agencies. Programming for A and C furnished at all levels of responsibility and specialization. Program B is limited to high-level officials.

**LENGTH:** Program A, 18 weeks. Program B, 13 to 18 weeks. Program C, generally 78 weeks.

**BEGINS:** Programs A and B, variable. Program C, September and February.

**ESTIMATED PIO/P COST:** Program A, \$2500. Program B, \$2000-\$2500. Program C, \$6200. All costs exclusive of international travel.

## 740-1 Conduct of Foreign Relations

**PROGRAM:** Consists of two parts—each of one semester duration. The first part deals with such topics as international relations, trade and finance, political ideologies, international organizations, foreign aid, the foreign service as a career, diplomatic and consular functions, foreign offices, and international informational and cultural activities.

During the second semester, attention will be directed to a geographic study of the world. In addition to lectures, seminars, and the preparation of study papers, participants will choose one of the following courses:

1. Comparative Foreign Policy Formation.
2. American Diplomatic and Consular Practice.
3. Comparative Economic Systems.
4. Philosophic Aspects of World Relations.
5. Values and Objectives in Foreign Policy.
6. The United Nations Organization and Functions.
7. International Law.

If possible, two weeks of observational visits to appropriate agencies prior to departure will be arranged.

**ELIGIBILITY:** A university degree or its equivalent. Applicants should be professionally involved in the field of foreign relations and require further training.

**LENGTH:** 26 weeks (one semester), or 45 weeks (two semesters).

**BEGINS:** September and January.

**ESTIMATED PIO/P COST:** \$3300 for one semester; \$4800 for two semesters; both exclusive of international travel.

## 740-2 Postal Administration

**PROGRAM:** Observational studies of the over-all operations of the United States Post Office Department in Washington, D. C., and field offices. The program is under the direct supervision of Post Office personnel and embraces the following:

1. Postal Operations
  - a. Program and planning.
  - b. Distribution, delivery, routing of mail.

- c. General field operations.
  - d. Space and mechanization.
  - e. Procurement and maintenance of vehicles and buildings.
  - f. Transportation—domestic and international.
  - g. Material handling and sorting.
  - h. Research development and equipment.
  - i. Inspection services—(mail loss and depreciation, mail fraud investigations, financial irregularities, identification laboratory).
2. Management studies especially designed for participants in the field of postal administration. Emphasis is placed in the fields of finance, personnel, and organization and methods.

**ELIGIBILITY:** Experienced postal employees.

**LENGTH:** 18 weeks.

**BEGINS:** Variable.

**ESTIMATED PIO/P COST:** \$1800, exclusive of international travel.

NOTE: Can be supplemented with one term academic study in public and administrative management. For non-English speaking top-level groups with interpreter service, a program can be arranged of approximately 8 weeks.

### 740-3 Immigration and Naturalization Service

**PROGRAM:** Observations of U.S. activities, organized and supervised by the Immigration and Naturalization Service, U. S. Department of Justice, Washington, D. C.

This program consists of briefing on the organization and administration of the Service in Washington, followed by observations at appropriate field offices.

**ELIGIBILITY:** Top-level officials with responsibilities for the administration of the function.

**LENGTH:** 5 weeks.

**BEGINS:** Variable.

**ESTIMATED PIO/P COST:** \$800, exclusive of international travel.

### 740-4 Marketing Management in Developing Countries

**PROGRAM:** An intensive program, held at a leading eastern university, and appropriate for the training of government and academic personnel from developing countries in marketing management and marketing research. Through the use of the case method, the participants have the opportunity to work out solutions to typical marketing problems. Regular class meetings are supplemented by special meetings on the marketing problems of developing nations and com-

mon markets. This program is of special interest to participants whose countries urgently require an increase in their exports. Economists, planning, fiscal, and general service administration specialists, among others, will find this program of value.

**ELIGIBILITY:** Governmental and university personnel concerned with distribution.

**LENGTH:** Fourteen weeks: 6 weeks in residence at the university; 8 weeks visiting manufacturers, retail and wholesale distributors, and marketing service organizations throughout the United States.

**BEGINS:** June.

**ESTIMATED PIO/P COST:** \$3300, exclusive of international travel.

**NOTE:** Early registration is encouraged due to an enrollment limitation of 125 persons.

## 750-1 Budgeting

### PROGRAMS:

- A. Special university courses in public administration, administration management, budgeting, and financial management.
- B. An 8-week workshop on governmental budgeting, including the following:
  1. Budget formulation, execution, and fiscal procedures and practices.
  2. The relationships of budgeting, accounting, and auditing in a program of financial management.
  3. Financial reporting.
  4. The relationship of program performance and control of financial management.

The workshop includes practical observation of budgeting and accounting organizations of federal and state governments. If less than ten participants are available, the workshop will not be offered and the program time will be reduced to 28 weeks.

**ELIGIBILITY:** Budget directors and their assistants; top budget examiners; accountants and auditors with responsible financial management positions.

**LENGTH:** 33 weeks.

**BEGINS:** September.

**ESTIMATED PIO/P COST:** \$4300, exclusive of international travel.

## 750-2 Accounting and Auditing

### PROGRAMS:

- A. One or two semesters of regular or special university courses in introductory, intermediate, or advanced accounting, as well as related courses,

if required, in accounting systems, costs, theory, and auditing practices. This program can include study of the application of automatic data processing techniques and systems in accounting and auditing.

