

CLASSIFICATION  
PROJECT EVALUATION SUMMARY (PES) - PART I

Report Symbol U4

1. PROJECT TITLE  Vocational Training			2. PROJECT NUMBER 278-0238	3. MISSION/AID/W OFFICE USAID Jordan
4. EVALUATION NUMBER (Enter the number maintained by the reporting unit e.g., Country or AID/W Administrative Code, Fiscal Year, Serial No. beginning with No. 1 each FY 1981-5)			<input type="checkbox"/> REGULAR EVALUATION <input type="checkbox"/> SPECIAL EVALUATION	
5. KEY PROJECT IMPLEMENTATION DATES		6. ESTIMATED PROJECT FUNDING		7. PERIOD COVERED BY EVALUATION
A. First PRO-AG or Equivalent FY <u>79</u>	B. Final Obligation Expected FY <u>80</u>	C. Final Input Delivery FY <u>81</u>	A. Total \$ <u>3,025</u> P. U.S. \$ <u>2,125</u>	From (month/yr.) <u>October 1979</u> To (month/yr.) <u>August 1981</u> Date of Evaluation Review <u>8/21/81</u>

8. ACTION DECISIONS APPROVED BY MISSION OR AID/W OFFICE DIRECTOR

A. List decisions and/or unresolved issues; cite those items needing further study. (NOTE: Mission decisions which anticipate AID/W or regional office action should specify type of document, e.g., telegram, SPAR, PIO, which will present detailed request.)	B. NAME OF OFFICER RESPONSIBLE FOR ACTION	C. DATE ACTION TO BE COMPLETED
1. Meet to discuss construction problem and seek solution.	USAID/VTC	9/30/81
2. Complete contracting for commodity procurement.	USAID/VTC	10/31/81
3. Revise implementation schedule.	USAID/VTC	11/15/81
4. Explore with OSU and VTC future on-going ties between the two institutions during anticipated visit of OSU Coordinator.	USAID/OSU/VTC	11/30/81
5. Extend PACD from June 30, 1982 to Dec. 31, 1982, after a subsequent review of construction and commodity procurement status.	USAID/VTC/ AID/W	3/31/82

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9. INVENTORY OF DOCUMENTS TO BE REVISED PER ABOVE DECISIONS			10. ALTERNATIVE DECISIONS ON FUTURE OF PROJECT	
<input type="checkbox"/> Project Paper	<input checked="" type="checkbox"/> Implementation Plan Ag. CPI Network	<input type="checkbox"/> Other (Specify) _____	A. <input type="checkbox"/> Continue Project Without Change	
<input type="checkbox"/> Financial Plan	<input type="checkbox"/> PIO/T	_____	B. <input type="checkbox"/> Change Project Design and/or	
<input type="checkbox"/> Logical Framework	<input type="checkbox"/> PIO/C	<input type="checkbox"/> Other (Specify) _____	<input checked="" type="checkbox"/> Change Implementation Plan	
<input type="checkbox"/> Project Agreement	<input type="checkbox"/> PIO/P	_____	C. <input type="checkbox"/> Discontinue Project	

11. PROJECT OFFICER AND HOST COUNTRY OR OTHER RANKING PARTICIPANTS AS APPROPRIATE (Name and Title)		12. Mission/AID/W Office Director Approval	
Jim Turman, General Development Officer, USAID		Signature <i>Walter G. Bollinger</i>	
Munthir al-Masri, Director General, VTC		Typed Name Walter G. Bollinger	
		Date 8/20/81	

List of Abbreviations to Identify Government of Jordan  
and Other Project-Related Agencies and Institutions.

GOJ	Government of Jordan
NPC	National Planning Council
VTC	Vocational Training Corporation
MOL	Ministry of Labor
MOE	Ministry of Education
MPW	Ministry of Public Works
DWWA	Department of Working Women's Affairs (MOL)
EEC	European Economic Community
ILO	International Labor Organization
OSU	The Ohio State University, National Center for Research In Vocational Education
TTC	Trade Training Center

### 13. SUMMARY:

The Project Grant Agreement was signed on September 29, 1979. The First Amendment to complete full AID funding for the project in the total amount of \$2,125,000 was executed on January 30, 1980.

