

CLASSIFICATION
PROJECT EVALUATION SUMMARY (PES) - PART I

Report Control
Symbol U-447

1. PROJECT TITLE SOCIAL & ECONOMIC RESEARCH PROJECT			2. PROJECT NUMBER 608-0154	3. MISSION/AID/W OFFICE USAID/RABAT
5. KEY PROJECT IMPLEMENTATION DATES			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) 608-85-03	
A. First PRO-AG or Equivalent FY 79	B. Final Obligation Expected FY 79	C. Final Input Delivery FY 87	<input type="checkbox"/> REGULAR EVALUATION <input type="checkbox"/> SPECIAL EVALUATION	
6. ESTIMATED PROJECT FUNDING			7. PERIOD COVERED BY EVALUATION	
A. Total \$ 600,000			From (month/yr.) October 1983	
B. U.S. \$ 450,000			To (month/yr.) February 15, 1985	
			Date of Evaluation Review March 22, 1985	

B. 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., airgram, SPAR, PID, which will present detailed request.)	B. NAME OF OFFICER RESPONSIBLE FOR ACTION	C. DATE ACTION TO BE COMPLETED
<p>The purpose of this internal evaluation is threefold: (1) to provide a status report on the recommendations listed in the January 6, 1984 PES (608-84-02) Part I (see Attachment I); (2) to update Part II of the PES (see Attachment II); and (3) to define actions to be taken by the Mission and CNCPRST through the remaining project's life (see below).</p> <p style="text-align: center;"><u>Actions to Be Taken</u></p> <p>1. Formalize agreements reached at the January 28, 1985 meeting with respect to the specifics of a) budget revisions; b) multi-disciplinary research; and c) institution-building activities.</p> <p>2. Establish new financial management procedures for remainder of project funds.</p> <p>3. Define respective project responsibilities of the CNCPRST and the Scientific Committee.</p> <p>4. Establish criteria for payment of honoraria within the project.</p> <p><u>ATTACHMENTS:</u> I - Status Report on Recommendations II - Update to PES - Part II III - PIL No. 4</p>	<p>USAID/CNCPRST</p> <p>USAID/CNCPRST</p> <p>CNCPRST/SC</p> <p>CNCPRST</p>	<p>MARCH 1985</p> <p>MARCH 1985</p> <p>APRIL 1985</p> <p>APRIL 1985</p>

<p>9. INVENTORY OF DOCUMENTS TO BE REVISED PER ABOVE DECISIONS</p> <p><input type="checkbox"/> Project Paper <input type="checkbox"/> Implementation Plan e.g., CPI Network <input type="checkbox"/> Other (Specify) _____</p> <p><input type="checkbox"/> Financial Plan <input type="checkbox"/> PIO/T _____</p> <p><input type="checkbox"/> Logical Framework <input type="checkbox"/> PIO/C <input type="checkbox"/> Other (Specify) _____</p> <p><input type="checkbox"/> Project Agreement <input type="checkbox"/> PIO/P _____</p>	<p>10. ALTERNATIVE DECISIONS ON FUTURE OF PROJECT</p> <p>A. <input type="checkbox"/> Continue Project Without Change</p> <p>B. <input type="checkbox"/> Change Project Design and/or <input type="checkbox"/> Change Implementation Plan</p> <p>C. <input type="checkbox"/> Discontinue Project</p>
<p>11. PROJECT OFFICER AND HOST COUNTRY OR OTHER RANKING PARTICIPANTS AS APPROPRIATE (Names and Titles)</p> <p>J. T. Smith, Jr., Program Economist <i>JTS</i> 2/24/85</p> <p>A. Benabdessalam, Project Officer, PHSST</p> <p>D. Gibb, PHSST <i>DG</i></p> <p>J. Giusti, Evaluation Officer <i>JG</i> 2/24/85</p>	<p>12. Mission/AID/W Office Director Approval</p> <p>Signature <i>Robert C. Chase</i></p> <p>Typed Name Robert C. Chase, Director</p> <p>Date March 22, 1985</p>