- B. A special 20-week university course in management training for controllership.
- C. University under-graduate and graduate courses, leading to the Bachelor's degree or, more usually, the Master's degree in business administration with emphasis in accounting.
- D. Observation of a number of selected accounting and auditing systems in federal, state and local governments. Program D may be combined with Programs A, B and C above.

**ELIGIBILITY:** Government officials with technical or administrative responsibilities for accounting and auditing functions.

**LENGTH:** Program A, 26 to 44 weeks. Program B, 22 to 26 weeks. Program C, usually about 78 weeks. Program D, 13 to 22 weeks.

**BEGINS:** Programs A, B and C, September or February. Program D, variable.

**ESTIMATED PIO/P COST:** Program A, \$3500-5700. Program B, \$3500-3800. Program C, \$8500. Program D, \$2000-2500. All costs exclusive of international travel.

### 750-3 Automatic Data Processing

**PROGRAM:** Consists of academic and on-the-job training to prepare technicians, supervisors, and administrators in the use and application of automatic data processing concepts and facilities. Selected university and business school courses are supplemented by the training facilities of the major manufacturers of data processing equipment. Program composition is determined by such factors as the present equipment utilization in the participant's country, planned expansion of present facilities, and proposed acquisition of data processing equipment. Requests for training are to include a tabulation of existing equipment and copies of research or feasibility studies, if any.

**ELIGIBILITY:** Data processing personnel or those selected for employment in this field.

**LENGTH:** Variable, depending upon the needs of the program and the participant.

**BEGINS:** Variable.

**ESTIMATED PIO/P COST:** To be determined for each program. (Generally in accordance with the schedule of costs shown in the "General Information and Guidelines" section of this GUIDE).



**A Turkish Ministry of Finance Study Group visiting the offices of the Regional Commissioner of the Internal Revenue Service, Chicago, Illinois.**

## 750-4 Tax Administration

**PROGRAM:** Consists of two parts—

The first part covers 13 to 17 weeks of special university courses in tax administration, public finance, and administrative management.

The second part provides for: three weeks devoted to an intensive seminar on the techniques of tax administration in the national office of the United States Internal Revenue Service; and 10 to 17 weeks of observational work with the field offices of the Federal Internal Revenue Service and selected state and local tax systems. Such observation will be designed to meet the participant's specialization in the field of tax administration.

**ELIGIBILITY:** Tax officials primarily concerned with tax administration rather than tax policy or legislation, having responsibilities in the fields of general tax administration, collection, audit, training, intelligence techniques, or in the administration of specialized types of taxes—e.g., income, property, excise.

**LENGTH:** 26 to 35 weeks.

**BEGINS:** August.

**ESTIMATED PIO/P COST:** \$4300, exclusive of international travel.

**NOTE:** Special programs in French, Spanish, Portuguese, Turkish and many other languages can be arranged upon request for non-English speaking teams of eight to ten in number.

## 750-5 Tax Policy and Administration

**PROGRAM:** Special international program in taxation conducted by the law school of a leading university. The course of study, which lasts two semesters, is designed to integrate the related disciplines of law, economics, accounting, and public administration as they apply to the tax field. Topics examined include:

1. Income tax policy and legislation, with emphasis both on current income tax problems and on issues in the enactment of tax legislation and regulations.
2. Tax administration, including observational visits to operating tax offices.
3. U. S. federal income, estate, and gift taxation.
4. International tax research, integrating legal, economic and administrative approaches to tax problems. (Each participant is required to prepare a report on a specific tax problem).
5. Accounting, for those participants with little background in this field.

**ELIGIBILITY:** Government officials with at least three years of experience in tax policy, tax planning, or closely related fields. Participants may be specialized in the legal, economic, or administrative aspects of taxation. There are no formal academic requirements, but a transcript of academic work should be forwarded with the PIO/P and Bio-Data to AID/W by May 1.

**LENGTH:** 47 weeks.

**ESTIMATED PIO/P COST:** \$6200, exclusive of international travel.

**NOTE:** The total number of A.I.D. participants is limited to ten.

## 750-6 Customs Administration

**PROGRAM:** Training is organized and supervised by the Bureau of Customs, U. S. Treasury Department, Washington, D. C.

This program consists of briefing on the organization and administration of the Bureau in Washington, followed by observations at customs field offices. Regular operating officials participate in the training. Interests in specialized areas of customs activity are accommodated within the general framework—for example, appraisement, air, land, and marine port operation, and customs laboratories.

**LENGTH:** 12 weeks.

**ELIGIBILITY:** Experienced customs officials.

**BEGINS:** Variable.

**ESTIMATED PIO/P COST:** \$1800, exclusive of international travel.

**NOTE:** For non-English speaking groups with interpreter service, a program of approximately 8 weeks can be arranged.

## 750-7 Customs In-Service Training Laredo, Texas

**PROGRAM:** An intensive five-week seminar of lectures, observation, and on-the-job training. This is a group effort limited to six members per program, preferably from a single country. Seminar is held at the Customs District, Laredo, Texas. The course will be given in Spanish for Spanish-speaking personnel. Non-English speaking groups will require interpreter service. Brief stops are included at Washington, D. C. and ports of entry and departure.

**ELIGIBILITY:** Working-level customs personnel.

**LENGTH:** 5 weeks.

**BEGINS:** Variable.

**ESTIMATED PIO/P COST:** \$800, exclusive of international travel.

## 750-8 National Income and Gross National Product

**PROGRAM:** This program consists of a practice-and-study seminar offered by the Office of Business Economics, U. S. Department of Commerce.

