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**EVALUATION OF  
FARNHAM CASTLE BRIEFING COURSES**

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**MAY 1982**

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MANPOWER AND EVALUATION DEPARTMENT

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## PREFACE

Each year the Overseas Development Administration (ODA) commissions a number of ex-post evaluation studies with two aims in mind; firstly, to assess the effectiveness of its aid activities and secondly, to learn lessons for improving the effectiveness of future aid activities.

This evaluation is one such study.

Evaluation studies are undertaken by individuals or by teams especially recruited for their particular knowledge with regard to the subject under study. Sometimes these teams will include personnel from ODA (increasingly teams are a mix of ODA and external personnel).

In all cases the reports and conclusions are attributable to the authors, who are finally responsible for their contents, and not to ODA.

Evaluation Unit  
Manpower and Evaluation Department

Farnham Castle, or more properly The Centre for International Briefing, is an independent organization financed entirely from course fees. It is the only centre in Britain which runs residential briefings for men and women from both government and commerce and industry, about to take up employment overseas.

2. Briefings are held throughout the year and normally last from mid-day Monday to Friday afternoon. Programmes are tailor made for groups and cover travel and baggage arrangements, living costs and conditions, the domestic front, health overseas, recent history, national and international politics, economic, social and cultural backgrounds, language, social constraints and human relations.

3. The Centre draws on the services of over 200 experienced and specialist speakers. Informal meetings with recently returned expatriates, as well as nationals of the countries concerned are vital components of all courses.

4. Courses and conferences have included representatives from, for example, Barclays Bank International Ltd, British Overseas Trade Board, British Ropes Ltd, Cable and Wireless Ltd, the CDC, the FCO, Guinness (Overseas) Ltd, Hambro Management Corporation, ICI, Massey-Ferguson Ltd, Ministry of Defence, Taylor Woodrow Ltd, and Unilever.

## EVALUATION OF FARNHAM CASTLE BRIEFING COURSES

1. This evaluation was mounted to assess the benefit of briefing courses at Farnham Castle in response to two pressures; Farnham's financial difficulties and ODA's general scrutiny of expenditure. Three main sources of information were used, and form the body of the report;

i. a questionnaire covering both people who had and people who had not attended Farnham Castle;

ii. scrutiny of other donors' briefing practices;

iii. consultation with private companies who do not use Farnham Castle.

2. The main conclusion is that briefing courses at Farnham are useful; worth the cost at present of about £500; and should be retained in their current form. This conclusion is most strongly supported by examination of other donors' practices.

3. Other conclusions are;

i. the greatest need for briefing, and the area where Farnham is weakest, is in the coverage of domestic arrangements. Farnham's approach could be improved through gathering information on relevant topics, or through the use of videos;

ii. the briefing courses are weakest on small or little-visited countries, subsumed within regional briefing programmes. Apart from in this case, courses are felt to be of the right lengths.

iii. attendance of spouses on briefing programmes should be strongly encouraged;

iv. non-attendance appears to be mainly due to ignorance of the courses or lack of time. The personal cost of attendance has little effect, and other donors do not provide pre-tour contracts for similar short courses;

v. briefing within ODA is not very successful. Other donors give more written advice to staff going overseas on preparations for departure.

These conclusions emerge from the analysis of questionnaire responses, other donors practices and comments from a few private companies, presented below.

## QUESTIONNAIRE RESPONSES

4. Separate questionnaires were sent for those who had attended and for those who had not attended a Farnham Castle briefing course. The former concentrated on how useful different aspects of the course had been, while the latter concentrated on difficulties encountered in the absence of briefing and alternative methods of preparation used. They are attached as annexes, with a summary of responses.

5. 300 questionnaires were sent out (150 of each), and a total of 203 completed questionnaires were received back, a response rate of 68%. Of these 203 questionnaires 125 (62%) were from people who had attended a Farnham Castle course and 76 (38%) from people who had not. 29 responses (14% of the total) were from people who had attended a Farnham course, but had been sent the questionnaire for those who had not. These questionnaires have been used in some parts of the analysis but obviously some questions (eg "why did you not attend a Farnham Castle course?")

became invalid. The confusion arose because some of the respondents although recently appointed had attended a Farnham course some time back, and records had not been checked this far back.

