

PROJECT EVALUATION SUMMARY (PES) - PART I

Report Control
Symbol U447

1. PROJECT TITLE SECTOR SUPPORT TRAINING PROJECT AND (DEVELOPMENT TRAINING AND MANAGEMENT IMPROVEMENT PROJECT)			2. PROJECT NUMBER 608-0178 (608-0149)	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) <u>608-85-04</u>	
A. First PRO-AG or Equivalent FY <u>83</u>	B. Final Obligation Expected FY <u>87</u>	C. Final Input Delivery FY <u>89</u>	6. ESTIMATED PROJECT FUNDING A. Total \$ <u>11,279</u> B. U.S. \$ <u>8,426</u>	
			7. PERIOD COVERED BY EVALUATION From (month/yr.) <u>September 83</u> To (month/yr.) <u>March 85</u> Date of Evaluation Review <u>May 7, 1985</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., airgram, SPAR, PIO, which will present detailed request.)	B. NAME OF OFFICER RESPONSIBLE FOR ACTION	C. DATE ACTION TO BE COMPLETED
The decisions below relate to the evaluation's recommendations as discussed in detail in PES Part III.		
1. Review and revise as appropriate the Training Plan that was prepared in the early stage of project implementation (Recommendation 1.a).	JSC ^x DFC ^{xxx} USAID	7/31/85
2. Review current procedures used by DFC to announce U.S. training grants and develop a strategy to follow up on announcements to assure concerned officials within GOM entities receive information on AID training (Recommendation 2.b).	DFC USAID	7/31/85
3. Encourage the nomination of women candidates for U.S. training grants by including appropriate language in the announcement (Recommendation 1.c).	DFC	6/15/85
4. Follow up returned academic participants to assure that skills acquired in the U.S. are appropriately utilized (Recommendation 3.c).	JSC DFC	ongoing
5. Require that letters of nomination for academic candidates provide information on the candidate's future position within the nominating organization (Recommendation 3.c).	JSC DFC USAID	ongoing
Atts: 1) PES Part II 2) PES Part III - Specific responses to Recommendations 3) Evaluation Report		

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

11. PROJECT OFFICER AND HOST COUNTRY OR OTHER RANKING PARTICIPANTS AS APPROPRIATE (Names and Titles) Dale C. Gibb, PHSST <i>Dale Gibb for</i> Monique Bidaoui, PHSST <i>Monique Bidaoui for</i> John J. Giusti, Evaluation Officer <i>John J. Giusti</i>	12. Mission/AID/W Office Director Approval Signature <i>Robert C. Chase for</i> Typed Name Robert C. Chase, Director Date <u>6.4.85</u>
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608-0178/0149

PROJECT EVALUATION SUMMARY (PES) - PART II

13. SUMMARY

The major reason for the evaluation of Project 608-0149 (Development Training and Management Improvement - - PACD was December 30, 1983) and the follow-on Project 608-0178 (Sector Support Training - - the Pro Ag was signed on September 23, 1983 and the PACD is September 30, 1989) only after 15 months of operation was to adjust plans for the implementation of the latter project in light of the Project 608-0149 experience. At the time of this first external evaluation, most participants trained under Project 608-0149 (except for the nine who are now completing their studies in the U.S. on a self-financed basis) have returned to Morocco and are working in their respective ministries. Further, the evaluation was able to take advantage of the data available from the Mission's recently developed "Tracer Study" that has been completed by the majority of the returned AID-funded participants.

The objective of both projects is to provide long-term academic, short-term technical (U.S. and 3rd Country), in-country, and English language training for Moroccans in middle management positions. The design of Project 608-0178 was based on the experiences of its predecessor, including the lessons learned from the evaluation of Project 608-0149 conducted in January 1982. Major lessons learned and incorporated into Project 608-0178 include:

- higher English language requirements (minimum TOEFL of 500) prior to departure;
- preparation of annual training plans;
- fulfillment of all university entry requirements prior to departure to U.S.; and
- adherence to program completion schedule.

Part III of the PES, "Specific Responses to Recommendations," lists all recommendations made by the evaluation team. It provides Mission comments/decisions on the Evaluation Report's recommendations as well as pertinent comments on the effectiveness of the lessons learned from Project 608-0149 in the implementation of the Sector Support Training project. Topics discussed in Part III include adequacy of present Training Plan, procedures for announcing training grants, women candidates, in-country English language training, international travel, duration of academic studies, selection criteria, utilization of U.S. training, follow-up of participants, etc.

Part I of the PES above highlights the major decisions made during the Mission's review of the Evaluation Report. These decisions are discussed in detail in Part III.

Progress to date in achieving the planned outputs of Project 608-0178 (as well as actual outputs of Project 608-0149) is provided below in Section 16/17 "Inputs/Outputs."

14. EVALUATION METHODOLOGY

Data collection included: (1) review of current documentation, surveys, and evaluations of appropriate background documents; (2) interviews with (a) participants "in training" in the U.S. (see Attachment I of the Evaluation report attached), (b) participants' project managers in the U.S., (c) returned participants in Morocco (Project 0149), (d) USAID staff, (e) the Director, the Direction de la Formation des Cadres DFC (Directorate Staff Training), Ministry of Equipment, (f) the Director, American Language Center, Rabat, (g) the Belgian Cultural Attaché, (h) the German Cultural Attaché, and others.

In addition, the Evaluators developed several questionnaires and tabulated completed evaluation questionnaires in connection with the USAID's "Tracer Study."

In order to determine the constraints which may be limiting the nomination of qualified Moroccan candidates for long-term training in the U.S. under Project 608-0178, the following factors were reviewed and analyzed:

1. the selection criteria, especially regarding (a) the duration of English language training in Morocco and the required English proficiency scores, (b) the allowed duration for the MA and Ph.D. programs in the U.S., and (c) special conditions set by the GOM/USAID regarding Ph.D training;
2. dissemination of information to Moroccan institutions regarding the availability of scholarships for study in the U.S. under the project by the DFC;
3. the requirement that the GOM finance international transportation costs;
4. the degree equivalency issue, including the acceptance of U.S. degrees in GOM ministries and other entities;
5. selection and nomination of candidates for training under other Mission bilateral projects;
6. other donors' training programs; and
7. the lessons learned from Project 0149 pertaining to long-term training.

15. EXTERNAL FACTORS

None.

16/17. INPUTS/OUTPUTS

Project 608-0149 (PACD 12/30/83):

<u>Long-term Academic Trg.</u>	<u>Planned for LOP total</u>		<u>Completed</u>		<u>Carried over by 608-0178</u>		<u>Total completed</u>	
	<u>MS/MA</u>	<u>PhD</u>	<u>MS/MA</u>	<u>PhD</u>	<u>MS/MA</u>	<u>PhD</u>	<u>MS/MA</u>	<u>PhD</u>
	140		37(6f*)	17	4	12(2f)	70(8f)	

<u>Short-term Trg.</u>	<u>Planned for LOP total</u>	<u>Completed</u>
	80	113(31f)

In-country Trg. Completed: 1 in-country training seminar
29 trainers trained

English Language Trg. A total of approximately 170 long-term academic and short-term participants received intensive English language training in preparation for departure for training in the U.S. In addition, regular English language training was provided to a substantial number of GOM counterparts.

* f: female

Project 608-0178 (PACD 9/30/89):

The table below provides planned (per p. 17 of the Project Paper) versus actual status to date toward achieving the project's outputs.

The total number of long-term academic candidates selected for academic training for FYs 1984 and 1985 remains low when compared to the planned levels. This issue, one of the evaluation's major focus, is under discussion with GOM (see the discussion in PES Part III on Selection Criteria and Announcements of U.S. Training Grants).

Achieving the project's outputs in short-term training thus far has been no problem.

One major in-country training activity was implemented in February 1985, a "Train the Trainer" program for approximately 28 mid-level Ministry of Interior (MOI) staff responsible for project design, implementation, and evaluation. As a follow-on activity, Project 608-0178 will also finance three subsequent seminars in FY 1985 and one in FY 1986 for approximately 100 MOI staff responsible for project design, implementation, and evaluation at the local/municipal level.

Another major in-country activity is being conducted May through December 1985, involving approximately 50 participants (high-level cadres) from various GOM ministries. This activity will provide support, in conjunction with the

United Nations Development Program (UNDP), for the Programme National de Formation en Analyse et Gestion de Projets (PNAP). The focus of this activity is upon project appraisal and management.

The Project Paper called for 17 two-week in-country seminars (or 34 weeks of in-country training) and approximately 210 trainees through the life of the project. Programs currently underway and/or planned through December 1985 total 20 weeks, training approximately 178 mid- and high-level cadres from various GOM ministries. For further discussion of in-country training, see PES Part III "Other Components of Project 608-0178."

PLANNED VERSUS ACTUAL STATUS (PROJECT 608-0178)

<u>Long-term Trg:</u>	<u>Planned Participant Departures</u>			<u>Actual Participant Departures</u>		
	<u>PhD</u>	<u>MS/MA</u>	<u>Total</u>	<u>PhD</u>	<u>MS/MA</u>	<u>Total</u>
FY 84	5	20	25	2(1f)	8(3f)	10(4f)
FY 85	5	22	27	-	6	6
In process FY 85				2	11	13

<u>Short-term Trg:</u>	<u>Planned Participant Departures</u>			<u>Actual Participant Departures</u>		
	<u>U.S.</u>	<u>3rd.C.</u>	<u>Total</u>	<u>U.S.</u>	<u>3rd.C.</u>	<u>Total</u>
FY 84	28	2	30	13	3	16
FY 85	30	2	32	17	6	23
In process FY 85				38		38

<u>In-country Trg :</u>	<u>Planned Trainees</u>	<u>Actual Trainees</u>
FY 84	60	-
FY 85	60	28
In process FY 85		75 (MOI) 50 (PNAP)

<u>English Language Trg:</u>	<u>Planned for LOP</u>	<u>Current Status</u>
	250 persons	75 persons presently registered, of whom 20 are in preparation for departure to the U.S. (the rest are GOM counterparts not in a participant training program); 46 already completed EL training prior to U.S departure.

18. PURPOSE

The main purpose of the project is to upgrade managerial, analytical and technological expertise of Moroccans, in both the public and private sectors, involved in the planning, development and implementation of social and economic programs.

Due to the nature of the project (with heavy emphasis on long-term academic training) and the early stage (after 15 months of implementation) of conducting the evaluation, it is still too early to discuss major progress toward end of project status. So far, only one long-term and 41 short-term participants have completed training. However, the decisions taken as a result of this first evaluation should enhance considerably the chances for achieving the training objectives over the life of the project. A second evaluation is planned for 3rd quarter FY 1987.

The set of EOPS conditions is still considered a good description of what will exist when the purpose is achieved. The causes for shortfalls in the number of candidates for long-term academic training seem to be a lack of communication within GOM and the requirement for the nominating Agency to finance international travel to the U.S. Remedial measures for both obstacles are being considered.

