

A.I.D. EVALUATION SUMMARY PART I

(BEFORE FILLING OUT THIS FORM, READ THE ATTACHED INSTRUCTIONS)

IDENTIFICATION DATA

A. REPORTING A.I.D. UNIT: <u>AID/Burma</u> (Mission or AID/W Office) (ES# _____)	B. WAS EVALUATION SCHEDULED IN CURRENT FY ANNUAL EVALUATION PLAN? yes <input type="checkbox"/> slipped <input type="checkbox"/> ad hoc <input type="checkbox"/> Eval. Plan Submission Date: <u>FY87 Q4th</u>	C. EVALUATION TIMING XX Interim <input type="checkbox"/> final <input type="checkbox"/> ex post <input type="checkbox"/> other <input type="checkbox"/> <u>PD-RAX-141</u> ISN <u>254202</u>			
D. ACTIVITY OR ACTIVITIES EVALUATED (List the following information for project(s) or program(s) evaluated; if not applicable, list title and date of the evaluation report)					
Project #	Project/Program Title (or title & date of evaluation report)	First PROAG or equivalent (FY)	Most recent PACD (mo/yr)	Planned LOP Cost ('000)	Amount Obligated to Date ('000)
398-0354	<u>Participant</u> Burma Development Training Project	1986	9/92	5,000	1,500

ACTIONS

E. ACTION DECISIONS APPROVED BY MISSION OR AID/W OFFICE DIRECTOR	Name of officer responsible for Action	Date Action to be Completed
Planning:		
1. Development of a Burma Training Management Plan which will provide policy and operational guidance for the implementation of AID-funded participant training.	Marie Tun Myint	12/1/87
2. Organize an in-country seminar on trade and marketing with the assistance of the Pragma Corporation.	Terry Barker	2/15/88
3. Improve placement of Burmese participants in the U.S. through the development of a comprehensive questionnaire that provides Pragma Corporation with full details on each student.	Maggie Chadwick	3/31/88
4. Develop the capability of providing short-term intensive English language training to selected participants upon their nomination and acceptance by a U.S. training institution.	Training Manager (Contract)	9/30/88
(Attach extra sheet if necessary)		

APPROVALS

F. DATE OF MISSION OR AID/W OFFICE REVIEW OF EVALUATION: mo ___ day ___ yr ___

G. APPROVALS OF EVALUATION SUMMARY AND ACTION DECISIONS:

	Project/Program Officer	Representative of Borrower/Grantee	Evaluation Officer	Mission or AID/W Office Director
Signature Typed Name	Marie Tun Myint	U Soe Thwin	Terry Barker	Earl J. Young
	Date: <u>12/ /87</u>	Date: <u>12/ /87</u>	Date: <u>12/ /87</u>	Date: <u>12/ /87</u>

<u>Action(s) Required</u>	<u>Name of Officer Responsible for Action</u>	<u>Date Action to be Completed</u>
<u>Pre-departure Program:</u>		
5. Develop a comprehensive pre-departure orientation program employing video and returned Burmese participants. The orientation will include:		
(a) A general orientation to the United States, its people, culture, and customs.		
(b) An administrative orientation, that explains pre-departure processing, travel arrangements, living allowances, personal finances and other important matters essential to each participant.		
(c) A training institution-specific orientation that provides the details of campus life, housing, U.S. instructional methods, grading system, and the highlights of the local community.	Terry Barker	3/1/88
6. Develop and install an effective reporting system that will provide AID/Burma with real time information on student progress, problems, and the effectiveness of the AID/Burma pre-departure orientation programs and participant support by the training institution or training contractor.	Terry Barker	4/1/88
7. Develop, in coordination with the contractor hired to develop the above orientation programs a live, video-taped, and documented (hand-outs) administrative orientation program which explains to participants living and travel arrangements, personal finance, allowances, etc., essential to their training in the U.S.	Training Manager	5/15/88
8. Develop and install a program monitoring and reporting system to enable AID/Burma to track student progress and problems and to communicate these issues to the government on a systematic basis.	Chadwick/Moser	3/15/88
<u>Follow-up</u>		
9. Assure that return participants' names are added to USIS mailing lists for technical materials in their areas of interest.	Marie Tun Myint	12/24/87
<u>Training Selection</u>		
10. Give increased value in training program selection matrices to activities which provide "hands-on" training experiences.	Terry Barker	12/24/87

H. EVALUATION ABSTRACT (do not exceed the space provided)

The evaluation team concluded that

"AID/Burma is doing a good job in its participant training activities both with the Burma Development Training Project and its other project training. The joint SRUB/AID evaluation study supports this view and augers well for continuing SRUB support and interest in expanding participant training under the AID program.