NEAR EAST EVALUATION ABSTRACT

PROJECT TITLE(S) AND NUMBER(S) SOCIAL & ECONOMIC RESEARCH 608-0154			MISSION/AID/W OFFICE USAID/MOROCCO		
PROJECT DESCRIPTION The project's purpose is to encourage and support Moroccan experts to undertake social & economic research which can help provide an analytical basis for economic & social development programs, and to develop an institutional basis for continuation of this effort. Ideally, this was to have been achieved via the support of at least 60 development-oriented social and economic research projects strengthening the administrative capacity of the research center & synthesizing and disseminating research findings in a form useable by decision makers.					
AUTHORIZATION DATE AND U.S. LOP FUNDING AMOUNT May 20, 1979 \$450,000		PES NUMBER 608-85-03	PES DATE March 22, 1985	PES TYPE <input checked="" type="checkbox"/> Regular <input type="checkbox"/> Other (Specify) <input type="checkbox"/> Special <input type="checkbox"/> Terminal	
ABSTRACT PREPARED BY, DATE J. Smith, Program Economist Clearances: D. Gibb, PHSST Officer J. Giusti, Evaluation Officer		ABSTRACT CLEARED BY, DATE <i>Robert C. Chase</i> Robert C. Chase Mission Director			
<p><u>Background:</u> The purpose of this internal evaluation is threefold: (1) to provide a status report on the recommendations listed in the January 6, 1984 PES (608-84-02) Part I; (2) to update Part II of the PES; and (3) to define actions to be taken by the Mission and CNCPRST through the remaining project's life.</p> <p><u>Status:</u> Thirty-nine individual research contracts have been signed between National Center for Coordination and Planning of Scientific and Technical Research (CNCPRST) and individual researchers. Eleven projects have been completed as of February 15, 1985; eleven are scheduled for completion in 1985; and seventeen will be completed in 1986. No further individual projects are to be funded since there is inadequate time remaining in the project to guarantee completion of research projects which require approximately three years on average.</p> <p>The CNCPRST was unenthusiastic about the activities and budget revisions proposed by USAID in its May 10, 1984 PIL No. 4 which communicated USAID's proposals for future project activities. The CNCPRST submitted this document to the Scientific Committee (SC) for its review in a meeting held in late May. However, no action was taken on PIL No. 4 at that time; and the SC did not meet again until five months later. USAID was not informed of nor invited to either meeting. Subsequent to the second meeting and under the guidance of the SC, the CNCPRST responded officially to PIL No. 4, suggesting <u>inter alia</u> alternatives to the proposed budget revisions, multi-disciplinary research topics, and institution-building activities.</p> <p>USAID attempted to resolve differences with the Scientific Committee (SC) informally through the CNCPRST project administrator, Mr. Bouazza, but was unsuccessful in proceeding in this manner until recently. Mr. Bouazza arranged a meeting on January 28, 1985, at which USAID and CNCPRST (two representatives from the SC also participated) reached an informal understanding about a revised budget, procedures for determining multi-disciplinary research topics, and the content of institution-building activities as well as the administrative arrangements for the duration of the project. However, financial management arrangements are still to be determined.</p> <p><u>Key Findings:</u> The project has already been of some use in development of the USAID program in Morocco. Eleven studies have now been completed. The study on the energy sector was used by the design team for developing USAID's two major energy projects. Another study on the role of the State in Morocco's</p>					

UNITED STATES GOVERNMENT

2-Way Memo

Subject: PES 0154 Project
Social & Economic Research Project

INSTRUCTIONS

Use routing symbols whenever possible.

SENDER (Originator of message):
Use brief, informal language.
Conserve space.
Forward original and one copy.

RECEIVER (Replier to message):
Reply below the message, keep one copy, return one copy.

To: Ms. Mona Hammam
NE/TECH/SARD
Room 6927 NS
AID/W

DATE OF MESSAGE 3/26/85	ROUTING SYMBOL USAID/RABAT
SIGNATURE OF ORIGINATOR <i>John J. Giusti</i>	
TITLE OF ORIGINATOR J. Giusti, Evaluation Officer D. Gibb, PHSST Officer	

INITIAL MESSAGE

Dear Mona:

Enclosed are three copies of the approved PES and NE Abstract for Project 0154. Please handle distribution in AID/W, particularly one copy to Judith N. Wills, NE/DP/E.

We are submitting the PES for the internal evaluation because (1) the action list in the PES of December 1983 called for an update after a year; and (2) management of the project has been shifted from the Program Office to the Population, Health, Social Services and Training Division. The latter shift reflects an effort to free up the Program Office from project management tasks to focus more on program planning and analysis.

Although we agree that this updated PES reflects the situation through mid-February, there are reasons to believe that the situation is changing as indicated in the attached Memcon for the March 13, 1985 meeting with Mr. Bensari. For that reason, as well as the fact that this update was done unilaterally, as was essentially last year's PES, there was some debate as to whether it should be submitted at all.

In the end, we agreed it should be forwarded but with this qualifying note. We will keep you informed as to the status of resolution of the various problems and hope even by the quarterly reviews to be able to report progress.

From: J. Giusti/D. Gibb USAID/RABAT	DATE OF REPLY	ROUTING SYMBOL
	SIGNATURE OF REPLIER	
	TITLE OF REPLIER	

~~UNCLASSIFIED~~
SECURITY CLASSIFICATION

DEPARTMENT OF STATE
AGENCY FOR INTERNATIONAL DEVELOPMENT

Washington, D. C. 20523

MEMORANDUM OF CONVERSATION

DATE OF MEETING: March 13, 1985

SUBJECT: Socio-Economic Research Project - 608-0154

PARTICIPANTS: USAID: Dale C. Gibb --
GOM: Mr. Bensari and staff

COPIES TO: DIR - Robert C. Chase A/DIR - Harry J. Petrequin
 PROG - William S. Rhodes RLA - Anne Williams
 PROG - John Giusti CONT - Mark Matthews
 PROG - Jay Smith PHSST - Abdellatif Benabdesselam

At my request the Director of CNCPRST Mr. Bensari agreed to meet on March 13 to discuss his view of the project and steps needed to resolve various implementation problems. The following items were covered:

1. Relations with the Ministry of Finance

After reviewing in some detail the history of problems with MOF, Mr. Bensari announced that an accommodation was reached during a meeting last week with Mr. Chaoui, Director of the Operating Budget, MOF to the end that once a "plan de programme" with a "plan budgétaire" has been agreed to by USAID and the Scientific Committee, the Ministry of Finance will process project financial documentation without problems.

This "plan de programme" in the minds of the "Comité de Gestion" (C.G.) would follow lines worked out in PIL No. 4 and ensuing discussions. In response to my question as to whether the C.G. had a specific proposal I was given a draft of the contents of a proposal. We agreed that USAID would review this draft and telephone any questions or comments as soon as possible to the C.G. which will then prepare a formal proposal.

