

PD-AAU-799

AGENCY FOR INTERNATIONAL DEVELOPMENT

EVALUATION SUMMARIES FROM THE NEAR EAST REGION

FISCAL YEAR 1985

Compiled by ANE/DP/Evaluation
May 1985

AGENCY FOR INTERNATIONAL DEVELOPMENT

EVALUATION SUMMARIES FROM THE NEAR EAST REGION

FISCAL YEAR 1985

PREFACE

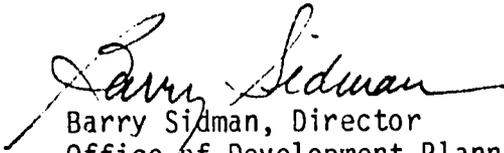
In keeping with A.I.D.'s emphasis on using evaluation findings to improve project design and implementation, the Asia Near East Bureau has prepared this collection of executive summaries of evaluations conducted for the former Near East Bureau in fiscal year 1985.

The purpose of compiling the evaluation summaries is to provide "lessons learned" to project designers, decision-makers and interested members of the development community. It is hoped that the experiences documented in this volume will be used especially in project design. As such, the evaluation summaries present a compendium of information as to how and why projects succeed or fail.

The evaluation summaries are arranged alphabetically by country and are separated by an identifying page. They are enumerated consecutively in the lower right hand corner. In addition, we have grouped all evaluation summaries into seven development sectors and one miscellaneous category. The seven sectors represent the Near East's priority development areas as outlined in the region's strategy for the period 1983-88. All sector-specific evaluation summaries are cross-referenced in the Table of Contents to allow the reader a quick overview.

For the most part, each summary consists of the project evaluation summary (PES), Part I and Part II. While Part I provides action decisions approved by the mission, Part II presents an evaluation abstract and "lessons learned". In those instances in which no PES was prepared, we have used information from the evaluation which closely approximates an executive summary.

Copies of the evaluations summarized here can be obtained from PPC/CDIE/DIU, A.I.D.'s Center for Development Information Utilization, or from ANE/DP/E, Room 6663, New State.


Barry Sidman, Director
Office of Development Planning
Asia Near East Bureau
Agency for International
Development
Washington, D.C. 20523

May, 1986

TABLE OF CONTENTS

FY 1985 EXECUTIVE SUMMARIES OF A.I.D. EVALUATIONS CONDUCTED IN THE

NEAR EAST
ARRANGED BY COUNTRY

<u>EGYPT</u>		<u>Page</u>
1.	Agricultural Development Systems (1983)	1
2.	Telecommunications Project (1984)	4
3.	Agricultural Mechanization (1984)	6
4.	Vehicle Maintenance Training (1984)	8
5.	Rice Research and Training	10
6.	Data Collection and Analysis	12
7.	Control of Diarrheal Diseases	14
8.	Strengthening Rural Health Development	16
9.	Basic Education	19
10.	Private Sector Feasibility Studies	21
11.	Production Credit	24
12.	Vocational Training for Productivity	26
13.	Irrigation Management System (Structural Replacement Component)	28
14.	Commodity Import Program	30
15.	High Institute of Nursing (HIN) Assiut University	33
16.	Aquaculture Development	35
17.	Applied Science and Technology (Scientific and Technology Information Component)	37
18.	Egypt Water Use and Management	40
19.	Industrial Management Program (Subactivity)	43
20.	Management Development for Productivity	45
21.	Industrial Technology Application Program	47
22.	Cairo Water Supply/Water Wastewater Sector Assessment	50
	- Canal Cities Water and Sewerage	
	- Alexandria Sewage I and II	
	- Cairo Sewerage	
23.	Construction Contracts Assessment	57
24.	Neighborhood Urban Services	59
25.	Housing and Community Upgrading for Low Income Egyptians	62
 <u>JORDAN</u>		
1.	Rural and Urban Electrification	55
2.	Groundwater Resource Investigation	57
3.	Jordan Health Education	70
4.	Health Management and Services Development (1984)	78
5.	Income Tax Assistance	80

<u>JORDAN (cont)</u>		<u>Page</u>
5.	Jordan Valley Farmers Association (JVFA) (Project Completion Report)	33
7.	School Construction II (Project Completion Report)	86
8.	Water System and Services Management	38
9.	Village Development II and III (1984)	95
10.	Vocational Training	108
 <u>MOROCCO</u>		
1.	Peace Corps Small Project Activities (SPA)	111
2.	Health Management Improvement	116
3.	Social and Economic Research Project	123
4.	Sector Support Training Project and Development Training and Management Improvement Project	125
5.	Population Family Planning Support II (Final Evaluation 1984)	141
6.	Range Management Improvement Project	145
7.	Winter Snowpack Augmentation	152
 <u>POLAND</u>		
1.	Project Hope	165
 <u>PORTUGAL</u>		
1.	Agricultural Production Program	171
 <u>YEMEN</u>		
1.	Tihama Primary Health Care	173
 <u>WEST BANK/GAZA, ANE REGIONAL</u>		
1.	Arid Lands Research	182
2.	Overview PVO Activities in the West Bank/Gaza - Rural Development II - CRS Pre-School Education - HLCM Rural Development Training SCF/CDF	184
3.	International Development Law Institute	185
4.	Cooperative Marine Technology Phase II	187
5.	Epidemiology and Control of Vector Borne Diseases (Project - Egypt/Israel)	191

FY 1985
EXECUTIVE SUMMARIES OF A.I.D. EVALUATIONS CONDUCTED IN THE
NEAR EAST
INDEXED BY SECTOR

<u>SECTOR I. AGRICULTURAL PRODUCTIVITY</u>	<u>Page</u>
1. Egypt Agricultural Development Systems (1983)	1
2. Egypt Agricultural Mechanization (1984)	5
3. Egypt Rice Research and Training	10
4. Egypt Production Credit	24
5. Jordan Jordan Valley Farmers Association (JVFA)	83
6. Portugal Agricultural Production Program	171
7. West Bank Arid Lands Research	182
8. Morocco Range Management Improvement Project	145
<u>SECTOR II. BASIC EDUCATION AND TECHNICAL TRAINING</u>	
1. Egypt Vehicle Maintenance Training (1984)	3
2. Egypt Basic Education	19
3. Egypt Vocational Training for Productivity	26
4. Egypt High Institute of Nursing (HIN) Assiut University	33
5. Jordan School Construction II	36
6. Morocco Sector Support Training Project and Development Training and Management Improvement Project	125
7. NE Reg. International Development Law Institute	185
8. Jordan Vocational Training	108
<u>SECTOR III. EMPLOYMENT GENERATION</u>	
1. Egypt Industrial Management Program (Subactivity)	43
2. Egypt Management Development for Productivity	45
3. Egypt Industrial Technology Application Program	47
<u>SECTOR IV. ENERGY</u>	
1. Jordan Rural and Urban Electrification	55
2. Egypt Telecommunications Project (1984)	4
3. Morocco Winter Snowpack Augmentation	152
<u>SECTOR V. POPULATION AND HEALTH</u>	
1. Egypt Control of Diarrheal Diseases	14
2. Egypt Strengthening Rural Health Development	15
3. Jordan Jordan Health Education	70
4. Morocco Health Management Improvement	116

(Population/Health, cont.)		<u>Page</u>
5.	Morocco Population Family Planning Support II (1984)	141
6.	Poland Project Hope	165
7.	Jordan Health Management and Services Development (1984)	78
8.	Yemen Tihama Primary Health Care	173
9.	NE Reg. Epidemiology and Control of Vector Borne Diseases (Project - Egypt/Israel)	191

SECTOR VI. URBANIZATION

1.	Egypt Neighborhood Urban Services	59
2.	Egypt Housing and Community Upgrading for Low Income Egyptians	62
3.	Jordan Village Development II and III (1984)	96
4.	Jordan Income Tax Assistance	80
5.	Egypt Construction Contracts Assessment	57

SECTOR VII. WATER SCARCITY AND UTILIZATION

1.	Egypt Irrigation Management System (Structural Replacement Component)	28
2.	Egypt Aquaculture Development	35
3.	Egypt Egypt Water Use and Management	40
4.	Egypt Cairo Water Supply/Water Wastewater Sector Assessment - Canal Cities Water and Sewerage - Alexandria Sewage I and II - Cairo Sewerage	50
5.	Jordan Water System and Services Management	38
6.	Jordan Groundwater Resources Investigation	67
7.	NE Reg. Cooperative Marine Technology - Phase II	187

VIII. MISCELLANEOUS

1.	Egypt Data Collection and Analysis	12
2.	Egypt Private Sector Feasibility Studies	21
3.	Egypt Applied Science and Technology (Scientific and Technology Information Component)	37
4.	Morocco Peace Corps Small Project Activities (SPA)	111
5.	Morocco Social and Economic Research Project	123
6.	West Bank Overview of PVO Activities in the West Bank/Gaza - Rural Development II - Pre-School Education - Rural Development Training	184
7.	Egypt Commodity Import Program	30

EGYPT

PROJECT TITLE Agricultural Development System	2. PROJECT NUMBER 263-0041	3. MISSION/AID/W OFFICE USAID/Cairo
	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) 83-11	
<input checked="" type="checkbox"/> REGULAR EVALUATION <input type="checkbox"/> SPECIAL EVALUATION		

5. KEY PROJECT IMPLEMENTATION DATES			6. ESTIMATED PROJECT FUNDING		7. PERIOD COVERED BY EVALUATION	
A. First P/O: AG or Equivalent FY _____	B. Final Obligation Expected FY _____	C. Final Input Delivery FY _____	A. Total	\$14.9 million	From (month/yr.)	1/81
			B. U.S.	\$ _____	To (month/yr.)	6/83
					Date of Evaluation Review	May, 1985

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., airmgram, SIPAR, PIO, which will present detailed request.)	B. NAME OF OFFICER RESPONSIBLE FOR ACTION	C. DATE ACTION TO BE COMPLETED
1. Agree on administrative and financial support structure for continuation and completion of current activities.	AGR/A MOA	Completed
2. The following are lessons learned that should be incorporated into future projects:	AGR/A MOA	
A. The approach taken by the ADS Project was not particularly cost-effective.	AGR/A MOA	6/86
B. Stable funding is essential to an effective applied research effort.	AGR/A MOA	6/86
C. A decision making structure should be established in the Agricultural Research Center to prioritize, monitor, and coordinate research activities.	AGR/A MOA	6/86
D. Training in research methods, Proposal development, and research management and administration, particularly for younger scientists, should be initiated.	AGR/A MOA	6/86

(cont.)

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"/> Implementation Plan e.g., CPI Network	<input type="checkbox"/> Other (Specify) _____	A. <input checked="" type="checkbox"/> Continue Project Without Change	
<input type="checkbox"/> Financial Plan	<input type="checkbox"/> PIO/T	_____	B. <input type="checkbox"/> Change Project Design and/or	
<input type="checkbox"/> Logical Framework	<input type="checkbox"/> PIO/C	<input type="checkbox"/> Other (Specify) _____	<input type="checkbox"/> Change Implementation Plan	
<input type="checkbox"/> Project Agreement	<input type="checkbox"/> PIO/P	_____	C. <input type="checkbox"/> Discontinue Project	

11. PROJECT OFFICER AND HOST COUNTRY OR OTHER BANKING PARTICIPANTS AS APPROPRIATE (Name and Title)		12. Mission/AID/W Office Director Approval	
J. Lee, AGR	<i>[Signature]</i>	Signature:	<i>[Signature]</i>
J. Beausoleil, AGR	<i>[Signature]</i> 5/3/85	Typed Name:	Frank B. Kimball, Director
D. Schaefer, AD/AGR	<i>[Signature]</i> 5/16/85	Date:	June 5, 1985
J. Conly, DPPE/TO	<i>[Signature]</i> 5/15/85		
G. Laudato, AD/DPPE	<i>[Signature]</i> 5/16/85		
A. Handly, AD	<i>[Signature]</i>		

CLASSIFICATION
PROJECT EVALUATION SUMMARY (PES) .RT I

Report Symbol U-447

1. PROJECT TITLE	2. PROJECT NUMBER	3. MISSION/AID/W OFFICE
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)		
<input type="checkbox"/> REGULAR EVALUATION <input type="checkbox"/> SPECIAL EVALUATION		
5. KEY PROJECT IMPLEMENTATION DATES	6. ESTIMATED PROJECT FUNDING	7. PERIOD COVERED BY EVALUATION
A. First PRO-AG or Equivalent FY _____ B. Final Obligation Expected FY _____ C. Final Input Delivery FY _____	A. Total \$ _____ B. U.S. \$ _____	From (month/yr.) _____ To (month/yr.) _____ Date of Evaluation Review _____

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

A. List decisions and/or unresolved issues; cite those items needing further study. (NOTE: Mission decisions which anticipate AID/W or regional office action should specify type of document, e.g., program, SPAR, PIO, which will present detailed request.)	B. NAME OF OFFICER RESPONSIBLE FOR ACTION	C. DATE ACTION TO BE COMPLETED
E. Macro and policy-oriented research should be funded through the Agricultural Economics Research Institute	AGR/A MOA	6/86
F. A plan for orderly transition of project activities to the GOE is essential to project sustainability	AGR/A MOA	6/86

9. INVENTORY OF DOCUMENTS TO BE REVISED PER ABOVE DECISIONS <input type="checkbox"/> Project Paper <input type="checkbox"/> Implementation Plan e.g., CPI Network <input type="checkbox"/> Other (Specify) _____ <input type="checkbox"/> Financial Plan <input type="checkbox"/> PIO/T <input type="checkbox"/> Logical Framework <input type="checkbox"/> PIO/C <input type="checkbox"/> Other (Specify) _____ <input type="checkbox"/> Project Agreement <input type="checkbox"/> PIO/P	10. ALTERNATIVE DECISIONS ON FUTURE OF PROJECT A. <input 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 (Name and Title)	12. Mission/AID/W Office Director Approval Signature _____ Typed Name _____ Date _____
---	---

PROJECT TITLE(S) AND NUMBER(S)

Agricultural Development Systems

(263-0041)

MISSION/ACTIVITY OFFICE

USAID/Cairo

PROJECT DESCRIPTION

The project is designed to strengthen the Ministry of Agriculture and related Agencies' capacity for horticultural and agricultural economics research and extension activities focused on developing economically rational farm-level solutions to production constraints.

AUTHORIZATION DATE AND U.S. LOP FUNDING AMOUNT	PES NUMBER	PES DATE	PES TYPE
2/29/77 \$14.9 million	83-11	May 1985	<input checked="" type="checkbox"/> Regular <input type="checkbox"/> Other (Specify)
ABSTRACT PREPARED BY, DATE	ABSTRACT CLEARED BY, DATE		<input type="checkbox"/> Special
N. Shafik, DPPE/PO May 1985	J. Lee AGR May 1985		<input type="checkbox"/> Terminal

This second evaluation came at the conclusion of the formal involvement of the technical assistance contractor, the University of California at Davis, with the project. The team, composed of AID/W and USAID employees, was asked to evaluate the status of project research activities and to determine the degree of institutional development achieved.

The project's initial broad scope was soon narrowed to two principal sub-activities, strengthening horticultural research capabilities and building research capability in agricultural economics. A third sub-activity later emerged to include attention to research in post-harvest road handling, strengthening agricultural information management and equipping and organizing a new horticultural science laboratory.

Using a combination of technical assistance, training, technology transfer and adaptive research, the project was successful in making a substantial contribution to both productivity and to increasing the research skills of Egyptian scientists. It demonstrated that collaborative research teams involving government and academic scientists could produce useful results. Improved high yielding horticultural varieties were transferred to Egypt that were quickly adopted by Egyptian farmers. The tomato varieties introduced by the project have been so successful that the economic benefits from increased production of tomatoes alone may, in the end, justify the investment that this project represents. A less tangible achievement is the improved capacity of Egyptian agricultural economists to undertake empirically based analyses of a variety of economic problems and issues which confound the QOE in this sector. In spite of these achievements, and they are considerable, the project was not a success. The basic approach, conceived in an era of high level joint decision making between the U.S. and the QOE, produced an administrative and policy structure which, in the evaluation team's review, was too complex and too expensive when compared to the activities that ultimately emerged as the backbone of the project. The original institution building purposes of the project were not fulfilled, although significant contributions to institutional capacity were made. For a variety of reasons, the University of California at Davis had difficulty in developing appropriate project management, administrative and fiscal procedures. Adequate incentives for attracting and retaining qualified leadership and scientific personnel were slow to emerge, leading to severe implementation and management problems throughout the life of the project. Efforts to remedy these problems seemed to lead to still other difficulties with either AID or with the QOE.

Lessons Learned: (1) Building institutional capacity takes time, patience and continuity of effort. Project purposes and expectations should be realistically stated and clearly understood by all parties; (2) If institutional capacity is to increase, responsibility for achievements and for management of the process must be born by the host country; (3) When the pressure for spending money or achieving physical "outputs" becomes too great, the capacity building purposes will be subverted; and (4) Administrative problems can easily overshadow substantive project achievements. More attention should be focused on establishing management roles and responsibilities early in the project life.

CLASSIFICATION
PROJECT EVALUATION SUMMARY (PES) - PART I

Report Control
Symbol U-447

FII

1. PROJECT TITLE Telecommunications I, II, III	2. PROJECT NUMBER 263-0054,0075,0117	3. MISSION/AID/W OFFICE USAID/Cairo
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>84-12</u> <input type="checkbox"/> REGULAR EVALUATION <input checked="" type="checkbox"/> SPECIAL EVALUATION		
5. KEY PROJECT IMPLEMENTATION DATES A. First PRO-AG or Equivalent FY _____ B. Final Obligation Expected FY _____ C. Final Input Delivery FY _____	6. ESTIMATED PROJECT FUNDING A. Total \$ _____ B. U.S. \$ <u>242 million</u>	7. PERIOD COVERED BY EVALUATION From (month/yr.) <u>June 1978</u> To (month/yr.) <u>June 1984</u> Date of Evaluation Review <u>October 1984</u>

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

A. List decisions and/or unresolved issues; cite those items needing further study. (NOTE: Mission decisions which anticipate AID/W or regional office action should specify type of document, e.g., airgram, SPAR, PIO, which will present detailed request.)	B. NAME OF OFFICER RESPONSIBLE FOR ACTION	C. DATE ACTION TO BE COMPLETED
A. Actions/Decisions Presented in Evaluation Report, which are considered Relevant to the Effective Implementation of the Ongoing Project: Provide additional outside plant inspectors.	ARENTO	February 85
Investigate quality control of cable placement and splicing.	ARENTO Contractor	March 85
Increase training on installation of outside plant.	ARENTO	September 85
Consider adding water treatment to the air conditioning system.	ARENTO	March 85
Use special subscriber features of new electronic switching exchanges to raise additional revenues	ARENTO	October 84 (accomplished)
Accelerate station installation.	ARENTO	June 85
B. Actions/Decisions to be Taken Regarding Future Project Development: Identify telecommunications activities and actions which can be undertaken by ARENTO with their own resources or as a part of a follow-on project to effectively build on institutional capability already developed.	USAID/ARENTO	June 85

9. INVENTORY OF DOCUMENTS TO BE REVISED PER ABOVE DECISIONS

<input type="checkbox"/> Project Paper	<input type="checkbox"/> Implementation Plan e.g., CPI Network	<input type="checkbox"/> Other (Specify) _____
<input type="checkbox"/> Financial Plan	<input type="checkbox"/> PIO/T	_____
<input type="checkbox"/> Logical Framework	<input type="checkbox"/> PIO/C	<input type="checkbox"/> Other (Specify) _____
<input type="checkbox"/> Project Agreement	<input type="checkbox"/> PIO/P	_____

10. ALTERNATIVE DECISIONS ON FUTURE OF PROJECT

A. Continue Project Without Change

B. Change Project Design and/or
 Change Implementation Plan

C. Discontinue Project

11. PROJECT OFFICER AND HOST COUNTRY OR OTHER PARTICIPANTS AS APPROPRIATE (Names and Titles)

AELabd, DR/ID *[Signature]*
 THamann, DR/ID *[Signature]*
 TPearson, DR/ID *[Signature]*
 PvanPaalte, AD/DE *[Signature]*
 CLaudato, AD/DBPE *[Signature]*

[Signature] DD

12. Mission/AID/W Office Director Approval

Signature *[Signature]*
 Typed Name **Frank B. Kimball**
 Date **18 FEB 1985**

NEAR EAST EVALUATION ABSTRACT

PROJECT TITLE(S) AND NUMBER(S) Telecommunications (263-0054, 0075, 0117)			MISSION/ROOM OFFICE USAID/Cairo
PROJECT DESCRIPTION The project is designed to improve the telecommunications system of Egypt by (a) strengthening the planning, management, operating, and training functions of the Arab Republic of Egypt Telecommunications Organization (ARENTO) (b) rehabilitating and replacing major components of the system in Cairo and Alexandria.			
AUTHORIZATION DATE AND U.S. LCP FUNDING AMOUNT August 1978 \$242 million	PES NUMBER 84.12	PES DATE July 1984	PES TYPE <input checked="" type="checkbox"/> Regular <input type="checkbox"/> Other (Specify) <input type="checkbox"/> Special <input type="checkbox"/> Terminal
ABSTRACT PREPARED BY, DATE IDowning, DPPE <i>MS 2/1/85</i>	ABSTRACT CLEARED BY, DATE AELabd, DR/ID <i>AB 2/4/85</i>		

This mid-term evaluation of projects 263-0054, 0075 and 0117 (now being implemented as one integrated project) was conducted by three consulting engineers over the course of six weeks beginning May 15, 1984. The purpose of this evaluation exercise was to assess the progress and impact of the ongoing project activities and to assess the need for future program assistance.

The evaluation indicates good progress toward achieving the project purpose. In general, project inputs have been provided in sufficient quantity and quality. Contracts have been signed for all eight electronic switching systems of which five are installed and operating and the remainder should be in operation at the end of June 1985. Contracts are also being implemented for the construction of the outside plant network and significant progress is being made. The telephone switching equipment being provided is of high quality, requires little maintenance, and the cost has been reasonable. An ARENTO planning management unit is established and functioning; new training programs are in place; and an improved accounting, financial, and personnel system is being developed. While ARENTO's financial position is poor, its revenue generating capacity is expected to increase as services improve. The major impact of the project will be on the telephone using public who will have the ability to make telephone calls with a high probability of success. The consultants conclude that the project is being effectively managed and is producing the intended results at reasonable cost. In general, the telecommunications project is progressing well and while there are continuing problems due to the complexity of the construction program, such problems are being addressed and solutions are forthcoming. The extent of achievement of the project purpose will depend largely on ARENTO's ability to use project outputs on a continuing basis.

The consultants provided a long list of detailed suggestions for improving project implementation and recommended several follow-on activities. (Mission and ARENTO detailed comments on these recommendations are included as attached A and B.) ARENTO has already initiated actions leading to the implementation of many of the consultant's recommendations. Mission and ARENTO will review the progress in implementing these recommendations and will then discuss the need for providing further support. Providing already obligated resources to support the implementation of some of the other more critical recommendations will be considered as a part of the upcoming joint ARENTO/USAID exercise to program the remaining uncommitted project funds. Financing the implementation of some of the longer-term recommendations will be considered during the development of the Telecommunications IV project.

Lessons Learned

- 1) A capable aggressive Project Manager is important to the success of a project. Maintaining continuity on the project team will also have a positive influence on project success.
- 2) Equipment chosen should have a history of proven in-service results and be backed up by a reliable manufacturer.
- 3) The number of organizations involved in providing an overall service should be minimized to reduce coordination problems.
- 4) Institutional changes cannot be expected to be adopted quickly, but must be continually re-introduced.
- 5) The relatively short implementation schedules and reasonable costs incurred in this project for switching and outside plant relief could be used as a standard for other telecommunications project.

CLASSIFICATION
PROJECT EVALUATION SUMMARY (PES) - PART I

Report Control
Symbol U447

1. PROJECT TITLE Agricultural Mechanization		2. PROJECT NUMBER 263-0031	3. MISSION AID/W OFFICE USAID/Cairo
		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) 84-15	
		<input checked="" type="checkbox"/> REGULAR EVALUATION <input type="checkbox"/> SPECIAL EVALUATION	

5. KEY PROJECT IMPLEMENTATION DATES			6. ESTIMATED PROJECT FUNDING	7. PERIOD COVERED BY EVALUATION
A. Firm PRO-AG or Equivalent FY	B. Final Obligation Expected FY	C. Final Input Delivery FY	A. Total \$ 47M B. U.S. \$ 40M	From (month/yr) September 1979 To (month/yr) July 1981 Date of Evaluation Review August 1984

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

A. List decisions and/or unresolved issues (list those items needing further study).
NOTE: Mission decisions which anticipate AID/W or regional office action should specify type of document, i.e., program, SPAR, PIC, which will present detailed request.)

B. NAME OF OFFICER RESPONSIBLE FOR ACTION	C. DATE ACTION TO BE COMPLETE
---	-------------------------------

- | | | |
|--|----------------------------|------------|
| 1. The project should focus on developing its management structure to facilitate institutionalization of the Agricultural Mechanization Institute. This should include streamlining its organizational structure, coordinating project components, improving reporting channels, and using internal evaluations. | Project Officer Contractor | March 1985 |
| 2. USAID/ should consider extending the PACD or incorporating project activities into other programs in order to allow for additional extension. | USAID/GOE | July 1985 |
| 3. The Land Improvement Subproject should focus more on solid analysis. | Project Officer Contractor | March 1985 |
| 4. Loan procedure should be simplified and a continuation of mechanization credit activities, particularly water lifting, should be considered. | Contractor | March 1985 |

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"/> Implementation Plan (e.g., CPI Network)	<input type="checkbox"/> Other (Specify)	A. <input type="checkbox"/> Continue Project Without Change	<input type="checkbox"/> Change Project Design and/or	<input type="checkbox"/> Change Implementation Plan
<input type="checkbox"/> Financial Plan	<input type="checkbox"/> PIC/T		B. <input type="checkbox"/> Discontinue Project		
<input type="checkbox"/> Logical Framework	<input type="checkbox"/> PIC/C	<input type="checkbox"/> Other (Specify)			
<input type="checkbox"/> Project Agreement	<input type="checkbox"/> PIC/P				

11. PROJECT OFFICER AND HOST COUNTRY OF OTHER RANKING PARTICIPANTS AS APPROPRIATE (Names and Titles)	12. Mission/AID/W Office Director Approval
J. Lee, AG/AD ARadi, AG/AD DShaer, AD/AGR Claudato, AD/DFFE	Signature: <i>M.P.W. Stone</i> Typed Name: M.P.W. Stone Date: NOV 04 1984

Agricultural Mechanization (263-0031)

USAID/CAIRO

Project Description: This project is designed to support the development of agricultural mechanization in Egypt with particular focus on a sound planning, implementation and support base. An Agricultural Mechanization Group established in the Ministry of Agriculture is conducting work on five subproject areas: (1) planning and evaluation, (2) soil improvement, (3) machinery management extension, (4) service center development, and (5) equipment research and development.

Authorization Date and Funding Amount	PES No.	PES DATE	PES TYPE
September 1979 \$40M	84-15	August 1984	Regular

Abstract prepared by
NShafik, DPPE/PAAD

Abstract cleared by
ARaddi, AGR/A

This second evaluation of the Agricultural Mechanization Project was conducted by a four person external team during June-July 1984. An earlier evaluation of this project was "not considered adequate to assess overall project progress or to identify possible problems and solutions." Another evaluation was requested reflecting an additional year of implementation. This second evaluation was conducted in the 45th month of the project life.

The evaluation team found that, after a slow start, the project has accelerated its progress in achieving its objectives. The Planning and Evaluation Subproject has conducted five surveys; prepared 22 technical reports, trained counterparts in data collection, compilation and analysis; and established a small computer hardware unit. Land leveling has been the focus of the Soil Improvement Subproject. Precision leveling of 1000 feddans should be completed by the end of 1984. The Machinery Management extension Component has trained fifty one mechanization extension specialists; 1382 demonstrations/short courses were given to 12,868 farmers and MOA staff; the project extension information unit has produced 10,000 posters, 20,000 extension folders, 18 television programs, 15,000 slides and 20 video tapes; and mechanical support has been provided to recipients of equipment loans from the Principal Bank for Development and Agriculture Credit (PBDAC). The Service Center Development activity has provided credit to six private sector service centers and twenty three workshops through the PBDAC. The water lifting credit fund has assisted approximately 10,000 farmers in replacing the animal drawn sakia with motor driven pumps. The Research and Development unit has funded nine research grants, conducted machinery tests, developed a prototype thresher, modified machinery, and conducted several in-country training programs. Overall, the project is expected to directly benefit approximately 25,000 farmers through demonstration and training courses. The service center/village workshop fund and the machinery introduction fund will indirectly benefit over 24,000 farmers within the project area. Additional beneficiaries include the university community and MOA staff.

The original project design was ambitious both in terms of the speed of implementation and the scope of the activity. The Project Paper did not allow for start-up time in the implementation plan - consequently the Project seems behind schedule. The Project Paper also envisioned that the Project would be the nexus for planning, implementation, and support for Egypt's mechanization effort. This has proven to be unrealistic given funding limitations and the involvement of other actors in agricultural mechanization. However, the evaluation team concludes that the project will contribute to the goal of increasing production and incomes within the project area, particularly if additional time is allowed for extension of selected activities. The team also recommends that greater priority should be given to improving organizational and monitoring capability, clarifying institutional responsibilities, expediting customs clearance, emphasizing the importance of soil data, and simplifying loan procedures.

Lessons Learned: (1) Implementation plans should include start-up time in order to be realistic. (2) Projects must be flexible enough to allow for adjustment to external factors in the course of implementation. (3) The unavailability of much of the basic research on mechanization constrained the project in the early stages. Where feasible, basic data should be available prior to investment in a project. This would also insure that the results of extension would be felt during the life of the activity.

CLASSIFICATION
PROJECT EVALUATION SUMMARY (PES) - PART I

Report Symbol U-447

1. PROJECT TITLE Vehicle Maintenance Training	2. PROJECT NUMBER 263-0114	3. MISSION/AID/W OFFICE USAID/Cairo
	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>84-16</u>	
<input checked="" type="checkbox"/> REGULAR EVALUATION <input type="checkbox"/> SPECIAL EVALUATION		

5. KEY PROJECT IMPLEMENTATION DATES			6. ESTIMATED PROJECT FUNDING A. Total \$ _____ B. U.S. \$ _____	7. PERIOD COVERED BY EVALUATION From (month/yr.) <u>July 1980</u> To (month/yr.) <u>July 1984</u> Date of Evaluation Review <u>September 1984</u>	
A. First PRO-AG or Equivalent FY _____	B. Final Obligation Expected FY _____	C. Final Input Delivery FY _____			

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

A. List decisions and/or unresolved issues; cite those items needing further study. (NOTE: Mission decisions which anticipate AID/W or regional office action should specify type of document, e.g., airgram, SPAR, PIO, which will present detailed request.)	B. NAME OF OFFICER RESPONSIBLE FOR ACTION	C. DATE ACTION TO BE COMPLETED
1. PACD was extended from September 15, 1984 to May 15, 1985 to allow project funds left to procure some of the spare parts requested by GSLT.	Project Officer	August 1984
2. The Mission should incorporate lessons learned from this project into other activities.	N/A	N/A

9. INVENTORY OF DOCUMENTS TO BE REVISED PER ABOVE DECISIONS

<input type="checkbox"/> Project Paper	<input type="checkbox"/> Implementation Plan e.g., CPI Network	<input type="checkbox"/> Other (Specify) _____
<input type="checkbox"/> Financial Plan	<input type="checkbox"/> PIO/T	_____
<input type="checkbox"/> Logical Framework	<input type="checkbox"/> PIO/C	<input type="checkbox"/> Other (Specify) _____
<input type="checkbox"/> Project Agreement	<input type="checkbox"/> PIO/P	_____

10. ALTERNATIVE DECISIONS ON FUTURE OF PROJECT

A. Continue Project Without Change

B. Change Project Design and/or Change Implementation Plan

C. Discontinue Project

11. PROJECT OFFICER AND HOST COUNTRY OR OTHER RANKING PARTICIPANTS AS APPROPRIATE (Names and Titles)

SShigetomi, HRDC/ET *Shigetomi*

AWilburn, HRDC/ET *Wilburn*

EWilder, AD/HRDC *Wilder*

GLaudato, AD/DPPE *Laudato*

12. Mission/AID/W Office Director Approval:

Signature: *Arthur Handly*

Typed Name: Arthur Handly

Date: _____

Vehicle Maintenance Training (263-0114)

US/AID Cairo

Proj. Description: This project was designed to upgrade the skills of vehicle maintenance workers through the establishment of a training center under the General Syndicate for Land Transport to serve the needs of ten large Egyptian public sector bus and truck transport companies.

Auth. Date and U.S. LOP	Funding Amount	PES No.	PES Date	Terminal
July 1980	\$4.5 million	84-16	Aug. 1984	

Abstr. prepared by
NShafik, DPPE/PAAD
August 1984

Abstr. Cleared by
Samson Shegetomi, HRDC/ET

The end-of-project review was conducted by an in-house team to review progress since the mid-term evaluation performed in July-August 1983 and to determine the future of the Vehicle Maintenance Training Center. The team reviewed Project documents, visited the site, interviewed the contractor and participating GOE entities.

Project performed at the time of the mid-term had been poor and it was considered unlikely that the ambitious target of 740 trained workers would be attained by the PACD. The causes of this poor performance were: (1) a lack of complete agreement among USAID, the technical assistance contractor, and the General Syndicate for Land Transport (GSLT) as to who was responsible for various project components and what the project was expected to accomplish; (2) the expectation by the GSLT that the project would be a turn-key activity requiring no GSLT support; and (3) external factors such as custom clearance and construction delays. The mid-term report made several recommendations including a change in the training center leadership and a review of instructor capabilities and curricular. The original political motivation for the activity was not an issue during the day to day management of the project, but may have been the source of some of the problems that arose in the course of implementation, such as the lack of GSLT commitment. The project was not initiated in response to a perceived development problem, but rather to address a political issue resulting from problems associated with CIP-financed U.S. base.

Since the mid-term evaluation, the center has made significant progress in developing curricula and training workers. Administrators and instructors have been trained, a curriculum has been established, equipment was cleared through customs, shops and classrooms have been equipped, and administrative and instructional procedures have been developed. Eighty-five workers have been trained in twelve different trades. The bus companies report that the quality of training is good, although they sought more training and at different levels. However, the Vehicle Maintenance Training Center is operating significantly under capacity. Much of the equipment appeared underutilized and the number of trainees well below the Center's capacity of approximately 200 trainees at any one time. The Center has the potential for teaching and surpassing its original training targets. Ultimately, the achievement of the original Project purpose will depend on whether this potential training center has been established and increased USAID funding cannot address the major constraint to project goal achievement that of an active GSLT commitment to the Vehicle Maintenance Training Center.

