

PROJECT APPRAISAL REPORT (PAR)

PD-AAD-742-F1

1. PROJECT NO. 277-15-995-396	2. PAR FOR PERIOD 12/7/68 TO 7/31/71	3. COUNTRY TURKEY	4. PAR SERIAL NO. 72-2
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DEVELOPMENT ADMINISTRATION TRAINING

A. PROJECT DURATION: Began FY <u>7/65</u> Ends FY <u>open</u>		7. DATE LATEST PROP <u>1/26/70</u> ✓	8. DATE LATEST PIP <u>8/69 (partial)</u>	9. DATE PRIOR PAR <u>12/6/68</u> ✓
10. U.S. FUNDING	a. Cumulative Obligation Thru Prior FY: \$ <u>1,657,000</u>	b. Current FY Estimated Budget: \$ <u>613,000</u>	c. Estimated Budget to completion thru FY74 After Current FY. \$ <u>3,576,000</u>	

11. KEY ACTION AGENTS (Contractor, Participating Agency or Voluntary Agency)

a. NAME	b. CONTRACT, PASA OR VOL. AG. NO.
None other than Mission direct hire personnel; project consists of participant training only.	

I. NEW ACTIONS PROPOSED AND REQUESTED AS A RESULT OF THIS EVALUATION

A. ACTION (X)			B. LIST OF ACTIONS	C. PROPOSED ACTION COMPLETION DATE
USAIT	AID/W	HOST		
			<u>Public Sector</u>	
X		X	Establish with GOT and TEF a structured/formal periodic follow-up and evaluation of returned participants.	6/30/72
X		X	Review with SPO the results of USAID's collaboration in the testing and selection of candidates for training.	6/30/72
			<u>Private Sector</u>	
X		X	Verify the steps TEF has taken to develop its institutional capabilities and determine whether this element of the project should be continued.	6/30/73

D. REPLANNING REQUIRES  
 REVISED OR NEW:  PROP  PIP  PRO AG  PIO/T  PIO/C  PIO/P

E. DATE OF MISSION REVIEW: 8/71

PROJECT MANAGER: TYPED NAME, SIGNED INITIALS AND DATE  
 William J. Richter 8/71

MISSION DIRECTOR: TYPED NAME, SIGNED INITIALS AND DATE  
 Dr. Kenneth Kaufman, Acting Director

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**II. PERFORMANCE OF KEY INPUTS AND ACTION AGENTS**

A. INPUT OR ACTION AGENT CONTRACTOR, PARTICIPATING AGENCY OR VOLUNTARY AGENCY	B. PERFORMANCE AGAINST PLAN							C. IMPORTANCE FOR ACHIEVING PROJECT PURPOSE (X)				
	UNSATISFACTORY		SATISFACTORY			OUT-STANDING		LOW		MEDIUM		HIGH
	1	2	3	4	5	6	7	1	2	3	4	5
1. None; project consists of participant												
2. training only.												
3.												

Comment on key factors determining rating

4. PARTICIPANT TRAINING	1	2	3	4	5	6	7	1	2	3	4	5
			X									X

Comment on key factors determining rating As the sole means of project implementation, participant training is rated 5 on importance. Performance is rated 3 due to the inability of the GOT in FY 71 to nominate qualified participants for 6 of the 25 public sector spaces, primarily due to the failure of nominees to achieve adequate facility in English. FY 71 performance, however, represents a significant improvement over GOT performance in FY 70.

5. COMMODITIES	1	2	3	4	5	6	7	1	2	3	4	5
None												

Comment on key factors determining rating

6. COOPERATING COUNTRY	a. PERSONNEL	1	2	3	4	5	6	7	1	2	3	4	5
	b. OTHER			X									X

Comment on key factors determining rating Other than for failure to nominate candidates with adequate English language facility, GOT performance was generally satisfactory.