This Project was designed to increase skills of the work force, economic opportunities for youth from lower income families, and the understanding of constraints and opportunities to expand women's participation in the labor force. The primary objective is to increase the output of trainees at the skilled labor level by addressing an immediate problem of training capacity at the vocational level and alleviating the constraint, i.e. limited physical facilities, by providing for the construction and equipping of the Yajouz Trade Training Center in Amman. The Vocational Training Corporation (VTC) is the Government of Jordan's (GOJ) implementing agency for this Project.

Project activities consist of five (5) basic elements:

1. The construction and equipping of the Trade Training Center (TTC), the first such center to be constructed expressly for VTC training purposes. AID's contribution to this component is \$1,910,000 of which \$850,000 is allocated for commodities and \$1,060,000 for construction services. Host-country contracts for design, supervision, and construction were let on February 16, 1980, June 30, 1980, and August 17, 1980, respectively. Construction is now approximately 30 percent complete with final acceptance expected in June 1982 and with facilities open for training in September 1982. The July 1981 supervising engineers report, verified by USAID site inspections, indicates that the construction remains behind schedule and "the contractor is badly in need of enormous effort and better organization to push the work." A FAR system of reimbursement for project construction is used, based on a percentage of the total work completed in four successive stages. One reimbursement to the VTC for costs of the design contracts has been made in the amount of \$60,000. In July 1981 a second reimbursement of \$300,000 was made to the VTC representing 30 percent of the total AID funding allocation for the supervision and construction contracts upon certification that the construction was 25 percent complete. Commodities remain to be procured.

2. The establishment of a sister-school relationship between the VTC and an appropriate U.S. institution to provide technical assistance. AID contract No. NEB-0238-C-00-1001-00 was executed November 14, 1980, with the Ohio State University (OSU) Research Foundation for project technical assistance and hopefully, to establish a longer-term working relationship between the contractor and VTC. Technical assistance as described in subsequent sections of this evaluation has been successfully completed with additional amounts scheduled per the Ohio State University Contract work plan. The successful establishment of a long-term relationship cannot be predicted at this time but both parties to the above contract are pleased with arrangements to date.

3. Training for VTC staff funded by both the GOJ and AID. This has been accomplished through 11 short-term, U.S., non-academic participant programs.

4. A study of women's employment opportunities and participation in the labor force. This was begun in April 1981 conducted by the VTC and Ministry of Labor using Jordanian experts and GOJ personnel assisted by USAID/J staff. Results of the study are expected to be available by November 1, 1981.

5. A modular training seminar jointly planned by the VTC, Ohio State University and USAID. This was successfully completed in May 1981, evaluated and a report submitted with assistance under the contract cited in number 2 above.

With the exception of meeting original implementation timing, this Project is generally proceeding as planned. The original PACD was June 30, 1981. Due to the urgent need for the VTC to have their own training facilities, a stringent PACD of 21 months was set in the project design. Early on in implementation, it was verified that this was too ambitious. On December 24, 1980, the PACD was extended until June 30, 1982, by PIL No. 5.

Delays associated with the complexities of host-country contracting for construction services and the slowness of the prime contractor are reasons that original implementation target dates could not be met. Host-country contracting for commodity

procurement is also behind schedule and may necessitate a further PACD extension until December 1982. With these exceptions relating primarily to implementation dates the project has generally proceeded as planned with excellent support and coordination by the implementing agency and by very satisfactory technical assistance under the Ohio State University contract. Indications, more fully described in later portions of this evaluation, are that project objectives will be successfully accomplished.