LESSONS LEARNED: (1) The commitment of direct and indirect GOE implementing agencies is critical to project success. (2) The establishment of new institution is a time-consuming process. Project design should consider this when establishing targets. (3) Given the importance of good host country management to project success, USAID should do everything possible to attract and retain good managers. (4) Projects that are politically motivated often experience problems during implementation. (5) A mid-term evaluation can be a successful tool for improving project implementation.

CLASSIFICATION

PROJ EVALUATION SUMMARY (PES)

ART I Report Control Symbol U-447

<p>1. PROJECT TITLE</p> <p>Rice Research and Training</p>	<p>2. PROJECT NUMBER</p> <p>263-0027</p>	<p>3. MISSION/AID/W OFFICE</p> <p>USAID/Cairo</p>							
<p>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>85-1</u></p> <p><input type="checkbox"/> REGULAR EVALUATION <input type="checkbox"/> SPECIAL EVALUATION</p>									
<p>5. KEY PROJECT IMPLEMENTATION DATES</p> <table style="width: 100%; border: none;"> <tr> <td style="width: 33%;">A. First PRO-AG or Equivalent FY _____</td> <td style="width: 33%;">B. Final Obligation Expected FY _____</td> <td style="width: 33%;">C. Final Input Delivery FY _____</td> </tr> </table>	A. First PRO-AG or Equivalent FY _____	B. Final Obligation Expected FY _____	C. Final Input Delivery FY _____	<p>6. ESTIMATED PROJECT FUNDING</p> <table style="width: 100%; border: none;"> <tr> <td style="width: 50%;">A. Total</td> <td style="width: 50%;">\$ 21,767,000</td> </tr> <tr> <td>B. U.S.</td> <td>\$ 21,767,000</td> </tr> </table>	A. Total	\$ 21,767,000	B. U.S.	\$ 21,767,000	<p>7. PERIOD COVERED BY EVALUATION</p> <p>From (month/yr.) <u>9/79</u></p> <p>To (month/yr.) <u>10/84</u></p> <p>Date of Evaluation Review <u>October, 1984</u></p>
A. First PRO-AG or Equivalent FY _____	B. Final Obligation Expected FY _____	C. Final Input Delivery FY _____							
A. Total	\$ 21,767,000								
B. U.S.	\$ 21,767,000								

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

A. List decisions and/or unresolved issues; cite those items needing further study. (NOTE: Mission decisions which anticipate AID/W or regional office action should specify type of document, e.g., airgram, SPAR, PIO, which will present detailed request.)	B. NAME OF OFFICER RESPONSIBLE FOR ACTION	C. DATE ACTION TO BE COMPLETED
1. Promote institutionalization of National Rice Institute to insure that rice research and training continues to receive GOE support.	Project Officer MOA	February 1986
2. Decide whether to narrow the scope of the project's mechanization component or to eliminate it completely.	USAID/MOA	January 1985
3. Consider an extension of the technical assistance contract to insure that laboratory and seed processing equipment is properly installed.	USAID/MOA	April 1985
4. Improve coordination with other related projects.	Contractor/MOA	October 1985
5. Continue and expand research activities in areas identified in report with particular emphasis on blast control.	Contractor/MOA	February 1986
6. Continue policy dialogue on rice pricing and the supply of agricultural inputs.	Program Officer	N/A

A. INVENTORY OF DOCUMENTS TO BE REVISED PER ABOVE DECISIONS

<input type="checkbox"/> Project Paper	<input type="checkbox"/> Implementation Plan e.g., CPI Network	<input type="checkbox"/> Other (Specify) _____
<input type="checkbox"/> Financial Plan	<input type="checkbox"/> PIO/T	_____
<input type="checkbox"/> Logical Framework	<input type="checkbox"/> PIO/C	<input type="checkbox"/> Other (Specify) _____
<input type="checkbox"/> Project Agreement	<input type="checkbox"/> PIO/P	_____

10. ALTERNATIVE DECISIONS ON FUTURE OF PROJECT

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)

SBowers, AGR/A *S. C. Bowers*
 ARadi, AGR/DAD *eguenti*
 DSchaer, AGR/AD *D. Schaefer*
 GLaudato, DPPE/AD *eguenti*

12. Mission/AID/W Office Director Approval

Signature: *[Signature]*

Typed Name: DD, AHandly

Date: NOV 14 1984

PROJECT TITLE(S) AND NUMBER(S) Rice Research and Training (263-0027)	MISSION/PROJECT OFFICE USAID/Cairo
---	---

PROJECT DESCRIPTION This project provides new information and knowledge on rice production, seed processing and storage by increasing research, extension and training capabilities in Egypt through the establishment of a National Rice Institute.

AUTHORIZATION DATE AND U.S. LOP FUNDING AMOUNT 09/29/79 US\$21,767,000	PES NUMBER 85-1	PES DATE October 1984	PES TYPE <input checked="" type="checkbox"/> Regular <input type="checkbox"/> Other (Specify)
--	--------------------	--------------------------	--

ABSTRACT-PREPARED BY, DATE Nemat Shafik, DPPE/PAAD <i>NS</i> October 1984	ABSTRACT PREPARED BY, DATE <i>S.A. Bowers</i> Sidney A. Bowers, AGR/A October 1984	<input type="checkbox"/> Special <input type="checkbox"/> Terminal
---	---	---

The evaluation was conducted in the fourth project year by a team of five individuals from an IQC firm and two from the Ministry of Agriculture. The teams' expertise included administration, agronomy, breeding, seed production, mechanization, extension, economics, and plant protection. The team concluded that overall progress has been "impressive" and, barring a few problems, the project would achieve its intended purpose. The project encountered many common problems in the early stages - finding trainees with acceptable English language skills, providing adequate transportation for extension activities, processing commodities through customs, and securing full-time permanent Egyptian counterparts. However, many of the problems have been overcome and project outputs have been high. The extension component, called "Mabrouk 4", has directly assisted over 90,000 farmers cultivating 46,500 feddans to achieve yields that are 59% higher than the national average. Financial analysis reveals that the Mabrouk 4 Program is most beneficial to small farmers whose crop is less than one feddan. Registered seed, free from red rice, has been produced for three years. Certified Giza 173 seed, a new variety, was produced in sufficient quantity to plant 50% of the land planted in rice in 1984. Project training activities have included 63 extension field personnel, 26 national rice advisors, two doctoral candidates, five post-doctorate and five others in nondegree academic studies. The report identifies several issues that need to be addressed if the project is to have a lasting effect on rice production in Egypt. The establishment of the National Rice Institute as a permanent entity of the Agricultural Research Center was a primary concern. Since the project mechanization component has not progressed significantly, the team suggested that rice mechanization efforts focus on one machine, probably a thresher, or be eliminated altogether. The severity of the blast problem justifies the hiring of an additional consultant for blast screening. The report discussed the need for an extension of the technical assistance contract to insure that laboratory and processing equipment is properly installed. Greater coordination with other projects was recommended. The report also suggested an acceleration or expansion of ongoing project activities in rice breeding, direct seeding methods, extension training and incentives, seed certification and research on pathology, mechanization, marketing, agronomy, and on-farm resource allocation. The team identified rice pricing and the lack of timely provision of input supplies as external factors that have limited the project's impact. In general, the team concluded that the project has made a significant contribution to the institutionalization of research and a major impact on production technologies in Egypt.

Lessons Learned: (1)The endowment of a permanent status to a new institution, along with its own budget and staff, is essential to assure the continued impact of research and training programs beyond the end of a project. (2)A realistic attempt should be made to address generic implementation problems; such as customs, English language skills, etc.; at the design stage. In many ways, the resolution of these problems has become a necessary stage that projects must pass through prior to the achievement of their planned objectives. (3)The establishment of quantifiable targets during the design stage can help prevent project components from lagging. In this case, the absence of clear objectives contributed to the poor performance of the project's mechanization activity. (4)This project reflects the potentially high returns that can result from production-oriented research and active extension, particularly with a favorable agricultural environment.

1. PROJECT TITLE Data Collection and Analysis	2. PROJECT NUMBER 263-0142	3. MISSION/AID/W OFFICE USAID/Cairo
	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>85-2</u>	
<input checked="" type="checkbox"/> REGULAR EVALUATION <input type="checkbox"/> SPECIAL EVALUATION		

5. KEY PROJECT IMPLEMENTATION DATES			6. ESTIMATED PROJECT FUNDING A. Total \$ _____ B. U.S. \$ <u>5 million</u>	7. PERIOD COVERED BY EVALUATION	
A. First PRO-AG or Equivalent FY _____	B. Final Obligation Expected FY _____	C. Final Input Delivery FY _____		From (month/yr.) <u>August 1980</u>	To (month/yr.) <u>November 1984</u>

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

A. List decisions and/or unresolved issues; cite those items needing further study. (NOTE: Mission decisions which anticipate AID/W or regional office action should specify type of document, e.g., airgram, SPAR, PIO, which will present detailed request.)

A. ACTION DECISIONS	B. NAME OF OFFICER RESPONSIBLE FOR ACTION	C. DATE ACTION TO BE COMPLETED
1. Extend PACD	AD/AGR	March 1985
2. Hire a full-time administrative support/technical individual to coordinate project activities.	Project officer	March 1985
3. Procure automatic data processing equipment	Project Officer	May 1985
4. Provide adequate transportation to data collection effort through procurement or leasing of vehicles.	MOA/ Project Officer	May 1985
5. Develop training plan for FY 85	MOA/USDA	March 1985
6. Develop training program for automatic data processing equipment	MOA/USDA	March 1985

9. INVENTORY OF DOCUMENTS TO BE REVISED PER ABOVE DECISIONS

<input type="checkbox"/> Project Paper	<input checked="" type="checkbox"/> Implementation Plan e.g., CPI Network	<input type="checkbox"/> Other (Specify) _____
<input type="checkbox"/> Financial Plan	<input checked="" type="checkbox"/> PIO/T	_____
<input type="checkbox"/> Logical Framework	<input type="checkbox"/> PIO/C	<input type="checkbox"/> Other (Specify) _____
<input type="checkbox"/> Project Agreement	<input type="checkbox"/> PIO/P	_____

10. ALTERNATIVE DECISIONS ON FUTURE OF PROJECT

A. Continue Project Without Change

B. Change Project Design and/or Change Implementation Plan

C. Discontinue Project

11. PROJECT OFFICER AND HOST COUNTRY OR OTHER RANKING PARTICIPANTS AS APPROPRIATE (Name and Title)

Jonathan Sleeper, AGR *J. Sleeper*
 Arnold Radi, AGR *A. Radi*
 David Shaer, AD/AGR *D. Shaer*
 Glaudato, AD/DPPE *G. Glaudato*
 AHardly, DD *A. Hardly*

12. Mission/AID/W Office Director Approval

Signature: *Frank B. Kimball*

Typed Name: Frank B. Kimball, Director

Date: 3 MAR 1985

12

PROJECT DESCRIPTION

The project is assisting the Agricultural Economics Research Institute to improve its methods of data collection and capacity to do policy analysis through the introduction of up-to-date statistical techniques.

AUTHORIZATION DATE AND U.S. LOP FUNDING AMOUNT 8/26/80 \$5 million.	PES NUMBER 85-2	PES DATE November 1984	PES TYPE <input checked="" type="checkbox"/> Regular <input type="checkbox"/> Other (Specify)
ABSTRACT PREPARED BY, DATE NShafik, DPPE/PAAD <i>TS</i> November 1984	ABSTRACT CLEARED BY, DATE <i>J. Sleeper</i> J. Sleeper, AGR November 1984		<input type="checkbox"/> Special <input type="checkbox"/> Terminal

The evaluation was conducted during the fiftieth month of the project life by two external evaluators with expertise in agricultural policy and statistics, an experienced Egyptian agricultural economist, and the recently-appointed USAID project officer. The team was instructed to document the status and quality of project outputs and progress toward the achievement of the project purpose.

The team reported that, despite several delays and a series of problems encountered by the project, progress towards achieving the project purpose has been positive. Fourteen major studies are underway and forty-one research papers have been written. Forty individuals have received short-term technical training and four are undergoing long-term academic training in advanced computer programming, area frame use, census sampling, labor statistics, crop forecasting, and estimation of objective yields. The project is generating data in response to a growing demand for agricultural statistics within the COE. The formation of a Senior Advisory Group to identify data collection priorities and contribute to agricultural policy development has provided successful forum for discussing agricultural strategy.

The project experienced several implementation delays of administrative, analysis, planning, and data collection activities due to faulty assumptions such as the availability of qualified participants for training and faulty administrative arrangements. The provision of vehicles and automatic data processing commodities has not been adequate. Technical assistance has been somewhat erratic and the lack of resident full-time TA has created problems. USDA's work plan for data collection in 1985 is well developed; however, the International Agricultural Development Service continues to experience difficulties in coordinating and implementing technical assistance on policy analysis. In general, coordination and communication between USAID, the Ministry of Agriculture, and the TA contractors needs improvement.

The report concluded the project has made an impact on agricultural policy development, as evidenced by the type of data collection and studies being conducted. The team made several recommendations to improve project administration, training and dissemination of project findings. The project should be merged into the NAPP program, employ one (or more) resident technician coordinators, procure computer capacity and be continued for at least two more years.

Lessons Learned: (1) Protracted delays in the provision of project inputs does not necessarily eliminate the possibility of project purpose achievement. (2) Timing of assistance is critical. In this case, the project coincided with and responded to a growing demand for current, accurate agricultural data in the COE. (3) The use of short-term TDY technical assistance needs to be carefully managed to be effective. (4) English Language requirements continue to constrain training efforts.

CLASSIFICATION
PROJECT EVALUATION SUMMARY (PES) - PART I

Report Symbol U-447

<p>1. PROJECT TITLE</p> <p style="text-align: center;">Control of Diarrheal Diseases</p>	<p>2. PROJECT NUMBER</p> <p style="text-align: center;">263-0137</p>	<p>3. MISSION/AID/W OFFICE</p> <p style="text-align: center;">USAID/Cairo</p>			
<p>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>85-3</u></p> <p><input checked="" type="checkbox"/> REGULAR EVALUATION <input type="checkbox"/> SPECIAL EVALUATION</p>					
<p>5. KEY PROJECT IMPLEMENTATION DATES</p> <table style="width: 100%; border: none;"> <tr> <td style="width: 33%;">A. First PRO-AG or Equivalent FY _____</td> <td style="width: 33%;">B. Final Obligation Expected FY _____</td> <td style="width: 33%;">C. Final Input Delivery FY <u>86</u></td> </tr> </table>	A. First PRO-AG or Equivalent FY _____	B. Final Obligation Expected FY _____	C. Final Input Delivery FY <u>86</u>	<p>6. ESTIMATED PROJECT FUNDING</p> <p>A. Total \$ _____</p> <p>B. U.S. \$ <u>26 million</u></p>	<p>7. PERIOD COVERED BY EVALUATION</p> <p>From (month/yr.) <u>4/82</u></p> <p>To (month/yr.) <u>5/84</u></p> <p>Date of Evaluation Review <u>April 1985</u></p>
A. First PRO-AG or Equivalent FY _____	B. Final Obligation Expected FY _____	C. Final Input Delivery FY <u>86</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., algram, SPAR, PIO, which will present detailed request.)	B. NAME OF OFFICER RESPONSIBLE FOR ACTION	C. DATE ACTION TO BE COMPLETED
1. Accelerate ORT training for health professionals to provide nationwide coverage of MOH services.	USAID/C. Collins MOH project Exec. Direct	9/85
2. Improve project coverage espically in Upper Egypt.	" "	9/85
3. Strengthen governate level coordination through formation of governate coordination committee.	" "	9/85
4. Establish baseline data on diarrhea morbidity and mortality in children and monitor the project mortality reduction target through cluster surveys..	" "	8/87
5. Fund further research in the control and treatment of diarrhea and nutrition.	" "	8/87
6. Convene a national conference/workshop on diarrheal disease activities and research in Egypt.	" "	11/85

9. INVENTORY OF DOCUMENTS TO BE REVISED PER ABOVE DECISIONS

<input type="checkbox"/> Project Paper	<input type="checkbox"/> Implementation Plan e.g., CPI Network	<input type="checkbox"/> Other (Specify) _____
<input type="checkbox"/> Financial Plan	<input type="checkbox"/> PIO/T	_____
<input type="checkbox"/> Logical Framework	<input type="checkbox"/> PIO/C	<input type="checkbox"/> Other (Specify) _____
<input type="checkbox"/> Project Agreement	<input type="checkbox"/> PIO/P	_____

10. ALTERNATIVE DECISIONS ON FUTURE OF PROJECT

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 BANKING PARTICIPANTS AS APPROPRIATE (Names and Titles)

CCollins, HRDC/HCC
 Woldham, HRDC/HCC
 Bwilder, AD/HRDC
 JConly, DPPE/IOGIC
 GLaudito, AD/DPPE

AFredly, DD

12. Mission/AID/W Office Director Approval

Signature: *Frank B. Kimball*

Typed Name: Frank B. Kimball, DIR

Date: May 14, 1985

PROJECT TITLE(S) AND NUMBER(S)		MISSION/ID/OFFICE	
Control of Diarrheal Diseases Project (263-0137)		USAID/Cairo	
PROJECT DESCRIPTION The purpose of this project is to reduce child mortality by making rehydration services and material, especially oral rehydration therapy (ORT), widely available and used through a national program.			
AUTHORIZATION DATE AND U.S. LOP FUNDING AMOUNT 9/27/84 \$26 million	PES NUMBER 85-3	PES DATE November 84	PES TYPE <input checked="" type="checkbox"/> Regular <input type="checkbox"/> Other (Specify)
ABSTRACT PREPARED BY, DATE NShafik, DPPE/PO 28 November 1984	ABSTRACT CLEARED BY, DATE CCollins, HRDC/H 12/10/84 November 1984	<input type="checkbox"/> Special <input type="checkbox"/> Terminal	
<p>The evaluation was carried out by a joint GOP/USAID/UNICEF/WHO team over a two week period. The review participants included twenty-two individuals with a broad range of expertise in public health, pediatrics, nutrition, marketing, and training. The team was mandated to review the Phase One developmental period of the project prior to full-scale national implementation of the program in Phase Two.</p> <p>The project has had "remarkable success" achieving its outputs and purpose under Phase One. An organizational structure has been developed at the central and governorate level that coordinates effectively with other programs and agencies. Training in oral rehydration therapy has included over 500 physicians, 400 nurses, 29 governorate chief pharmacists, 10 medical representatives, and thousands of professionals who have participated in seminars, conferences, and postgraduate orientation to rural service. An oral rehydration salts (ORS) production facility is operational and produced 2 million 27.5 gram packets and 6.2 million 5.5 gram packets in 1983. The project has also developed standard rehydration center supply kits and a marketing plan. Surveillance and baseline data on diarrhoea morbidity and mortality are being compiled in the areas where the project is functioning. The project is also conducting action-oriented research on clinical patterns of diarrhoea, etiology, and operational and sociocultural aspects of ORT. Most importantly, the project has succeeded in increasing the awareness and use of oral rehydration therapy as a treatment for diarrhoea. The number of survey respondents who identified television as their source of information on ORT increased from 4 percent to nearly 60 percent following a pilot T.V. campaign in Alexandria. Over 90 percent of low income mothers interviewed recalled watching the ORS commercial the day before in Cairo and over half remembered the content. Recent surveys conducted throughout Egypt indicated that 40 percent of the mothers interviewed knew about and used ORS.</p> <p>The evaluation identifies areas where further attention is needed. Project staffing, financial management, disbursement procedures, and evaluation of cost effectiveness need to be addressed, particularly as the project expands. Coordination and supervision at the governorate level needs to be strengthened. The production and distribution of ORS needs to be increased to meet the present level of demand. Additional training is needed in clinical management for health professionals, especially as the demand for ORT increases as a result of the successful communications effort.</p> <p>The Project Secretariat has responded to the more immediate evaluation recommendations. A Secretariat Plan for project staffing and personnel policies has been developed and approved by USAID, and a consultant firm is currently developing a financial management system. The MOH and UNICEF have agreed to standardize the 5.5 gram ORS packet for distribution in Egypt, and to change to the Citrate formula for Summer 1985 production. A contract with Chemical Industrial Development for the projected ORS production demand has been signed for 1985. A successful television campaign was implemented in Summer 1984 and will continue in 1985. Efforts to follow through on other recommendations are underway.</p> <p>Lessons Learned: (1) The semi-autonomous nature of this project has facilitated implementation of activities and permits recruitment of expertise from a variety of sources; (2) The problem of salary scales and incentive payments complicate project implementation; (3) Outreach and dissemination programs must be coordinated closely with the provision of supplies and services.</p>			

PROJECT EVALUATION SUMMARY (PES) - PART I

Symbol (1-447)

1. PROJECT TITLE Strengthening Rural Health Delivery		2. PROJECT NUMB 263-0015	3. MISSION/AID/W OFFICE USAID/Cairo
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) 85-4			
<input checked="" type="checkbox"/> REGULAR EVALUATION <input type="checkbox"/> SPECIAL EVALUATION			

5. KEY PROJECT IMPLEMENTATION DATES			6. ESTIMATED PROJECT FUNDING	7. PERIOD COVERED BY EVALUATION	
A. First PRO-AG or Equivalent FY <u>76</u>	B. Final Obligation Expected FY <u>84</u>	C. Final Input Delivery FY <u>86</u>	A. Total \$ <u>14.9 M</u>	From (month/yr.) <u>2/81</u>	To (month/yr.) <u>10/84</u>
			B. U.S. \$ <u>12.1 M</u>	Date of Evaluation Review	

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

A. List decisions and/or unresolved issues; cite those items needing further study. (NOTE: Mission decisions which anticipate AID/W or regional office action should specify type of document, e.g., airgram, SPAR, PIO, which will present detailed request.)	B. NAME OF OFFICER RESPONSIBLE FOR ACTION	C. DATE ACTION TO BE COMPLETED
<p>The actions described below are based upon internal USAID post-evaluation discussions and discussions between USAID, MOH project officials, and the contract Westinghouse COP concerning the 10/25/84 Project Evaluation Report.</p> <p>1. USAID will issue a PIL, from AD/HRDC: B. Wilder to Minister of Health, Dr. S. Zaki. The PIL will request the Minister to approve the two major project evaluation recommendations; the accomplishment of which USAID has concluded are essential to lead to the successful conclusion of the project.</p> <p>The two major project evaluation recommendations are summarized below (See PIL No. II-19, attached, for the complete text.)</p> <p>I. The Minister of Health will issue a Decree which will establish the Strengthening Rural Health Development (SRHD) Unit as a permanent unit within the Ministry of Health responsible for applied research and development for health service delivery.</p>	HRDC/E	Feb. 28, 1985

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

11. PROJECT OFFICER AND HOST COUNTRY OR OTHER RANKING PARTICIPANTS AS APPROPRIATE (Names and Titles)		12. Mission/AID/W Office Director Approval	
HRDC/H: D. Palmer <i>1-12-85</i> HRDC/H: W. Oldham, M.D. <i>1/26/85</i> AD/HRDC: B. Wilder <i>BW</i> DPPE/PAAD: N. Shafik <i>NS 1/20/85</i> AD/DPPE: G. Laudato <i>G. Laudato</i> AID 1330-15 (3-78)		Signature: <i>[Signature]</i> Typed Name: DIR: Frank B. Kimball Date: 18 FEB 1985	

*If approved.

CLASSIFICATION
PROJECT EVALUATION SUMMARY (PES) PART I

Report Control
 Symbol U-447

1. PROJECT TITLE Strengthening Rural Health Delivery	2. PROJECT NUMBER 263-0015	3. MISSION/AID/W OFFICE USAID/Cairo
	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>85-4</u>	
<input type="checkbox"/> REGULAR EVALUATION <input type="checkbox"/> SPECIAL EVALUATION		
5. KEY PROJECT IMPLEMENTATION DATES		6. ESTIMATED PROJECT FUNDING
A. First PRO-AG or Equivalent FY _____	B. Final Obligation Expected FY _____	C. Final Input Delivery FY _____
		A. Total \$ _____
		B. U.S. \$ _____
		7. PERIOD COVERED BY EVALUATION
		From (month/yr.) _____
		To (month/yr.) _____
		Date of Evaluation Review _____

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

A. List decisions and/or unresolved issues; cite those items needing further study. (NOTE: Mission decisions which anticipate AID/W or regional office action should specify type of document, e.g., airgram, SPAR, PIO, which will present detailed request.)	B. NAME OF OFFICER RESPONSIBLE FOR ACTION	C. DATE ACTION TO BE COMPLETED
<p>II. The SRHD Unit will produce a written plan and schedule for the gradual transfer of project implementation responsibilities to other Central MOH units and MOH governorate offices.</p> <p>2. Upon receipt of the Minister's approval of the two major project evaluation recommendations, or evidence that the decree has been signed and the plan and schedule for transfer has been completed, USAID will issue a second PIL (No. II-20) to the MOH Project Director. The second PIL will provide USAID approval for following additional evaluation recommendations. This PIL will also provide approval in principle for revisions and amendments to project documents, which will be necessary to support accomplishment of all USAID-approved evaluation recommendations, as given in PILs II-19 and 20.</p>	<p>HRDC/E</p>	<p>April 30, 1985</p>

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

<p>11. PROJECT OFFICER AND HOST COUNTRY OR OTHER RANKING PARTICIPANTS AS APPROPRIATE (Names and Titles)</p>	<p>12. Mission/AID/W Office Director Approval</p> <p>Signature _____</p> <p>Typed Name _____</p> <p>Date _____</p>
---	--

PROJECT DESCRIPTION

The Project assists the Ministry of Health to improve the health status of the Egyptian people and reduce the population growth rate through the development of replicable health and family planning support interventions that will strengthen the rural health delivery system.

AUTHORIZATION DATE AND U.S. LOP FUNDING AMOUNT 9/30/76 \$14.9 million	PES NUMBER 85-4	PES DATE November 1984	PES TYPE <input checked="" type="checkbox"/> Regular <input type="checkbox"/> Other (Specify)
ABSTRACT PREPARED BY, DATE N. Shafik, DPPE/PAAD <i>NS</i> November 1984	ABSTRACT CLEARED BY, DATE D. Palmer, HRDC/HD <i>DP</i> November 1984		<input type="checkbox"/> Special <input type="checkbox"/> Terminal

ABSTRACT

This second evaluation of the project was performed by a five person team composed of three consultants, one AID/W TDY, and a representative from the Ministry of Health. The team was asked to evaluate the Draft Nationwide Replication Plan (DNRP), the culmination of the last six years of the project, at the juncture between the completion of project activities and the initiation of a self-sustaining process to improve Egypt's health services.

The team concluded that the project staff have put "commendable efforts" into developing and testing the various interventions to be replicated in Phase II and nationwide. The social, economic, and administrative feasibility of the DNRP was not assessed since the specifics will have to be revised in response to input from communities, governorates, and others involved in the sector. Many of the project interventions have the potential for immediate nationwide replication. Other interventions, such as the home visitor, need further development and testing to determine cost-effectiveness. In general, the team found that the project's economic analysis is insufficient for estimating the cost implications of a nationwide replication plan. Coordination among various projects dealing with similar activities and the resulting duplication of effort was also identified as a problem.

The team recommended that the project concentrate on forming the nucleus of a research and development (R&D) unit within the Ministry of Health in order to institutionalize the capability to conduct applied research. This R&D focus would have the greatest potential for long-term impact in the final 18 months of the project life. The R&D unit, to be established by ministerial decree, should develop the skills to conduct successful health services research on an ongoing basis and establish relationships with existing institutions whose staff have these skills. Emphasis should also be placed on supporting health services research at the local level, analysis of the impact of current family planning interventions, dissemination of information, testing Phase I interventions and outreach methods for nationwide replication, measuring costs, and testing cost-sharing methods. This focus will insure that the project will fulfill the institutional development dimension of its dual purpose.

Lessons Learned: 1. A conscious effort must be made to institutionalize new capabilities; 2. Coordination with other entities is essential to activities that have nation-wide implications; 3. Cost calculations for services must be made to facilitate institutionalization; 4. The establishment of appropriate incentive payments and the long term implications of incentives continue to complicate project management; and 5. Establishing capabilities at the local level is difficult and must be actively pursued.

PROJECT EVALUATION SUMMARY (PES) - PART 1

Form No. 1
Symbol 1137

BASIC EDUCATION

263-0139

USAID/Cairo

4. EVALUATION PERIOD: (Specify the quarters covered by the reporting unit e.g., Country or AID/W Administration Code, Fiscal Year, Serial No. beginning with No. 1 each FY) **85-5**

REGULAR EVALUATION SPECIAL EVALUATION

I. PROJECT IMPLEMENTATION DATES

II. ESTIMATED PROJECT FUNDING

7. PERIOD COVERED BY EVALUATION

A. First PRC/AG or Equivalent FY 81
 B. First Obligation Fy 88
 C. First Input Delivery FY 88

A. Total \$ 164 m
 B. U.S. \$ 85 m

From (month/yr.) Jan, 1983
 To (month/yr.) May, 1984
 Date of Evaluation Review Nov, 1984

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

A. List decisions and/or unresolved issues; also those items needing further study.
 (NOTE: Mission decisions which anticipate AID/W or regional office action should specify type of document, e.g., program, SPAI, PIC, which it will present detailed request.)

II. NAME OF OFFICER RESPONSIBLE FOR ACTION

C. DATE ACTION TO BE COMPLETED

On Wed. 11/28/84, the Basic Education Project Committee agreed upon the following action decisions based on the evaluation report, "Study of USAID Contributions to the Egyptian Basic Education Program, First Annual Report, 10/84":

A. Hold tri-partite meeting (MOE, USAID, Creative Associates) to discuss "implications and recommendations" from first Annual Evaluation Report, Vol II, pp 73-77 and agree on what resulting actions could be forthcoming.

B. Hold bilateral discussions (MOE/USAID) on the nature of the evaluation to accompany the planned extension of the Basic Education Project by USAID.

C. Prepare a short paper on actions taken or planned relative to report implications and recommendations (Vol II, pp 73-77)

MOE/USAID

February 1, 1985

MOE/USAID

June 15, 1985

USAID

September 15, 1985

NIB/MOE/USAID

January 15, 1985

In addition, the subject of Basic Education financial accounting and record keeping at the National Investment Bank (NIB) was examined by the AID mission in September and October 1984. The conclusion was drawn by the mission that accounting records were accurate but that reporting to AID was inadequate in that actual expenditures were not reported. Corrective measures were suggested to the Bank and full compliance is expected.

IV. INVENTORY OF DOCUMENTS TO BE REVISED AND/OR REVISIONS

- | | | |
|--|--|--|
| <input type="checkbox"/> Project Paper | <input type="checkbox"/> Implementation Plan e.g., C/P Framework | <input type="checkbox"/> Other (Specify) |
| <input type="checkbox"/> Financial Plan | <input type="checkbox"/> P10/P | ----- |
| <input type="checkbox"/> Logical Framework | <input type="checkbox"/> P10/C | <input type="checkbox"/> Other (Specify) |
| <input type="checkbox"/> Project Agreement | <input type="checkbox"/> P10/P | ----- |

10. ALTERNATIVE DECISIONS ON FUTURE OF PROJECT

- A. Continue Project Without Change
 B. Change Project Design and/or
 Change Implementation Plan
 C. Discontinue Project

11. PROJECT OFFICER AND HOST COUNTRY OR OTHER TRAINING PARTICIPANTS

AS APPROPRIATE (Name and Title)
 Mahmoud Gamal El Din, IRDC/ET 1/3
 Stephen H. Grant, IRDC/ET
 Adolph Y. Wilburn, IRDC/ON/ET
 Bernard D. Wilder, AD/IRDC
 George Laudato, AD/DPPE
 Arthur M. Hardy, ON

12. AID/W Office Director Approval

Signature Frank B. Kimball
 Typed Name Frank B. Kimball

Date 12-27-84

PROJECT DESCRIPTION

The project purpose is to expand the capacity and increase the relevance, efficiency and effectiveness of basic education (grades 1-9) through (1) construction of 5779 classrooms in ten governorates, (2) provision of instructional materials and equipment for over 2000 schools, (3) technical assistance in education planning, cost analysis, teacher education, and curriculum design and (4) evaluation.

AUTHORIZATION DATE AND U.S. LOP FUNDING AMOUNT	PES NUMBER	PES DATE	PES TYPE
8/19/81 \$ 85 million	85-5	December 1984	<input checked="" type="checkbox"/> Regular <input type="checkbox"/> Other (Specify)
ABSTRACT PREPARED BY, DATE		ABSTRACT CLEARED BY, DATE	
NShafik, DPPE/PAAD December 1984		SGrant, HRDC/ET December 1984	
			<input type="checkbox"/> Special <input type="checkbox"/> Terminal

The Basic Education Project is one of two Mission projects in which a contract has been awarded for a Life of Project evaluation. Over four years, the same team of evaluators will collect the same type of data annually concerning key contributions by AID to the Basic Education Program; it is not an evaluation of the whole GOE Basic Education Program.

The first annual report, based on visits to 174 schools, confirms the validity of the project's hypothesis that the construction of accessible schools, the provision of instructional materials, equipment, and technical assistance will increase enrollment rates and contribute to GOE efforts to improve the quality of education. The average net impact of new schools opened in the fall of 1983 was to add 7 boys and 14 girls to grade one and 50 boys and 23 girls to grades two through six. The construction component is generally ahead of schedule: 1141 classrooms have been completed and 3430 have been started to date. \$40 million worth of commodities have been procured. Delays were experienced in the technical assistance component due to an ambitious work plan, short time frame, insufficient staff, and differing perceptions of roles by the contractor and the GOE.

The team reported many findings and submitted several recommendations to enhance project goal achievement. The report provides both intensive anthropological and extensive statistical data on variables that determine school-sending readiness of rural communities. These data include crowding of existing schools, enrollment trends of boys and girls, indicators of village economic levels, pre-existing formal and informal facilities, and attitudes of community leaders. The selection of school sites can be improved with the knowledge of factors such as the increase in female enrollment when schools are community-based and the effect of the distance of primary schools.

Instructional practices can be improved through greater emphasis on measuring student performance and through instructor training in practical courses, encouragement of innovative practices, certification of technical teaching assistants, improved equipment inventory and maintenance, and the recruitment of local women teachers. Areas for additional study include the relevance of basic education courses to local needs, educational alternatives at the secondary level, curriculum supervision, recruitment and training of female teachers.

Lessons Learned: (1) A life of project evaluation contract can be effective both in the short term to point out weaknesses and to stimulate corrective measures and in the long term to develop reliable impact data. (2) Careful planning and collaboration can insure that construction activities remain on schedule. (3) Although the evaluation's findings are tentative, the report identifies variables that seem to be related to community school sending readiness. These indices include crowding of existing schools, enrollment trends of boys and girls, village economic levels, pre-existing formal and informal facilities, and attitudes of community leaders. (4) The Project's policy of focusing on grades 1-9 schools versus 1-6 schools is valid due to evidence of a probable shortage of preparatory and secondary level facilities in the near future. (5) Schools that are community-based tend to have the greatest impact on female enrollment.