DRAFTING OFFICER: *DCS* PHSST:Dale C. Gibb:qvdh

DATE OF PREPARATION: March 18, 1985

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SECURITY CLASSIFICATION

2. Specific Aspects of the Program

a. Equipment

Mr. Bensari explained that he had opposed the draft proposal because of the "limited" equipment request in the face of advice of the S.C. to request more. I explained that we interpreted the S.C.'s advice as being to base the request on actual cost of the equipment needed rather than on arbitrary figure. The C.G. requested that the equipment be purchased in the U.S. to save funds and to avoid tax problems. I agreed that Mr. Benabdesselam would be in touch on the equipment.

b. Frais de Secretariat

Again de question of "primes de secretariat" was brought up. The C.G. interprets the category as referring to incentive payments primarily for the personnel of this C.G. I explained my understanding that this sum was rather for overtime payment for secretarial costs to support the researchers. I agreed to explore the background further of our inclusion of this item in PIL No. 4.

c. Honoraria

The C.G. advised that a formula for honoraria payment to the Scientific Committee is included in the draft proposition.

d. Seminars

A plan for the seminars is to be developed by the Scientific Committee. I urged that the C.G. develops the plan for approval by the Committee but was advised that the Scientific Committee would be able to do that without great difficulty.

Mr. Bensari would like to have the Scientific Committee meet before April 1 to approve the proposal. If the revised program follows what is in the draft proposal which they believe is in line with what we have already agreed, he expects no problem in securing their approval. He urged that we telephone any questions and indicated the S.G.'s willingness to do anything required to move the project. He emphasized that how the project has already been of great use and the fact that he and the Scientific Committee consider it a "success."

ATTACHMENT I

Status Report on the December 1983 Evaluation Recommendations

<u>Actions Recommended in Previous Evaluation</u>	<u>USAID/Action</u>	<u>CNCPRST Action</u>																				
1/ Extend PACD by three years to December 31, 1986.	1/ USAID extended the PACD unilaterally to December 31, 1986 as authorized by AID/W.	1/ No Action Required																				
2/ Revise project budget for future years; esp. use remaining research funds to finance fewer but larger research projects of more direct relevance to USAID's and NE Bureau's Research priorities.	2/ a. USAID proposed a revised project budget to CNCPRST by PIL #4 dated May 10, 1984 to reflect this recommendation. The revised budget is as follows: <table><tbody><tr><td>1. Research grants</td><td>\$270,000</td></tr><tr><td>2. Multi-disciplinary research</td><td>\$ 55,000</td></tr><tr><td>3. Seminars and Conferences</td><td>\$ 15,000</td></tr><tr><td>4. Improvement of Center's Administrative Capacity</td><td>\$ 20,000</td></tr><tr><td>5. Special Fees for Secretariat</td><td>\$ 40,000</td></tr><tr><td>6. Evaluation costs</td><td>\$ 10,000</td></tr><tr><td>7. Other costs</td><td>\$ 40,000</td></tr><tr><td></td><td><hr/></td></tr><tr><td></td><td>\$450,000</td></tr></tbody></table> b. USAID suggested several multi-disciplinary research topics relevant to USAID and NE Bureau Priorities.	1. Research grants	\$270,000	2. Multi-disciplinary research	\$ 55,000	3. Seminars and Conferences	\$ 15,000	4. Improvement of Center's Administrative Capacity	\$ 20,000	5. Special Fees for Secretariat	\$ 40,000	6. Evaluation costs	\$ 10,000	7. Other costs	\$ 40,000		<hr/>		\$450,000	2/ a. On October 10, 1984 (5 months delay), the CNCPRST and the Scientific Committee (SC) submitted a counter proposal to PIL #4, with the following modifications: <table><tbody><tr><td>1. reduce the multi-disciplinary research budget from \$55,000 to \$40,000</td></tr><tr><td>2. increase "other costs" budget from \$40,000 to \$55,000</td></tr></tbody></table> The rest of the USAID budget proposed was accepted as is. b. The SC deleted the details of the suggested topics and proposed to establish a list of research topics to be discussed with USAID.	1. reduce the multi-disciplinary research budget from \$55,000 to \$40,000	2. increase "other costs" budget from \$40,000 to \$55,000
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	\$450,000																					
1. reduce the multi-disciplinary research budget from \$55,000 to \$40,000																						
2. increase "other costs" budget from \$40,000 to \$55,000																						
3/ Reorient project to put renewed emphasis on the institution building element of the project during extended LOP.	3/ By PIL #4 USAID proposed the following institution-building elements to be included in the Project: <table><tbody><tr><td>a. Professional visits to similar US applied research centers</td></tr><tr><td>b. Management training for CNCPRST administrative personnel</td></tr><tr><td>c. Purchase of materials to assist the researchers</td></tr><tr><td>d. Short-term consultant services to improve the CNCPRST's organization</td></tr></tbody></table>	a. Professional visits to similar US applied research centers	b. Management training for CNCPRST administrative personnel	c. Purchase of materials to assist the researchers	d. Short-term consultant services to improve the CNCPRST's organization	3/ The SC suggested deleting the details of USAID's proposals and replacing them with the purchase of reproduction, printing and data management equipment to serve as a support unit for the researchers.																
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d. Short-term consultant services to improve the CNCPRST's organization																						
4/ Establish criteria for payment of honoraria within the project.	4/ In PIL #4 USAID provided a revised budget for honoraria (increased from \$27,000 to \$35,000) and described the two possible methods of payments recommended by the evaluators. USAID requested the CNCPRST to establish criteria for payment of honoraria.	4/ In project correspondence, CNCPRST promised to send USAID its criteria for payment of honoraria. USAID is still awaiting CNCPRST's definition of these criteria.																				

ATTACHMENT II

Update to Project Evaluation Summary - Part II

A. Summary

Thirty-nine individual research contracts have been signed between National Center for Coordination and Planning of Scientific and Technical Research (CNCPRST) and individual researchers. Eleven projects have been completed as of February 15, 1985; eleven are scheduled for completion in 1985; and seventeen will be completed in 1986. No further individual projects are to be funded since there is inadequate time remaining in the project to guarantee completion of research projects which require approximately three years on average.