19. GOAL/SUBGOAL

The goal of the Sector Support Training Project is to enhance the institutional capacity of Moroccan development entities to adapt improved planning, management, and technology transfer methods to their social and economic development activities. This will be done through the introduction, via U.S., third country, and in-country training programs, of practical elements of modern planning, management, administration and technology into development programs. The project will emphasize training for the public, semi-public and private Moroccan organizations in AID priority development fields.

Comment:

Since participants have not yet returned from long-term U.S. training programs, it is too early at this stage to make any statement as to the status of the goal/subgoal.

20. BENEFICIARIES

The primary beneficiaries of this project will be the approximately 400 participants who will receive training in the U.S., third countries, and Morocco in modern techniques of management and technology and other fields related to Morocco's development. The secondary beneficiaries are the thousands of Moroccans who will be recipients of improved administrative procedures and technology transfers. (See table under section 16/17 above for participants trained to date.)

21. UNPLANNED EFFECTS

None.

22. LESSONS LEARNED

- Publicizing the project and announcing the training grants to the various ministries require more USAID input than originally planned.
- Follow up of returned academic participants requires more USAID input than anticipated.

PROJECT EVALUATION SUMMARY (PES) - PART III

SPECIFIC RESPONSES TO RECOMMENDATIONS

The following is the Mission's response to all the recommendations made by the evaluation and listed in the Executive Summary of the report.

1. PROJECT 608-0178 OUTPUTS(a) Field of Training

Recommendation: The GOM/USAID should set some type of quota for each discipline so that training under the Project will not concentrate on few development fields such as Engineering.

USAID comments/decision: Under the terms of the Grant Agreement (Article 5, Section 5.3), targets for each discipline for the life of project were set in the Training Plan submitted by the Direction de la Formation des Cadres (DFC), included as Attachment V of the Evaluation report. Candidates are selected in accord with established project selection criteria as well as within the framework of the training plan. USAID, DFC and the Joint Selection Committee (JSC) will review, and revise as appropriate, the current training plan in light of the experience gained during the first 15 months of project implementation.

With respect to the 13 participants in the field of Engineering funded under project 608-0178, it should be noted that 9 were carry-overs from Projects 0149 (Development Training and Management Improvement) and 608-0147 (Industrial and Commercial Job Training for Women), and only 4 were in fact selected under project 608-0178. A review of the 28 participants selected thus far under 0178 (exclusive of the carry-overs from other projects) shows that only four (less than 15%) are in Engineering. The fields of the other participants vary widely but are not inconsistent with the targets set in the training plan.

(b) GOM Ministries from which participants were selected

Recommendation: Every effort should be made to locate participants from the Prime Minister's Office and the Ministry of Finance for long-term training.

USAID comments/decision: Although these two ministries and the Ministry of Plan were mentioned specifically in the Grant Agreement as sources for candidates in planning and policy formulation, experience has shown it is unlikely, given its limited staff, that the Prime Minister's Office will nominate candidates for long-term training. Further, only one long-term candidate (currently in the placement process) has been selected from the Ministry of Finance. We agree that greater efforts should be made to encourage long- and short-term training, especially for Ministry of Finance personnel. In this regard, see Section 2b below for a discussion of Mission proposals to increase GOM awareness of training opportunities under the project.

(c) Women participants

Recommendation: In order to give high priority to the selection of women, it was recommended that the GOM letter announcing U.S. scholarships include language suggesting that GOM Ministries give high priority to the selection of women candidates.

USAID comments/decision: Both USAID and DFC agree with this recommendation and will include additional language on women participants in the announcements for the July 1985 selection committee meeting. Further, USAID will bring this matter to the attention of the Minister of Equipment (DFC comes under this ministry) to encourage his support vis-a-vis other ministries for women candidates.

2. SCOPE OF WORK TOPICS

(a) Selection criteria - Long-term training

Modifications of the Selection Criteria were suggested in the areas listed below:

(i) Employment by the GOM Prior to Training

Recommendation: Under special circumstances, an application of a qualified candidate who does not have three years of employment at the GOM should be considered if (1) the USAID and the GOM are assured that the participant will have tenure with the GOM; and (2) that the participant will return to Morocco to work in the field in which he/she was trained.

USAID comments/decision: USAID and DFC agree with this recommendation. Specifically, for otherwise qualified candidates, the required three years of professional experience with the nominating agency will be waived by the JSC provided that the candidate is "titulaire" (i.e., holding an official GOM position) and that an indication of the position the participant will hold upon his return to Morocco is made in the letter of nomination.

(ii) English language training

Recommendations:

o The initial ALIGU score of 85 should be reduced for at least one year to determine whether (1) more participants are able to enter the program; and (2) there are more dropouts than before.

o Participants should be allowed to proceed for U.S. training if they are accepted "provisionally" by U.S. universities, pending the attainment of the required English language scores.

USAID comments/decision: USAID does not agree with this recommendation and has decided not to reduce the 85% departure ALIGU score requirement. The ALIGU requirement for this project was set at 85% because of previous experience from Project 608-0149. Under this previous project, participants were permitted to complete English language training in the U.S., which was often the cause for considerable delays in program completion. If the ALIGU requirement were reduced, participants would have to take one term of English language alone with the associated risk that, if the required TOEFL score were not obtained, he/she would then have to take a reduced academic course load plus more English language training the following term, which would delay still further the expected program completion date. Furthermore, a candidate's admission is based not only on academic background and English language proficiency, but also on the results of the Graduate Record Examination (GRE) and/or the Graduate Management Admission Test (GMAT). These tests can only be taken effectively when the candidate has a rather high ALIGU score.

Flexibility with respect to the TOEFL requirement is already applied on a case by case basis. Generally, most universities require a 500 to 550 TOEFL score for graduate admission. On occasion, participants have been permitted to proceed to the U.S. with an 85% ALIGU and to enroll in concurrent English language courses while awaiting TOEFL results. The risk that participants may not reach the required TOEFL score in a timely fashion once in the U.S. is very small using this approach.

(iii) International Transportation costs

Recommendations:

- o The GOM Agency responsible for Royal Air Maroc should set aside funds for travel of Moroccan participants under the project.
- o Ministries now paying for international air tickets should buy round trip tickets. (Cost of revalidation of tickets is minimal.)

USAID comments/decision: USAID and DFC agree with the above recommendation regarding round trip tickets. The discussion of this issue in the evaluation report in the section on international transportation costs relates more to Project 608-0149 than to the current project. The practice under Project 608-0178 is that the nominating ministry provides the participant a round trip ticket. This will continue to be a requirement under the project.

The evaluation report implies that international transportation costs to be paid by the GOM may be a factor in discouraging ministries from nominating candidates for training in the U.S. At the time of this evaluation, the reinstatement of a USAID-managed Trust Fund is under consideration. Its reinstatement would possibly result in increased numbers of candidates and would assure that the problems encountered under Project 608-0149 with respect to the participants' return tickets would not be repeated under this project.

USAID agrees that the first recommendation might be a solution to the problems discussed above but believes that it is not feasible at this time.

(iv) Duration of Degree Training/Extensions

Recommendation: It was recommended that durations of training/extensions be considered in a realistic manner on a case-by-case basis.

USAID comments/decision: USAID agrees with this recommendation and will present every request for extension (including the Academic Advisor's explanation and justification as well as the Mission's view) to the DFC for transmittal to the GOM entity concerned. GOM concurrence will be required for the request to be accepted. Nevertheless, the proposed duration of training for a Master's (two years) and a PhD (three and one-half years), as specified in Project Implementation letter No. 3, will not be changed. There has not been sufficient experience to date under Project 608-0178, particularly with the current project's adherence to stricter language requirements prior to departure, to reconsider a general lengthening of the training period.

(b) Announcements of US Training Grants

Recommendations:

- o The Mission should find out what organizations/institutions are receiving notification of AID training grants and what is being done with these notifications.
- o Once it is determined which office in a GOM Ministry is responsible for training, the Mission should send a copy of the Training Announcement to that Office, and follow-up contacts should be made.
- o The Mission staff should informally advise their Moroccan counterparts of available scholarships under the Project.

Current Status:

Notifications of AID training grants are sent out by DFC to the different ministries, addressed to the Minister. DFC has stated that they cannot send them elsewhere nor directly to officials in charge of training. Rather, it is up to each Minister to decide what to do with the notice.

USAID comments/decision: USAID agrees with these recommendations and is considering the following two approaches to deal with this issue: (1) USAID's three technical divisions (Agriculture, Energy and Population/Health) will meet with their respective Ministries to discuss the training project and its procedures for nominating candidates for training; and (2) USAID and DFC will present a joint seminar to the GOM focusing on topics such as the American educational system, the purpose of the training project, its nominating procedures and conditions, the equivalency of American degrees, etc. Plans for these two approaches will be elaborated over the next two months.

3. OTHER TRAINING ISSUES

(a) Pre-departure Orientation

Recommendation: The Mission should review its pre-departure orientation program and focus on practical subjects of interest to the participants such as lodging in the U.S., per diem, medical insurance, etc.

USAID comments/decision: USAID Agrees to review its pre-departure orientation program to insure that practical subjects of interest to the participants are addressed. Assistance/suggestions from the technical divisions will be requested, and former participants will be contacted for their ideas/participation.

Recommendation: The Mission should discuss the Training Implementation Plan (TIP) sent by AID/W with the participants and have their approval of the TIP before departure to the U.S.

USAID comments/decision: USAID agrees with this recommendation. The TIP is already cleared with DFC and the participant is informed of its contents as a matter of course.

(Note: TIPs are often a repetition of the training request in the PIO/P. The Training Office will request TIPs to be more detailed and informative in the future.)

(b) Medical Examinations

Recommendation: The Mission should assure itself that participants have medical examinations before departure to the U.S.

USAID comments/decision: USAID agrees with this recommendation. All participants already submit a medical certificate (from the "Santé Publique") with their dossier.

(c) Utilization of U.S. Training

Recommendation: The Joint Selection Committee should follow up on returned participants to see that they are utilizing the training received.

USAID comments/decision: USAID agrees with this recommendation and will assist the JSC in monitoring follow-up of returned participants. Information on returnees from the USAID PTIS system will be provided to the JSC on a regular basis. JSC will insist that letters of nomination include information/statements on the future position of the candidate. USAID intends to bring the need for GOM follow-up of participants' work on their return to the attention of the Minister of Equipment.

Recommendation: The Mission management should remain actively involved in the development of the association of returned participants.

USAID comments/decision: USAID agrees with this recommendation, and intends to monitor all steps taken in the establishment/organization of the Alumni Association, and follow its activities. Currently the AID/USIS role is strictly supportive during the association's formative stages. USAID intends to focus on ways of continuing support once the association gets started.

Recommendation: The letters nominating participants indicating that participants will return to Morocco to utilize the training received, should also be filed at the Training Office/USAID.

