

PA - AAS-912

MANAGEMENT REPORT



MANAGEMENT ANALYSIS DIVISION
OFFICE OF MANAGEMENT PLANNING
AGENCY FOR INTERNATIONAL DEVELOPMENT

PARTICIPANT TRAINING

PROCESS SURVEY

Phase II

D R A F T

003039

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UNITED STATES GOVERNMENT

Memorandum

Mr. Daly C. Lavergne, A/IT

1109 SA-5 DATE: MAY 13 1966

Harry H. Fite, A/MP

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Participant Training Process Survey

We are pleased to submit our report on Phase II of the Participant Training Process Survey. This aspect of the survey consisted of a detailed study of A/IT activities in connection with participant arrival, in-training support and monitoring, and participant departure. The report contains: (1) our recommendations for making clearer assignments of responsibilities, providing better information for training program evaluation, and improving manpower utilization; (2) recommended Program Division procedures for processing direct programmed and farmed-out academic, non-academic and observational participants for our use in completing Phase III of the survey; and (3) before-and-after flow charts of each process examined during Phase II for your use in reviewing our recommendations.

We believe that implementation of these recommendations will significantly improve Program Division operations and coordination with other A/IT Divisions and Participating Agencies. In addition, such implementation will effect substantial manpower savings which can be reallocated to A/IT line operations or be eliminated from A/IT ceiling. For your information, we have attached a summary chart of the manpower savings possible from Phases I and II recommendations, (Attachment A).

In accordance with the previously agreed upon Scope of Work, we will commence work on Phase III after receipt of your approval of Phase II recommendations. If you or your staff have any questions on this report, we should meet as soon as possible so that we can move forward with completion of Phase III. Members of the survey team will also be available to work with your staff to take whatever action is necessary to implement these recommendations.

In Phase III we plan to use the recommended procedures for processing direct and farmed-out academic, non-academic and observational participants (Part II of the attached report) as the basis for establishing workload standards for PDO's and Program Arrangers. Once these have been established, we will need projected fiscal year 1967 workload volumes in order to complete Phase III, i.e., recommended staffing levels for Program Division operational branches.



We have discussed our needs for workload data with Jim Johnson and Valter Munroe of your staff, and are pleased to learn that Jim is receiving mission projections of FY 1967 participant arrivals and man-months-in-training. We would hope that A/IT analysis of this data and FY 1966 carry-over workload data will enable you to provide us the information requested on the attached charts (Attachment B), the minimum data we need to recommend Program Division staffing levels.

So that we will be able to complete Phase III in time for your use in preparing the A/IT FY 1967 Manpower Programming Annex (MPA) submission, your staff should furnish us by May 30 the workload data outlined in Attachment B.

Attachments

a/s

Phases I and II

Gross Manpower and Dollar Savings

<u>Phase I</u>	<u>Recommendation</u>	<u>Positions</u>	<u>Savings</u> <u>Base Salary Cost</u>
Rec #1	Abolish Program Arrangements Officer functions	4 Program Arrangement Officer Positions (GS-11)	\$35,844
Rec #2	Transfer responsibility for the review of adequacy of PIO/P documentation to the Regional Branches.	1 Administrative Aide position (GS-5) 1 Administrative Ass't position (GS-7)	5,181 6,269
Rec #3	Take credentials examination out of the main document flow and limit credentials review to professional academic advice.	1 Project Analyst position (GS-12) 2 Regional Analyst positions (GS-13)	10,619 25,020
<u>Phase II</u>			
Rec #1.	Abolish Expenditure Control Clerk positions.	4 Expenditure Control Clerk Positions (GS-7)	25,076
Rec #2	Consolidate review of book receipts in Financial Review Section.	1 PDO man-year (composite)	13,000
Rec #5	Transfer several PSS functions to PDOs and Program Arrangers and abolish 2 PSS positions.	1 Administrative Assistant Position (GS-9) 1 Administrative Aide Position (GS-5)	7,479 5,181

<u>Phase I</u>	<u>Recommendation</u>	<u>Positions</u>	<u>Savings</u> <u>Base Salary Cost</u>
Rec #6	Abolish full-time direct-hire escort positions; obtain technically qualified program leaders on a WAE basis.	2 Participant Advisor positions (GS-11)	\$17,922
Rec #9	Abolish two Orientation Branch positions	1 Training Officer (Publications) position (GS-12) 1 Participant Orientation Specialist position (GS-12)	10,619 10,619
Totals	-----	20	\$172,829

NOTE: These savings are gross, and do not take into account offsetting workload which will be created by implementation of these recommendations. Nevertheless, we estimate at this time that a net saving of 15 man-years will be achieved.

PARTICIPANT ARRIVALS
Projected FY 1967

ATTACHMENT B

Program Branch Functional Specialty	Direct Programmed Academic	Farmed Out Academic	Direct Programmed Non-Academic	Farmed Out Non-Academic	Direct Programmed Observational	Farmed Out Observational	Total
<u>LATIN AMERICA*</u>							
<u>Agriculture</u>							
<u>Education</u>							
<u>Industry/Transp./Labor</u>							
<u>Dev. Planning & Admin.</u>							
<u>Health</u>							
<u>Other (e.g. Com. Dev., Housing)</u>							
<u>AFRICA*</u>							
<u>Agriculture</u>							
<u>Education</u>							
<u>Industry/Transp./Labor</u>							
<u>Dev. Planning & Admin.</u>							
<u>Health</u>							
<u>Other</u>							
<u>FAR EAST*</u>							
<u>Agriculture</u>							
<u>Education</u>							
<u>Industry/Transp./Labor</u>							
<u>Dev. Planning & Admin.</u>							
<u>Health</u>							
<u>Other</u>							

*Excludes multi-regional and contract

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 PARTICIPANT ARRIVALS
 Projected FY 1967

Program Branch Function ^a Specialty	Direct Programmed Academic	Farmed Out Academic	Direct Programmed Non-Academic	Farmed Cut Non-Academic	Direct Programmed Observational	Farmed Out Observational	Total
<u>NESA*</u>							
<u>Agriculture</u>							
<u>Education</u>							
<u>Industry/Transp./Labor</u>							
<u>Dev. Planning & Admin.</u>							
<u>Health</u>							
<u>Other</u>							
<u>MULTI-REGIONAL</u>							
<u>Agriculture</u>							
<u>Education</u>							
<u>Industry/Transp./Labor</u>							
<u>Dev. Planning & Admin.</u>							
<u>Health</u>							
<u>Other</u>							
<u>TOTALS</u>							

*Excludes multi-regional and contract

PARTICIPANT MAN-MONTHS IN TRAINING
Projected FY 1967

Program Branch Functional Specialty	Direct Programmed Academic	Farmed Out Academic	Direct Programmed Non-Academic	Farmed Out Non-Academic	Direct Programmed Observational	Farmed Out Observational	Total
<u>LATIN AMERICA*</u>							
<u>Agriculture</u>							
<u>Education</u>							
<u>Industry/Transp./Labor</u>							
<u>Dev. Planning & Admin.</u>							
<u>Health</u>							
<u>Other (e.g. Com. Dev., Housing)</u>							
<u>AFRICA*</u>							
<u>Agriculture</u>							
<u>Education</u>							
<u>Industry/Transp./Labor</u>							
<u>Dev. Planning & Admin.</u>							
<u>Health</u>							
<u>Other</u>							
<u>FAR EAST*</u>							
<u>Agriculture</u>							
<u>Education</u>							
<u>Industry/Transp./Labor</u>							
<u>Dev. Planning & Admin.</u>							
<u>Health</u>							
<u>Other</u>							

*Excludes multi-regional and contract

PARTICIPANT MAN-MONTHS IN TRAINING
Projected FY 1967

Program Branch Functional Specialty	Direct Programmed Academic	Farmed Out Academic	Direct Programmed Non-Academic	Farmed Out Non-Academic	Direct Programmed Observational	Farmed Out Observational	Total
<u>NESA*</u>							
Agriculture							
Education							
Industry/Transp./Labor							
Dev. Planning & Admin.							
Health							
Other							
<u>MULTI-REGIONAL</u>							
Agriculture							
Education							
Industry/Transp./Labor							
Dev. Planning & Admin.							
Health							
Other							
<u>TOTALS</u>							

*Excludes multi-regional and contract

PARTICIPANT DEPARTURES
Projected FY 1967

Program Branch Functional Specialty	Direct Programmed Academic	Farmed Out Academic	Direct Programmed Non-Academic	Farmed Out Non-Academic	Direct Programmed Observational	Farmed Out Observational	Total
<u>LATIN AMERICA*</u>							
Agriculture							
Education							
Industry/Transp./Labor							
Dev. Planning & Admin.							
Health							
Other (e.g. Com. Dev., Housing)							
<u>AFRICA*</u>							
Agriculture							
Education							
Industry/Transp./Labor							
Dev. Planning & Admin.							
Health							
Other							
<u>FAR EAST*</u>							
Agriculture							
Education							
Industry/Transp./Labor							
Dev. Planning & Admin.							
Health							
Other							

*Excludes multi-regional and contract

- 2 -
 PARTICIPANT DEPARTURES
 Projected FY 1967

Program Branch Functional Specialty	Direct Programmed Academic	Farmed Out Academic	Direct Programmed Non-Academic	Farmed Out Non-Academic	Direct Programmed Observational	Farmed Out Observational	Total
<u>NESA*</u>							
<u>Agriculture</u>							
<u>Education</u>							
<u>Industry/Transp./Labor</u>							
<u>Dev. Planning & Admin.</u>							
<u>Health</u>							
<u>Other</u>							
<u>MULTI-REGIONAL</u>							
<u>Agriculture</u>							
<u>Education</u>							
<u>Industry/Transp./Labor</u>							
<u>Dev. Planning & Admin.</u>							
<u>Health</u>							
<u>Other</u>							
<u>TOTALS</u>							

*Excludes multi-regional and contract

SUMMARY OF SURVEY

- PHASE I - Traces PIO/P from time received in A/IT until Participant arrives in U. S.
- PHASE II - Analyzes activities in the implementation of participant programs, including participant arrival, in-training support and monitoring, and participant departure.
- PHASE III - Establishes workload standards for Operational Branches of Program Division.

PHASE II SURVEY OBJECTIVES

- Review and recommend improvements in the procedures for accomplishing program implementation actions.
- Improve methods of coordination between Program Division and other A/IT Divisions.
- Complete establishment of uniform Program Division procedures to be used in applying workload standards.

PART I

PHASE II

FINDINGS AND RECOMMENDATIONS

A. DUPLICATION OF EFFORT

FINDING #1:

CENTRALIZING EXPENDITURE CONTROL FUNCTIONS IN EACH REGIONAL BRANCH

- . Causes duplication of effort in:
 - document preparation
 - review of location reports
 - records keeping
- . Hampers PDOs ready access to PIO/P expenditure data

RECOMMENDATION #1:

- . ABOLISH ECC POSITIONS
- . RETURN TO PAs:
 - document preparation
 - review of location reports
 - records keeping
 - check disbursement

BENEFIT:

SAVE MANPOWER -- FOUR POSITIONS, NET TWO MAN-YEARS

FINDING #2:

REVIEW OF BOOK RECEIPTS BY PROGRAM DIVISION:

- . Takes valuable PDO and PA (or ECC) time
- . Does not eliminate need for independent fiscal review

RECOMMENDATION #2:

- . CONSOLIDATE BOOK RECEIPT REVIEW IN FINANCIAL REVIEW SECTION
WITH SUBSEQUENT EXAMINATION BY PDO OF DISALLOWANCES

BENEFIT:

SAVE MANPOWER -- NET ONE PDO MAN-YEAR

FINDING #3:

VALUABLE PDO TIME HAS BEEN USED IN MAKING TRAVEL ARRANGEMENTS

- Travel Section not adequately staffed to handle peak summer workloads
- PDO/PAs have not adhered to established lead-time requirements in even routine travel requests
- PDO/PAs have not routinely forwarded all international tickets
- PDO/PAs have not obtained proposed stop-over information in advance of participants pre-departure arrival in Washington

CENTRALIZING TRAVEL SERVICES IN THE TRAVEL SECTION

- Allows use of Travel Section ticket machine for getting routine airline tickets
- Assures conformity with travel regulations
- Provides better control over participant international travel
- Provides basis for better Financial Review Section control over final participant payments

RECOMMENDATION #3:

- BEEF UP TRAVEL SECTION WITH TEMPORARY PERSONNEL DURING PEAK SUMMER WORKLOAD SEASON
- REQUIRE PDO/PAs TO USE TRAVEL SECTION FOR ALL BUT EMERGENCY TRAVEL ARRANGEMENTS

- REQUIRE USE OF "STOP-OVER INFORMATION CARD" TO OBTAIN STOP-OVER INFORMATION FROM PARTICIPANTS SIX WEEKS BEFORE SCHEDULED DEPARTURE
- STRESS NEED FOR "LEAD-TIME" TO SYSTEMATICALLY HANDLE TRAVEL REQUESTS BASED ON DEPARTURE DATE

BENEFIT:

FREES PDOs FROM TIME CONSUMING TRAVEL ACTIVITY AND GIVES TIGHTER CONTROL OVER TRAVEL

B. LACK OF INFORMATION FOR EVALUATION

FINDING 4:

EVEN THOUGH A/IT HAS RECOGNIZED THE NEED FOR PARTICIPANT PROGRAM EVALUATION, IT HAS NOT ESTABLISHED MECHANISMS TO GIVE INFORMATION FOR EFFECTIVE PARTICIPANT TRAINING MONITORING AND EVALUATION

- No standard system for participant reporting on
 - courses taken
 - grades received
 - progress in completing program
 - problems impeding progress
- No standard requirement and guidelines for Training Facility Advisor evaluation reports
- No standard PDO exit interview and evaluation format
- No systematic feed-back of Mission program evaluations to PDOs
- No overall consolidation and analysis of individual training program evaluations

RECOMMENDATION #4:

- DEVELOP SYSTEM FOR PARTICIPANT AND ADVISOR REPORTING

For academic participants:

- enrollment reports
- mid-term progress and evaluation reports
- end-of-term grade, progress and evaluation reports

For non-academic participants:

- monthly activity/progress reports
- periodic Advisor evaluation reports
- . ESTABLISH STANDARD PROCEDURES FOR PDO REVIEW AND EVALUATION OF PROGRESS REPORTS
- . DEVELOP STANDARDIZED FORMATS FOR PDO EXIT INTERVIEWS AND EVALUATIONS
- . DEVELOP SYSTEM FOR FEEDING BACK TO PDOs THE RESULTS OF EVALUATION STAFF CONSOLIDATION AND ANALYSIS OF PDO, OTHER A/IT, AND MISSION EVALUATIONS

BENEFITS:

BETTER PROGRAMS FOR 6000 PARTICIPANTS -- MORE EFFECTIVE USE OF TRAINING DOLLARS

- INVESTIGATION OF SYSTEMS TO IMPLEMENT THIS RECOMMENDATION SHOULD FOCUS SHARPLY ON EXCEPTION REPORTING
- ALSO, ATTENTION SHOULD BE DIRECTED TO STANDARDIZING, CONSOLIDATING, AND ELIMINATING REPORTS INCLUDING COORDINATION WITH THE AGENCY'S INFORMATION MANAGEMENT COORDINATOR

C. POOR MANPOWER UTILIZATION

FINDING #5:

