

**FINAL REPORT
TANZANIA/GLOBAL TRAINING FOR DEVELOPMENT (GTD)
MAY 21, 1997 – OCTOBER 30, 2000**

Submitted to:

U.S. Agency for International Development

Under:

Contract No. FAO-I-00-96-00021-00

Task Order #803



Prepared by:

Development Associates Training Office Staff



Submitted by:

**Development Associates, Inc.
1730 North Lynn Street
Arlington, VA 22209-2023**

November 2000

TANZANIA GTD TRAINING PROJECT

May 21, 1997 - October 30, 2000

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**Submitted to:
The U.S. Agency for International Development
Dar-es-Salaam, Tanzania**

**By:
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Arlington, Virginia
U.S.A.**

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Preface

On May 21, 1997, the U.S. Agency for International Development initiated the Tanzania Global Training for Development (GTD) project.

The original term of the contract between USAID and Development Associates was through May 20, 1998. Through a series of modifications, it was ultimately extended through October 30, 2000. In the course of three years and five months, 311 participants were placed in 184 different training programs under the contract.

This report begins with an overview of Tanzania GTD human capacity development activities and Strategic Objectives. It then describes program administration, focusing on the roles of Development Associates project staff in both the administration of training and technical assistance. A section on financial management and cost containment measures follows. Anecdotes about especially unusual or interesting participant cases are presented in the section on highlights. A reflection on “lessons learned” rounds out the report.

TANZANIA GTD TRAINING PROJECT

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TABLE OF CONTENTS

	Page
I. Overview.....	1
<i>Training Activities</i>	
<i>Strategic Objectives</i>	
II. Project Administration.....	3
<i>Training Services</i>	
Program Research & Selection	
Logistics Management	
Orientation	
Monitoring & Evaluation	
<i>Technical Assistance</i>	
III. Financial Management.....	5
<i>Cost Containment Measures</i>	
<i>Administrative vs. Participant Costs</i>	
<i>Short-Term vs. EI Participant Costs</i>	
<i>Taxes</i>	
IV Highlights	7
V. Lessons Learned	9
<i>Strategic Planning</i>	
<i>Mission Staff Division of Responsibilities</i>	
<i>Types of Training</i>	
<i>Training Location</i>	
<i>Follow-on</i>	

Attachments

- Attachment 1: Tanzania GTD Short-Term Program List*
- Attachment 2: Tanzania GTD Entrepreneurs International Program List*
- Attachment 3: Training Transfer Techniques*

I. Overview

Training Activities

Under the terms of the delivery order, all training activities, with the exception of pre-departure orientation and follow-on, were conducted in the U.S. Training followed two different formats: 1) pre-designed and tailored technical training programs and 2) specialized internship experiences known as Entrepreneurs International (EI). Program lists are included as Attachments 1 & 2.

Although training ranged from less than one week for some conferences to nine months for one participant completing a Master's degree begun prior to the contract, the majority of programs lasted from three to eight weeks. Whether off-the-shelf or specially tailored, programs were highly individualized, with 131 programs (of 184 total programs) arranged for only one participant.

220 participants were placed in 107 short-term technical training programs. More than half of these programs were for individual participants, and some 60 participants received tailored training or training with a tailored add-on component.

The remaining 91 participated in customized three to five-week EI programs designed to develop business skills and provide linkages for small Tanzanian entrepreneurs. EI programs combined individual internships, job shadowing, and professional appointments with small and medium-sized U.S. businesses similar to those of the participants. Because the needs of each EI participant proved to be so unique – in business fields that were sometimes quite esoteric – almost all EI participants were placed in individual programs.

Strategic Objectives

USAID/Tanzania's contract with Development Associates states:

Until 1995, the Mission's major training projects ... focused on training the "best and the brightest" Tanzanians who were selected competitively through annual advertisements in the local newspapers. The Mission will now practice strategic training and limit its training activities to those that are intended to contribute to the accomplishment of USAID/Tanzania strategic objectives. In addition, Mission training activities will be planned and implemented to effect desired performance changes at the trainee worksite, and in the partner organization (or target group). As a result, participants and trainees will be selected based on the identification of performance "gaps" in these organizations.

So began USAID/Tanzania's shift from traditional training to human capacity development under re-engineered USAID. Tanzania GTD training activities targeted the following Mission Strategic Objectives (SO), or CLINs (NOTE: In 1999, a significant number of participants who otherwise would have been funded through these SOs received training through remaining HRDA funds):

S.O. 1: Increased Use of Family Planning/Maternal and Child Health and HIV/AIDS Prevention Measures

S.O. 2: *Improved Conservation of Coastal Resources and Wildlife in Targeted Areas*

S.O. 3: *Civil Society and Government are More Effective Partners in Governance*

S.O. 4: *Increased Micro and Small Enterprise Participation in the Economy*

Training under SO1 emphasized enhancement of management, leadership, and advocacy skills for an audience consisting predominantly of women – both medical personnel and administrators – from public health NGOs. The ultimate goal of these training programs, which also reflected the focus of the Health Team, was to develop the institutional capacity of these NGOs. Towards this end, training programs utilized participatory methodologies, incorporated field visits to allow participants to network with U.S. NGOs, and encouraged the development of Action/KSA Application Plans to enable participants to apply what they had learned in their work settings.

SO2 programs consisted primarily of tailored courses for groups of professionals working in government environmental agencies, principally TANAPA, NEMC, and the Ministry of Natural Resources and Tourism. Programs in environmental and wildlife management were structured to accommodate the different backgrounds of participant groups, which combined educators and generalists with scientists and technicians. These programs focused on improving management skills and providing outreach and education strategies widely regarded as lacking in current community-based conservation programs in Tanzania. An encouraging aspect of this training was the degree to which participants from different agencies came together, through participatory activities and the development of inter-agency Action Plans, to combat mutual challenges.

SO3 was structured as a cross-cutting mechanism within the Mission, with its funds used primarily to support the training activities of the other SOs. Participants trained under SO3 formed an eclectic mix which included TRA employees, government financial managers, a judge, lawyers, and a Member of Parliament. Training topics included tax administration, government anti-corruption strategies, legislative drafting, and human rights and humanitarian law. For the Member of Parliament, Development Associates organized and provided an escort from the project for a series of professional appointments in and around Capitol Hill in Washington, D.C.

SO4 received the highest priority for U.S. training. All 91 EI participants and more than one-quarter of short-term participants were sent under this SO. Technical programs were largely focused on current USAID/Tanzania priorities in the private sector, namely hastening decentralization of federal government services and promoting public-private partnerships. EI programs provided small entrepreneurs, primarily women, the opportunity to gain practical business management and financial skills and form potentially useful business networks. A number of EI participants displayed an impressive degree of initiative and ingenuity during their EI programs and received unparalleled support from the communities where they were placed, with some promising results (see *Highlights* section).