6. The total number of questionnaires was split almost equally between TCOs and OSAS, who accounted for 54% and 46% of responses respectively. Those who had attended Farnham Castle included many more TCOs, while those who had not attended were predominantly supplemented staff;

	TCOs		Supplemented		Total	
	No	%	No	%	No	%
Attenders	82	65	45	35	127	100
Non-attenders	27	36	49	64	76	100
Total	109	54	94	46	203	100

7. This difference reduces the comparability of the two groups in certain respects. For example TCOs have more direct links with ODA than supplemented staff, and it is therefore not surprising that a higher proportion of those attending Farnham Castle also made use of ODA briefing. To answer the broad question of whether Farnham courses are useful and should be retained it was not felt necessary to disaggregate between TCOs and supplemented staff. The raw data is available for this analysis to be undertaken if required.

8. Another respect in which the two groups differed is that slightly over half (54%) of those attending Farnham had already completed an overseas assignment while under half (47%) of those not attending had previously had an overseas assignment. Comments from other donors indicated that those who had not previously had an overseas assignment were more likely to require briefing, and accordingly respondents were analysed separately according to their answer to Q 1 j - "Is this your first assignment in a developing country?" By and large the differences were not striking, but where appropriate they are referred to in the text.

9. The respondents were overwhelmingly male, mostly married, and most had children. Just over half lived in a capital city. Responses have not been disaggregated according to these personal characteristics, nor by country of assignment or method of recruitment, although they would obviously have a bearing on the type and detail of briefing needed.

10. The main points arising from the questionnaires are set out below. The first point is the importance attached to briefing, how well briefed respondents felt overall, and also to look at more direct comments on the value of the Farnham course. Those parts of the course which were felt to be most useful are then compared with those areas where non-attenders suffered the most problems, and finally the alternative approaches to preparation either used or considered are examined.

#### IMPORTANCE OF BRIEFING

11. A sizeable majority of respondents attached importance to briefing, both for the success of their assignments and for their own enjoyment of the assignment. Staff who had attended Farnham Castle attached a little more importance to briefing; 77% of those who had attended felt briefing was important or very important for the success of their assignment, against 64% of those who did not attend. Similarly 75% of attenders said briefing was important or very important for their enjoyment of the assignment against 65% of non-attenders.

12. There is evidently a strong element of self-selection in a case such as this, since those who attended a Farnham course are likely to be those who attach value to briefing. However, the Farnham courses may also play a role in getting personnel going overseas to appreciate the possibilities of and benefits of prior preparation, and the lower priority attached to briefing by those who did not attend may in part reflect ignorance of the benefits of briefing.

13. A similar though milder divergence is also noticeable between those on their first assignment and others. This is unsurprising, since people who have already served overseas will have a greater idea of what to expect, and so may attach lower priority to briefing.

14. A few respondents answered "Not Applicable" to both questions (perhaps because their assignments were neither successful nor enjoyable!) About a third, presumably either not married or not accompanied, said the question on the importance of briefing for their spouse's enjoyment of the assignment was not applicable. If we exclude these respondents then it is apparent that great importance is attached to the briefing of spouses, with an average of 81% saying briefing was either very important or important. Little difference in this was noticeable between respondent who had and who had not attended Farnham Castle, but those who were going abroad for the first time placed more stress on their spouse's briefing, 31% felt briefing was important, and 56% felt it was very important.

Table 1. Responses to question 26 How important was prior preparation (or country briefing) for;

	The success of your assignment	Your enjoyment of the assignment	Your spouse's enjoyment of the assignment (excluding not applicable)	
	%	%	%	%
Very Important	30	35	32	(46)
Important	40	36	27	(34)
Slightly Important	16	19	5	(7)
Not Important	9	5	9	(13)
Not Applicable	<u>5</u>	<u>5</u>	<u>32</u>	
Total	<u>100</u>	<u>100</u>	<u>100</u>	<u>(100)</u>

sample: 203

#### SUCCESS OF BRIEFING

15. Both questionnaires asked how well prepared respondents felt for conditions in the country to which they went. Those who had not attended a Farnham Castle course felt better prepared than those who had. However it does not seem reasonable to conclude that Farnham Courses actually reduce the success of prior preparation. Two explanations seem possible for this surprising result. One is self-selection; a common reason for not attending a course was prior familiarity with the country or region, while many of those who attended a course presumably did so because they were conscious of being poorly prepared. A second is ignorance; optimistic answers by those who did not attend may reflect a lack of awareness of the extent of briefing available.