SEVERAL PARTICIPANT SUPPORT SECTION SERVICES ARE NOT BEST PROVIDED ON A CENTRALIZED BASIS

- Administrative aspects of an action cannot be easily divorced from program aspects
- Service does not relieve PDO or PA of workload
- Entire operation can be more effectively handled by PDO/PA
- No need for central point of contact for external agencies
- Need for service so infrequent that manpower assigned not fully utilized

RECOMMENDATION #5:

- TRANSFER TO PDOs AND PROGRAM ARRANGERS FULL OPERATIONAL RESPONSIBILITY FOR HANDLING:
 - U. S. Community Hospitality arrangements
 - Approval of participant operation of motor vehicles
 - Permission for dependents joining participants
 - Arrangements for membership in American professional societies
 - Processing of Participants tax statement to IRS for validation
- CONTINUE TO HANDLE CENTRALLY:
 - Visa extensions
 - Medical Claims and expenses
 - Shipment of training materials
- ABOLISH TWO PSS POSITIONS

BENEFIT:

SAVE TWO OVERHEAD POSITIONS FOR USE IN LINE OPERATIONS OR REDUCTION
IN CEILING

FINDING #6:

PRESENT CENTRALIZED ESCORT SERVICE DOES NOT MEET NEEDS OF PROGRAM
DIVISION

- . Too few escorts to provide service during peak workload season
- . Escorts only perform administrative services for teams -- not technically qualified to relate participants' observations to program objectives

RECOMMENDATION #6:

- . ABOLISH FULL-TIME DIRECT HIRE ESCORT POSITIONS
- . OBTAIN TECHNICALLY QUALIFIED "PROGRAM LEADERS" ON A WAE BASIS
- . USE PRESENT INTERPRETER STAFF TO HANDLE ARRANGEMENTS FOR OBTAINING "PROGRAM LEADERS"

BENEFITS:

CUT FULL-TIME DIRECT HIRE POSITIONS BY TWO

IMPROVE PROGRAMS BY USING PROFESSIONALS TO GUIDE TEAMS

FINDING #7:

IMPLEMENTATION OF RECOMMENDATIONS 5 AND 6 POINT THE WAY TO RE-
ORGANIZATION OF UNITS IN ADMINISTRATIVE BRANCH

- . To consolidate participant support services in one unit
- . To justify assignment of supervisor in PSS
- . To allow greater flexibility in use of assigned manpower

RECOMMENDATION #7:

ASSIGN PARTICIPANT SUPPORT SECTION RESPONSIBILITY FOR

- . Visa extensions
- . Shipment of Training Materials
- . Medical claims and expenses
- . Interpreter and escort arrangements
- . Travel services

BENEFIT:

TIGHTER MANAGEMENT OF SUPPORT ACTIVITIES

FINDING #8:

USE OF COUNSELLING BRANCH IS NOT BEST WAY TO HANDLE PARTICIPANT PROBLEMS WHICH:

- Are really program problems
- Need no special expertise
- Save no time for PDOs

RECOMMENDATION #8:

- RE-WRITE COUNSELLING BRANCH FUNCTIONAL DESCRIPTION TO EMPHASIZE SERVICE TO PDOs
- LIMIT MANDATORY REFERRALS TO:
 - Deaths of participants
 - Departing participants requiring medical escorts
 - Mental, emotional or behavioral problems requiring psychiatric consultation
 - Potential or actual non-returnees
 - Participant actions which have legal complications or international overtones
- PROVIDE FOR PDO DISCRETIONARY REFERRAL TO OR CONSULTATION WITH COUNSELLING BRANCH ON ANY PARTICIPANT PROBLEMS WHICH PDO FEELS THIRD-PARTY OBJECTIVE ANALYSIS OR ACTION IS NEEDED
- CONTINUE EFFORTS TO UPGRADE EXPERTISE OF COUNSELLING BRANCH STAFF
- AFTER IMPLEMENTATION OF THIS RECOMMENDATION, ANALYZE COUNSELLING BRANCH STAFF NEEDS TO DETERMINE WHETHER REDUCTIONS ARE POSSIBLE

BENEFIT:

BETTER PROGRAMS THROUGH IMPROVED PARTICIPANT COUNSELLING -- POSSIBLE
MANPOWER SAVINGS

FINDING #9:

ORIENTATION BRANCH STAFF ASSIGNED TO COORDINATING RECEPTION SERVICES AND SPECIAL PROGRAMS ARE NOT FULLY AND EFFECTIVELY UTILIZED

- Coordinating reception services is not a full-time job
- Arranging and coordinating Christmas Programs and Pre-University Workshop is not a full-time job
- Other special programs are now handled by Program Support Branch with less Regional Branch workload

RECOMMENDATION #9:

- TRANSFER RESPONSIBILITY FOR PRE-UNIVERSITY WORKSHOP, CHRISTMAS PROGRAMS AND MSU COMMUNICATIONS SEMINAR TO PROGRAM SUPPORT BRANCH
- REASSIGN RECEPTION CENTER COORDINATION TO EMPLOYEE CURRENTLY HANDLING MSU SEMINAR
- ABOLISH TWO POSITIONS IN ORIENTATION BRANCH

BENEFIT:

SAVE TWO OVERHEAD POSITIONS FOR REASSIGNMENT TO LINE OPERATIONS OR REDUCTION IN CEILING

PART II

RECOMMENDED PROCEDURES FOR PROCESSING DIRECT PROGRAMED AND FARMED-OUT PARTICIPANTS

- A. Academic Participants
- B. Non-academic Participants
- C. Observational Participants

RECOMMENDED PROCEDURE FOR PROCESSING

DIRECT PROGRAMMED ACADEMIC PARTICIPANTS

SECTION A.1.

PROFESSIONAL

A. Program Development and Arrangement

1. Reviews PIO/P package to determine adequacy of data; objectives of training; type, scope, and duration of training; qualifications of proposed participant, including credentials, experience, and language scores. If documentation is incomplete, instructs arranger to request data from mission. If evaluation of transcripts is desired, instructs arranger to request from Academic Advisory Staff. If participant credentials do not permit placement in academic program, advises mission.
2. Formulates training program including placement of participant in academic institution; type, scope and duration of training; need for Pre-University Workshop and ALIGU testing and placement; need for hospitality services; and tentative costs of training.
3. Contacts academic institution(s) selected for acceptance and costs; reviews costs against PIO/P; and clears with regional bureau as necessary. Instructs Program Arranger to (a) prepare corrected PIO/P sheet for issuance, program message to mission, Program Itinerary and Travel Request for domestic travel, Standard Form 147 for payments to training facilities, and (b) arranges ALIGU testing and placement, attendance at Pre-University Workshop, and hospitality services as determined necessary. Signs documents, airgrams, and letters.
4. Receives mission response to program message, including arrival notice; reviews for changes in program or cancellation; and makes changes or cancels program as determined necessary.

ARRANGER

A. Program Development and Arrangement

1. Sets up file of PIO/P, bio-data, and supporting documents. Prepares and sends airgrams to mission, as directed by PDO. Obtains Academic Advisory Staff evaluation of transcripts.
2. No action.
3. Types letter to academic institution and sends with bio-data and transcripts; follows-up by telephone or letter to obtain acceptance. As directed by PDO: prepares corrected PIO/P, obtains FDC and Branch Chief approval and sends to Statistical Control Branch for issuance of new PIO/P face sheet; prepares program message including suggested call-forward data for PDO and Branch Chief approval; prepares Program Itinerary and Travel Request, obtains FDC signature and sends to Travel Section; prepares Standard Form 147 for payments to the training facilities; arranges with ALIGU for language testing and placement; arranges Pre-University Workshop attendance with PSB; prepares and sends program biographical, and travel information to U.S. Community Hospitality Group or Foreign Student Advisor at academic institution. Records training and travel expenses on Form AID 1380-37, "Expenditure Control."
4. Assists in making changes in program per PDO's directions, e.g., Pre-University Workshop, ALIGU testing and placement, travel, and PIO/P cancellation or amendment.

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PROFESSIONAL

B. Participant Arrival

1. Advises Program Arranger of time for initial interview and duration of WIC orientation.
2. Conducts arrival interview with participant: Discusses (a) general background, experience and future plans of participant; (b) pre-departure orientation and program information provided by Mission; (c) the proposed training program; (d) purpose, content and method of submitting required progress reports; (e) questions on material covered during A/IT Administrative Orientation, e.g. A/IT regulations on operation of motor vehicles, dependents, marriage while in training, and provisions for membership in professional societies; and (f) how to contact the PDO in an emergency. Signs participant's identification card.
3. Based on the interview, determines need for program changes, e.g. need for additional language training (either at ALIGU or academic institution), type and duration of training, travel itinerary; makes changes needed, and advises academic institution, Mission and participant.
4. Informs academic institution of participant's ETA. Instructs Program Arranger to prepare "Participant Program and Training Data" Part I, for Statistical Control Branch.

C. In Training Services and Monitoring

1. Reviews Monthly Location Report to check per diem and reimbursable travel expenses claimed, signs report to certify propriety of items listed, and instructs arranger to prepare an LACR for issuance of monthly maintenance check where reimbursable expenses are claimed.

ARRANGER

B. Participant Arrival

1. Advises WIC of time for participant's initial interview with PDO and duration of WIC orientation.

Conducts administrative briefing with participant: Takes international return ticket and prepares receipt in triplicate; explains submission and completion of Location Report, reimbursement procedures for book receipts and other expenses; arrangements for travel and per diem; gives ALIGU registration card; records passport and visa information; arranges for cash payment or a priority check request to Treasury for participant if he was not advanced \$240 by mission.

3. Assists PDO in making program changes by typing correspondence, preparing revised Program Itinerary and Travel Request and arranging ALIGU testing and placement.

4. Types letter confirming participant's ETA. Completes Part I of "Participant Program and Training Data" and sends original to Statistical Control Branch.

C. In Training Services and Monitoring

1. Receives signed check transmittal form for previous month's check and Monthly Location Report from participant. Reviews MLR for correct addition of expenses claimed, and gives report to PDO. Following his review, prepares an LACR for PDO's signature (if reimbursable expenses are claimed) and sends with the original and two copies of Location Report to FRS, filing third copy of Location Report and signed check transmittal form in master file. Receives from FRS, corrected Location Report and monthly maintenance check for participant; prepares check transmittal form and sends along with check and one copy of corrected Location Report to participant. Files

PROFESSIONAL

ARRANGER

2. Reviews miscellaneous requests from participant, e.g. for in-training travel, permission to operate motor vehicles, permission to send for dependents. If disapproved, drafts letter to participant. If approved, obtains other Program Division approval as necessary, and instructs program arranger to handle administrative details, e.g. making travel arrangements, obtaining necessary documentation and reviewing for compliance with A/IT regulations.
3. Determines need for special programs, e.g. Christmas Programs, Communications Seminar; and instructs program arranger to make arrangements with Program Support Branch.
4. Monitors participant's progress by reviewing correspondence, enrollment, grade and progress reports from participants and correspondence and evaluation reports from training facility advisor and by maintaining continuing contacts with participant and advisor. Determines need for program changes, extensions or terminations and takes necessary action consulting Branch Chief, Counselling Branch, Regional Bureau and Mission as necessary. Instructs Program Arranger to notify Statistical Control Branch of terminations, changes or extensions, and inform Participant Support of need for visa extensions. Identifies participant personal problems and resolves or refers to Counselling Branch, as required or determined necessary.

corrected copy of MLR and copy of check transmittal form in master file. Records all expenses against PIO/P on Form AID 1380-37, Expenditure Control, and keeps this form current and available to the PDO at any time.

2. Prepares (or types PDO draft) responses to miscellaneous participant requests. As directed by PDO, (a) prepares "Program Itinerary and Travel Requests" for in-training travel and sends to Travel Section; obtains "Dependent Certification" from participants whose request to send for dependents has been approved and prepares message to Mission advising of "no-objection" and forwarding copies of "Dependent Certification" and most recent DSP-66; obtains statement re operation of vehicles and evidence of insurance from participant, reviews for compliance with A/IT regulations and corresponds with participant re adequacy of insurance coverage.
3. Makes arrangements with Program Support Branch for participant enrollment in special programs, and as necessary arranges for travel, increased per diem and payments to training facilities.
4. Types correspondence to participant and advisor. Prepares documents incident to program changes, extensions, terminations (including airgrams to Mission, PPTD to Statistical Control Branch and request for visa extension to Participant Support Section) and assists in obtaining clearances and making arrangements. Sends copies of reports to Mission. Prepares (or types PDO drafted) case referral to Counselling Branch and sends with supporting documentation or participant's folder.

PROFESSIONAL

5. Completes pre-departure arrangements including (a) approval of participant membership in a professional society, (b) planning return international travel of participant, (c) instructing program arranger to arrange society membership and prepare final LACR and Program Itinerary and Travel Requests for domestic and international travel.

D. Departure

1. Meets with participant; arranges schedule for last few days in Washington, including meetings with regional bureau technical and desk officers and visits to embassies; obtains participant pre-departure report and exit questionnaire.
2. Reviews participant's pre-departure report, exit questionnaire, and masterfile in preparation for exit interview.
3. Conducts exit interview with participant. Discusses (a) adequacy of program and criticisms participant may have, (b) how participant will use training on return home, (c) roles of A/IT, mission training officer and mission technical personnel in the planning, implementation and utilization of training in connection with the participant's country's development, (d) mission personnel to be contacted on return, and (e) international travel, emphasizing adherence to planned itinerary and arrival in home country at the specified time. If participant has been overpaid, collects repayment, or advises mission will collect. If underpaid, advises mission will reimburse, or if participant needs funds instructs program arranger to arrange for immediate payment.

ARRANGER

5. Assists PDO in completing pre-departure arrangements: (a) sends participant pre-departure letter of instruction two months prior to scheduled departure; (b) types "Program Itinerary and Travel Request" for return international travel and forwards to Travel Section thirty days before departure; (c) reviews payments made to participants and prepares and forwards final LACR to Financial Review Section; (d) arranges for participant membership in and fee payment to professional society; and (e) arranges travel to Washington through travel section and corresponds with participant re travel and arrival in Washington.

D. Departure

1. Assists PDO in making final week arrangements; picks up international tickets from Travel Section; assures training materials have been shipped or checks status; obtains IRS validation of IRS form 2063, "Departing Alien Income Tax Statement and Certificate of Compliance;" prepares letters to embassies for participant use in obtaining visas for stop-over countries.
2. No action.
3. Conducts final interview with participant to give IRS "Certificate of Compliance," international travel tickets, and, as necessary, courtesy letters to embassies; and to check immunization record and advise on obtaining needed immunizations, and to arrange for immediate payment of un-reimbursed expenses as directed by PDO. Forwards overpayments collected to Financial Review Section.

PROFESSIONAL

4. Prepares exit interview and evaluation reports for own future use and for Branch Chief, Evaluation Staff and Mission.

ARRANGER

4. Types correspondence and documents as directed by PDO, including (a) exit interview and evaluation reports; (b) ETA message to Mission with copies of participant pre-departure report, PDO exit interview and evaluation reports and information on overpayment/underpayment to participant; and (c) PPTD, Part III, for Statistical Control Branch.

RECOMMENDED PROCEDURE FOR PROCESSING

SECTION A.2.

FARMED-OUT ACADEMIC PARTICIPANTS

PROFESSIONAL

A. Program Development and Arrangement

1. Reviews PIO/P package to determine adequacy of data; objective of training; clarity of training needs; type, scope, and duration of training funding needs; qualifications of participants, including credentials, experience, and language scores. If documentation is incomplete, instructs Arranger to request data from mission. If evaluation of transcripts is desired, instructs Program Arranger to request from Academic Advisory Staff. If participant credentials do not permit placement in academic program, advises mission.