The CNCPRST was unenthusiastic about the activities and budget revisions proposed by USAID in its May 10, 1984 PIL No. 4 which communicated USAID's proposals for future project activities. The CNCPRST submitted this document to the Scientific Committee (SC) for its review in a meeting held in late May. However, no action was taken on PIL No. 4 at that time; and the SC did not meet again until five months later. USAID was not informed of nor invited to either meeting. Subsequent to the second meeting and under the guidance of the SC, the CNCPRST responded officially to PIL No. 4, rejecting inter alia the specifics of the proposed budget revisions, multi-disciplinary research topics, and institution-building activities (see Attachment III, PIL No. 4).

USAID attempted to resolve differences with the Scientific Committee (SC) informally through the CNCPRST project administrator, Mr. Bouazza, but was unsuccessful in proceeding in this manner until recently. Mr. Bouazza arranged a meeting on January 28, 1985, at which USAID and CNCPRST (two representatives from the SC also participated) reached an informal understanding about a revised budget, procedures for determining multi-disciplinary research topics, and the content of institution-building activities as well as the administrative arrangements for the duration of the project. However, financial management arrangements are still to be determined (see Section C below "External Factors" and Attachment I).

B. Evaluation

This internal evaluation is prepared by the USAID project officers to update the findings of the December 1983 Evaluation (PES 608-84-02).

C. External Factors

CNCPRST continues to administer the project. However, the SC seems to have increased its role from that of review and approval of research proposals to oversight of the entire project. They have done so by virtue of their own personal and institutional influence over the activities of the CNCPRST. Whether or not the management of CNCPRST should have submitted PIL No. 4 to the SC for review was never perceived to be an issue by CNCPRST. Whether or not that was the correct procedure, CNCPRST's inability to convene meetings of the SC on a regular basis has hampered project implementation. For certain project components, such as the multi-disciplinary research, conferences, and seminars, to be implemented in a timely manner, the oversight responsibility of the SC will have to be more carefully delineated.

The financial management arrangements referred to in Section A above "Summary" have been discussed at length with CNCPRST. As in every government organization which is funded by the GOM budget, there is a financial controller assigned from the Ministry of Finance to oversee the use of government funds. The current financial controller has been so obstructive in the management of project funds that the Director of CNCPRST and the Scientific Committee lodged a formal complaint with the Ministry of Finance (MOF). There has been as yet no formal reaction from the MOF. In the meantime, USAID suggested placing the next advance of project funds in a separate bank account, but this idea has been rejected on the grounds that it is illegal for the CNCPRST to open such an account. The SC and the CNCPRST do not want USAID to place additional project funds in the Treasury Account until the MOF responds in a manner satisfactory to them with respect to their complaint. Funds provided by USAID to the Treasury Account were exhausted by December 31, 1984, and researchers are now legitimately requesting payments due under their research contracts with CNCPRST. USAID may have to adopt the interim solution of managing project funds directly, pending resolution of the differences between the CNCPRST and the MOF with respect to financial management. In any case, since USAID extended the individual research grant portion of the project in PIL No. 5, it is incumbent upon CNCPRST and USAID to agree in the near future upon a procedure for managing the payments to researchers.

D. Inputs

In PIL No. 4, USAID proposed among other things a revised budget to permit institution-building activities and a new multi-disciplinary research component as recommended in the 1983 Evaluation. Over the past year, USAID requested meetings with the SC to discuss these proposals, but CNCPRST failed to inform USAID in advance of SC meetings, much less invite USAID's participation in such meetings. Thus, unfortunately, USAID was unable to increase interaction with "some of the best minds in the country" as the December 1983 Evaluation put it.

This reticence to include USAID in project deliberations and the lack of agreement with the SC over the best use of remaining project funds made it impossible to resolve any of the above implementation issues until the meeting held January 28, 1985 with the Director of CNCPRST and two representatives of the SC. At this meeting, USAID and CNCPRST agreed informally to mutually acceptable revisions that will be recorded formally in an exchange of letters. These understandings should be completed by the end of March 1985.

E. Outputs

Eleven studies have now been completed. The study on the energy sector was used by the design team for developing USAID's two major energy projects. Another study on the role of the State in Morocco's economic development was useful to the design team for USAID's Private Sector initiative. A third study on neo-natal mortality is serving as reference material for USAID's Population, Health, Social Services and Training Division.

Outside USAID, we are unaware as to the impact these eleven studies may be having. Through seminars and conferences, however, the project should ideally assist in the diffusion of information about these (and future) studies and in promoting public discussion of the development issues involved. In this regard, it is important that the role of the SC be more clearly delineated as discussed in Section C above "External Factors."

F. Purpose

The 1983 Evaluation recommended the addition of an institution-building component to the project purpose which otherwise remains the same. USAID proposed in PIL No. 4 an expansion of project purpose to include a specific set of institution-building activities, which the SC subsequently rejected. USAID reasserted in the January 28, 1985 meeting the importance of this component. USAID and CNCPRST then agreed informally on a set of institution-building activities (to be formalized by the end of March 1985) for the remainder of the project.

G. Goal/Subgoal

H. Beneficiaries

I. Unplanned Effects

No changes in G, H and I from the findings of the 1983 Evaluation.

J. Lessons Learned

The CNCPRST management should not have allowed the SC to shift its role from that of a research advisory group to that of the de facto Board of Directors for the project. This expanded role brought about unavoidable delays in implementation due to the unwieldy size of the SC which was not created to play a direct role in project management. In USAID's view, CNCPRST management should retain decision-making authority while the SC retains its original role as a research advisory board. The timely implementation of future project activities requires redefining the respective roles of CNCPRST and the SC.