Private Sector
Feasibility Studies

2. PROJECT NUMBER 263-0112	3. MISSION/AID/W OFFICE USAID/Cairo
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>85-6</u>	
<input type="checkbox"/> REGULAR EVALUATION <input type="checkbox"/> SPECIAL EVALUATION	

5. KEY PROJECT IMPLEMENTATION DATES			6. ESTIMATED PROJECT FUNDING		7. PERIOD COVERED BY EVALUATION	
A. First PRO-AG or Equivalent FY _____	B. Final Obligation Expected FY _____	C. Final Input Delivery FY _____	A. Total \$ _____	B. U.S. \$ <u>5 million</u>	From (month/yr.) <u>9/79</u>	To (month/yr.) <u>11/84</u>
					Date of Evaluation (month/yr.) <u>July 1985</u>	

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

A. List decisions and/or unresolved issues; cite those items needing further study. (NOTE: Mission decisions which anticipate AID/W or regional office action should specify type of document, e.g., airgram, SPAR, PIO, which will present detailed request.)	B. NAME OF OFFICER RESPONSIBLE FOR ACTION	C. DATE ACTION TO BE COMPLETED
1. Expand the project with certain modifications*.	AD/IS	September 1985
2. Form an advisory board for all USAID private sector activities, if deemed feasible.	GAFI	March 1986
3. Use project funds to hire Egyptian professionals on a part-time basis for technical assistance on project implementation	GAFI IS/FI	NA
4. Increase targeted promotion and follow-up on applications.	GAFI IS/FI USIPO	March 1985 (ongoing)
5. Grant the project director the authority to make final decisions on approval of reconnaissance visit applications and disapproval of undeserving applications for feasibility studies. Technical committee review should follow this approval.	GAFI	December 1985
* The recommendation to expand the project is based on the anticipated improvements that will result from the new procedures introduced as of June 1984.		

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"/> Implementation Plan e.g., CPI Network	<input type="checkbox"/> Other (Specify) _____	A. <input type="checkbox"/> Continue Project Without Change	
<input type="checkbox"/> Financial Plan	<input type="checkbox"/> PIO/T	_____	B. <input type="checkbox"/> Change Project Design and/or	
<input type="checkbox"/> Logical Framework	<input type="checkbox"/> PIO/C	<input type="checkbox"/> Other (Specify) _____	<input type="checkbox"/> Change Implementation Plan	
<input type="checkbox"/> Project Agreement	<input type="checkbox"/> PIO/P	_____	C. <input type="checkbox"/> Discontinue Project	

11. PROJECT OFFICER AND HOST COUNTRY OR OTHER RANKING PARTICIPANTS (AS APPROPRIATE (Names and Titles))		12. Mission/AID/W Office Director Approval	
TKelly, IS/FI <i>JK</i>	AHandly, DD <i>AH</i>	Signature <i>Frank B. Kimball</i>	
JSuma, IS/FI <i>JS</i>		Typed Name Frank B. Kimball, DIR	
DPressley, AD/IS <i>DP</i>		Date	
JConly, DPPE <i>JC</i>			

4 AUG 1985

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)

REGULAR EVALUATION SPECIAL EVALUATION

5. KEY PROJECT IMPLEMENTATION DATES

A. Firm PRO-AG or Equivalent FY _____	B. Final Obligation Expected FY _____	C. Final Input Delivery FY _____
--	--	-------------------------------------

6. ESTIMATED PROJECT FUNDING

A. Total \$ _____
B. U.S. \$ _____

7. PERIOD COVERED BY EVALUATION

From (month/yr.) _____
To (month/yr.) _____
Date of Evaluation Review: _____

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., program, SPAR, PIO, which will present detailed request.)

B. NAME OF OFFICER RESPONSIBLE FOR ACTION

C. DATE ACTION TO BE COMPLETED

6. Seek delineation of responsibilities within GAFI and between GAFI and the commercial section of the Egyptian Embassy concerning the project.

GAFI
IS/FI

December 1985

7. Feasibility study results should be provided to other investors if the applicant does not proceed after one year.

GAFI
IS/FI

March 1985
(completed)

Doc. # 3599P:DPPE/PO:NShafik/ys:07/24/85

9. INVENTORY OF DOCUMENTS TO BE REVISED PER ABOVE DECISIONS

<input type="checkbox"/> Project Paper	<input type="checkbox"/> Implementation Plan e.g., CPI Network	<input type="checkbox"/> Other (Specify) _____
<input type="checkbox"/> Financial Plan	<input type="checkbox"/> PIO/T	_____
<input type="checkbox"/> Logical Framework	<input type="checkbox"/> PIO/C	<input type="checkbox"/> Other (Specify) _____
<input type="checkbox"/> Project Agreement	<input type="checkbox"/> PIO/P	_____

10. ALTERNATIVE DECISIONS ON FUTURE OF PROJECT

A. Continue Project Without Change
B. Change Project Design and/or
 Change Implementation Plan
C. Discontinue Project

11. PROJECT OFFICER AND HOST COUNTRY OR OTHER RANKING PARTICIPANTS AS APPROPRIATE (Name and Title)

12. Mission/AID/W Office Director Approval

Signature _____

Typed Name _____

Date _____

PROJECT DESCRIPTION

The purpose of this project is to stimulate U.S. private investment in Egypt by cost-sharing of reconnaissance visits and feasibility studies, completion of sectoral studies, and training.

INITIALIZATION DATE AND U.S. LRF FUNDING AMOUNT 9/79 \$5 million	PES NUMBER 85-6	PES DATE July 1985	PES TYPE <input checked="" type="checkbox"/> Regular <input type="checkbox"/> Other (Specify) <input type="checkbox"/> Special <input type="checkbox"/> Terminal
ABSTRACT PREPARED BY, DATE NShafik, DPPE <i>NS</i> July 1985	ABSTRACT CULLED BY, DATE TKelly, IS/FI <i>TK</i> July 1985		

The evaluation was performed by an external team from a local joint-venture firm. The team had expertise in industrial management, accounting, marketing and feasibility studies. The evaluation was intended to review project achievements in light of a possible project extension and of future planning for private sector activities.

The evaluation endorsed the project's approach to promoting U.S. investment in Egypt. The majority of U.S. applicants interviewed indicated that the incentives offered by the project were an important factor in their decision to explore investment opportunities in Egypt. A total of 84 applications have been received; forty-four have been disapproved; and four are under review. Ten reconnaissance visits and seven feasibility studies have been completed, seven staff members have been trained, and ten sectoral studies have been prepared. Three of the firms that have used the project are currently processing Law 43 applications. It remains unclear how many actual investments will be made.

However, a number of difficulties encountered by the project have hindered the achievement of its original targets. The program was most highly publicized in the U.S. at a time when the application procedures were not as complete as they should have been. Additionally, half of the sectoral studies were not completed due to a one year contractual delay. The initial promotion effort was "a shotgun approach" and the procedures that were first developed were cumbersome. Later, institutional problems such as inefficient bureaucracy and a lack of coordination between officials in Cairo, and in the commercial section of the Egyptian Embassy in Washington, caused delays. The introduction of modified procedures and the increased experience of GAFI personnel have partially offset the negative impact of these problems.

The evaluation concentrated on results achieved and problems encountered prior to the introduction of the new procedures in June 1984. As such, sufficient time had not elapsed, as of the November evaluation, to adequately determine the effectiveness of the new procedures. However, the team concluded that the modified procedures eliminated most of the structural deficiencies experienced under the old procedures. Consequently, the evaluation recommended that the project be extended with some changes to improve the handling of applications and overall project effectiveness. The initial screening, routing of applications and communication with applicants needs to be streamlined. A greater emphasis should be given to promotion of the project, particularly as part of a package of services provided by USAID to promote U.S. private investment in Egypt.

The evaluation leaps from an analysis of old problems to a recommendation for continuation that seems unsupported to many readers not familiar with the details of the project. Because of the many changes in the project at the time of the evaluation, quite a few factors supporting the recommendation could not be documented to the satisfaction of all within USAID. Nevertheless, the changes have been made and USAID concurs with the evaluation recommendation to continue the project in its modified form.

Lessons Learned: (1) The timing of project inputs is critical. In this case, the active promotion of the project should have followed the establishment of functioning administrative and policy procedures and the completion of the sectoral studies. (2) A targeted investment promotion effort is likely to be more cost-effective. (3) The time frame for securing investments was unrealistic in the project design.

CLASSIFICATION
PROJECT EVALUATION SUMMARY (PES) PART I

Report Control
Symbol U-447

1. PROJECT TITLE Production Credit		2. PROJECT NUMBER 263-0147	3. MISSION/AID/W OFFICE USAID/Cairo
		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>85-8</u>	
		<input type="checkbox"/> REGULAR EVALUATION <input type="checkbox"/> SPECIAL EVALUATION	

5. KEY PROJECT IMPLEMENTATION DATES			6. ESTIMATED PROJECT FUNDING		7. PERIOD COVERED BY EVALUATION	
A. First PRO-AG or Equivalent FY	B. Final Obligation Expected FY	C. Final Input Delivery FY	A. Total	\$ 68 million	From (month/yr.)	8/82
			B. U.S.	\$ 68 million	To (month/yr.)	12/85
					Date of Evaluation Review	

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

<p>*1. Remove the maintenance of value (MOV) provision from the project.</p> <p>2. Implement training activities.</p> <p>3. A Project Committee meeting should be called to discuss how the evaluation will affect future programming.</p> <p>4. The following issues should be addressed under follow-on credit projects:</p> <p>a. A dialogue should be initiated with the GOE to encourage the development of an interest rate structure that encourages term lending.</p> <p>b. A flexible mechanism needs to be developed for adjusting effective foreign exchange rates, taking into consideration U.S. source and origin requirements.</p> <p>c. Project local currency generations should be used to encourage improvements in the credit market or to support export development.</p> <p>d. USAID should consider providing term credit in both foreign exchange and local currency, particularly to firms with export potential and/or comparative advantage.</p> <p>e. A private sector steering committee should be activated.</p>	IS/FI and MPIC	January 1985
	IS/FI, MPIC	March 1985
	IS/FI	January 1985
	NA	NA

9. INVENTORY OF DOCUMENTS TO BE REVISED PER ABOVE DECISIONS

<input type="checkbox"/> Project Paper	<input type="checkbox"/> Implementation Plan e.g., CPI Network	<input checked="" type="checkbox"/> Other (Specify) <u>PIL</u>
<input type="checkbox"/> Financial Plan	<input type="checkbox"/> PIO/T	<input type="checkbox"/> Other (Specify) _____
<input type="checkbox"/> Logical Framework	<input type="checkbox"/> PIO/C	<input type="checkbox"/> Other (Specify) _____
<input type="checkbox"/> Project Agreement	<input type="checkbox"/> PIO/P	<input type="checkbox"/> Other (Specify) _____

10. ALTERNATIVE DECISIONS ON FUTURE OF PROJECT

A.	<input type="checkbox"/> Continue Project Without Change
B.	<input type="checkbox"/> Change Project Design and/or
	<input checked="" 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)

David Cowles, IS/FI *David Cowles*
 James Suma, IS/FI *James Suma 11/16/85*
 Donald Pressley, AD/IS *DP 4/85*
 George Laudato, AD/DFEG
 Arthur Handly, ED *Handly*

12. Mission/AID/W Office Director Approval

Signature *Frank B. Kimball*
 Typed Name Frank B. Kimball, DIR
 Date 73 FEB 1985

*Mission Director does not object to removal of MOV from present PCP program. Agreed, however, future program, i.e. FY86 and onwards, shall include mechanism and/or formula to adjust "cost of funds" to clients.

PROJECT TITLE(S) AND NUMBER(S)

Production Credit (263-0147)

MISSION/AID/Office

USAID/Cairo

PROJECT DESCRIPTION

The Purpose of this project is to expand investment for productive private sector enterprises by financing the foreign exchange costs of raw materials, intermediate and capital goods imported for use by the productive private sector.

AUTHORIZATION DATE AND U.S. LOP FUNDING AMOUNT	PES NUMBER	PES DATE	PES TYPE
9/25/82 \$68 million	85-8	January 1985	<input checked="" type="checkbox"/> Regular <input type="checkbox"/> Other (Specify)
ABSTRACT PREPARED BY, DATE	ABSTRACT CLEARED BY, DATE		<input type="checkbox"/> Special
N. Shafik, DPPE/PAAD January 1985	David L. Lewis D. Cowles/J. Soma January 1985		<input type="checkbox"/> Terminal

The evaluation was conducted by a four person team with expertise in evaluation, banking, economics, and commodity procurement. Three team members were from AID/W and the development banker was recruited through the International Executive Service Corps. The team was tasked with evaluating project purpose achievement and with making recommendations applicable to this and other USAID industrial credit activities.

The team concluded that, while the project was very successful in providing foreign exchange to finance private sector imports, its credit market and institutional development objectives were constrained by implementation problems and macroeconomic policy issues. The project has financed 288 transactions valued at \$54 million for an extensive list of raw materials and capital equipment such as plastic inputs, poultry production experiments, construction machinery, and textile raw materials. The team found that effective interest rates under the project, estimated at between 22 and 28 percent, are positive given Egypt's inflation rate of approximately 20 percent. Sixty-eight percent of the transactions have been for end-users of raw materials and capital goods. The vast majority of the commodities financed were identified as appropriate to Egypt's development needs. The training component of the project has not been implemented due to delays in developing an adequate training plan and institutional problems. The Private Sector Steering Committee, originally intended to provide guidance on project-related macro-level issues, never met.

The report identifies many lessons learned from this project. The Central Bank of Egypt's interest rate structure, to which project interest rates are tied, has tended to discourage term lending. The maximum interest rate of 13 percent on industrial credit and the minimum of 16-18 percent on short-term trade credits have encouraged banks to concentrate on more profitable short-term, commercial lending. The existence of a Maintenance of Value (MOV) provision, originally intended to insure that importers would pay a more realistic price for foreign exchange, actually discouraged the use of the project's credit term. Rather than risk of an official devaluation, many importers paid cash during the negotiation of documents and converted the risk to local currency. The Maintenance of Value provision, along with the increasingly subsidized foreign exchange rate (L.E. 84 = \$1 U.S.), encouraged the use of the project as a foreign exchange window instead of a productive credit mechanism. Some of the difference between the official rate at which the project provides foreign exchange and the free market rate is justified as appropriate to offset U.S. source and origin requirements that add approximately 20-30 percent to the cost of imports. However, this difference has increased steadily since the beginning of the project and now needs adjustment.

The evaluation affirmed the original purpose of the project but made several recommendations that would make a follow-on project more effective. USAID should pursue an active policy dialogue with the GOE on the need to address interest rate distortions that inhibit the flow of available credit into longer term productive investments, particularly in areas where Egypt has a comparative advantage and that have export potential. However, given the limits of this project, the foreign exchange and interest rate issues should be pursued primarily in the context of the Mission's broader policy dialogue with the GOE. The report did recommend that the maintenance of value provision should be eliminated to promote project credit. Institutional development, training, and the establishment of a Private Sector Steering Committee continue to be critical areas for USAID involvement. The team also recommended that local currency generations of the project should be used to encourage improvement in the credit market or to support export development in the future.

CLASSIFICATION
PROJECT EVALUATION SUMMARY (PES) - PART I

Report Symbol U-447

1. PROJECT TITLE Vocational Training For Productivity			2. PROJECT NUMBER 263-0900.2	3. MISSION/AID/W OFFICE USAID/Cairo
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>85-9</u>			<input checked="" type="checkbox"/> REGULAR EVALUATION <input type="checkbox"/> SPECIAL EVALUATION	
5. KEY PROJECT IMPLEMENTATION DATES		6. ESTIMATED PROJECT FUNDING		7. PERIOD COVERED BY EVALUATION
A. First FID/AG or Equivalent FY _____	B. Final Obligation Expected FY _____	C. Final Input Delivery FY _____	A. Total \$ _____ B. U.S. \$ <u>17.5million</u>	From (month/yr.) <u>9/81</u> To (month/yr.) <u>12/84</u> Date of Evaluation Review <u>2/85</u>

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

A. List decisions and/or unresolved issues; cite those items needing further study. (NOTE: Mission decisions which anticipate AID/W or regional office action should specify type of document, e.g., cirgram, SPAR, PIO, which will present detailed request.)	B. NAME OF OFFICER RESPONSIBLE FOR ACTION	C. DATE ACTION TO BE COMPLETED
1. Instruct contracting agency to submit revised implementation plan per section 5.3 of the Project Agreement. This revised plan should take into consideration changes proposed due to cost overruns and recommendations made in the evaluation report.	HRDC/ET PVID	May 1985
2. Call Project Committee meeting to review revised implementation plan.	HRDC/ET	June 1985
3. Equipment procurement needs to be expedited. The resources of USAID's Project Support Office should be used.	RCA IS/PS	June 1985
4. Approaches to lowering the costs per participant trainee need to be considered. This might include USAID taking on the responsibility for participant training or the contractor implementation cost-cutting measures such as a six-day week and more in-country training.	HRDC/ET RCA PVID	March 1985 (ongoing)
5. The evaluation contributes to USAID's decision to initiate an audit.	HRDC/ET	February 1985 (ongoing)

9. INVENTORY OF DOCUMENTS TO BE REVISED PER ABOVE DECISIONS

<input type="checkbox"/> Project Paper	<input checked="" type="checkbox"/> Implementation Plan e.g., CPI Network	<input type="checkbox"/> Other (Specify) _____
<input type="checkbox"/> Financial Plan	<input type="checkbox"/> PIO/T	_____
<input type="checkbox"/> Logical Framework	<input type="checkbox"/> PIO/C	<input type="checkbox"/> Other (Specify) _____
<input type="checkbox"/> Project Agreement	<input type="checkbox"/> PIO/P	_____

10. ALTERNATIVE DECISIONS ON FUTURE OF PROJECT

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 BANKING PARTICIPANTS

ANassar, HRDC/ET	JConly, DPPE/PO
SShigioni, HRDC/ET	CLAUtato, AD/DPPE
AWilburn, HRDC/ET	AMandly, DD
EWilder, AD/HRDC	
JShea, IS/PS	

12. Mission/AID/W Office Director Approval

Signature: *[Signature]*
Typed Name: Frank B. Kimball, DIR
Date: May 10, 1985

PROJECT DESCRIPTION
 This evaluation of a four part intergrated program is designed to strengthen the capacity of the Productivity and Vocational Training Department of the Ministry of Industry to plan and implement vocational training programs that are relevant to Egypt's industrial strategy to raise productivity.

AUTHORIZATION DATE AND U.S. LOP FUNDING AMOUNT 9/27/81 \$17.5 million	PES NUMBER 85-9	PES DATE January 1985	PES TYPE <input checked="" type="checkbox"/> Regular <input type="checkbox"/> Other (Specify) <input type="checkbox"/> Special <input type="checkbox"/> Terminal
ABSTRACT PREPARED BY, DATE NShafik, DPPE/PO. <i>NS</i> January 1985	ABSTRACT CLEARED BY, DATE ANassar, HRDC/ET <i>AN</i> SShigetov, HRDC/ET <i>SS</i> January 1985		

This project was evaluated by a four person team composed of two American and two Egyptian consultants with expertise in training and Egyptian industry. This mid-term evaluation was intended to document project inputs and outputs and assess progress toward the achievement of the project purpose.

Project outputs have included seminars and in-service teacher training activities, development of written instructional modules in Arabic, establishment of an instructional material production center, initiation of training services to industry, and implementation of a participant training program. The technical assistance contractor, KCA, has submitted a plan for the reorganization and strengthening of the Productivity and Vocational Training Department (PVID) of the Ministry of Industry. A competency based vocational training curriculum is being developed through the use of **self-paced modules based on job tasks**. Training facilities have been established at the **ready made garment factory of Sannoud and are** under construction at the Egyptian Copper Works. The women's training program has been particularly successful at enrolling and placing women in a range of traditionally male industrial occupations.

Although much has been accomplished under this project, several components are behind schedule and funds are being depleted rapidly. Workforce needs were underestimated and recruitment and retention of both U.S. and Egyptian staff continue to be a problem. The PVID and the contractor have chosen to develop a great deal of curriculum "from scratch" rather than adapt existing material available in the public domain. While this has benefits for training PVID counterpart personnel in curriculum development it has meant greater costs in terms of time and money for the project. The use of extensive audio-visuals instead of "print-only" modules is also more costly and time-consuming. It seems unlikely that the instructional materials library will be completed, particularly the video cassettes, overhead transparencies and slides. The team confirmed USAID concerns that costs per trainee were high. The team also questioned the quality of the institutions to which participant trainees were sent.

The report recommends that technical assistance on the reorganization of the PVID, vocational training for women, and the development of a nation-wide testing system be considered complete. However, USAID, while satisfied with the program, does not concur on this recommendation since implementation and follow-up on these activities is essential. The use of video cassettes should be limited to instructor training, use in industry, and other selected applications. Instructional modules could initially be used in a group setting in addition to their use as self-paced learning guides for students. While the team suggested that preference in equipment procurement should be given to establishing models at the two company training centers and the PVID center at Victoria, USAID would prefer to let PVID set its own priorities based on an analysis of costs and benefits.

The major lessons learned from this activity relate to contract management. Contracting options, particularly for technical assistance, should be explored with the host country at the **design** stage. USAID should assist the GOE in developing criteria for evaluating contractor performance, establishing reporting requirements, etc. Contractors should inform the contracting agency of anticipated cost overruns well in advance so that options may be considered.

CLASSIFICATION
PROJECT EVALUATION SUMMARY (PES) - PART I

Report Control
Symbol U-447

1. PROJECT TITLE Irrigation Management Systems Structural Replacement Component	2. PROJECT NUMBER 263 0132	3. MISSION/AID/W OFFICE USAID/Cairo
4. EVALUATION NUMBER (Enter the number maintained by the reporting unit e.g., Country or ID/W Administrative Code, Fiscal Year, Serial No. beginning with No. 1 each FY) 85-10		
<input checked="" type="checkbox"/> REGULAR EVALUATION <input type="checkbox"/> SPECIAL EVALUATION		
5. KEY PROJECT IMPLEMENTATION DATES A. First PRO-AG or Equivalent FY _____ B. Final Obligation Expected FY _____ C. Final Input Delivery FY _____	6. ESTIMATED PROJECT FUNDING A. Total \$ _____ B. U.S. \$ <u>93million</u>	7. PERIOD COVERED BY EVALUATION From (month/yr.) <u>6/83</u> To (month/yr.) <u>12/84</u> Date of Evaluation Review <u>January 1985</u>

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

A. List decisions and/or unresolved issues; cite those items needing further study. (NOTE: Mission decisions which anticipate AID/W or regional office action should specify type of document, e.g., program, SPAR, PIQ, which will present detailed request.	D. ID/W OFFICE CER PERFORMABLE FOR ACTION	C. DATE ACTION TO BE COMPLETED
1. District engineers should complete course in construction management and quality control in conjunction with implementing a new structures program.	MOI	January 1986
2. Improve quality of structures by accelerating recruitment and training personnel, considering ministry incentive pay options, distributing construction manuals widely, and providing testing equipment.	MOI	September 1985
3. Initiate preconstruction conferences with contractors to promote quality control.	MOI	May 1985
4. Upgrade Specifications and design of structures (cover of reinforcing bars and transportation techniques).	MOI	September 1985
5. Establish data system to provide baseline information.	MOI	September 1985
6. Encourage more efficient use of water through Ministry of Agriculture extension system.	MOI MOA USAID	September 1985
7. Intensify monitoring activities by recruiting additional staff for monitoring and field inspection.	MOI Contractor USAID	May 1985

8. INVENTORY OF DOCUMENTS TO BE REVISED PER ABOVE DECISIONS

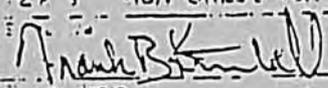
<input type="checkbox"/> Project Paper	<input type="checkbox"/> Implementation Plan e.g., CRP network	<input type="checkbox"/> Other (Specify) _____
<input type="checkbox"/> Financial Plan	<input type="checkbox"/> PIQ/T	_____
<input type="checkbox"/> Logical Framework	<input type="checkbox"/> PIQ/C	<input type="checkbox"/> Other (Specify) _____
<input type="checkbox"/> Project Agreement	<input type="checkbox"/> PDP	_____

10. ALTERNATIVE DECISIONS ON FUTURE ID/W OFFICE

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 PER ...ANTS AS APPROPRIATE (Signatures and Initials)

WCarmack, AGR/ILD *W.C.*
 EStains, AGR/ILD *E.S.*
 DSchaer, AD/AGR OMS *D.S.*
 GLaudato, AD/DPPE *G.L.*
 AHandly, DD *A.H.*

12. ID/W Office Chief, to be approved

 Frank B. Kimball, Director
 Date 1/85

PROJECT TITLE(S) AND NUMBER(S) Irrigation Management Systems Project (263-0132) Structural Replacement Component	MISSION/ALOTA OFFICE USAID/Cairo
--	-------------------------------------

PROJECT DESCRIPTION:
The structural replacement component of this project is designed to improve the operation of the irrigation system through the rehabilitation of minor structure, thus improving water control and water use efficiency.

AUTHORIZATION DATE AND U.S. LOP FUNDING AMOUNT 9/22/81 \$ 93 million	PES NUMBER 85-10	PES DATE January 1985	PES TYPE <input checked="" type="checkbox"/> Regular <input type="checkbox"/> Other (Specify) <input type="checkbox"/> Special <input type="checkbox"/> Terminal
ABSTRACT PREPARED BY DATE NShafik, DPPE/PAAD January 1985	ABSTRACT REVIEWED BY DATE EStains, AGR/ILD January 1985		

The evaluation was carried out by an irrigation structural consultant, an irrigation engineer, a senior Ministry of Irrigation (MOI) engineer, and an agricultural economist previously with the Ministry of Agriculture. The team reviewed progress on the implementation of recommendations from the June 1983 report on structural replacement. This report serves as both the second annual report and the evaluation of the structural replacement (SR) component of the Irrigation Management Systems Project.

The program work in the five directorates is essentially complete. A total of 3078 structures valued at approximately \$ 20 million have been completed or are under construction in the Phase I irrigation directorates of East Dakanlia, west Dakanlia, Snarkia, Ismailia, and Beniara. These structures include intakes and head regulators, steel gates bridges, tailescapes, siphons, aqueducts, and weirs. Training sessions have been held for MOI personnel to improve structure design, construction management, and water management. The team found that the quality of the manuals used in the management and structural replacement seminars is high.

In the areas where all training activities were completed, construction targets were exceeded. The implementation of recommendations from the 1983 SR report on training, the use of portable test hammers mechanical mixers and vibrators have contributed to the improved quality of structures. Structure design has not been updated because the quality of construction is not yet sufficiently high. The MOI continues to have problems recruiting engineers. The 45 percent vacancy rate reflects the MOI's inability to lure engineers from other more lucrative jobs. The team concluded that the project purpose of improved operating efficiency of the irrigation system is being achieved. Water savings since 1981 in the project area have been estimated at 7 to 11 percent. MOI personnel have benefited from project training. Farmers have benefited from improved water distribution, fewer systems leaks, and easier access to their farms. While agricultural productivity increased in the project areas, it is difficult to attribute it to the project given the number of possible variables.

The report makes numerous recommendations to enhance the effectiveness of the project. The new structures program should coincide with the district engineers completion of training in construction management and quality control. The inspection program should be strengthened by increasing the quantity of engineers, accelerating training activities, and providing greater incentives in the Phase II directorates. In general, monitoring by USAID, the consultant, and the MOI needs to increase through the provision of more staff testing equipment and construction manuals. Preconstruction conferences with contractors should be used to promote quality control. The development of a data base will allow for monitoring of project impact. Improved water management techniques should be disseminated through the Ministry of Agriculture's extension system.

Lessons Learned: (1) Updating specifications combined with training can improve structure quality. (2) The enforcement of improved quality standards must include coordination with implementation contractors. (3) Structure designs and quality must anticipate changing use patterns. For example, structural deficiencies in bridges will become more serious as the weight of vehicles increases. (4) The establishment of baseline data is an essential part of monitoring project impact.

CLASSIFICATION
PROJECT EVALUATION SUMMARY (PES) - PART I

Report Control
Symbol U-447

1. PROJECT TITLE Commodity Import Program	2. PROJECT NUMBER NA	3. MISSION/AID/W OFFICE USAID/Cairo
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>85-11</u>		
<input type="checkbox"/> REGULAR EVALUATION <input checked="" type="checkbox"/> SPECIAL EVALUATION		

5. KEY PROJECT IMPLEMENTATION DATES A. First PRO-AG or Equivalent FY _____ B. Final Obligation Expected FY _____ C. Final Input Delivery FY _____	6. ESTIMATED PROJECT FUNDING A. Total \$ <u>2.8billion</u> D. U.S. \$ <u>2.8billion</u>	7. PERIOD COVERED BY EVALUATION From (month/yr.) <u>1/75</u> To (month/yr.) <u>12/84</u> Date of Evaluation Review <u>February 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
1. The appropriateness of CIP imports vis a vis other USAID assistance objectives should be determined at the time of the negotiation of the program.	IS/CMT DPPE/PAAD	NA
2. Continue progress on implementing efficiency measures in 1984 and 1985 PAAD, (pp. 7-8), and others identified in the course of implementation.	IS/CMT	NA
3. Arrange for verification of training, planning and other preparatory steps for imports of large capital equipment.	IS/CMT	6/85
4. Limit USAID involvement in programming of local currency generations to identifying recipient projects and amounts.	AD/DPPE AD/FM AD/IS	3/86
5. Standardize reporting of the end-use audit system.	IS/CMT FM	1/86
6. Upgrade the CIP Arrival Accounting System by: a. obtaining and installing an updated operating system release; b. revise the system in the context of ongoing maintenance; c. provide step by step instructions for access and use of the system in the user documentation;	DMS DMS DMS	9/85 NA 9/85
(cont.)		

9. INVENTORY OF DOCUMENTS TO BE REVISED PER ABOVE DECISIONS

<input type="checkbox"/> Project Paper	<input checked="" type="checkbox"/> Implementation Plan e.g., CPI Network	<input type="checkbox"/> Other (Specify) _____
<input type="checkbox"/> Financial Plan	<input type="checkbox"/> PIO/T	_____
<input type="checkbox"/> Logical Framework	<input type="checkbox"/> PIO/C	<input type="checkbox"/> Other (Specify) _____
<input type="checkbox"/> Project Agreement	<input type="checkbox"/> PIO/P	_____

10. ALTERNATIVE DECISIONS ON FUTURE OF PROJECT

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)

12. Mission/AID/W Office Director Approval

Signature _____
Typed Name _____
Date _____

PROJECT EVALUATION SUMMARY (PES) - PART I

Symbol U447

1. PROJECT TITLE			2. PROJECT NUMBER	3. MISSION/AID/W OFFICE
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)			<input type="checkbox"/> REGULAR EVALUATION <input checked="" type="checkbox"/> SPECIAL EVALUATION	
5. KEY PROJECT IMPLEMENTATION DATES		6. ESTIMATED PROJECT FUNDING		7. PERIOD COVERED BY EVALUATION
A. First PRO-AG or Equivalent FY	B. Final Obligation Expected FY	C. Final Input Delivery FY	A. Total \$	From (month/yr.)
			B. U.S. \$	To (month/yr.)
			Date of Evaluation Review	

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

A. List decisions and/or unresolved issues; cite those items needing further study. (NOTE: Mission decisions which anticipate AID/W or regional office action should specify type of document, e.g., airgram, SPAR, PIO, which will present detailed request.)	B. NAME OF OFFICER RESPONSIBLE FOR ACTION	C. DATE ACTION TO BE COMPLETED
d. expand the system to serve as a management information system.	DMS	NA
7. Examine feasibility of allowing importers to require money-back warranties.	IS/OMT AID/SERCOM	6/85
8. Apply lessons learned from this evaluation to future CIP allocations.	NA	NA

9. INVENTORY OF DOCUMENTS TO BE REVISED PER ABOVE DECISIONS

<input type="checkbox"/> Project Paper	<input checked="" type="checkbox"/> Implementation Plan e.g., CPI Network	<input type="checkbox"/> Other (Specify)
<input type="checkbox"/> Financial Plan	<input type="checkbox"/> PIO/T	_____
<input type="checkbox"/> Logical Framework	<input type="checkbox"/> PIC/C	<input type="checkbox"/> Other (Specify)
<input type="checkbox"/> Project Agreement	<input type="checkbox"/> PIO/P	_____

10. ALTERNATIVE DECISIONS ON FUTURE OF PROJECT

A. Continue Project Without Change

B. Change Project Design and/or Change Implementation Plan

C. Discontinue Project

11. PROJECT OFFICER AND HOST COUNTRY OR OTHER RANKING PARTICIPANTS AS APPROPRIATE (Names and Titles)

JSuma, IS/FI *3/12/85*
 LJameson, DMS
 W Gill, IS/FI *3/12/85*
 DCarr, DPPE/PAAD *PC*
 DPressley, AD/IS *PC*
 JConly, DPPE/PO *JMC*

TMcMahon, AD/FM
 GLaudato, AD/DPPE
 AHandly, DD

4-11-85

12. Mission/AID/W Office Director Approval

Signature: *[Signature]*

Typed Name: Frank B. Kimball, DIR

Date: _____

NE EAST EVALUATION ABSTRACT

PROJECT TITLE(S) AND NUMBER(S) Commodity Import Program (CIP)		MISSION/RTD/TA OFFICE USAID/Cairo	
PROJECT DESCRIPTION The CIP is intended to ease the GOE problem of finding foreign exchange for equipment and raw material import requirements of Egypt's public sector enterprises and for satisfying major consumption needs of the populace.			
AUTHORIZATION DATE AND U.S. LOP FUNDING AMOUNT \$ 2.8 billion	PES NUMBER 85-11	PES DATE February 1985	PES TYPE <input checked="" type="checkbox"/> Regular <input type="checkbox"/> Other (Specify)
ABSTRACT PREPARED BY, DATE NShafik, DPPE/PAAD <i>NS</i> February 1985	ABSTRACT CLEARED BY, DATE WGILL, IS/CMT <i>WG</i> Feb. 1985 JSuma, IS/FID <i>JS</i> DCarr, DPPE/PAAD		<input type="checkbox"/> Special <input type="checkbox"/> Terminal

This evaluation of USAID's \$2.8 billion Commodity of Import Program (CIP) was performed in two stages. The first phase data collection effort was performed by a local consulting firm and the second phase analysis was done by a US firm with participation by the US Bureau of the Census. The purpose of the evaluation was to assess the extent to which the broadly defined objectives of the program have been met, to determine the nature of the problems that have confronted the GOE and USAID in implementing the program, and to recommend how the program might be modified to improve its effectiveness and to gain maximum development impact. The team used six different structured interview forms to test eleven hypotheses about CIP economic, developmental, and political impact. The report also includes an evaluation of the CIP Arrival Accounting System.

The report traces the history of the CIP from its origins as a program intended to have substantial impact over a reasonably short time to assist in relieving Egypt's balance of payments deficit. Through some 4400 transactions, the CIP has financed food commodities, industrial machinery, raw materials, semi-finished products, and spare parts. The team reports that the program seems efficiently managed and, given the profusion and complexity of CIP objectives, time and resource constraints, the CIP has a "remarkable record of success." Although the CIP has had an increasingly small effect on Egypt's balance of payments deficit, it has helped in preventing its further deterioration. The team also identified generally positive impact on the GOE budget, employment, import substitution, and backward and forward linkages, with no major adverse effect on income distribution and equity. The CIP contributed to 15 out of the 16 priority economic sectors identified in the GOE's Five Year Plan.