2. Determines participating agency to develop and implement program and need for ALIGU language testing and placement and Pre-University Workshop; instructs Program Arranger to transmit PIO/P package, including special instructions from PDO, to participating agency.

3. Reviews proposed program and cost estimates submitted by participating agency for institution selected, type, scope, and duration of training, and funding requirements; discusses program with participating agency. Instructs Arranger to: (a) prepare corrected PIO/P for issuance and program message to mission; and (b) arrange ALIGU testing and placement and Pre-University Workshop. Signs documents and messages.

4. Reviews mission response to program message; notes estimated arrival date and reviews for program changes or cancellation; discusses proposed changes with participating agency; advises mission of changes made.

B. Participant Arrival

1. Advises Program Arranger of time for initial PDO and participating agency interview with participant and duration of WIC orientation.

ARRANGER

A. Program Development and Arrangement

1. Sets up file of PIO/P, bio-data, and supporting documents. Prepares and sends airgrams to mission as directed by PDO. Obtains Academic Advisory Staff evaluation of transcripts.

2. Prepares Form 1380-29, including special PDO instructions and sends with PIO/P, bio-data, and supporting documents to participating agency.

3. As directed by PDO: prepares corrected PIO/P, obtains PDO and Branch Chief approval and forwards to Statistical Control Branch for issuance of; prepares program message, including suggested call forward date, to Mission for PDO and Branch Chief approval; and arranges with PSB for Pre-University Workshop and with ALIGU for testing and placement.

4. Assists PDO in making program changes, e.g., Pre-University Workshop, ALIGU testing and placement, PIO/P cancellation or amendment.

B. Participant Arrival

1. Advises WIC of time for participant's arrival interview and length of WIC orientation.

PROFESSIONAL

2. Conducts arrival interview with participant. Discusses: (a) background, experience, and future plans of participant; (b) program information and orientation provided by mission; (c) relation of A/IT and participating agencies to participant's program; (d) the proposed program in general terms, explaining details will be explained by his participating agency counterpart; (e) purpose, content, and methods of submitting required reports; (f) A/IT Administrative Orientation including A/IT regulations on motor vehicles, dependents, marriage while in training, insurance, and membership in professional societies; and (g) how to contact PDO in an emergency.

3. Based on interview and discussions with participating agency program specialist, determines need for Pre-University Workshop or additional language training at ALIGU or academic institution. Advises mission of changes.

4. Instructs and provides information for Program Arranger to prepare Participant Program and Training Data, Part I.

C. In-training Services and Monitoring

1. Reviews miscellaneous requests from participant which participant-
ing agency is not authorized to approve, e.g. permission to operate motor vehicles, permission to send for dependents. If disapproved, advises participating agency and drafts letter to participant. If approved, obtains other Program Division approvals as necessary, and instructs Program Arranger to handle administrative details, e.g. obtaining necessary documentation and reviewing for compliance with A/IT regulations.

2. Consults with participating agency counterpart regarding need for special programs, e.g. Christmas Programs, Communications Seminar; instructs program arranger to assist participating agency in making arrangements with Program Support Branch.

ARRANGER

2. Conducts administrative briefing with participant. Takes international return travel ticket and prepares receipt in triplicate; sends one copy of receipt with ticket to Travel Section, files one copy in participant's master file, and gives one copy to participant. Gives ALIGU registration card, if testing and placement have been arranged. Records passport and visa information in participant's folder. Sends formal arrival notice to participating agency.

3. Assists PDO in making program changes by typing correspondence and documents, and by arranging Pre-University Workshop and/or ALIGU testing or placement; types formal arrival notice and sends to participating agency; sends copy of final program and itinerary to regional bureau and mission.

4. Completes Part I of PPTD and sends original to Statistical Control Branch.

C. In-training Services and Monitoring

1. Prepares (or types PDO draft) responses to miscellaneous participant requests; obtains "Dependent Certification" from participant where request to send for dependents has been approved and prepares message to mission advising of "no objection" and forwarding copies of "Dependent Certification" and most recent DSP-66; obtains statement re operation of motor vehicles and evidence of insurance from participant and reviews for compliance with A/IT regulations and correspondents with participant re adequacy of insurance coverage.

2. Assists participating agency in making arrangements for special programs with Program Support Branch.

PROFESSIONAL

3. Monitors participant's progress by reviewing correspondence and progress reports, training facility advisor correspondence and evaluation reports, and participating agency responses and comments; and maintaining continuing contacts with participating agency counterpart and, as necessary, directly with participant and his advisor. Consults with participating agency counterpart on need for program changes, extensions or terminations, and clears with Branch Chief, regional bureau and mission as necessary. Instructs program arranger to notify Statistical Control Branch of terminations, changes, or extensions and Participant Support Section of need for visa extensions. Identifies participant personal problems and either works with participating agency to resolve or refers to Counselling as determined necessary.

4. Completes pre-departure arrangements including drafting cut-off notice to participating agency; planning return international travel of participant; and instructing program arranger to prepare Program Itinerary and Travel request for international travel.

D. Departure

1. Assists participating agency in arranging participant's last few days in Washington, including meetings with regional bureaus, desk and technical officers and visits to embassies; obtains participant pre-departure report and exit questionnaire and participating agency comments and evaluation.

2. Reviews participant and participating agency reports and participant's master file in preparation for exit interview.

ARRANGER

3. Types correspondence to participant, advisor, participating agency and mission. Prepares documents incident to program changes, extensions, terminations, (including PPTD to Statistical Control Branch and request for visa extensions to Participant Support Section); Sends copies of reports to mission. Prepares (or types PDO drafted) case referral to Counselling Branch and sends with supporting documents or participants folder.

4. Assists PDO in completing pre-departure arrangements: sends participant pre-departure letter of instruction two months prior to scheduled departure; types and sends cut-off notice to participating agency; and types "Program Itinerary and Travel Request" for return international travel and sends to Travel Section thirty days before departure.

D. Departure

1. Assists in making final week arrangements; picks up international tickets from Travel Section; assures training materials have been shipped or checks status; obtains IRS validation of IRS Form 2063 "Departing Alien Income Tax Statement and Certificate of Compliance"; prepares letters to embassies for participant use in obtaining visas for stop-over countries.

2. No action.

PROFESSIONAL

3. Conducts exit interview with participant. Discusses: (a) Adequacy of program and any criticisms participant may have; (b) how participant will use training or return home; (c) relationship roles of A/IT, the participating agency, mission training officer and mission technical personnel in connection with the participant's country's development; (d) mission personnel to be contacted on return; and (e) international travel, emphasizing adherence to planned itinerary and arrival in home country at the specified time.

4. Prepares exit interview and evaluation reports for own future use and for Branch Chief, Evaluation Staff and Mission.

ARRANGER

3. Conducts final briefing with participant to give IRS "Certificate of Compliance", international travel tickets and, as necessary, courtesy letters to embassies and to check immunization received and advise on obtaining needed immunizations.

4. Types correspondence and documents as directed by PDO. including: (a) exit interview and evaluation reports; (b) ETA message to Mission with copies of participant pre-departure report, participating agency comments, and PDO exit interview and evaluation reports; and (c) PPTD, Part III for Statistical Control Branch.

RECOMMENDED PROCEDURE FOR PROCESSING

DIRECT PROGRAMMED NON-ACADEMIC PARTICIPANTS

SECTION B.1.

PROFESSIONAL

A. Program Development and Arrangement

1. Reviews PIO/P package to determine adequacy of data; objectives of training; clarity of training needs; type, scope and duration of training; availability of training; suitability of participant; and funding requirements. If required, contacts regional bureau desk or technical officer for assistance. As necessary, drafts or instructs Program Arranger to prepare airgram to mission (a) requesting additional documentation, clarification of training needs, or additional funding; or (b) advising that training is not available or participant is not qualified for proposed training.
2. Formulates tentative training program including language training, if required; training facility or facilities to provide training; type, scope and duration of training at each facility; need for home hospitality services; and tentative costs of training.
3. Arranges training program including contracts with training facilities to obtain acceptance, timing and cost if any; preparation of detailed program and travel itinerary; and review of costs against PIO/P funding. Clears with regional bureau desk and technical officers as necessary. Instructs Programmer Arranger to (a) prepare corrected PIO/P for issuance, program message to mission, program itinerary and travel request for domestic travel, and Standard Form 147 for payments to training facilities where required and (b) arrange ALIGU language testing and placement and hospitality services as determined necessary. Signs documents, airgrams and letters.
4. Receives mission response to program message, including arrival notice; reviews for changes in program or cancellation; makes changes or cancels program as determined necessary; and advises mission.

ARRANGER

A. Program Development and Arrangement

1. Sets up file of PIO/P, bio-data and supporting documents. Prepares and sends airgrams to mission, as directed by PDO.
2. No action.
3. Types letters to training facilities and sends with bio-data; follows-up by telephone or letter to obtain acceptance. As directed by PDO: prepares corrected PIO/P, obtains PDO and Branch Chief approval and sends to Statistical Control Branch for issuance of new PIO/P face sheet; prepares program message including suggested call forward date to mission, for PDO and Branch Chief approval; prepares Program Itinerary and Travel Request, obtains PDO signature, and sends to Travel Section; prepares SF-147s if required and sends to training facilities; arranges with ALIGU for language testing and placement; prepares and sends biographical, program and travel information to U.S. Community Hospitality Groups. Records training and travel expenses on Form AID 1380-37 "Expenditure Control."
4. Assists PDO in making program changes, e.g. ALIGU testing and placement, travel itinerary, letters to training facilities.

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PROFESSIONAL

B. Participant Arrival

1. Advises Program Arranger of time for initial interview and duration of WIC orientation.
2. Conducts arrival interview with participant: Discusses (a) general background, experience and future plans of participant; (b) pre-departure orientation and program information provided by Mission; (c) the proposed training program; (d) purpose, content and methods of submitting required progress reports; (e) questions on material covered in A/IT Administrative Orientation, e.g. A/IT regulations re operation of motor vehicles, dependents, marriage while in training, and provisions for membership in professional societies; and (f) how to contact PDC in an emergency. Signs participant's identification card.
3. Based on interview, determines need for program changes, e.g. need for additional language training, type and duration of training, travel itinerary; makes necessary changes and advises training facilities, Mission and participant.
4. Confirms program itinerary with training facilities. Instructs and provides information for program arranger to prepare "Participant Program and Training Data," Part I for Statistical Control Branch.

C. In Training Services and Monitoring

1. Reviews Monthly Location Report to check per diem and reimbursable travel expenses claimed, signs report to certify propriety of items listed, and instructs arranger to prepare an LACR for issuance of monthly maintenance check where reimbursable expenses are claimed.

ARRANGER

B. Participant Arrival

1. Advises WIC of time for participants initial interview with PDO and length of WIC orientation.
2. Conducts administrative briefing with participant: Takes international return travel tickets and prepares a receipt in triplicate; sends one copy of receipt with tickets to Travel Section, files one copy in participant's master file and gives participant third copy. Explains submission and contents of Location Report, reimbursement procedures for book receipts and other expenses, arrangements for travel and lodging, and amount of per diem he will receive. Gives ALIGU registration card, if language testing and placement arranged. Records passport and visa information in participants folder. Arranges for cash payment or a priority check request to Treasury for participant if he was not advanced \$240 by Mission.
3. Assists PDO in making program changes by typing correspondence, preparing revised Program Itinerary and Travel Request, arranging ALIGU testing and placement.
4. Types letter confirming participant's ETA at training facilities. Completes Part I of "Participant Program and Training Data (PPTD)" and sends original to Statistical Control Branch.

C. In Training Services and Monitoring

1. Receives signed check transmittal form for previous month's check and Monthly Location Report from participant. Reviews MLR for correct addition of expenses claimed, and gives report to PDO. Following his review, prepares an LACR for PDO's signature (if reimbursable expenses are claimed) and sends with the original and two copies of Location Report to FRS, filing third copy of Location Report and signed check transmittal form in master file. Receives from FRS, corrected Location Report and monthly maintenance check for participant; prepares check transmittal form and sends along with

PROFESSIONAL

2. Reviews miscellaneous requests from participant, e.g. for in-training travel, permission to operate motor vehicles, permission to send for dependents. If disapproved, drafts letter to participant. If approved, obtains other Program Division approval, as necessary, and instructs program arranger to handle administrative details, e.g. making travel arrangements, obtaining necessary documentation and reviewing for compliance with A/IT regulations.
3. Determines need for special programs, e.g. Christmas Programs, Communications Seminar; and instructs program arranger to make arrangements with Program Support Branch.
4. Monitors participant's progress by reviewing correspondence and progress reports from participants and correspondence and evaluation reports from training facility advisor and by maintaining continuing contacts with participant and advisor. Determines need for program changes, extensions or terminations and takes necessary action consulting Branch Chief, Counselling Branch, regional bureau and mission as necessary. Instructs Program Arranger to notify Statistical Control Branch of terminations, changes or extensions, and inform Participant Support of need for visa extensions. Identifies participant personal problems and resolves or refers to Counselling Branch, as required or determined necessary.
5. Completes pre-departure arrangements including (a) approval of participant membership in a professional society, (b) planning return international travel of participant, (c) instructing program arranger to arrange society membership and prepare final LACR and Program Itinerary and Travel Requests for domestic and international travel.

ARRANGER

- check and one copy of corrected Location Report to participant. Files corrected copy of MLR and copy of check transmittal form in master file. Records all expenses against PIO/P on Form AID 1380-37, Expenditure Control, and keeps this form current and available to the PDO at any time.
2. Prepares (or types PDO draft) responses to miscellaneous participant requests. As directed by PDO, (a) prepares "Program Itinerary and Travel Requests" for in-training travel and sends to Travel Section; obtains "Dependent Certification" from participants whose request to send for dependents has been approved and prepares message to mission advising of "no-objection" and forwarding copies of "Dependent Certification" and most recent DSF-66; obtains statement re operation of vehicles and evidence of insurance from participant, reviews for compliance with A/IT regulations and corresponds with participant re adequacy of insurance coverage.
 3. Makes arrangements with Program Support Branch for participant enrollment in special programs, and as necessary arranges for travel, increased per diem and payments to training facilities.
 4. Types correspondence to participant and advisor. Prepares documents incident to program changes, extensions, terminations (including airgrams to mission, PPTD to Statistical Control Branch and request for visa extension to Participant Support Section) and assists in obtaining clearances and making arrangements. Sends copies of reports to mission. Prepares (or types PDO drafted) case referral to Counselling Branch and sends with supporting documentation to participant's folder.
 5. Assists PDO in completing pre-departure arrangements: (a) sends participant pre-departure letter of instruction two months prior to scheduled departure; (b) types "Program Itinerary and Travel Request" for return international travel and forwards to Travel Section thirty days before departure; (c) reviews payments made to participants and prepares and forwards final LACR to Financial

PROFESSIONAL

D. Departure

1. Meets with participant; arranges schedule for last few days in Washington, including meetings with regional bureau technical and desk officers and visits to embassies; obtains participant pre-departure report and exit questionnaire.
2. Reviews participant's pre-departure report, exit questionnaire, and master file in preparation for exit interview.
3. Conducts exit interview with participant. Discusses (a) adequacy of program and criticisms participant may have, (b) how participant will use training on return home, (c) roles of A/IT, mission training officer and mission technical personnel in the planning, implementation and utilization of training in connection with the participant's country's development, (d) mission personnel to be contacted on return, and (e) international travel, emphasizing adherence to planned itinerary and arrival in home country at the specified time. If participant has been overpaid, collects repayment, or advises mission will collect. If underpaid, advises mission will reimburse, or if participant needs funds instructs program arranger to arrange for immediate payment.
4. Prepares exit interview and evaluation reports for own future use and for Branch Chief, Evaluation Staff and mission. Prepares letters of appreciation to cooperating institutions which have furnished training at no cost to AID or in special cases recommends issuance of "Certificate of Cooperation" by Training Facilities Staff.