USAID comments/decision: USAID agrees with this recommendation. Letters of nomination have been requested from the DFC and will be kept in the official participant training files in the Training Office. (Note: Since these letters are in Arabic, they will be reviewed to insure that the appropriate language is included.)

Other Components of Project 608-0178

(a) Private Sector

Recommendation:

- o The Mission should work more closely with the Moroccan Private Sector to discuss available training opportunities in the U.S. and third countries.
- o The Mission should utilize Project 0178 training funds in connection with the Mission's new export promotion project, now in the planning stage.

USAID comments/decision: USAID agrees with the recommendation to work more closely with private sector firms to discuss short term technical training opportunities. USAID will focus on non-profit/small enterprises and encourage training opportunities for women. USAID intends to discuss increasing private sector use of the project with the Minister of Equipment.

(b) In-country training

Recommendation: The Mission should actively engage in discussions with private and public organizations, offering suggestions of ways to utilize In-country training.

USAID comments/decision: Recent demand for in-country training support has been sufficiently great that this does not appear to be needed at present. USAID does not intend to use the in-country component of this project for the private sector. A more systematic approach to Mission review of proposals in this area is currently being developed.

NEAR EAST EVALUATION ABSTRACT

PROJECT TITLE(S) AND NUMBER(S) SECTOR SUPPORT TRAINING PROJECT 608-0178 (DEVELOPMENT TRAINING & MANAGEMENT IMPROVEMENT PROJECT 608-0149)			MISSION/AID/W OFFICE USAID/RABAT
PROJECT DESCRIPTION The purpose of this project is to upgrade the managerial, analytical and technological expertise of Moroccans in the public and private sectors, involved in the planning, development and implementation of social and economic programs.			
AUTHORIZATION DATE AND U.S. LOP FUNDING AMOUNT 9/23/83 8,426,000	PES NUMBER 608-85-04	PES DATE	PES TYPE <input checked="" type="checkbox"/> Regular <input type="checkbox"/> Other (Specify) <input type="checkbox"/> Special <input type="checkbox"/> Terminal
ABSTRACT PREPARED BY, DATE Monique Bidaoui, PHSST Clearances: J. Giusti, Eval. 9/23/83 C. Rahman, PHSST		ABSTRACT CLEARED BY, DATE Robert C. Chase 7/1/84	
<p>BACKGROUND: The Sector Support Training Project (608-0178) is a follow-on activity of the Development Training and Management Improvement Project (608-0149), which was completed December 30, 1983. The design of the current project was based on the experiences of its predecessor, which was evaluated in January 1982. Major lessons learned and incorporated into the design of the Sector Support Training Project included higher English language requirements prior to departure, preparation of annual training plans, fulfillment of all university requirements prior to departure to the U.S., and adherence to program completion schedule.</p> <p>This evaluation of Project 608-0178 after 15 months of implementation (as well as a review of Project 608-0149) is timely. Participants trained under Project 608-0149 (except for nine completing their studies in the U.S. on a self-financed basis) have returned to Morocco and are working in their respective ministries. Further, the majority of these returnees have completed the "Tracer Study" developed by the Mission.</p> <p>The PLS Part 11, p. 3, provides a status report of participants trained under Project 608-0149. In addition, the Evaluation Team's review of training activities under Project 608-0149 for the purpose of obtaining relevant information and guidelines for the implementation of Project 608-0178 is found in Section IV of the Evaluation Report.</p> <p>PRESENT STATUS: Following is a brief description of the present status of the different training components of Project 608-0178:</p> <p><u>Long-term training:</u> 29 long-term, academic candidates have been selected for FYs 1984-1985, of whom 16 are pursuing their respective training programs while 13 are in the placement process. The number of candidates selected thus far is low when compared to the planned levels (i.e., 25 departures for FY 1984 and 27 for FY 1985). This issue, one of the evaluation's major focus, is under discussion with COM.</p> <p><u>Short-term training:</u> 41 participants have completed training either in the U.S. or third country at the time of the evaluation. Another 38 are scheduled for departure for the remaining of FY 85. Achieving the project's outputs in short-term training has been no problem to date.</p> <p><u>English Language Training:</u> 75 persons are currently registered at the American Language Center, of whom 20 are in preparation for departure for the U.S. 46 persons already completed English language training prior to U.S. departure.</p>			

In-country training: One major in-country training activity was implemented in February 1985, a "Train the Trainer" program for 28 mid-level Ministry of Interior (MOI) staff responsible for project design, implementation, and evaluation. Four seminars on the same subject matter will be conducted by December 1985, attended by 100 MOI staff at the local/municipal level.

Another major in-country activity is being conducted May through December 1985, involving approximately 50 participants (high-level cadres) from various GOM ministries. This activity will provide support, in conjunction with the United Nations Development Program (UNDP), for the Programme National de Formation en Analyse et Gestion de Projets (PNAP) and will focus upon project appraisal and management.

RECOMMENDATIONS: Decisions taken by the Mission on the basis of the evaluation report's recommendations relate to several aspects of project implementation, including the review/revision of the Training Plan, review of current procedures for publicizing AID training grants, emphasis on women candidates, and follow-up procedures on returned participants (see PES Part I).

LESSONS LEARNED:

- - Publicizing the project and announcing the training grants to the various ministries require more USAID input than originally planned.
- - Follow-up of returned academic participants requires more USAID input than anticipated.

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**SPECIAL EVALUATION REPORT
SECTOR SUPPORT TRAINING PROJECT
608-0178
AND
DEVELOPMENT TRAINING AND MANAGEMENT
IMPROVEMENT PROJECT
608-0149**

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April, 1985

TABLE OF CONTENTS

	PAGE
EXECUTIVE SUMMARY AND RECOMMENDATIONS	i-v
I REASON FOR THE EVALUATION	1
II SCOPE OF WORK	1
A. Sector Support Training	1
B. Development Training and Management Improvement 608-0149	2
III EVALUATION METHODOLOGY	3
A. Limitations on the Methodology and Research	4
IV DEVELOPMENT TRAINING AND MANAGEMENT IMPROVEMENT PROJECT 608-0149	4
A. Background	5
B. Evaluation by Mission Staff	5
C. Survey of AID Academic Scholarship Recipients ..	6
D. Interview With Returned Participants Under Project 0149 ...	6
V THE SECTOR SUPPORT TRAINING PROJECT 608-0178	8
A. Background	8
B. Purpose	8
C. Beneficiaries	8
D. Project Inputs	8
E. U.S. and Third Country Training	9
F. Project Outputs	10
G. Assessment of Specific Topics - As Indicated in the Scope of Work	14
1. Selection Criteria - Long-term Training	14
2. The Selection Process	19
3. Other Issues	

Table of Contents (Cont'd)

H. Other Components of Project 0178	25
1. Short-term Training	25
2. The Private Sector	26
3. In-Country Training	27
I. Conclusion	29
VI OTHER TOPICS UNDER THE TEAM'S SCOPE OF WORK	30
A. Contracts ("Conventions") With U.S. Universities	30
B. The Participant Training Information System (PTIS)	31
ATTACHMENTS	32-57

EXECUTIVE SUMMARY AND RECOMMENDATIONS

The Evaluation Team reviewed specific aspects of the Development Training and Management Improvement Project (608-0149), the predecessor project to the Sector Support Training Project (608-0178), for relevant background information. The Team then reviewed the training activities under Project 0178 and interviewed many persons involved with this Project both in Morocco and in the U.S. A large number of those interviewed were participants receiving academic degree training in the U.S. and returned participants presently occupying Government positions in Morocco.

The Team found that training objectives under Project 0178 were being accomplished with some short falls. The key problem areas were: (1) the number of selected participants was presently behind target; and (2) returned participants with U.S. graduate degrees may not be occupying positions in the Moroccan Government/University relevant to the academic training received in the U.S. This pertains to the responsibilities they are given and not to the degree equivalency issue which is now resolved in Morocco.

Many of the recommendations listed below should help the Mission in recruiting the planned number of participants in accordance with project goals. Also recommended are steps to be considered that should make U.S. degrees more attractive and accessible to the Moroccan public.

RECOMMENDATIONS

1. Project 0178 Outputs

(a) Field of Training

The GOM/USAID should set some type of target for each discipline so that training under the Project will not concentrate on few development fields such as Engineering.

(b) GOM Ministries from Which Participants Were Selected

Every effort should be made to locate participants from the Prime Minister's Office and the Ministry of Finance for long-term training.

(c) Women Participants

In order to give high priority to the selection of women, it was recommended that the GOM letter announcing U.S. scholarship include language suggesting that GOM Ministries give high priority to the selection of women candidates.

2. Scope of Work Topics

(a) Selection Criteria - Long-Term Training

A revision/modification of the Selection Criteria was suggested in the areas listed below:

(i) Employment by the GOM Prior To Training

Under special circumstances, an application of a qualified candidate who does not have three years of employment at the GOM should be considered if (1) the USAID and the GOM are assured that the participant will have tenure with the GOM; and (2) that the participant will return to Morocco to work in the field in which he/she was trained.

(ii) English Language Training

- The initial ALIGU score of 85 should be reduced for at least one year to determine whether (1) more participants are able to enter the program; and (2) there are more dropouts than before.

- Participants should be allowed to proceed for U.S. training if they are accepted "provisionally" by U.S. universities, pending the attainment of the required English language scores.

(iii) International Transportation Costs

- The GOM Agency responsible for Air Maroc should set aside funds for travel of Moroccan participants under the Project.
- Ministries now paying for international air tickets should buy round trip tickets. (Cost of revalidation of tickets is minimal).

(iv) Duration of Degree Training/Extensions

It was recommended that durations of training/extensions be considered in a realistic manner on a case-by-case basis.

(b) Announcements of U.S. Training Grants

- The Mission should find out what organizations/institutions are receiving notification of AID training grants and what is being done with these notifications.
- Once it is determined which office in a GOM Ministry is responsible for training, the Mission should send a copy of the Training Announcement to that Office, and follow-up contacts should be made.
- The Mission staff should informally advise their Moroccan counterparts of available scholarships under the Project.

3. Other Training Issues

(a) Pre-departure Orientation

- The Mission should review its pre-departure orientation program and focus on practical subjects of interest to the participants such as lodging in the U.S., per diem, medical insurance, etc.
- The Mission should discuss the Training Implementation Plan (TIP) sent by AID/W with the participants and have their approval of the TIP before departure to the U.S.

(b) Medical Examinations

The Mission should assure itself that participants have medical examinations before departure to the U.S.

(c) Utilization of U.S. Training

- The Joint Selection Committee should follow up on returned participants to see that they are utilizing the training received.
- The Mission management should remain actively involved in the development of the association of returned participants.
- The letters nominating participants indicating that participants will return to Morocco to utilize the training received, should also be filed at the Training Office/USAID.

4. Other Components of Project 0178

(a) The Private Sector

- The Mission should work more closely with the Private Sector and this should be followed by visits to private sector firms to discuss available training opportunities in the U.S. and third countries.
- The Mission should utilize Project 0178 training funds in connection with the Mission's new export promotion project, now in the planning stage.