The report provides several recommendations to improve the management of the CIP and to assist in meeting its many, and often conflicting, objectives. Clear guidance should be given to technical divisions on their review of CIP procurements to insure that they are supportive of USAID's other assistance goals. "Project-like" packaging of selected transactions should be encouraged before hand with adequate resources to monitor progress. USAID should disseminate information about CIP more widely. Continued progress should be made in implementing the efficiency measures listed in the 1984 PAAD. USAID involvement in programming Special Account funds should cease after the joint decision is made concerning which AID-financed projects are to receive the funds. Arrangements should be made to verify training, planning and other preparation steps when imports of large capital equipment are proposed. The end-use audit system should be expanded slightly and standardized.

The report also identifies many lessons learned and makes recommendations for future evaluation efforts. A greater emphasis should be put on planning, priorities should be set in the scope of work, USAID should have at least one representative on the team, the participation of host country nationals is essential, and more time should be given to evaluations of this magnitude.

CLASSIFICATION
 PRO. EVALUATION SUMMARY (PES) - PART I

Report Symbol U 447

1. PROJECT TITLE

High Institute of Nursing (HIN)
 Assiut University
 (Subactivity)

2. PROJECT NUMBER

263-0042-3002

3. MISSION/AID/W OFFICE

USAID/CAIRO

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) **85-12**

REGULAR EVALUATION SPECIAL EVALUATION

5. KEY PROJECT IMPLEMENTATION DATES

A. First PAO AG or Equivalent FY	B. Final Obligation Expected FY	C. Final Input Delivery FY
----------------------------------	---------------------------------	----------------------------

6. ESTIMATED PROJECT FUNDING

A. Total \$
 B. U.S. \$ **681,256**

7. PERIOD COVERED BY EVALUATION

From (month/yr.) **2/83**

To (month/yr.) **1/85**

Date of Evaluation Review **2/85**

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

A. List conditions and/or unresolved issues; cite those items needing further study. (NOT E: Mission decisions which anticipate AID/W or regional office action should specify type of document, e.g., program, LPA, PIO, which will present detailed request.)

B. NAME OF OFFICER RESPONSIBLE FOR ACTION

C. DATE ACTION TO BE COMPLETED

1. USAID should consider a two year extension of the HOPE Grant to provide technical assistance and support to complete the final two years of the five year curriculum and to continue faculty development including participant training.

HRDC

9/85

2. USAID funding for a two year extension should be **contingent on demonstrated commitment** by Assiut University to develop a feasible plan for faculty recruitment and establish both short and long term strategies for securing HIN staff. This plan should incorporate the Evaluation Recommendations concerning:

HIN
 HOPE
 HRDC

7/85

- (a) A staffing plan for the HIN with job descriptions and responsibilities.
- (b) Strategies for faculty recruitment.
- (c) Incentives (monetary and professional) to be provided by Assiut University to improve faculty retention.
- (d) Terms of work for HOPE Technical Assistance team.
- (e) Community orientation of curriculum and support for student fieldwork.

9. DESCRIPTION OF DOCUMENTS TO BE REVISED PER ABOVE DECISIONS

<input type="checkbox"/> Project Paper	<input type="checkbox"/> Implementation Plan e.g., CPI Network	<input type="checkbox"/> Other (Specify)
<input type="checkbox"/> Financial Plan	<input type="checkbox"/> PIO/T	
<input type="checkbox"/> Logical Framework	<input type="checkbox"/> PIO/C	<input type="checkbox"/> Other (Specify)
<input type="checkbox"/> Project Agreement	<input type="checkbox"/> PIO/R	

10. ALTERNATIVE DECISIONS ON FUTURE OF PROJECT

A. Continue Project Without Change
 B. Change Project Design and/or
 Change Implementation Plan
 C. Discontinue Project

11. PROJECT OFFICER AND HOST COUNTRY OR OTHER PARTICIPANTS AS APPROPRIATE (Name and Title)

HRDC/H: F. TADROS *F. Tadros* AD/DPPE: G. LAUDATO *G. Laudato*
 HRDC/H: C. COLLINS *C. Collins* DD: A. HANDLY *A. Handly*
 HRDC/H: W. OLDHAM *W. Oldham*
 AD/HPDC: B. WILDER *B. Wilder*
 DPPE/AD: J. CONLY *J. Conly*

12. Mission/AID/W Office Director Approval

Signature: *Frank B. Kimball*
 Typed Name: DIR: Frank B. KIMBALL

Date: MAY 22 1985

PROJECT DESCRIPTION

The project purpose is to assist Assiut University to establish, develop, and institutionalize the High Institute of Nursing (HIN) through technical assistance from Project HOPE.

AUTHORIZATION DATE AND U.S. LOP FUNDING AMOUNT

November 1982 \$681,256

PES NUMBER

85-12

PES DATE

February 1985

PES TYPE

 Regular Other (Specify) Special Terminal

ABSTRACT PREPARED BY, DATE

NShafik, DPPF/ED
February 1985

ABSTRACT CLEARED BY, DATE

FTadros, HRDC/H
February 1985

This evaluation of a three year grant to Project Hope was performed by a three person team. The team was asked to document and evaluate progress on the achievement of various benchmarks in the development of the High Institute of Nursing (HIN).

The team concluded that the technical assistance provided by Project Hope and USAID has "contributed significantly to the successful establishment of the HIN at Assiut University". The HIN is fully operational under established Assiut University administrative policies. Three classes have been admitted with a total of 145 students thus far. Curriculum and teaching materials are being developed, implemented and revised for years one, two and three of the five year program. HIN faculty have received thirty-six weeks of U.S. training and in-service training in areas such as clinical evaluation of students, development of cognitive examinations, curriculum design, course outline development pedagogy, and community health services delivery. The project's Technical Advisory Committee has served as a liaison with related organizations and as a forum for discussing issues critical to the development of the HIN.

The team recommends that the project should be executed for at least the two additional years originally envisioned as necessary to complete the five year curriculum. This will allow for the institutionalization of the HIN and upgrading of the quality of the program. The additional time will permit Hope to address the problem of recruiting sufficient numbers of qualified faculty through the development of the Master's Degree program, further training and ongoing technical assistance.

Project Hope should continue to employ two long-term consultants to work on faculty development, thesis advisement, and other faculty defined assignments that support the academic program. The nursing faculty should ensure that the community health orientation of the curriculum is reflected in the actual learning experiences of the students, particularly in the first year. Project Hope should broaden its scope to include the development of the Master's Degree program an essential area to the development of a qualified pool of potential faculty members. The HIN should also develop opportunities for doctoral education and for teaching staff within Assiut University in order to maintain their faculty appointments within the Egyptian university system. The HIN should explore opportunities to integrate itself more closely with the University Hospital to enhance the training that nurses receive. The short-term U.S. training program has been partly successful and should be continued. Given the importance of English proficiency in the medical profession, students should work to ensure that the heavy workload and isolated lifestyle of the faculty does not inhibit their enthusiasm or professional development. Project Hope should assist the HIN in preparing a plan for faculty development that identifies short and long-term strategies for recruitment with specific tasks, responsibilities, and target dates.

PROJECT EVALUATION SUMMARY REPORT - PART I

Aquaculture Development

263-0064

USAID/Cairo

85-13

PROJECT IMPLEMENTATION DATES

A. Start FY _____	B. Final Obligation Expected FY _____	C. Final Input Delivery FY _____
----------------------	--	---

G. ESTIMATED PROJECT FUNDING

A. Total \$ _____
B. U.S. \$27.5 million

7. PERIOD COVERED BY EVALUATION

From (month/yr.) 8/78
To (month/yr.) 2/85

Date of Evaluation Review May 1985

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

A. List decisions and/or unresolved issues; cite those items needing further study. (NOTE: Mission decisions which anticipate AID/W or regional office action should specify type of document, e.g., program, SPAR, PIO, which will present detailed request.)	B. NAME OF OFFICER RESPONSIBLE FOR ACTION	C. DATE OF ACTION COMPLETED
1. Hold Project Committee meeting to review evaluation report.	AGR/A	7/85
2. Project Committee should prepare options paper on PACD extension and future implementation.	AGR/A	7/85
3. If PACD is extended, the following should be considered:	AGR/A	NA
A. Provide two technical consultants to assist on management and engineering.		
B. Revise construction design.		
C. Commit funds for broodstock development.		
D. Continue short and long term training.		
E. Prepare economic and financial cost/benefit analysis to determine viability of homestead plan and implement accordingly.		
F. Replace National Committee for Aquaculture Development with a more effective management tool.		
G. Establish AID access to technical expertise to assist on monitoring.		

D. INVENTORY OF DOCUMENTS TO BE REVIEWED PER ABOVE DECISIONS

- Project Paper
- Financial Plan
- Logical Framework
- Project Agreement
- Inter-consultation Plan
- PRO/T
- PRO/C
- PRO/P
- Other (Specify)

9. ALTERNATIVE DECISIONS ON STATUS OF PROJECT

- A. Continue Project with no change
- B. Change Project Plan
- C. Discontinue Project

11. PROJECT OFFICERS AND MOST RESPONSIBLE OTHER PERSONNEL WITH COMMENTS

AS REQUIRED BY MISSION AND FIELD

MGheith, (AGR/A) Claudato, AD/DPPE
 JSwanson, (AGR/A) AHandly, DD
 JBeausoleil, AG
 DSchaer, AD/AGR
 JConly, DPPE/IO

12. MISSION AND FIELD OFFICERS

Signature: *[Signature]*
 Typed Name: Frank B. Kimball, DIR

Date: JUL 1985 35

EST DESCRIPTION

The project is intended to provide the capability for sustained development of the fish farming industry on an economic basis through improved institutions for planning and coordination, applied research, training and extension.

ORIGINATION DATE AND U.S. LOP FUNDING AMOUNT August 1978 \$27.5 million	PES NUMBER 85-13	PES DATE March 1985	PES TYPE <input checked="" type="checkbox"/> Regular <input type="checkbox"/> Other (Specify) <input type="checkbox"/> Special <input type="checkbox"/> Terminal
FACTS-PREPARED BY, DATE NShafik, DPPE/PO March 1985	ABSTRACT CLEARED BY, DATE MGeith, AGR/A JSwanson, AGR/A March 1985		

The evaluation was conducted by a four person team - two Americans and two Egyptians - with expertise in aquaculture research, project implementation, fisheries management and technology, and engineering. In addition to performing an evaluation of project activities, the team provided detailed recommendations on future technical assistance requirements and construction actions that will contribute to the achievement of the modified project objectives.

The project has had a history of implementation problems and has been at a standstill since August 1984. Seven long term trainees are in the U.S. and two have returned with Master's degrees. None of the project's major outputs have been completed, largely due to poor planning and contract management for the provision of inputs. The rapid reduction in the budget for construction of the National Aquaculture Center complex during the design phase was the most likely source of the present engineering inadequacies of the facility. The technical assistance team was not used effectively due to poor timing and their exclusion from construction supervision. Inadequate English language skills severely constrained project training. Commodity procurement has proceeded on schedule, but construction delays have meant that equipment has had to be stored until the site is ready.

However, the project's underlying design assumptions remain valid. The Ministry of Agriculture remains highly committed to aquaculture. A research and extension facility such as the proposed National Aquaculture Center would make an important contribution to orderly and sustained growth in the Egyptian aquaculture sector. The private sector has also demonstrated its willingness to invest in fisheries. The revised end of project status, which will include primarily construction of the National Aquaculture Center and some training, can be completed within the project budget if the PACD is extended. The support functions in the original design such as hatcheries, collecting stations, revolving credit, and marketing have been deleted. However, despite the fact that the National Aquaculture Center will function with lowered expectations than that envisioned in the original design, the evaluation concluded that it would serve an important function as a center for applied research and extension support to the aquaculture industry.

The team recommends an extension of the PACD to December 1987. Two technical consultants should be provided to assist on aquatic resource management, administrative planning, and engineering. Both long and short term training should be continued. The report provides preliminary revisions to the construction design. An economic cost/benefit analysis should be performed to determine the validity of the homestead plan and funds should be committed for mullet broodstock development.

Lessons Learned: (1) The amount of time, money, and expertise required to implement this project was underestimated. (2) The project's use of a committee to provide management direction was ineffective. Other, more culturally appropriate and effective approaches should be explored. (3) Separation of technical assistance from architecture/engineering activities can cause design problems that constrain the functioning of a facility. (4) Project management should be assured of access to technical expertise, either in-house or external, and encouraged to use it in project monitoring. (5) The host country contract mode may have contributed to some of the project implementation problems. The strengths and deficiencies of host country contracts should be considered at the design stage.

CLASSIFICATION
PROJECT EVALUATION SUMMARY (PES) - PART I

Report Symbol U-447

1. PROJECT TITLE Applied Science and Technology (Scientific and Technical Information (STI) Component)			2. PROJECT NUMBER 263-0016	3. MISSION/AID/W OFFICE USAID/Cairo
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) 85-14				
<input type="checkbox"/> REGULAR EVALUATION <input checked="" type="checkbox"/> SPECIAL EVALUATION				
5. KEY PROJECT IMPLEMENTATION DATES A. First PRO-AG or Equivalent FY <u>77</u> B. Final Obligation Expended FY <u>80</u> C. Final Input Delivered FY <u>87</u>	6. ESTIMATED PROJECT FUNDING A. Total \$ <u>24.4 million</u> B. U.S. \$ _____	7. PERIOD COVERED BY EVALUATION From (month/yr.) <u>December 1983</u> To (month/yr.) <u>March 1985</u> Date of Evaluation Review <u>March 1985</u>		

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

A. List decisions and/or unresolved issues, cite those items needing further study. (NOTE: Mission decisions which anticipate AID/W or regional office action should specify type of document, e.g., telegram, SPAH, PIO, which will present detailed request.)

B. NAME OF OFFICER RESPONSIBLE FOR ACTION

C. DATE ACTION TO BE COMPLETED

- | | | |
|--|--------------|-----------|
| 1) Provide compelling evidence that a coordinating/management unit is established and functional at ASRT with financial support. | ASRT | 7/15/1985 |
| 2) Review the selection of the Energy node at the office of Energy Planning of the Ministry of Petroleum. | AID-ASRT-GIT | 5/30/1985 |
| 3) Develop the Egyptian database and implement data entry and retrieval of PhD/MSc theses, on going research projects, AGRIS, Union list to include CIP research <u>purchased</u> periodicals and other relevant technical documents already collected. | GIT | 7/15/1985 |
| 4) Adopt immediately a direct on line searching capability at EDICA and NIDOC, and discontinue the present delay-on-line-search at GIT. | GIT | 5/01/1985 |
| 5) Renegotiate El Ahram subcontract in order to support specific courses related to STI and concentrate only on professional courses. | GIT/Al Ahram | 5/01/1985 |
| 6) Coordinate and follow up on technical information provided under ITAP project (263-0090.3). | GIT | 5/01/1985 |

(cont.)

D. INVENTORY OF DOCUMENTS TO BE REVISED PER ABOVE DECISIONS

- | | | |
|--|---|--|
| <input type="checkbox"/> Project Paper | <input checked="" type="checkbox"/> Implementation Plan e.g., CPI Network | <input type="checkbox"/> Other (Specify) _____ |
| <input checked="" type="checkbox"/> Financial Plan | <input checked="" type="checkbox"/> PIO/T | _____ |
| <input type="checkbox"/> Logical Framework | <input type="checkbox"/> PIO/C | <input type="checkbox"/> Other (Specify) _____ |
| <input type="checkbox"/> Project Agreement | <input type="checkbox"/> PIO/P | _____ |

10. ALTERNATIVE DECISIONS ON FUTURE OF PROJECT

- A. Continue Project Without Change
- B. Change Project Design and/or
- Change Implementation Plan
- C. Discontinue Project

11. PROJECT OFFICER AND HOST COUNTRY AS APPROPRIATE (Name and Title)

- | | |
|--|---|
| - Sherif Arif, HRDC/S&T
- Lawrence Ervin, HRDC/S&T
- Jonathan Conly, DPPE/TO
- Nemat Shafik, DPPE/PO
- George Laudato, AD/DPPE | OTHER BANKING PARTICIPANTS
- Bernard Wilder, AD/PEEC
- Arthur Handy, DDIA |
|--|---|

12. Mission/AID/W Office Director Approval

Signature: Frank B. Kimball

Title: Director

CLASSIFICATION
PROJECT EVALUATION SUMMARY (PES) - PART I

Report Symbol U-447

1. PROJECT TITLE	2. PROJECT NUMBER	3. MISSION/AID/W OFFICE
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)		
<input type="checkbox"/> REGULAR EVALUATION <input type="checkbox"/> SPECIAL EVALUATION		
5. KEY PROJECT IMPLEMENTATION DATES	6. ESTIMATED PROJECT FUNDING	7. PERIOD COVERED BY EVALUATION
A. First PRO-AG or Equivalent FY _____ B. Final Obligation Expected FY _____ C. Final Input Delivery FY _____	A. Total \$ _____ B. U.S. \$ _____	From (month/yr.) _____ To (month/yr.) _____ Date of Evaluation Review _____

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

A. List decisions and/or unresolved issues; cite those items needing further study. (NOTE: Mission decisions which anticipate AID/W or regional office action should specify type of document, e.g., telegram, SPAN, PIO, which will present detailed request.)	B. NAME OF OFFICER RESPONSIBLE FOR ACTION	C. DATE ACTION TO BE COMPLETED
7) Extend GIT contract for one year only after recommendations # 3-6 are closed, and amend the contract to include specific tasks and deliverables, incountry technical leadership, budget reallocations and priorities summarized in the Evaluation report.	GIT-AID	8/01/1985

9. INVENTORY OF DOCUMENTS TO BE REVISED PER ABOVE DECISIONS <table style="width: 100%; font-size: small;"> <tr> <td><input type="checkbox"/> Project Paper</td> <td><input type="checkbox"/> Implementation Plan, e.g., CPI Network</td> <td><input type="checkbox"/> Other (Specify) _____</td> </tr> <tr> <td><input type="checkbox"/> Financial Plan</td> <td><input type="checkbox"/> PIO/T</td> <td>_____</td> </tr> <tr> <td><input type="checkbox"/> Logical Framework</td> <td><input type="checkbox"/> PIO/C</td> <td><input type="checkbox"/> Other (Specify) _____</td> </tr> <tr> <td><input type="checkbox"/> Project Agreement</td> <td><input type="checkbox"/> PIO/P</td> <td>_____</td> </tr> </table>	<input type="checkbox"/> Project Paper	<input type="checkbox"/> Implementation Plan, e.g., CPI Network	<input type="checkbox"/> Other (Specify) _____	<input type="checkbox"/> Financial Plan	<input type="checkbox"/> PIO/T	_____	<input type="checkbox"/> Logical Framework	<input type="checkbox"/> PIO/C	<input type="checkbox"/> Other (Specify) _____	<input type="checkbox"/> Project Agreement	<input type="checkbox"/> PIO/P	_____	10. ALTERNATIVE DECISIONS ON FUTURE OF PROJECT A. <input 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
<input type="checkbox"/> Project Paper	<input type="checkbox"/> Implementation Plan, e.g., CPI Network	<input type="checkbox"/> Other (Specify) _____											
<input type="checkbox"/> Financial Plan	<input type="checkbox"/> PIO/T	_____											
<input type="checkbox"/> Logical Framework	<input type="checkbox"/> PIO/C	<input type="checkbox"/> Other (Specify) _____											
<input type="checkbox"/> Project Agreement	<input type="checkbox"/> PIO/P	_____											
11. PROJECT OFFICER AND HOST COUNTRY OR OTHER BANKING PARTICIPANTS AS APPROPRIATE (Name and Title)	12. Mission/AID/W Office Director Approval Signature _____ Typed Name _____ Date _____												

Applied Science and Technology Scientific and Technical
Information Component (263-0016)

USAID/Cairo

PROJECT DESCRIPTION

The purpose of this subproject is to establish an information network to supply information resources for researchers and policy-makers to make informed decisions concerning all aspects of science and technology research in order to more effectively solve priority development problems.

INITIALIZATION DATE AND U.S. LOP FUNDING AMOUNT 3/77 \$24.4 million	PES NUMBER 85-14	PES DATE March 1985	PES TYPE <input checked="" type="checkbox"/> Regular <input type="checkbox"/> Other (Specify)
ABSTRACT PREPARED BY, DATE NSahik, DIPE/PO <i>NS</i> March 1985	ABSTRACT CLEARED BY, DATE Lerwin, HR/C/ST <i>L</i> March 25, 1985		<input type="checkbox"/> Special <input type="checkbox"/> Terminal

This evaluation was performed by a four person team consisting of two AID employees (one AID/W and an FSN Project Officer) and two Egyptian consultants from the private sector and university community with expertise in information systems. The team was asked to assess performance, identify problems, and recommend an action plan to enhance the achievement of project objectives.

The team concluded that the project has been highly successful at responding to the information needs of the Egyptian scientific and engineering community in the form of 3000 bibliographic searches of international databases for almost 2000 users. Information "nodes" have been established at the Academy of Scientific Research and Technology, Office of Energy Planning of the Ministry of Petroleum, Egyptian Documentation and Information Center of Agriculture, Engineering and Industrial Design Development Center and the Center for Education and Technology of the Ministry of Health. The team found that three of the five nodes were particularly strong, interested in the creation of an Egyptian database, and serving or eager to serve all potential users in their respective sectors of interest. While it was not possible to determine the actual uses of the information obtained, the team found that given the number of repeat users, the willingness of users to pay a fee, and the types of subjects being searched, there is a strong indication that the information is useful and useable. Training for over 500 Egyptians in major elements of modern information systems has been conducted for both node staff and various interested organizations, firms, and universities. The project remains the only activity in Egypt aimed at coordinating the development of an Egyptian bibliographic database.

The absence of the "governance" directorate called for in the original design has constrained the establishment of an information network in Egypt. The creation and financing of a unit to handle management and coordination functions is necessary to ensure that the participating nodes will continue to share some standard methodologies, cooperate in the development of an Egyptian database, and provide service to all users in their respective sector markets. Cost recovery, particularly of foreign exchange, is another important dimension of the institutionalization issue. While the training program was adequate for the initial stages of the project, the remaining period will require greater focus with regard to marketing, trainee selection, and follow-up. In general, the project design assumed an unrealistically fast pace of implementation - it did not take into account the realities of the decision-making process and underestimated the requirements for Arabization of the automated information system.

The team recommends that the project be extended for one year if the Academy for Scientific Research provides compelling evidence that it will create and fund a management and technical coordination unit and place the operations of the Executive committee on a more formal basis. The team also made recommendations to amend the contract to reflect a higher priority for consolidating achievements and establishing certain capabilities for demonstration purposes.

Lessons Learned (1) The establishing an information network requires an effective coordination mechanism. (2) Training should be tailored to support specific project objectives. (3) Implementation schedules in project designs are often overambitious. Project managers should consider altering implementation tactics as circumstances change.

1. PROJECT TITLE

Egypt Water Use and Management

2. PROJECT NUMBER
263-0017

3. MISSION
USAID/Cairo

4. EVALUATION NUMBER
5. List the number and date of the reports (e.g., Country or AID/W Administrative Code, Fiscal Year, Serial No., beginning with No. 1 each FY) 85-15

REGULAR EVALUATION SPECIAL EVALUATION

6. KEY PROJECT IMPLEMENTATION DATES

A. First PRO-AG or Equivalent FY	B. Final Obligation Expected FY	C. Final Input Delivery FY
----------------------------------	---------------------------------	----------------------------

6. ESTIMATED PROJECT FUNDING

A. Total	\$ 13 million
B. U.S.	

7. PERIOD COVERED BY EVALUATION

From (month/year)	6/76
To (month/year)	3/85
Date of Revision	

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

A. List decisions and/or unresolved issues; cite those items needing further study (NOTE: Mission decisions which anticipate AID/W or regional office action should specify type of document, e.g., airgram, SPA, PIC, which will present detailed request.)

AREA OF OFFICER RESPONSIBLE FOR ACTION

C. DATE ACTION TO BE COMPLETED

1. The project is essentially completed, but USAID will consider addressing the following issues under appropriate components of the Irrigation Management Systems Project:
 - a. make the methodologies and technologies developed under the project operational;
 - b. establish an official role, guidelines and incentives necessary for the organizations of water user associations;
 - c. extrapolate the economic cost-benefit of large scale implementation of project findings;
 - d. improve data collection;
 - e. explore additional adaptations of methods and equipment to Egyptian small farms;
 - f. continue work on water conveyance structures and materials to improve the delivery system;
 - g. maintain experienced interdisciplinary staff for extension of project findings;

AGR/ILD

6/86

6/86

12/85

12/85

N/A

N/A

N/A

8. INVENTORY OF DOCUMENTS TO BE REVISED PER ABOVE DECISIONS

- | | | |
|--|--|--|
| <input type="checkbox"/> Project Paper | <input type="checkbox"/> Implementation Plan e.g., CPI Network | <input type="checkbox"/> Other (Specify) _____ |
| <input type="checkbox"/> Financial Plan | <input type="checkbox"/> PID/T | _____ |
| <input type="checkbox"/> Logical Framework | <input type="checkbox"/> PID/C | <input type="checkbox"/> Other (Specify) _____ |
| <input type="checkbox"/> Project Agreement | <input type="checkbox"/> PID/A | _____ |

10. ALTERNATIVE DECISIONS ON FUTURE OF PROJECT

- | |
|--|
| A. <input 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)

WCarmack, AGR/ILD	GLaudato, AD/DEPE
ESTains, AGR/ILD	AHandly, DD
DSchaer, AD/AGR	
JOnly, DPPE/PO	

12. Mission/AID/W Office Director Approval

Signature: *Frank B. Kimball*

Typed Name: Frank B. Kimball, DIR

Date: _____

1. PROJECT TITLE	2. PROJECT NUMBER	3. AID/ADP/AFD/AFR/AFS/AFI/AFD/AFR/AFS/AFI/AFD
4. EVALUATION NUMBER (Enter the number maintained by the reporting unit e.g., Country or AID/ Administrative Code, Fiscal Year, Serial No. beginning with 1 each)		
<input type="checkbox"/> REGULAR EVALUATION <input type="checkbox"/> SPECIAL EVALUATION		

5. KEY PROJECT IMPLEMENTATION DATES A. First P/O-AO or Equivalent FY _____ B. Final Obligation Expected FY _____ C. Final Input Delivery FY _____	6. ESTIMATED PROJECT FUNDING A. Total \$ _____ B. U.S. \$ _____	7. PERIOD COVERED BY EVALUATION From (month/yr.) _____ To (month/yr.) _____ Date of Evaluation Review _____
---	--	---

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

A. List decisions and/or unresolved issues; cite those items needing further study. (NOTE: Mission decisions which anticipate AID/W or regional office action should specify type of document, e.g., telegram, SPAR, PIO, which will present detailed request.)	B. NAME OF OFFICER RESPONSIBLE FOR ACTION	C. DATE ACTION TO BE COMPLETED
h. improve coordination with the Ministry of Agriculture;		N/A
i. continually monitor and review projects to make adjustments in implementation;		N/A

9. INVENTORY OF DOCUMENTS TO BE REVISED PER ABOVE DECISIONS

<input type="checkbox"/> Project Paper	<input type="checkbox"/> Implementation Plan e.g., CPI Network	<input type="checkbox"/> Other (Specify) _____
<input type="checkbox"/> Financial Plan	<input type="checkbox"/> P/O/T	_____
<input type="checkbox"/> Logical Framework	<input type="checkbox"/> P/O/C	<input type="checkbox"/> Other (Specify) _____
<input type="checkbox"/> Project Agreement	<input type="checkbox"/> P/O/P	_____

10. ALTERNATIVE DECISION ON FUTURE OF PROJECT

A. Continue Project Without Change

B. Change Project Design and/or Change Implementation Plan

C. Discontinue Project

11. PROJECT OFFICER AND HOST COUNTRY OR OTHER RANKING PARTICIPANTS AS APPROPRIATE (Names and Titles)

12. Mission/AID/W Office Director Approval

Signature _____

Type Name _____

Date _____

PROJECT TITLE(S) AND NUMBER(S)

Egypt Water Use and Management (263-0017)

MISSION/ACTIVITY OFFICE

USAID/Cairo

PROJECT DESCRIPTION

The project purpose is to demonstrate replicable improved irrigation water management and associated practices that increase farm production by funding pilot programs in three governorates.

AUTHORIZATION DATE AND U.S. LOP FUNDING AMOUNT

6/30/76 \$13 million

PES NUMBER

85-15

PES DATE

March 1985

PES TYPE

 Regular Other (Specify) Special Terminal

ABSTRACT PREPARED BY, DATE

BGreenburg, DPPE/PO *BG*

ABSTRACT CLEARED BY, DATE

EStains, AGR/ILD *EStains*

The evaluation team was composed of an irrigation engineer, an irrigation agronomist, a social anthropologist, and an economist. Since the project had ended at the time of the team's work and all CSU team members had departed, the evaluation relies heavily on the large amount of project documentation. The only previous evaluation of the project (1980), made 14 recommendations which were incorporated into the project's plan of work. The final evaluation team considered both these revisions and the project's original goals in their evaluation.

In the opinion of the review team, the project had taken actions to implement all of the recommendations in the first evaluation. In general, the necessary equipment for project work had been procured as specified, although there were problems in the timing of deliveries. In some instances, project training was too academic or not sufficiently comprehensive to allow them to handle the multiple responsibilities assigned by the project. However, participant training was augmented by practical, on-the-job training with TDY expertise. The project has produced outputs with significant potential for improved irrigation system management, though these outputs are somewhat different from the original project paper and contract. This difference was due to: 1) the conflict between the project design calling for a water management research effort, and the stated project objective, which was more appropriate to an on-farm production project, 2) several assumptions underlying the project (and unstated in the original logical framework), were fallacious. The evaluation describes these assumptions and the reasons why they were unsound under Egyptian conditions. Instead of producing a replicable package of water management technologies, the project developed a replicable methodology that could be applied over time and different circumstances.

The stated project goal of improving the social and economic conditions of small farmers by boosting crop production and income was unrealistic given the planned project inputs and outputs. The most direct benefit of the project has been the formal and on-the-job upgrading of the skills of Egyptian technical personnel. The second most significant project benefit is the substantial quantities of data it produced on Egyptian irrigation, agronomic, and social conditions germane to a wide range of future activities in irrigation systems improvement. The Project also provided direct services such as land levelling and mesqa improvements to a limited number of farmers. While crop production increased significantly in the project area, these increases cannot be attributed solely to project activities because they were combined with other interventions in a technical package.

One of the most significant findings of the Project is that effective Water Users Associations can have a very large impact on the maintenance and management of water resources in Egypt, especially at the local level. The project found that the presence of sociologists greatly facilitated the organization of such groups. However, the project did not create a completely replicable process for the organization of local water users associations and their effective interface with the Ministry of Irrigation. Another important conclusion of the project is that gravity irrigation in Egypt is technically feasible, socially acceptable, and offers significant benefits to farmers without wasting water. The evaluation report provides comprehensive recommendations concerning the lessons and findings of EWJP for future irrigation projects in the areas of: 1) research processes, 2) irrigation parameters, 3) farmer involvement, 4) systems management, 5) agronomic and structural changes, and 6) training.

PROJECT TITLE(S) AND NUMBER(S)

Industrial Management Program (263-0101-subactivity)

MISSION/AREA-OFFICE

USAID/Cairo

PROJECT DESCRIPTION

The project is a component of the Industrial Production Project and is designed to provide in-country training for public sector employees of companies under the jurisdiction of the Ministry of Industry.

AUTHORIZATION DATE AND U.S. LOP FUNDING AMOUNT

9/82 \$ 1,650,000

PES NUMBER

85-16

PES DATE

July 1985

PES TYPE

 Regular Other (Specify) Special Terminal

ABSTRACT PREPARED BY, DATE

NShafik, DPPE
July 1985

ABSTRACT CLEARED BY, DATE

ASobh, IS/IR
July 1985

This evaluation was part of a broader assessment of projects in industrial productivity improvement that included Management Development for Productivity (263-0090.1), Vocational Training (263-0090.2), and the Industrial Technology Application Program (263-0090.3). Because the Industrial Management Program (IMP) was designed separately as part of another project, the evaluation focused on project achievements defined by the project's own goals and objectives.

The team concluded that the program achieved relative success in providing opportunities for training to a large number of public sector employees from public companies and institutions under the jurisdiction of the Ministry of Industry. A total of 458 trainees participated in the tailored training courses in economics and business management, industrial project implementation, industrial project operation, and environmental protection. The companies that sent their employees to the tailored program represent approximately 75 percent of those that were eligible and cover almost all industrial sectors. Course evaluations and self-assessments by the trainees reflect a high degree of satisfaction with the IMP. Each trainee's development was also evaluated by faculty members through proficiency scores based on tests, assignments, and class participation.

In addition, to the tailored program, AIC identified eighteen standard courses in its curriculum that would be responsive to training needs identified by a survey of industrial firms. After a slow start, enrollment in the standard courses increased to a cumulative total of 400.

The team concluded that the program was successful in increasing the skills of individual participant trainees. However, in order to insure positive impact at the company level, a critical mass within the firm's management cadre would have to be developed. This has partly been constrained by GOFI's desire to maximize the number of companies participating in the Project. It is also not yet possible to evaluate the impact of the training on individuals on the job and the willingness of senior management to allow trainees to use their new skills.

The team recommends that the project be extended with certain modifications. The program should provide training opportunities to employees from the private sector. Closer coordination should be instituted with other projects, particularly Management Development for Productivity, Vocational Training, Industrial Technology Application Program, and the International Executive Service Corps. The selection of participant companies should have a sectoral focus. Senior managers should be familiarized with the range of available assistance to industry. Existing reporting systems should be maintained and expanded to include follow-up assessments.

USAID has decided not to finance an extension of this program in an effort to focus assistance to industry on the private sector.

CLASSIFICATION
PROJECT EVALUATION SUMMARY (PES) - PART I

Report Cover Sheet
Standard U.H.