Table 2. Responses to Q4, How well prepared (or briefed) were respondents on country conditions;

	attenders	non-attenders
	%	%
excellently prepared/briefed	10	25
well prepared/briefed	44	37
adequately prepared/briefed	33	26
poorly prepared/briefed	12	11
not applicable	$\frac{1}{100}$	$\frac{1}{100}$

(sample:attenders 127, non-attenders 76)

16. Questions directly aimed at the Farnham Course produced a more positive response. Only 69% felt that the course was worth £500, but as this compares with 82% who felt the course was either just the right length or if anything too short it seems to reflect financial caution rather than a low opinion of the course. But, as some respondents argued, the high costs of overseas employment mean that even fairly slight improvements as a result of the briefing course would justify its cost. One commented;

"It seems a lot at first sight but should be considered in proportion to the same overall cost per day to ODA of having me here. I would only have to be effective one week earlier to justify the cost and I suggest that reduction of 'culture shock' gives a much better yield than this"

17. Another pointed out;

"The most spectacular observations of the benefit from Farnham Castle were observed after my first (of 3) courses there, when I first worked overseas in Nigeria. I settled in far more quickly than those of my colleagues who had been less fortunate, and several of them returned to the UK after a few weeks"

18. These financial arguments seem compelling to those who found the course useful. However 18% found the courses too long. Of those who commented on the desirable length, exactly 50% said the course should be only two days. The principal reason for this was the lack of country specific information on some of the smaller countries subsumed in regional courses. A common complaint was about lack of country material, and this comment came even for those otherwise enthusiastic;

"The course at Farnham Castle was excellent in many respects, but they had very little to offer on Turks and Caicos and what they did have was out of date!"

19. Some respondents stated that they had sent material back to Farnham to improve their briefing capacity. With encouragement from ODA, this might be one way round this common problem for briefing courses covering small countries.

20. In addition to these questions on the value of the course, we asked those who had not attended the reason for their non attendance. Many of those responding gave more than one reason, the main reasons cited being;

	%
familiarity with the country/region	22
not told of or offered a place	17
not enough time	16
other personal commitments	<u>15</u>
Total	<u>70</u>

(% out of 101 responses given in total)

21. The most worrying point is the high percentage stating they were not told of or not offered a place. This should have improved following PSE's new policy of attaching much greater importance to attendance. Explanations such as lack of time are regrettable but probably unavoidable. Only one person cited a low opinion of Farnham (although it could have played a part in decisions taken for other reasons) and only one person cited loss of salary. Indeed one of those attending Farnham referred to this, writing:

"bear in mind that I incurred a personal cost of £175 in lost net pay, and consider the money very well spent."

#### DIFFERENT AREAS OF BRIEFING

22. In questions 2 and 3 we asked those attending Farnham Castle how they and their spouses rated briefing on four different topics; socio-economic background, political background, living conditions and domestic arrangements. We also asked those not attending what problems they had experienced from lack of prior preparation on these points. The results are summarised below.

Table 3. Responses to Qs 2 and 3 How would you (and your spouse) rate your briefing at Farnham Castle on:

	socio-economic background		political background		living conditions		domestic arrangements	
	respondent %	spouse %	respondent %	spouse %	respondent %	spouse %	respondent %	spouse %
Very Good	22	28	19	21	23	32	11	19
Good	38	30	37	34	52	43	40	36
Fair	27	26	25	23	18	17	30	33
Poor	10	6	15	9	7	8	17	12
Not Necessary	1	10	3	13	0	0	0	0
Not Applicable	2		1		0		2	
Total	<u>100</u>	<u>100</u>	<u>100</u>	<u>100</u>	<u>100</u>	<u>100</u>	<u>100</u>	<u>100</u>