Implementing the several recommendations contained in this memorandum and the main report, including improvements in the planning and placement process, predeparture orientation, complementary enrichment programs, and follow-up, should make future training programs even more productive and successful."

ABSTRACT

I. EVALUATION COSTS

1. Evaluation Team Name	Affiliation	Contract Number OR TDY Person Days	Contract Cost OR TDY Cost (US\$)	Source of Funds
Tom Moser	Pragma Corp.	ANE-0249-C-00-7023-00	Approx \$58,912	PD & S Project
Laurel Elmer	" "	" "		(398-0249)
U Htin Kyaw	Government of Burma, Ministry of Planning and Finance			
U Aung Khin	Government of Burma, Ministry of Agriculture and Forests			
U Thet Lwin	Government of Burma, Ministry of Education			

2. Mission/Office Professional Staff Person-Days (estimate) 30

3. Borrower/Grantee Professional Staff Person-Days (estimate) 60

COSTS

A.I.D. EVALUATION SUMMARY PART II

J. SUMMARY OF EVALUATION FINDINGS, CONCLUSIONS AND RECOMMENDATIONS (Try not to exceed the 3 pages provided)

Address the following items:

- * Purpose of activity(ies) evaluated
- * Purpose of evaluation and Methodology used
- * Findings and conclusions (relate to questions)
- * Principal recommendations
- * Lessons learned

Mission or Office: A.I.D./Burma Date this summary prepared: 12/10/87
 Title and Date of Full Evaluation Report: A Joint Evaluation of AID/Burma's Participant Training Program--August 15, 1987

Purpose: The U.S. Agency for International Development in Burma (AID) and the Burmese Government agreed to undertake a joint review of overseas training under the auspices of AID's Participant Training Program. The purpose of this review was to learn how both parties might make future participant training programs more productive and successful in pursuit of mutual program objectives. The review consisted of an assessment of the effectiveness of AID/Burma's participant training activities to date through an examination of individual participants' experiences, the various phases of participant programming, and the impact of the training in general. Based on this review, suggestions are made for improvements in the design, implementation, and follow-up of AID-sponsored training in Burma.

Burma Context: Approximately 1,000 Burmese are sponsored for overseas academic and technical training each year. Eighty percent of these are funded through bilateral donor arrangements with twenty percent sponsored by U.N. agencies and other multilateral organizations. While not yet a major sponsor of overseas training, AID/Burma's training activities have been increasing in recent years. Since 1979, a total of 202 participants have returned to Burma from AID-sponsored academic and technical training, and another 54 were in training at the time of this evaluation. Planning is now underway for a substantial increase over the next several years.

Description of the Total Participant Population: The majority of Burmese sponsored for training by AID are male and have participated primarily in short-term technical programs in the United States. A smaller number has been sent for training in Thailand, the Philippines, and India. In recent years, the number of female participants and the proportion of academic training has increased. Until recently, the majority of participants has been concentrated in the Ministries of Agriculture and Forests, Energy, and Health.

The average age of participants in the survey sample is 42. While technical programs average three months in length, the average for academic programs is 24 months, largely at the master's level. More than one-third of all returned participants are currently working outside the capital, three are now retired, and two are currently out of the country.

MAJOR FINDINGS

Planning Training: The survey findings do not suggest that one form of training is more valuable than another, largely because the overall sample is too small to draw any meaningful distinction. However, the survey findings and interviews with both returned participants and senior Burmese Government officials indicate strong interest in further AID sponsored technical and academic training, preferably in the United States, but also regionally and in-country. Interest was also expressed by numerous government officials in participating in the annual planning of training with AID on an informal basis.

Preparation for Training: Less than one third of the participants surveyed received a pre-departure briefing from the AID office before leaving Burma, and the majority reported being only moderately prepared for their programs.