(b) In-Country Training

The Mission should actively engage in discussions with private and public organizations, offering suggestions of ways to utilize In-Country training.

24

I. REASON FOR THE EVALUATION

The major reason for the evaluation of Project 0149 which was completed in 1983, and Project 0178 only after 15 months of operation was to adjust plans for the implementation of Project 0178 in light of the Project 0149 experience.

Given the limitation on time, the Evaluation Team was requested to assess only specific elements of Project 608-0178, Sector Support Training and Project 608-0149, Development Training and Management Improvement. It was, therefore, not possible to completely adhere to the PES format in regard to the evaluation of projects.

II. THE SCOPE OF WORK

As spelled out in the work order, the Evaluators were required to include the following topics in their evaluation:

A. Sector Support Training

1. Long-term Training

- Analyze the current selection criteria as stated in the Pro Ag and in PIL No. 3.
- Assess their impact on the selection process.
- Make recommendations on modifying the criteria so as to assure an appropriate number of qualified candidates for selection.

Toward this end the team will:

- Examine/describe the current process for candidate selection.
- Assess the quality, status and number of selected candidates for long-term academic training.

- Recommend appropriate changes in the selection process.
- Examine issues including pre-departure English language requirements, international travel costs, required work experience, level and type of publicity, and any other factors which may have the effect of reducing the availability of qualified Moroccan candidates for training in the U.S.
- Recommend ways to give wider publication of the training opportunities under the project and to ameliorate problems of English language capability, international training costs etc.
- Examine the GOM's proposals for conventions between U.S. universities and the GOM.

2. In-country Training

- Analyze the in-country component of the project, and examine the Ministry of Interior (MOI) project being financed and make recommendations as to the future use of this project component.

3. Other

- Comment on the Mission's PTIS, currently in advanced design stage and make recommendations.

B. Development Training and Management Improvement 608-0149

- Review activities for relevant information for implementation of Project 0178 (the follow-on Project to 0149).
- Assess the impact of academic training through analyzing the data available in the Mission's survey (Tracer Study).

III. EVALUATION METHODOLOGY

Data collection included: (1) review of current documentation, surveys, and evaluations of appropriate background documents; (2) interviews with (a) participants "in training" in the U.S. (see Attachment I), (b) participants project managers in the U.S., (c) returned participants in Morocco (Project 0149), (d) USAID staff, (e) the Director, the Directorate Staff Training, (DST) Ministry of Equipment (f) the Director, American Language Center, Rabat, (g) the Belgian Cultural Attaché, (h) the German Cultural Attaché and others.

In addition, the Evaluators developed several questionnaires and tabulated completed evaluation questionnaires in connection with the USAID's "Tracer Study."

In order to determine the factors which may have caused the reduction of available qualified Moroccan candidates for nomination for long-term training in the U.S. under Project 0178, it was necessary to review and analyze the following:

1. The Selection Criteria, especially in regard to (a) the duration of English language training in Morocco and the required English language scores (b) the allowed duration for the MA and Ph.D programs in the U.S. and (c) the special conditions set by the GOM/USAID in regard to Ph.D training.

2. The announcements by the DST of U.S. scholarships in Morocco and the publicity used.

3. International transportation costs.

4. The degree equivalency issue and the acceptance of U.S. degrees in GOM ministries and entities.

5. Selection and nomination of candidates for other Mission bilateral projects.

6. Other donors' training programs.

7. The lessons learned from Project 0149 pertaining to long-term training.

A. Limitations on the Methodology and Research

A number of factors acted as constraints on the development of the methodology and implementation of research:

- The duration of two weeks for the evaluation in Rabat (including one day of national holiday) was too short to interview as many returned participants and officials as desired.
- The fact that the Director, DST preferred that the Evaluators not interview employers of returned participants from the various ministries, meant that one important evaluation tool was missing for a complete and thorough evaluation.
- The Evaluation Team was not able to meet with select ministries to find out about their internal nomination procedures and to learn why a larger number of nominations were not forthcoming from their ministries.

IV. DEVELOPMENT TRAINING AND MANAGEMENT IMPROVEMENT PROJECT 608-0149

In accordance with the Scope of Work, the Evaluation Team reviewed training activities under Project 0149 for relevant information and guidelines for the implementation of the Sector Support Training Project (608-0178).

Project 0149 is therefore being reviewed briefly before Project 0178 for background and for "lessons learned". In this connection it is important to note that 18 participants presently being funded under Project 0178, have started their training and were previously financed under Project 0149.

A. Background

The Project Agreement with the GOM was signed on September 21, 1978. The project was implemented over a 6-year period with a Project Assistance Completion Date (PACD) of December 31, 1983.

The project's goal of increasing planning and management capabilities within Moroccan ministries to carry out development programs effectively, was accomplished by providing Moroccan officials with training within four categories:

1. Long-term academic training in the U.S.
2. Short-term training in the U.S.
3. Third country training
4. In-country training.

B. Evaluation by Mission Staff

A mid-point evaluation of Project .0149 was made in March 1982 by USAID staff.

Some of the findings revealed that:

1. Participants left Morocco with inadequate English language fluency. This required supplementary English language training in the U.S.
2. Since many U.S. institutions did not accept Moroccan MA degrees (particularly in Engineering fields) participants were required to work on U.S. MA's prior to doing course work for their PhDs.
3. Undergraduate courses (prerequisites) had to be taken by Moroccans in the U.S. prior to enrolling in graduate courses, thus extending the duration of training.

4. Some selected participants had little or no prior work experience.
5. Since no training plans had been developed, it could not be determined whether the GOM had identified its own manpower requirements.
6. Long-term participants required a longer time to complete training than anticipated.

C. Survey of AID Academic Scholarship Recipients

In addition to the mid-point evaluation, a "Survey of AID Academic Scholarship Recipients" which included 47 percent of participant returnees from Project 0149 was conducted by the Mission in December, 1984. The results of the Survey revealed interesting findings, but the information gathered could not be used to determine the impact of training under Project 0149 since the Survey included information on other Mission projects as well. Thus, the Evaluation Team picked 20 questionnaires to review at random out of the 30 completed by returned participants financed under Project 0149. For the most part, the results of the findings were positive. Please See Attachment II.

D. Interviews with Returned Participants Under Project 0149

Nine participants including two women were interviewed by the Evaluation Team in Morocco.

In general, the U.S. training was viewed very positively by the participants. Except for one Ph.D, all received Masters degrees from the U.S. in Business Administration, Public Administration, International Education, Financial Management and Economics.

In regard to difficulties encountered during the training, the majority indicated that more and better orientation should be received in Morocco prior to departure to the U.S. This was especially important in regard to the content of the training program. Several stated that they

would not have accepted to train in certain disciplines if they had known what was involved in the training programs as the training designed was not very appropriate for their future work in Morocco.

Moroccans, as a whole did not appear to require detailed information about U.S. culture and living in the U.S. Their problem was not knowing what to expect when they arrived in the U.S., how much money they were to receive and, what that amount of dollars could purchase. Some were upset that they only knew the university at which they were enrolled a few days before enrollment. The uncertainty and lack of concrete plans were real concerns.

In regard to issues encountered by the participants when they returned to Morocco, the participants were quite frank in expressing their views.

There were many instances cited of colleagues and supervisors resenting their "American" ideas and rejecting any changes in the status quo. Specific comments by the returned participants about their working situation included the following: "They are more comfortable in talking theory than in applying knowledge to a problem", or "only in the private sector will they reward initiative and efficiency", or the "persons who stayed home and did not take any advanced training have moved up as far or further than I", or "they need the knowledge I have acquired but will not let me do anything new or different from the way they have always done it", or "I presented my dossier to the Minister, which indicates I am now qualified to teach at the Institute but he filed it away and told me to continue my administrative work." When asked whether they had discussed these problems with DST, most of them replied that they had at one time or another.

Had the Evaluation Team been permitted to confer with the employers of these participants, a more rounded picture might have emerged.

Please see Attachment III, Questionnaire used for interviewing returned participants.

V. THE SECTOR SUPPORT TRAINING PROJECT 608-0178

A. Background

The Sector Support Training Project, 608-0178, a follow-on project to Project 0149, Development Training and Management Improvement, involves the training of Moroccan nationals outside Morocco for long-term and short-term training and within Morocco for short-term training only. The selection of participants for study outside Morocco is the responsibility of the DST, Ministry of Equipment. The In-country training program is the responsibility of the USAID/Training Office.

Under the Agreement, AID's financial contribution to the Project will be \$8,426,000. The GOM contribution will total an estimated \$2.8 million. The duration of the project is six years with a PACD of September 30, 1989.

B. Purpose

The main purpose of the project is to upgrade managerial, analytical and technological expertise of Moroccans in both public and private sectors involved in the planning, development and implementation of social and economic programs.

C. Beneficiaries

The primary beneficiaries will be approximately 400 participants who will receive training in the U.S., Morocco, and third countries. The secondary beneficiaries will be the thousands of Moroccans who will be recipients of improved administrative procedures and technology transfers.

D. Project Inputs

1. Long-term U.S. training: 230 yrs (100 MAs, 10 Ph.Ds).
2. Short-term U.S. training: 584 pms.

3. Short-term third country training: 96 pms.
4. Short-term in-country training: 105 pms.
5. In-country English Language training: 250 persons.
6. Commodity procurement for in-country training.

E. U.S. and Third Country Training

The primary emphasis of the project will focus on:

- Graduate long-term and short-term training in the U.S.
- Fields of training include: Development planning and management, public finance and administration, public policy development, business planning and administration, economics and trade, data collection and analysis, education and training, engineering, science and technology.
- Selection of women participants is also emphasized.

Other criteria include:

- Submission of annual training plans for overseas training by USAID and the Ministry of Equipment (MOE) as represented by the DST.
- Selection of candidates made by a Joint Selection Committee (JSC) composed of the DST, Ministry of Equipment, Ministry of Finance, the Superior Institute of Commerce and Administration, the National School of Public Administration and USAID. This committee meets twice each year to discuss the annual training plans and study the files of proposed candidates received from the various GOM entities for final selection.
- The large majority of academic training will be limited to Masters' degree programs with a limited number (10 slots) of Ph.D

programs for Moroccans who will occupy teaching positions in Moroccan institutions of higher learning.

F. Project Outputs

Attachment IV shows the Implementation Plan as incorporated into the Grant Agreement. Comments and recommendations on key elements of the Plan follow:

1. Annual Training Plans

By May 1985 three Annual Plans were to be submitted. The only plan submitted to date was the initial plan which had life-of-project estimates (Attachment V).

2. Selection of Long-term Participants

By April 1985 there were supposed to be three groups selected of which two would already be in the U.S.

By January 1985 three groups were selected (16 in 1/84; 6 in 7/84 and 10 in 1/85) and two groups of nine and five were sent to the U.S. While the number of groups was on schedule, the number of participants was lagging behind. (The Training Plan anticipated 50 in training in the U.S. by the end of 1985).