Sample: 98 respondents, 53 spouses (excl n/a)

Table 4. Response to Qs 2 or 3 (for non-attenders). Did you or your spouse suffer from lack of prior briefing on;

	socio-economic background		political background		living conditions		domestic arrangements	
	respondent %	spouse %	respondent %	spouse %	respondent %	spouse %	respondent %	spouse %
no problem	78	79	82	83	67	53	48	29
slight problem	11	10	8	12	20	33	16	25
definite problem	7	10	4	5	9	10	10	25
great problem	0	1	1	0	1	4	13	21
not applicable	$\frac{4}{100}$	$\frac{1}{100}$	$\frac{5}{100}$	$\frac{1}{100}$	$\frac{3}{100}$	$\frac{1}{100}$	$\frac{3}{100}$	$\frac{1}{100}$
Total	$\frac{4}{100}$	$\frac{1}{100}$	$\frac{5}{100}$	$\frac{1}{100}$	$\frac{3}{100}$	$\frac{1}{100}$	$\frac{3}{100}$	$\frac{1}{100}$

sample: 76 respondents, 65 spouses (excl n/a)

25. Responses on the Farnham Castle briefing were reasonably positive without being very enthusiastic. Briefing on living conditions (illustrated in the questionnaire as 'climate, health risks' etc) is felt to be the most successful. Briefing on domestic arrangements (illustrated as 'housing, schooling, transport etc') is the least successful, with only 46% of spouses rating it as good or very good, and political briefing also comes out badly.

26. The main problem suffered by those who did not attend Farnham Castle is very much over domestic arrangements; over a fifth of spouses (where applicable) felt lack of prior briefing on domestic arrangements was a great problem. In comparison other problems were minor; the next most serious was lack of prior briefing on living conditions, but 87% of respondents felt this was no more than a slight problem.

27. The main conclusions from this comparison appear to be;

- i. Farnham should attempt to improve briefing on domestic arrangements. This could be done by encouraging former attenders to send back material specifically on these points, or by following the example of some other aid donors and using videos. Some of the difficulties over domestic arrangements may arise from terms of service, which Farnham could not be expected to cover;
- ii. The Farnham course is successful in preparing people for living conditions more generally, which is important;
- iii. briefing on political background, which should be relatively easy for Farnham to cover, is not going well and should be improved.

#### ALTERNATIVE SOURCES OF BRIEFING

28. We asked both attenders and non-attenders how useful they had found alternative means of briefing. The aggregate results are presented below. There was little difference between the two groups. Farnham Castle attenders did make rather more use of ODA briefing (34% finding it least useful, against 25% of non-attenders) but this is probably due to the higher proportion of TCOs among attenders.

Table 5 Responses to Q5, how useful were alternative means of preparation.

	books and journals %	discussion with people familiar with the country %	briefing in/by ODA %	other %
Very Useful	11	52	9	57
Useful	49	29	22	23
Slightly Useful	25	8	21	5
Not Useful	4	3	15	5
Not Available	7	8	25	6
Available but not consulted	4	0	8	4
	<u>100</u>	<u>100</u>	<u>100</u>	<u>100</u>

sample: varies

29. Evidently many people found some other source of briefing very useful, but the range here was very wide from tourist offices to the ILO with the Corona Society approved by several respondents. The other main point to emerge was that personal contact was invaluable, with over 50% of respondents finding this very useful. This is a point already appreciated by the organisers of Farnham courses.

30. It is also apparent that ODA briefing is not successful. Over a quarter felt ODA briefing was not available and this is probably accounted for by the supplemented staff considered. However 15% of those who had ODA briefing did not find it useful, and only 9% found it very useful. Several written comments indicated disappointment in ODA briefing, including at the extreme;

"I would add that my briefing by ODA was misleading and has led to the failure of my assignment and my great lack of enjoyment of it."

Thought should be given to ways of improving ODA briefing.