#### 14. EVALUATION METHODOLOGY:

This is a first, interim evaluation of this project. Intensive project monitoring has been carried out since project inception by both USAID and the implementing agency's (VTC) staff making this evaluation primarily an assessment of progress and accomplishments to date. This is basically an internal evaluation carried out by USAID staff in consultation with the VTC. The Project Paper called for an interim evaluation of the project on or about January 1, 1981, within 15 months after project start-up, under the assumption that the project would be completed within a 21-month period. This evaluation is being conducted approximately 24 months after start-up because of unavoidable delays in project implementation. With regular progress assessments through internal monitoring and the relatively non-complex nature of the project, an earlier evaluation effort was not deemed necessary by the Mission. The next and terminal evaluation will be planned for March 1983 after the project's Trade Training Center will have been in operation for approximately nine months and when effects of technical assistance can better be assessed.

Evaluation methodology consisted of review of project documentation and progress reports for each of the five basic project elements. Discussions were held with USAID and VTC to determine project status and actions needed. VTC enrollment records, planning documents and curricula were reviewed in terms of project purposes and objectives. Since activities, such as the contractor's work with the VTC on curricula, guidance and the training levy proposal, and the survey of women's employment opportunities have yet to be accomplished a qualitative evaluation of this effort, and other items in the project evaluation plan will be more fully covered in the final evaluation.

15. EXTERNAL FACTORS:

There have been no major changes in project setting or conditions which have affected this project. The GOJ has continued to emphasize increased levels of skills training for labor force productivity, maintaining in the new 1981-85 Development Plan its target of enrolling in post-compulsory vocational training 30 percent of all who finish compulsory education. Accordingly, the GOJ has continued to support the acceleration of VTC training programs. The following are conditions worthy of mention which were known at the time of project design and which do affect the project.

The VTC was created by law in 1976 and was at the time of project design a relatively new and growing organization in the field of skills training. The VTC basically offers two types of training programs for the labor force: That for school leavers at the end of the compulsory cycle (grade nine) in the 15-16 year old range and that for in-service, worker upgrading courses. The first type of training is designed to provide skilled workers at the end of a three-year cycle consisting of a combination of in-school, in-plant, apprentice-type training culminating with an intensive, in-plant work experience during the final year of the training cycle. The length and types of the in-service, upgrading programs vary with employer's needs.

Previous to project design the VTC had limited experience in dealing with external donor assistance. Under a mandate and support from the GOJ and in full recognition of VTC successes and potential, the VTC is moving ahead to expand its operations in the next five years from the first new, AID-assisted Yajouz Trade Training Center (TTC) to 10 major centers by 1985 with a capacity of serving more than 3,000 skilled level, apprentice-type trainees and 3,000 in-service workers in skills upgrading courses. There has been considerable donor interest in VTC development since the AID-assisted project was initiated, and the GOJ has actively sought other donor commitments for this development. To date commitments have been received by the VTC from the EEC, the World Bank, and the Soviet Union to assist the GOJ in constructing and equipping TTC's. One new TTC located at Marka (near Amman), expressly for the increased training of women for the labor force, is planned for opening in 1982 assisted by the EEC. The planning and negotiations by VTC staff for such a rapid expansion have at times limited the amount of time available by the VTC personnel for implementation of this project.

Basic assumptions affecting this project have remained generally valid. The domestic and foreign demand for skilled workers and Jordan's highly productive labor force have remained high. The VTC still has greater numbers of applications for training than training capacity and can selectively accept those for training purposes. Acceptable levels of cooperation for in-plant training programs and interest by employers and industry continue to exist.

The GOJ has supported the VTC concept and programs with acceptable levels of budget support, administrative staff, and other personnel. Contract advisory assistance provided, thus far, by Ohio State University, while slower than planned in getting under way, has been of high quality, timely, tailored and responsive to VTC needs with consequent benefits to the VTC, its staff and programs. The modular training seminars which were well-planned and organized jointly by the VTC and the contractor were judged to be beneficial to the participants and the VTC as indicated by the informal evaluation of this project element conducted at the close of the seminars.

The construction contract for the project TTC was let in August 1980. Jordan experienced a relatively severe winter in 1980 (an external factor) acting to slow construction progress, as did unforeseen problems with the building contractor selected. Limited VTC experience with AID project assistance and with implementing host-country contracting under both GOJ and AID rules and regulations have tended to slow contracting processes, such as that for the U.S. procurement services agent to assist with procurement of commodities for the equipping and furnishing of the project TTC. The complexities of such procurements have been factors constraining implementation of this project activity.