Comment

The Evaluators were advised by the DST that nominations for more participant new starts will be forthcoming this year. However, it appears unlikely that the target of 50 can be reached.

3. Graduate Degrees

- Twenty-four out of the 45 participants are "new starts" to be financed under Project 0178. Of this number 19 are

or will be enrolled in Masters programs. The balance, five PhDs, have been well selected. All will occupy teaching positions at institutes of higher learning in Morocco after completion of U.S. training.

4. Fields of Training

To date, the selected candidates are or will be trained in appropriate fields in accordance with the Project Agreement.

These include: Engineering fields, Computer Sciences, Business Administration, Economics, Architecture, Remote Sensing, Hydraulics and Education Sciences.

However, out of the 45 participants financed under Project 0178, 13 or 29 percent were being trained in the field of engineering. Thus, it is apparent that there is no quota for any one discipline in which a participant may be trained, i.e. there may be ten candidates studying Engineering and two studying Finance. Under the Agreement this is allowed because both disciplines are priority areas.

Recommendation

The GOM/USAID may wish to set some type of target for each discipline so that the Project would not concentrate on only a few areas such as engineering. Targets should be planned in accordance with the GOM Manpower Plan developed by the DST.

The following exhibit shows the current status of participants under Project 0178.

CURRENT STATUS OF LONG-TERM
PARTICIPANT TRAINING - PROJECT 608-0178
MARCH 1985

Field of Training	Degree		Total	Part.. Compl. Training	Part. in Training	Part. Selected but not departed	Total
	Objective	Ph.D MAs					
Engineering fields	8	5	13	7	6	-	13
Demography	2	-	2	2	-	-	2
Operations Research	1	-	1	1	-	-	1
PA and PBA	-	3	3	2	-	1	3
Computer Sciences	-	3	3	1	2	-	3
Bus. Adm. Financial Manag. and Accounting	-	6	6	1	3	2	6
Architecture and Urban Planning	3	-	3	2	1	-	3
Energy	1	-	1	1	-	-	1
Food Technology and Food Proc.	-	2	2	-	1	1	2
Intern Relations	-	2	2	-	2	-	2
Remote Sensing	-	1	1	-	1	-	1
Wild Life Management	-	1	1	-	1	-	1
Hydraulics	-	1	1	-	-	1	1
Economics	-	1	1	-	-	1	1
Fisheries	-	2	2	-	-	2	2
Mason Program	-	1	1	-	-	1	1
Communication Science	-	1	1	-	1	-	1
Educational Science	2	-	2	-	-	2	-
Total	17	29	46	17	18	11	46*

* Of this total 18 started training under Project 0149 and 3 started training under Project 0147.

5. GOM Ministries and Agencies from which Participants were Selected

The Ministries/Agencies from which candidates were selected were also in accordance with the Project Agreement. However, under the Agreement it was recommended that persons from the Prime Minister's Office and Ministry of Finance (MOF) also receive U.S. training. To date no one from the Prime Minister's Office has been selected for long-term training and only one participant from the MOF. (The DST noted that several received short-term training from these ministries, and that due to the nature of their jobs they could not be released for long-term training.)

Recommendation

Every effort should be made to locate participants from these powerful entities for long-term training. Only when more persons receive U.S. training, and more influential persons return with U.S. degrees, will a U.S. degree be better recognized and utilized.

6. Women Participants

- The Project stipulates that at least 20 women will receive long-term academic training in the U.S. Of the 45 participants financed under Project 0178, nine were women. However, five of the nine participants started their training under Projects 0149 and 0147, leaving only four new starts to be financed under Project 0178 thus far.

Recommendation

In order to accord high priority to the selection of women under this project, it is recommended that the GOM letter announcing U.S. scholarships, which is sent to the various ministries, be amended to include such language as "Ministries are urged to give high priority to the nomination of women candidates".

G. Assessment of Specific Topics -- As Indicated in the Scope of Work

In accordance with the Scope of Work, the Evaluation Team reviewed the following areas and made suggestions and recommendations:

1. Selection Criteria - Long-term Training

The Evaluation Team found that certain aspects of the Selection Criteria used for Project 0178 were less flexible than criteria used by other Middle East countries whose training programs are financed by AID. The criteria currently in force are as follows:

In addition to the routine language found in selection criteria, under this project, a candidate proposed for graduate academic training,

a. must be employed by the GOM for at least 3 years and will return to occupy key position in the GOM ministries or agencies;

b. must have an ALIGU score of 85 prior to departure for training, or the required TOEFL score for enrollment in a U.S. university.

c. PhD candidates must meet all requirements for degree programs at their designated U.S. universities without the necessity of taking pre-requisites.

d. Costs of transportation will be borne by the GOM, except under extraordinary circumstances when a waiver may be requested.

e. The duration of a Master's degree in the U.S. is a maximum of 2 years and 3 and half years for a PhD program.

Comments and Recommendations

The Team believes that as a result of the Mid-Point Evaluation of Project 0149 made by Mission Staff in March 1982 and because of problems/ extensions of some participants trained under Project 0149, the USAID and the GOM may have overreacted and, as a result, been too severe in designing the above criteria.

In order to make U.S. graduate degrees more attractive and accessible to Moroccans, the USAID and the GOM may wish to consider revisions or modifications to the current Selection Criteria.

The following addresses each of the clauses of the Selection Criteria as listed above:

i. Employment by the GOM Prior to Training

In principle, the Evaluators agree that participants should be employed by the GOM for three years as a condition for nomination for long-term training.

Recommendation

Under special circumstances, an application for a qualified candidate who does not have three years of employment at the GOM, should be considered if the GOM/USAID are assured that the participant will have tenure at the GOM and will return to work in Morocco in the field in which he/she was trained.

ii. English Language Proficiency

Project 0178 requires a minimum ALIGU score of 85 as a pre-condition for entering into English language training. This is not required in other Mission Projects; nor was it required in the predecessor 0149 project. As a result, the Director of the

English Language Center in Rabat is certain that many well-qualified scholarship candidates are not able to be considered for U.S. training grants. Indeed, he cited a few examples of Moroccans from other projects who met the final language requirements just as well as those who did achieve the 85 score. He attributed this to personal motivation—a crucial factor which is not uncovered through tests.

The English Language Center has 14 full-time and 15 part-time instructors. Almost all the full time instructors work with AID participants. Among the 15 full-time instructors there are 12 Americans. All of the staff have Bachelor's degrees and eight have Master's degrees in language teaching. The full-time staff has an average of six years of teaching experience. Thus, the staff is well qualified and the Director is both knowledgeable and well organized.

Classes for long-term academic participants are usually six hours a day, five days week for six months. Typically, a candidate would start in February and finish in August in time to attend the fall semester in the U.S. There are very few dropouts.

USAID/Morocco is requiring a higher final ALIGU score for departure to the U.S. than most other countries. While the higher the ALIGU scores, the safer it is to predict the ability to achieve TOEFL scores acceptable to U.S. graduate schools, unnecessary delays and costs may be incurred through the present policy and, to the extent there are dropouts, this may also be a cause.

Furthermore, most participants from developing countries require English language training in the U.S. even when they have attained the required language scores --- sometimes alongside other courses for credit.

According to AMIDEAST, of the 22 participants currently receiving long-term training in the U.S. under Projects 0149 and 0178,

- Four participants took full-time English for one term
- Nine participants took part-time English for one term, and only
- Nine participants took no English

Recommendations

1. It is recommended that this project be amended to reduce the initial ALIGU requirements for at least one year to determine whether: (1) more people are able to enter the program; and (2) there are more drop-outs than before.

2. It is also recommended that if participants are accepted "provisionally" by U.S. institutions with a lower ALIGU score than 80 or a TOEFL of around 500, they should be allowed to proceed for U.S. training. This would shorten the time in Morocco for the participant. It would also be advantageous to the GOM who has to pay the participants salaries while they are studying English in Morocco.

NOTE: According to AMIDEAST, of the 22 Moroccan participants placed by Partners since December 1982, seven or 32 percent were "provisionally" accepted: Participants needed more English, or had to take pre-requisite courses or had not passed the GMAT or GRE tests in Morocco.

Some of the universities who accepted Moroccan participants "provisionally" were: Pace University, Boston University, University of Miami, and the University of Washington, St. Louis.

iii. International Transportation Cost

Under the Development Training and Management Improvement Project (0149) the Mission used the Trust Fund to pay for the cost of international travel up to January 1981. This no longer exists, although a new Trust Fund arrangement is under consideration and this might again include provision for travel.

In the meantime under the Sector Support Training Project the GOM is responsible for paying the international travel costs. This means that the individual ministries sponsoring the participants must use their budgets for this cost.

Because no one ministry knows in advance if it will nominate candidates or if nominated candidates will be accepted, it may not have in its budget, funding for transportation. Is it possible that some ministries may opt for training in other countries such as France or Germany that do not have this condition attached to a bourse?

According to AMIDEAST (Partners), return tickets are a big problem, especially at the time when a participant is busy completing the training or finishing his/her dissertation. Moroccan participants are advised to request return tickets from the GOM three months prior to their departure from the U.S. Air tickets are not always received and participants must furnish their own transportation and hope to be reimbursed from their ministries when they return home.

Recommendation

1. If AIR MAROC is a Government-controlled airline, the DST should work with the Agency responsible for AIR MOROC to budget for participants roundtrip air tickets Morocco/New York/Morocco. PIO/P funds should be used for tickets within the U.S.

2. If ministries nominating participants continue to be responsible for transportation, roundtrip tickets should be furnished. Revalidation of tickets is a minor expense and could be borne by PIO/P funds.

iv. Duration of Degree Training/Extensions

Is the condition set forth under the Project Agreement, that a participant must complete a Master's degree in 2 years and a PhD degree in 3 1/2 years practical, especially for participants who come from francophone countries?

The average duration of an MA degree under 0149 was 2 1/2 years. Few PhDs completed training under Project 0149, but the few participants the Evaluators interviewed stated that their PhD training was longer than four years.

In this connection it is important to mention that participants often need extensions to their training programs not anticipated at the outset of the program. According to AMIDEAST, these are sometimes denied. Extension for persons obtaining their degree objectives are often very valid, especially on the PhD level. For most PhD trainees from francophone countries, where supplementary English language is necessary, 3 1/2 years of U.S. study is not always realistic.

When all concerned approve an extension on a "self-financed" basis, a PIO/P (self-financed) must be issued by USAID and approved by the GOM, without which, a U.S. visa cannot be renewed.

Recommendation

The Evaluation Team does not recommend changing the condition in the Selection Criteria, that a participant studying for a Master's degree must complete training in two years and a PhD student in 3 1/2 years, because some outstanding students may be able to complete training in that time. However, the Team does recommend that extension demands be considered in a realistic manner, taking into account AMIDEAST's recommendations. In brief, extension decisions should be made on a case-by-case basis.