1. PROJECT TITLE Management Development for Productivity	2. PROJECT NUMBER 263-0090.1	3. MISSION/AID/WORSHIPING UNIT USAID/Cairo
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) 85-46		
[X] REGULAR EVALUATION [] SPECIAL EVALUATION		

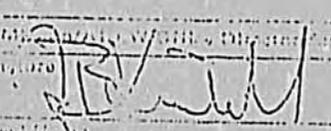
5. KEY PROJECT IMPLEMENTATION DATES A. First PRO/AG or Equivalent FY _____ B. Final Obligation Expected FY _____ C. Final Input Delivery FY _____	6. ESTIMATED PROJECT FUNDING A. Total \$ 8.5 m B. U.S. \$ _____	7. PERIOD COVERED BY EVALUATION From (month/yr.) 8/80 To (month/yr.) 8/85 Date of Evaluation Report July 1985
---	--	---

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

A. List decisions and/or unresolved issues; cite those items needing further study. (NOTE: Mission decisions which anticipate AID/W or regional office action should specify type of document, e.g., program, SPAR, PIO, which will present detailed request.)	B. NAME OF OFFICER RESPONSIBLE FOR ACTION	C. DATE OF ACTION TO BE COMPLETED
1. USAID has decided not to finance the Phase II continuation/expansion of this activity. Contractor should begin demobilizing.	IS/IR	9/85

Doc.# 2137A:DPPE/PO:MShafik/ys

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

11. PROJECT OFFICER AND HOST COUNTRY OR OTHER BANKING PARTICIPANTS AS APPROPRIATE (Name and Title) RMitchell, IS/IR RRousseau, IS/IR DPressley, AD/IS JConly, DPPE/PO	12. Mission Director's Signature  Frank B. Kimball, DIR Date: 19 AUG 1985
--	--

PROJECT DESCRIPTION

The project is designed to increase the productivity of individual industrial firms by introducing and improving management systems and practices.

AUTHORIZATION DATE AND U.S. LDR FUNDING AMOUNT

8/80 \$8.5 Million

PES NUMBER

85-16

PES DATE

July 1985

PES TYPE

 Regular Other (Specify) Special Terminal

ABSTRACT PREPARED BY, DATE

N. Shafik, DPPE/PO *NS*
July 1985

ABSTRACT CLEARED BY, DATE

R. Mitchell, IS/IR
July 1985 *RM*

This evaluation was part of a broader assessment of projects in industrial productivity improvement that included the Industrial Technology Application Program (263-0090.3), Vocational Training (263-0090.2), and the American University in Cairo's Industrial Management Program. The evaluation was conducted by a team of U.S. and Egyptian consultants over a six week period to assess the future of the program.

The team addressed four major issues: (1) productivity returns and project continuation/expansion, (2) deficiencies in project design and/or contractor performance, (3) recommendations for improvement, and (4) coordination with other activities in order to enhance impact. While the team identified some deficiencies, they concluded that MDP should continue based on both the monetary returns it has generated and the improved management practices introduced in various industrial firms. MDP has worked with 31 companies; trained 845 managers; sponsored 17 workshops, 2 seminars and 25 case studies; and prepared audiovisual and reference materials. In addition, the report states that the next two years should serve a transitional period during which an Egyptian institution should be developed to supplement MDP. The project could also serve as a coordinating mechanism between other USAID projects and GOE services to industry.

The deficiencies in the project are a result of the need for support from the GOE and business community, internal management systems, the delineation of roles and responsibilities, and the development of detailed action plans. There are a number of areas, such as the base line survey, training programs, and internal cost accounting procedures, that need additional attention. The need for political support for the project should be addressed through the advisory committee and by MDP staff contact with Egyptian business and government leaders. The project should also develop a strategic focus by sector, problem area, or economic targets. The project has recently developed documentation and management control systems. These should be expanded and refined in the future. Several areas of implementation such as task force visits, training materials, and marketing need to be improved. They should be addressed in the contractor's work plan for phase II. In general, the team recommends that MDP concentrate on consolidating the organizational lessons learned thus far in the project life.

However, despite the recommendations of the evaluation team, USAID has decided not to finance phase II of the project. This decision is based, in part, on the GOE's request that MDP be replaced by seven separate sector-specific training centers.

CLASSIFICATION
PROJECT EVALUATION SUMMARY (PES) - PART I

Report Symbol U-447

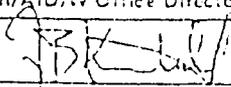
1. PROJECT TITLE Industrial Technology Application Program			2. PROJECT NUMBER 263-0090.3	3. MISSION/AID/W OFFICE USAID/Cairo
			4. EVALUATION NUMBER (Enter the number maintained by the reporting unit e.g., Country or AID/W Administrative Code, Fiscal Year, Serial No. beginning with No. 1 each FY) 85-16	
			<input type="checkbox"/> REGULAR EVALUATION <input type="checkbox"/> SPECIAL EVALUATION	
5. KEY PROJECT IMPLEMENTATION DATES A. First PRO-AG or Equivalent FY _____ B. Final Obligation Expected FY _____ C. Final Input Delivery FY _____		6. ESTIMATED PROJECT FUNDING A. Total \$ <u>10 million</u> B. U.S. \$ _____		7. PERIOD COVERED BY EVALUATION From (month/yr.) <u>8/86</u> To (month/yr.) <u>8/85</u> Date of Evaluation Review <u>July 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
1. Focus project services by sector, technological specialization and economic criteria.	EIDDC, IS/IR	9/85
2. Formalize management structure and procedures.	GIT, EIDDC	9/85
3. Set objectives, for firm-level interventions, establish information system, and develop performance indicators.	GIT EIDDC	10/85
4. Adopt an outreach program for project services.	GIT, EIDDC	9/85
5. Implement a continuous monitoring and evaluation program on progress, lessons learned, cost-accounting, and staff performance. Report quarterly to USAID Project Officer.	CIT	10/85
6. Accelerate Egyptianization and institutionalization of the project.	GIT, EIDDC ITAP	9/85
7. Make adjustments in composition of implementation team to get more appropriate mix of skills.	IS/IR GIT, EIDDC	8/85
8. Coordinate services with other service and credit programs including the Science and Technical Information activity.	IS/IR GIT, EIDDC	12/85

(Cont.)

9. INVENTORY OF DOCUMENTS TO BE REVISED PER ABOVE DECISIONS <input type="checkbox"/> Project Paper <input type="checkbox"/> Implementation Plan e.g., CPI Network <input type="checkbox"/> Other (Specify) _____ <input type="checkbox"/> Financial Plan <input type="checkbox"/> PIC/T <input type="checkbox"/> Logical Framework <input type="checkbox"/> PIC/C <input type="checkbox"/> Other (Specify) _____ <input type="checkbox"/> Project Agreement <input type="checkbox"/> PIC/P	10. ALTERNATIVE DECISIONS ON FUTURE OF PROJECT A. <input type="checkbox"/> Continue Project Without Change B. <input type="checkbox"/> Change Project Design and/or <input checked="" 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) RMitchell, IS/IR RRousseau, IS/IR DPressley, AD/IS JConly, DPPE	12. Mission/AID/W Office Director Approval Signature:  Typed Name: Frank B. Kimball, Date: 16 AUG 1985
--	--

CLASSIFICATION
PROJECT EVALUATION SUMMARY (PES) - PART I

Report Control
Form 1-1977

1. PROJECT TITLE	2. PROJECT NUMBER	3. MISSION/AID/W OFFICE
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)		
<input type="checkbox"/> REGULAR EVALUATION <input type="checkbox"/> SPECIAL EVALUATION		
5. KEY PROJECT IMPLEMENTATION DATES		7. PERIOD COVERED BY EVALUATION
A. First PIO-AG or Equivalent FY _____	B. Final Obligation Expected FY _____	From (month/yr.) _____ To (month/yr.) _____ Date of Evaluation Review _____
6. ESTIMATED PROJECT FUNDING		
A. Total \$ _____		
B. U.S. \$ _____		

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

A. List decisions and/or unresolved issues; cite those items needing further study. (NOTE: Mission decisions which anticipate AID/W or regional office action should specify type of document, e.g., program, SPAR, PIO, which will present detailed request.)	B. NAME OF OFFICER RESPONSIBLE FOR ACTION	C. DATE
9. Explore alternative revenue generation mechanisms for ITAP.	GIT EIDDC	6/86
10. Reconstitute and use advisory committee for project guidance.	EIDDC IS/IR	11/85

Doc. # 3531P:07/08/85:DPÆ/FO:NS/ys

<p>9. INVENTORY OF DOCUMENTS TO BE REVISED PER ABOVE DECISIONS</p> <table style="width: 100%;"> <tr> <td><input type="checkbox"/> Project Paper</td> <td><input type="checkbox"/> Implementation Plan e.g., CPI Network</td> <td><input type="checkbox"/> Other (Specify) _____</td> </tr> <tr> <td><input type="checkbox"/> Financial Plan</td> <td><input type="checkbox"/> PIO/T</td> <td>_____</td> </tr> <tr> <td><input type="checkbox"/> Logical Framework</td> <td><input type="checkbox"/> PIO/C</td> <td><input type="checkbox"/> Other (Specify) _____</td> </tr> <tr> <td><input type="checkbox"/> Project Agreement</td> <td><input type="checkbox"/> PIO/P</td> <td>_____</td> </tr> </table>	<input type="checkbox"/> Project Paper	<input type="checkbox"/> Implementation Plan e.g., CPI Network	<input type="checkbox"/> Other (Specify) _____	<input type="checkbox"/> Financial Plan	<input type="checkbox"/> PIO/T	_____	<input type="checkbox"/> Logical Framework	<input type="checkbox"/> PIO/C	<input type="checkbox"/> Other (Specify) _____	<input type="checkbox"/> Project Agreement	<input type="checkbox"/> PIO/P	_____	<p>10. ALTERNATIVE DECISIONS ON P. OF PROJECT</p> <p>A. <input type="checkbox"/> Continue Project Without Change</p> <p>B. <input type="checkbox"/> Change Project Design and/or <input type="checkbox"/> Change Implementation Plan</p> <p>C. <input type="checkbox"/> Discontinue Project</p>
<input type="checkbox"/> Project Paper	<input type="checkbox"/> Implementation Plan e.g., CPI Network	<input type="checkbox"/> Other (Specify) _____											
<input type="checkbox"/> Financial Plan	<input type="checkbox"/> PIO/T	_____											
<input type="checkbox"/> Logical Framework	<input type="checkbox"/> PIO/C	<input type="checkbox"/> Other (Specify) _____											
<input type="checkbox"/> Project Agreement	<input type="checkbox"/> PIO/P	_____											
11. PROJECT OFFICER AND HOST COUNTRY OR OTHER BANKING PARTICIPANTS AS APPROPRIATE (Names and Titles)	12. Mission/AID/W Office Director Approval												
	Signature _____												
	Typed Name _____												
	Date _____												

Industrial Technology Application Program (263-0090.3)

MISSION/AID/Office

USAID/Cairo

PROJECT DESCRIPTION

This project is designed to increase the productivity of individual industrial firms by improving the selection and use of technologies.

AUTHORIZATION DATE AND U.S. LOP FUNDING AMOUNT 9/81 \$ 10million	PES NUMBER 85-16	PES DATE July-16	PES TYPE <input checked="" type="checkbox"/> Regular <input type="checkbox"/> Other (Specify) <input type="checkbox"/> Special <input type="checkbox"/> Terminal
ABSTRACT PREPARED BY, DATE N. Shafik, DPPE <i>NS</i> July 1985	ABSTRACT CLEARED BY, DATE R. Mitchell, IS/IR <i>RM</i> July 1985		

This evaluation was part of a broader assessment of projects in industrial productivity improvement that included Management Development for Productivity (263-0090.1), Vocational Training (263-0090.2), and the American University in Cairo's Industrial Management Program. The evaluation was conducted by a team of U.S. and Egyptian consultants over a six-week period to assess the future of the program.

The team found that the implementation of the project diverged from the original design. The Industrial Technology Application Program (ITAP) was intended to assist and institutionalize Egyptian capacity to make more productive use of industrial technology. However, the project evolved into "hands-on" assistance to industry based on the interests of the contractor's field staff, little technology transfer, few formalized internal management systems, and poor coordination with other programs. Both the technical assistance contractor, the Georgia Institute of Technology (GIT), and the GOE counterparts, the Engineering and Industrial Design and Development Center (EIDDC), were oriented toward factory-floor engineering rather than product development and marketing. The ITAP unit's emphasis and strengths are highest in areas of least concern to industry groups and lowest in priority areas. The diagnostic services offered by the project lacked a methodology, techniques to demonstrate the costs and benefits of the proposed interventions, and a system to monitor, review and follow-up on client needs. While short term consultants made important contributions, their use has been insufficient (particularly Egyptians) and sometimes inappropriate. Because the ITAP unit has not been responsive to client needs, there has been a very low rate of implementation of diagnostic service recommendations. Responses to requests made to the information center were often delayed. The training program is behind schedule. The project advisory committee has not met regularly to provide guidance and support to the project. ITAP's overall lack of direction and strategic planning are reflected in its inability to effectively market and promote technology transfer and productivity development services.

The report recommends an organizational overhaul of the ITAP unit. Strategic objectives need to be identified, targets and performance indicators set, and a management information system put into place. Management responsibilities and reporting relationships must be formalized and the project's advisory committee should be activated. The technical assistance and the diagnostic services should be reoriented to meet client needs. In order to achieve this reconfiguration, resources will have to be allocated according to explicit policies, ITAP will have to develop a competitive edge, and the institution's human and financial sustainability will have to be addressed.

The Egyptian implementing agency responded immediately and positively to the evaluation. The Minister of Industry approved the project's strategic focus on selected subsectors and technologies; a local consultant will train field engineers to effect firm-level productivity improvements and technology transfer; and U.S. firms and local consultants will participate in project-sponsored technology-application fairs. The contractor's team leader was replaced, and all of the original field team members were released. Increasing reliance will be placed on Egyptian short-term consultants supplemented by American consultants. The contractor's budget will be reduced and funds will be transferred to the grant.

1. PROJECT TITLE Water/Wastewater Sector Assessment-Cairo Wastewater, Cairo Water Supply, Alexandria Wastewater, Canal Cities Water and Sewerage.		2. PROJECT NUMBER NA	3. MISSION/AID/W OFFICE USAID/Cairo
B. 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>85-17</u>	
A. First PRO-AG or Equivalent FY	B. Final Obligation Expected FY	C. Final Input Delivery FY	<input type="checkbox"/> REGULAR EVALUATION <input checked="" type="checkbox"/> SPECIAL EVALUATION

6. ESTIMATED PROJECT FUNDING		7. PERIOD COVERED BY EVALUATION	
A. Total	\$ NA	From (month/yr.)	September 1977
D. U.S.	\$ NA	To (month/yr.)	May 1985
		Date of Evaluation Review	June 1985

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

A. List decisions and/or unresolved issues; cite those items needing further study. (NOTE: Mission decisions which anticipate AID/W or regional office action should specify type of document, e.g., program, SPAR, PIO, which will present detailed request.)	B. NAME OF OFFICER RESPONSIBLE FOR ACTION	C. DATE ACTION TO BE COMPLETED
Both project-specific and programmatic decisions are listed below: <u>Sectoral/Programmatic</u> 1. Continue dual approach (policy dialogue and provision management/technical advisory services) to strengthening sector management capabilities.	DR/UAD	NA (ongoing)
2. Review the Memorandum of Understanding (MOU) to reflect current thinking on institutional and financial reforms.	DR/UAD	2/86
3. Review with GOE the advisability of expanding MOU dialogue to include local officials and related GOE entities (Ministries of Finance, Planning, etc.)	DR/UAD	2/86
4. Include management assistance and operator training in the forthcoming expatriate operations and maintenance contracts.	DR/UAD	8/86
5. Provide assistance to MHPU and NOPWASD, in the following areas under the planned Institutional Support Program: a. coordination of sector databases,	DR/UAD	8/87
(Cont.)		

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

11. PROJECT OFFICER AND HOST COUNTRY OR OTHER RANKING PARTICIPANTS AS APPROPRIATE (Names and Titles)		12. Mission/AID/W Office Director Approval	
RRobieson, DR/UAD	FZobrist, DR/UAD	Signature	<i>Frank B. Kimball</i>
BSchacknies, DR/UAD	RVanRaalte, AD/DR	Typed Name	Frank B. Kimball, DIR
CScheibal, DR/UAD	JConly, DPPE/PC	Date	8/13/85
JStanley, DR/UAD	AHandly, DD		

CLASSIFICATION
PROJECT EVALUATION SUMMARY (PES) - PART I

Report Form U-117

1. TITLE	2. PROJECT NUMBER	3. MISSION/AID/W OFFICE
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)		
<input type="checkbox"/> REGULAR EVALUATION <input type="checkbox"/> SPECIAL EVALUATION		

5. KEY PROJECT IMPLEMENTATION DATES	6. ESTIMATED PROJECT FUNDING	7. PERIOD COVERED BY EVALUATION
A. Start B. Final Obligation Expected C. Final Input Delivery FY _____	A. Total \$ _____ B. U.S. \$ _____	From (month/yr.) _____ To (month/yr.) _____ Date of Evaluation Review _____

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

A. ACTION 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., algram, SPAR, PIO, which will present detailed request.)	B. NAME OF OFFICER RESPONSIBLE FOR ACTION	C. DATE ACTION TO BE COMPLETED
8. Encourage measures that insure that expatriate architectural/engineering firms enhance the construction and operations and maintenance capacities of their Egyptian counterparts. Training system should focus on sustainability.	DR/UAD IS/CS	NA (ongoing)
9. Encourage the GOE to reevaluate its position on the mandated level of wastewater treatment and consider phasing treatment facilities.	DR/UAD	NA (ongoing)
10. Suggest that the GOE use CAPMAS' unit of analysis for estimating populations and collecting more precise data on per capita consumption of water.	DR/UAD	NA (ongoing)
11. Support public awareness campaigns on proper practices in water and wastewater system use, solid waste collection and disposal.	DR/UAD	NA (ongoing)
<u>Cairo Wastewater</u> (263-0091, 0173)-\$294 M		
1. Consider costs and consequences of staging treatment by deferring the construction of secondary treatment facilities.	DR/UAD	5/86

(Cont.)

9. INVENTORY OF DOCUMENTS TO BE REVISED PER ABOVE DECISIONS <input type="checkbox"/> Project Paper <input type="checkbox"/> Implementation Plan e.g., CPI Network <input type="checkbox"/> Other (Specify) _____ <input type="checkbox"/> Financial Plan <input type="checkbox"/> PIO/T <input type="checkbox"/> Logical Framework <input type="checkbox"/> PIO/C <input type="checkbox"/> Other (Specify) _____ <input type="checkbox"/> Project Agreement <input type="checkbox"/> PIO/P	10. ALTERNATIVE DECISIONS ON FUTURE OF PROJECT A. <input 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)	12. Mission/AID/W Office Director Approval Signature _____ Typed Name _____ Date _____
--	---

52

CLASSIFICATION
PROJECT EVALUATION SUMMARY (PES) - PART I

Report Cover Sheet
Symbol 111

1. PROJECT TITLE			2. PROJECT NUMBER	3. MISSION/AID/W OFFICE
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)				
<input type="checkbox"/> REGULAR EVALUATION <input type="checkbox"/> SPECIAL EVALUATION				
5. KEY PROJECT IMPLEMENTATION DATES			6. ESTIMATED PROJECT FUNDING	
7a. First PIO/AG or Equivalent FY _____	b. Final Obligation Expected FY _____	c. Final Input Delivery FY _____	A. Total \$ _____	B. U.S. \$ _____
			7. PERIOD COVERED BY EVALUATION	
			From (month/yr.) _____	
			To (month/yr.) _____	
			Date of Evaluation Review _____	

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

A. List decisions and/or unresolved issues; cite those items needing further study. (NOTE: Mission decisions which anticipate AID/W or regional office action should specify type of document, e.g., telegram, SPAR, PIO, which will present detailed request.)	B. NAME OF OFFICER RESPONSIBLE FOR ACTION	C. DATE ACTION TO BE COMPLETED
2. Consider provision of local currency for the primary treatment portion of the Abu Rawash Wastewater Treatment Plant.	AD/DR AD/DPPE	6/86
3. Request that GOE prepare a schedule for timely completion of improvements to the irrigation drainage canals to be used as receiving waters on the West Bank.	DR/UAD	9/86
4. Request that GOE prepare a schedule to show when additional capacity will be necessary to meet expected wastewater flow.	DR/UAD	11/86
5. Review organizational responsibilities for water and wastewater services in informal housing areas of metropolitan Cairo, particularly the role of the Joint Housing Project Agency.	DR/UAD MIR	12/86
6. Consider requiring U.S. prime contractors to associate with local private sector contractors for a minimum percentage of the contract.	DR/UAD	NA (ongoing)
7. Encourage the inclusion of management skills transfer in the scopes of work for construction supervisors.	DR/UAD IS/CS	NA (ongoing)

(Cont.)

<p>8. INVENTORY OF DOCUMENTS TO BE REVISED PER ABOVE DECISIONS</p> <table style="width: 100%;"> <tr> <td><input type="checkbox"/> Project Paper</td> <td><input type="checkbox"/> Implementation Plan e.g., CPI Network</td> <td><input type="checkbox"/> Other (Specify) _____</td> </tr> <tr> <td><input type="checkbox"/> Financial Plan</td> <td><input type="checkbox"/> PIO/T</td> <td>_____</td> </tr> <tr> <td><input type="checkbox"/> Logical Framework</td> <td><input type="checkbox"/> PIO/C</td> <td><input type="checkbox"/> Other (Specify) _____</td> </tr> <tr> <td><input type="checkbox"/> Project Agreement</td> <td><input type="checkbox"/> PIO/P</td> <td>_____</td> </tr> </table>	<input type="checkbox"/> Project Paper	<input type="checkbox"/> Implementation Plan e.g., CPI Network	<input type="checkbox"/> Other (Specify) _____	<input type="checkbox"/> Financial Plan	<input type="checkbox"/> PIO/T	_____	<input type="checkbox"/> Logical Framework	<input type="checkbox"/> PIO/C	<input type="checkbox"/> Other (Specify) _____	<input type="checkbox"/> Project Agreement	<input type="checkbox"/> PIO/P	_____	<p>9. ALTERNATIVE DECISIONS ON FUTURE OF PROJECT</p> <p>A. <input type="checkbox"/> Conclude Project Without Change</p> <p>B. <input type="checkbox"/> Change Project Design and/or _____</p> <p style="padding-left: 20px;"><input type="checkbox"/> Change Implementation Plan</p> <p>C. <input type="checkbox"/> Discontinue Project</p>
<input type="checkbox"/> Project Paper	<input type="checkbox"/> Implementation Plan e.g., CPI Network	<input type="checkbox"/> Other (Specify) _____											
<input type="checkbox"/> Financial Plan	<input type="checkbox"/> PIO/T	_____											
<input type="checkbox"/> Logical Framework	<input type="checkbox"/> PIO/C	<input type="checkbox"/> Other (Specify) _____											
<input type="checkbox"/> Project Agreement	<input type="checkbox"/> PIO/P	_____											

<p>11. PROJECT OFFICER AND HOST COUNTRY OR OTHER BANKING PARTICIPANTS AS APPROPRIATE (Name and Title)</p>	<p>12. Mission/AID/W Office Director Approval</p> <p>Signature _____</p> <p>Typed Name _____</p> <p>Date _____</p>
---	--

53

CLASSIFICATION
PROJECT EVALUATION SUMMARY (PES) -- PART I

Report Form 11-73-17

1. PROJECT TITLE	2. PROJECT NUMBER	3. MISSION/AID/W OFFICE
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)		
<input type="checkbox"/> REGULAR EVALUATION <input type="checkbox"/> SPECIAL EVALUATION		

5. KEY PROJECT IMPLEMENTATION DATES A. First Procurement or Employment FY _____ B. Final Obligation Expected FY _____ C. Final Input Delivery FY _____	6. ESTIMATED PROJECT FUNDING A. Total \$ _____ B. U.S. \$ _____	7. PERIOD COVERED BY EVALUATION From (month/yr.) _____ To (month/yr.) _____ Date of Evaluation Review _____
---	---	--

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

A. DECISIONS AND/OR UNRESOLVED ISSUES; cite those items needing further study. (List all Mission decisions which anticipate AID/W or regional office action should be taken. Indicate type of document, e.g., telegram, SPAR, PIO, which will present detailed request.)	B. NAME OF OFFICER RESPONSIBLE FOR ACTION	C. DATE ACTION TO BE COMPLETED
8. Encourage improved coordination between C/GOSC, CWO, and AMBRIC to ensure that CWO is kept informed.	DR/UAD	NA
9. Encourage the preparation of recommendations on procedural improvements concerning land acquisition and the issuance of right-of-way permits.	DR/UAD	10/86
<u>Cairo Water Supply (263-0038)-\$91.4 M</u>		
1. Review funding shortfalls for the Part II Staged Development Program.	DR/UAD	5/86
<u>Alexandria Wastewater (263-0100)-\$198M</u>		
1. Encourage coordination between the General Organization for Industries and AGOSD on treatment of industrial wastes.	DR/UAD	NA (ongoing)
2. Consider financing sludge disposal facilities.	DR/UAD	5/86
3. Encourage placing increased priority on house connections.	DR/UAD AGOSD	NA (ongoing)
(Cont.)		

9. INVENTORY OF DOCUMENTS TO BE REVISED PER ABOVE DECISIONS <input type="checkbox"/> Project Paper <input type="checkbox"/> Implementation Plan e.g., CPI Network <input type="checkbox"/> Other (Specify) _____ <input type="checkbox"/> Financial Plan <input type="checkbox"/> PIO/T _____ <input type="checkbox"/> Logical Framework <input type="checkbox"/> PIO/C <input type="checkbox"/> Other (Specify) _____ <input type="checkbox"/> Project Agreement <input type="checkbox"/> PIO/P _____	10. ALTERNATIVE DECISIONS ON FUTURE OF PROJECT A. <input 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)	12. Mission/AID/W Office Director Approval Signature _____ Typed Name _____ Date _____
--	---

54.

CLASSIFICATION
PROJECT EVALUATION SUMMARY (PES) - PART I

Report Symbol U-447

1. PROJECT TITLE	2. PROJECT NUMBER	3. MISSION/AID/W OFFICE
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)		
<input type="checkbox"/> REGULAR EVALUATION <input type="checkbox"/> SPECIAL EVALUATION		

5. KEY PROJECT IMPLEMENTATION DATES A. First PRO-AG or Equivalent FY _____ B. Final Obligation Expected FY _____ C. Final Input Delivery FY _____	6. ESTIMATED PROJECT FUNDING A. Total \$ _____ B. U.S. \$ _____	7. PERIOD COVERED BY EVALUATION From (month/yr.) _____ To (month/yr.) _____ Date of Evaluation Review _____
--	---	--

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., airmgram, SPAR, PIO, which will present detailed request.)	B. NAME OF OFFICER RESPONSIBLE FOR ACTION	C. DATE ACTION TO BE COMPLETED
Canal Cities Water and Sewerage (263-0048)-\$169 M		
1. Finance detailed design work on the proposed new South Land Treatment Plant in Ismailia.	DR/UAD GOE	5/86
2. Consider funding the design and construction management for two pipelines from Qanntara to Port Said to meet the projected increased water requirements from Port Said Waterworks.	DR/UAD	5/86
3. Consider financing new wastewater treatment plants in Suez.	DR/UAD	5/86
5. Consider financing new wastewater treatment plants in Port Said and Port Fouad.	DR/UAD	5/86
Doc# 3210P 06/27/85 DPPE/PO:MS/ys		

9. INVENTORY OF DOCUMENTS TO BE REVISED PER ABOVE DECISIONS <input type="checkbox"/> Project Paper <input type="checkbox"/> Implementation Plan e.g., CPI Network <input type="checkbox"/> Other (Specify) _____ <input type="checkbox"/> Financial Plan <input type="checkbox"/> PIO/T <input type="checkbox"/> Logical Framework <input type="checkbox"/> PIO/C <input type="checkbox"/> Other (Specify) _____ <input type="checkbox"/> Project Agreement <input type="checkbox"/> PIO/P	10. ALTERNATIVE DECISIONS ON FUTURE OF PROJECT A. <input 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 BANKING PARTICIPANTS AS APPROPRIATE (Names and Titles)	12. Mission/AID/W Office Director Approval Signature _____ Typed Name _____ Date _____
--	---

55

NEAR EAST EVALUATION ABSTRACT

PROJECT TITLE(S) AND NUMBER(S) Water/Wastewater Sector Assessment-Cairo Wastewater (263-0173), Cairo Water supply (263-0036), Alexandria Wastewater (263-0100), Canal Cities Water and Sewerage (263-0048).	MISSION/AID/4 OFFICE USAID/Cairo
--	-------------------------------------

PROJECT DESCRIPTION
The purpose of these projects is to upgrade water and/or wastewater services in their respective urban areas.

AUTHORIZATION DATE AND U.S. LOP FUNDING AGENCY NA	PES NUMBER 85-17	PES DATE May 1985	PES TYPE <input type="checkbox"/> Regular <input type="checkbox"/> Other (Specify) <input checked="" type="checkbox"/> Special <input type="checkbox"/> Terminal
ABSTRACT PREPARED BY, DATE NShafik, DPPE/PO <i>NS</i> May 1985	ABSTRACT CLEARED BY, DATE FZobrist, DR/UAD <i>FZ</i> May 1985		

This assessment was conducted to: (1) chart progress achieved in four AID financed projects (Cairo Wastewater, Cairo Water Supply, Alexandria Wastewater, Canal Cities Water and Sewerage), (2) assess the operations of agencies responsible for managing the urban water and wastewater systems, (3) analyze the sustainability of the system in the areas of management, institutional development, training, finance, engineering, and beneficiaries, and (4) formulate recommendations to complete and sustain current projects. The assessment was performed by a fourteen person team composed of U.S. and Egyptian consultants, USAID and AID/W staff over a six week period.

The team identified a number of generic sectoral constraints to a sustainable water/wastewater system. The organizations responsible for designing and building projects in the water/wastewater sector are characterized by non-responsive, non-directive management systems; insufficient trained management and technical staff; insufficient operational and financial autonomy; ineffective coordination between national and local organizations; and poor construction management and operations and maintenance practices. Existing training systems and local training capability in the sector are fragmented. Training efforts are severely limited by pervasive management deficiencies, poor compensation practices, and low employee motivation. Cost projections have been inaccurate and there is no reliable source of information on what operations and maintenance expenditures should be. AID-financed construction is reasonably on schedule, but the completion of critical components of the system is not synchronized and major parts of the system remain unfunded. The substitution of expatriate construction firms for local contractors has been a short-term method of addressing the problem of poor performance by Egyptian construction contractors. Methods for estimating the beneficiaries of water/wastewater systems are not standardized. However, there are indications that each system is serving populations with a greater ability to pay for services than the residents of unsewered areas who already pay a high percentage of household income for these services.

The report suggests a number of approaches to addressing the problems identified. Management assistance with an organizational development focus should be included in the planned expatriate operations and maintenance contracts. The National Organization for Potable Water and Sanitary Drainage (NOPWASD) should coordinate organizational operations and sector databases, regulate, develop curricula, set standards, design and construct infrastructure. Local organizations should be given the autonomy and training to take on their operations and maintenance responsibilities. Existing architectural and engineering firms should work with training specialists and Egyptian firms to provide direct operations and maintenance assistance and training. A reliable information system that includes a sectorwide cost monitoring and updating program, a budgeting forum, and operations and maintenance cost measures would be a first step toward resolving financial issues. To improve system design, the GOE should continue to identify the most critical unfunded components, estimate completion costs, and assess the consequences if the systems are not completed. The GOE should also review its position on the required secondary treatment of wastewater and consider technologies that are more appropriate. Expatriate architectural and engineering firms should be required to upgrade the construction and operations and maintenance capacities of their Egyptian counterparts. Improved data collection would allow the GOE to estimate the impact on beneficiaries and to assess beneficiaries' ability to pay for services. Public awareness campaigns would contribute to increasing the impact on health of water/wastewater projects.

PROJECT EVALUATION SUMMARY (PES) - PART I

Report Control Symbol U-47

1. PROJECT TITLE Construction Contracts Assessment			2. PROJECT NUMBER NA	3. MISSION/AID/W OFFICE USAID/Cairo
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) 85-18	
A. First PRO-AG or Equivalent FY	D. Final Obligation Expected FY	C. Final Input Delivery FY	<input type="checkbox"/> REGULAR EVALUATION <input checked="" type="checkbox"/> SPECIAL EVALUATION	
6. ESTIMATED PROJECT FUNDING			7. PERIOD COVERED BY EVALUATION	
A. Total \$ NA			From (month/yr.)	
B. U.S. \$ NA			To (month/yr.)	
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, PIQ, which will present detailed request.)	B. NAME OF OFFICER RESPONSIBLE FOR ACTION	C. DATE ACTION TO BE COMPLETED
1. Project managers should use a monitoring tool such as the critical path method during project development and implementation.	IS/PS	5/87
2. USAID Legal and Contracts Offices should increase their involvement in the development of the initial contract.	IS/CS LEG	NA (ongoing)*
3. Project Officers should be encouraged to use the "management team" approach to implementation.	IS/PS	NA
4. A mechanism should be developed for insuring that training programs are conducted.	IS/PS	5/86
5. Project contractor/implementing agency reporting mechanisms should be tailored to the particular project and should be used as a critical monitoring tool.	IS/PS	5/86

9. INVENTORY OF DOCUMENTS TO BE REVISED PER ABOVE DECISIONS

<input type="checkbox"/> Project Paper	<input type="checkbox"/> Implementation Plan e.g., CPI Network	<input type="checkbox"/> Other (Specify)
<input type="checkbox"/> Financial Plan	<input type="checkbox"/> PIO/T	_____
<input type="checkbox"/> Logical Framework	<input type="checkbox"/> PIO/C	<input type="checkbox"/> Other (Specify)
<input type="checkbox"/> Project Agreement	<input type="checkbox"/> PIO/P	_____

10. ALTERNATIVE DECISIONS ON FUTURE OF PROJECT

A. Continue Project Without Change

B. Change Project Design and/or Change Implementation Plan

C. Discontinue Project

11. PROJECT OFFICER AND HOST COUNTRY OR OTHER RANKING PARTICIPANTS AS APPROPRIATE (Names and Titles)

J. Shea, IS/PS	G. Laudato, AD/DEPT
D. Pressley, AD/IS	A. Handly, DD
K. O'Donnell, LEG	
R. Van Raalte, AD/DP	
J. Conly, DPPE/PO	

12. Mission/AID/W Office Director Approval

Signature: 

Typed Name: Frank B. Kimball

Date: 12 JUN 1985

AID 1350-15 (3-78)

* per revised Mission Order 5-4.

NEAR EAST EVALUATION ABSTRACT

PROJECT TITLE(S) AND NUMBER(S) Construction Contracts Assessment		MISSION/ACTIVITY/OFFICE USAID/Cairo	
PROJECT DESCRIPTION The purpose of this assessment was to identify generic problems that delayed construction activities under host country contracts.			
AUTHORIZATION DATE AND U.S. LCP FUNDING AGENCY NA	PES NUMBER 85-18	PES DATE May 1985	PES TYPE <input type="checkbox"/> Regular <input type="checkbox"/> Other (Specify) <input checked="" type="checkbox"/> Special <input type="checkbox"/> Terminal
ABSTRACT PREPARED BY, DATE NShafik, DPPE/PO 15 May 1985		ABSTRACT CLEARED BY, DATE JShea, IS/PS May 1985	

This assessment of host country construction contracts grew out of the need for an analysis of generic problems that delayed project implementation. A USAID Committee recommended that such an assessment of Mission projects be performed. USAID's Project Support Office coordinated the assessment with the cooperation of Project Officers responsible for the various case studies.