With the exception of the above, there do not appear to be external factors at the time of this evaluation which have or will adversely affect successful project completion.

#### 16. PROJECT INPUTS:

Project inputs at levels planned appear to be adequate to achieve project objectives.

A. Yajouz TTC Construction: Host-country contracts for this component were let in February 1980, June 1980, and August 1980 for design, supervision, and construction services, respectively. Delays were experienced in negotiating and executing these contracts, affecting the achievement of original implementation targets. The construction contractor has been slower than anticipated in the early stages of the project. While progress has improved in recent months in the contractor's performance, continued improvement in the levels of effort and resources on the part of the contractor will be required to meet a revised estimated completion date of June 1982.

B. Commodities: This input is behind schedule. It is expected that the VTC will contract in late October 1981 with a procurement services agent to act for the VTC in the procurement and delivery of project commodities in time for their installation and use in the September 1982 training year.

C. Sister School and Modular Training Seminars: The sister-school relationship was designed to provide a flow of technical assistance to the VTC to enhance both qualitative and quantitative aspects of their training programs. Another expectation in this relationship was that a longer-term working arrangement between the "sister school" and the VTC could be established and in effect after the project was completed. Finally, as the first TTC to begin development and the only one with donor technical assistance expected to be provided, there were expectations that the impact of the TA could affect the entire VTC-TTC program rather than just the one center. The two project inputs were combined into one AID Contract (NEB-0238-C-00-1001-00) with the Ohio State University (OSU) Research Foundation. Contractor services provided to date have been excellent and of benefit to the VTC. It is still too soon to predict the establishment of the longer-term relationship, but it remains a good possibility. It is also premature to predict the full impact of the TA. This contract is still in the implementation stage and technical assistance will be provided according to the VTC/Contractor work plan through December 1981. The Modular training seminars were successfully held and completed in May 1981 under the OSU contract. Four exchange visits by key VTC staff to OSU were completed in July 1981. Technical assistance has been provided for assisting the VTC in how to achieve measures of quality in skills levels training and competence of VTC graduates. Additional short term TA is scheduled under the OSU contract for the training levy scheme, vocational guidance, follow-up in vocational guidance, and curriculum development. The terminal project

evaluation is expected to address the effectiveness of contract technical assistance as it is yet to be completed at the time of this interim evaluation.

D. Participant Training: A total of eleven (11) U.S., short-term, study observation programs have been completed, consisting of approximately twelve (12) person months. This input was greater than minimum amounts planned in the project design, which called for five (5) short-term programs. As the project developed, additional training was provided through the USAID DAT II participant training grant (two participant programs), and the technical assistance contract with OSU (four programs). Project training inputs were increased at the request of the VTC because of the successful program completed for the first five trainees and the need to provide greater numbers of VTC staff with this type of training. Training inputs have been on schedule and are now completed.

E. Study of Women's Employment Opportunities: This component was delayed due to problems in AID contracting for a U.S. consultant. Subsequently, it was agreed that the VTC, the Ministry of Labor (MOL), and the Working Women's Department of the MOL would conduct the study using Jordanian staff. The study began in April 1981, and the final report is expected to be completed in November 1981. Progress on the study has been encouraging, and no problems are projected for its successful completion.

F. Inputs Summary: Actual implementation and provision of project inputs have been slower than expected in the project design, which called for a Project Assistance Completion Date (PACD) of June 30, 1981. (A copy of the project financial plan showing current status is attached). In December 1980 it was apparent that the project could not be completed by that date, and the PACD was accordingly extended until June 30, 1982. The timing of inputs was slowed by contracting requirements and regulations on both the AID and the GOJ sides. One example of delays experienced was the AID contract for the sister-school relationship with the Ohio State University, which was targeted for signing in April 1980 but which was signed in November 1980; similarly, the host-country construction contract, planned for signing in May 1980, was concluded in September 1980. Timing of project inputs as designed called for a very tight schedule in an attempt to achieve in a minimal period of time

the completion of the Yajouz TTC for opening in September 1981. The original PACD proved to be too ambitious under the circumstances. An item of concern also at this time, is the procurement and installation of project commodities in consonance with the completion of the Yajouz TTC facility and the beginning of the VTC training cycle in September 1982. The VTC is moving ahead at the time of this evaluation to negotiate a host-country contract for a U.S. procurement services agent to act for the VTC in the procurement and delivery of required project equipment, furniture, and materials. To enable provision of inputs essential to completion of the project, it appears that the PACD will require at least a six-month extension until December 31, 1982.