2. The Selection Process

a. Announcements of U.S. Training Grants

As Chairman of the Joint Selection Committee, the Director DST,

- sends letters to different ministries, semi-public and private organizations requesting nominations in the various fields agreed upon and included in the Annual Training Plan;
- When responses are received the Committee reviews the nominations, makes the initial selection and advises ministries/agencies of selected candidates, requesting employers to assure the time necessary for candidates to study intensive English in Morocco until the required score is achieved;
- The Committee also assesses whether the returned participants are utilizing their training and skills acquired in the positions they occupy in Morocco.

b. Issues Related to Announcements of U.S. Training Grants

It is not known what procedures are used by the GOM Ministries/Organizations. Do Ministers who receive these announcements of U.S. training grants make the best selection, do they distribute these announcements to the various sections in their offices, do other cities besides Rabat and Casablanca get a fair chance to participate? When meeting with a returned participant from the Ministry of National Education, the Evaluators were satisfied that proper distribution of announcements of AID scholarships were made within that ministry. However, it was not possible to determine how this was done elsewhere.

A number of the returned participants interviewed stated that they heard about the USAID training project from friends and relatives. More surprisingly, the Evaluators were told of two instances where a Director of National Promotion in one ministry and a Director of Personnel in a different ministry asked American sources how to apply for scholarships to the U.S. When told about Project 0178, they indicated that to their knowledge their ministries were never informed about the Project.

It is suggested that announcements of training grants may not be reaching many of the potential candidates under this project. This is

not the case with other Mission projects. According to the Chief of the Agriculture Division, USAID, there is no problem in regard to filling agriculture training slots (60 this year). Other donors also do not face this problem. The Cultural Attachés of the Belgian and German Embassies said their problem was "too many candidates".

Furthermore, the Evaluators suggest that due to the bureaucracy within the GOM, DST may not be able to elicit the required number of qualified candidates from the various GOM ministries and agencies. This may have resulted in fewer nominations received thus far.

Since the Evaluators were unable to meet with persons in Moroccan ministries who are or should be receiving AID scholarships announcements, it was difficult to determine where the bottleneck was. Nevertheless, the Evaluators suggest that Mission Staff should supplement DST's efforts in advertising AID scholarships, so that interested qualified candidates may have a chance to participate in the program.

Recommendation

1. It is recommended that the Mission find out what organizations/institutions are receiving notifications of AID training grants under the Project, in what form, how frequently and, most important, exactly what is done by these organizations with these notifications.

2. Once the Mission has determined which office (Training, Personnel, or other) is in charge of overseas scholarships within that Ministry or Agency, a copy of the training announcement should be forwarded by the Mission to that office. Informal contacts should also be established to follow-up on candidates being considered.

3. Mission Staff should also informally advise their Moroccan counterparts of available scholarships under Project 0178, and elicit from them names of qualified candidates for review by the Joint Selection Committee.

In this regard it is interesting to note that the German Embassy whose counterpart Moroccan Agency is the Ministry of Cooperation, has the same procedures as the USAID/DST in regard to announcements of scholarship. However the Germans often receive applications directly from students. If the students appear qualified, they so advise the Ministry of Cooperation and action is taken. See also Attachment VI, "Meetings with other Donors."

3. Other Issues

a. Pre-departure Orientation Project 0178

A joint GOM/USAID pre-departure orientation is given participants before departure for the U.S. Participants interviewed in Washington and returned participants interviewed in Rabat felt it was important to include practical orientation subjects, especially in regard to the content of the academic training programs. In addition, participants in the U.S. who started training under Project 0178 stated that information on lodging, the cost of books, the cost of warm clothes etc. was of utmost importance.

Recommendation

1. It is suggested that USAID review its pre-departure orientation activities and focus on the above aspects of the program. If outside help is needed this should be sought.

2. The Training Implementation Plan (TIP) is sent by S&T/IT for GOM/USAID review before a participant is called forward. No participant should leave for training without having reviewed and agreed to the TIP. If the USAID finds the TIP inadequate or incomplete it should so advise Washington, and only send the participant for U.S. training when all parties have agreed to the planned program.

b. Medical Examinations

Of the 16 participants interviewed in Washington, DC, only six stated they had had medical examinations before they left Morocco. The Project Agreement requires "medical certifications." It is assumed that a participant is not able to receive this "certification" without having had a medical exam.

Recommendation

The Mission may want to review its regulations to assure itself that participants have medical examinations before departure.

c. Degree Equivalency

According to the Project Paper, since 1981 the degree equivalency issue has been adequately resolved whereby holders of U.S. degrees will receive salaries and titles commensurate with the training received. This was confirmed by DST and others.

Some of the participants interviewed stated they had some problems with the equivalency issue at the beginning, but that ultimately these problems were resolved. Thus, the question is not whether the U.S. degree is recognized; but whether participants are given positions where they are able to utilize the skills they learned in the U.S.

d. Utilization of U.S. Training

Moroccan interest in U.S. training has to be viewed from two levels. At the general level one can observe an interest as evidenced by the increase in students in the U.S. from 150 in 1978 to 700 in 1984 and from the approximately 1,100 persons studying English at the Rabat English Language Center in the evenings after work and at their own expense.

However, specifically, with regard to persons already in a job for a few years who might qualify for training under Project 0178, the picture

is not quite as clear cut. During interviews with returned participants it was revealed that in fact returned participants were having problems in securing appropriate positions in their ministries or agencies.

Despite the progress made in regard to the degree equivalency issue, U.S. degrees may not be viewed by employers as favorable as degrees from countries such as France (or Belgium). This is due to the similar cultures, language and history that exists between Morocco and France. Furthermore, the vast majority of trained individuals in Government organizations and at the University have been trained in the French system and may not be familiar or may resent new and different approaches to education. The Evaluation Team did not interview enough persons to come to any statistical conclusions. However, to the extent that these kind of experiences have become known to potential participant candidates, they would have to be counted as part of the reason why fewer persons are applying for U.S. training grants than was envisaged. The Evaluation Team understands that an association of returned U.S. participants is being considered. Hopefully this group will be able to lobby for better placement and utilization of American degree holders within the GOM ministries and other agencies.

NOTE: The Training Office, USAID should be congratulated for instigating and assisting in the formation of an association of returned participants. Thus far Morocco is the only country in the Middle East that is planning such an association.

Recommendation

1. The Joint Selection Committee should follow up on returned participants to see if they are utilizing the skills acquired in the U.S. This role for the Committee was also indicated in the Project Agreement. To the extent that the JSC does not comply, the Mission should shoulder this responsibility.

2. It is suggested that Mission management remain actively involved in the development of the association of returned participants.

3. The team was advised that the GOM does not co-sign individual PIO/Ps under Project 0178. However, letters nominating participants indicating that they will return to Morocco after completion of training to assume positions where their training will be utilized were filed at DST. It is strongly recommended that (a) the USAID Training Office assure that nomination letters do in fact contain the above statements and that (b) copies of these letters be filed at the USAID Training Office.

g. Monitoring of Participants in the U.S.

Meetings with S&T/IT, Bessy Harriston, AMIDEAST Project Manager Susan Bouldin, and participants "in training" in the U.S. revealed that the monitoring of participants in the U.S. under the "Partners" contract was very satisfactory. Participants were able to discuss their problems very frankly with Ms. Boulden and call her when they needed her assistance.

In interviewing participants in the U.S., it was obvious that those who started training under Project 0178, when Partners was responsible for implementing the training, were monitored better. The participants also were more satisfied with the training in general.

For more information on participant training activities, before departure to the U.S. and during training, please see Attachment II, Mid-term Evaluation of Participants Programs in the U.S.

H. Other Components of Project 0178

1. Short-term Training

The Grant Agreement is not precise on short-term training but the intent appears to be to include this category both in the Training Plan and the Selection Committee. In fact, short-term participants are neither included in the Training Plan nor subject to review by the Joint Selection Committee. Instead, candidates are proposed and selected throughout the year with the approval of USAID and the DST.

No numbers of short-term participants are mentioned in the Implementation Plan, although the Grant Agreement budgeted for 584 person-months of short-term training in the U.S. and 96 persons-months in third countries.

According to the Implementation Plan there was to be a first group of short-termers departing for the U.S. or third country in May 1984 and a second by April 1985. However, as indicated above, the selection and processing of these participants is carried out throughout the year. The actual number of short-term participants to date is 69.

2. The Private Sector

Under present arrangements the private sector is notified about training opportunities under this project through a general announcement sent out by the Directorate of Staff Training. To date there has not been any response. Of the 69 persons selected for short-term training, 36 are from parastatals, and 33 from government organizations.

Recommendation

1. If the Mission wishes to increase its involvement in training for the private sector, it is suggested that ways be found to work more closely with the Private Sector, and that this be followed up with visits to small and medium-sized firms to discuss in detail how they might benefit from training opportunities.

There are many possibilities. The larger firms might be encouraged to undertake an organizational analysis which would uncover training needs that could be satisfied through short-term consultants, short seminars in country and/or short-term training in the U.S. or third country. Smaller companies might wish to take part in either the in-country seminars or the private sector, the Mission could offer to pay all training costs initially with the understanding that if the firms feel they have benefitted from the training their employees have received

and want to participate further they will pay a certain percentage of the cost.

2. The Mission is developing a new export promotion project and is planning to either assist in the establishment of a productivity center or in the placement of this function within an existing organization such as the Moroccan Export Promotion Center (CMPE). The International Executive Service Corps is just getting started in Morocco and will be bringing in people to work with firms. The Sector Support Training Project could take advantage of (and be used by) these initiatives with the private sector.

3. In-country Training

a. Background

Under the in-country component of the Sector Training Project financing is available for the cost of technical and training assistance to Moroccan institutions in one or more of the following areas: (a) assessment of manpower requirements and training needs, (b) development of ongoing capabilities to develop and manage training programs, (c) design of specific training programs and (d) implementation of such programs. The implementation schedule calls for seventeen two-week in-country training seminars over the life of the project. By December 1984 there were supposed to have been five of these seminars completed and four others selected for implementation during FY 85.

\$535,000 has been budgeted for this component of the Project.

b. Status

In February 1985, \$60,000 was granted to The National Association of Schools of Public Affairs and Administration (NASPAA) to provide technical assistance to the Ministry of Interior's program to develop a project analysis and design capacity. A larger proposal for a much heavier USAID involvement in this type of proposal, amounting to \$774,000, has been

submitted by the Ministry of Plan (including both the training of trainers and development of case studies. It is currently under review by the Mission. It is anticipated that some aspects of this proposal particularly the start up phase, will be funded under 0178, although it is likely that the Economic Analysis' Support Project will encompass most of this activity.

Other than the MOI program discussed above, USAID has received three other proposals for in-country training under this project. Two have been rejected, since it was decided they would fit better under other projects which are currently in the design phase. The third, which has been accepted by USAID, is for a consultant to assist in the organization of a seminar in tourism.