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Lessons Learned: The CNCPRST management should not have allowed the SC to shift its role from that of a research advisory group to that of the de facto Board of Directors for the project. This expanded role brought about unavoidable delays in implementation due to the unwieldy size of the SC which was not created to play a direct role in project management. In USAID's view, CNCPRST management should retain decision-making authority while the SC retains its original role as a research advisory board. The timely implementation of future project activities requires redefining the respective roles of CNCPRST and the SC.

Mr. Driss Bensari
Director, National Center for Coordination and
Planning for Scientific and Technological Research

RABAT

IMPLEMENTATION LETTER NO. 4
SOCIAL AND ECONOMIC PROJECT

608-0154

Monsieur Driss Bensari
Directeur du Centre National de Coordination
et de Planification de la Recherche Scientifique
et Technique

RABAT

LETTRE D'EXECUTION NO.4
PROJET DE RECHERCHE SOCIO-ECONOMIQUE

608-0154

Date: MAY 10 1984

Monsieur le Directeur:

The purpose of this Implementation Letter is to provide information intended to assist you in implementing the Socio-Economic Research Project in conformity with the recommendations of the final evaluation conducted in November 1983 and in conformity with the Grant Agreement dated May 21, 1979, the Letter of Implementation No.1 dated September 17, 1981 and the Letter of Implementation No.2 dated April 18, 1983. This letter will provide more detailed information on the following items:

1. Project Extension;
2. Revision of budget line items;
3. Honoraria of the Scientific Committee Members;
4. Establishment of procedures in order to improve the management of the project;
5. Establishment of multi-disciplinary research;
6. Final evaluation of revised project;
7. Financial reports;

Nothing in this letter should be construed as altering the scope of the Grant Agreement.

1. Project Extension

As recommended by the project evaluation, which was held from November 3 to 17, 1983, and as authorized by AID/Washington, the Project Assistance Completion Date (PACD) is extended to December 31, 1986, extending, therefore, the life

Monsieur le Directeur.

L'objectif de la présente Lettre d'Exécution est de vous fournir les informations destinées à faciliter la mise en oeuvre du projet en faveur de la Recherche Socio-economique conformément aux recommandations de l'évaluation finale ayant eu lieu durant le mois de Novembre 1983 et, conformément à l'accord de don signé le 21 Mai 1979, à la Lettre d'Exécution No. 1 datée du 17 Septembre 1981, et à la Lettre d'Exécution No. 2 datée du 18 Avril 1983. La présente fournira des précisions sur les points suivants:

1. Extension du Projet;
2. Révision des rubriques du Budget;
3. Honoraires des membres du comité scientifique;
4. Institution des mesures visant à améliorer la gestion du projet;
5. Institution des recherches multi-disciplinaires;
6. Evaluation finale du projet révisé;
7. Rapports financiers;

Les termes de la présente lettre ne devraient en aucun cas être interprétés comme devant modifier la portée de l'accord de don.

1. Extension du Projet

Comme il a été recommandé par l'évaluation du projet ayant eu lieu du 3 au 17 Novembre 1983 et comme autorisé par l'AID/Washington, la date d'achèvement de l'assistance au projet (DAAP) est reportée au 31 Décembre 1986, prolongeant ainsi la

of the project by three additional years. The PACD is the date by which all activities under the project must be finished. This extension is intended to permit adequate time for the completion of research financed by the Center and to assure the effective institutionalisation of the Center's procedures for the sponsorship of research in Morocco.

2. Budget Line Items Revision

The total budget for the project remains the same. A revision of budgetary line items, as recommended by the evaluators and accepted by USAID, is described in the attached table. It shows the following revisions:

a. Research Grants: The revised line item for research grants is less than the original budget for the following reasons:

(1) Research grants are calculated in dirhams, and the exchange rate of dirhams to the dollar has almost doubled in value since the budget was initially established. Therefore, more research grants than originally anticipated can be provided at a lower cost in dollars;

(2) The remaining period of the project is not sufficient to select new, individual research projects under the existing procedures and to have them completed prior to the PACD.

The revised line item for research grants (270,000 dollars) established at the present rate, will cover the costs of all individual research projects already sponsored by the Center, and a new line item is established for shorter-term,

durée du projet de trois années supplémentaires. La DAAP est la date à laquelle toutes les activités entreprises au titre du projet doivent être achevées. Cette prorogation permettra de disposer du temps nécessaire pour achever les recherches financées par le Centre et d'assurer une institutionnalisation effective des procédures de parrainage de la recherche au Maroc par le Centre.

2. La Révision des rubriques budgétaires

Le montant global du budget du projet reste le même. Une révision des rubriques budgétaires telle qu'elle a été recommandée par les évaluateurs et acceptée par l'USAID est présentée au tableau ci-joint. Celui-ci indique les modifications suivantes:

a. Bourses de Recherche: La rubrique des bourses de recherche révisée est inférieure au budget original pour les raisons suivantes:

(1) Les dotations de recherche sont établies en Dirhams et le taux de change du dollar en dirhams a presque doublé depuis le début du projet; ce qui permet l'octroi de davantage de bourses qu'il n'avait été initialement prévu à un coût en dollars inférieur;

(2) La période restante dans le projet est insuffisante pour sélectionner de nouveaux projets de recherches individuels dans le cadre des procédures existantes et de manière à ce qu'ils soient achevés avant la DAAP.