#### 17. PROJECT OUTPUTS

A. Project TTC providing increased training capacity. Construction of the Yajouz TTC is approximately 30 percent complete. Final acceptance is expected in June 1982 depending upon improved performance of the construction contractor, and use in the VTC training year beginning September 1982. Upon completion this TTC as the first facility designed and constructed for the TTC, will increase training capacity by at least 600 places.

B. Commodities delivered and installed. The VTC plans to negotiate a host-country contract in late October 1981 for a procurement services agent to assist with the procurement and delivery of project commodities. This component is behind schedule, but it is expected that commodities can arrive in time for installation in the project TTC and use in September 1982.

C. Increase in number of skilled labor graduates. The Yajouz TTC, when completed, will provide new facilities to increase the number of skills training graduates from TTC programs by at least 300 per year and the number of in-service upgrading graduates by 300. Rapid expansion of the other VTC facilities and programs is planned in the next GOJ Five-Year Plan. Although not as a direct result of this project, the VTC envisions a training program for 8,000 at the end of the five-year period, an increase of over 60 percent as compared to the number predicted at the beginning of this project.

D. Staffed facility. The VTC has steadily increased their staff from 60 in 1979 to more than 135 in 1981. These increases will continue as facilities and training programs expand under the VTC plans. No problems are anticipated with VTC staffing for the project TTC or VTC central office. Early in project implementation, the Director of the Yajouz TTC was identified and participated in one of the participant training programs. Other staff members now working out of other facilities have been identified for service in the project facility and will be assigned there when it is completed.

E. Improved VTC/Planning Management Capability. Since its inception in 1976 the VTC has maintained a smooth training operation under a relatively complex arrangement of utilizing borrowed facilities. As a new organization it has gained considerable management/planning experience during the past four years which has acted to strengthen their capabilities in these areas. Management of In-Plant Modular Training Seminars, attended by the Key VTC staff, and financed under the OSU contract addressed management and planning concerns. Other project technical assistance yet to be accomplished will also address these concerns.

It is too soon in the life of the project to accurately assess degrees of planning/management capabilities, even if it were technically feasible to attempt such an assessment. From observations of TDY and USAID personnel in contact with the VTC, indications are that the VTC is managing its programs well. The project has also facilitated improved planning/management capabilities through the provision of 11 participant training programs in the U.S. for VTC staff with administrators of several outstanding U.S. vocational/technical training institutes, combined with observations of administrative practices and procedures. While not measurable at this time, it can be safely assumed that the VTC personnel who participated in this training did learn from experience and have made efforts to apply observed management/planning concepts which are relevant to overall VTC operations.

F. Improved and Expanded Modular Training Programs. Two seminars were held in April and May 1981 for the management of In-Plant

Training and Modular Training Programs. Technical assistance for the organization and conduct of these seminars was provided under the OSU contract. Approximately 35 participants attended, representing the VTC, MOE, and other private firms and organizations cooperating with VTC training programs. Based on such an intensive learning experience, assisted by highly qualified experts in the modular training field, the VTC continues to build their capabilities in uses of modular training concepts, methods and content in their programs. The extent to which the VTC has actually improved and expanded their existing modular training system should be included in the final project evaluation.

G. Key staff members trained. Nine (9) project financed, short-term non-academic training programs have been completed. Participants included the VTC Director General and his Deputy, the proposed Director of the project TTC, the Director of Guidance, the Director of Training, and four other VTC staff members. Two additional participants completed programs similar to the above which were financed from the DAT II project.