Training Implementation: The majority of participants receive an orientation upon arrival in the United States. Most Burmese participants experience few serious social or cultural adjustment problems and appear highly adaptable. Participants seem to be having more problems with English language ability in recent years. Most participants are very satisfied with the assistance provided to them in program, personal, and administrative matters. However, there seems to have been a recent increase in problems with participants' travel arrangements and financial concerns.

Training Quality: The majority of participants report being very satisfied with their overall training experiences. Satisfaction was high with the content of participants' programs and with the training facilities. In addition to the technical aspects of their programs, many participants identified the cross-cultural experience as a valuable by-product. Participants seemed less satisfied with the short length of some programs, the amount of practical training, and the relevance and applicability of training to conditions in Burma. Energy and health participants, in particular, reported less satisfaction with training relevance and applicability. This may be due to an improper match between participants' backgrounds and the training program or institution, or to the fact that some ideas and techniques used in the United States are not entirely transferable to conditions in Burma, particularly in the energy and health fields.

Suggested Program Improvements: The most frequently-mentioned area for improvement in the overall training design was the need for more practical training experiences, including field trips and on-the-job attachments. This suggestion was followed by the need for technical publications and refresher courses to help participants keep current with respective technical expertise, and more social/recreational activities.

Re-Entry and Job Status: All of the participants surveyed returned to their sponsoring Ministry, and most returned to the jobs they held before their training. Participants do not seem to experience any readjustment problems. Although the majority claim that their AID training has had a favorable impact on their career development, there seems to be little notable increase in responsibility over time.

Training Utilization: A majority of participants reports that they are using their training in their jobs, even though some of the ideas and methods learned in training are not entirely applicable to conditions in Burma. Again, health and energy participants report lower levels. A small number of participants claims to encounter some constraints to using their training, of which the lack of resources and equipment is the most often mentioned. There also appears to be a trend of declining use over time, which might possibly be in response to the persistence or increasing number of various constraints.

Transmission and Maintenance of Training: Interest appears high by participants' colleagues and supervisors in the ideas and skills they have brought back from training. Participants report a moderate sharing of their training, mostly on an informal basis, within the work environment. Most of the participants are in occasional personal contact with people met through their training; more than half receive professional publications; and most participants have received a certificate of achievement from the AID office in Burma. Although most participants have

visited the AID office upon return, continuing contact is infrequent. Almost everyone would recommend their training to others.

RECOMMENDATIONS

Planning Training: AID/Burma should continue to offer a mix of technical and academic training primarily in the United States based on an annual training plan, formulated within the AID/Burma office with informal input from the various Burmese ministries. Consideration could also be given to more in-country training to complement and reinforce overseas training.

Pre-Departure Orientation: AID/Burma should provide departing participants with a better pre-departure orientation, especially in the areas of AID rules and regulations governing financial matters, travel arrangements program details, and information on practical living conditions in the country of training. A review of the U.S. educational system is very important to academic participants, especially regarding the flexible course selection process, grading, and expected workload.

English Language Training: AID/Burma might consider providing some English language training with an emphasis on "American English" to supplement the language instruction offered at the Institute of Foreign Languages in Rangoon.

Program and Candidate Selection: AID/Burma should provide the Government of Burma with enough details of the training program to help them identify appropriate and relevant training programs, as well as select qualified candidates. Particular attention should be paid to prerequisite courses for degree programs in determining the appropriate training duration.

Practical Training: Consideration should be given to include a practical application component (e.g., field trips, on-the-job attachment, internship, etc.) in participants' programs when not a part of the core program.

Complementary Programs: Planners should also allow enough time in programs for leisure activities and complementary programs where appropriate (e.g., Mid-Winter seminars, homestays). In particular, AID/Burma might consider incorporating a re-entry workshop in participants' programs to complement their training. The purpose is to provide participants with the necessary skills for adapting their training to their home country conditions, and for better communicating their training with colleagues back home.

Follow-up Activities: As an essential first step for organizing follow-up activities, ~~AID/Burma should computerize its records to facilitate periodic follow-up~~ or returned participants. The Training Office should also adopt a system for periodically evaluating the Mission's overall participant training activities.

Follow-up: AID/Burma should improve its follow-up activities for the purpose of encouraging and assisting returned participants in fully utilizing their training and, if possible, transmitting that training to others. This could be done in the form of in-country workshops organized around technical subjects, perhaps with the participation of a participant's former faculty advisor or training coordinator.