The first phase surveys both the concepts used in national income accounting and the methods of collecting and adapting statistical data for such accounting. The applications of the national-income approach to major economic problems are also considered. Appropriate university courses, special conferences, and practical visits are utilized.

The second phase consists of an individual program focused on those aspects of the national-income field which are of particular significance to the individual participant. The program may be adapted to the needs of advanced practitioners and professors. Appropriate instruction is offered in basic and supplemental techniques ranging from statistical surveys and research administration to review of economic development models.

**ELIGIBILITY:** Economic and statistical research personnel, as well as officials and teachers concerned with national income in relation to monetary and fiscal problems and economic development.

**LENGTH:** 52 weeks.

**BEGINS:** September.

**ESTIMATED PIO/P COST:** \$5700, exclusive of international travel.

**NOTE:** Discussions are underway to expand the National Income and Gross National Product course into a program of training in national economic accounting. The expanded program would be designed to provide opportunities for advanced study as well as basic training in the following: national income and gross national product; input-output analysis; accounting for balance of payments and financial flows. Emphasis will be on the preparation of an integrated system of national economic accounts as a tool for macro-economic analysis and development planning.

After a decision has been reached concerning this program, a prospectus describing the course will be circulated to USAIDs.

## 750-9 Labor and Price Statistics

**PROGRAM:** Conducted by the Bureau of Labor Statistics, U. S. Department of Labor. Provides participants with technical knowledge required for the establishment or improvement of major labor and price statistics programs. Emphasis is placed on practical procedures for initiating and operating the following programs:

1. Family incomes, expenditures and consumption.
2. Retail prices and consumer prices (cost-of-living) indexes.
3. Wholesale prices and price indexes.
4. Labor force, manpower, and employment.
5. Hours and earnings.
6. Labor productivity measures.

Consists of seminars, classroom presentations, and laboratory work in the Washington, D. C. area, and observational tours in other parts of the United States.

**ELIGIBILITY:** A good working-knowledge of basic mathematics is required.

**LENGTH:** 52 weeks.

**BEGINS:** September or February.

**ESTIMATED PIO/P COSTS:** \$5500, exclusive of international travel.

## 750-10 Development Economics

### PROGRAMS:

A. Graduate academic program directed at the problems of economic development. Subjects covered are:

1. Economic history.
2. Price-cost-output analysis.
3. National income accounting.
4. Monetary and fiscal policies.
5. Elementary input-output analysis.
6. Statistics.
7. Public administration.

Field trips and research projects are also included. A Master's degree in economic development is obtainable for academically qualified persons.

B. A graduate program, especially designed for students from newly-developing countries. Similar to Program A above, but at a different university. Emphasis is placed upon practical application of principles to contemporary development problems. Field trips and research projects are planned at convenient periods. Specific subjects covered are:

1. Basic problems of economic development.
2. Quantitative programming.
3. Financial aspects of development.
4. Political and administrative aspects of development planning.
5. International trade and development.
6. Comparative development.

A Master's degree may be obtained by those who qualify. Students in this course obtain board and lodging subject to university regulations. Enrollment is limited.

**ELIGIBILITY:** Responsible officials concerned with development economics. May be from development or central banks, ministries of finance or reconstruction, central planning agencies, and other organizations. Applicants should have a baccalaureate degree with sufficient work in economics to qualify them for graduate work. USAIDs must request special application forms from AID/W and submit same with completed documentation by March 15, for either program.

**LENGTH:** Program A, 52 weeks; Program B, 43 weeks.

**BEGINS:** Program A, August; Program B, September.

**ESTIMATED PIO/P COST:** Program A, \$6700; Program B, \$6300. Both figures exclude international travel.

## 750-11 Central Banking

**PROGRAM:** A study of central bank functions including note issue, credit control of commercial bank reserves, authority with respect to foreign exchange reserves, etc. This program will be presented through university courses and

by practical training involving varying degrees of study and observation in the Federal Reserve Board, in one or more Federal Reserve Banks, and in selected commercial banks.

**ELIGIBILITY:** Selected employees of the central bank, government-sponsored development banks, or government-controlled commercial banks, with at least two years of banking experience. At least one year of academic work in economics and business administration is desirable.

**LENGTH:** 26 to 52 weeks.

**BEGINS:** September and January.

**ESTIMATED PIO/P COST:** \$3500 to \$5700, exclusive of international travel.

## 750-12 Investment Banking

**PROGRAM:** Consists of—

1. The role of investment banking in the accumulation of capital necessary for the development and operation of public and private enterprise.
2. The development and operation of organized securities markets, and marketing through private negotiation or competitive bidding.
3. The study of underwriting syndicates.
4. Security and investment analysis.

The program will include a minimum of one semester of university work in finance courses, and 8 weeks of practical training in selected investment banking firms and financial planning offices of state and local governments.

**ELIGIBILITY:** Experienced public finance officers whose present or expected responsibilities involve the floating, management, and retirement of public securities.

**BEGINS:** September and January.

**ESTIMATED PIO/P COST:** \$4000, exclusive of international travel.

**LENGTH:** 30 weeks.

## 760-1 Records Management

**PROGRAM:** Teaches principles, methods, and techniques of records management. University courses, private and governmental agency training, and on-the-job or observational assignments, will be employed.

Areas covered include:

1. Organization of records services.
2. Mail management.
3. Filing systems and indexing.
4. Correspondence, forms, reports, and directives management.
5. Records scheduling and disposal.
6. Dead storage and archives.
7. Management role in records services.
8. The flow of information for decision making.