II. Project Administration

Training Services

A core staff of Development Associates Training Unit personnel in Arlington, Virginia carried out the implementation and management functions of the Tanzania GTD contract. This staff consisted of a Delivery Order Manager, a Financial Manager, two Placement Specialists, and a Clerical Assistant. Together, these personnel fulfilled the participant placement and support roles – including research and identification of appropriate training opportunities, logistics, orientation, monitoring, and evaluation – as well as the financial and program reporting requirements, according to ADS 253 specifications. The placement and support functions are discussed in greater detail below.

Because of the heavy concentration of placement activity in short periods of time, the core staff was occasionally supplemented by additional in-house placement specialists and clerical assistants. This ad hoc assistance allowed placement activity to proceed smoothly and without interruption during crucial periods, as illustrated by one two-month period in 1999 during which one-quarter of all the project's participants were placed. At the same time, this temporary arrangement allowed for more prudent management of overall labor costs throughout the life of the project.

Program Research & Selection

About half of all participant placements, including all of the EIs, were tailored programs or programs with a customized component. In addition, for a number of other participants, the Mission requested that Development Associates recommend appropriate and cost-effective off-the-shelf courses. In these instances, we were able to avail ourselves of our extensive database of training institutions with whom Development Associates has worked over the years, complemented by Internet searches and other forms of research. For a number of tailored programs, we conducted a competitive procurement process; for others the selection process was more informal. In any case, the selection process always included the following evaluation criteria: sound technical design responsive to Mission objectives; integration of practical activities including Action Plan development; institutional capability including ability to provide participant support services; and cost effective budget. Development Associates entered into training agreements with the selected training providers via subcontracts, purchase orders, or other forms of written agreement. In the case of EI programs, a preliminary program outline was sent to the Mission for concurrence before Development Associates entered into a final agreement for the programming agency's services. For technical programs, the training provider's scope of work was incorporated into the Training Implementation Plan (TIP) which was provided to the Mission.

Logistics Management

The Development Associates Training Unit handled lodging arrangements, allowance disbursements, payment of tuition/program fees, HAC (Health & Accident Coverage) insurance enrollment, and tax paperwork for all participants in accordance with USAID ADS 253 regulations. For participants in pre-packaged programs, program officers secured course enrollments. When necessary, for

participants in tailored programs, Development Associates also arranged local transportation. Beginning with a placement request from USAID/Tanzania, Development Associates maintained frequent communication with the Mission training officer regarding international flight itineraries and any additional information needed to effect the placement. Troubleshooting during participants' programs frequently involved extending health insurance coverage, changing lodging accommodations, or assisting with changes to international airline tickets in cases where participants received Mission-approved extensions.

Orientation

Development Associates provided orientation services to all participants which supplemented the on-site orientations participants received from their U.S. training institutions. This initial orientation began with a detailed "Welcome Letter" which Development Associates sent to the Mission for each participant's perusal in conjunction with pre-departure activities. The letter included arrival information (lodging, transportation from the airport, etc.), important contact numbers including the Development Associates toll-free number, explanations of allowance and health insurance, information on local climate and dress, and recommended pre-departure preparations. Upon arrival in the U.S., participants received a package of materials which typically included another letter of introduction from their program officer, a per diem check, health insurance claim forms and information, tax forms, and evaluation forms. Shortly after participants' arrival, program officers initiated telephone contact to review these materials and to reinforce their availability for assistance throughout the program in case of questions or concerns. Development Associates has found through the years that this practice helps to create a rapport between the participant and the program officer, setting the stage for effective monitoring and evaluation throughout the program. Participants whose programs were based in the Washington, D.C. area – about one-third of the total placed – received an additional benefit: an orientation conducted by a program officer who traveled to their lodging or training institution, often on the employee's own time.

Monitoring & Evaluation

The purpose of monitoring was twofold: 1) to provide troubleshooting on problems threatening to impede participants' ability to successfully complete their programs, and 2) to ensure that programs were on track towards meeting goals as expressed in the TIP. Towards this end, Development Associates communicated with participants periodically by telephone and, on occasion, visited them on-site. For tailored programs, in particular, program officers also maintained frequent communication with trainers and program organizers.

Anecdotal information provided by participants during monitoring calls or on-site visits also served as an informal evaluation mechanism, complementing our formal evaluation tools. The latter included a questionnaire consisting of an objective section, which asked participants to rank various administrative and programmatic aspects of their training, as well as an essay section, which focused on the perceived applicability of what they learned to their work settings. The importance of completing these forms at the conclusion of training was reinforced during monitoring contact with participants, resulting in an unusually high response rate – as high as 88% for the final quarter. The

results of these evaluations, which were overwhelmingly positive, were compiled and shared with the Mission in quarterly reports.

Technical Assistance

During a two-week period in February 2000, a two-person team from Development Associates traveled to Tanzania to carry out an intensive needs assessment involving interviews with local NGO stakeholders and training partners as well as Mission training staff and SO teams. From these findings, a strategic training plan was developed for USAID/Tanzania. The purpose of this plan was twofold: 1) to propose specific training activities for each SO for the duration of Development Associates' delivery order; and 2) to propose recommendations for long-range training interventions which would assist the Mission's planning beyond the delivery order.

In addition, during this visit, the Development Associates team and Mission staff worked together to revise current project policies and parameters and to refine operational procedures for mutual benefit. The team also provided guidance and materials for the Mission's use in participant pre-departure orientations.

III. Financial Management

Cost Containment Measures

Throughout our partnerships with various USAID Missions over the years in the implementation of training programs, Development Associates has consistently sought to provide the highest quality training at the lowest possible price, enabling Missions to maximize their training efforts. The Tanzania GTD project was carried out consistently under budget (see *Final Training Cost Analysis*, page 6), as evidenced by a number of no-cost extensions throughout the contract. Among the measures that enabled us to achieve this cost savings: 1) careful attention to negotiating the most reasonable program costs possible in subcontracts with training providers for tailored programs; 2) the judicious use of staffing including a skilled Financial Manager who provided services to several USAID projects and was only charged part-time to Tanzania GTD; and 3) back-up support from regular Development Associates Training Office staff who contributed to the project during periods of heavy placement activity and, because they were already knowledgeable of USAID policies and procedures, required little training or orientation.

Administrative vs. Participant Costs

For Tanzania GTD, the ratio of administrative to participant costs was 29% to 71%. This breakdown compares favorably with that of previous similar participant training projects – i.e., projects in which 1) most training is conducted for individuals, allowing for no economies of scale; and 2) most training programs are off-the-shelf, thus prohibiting the kinds of costs savings routinely negotiated as part of the competitive bidding process for tailored group training. Despite these challenges, Development Associates employed a number of techniques that kept administrative costs down, as previously noted.

