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QUARTERLY REPORT

Morocco

National Institute for
Training in Social Services

Human Resources Management, Inc.

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January 20, 1982

Dr. Ann Domidion
Education Officer
U.S. Department of State
NE/TECH/HRST
Room 3310
Washington, D.C. 20523

Dear Dr. Domidion:

HRM, Inc. is pleased to submit this Quarterly Report (in English) in accordance with the requirements of Contract No. HRM-2160-81-C-1, "Morocco National Institute for Training in Social Services. "

Sincerely,



George Doumani
Vice President

Enclosure

GD/mc

QUARTERLY REPORT

National Institute for
Training in Social Services

Tangier, Morocco

November, 1981

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I. EXECUTIVE SUMMARY

General start-up activities accounted for a major portion of the work of this first quarter. In this connection it was necessary for HRM headquarters in Washington to take certain steps concerning, among other things, the assignment of responsibilities, the formulation of administrative rules, the accounting system and procurement procedures. Key personnel were brought to Washington and individual employment agreements were signed, permitting the moving of these persons to Morocco with the help of HRM. A short-term curriculum consultant was quickly recruited and spent the last two months of the quarter developing basic curricula for the Tangier Social Work Institute. During this same period, members of the long-term HRM team moved to Morocco and began their work.

As for the particular tasks listed in the contract, the decision to move forward the starting date of the two-year program -- a decision confirmed on September 23, 1981 by the Minister of Social Affairs and Handicrafts during a meeting which fixed the date as November 16, 1981 -- required that efforts be concentrated on this program. Starting from the basic curriculum outlined by the curriculum consultant, the HRM teaching corps therefore developed course outlines for the first trimester.

Among the problems encountered, mention should be made of several factors, in part consequences of the summer season, that tended to slow project start-up. The decision to move up the starting date of the Institute's two-year program entailed the need for considerable haste in performing the work necessary to organize an entrance examination and to prepare courses. It was thus, in this context, that the vacancy in the position of Professor of Economics made itself seriously felt.

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Adding to the list of difficulties experienced were the slowness of communications between Morocco and the United States, the lack of appropriate vehicles, and the need for HRM personnel to travel constantly between Tangier and Rabat.

Despite these difficulties, this first trimester witnessed a successful project start-up and the performance of important work, especially that necessary to begin the two-year program by the chosen date.

II. INTRODUCTION

Paragraph 9.A of Contract No. HRM-2160-81-C-1 provides that Human Resources Management, Inc. (HRM) shall submit to the Minister of Social Affairs and Handicrafts (MASA) a quarterly report on the state of progress of the project, recapitulating the work performed during the indicated period, problems encountered and means which have been or are being used to overcome them, and important conclusions. In order that this report may be an effective tool permitting the reader easily to follow the progress of work called for by the contract, we propose to recapitulate the various tasks performed under the same eight headings specified in paragraph 6.B of the contract: Scope of Work (appended). This will also facilitate comparison between what has been accomplished during a given period and what it was projected to accomplish, according to the relevant Work Plan, during the same period -- Work Plan being laid out in the same manner. As for the problems encountered, they will be brought up first in the context in which they arose, that is, in the section of the report describing work performed, but the most important will also be brought together in the following section devoted to problems and the means used for dealing with them.

Nevertheless, this first quarterly report deserves a special structure because it concerns the initial period during which a major share of the initiatives taken -- notably staffing -- necessarily relate to the performance of the contract as a whole, rather than to the progress of one or another of its parts. For this first period, moreover, there exists only a preliminary Work Plan which describes anticipated activities in a general fashion without attributing them to particular headings. Thus Section III of this report, which follows below and describes work performed during the first trimester, begins with a description of initial actions taken to set the project as a whole underway.

III. WORK PERFORMED

A. General Start-up Activities

1. Head Office Arrangements. As soon as they had returned to Washington after the contract was signed in Rabat on July 10, 1981, the President of HRM, Mr. Gary Thomas, and the Vice President, Mr. George Doumani, began making arrangements to ensure home office capability to manage, support, track and facilitate the progress of all the work called for in the contract. These arrangements included, among others, the assignment of responsibilities to designated home office personnel; formulation of HRM administrative policies applicable to HRM personnel working in Morocco (for example, authorized expenses and reimbursement procedures, leave, holidays, insurance, etc.); drafting of individual employee agreements; setting up an accounting system appropriate to the project; establishment of acceptable procurement procedures, given that the

project is financed by AID; collection of information from catalogs and other sources concerning the availability and prices of equipment and supplies needed for contract performance; and finally, initial procurement of supplies for the immediate use of personnel upon their arrival in Morocco. Some of these arrangements required close coordination with the relevant AID offices in Washington.