ARRANGER

Review Section; (d) arranges for participant membership in and fee payment to professional society; and (e) arranges travel to Washington through Travel Section and corresponds with participant re travel and arrival in Washington.

D. Departure

1. Assists PDO in making final week arrangements; picks up international tickets from Travel Section; assures training materials have been shipped or checks status; obtains IRS validation of IRS form 2063, "Departing Alien Income Tax Statement and Certificate of Compliance;" prepares letters to embassies for participant use in obtaining visas for stop-over countries.
2. No action.
3. Conducts final interview with participant to give IRS "Certificate of Compliance," international travel tickets, and, as necessary, courtesy letters to embassies; to check immunization record and advise on obtaining needed immunizations; and to arrange for immediate payment of un-reimbursed expenses as directed by PDO. Forwards overpayments collected to Financial Review Section.
4. Types correspondence and documents as directed by PDO, including (a) exit interview and evaluation reports; (b) ETA message to mission with copies of participant pre-departure report, PDO exit interview and evaluation reports and information on overpayment/underpayment to participant; (c) letters to cooperating institutions or recommendations for issuance of "Certificate of Cooperation," and (d) PPTD, Part III, for Statistical Control Branch.

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RECOMMENDED PROCEDURE FOR PROCESSING

SECTION B.2.

FARMED-OUT NON-ACADEMIC PARTICIPANTS

PROFESSIONAL

ARRANGER

A. Program Development and Arrangement

A. Program Development and Arrangement

1. Reviews PIO/P package to determine adequacy of data; objectives of training; clarity of training needs; type, scope and duration of training; suitability of participant; and funding requirements. If required, contacts regional bureau desk or technical officers for assistance and/or consults Participating Agency. As necessary drafts or instructs Program Arranger to prepare airgram to mission (a) requesting additional documentation or clarification of training needs; or (b) advising that training is not available or participant is not qualified for proposed training.
2. Determines participating agency or contractor to develop program and need for ALIGU language testing and placement; instructs program arranger to transmit PIO/P package, including special instructions from PDC, to participating agency.
3. Reviews proposed training program and cost estimates submitted by participating agency. As required, discusses and clears with participating agency counterpart and regional bureau desk or technical offices. When proposed program and cost estimates have been approved, instructs program arranger to (a) prepare corrected PIO/P for issuance and program message to mission and (b) arrange ALIGU language testing and placement. Signs documents and messages.
4. Receives mission responses to program message; notes estimated arrival date and reviews for changes in program or for cancellation; discusses proposed changes with participating agency counterpart; advises mission of changes made.

1. Sets up file of PIO/P, bio-data and supporting documents. Prepares and sends airgrams to mission as directed by PDO.
2. Prepares Form 1380-29, including special PDO instructions, and sends to participating agency with copies of PIO/P, bio-data and supporting documents.
3. As directed by PDO: prepares corrected PIO/P, obtains PDO and Branch Chief approval, and forwards to Statistical Control Branch for issuance; prepares program message, including suggested call-forward date, to mission for PDO and Branch Chief approval; and arranges with ALIGU for language testing and placement.
4. Assists PDO in making necessary program changes, e.g. ALIGU testing and placement, PIO/P cancellation or amendments.

PROFESSIONAL

B. Participant Arrival

1. Advises Program Arranger of time for his interview and participating agency interview and of duration of WIC orientation.
2. Conducts arrival interview with participant. Discusses (a) general background, experience and future plans of participant; (b) pre-departure orientation and program information provided by mission; (c) roles of A/IT and participating agency in planning and implementing training program; (d) the proposed training program in general terms; (e) purpose, content and methods of submitting required progress reports; (f) questions on material covered in A/IT administrative orientation including A/IT regulations re operation of motor vehicles, dependents, marriage while in training, insurance, and membership in professional societies; and (g) how to contact PDO in an emergency. Signs participant's identification card.
3. Based on interview, determines need for additional language training or changes in program; discusses with participating agency counterpart and insures necessary changes are made; advises mission of changes. Instructs program arranger to arrange ALIGU testing and placement, if now determined necessary.
4. Instructs and provides information to program arranger to prepare "Participant Program and Training Data" (PPTD) Part I for Statistical Control Branch.

C. In-training Services and Monitoring

1. Reviews miscellaneous requests from participant which participating agency is not authorized to approve, e.g. permission to operate motor vehicles, permission to send for dependents. If disapproved, advises participating agency and drafts letter to participant. If approved, obtains other Program Division approvals as necessary, and instructs program arranger to handle administrative details,

ARRANGER

B. Participant Arrival

1. Advises WIC of time for participant's arrival interview with PDO and length of WIC orientation; advises participating agency of participant arrival and schedules arrival interview.
2. Conducts administrative briefing with participant. Takes international return travel ticket and prepares receipt in triplicate; sends one copy of receipt with ticket to Travel Section, files one copy in participant's master file, and gives one copy to participant. Gives ALIGU registration card, if language testing and placement arranged. Records passport and visa information in participant's folder.
3. Assists PDO in making program changes by typing correspondence and documents and by arranging ALIGU testing and placement.
4. Completes Part I of "Participant Program and Training Data" (PPTD) and sends original to Statistical Control Branch.

C. In-training Services and Monitoring

1. Prepares (or types PDO draft) responses to miscellaneous participant requests; obtains "Dependent Certification" from participant where request to send for dependents has been approved and prepares message to mission advising of "no objection" and forwarding copies of "Dependent Certification" and most recent DSP-66; obtains statement re operation of motor vehicles and evidence of insurance from

PROFESSIONAL

e.g. obtaining necessary documentation and reviewing for compliance with A/IT regulations.

2. Consults with participating agency counterpart regarding need for special programs, e.g. Christmas Programs, Communications Seminar; instructs program arranger to assist participating agency in making arrangements with Program Support Branch.
3. Monitors participant's progress by reviewing correspondence and progress reports, training facility advisor correspondence and evaluation reports, and participating agency responses and comments; and maintaining continuing contacts with participating agency counterpart and, as necessary, directly with participant and his advisor. Consults with participating agency counterpart on need for program changes, extensions or terminations, and clears with Branch Chief, regional bureau and mission as necessary. Instructs program arranger to notify Statistical Control Branch of terminations, changes, or extensions and Participant Support Section of need for visa extensions. Identifies participant personal problems and either works with participating agency to resolve or refers to Counselling as determined necessary.
4. Completes pre-departure arrangements including drafting cut-off notice to participating agency; planning return international travel of participant; and instructing program arranger to prepare Program Itinerary and travel request for international travel.

D. Departure

1. Assists participating agency in arranging participant's last few days in Washington, including meetings with regional bureaus, desk and technical officers and visits to embassies; obtains participant pre-departure report and exit questionnaire and participating agency comments and evaluation.

ARRANGER

participant and reviews for compliance with A/IT regulations and corresponds with participant re adequacy of insurance coverage.

2. Assists participating agency in making arrangements for special programs with Program Support Branch.
3. Types correspondence to participant, advisor, participating agency and mission. Prepares documents incident to program changes, extensions, terminations, (including PPTD to Statistical Control Branch and request for visa extensions to Participant Support Section); sends copies of reports to mission. Prepares (or types PDO drafted) case referral to Counselling Branch and sends with supporting documents or participants folder.
4. Assists PDO in completing pre-departure arrangements: sends participant pre-departure letter of instruction two months prior to scheduled departure; types and sends cut-off notice to participating agency; and types "Program Itinerary and Travel Request" for return international travel and sends to Travel Section thirty days before departure.

D. Departure

1. Assists in making final week arrangements; picks up international tickets from Travel Section; assures training materials have been shipped or checks status; obtains IRS validation of IRS Form 2063 "Departing Alien Income Tax Statement and Certificate of Compliance;" prepares letters to embassies for participant use in obtaining visas for stop-over countries.

PROFESSIONAL

2. Reviews participant and participating agency reports and participant's master file in preparation for exit interview.
3. Conducts exit interview with participant. Discusses (a) adequacy of program and any criticisms participant may have; (b) how participant will use training on return home; (c) roles of A/IT, the participating agency, mission training officer and mission technical personnel in the planning, implementation and utilization of training in connection with the participant's country's development; (d) mission personnel to be contacted on return; and (f) international travel, emphasizing adherence to planned itinerary and arrival in home country at the specified time.
4. Prepares exit interview and evaluation reports for own future use and for Branch Chief, Evaluation Staff and Mission.

ARRANGER

2. No action.
3. Conducts final briefing with participant to give IRS "Certificate of Compliance," international travel tickets and, as necessary, courtesy letters to embassies and to check immunization received and advise on obtaining needed immunizations.
4. Types correspondence and documents as directed by PDO, including (a) exit interview and evaluation reports; (b) ETA message to mission with copies of participant pre-departure report, participating agency comments, and PDO exit interview and evaluation reports; and (c) PPTD, Part III for Statistical Control Branch.

RECOMMENDED PROCEDURE FOR PROCESSING
DIRECT PROGRAMMED OBSERVATIONAL PARTICIPANTS

SECTION C.1.

PROFESSIONAL

ARRANGER

A. Program Development and Arrangement

A. Program Development and Arrangement

1. Reviews PIO/P package to determine adequacy of data; objectives of training; clarity of training needs; type, scope and duration of training; availability of training; suitability of participants; and funding requirements. If required, contacts regional bureau desk or technical officer for assistance. As necessary, drafts or instructs Program Arranger to prepare airgram to mission (a) requesting additional documentation, clarification of training needs, or additional funding; or (b) advising that training is not available.
2. Formulates tentative training program including selection of facilities for observation; type, scope and duration of observational experience at each facility; special seminar programs; need for home hospitality services, interpreters, and program leaders; and tentative costs of training.
3. Arranges training program including contracts with selected facilities to obtain acceptance, timing and cost if any; preparation of detailed program and travel itinerary; and review of costs against PIO/P funding. Clears with regional bureau desk and technical officers as necessary. Instructs Program Arranger to (a) prepare corrected PIO/P for issuance, program message to mission, program itinerary and travel request for domestic travel, and Standard Form 147 for payments to training facilities where required and (b) arrange for interpreters, program leaders, special seminars, and hospitality services as determined necessary. Signs documents, airgrams and letters.
4. Briefs interpreters and program leaders on program and travel itinerary.

1. Sets up file of PIO/P, bio-data and supporting documents. Prepares and sends airgrams to mission, as directed by PDO.
2. No action.
3. Types letters to facilities and sends with bio-data; follows-up by telephone or letter to obtain acceptance. As directed by PDO: prepares corrected PIO/P, obtains PDO and branch Chief approval and sends to Statistical Control Branch for issuance of new PIO/P face sheet; prepares program message including suggested call forward date to mission, for PDO and Branch Chief approval; prepares Program Itinerary and Travel Request, obtains PDO signature, and sends to Travel Section; prepares SF-147s if required and sends to facilities; arranges with Participant Support Section for interpreters and program leaders; arranges with Program Support Branch for special seminars; prepares and sends biographical, program and travel information to U.S. Community Hospitality Groups. Records training and travel expenses on Form AID 1380-37, "Expenditure Control."
4. No action.

PROFESSIONAL

5. Receives mission response to program message, including arrival notice; reviews for changes in program or cancellation; makes changes or cancels program as determined necessary; and advises facilities and mission.

B. Participant Arrival

1. Advises Program Arranger of time for initial interview and duration of WIC orientation.
2. Conducts arrival interview with participant: Discusses (a) general background, experience and future plans of participant; (b) pre-departure orientation and program information provided by mission; (c) the proposed training program; (d) purpose, content and methods of submitting required pre-departure reports; and (e) questions on material covered in A/IT Administrative Orientation. Signs participant's identification card.
3. Based on interview, determines need for program changes, e.g. facilities for observation; type and duration of training, travel itinerary; makes necessary changes and advises training facilities, mission and participants.
4. Confirms program itinerary with training facilities. Instructs and provides information for program arranger to prepare "Participant Program and Training Data," Part I for Statistical Control Branch.

C. In Training Services and Monitoring

1. Instructs arranger to prepare IACR for issuance of monthly maintenance checks.

ARRANGER

5. Assists PDO in making program changes, e.g. travel itinerary, letters to training facilities.

B. Participant Arrival

1. Advises WIC of time for participants initial interview with PDO and length of WIC orientation.
2. Conducts administrative briefing with participant: Takes international return travel tickets and prepares a receipt in triplicate; sends one copy of receipt with tickets to Travel Section, files one copy in participant's master file and gives participant third copy. Records passport and visa information in participant's folder. Arranges for cash payment or a priority check request to Treasury for participant if he was not advanced \$240 by mission.
3. Assists PDO in making program changes by typing correspondence, preparing revised Program Itinerary and Travel Request.
4. Types letter confirming participant's ETA at training facilities. Completes Part I of "Participant Program and Training Data (PPTD)" and sends original to Statistical Control Branch.

C. In Training Services and Monitoring

1. Prepares LACR for PDO's signature and sends to FRS. Receives from FRS, monthly maintenance checks for participants; prepares check transmittal form and sends along with checks to Program Leader accompanying team. Files copy of check transmittal form in master file. Records all expenses against PIO/P on Form AID 1380-37, Expenditure Control, and keeps this form current and available to the PDO at any time.

PROFESSIONAL

2. Monitors program by maintaining continuing contacts with Program Leader and participants if necessary. Determines need for program changes, extensions or terminations and takes necessary action consulting Branch Chief, Counselling Branch, regional bureau and Mission as necessary. Instructs Program Arranger to notify Statistical Control Branch of terminations, changes or extensions, and inform Participant Support of need for visa extensions. Identifies participant personal problems and resolves or refers to Counselling Branch, as required or determined necessary.

3. Completes pre-departure arrangements including (a) approval of participant membership in a professional society, (b) planning return international travel of participant, (c) instructing program arranger to arrange society membership and prepare final LACR and Program Itinerary and Travel Request for international travel.

D. Departure

1. Meets with participant; arranges schedule for last few days in Washington, including meetings with regional bureau technical and desk officers and visits to embassies; obtains participants' pre-departure reports and exit questionnaires.

2. Reviews participants' pre-departure reports, exit questionnaire, and master file and discusses program with Program Leader in preparation for exit interview.

3. Conducts exit interview with participants. Discusses (a) adequacy of program and criticisms participant may have, (b) how participant will use training on return home, (c) roles of A/IT, mission training officer and mission technical personnel in the planning, implementation and utilization of training in connection with the participant's country's development, (d) mission personnel to be contacted on return, and (e) international travel, emphasizing adherence to planned itinerary and arrival in home country at the specified time. If participant has been overpaid, collects repayment, or advises Mission will collect. If underpaid, advises Mission will reimburse,

ARRANGER

2. Types correspondence to participants and Program Leader. Prepares documents incident to program changes, extensions, terminations (including airgrams to Mission, PPTD to Statistical Control Branch and request for visa extension to Participant Support Section) and assists in obtaining clearances and making arrangements. Prepares (or types PDO drafted) case referral to Counselling Branch and sends with supporting documentation to participant's folder.