Short-Term vs. EI Participant Costs

Average costs per participant month were \$8,432 for short-term participants as compared to \$6,125 for EI participants. (During the last year of the project, EI programs were reduced to three weeks and ranged from a high of \$6,654 per participant to a low of less than \$4,000 per participant for several EI programs). The significant difference of \$2,307 per participant month can be accounted for by two major factors. The use of the largely volunteer-based Councils for International Visitors for EI programs – not an option for structured training – resulted in a significant savings because the fees paid to the CIVs were nominal, and CIV members were often able to negotiate substantial reductions in lodging due to their community connections. In addition, EI placements tended to be in smaller cities, such as Des Moines, Iowa, and Charlotte, North Carolina, where the cost of living and therefore participant allowance rates and lodging costs were lower. By contrast, most short-term technical training courses were offered in more expensive regions of the country. In fact, close to half of all short-term participants received training in notoriously costly Washington, D.C.

Taxes

For each participant, a 1042S form (Foreign Person's U.S. Source Income Subject to Withholding) was prepared and forwarded to the IRS by the project's Financial Manager and support staff. These forms were prepared based on tax paperwork completed by participants with Development Associates' assistance and collected by program officers. Since the duration of all of the Tanzanian participants' programs was for less than one year, the minimum amount of time required for a tax assessment, no funds were owed to the IRS. An estimated minimum of 12 staff days were needed to prepare the tax packages.

IV. Highlights

The success or impact of training is often difficult to quantify. Anecdotal information can illustrate the effect of training in a way that statistics alone cannot convey. We include the following stories and feedback from former Tanzania GTD participants to give a flavor of how their training experiences have impacted their lives and work.

- ☆ **Dr. Margaret Nyambo** (*EI Hospital Management, International Visitors Committee of Mid Michigan, November 1997 - February 1998*) could never have imagined the strange turn of events that would transform what started out as a typical EI program into a life-saving event! Midway through her program, Dr. Nyambo participated as a volunteer in a demonstration mammogram conducted by the local hospital where she was interning. To everyone's horror, suspicious areas were spotted on the x-ray, and Dr. Nyambo was subsequently diagnosed with breast cancer. She immediately underwent surgery followed by radiation therapy. USAID/Tanzania and Development Associates determined that it would be in her best interest to continue treatment in the U.S., as treatment options in Tanzania were deemed inadequate. Development Associates worked with the CIV to extend her program. During her treatment, Dr. Nyambo participated in ongoing training activities as her condition permitted. Development Associates donated staff time to resolve the numerous

administrative issues arising from the case. The CIV, the hospital, and the community at large all rallied to assist Dr. Nyambo, providing unwavering moral and material support. The hospital radiation department even donated a mammography machine, the first of its kind to be used in Tanzania, for Dr. Nyambo's hospital in Dar-es-Salaam. Contributions from the community will help her to operate and maintain the machine. Dr. Nyambo returned to Tanzania with increased technical skills, a helpful network of medical personnel, and invaluable medical equipment. More importantly, perhaps, she returned secure in the knowledge that in at least one hospital in Tanzania, female patients will get the medical attention they need from a doctor who can not only sympathize, but empathize, with their plights.

- ☆ **Elizabeth Chuwa and Imelda Ishuza** (*EI Food Processing, International Resource Center of Jacksonville, October - November 1997*) are a prime example of what a difference exposure to new ideas can make. The two women are principals in a foodstuffs production venture started by a small group of women in the community. One of their business goals was to improve the quality of their banana wine, which tasted fine, but appeared cloudy in the bottle. They felt that this unattractive appearance negatively affected sales. They were surprised, and delighted, to find on one of their programmed field visits that the problem was simply that they were using the wrong kind of yeast. They thought yeast was yeast and were using the same kind they used to make bread. During a visit to a small store which sells equipment and materials for homebrewing, they enthusiastically bought the 'right kind' and returned to Tanzania ready to try out this innovation. This small change in their production process promises to have a large impact on their bottom line!

- ☆ Work on Action Plans by six enthusiastic women entrepreneurs, **Luice Orauya, Eunice Bangili, Lois Kiobya, Zuhura Nangale, Alice Masimba, and Daisy Mboneko** (*EI programs in Manufacturing, Hotel Management, Health Supplies, Food Processing, Desktop Publishing & Computer Training, Heartland International, June - July 1998*) led to the founding of TAWE (Tanzanian Association of Women Entrepreneurs). TAWE's ambitious mandate is to create a strong network of women business owners, strengthen women's business acumen through skills training and information on business trends, provide financial and legal advice for members, promote members' businesses, and influence policy. Thanks to the initiative of two of these participants and the help of Heartland International, TAWE now boasts almost 90 members in Mwanza alone; other chapters are being established in Shinyanga, Bukoba, and Dar-es-Salaam. With grants from the State Department and the McKnight Foundation, Heartland International recently travelled to Bukoba to give a 2 ½ week workshop for TAWE members aimed at strengthening TAWE's institutional capacity. Workshop attendees, which included other former EI participants, developed an organizational plan focused on increasing membership and augmenting services, learned strategies for gaining access to credit, and participated in a training-of-trainers segment. As part of the second phase of Heartland's technical assistance, a contingent of TAWE members recently traveled to Chicago for additional training.

- ☆ **Sebalda Leshabari's** (*MPH/International Health, Boston University School of Public Health, September 1998 - May 1999*) academic advisor predicted that she would play a role

in influencing health care policy at a national level in Tanzania, and it seems Ms. Leshabari is well on her way towards fulfilling that potential! Upon her return, she was immediately promoted within the Muhimbili University College of Health Sciences in Dar-es-Salaam, where she has been a researcher and nurse instructor for a number of years. Shortly after her return, she wrote a successful proposal for a grant from Plan International to conduct a study on developing effective interventions for the care of orphans. Ms. Leshabari recently reported her findings to Plan International who was duly impressed, agreeing to fund the implementation phase based on the study.

☆ **David Mallole** (*EI Private School Management, Heartland International, October - November 1999*) founded a private secondary school in Dodoma in 1992 with modest funds but big dreams. By 1999 the school had grown from 12 students and two teachers in borrowed classrooms in a primary school to 850 students and 25 teachers in a new nine-classroom facility built with Mr. Mallole's life savings. Despite the rapid growth, certain challenges, computerization in particular, proved elusive. Thanks to the relationship which Mr. Mallole developed with a private school in the U.S., one of his internship sites, that is about to change! The students of The Francis W. Parker School of Chicago have formed Parker Global Connections to help bring technology into the City Secondary School of Dodoma. During the winter of 2000, a campaign was launched to raise \$7,500 which, if successful, would be matched by an anonymous donor in the community. In a letter to Parker parents and students, a school official explained how this endeavor was 'more than simple gift-giving', announcing Parker's plans to maintain a dialogue with City Secondary School students and faculty once it is connected to the Web. "This digital sisterhood between our schools will help Parker participate in the global village," he wrote, "and will offer special learning possibilities for Parker students studying Africa and global issues." In April 2000, with the fund-raising campaign a success, this same school official travelled to Tanzania to spend a week at the City Secondary School. In his acknowledgment to donors from the Parker community, he reported:

The school plant is simple but new and attractive - still growing - and the morale of both faculty and students is very high. Also, the school is quickly gaining a reputation for excellence in the city of Dodoma. Everyone at the school is excited about the possibility of an ongoing friendship between the City Secondary School and Parker. This is a relationship that is rich with possibilities, including student and teacher exchanges in the future. In addition to visiting the school, I spent time with the directors of two firms in Dar es Salaam who are preparing bids to install computer labs and give faculty an initial training program. I was very heartened by the trip and have begun to talk with ... a number of Parker teachers about the next step.