2. Recruitment and Assembly of Personnel. The designated Chief-of-Party, Mr. Edward H. Thomas, arrived in Washington on July 18 to work temporarily with HRM home office personnel in connection with start-up activities. He had meetings with relevant AID officials in Washington, and AID arranged for the Foreign Service Institute (FSI) of the Department of State to test the French level of all key personnel. The Chief-of-Party also made personal contact with each of the other key personnel, who were at the time scattered in various parts of the United States, in order to confirm their availability and to brief them on their responsibilities as spelled out in the contract. It was agreed that all key personnel would assemble at the HRM home office from August 4 through August 6 to complete administrative formalities and to hold work sessions.

At about this time HRM was informed that it would probably be necessary to recruit a Professor of Economics other than the one previously designated. HRM accordingly made contact with a number of possible candidates and placed an announcement in a professional journal. These efforts were followed by interviews which in turn produced two candidates whose names would be presented to MASA for consideration.

As regards the short-term consultants called for in the contract, HRM contacted and interviewed several specialists in the fields specified. This research led to the selection of a Curriculum Consultant, Professor Froma Walsh, who agreed to undertake an urgent task: the preliminary design of curricula for the Tangier Institute. The dates of assignment of other short-term consultants, as well as their final selection, remain to be determined jointly with MASA.

As agreed, all key personnel (with the exception of a Professor of Economics) met at HRM headquarters from August 4 through August 6. During these three days, individual salaries were determined, employment agreements were drawn up and signed, HRM policies were outlined and discussed, medical and life insurance contracts were explained and signed, and each person passed a medical examination as well as the French test administered by FSI. The few remaining hours were devoted to work sessions with designated home office personnel at which the goals and objectives of the project, the contractor's responsibilities, and features of the Moroccan setting bearing upon project execution and upon living conditions of personnel assigned to Morocco were described and discussed to the degree possible at this stage. Relevant AID/Washington officials took part in one of these sessions.

Professor Walsh, the Curriculum Consultant, arrived in Washington on August 5 to join in the work sessions before leaving for Morocco on August 7. Also present in Washington during this week was the Administrative Coordinator of the team assigned to Morocco, Mr. Adriano Mario Iachella, who, like the others, needed to use part of this time to complete

administrative formalities relative to his employment by HRM. He then stayed on at the home office during the succeeding week in order to learn more about HRM's administrative systems and procurement rules and procedures.

3. Start-up in Morocco. Upon her arrival in Rabat on August 7, 1981, the Curriculum Consultant made contact with the Human Resources Development Office of USAID Morocco, which then introduced her to the Director of Social Affairs of MASA. The invaluable cooperation of USAID, which provided working space, basic documents, local transportation and other forms of assistance to the Consultant, greatly facilitated her work. Her research was also much aided by discussions with MASA officials and by visits arranged by these officials. The work this Consultant performed during her two-month assignment in Morocco is summarized in the sections of this Quarterly Report treating the two-year Institute program and training of mid-level personnel, and is covered in detail in her own Curriculum Report dated October 4, 1981.

As regarding the members of HRM's long-term team, the first to move to Morocco were the Administrative Coordinator and the Chief-of-Party, who arrived on August 16, and 17, respectively. Like the Curriculum Consultant, they too first established (or rather reestablished, since both had been recently in Morocco) contact with USAID and MASA officials. The Chief-of-Party presented resumes of two candidates for the position of Professor of Economics to MASA, but the Director of Social Affairs found their qualifications insufficient and recommended that HRM continue its recruiting efforts.

An important part of HRM's activities in Morocco during this period related to procurement of equipment and supplies. It was necessary to gather information on what was available in Morocco as well as on prices and servicing facilities, all in close coordination with USAID/Rabat in order to ensure conformity with U.S. Government procurement regulations. This activity also required regular communication, by telex and by telephone, with HRM headquarters in Washington, which was itself in the process of collecting the same kind of information. In this manner HRM decided upon certain items to procure and issued purchase orders for the most immediate needs. In certain cases, notably the purchase of vehicles and photocopiers, it was necessary to request waivers from the USAID Director in Morocco. HRM requested a waiver to buy two non-U.S. manufactured vehicles, but USAID only authorized the purchase of one.