**A multi-country Supply Management group of participants during a field tour in the State of Illinois.**

**ELIGIBILITY:** Persons with some experience in records management systems; preferably those who will be assigned to supervisory positions.

**LENGTH:** 18 to 26 weeks.

**BEGINS:** Determined for each nominee.

**ESTIMATED PIO/P COST:** \$2500-4300, exclusive of international travel.

## 760-2 Supply Management

**PROGRAM:** A general and broad program of training for the development of a professional supply management capability and for the promotion of effective economical control and utilization of material resources.

Training is divided into three phases:

1. One academic quarter in business and public administration involving studies of material procurement practices, personnel management, international trade and finance, distribution, issuances and controls; and one 2-week seminar in organization planning;

2. Supply Management Workshop—a multi-country group effort, university-guided under A.I.D. contract. Program outline covers the executive requirements in supply, the business environment of supply, and the operation of supply services. Course method: lectures and guided discussions, case studies and projects, and off-campus field studies;

3. Consultants and observations—a multi-country group effort, in the public and private sectors, with emphasis on administration and fundamental supply activities of GSA/FSS (General Services Administration, Federal Supply Service).

**ELIGIBILITY:** Employees with staff or line responsibilities for the supply function.

*Phase	Begins	Length	Cost
1, 2 and 3	September	39 weeks	\$5000
1 and 3	September, January, March	22 weeks	\$3400
2 and 3	January	22 weeks	\$3800
3	Variable	12 weeks	\$2200

\*NOTE: Phase #2 is available only when total USAID nominations meet AID/W minimum; phases 1 and 2 include English training. All must have minimum 80/80 proficiency; phase 3 only—expanded to include more time in a specialized field. Also suitable for non-English speaking groups with interpreter service.

## 760-3 Library Administration

### PROGRAMS:

- A. Eleven-month university program leading to a Master's degree. Emphasis may be placed on library administration with electives in the field of public administration. Four weeks of observation in selected libraries.

- B. Special program of study, combining academic work, in-service training and observation, may be designed to meet the needs of individual participants in the areas of: administration (including personnel), research methods, documentation, reference, cataloging and classification, government documents, photo-duplication, and other appropriate subjects.

**ELIGIBILITY:** Program A, a university degree or its equivalent. Programs A and B, librarians from academic libraries supporting research programs in institutes, colleges and universities, public libraries providing service to communities; libraries connected with government departments and research laboratories; and other special libraries.

**LENGTH:** Program A, 52 weeks; Program B, variable.

**BEGINS:** Program A, September and January; Program B, variable.

**ESTIMATED PIO/P COST:** Program A, \$5700. Program B, variable depending upon length. All costs exclusive of international travel.

## 770-1 Public Administration Instructor Training

**PROGRAM:** Academic work in public administration at one or more selected universities with strong public administration programs. Courses selected will be in terms of the needs and interests of each participant.

**ELIGIBILITY:** University professors of public administration, and government officials responsible for providing in-service training career development programs for middle-level managerial personnel.

**LENGTH:** 43 weeks (non-degree program); 52 to 104 weeks (Master's degree candidates).

**BEGINS:** August.

**ESTIMATED PIO/P COST:** \$5000 for 43 weeks; \$8500-10,000 for 52-104 weeks. All costs exclusive of international travel.

## 770-2 Business Administration Instructor Training

### PROGRAMS:

- A. A special university program emphasizing pedagogical tools, including the case method, for teaching business administration. Each participant will be assigned to selected courses in the program for the Master's degree in Business Administration, and will attend special seminars on teaching and research methods. One or two field trips will be arranged during the training program for observation of private businesses.

This special program, offered at a leading institution, is limited to 10 A.I.D. participants. USAIDs desiring to recommend participants should submit documents not later than March 31.

B. This program, conducted by a leading university, is designed to train teachers and assist them in the development of curricula in the fields of marketing, personnel, and production. Fields of concentration will be offered as follows:

- 1964-65 Personnel Management and Employment Relationships;
- 1965-66 Production Management in Industry, Commerce, and Agriculture.

Teaching programs are conducted by visiting professors prominent in the field of business education. Roughly one-quarter of the teaching program is devoted to the study of problems of economic development, administrative organization, and policy formulation. One-half of the year is devoted to intensive study of the disciplines which constitute the functional field selected for study that year. The remaining one-fourth of the program consists of carefully organized field work for individual participants at selected education, business, and governmental institutions. Included are seminar discussions of problems encountered by the participants during their field work. Learning and teaching methods, the problems of curriculum integration, and the development of research and consulting skills and facilities are emphasized throughout the program.

**ELIGIBILITY:** Program A—For university instructors of Business Administration and high-level government officials responsible for training public employees in business management fields. Participants must show an ability to do work on the graduate level. An academic transcript must accompany the PIO/P and Bio-Data. Program B—For faculty members of existing centers of business education in newly developing countries. Preference is given to nominees who are full-time faculty members with a minimum of three years of teaching experience and who have an interest in devoting a substantial part of their future work to the field of business management education. The program is conducted entirely in English and all participants must have a fluent written and spoken command of that language. An academic transcript should be submitted with each candidate's PIO/P and Bio-Data.