3. Assists PDO in completing pre-departure arrangements: (a) types "Program Itinerary and Travel Request" for return international travel and forwards to Travel Section thirty days before departure; (b) reviews payments made to participants and prepares and forwards final LACR to Financial Review Section; and (c) arranges for participant membership in and fee payment to professional society.

D. Departure

1. Assists PDO in making final week arrangements; picks up international tickets from Travel Section; assures training materials have been shipped or checks status; obtains IRS validation of IRS form 2063, "Departing Alien Income Tax Statement and Certificate of Compliance."

2. No action.

3. Conducts final interview with participant to give IRS "Certificate of Compliance," and international travel tickets; and to arrange for immediate payment of un-reimbursed expenses as directed by PDO. Forwards overpayments collected to Financial Review Section.

PROFESSIONAL

or if participant needs funds instructs program arranger to arrange for immediate payment.

4. Prepares exit interview and evaluation reports for own future use and for Branch Chief, Evaluation Staff and Mission. Prepares evaluation of interpreter and program leader services and forwards to Participant Support Section. Prepares letters of appreciation to cooperating institutions which have furnished training at no cost to AID or in special cases recommends issuance of "Certificate of Cooperation" by Training Facilities Staff.

ARRANGER

4. Types correspondence and documents as directed by PDO, including (a) exit interview and evaluation reports; (b) ETA message to mission with copies of participant pre-departure report, PDO exit interview and evaluation reports and information on overpayment/underpayment to participants; (c) letters to cooperating institutions or recommendations for issuance of "Certificate of Cooperation," and (d) PPTD, Part III, for Statistical Control Branch.

FARMED-OUT OBSERVATIONAL PARTICIPANTSPROFESSIONALA. Program Development and Arrangement

1. Reviews PIO/P package to determine adequacy of data; objectives of training; clarity of training needs; type, scope, availability and duration of training; suitability of participants; and funding requirements. If required, contacts regional bureau desk or technical officers for assistance and/or consults participating agency. As necessary drafts or instructs Program Arranger to prepare airgram to mission: (a) requesting additional documentation or clarification of training needs; or (b) advising that training is not available.
2. Determines participating agency or contractor to develop program and need for interpreters, program leaders and special seminars, instructs Program Arranger to transmit PIO/P package, including special instructions from PDO, to participating agency.
3. Reviews proposed training program and cost estimates submitted by participating agency. As required, discusses and clears with participating agency counterpart and regional bureau desk or technical offices. When proposed program and cost estimates have been approved, instructs Program Arranger to (a) prepare corrected PIO/P for issuance and program message to mission; (b) arrange for interpreters and program leaders; and (c) assist participating agency in arranging with Program Support Branch for special seminars. Signs documents and messages.
4. Receives mission responses to program message; notes for estimated arrival date and reviews for changes in program or for cancellation; discusses proposed changes with participating agency counterpart; advises mission of changes made.

ARRANGERA. Program Development and Arrangement

1. Sets up file of PIO/P, bio-data and supporting documents. Prepares and sends airgrams to mission as directed by PDO.
2. Prepares Form 1380-29, including special FDO instructions, and sends to participating agency with copies of PIO/P, bio-data and supporting documents.
3. As directed by PDO: prepares corrected PIO/P, obtains PDO and Branch Chief approval, and sends to Statistical Control Branch for issuance; prepares program message, including suggested call-forward date, to mission for FDO and Branch Chief approval; arranges for interpreters and program leaders; and arranges with Program Support Branch for special seminar programs.
4. Assists PDO in making necessary program changes, e.g. arrangements with Program Support Branch for special seminars, PIO/P cancellation or amendments.

PROFESSIONAL

B. Participant Arrival

1. Advises Program Arranger of time for his interview and participating agency interview and of duration of WIC orientation.
2. Conducts arrival interview with participant. Discusses (a) general background, experience and future plans of participant; (b) pre-departure orientation and program information provided by mission; (c) roles of A/IT and participating agency in planning and implementing training program; (d) the proposed training program in general terms; (e) purpose, content and methods of submitting required pre-departure reports; and (?) questions on material covered in A/IT administrative orientation. Signs participant's identification card.
3. Based on interview, determines need for changes in program; discusses with participating agency counterpart and insures necessary changes are made, advises mission of changes.
4. Instructs and provides information to Program Arranger to prepare "Participant Program and Training Data" (PPTD) Part I for Statistical Control Branch.

C. In-training Services and Monitoring

1. Monitors program by maintaining continuing contacts with participating agency counterpart and, as necessary, directly with participant and his program leader. Consults with participating agency counterpart on need for program changes, extensions or terminations, and clears with Branch Chief, regional bureau and missions as necessary. Instructs Program Arranger to notify Statistical Control Branch of terminations, changes, or extensions and Participant Support Section of need for visa extensions. Identifies participant personal problems and either works with participating agency to resolve or refers to Counselling as determined necessary.

ARRANGER

B. Participant Arrival

1. Advises WIC of time for participant's arrival interview with PDO and length of WIC orientation; advises participating agency of participant arrival and schedules arrival interview.
2. Conducts administrative briefing with participant. Takes international return travel ticket and prepares receipt in triplicate; sends one copy of receipt with ticket to Travel Section, files one copy in participant's master file, and gives one copy to participant. Records passport and visa information in participant's folder.
3. Assists PDO in making program changes by typing correspondence and documents.
4. Completes Part I of "Participant Program and Training Data" (PPTD) and sends original copy to Statistical Control Branch.

C. In-training Services and Monitoring

1. Types correspondence to participant, program leader, participating agency and mission. Prepares documents incident to program changes, extensions, terminations, (including PPTD to Statistical Control Branch and request for visa extensions to Participant Support Section). Prepares (or types PDO drafted) case referral to Counselling Branch and sends with supporting documents or participant's folder.

PROFESSIONAL

2. Completes pre-departure arrangements including drafting cut-off notice to participating agency; planning return international travel of participant; and instructing Program Arranger to prepare Program Itinerary and Travel request for international travel.

D. Departure

1. Assists participating agency in arranging participant's last few days in Washington, including meetings with regional bureau desk and technical officers and visits to embassies; obtains participant pre-departure report and exit questionnaire and participating agency comments and evaluation.
2. Reviews participant and participating agency reports and participant's master file in preparation for exit interview.
3. Conducts exit interview with participant. Discusses: (a) adequacy of program and any criticisms participant may have; (b) how participant will use training or return home; (c) relationship roles of A/IT, the participating agency, mission training officer and mission technical personnel in the planning, implementation and utilization of training in connection with the participant's country's development; (d) mission personnel to be contacted on return; and (e) international travel, emphasizing adherence to planned itinerary and arrival in home country at the specified time.
4. Prepares exit interview and evaluation reports for own future use and for Branch Chief, Evaluation Staff and mission. Prepares evaluation of interpreters and program leaders (where arranged for by PSS) and forwards to Participant Support Section.

ARRANGER

2. Assists PDO in completing pre-departure arrangements: (a) types and sends cut-off notice to participating agency; and (b) types "Program Itinerary and Travel Request" for return international travel and sends to Travel Section thirty days before departure.

D. Departure

1. Assists in making final week arrangements; picks up international tickets from Travel Section; assures training materials have been shipped or checks status; obtains IRS validation of IRS Form 2063 "Departing Alien Income Tax Statement and Certificate of Compliance".
2. No action.
3. Conducts final briefing with participant to give IRS "Certificate of Compliance" and international travel tickets.
4. Types correspondence and documents as directed by PDO, including (a) exit interview and evaluation reports; (b) ETA message to mission with copies of participant pre-departure report, participating agency comments, and PDO exit interview and evaluation reports; and (c) PPTD, Part III for Statistical Control Branch.

PART III

FLOW CHARTS

OF

CURRENT AND RECOMMENDED

A/IT TRAINING PROCEDURES

- A. Processing Living Allowance Checks Requests (LACRs)
- B. Providing Information to U.S. Community Hospitality Groups
- C. Approval of Participant's Request to Bring Dependent to U.S.
- D. Approval of Participant Requests to Operate Motor Vehicles
- E. Arranging Membership in American Professional Societies
- F. Processing of Form 2063-IRS Tax Statement
- G. Handling Participant Medical Expenses
- H. Obtaining Visa Extensions for Participants
- I. Shipment of Participant's Training Materials

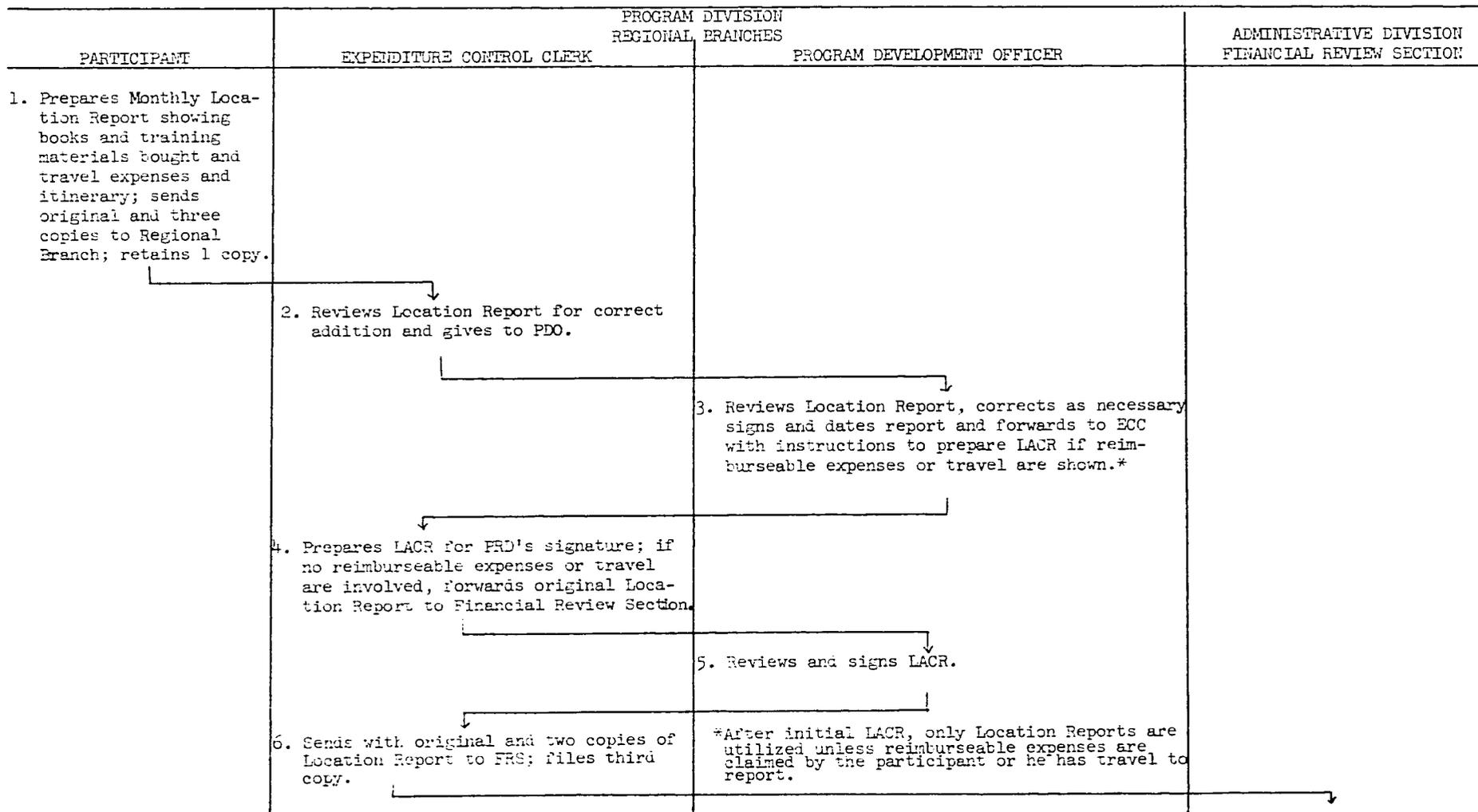
CURRENT A/IT TRAINING PROCEDURE
PROCESSING INITIAL LACR

SECTION A.1.

PROGRAM ARRANGER	PROGRAM DIVISION REGIONAL BRANCHES EXPENDITURE CONTROL CLERK	PROGRAM DEVELOPMENT OFFICER	ADMINISTRATIVE DIVISION FINANCIAL REVIEW SECTION
<p>1. After completing arrival briefing with participant, prepares a two-way memo to the ECC (PDO prepares in some cases) showing: participant identifying information; date of arrival; whether \$240 advance has been received from mission; amount of book allowance; transit rate maintenance allowance and first month's per diem; and training location; and sends with issued copy of the PIO/P to ECC.*</p>			
	<p>2. Establishes an Expenditure Control Folder; prepares an LACR in duplicate showing the information listed in step one.</p>	<p>3. Reviews and signs LACR.</p>	
<p>* If \$240 has not been received, emergency procedures are used to get the first twenty day's travel rate allowance and the mission is informed that the \$240 advance was not received by the participant.</p>	<p>4. Sends original LACR to Financial Review Section; files duplicate in Expenditure Control Folder by country and PIO/P number.</p>		<p>5. Assures compliance with the PIO/P and that rate of per diem is correct; issues request to Treasury for check; receives check and sends to ECC; files LACR.</p>
	<p>6. Sends participant check.</p>		

CURRENT A/IT TRAINING PROCEDURE
 PROCESSING INTERIM LACRs

Section A.2.



CURRENT A/IT TRAINING PROCEDURE
PROCESSING INTERIM LACRS

Section A.2

PARTICIPANT	EXPENDITURE CONTROL CLERK	PROGRAM DIVISION REGIONAL BRANCHES PROGRAM DEVELOPMENT OFFICER	ADMINISTRATIVE DIVISION FINANCIAL REVIEW SECTION
	8. Sends maintenance check to participant (with copy of Location Report, if reimburseable expenses or travel are involved.)		↓ 7. Reviews Location Report to insure propriety and notifies PDO if changes are made; issues request to Treasury for check; receives check and sends to ECC.

CURRENT A/IT TRAINING PROCEDURE
 PROCESSING FINAL IACR

Section A.3.