The Chief-of-Party and the Administrative Coordinator were also busy at this time preparing for the arrival of other personnel and locating working quarters in Tangier. Since renovation of the Institute's building was not yet complete, the American Consul General in Tangier, Mr. Kenneth Rogers, very kindly made available to HRM a furnished office in the Consulate General to serve as a temporary working place. HRM made contact with the Tangier branch of the Banque Marocaine du Commerce Exterieur in order to open an account. The Administrative Coordinator was able to ascertain, as a result of a brief visit, that Gibraltar would not be the best source for obtaining project vehicles. HRM also looked into the sources and prices in Tangier of office equipment and

supplies, as well as maintenance facilities for such equipment and for vehicles. The information thus collected contributed to decisions relative to the selection of suppliers of items to be ordered.

By mid-September the Chief-of-Party and the Administrative Coordinator had selected quarters for themselves in Tangier and identified several possible housing choices for other members of the HRM team. Meanwhile these others, all resident in the United States at the time the contract was signed, were busy disengaging from their previous jobs, acquiring what they would need in order to live and work in Morocco (including reference books), and performing the myriad tasks connected with moving to Morocco. Professors Hind Nassif and Nancy Lust arrived in Tangier on September 14, 1981, while the Specialist in Vocational Education, Mr. Henry Tyszka, arrived on the 19th of the same month. Thanks to the housing research previously carried out, Dr. Nassif and Dr. Lust were able to choose apartments quickly and were installed in them by the end of September, even though the bulk of their personal effects had not yet been shipped from the United States. All members of the HRM team submitted the required forms to obtain Moroccan residence permits, attaching letters provided by the Regional Delegate for Social Affairs in Tangier, Mr. A. Guezuai.

After an initial meeting in Tangier on September 18 with the Director of Social Affairs and the Director of the Tangier Institute, the entire HRM team went to Rabat to attend an important meeting held on September 23 at the office of the Minister of Social Affairs and Handicrafts, Mr. Abdallah Gharnit. On

this occasion, after the Minister had explained the goals of the project and the Ministry's expectations, the decision was reached to begin the two-year program at the Tangier Institute on November 16, 1981. The activities undertaken during the remainder of the quarter to ensure the realization of this decision are described below, primarily in the section dealing with the two-year program.

4. Head Office Support. The progress of work called for by the contract requires that the HRM home office perform varied supporting activities. During the first quarter, for example, it was the home office that arranged travel for each member of the team as well as shipment of household effects from U.S. residences to Morocco. After necessary study, and in coordination with the team in Morocco, the home office also proceeded to procure and ship equipment and supplies. The efforts to recruit a Professor of Economics, even though they did not lead to a positive result before the end of the quarter, required a considerable amount of time. In addition, home office personnel undertook research and made contact with numerous universities, associations and other organizations* in order to develop a bibliography for use by the team in Morocco (and by the Tangier Institute) and to identify useful teaching materials, including films and video-cassettes.

* Among these organizations may be mentioned AID, UNESCO, CIDA (Canadian International Development Association), The World Bank, the Department of Agriculture, the School of Social Work of Catholic University, the National Association of Social Workers, the Canadian Association of Schools of Social Work, University Associates Bureau of National Affairs, the American Management Association, and many private companies.

B. Particular Tasks

1. Two-year Program. The first activity attributable to this heading was the visit of the Chief-of-Party to the Institute of Social Work and Social Research, Montrouge (Paris), made on July 17, 1981, just one week after the contract was signed. The head of that Institute's International Division, Madame Renee Gerard, kindly provided useful information concerning the program followed by the three Moroccans soon to become colleagues of HRM team members at the Tangier Institute, as well as documents outlining that program.

The short-term Curriculum Consultant, selected soon after the arrival of the Chief-of-Party in the United States after contract signing, began before the end of July to collect documents concerning numerous American and Canadian schools of social work -- documents which would be useful in the development of the Moroccan two-year program.

As soon as the Curriculum Consultant and the Chief-of-Party began work in Morocco in August, the Director of Social Affairs and the Director-designate of the Institute made clear to them the Ministry's first priority was to launch the Institute's two-year program. Given the expressed desire to start this program before the end of 1981, HRM was obliged to concentrate the major share of its efforts on this aspect of the contract. The first need was to outline the program in broad terms, a task assigned to the Curriculum Consultant. After studying the programs of American, Canadian, French and Tunisian schools of social work, she held meetings with a considerable number of representatives of the

Moroccan government and of international and foreign organizations present in Morocco, and she also visited several social services. Her first proposals were ready to be discussed with members of the long-term HRM team on September 21, shortly after the arrival of these personnel in Morocco. Revised to incorporate suggestions made by HRM teaching personnel, the proposed outline was submitted to the Institute Director on September 30 and analysed in preliminary fashion during a working session on October 1.