**LENGTH:** Program A, 43 weeks. Program B, 47 weeks.

**BEGINS:** Program A, August. Program B, July 1.

**ESTIMATED PIO/P COST:** Programs A and B: \$6500 each, both exclusive of international travel.

## 780-1 Census and Statistical Procedures

### PROGRAMS:

- A. Conducted by the Bureau of the Census covering all activities relating to censuses, surveys, and current statistical reporting in the fields of population, housing, agriculture, industry, foreign trade, domestic trade and services, transportation, construction and local governments. This includes

training in such specific fields as: organization and administration of statistical offices, cartography for censuses and surveys, management of reference libraries for statistical organizations, quality control of clerical and machine operations, data processing systems, control of field staffs, budgeting for census and other statistical operations. Each participant is expected to enroll in evening courses at a university in the Washington, D. C. area in order to supplement his on-the-job training with academic study.

The program consists of lectures, seminars, supervised research and planning projects, laboratory exercises, apprenticeship and on-the-job training. Special tutorial and in-service training arrangements are made for qualified participants in the fields of statistical sampling and operations research.

B. Conducted by the Bureau of the Census, training in specialized and individual areas of statistical procedures by means of seminars, observation, consultation and study.

C. A one-year university course in mathematical and sampling statistics.

**ELIGIBILITY:** Programs A and B, persons working in governmental statistical agencies, with one or more years of experience. Program C, qualified students working toward a B. A., M. A., or Ph.D degree.

**LENGTH:** Programs A and C, 52 weeks each. Program B, variable.

**BEGINS:** Programs A and C, August 15 or February 1. Program B, variable.

**ESTIMATED PIO/P COSTS:** Programs A and C, \$5500 each, exclusive of international travel. Program B, variable.

## 780-2 Survey Sampling

**PROGRAM:** A one-year program of selected courses in an accredited university combined with twelve to fifteen hours of practice and research in sampling, leading towards a possible Master's degree. Courses may include quantitative research methods in sociology, psychology, public health, natural resources, etc. In addition, the participant will attend an eight-week summer institute in sampling techniques.

**ELIGIBILITY:** Persons who are now engaged in statistics, or who have a college degree in mathematics or mathematical statistics combined with training in the social sciences, agriculture, etc. It is assumed that these persons will be active upon their return home, in the field of statistics either in government or business.

**LENGTH:** 52 weeks.

**BEGINS:** September.

**ESTIMATED PIO/P COST:** \$5700, exclusive of international travel.

## 790-1 Citizen Leadership

**PROGRAM:** Designed to assist developing countries to stimulate and encourage citizen interest in political and civic action. The program deals specifically with the following: The role of citizens' organizations in social and economic improvement; how such organizations are established; how they function; and how they obtain popular support.

The program of study and observation includes:

1. Effective political and civic leadership.
2. Social change.
3. Human relations.
4. Communications media.
5. Cooperatives.
6. Community self-help.
7. Principles of democratic organization and processes.
8. Education and involvement of citizens in issues affecting national and local welfare.
9. Organization of special groups among men, women, and youth.
10. Effective methods of developing support for desirable social and economic change.

**ELIGIBILITY:** Political leaders, public officials responsible for gaining citizens' support of government programs, and leaders of citizens' groups.

**LENGTH:** 13 to 26 weeks.

**BEGINS:** Variable.

**ESTIMATED PIO/P COST:** \$2000 to \$3500, exclusive of international travel.

## 790-2 Legislation and Legislative Services

**PROGRAM:** Two weeks of orientation in Washington will be followed by a selected program determined by participant's qualifications, English language proficiency, and performance.\*

One semester of academic study in courses covering American government, introduction to public administration, parliamentary law, the legislative process, and legislative design and drafting.

Concurrent with academic study wherever possible, there will be visits to the United States Congress, including the study of the functions and responsibilities of the Legislators, the Clerks of the Senate and the House of Representatives, as well as the publication of bills, laws, the Congressional Record, legislative reference services, committee organization and staffing, and selected committee hearings which are open to the public.

Four weeks of field observation which will include the study of a state legislature or two where legislative services and facilities are available, as well

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\*Programs finalized only after participant arrives in the United States, in order to evaluate his interests and qualifications, and to best accommodate the host country's needs.

as a city government with emphasis on a city council meeting and its legislative processes and their relation to federal and state legislation.

In addition, a workshop will be conducted for a few participants selected by AID/W for direct training in this field, with opportunity for actual participation in group projects designed to meet specific needs in their home countries.

**ELIGIBILITY:** Members of parliament or legislative bodies; legislative advisors and analysts; reference and drafting technicians; and others engaged in the legislative process in their home countries who need further study in this field.

**LENGTH:** 26-30 weeks.

**BEGINS:** September and February.

**ESTIMATED PIO/P COST:** \$4500, exclusive of international travel.

### Legislation and Legislative Services Workshop

**PROGRAM:** This workshop is open to participants scheduled for the program, outlined in this GUIDE, entitled "Legislation and Legislative Services." The enrollment will be limited to well-qualified participants having high English language competency. The workshop sessions consist of discussions and study of specific problems including work-study projects—for example, the drafting of a piece of legislation. This type of direct training gives participants an opportunity to apply or demonstrate the principles and knowledge in a simulated situation before returning home, and gives them experience in practical application of formal studies.

**ELIGIBILITY:** Those who are enrolled in the "Legislation and Legislative Services Program," outlined in this GUIDE.

**LENGTH:** Two weeks.

**BEGINS:** Usually following the main program; but beginning date can be flexible, depending somewhat on program timing, staff availability, and when participants would benefit most.

**ESTIMATED PIO/P COST:** Included in the cost of program mentioned above—"Legislation and Legislative Services."

### 790-3 Legal Education and Research

**PROGRAMS:** Two weeks orientation in Washington followed by a selected program depending upon professional qualifications, English language proficiency and performance.\*

- A. For lawyers in all fields of specialization, including tax, labor, insurance, supply, criminal, constitutional and corporate law. Program includes the following:

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\*NOTE: Programs finalized only after participant arrives in the United States, to evaluate his interests and qualifications, and to best accommodate the host country's needs.