La rubrique budgétaire révisée pour les bourses de recherche (270,000 Dollars) octroyée au taux actuel couvrira donc l' totalidad des coûts de recherches entreprises jusqu'à maintenant sous l'égide du Centre, et une nouvelle

multidisciplinary research which can be completed within the approved life-of-project.

b. Multidisciplinary

Research: Since the CNCPRST expressed a particular interest in promoting multidisciplinary, institution-based research, USAID approves this activity; the general budget has been revised to allocate an amount of 55,000 dollars to such research;

c. Secretariat Expenses:

The initial budget earmarked for "Special fees for the Secretariat" was estimated to be insufficient to cover the necessary costs of clerical work related to the Center's research program, and therefore has been increased to 5,000 dollars;

d. Honoraria:

This item formerly termed "per Diem", has been renamed to more accurately represent its purpose. It has been increased slightly, and the appropriate procedures for its disbursement are discussed below in Paragraph 3.

e. Project Evaluation:

Pursuant to USAID regulations, evaluation costs of the project should be included in the project budget. Therefore, an amount of 10,000 dollars is allocated for this purpose;

f. "Seminars and

Conferences" are a separate, new line item with an amount of 15,000 dollars. This item is no longer included under "Other Costs", and is intended to be used specifically to finance the costs of seminars and/or conferences at which the results of research projects are presented to as broad an audience as possible representing the research community,

rubrique est instaurée ; ces recherches multi-disciplinaires de plus courte durée susceptibles d'être achevées pendant la durée du Projet.

b. Recherches

Multi-disciplinaires: Etant donné que le CNCPRST a manifesté un intérêt particulier à encourager des recherches multi disciplinaires, l'USAID approuve cette activité; le budget général est donc modifiée afin d'allouer la somme de 55,000 dollars à ces recherches;

c. Frais de Secrétariat:

Le budget initial de 3.000 dollars réservé à la rubrique "Primes spéciales de Secrétariat" est jugé insuffisant et de ce fait porté à 5.000 dollars.

d. Honoraires:

La dénomination de cette rubrique qui s'intitulait auparavant "indemnités" a été changée pour refléter plus exactement son objectif. Elle a été légèrement augmentée et de procédures appropriées de déboursement sont décrites ci-dessous au paragraphe 3.

e. Evaluation du Projet:

La réglementation de l'USAID stipule par ailleurs que les frais d'évaluation du Projet doivent être à la charge de son propre budget. Aussi la somme de 10.000 dollars est-elle allouée à cette rubrique;

f. Les "Séminaires et

Conférences" font l'objet d'une nouvelle rubrique d'un montant de 15.000 dollars. Ainsi cette rubrique n'est plus incluse dans la rubrique "Autres Frais", et sera utilisée pour financer spécifiquement les frais de séminaires ou conférences durant lesquels les résultats des recherches sont présentés à une

Government officials and the private sector. One purpose of a series of seminars and conferences would be to assess the utility of research findings for development purposes.

g. The Project Evaluation recommended an allocation of project funds for the improvement of CNCPRST administrative capacity. USAID agrees with this recommendation and the budget has been revised to show an allocation of \$20,000 for this purpose. This line item is discussed in paragraph 4 below;

h. Other Costs: The line item "other costs" is not modified from the original budget and remains at 40,000 dollars. This may be used for such needs of the research program as synthesizing, publishing and marketing the results of both research projects and the proceedings of the seminars and conferences to be organized around the research projects.

3. Payment of Honoraria to the Scientific Committee Members

USAID hereby authorizes CNCPRST to allocate, from the grant budget, a total amount of 35,000 US dollars for the payment of honoraria to the Scientific Committee Members. This amount will cover all assistance provided by Committee members during the life of the project. Consequently, the CNCPRST is hereby requested to establish a clear and fair payment method which will be used by USAID as a basis for authorizing the payment of such fees. Two possible methods have been suggested in the project evaluation. They are described below as examples:

a. Payment of fixed honoraria to a member of the

audience aussi large que possible représentant les chercheurs, les responsables du gouvernement et le secteur privé. L'un des objectifs de cette série de séminaires et conférences serait d'évaluer l'utilité des résultats de la recherche à des fins de développement.

g. L'Evaluation du Projet recommande d'attribuer des fonds du projet pour l'amélioration de la capacité administrative du CNCPRST. L'USAID approuve cette recommandation, et le budget a été révisé de manière à indiquer une allocation de 20,000 dollars à cet effort. Cette rubrique est discutée dans le paragraphe 4 ci-dessous.

h. "Autres Frais : La rubrique "autres frais" ne connaît pas de changement et son budget reste fixé à 40.000 dollars. Celle-ci pourra servir à couvrir ~~les~~ ainsi besoins du programme de recherche tels que la compilation, la publication et la commercialisation des résultats des recherches ainsi que des conclusions qui en seront tirés dans le cadre des séminaires et conférences organisés ~~sur ces~~ sur ces recherches.

3. Honoraires des membres du Comité Scientifique

Par la présente, l'USAID autorise le CNCPRST à octroyer sur le Budget du Don, une somme globale de 35.000 Dollars Africains comme honoraires réservés aux membres du Comité Scientifique. Ce montant couvrira toute l'assistance fournie par les membres du Comité pendant la durée du projet. Aussi, le CNCPRST est prié, par la présente, d'établir une formule de paiement claire et équitable sur laquelle l'USAID se basera pour autoriser le règlement de ces honoraires. Deux formules possibles ont été suggérées dans l'évaluation du projet. Elles sont décrites ci-après, à titre d'exemple:

a. Le paiement d'honoraires fixes à un membre du

Scientific Committee after the publication of research he has supervised and for which he has written a review summarizing its results and indicating the usefulness of the research for the country's development. If research supervision responsibilities are evenly distributed among the Scientific Committee members, such a method should facilitate the calculation of individual honoraria and would encourage members to follow the research closely, and present it to the public in a way that will increase the interest in and the utility of the research results;

b. Payment of honoraria according to members' attendance at Research selection/supervision meetings and/or for exceptional responsibilities assumed by the Committee members;

c. A combination of criteria (a) and (b);

USAID requests that the CNCPRST select the method of calculating honoraria due its members and of actual payment, and that it inform USAID of the method selected by letter. USAID's contribution to such payments over the life of the project will not exceed 35,000. The CNCPRST is also requested to maintain official records or accounting documents justifying such expenses.