H. Draft program for improving women's employment opportunities. This is in process with the basic study of women's employment opportunities expected to be completed by November 1981. Based on the results of this, and other complementary studies, the VTC will have a more adequate reference base for planning programs to train more women for participation in the labor force. This study surveyed a sample of more than 1150 ninth grade, compulsory-cycle girl students to assess their knowledge and understanding of women's employment opportunities and their interest in working after leaving school. The study also surveyed more than 150 employers to provide data on women's employment potential and demand. The analyses of study results will enable the VTC to apply them to forward planning for increased training for women. While awaiting the completion of this project study, however, the VTC has moved ahead with plans to train more women using past experience, demand, and known employment needs as a basis for these plans. The VTC expects to open in 1982 a TTC in Marka (near Amman) for women with 400 places for training in eight traditional and non-traditional skills; i.e. sewing as well as electronic instrument assembly, repair of electric motors and small electrical appliances.

I. Approved plan for improved vocational guidance.

A contract, short-term consultant will arrive in September 1981 to assist the VTC in this effort. The principal VTC vocational guidance person participated in one of the short-term training programs and her experiences in the program will enhance the achievement of this output.

J. Training levy program. The VTC believes it desirable and feasible to ultimately shift major costs of training skilled workers to employers and industry. This is a new concept in Jordan based on ILO experiences in other countries. It is still too soon to predict when and with what success a training levy system will be adapted. The VTC is moving into this area gradually and has now worked out arrangements with a few on-the-site training institutions cooperating in the apprentice programs to shoulder costs of training for their needs. The OSU contract will provide technical assistance not later than November or December 1981 to further assist the VTC to refine applicable training levy concepts and a strategy for their application.

18. PURPOSE

The project purpose is to: a) increase the skill levels in the work force; b) increase economic opportunities of youth from lower income families; and, c) increase the understanding of constraints and opportunities to expand women's participation in the labor force.

EOPS INDICATORS:

1. Graduates are employed in the fields for which they have been trained; graduates are receiving skilled level wages; employers judge VTC graduates on performance as skilled workers.

Since beginning operations the VTC has graduated approximately 500 skilled workers from its apprentice type, three-year training programs and more than 5,000 workers from various short-term, in-service, skills upgrading courses. The graduates from the apprentice training program are

almost universally employed in their fields of training and receive skilled worker wages. In-service trainees in skills upgrading courses are already employed and attend these courses with full support of the employers. No study has yet been made of employers' perceptions of VTC graduates. However, employers' demands for VTC trainees continue. During the third year of the skills training courses, the employee (trainee) completes an intensive work experience in full cooperation with the employer. Generally, both workers and employers prefer to continue the working relationship after the final year of training indicating that the trainees' performance as skilled workers is recognized and is acceptable to the vast majority of employers. The workers who graduate from VTC upgrading courses require employer consent and support for such training where the program involves training at their work site or where the employers pay part of the training cost.

2. VTC trainees are from lower income groups. More than 1800 trainees are now enrolled in VTC skills-training, three-year apprentice-type programs. In-take in 1981 for this type of training will be more than 800 students. Of these, it is estimated that more than 640 or 80 percent, come from lower income groups indicating that this EOPS, at the present stage of the project, is being met. The VTC continues to receive far more training applications than available training places. In 1981 800 trainees were selected from 1,450 applications for the skills training program alone.

3. Draft women's employment survey recommendations are accepted and applied. This study will be completed in November 1981. The VTC is in full support of the women's employment survey and is awaiting the results to apply recommendations to effect improvements in plans for training women.

4. Training facility is fully operational.

The project training facility will not be fully operational until September 1982.

19. GOAL:

The Project goal is to contribute to increased domestic product, to increase labor force productivity, and to increase economic opportunities for lower income groups.

This evaluation cannot at this point in time assess project impact on goal achievement. The final evaluation should review goal achievement.