PROGRAM DIVISION REGIONAL BRANCHES PROGRAM DEVELOPMENT OFFICER	EXPENDITURE CONTROL CLERK	ADMINISTRATIVE DIVISION FINANCIAL REVIEW SECTION
<p>1. Advises ECC of participants departure date and requests LACR for final maintenance check.</p>	<p>2. Reviews book expenses against allowance advances; determines amount of per diem. Prepares final LACR in duplicate, showing participant identifying information, departure date, book allowance advance. Forwards to FRS at least ten working days before participant's departure if he leaves from Washington and fifteen days if he leaves from elsewhere in the U.S.</p>	<p>3. Reviews to assure correct payment (may already have mailed out next month's check if not notified ten days in advance). If participant owes money, fills out AID 7-128 Notice of Collection upon participant's refunding excess sends form to C/ACC. If a check is to be cancelled and a new one issued for a smaller sum, form SF 1098 is filled out and sent to C/ACC.</p>

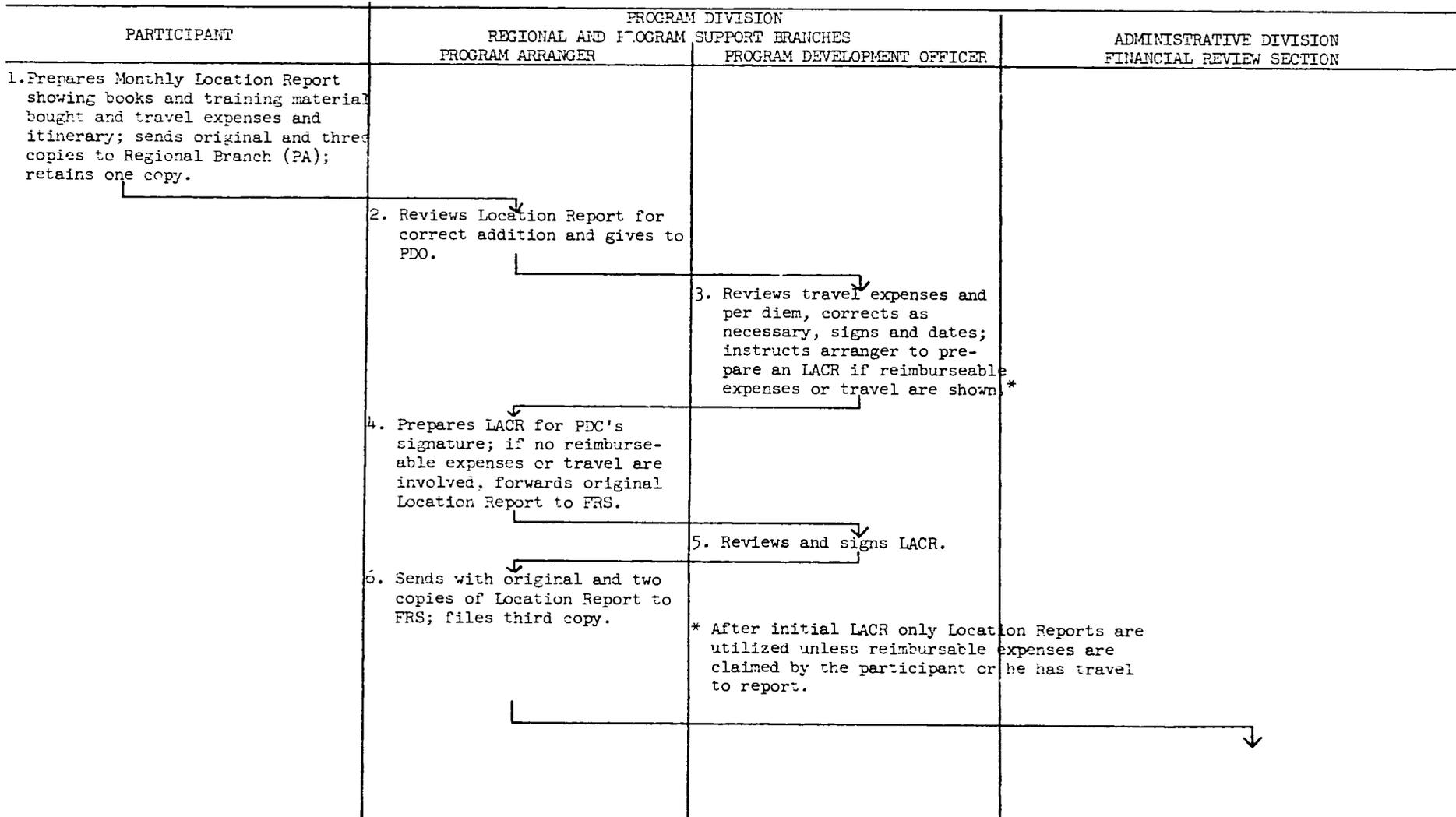
RECOMMENDED A/IT TRAINING PROCEDURE
 PROCESSING INITIAL LACR

Section A.4.

PROGRAM ARRANGER	PROGRAM DIVISION REGIONAL AND PROGRAM SUPPORT BRANCHES PROGRAM DEVELOPMENT OFFICER	ADMINISTRATIVE DIVISION FINANCIAL REVIEW SECTION
1. After completing arrival briefing with participant, establishes an expenditure control folder, and prepares an LACR in duplicate showing: participant identifying information; date of arrival; whether \$240 advance has been received from mission; amount of book allowance; transit rate maintenance allowance and first month's per diem; and training location.*		
	2. Reviews and signs LACR.	
3. Sends original LACR to Financial Review Section; files duplicate in Expenditure Control Folder by country and PIO/P number.		
		4. Assures compliance with the PIO/P and that rate of per diem is correct; issues request to Treasury for check; receives check and sends to PA; files IACR.
5. Sends participant check.		
* If \$240 has not been received, emergency procedures are used to get the first twenty day's travel rate allowance and the mission is informed that the \$240 advance was not received by the participant.		

RECOMMENDED A/IT TRAINING PROCEDURES
PROCESSING INTERIM LACRs

Section A.5.



RECOMMENDED A/IT TRAINING PROCEDURES
PROCESSING INTERIM LACRS

Section A.5.

PARTICIPANT	PROGRAM DIVISION REGIONAL AND PROGRAM SUPPORT BRANCHES PROGRAM ARRANGER		ADMINISTRATIVE DIVISION FINANCIAL REVIEW SECTION
	8. Sends maintenance check and copy of corrected Location Report to participant.		7. Reviews for correctness of maintenance payment, allowance of books purchased, and propriety of claims, and notifies PDO of changes made. When expenses are claimed, returns two copies of Location Report and next month's maintenance check to PA; issues request to Treasury for check; receives check and sends to PA.

RECOMMENDED A/IT TRAINING PROCEDURE
 PROCESSING FINAL LACR

Section A.6.

PROGRAM DIVISION REGIONAL AND PROGRAM SUPPORT BRANCHES		ADMINISTRATIVE DIVISION FINANCIAL REVIEW SECTION
PROGRAM DEVELOPMENT OFFICER	PROGRAM ARRANGER	
1. Advises PA of participant's departure date and requests LACR for final maintenance check.	2. Reviews book expenses against allowance advanced; reviews amount of per diem received; prepares final LACR in duplicate, showing participant identifying information, departure date and book allowance advance. Forwards to FRS at least ten working days before departure if participant leaves from Washington and fifteen days if from elsewhere in the U.S.	3. Reviews to insure correct payment (may mail out next month's check if not notified ten days in advance). If participant owes money, fills out Form AID 7-128 (Notice of Collection) upon participant's refunding excess, and sends form to C/ACC. If a check is to be cancelled and a new one issued for a smaller sum, SF 1098 (Schedule of Cancellation of Checks) is completed and sent to C/ACC.

CURRENT A/IT PROCEDURE
PROVIDING INFORMATION TO U.S. COMMUNITY HOSPITALITY GROUPS

SECTION B.1.

PROGRAM DIVISION REGIONAL AND PROGRAM SUPPORT BRANCHES PROGRAM ARRANGER	PROGRAM DEVELOPMENT OFFICER	ADMINISTRATIVE DIVISION PARTICIPANT SUPPORT SECTION ADMINISTRATIVE AIDE
<p>1. Receives form AID 1380-4, "Information for U.S. Hospitality Groups" mat along with PIO/P and bio-data. Includes in file given to PDO.</p>	<p>2. After developing program and travel itinerary, or after meeting Participant, drafts letter to Community Hospitality contact, instructs PA to send mat to Participating Agency or PSS, or takes no action; returns folder to PA.</p>	
<p>3. a. Types letter drafted by PDO or prepares letter to Hospitality contact; or b. Forwards mat to Participating Agency with PIC/P or bio-data; or c. Files mat in folder; or d. Forwards mat along with copy of form AID 1380-18, "Program Itinerary and Travel Request" to PSS. #</p>		
<p>Advises PSS of any subsequent travel plans or changes in 1380-18.</p> <p># Steps 3a-c are usually used even though step 3d is required.</p>		<p>4. Receives forms, holds pending receipt of "Transportation Instructions," AID 13-185, from Travel Section. Completes lower portion of form AID 1380-4 mat using 1380-18 and 13-185 and sends through Central Services and Records Section to A/AS for reproduction.</p>

PROGRAM DIVISION REGIONAL AND PROGRAM SUPPORT BRANCHES PROGRAM ARRANGER	ADMINISTRATIVE DIVISION PARTICIPANT SUPPORT SECTION ADMINISTRATIVE AIDE
	<p>Checks Community and Home Hospitality contacts (T.P.#5), COSERVE Directory, and NAFSA Directory if P is academic, to determine name and address of contactee. (If none listed, notifies Training Facilities Staff.)</p> <p>Sends to contactee six copies of AID 1380-4 under covering form letter AID 1380-38.</p> <p>Files one copy in PSS files by country and distributes one copy each to Regional Branch, Training Facilities Staff, and Information Staff.</p>

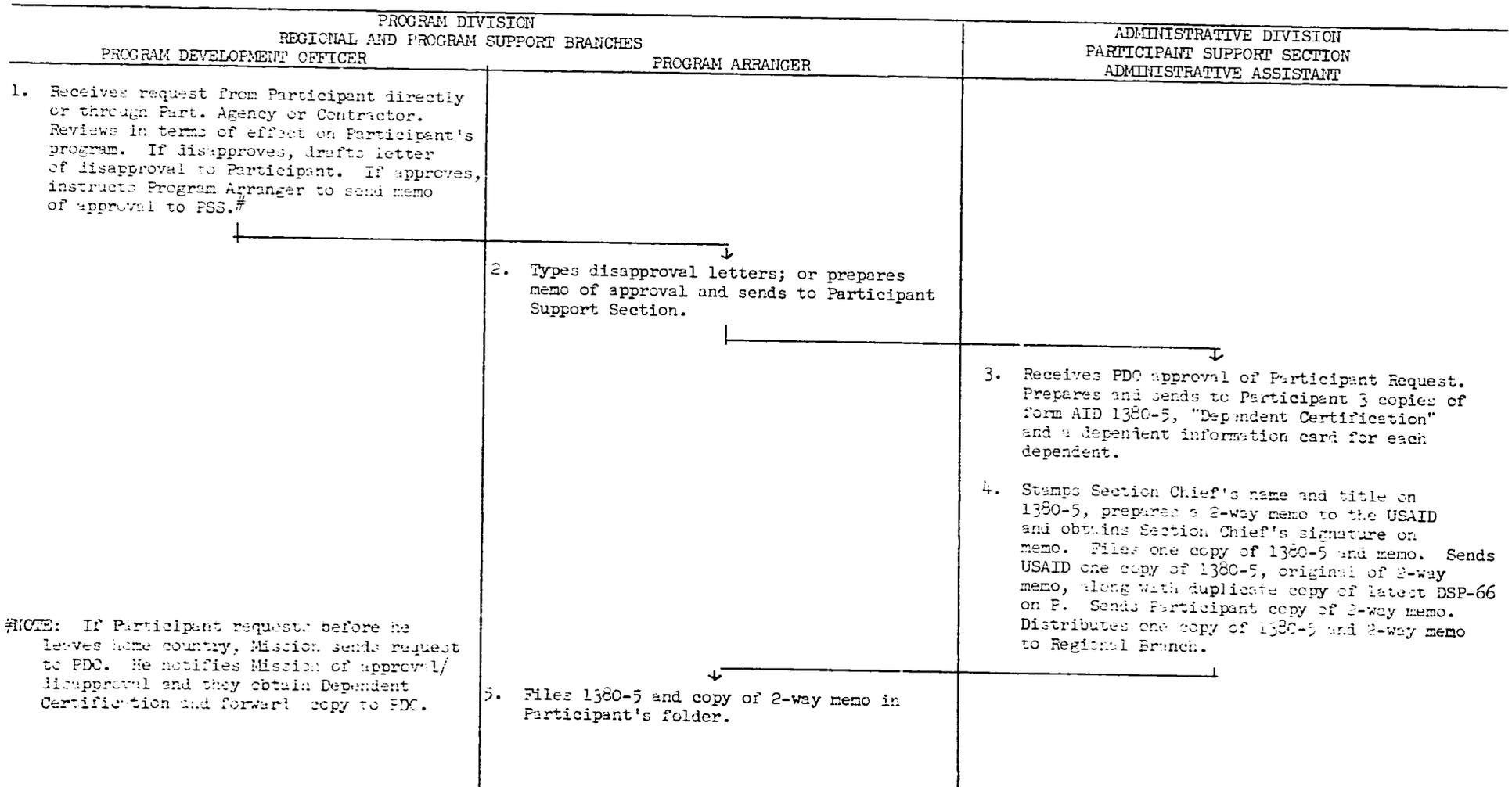
RECOMMENDED A/IT PROCEDURE
PROVIDING INFORMATION TO U.S. COMMUNITY HOSPITALITY GROUPS

SECTION B.2.

PROGRAM DIVISION REGIONAL AND PROGRAM SUPPORT BRANCHES PROGRAM ARRANGER	PROGRAM DIVISION REGIONAL AND PROGRAM SUPPORT BRANCHES PROGRAM DEVELOPMENT OFFICER
1. Receives form AID 1380-4, "Information for U. S. Hospitality Groups" mat along with PIO/P and Bio-data. Includes in file given to PDO.	
	2. a. After developing program and travel itinerary, instructs Program Arranger to arrange home hospitality. or b. Instructs Program Arranger to forward case, including hospitality information, to participating agency.
3. a. Completes lower portion of form AID 1380-4 mat based on program/travel information, and sends through Central Services and Records Section to A/AS for reproduction. Checks Community and Home Hospitality Contacts (T.P.#5), COSERVE Directory, and NAFSA Directory if P is academic, to determine name and address of contactee. (If none listed, notifies Training Facilities Staff.) Sends to contactee, six copies of AID Form 1380-4 under covering form letter AID 1380-38. Files one copy in participant folder, and distributes one copy each to Training Facilities Staff and Information Staff. or b. Forwards case, including hospitality information to participating agency. (If no hospitality contact available, notifies Training Facilities Staff).	

CURRENT A/IT TRAINING PROCEDURE
 APPROVAL OF PARTICIPANT'S REQUEST BRING DEPENDENT TO U.S.

SECTION C.1.



RECOMMENDED A/IT TRAINING PROCEDURE
APPROVAL OF PARTICIPANT'S REQUEST TO BRING DEPENDENTS TO U.S.