4. Improvement of the CNCPRST Administrative Capacity

USAID and the evaluators agree that it would be useful to provide the center with financial assistance in order to improve the administrative capacities of the Center to assure its future

Comité Scientifique après publication d'une recherche qu'il aura suivie et pour laquelle il aura rédigé un commentaire sur ses résultats de la recherche et indiquant son utilité pour le développement du pays. Si la responsabilité de suivre des recherches est répartie d'une façon équitable entre les membres du Comité Scientifique, une telle formule devrait faciliter le calcul des honoraires individuels et encourager les membres à suivre la recherche de près, et à la présenter au public d'une manière qui suscitera leur intérêt et mettra l'accent sur l'utilité des résultats de ces recherches;

b. Le paiement des honoraires suivant l'assiduité des membres du Comité aux réunions ou pour des responsabilités exceptionnelles de sélection et suivi de la recherche;

c. Une combinaison des critères de (a) et (b) ci-dessus;

L'USAID prie donc le CNCPRST de choisir la formule de calcul des honoraires dus aux membres du Comité et de paiement proprement dit, et de faire connaître par écrit à L'USAID la formule qu'il aura retenue. La contribution de l'USAID à ces paiements ne dépassera pas le plafond de \$35,000, pour toute la durée du Projet. Le CNCPRST est également prié de tenir les livres et documents comptables justifiant ces dépenses.

4. Amélioration de la Capacité Administrative du CNCPRST

L'USAID et les évaluateurs sont d'accord qu'il serait utile que le Centre bénéficie d'une aide financière destinée à améliorer les capacités administratives du Centre pour assurer son efficacité dans le

effectiveness as a Moroccan research institution. This contribution could be used for financing, inter alia:

- a) Professional visits to similar applied research centers in the U.S.;
- b) Management training for Center administrative personnel working on the project;
- c) Acquisitions of materials to assist the researchers sponsored by the Center or Center administrative staff;
- d) Short-term Consultant services related to the improvement of the center's organization.

CNCPRST may also have other ideas in this area. We are prepared to discuss the matter with you at your earliest convenience to define this item as soon as possible and begin the activities.

5. Multi-disciplinary Research

At CNCPRST's request, USAID has considered the proposal for the use of project funds to finance shorter-term, multi-disciplinary research projects. USAID believes such activities are fully within the scope of this project and should be encouraged and developed.

Therefore, USAID proposes to include a budget for such research for an amount of 55,000 dollars. USAID would like to suggest several research areas to the Center for its consideration in carrying out this new component of the project. These are areas which, in discussion with high level Government of Morocco officials,

futur et tant qu'institution marocaine de recherche. Cet apport pourrait être utilisé entre autres, pour:

- a. des visites professionnelles à des centres de recherches appliquées similaires aux Etats Unis;
- b. la formation en gestion pour le personnel administratif du Centre qui travaille sur le projet;
- c. l'achat de matériel pour les chercheurs parrainés par le Centre ou pour son personnel administratif;
- d. le financement de services de consultants de courte durée ayant trait à l'amélioration de l'organisation du Centre.

le CNCPRST peut également avoir d'autres suggestions dans ce domaine. L'USAID est disposé à en discuter avec le CNCPRST dès qu'il vous conviendra afin de définir cet article le plus tôt possible et commencer les activités.

5. Recherches multi-disciplinaires

A la demande du CNCPRST, l'USAID a étudié la proposition d'utiliser les fonds du projet pour financer des recherches multi-disciplinaires de courte durée. L'USAID estime que les activités entrent bien dans le cadre du projet et méritent d'être encouragées et développées.

Par la présente, l'USAID propose donc d'inclure le financement de telles recherches au sein du Projet pour un montant de 55.000 dollars. L'USAID souhaiterait suggérer au Centre de reconsidérer plusieurs domaines de recherche dans le cadre de cette nouvelle composante du projet. Ci sont des domaines qui, à la suite de

USAID believes to be of particular relevance to the development of Morocco in the near to medium-term.

a) Urban planning and urbanization problems in Morocco (especially in "secondary cities");

b) Wood and Morocco's Energy need: an economic and/or social science analysis of the "wood economy" in Morocco;

c) Agriculture- Significant gains in productivity may be achieved in areas having assured water, good soils and even topography. Priority categories of research include:

1. analysis of the costs and benefits of irrigation for different crops (e.g. winter irrigation for wheat) including:

a) Savings accrued by winter irrigation only as opposed to all season irrigation ;

b) Marketing repercussions of changing seasonal use and crop mix;

c) increase or reduction of beneficiaries.

2. analysis of legal or cultural constraints to water use and incentives to encourage more effectiveness of water.

d) Economic Research:

1) The effect of public sector investment strategies on the potential for growth and employment generation;

discussions avec de hauts responsables du Gouvernement Marocain semblent à l'USAID particulièrement pertinents pour le développement du Maroc à proche ou moyen terme.

a) l'urbanisme et les problèmes d'urbanisation au Maroc (en particulier dans les "villes secondaires");

b) le bois combustible, besoin énergétique du Maroc: une analyse économique et/ou sociale de "l'économie du bois " au Maroc;

c) l'agriculture,- des augmentations importantes obtenues de la productivité pourraient être obtenues dans les régions où les ressources en eau sont assurées et qui présentent des sols et une topographie favorables. Les catégories prioritaires de ce secteur de recherche comprennent:

1. l'analyse de coûts et bénéfices de l'irrigation pour les différentes cultures (ex; irrigation d'hiver pour le blé) portant notamment sur;

a) économie d'eau réalisée en restreignant l'irrigation à la saison d'hiver uniquement au lieu de toute l'année;

b) répercussions de l'utilisation de l'irrigation saisonnière et des cultures mixtes sur la commercialisation;

c) accroissement ou réduction du nombre des bénéficiaires.