The report uses detailed time line analyses of six case studies to identify the causes of delay in project development, implementation, and operations. The evaluator reviewed the following projects: Grain, Tallow, Oils and Fats Storage and Distribution (263-0037), Port Said Salines (263-0072), Safaga Silos Complex (263-0165), Automatic Bakeries (CIP, 263-0055, 263-0604), Quattamya Cement (263-0052), and Telecommunications (263-0117, 263-0054). In the cases reviewed, project development took as long, if not longer than, project implementation. The two to six year range for project development may be shortened through the use of the critical path method (CPM). CPM provides a schedule that readily identifies the causes for delays in project implementation. For example, the 15 month delay in the Tallow, Oils, and Fats Storage Project due to a minor engineering disagreement might have been expedited had CPM been used. In general, the project development process should concentrate on delegating as much responsibility as possible on the smallest number of individuals or institutions. Fewer contracts mean fewer approval delays. The Safaga Silos Complex (263-0072), where clear responsibility rests on the construction contractor, is a possible model.

The report confirms the findings of an earlier study of the host country contract payment process conducted by Arthur Young in April 1984. Greater involvement by the Legal and Contracts Offices in the development of the initial contract will ultimately reduce their workload by decreasing the number of problems in procurement and contract execution. The report also identifies the need for establishing a unified management structure at the project development and implementation stages. The project "management team" should meet regularly to review progress and agree on necessary changes.

Technical training programs, particularly at the lower operating levels, continue to be inadequate. Training programs should be detailed, hands-on, in Arabic, long-term, and on site. The most direct approach to the problem is to require the prime construction contractor to provide technical information and training expertise through the entire warranty period. Contractors are likely to participate in such training in order to protect their financial interest during the warranty period, invoice regularly for technical assistance, and possibly receive a percentage payment on production output of locally trained employees.

Other generic problems are discussed in the report. Many project managers do not use contractor reporting documents as a management tool. Material control problems can be reduced by timely commodity shipping schedules. Site control requires strict organization of subcontractor labor and equipment. Shortages in the supply of government controlled materials, such as structural steel, rebar and cement, can be addressed by including a provision allowing imported procurement of commodities that are not readily available from local sources. Other issues such as the availability of skilled labor and quality of construction continue to be problems.

NEIGHBOURHOOD URBAN SERVICES (NUS)

263-K-605-5

USAID/Egypt

USAID/Egypt
 Fiscal Year, Budget for 1984-1985 with the Fiscal Year 1985-20

REGULAR EVALUATION SPECIAL EVALUATION

E. FIVE YEAR PROJECT IMPLEMENTATION PLAN			G. ESTIMATED PROJECT FUNDING		PERIOD COVERED BY EVALUATION	
A. Type of Evaluation FY 81	B. Type of Evaluation FY 84	C. Type of Evaluation FY 86	A. Total	\$ 101 M	From (month/year)	March 1984
			B. U.S.	\$ 89 M	To (month/year)	December 1984
					Completion	January 1985

B. ACTION DECISIONS APPROVED BY MISSION OR AIDW/ET OF DIRECTOR

A. List decisions and/or unresolved issues, also those items needing further study. (NOTE: Mission decisions which anticipate AID/W or regional office action should specify type of document, e.g., algorithm, SPAR, PID, which will present detailed request.)	B. NAME OF OFFICER RESPONSIBLE FOR ACTION	C. DATE ACTION TO BE COMPLETED
1. Develop a long-term plan for phasing NUS activities into the next stage of the AID/GOE decentralization program, specifying (a) which responsibilities and tasks should be assigned to which level of urban government, and (b) the role of both local and foreign external technical assistance.	DR/LAD & ILDC/Urban Subcommittee*	Ongoing
2. Develop an annual plan for systematic maintenance of NUS subprojects, by district.	NUS/IAC,** Wilbur Smith & NUS Coordinators	12/85
3. Implement the annual district maintenance plans, utilizing the maintenance funds allocated by the GOE for NUS projects.	NUS Coordinators & District Councils	12/86
4. Design an improved , effective incentive program for District personnel working on NUS project activities	NUS/IAC	Completed
* Interministerial Local Development Committee/Urban Subcommittee		
** NUS Inter-Agency Advisory Committee		

9. INVENTORY OF DOCUMENTS TO BE REVISED PER ABOVE DECISIONS

- | | | |
|--|--|--|
| <input type="checkbox"/> Project Paper | <input type="checkbox"/> Implementation Plan e.g., CPI Network | <input type="checkbox"/> Other (Specify) |
| <input type="checkbox"/> Financial Plan | <input type="checkbox"/> PIO/Y | _____ |
| <input type="checkbox"/> Legal Framework | <input type="checkbox"/> PIO/C | <input type="checkbox"/> Other (Specify) |
| <input type="checkbox"/> Project Agreement | <input type="checkbox"/> PIO/P | _____ |

10. ALTERNATIVE DECISIONS ON FUTURE OF PROJECT

- A. Continue Project Without Change
- B. Change Project Design and/or Change Implementation Plan
- C. Discontinue Project

11. LIST OF LOCAL AND HOST COUNTRY GROUPS AND PARTICIPANTS

VMoldrem, DPPE/DE
 RTallat, DR/LAD
 GKerr, DR/LAD
 DTinsler, DR/LAD
 RVanRaalte, AD/DR

Glaudio, AD/DPPE

Frank B. Kimball, DIR

7. USE THIS SECTION TO REPORT ON THE RESULTS OF THE EVALUATION OF THE PROJECT AND TO RECOMMEND CORRECTIVE ACTION. (NOTE: This section should be completed for all projects, regardless of the Fiscal Year, Serial No., or length of the project.)

REGULAR EVALUATION SPECIAL EVALUATION

6. ESTIMATE OF PROJECT EXPENSES			7. PERIOD COVERED BY EVALUATION	
A. Total	\$	_____	From (month/yr.)	_____
B. U.S.	\$	_____	To (month/yr.)	_____
			Date of Evaluation	_____

ACTION DECISIONS APPROVED BY MISSION OR AIDW 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., program, SPAR, PIO, which will present detailed request.)	B. NAME OF OFFICER RESPONSIBLE FOR ACTION	C. DATE ACTION TO BE COMPLETED
5. Implement the new incentive program for District personnel working on NUS project activities.	Dept. of Local Government Finance, Ministry of Finance, NUS Coordinators & District Chiefs	12/85
6. Modify the current training program to include (i) management workshops for district chiefs and (ii) team-building workshops for district-level professional staff	DR/LAD Wilbur Smith NUS/IAC	6/86

DOC.# 380 LP:DPPE/PO:SConly/ys:09/09/85

8. INVENTORY OF DOCUMENTS TO BE REVISED PER ABOVE DECISIONS

<input type="checkbox"/> Project Paper	<input type="checkbox"/> Implementation Plan (e.g., CFI Network)	<input type="checkbox"/> Other (Specify) _____
<input type="checkbox"/> Financial Plan	<input type="checkbox"/> PIOW	_____
<input type="checkbox"/> Concept Framework	<input type="checkbox"/> PIOW	<input type="checkbox"/> Other (Specify) _____
<input type="checkbox"/> Project Agreement	<input type="checkbox"/> PIOW	_____

10. ALTERNATIVE DECISIONS ON FUTURE OF PROJECT

A. Continue Project (Without Change)

B. Change Project Design and/or Change Implementation Plan

C. Discontinue Project

11. SIGNATURE OF MISSION OR AIDW OFFICE DIRECTOR OR AUTHORIZED PARTICIPANTS

12. Mission/AIDW Office Director Approval Signature _____

Typed Name _____

Date _____

NEAR EAST EVALUATION ABSTRACT

PROJECT TITLE(S) AND NUMBER(S) NEIGHBOURHOOD URBAN SERVICES (NUS) (263-K-605.5)	MISSION/ACTIVITY OFFICE USAID/Cairo
---	--

PROJECT DESCRIPTION
The purpose of the project is to develop the capacity of local government in greater Cairo and Alexandria to provide basic services to the urban poor. The project finances modest improvements in infrastructure in selected low-income neighbourhoods to enhance living conditions and economic climate in those areas.

AUTHORIZATION DATE AND U.S. LOP FUNDING AMOUNT 1981: \$89 Million	PES NUMBER 85-20	PES DATE September 1985	PES TYPE <input checked="" type="checkbox"/> Regular <input type="checkbox"/> Other (Specify) <input type="checkbox"/> Social <input type="checkbox"/> Terminal
ABSTRACT PREPARED BY, DATE Shanti Conly, DPPE/PE September 9, 1985	ABSTRACT CLEARED BY, DATE Graham Kerr, DR/LAD 9/11/85		

This evaluation, submitted to USAID in January 1985, is the second of a three-phase evaluation contract with ISTI and the Social Research Center, AUC. The evaluation is intended to evaluate project outputs and to assess progress towards increasing the institutional capacity of urban government. It includes separate reports on (i) district decision-making (ii) construction management and maintenance and (iii) PVO assistance.

The evaluators' assessment of progress towards decentralization objectives is summed up by "districts can do the job - with technical assistance". Technical assistance has played an important role in engineering back-up and improvement of monitoring systems. The local-level decision-making process has successfully selected subprojects reflecting community needs. However, lack of consultation of end-users during design is a recurring problem. In one of six case-studies this limited the utility of facilities constructed by the local councils. Increasingly, subprojects involve collaboration between different levels of local government. Although the project has improved vertical linkages, it has not had much impact on horizontal linkages within district government. The evaluators report the continuing lack of clear, specific, long-term objectives for allocation of resources and responsibility to local government.

The project has very successfully expanded basic neighbourhood infrastructure (potable water, street lighting, schools, health clinics etc.) in previously underserved areas of greater Cairo and Alexandria. 800 of a total project target of 950 subprojects have been completed. NUS subprojects are judged to be "appropriate, wanted and used". There are however several problems. While construction quality is no worse than in other similar projects in Egypt, poor design and finishing work frequently result in avoidable deterioration. In a survey of subprojects constructed in the first year of the project, the technical assistance contractor found that 32% of these structures needed repair or rehabilitation upon expiration of the one-year contractor warranty period. Contributing factors include a shortage of design engineers in the districts and inadequate supervision and site inspections by district engineers. Management of NUS maintenance funds is another important issue. Funds have been released to the district administrations, rather than to the service directorates operating the facilities. Development of a parallel NUS maintenance system may weaken existing capacity of the service directorates. The QOE has been slow to release both maintenance and incentive funds. Moreover, current incentives are "too little, too late and too temporary" to affect staff motivation.

The pace of implementation of PVO activities is satisfactory, although fewer PVOs than anticipated meet eligibility criteria for project assistance. PVOs already provide significant services to the urban poor. NUS has made 1,000 PVO grants averaging L.E. 6,600. These grants have primarily been used for equipment to improve existing PVO services - nurseries, training/sewing centers and health clinics. The report comments that NUS grants are substantial in relation to PVO budgets, and could have had a greater impact if used to develop PVO organizational capacity and to expand services. More recently, NUS has enhanced its impact on PVOs by emphasizing training of PVO leaders and staff and introduction of new services.

Mission Comment:

The report relies heavily on case-studies and anecdotal evidence. It is difficult for the reader to determine the frequency of problems identified by the evaluators. A more quantified approach would be more useful in the third phase of the evaluation.

HOUSING AND COMMUNITY UPGRADING
FOR LOW-INCOME EGYPTIANS

263-0066

USAID/EGYPT

EVALUATION NUMBER (From the Guidance on Evaluation Reporting Unit, e.g., Country or AID/W Administrative Unit, Fiscal Year, Serial No. Beginning with No. 1 each FY) 85-7

REGULAR EVALUATION SPECIAL EVALUATION

5. KEY PROJECT IMPLEMENTATION DATES

A. First PRO-AG or Equivalent FY <u>78</u>	B. Final Obligation Expected FY <u>81</u>	C. Final Input Delivery FY <u>86</u>
---	--	---

6. ESTIMATED PROJECT FUNDING

A. Total	\$ <u>160 M</u>
B. U.S.	\$ <u>80 M</u>

7. PERIOD COVERED BY EVALUATION

From (month/yr.) March 1982
To (month/yr.) July 1984
Date of Evaluation Review July 1984

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

A. List decisions and/or unresolved issues; cite those items needing further study. (NOTE: Major decisions which anticipate AID/W or regional office action should specify type of document, e.g., telegram, SPAR, PIO, which will present detailed request.)

B. NAME OF OFFICER RESPONSIBLE FOR ACTION

C. DATE ACTION TO BE COMPLETED

- Determine whether further extension of PACD is necessary for completion of project.
- Monitor adequacy of additional funds mobilized from AID/COE Special Account to meet cost-overruns.
- Intensify dialogue with the COE re:
 - JHP/PIU authority to retain revenues from upgrading efforts
 - legalization of land title for informal settlements upgraded under HILP
 - increasing cost recovery levels and interest rates for shelter programs
 - coordination of upgrading activities by local government.
- Continue a dialogue with Egyptian financial institutions to mobilize additional credit for the HILP program and to resolve related loan security issues.
- Closely monitor the construction phase of the project.

DR/UAD & JHP/PIU

6/86

DR/UAD

Ongoing

DR/UAD & MOHPU

Ongoing

AID, JHP/PIU & CHF

Ongoing

JHP/PIU & CHF

Ongoing

9. INVENTORY OF DOCUMENTS TO BE REVISED PER ABOVE DECISIONS

<input type="checkbox"/> Project Paper	<input type="checkbox"/> Implementation Plan e.g., CPI Network	<input type="checkbox"/> Other (Specify) _____
<input type="checkbox"/> Financial Plan	<input type="checkbox"/> PIO/T	_____
<input type="checkbox"/> Logical Framework	<input type="checkbox"/> PIO/C	<input type="checkbox"/> Other (Specify) _____
<input type="checkbox"/> Project Agreement	<input type="checkbox"/> PIO/P	_____

10. ALTERNATIVE DECISIONS ON FUTURE OF PROJECT

A. Continue Project Without Change
B. Change Project Design and/or Change Implementation Plan
C. Discontinue Project

11. PROJECT OFFICER AND HOST COUNTRY OR OTHER RANKING PARTICIPANTS AS APPROPRIATE (Names and Titles)

VMolldrem, DPPE/PE *VM* GLaudato, AD/DPPE
ABenjamin, DR/UAD *AB* AHandly, DD *AH*
FZobrist, DR/UAD *FZ*
RVan Raalte, AD/DPPE *RV*
JRyan, DPPE/PO *JR*

12. Mission/AID/W Office Director Approval

Signature *Frank B. Kimball*
Typed Name Frank B. Kimball, DIR
Date 115 DEC 1985

MOHPU: Ministry of Housing and Public Utilities
JHP/PIU: Joint Housing Projects Department, Project Implementation Unit
CHF: Foundation for Cooperative Housing International

62

PROJECT REQUEST

PROJECT NUMBER: _____

REPORTING UNIT (e.g., Country or AID/W Administration, etc.): _____

FISCAL YEAR, SERIAL NO. (beginning with No. 1 each FY): _____

REGULAR EVALUATION SPECIAL EVALUATION

5. KEY PROJECT IMPLEMENTATION DATES			6. ESTIMATED PROJECT FUNDING		7. PERIOD COVERED BY EVALUATION	
A. Start Country, City or Project Unit	B. Final Obligation Expected FY _____	C. Final Input Delivery FY _____	A. Total	\$ _____	From (month/yr.)	_____
			B. U.S.	\$ _____	To (month/yr.)	_____
					Date of Evaluation Review	

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

A. List decisions and/or unresolved issues; cite those items needing further study. (NOTE: Mission decisions which anticipate AID/W or regional office action should specify type of document, e.g., program, SPAR, PIO, which will present detailed request.)	B. NAME OF OFFICER RESPONSIBLE FOR ACTION	C. DATE ACTION TO BE COMPLETED
6. Encourage JHP/PIU to incorporate a plan for solid waste disposal in upgrading communities to complement planned sewage facilities.	DR/UAD & CHF	12/86
7. Exhaust all efforts to acquire previously identified sites before exploring alternative sites and modifying network design.	JHP/PIU	Ongoing

Doc. No. 3860P:DPPE/PE:SConly/ys:09/18/85

9. CATEGORY OF DOCUMENTS TO BE REVIEWED PER ABOVE DECISIONS

<input type="checkbox"/> Project Paper	<input type="checkbox"/> Implementation Plan (e.g., CPI Network)	<input type="checkbox"/> Other (Specify) _____
<input type="checkbox"/> Financial Plan	<input type="checkbox"/> PIO/T	_____
<input type="checkbox"/> Logical Framework	<input type="checkbox"/> PIO/C	<input type="checkbox"/> Other (Specify) _____
<input type="checkbox"/> Project Agreement	<input type="checkbox"/> PIO/P	_____

10. ALTERNATIVE DECISIONS OFFICER OF PROJECT

A. Continue Project Without Change

B. Change Project Design and/or Change Implementation Plan

C. Discontinue Project

11. MISSION/AID/W OFFICE AND HOST COUNTRY OR OTHER BANKING PARTICIPANTS (APPLICABLE) (Names and Titles)

12. Mission/AID/W Office Director Approval

Signature _____

Typed Name _____

Date _____

NEAR EAST EVALUATION ABSTRACT

PROJECT TITLE(S) AND NUMBER(S) HOUSING AND COMMUNITY UPGRADING FOR LOW-INCOME EGYPTIANS (263-0066)	MISSION/AID/ACTIVITY OFFICE USAID/EGYPT
--	---

PROJECT DESCRIPTION
 The purpose of the project is to demonstrate that socially acceptable housing and community facilities can be provided to low-income families at affordable prices which also enable substantial recovery of the GOE's investment. The major components of the project are the development of the Helwan New Community and upgrading of seven low-income neighbourhoods in Helwan.

AUTHORIZATION DATE AND U.S. LOP FUNDING AMOUNT 1978: 80 Million	PES NUMBER 85-7	PES DATE September 1985	PES TYPE <input checked="" type="checkbox"/> Regular <input type="checkbox"/> Other (Specify) <input type="checkbox"/> Special <input type="checkbox"/> Terminal
ABSTRACT PREPARED BY, DATE Shanti Conly Evaluation Officer, DPPE/PE September 11, 1985	ABSTRACT CLEARED BY, DATE Aaron Benjamin, DR/UAD <i>ASB 10/15/85</i>		

This evaluation was conducted in July-August 1984 by a five member team. The final report was submitted in August 1985. The evaluation is limited to the community upgrading component of the project, and does not review progress of the new housing component.

The JHP/PIU has been effective in building a consensus among participating agencies that upgrading informal settlements is an appropriate approach to urban development. Problems in retaining mid-level staff have, however, negatively affected implementation.

The report notes that the original implementation plan was unrealistic, particularly regarding the time required to establish an effective management capacity to manage an innovative activity. The upgrading and social infrastructure activities are proceeding satisfactorily according to the revised plan, but physical infrastructure is behind schedule. Virtually no major infrastructure construction has begun, although the project is in the final stages of design and preparation of bid documents for most sites. Only 4 out of 17 planned community facilities have been completed. Construction on other facilities should begin soon and will require close monitoring.

The major achievement to-date is the expansion and improvement of housing stock in informal settlements through credit provision. The Housing Improvement Loan Program (HILP) has made 1369 loans for the addition of rooms, construction of new apartments, and other improvements. Households are contributing another 50% of the loan amount from their own resources. HILP's performance in targeting low-income groups (mostly salaried workers) and in ensuring timely repayment has been excellent. The project has also successfully stimulated community involvement in upgrading activities, and established an active training program in building trades.

Progress in introducing innovations in physical standards has been slow. Government agencies have been resistant to design innovations to lower housing and infrastructure costs. Cost-savings have come primarily from narrower, unpaved roads. In addition, legalization of land title, a critical factor in upgrading informal settlements, is still an unresolved policy issue.

The report discusses the potential for cost-recovery at length. The HILP, the only fully operational component, is meeting Project Paper targets for cost recovery. The 7% interest rate charged does not fully recover the opportunity cost of capital plus administrative costs. However, it represents a significant reduction in capital cost subsidies compared with other GOE housing credit programs. It appears that the full cost of the total planned upgrading package of land title, infrastructure and home improvement loans cannot be recovered from the target population. Some level of subsidy will be necessary to reach the target group. However, the project is likely to recover a higher percentage of costs than traditional GOE housing programs. To the extent the project reduces subsidies while still reaching low-income groups, it may prove a more replicable model for shelter programs.

Although the upgrading component is within budget, the overall project is facing major cost over-runs and is likely to require additional funds for completion.

Lessons Learned: (i) Cost-recovery expectations for upgrading activities have been generally unrealistic and should be lowered. Target beneficiaries and cost-recovery objectives should be clearly defined during project design. (ii) Consideration should be given in site selection to ease of acquisition and to access to off-site sewage facilities. Design activities should not proceed until sites are identified and their availability assured.

JORDAN

UNCLASSIFIED
CLASSIFICATION

App. 5N, Ch 5, HB 3
(JM 3:26) 8-3-78

PROJECT EVALUATION SUMMARY (PES) - PART I

Report Symbol U-46

1. PROJECT TITLE RURAL AND URBAN ELECTRIFICATION	2. PROJECT NUMBER 278-0209	3. MISSION/AID/W OFFICE USAID/Jordan
4. EVALUATION NUMBER (Enter the number maintained by the reporting unit e.g., Country or AID/W Administrative Code, Fiscal Year, Serial No. beginning with No. 1 each EV) 85-1		
<input checked="" type="checkbox"/> REGULAR EVALUATION <input type="checkbox"/> SPECIAL EVALUATION		

5. KEY PROJECT IMPLEMENTATION DATES A. Firm Proc-Ac or Equipment FY <u>77</u> B. Final Obligation Expected EV <u>77</u> C. Final Input Delivery EV <u>83</u>	6. ESTIMATED PROJECT FUNDING A. Total \$ <u>14.5 m</u> P. U.S. \$ <u>9.0 m</u>	7. PERIOD COVERED BY EVALUATION From (month/yr.) <u>0/77</u> To (month/yr.) <u>0/84</u> Date of Evaluation Review <u>11/84</u>
--	---	--

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

A. List decisions and/or unresolved issues; cite those items needing further study. (NOTE: Mission decisions which anticipate AID/W or regional office action should specify type of document, e.g., telegram, SPAN, PID, which will present detailed request.)	B. NAME OF OFFICER RESPONSIBLE FOR ACTION	C. DATE ACTION TO BE COMPLETED
---	---	--------------------------------

Final-Evaluation of Project. No follow-on projects are planned or anticipated.	USAID/J	12/84
--	---------	-------

9. INVENTORY OF DOCUMENTS TO BE REVISED PER ABOVE DECISIONS <table style="width: 100%;"> <tr> <td><input type="checkbox"/> Project Paper</td> <td><input type="checkbox"/> Implementation Plan e.g., CPI Network</td> <td><input type="checkbox"/> Other (Specify) _____</td> </tr> <tr> <td><input type="checkbox"/> Financial Plan</td> <td><input type="checkbox"/> PID/T</td> <td>_____</td> </tr> <tr> <td><input type="checkbox"/> Logical Framework</td> <td><input type="checkbox"/> PID/C</td> <td><input type="checkbox"/> Other (Specify) _____</td> </tr> <tr> <td><input type="checkbox"/> Project Agreement</td> <td><input type="checkbox"/> PID/P</td> <td>_____</td> </tr> </table>	<input type="checkbox"/> Project Paper	<input type="checkbox"/> Implementation Plan e.g., CPI Network	<input type="checkbox"/> Other (Specify) _____	<input type="checkbox"/> Financial Plan	<input type="checkbox"/> PID/T	_____	<input type="checkbox"/> Logical Framework	<input type="checkbox"/> PID/C	<input type="checkbox"/> Other (Specify) _____	<input type="checkbox"/> Project Agreement	<input type="checkbox"/> PID/P	_____	10. ALTERNATIVE DECISIONS ON FUTURE OF PROJECT A. <input type="checkbox"/> Continue Project Without Change B. <input type="checkbox"/> Change Project Design and/or Change Implementation Plan C. <input type="checkbox"/> Discontinue Project
<input type="checkbox"/> Project Paper	<input type="checkbox"/> Implementation Plan e.g., CPI Network	<input type="checkbox"/> Other (Specify) _____											
<input type="checkbox"/> Financial Plan	<input type="checkbox"/> PID/T	_____											
<input type="checkbox"/> Logical Framework	<input type="checkbox"/> PID/C	<input type="checkbox"/> Other (Specify) _____											
<input type="checkbox"/> Project Agreement	<input type="checkbox"/> PID/P	_____											

11. PROJECT OFFICER AND HOST COUNTRY OR OTHER FUNDING PARTICIPANTS AS APPROPRIATE (Name and Title) A. Sweis, USAID Engineer W. Libby, USAID General Engineering Advisor B. Donnelly, USAID General Engineering Officer	12. Mission/AID/W Office Director Approval Signature: <u>Gerald F. Gower</u> Typed Name: <u>Gerald F. Gower</u> Date: <u>21 December 1984</u>
--	---

65

NEAR EAST EVALUATION ABSTRACT

Rural and Urban Electrification (278-0209)

USAID/Jordan

Proj. Description: To permit the utilization of electric power by 24,000 potential consumer units located in 35 villages and 2 refugee camps and to contribute to the improvement and increased quantity of electricity to consumers in Amman, through the financing of equipment and materials for electrification and to reinforce the Amman distribution system.

Authoriz. Date and LOP	Funding Amount	PES No.	PES DATE
FY 77	59.0 million	95-1	12/18/84

Abst. prepared	Abstr. cleared	Terminal
- Nancy Carmichael Hardy Eval. Officer	A. Sweis, USAID/ENG L. Donnelly USAID/ENG G. Gower, USAID/DIR.	

The terminal evaluation was conducted in September 1984 to assess project implementation and the effects of improved and increased electricity supplies on the rural villages and urban areas affected by the project. Implementation ended in July 1983 and all funds have been disbursed. By September 1984, 78 percent of the 24,000 project consumers had been supplied with electricity and well over 5,000 can be expected to connect to electricity supplies over the next three years. Approximately 125,000 individuals in 35 villages and two refugee camps have now been provided with services.

The project experienced considerable delays in implementation due initially to the inexperience of the implementing agency's Jordan Electric Power Company's (JEPCO), UK consultant, in preparing bid documents in accordance with AID regulations. Poor responses to tenders by US and Code 941 suppliers also contributed to project delays. The latter, coupled with higher than expected inflation rates, prompted JEPCO to request and AID, to approve, that US funds be used solely for the procurement of equipment and material with JEPCO financing erection, installation, engineering services and supervision. This funding arrangement resulted in an unplanned improvement in local construction contractors' capabilities in rural erection work. Rural and Urban Electrification also assisted JEPCO in obtaining financing from other donors for similar projects. The World Bank, the European Investment Bank and the USSR have since contributed to the expansion of JEPCO's urban and rural networks. Approximately 77,000 more customers will receive new or improved supplies from other donor-financed electrification project which extend electrical infrastructure built under 278-0209 in JEPCO concession area.

An important lesson resulting from Rural and Urban Electrification was the need for US technical assistance in the project's early stages. If an experienced consultant, familiar with AID procurement regulations, had been available, valuable time would not have been lost in re-writing IFBs and contracting with suppliers. Nonetheless, this project was highly successful, and JEPCO, a private company rather than a government agency, was able to respond rapidly and effectively in carrying out project activities.

UNCLASSIFIED
CLASSIFICATION

App 5N, Ch 5, HB 3
(TM 3-25) 8-3-78

PROJECT EVALUATION SUMMARY (PES) - PART I

Report Symbol USAID

1. PROJECT TITLE GROUNDWATER RESOURCES INVESTIGATION	2. PROJECT NUMBER 278-0245	3. MISSION/AID/W OFFICE USAID/JORDAN, NE/PO/MEWA
4. EVALUATION NUMBER: Enter the number maintained by the receiving unit e.g., Country or AID/W Administrative Code, Fiscal Year, Serial No. beginning with No. 1 each FY) 85-2		
5. <input checked="" type="checkbox"/> REGULAR EVALUATION <input type="checkbox"/> SPECIAL EVALUATION		

6. KEY PROJECT IMPLEMENTATION DATES			7. ESTIMATED PROJECT FUNDING	8. PERIOD COVERED BY EVALUATION
A. Firm Proc-Ac or Equipment FY 80	B. Final Obligation Expected FY 81	C. Final Input Delivery FY 85	A. Total: \$ 2,795	From (month/yr.): SEPTEMBER, 1980
			P. U.S. \$ 5,000	To (month/yr.): SEPTEMBER, 1984
			Date of Evaluation Review: 11/84	

9. 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., program, SPAA, PIO, which will present detailed request.)

B. NAME OF OFFICER RESPONSIBLE FOR ACTION

C. DATE ACTION TO BE COMPLETED

- | | | |
|--|-----------|------------------|
| 1. Review and revise the Project Implementation Schedule including provision of the number and location of exploratory drillholes and the scheduling of equipment and staff needed. | WAJ/USAID | 2-1-85 |
| 2. Develop and approve detailed Scope of Work for the additional long-term, resident advisor and any other advisors still required by the Project. | WAJ/USAID | 12-1-84 |
| 3. Complete the development and approval of the equipment specifications for IFB 003 and for the remaining piece of unprocured equipment from IFB 001. | USAID | 11-15-84 |
| 4. Complete the procurement and delivery of all required Project equipment. | WAJ | 6-1-85 |
| 5. Complete the training of participant trainees. | WAJ/USAID | 9-30-85 |
| 6. Complete the drilling of required exploratory wells and the collection of data in the project study area. (This drilling program is to be completed by a combination of GOJ and private sector drilling teams). | WAJ | to be determined |

10. INVENTORY OF DOCUMENTS TO BE REVIEWED PER ABOVE DECISIONS

<input type="checkbox"/> Project Paper	<input checked="" type="checkbox"/> Implementation Plan & CPI Network	<input type="checkbox"/> Other (Specify)
<input checked="" type="checkbox"/> Financial Plan	<input type="checkbox"/> PIO/T	
<input type="checkbox"/> Logical Framework	<input type="checkbox"/> PIO/C	<input type="checkbox"/> Other (Specify)
<input type="checkbox"/> Project Agreement	<input type="checkbox"/> PIO/P	

11. ALTERNATIVE DECISIONS ON FUTURE OF PROJECT

A. <input type="checkbox"/> Continue Project Without Change
B. <input checked="" type="checkbox"/> Change Project Design and/or
<input checked="" type="checkbox"/> Change Implementation Plan
C. <input type="checkbox"/> Discontinue Project

12. PROJECT OFFICER AND HOST COUNTRY OR OTHER BANKING PARTICIPANTS AS APPROPRIATE (Name and Title)

Alec Sweis, Engineer, USAID
William Libby, General Engineering Advisor, USAID
Bernard Donnelly, General Engineering Officer, USAID
Steve Freundlich, Project Officer NE/PO

13. Mission/AID/W Office Director Approve

Signature: *Gerald F. Gower*
Typed Name: **Gerald F. Gower**

Date: **31 DEC 1984**

CLASSIFICATION
PROJECT EVALUATION SUMMARY (PES) - PART I

Report Symbol USA

1. PROJECT TITLE GROUNDWATER RESOURCES INVESTIGATION CONTINUED		2. PROJECT NUMBER	3. MISSION/AID/W OFFICE
		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)	
		<input type="checkbox"/> REGULAR EVALUATION <input type="checkbox"/> SPECIAL EVALUATION	

5. KEY PROJECT IMPLEMENTATION DATES			6. ESTIMATED PROJECT FUNDING		7. PERIOD COVERED BY EVALUATION	
A. First PRO-AC or Equivalent FY	B. Final Obligation Expected FY	C. Final Input Delivery FY	A. Total \$	B. U.S. \$	From (month/yr.)	To (month/yr.)
					Date of Evaluation Review	

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., program, SPAA, PID, which will present detailed request.)

B. NAME OF OFFICER RESPONSIBLE FOR ACTION

C. DATE ACTION TO BE COMPLETED

- | | | |
|--|-----|------------------|
| 7. Complete the entry of the remaining Project data for the study area into the computer system. | WAJ | to be determined |
| 8. Intensify the process of analyzing data gathered as a result of this project. | WAJ | on-going |

9. INVENTORY OF DOCUMENTS TO BE REVISED PER ABOVE DECISIONS

- | | | |
|--|--|--|
| <input type="checkbox"/> Project Paper | <input type="checkbox"/> Implementation Plan &c. CPI Network | <input type="checkbox"/> Other (Specify) |
| <input type="checkbox"/> Financial Plan | <input type="checkbox"/> PID/T | _____ |
| <input type="checkbox"/> Logical Framework | <input type="checkbox"/> PID/C | <input type="checkbox"/> Other (Specify) |
| <input type="checkbox"/> Project Agreement | <input type="checkbox"/> PID/P | _____ |

10. ALTERNATIVE DECISIONS ON FUTURE OF PROJECT

- A. Continue Project Without Change
- B. Change Project Design and/or
- Change Implementation Plan
- C. Discontinue Project

11. PROJECT OFFICER AND HOST COUNTRY OR OTHER RANKING PARTICIPANTS AS APPROPRIATE (Name and Title)

12. Mission/AID/W Office Director Approval

Signature _____

Typed Name _____

Date _____

PROJECT DESCRIPTION Through the provision of U.S. technical assistance, training, and equipment, USAID is assisting the GOJ in developing and carrying out a systematic and comprehensive study of the availability of groundwater in Northern Jordan, and in developing the capability to conduct similar investigations in other areas of the country.

AUTHORIZATION DATE AND U.S. LOP FUNDING AMOUNT FY 80 - US\$5 MILLION	PES NUMBER 85-1 85-2	PES DATE 12/19/84	PES TYPE <input checked="" type="checkbox"/> Regular <input type="checkbox"/> Other (Specify)
ABSTRACT PREPARED BY, DATE NANCY CARMICHAEL HARDY MISSION EVALUATION OFFICER DECEMBER 19, 1984	ABSTRACT CLEARED BY, DATE A. Sweis (draft) B. Donnelly, ENG (Draft) R. Brown, PRM 12/26/84 R. Johnson; DD - G. Gower. DIR		<input type="checkbox"/> Special <input type="checkbox"/> Terminal

This interim evaluation conducted in October 1984 was undertaken to review implementation progress during the initial years of the project and develop recommendations concerning an additional extension of present PACD. It also examined what specific redesign and/or implementation activities are required to ensure that the project achieves its purposes and has the desired impact on USAID/J's water sector goal.

Although the project experienced implementation delays requiring an initial one year extension of the PACD, substantial progress has been made in achieving project objectives. Utilizing existing and project financed equipment, the Natural Resources Authority, now the Water Authority (WAJ), has drilled 36 exploratory wells in the study area. A PDP 11/44 computer system, plus the required accessories and programs, has been installed and is operational. Data collection forms are being used in the field to gather the required water-related information, and large amounts of previously existing and newly collected data are being entered into the computer for storage and retrieval. Key members of the WAJ staff have been trained in the U.S. while other WAJ employees have benefitted from an extensive program of on-the-job training provided by the project's long and short USGS advisors.