1. Academic training in accredited law school.
  2. Observation of professional activity and procedures.
  3. Legal research on a topic approved in advance.
  4. Direct supplementary training by qualified A.I.D. Program Advisor.
  5. Guidance in legal theory and philosophy, and where course work is deficient.
- B. For law professors in all subjects, program similar to that above for "A," with special consideration to development of course content.
- C. For deans of law schools, program similar to that above for "A," with special consideration to curriculum planning and law school administration.

**ELIGIBILITY:** Lawyers, legal counsel, government attorneys and others having legal training or a law degree, who wish to pursue some legal specialization.

**LENGTH:** From 12 to 60 weeks, depending upon extent of academic training desired.

**BEGINS:** Academic studies, September; other studies January, April or October.

**ESTIMATED PIO/P COST:** Calculate academic study at \$500 and travel and observation programs at \$1000 for each 4-week period.

Example: 10 x \$500    \$5000  
           2 x \$1000    2000

            
                   \$7000 total for 48 weeks

All figures exclusive of international travel.

## 790-4 Judicial Process and Administration

### PROGRAMS\*:

- A. For judges and court administrators, depending upon academic preparation and English proficiency, after an orientation of two weeks the choice of 1 or 2:
1. Two semesters or equivalent study in an accredited law school. Program might meet the requirements for the degree of Master of Law, or Master of Comparative Law.
  2. Selected law and administration courses for varying periods, plus study in speech improvement and English language training. This program is a study of the basic U. S. legal and judicial systems and, as such, does not lead to a degree. It includes study programs at law schools, examination of legislative institutions, comprehensive seminars, and/or special courses in selected schools.

Programs 1 or 2 above are followed by 4 to 8 weeks of observation of courts and judicial administration at various levels. These may include: U. S. Supreme Court, federal, state, county, and municipal court systems. A seminar will also be offered to a small number of participants selected by AID/W. Participants will be accompanied by their Program Advisor on court visits, which will be followed by discussion of the proceedings so viewed.

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\*Programs finalized only after participant arrives in the United States, so that an evaluation of his interests and qualifications may be made and to best accommodate the host country's needs.

B. For experienced judges with extensive education and practice, and also for experienced clerks of courts, and administrative officials of judicial systems. Programs are arranged commensurate with background, ability, English proficiency, and requirements of position.

**ELIGIBILITY:** See above.

**LENGTH:** Program A-1, 52 weeks; Program A-2, 26 weeks; Program B, 8-12 weeks.

**BEGINS:** Program A-1 and Program A-2, September; Program B, January, April, and October.

**ESTIMATED PIO/P COST:** Program A-1, \$7000; Program A-2, \$4500; Program B, \$3000. All figures exclusive of international travel.

## Judicial Process and Administration Seminar

**PROGRAM:** This seminar may or may not be scheduled as a separate individual program. It is a possible segment of the program entitled: "Judicial Process and Administration—Programs A-2 and Program B." in this GUIDE. Enrollment will be limited to a small number of participants to assure maximum participation. Only participants particularly well-qualified and having high English language competency will be considered. Preferably at the end of the participant's program there will be a specified period set aside during which time the mornings will be devoted to visits for observing various courts in session, and participants will be accompanied by their Program Advisor. After each such visit, the afternoon session will be devoted to analyzing what has been seen and heard, its significance under the United States Constitution, and its applicability to circumstances in parallel situations in the countries of the participants. Full opportunity will be given for participant discussion, with a question and answer period provided.

**ELIGIBILITY:** Enrollment in "Judicial Process and Administration—Programs A-2 and Program B."

**LENGTH:** Two weeks.

**BEGINS:** Usually upon completion of main program. However, special adjustments are possible, depending on staff availability and participant's needs.

**ESTIMATED PIO/P COST:** Included in the cost of program "Judicial Process and Administration—A-2 and B."

## 810-1 Community Development

### PROGRAMS:

- A. One or two semesters of selected university courses in rural sociology, adult education, economics, social welfare, group dynamics, visual aids, and other appropriate substantive areas.
- B. Special 18-week course beginning in February at a leading university covering the philosophy, principles, methods, processes and programs of community development, for policy makers and administrative personnel.
- C. A university curriculum requiring 104 weeks and leading to a Master's degree in community development.
- D. A special program of study with emphasis on practical applications of community self-help techniques, arranged upon request.
- E. Eight to fourteen weeks of field observation in the United States and Puerto Rico, combined with third countries such as Jamaica, Canada, Philippines, India and Pakistan. This program is designed to complement any one of the programs described above.
- F. A two-week seminar-workshop will be offered to selected community development participants at the end of their university training and observation programs. The seminar-workshop will cover the practical aspects of social surveys and project planning, organization, coordination, direction and evaluation. The workshop will be conducted during July or August.

**ELIGIBILITY:** Selected personnel responsible for organization, planning, administration, training, community education and field work in community development or social welfare.

**LENGTH:** Program A: 26 to 52 weeks.  
Program B: 18 weeks.  
Program C: 78 to 104 weeks.  
Program D: 26 weeks.  
Program E: 8 to 14 weeks.

**ESTIMATED PIO/P COSTS:** Program A: \$3500 to \$6000.

Program B: Variable.

Program C: \$7500.

Program D: Variable.

Program E: Variable.

All costs exclusive of international travel.