☆ Although **Opportuna Kweka** (*Summer Institute on Human Rights & Humanitarian Law, American University Washington College of Law, May - June 2000*) returned from her training program just a short time ago, she has already implemented many new ideas in her workplace. Ms. Kweka is an administrator and lecturer at the Centre for the Study of Forced Migration/University of Dar-es-Salaam and the East African School on Refugee and

Humanitarian Affairs. One of her mandates was to gather ideas from her training to incorporate in the Centre's ongoing curriculum. Among her post-training accomplishments, Ms. Kweka recently reported her involvement in a review of the Government of Tanzania's policy on refugees which was launched in mid-December. She has also given a presentation on behalf of the Centre in a workshop in Kenya on forced migration and has installed a website for the Centre. But Ms. Kweka seemed most proud of all of her assignment to coordinate a course on forced migration for her school's 2001 summer session, to be modeled largely after her U.S. training program. She asserted that her American University network, with whom she maintains frequent contact, has been indispensable in all her endeavors.

V. Lessons Learned

Development Associates has formed a number of conclusions about what has worked in training and what could be improved. Some of these "lessons learned", reinforced through the years, mirror today's thinking about "best practices" in training. Others are more specific recommendations pertinent to the current needs and realities of USAID/Tanzania in the new era of re-engineered USAID.

This section is derived from a host of recommendations first presented in the *Strategic Training Plan* submitted to the Mission in March 2000. That report, the result of interviews with Mission staff and training partners, followed a two-week visit to Tanzania by two Development Associates personnel.

Strategic Planning

- ❑ A comprehensive Annual Training Plan serves as the blueprint for Mission activities and, as such, needs to be updated regularly. It must be based on an assessment of sectoral needs and an analysis of performance gaps and should cover the entire training process from recruitment to training, monitoring, and follow-on/evaluation of impact.
- ❑ A well-conceived and integrated long-range plan helps to ensure that funds are appropriately spent on activities specifically linked to Strategic Objectives and Intermediate Results vs. opportunistic training for individuals who might benefit personally but have little to contribute to the Mission's development priorities. Participants who are selected according to these priorities are more likely to contribute to the creation of a critical mass of individuals prepared to assist in a development sector long after their training is completed.
- ❑ Strategic planning also allows both Mission and contractor staff to work more efficiently and effectively. Providing a detailed plan to the contractor allows the contractor, in turn, to plan ahead and offer better service to the Mission.

Mission Staff Division of Responsibilities

- ❑ The Training Officer should be utilized in a coordinating and consultative role on training activities and procedures, with SO Team members, who know most about their sector needs

and priorities, assuming responsibility for the nomination and selection of candidates.

Types of Training

- ❑ No one single type of training can address all performance gaps for which training has been identified as the solution. Various types of training, including internships, on-the-job shadowing, observational study tours, conferences, customized group programs, and off-the-shelf training, should be considered according to the audience in question, participants' needs, and desired outcomes.
- ❑ Historically, USAID/Tanzania has expressed a preference for packaged programs. These programs, along with conferences, have proved useful for participants with a need for highly specialized or technical but generic information which is readily available. Examples of these include business management and microfinance courses.
- ❑ Packaged courses which draw international participants from various sponsors offer the added benefit of allowing participants to network and share ideas and experiences with counterparts from other countries.
- ❑ Tailored programs may offer an advantage over off-the-shelf programs when there is a large enough group with like needs and experience because the training design can be focused directly on desired outcomes. With larger groups, these programs are actually more cost-effective since the per participant cost diminishes as the numbers increase. This format proved effective for groups of Tanzanian environmentalists from different governmental institutions who trained together. Not only did they benefit from special field visits and individualized training tracks arranged for them, but they joined together under training staff guidance to work on inter-agency Action Plans to combat mutual challenges.

Training Location

- ❑ The venue as well as the type of training should be determined by the desired outcome. In-country, third country/regional, and U.S.-based training programs all offer distinct advantages as well as drawbacks.
- ❑ In-country and regional programs are a good choice for basic skill-building in subject areas for which local trainers are available. The lower overall cost of in-country training activities allows Missions to reach far greater numbers of people, thus creating a critical mass.
- ❑ When results are sought beyond specific course content, such as an attitude change, business linkages, or exposure to new and successful ideas, systems, or technologies, the higher cost of a U.S. program is often justified. In this vein, entrepreneurs, environmentalists, medical personnel, elected officials, and individuals from the public and private sectors of Tanzania all benefitted from their observations, interactions, and first-hand experiences in an unfamiliar environment. (A few such examples are chronicled in the *Highlights* section). Follow-on, as described below, is needed to capitalize upon these experiences.

Follow-on

- ❑ Follow-on is a training transfer technique that must be an integral component of any training program to insure impact and sustainability. To be most effective, follow-on strategies should be built into the program from pre-departure through the actual training and completion of training. Such strategies need not be complicated or costly. Attachment 4, *Training Transfer Techniques* (from Development Associates' *Strategic Training Plan*), illustrates a series of such activities.

- ❑ Keeping informed of participants' post-training activities is a worthwhile endeavor with the potential for numerous benefits. It allows the Mission to publicize participant success stories, providing reinforcement to participants as well as a useful assessment tool for the Mission's long-range planning. In addition, it gives the Mission the opportunity to "piggyback" on ongoing in-country efforts initiated by returned participants. An example is the membership NGO, TAWE (Tanzanian Association of Women Entrepreneurs), which was formed by a group of EI participants (see profile under *Highlights*). With a formal organization of dedicated members in different regions of the country, TAWE provides a potential infrastructure for such USAID activities as reunions and workshops, and could serve as a useful model for other USAID private sector initiatives.