20. BENEFICIARIES:

Since this project is ongoing and the primary component, the Yajouz Trade Training Center, is still under construction and will not be fully operational until September 1982, there are few direct beneficiaries of this project as of this date. Those current direct beneficiaries would include the 11 VTC staff who have been trained, the 35 VTC staff and others, who participated in the modular training seminars, VTC staff and instructors who have benefited from the TA provided to date under the technical assistance contract (sister school). Those who have indirectly benefited from the project are the current number of skills-level, apprenticeship trainees (approximately 1800) whose programs have been improved as result of the above training and technical assistance.

21. UNPLANNED EFFECTS:

A. Specific unplanned effects of this project are minimal. Two areas, however, are noted below which have emerged during the course of the project as positive and commendable factors in VTC operations not fully envisioned in project design and which may have been influenced by the project:

1. During the next five years, the VTC is planning to expand its facilities and numbers of trainees significantly with full support of the GOJ. Project planning anticipated a phased VTC capitalizing on experience gained with this project to enhance such expansion, but the scale and rapidity with which the VTC has actually proceeded was unanticipated. Since this project was the first major VTC effort to expand, the experience and confidence gained may have contributed to the VTC's capability to plan and organize for more rapid expansion to meet increasing demands for a skilled Jordanian work force.

2. The levels of initiative shown by the VTC in recent months to increase relevant training opportunities for women and the interest of the GOJ in this were also not foreseen at the time of project design. The project called for a modest survey of training opportunities for women leading the drafting of a VTC action program to train more women in appropriate skills. This input was intended to stimulate interest and action in the training of women. Since the project began in 1979, several studies complementing project efforts in this area have been proposed and completed, resulting in a much broader data base than previously available for planning women's training programs. The VTC has capitalized on the existing data base and their experience by moving ahead with programs to train women.

## 22. LESSONS LEARNED

A. It is important to set implementation dates and targets in Project design which can be reasonably met despite pressures to the contrary. Due to the urgent need for the VTC to acquire their own training facilities, project design called for a PACD date of June 1981. At the time, it was realized that this was a very tight time schedule but it was accepted as a target. A one-year extension was necessary which might have been avoided had better data

been available and judgements exercised related to the timing of contracting processes and construction experience which have acted to constrain achievement of original implementation schedules.

B. Only modest levels of technical assistance were included in the Project design as long-term advisors and heavy technical assistance inputs were not considered necessary by the VTC or USAID. Rather, intermittent, short-term technical assistance in carefully identified areas was planned. This approach has so far proven to be correct in this situation and the VTC has utilized and benefitted from the technical assistance provided under the OSU contract. While not a new "lesson learned", this is noted here to indicate that modes of technical assistance selected must be project and situation-specific to maximize the use of limited resources to achieve maximum project benefits.

C. This is not a complex project, but it did involve host-country contracting, which is bound by both GOJ and AID rules and regulations. Complexities of AID procurement and contracting regulations are not easily followed in host-country contracting, either by host-country or AID technicians. This is noted here with the hope that AID host-country contracting regulations and processes might be simplified to minimize delays and frustrations in such procedures.

D. Other than the above, it is too early in the project implementation cycle to attempt a more extensive listing of lessons learned. Others may surface in the final evaluation but, to date, the project has generally gone well with excellent support from the implementing agency, the VTC. Project problems and issues have not deviated far from those normally associated with AID project implementation, management, and monitoring. As these are well known to practitioners in this business and cited previously, they are not included in this section.

Attachment: a/s

VOCATIONAL TRAINING  
Project 278-0238

Project Financial Plan  
As of Sept 20, 1981

<u>Project/Input</u>	<u>Obligation</u>	<u>Actual Expend.</u>	<u>Accrual</u>	<u>Unexpended Balance</u>
Design	60,000	60,000	-	0
Construction	1,000,000	300,000	-	700,000
Contract Services	<u>207,000</u>	<u>25,499</u>	<u>144,426</u>	<u>37,075</u>
(Ohio State University	(161,075)	0	(124,000)	37,075)
(Women Employ. Study)	( 45,925)	(25,499.39)	( 20,425.61)	0
Participant	8,000	7,819	-	181
Commodities	<u>850,000</u>	<u>0</u>	<u>                    </u>	<u>850,000</u>
TOTAL	2,125,000	393,318	144,426	1,587,256