2. analyse des contraintes d'ordre législatif ou culturel sur l'utilisation de l'eau et mesures d'encouragement pour un usage plus rationnel.

d) Recherche Economique:

1) L'effet des stratégies d'investissement du secteur public sur le potentiel de croissance et de création d'emplois;

2) The effect of selected economic policies on economic well-being in the short and long-terms. (e.g. the effect of price liberalization on production and consumption of the affected goods in the short and long terms; or the effect of exchange rate policy on trade, investment and growth.)

USAID is submitting these fields for your consideration and would like to further discuss them with the Center and the Scientific Committee in order to establish a final list of fields and to identify the specific research subjects and the groups of researchers who would carry out the studies.

USAID would like to compliment the Scientific Committee for the encouragement it has given to research projects concerning women's role in Morocco's social and economic development. We believe that the new multidisciplinary research projects would benefit by including the role and involvement of women as an integral part of the research design. We believe this applies as well to consideration of the potential role of the private sector in development of the sectors to be studied and hope that special attention will be given to both these components when identifying the new multi-disciplinary research subjects.

6. Final Evaluation

Pursuant to USAID regulations, an end of project evaluation should be organized. Therefore, 10,000 dollars is earmarked for that purpose within the total budget of the project. USAID suggests the evaluation be

2) L'effet de politiques économiques choisies sur le bien-être économique à court et à long-terme. (p.e. l'effet de la libéralisation des prix sur la production et la consommation des biens concernés à court et à long-terme; ou bien l'effet de la politique des taux de change sur l'échange, l'investissement et la croissance).

L'USAID soumet ces domaines de recherche à votre considération et souhaite les examiner plus en détail avec le Centre et son Comité Scientifique en vue d'arrêter une liste définitive des domaines d'étude et d'identifier les thèmes spécifiques de recherches et les groupes de chercheurs éventuellement chargés des travaux.

L'USAID aimerait féliciter le Comité Scientifique pour l'encouragement qu'il prodigue aux projets de recherche concernant le rôle de la femme dans le développement socio-économique du Maroc. Nous sommes convaincus qu'il serait bénéfique d'inclure le rôle et la participation de la femme dans le développement, aux nouveaux projets de recherche multidisciplinaires, en tant que partie intégrante du plan de la recherche. Nous pensons que ceci s'applique également au rôle potentiel du secteur privé dans le développement des secteurs à traiter et qu'une attention particulière devrait être accordée à ces deux composantes lors de l'identification de nouvelles recherches multidisciplinaires.

6. Evaluation Finale

La réglementation de l'USAID requiert l'organisation d'une évaluation finale à la fin du projet. Aussi un montant de 10,000 dollars réserve à cet effet dans le budget général du projet. L'USAID propose que cette évaluation ait

conducted in early 1986 and we will be happy to determine with you the date and schedule for the evaluation, as well as the issues it should address.

7. Financial Reports

Before we can proceed to any new disbursement, the financial management procedures of the project should be more clearly established. Therefore, USAID hereby requests a meeting of the financial staffs in charge of the project (USAID and CNCPRST) in order to agree on the reporting and disbursing procedures.

If you agree to the terms of this Letter of Implementation, please so indicate by signing and returning this letter to USAID as soon as possible.

Sincerely,

Robert C Chase

Robert C. Chase

Director

Driss Ben Sari
Director, CNCPRST

P.J. (1)

lieu vers le début de l'année 1986 et reste à votre disposition pour en fixer la date, le calendrier et déterminer les points qu'elle devra traiter.

7. Rapports Financiers

Avant de procéder à de nouveaux déboursements, les procédures de gestion financière du projet doivent être établies plus clairement. L'USAID demande donc par la présente qu'une réunion ait lieu entre les responsables (USAID et CNCPRST) du projet afin d'adopter les procédures à suivre en matière de documents à fournir et de déboursements.

Si les termes de cette lettre d'exécution rencontrent votre agrément, je vous prie de la contresigner et de nous la retourner au plus tôt.

Veillez agréer, Monsieur le Directeur, l'expression de mes sentiments les plus distingués.

Robert C Chase

Robert C. Chase

Directeur

Lu et Approuvé :

Driss Ben Sari,
Directeur, CNCPRST

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	ORIGINAL BUDGET (BUDGET ORIGINAL)	REVISED BUDGET (BUDGET REVISE)
A. Research Grants (Bourses de Recherches)	380,000	270,000
B. Multi-disciplinary Research (Recherches Multi-disciplinaires)	-	55,000
C. Special Fees for Secretariat (Frais de Secrétariat)	3,000	5,000
D. Honoraria (Honoraires)	27,000	35,000
E. Evaluation Costs (Frais d'Evaluation)	-	10,000
F. Seminars and Conferences (Seminaires et Conférences)		15,000
G. Improvement of Center's Administrative Capacity (Amelioration de la Capa- cité Administrative du Centre		20,000
H. Other Costs (Publications Research Incentives, etc.) (Autres Frais-Publications Primes de Recherche, etc.)	40,000	40,000
	<u>450,000</u>	<u>450,000</u>

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