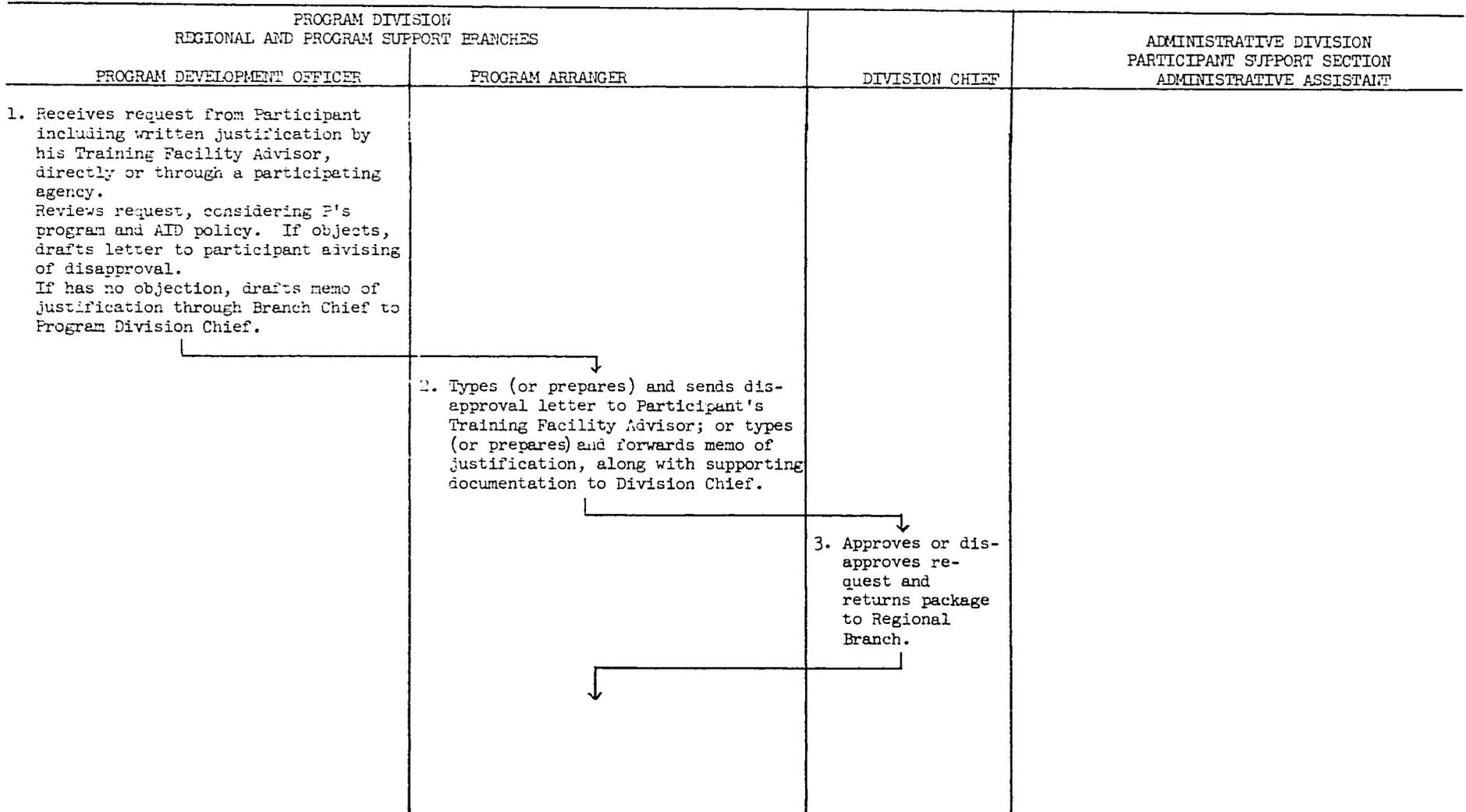
SECTION C.2.

PROGRAM DIVISION REGIONAL AND PROGRAM SUPPORT BRANCHES	
PROGRAM DEVELOPMENT OFFICER	PROGRAM ARRANGER
<p>1. Receives request from Participant directly or through Participating Agency or Contractor.</p> <p>Reviews in terms of effect on Participant's program. If disapproves, drafts letter of disapproval to Participant. If approves, notes approval on P's request and forwards to Program Arranger. #</p>	<p style="text-align: center;">↓</p> <p>2. Types disapproval letter; or prepares and sends to Participant two copies of form AID 1380-5 "Dependent Certification" and a dependent information card for each dependent.</p> <p>3. Receives completed 1380-5 and dependent information cards from Participant. Prepares 2-way memo to USAID, obtains PDC signature on memo and 1380-5's; sends memo along with second copy of 1380-5 and duplicate of latest DSP-66 to USAID. Sends Participant copy of 2-way memo. Files original 1380-5 and copy of memo in P's folder. Sends dependent information cards to PSS.</p>

NOTE: If Participant requests before he leaves home country, Mission sends request to PDC. PDC notifies Mission of approval/disapproval and they obtain "Dependent Certification" and forward copy to PDO.

CURRENT A/IT TRAINING PROCEDURE
 APPROVAL OF PARTICIPANT REQUESTS TO OPERATE MOTOR VEHICLES

Section D.1.

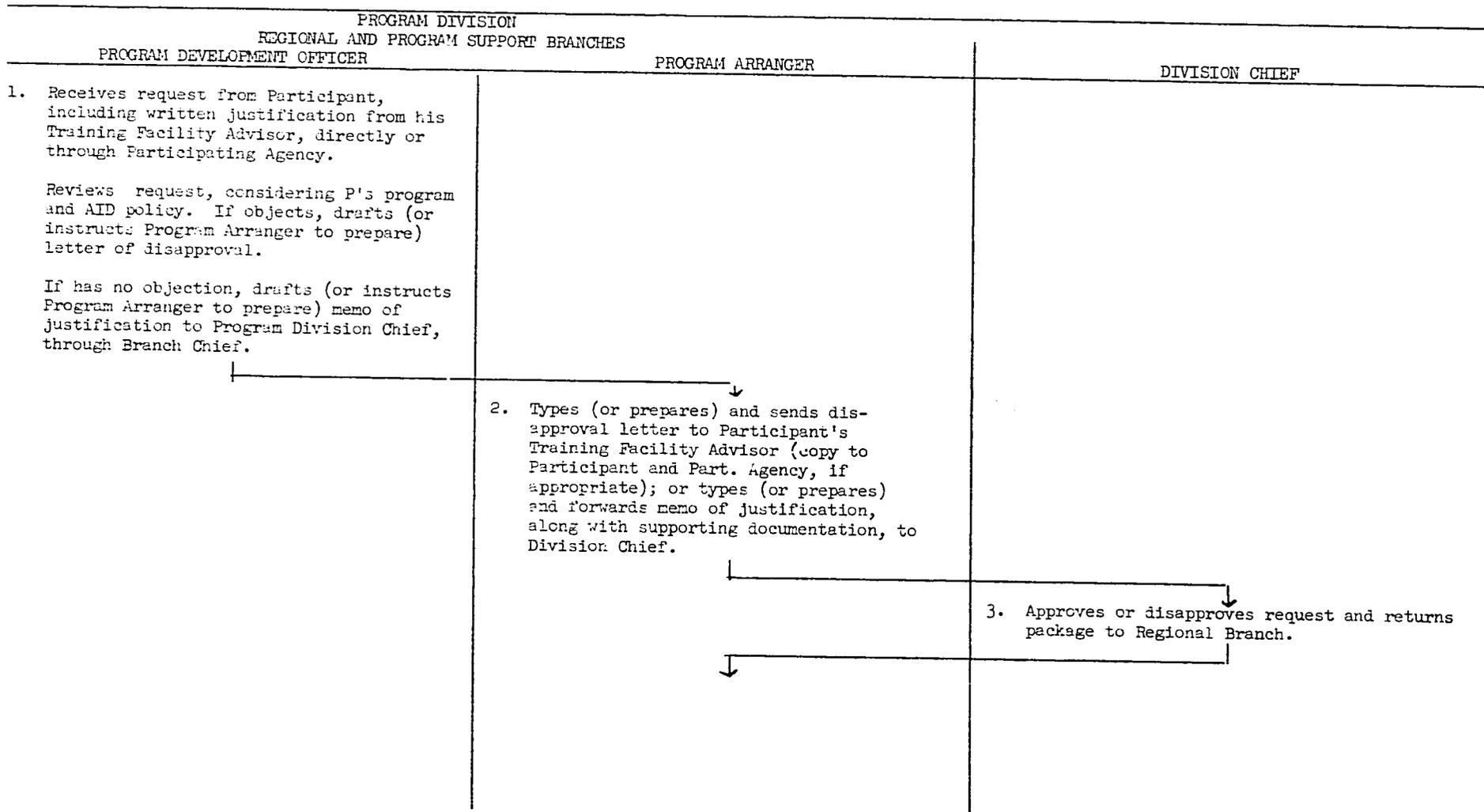


PROGRAM DIVISION REGIONAL AND PROGRAM SUPPORT BRANCHES PROGRAM DEVELOPMENT OFFICERS	PROGRAM ARRANGER	DIVISION CHIEF	ADMINISTRATIVE DIVISION PARTICIPANT SUPPORT SECTION ADMINISTRATIVE ASSISTANT
	<p style="text-align: center;">↓</p> <p>4. Receives approval/disapproval of request. If disapproved, prepares (or gives to PDO to draft) letter of disapproval to Participant's Training Facility Advisor. (Copy to P and participating agency if appropriate.) If approved, forwards to PSS for action, retains copy of material for P's file.</p>		<p>5. Receives request and justification from Regional Branch. Prepares and sends form AID 1380-15 "Operation of Automobiles or Other Motor Vehicles" under cover of form letter AID 1380-30 to P's Training Facility Advisor.</p> <p>6. Receives completed form AID 1380-15 and evidence of insurance coverage from P's Training Facility Advisor. Reviews to assure the form is properly completed and insurance coverage meets AID's requirements. If doesn't meet, returns form to P advising of minimum coverage requirements. If does meet, posts pertinent info (date completed, PIC/P or Contract No., Participant name, Training Facility, location, Insurance Co. and PDO name) from material received to PSS record. Forwards original 1380-15, evidence of</p> <p style="text-align: center;">↓</p>

PROGRAM DIVISION REGIONAL AND PROGRAM SUPPORT BRANCHES			ADMINISTRATIVE DIVISION PARTICIPANT SUPPORT SECTION ADMINISTRATIVE ASSISTANT
PROGRAM DEVELOPMENT OFFICER	PROGRAM ARRANGER	DIVISION CHIEF	
			↓ coverage, and copies of all correspondence to Regional Branch.
	7. Receives package from PSS and files in Participant's folder.		

RECOMMENDED A/II PROCEDURE
 APPROVAL OF PARTICIPANT REQUESTS TO OPERATE MOTOR VEHICLES

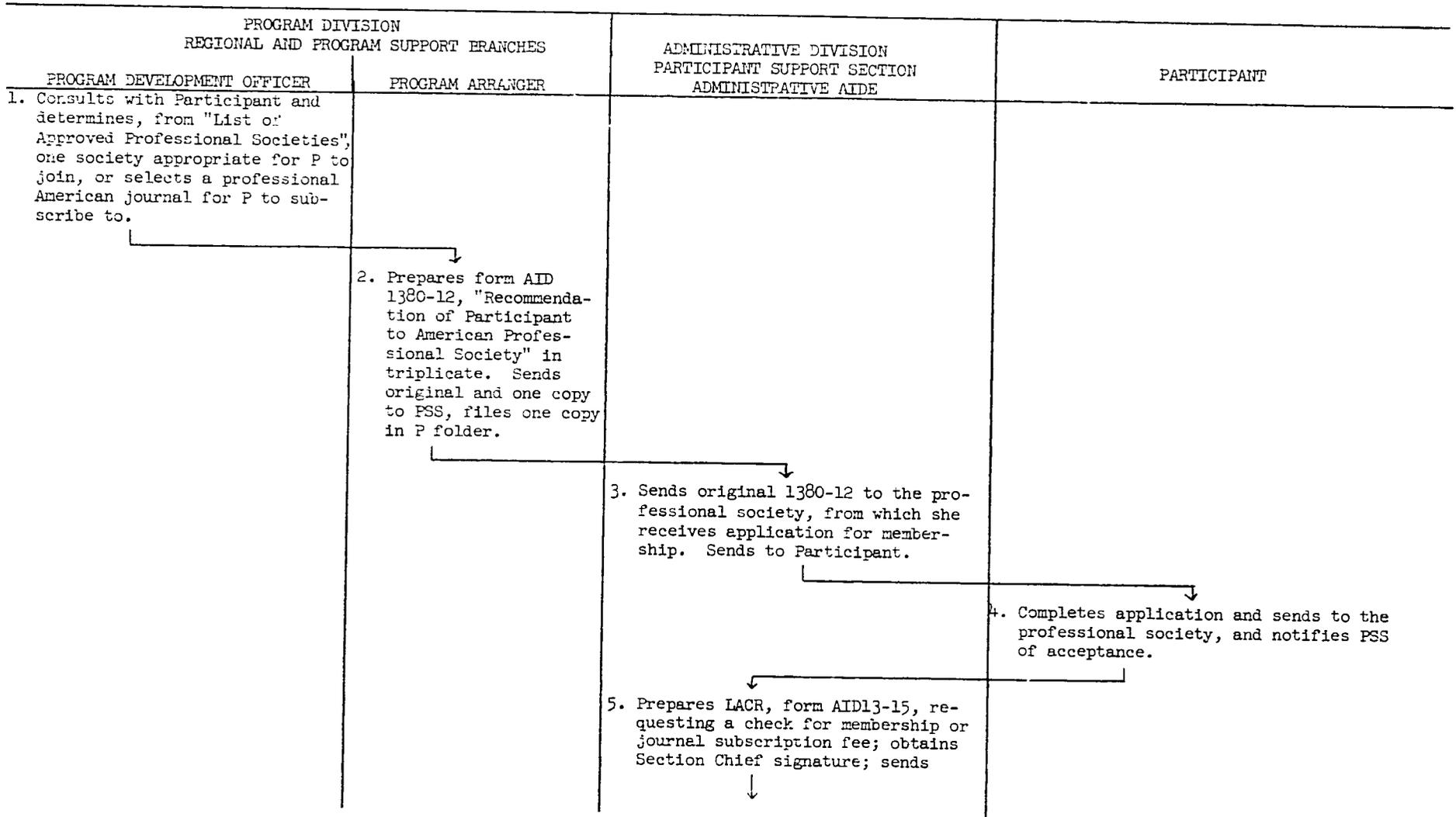
SECTION D.2.



PROGRAM DIVISION REGIONAL AND PROGRAM SUPPORT BRANCHES PROGRAM DEVELOPMENT OFFICER	PROGRAM ARRANGER ↓	DIVISION CHIEF
	<p>4. Receives approval/disapproval of request. If disapproved, prepares (or gives to PDO to draft) letter of disapproval to Participant's Training Facility Advisor. (Copy to P and Part. Agency if appropriate.) If approved, prepares and sends form AID 1380-15, "Operation of Automobiles or other Motor Vehicles" under cover of form letter AID 1380-30 to Participant's Training Facility Advisor.</p> <p>5. Receives completed form and evidence of insurance from P's Training Facility Advisor. Reviews to assure form is properly completed, insurance meets AID's requirements and covers P's period of vehicle use or one year (whichever is lessor).</p> <p>If doesn't meet, returns form to P advising of minimum coverage requirements. If meets, advises Participant. Files form and evidence of insurance coverage in P's folder.</p>	

CURRENT A/IT TRAINING PROCEDURE
ARRANGING MEMBERSHIP IN AMERICAN PROFESSIONAL SOCIETIES

Section E.1.