7. OTHER DONORS	Turkish Educational Foundation	1	2	3	4	5	6	7	1	2	3	4	5
							X						X

(See Page for Comments on Other Donors)

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II. 7. Continued: Comment on key factors determining rating of Other Donors **The Turkish Educational Foundation (TEF) has nominated exceptionally well qualified candidates for training in business administration and industrial management. When five additional spaces became available at the close of FY 71, TEF was able to nominate five additional candidates on short notice.**

### III. KEY OUTPUT INDICATORS AND TARGETS

A. QUANTITATIVE INDICATORS OF MAJOR OUTPUTS		TARGETS (Percentage/Rate/Amount)					END OF PROJECT
		CUMU- LATIVE PRIOR FY	CURRENT FY		FY 72	FY 73	
			TO DATE	TO END			
25 <u>public sector</u> participants to be trained annually in economics, public administration and social sciences.	PLANNED	109	0	25	159	184	-
	ACTUAL PERFORMANCE	101	0				
	REPLANNED						
20 <u>private sector</u> participants to be trained annually in business administration and industrial management.	PLANNED	54	0	20	98	118	-
	ACTUAL PERFORMANCE	58	0				
	REPLANNED						
<u>Selective Priority Targets:</u> That a limited number of participants be sent for training in selected high priority fields mutually agreed upon by AID and the GOT each year.	PLANNED	72	0	5	90	95	-
	ACTUAL PERFORMANCE	80	0				
	REPLANNED						
	PLANNED						
	ACTUAL PERFORMANCE						
	REPLANNED						
B. QUALITATIVE INDICATORS FOR MAJOR OUTPUTS	COMMENT: Eighty per cent of the 36 returned participants it was possible to contact reported that they are currently utilizing training received under AID sponsorship, and were able to cite specific examples of accomplishments attributable to such training.						
1. Public Sector	COMMENT: These participants have acquitted themselves very well academically. Too few have completed training to warrant an evaluation of the utilization of training received.						
2. Private Sector	COMMENT: Participants trained in family planning and international marketing have utilized their training particularly well and have made significant contributions towards the project purpose.						
3. Selective Priority Targets							

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IV. PROJECT PURPOSE

A. 1. Statement of purpose as currently envisaged. 2. Same as in PROP?  YES  NO

Public Sector - to develop within a number of key governmental institutions a cadre of trained economists, administrators and social scientists to assume greater leadership responsibilities within the Turkish government.

Private Sector - To increase the number of trained business administrators in the private sector.

Selective Priority Targets - To accommodate selective priority targets as they arise prior to the formalization of a separate project.

B. 1. Conditions which will exist when above purpose is achieved.

2. Evidence to date of progress toward these conditions.

Public Sector: GOT personnel with advanced skills adequate in numbers and so assigned and utilized as to provide the quality of leadership required for Turkey to attain a reasonable level of competence in planning and managing its economic and social development.

Private Sector: TEF will play a leading role in providing training opportunities for future Turkish managers and will act as an independent voice of Turkish education.

Selective Priority Targets: A core group of trained personnel will exist in a limited number of priority areas not supported by other projects.

Public Sector: Eighty per cent of 36 returned participants interviewed have stated that they are actually utilizing their training in their present assignments. Eleven (24%) cited specific accomplishments attributable to their training. Ten (22%) have been promoted as a result of training received in the U. S.

Private Sector: Beginning with FY 72 funded participants, TEF is requiring repayment of international travel costs. This is viewed as the first step toward building a revolving fund within TEF to be used for participant training funded by TEF.

Selective Priority Targets: Participants who attended the International Marketing Institute are currently serving as commercial attaches with responsibility of promoting Turkish exports. A number of other returned participants, including those trained in family planning and members of the mayor's teams, have cited specific uses into which they have put training received in the U. S. to use.

V. PROGRAMMING GOAL

A. Statement of Programming Goal

The goal of this project is to help Turkey obtain the skills required to effectively plan, manage and execute its developmental activities.

B. Will the achievement of the project purpose make a significant contribution to the programming goal, given the magnitude of the national problem? Cite evidence.

Public Sector: Yes, agencies assisted are those that have key responsibilities for planning and/or managing Turkey's economic and social development.

Private Sector: Training of participants will in and of itself make only a small contribution to meeting the need for trained business administrators. Developing a capability on a continuing basis within the TEF to provide such training, while not sufficient to meet the full need, will constitute a significant contribution. Eventually Turkish universities are expected to acquire the capability of providing such training.

Selective Priority Targets: Very significant contributions can be made in a limited number of areas. For example, six participants so far trained have been assigned as commercial attaches with responsibility for promoting Turkish exports; others are expected to be so assigned to other areas and provide a core of influence.