Based on activities to date under this component of Project 0178 a few observations can be made:

- (i) In-country training is behind the schedule in the implementation plan both in terms of seminars completed and funds expended.
- (ii) Evaluating this component as it is written in the implementation plan provision of an exact number of seminars for a specific length of time for each project year — one would have to conclude that the plan was both mechanistic and unrealistic. Therefore, one has to assume that the intent was to allow the GOM and the Mission the flexibility to develop in-country training as the project evolved. The question is, then, how is this flexibility being used?
- (iii) The DST has sent out a description of the project to certain ministries and private sector organizations. Nevertheless, judging by the small number of ad hoc and diverse requests received so far, it appears that no systematic effort has been made by either the Mission or the GOM to take advantage

52

of this component. For example, Mission personnel participate in the participant selection process as members of the Joint Selection but do not know how the individual ministries make their determinations as to which persons to propose to the Selection Committee. Thus, one area of assistance under in-country training could well be the assessment of manpower requirements and training needs within each ministry. In fact, as indicated earlier, this is listed in the Grant Agreement as a possible area of assistance.

Recommendations

The Mission should not wait for and react to requests from the GOM for in-country training but should actively engage in discussions with public and private organizations, offering suggestions of ways to utilize the in-country training components. The Mission should also define its policy on in-country training and how it wishes to deal with the various ministries.

NOTE: The Division of Education and Extension Programs, the American University of Beirut (AUB) is able to organize in-country training in many developmental fields. Attachment VI describes some of the programs it can organize.

I. Conclusion

The above analyses and recommendations made at this early stage of the implementation of Project 0178 are intended to assist Mission Staff to improve certain aspects of the Project, so that project goals are achieved and the planned number of qualified candidates are nominated for long-term training in the U.S.

Despite the suggested improvements listed above and the observations made by some of the participants, on the whole, the Team found Project 0149 to be a success. We anticipate Project 0178 when completed, will also achieve its projected goals.

The Team also wishes to note that during interviews with AMIDEAST in Washington, DC in regard to the quality of selected participants from Morocco, the AMIDEAST Representative rated Moroccan participants from good to excellent with some having attained the highest grades in their classes. She also stated that Moroccan participants in general were more qualified than many participants from other Middle East countries. The Team commends the Mission/GOM for the selection of good candidates but also attributes this success to the Project 0149 Selection Criteria that was more flexible than that designed for Project 0178.

Finally, the Team wishes to commend the Training Office for the efficient and hard work performed especially since the two Training Officers have the responsibility for a very large Mission training program (including Projects 0178 and 0149) involving U.S., Third Country and In-country training. The latter, if operated well, will require the services of a full-time officer.

VI. OTHER TOPICS UNDER TEAM'S SCOPE OF WORK

A. Contracts ("Conventions") With U.S. Universities The GOM has requested that the Mission amend Project 0178 to enable the Government to enter into "Conventions" with a number of U.S. universities for participant training in one or more fields. The GOM believes this will (1) speed up the placement process and (2) facilitate technical assistance (consultancies for advisory services of for planning and conducting in-country training) by using professors from the same U.S. institutions selected to handle the participant training. While the idea is attractive, it is not practical. In a general training project, such as Project 0178, the participants are selected from a wide variety of organizations and for study in diverse fields. Furthermore, even within one field such as economics, each U.S. university will concentrate on different aspects. For example, some will focus on econometrics and others will not. Therefore, Sand T/IT's overall contractor (Partners) is in the best position to look at the background and program plan for each participant and to match that with the most suitable U.S. institution.

B. The Participant Training Information System (PTIS)

USAID/Rabat's PTIS is designed similar to USAID/Cairo's PTIS, but with some improvements. The Training Office added additional information which gives a total picture of the participant training process, from the time the participant is selected until he/she returns home and follow-up activities start. The Mission is to be commended on a very good job.

The Mission has studied AID/Washington's "Demonstration Document for Participant Training Management System" (PTMS) prepared by Computer Data Systems, Inc. According to N.J. Eonsol, CONT/DMS, USAID/Rabat, AID's PTMS and USAID/Rabat's PTIS have basically the same content, purpose and functionality, with the following differences:

1. The PTMS is designed for AID standard microcomputer use while PTIS is designed for the Wang VS minicomputers.

2. Individual project information needs to be inputted on the PTMS while the PTIS system will be able to take advantage of extracting project information directly from the standard AID financial system (MACS) which runs on the Wang VS hardware. This feature will allow faster data base creation and fewer chances of operator keying errors.

In addition to the present PTIS design, the Evaluation Team recommended that information on (a) in-country training and (b) invitational travel for Moroccans attending seminars or conferences be also included in the Morocco PTIS.

55

ATTACHMENTS

ATTACHMENTS

- I. Evaluation of Participants "In Training" in the U.S., under Project 0178
- II. Findings of Mission Questionnaires ("Tracer Study") for Returned Participants, under Project 0149
- III. Evaluation Questionnaire for Interview of Selected Returned Participants, under Project 0149
- IV. Project Implementation Plan, Project 0178
- V. Training Plan of Joint Selection Committee, Project 0178
- VI. Meetings with other Donors
- VII. In-Country Training -- American University of Beirut

ATTACHMENT IEVALUATION OF PARTICIPANTS "IN TRAINING" IN THE U.S.

- Sixteen participants were interviewed in the U.S. by the Evaluation Team, three in Washington, DC and 13 throughout the U.S. by phone.
- Ten of the 16 participants started training under Project 0178, and six started their training under Project 0149 and are presently being financed under 0178.
- Nine participants are receiving MA/MS degrees.

Some of the findings follow:

- (a) Selection - 12 participants heard about the scholarship program through their ministries, four through newspapers and eight through friends (some learned about the program from two or three sources)

The majority were not aware of the number of candidates considered for each training slot

The majority of participants waited around one year from the time of nomination to the time of departure to the U.S.

- (b) English language training: The average grade for training at the American Language Center in Rabat was 3.5 (from 1-5).

(c) Predeparture orientation: Those who started training under Project 0178 received better Mission orientation. In general, the following areas were not handled as well as possible: Review of program content, medical examinations were given only to 40 percent of the participants and information on maintenance allowances and the health insurance program was inadequate.

(d) U.S. Program: The majority of participants were satisfied with the training program.

(e) Orientation at WIC: Six out of 16 received orientation at WIC. (The CFD received from Washington arrived late and participants had to go directly to their universities.)

(f) Lodging in the US: This was a major difficulty confronted by most of the participants.

(g) Level of course work: All participants stated the level of course work was about right.

(h) Relation of courses taken to future work in Morocco: The vast majority said courses taken were related to their future assignments when they returned home.

(i) Perdiem and allowances: Almost all had problems with the allowances, especially in relation to the cost of books. (The costs of warm clothing in the U.S. was also an issue.)

(j) Problems related to return tickets: All said they had to request air tickets from the GOM. (One person said it would take a long time to receive his ticket from the Government. He planned to buy his own ticket in Washington and hope to be reimbursed later.)

(k) Contacts with S&T/IT and Partners for International Education and Training (Partners): With the exception of one participant who went to S&T/IT to request a scholarship, none had contacts with S&T/IT. Relationship with Partners (AMIDEAST) ranged from good to very good.

- Some remarks by the participants follow:
- English in the U.S. is difficult at the beginning, especially the "American accent".
- USAID/Rabat should request S&T/IT to reserve dorms for those wishing to live in dormitories prior to the participants' arrival in the U.S. Housing regulations, leases, etc. are very confusing to the visiting participants. (This has become quite an emotional issue, especially for those living in the Boston area.)
- Many had serious problems with AID's HAC (health insurance).
- Living allowances are not sufficient. (The GOM does not allow the transfer of funds from Morocco.)
- The GOM does not respond to queries sent by the participants.
- The duration allowed for PhD training is too short. Participants are obliged to locate funds and finish their training at their own expense or with the help of universities.

ATTACHMENT IIFINDINGS OF EVALUATION, (THE TRACER STUDY) PROJECT 0149

The Evaluation Team reviewed 20 questionnaires, i.e. 67 percent of the participant returnees questionnaires under Project 0149. Some of the findings were:

- The selected participants were mostly engineers, administrators and professor/teachers
- Participants heard about USAID scholarships through colleagues, Moroccan ministries and USAID
- The fields of training were: Business Administration, Public Administration, Economics, Engineering, Computer Science, Law, Financial Management and International Education
- Degrees awarded were MA/MSs and an LLM degree
- Supplementary English in the U.S.: The average duration was 6 months
- Program extensions: Nine out of 20 extended their training in the U.S. The GOM paid the salaries of all who extended and AID paid their tuition and allowances.
- Return air tickets: The GOM did not pay return transportation for six the 20 participants.
- Promotions as a result of U.S. training: Nine or 45 percent received promotions.

- U.S. training was helpful in advancement of participants' careers: A lot, 12, a little, 3; not at all, 5.
- Additional responsibility given as a result of the U.S. training: 50 percent said "yes".
- Perception of U.S. degrees by colleagues: positive, 14; negative, 4; and indifferent, 2.

ATTACHMENT III

USAID/MOROCCO
PROJECT 0149

(Evaluation Form used to Interview Participants)

1. Name of Participant and PIO/P No.:
2. Job held in Morocco prior to training:
3. Government Agency:
4. Date of Departure:
5. Completion Date:
6. Field of Training:
7. Degree Objective:
8. University:
9. Selection:
 - a) How did you hear about the training program?