PROGRAM DIVISION REGIONAL AND PROGRAM SUPPORT BRANCHES		ADMINISTRATIVE DIVISION PARTICIPANT SUPPORT SECTION ADMINISTRATIVE AIDE	PARTICIPANT
PROGRAM DEVELOPMENT OFFICER	PROGRAM ARRANGER	<p style="text-align: center;">↓</p> <p>original to Financial Review Section (FRS) and copy to Regional Branch Expenditure Control Clerk.</p> <p>6. Upon receipt of check from FRS, sends with cover letter to professional society. Copy of letter to USAID. Sends copy of check transmittal form to Regional Branch.</p>	
	<p>7. Files copy of check transmittal form in P's folder.</p>		

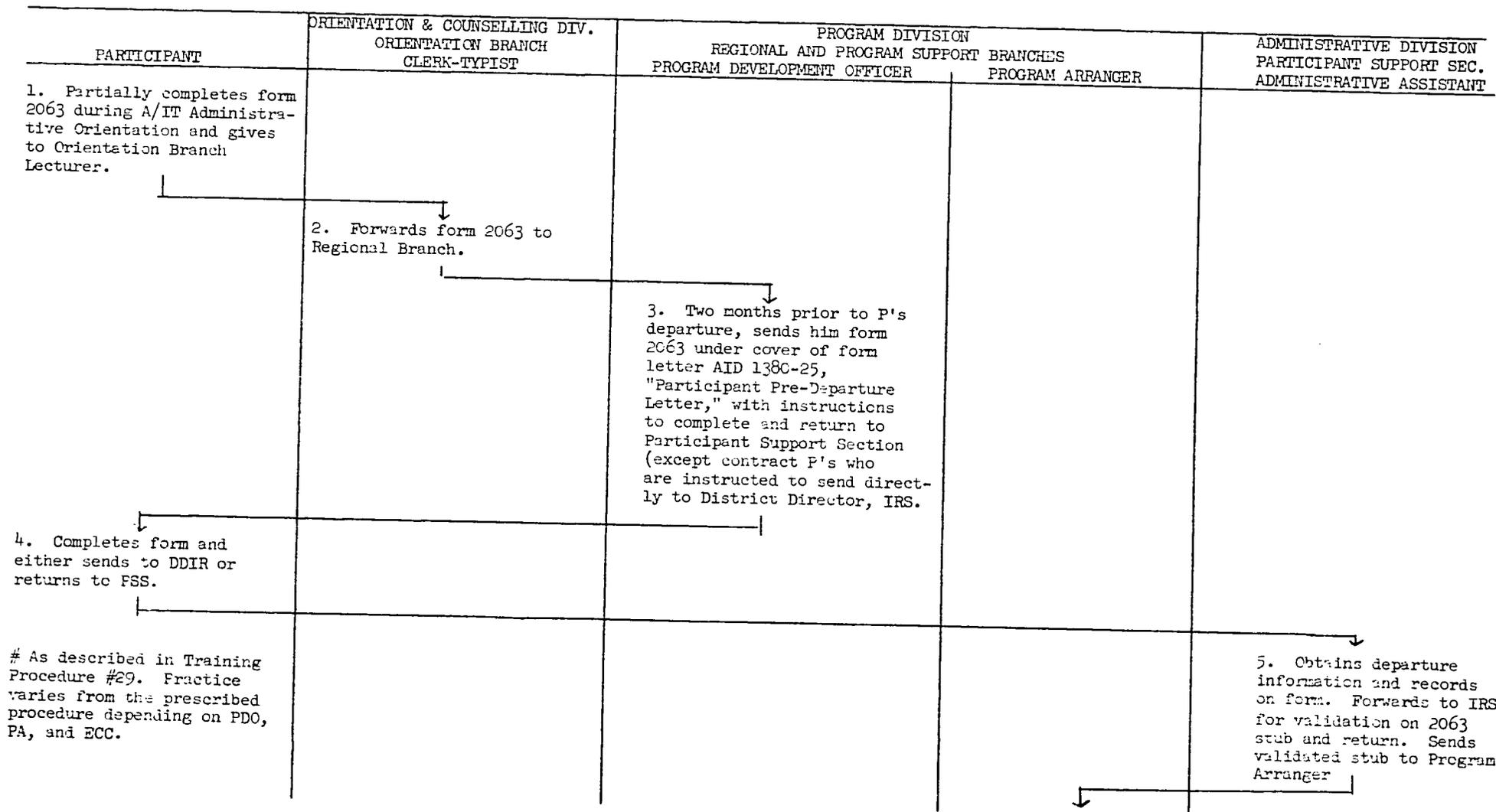
RECOMMENDED A/IT TRAINING PROCEDURE
 ARRANGING MEMBERSHIP IN AMERICAN PROFESSIONAL SOCIETIES

SECTION E.2.

PROGRAM DIVISION REGIONAL AND PROGRAM SUPPORT BRANCHES		
PROGRAM DEVELOPMENT OFFICER	PROGRAM ARRANGER	PARTICIPANT
<p>1. Consults with Participant and determines from "List of Approved Professional Societies" one society appropriate for P to join, or selects a professional journal for P to subscribe to.</p> <p>(Note: This procedure applies to directly implemented PIO/P's only; Participating Agencies and Contractors arrange membership for other AID-sponsored participants.)</p>	<p>2. Prepares form AID 1380-12, "Recommendation of Participant to American Professional Society" in duplicate. Sends original to the professional society, from which she receives application for membership. Sends application to Participant.</p>	
		<p>3. Completes application forms and forwards to professional society, and notifies Program Arranger of acceptance.</p>
	<p>4. Prepares LACR, form AID 13-15, requesting a check, obtains PDO signature, sends original to Financial Review Section.</p> <p>5. Upon receipt of check from FRS, sends with cover letter to professional society. Sends copy of letter to USAID. Files check transmittal form and one copy of 1380-12 in P's folder.</p>	

CURRENT A/IT TRAINING PROCEDURE #
 PROCESSING FORM 2063-IRS TAX STATEMENT

SECTION F.1.



PARTICIPANT	ORIENTATION & COUNSELLING DIV. ORIENTATION BRANCH CLERK-TYPIST	PROGRAM DIVISION REGIONAL AND PROGRAM SUPPORT BRANCHES PROGRAM DEVELOPMENT OFFICER	PROGRAM ARRANGER	ADMINISTRATIVE DIVISION PARTICIPANT SUPPORT SEC. ADMINISTRATIVE ASSISTANT
			6. Gives 2063 stub to Participant during exit interview.	

RECOMMENDED A/IT TRAINING PROCEDURE
 PROCESSING OF FORM 2063-IRS TAX STATEMENT

SECTION F.2.

PARTICIPANT	ORIENTATION AND COUNSELLING DIVISION ORIENTATION BRANCH CLERK-TYPIST	PROGRAM DIVISION REGIONAL & PROGRAM SUPPORT BRANCHES PROGRAM ARRANGER
1. Partially completes form 2063 during A/IT Administrative Orientation and gives to Orientation Branch Lecturer	2. Forwards form 2063 to Program Arranger.	3. Holds in P's file. ↓ Sends participant 2063 under cover of form letter AID 1380-25, "Participant Pre-Departure Letter" 2 months prior to scheduled departure, with instructions to complete and return.
4. Completes form and returns to Program Arranger.		
		5. Records departure information on form and forwards to IRS for validation on 2063 stub and return. ↓ 6. Gives 2063 stub to participant during exit interview.

CURRENT A/IT TRAINING PROCEDURE
HANDLING PARTICIPANT MEDICAL EXPENSES
(No Changes Recommended)

SECTION G.

ORIENTATION AND COUNSELLING DIVISION ORIENTATION BRANCH CLERK-TYPIST	PARTICIPANT	ADMINISTRATIVE DIVISION PARTICIPANT SUPPORT SECTION ADMINISTRATIVE ASSISTANT
<p>1. Completes upper section of Form 1632A-2 "Notice of Claim," (one copy) showing participant identifying information and stamps PSS Section Chief name in "Certifying Officer" and "signature" lines (for all participants attending A/IT Orientation and other AID sponsored participants as requested by PDO) and includes in Orientation Kit provided to participant. (Additional claim forms are provided by PSS as requested by P, Participating Agency or Campus Coordinator.)</p>	<p>2. When P incurs medical expenses, pays \$10 of fee (as required), and submits receipt along with 1632A-2 directly to Insurance Company. Sends supplemental claims when incurred.</p>	<p>3. a. Receives from Insurance Co. one copy of their check memo to Participant on all claims paid. Files by country, and within country, alphabetically by name of P. or b. Receives from Insurance Co. any incompleated claims forms (1632A-2) received. Completes, if possible, or forwards to P directly or through PDO to complete and return to Insurance Co. or c. If P has not submitted receipt for \$10 payment, receives 2 copies of Insurance Co. form letter to Participant advising that \$10 deducted from insurance payment.</p>

ORIENTATION AND COUNSELLING DIVISION ORIENTATION BRANCH CLERK-TYPIST	PARTICIPANT	ADMINISTRATIVE DIVISION PARTICIPANT SUPPORT SECTION ADMINISTRATIVE ASSISTANT
		<p style="text-align: center;">↓</p> <p>Files one copy in PSS files and sends 1 copy to PDO.</p> <p style="text-align: center;">or</p> <p>d. If P has submitted claim for expenses over \$750 or for uncovered expenses, receives 2 copies of Insurance Co. form letter to Participant. Requests bills from Insurance Co. and checks fee figures. Prepares and sends letter to P (with carbon copies to USAID and the creditor(s) advising that the excess or uncovered expenses are his responsibility. (If P has departed, advises USAID and creditor, only). If P advises unable to pay, prepares airgram to USAID requesting collection from Host Government or sponsor, and advice as to action taken. If no USAID response, but collection letter from creditor, prepares airgram to USAID requesting collection or advice of charge to appropriate PIC/P. If receives Host Country check for payment, forwards to creditor. If receives advice from USAID that Host Country Embassy in U.S. will pay, prepares and sends letter to creditor with copy to Embassy. If receives advice of charge, requests a late bill from creditor; then prepares SF-147 for signature of Regional Branch or PSB Chief, and sends to creditor for signature. When returned, authorizes for payment and sends to C/FRD. Advises USAID of amount paid.</p> <p>Sends copies of all communications to PDC, most of which were previously cleared with him.</p>

ORIENTATION & COUNSELLING DIV. ORIENTATION BRANCH CLERK-TYPIST	PARTICIPANT	ADMINISTRATIVE DIVISION PARTICIPANT SUPPORT SECTION ADMINISTRATIVE ASSISTANT	PROGRAM DIVISION REGIONAL AND PROGRAM SUPPORT BRANCHES	
			PROGRAM ARRANGER	PDO
		↓ departure date, and expiration date of U.S. stay (according to info on 1380-16 card). Refiles card. Forwards listing to PDO with copy to his Branch Chief.		
			↓ 5. Receives form 1380-56; checks files for needed extensions. For P's listed, completes "revised departure date" column (or "no action required" column) and furnishes current addresses for all P's requiring extension on reverse of form 1380-56. For P's not listed, but requiring extensions, adds names and other data to list and prepares 1380-16 card based on info in P's file. Forwards to PDO, with any questions regarding need for extensions.	
				↓ 6. Reviews 1380-56, using folder, his own card file or personal knowledge; initials in "PDC Column," opposite each P. name. Returns package to Program Arranger.
			7. Returns 1380-56 to PSS.	

ORIENTATION & COUNSELLING DIV. ORIENTATION BRANCH CLERK-TYPIST	PARTICIPANT	ADMINISTRATIVE DIVISION PARTICIPANT SUPPORT SECTION ADMINISTRATIVE ASSISTANT	PROGRAM DIVISION REGIONAL AND PROGRAM SUPPORT BRANCHES PROGRAM ARRANGER PDC
		<p>10. Pulls visa card, revises extension date if necessary, and refiles in month of expiration. Notes on returned portion of 1380-17 that PSS has received and noted, and forwards to Regional Branch.</p> <p style="text-align: center;">↓</p>	<p>11. Posts revised visa record in P's folder, and files 1380-17 in folder.</p>

CURRENT A/IT TRAINING PROCEDURE
SHIPMENT OF PARTICIPANT'S TRAINING MATERIALS
(No changes recommended)

Section I

ORIENTATION & COUNSELLING DIVISION ORIENTATION BRANCH CLERK-TYPIST	PARTICIPANT	ADMINISTRATIVE DIVISION PARTICIPANT SUPPORT SECTION ADMINISTRATIVE ASSISTANT	PROGRAM DIVISION REGIONAL & PROGRAM SUPPORT BRANCHES PROGRAM ARRANGER
<p>1. Prepares shipping labels, in 5 copies, showing participant identifying information, and includes with 10 blank copies of Form AID 1330-43 "Declaration of Contents" in Orientation kit provided to Participant at A/IT Administrative Orientation, or through mail at request of PDO to Participants not attending. (Additional forms and labels are provided by PSS. Program Arranger, Participating Agency or Campus Coordinator).</p>	<p>2. Packs training material and attaches shipping labels, sends via Railway Express to Inter-maritime Forwarding Co. (IMF). For each package, completes form 1330-43 in duplicate (except contract participants who complete in triplicate) retains one copy for records, (if contract, gives one copy to Campus Coordinator) and forwards original to PSS.</p>		

ORIENTATION & COUNSELLING DIVISION ORIENTATION BRANCH CLERK-TYPIST	PARTICIPANT	ADMINISTRATIVE DIVISION PARTICIPANT SUPPORT SECTION ADMINISTRATIVE ASSISTANT	PROGRAM DIVISION REGIONAL & PROGRAM SUPPORT BRANCHES PROGRAM ARRANGER
		<p>3. Receives original 1380-43 from P; reviews to assure no personal effects are included. If included, notifies IMF to remove and participant that he must arrange shipment and payment himself. Sends 1380-43 to Regional Branch.</p>	
		<p>5. Receives two copies "Notice of Arrival" from IMF for each package they receive. Checks weight to assure maximum allowable is not exceeded. If exceeded, notifies Mission to collect payment for excess from P before releasing shipment, and send to AID/W by advice of charge to appropriate PIO/P. Forwards original NOA checked in red pencil to Regional Branch.</p>	<p>4. Files 1380-43 in P's folder.</p>
		<p>Files carbon NOA in pending file kept by country, and within, by numerical order of NOA.</p>	<p>6. Files in P's folder. Uses as reference in subsequent checking or status of shipments, at request of Mission or Participant.</p>

ORIENTATION & COUNSELLING DIVISION ORIENTATION BRANCH CLERK-TYPIST	PARTICIPANT	ADMINISTRATIVE DIVISION PARTICIPANT SUPPORT SECTION ADMINISTRATIVE ASSISTANT	PROGRAM DIVISION REGIONAL & PROGRAM SUPPORT BRANCHES PROGRAM ARRANGER
		<p style="text-align: center;">↓</p> <p>7. Receives weekly from IMF, 4 copies each of a voucher and an Invoice Information form; for each reference number on voucher (which indicates each country shipment sent), receives 3 copies of IMF's transmittal letter to USAID, packing list, showing NOA numbers included, 4 copies of invoice showing name of vessel, etc, 4 copies of the bill of lading, and Railway Express receipts paid by IMF.</p> <p>8. Fills pending NOA's for countries to which shipments have been sent; checks NOA's against packing list and invoice. When all numbers have been checked on each packing list and invoice for each reference number on voucher, separates document for distribution.</p> <p>9. Sends to O/FRD: 3 copies of voucher and invoice information form and packages of 1 IMF transmittal letter, 3 invoices, and 3 bill of lading for each reference number on voucher. Sends to USAID training officer: a PSS transmittal note over Section Chief's signature, 1 copy of IMF transmittal letter to USAID, and 1 copy of each NOA included in shipment.</p> <p style="text-align: center;">↓</p>	

ORIENTATION & COUNSELLING DIVISION ORIENTATION BRANCH CLERK-TYPIST	PARTICIPANT	ADMINISTRATIVE DIVISION PARTICIPANT SUPPORT SECTION ADMINISTRATIVE ASSISTANT	PROGRAM DIVISION REGIONAL & PROGRAM SUPPORT BRANCHES PROGRAM ARRANGER
		<p style="text-align: center;">↓</p> <p>Retains for PSS files: 1 copy each of Voucher and Invoice Information Form--on which she has noted the date PSS received and date forwarded to C/FRD--filed in "Vouchers" folder; 1 copy each of PSS transmittal note to USAID, IMF transmittal letter, packing list, bill of lading, and invoices--stapled together and put in country folder filed alphabetically for each geographic region. Uses file to answer status of shipment inquiries from PDO, Mission or Participant.</p>	