## 820-1 Social Welfare Administration

**PROGRAMS:** Activities in the social welfare field, under public or voluntary auspices, including social administration; social work education; social research; social planning; public assistance and income maintenance; family and child welfare; community organization, group work, recreation; prevention and

treatment of juvenile delinquency; medical and psychiatric social work, including social services in hospitals and institutions; aspects of urban development and social services in housing; welfare services in programs for youth and for the aged; services for migrants and refugees; rural welfare services; social services in social insurance programs; and on-the-job training in all aspects of social welfare administration.

Two types of programs are offered:

A. Academic study followed by observation of programs and processes.

B. Seminar program (including 2-3 weeks of observation).

A program, either for a group or an individual, will concentrate as much as possible in the special areas of work anticipated for the participant.

**ELIGIBILITY:** Professors and instructors, administrators, and technicians in social welfare and related agencies and institutions.

**LENGTH:** Program A, 52 weeks. 104 weeks for Master's degree candidates. In special instances, a single academic period at a school of social work. Program B, 8 to 10 weeks.

**BEGINS:** Program A, September or January (September preferred). Program B, as requested.

**ESTIMATED PIO/P COST:** Program A, 52 weeks, \$6000; 104 weeks, \$12,000. Cost variable for shorter periods. Program B, \$1200-1500 per participant. All estimates exclusive of international travel costs.



**PROGRAM STAFF** of the Public Administration Training Branch. Seated: Barbara Doyle, Shirley L. Whitsett, Hana Taffet, Ann W. Shinkwin. Standing: Hugh J. McCall, George H. Werner, F. Rousseau Lanou, William J. Richter, Thomas L. Eliot, George H. Kelly, James A. Johnson, James G. Stockard, J. Lloyd Webb, Edward C. Dougherty, Emerson J. Melaven, Robert T. McMillan, Joseph W. Hughes, M. Arthur Reich. Absent: Beulah A. Confer.



**SUPPORT STAFF** of the Public Administration Training Branch: Ann Shurman, Mimi Burch, Freda W. Glass, Mary K. Williamson, Bessie L. Perry, Odessa Garnes, Kathleen A. Britton, Virginia L. Locher, Elizabeth C. Campbell, Jane Stutsman. Absent: Gloria M. Draper, Anne Elkin.

On Public  
Administration's Role  
in the  
Office of  
International Training



**JAMES G. STOCKARD, Chief**  
**Public Administration Training Branch**  
**Office of International Training**

The personnel of the Public Administration Training Branch includes persons of broad and varied experience. Their selection was carefully made, since the training programs confronting the Branch range wide in scope and require those experienced in many fields.

Numbered among the staff are specialists generously endowed with backgrounds in education, business, finance, law, engineering, federal and local government, and the military.

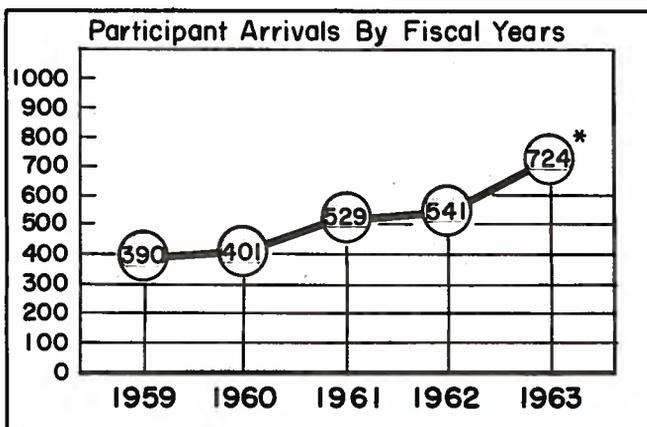
The Branch is particularly fortunate in having among its members many who have served in various parts of the world; some for long periods of time. These staff members include: former public administration advisors to other governments; and specialists who were active abroad with the Marshall Plan, with UNESCO, with CENTO, and other organizations. Several served for years in widely-scattered foreign missions as Consuls, Executive Officers, Industry Training Officers, Community Development Officers, Rural Development Officers, and in other capacities which have given them first-hand knowledge of conditions and problems facing those we are trying to help. Administrative support is provided by an experienced staff of Administrative Aides and Program Assistants.

Many languages are spoken by the staff—including some which are little known and infrequently heard.

Thus the professor works side by side with the lawyer, the businessman, the colonel, the experienced government administrator, the engineer, and others; exchanging views, mutually solving problems, and pulling together to reach a common end.

## CHARTS

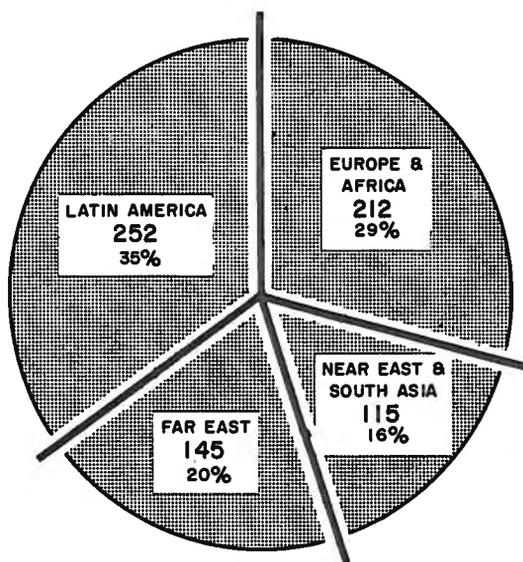
There has been an upward trend in participant arrivals in the United States in the past few fiscal years as evidenced by the chart which follows. During the 1963 fiscal year alone, 50 countries were represented by Public Administration participants.