The creation of WAJ and the GOJ's reorganization of the management and administration of Jordan's water sector programs in early 1984, while long advocated by USAID, contributed to implementation delays and has increased the responsibilities of the implementing agency's project management staff. WAJ's priority on drilling production wells has not always coincided with the timely completion of the project's R&D activities. A key finding of the evaluation is the need for USAID, WAJ and USGS to jointly review and revise the original Project Implementation Schedule focusing on:

1. completing procurement of the remaining project-financed equipment;
2. developing a timetable for additional technical assistance inputs;
3. planning the completion of the drilling program in the study area and
4. scheduling and additional participant training in the U.S.

An additional extension of the PACD will probably be required.

Lesson learned from project implementation:

1. Project planners should carefully estimate all lead times for commodity and TA procurement, and
2. Projects of this nature require intensive "hands on" management. If the host country implementing agency is unfamiliar with AID's procedures, USAID must devote the staff time to ensure that project is implemented in a timely manner.

CLASSIFICATION
PROJECT EVALUATION SUMMARY (PES) - PART I

Report Symbol U-44

1. PROJECT TITLE Health Education			2. PROJECT NUMBER 278-0245	3. MISSION/AID/W OFFICE Jordan
			4. EVALUATION NUMBER (Enter the number maintained by the reporting unit e.g., Country or AID/W Administrative Code, Fiscal Year, Serial No. beginning with No. 1 each FY) 85-3	
			<input checked="" type="checkbox"/> REGULAR EVALUATION <input type="checkbox"/> SPECIAL EVALUATION	
5. KEY PROJECT IMPLEMENTATION DATES			6. ESTIMATED PROJECT FUNDING	
A. First PRO-AG or Equivalent FY 80	B. Final Obligation Expected FY 80	C. Final Input Delivery FY 87	A. Total \$ 2,249,000	7. PERIOD COVERED BY EVALUATION
			B. U.S. \$ 980,000	From (month/Yr.) 6/83
				To (month/Yr.) 5/85
				Date of Evaluation Review 6/1/85

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

A. List decisions and/or unresolved issues; cite those items needing further study. (NOTE: Mission decisions which anticipate AID/W or regional office action should specify type of document, e.g., program, SPAR, PIO, which will present detailed request.)	B. NAME OF OFFICER RESPONSIBLE FOR ACTION	C. DATE ACTION TO BE COMPLETED
1. Submit request for project extension with Work Plan and Revised Financial Plan for 1986. (Work Plan should be similar to plan for 1985, which details how the remaining project funds will be used for training, technical assistance, media campaigns, before and after surveys and other project activities.)	MOH	August 1, 1985
2. Extend Grant Agreement for one year from December 31, 1985, to December 31, 1986.	USAID/MOH/MOP	September 1, 1985
3. Issue Personal Services Contract for Technical Advisor.	MOH	October 1, 1985

9. INVENTORY OF DOCUMENTS TO BE REVISED PER ABOVE DECISIONS

<input type="checkbox"/> Project Paper	<input checked="" type="checkbox"/> Implementation Plan & CPI Network	<input type="checkbox"/> Other (Specify) _____
<input type="checkbox"/> Financial Plan	<input type="checkbox"/> PIO/T	_____
<input type="checkbox"/> Logical Framework	<input type="checkbox"/> PIO/C	<input type="checkbox"/> Other (Specify) _____
<input checked="" type="checkbox"/> Project Agreement Amend No. 2	<input type="checkbox"/> PIO/P	_____

10. ALTERNATIVE DECISIONS ON FUTURE OF PROJECT

A. <input type="checkbox"/> Continue Project Without Change
B. <input type="checkbox"/> Change Project Design and/or
<input checked="" type="checkbox"/> Change Implementation Plan
C. <input type="checkbox"/> Discontinue Project

11. PROJECT OFFICER AND MOST COUNTRY OR OTHER RANKING PARTICIPANTS AS APPROPRIATE (Names and Titles)

MOH, Proj. Dir., M. Shreim
 MOH, For. Aff., N. Sayegh
 Evaluation Committee: MOH, PHCD, S. Qubain
 Contractor, H. Gustafson
 USAID, HPDO, R. Haladay
 Approved: HE The Minister of Health, Dr. G. Hamech

12. Mission/AID/W Office Director Approval

Signature: *[Signature]*
 Type Name: Richard A. Johnson
 Title: Acting Director, USAID/J
 Date: June 4, 1985

In developing this PES, the Mission used a collaborative process to more fully involve the executive and managerial staff of the implementing agency, the Ministry of Health. In focusing on the project's problem areas, we viewed the PES as an operational tool to gain support of the new Minister of Health. In this respect, we were successful in gaining the minister's endorsement and that of the MOH members of the Evaluation Committee (and their signatures on the facesheet).

The PES is the culmination of a process, described in "No. 14 Evaluation Methodology", that actually began in January of this year.

For this reason, we feel the interpretation of "evaluation" for this project goes beyond the PES and includes the products of a series of "Special Joint Committee" sessions held during February and March.

The Committee's report with resulting revamped "final" year (1985) Work Plan, a revised LOGFRAME, and relevant P.I.L. are attached as (# 3, 8 and 6) and should be read as an integral part of the PES.

Details are missing in the EOPS section since that material is to be developed by the MOH in the coming months and incorporated into the 1986 work plan, now that the decision has been made to extend the project. Submission by the MOH of the plan is due by August 1, 1985; we will forward a copy to AID/W for inclusion in the PES file of this project.

The Mission plans to repeat in a more informal way - the collaborative review process at the end of this year as a way to keep the project on track. We plan to schedule a final evaluation at an appropriate time in early FY 1987.

July 2, 1985

14. Evaluation Methodology

The evaluation was conducted to conform to the Project Agreement Implementation Plan that required that a Final Evaluation be scheduled for April 1985 (Grant Agreement Annex 1, page 5), as this was intended to be the final year of project. It not only served the purpose of complying with the need for a biennial evaluation to measure project achievements, but also constituted a follow-up to a collaborative review conducted earlier in 1985 by a Special Joint Committee appointed by H.E. the Minister of Health and the Director of USAID/Amman. That Committee was assigned to revamp the work plan for 1985, in view of the delays experienced in implementing of the project, and to revise the budget. The product of the Committee, a "Decision Check List" composed of specific activities, timetables and budgets (see Attachment 3) was approved by the Health Minister on March 11 and by the A.I.D. Director on April 21, 1985. (See Attachment 6).

One of the Committee recommendations was that a one year extension of the project be considered during the Final Evaluation. Thus, an important agenda item was to collect and assess the evidence that the Health Education project, under the current design project and implementation arrangements, is a viable project worthy of continuation beyond Dec. 31, 1985.

The evaluation process functioned well, with the Final Evaluation Group meeting several times during April and May, and culminated in a full session on June 4, chaired by the Minister of Health. The Undersecretary and members of the PHC Directorate and the Health Education Division attended, while AID was represented by the Director (Acting), the Training Officer and the Health and Population Development Officer.

15. External Factors

The most important external factor in the project setting, impacting negatively in the past on the Health Education Project, has been the lack of strong follow-through action and low priority given by the host government for health education programs. This was due to budgetary and administrative constraints within the MOH.

The Division of Health Education (DHE) is still relatively new, having been formed only a few months before the project began, and its activities have not been easily routinized in the Primary Health Care Directorate. Administrative approval to implement health education activities has been difficult to obtain.

Because of the above constraints and competing demands, the GOJ did not fulfill its commitment to appoint 25 full time health educators at the governorate level. Similarly, requests for additional B.A.-level staff for the DHE central unit were not granted.

16. Inputs

A. Technical Assistance

The technical assistance time table detailed in the project paper of 1980 was not followed. The first long-term Resident Advisor arrived 19 months

the project in 1980. It should be noted that a total of \$580,000 of AID project funds have been allocated ("earmarked") for past activities and those planned through 1985, thus leaving an unearmarked balance of \$400,000 (See Attachment 4). Action Decision No. 1 (Facesheet) — submission by the MOH of project extension request with Work Plan and Revised Financial Plan for 1986 — will detail the expenditure plans for the final year of the project.

17. Outputs

A. There have been more project actions generated in the last 9 months (since September 1984) than in the first four years of the project.

Evidence:

- (1) Three integrated media campaigns on public health problems have been conducted:
 - Immunization (Nov. 1984)
 - 2nd Immunization Week (April 1985).
 - Diarrheal problems/use of oral rehydration therapy (May 1985 and continuing).
- (2) The original artwork was designed and the printing completed for 400,000 copies of pamphlets and 55,000 posters on three health themes.
- (3) Six radio and six T.V. spots have been produced by a private advertising company (Al Khair) and all were approved by the MOH for airing in support of the printed material distribution campaign.
- (4) A 3-week course on health education precepts and practices for 28 medical and paramedical personnel was held in March.
- (5) Two vehicles (Blazers) for field supervision were ordered and are expected by the local dealer in June 1985 for delivery to the MOH.
- (6) A modest library holding for the Division of Health Education has been established with 15 reference books and 7 films.

B. Campaigns and Surveys

This initial grant period was for five years during which ten multi-media campaigns were to be completed. "Before" and "after" surveys were to be conducted to evaluate each of the campaigns. In retrospect, the target number of campaigns was overly high, taking into consideration that training of new staff was required prior to the formation of a central staff capable of carrying out campaigns. Similarly, the campaign - related surveys, although scientifically merited, were also too ambitious, given the complexity and relative sophistication of quality sample surveys, and the scarcity of MOH personnel experienced in survey-taking.

The best indicators to improved health status, rates of mortality and morbidity, are determined by a multiplicity of medical, social and epidemiological factors. Therefore, it is near impossible to single out the influence of one program, health education, on the general health status of the Jordanian public, particularly in light of the incomplete reporting of vital statistics. Yet, based on cross-cultural experiences, the causal linkage hypothesized between public dissemination of knowledge on correct health practices and positive change in behavior of a significant segment of the exposed public is still considered to be valid.

An indication of project impact is the modest increase in vaccination cases at MOH reported by clinics following the November 1984 immunization campaign.

20. Beneficiaries

As stated above, the beneficiaries of this project ultimately will be the lower income groups in Jordan, as those who suffer most from preventable diseases.

21. Unplanned Effects

One important and positive spin-off effect not foreseen in the project design was the active participation of the Division of Health Education in the development of the new MOH Health Care Service Expansion Plan, to be partially funded under a World Bank Loan.

The DHE developed a five year plan for health education which included five physician positions for the governorates (to be provided under this project through the renewed commitment of the MOH) and 70 other health education positions for twenty comprehensive health centers and fifty health centers. A substantial budget for ten mobile audiovisual vans, fifteen passenger vehicles and basic audio visual equipment for health education activities at the governorate and local levels was also approved as part of the Service Expansion Plan.

The existence of a functioning Division of Health Education was crucial in the channelling of World Bank support to this ambitious future expansion of health education in Jordan.

22. Lessons Learned

In retrospect several factors stand out as explanatory elements in the project's slow progress to date.

It is clear that the MOH was not prepared to fully support the new, numerous and complicated activities as jointly approved in the GOJ/ USAID grant agreement in September 1980.

Project activities could have been phased more effectively with early concentration on institutional/manpower development at the DHE level through emphasis on health education in-country training and long term fellowships.

to public health issues and educate the public of these problems. For example, UNICEF and WHO contribute occasional articles to the press and the UNEFA subsidizes the Ministry of Labor and Social Development to organize classes that include family health advice for workers. Yet the MOH as the primary national source of health information has still not internalized the role of health educator and, understandably, will do so only through "practice".

The MOH has agreed "to practice" through its commitment to the World Bank to place, by 1986, health educators in the medical directorate of each governorate, who will be responsible for supervising health education programs. Additionally, there is in the World Bank loan (\$13.5 million) a funding component for audio-visual equipment, materials and vehicles for use by the trained staff of health educators to be assigned to 51 sites: the 38 new PHC and comprehensive health care centers and the 13 refurbished facilities. It can reasonably be expected that the AID supported project will increasingly be seen by the MOH hierarchy as a valuable tool to train central staff and governorate personnel to use health education materials effectively, one of the principal objectives of this project.

In summary, there is genuine cause for belief in a more positive and aggressive future for this project than its past performance would indicate. At this time, there appears to be a growing understanding of the project's purposes and objectives. Perhaps it is now possible to implement activities as planned with minor modifications and a somewhat less ambitious schedule.

PROJECT DESCRIPTION Through the provision of U.S. technical assistance and training, the purpose of the project is to 1) Assist the MOH to create awareness, increase knowledge, positively influence attitudes and foster adoption of appropriate prevention and curative health behaviors of the public through organized health education efforts, and 2) *

AUTHORIZATION DATE AND U.S. LOP FUNDING AMOUNT FY 80 - \$.980 Million	PES NUMBER 85-3	PES DATE 6/5/85	PES TYPE <input checked="" type="checkbox"/> Regular <input type="checkbox"/> Other (Specify)
ABSTRACT PREPARED BY, DATE Nancy Carmichael, Mission Evaluation Officer 6/23/85	ABSTRACT CLEARED BY, DATE PO: TRishoi PRM: RBrown OD: RJohnson DIR: GGower		<input type="checkbox"/> Special <input type="checkbox"/> Terminal

The evaluation was undertaken to assess project progress in what was to be the final year of project implementation. The evaluation was the result of a collaborative review conducted earlier in 1985 by a special Joint Committee made-up of representatives from the implementing agency, the Ministry of Health, and USAID/Jordan. The Committee's work led to revisions of the 1985 work plan and the project logframe, as well as to a recommendation that the project be extended for an additional year, i.e. until December 31, 1986. (A formal request from the MOH for project extension is expected in August 1985).

The Health Education project evaluation reveals that despite lengthy implementation delays, the project shows substantial improvement in progress towards achieving project objectives, compared with results achieved at the end of the first evaluation period (May 1983). Project activity increased significantly since the last evaluation, aided by the return and re-integration of the Project Director from long-term training and the arrival of a new long-term technical advisor in June 1984. Three integrated media campaigns were conducted, pamphlets and posters on three health themes have been printed, six radio and TV spots have been produced and approved for airing by the MOH, a short-term course on health education precepts and practices was held, two project vehicles have been ordered and should be delivered shortly and a modest library for the Division of Health Education has been established. The project anticipated that 10 multi-media campaigns would be conducted during LOP, with "before" and "after" surveys conducted in conjunction with each campaign. The evaluation reveals that the targeted number of campaigns was overly high and plans for the campaign-related surveys were also overly ambitious; it is expected that 4 surveys will eventually be conducted: a baseline survey in 1985, another in 1986, and "before" and "after" surveys conducted in conjunction with a single health theme or problem campaign.

Key findings of the evaluation include the importance of the commitment of the implementing agency in creating a strong Health Education Division and carrying out health education campaigns. The MOH was ill-prepared to support this project which resulted in considerable project delay. The process involved in the Health Education evaluation led to a renewed commitment by the MOH to the project's objectives and goals.

Cont....

- *2) Conduct and institutionalize well designed and implemented health education activities as a part of MOH programs.

The importance of public health education in promoting a preventive care mentality in Jordan is still valid as it was when the project was under design.

Lessons learned are:

1. A project of this nature requires that contractor TA be identified and recruited early in life of project and
2. Given the requirements for creating of a new institutional unit within the GOJ - the Division of Health Education in this case - staff training must be done early in LOP in order to permit later project activities undertaken by this staff.

CLASSIFICA^{ON} JM
PROJECT EVALUATION SUMMARY (PES) - PART I

Report Symbol U

1. PROJECT TITLE Health Management and Services Development			2. PROJECT NUMBER 278-0208	3. MISSION/AID/W OFFICE USAID/JORDAN
4. EVALUATION NUMBER (Enter the number mentioned by the reporting unit e.g., Country or AID/W Administrative Code, Fiscal Year, Serial No. beginning with No. 1 each year) 84-2			5. REGULAR EVALUATION <input checked="" type="checkbox"/> SPECIAL EVALUATION <input type="checkbox"/>	
6. ESTIMATED PROJECT FUNDING			7. PERIOD COVERED BY EVALUATION	
A. Total \$ 4,702,000			From (month/yr.) May 1982	
P. U.S. \$ 2,875,000			To (month/yr.) May 1984	
8. PROJECT IMPLEMENTATION DATES			9. DATE OF EVALUATION	
A. Start 1978	B. Final Obligations Reported 1983	C. Final Report Delivery 1986	1984	

A. 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., Program, SPAR, PIO, which will present detailed request.)	B. NAME OF OFFICER RESPONSIBLE FOR ACTION	C. DATE ACTION TO BE COMPLETED
1. Review, modify and approve Remainder-of-Current Project Work Plan (Annex A), proposed Expenditure Plan (7/1984-10/85) (Annex D) and Logical Framework (Annex E).	MOH and USAID	August 31, 1984
2. Develop Job Descriptions for staff members of Planning Directorate.	MOH/Westinghouse	August 31, 1984
3. Investigate feasibility of assigning to Planning Directorate at least two additional full time staff members with skills complementary to present staff.	MOH	Sept. 30, 1984
4. Establish closer working relationship with Primary Health Care Directorate on studies and training activities. E.g.:	MOH/Westinghouse	August 31, 1984
a. Begin joint ORT study.		a. Sept. 15, 1984
b. Outline prepared for Community Nurses training program.		b. Sept. 30, 1984
c. Begin retraining of PHC field workers.		c. Oct. 15, 1984
5. Select Planning Directorate staff for short-and long-term training		Oct. 1, 1984

10. INVENTORY OF DOCUMENTS TO BE REVISED PER ABOVE DECISIONS

<input type="checkbox"/> Project Paper	<input checked="" type="checkbox"/> Implementation Plan & CPI Network	<input type="checkbox"/> Other (Specify) _____
<input checked="" type="checkbox"/> Financial Plan	<input type="checkbox"/> PIO/T	_____
<input checked="" type="checkbox"/> Logical Framework	<input type="checkbox"/> PIO/C	<input type="checkbox"/> Other (Specify) _____
<input type="checkbox"/> Project Agreement	<input type="checkbox"/> PIO/P	_____

11. ALTERNATIVE DECISIONS ON FUTURE OF PROJECT

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

12. PROJECT OFFICER AND HOST COUNTRY OR OTHER RANKING PARTICIPANTS AS APPROPRIATE (Name and Title)

Dr. Abdulla Hamdan, MOH Project Director
Donald Harbick, Westinghouse, Chief of Party
Robert Haladay, USAID Health & Population Officer

13. Mission/AID/W Office Director Approval

Signature: *Gerald F. Gower*
Typed Name: **Gerald F. Gower**
Date: **5 August 1984**

NEAR EAST EVALUATION ABSTRACT

PROJECT TITLE(S) AND NUMBER(S) HEALTH MANAGEMENT AND SERVICES DEVELOPMENT 278-0208		MISSION/AREA OFFICE USAID/JORDAN	
PROJECT DESCRIPTION To improve the planning capability of the GOJ MOH by the establishment and operationalization of a Health Planning Unit and to expand the institutional capacity of the MOH to provide effective Primary Health care by reorienting the training, assignment and functions of basic health manpower toward provision of PHC services.			
AUTHORIZATION DATE AND U.S. FOP FUNDING AMOUNT FY 78 -- \$2.879 MILLION	PES NUMBER 84-2	PES DATE MAY 1984	PES TYPE <input checked="" type="checkbox"/> Regular <input type="checkbox"/> Other (Specify)
ABSTRACT PREPARED BY, DATE NANCY CARMICHAEL HARDA MED 8/12/84	ABSTRACT CLEARED BY, DATE Robert Haladay, PO (draft) 08/13 Larry Donnelly, A/DD (draft) 08/13 Gerald Gower, DIR (draft) 08/13/84		<input type="checkbox"/> Special <input type="checkbox"/> Terminal

This evaluation was undertaken to assess the project's efforts to improve health planning, upgrade basic health care and management, and determine necessary actions to achieve/revise objectives resulting from the FY 82 project evaluation.

The project is progressing satisfactorily and no major problems were identified. AID-funded technical assistance, provided by the Westinghouse Corp., has been converted from a host country to direct AID contract. The Westinghouse Chief of Party is working in the MOH Planning Directorate and the second long-term advisor, while based there, is spending most of his time in the Primary Health Care Directorate. There is a need for strengthened integration of the two Directorates and renewed involvement of the PHC Directorate should result from the long term advisor's assistance to that Directorate. The planning Directorate is being recognized as a valuable resource to other offices in the MOH, particularly to the Minister's office, which has caused some concern as a potential problem of overdemand on its time and resources. However, careful planning and organizing by the Planning Directorate should limit slippage in attaining the project's objectives.

Key findings of the evaluation include the need for implementing a program of short and long term training for the Planning Directorate and assigning additional staff with skills complementary to those presently on-board. Further technical assistance (short-term) to the Directorate is available through the Westinghouse or AID centrally-funded contracts. The evaluation also concluded that two of the 15 major project output targets are inappropriate in terms of lack of the Planning Directorate's influence on their achievement, and given the limited time left in the project, these should be modified.

While not a specific "lesson learned" this evaluation pointed out the usefulness of the active involvement and participation of MOH staff in its preparation. The AID-MOH-contractor weekly meetings in May were devoted to examination of evaluation elements. The evaluation process culminated in a formal evaluation meeting attended by representatives of the MOH Planning and Primary Health Care Directorates, USAID and Westinghouse.

CLASSIFICATION
PROJECT EVALUATION SUMMARY (PES) - PART I

Report Control
Symbol U-447

1. PROJECT TITLE INCOME TAX ASSISTANCE PROJECT			2. PROJECT NUMBER 278-0247	3. MISSION/AID/W OFFICE USAID/JORDAN
			4. EVALUATION NUMBER (Enter the number maintained by the reporting unit e.g., Country or AID/W Administrative Code, Fiscal Year, Serial No. beginning with No. 1 each FY) <u>85-4</u> <input checked="" type="checkbox"/> REGULAR EVALUATION <input type="checkbox"/> SPECIAL EVALUATION	
5. KEY PROJECT IMPLEMENTATION DATES A. First PRO-AG or Equivalent FY <u>81</u> B. Final Obligation Expected FY <u>84</u> C. Final Input Delivery FY <u>87</u>	6. ESTIMATED PROJECT FUNDING A. Total \$ <u>3,483</u> B. U.S. \$ <u>2,000</u>	7. PERIOD COVERED BY EVALUATION From (month/yr.) <u>3/83</u> To (month/yr.) <u>6/85</u> Date of Evaluation Review		

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., aigram, SPAR, PIO, which will present detailed request.)	B. NAME OF OFFICER RESPONSIBLE FOR ACTION	C. DATE ACTION TO BE COMPLETED
(1) Monitor progress to determine need for PACD extension of six months, i.e. until 6/30/87.	PROJECT OFFICER (D. Masters)	
(2) Review financial plan and implementation plan, revise if necessary.	PROJECT OFFICER (D. Masters)	
(3) PASA amendment with IRS to provide fully fund services required.	M/SER/CM (D. Masters)	9/30/86
(4) Prepare revision to PIO/T, if necessary	PROJECT OFFICER	

<p>9. INVENTORY OF DOCUMENTS TO BE REVISED PER ABOVE DECISIONS</p> <table style="width: 100%;"> <tr> <td><input type="checkbox"/> Project Paper</td> <td><input checked="" type="checkbox"/> Implementation Plan e.g., CPI Network</td> <td><input checked="" type="checkbox"/> Other (Specify) <u>PASA WITH IRS</u></td> </tr> <tr> <td><input checked="" type="checkbox"/> Financial Plan</td> <td><input checked="" type="checkbox"/> PIO/T</td> <td><input type="checkbox"/> Other (Specify) _____</td> </tr> <tr> <td><input type="checkbox"/> Logical Framework</td> <td><input type="checkbox"/> PIO/C</td> <td></td> </tr> <tr> <td><input type="checkbox"/> Project Agreement</td> <td><input type="checkbox"/> PIO/P</td> <td></td> </tr> </table>	<input type="checkbox"/> Project Paper	<input checked="" type="checkbox"/> Implementation Plan e.g., CPI Network	<input checked="" type="checkbox"/> Other (Specify) <u>PASA WITH IRS</u>	<input checked="" type="checkbox"/> Financial Plan	<input checked="" type="checkbox"/> PIO/T	<input type="checkbox"/> Other (Specify) _____	<input type="checkbox"/> Logical Framework	<input type="checkbox"/> PIO/C		<input type="checkbox"/> Project Agreement	<input type="checkbox"/> PIO/P		<p>10. ALTERNATIVE DECISIONS ON FUTURE OF PROJECT</p> <p>A. <input type="checkbox"/> Continue Project Without Change</p> <p>B. <input type="checkbox"/> Change Project Design and/or <input checked="" type="checkbox"/> Change Implementation Plan</p> <p>C. <input type="checkbox"/> Discontinue Project</p>
<input type="checkbox"/> Project Paper	<input checked="" type="checkbox"/> Implementation Plan e.g., CPI Network	<input checked="" type="checkbox"/> Other (Specify) <u>PASA WITH IRS</u>											
<input checked="" type="checkbox"/> Financial Plan	<input checked="" type="checkbox"/> PIO/T	<input type="checkbox"/> Other (Specify) _____											
<input type="checkbox"/> Logical Framework	<input type="checkbox"/> PIO/C												
<input type="checkbox"/> Project Agreement	<input type="checkbox"/> PIO/P												

<p>11. PROJECT OFFICER AND HOST COUNTRY OR OTHER RANKING PARTICIPANTS AS APPROPRIATE (Names and Titles)</p> <p>DOUGLAS L. SHELDON, <i>for Gerald Masters</i> PROJECT OFFICER</p> <p>LARRY SCOLLICK, <i>Larry Scollick</i> PASA TEAM LEADER</p>	<p>12. Mission/AID/W Office Director Approval</p> <p>Signature <i>Gerald F. Gower</i></p> <p>Typed Name Gerald F. Gower</p> <p>Date August 20, 1985</p>
--	---

PROJECT TITLE(S) AND NUMBER(S) Income Tax Assistance, 278-0247	MISSION/AID/DIR OFFICE USAID/Jordan
---	--

PROJECT DESCRIPTION: The purpose of the project is to enhance the institutional capacity or income tax administration within the GOJ. AID-financed technical assistance provided by IRS advisors focuses on developing institutional maturity of three units of the GOJ Department of Income Tax (DIT), implementing self-assessment, and improving DIT automated data processing capacity.

AUTHORIZATION DATE AND U.S. LOP FUNDING AMOUNT 8/81 - \$2 million	PES NUMBER 85-4	PES DATE 8/20/85	PES TYPE <input checked="" type="checkbox"/> Regular <input type="checkbox"/> Other (Specify)
ABSTRACT PREPARED BY, DATE Nancy Carmichael Harp Mission Evaluation Officer 11/25/85	ABSTRACT CLEARED BY, DATE PO : DMasters PO : TRishois PRM : RBrown A/DIR: RJohnson		<input type="checkbox"/> Special <input type="checkbox"/> Terminal

This second interim evaluation was scheduled in project amendment No. 1 to assess: progress of the DIT in providing adequate personnel for the new work groups and computer section; operational status of the new computer system and progress in developing/implementing the new programs and related procedures; and achievements of the new work groups in respect to project outputs and purpose. The PES focuses on the utilization of project inputs and progress to date towards achievement of project outputs which were revised when the project was amended in June 1984 to provide additional \$1 million AID funding and to extend the PACD to December 31, 1986.

Substantial progress has been made in the development of a tax administration capacity, particularly in respect to ADP applications. However, project implementation is somewhat behind the schedule in the amended project paper due to delay in the procurement of the GOJ financed computer, arrival of long term IRS ADP advisors and the formal organization of new DIT work groups. Since the last project evaluation, the initial IRS ADP advisor was reassigned, and despite mutual agreement to fill the vacant position quickly, new long-term data processing advisors did not arrive until January 1985, 15 months after the departure of the original advisor. Although partially ameliorated by short term technical assistance, serious data processing validity problems developed from system breakdowns. The three-member tax team now in place assists in the context of target work groups: audit and collection, systems procedures and analysis and computer programming. In the training area, nine out of 15 participants projected in project revision have attended the IRS INTAX program. Specialized training for the computer section was to be on a self-study basis but proceeded on a more traditional basis when test results from modules developed by the DIT and the University of Jordan were not encouraging. The training function with the DIT has become well-established for basic accounting, auditing and tax law courses. A new computer system, installed in March 1985 became fully operational in May 1985, and new expanded facilities have been provided. The counterpart personnel problem, identified in the previous evaluation, has been resolved through the formation of the basis in May 1985. GOJ employees have now been assigned to the Public Information and Training section, and personnel in the computer section appear to be of adequate caliber.

The project purpose is attainable with a possible need for a 6 month extension of PACD due to delays cited above. No additional funding is anticipated, and now that the full tax team is in place, the computer has been installed and the counterpart work groups established, the project is on track. Progress in meeting project objectives is considered to have been accelerated.

Contd.

Implementation experience indicates that the timely availability of technical assistance is crucial to project success. Another lesson learned stems from the fact that the transfer of automated data processing technology to a department with limited experience in the use of computers presents difficulties, particularly in building institutional competence and clarifying reasonable expectations on the role of the computer.

JORDAN VALLEY FARMERS ASSOCIATION
(JVFA)

278-0186

USAID/JORDAN

4. EVALUATION NUMBER (Enter the number maintained by the reporting unit e.g., Country or AID/W Administrative Code, Fiscal Year, Serial No. beginning with No. 1 each FY) PCR 85-1

PROJECT COMPLETION REPORT

REGULAR EVALUATION SPECIAL EVALUATION

5. KEY PROJECT IMPLEMENTATION DATES

A. First PRO-AG or Equivalent FY <u>77</u>	B. Final Obligation Expected FY <u>78</u>	C. Final Input Delivery FY <u>85</u>
--	---	--------------------------------------

6. ESTIMATED PROJECT FUNDING

A. Total	\$ <u>1.773</u> m
B. U.S.	\$ <u>1.161</u> m

7. PERIOD COVERED BY EVALUATION

From (month/yr.)	<u>9/77</u>
To (month/yr.)	<u>12/84</u>
Date of Evaluation Review	<u>8/85</u>

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

A. List decisions and/or unresolved issues; cite those items needing further study. (NOTE: Mission decisions which anticipate AID/W or regional office action should specify type of document, e.g., airgram, SPAR, PIO, which will present detailed request.)

B. NAME OF OFFICER RESPONSIBLE FOR ACTION

C. DATE ACTION TO BE COMPLETED

Project Completion Report. No follow-on projects are planned or anticipated.

9. INVENTORY OF DOCUMENTS TO BE REVISED PER ABOVE DECISIONS

<input type="checkbox"/> Project Paper	<input type="checkbox"/> Implementation Plan e.g., CPI Network	<input type="checkbox"/> Other (Specify) _____
<input type="checkbox"/> Financial Plan	<input type="checkbox"/> PIO/T	_____
<input type="checkbox"/> Logical Framework	<input type="checkbox"/> PIO/C	<input type="checkbox"/> Other (Specify) _____
<input type="checkbox"/> Project Agreement	<input type="checkbox"/> PIO/P	_____

10. ALTERNATIVE DECISIONS ON FUTURE OF PROJECT

A. Continue Project Without Change

B. Change Project Design and/or Change Implementation Plan

C. Discontinue Project

11. PROJECT OFFICER AND HOST COUNTRY OR OTHER RANKING PARTICIPANTS AS APPROPRIATE (Names and Titles)

F. QUSHAIR, USAID PROGRAM SPECIALIST (AGR)

J. ZUREIKAT, DEPUTY DIRECTOR GENERAL, JVFA

D. GOONETILLEKE, SUPPLY ADVISOR, JVFA

D. SCHRODER, USAID, AGRICULTURAL ECONOMIST

W. FURTICK, USAID AGRICULTURAL DEVELOPMENT OFFICER

12. Mission/AID/W Office Director Approval

Signature _____

Typed Name Gerald F. Gower

Date Oct 15, 1985

AID 1330-15 (3-78)

- 32 -
NEAR EAST EVALUATION ABSTRACT

PROJECT TITLE(S) AND NUMBER(S) Jordan Valley Farmers Association, 278-0185		MISSION/AID/W OFFICE USAID/JORDAN	
PROJECT DESCRIPTION Through the provision of U.S. technical assistance and training, the purpose of the project is to "assist the Jordan Valley Farmers Assoc. in establishing policies and procedures and developing viable operating systems in the specific areas of: (1) Overall management/planning; (2) Farm management, guidance and information; (3) Credit; and (4) Supply."			
AUTHORIZATION DATE AND U.S. LOP FUNDING AMOUNT FY 77 \$1.51 million	PES NUMBER PCR 85-1	PES DATE 8/29/85	PES TYPE <input type="checkbox"/> Regular <input type="checkbox"/> Other (Specify) <input type="checkbox"/> Special <input checked="" type="checkbox"/> Terminal
ABSTRACT PREPARED BY, DATE David Schroder <i>DS</i> Acting USAID Evaluation Officer - 8/29/85	ABSTRACT CLEARED BY, DATE PRM: NCHARD PO: W Furtick <i>WF</i> DD: P. Johns <i>PJ</i> PO: TRishoi <i>TR</i> DIR: CFCOWE <i>CFC</i> PRG: RBrown <i>RB</i>		

This evaluation was undertaken to assess project progress of the Jordan Valley Farmers Association (JVFA) since the last formal evaluation PES 80-4 and serve as a project completion report and final evaluation report of the JVFA.

The Project Completion Report/Final Evaluation (PCR/FE) draws from information sources such as past project evaluations, a special review conducted in May 1983, Mission in-house project reviews, press reports, and discussions with JVFA and Jordan Valley Authority (JVA) staff. The JVFA project was an institutional building project designed to strengthen management capabilities and provide services to association members. Implementation ended in 1984 and all funds have been disbursed.

The PCR/FE reveals that despite commodity procurement delays and implementation problems the project has made significant progress towards achieving the project purpose and goal. Vegetable yields in the Jordan Valley have increased approximately 115 percent since 1977 when the JVFA was created. Approximately 4,700 farmers have been provided with farm services such as farm inputs, information on improved cropping practices, production credit, etc. External factors such as budgetary constraints on government expenditures, the association operating under temporary by-laws and the non-implementation of certain activities such as product marketing resulted in the JVFA not fully meeting its project purpose. There have also been internal factors which produced negative results and adversely affected achievement of project purpose. These include delays in commodity procurement, the late recruitment of the Farm Input Supply Advisor, the JVFA staff lack of understanding of AID regulations and procedures, and having to implement this project thru another agency (Jordan Valley Authority).

Key findings of the PCR/FE include the importance of the commitment of the Government of Jordan in continuing to support the JVFA as a potentially viable institution serving Jordan Valley farmers. The GOJ has established a committee to evaluate the JVFA and make recommendations that will improve the management capacity of JVFA and its financial situation. However, the Project

Officer believes that the JVFA is unlikely to be able to carry-out its overly ambitious programs outlined in its by-laws due to inadequate management abilities of its staff and the cash flow problems currently facing the association due primarily to low repayment of production loans and underpricing of farm inputs sold to farmers.