ATTACHMENTS

Attachment 1 Tanzania GTD Short-Term Program List

Attachment 2 Tanzania GTD Entrepreneurs International Program List

Attachment 3 Training Transfer Techniques

ATTACHMENT 1
TANZANIA GTD SHORT-TERM PROGRAM LIST

1. *Investment Appraisal & Management* (1 participant), Harvard Institute for International Development, Cambridge, Massachusetts, June 23 - August 15, 1997
2. *Insurance Trade Association Management* (1 participant), Independent Insurance Agents of America, Alexandria, Virginia, June 23 - August 12, 1997
3. *Strategic Human Resource Management, plus attachments* (1 participant), Institute of Public Service International, West Hartford, Connecticut, June 30 - August 8, 1997
4. *Performance Standards, Regulation & Supervision for MFIs* (1 participant), The Economics Institute, Boulder, Colorado, August 4 - 15, 1997
5. *Bank Auditing* (2 participants), Center for Financial Engineering, Washington, D.C., July 27- August 9, 1997
6. *Bank Management* (2 participants), Federal Reserve Board, Washington, D.C., August 18 - 29, 1997
7. *Modern Techniques for Solving Commercial Disputes, plus attachment* (2 participants), Institute for Public-Private Partnerships, Washington, D.C., September 1 - 26, 1997
8. *International Loan Negotiation* (1 participant), International Law Institute, Washington, D.C., September 2 - 26, 1997
9. *Flight Instructor Certification* (1 participant), Cessna Pilot Center, Olathe, Kansas, September 15, 1997 - March 2, 1998
10. *Implementing AIDS Programs* (2 participants), International Health Programs, Santa Cruz, California, September 15 - October 10, 1997
11. *Conference for the International Society for New Institutional Economics* (4 participants), Washington University, St. Louis, Missouri, September 19 - 26, 1997
12. *Credit Risk Management* (5 participants), Citibank, New York, New York, September 29 - November 7, 1997
13. *Performance Auditing* (1 participant), Institute of Public Service International, West Hartford, Connecticut, October 18 - December 12, 1997
14. *Bank Holding Company Inspections/Specialized Lending* (1 participant), Federal Reserve Board, Washington, D.C., December 8 - 19, 1997

15. *Human Resource Management* (2 participants), Institute of Public Service International, West Hartford, Connecticut, January 5 - February 27, 1998
16. *Computers in Management* (1 participant), Institute of Public Service International, West Hartford, Connecticut, January 5 - February 27, 1998
17. *Management Methods for International Health* (1 participant), Boston University School of Public Health, Boston, Massachusetts, February 6 - May 1, 1998
18. *Implementing Infrastructure Projects* (1 participant), Institute for Public-Private Partnerships, Washington, D.C., February 23 - April 3, 1998
19. *NGO & Association Management Study Tour* (6 participants), Delphi International, Washington, D.C. and multiple sites, March 9 - 20, 1998
20. *Entrepreneurship & Management of Small Businesses* (1 participant), Washington International Management Institute, Washington, D.C., April 6 - 17, 1998
21. *International Institute for Securities Market Development, plus attachment* (2 participants), U.S. Securities & Exchange Commission, Washington, D.C., April 20 - May 8, 1998
22. *Financial Management* (2 participants), USDA Graduate School, Washington, D.C., April 20 - May 8, 1998
23. *Research & Evaluation for Program Development* (2 participants), Center for International Community Health Studies, Farmington, Connecticut, May 6 - June 17, 1998
24. *Community-Based Natural Resource Management* (1 participant), World Bank, Washington, D.C., May 10 - 14, 1998
25. *Women in Management* (1 participant), Centre for Development and Population Activities, Washington, D.C., May 18 - June 19, 1998
26. *Reproductive Health Care* (1 participant), Margaret Sanger Centre International, New York, New York, May 18 - June 19, 1998
27. *International Breastfeeding & Reproductive Health* (3 participants), Lactation Education Resources, Bethesda, Maryland, May 22 - June 12, 1998
28. *Health Care in Developing Countries* (1 participant), Boston University School of Public Health, Boston, Massachusetts, June 1 - August 26, 1998
29. *Microfinance* (1 participant), The Economics Institute, Boulder, Colorado, June 1 - July 10, 1998

30. *International Legislative Drafting Institute* (3 participants), The Public Law Center, New Orleans, Louisiana, June 15 - 26, 1998
31. *Pension Reform* (1 participant), Harvard Institute for International Development, Cambridge, Massachusetts, July 6 - 17, 1998
32. *Agricultural Development* (2 participants), Mississippi Consortium for International Development, Jackson, Mississippi, July 9 - August 12, 1998
33. *Conference for the International Society for New Institutional Economics* (2 participants), Washington University, St. Louis, Missouri, August 3 - 14, 1998
34. *Institution Building* (1 participant), Centre for Development and Population Activities, Washington, D.C., August 24 - September 25, 1998
35. *City Revitalization* (2 participants), Institute for Public-Private Partnerships, Washington, D.C., August 31 - September 25, 1998
36. *Environmental Education Conference* (1 participant), North American Association for Environmental Education, Atlanta, Georgia, September 1 - 17, 1998
37. *MPH/International Health* (1 participant), Boston University School of Public Health, Boston, Massachusetts, September 2, 1998 - May 28, 1999
38. *International Borrowing Debt Management* (1 participant), International Law Institute, Washington, D.C., September 8 - October 2, 1998
39. *Epidemiology* (2 participants), Emory University Rollins School of Public Health, Atlanta, Georgia, October 5 - 30, 1998
40. *U.S. Capital Markets* (1 participant), New York Institute of Finance, New York, New York, October 5 - 30, 1998
41. *Portfolio Management* (1 participant), New York Institute of Finance, New York, New York, October 12 - 23, 1998
42. *Human Resource Management* (4 participants), Institute of Public Service International, West Hartford, Connecticut, October 19 - December 12, 1998
43. *Africa Day Forum* (1 participant), World Bank Group/IMF Africa Club, Washington, D.C., October 22 - 25, 1998

44. *Internship with Fiscal Affairs Department* (1 participant), International Monetary Fund, Washington, D.C., November 2 - 13, 1998
45. *International Conference on Rural Telecommunications* (1 participant), National Telephone Cooperative Association, Washington, D.C., November 30 - December 2, 1998
46. *Policy & Institutional Reform for Sustainable Rural Development* (1 participant), EDI/World Bank, Washington, D.C., December 7 - 11, 1998
47. *Public Financial Management* (1 participant), Institute of Public Service International, West Hartford, Connecticut, January 4 - February 26, 1999
48. *Human Resource Management* (1 participant), Institute of Public Service International, West Hartford, Connecticut, January 4 - February 26, 1999
49. *Tax Administration* (1 participant), Institute for Tax Administration, Los Angeles, California, February 1 - March 26, 1999
50. *Microsoft System Engineer Certification* (1 participant), The Computer Institute, Washington, D.C., March 15 - May 27, 1999
51. *Financial Decision-Makers Workshop* (2 participants), Unz & Co., New York, New York, March 15 - April 4, 1999
52. *Metrology, Weights & Measures* (1 participant), National Institute for Standards and Technology, Gaithersburg, Maryland, March 15 - May 7, 1999
53. *Training for Public Health Nurses* (2 participants), International Health Programs, Santa Cruz, California, March 15 - April 1, 1999
54. *International Performance Improvement/Global Justice conferences, plus professional appointments* (1 participant), International Society for Performance Improvement, Long Beach, California; American University, Washington, D.C., March 22 - 31, 1999
55. *Information Systems* (1 participant), Environmental Protection Agency, Washington, D.C., April 1 - June 30, 1999
56. *International Trade, WTO Accession & Compliance* (1 participant), International Law Institute, Washington, D.C., April 12 - 23, 1999
57. *Dispute Resolution* (1 participant), International Law Institute, Washington, D.C., April 12 - 23, 1999