Other follow-up activities to consider include keeping returned participants' professional publications subscriptions up-to-date; sponsoring an alumni association if appropriate; or sponsoring a newsletter or library. At a minimum, the AID office should provide a list of returned participants to USIS for their mailing list.

SUMMARY (continued)

K. ATTACHMENTS (List attachments submitted with this Evaluation Summary; always attach copy of full evaluation report, even if one was submitted earlier)

Following distribution of the document in Burma, A.I.D./Burma has only one remaining (file) copy of A Joint Evaluation of A.I.D./Burma's Participant Training Program--August 1987. Anyone interested in reviewing the document should obtain a copy from ANE/TR/HR or from the Pragma Corporation (Tom Moser or Maggie Chadwick).

ATTACHMENTS

L. COMMENTS BY MISSION, AID/W OFFICE AND BORROWER/GRANTEE

Since the time of this evaluation, A.I.D./Burma has engaged the services of a professional trainer to develop with us an A.I.D./Burma Training Management Plan which outlines numerous steps we will take in the selection of courses to be offered and in orientation, training and follow-up of our Burmese participants. After the consultant's departure, the AID Representative and various other officers in the Embassy have become intensively involved in the improvement of the Training Management Plan.

A.I.D./Burma has requested Project Development and Support Funds to finance the services of specialists (one, a resident spouse who is also contracted to prepare cross-cultural orientation and language materials for the Foreign Service Institute) to develop, test, and install video-taped, documentary, and person-to-person pre-departure orientation programs for our participants. We are also collaborating with U.S.I.S. in this effort.

We believe that our Training Management Plan and the materials we are gathering and producing for its implementation will do much to improve our performance in this area which is so important to our development efforts in Burma. We hope, at some point, to share the Plan and some of its materials with other Missions.

MISSION COMMENTS ON FULL REPORT

B

Draft #

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!ISN 54202

!DOCID PD-AAX-141

Summarizes unattached evaluation of A.I.D.'s participant training program in Burma. Evaluation covered the period 1979-8/87 and was based on a sample survey of returned participants and interviews with senior Burmese officials.

The majority of participants have been males from the Ministries of Agriculture and Forests, Energy, and Health, although there is increasing diversity on both scores. The training has been primarily short-term and technical in nature and provided mostly in the United States, with some in Asian countries.

Major evaluation findings were as follows. (1) Interest in further A.I.D.-sponsored training, preferably in the United States, is strong. Numerous Burmese officials would like to participate informally in A.I.D.'s annual planning of the training. (2) Fewer than a third of the participants surveyed received a pre-departure briefing from the A.I.D. office in Burma, and the majority said they were only moderately prepared for the program. (3) The majority received orientation upon their arrival in the United States. Few experienced serious social or cultural adjustment problems, and most were very satisfied with the help provided in program, personal, and administrative matters. On the negative side, English-language difficulties are growing, as are problems with travel arrangements and financial concerns.

(4) Satisfaction with the training content and the training

facilities is high. There is less satisfaction with the short duration of some programs and - especially in the energy and health fields - with the applicability of the training to Burmese conditions. (5) The need for more practical training experiences, including field trips and on-the-job experiences, was the most frequently noted area for program improvement, followed by need for technical publications and refresher courses. (6) All those surveyed returned to their sponsoring Ministry, and most to the their previous jobs. There is little evidence of increased responsibility. (7) A majority of participants use their training on the job, though a small number claim constraints - most often, the lack of equipment or resources - on doing this. There seems to be a trend of declining use over time. (8) Participants' colleagues and supervisors evince a strong interest in the ideas and skills brought back from training. Participants have shared their training to a moderate degree, and over half receive professional publications. While contact with the local A.I.D. office is infrequent, almost all would recommend their training to others.

Included are recommendations for the above-noted areas and for A.I.D. follow-up activities; a list of action decisions; and a note on actions taken by the Mission after the evaluation.

!DESCR /Education for development/ /Participants/ /Technical training/ /Government departments/ /Burma/ - /Participant preparation/ /Participant program administration/ /Participant follow ups/ /Masters degrees/

!IDENT /Impact eval/