#### OTHER AID AGENCIES

31. While carrying out this evaluation we received information on the briefing procedures of the French, German, American and Canadian aid agencies. In addition, we had a report by Mr Wootton on his visits early in 1978 to relevant authorities in Germany, Holland and Sweden. The visit was for the discussion of manpower aid generally, but in each case briefing was included. Finally, a relevant publication by Danida is available. A brief description of the different agencies' approach to briefing overseas technical assistance staff is set out below.

32. CANADA: standard briefing before departure is given on a regional course of roughly four days, held at a briefing centre which is within CIDA. It is not clear whether attendance is compulsory; certainly it is greatly encouraged. People going overseas often bring their wives and children, and particular courses may be designed for them (such as a 'young adult programme').

33. Integration of training within CIDA means that courses can be more easily tailored, for example to a group of personnel going to similar projects; that practical problems can be considered in a comprehensive manner (CIDA's administrative arrangements for assisting children's education can be considered at the same time as the availability of education within the LDC); and practical information can be kept up to date from the detailed reports submitted by CIDA posts (a recent post report on Malawi ran to 53 pages, of which half was detailed practical information).

34. Training is largely carried out through lectures, but this can be very usefully supplemented with videos of the countries concerned. Strong emphasis is put on contact with at least one "Canada returnee" and one "host national", sometimes informally rather than on the course itself.

35. USA: since USAID staff have to spend considerable periods working abroad training courses are run internally for briefing on a regional basis, and technical assistance staff can fit into these. In addition one week courses are run on particular countries. A large part of this will consist of simply providing access to relevant material, kept up to date by briefing officers who make visits to the country concerned - the amount of actual teaching will vary according to the individuals involved

36. Normally on a course such as this the individual will bring along his whole family. Another respect in which USAID practice resembles CIDA's is the use of videos, both on projects and on shopping centres, housing etc. They find this a very helpful and cost-effective means of introduction to the country.

37. FRANCE: the situation in France is rather more complicated, with one organisation (Bureau de Liaison des Agents de Cooperation) dealing with staff going to Francophone Africa and another (Centre de Formation des Cooperants Techniques et Culturels Internationaux) being responsible for staff destined for all other developing countries. Both run two types of courses - those covering living and working conditions overseas, and more technical courses covering specific skills. The former last up to 5 days; the latter can be longer.

38. Briefing on living conditions etc appears to be aimed mainly at those going overseas for the first time; the Bureau produces a special booklet called "Premier Depart". Attendance is compulsory for those going overseas as an alternative to military service, or for those going overseas for the first time to teach, and about 75% of others eligible attend voluntarily.

39. At the Bureau, the greatest emphasis appears to be on setting the country context (geographical, historical etc) although a few afternoons are also allocated for living conditions. Women - either cooperantes themselves or wives of cooperants - are used for briefing on "family matters". In general a large part of the teaching staff is made up of returned cooperants.

40. Sweden: SIDA run a 2-day course for briefing on practical matters. Spouses are encouraged to attend. In addition they run a 2-week course on the role of the development worker, and language or professional training for 2 to 3 weeks.

41. A distinctive element of the SIDA approach is the use of weekend seminars 3 or 4 times a year in the developing country itself. These are attended by groups of SIDA technical assistance personnel, and chaired by a member of the field office. They are seen as an important part of the briefing process.

42. DENMARK: DANIDA run a compulsory 3-week course with fairly wide-ranging objectives, of which living conditions is only a small part. Spouses are encouraged to

attend the course. No salary is paid, but compensation can be paid for loss of earnings where relevant.

43. In addition language training is provided and experts are required to pass a language test in English, Spanish or French. Financial support is given to experts or their spouses for courses in the relevant local language.

44. NETHERLANDS: The Netherlands put most emphasis on briefing before a first overseas assignment. Training courses of between 4 and 16 weeks are laid on. Most of this relates to the job and the role of a development worker generally. There are also elements of general country briefing and local language training, to which the expert is encouraged to bring his spouse. Two days are devoted to "Family-centred" issues such as housing, schools, hygiene etc.

45. Because of the length of their pre-tour briefing, the Netherlands authorities introduced in 1976 a brief pre-tour contract to pay people while being trained.