58. *Advanced Safety Certificate* (1 participant), National Safety Council, Redwood City, California/Portland, Oregon, May 3 - 21, 1999
59. *Financial Institutions Analysis, plus attachment with Federal Deposit Insurance Corporation* (5 participants), Federal Reserve Board, Washington, D.C., May 10 - 28, 1999
60. *Biodiversity Monitoring & Assessment* (1 participant), Smithsonian Institution Conservation and Research Center, Front Royal, Virginia, May 10 - June 11, 1999
61. *World Banking & Finance, plus attachment* (4 participants), The Economics Institute, Boulder, Colorado, May 11 - June 5, 1999
62. *Investment Projects* (1 participant), International Development Enterprise Associates, Washington, D.C., May 24 - June 4, 1999
63. *Women in Management* (6 participants), Centre for Development and Population Activities, Washington, D.C., May 24 - June 25, 1999
64. *Restructuring & Privatization* (2 participants), International Law Institute, Washington, D.C., June 7 - 25, 1999
65. *NGO & PVO Partnerships for Sustainable Development* (2 participants), Institute for Public-Private Partnerships, Washington, D.C., June 7 - 25, 1999
66. *Agribusiness* (4 participants), Mississippi Consortium for International Development, Jackson, Mississippi, June 7 - July 14, 1999
67. *Budgeting & Revenue Planning* (1 participant), Institute of Public Service International, West Hartford, Connecticut, June 7 - July 2, 1999
68. *Human Resource Management* (2 participants), Institute of Public Service International, West Hartford, Connecticut, June 7 - July 30, 1999
69. *Human Resource Management Fundamentals/Training Design & Management* (1 participant), Institute of Public Service International, West Hartford, Connecticut, June 7 - July 30, 1999
70. *Public Financial Management* (6 participants), Institute of Public Service International, West Hartford, Connecticut, June 7 - July 30, 1999
71. *Project Management for Sustainable Development* (1 participant), Institute of Public Service International, West Hartford, Connecticut, June 7 - July 30, 1999
72. *Environmental Management* (12 participants), Institute of Public Service International, West Hartford, Connecticut, June 7 - July 30, 1999

73. *Management Development in Customs/Tax* (4 participants), Institute for Tax Administration, Los Angeles, California, June 14 - August 6, 1999
74. *Environmental Economics & Policy Analysis* (3 participants), Harvard Institute for International Development, Cambridge, Massachusetts, June 15 - July 16, 1999
75. *Budgeting in the Private Sector* (1 participant), Harvard Institute for International Development, Cambridge, Massachusetts, June 27 - August 6, 1999
76. *Fiscal Decentralization & Financial Management* (1 participant), Harvard Institute for International Development, Cambridge, Massachusetts, June 28 - July 16, 1999
77. *Tax Analysis & Revenue Forecasting* (3 participants), Harvard Institute for International Development, Cambridge, Massachusetts, June 28 - July 30, 1999
78. *Microfinance* (4 participants), The Economics Institute, Boulder, Colorado, July 6 - August 13, 1999
79. *World Leadership Conference* (1 participant), Junior Achievement International, Indianapolis, Indiana, July 10 - August 2, 1999
80. *Management for Sustainable Natural Resource Development* (1 participant), University of Tennessee, Knoxville, Tennessee, July 11 - August 6, 1999
81. *Competitive Utility & Public Services Management* (1 participant), Institute for Public-Private Partnerships, Washington, D.C., July 12 - July 30, 1999
82. *Value Added Tax Administration* (1 participant), Institute of Tax Administration, Los Angeles, California, July 12 - August 13, 1999
83. *Conference of the National Council of Juvenile & Family Court Judges, plus attachment with Heartland International* (2 participants), Chicago, Illinois, July 18 - 29, 1999
84. *Global Financial Crises & Reform* (1 participant), Harvard Institute for International Development, Cambridge, Massachusetts, July 26 - August 7, 1999
85. *Microfinance* (2 participants), The Economics Institute, Boulder, Colorado, July 26 - August 13, 1999
86. *Business Management* (4 participants), TransAction, Overland Park, Kansas, August 9 - September 6, 1999
87. *International Health Management/Community Health Services* (1 participant), TransAction, Overland Park, Kansas, August 9 - October 1, 1999

88. *Youth Development & Reproductive Health* (7 participants), Centre for Development & Population Activities, Washington, D.C., August 23 - September 10, 1999
89. *Structuring Legal Agreements for Public-Private Partnerships* (1 participant), Institute for Public-Private Partnerships, Washington, D.C., August 30 - September 17, 1999
90. *City Revitalization* (12 participants), Institute for Public-Private Partnerships, Washington, D.C., August 30 - September 17, 1999
91. *Capital Markets/New Financial Instruments* (1 participant), International Law Institute, Washington, D.C., October 18 - November 12, 1999
92. *Public Sector Management & Governance* (1 participant), International Law Institute, Washington, D.C., November 27 - December 10, 1999
93. *Anthropology Course Audit: Evolutionary History of Humans, plus tutorials* (1 participant), Rutgers University, New Brunswick, New Jersey, March 22 - April 17, 2000
94. *International Conference on Government Financial Management, plus attachment* (1 participant), Florida International University, Miami, Florida, March 25 - April 7, 2000
95. *Women in Management* (4 participants), Centre for Development and Population Activities, Washington, D.C., May 8 - June 9, 2000
96. *Global Women Entrepreneurs Trade Fair/Africando 2000 Symposium* (2 participants), Miami, Florida, May 10 - 18, 2000
97. *Policy Participation Conference* (2 participants), USAID/The Futures Group, Washington, D.C., May 16 - 22, 2000
98. *Human Rights & Humanitarian Law* (1 participant), American University Washington College of Law, Washington, D.C., May 30 - June 16, 2000
99. *Quality Assurance Management Methods for Developing Countries* (2 participants), Johns Hopkins University School of Public Health, Baltimore, Maryland, June 5 - 16, 2000
100. *Sampling Program for Survey Statisticians* (1 participant), University of Michigan, Ann Arbor, Michigan, June 5 - 16, 2000
101. *Environmental Protection & Management* (3 participants), Institute of Public Service International, West Hartford, Connecticut, June 5 - July 28, 2000