From that date onward, HRM long-term teaching personnel took over to develop the program in greater detail, beginning with the preparation of outlines of courses to be given the first trimester. On October 7, HRM presented an initial version of these outlines, as well as a suggested weekly course schedule, to the Institute Director. In order to select students to enroll in the two-year program, MASA decided to administer an entrance examination. This decision, accompanied by a request for assistance by HRM personnel, was broached in the first meeting between Messrs. Boulasri and Benrida held in Tangier on September 18, and again discussed on September 23 at the meeting chaired by the Minister of Social Affairs and Handicrafts. The date of October 25, 1981, having been fixed for the entrance examination, on October 1 the Institute Director asked the HRM team to submit several questions or dissertation subjects of types that could be used for the examination. These questions were being elaborated during the last days of the quarter.

To conclude this section, it should be underlined that the vacancy of the position of Professor of Economics was beginning to make itself felt during the final weeks of the quarter in the performance of the work described above. This member of the key personnel, had he been present, would have been able to join in the common effort of developing course outlines and examination questions, thus reducing a bit the number of tasks taken on by the Chief-of-Party.

2. Training of Mid-Level Personnel. It had been anticipated, when the contract was negotiated, that this kind of training would begin before any other, but the decision to move up the starting date of the two-year program to November 16, 1981, had the effect of postponing the start of short-term training for mid-level MASA personnel. Nevertheless, the Curriculum Consultant outlined two possible short-term programs, one designed for high regional MASA officials and the other for regional directrices of CET programs.

3. Training of CFP and CET Moniteurs and Monitrices. During this first trimester the HRM team member most directly concerned with this aspect of the project, namely the Vocational Education Specialist, was only able to make initial contacts with the relevant officials of MASA, AID and the Peace Corps. This specialist, Mr. Henry Tyszka, also began studying pertinent documents.

4. The 5 Pilot Centers. As concerns this aspect of the project, similarly, it was only possible in this first quarter to begin study intended to lead eventually to the choice of five new skills and of locations for the pilot centers where they will be taught.

5. The Programs of the 13 CFPs. The initial contacts and the beginning of study mentioned above under the heading "Training of CFP and CET Moniteurs and Monitrices" constituted also the first steps necessary in order to arrive later at the stage where it will be possible to work toward the betterment and the development of the 13 CFPs' program content.

6. Participant Training. No action was undertaken relative to this component of the contract during the first quarter.

7. Advice Concerning Equipment. As described above, HRM took steps to procure and ship certain equipment designated in the contract for use at the Tangier Institute. This task required coordination with USAID, and in this connection certain consultations took place among MASA, USAID and HRM concerning equipment. HRM did not provide any advice relative to equipment for CETs or CFPs during the first quarter.

8. Evaluation and Planning Unit. The Director of Social Affairs made it known to HRM that the Ministry would not be able to establish this unit before the end of 1981. As a result, HRM was unable to provide any assistance relative to its establishment during the first quarter of the contract.

9. Work Plan. Toward the end of the quarter, HRM drafted and submitted for the attention of the Director of the Institute a Work Plan covering the first six months of the contract.

IV. PROBLEMS ENCOUNTERED

A. Factors Slowing the Start-up

The purpose of the comments that follow is not to level criticism in any direction but simply to report certain facts which, however understandable they may be, impeded in some measure the first activities undertaken in the framework of the contract.

It should be noted, firstly, that the Letter of Commitment from USAID Rabat was not signed until three weeks after the contract was signed. As a result, it was not until August 1981 that HRM received the advance payment called for by Article 14 of the contract.

As mentioned earlier, the Curriculum Consultant arrived in Morocco on August 7, followed several days later by the Chief-of-Party and the Administrative Coordinator. Now in Morocco, as elsewhere, the month of August is characteristically a period when many programs and services function only at half-speed, or sometimes not at all. (The Ministry of National Education, for example, simply closed and locked its doors.) It is the normal vacation season, and several officials with whom HRM personnel needed or wished to meet, those of AID as well as of MASA or other organizations, were naturally absent during a part of the summer. Furthermore, the Director of the

Tangier Institute had not been officially designated. As for the Moroccans who had been sent to France to pursue studies in Social Work, they returned to Morocco in mid-August, but they did not begin work immediately, instead going home to pass some vacation time with their families. Even after their vacations, they were not immediately integrated into MASA because of differences concerning their employment grades.

All in all, it may be said that the progress of work called for by the contract was unable to attain the desired rate before mid-September, 1981. To correct this situation, HRM did what it could on its side, sometimes without the fullest desirable participation on the part of others, while waiting for the passage of time to accelerate progress.