\* Includes Community Development

**DISTRIBUTION OF PARTICIPANTS:** Of interest is the wide distribution of participants from the four geographic regions in which A.I.D. is working.

The 724 participants who received training in fiscal year 1963 were distributed geographically as shown below.



# Participant Arrivals in the United States, Fiscal Year 1963

COUNTRY	TOTAL	ACCOUNTING & AUDITING	ADMINISTRATIVE MANAGEMENT	BANKING & BUDGET	DIPLOMACY	BA OR PA EDUCATION	CUSTOMS ADMINISTRATION	ECONOMIC PLANNING	JUDICIAL ADMINISTRATION	LEGISLATIVE SERVICES	O & M	PERSONNEL ADMINISTRATION	SUPPLY MANAGEMENT	LOCAL GOVERNMENT	STATISTICS	TAX ADMINISTRATION	POSTAL ADMINISTRATION	COMMUNITY DEVELOPMENT
Afghanistan	8		1					4			1	1	1					
Bolivia	7	1	1	1			1	1				1					1	
Brazil	27	1						6										14
British Guiana	2												1	1				
Ceylon	4							3								1		
Chile	6	1														5		
China	12	2		3					1			4		1	1			
Colombia	26						7				1	16	2					
Costa Rica	17	5					2	1			1	5		2	1			
Dominican Republic	35							29				6						
Ecuador	12	3		1	1						2	5						
Egypt	15							9						4				2
El Salvador	10							2			1	7						
Guatemala	6			1							1	2				2		
Honduras	7	1					1				1	1	2		1			
India	3										3							
Indonesia	42	4	6		6		3	3			5		14		1			
Iran	3							1							2			
Iraq	23	2	2	3	1				1			2	2	3	4	2	1	
Jamaica	1																	1
Jordan	10	2		1				3					1		2	1		
Kenya	22	3	1		2				2	1	1	9						3
Korea	28	1	1	1			2	4			3	3	4		5	4		
Liberia	24	3	8								5				6	2		
Mexico	1														1			
Nepal	8	2						1					1		2	2		
Nicaragua	5											2	3					
Nigeria	24	1		2				1						19	1			
Pakistan	1							1										
Panama	9																	
Paraguay	3					2												
Peru	6					1												
Philippines	28	5						1				2	2		4	2		12
Republic of Congo	78		1							56	9			5	7			
Rhodesia	9							2										7
Senegal	2												2					
Sierra Leone	4														4			
Spain	11			1		2		2				6						
Sudan	3												3					
Surinam	1																	1
Tanganyika	11	2						1			1							7
Thailand	16					2		3			4				3			4
Togo	2							2										
Trinidad	6			1						2		1				2		
Tunisia	13	1				2						1						9
Turkey	40	2		2		3		7			2		3	5	3	13		
Uganda	7	2		1				1			1				1	1		
Venezuela	65	2	14			28		1		1		4	1		1	13		
Vietnam	19		1			12		1		2		2	1					
Yugoslavia	2			1				1										
<b>TOTAL</b>	<b>724</b>	<b>46</b>	<b>36</b>	<b>19</b>	<b>3</b>	<b>59</b>	<b>13</b>	<b>91</b>	<b>4</b>	<b>64</b>	<b>62</b>	<b>63</b>	<b>35</b>	<b>47</b>	<b>50</b>	<b>69</b>	<b>3</b>	<b>60</b>

## AREA SUMMARY

Europe and Africa . . . . .	212	Far East . . . . .	145
Near East and South		Latin America . . . . .	252
Asia . . . . .	115	<b>TOTAL</b> . . . . .	<b>724</b>





# Areas of Training

(See Table of Contents in GUIDE)

## TRAINING IN MANAGEMENT SERVICES

Organizing and Administering Overseas Offices  
Management Training for Officials Responsible for the Administration of Local Affairs  
Organization and Systems Analysis  
Public Administration Training for Generalists  
Records Management  
Supply Management  
Public Administration Instructor Training  
Program for Directors of Training  
Executive Development  
Administration for Top Management Executives  
Business Administration Instructor Training  
Personnel Management  
Budgeting  
Accounting and Auditing  
Automatic Data Processing  
Conduct of Foreign Relations  
Citizen Leadership

## TRAINING IN ADMINISTRATION FOR SUBSTANTIVE FIELDS OF PUBLIC SERVICE

Tax Administration  
Tax Policy and Administration  
Postal Administration

Customs Administration  
Customs In-Service Training  
Immigration and Naturalization Service  
Marketing Management in Developing Countries  
Library Administration

## TRAINING IN SOCIAL AND ECONOMIC DEVELOPMENT

Census and Statistical Procedures  
Survey Sampling  
National Income and Gross National Product  
Labor and Price Statistics  
Development Administration  
Development Economics  
Institute on Management of Development Projects  
Central Banking  
Investment Banking

## TRAINING IN LEGISLATIVE AND JUDICIAL FUNCTIONS

Legislation and Legislative Services  
Legal Education and Research  
Judicial Process and Administration

## TRAINING IN COMMUNITY DEVELOPMENT

## TRAINING IN SOCIAL WELFARE ADMINISTRATION

NOTE: These, and any specially requested programs, may all involve appropriate combinations of study, workshops, seminars, on-the-job training and practical observation. Specific needs of host countries will be a paramount consideration in AID/W planning of each training program.