102. *Youth Development & Reproductive Health* (4 participants), Centre for Development and Population Activities, Washington, D.C., July 3 - 29, 2000
103. *Wildlife Management* (2 participants), University of Idaho, Moscow, Idaho, July 17 - August 4, 2000
104. *Environmental Economics for Development Policy/Wildlife Management* (1 participant), World Bank, Washington, D.C.; University of Idaho, Moscow, Idaho, July 17 - August 4, 2000
105. *Establishing Effective NGO Networks* (1 participant), Institute for Public-Private Partnerships, Washington, D.C., July 31 - August 18, 2000
106. *Wildlife Management* (3 participants), Institute of Public Service International, West Hartford, Connecticut, September 11 - October 6, 2000
107. *Tax Evasion Investigations* (1 participant), Institute for Tax Administration, Los Angeles, California, September 11 - October 13, 2000

ATTACHMENT 2
TANZANIA GTD ENTREPRENEURS INTERNATIONAL
PROGRAM LIST

1. *Agribusiness* (1 participant), International Institute of Wisconsin, Milwaukee, Wisconsin, September 26 - October 31, 1997
108. *Leather Goods Manufacture* (1 participant), Charlotte Council for International Visitors, Charlotte, North Carolina, October 6 - November 7, 1997
109. *Wood Manufacturing/Marketing* (1 participant), Charlotte Council for International Visitors, Charlotte, North Carolina, October 6 - November 7, 1997
110. *Computer Technology* (1 participant), Charlotte Council for International Visitors, Charlotte, North Carolina, October 6 - November 7, 1997
111. *Leather Goods Marketing* (1 participant), Charlotte Council for International Visitors, Charlotte, North Carolina, October 6 - November 7, 1997
112. *Architecture* (2 participants), Buffalo-Niagara Region Council for International Visitors, Buffalo, New York, October 6 - November 7, 1997
113. *Dairy/Poultry Industry* (1 participant), Worcester International Center, Worcester, Massachusetts, October 6 - November 7, 1997
114. *Feeds Production Management* (1 participant), Iowa Council for International Understanding, Des Moines, Iowa, October 6 - November 7, 1997
115. *Microenterprise Development* (1 participant), Iowa Council for International Understanding, Des Moines, Iowa, October 6 - November 7, 1997
116. *Hospital Administration* (1 participant), Iowa Council for International Understanding, Des Moines, Iowa, October 6 - November 7, 1997
117. *Clinic Management* (1 participant), Iowa Council for International Understanding, Des Moines, Iowa, October 6 - November 7, 1997
118. *Food Processing* (2 participants), International Resource Center of Jacksonville, Jacksonville, Florida, October 20 - November 24, 1997
119. *Hotel Management* (1 participant), International Resource Center of Jacksonville, Jacksonville, Florida, October 20 - November 24, 1997

120. *Tourism* (1 participant), International Resource Center of Jacksonville, Jacksonville, Florida, October 20 - November 24, 1997
121. *Fast Food Management* (1 participant), International Resource Center of Jacksonville, Jacksonville, Florida, October 20 - November 24, 1997
122. *Health Care Management* (2 participants), International Visitors Committee of Mid Michigan, East Lansing, Michigan, November 3 - December 6, 1997 (extended to February 28, 1998 for 1 participant)
123. *Fishnet Factory Management* (1 participant), Charlotte Council for International Visitors, Charlotte, North Carolina, November 10 - December 12, 1997
124. *Machinery Manufacture/Metal Working* (1 participant), Charlotte Council for International Visitors, Charlotte, North Carolina, November 10 - December 12, 1997
125. *Machine Manufacturing* (1 participant), Charlotte Council for International Visitors, Charlotte, North Carolina, November 10 - December 12, 1997
126. *MIS Technology* (1 participant), Charlotte Council for International Visitors, Charlotte, North Carolina, November 10 - December 12, 1997
127. *Metallurgical Industry* (1 participant), Charlotte Council for International Visitors, Charlotte, North Carolina, November 10 - December 12, 1997
128. *Production Management* (1 participant), International Visitors Center of Chicago, Chicago, Illinois, November 10 - December 12, 1997
129. *Garment & Beauty Industry* (1 participant), International Visitors Center of Chicago, Chicago, Illinois, November 10 - December 12, 1997
130. *Cleaning & Disinfectant Products* (1 participant), Iowa Council for International Understanding, Des Moines, Iowa, November 10 - December 12, 1997
131. *Engineering/Factory Management* (1 participant), Iowa Council for International Understanding, Des Moines, Iowa, November 10 - December 12, 1997
132. *Construction & Interior Decoration* (1 participant), Iowa Council for International Understanding, Des Moines, Iowa, November 10 - December 12, 1997
133. *Automobile Engine Rebuilding* (1 participant), San Antonio Council for International Visitors, San Antonio, Texas, November 10 - December 12, 1997

134. *Energy & Telecommunications Technology* (1 participant), Iowa Council for International Understanding, Des Moines, Iowa, April 13 - May 15, 1998
135. *Flower Industry* (1 participant), Charlotte Council for International Visitors, Charlotte, North Carolina, April 13 - May 15, 1998
136. *Business Optical Equipment* (1 participant), Development Associates/International Vision Expo, multiple sites, March 17 - April 15, 1999
137. *Industrial Cleaning* (1 participant), Buffalo-Niagara Region Council for International Visitors, Buffalo, New York, with National Safety Council add-on, April 4 - May 7, 1999
138. *Hospitality Management* (1 participant), Buffalo-Niagara Region Council for International Visitors, Buffalo, New York, April 5 - May 3, 1999
139. *Publishing* (1 participant), Iowa Council for International Understanding, Des Moines, Iowa, April 23 - May 28, 1999
140. *Desktop Publishing/Communications* (1 participant), Iowa Council for International Understanding, Des Moines, Iowa, April 23 - May 28, 1999
141. *Food Processing* (1 participant), Buffalo-Niagara Region Council for International Visitors, Buffalo, New York, April 27 - May 23, 1999
142. *Food Processing* (1 participant), Iowa Council for International Understanding, Des Moines, Iowa, May 7 - June 11, 1999
143. *Health Care Administration* (5 participants), Worcester International Center, Worcester, Massachusetts, May 9 - June 7, 1999
144. *Hospitality/Hotel Management* (1 participant), Buffalo-Niagara Region Council for International Visitors, Buffalo, New York, May 17 - June 14, 1999
145. *Hotel Management* (1 participant), Buffalo-Niagara Region Council for International Visitors, Buffalo, New York, June 2 - 30, 1999
146. *Lessons Without Borders/Manufacturing* (1 participant), Heartland International, Chicago, Illinois, June 2 - July 2, 1999
147. *Lessons Without Borders/Hotel Management* (1 participant), Heartland International, Chicago, Illinois, June 2 - July 2, 1999
148. *Lessons Without Borders/Health Supplies* (1 participant), Heartland International, Chicago, Illinois, June 2 - July 2, 1999