B. Pressures for Early Start of Two-Year Program

With the decision to move up the starting date of the two-year Institute program, HRM found itself obliged to devote the bulk of its efforts and its time to this aspect of the contract. For a time the anticipated starting date for these courses oscillated between November 1981 and January 1982. By mid-September it appeared that the date of December 15 had been chosen, and it was not until September 23, during the meeting chaired by the Minister of Social Affairs and Handicrafts, that the date of November 16 was fixed.

Finalization of the curriculum and development of course content then became priority requirements. In addition, HRM assistance was solicited in connection with organizing an entrance examination for the

two-year program. This last task had not been anticipated in the Preliminary Work Plan appended to the contract.

C. Vacancy of Position of Professor of Economics

It was in the context of the urgent work required to launch the two-year program on short notice that the absence of one member of HRM's key personnel, the Professor of Economics, began to make itself strongly felt before the end of the quarter. As mentioned above, HRM set itself to the task of recruiting a competent person to fill this post. With the rejection by the Director of Social Affairs of the first candidates put forward by HRM, recruiting efforts continued and still continue beyond the period covered by the present report.

While these efforts went on, HRM resolved the immediate problem by adding to the duties of the Chief-of-Party the task of filling temporarily the role of Professor of Economics. Undue prolongation of this expedient clearly entails the risk that other aspects of the work called for by the contract may suffer.

D. Slowness of Communications

The experience of the first month showed that the transmission of written communications between Morocco and the HRM home office in Washington, whether by diplomatic pouch or by international air mail, often requires three weeks or more. For example, the first voucher sent by HRM on September 4, 1981, was only received by the Chief-of-Party in Tangier on the 25th of the same month. HRM partially

resolved this problem by more frequent recourse to communication by telex and telephone. However, this practice has the drawback of increasing costs.

E. The Transportation Problem

Study undertaken soon after the arrival in Morocco of the first members of HRM's team convinced them that the most suitable vehicles for project needs would be diesels of brands well known in the country -- and thus vehicles not manufactured in the United States. As a result, HRM asked the USAID Director in Morocco for a waiver permitting the purchase of two Peugeot diesel station wagons. The Director authorized the purchase of only one. HRM accordingly ordered that vehicle but remains somewhat undecided on how to fill the need for additional vehicles, being convinced that U.S.-manufactured vehicles are not the best for its purposes. In the meantime, and while awaiting delivery of the Peugeot, HRM rented a vehicle assembled in Morocco.

F. Frequent Travel of Personnel Within Morocco

As indicated above, the members of HRM's team found lodging in Tangier and set up a temporary office at the American Consulate Général in that city. The Director of the Tangier Institute, on the other hand, continued to reside in the capital, Rabat, where the Ministry of Social Affairs and USAID headquarters in Morocco are also located. As a consequence, HRM personnel are called upon to travel frequently between the two cities, located about 285 road kilometers from each other. As there is no commercial flight between Tangier and Rabat, it is necessary to spend four or five hours on each one-way

trip between the cities. The Chief-of-Party, in particular, has been obliged to make the round trip at least once a week.

This problem will certainly be alleviated once the Institute Director has moved to Tangier.

V. CONCLUSIONS

In the course of a project like the one that is the subject of this report, and especially during its start-up phase, it is inevitable that problems will be encountered. Those mentioned herein are not of an overwhelming or insoluble nature. The principal conclusion to be drawn from this first quarterly report is rather that important work has already been accomplished, that the project has been successfully launched and is making good progress.

That said, however, it is true that the major portion of the work accomplished during the first quarter related either to general start-up or to the first task listed in the scope of work, the two-year Institute program. While ensuring the steady continuation of the last-mentioned activity, in the coming months it will be important to see to the progress, or in some cases to the start of work called for under other headings of the contract's scope of work.

APPENDIX

Paragraph 6.B of Contract No. HRM-2160:

Scope of Work

HRM's assistance to MASA is concerned with:

- 1) Developing programs and assuring appropriate professional training in social services of two years' duration at the Social Workers Institute of Tangier.
- 2) Developing programs and training mid-level MASA personnel.
- 3) Developing programs and training male and female instructors (Moniteurs and Monitrices) who work at CETs and CFPs.
- 4) Providing vocational training in new skills for CET instructors, at the level of five pilot centers.
- 5) Improving and developing the content of training programs conducted in 13 CFPs, in collaboration with the Peace Corps.
- 6) Arranging and administering training for five Moroccan participants (in the U.S. or in a third country) to participate in MASA's vocational activities.
- 7) Providing advice regarding equipment for the Institute, the CETs and CFPs.
- 8) Assisting MASA in establishing an Evaluation and Planning Unit.