46. WEST GERMANY: responsibility for training is split. The EMZ run 3-month residential courses, to which experts bring their spouses, for language training and briefing on country conditions. The GTZ run supplementary specialist courses, as required. Up until 1976 country briefing was much more on the Farnham Castle model lasting about one week. However, the GTZ appear to be satisfied that this new approach is productive.

47. Staff are retained for the training through a 3-month pre-tour contract. The emphasis is evidently very much on briefing before the first assignment; one to two week refresher courses are provided for staff returning overseas for subsequent tours.

48. The main points of relevance to Farnham are:

- i. four to five days seems to be a fairly typical length for a briefing course not concerned with technical issues;
- ii. attendance is normally strongly encouraged but not compulsory;
- iii. spouses and sometimes children are encouraged to attend;
- iv. pre-tour contracts only appear to be used where briefing courses are much longer.

A final point perhaps of more relevance to the ODA is the common practice of preparing guidance notes or check lists covering different aspects (financial, arrangements for travel, health etc) of preparation for overseas tours.

#### PRIVATE COMPANIES

49. Many private companies use Farnham Castle. We approached some companies with strong overseas interests who do not to identify their approach to briefing. The results were not very useful for two reasons;

- i. The great difference between sending an employee to an established overseas base and ODA's own position;
- ii. The poor response, with only three of the eight companies approached replying.

The main emphasis in the companies contacted appears to be on personal contact with staff who returned from the overseas post, and on allowing staff time for adjustment after their arrival overseas. The importance of briefing probably increases because of companies' greater control of their staff's working and living conditions abroad.

Written material is also used. In one case detailed notes are kept on living conditions in thirty countries, based on reports from overseas officers. In other cases employee guidance notes covering insurance, health, taxation etc, have been developed, and a checklist of steps to take before departure is used.

One of the companies contacted has explored the Farnham courses, is impressed by their depth of coverage, and is considering using them for briefing on countries where overseas assignments have been found particularly difficult. Another of the companies has considered using Farnham but concluded that it is too expensive.

## QUESTIONNAIRE FOR TCOs/SUPPLEMENTEES ON BRIEFING

Please answer the following questions. Where boxes are provided please tick the relevant box.

## 1. Background Information

a. Name

b. Profession/Occupation

c. Assignment

d. Country of Assignment

e. TCO or supplemented post

TCO's 60%  
Supp'd 40%

f. Location: Capital city

60%

other large town

20%

elsewhere

20%

g. Marital Status

married

85%

single

12%

divorced/separated/widowed

3%

h. Number and age of children

i. Date of taking up assignment

j. Is this your first assignment in a developing country

Yes 42% No 56%

k. Agency by whom you were recruited

FARNHAM CASTLE

2. We would like to know how useful you found the different aspects of the courses at Farnham Castle;

How would you rate your briefing on;

*(answers shown)*

	Very Good	Good	Fair	Poor	Not necessary for your assignment	Not Applicable
socio economic background	22	38	27	10	1	2
political background	19	38	24	15	3	1
living conditions (climate, health risks etc)	23	53	18	6	0	0
domestic arrangements (housing, schooling, transport etc)	4	40	30	17	0	2

3. If you are married and accompanied, and your spouse attended a course at Farnham Castle, we would be grateful if you would ask him/her to complete the similar set of questions below;

*(answers shown)*

	Very Good	Good	Fair	Poor	Not necessary	Not Applicable
socio economic background	15	16	14	3	5	47
political background	11	18	12	5	7	47
living conditions (climate, health risks etc)	17	23	9	4	0	47
domestic arrangements (housing, schooling, transport, etc)	10	19	17	6	0	48

12

4. In general, how well prepared do you think your briefing left you on country conditions?

(Percentages shown)

Excellent Briefed	Well Briefed	Adequately Briefed	Poorly Briefed	Not Applicable
6	48	33	12	1

ALTERNATIVES

5. How useful did you find these alternative sources of briefing on country conditions;

(Percentages shown)

	Very Useful	Useful	Slightly Useful	Not Useful	Not Available	Available but not Consulted
books and journals	13	56	17	4	7	3
discussions with people familiar with the country	59	30	4	2	5	0
briefing in/by ODA	5	29	20	18	26	2
other (please specify)	27	12	0	1	5	2