149. *Lessons Without Borders/Food Processing* (1 participant), Heartland International, Chicago, Illinois, June 2 - July 2, 1999
150. *Lessons Without Borders/Desktop Publishing* (1 participant), Heartland International, Chicago, Illinois, June 2 - July 2, 1999
151. *Lessons Without Borders/Computer Training* (1 participant), Heartland International, Chicago, Illinois, June 2 - July 2, 1999
152. *Auto Cad Eng Services* (1 participant), Buffalo-Niagara Region Council for International Visitors, Buffalo, New York, June 8 - 30, 1999
153. *Auto Repair/Parts Management* (1 participant), Iowa Council for International Understanding, Des Moines, Iowa, August 2 - September 6, 1999
154. *Africa Trade & Investment Symposium followed by Computer Services & Information Management* (1 participant), Council for International Visitors- Research Triangle, Raleigh, North Carolina, August 7 - September 17, 1999
155. *Africa Trade & Investment Symposium/Floral Business Management* (1 participant), Council for International Visitors-Research Triangle, Raleigh, North Carolina, August 7 - September 11, 1999
156. *Africa Trade & Investment Symposium/Handicrafts Management* (1 participant), Aid to Artisans, Farmington, Connecticut, August 7 - September 9, 1999
157. *Africa Trade & Investment Symposium/Construction Management* (1 participant), Chicago Council of International Programs, Chicago, Illinois, August 7 - September 6, 1999
158. *Africa Trade & Investment Symposium/Milk Processing* (1 participant), Land'O'Lakes, Minneapolis, Minnesota, August 7- September 4, 1999
159. *Africa Trade & Investment Symposium/Private Hospital Management* (2 participants), International Visitors Council of Greater Cincinnati, Cincinnati, Ohio, August 7 - September 10, 1999
160. *Management/Export of Fresh Flowers* (1 participant), Council for International Visitors-Research Triangle, Raleigh, North Carolina, August 11 - September 9, 1999
161. *Industrial Factory Management* (1 participant), Chicago Council of International Programs, Chicago, Illinois, August 11 - September 13, 1999
162. *Bovine Veterinary Medicine* (1 participant), San Antonio Council for International Visitors, San Antonio, Texas, August 21 - September 26, 1999

163. *Tropical Architecture* (1 participant), Miami Council for International Visitors, Miami, Florida, August 30 - September 30, 1999
164. *Printing Technology* (1 participant), Heartland International, Chicago, Illinois, September 27 - October 29, 1999
165. *Publishing* (1 participant), Heartland International, Chicago, Illinois, September 27 - October 29, 1999
166. *Property Management* (1 participant), Heartland International, Chicago, Illinois, September 27 - October 29, 1999
167. *Solar Energy Technology* (1 participant), Heartland International, Chicago, Illinois, September 27 - October 29, 1999
168. *Food Processing* (1 participant), Chicago Council of International Programs, Chicago, Illinois, October 16 - November 15, 1999
169. *Private School Management* (3 participants), Heartland International, Chicago, Illinois, October 25 - November 19, 1999
170. *Small Clinic Management* (1 participant), Worcester International Center, Worcester, Massachusetts, October 30 - December 3, 1999
171. *Hospital Administration* (1 participant), San Antonio Council for International Visitors, San Antonio, Texas, May 28 - June 16, 2000
172. *Agribusiness/Animal Health* (1 participant), San Antonio Council for International Visitors, San Antonio, Texas, May 28 - June 16, 2000
173. *Agribusiness/Mushroom Farming* (1 participant), Pittsburgh Council for International Visitors, Pittsburgh, Pennsylvania, May 28 - June 16, 2000
174. *Nursery School Management* (4 participants), Buffalo-Niagara Region Council for International Visitors, Buffalo, New York, June 4 - 26, 2000
175. *Pharmaceutical Factory Management* (1 participant), Buffalo-Niagara Region Council for International Visitors, Buffalo, New York, June 4 - 26, 2000
176. *Insurance Management* (1 participant), Buffalo-Niagara Region Council for International Visitors, Buffalo, New York, June 4 - 26, 2000
177. *Construction Management* (1 participant), Buffalo-Niagara Region Council for International Visitors, Buffalo, New York, July 15 - August 7, 2000

178. *Uniform Manufacturing* (2 participants), Charlotte Council for International Visitors, Charlotte, North Carolina, August 6 - 26, 2000
179. *Cooking Oil Manufacturing* (1 participant), Pittsburgh Council for International Visitors, Pittsburgh, Pennsylvania, August 7 - 25, 2000
180. *Hotel Management* (1 participant), Buffalo-Niagara Region Council for International Visitors, Buffalo, New York, August 12 - September 1, 2000
181. *Dispensary Management* (1 participant), San Antonio Council for International Visitors, San Antonio, Texas, August 12 - September 1, 2000
182. *Bamboo Craft Marketing* (1 participant), Aid to Artisans, Farmington, Connecticut, August 13 - 31, 2000
183. *Travel Agency Management* (1 participant), Pittsburgh Council for International Visitors, Pittsburgh, Pennsylvania, August 13 - September 1, 2000

ATTACHMENT 3

Training Transfer Techniques

Specialists in Human Performance Improvement in both the public and private sectors recognize the importance of supporting the actual training or performance improvement activity with strategies that promote learning. Preparation before training takes place, exercises during the activity and follow-on strategies after training has finished all assist the participant to retain the learning and to apply newly formed skills. Using simple techniques the USAID training officer can increase the impact of training.

PRE-PROGRAM ACTIVITIES

- The training officer should develop and maintain a data base of complete contact information for all participants. This includes telephone, fax and e-mail addresses when I available.
- Establish a collaborative arrangement with the Strategic Objective teams regarding selection, orientation and follow-on.
- Provide a pre-departure orientation for small groups of participants. Inform each of the importance of maintaining contact with USAID after the program ends.
- Program orientation after arrival in the U.S. In addition to the program objectives and agenda this is the opportunity to reinforce participants' follow-on responsibilities. Currently Development Associates is including a questionnaire designed to identify program success stories.

DURING TRAINING

- Participants should develop an Action Plan which shows how they will use the knowledge, skills, and attitudes learned in training.
- Participants prepare a training report for their employer and USAID.

FOLLOW-ON ACTIVITIES

- Participant progress reports should be delivered to the USAID training officer
- Congratulatory Letter: After an interval of a few weeks USAID can communicate in writing with the returned participant. Many projects have found that simply receiving a Communication is motivating for the participants

- Formal Workshops: The one-day workshop which can be offered several months to a year after the participants' return provides several benefits to the USAID program:

It assembles groups of participants usually by sector and thereby offers networking opportunities.

Such workshops can offer additional skill building reinforcement;

The workshops can provide USAID with an opportunity to assess the motivation and the impact of training some time after they have returned.

If the employer is also invited an additional opportunity for assessment is achieved. Attached are sample workshop agendas for use as follow-on.