Through friends: _____
Ministry: _____
Newspaper: _____
Other: _____

b) Did you compete with other candidates for this grant?
If yes, how many?

c) How long did it take from the time you submitted your candidacy
until your departure to the U.S.?
_____ months

10. English language training Rabat _____ mos. U.S. _____ mos.
Low _____ High

Rabat: 1 2 3 4 5
US: 1 2 3 4 5

Comments:

11. Predeparture Orientation:

Before leaving your home, how timely was the information on:

Never Received Received
received too late on time

- a. Program content
- b. Program objectives
- c. Program finances
- d. Medical exam
- e. Insurance arrangements
- f. U.S. living conditions
- g. Travel plans
- h. Visa
- i. Travel advance

Comments:

12. Did the academic program chosen for you in Morocco meet your expectations?

Low ————— High
1 2 3 4 5

13. Did you change your program in the U.S.? yes no

Comments:

14. Orientation at WIC:

Low ————— High
1 2 3 4 5

65

19. Did you have problems with English yes no

20. Did you have problems related to your return ticket? List:

21. If yes, how was the problem solved?

Comments:

22. Comment on your contacts with:

a) S&T/IT

b) Partners (Amideast)

23. Other Problems or Comments:

AFTER YOU RETURNED HOME:

24. Did you return to the job you occupied before your departure to the U.S.? Explain

25. Did you receive a promotion as a result of your U.S. training?

yes no

26. Do you believe your training has been helpful in advancing your career?

yes no

27. How was your degree viewed among your colleagues?

Positive

Negative

Indifferent

28. Have you experienced problems in applying knowledge or skills acquired in training activities:

Low ————— High

1 2 3 4 5

29. As a result of your training, how are you involved in each of the following activities:

Low ————— High

1 2 3 4 5

- Develop/revise Government Policy
- Develop/revise operating procedures
- Participate in interagency planning
- Plan workshops or seminars
- Publish works in professional journals

30. Rate the overall training program. Low ————— High

1 2 3 4 5

31 General Comments:

ATTACHMENT IVImplementation Schedule

<u>Activity</u>	<u>Responsibility</u>	<u>Target Date</u>
-PRO/AG signed with the GOM	USAID/GOM	9/83
-First Year Training Plan designed — submitted to USAID	Joint Selection Committee (JSC)	10/83
-Request for trainee nominations in areas agreed upon by the JSC and forwarded to ministries and agencies	DST	10/83
-First group of long-term participants nominated/selected; institutions, ministries, candidates advised	JSC	11/83
-Request for in-country seminar propo- sals for FY 84 in areas agreed upon	USAID/GOM	12/83
-Selection of 5 two-week in-country seminars for FY 84	USAID/GOM	1/84
-First group of long-term participants departs for the U.S.	USAID/GOM	1/84
-GOM requested to nominate participants for short-term training in the U.S./ Third Country	JSC	1/84

-First group of short-term participants nominated/selected; institutions, ministries, candidates advised	JSC	2/84
-Second group of long-term participants selected/nominated; institutions, ministries, candidates advised	JSC	3/84
-Second Annual Training Plan designed and submitted to USAID for approval	JSC	5/84
-First group of short-term technical participants departs	USAID/GOM	5/84
-Requests for trainee nominations in areas agreed upon by the Joint Selection Committee forwarded to ministries and agencies	DST	5/84
-Second group of long-term participants departs for the U.S.	USAID/GOM	9/84
-First Annual Project Evaluation	USAID/DST	/84
-GOM requested to nominate second group of participants for short-term U.S. training	JSC	10/84
-Request for in-country seminar proposals for FY 85 in areas agreed upon	USAID/GOM	10/84

-Selection of 4 two-week in-country seminars for FY 85	USAID/GOM	12/84
-Second group of short-term participants nominated/selected; institutions, ministries, candidates advised	JSC	12/84
-Third group of long-term participants nominated/selected; institutions, ministries candidates advised	JSC	4/85
-Second group of short-term technical participants departs for the U.S./Third Country Training	USAID/GOM	4/85
-Third Annual Training Plan designed and submitted to USAID for approval	JSC	5/85
-Third group of short-term participants nominated/selected; institutions, ministriers, candidates advised	JSC	6/85
-Third group of long-term participants and third group of short-term participants depart for U.S./Third Countries	USAID/GOM	9/85
-Second Annual Project Evaluation	USAID/DST	9/85
-Fourth group of short-term participants nominated/selected; institutions, ministries, candidates advised	JSC	10/85

-Request for in-country seminar proposals for FY 86 in areas agreed upon	USAID/GOM	10/85
-Selection of 3 two-week in-country seminars for FY 86	USAID/GOM	11/85
-Fourth group of long-term participants nominated/selected; institutions, ministries, candidates advised	JSC	11/85
-Fourth group of short-term participants departs to the U.S. Third Country	USAID/GOM	2/86
-Fourth Annual Training Plan designed and submitted to USAID for approval	JSC	5/86
-Fifth group of short-term participants nominated/selected; institutions, ministries, candidates advised	JSC	5/86
-Mid-point Project Evaluation	USAID/AID/W DST	6/86
-Fourth group of long-term and fifth group of short-term participants depart for U.S./Third Countries	USAID/GOM	9/86
-Request for in-country seminar proposals for FY 87 in areas agreed upon	USAID/GOM	11/86
-Selection of 5 two-week in-country seminars for FY 87	USAID/GOM	11/86

-Return of the last of the second group of long-term participants (except (PhDs) USAID/GOM		1/87
-Fifth Annual Training Plan designed and submitted to USAID for approval	JSC	5/87
-Final Project Evaluation	USAID/AID/W DST	8/88

ATTACHEMENT V

Royaume du Maroc
Ministère du Plan, de la formation des
Cadres et de la Formation Professionnelle
Direction de la Formation des Cadres
Division Pédagogique

PLAN DE FORMATION ACADEMIQUE

Années Diplômes Domaines	1984		1985		1986		1987		1988		1989		TOTAL	
	Master	PhD	Master	PhD	Master	PhD	Master	PhD	Master	PhD	Master	PhD	Master	PhD
- Gestion	4	-	8	1	8	2	4	-	-	-	-	-	24	3
- Economie	1	1	2	-	2	-	1	-	-	-	-	-	6	1
- Finances	-	-	4	-	4	-	2	-	-	-	-	-	12	-
- Administration publique	-	-	-	-	4	-	2	-	-	-	-	-	12	-
- Planification et administration des affaires	1	-	1	1	2	-	1	-	-	-	-	-	6	-
- Service Public	1	-	2	-	2	-	1	-	-	-	-	-	6	-
- Techniques de l'ingénieur	1	-	2	-	2	-	3	-	-	-	-	-	6	-
- Sciences	1	-	2	-	2	1	1	-	-	-	-	-	6	1
- Technologie	1	1	2	1	2	1	1	-	-	-	-	-	6	3
- Sciences de l'Education	1	-	2	1	2	-	1	-	-	-	-	-	6	1
TOTAL	15	2	30	4	30	4	15	-	-	-	-	-	90	10

ATTACHMENT VIMEETINGS WITH OTHER DONORS1. Inverview with the Belgian Cultural Attaché, Rabat

The Belgian Embassy has an on-going training program with the GOM in several disciplines, especially in the Agriculture and Engineering fields. Training is usually project oriented and involves long-term degree academic training and short-term training from one to eight months' duration.

The Embassy and various GOM ministries, depending on the field of training, meet to decide on the training needed. The program this year had 13 graduate degree programs, 6 at the doctorate level.

The Belgians have no problems in receiving nominations for each of the slots within the allotted quota. The Cultural Attaché stated that they had too many applications for each grant. Although Belgian degrees do not necessarily "equate" with French or Moroccan degrees, the equivalency issue is not a problem.

The Belgian Government pays for round trip transportation for all Moroccan participants.

2. Meeting with the German Cultural Attaché, Rabat

The Germans have an interesting training program, which involves various sectors, but which focuses on Agriculture fields including veterinary medicine.

The German Embassy's counterpart GOM agency is the Ministry of Cooperation. All technical assistance projects, including training grants, academic, and short-term, must be channelled through that Ministry.

The German technical assistance program brings many German experts to work in Morocco on different projects. These experts, together with GOM technicians, decide on the type of training needed to take place in Germany or in a third country, if this is more appropriate.

According to the Cultural Attaché,

- it takes 3-6 months for a participant to become proficient in the German language. This is done in Germany;
- transportation costs are paid by the GOM. However, if a specific Ministry does not have transportation funds, the German Government pays for the air tickets;
- this year the German Government will offer around 10 graduate degree scholarships in Germany; and finally,
- the German Embassy has many more candidates than training slots.

ATTACHMENT VIIIN COUNTRY TRAINING THAT MAY BE ARRANGED THROUGH
THE AMERICAN UNIVERSITY OF BEIRUT (AUB)

Special courses and programs may be arranged for training groups of individuals in the various fields in which the University has expertise. Depending on their nature, duration, and availability of faculty for such programs, they may be held on the AUB campus or in other more convenient locations outside Lebanon. The following is a rather wide sample of areas in which training may be offered:

1. Agriculture

a. Food and agriculture sector policy and planning

- Meeting basic food/nutrition needs strategy
- Agricultural project preparation and evaluation
- Agriculture project management
- Integrated rural area development project planning and management
- Role of women in meeting basic food/nutrition needs
- Agri/rural sector analysis procedures

b. Crop Production

- Weed problems of the Middle East and their control
- Grain legume breeding and production
- Rainfed wheat and other crop production
- Vegetable production
- Arid and semi-arid farming systems

c. Food Technology

- Technology processing, food preservation methods, and good analysis techniques

d. Animal Production and Protection

Feed analysis and quality control, poultry production, poultry disease diagnosis and control, dairy production and processing

e. Mechanization: Adaptation of machinery for the Middle East

f. Agricultural Economics/Business and Extension

- Farmer cooperative management
- Marketing organization management
- Supervised credit for small farmers
- Extension methods and training of Extension personnel

g. Institution Building

- Workshops for administrators of higher education in food/agriculture
- Agricultural research - organization, training, program development, management
- Agricultural extension - organization, management, and on-the-job training
- Agriculture in primary and secondary school systems

2. Health Sciences

a. Environmental Health

- Water and wastewater: water quality control, water resources, wastewater quality and treatment, marine pollution, desalination
- Food hygiene: Hygienic processing and storage of food, food inspection, good additives
- Insect and rodent control

b. Health Services Administration

Planning, techniques, health care systems, health services research methodology, financial management, human relations and personnel management, material management in health care institutions

c. Nursing

- Nursing practice: fundamental skills and processes
- Medical-surgical nursing
- Maternal child nursing
- Nursing administration
- Nursing education

d. Family Planning

3. Education

- a. Training of elementary and secondary school teachers of all subject matter areas, particularly science, mathematics, and English
- b. Training of school administrators and personnel of ministries of education
- c. Training in curriculum development, textbook writing, and production of instructional materials
- d. Training in educational evaluation systems, statistical methods, test construction and administration
- e. English language training for special purposes

4. Engineering

- a. Architecture: Construction methods and building materials, materials for interior finishes and furniture, climate control in dwellings
- b. Civil Engineering: Prestressed concrete, ultimate strength design of concrete structures, analysis of structures with computer applications
- c. Electrical Engineering: Digital communication satellite communication, instrumentation, advanced control systems, use of highly specialized laboratory equipment at very high frequencies, training in biophysics and biomedical engineering
- d. Mechanical engineering: Industrial plant design, production planning and control, solar energy applications, noise and vibration control, power plant economy
- e. Engineering Management

5. Public and Business Administration

- a. Executive development programs: Managerial concepts, theories, and practices; organizational diagnosis and organizational change; personnel development; quantitative methods and computer use in decision-making; project planning and evaluation
- b. Short, job-related programs: marketing, capital budgeting, commercial banking, public finance, investment legislation, personnel relations

6. Other Areas

- a. Chemistry: Recent advances in analytical instrumentation, planning of chemistry buildings and/or chemical laboratories for higher education institutions
- b. Geology: Construction materials-geology and classification of industrial rocks, properties of aggregates, concretes, paving materials, cements; petroleum geology
- c. Physics: Digital electronics, glass blowing, modern physical instrumentation
- d. Socio-economic Surveying: Survey research methodology - problem and variable definition, research design, sampling, data collection, description and analysis of data
- e. Refresher courses and post-graduate seminars in various fields for professional and young scholars.

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