6. How important would you say briefing in country conditions was for

(Percentages shown)

	Very Important	Important	Slightly Important	Not Important	Not Applicable
the success of your assignment	29	46	12	10	3
your enjoyment of the assignment	35	40	17	5	3
your spouse's enjoyment of the assignment (please consult him/her!)	33	23	3	10	31

13

7. Was the length of the Farnham course:

too long

18

just right

73

too short

9

8. What would you have done if the course at Farnham Castle had not been available?

VALUE

9. Do you feel the benefits of your briefing course were worth the cost to ODA of £500  
Yes 67% No 30%

10. If you answered No to Question 9, how long a country briefing (if any) do you  
feel would be justified

Date of completion of questionnaire \_\_\_\_\_

Please put the completed questionnaire in the envelope provided, addressed to me in London, and forward it to the British High Commission or Embassy so that they can send it to me via the bag service.

W Kingsmill  
Manpower & Evaluation Department  
December 1981

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ANNEX 2 - QUESTIONNAIRE FOR THOSE WHO DID NOT ATTEND FARNHAM CASTLE  
QUESTIONNAIRE FOR TCOs/SUPPLEMENTEES ON BRIEFING

NFC

Please answer the following questions. Where boxes are provided please tick the relevant box.

1. Background Information

- a. Name
- b. Profession/Occupation
- c. Assignment
- d. Country of Assignment
- e. TCO or supplemented post TCO's 36%  
Suppl. 64%
- f. Location: Capital city 53%  
other large town 24%  
elsewhere 24%
- g. Marital Status  
married 78%  
single 17%  
divorced/separated/widowed 5%
- h. Number and age of children
- i. Date of taking up assignment
- j. Is this your first assignment in a developing country Yes 40%  
No 36%
- k. Agency by whom you were recruited

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2. Our main interest is in how well you were prepared for life in the country of your present assignment. Did you suffer at all from lack of prior briefing or

preparation on:

(percentages shown)

	Not a Problem	A Slight Problem	A definite Problem	A great Problem	Not Applicable
socio-economic background	78	11	7	0	4
political background	82	8	4	1	5
living conditions (climate, health risks, etc)	67	20	9	1	3
domestic arrangements (housing, schooling, transport, etc)	48	16	20	13	3

3. If you are married and accompanied by your spouse, we would be grateful if you could

ask him/her to complete the similar set of questions below.

(percentages shown)

	Not a Problem	A Slight Problem	A definite Problem	A great Problem	Not Applicable
socio economic background	56	7	7	1	29
political background	54	8	3	0	36
living conditions (climate, health risks etc)	37	24	7	3	29
domestic arrangements (housing, schooling, transport, etc)	20	20	17	14	29

4. In general, how well prepared do you think you were for conditions within the country?

(Percentages shown)

Very well Prepared	Well Prepared	Adequately Prepared	Poorly Prepared	Not Applicable
25	37	26	10	1

5. How useful did you find the following means to prepared yourself for conditions within the country of your present assignment:

(Percentages shown)

	Very Useful	Useful	Slightly Useful	Not Useful	Not Available	Available but not Consulted
books and journals	5	45	25	5	10	10
discussions with people familiar with the country	39	23	8	5	18	7
briefing in/by ODA	8	12	16	11	28	25
other (please specify)	34	13	1	5	1	25

6. How important would you say this prior preparation was for:

	Very Important	Important	Slightly Important	Not Important	Not Applicable
the success of your assignment	30	34	20	11	5
your enjoyment of the assignment	32	32	20	8	8
your spouse's enjoyment of the assignment (please consult him/her!)	28	22	5	9	36

Why did you not attend a Farnham Castle Briefing:

already familiar with country/region

32

other personal commitments

20

suitable course not available

12

preferred to arrange own briefing

7

loss of salary for period of course

3

other (please specify)

67

Date of completion of questionnaire \_\_\_\_\_

Please put the completed questionnaire in the envelope provided, addressed to me in London, and forward it to the British High Commission or Embassy so that they can send it to me via the bag service.

W Kingsmill  
Manpower & Evaluation Department  
December 1981