LESSONS LEARNED ARE :

1. Avoid, whenever possible, working with more than one institution with respect to administrative matters. USAID was working with the JVFA through the JVA and this contributed to delays in executing project activities. The JVA gave excellent support and cooperation to this project. An effort should have been made to clearly delineate the actions required from both the parent organization, the JVA, and the direct recipient, the JVFA.
2. Evaluations should be conducted with "outsider's" participation to allow more objectivity in measuring project progress and impact.
3. The GOJ Project Managers of AID-funded projects should be encouraged to receive training in AID regulations governing project implementation and evaluation.

UNCLASSIFIED

App. 5N, Ch 5, HB 3
(TM 3:26) 8-3-78

PROJECT EVALUATION SUMMARY (PES) - PART I

Report Symbol U-44

1. PROJECT TITLE School Construction II			2. PROJECT NUMBER 278-0232	3. MISSION/AID/W OFFICE USAID/Jordan
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>PCR-85-2</u>	
A. First PRO-AG or Equivalent FY <u>80</u>	B. Final Obligation Expected FY <u>80</u>	C. Final Input Delivery FY <u>84</u>	<input type="checkbox"/> REGULAR EVALUATION <input type="checkbox"/> SPECIAL EVALUATION 7. PERIOD COVERED BY EVALUATION From (month/yr.) <u>5/80</u> To (month/yr.) <u>7/85</u> Date of Evaluation Review <u>8/85</u>	
6. ESTIMATED PROJECT FUNDING			8. ACTION DECISIONS APPROVED BY MISSION OR AID/W OFFICE DIRECTOR	
A. Total \$ <u>13.247m</u>				
B. U.S. \$ <u>6.7m</u>				

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., program, SPAR, PIO, which will present detailed request.)	B. NAME OF OFFICER RESPONSIBLE FOR ACTION	C. DATE ACTION TO BE COMPLETED
<p>This document serves as both a Project Assistance Completion Report and as a Completion Evaluation.</p> <p>The positive results of the implementation arrangements of this project should be followed if another School Construction Project is undertaken.</p> <p>Visit Karak School following opening of fall 1985 session to assure school is properly utilized. If not, recommend an appropriate course of action, including refund claim.</p> <p>Offer assistance either via TSFS or TDY of AID Direct Hire to review MOE methodology for site selection and student population estimation. Any follow on projects should be more precise in determining site selection criteria.</p>		

9. INVENTORY OF DOCUMENTS TO BE REVISED PER ABOVE DECISIONS <input type="checkbox"/> Project Paper <input type="checkbox"/> Implementation Plan e.g., CPI Network <input type="checkbox"/> Other (Specify) _____ <input type="checkbox"/> Financial Plan <input type="checkbox"/> PIO/T <input type="checkbox"/> Logical Framework <input type="checkbox"/> PIO/C <input type="checkbox"/> Other (Specify) _____ <input type="checkbox"/> Project Agreement <input type="checkbox"/> PIO/P	10. ALTERNATIVE DECISIONS ON FUTURE OF PROJECT A. <input 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 (Name and Title) Abdullah Ahmad, Project Officer, USAID/Amman	12. Mission/AID/W Office Director Approval Signature: <i>Gerald F. Gower</i> Typed Name: Gerald F. Gower Date: <u>11/29/85</u>
--	---

SUBJECT TITLE(S) AND NUMBER(S) School Construction II, 278-0232	MISSION/ATORY OFFICE USAID/Jordan
--	--------------------------------------

SUBJECT DESCRIPTION This project was designed to assist the GOJ to effect universal compulsory cycle (primary) education in Jordan. The project purpose is to "help satisfy demand for school classroom space with modern, efficient teaching facilities".

AUTHORIZATION DATE AND U.S. LCP FUNDING AMOUNT April 24, 1980, \$6.7 M	PES NUMBER PCR-85-2	PES DATE 8/85	PES TYPE <input checked="" type="checkbox"/> Regular <input type="checkbox"/> Other (Specify)
ABSTRACT PREPARED BY, DATE PO: D+ Schroder IO/10/1985	ABSTRACT CLEARED BY, DATE PRM : RBrown (Draft) PRM : NHardy (Draft) ENG : AAhmad (Draft) A/DIR: RJohnson		<input type="checkbox"/> Special <input checked="" type="checkbox"/> Terminal

This final evaluation/project completion report of USAID's grant of \$6.7 million and Government of Jordan's \$6.5 million on School Construction II project was prepared by the project officer and reviewed by the project committee. The project officer interviewed headmasters, Ministry of Education and Government of Jordan officials as well as extracted information from project records, reports and files. AID Grant funds were disbursed by the modified Fixed Amount Reimbursement (FAR) method in four payments which were not made until construction stages were entirely and satisfactorily completed and for final payment USAID received from the Ministry of Education (MOE) an "implementation plan for staffing, furnishing and equipping the school".

This project was designed to assist the GOJ to effect universal compulsory cycle (primary) education in Jordan. The project purpose is to "help satisfy demand for school classroom space with modern, efficient teaching facilities".

The project has had remarkable success in achieving its outputs and purpose. Project outputs were the construction, equipping and staffing of 14 school buildings in 9 different cities, town and villages of Jordan. These schools are distributed in rural and urban areas and serve low income population. All 14 schools were completed on time and 13 of the schools were equipped, furnished, staffed and operational. Al Marj school at Karak is not yet operational, but is expected to be put into operation by the beginning of the school year in September 1985.

Based on discussions with headmasters/headmistresses during site visits to most of the operating schools, the project officer concluded that the new schools have caused desired improvement in space/student and student/teacher ratio. Although the project goal and purpose were achieved, MOE is still in need of 159 compulsory cycle schools to replace 33 percent of the rented schools which are structurally unsafe and unsuitable for educational purposes.

The PCR identifies areas where further attention is needed especially in the selection of appropriate sites, types of instruments to guarantee clear transfer of land ownership, and the use of these school facilities for non-compulsory education levels.

LESSONS LEARNED: The major lessons learned from this project relate to contract management and disbursement of funds, and the use of previous evaluations and recommendations gained from School Construction I in the design of School Construction II.

CLASSIFICATION
PROJECT EVALUATION SUMMARY (PES) - PART I

Report Symbol U-44

1. PROJECT TITLE Water Systems and Services Management			2. PROJECT NUMBER 278-0259	3. MISSION/AID/W OFFICE USAID/Jordan
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>85-7</u>	
A. First PRO-AG or Equivalent FY <u>83</u>	B. Final Obligation Expected FY <u>84</u>	C. Final Input Delivery FY <u>88</u>	7. PERIOD COVERED BY EVALUATION From (month/yr.) <u>8/83</u> To (month/yr.) <u>3/85</u> Date of Evaluation Review <u>6/85</u>	
6. ESTIMATED PROJECT FUNDING			8. ACTION DECISIONS APPROVED BY MISSION OR AID/W OFFICE DIRECTOR	
A. Total \$ <u>28.5 million</u>				
B. U.S. \$ <u>21.0 "</u>				

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., program, SPAR, PIO, which will present detailed request.)	B. NAME OF OFFICER RESPONSIBLE FOR ACTION	C. DATE ACTION TO BE COMPLETED
1. Disseminate evaluation findings to other interested USAIDs and other donors	AID/W	On-going
2. Begin evaluation process for the construction phase of project	USAID/J ENG office	March-April 1986

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

<p>11. PROJECT OFFICER AND HOST COUNTRY OR OTHER RANKING PARTICIPANTS AS APPROPRIATE (Name and Title)</p> <p>Abdullah Ahmad, Engineer, USAID/Jordan</p>	<p>12. Mission/AID/W Office Director Approval</p> <p>Signature <i>Gerald F. Gower</i></p> <p>Typed Name Gerald F. Gower</p> <p>Date <i>20 February 1986</i></p>
---	---

PROJECT EVALUATION SUMMARY
WATER SYSTEMS AND SERVICES MANAGEMENT (278-0259)
FIRST INTERIM EVALUATION

INTRODUCTION AND BACKGROUND:

The Water Systems and Services Management (WSSM) project began in August, 1983. The project purpose is to develop and improve the institutional capability of public and private organizations in Jordan's water sector to conserve and manage water resources and as part of that effort, to extend and improve certain municipal water distribution and wastewater collection facilities. U.S. life of project funding consists of \$17 million in loan funds and \$4 million in grant funds. The Jordanian implementing agencies are the Water Authority of Jordan (WAJ) and the Ministry of Planning. U.S. project inputs consist of: 1) provision of technical advisory services for water quality monitoring, WAJ training, and public sector managerial skills upgrading; 2) financing the design of water and wastewater systems and construction supervision for ten cities in Jordan; and 3) financing the construction of water and wastewater facilities in Karak and Tafila, two cities in southern Jordan. WSSM places special emphasis on private sector technology transfer. In the design phase of the project, the three Jordanian firms which were contracted for facility and system design for the ten cities were required to form sub contractual relationships with U.S. sanitary engineering design consulting firms. The design of water distribution, sewerage collection and treatment and storm drainage for the ten cities were divided between three associations: Arabtech Consulting Engineers and CH₂M Hill International; Consulting Engineering Center and Black and Veatch International; and Jouzy and Partners Consulting Engineering Bureau and Engineering Science Inc. The design phase of the project ended in mid-1985; the First Interim Evaluation was conducted in February-March 1985, and the evaluation contractor's final report was received by USAID/Jordan in June 1985.

OBJECTIVE:

The objective of the First Interim Evaluation was to determine the progress of the three Jordanian firms in developing improved capabilities to complete sanitary engineering design projects. Secondary objectives were to identify, or indicate, the technology transfer; define and evaluate the mechanisms used in the transfer; and to recommend means of improving the mechanisms for the technology transfer.

Data was obtained through the review of available references. Numerous discussions were held with the Project Managers and project related personnel from the Jordanian firms, the Project Coordinators of the Water Authority of Jordan, the Ministry of Planning, and USAID/Jordan. In addition, there were discussions and/or correspondence with the Project Managers and project related staff from the US firms, after these personnel had returned to the United States.

The evaluation system utilized in the First Interim Evaluation was the system developed and used in the Baseline Survey Evaluation. This was consistent with project design and produced results which were themselves consistent and comparable. The differences in the two evaluations measured improved capabilities and also were indicative of technology transfer during the design phase.

MEANS AND METHODS:

All three of the associations used virtually the same means for the transfer of technology during the design phase of this project. The differences came about more in the degree of application of the methods, the time exposures for transfer and the areas of technology transfer. The transfer for purely technical matters included the use of lectures (in varying degrees of intensity and topics), special seminars by long term and short term US personnel, provision of reference materials, and one-on-one training as the opportunities arose during the design process.

In addition to transfer on purely technical matters, two of the associations undertook the transfer of management technology and techniques. The third association made a conscious decision not to include this area, based on the desires of the Jordanian firm. In the instances where project management issues was addressed, the general approach was strikingly similar for both associations. The U.S. subconsultant was instrumental as the lead in defining and instituting project management organization and philosophy. The lead responsibilities were then shifted to the Jordanian firm. In one case this was done with an informal approach with the US counterpart playing a low key but highly supportive role as needed. In the other case a rigidly defined chain of command was established and scrupulously adhered to in conducting project activities. Both of the Jordanian firms felt comfortable with these two differing approaches. They felt they had learned valuable lessons from these two approaches even though they were different in application.

Each of the associations did something a little different in the technology transfer process. Examples of individual activities which were utilized include: field trips within Jordan to visit existing systems for a better understanding and appreciation of the application of theoretical knowledge, an extensive participatory workshop using a case study and group problem solving approach, lectures and seminars by outside experts, and a combination project review and training trip to the office of the US consultant.

EVIDENCE OF TECHNOLOGY TRANSFER:

All three of the Jordanian firms showed evidence of technology transfer and increased capabilities in the following common elements:

- All developed, or expanded, their library of reference materials such as textbooks, technical publications, periodicals and catalogs.

- All acquired, or added to, existing, general and technical specifications for sanitary work.
- All acquired, or added to, existing, standard details for sanitary design work.
- All gained experience and confidence in the design of sewerage treatment plants.
- All gained a greater appreciation of the needs of project financed by international lending agencies.

INFLUENCES-EFFECTIVITY OF TECHNOLOGY TRANSFER:

The influences can be divided internal and external as follows:

Internal Influences:

Individual desires of the Jordanian project personnel to gain new technology, the commitment levels of the firms and their willingness to provide corporate support for technology transfer, the individual personalities of the Jordanian and US project-related staffs can all be classified as internal influences on technology transfer.

External Influences:

This phase was the change from the Water Supply Corporation (WSC) to the Water Authority of Jordan (WAJ) and the multiplicity of WAJ Project Coordinators. This no doubt actually enhanced technology transfer even though it may have had adverse impacts on scheduling and costs.

Virtually everything that was tried to effect technology transfer was successful, in varying degrees. The field trips, and the participatory workshops and seminars were very effective methods for transferring technology. As might be expected, the most effective means of technology transfer was the one-on-one working opportunities. The least effective approach was reading, or studying, outside the normal work environment. The next least effective method was the lecture approach unless closely tied to the design aspect and immediately followed by hands-on applications.

RECOMMENDATIONS AND COMMENTS:

1. Major technology transfer efforts, especially in non-technical areas, should be continued to be grant funded. It is difficult for a newly developing country to hold to the long view and commit scarce financial resources to training. This may appear to benefit a few in lieu of meeting immediate critical needs of the masses for such essential items as potable water supplies.

2. AID should try to obtain agreement from the host country to add the needed funding and manpower to any planned project. This will allow for the technology transfer in addition to the completion of the other project elements. It is possible for a critically tight project schedule to cause adverse effects on the technology transfer activities if they are only an adjunct to the main project activities.
3. Define the Scope of Work for the technology transfer activities and require a planned approach with scheduled milestones and deliverable items.
4. Encourage the use of participatory workshops and seminars as training tools.
5. Continue the requirement for the provision of all lecture, seminar and workshop notes for future reference of the host country personnel. This should be matched with a continued, or increased level of supplies of reference materials and equipment under the contracts. These items will remain and be useful long after the US consultants have departed.
6. Attempt to schedule lectures linked to ongoing project work activities and to be followed by practical application in problem solving.
7. Increased use of field trips on a selective basis within Jordan, the region or to the US. These should be working trips, for qualified personnel, to observe and understand the design and operational concepts as they are applied and practiced. Such training will provide a better appreciation of the relationships between the theory and the practical.
8. The short range gains under this project have been real and identifiable. How well the newly gained technology will be retained and applied by the firms and individuals involved in this project will depend on the ability of the firms to obtain additional sanitary design projects. If additional opportunities are not provided to utilize, reinforce and adapt this new technology, it may be lost. If new sanitary projects are obtained, this new technology will improve and reinforce the capabilities of these Jordanian firms for sanitary design.

CONSTRUCTION SUPERVISION BASELINE:

The project paper envisioned a baseline survey of the construction supervision capabilities of Jordanian firms to be used as the point of reference to identify the increased capabilities and indicate the technology transfer during the construction phase.

The construction supervision contracts had not been finalized at the time the evaluation was prepared, but all three of the

above-mentioned Jordanian consulting firms submitted cost proposals and negotiating discussions were underway. Although the project people had not been selected and the agreements with the US subcontractors had not been finalized, it was decided that it would be cost effective to begin the construction supervision evaluation. The objective evaluation was undertaken as part of this study. The subjective evaluations will take place at the time of the baseline evaluation of the Jordanian contractors when all agreements have been signed and the project people are in place.

The objective evaluation is based on a system developed along the same lines as the evaluation format for sanitary design capabilities. The Construction Supervision Development Index (CSDI) also reduces to a single pure number that is a useful indicator of the variance in the capability of a firm in construction supervision over time.

Water Systems and Services Management (278-0259)

USAID/Jordan

PROJECT DESCRIPTION

To develop and improve the institutional capability of Jordanian private and public organizations in the water sector to conserve and manage water resources; and as part of that effort, extend and improve certain municipal water distribution and wastewater collection facilities.

AUTHORIZATION DATE AND U.S. LOP FUNDING AMOUNT 8/83. . . \$21.0 Million	PES NUMBER 85-7	PES DATE 2/19/86	PES TYPE <input checked="" type="checkbox"/> Regular <input type="checkbox"/> Other (Specify)
ABSTRACT PREPARED BY, DATE Nancy C. Hardy Evaluation Officer	ABSTRACT CLEARED BY, DATE ENG:AAhmad ENG:LDonnell PRM:RBrown		<input type="checkbox"/> Special <input type="checkbox"/> Terminal

The First Interim Evaluation was conducted in March 1985 to determine the progress of Jordanian firms in developing improved capabilities to complete sanitary engineering design projects. The Water Systems and Services Management (WSM) project places special emphasis on technology transfer by requiring that Jordanian firms be prime consultants and contractors with U.S. firms acting in the roles of subconsultants and subcontractors in the design and construction phases of the project. This evaluation was conducted near the end of the design phase to assess technology transfer from three U.S. subconsultant firms to three Jordanian consulting firms, drawing from a baseline survey conducted in February-March 1984. The evaluation team also developed baseline data for technology transfer in construction supervision, as the same three Jordanian design consultants had submitted cost proposals, negotiating discussions were underway, and these consulting firms were likely to be awarded the construction supervision contracts.

When this evaluation was undertaken, the project's design phase was nearly complete. Two of the Jordanian firms (with their two respective U.S. subconsultants) were finishing design of: water distribution systems, sewage collection and wastewater treatment facilities, and stormwater drainage systems for four cities in southern Jordan. The other Jordanian firm --- the largest of the local consulting firms --- was completing design of similar systems and facilities for six cities in northern Jordan. The U.S. personnel associated with the three American subconsultants had returned to the U.S. in early 1985.

On the basis of changes in the Overall Capability Index developed in the baseline survey for each of the three Jordanian firms, the evaluation revealed that all three firms increased their capabilities, indicating evidence of technology transfer. All had:

1. Developed or expanded their reference material libraries.
2. Acquired, or added to existing, general and technical specifications for sanitary work.
3. Acquired, or added to existing, standard details for sanitary design work.
4. Gained experience and confidence in the design of sewage treatment plants.
5. Gained greater appreciation of the needs of projects financed by international lending agencies.

WATER SYSTEMS AND SERVICES MANAGEMENT Cont'd

Virtually everything that was tried to effect technology transfer was successful in varying degrees. The least effective approach was reading or studying outside the normal work environment. The most effective means was via one-on-one working opportunities.

An important conclusion of the WSSM project evaluation is that although short term gains in increased capabilities are real and identifiable, how well technology will be retained and applied will depend on the firms' ability to obtain additional sanitary design work.

Lessons learned from this evaluation which are relevant to design of future technology transfer oriented projects are:

1. Scopes of work for technology transfer activities should be defined showing planned approaches with scheduled milestones and deliverable items.
2. The use of tools such as participatory workshops and seminars, and lectures linked to ongoing project work activities followed by practical application in problem solving should be encouraged.
3. Major technology transfer efforts, especially in non-technical areas should continue to be grant-funded.

FILE

App. 5N, Ch 5, HB 3
(TM 3:26) 8-3-78

PROJECT EVALUATION SUMMARY (PES) - PART I

Report Symbol U-44

1. PROJECT TITLE VILLAGE DEVELOPMENT II			2. PROJECT NUMBER 278-0205	3. MISSION/AID/W OFFICE USAID/JORDAN
4. EVALUATION NUMBER (Enter the number maintained by the reporting unit e.g., Country or AID/W Administrative Code, Fiscal Year, Serial No. beginning with No. 1 each FY) <u>84/1</u>				
<input checked="" type="checkbox"/> REGULAR EVALUATION <input type="checkbox"/> SPECIAL EVALUATION				
5. KEY PROJECT IMPLEMENTATION DATES		6. ESTIMATED PROJECT FUNDING		7. PERIOD COVERED BY EVALUATION
A. First PRO-AG or Equivalent FY 1978	B. Final Obligation Expected FY 1978	C. Final Input Delivery FY 1984	A. Total: \$ 15.2m R. U.S. \$ 8.0m	From (month/yr.) FEBRUARY 1982 To (month/yr.) FEBRUARY 1984 Date of Evaluation Review JUNE 1984

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

A. List decisions and/or unresolved issues; cite those items needing further study. (NOTE: Mission decisions which anticipate AID/W or regional office action should specify type of document, e.g., program, SPAR, PIO, which will present detailed request.)

B. NAME OF OFFICER RESPONSIBLE FOR ACTION

C. DATE ACTION TO BE COMPLETED

This is a joint Terminal Implementation Evaluation report of the VD II and VD III Projects. No further follow-up is needed, as both projects are completed.

USAID plans to conduct an overall evaluation of the Jordan Valley development experience.

Mid FY 1985

8. INVENTORY OF DOCUMENTS TO BE REVISED PER ABOVE DECISIONS			10. ALTERNATIVE DECISIONS ON FUTURE OF PROJECT		
<input type="checkbox"/> Project Paper	<input type="checkbox"/> Implementation Plan e.g., CPI Network	<input type="checkbox"/> Other (Specify) _____	A. <input type="checkbox"/> Continue Project Without Change		
<input type="checkbox"/> Financial Plan	<input type="checkbox"/> PIO/T	_____	B. <input type="checkbox"/> Change Project Design and/or		
<input type="checkbox"/> Logical Framework	<input type="checkbox"/> PIO/C	<input type="checkbox"/> Other (Specify) _____	<input type="checkbox"/> Change Implementation Plan		
<input type="checkbox"/> Project Agreement	<input type="checkbox"/> PIO/P	_____	C. <input type="checkbox"/> Discontinue Project		
11. PROJECT OFFICER AND HOST COUNTRY OR OTHER RANKING PARTICIPANTS AS APPROPRIATE (Name and Title)			12. Mission/AID/W Office Director Approval		
Dr. Munther Haddadin, President of JVA Mr. Mohammad Abu Rumman, Director of VD Project, JVA Mr. Farid Salahi, Project Officer, USAID/Jordan			Signature <i>Gerald F. Gower</i> Typed Name Gerald F. Gower		
			Date 23 July 1984		

CLASSIFICATION
PROJECT EVALUATION SUMMARY (PES) - PART I

Report Symbol U-44

1. PROJECT TITLE VILLAGE DEVELOPMENT III			2. PROJECT NUMBER 278-0221	3. MISSION/AID/W OFFICE USAID/JORDAN
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>84/1</u>	
A. First PRO-AG or Equivalent FY 1979	B. Final Obligation Expected FY 1979	C. Final Input Delivery FY 1984	6. ESTIMATED PROJECT FUNDING A. Total \$ <u>11.8 m</u> B. U.S. \$ <u>7.0 m</u>	
			7. PERIOD COVERED BY EVALUATION From (month/yr.) <u>FEBRUARY 1982</u> To (month/yr.) <u>FEBRUARY 1984</u> Date of Evaluation Review <u>JUNE 1984</u>	

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

A. List decisions and/or unresolved issues; cite those items needing further study. (NOTE: Mission decisions which anticipate AID/W or regional office action should specify type of document, e.g., airgram, SPAR, PIO, which will present detailed request.)	B. NAME OF OFFICER RESPONSIBLE FOR ACTION	C. DATE ACTION TO BE COMPLETED

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"/> Implementation Plan e.g., CPI Network	<input type="checkbox"/> Other (Specify) _____	A. <input type="checkbox"/> Continue Project Without Change		
<input type="checkbox"/> Financial Plan	<input type="checkbox"/> PIO/T	<input type="checkbox"/> Other (Specify) _____	B. <input type="checkbox"/> Change Project Design and/or		
<input type="checkbox"/> Logical Framework	<input type="checkbox"/> PIO/C		<input type="checkbox"/> Change Implementation Plan		
<input type="checkbox"/> Project Agreement	<input type="checkbox"/> PIO/P		C. <input type="checkbox"/> Discontinue Project		

11. PROJECT OFFICER AND HOST COUNTRY OR OTHER RANKING PARTICIPANTS AS APPROPRIATE (Name and Title)	12. Mission/AID/W Office Director Approval	
	Signature <i>Gerald F. Gower</i>	
	Typed Name Gerald F. Gower	
	Date <i>28 July 1984</i>	

NEAR EAST EVALUATION ABSTRACT

PROJECT TITLE(S) AND NUMBER(S) VILLAGE DEVELOPMENT II (278-0205) VILLAGE DEVELOPMENT III(278-0221)		MISSION/ADDP OFFICE USAID/JORDAN	
PROJECT DESCRIPTION The purpose of these 2 projects was to provide selected communities in the Jordan Valley, Southern Ghors, and Wadi Araba with the facilities needed to develop adequate public services and to improve living conditions for residents. AID assisted the GOJ in financing the construction of schools, health centers and Government buildings and a Home Mortgage Loan Program.			
AUTHORIZATION DATE AND U.S. LOP FUNDING AMOUNT FY: 78/79 \$8 million-\$7 million	PES NUMBER 84-1	PES DATE June 1984	PES TYPE JOINT. <input checked="" type="checkbox"/> Regular <input type="checkbox"/> Other (Specify)
ABSTRACT PREPARED BY, DATE NANCY CARMICHAEL HARDY, MEO 7/22/84	ABSTRACT CLEARED BY, DATE FARID SALAHI, ENG BERNARD DONNELLY, ENG GERALD GOWER, DIR		<input type="checkbox"/> Special <input checked="" type="checkbox"/> Terminal

This terminal implementation evaluation primarily covers project activities and status from February 1982 (date of Interim Evaluation) to February 1984, when all facilities were staffed and operational for 2 months. Both projects are completed and are fully disbursed; no follow-on activities are envisioned. USAID/Jordan plans to conduct an overall evaluation of the impact of Jordan Valley development in FY 85.

Despite implementation delays, these projects met the purpose and goals they were designed to achieve, namely to increase the accessibility of social and public services in selected communities in the Valley, Southern Ghors and Wadi Araba and to improve living conditions for residents of these areas. AID funding contributed to the construction of schools, health centers, government administrative buildings, housing for Government employees and to a Home Mortgage Program. The GOJ contribution, through the GOJ implementing agency the Jordan Valley Authority, included construction supervision, land acquisition, and procurement of furniture and equipment as well as extensive road construction and the provision of water networks. Development of the Jordan Valley was a high GOJ priority and these two projects were only part of a multi-donor, multimillion-dollar economic and social regional development effort in Jordan's most productive agriculture area.

Lessons learned from these projects include: The importance of public investment in social infrastructure in order to encourage private investment and regional economic growth; the importance of flexibility in implementation and financing project activities; the importance of timely scheduling for procurement; and, because of problems in the contractor securing performance bonds, the importance of realistic bank guarantees.

PROJECT EVALUATION SUMMARY PART II

Village Development II (Project 278-0205 Loan 278-K-024)
Village Development III (Project 278-0221 Loan 278-K-027)

13. SUMMARY

In formulating plans in the mid-1970s for the development of the Jordan Valley, the Government of Jordan recognized the need for orderly development of communities to support both current residents and a growing population attracted by new agricultural and other employment opportunities. The availability of adequate social and public services to meet their basic needs was vital.

These needs were readily apparent. The standard of living for Valley inhabitants was low in comparison to national standards. There was much illiteracy and school facilities were generally inadequate. Health standards were inferior, and health facilities and staffing were totally inadequate. Housing was generally of poor quality, unsanitary, and crowded.

An \$8.65 million AID loan, primarily for infrastructure construction, was extended in June 1975 for Village Development I, Project 278-0183. It became evident late that same year that inflationary pressures made it impossible to carry out the full range of plans embodied in the agreement, so the program was revised to meet minimum immediate needs. Another \$5.5 million in AID loan funds was added through a FY 1977 amendment to expand selected elements of the project and include some items originally scheduled for financing by the IDA. This amendment was also to provide residences for GOJ employees.

An \$8.0 million Village Development II Project Loan, of which \$2.0 million financed housing mortgage loans and \$6.0 million which financed part of the contract construction cost of schools, health centers, and administration buildings, was authorized in FY 1978 to finance similar activities in the Jordan Valley. The GOJ contribution of 7.2 million dollars covered the cost of construction supervision, land acquisition, farm roads and village streets, and furniture and equipment.

A third tranche, a \$7.0 million Village Development III Project Loan, was authorized in FY 1979 to partially finance the construction cost of schools, administration buildings, and health centers in the Southern Ghors, Wadi Araba, and the Jordan Valley. The GOJ contribution of 4.8 million dollars again included land acquisition, construction supervision, furniture and equipment, as well as part of the construction contract.

However, the GOJ financed considerably more infrastructure in the Jordan Valley outside of these projects, viewing Jordan Valley development as a larger effort. The total GOJ contribution to the VD II and III project effort is estimated at least \$18.5 million as the JVA financed additional basic services such as water networks, and extensive road construction. (See Table 3).

A USAID/JVA evaluation of the Village Development I Project was carried out in March 1978, with the full cooperation and participation of the Ministries of Education and Health. "An Interim Evaluation of the Jordan Valley Development Effort: 1973 - 1980" by Jarir S. Dajani, et al (August 1980) describes and evaluates the impact of village development activities as of mid - 1980. An interim evaluation of the Village Development II and Village Development III Projects was carried out by USAID and JVA in February 1982. This evaluation concentrates on activities that took place after this period, i.e. from February 1982 to February, 1984.

All the facilities constructed under the VD II and VD III Projects (schools, health centers, Government administration buildings and housing units) are physically complete, furnished, equipped and in full operation. Utilities such as potable water, electricity and septic tanks have been provided to these buildings. Additionally asphalt paved roads to connect these buildings to the main roads and a wire fence at the property lines of each building have been constructed. Farm roads and village streets are complete, and all the mortgage housing loans have been disbursed. In compliance with the Covenant contained in Section 6.3 of the VD III Loan Agreement, 80% of the housing units constructed in the Southern Ghors and Wadi Araba have been allocated and are occupied by employees of the Ministries of Health and Education serving in these areas. The remaining 20% of the housing units were allocated and are occupied by other GOJ agencies/personnel.

All project activities described in the Village Development II and Village Development III PPs were scheduled to be completed by December 1980 and October 1981, respectively. The construction of VD II and VD III Project facilities built in the Jordan Valley were completed in April 1982 and the VD III Project facilities constructed in the Southern Ghors and Wadi Araba were completed in December 1981. All of the facilities except the health centers were occupied by different government agencies and were in operation a few months after their completion.

Because of its experience on the Village Development I Project, in which furniture and equipment that arrived before the completion of facilities were lost or damaged in storage, JVA scheduled the procurement process on VD II and VD III so that the furniture and equipment would arrive soon after the facilities were expected to be completed. However, because this procurement involved close and time-consuming consultation with the Ministry of Health on equipment specifications, delays were experienced in preparing bids and awarding contracts to supply the furniture and medical equipment for the health centers built under the two projects. The health centers were staffed and were operated in November 1983, that is after the furniture and medical equipment were delivered, in September 1983. It was only then, because of the Condition Precedent of Section 5.5 of the VD III Loan Agreement, that USAID could reimburse the JVA for the construction of the health centers, which had been completed much earlier.

These projects have provided the residents of the Jordan Valley with basic human needs, including better school buildings, access to basic medical care, government offices and village councils. Additionally, Jordan Valley, Southern Ghors and Wadi Araba communities have been provided with potable water, electricity, village streets and farm roads. Overall, the projects have met the purpose and goals they were designed to achieve. Further description of projects output and implementation is given in Annex "A".

Once again, the Jordan Valley Authority has proven its leadership capabilities in carrying out AID/GOJ financed projects. One of the reasons of the success achieved in carrying out these two projects was in large part due to JVA's familiarity with AID's requirements and regulations, and its ability to negotiate and execute contracts in a professional manner, and to maintain close control over project implementation.

14. EVALUATION METHODOLOGY

This terminal implementation evaluation was undertaken to assess the quantitative results achieved at the end of project implementation i.e., as of December 1983. It follows a previous interim evaluation that was completed on February 1, 1982 and is based on comprehensive monitoring during project implementation, review of project documentation and progress reports, and discussions with members of JVA and USAID staff. Internal Mission reviews of project activities were also conducted on December 1981, June 1982 and December 1983. These reviews were chaired by the USAID Director and attended by senior mission staff members. Progress and problems were identified and discussed in detail.

These projects were only components of the broader integrated development effort of the Jordan Valley undertaken by the GOJ, and only a portion of USAID provided support for that effort. The economic and quality of life impacts on the beneficiaries of the overall effort are clearly substantial in an overall evaluation of the Jordan Valley experience. USAID is proposing to the JVA that such an evaluation be undertaken during 1985. Consequently this evaluation has not attempted to scientifically measure changes in the quality of life of the beneficiaries, though some impressionistic findings in this regard are included in Section 19.

15. EXTERNAL FACTORS

The only external factor that affected the projects, was the change in plan by the GOJ not to build low cost housing projects to settle nomads in Wadi Araba. This change in GOJ priorities resulted in the deletion of two schools built under the VD III Project at Garandal and Beir Madkhour in Wadi Araba from the project description.

No other external factors have affected project implementation activities or purposes and goals. Project implementation suffered some delay,

primarily attributable to the delays in preparing bids, prequalifying contractors under the VD II contract, and awarding contracts for the delivery of furniture and equipment to the administration buildings and health centers.

16. INPUTS

All inputs, both by the GOJ and USAID, have been made in full and in a timely manner. Both GOJ and USAID financial inputs, as described in the Project Papers for each project activity, have been fully disbursed, see Table 3. The GOJ has provided the required staff to operate each facility in a timely manner as soon as furnishing and equipping facilities were complete.

17. OUTPUTS

The projects have achieved the planned output originally stated in the Project Papers, there in turn making the planned contributions to project purposes and goals. Forty-six schools containing 612 rooms have been constructed for boys and girls in 26 villages in the Jordan Valley, Southern Ghors and Wadi Araba. Also, 6 health centers have been constructed in 6 communities to provide the medical care needed for these communities and their surroundings. About 260 families have benefited from the home mortgage program and were able to purchase their own homes in the Jordan Valley. Beneficiaries of this program were primarily farmers and share croppers. Also, 4 Government administration buildings were constructed and are fully occupied and operational. These administration buildings are used by different government agencies such as the Ministries of Labor and Interior, the Jordan Valley Farmers Association, village councils and post offices. The 16 health centers constructed under the three Village Development Projects have been equipped and furnished by the JVA and are utilized by the Ministry of Health to meet the medical care needs of Valley residents. Two of these health centers, at Wadi El-Yabis and North Shunna, are operating at present as hospitals. The other centers are classified as clinics and are currently meeting Valley residents' needs for basic medical care.

Although the two projects called for the construction of only 43 Kms of farm roads and 9 Kms of village streets, the JVA has completed the construction of about 850 Km of farm roads and 150 Km of village streets in the Jordan Valley. In addition, the construction of more than 40 Km of farm roads in the Southern Ghors is in progress. The construction of these roads will provide easy access to all Valley residents and allow daily agricultural production from the Valley to reach major markets in Jordan and nearby countries. Additionally, these roads provide greater convenience to all Valley residents, permitting them to travel to any part of the Valley or to the plateau to easily obtain their daily needs.

To meet a requirement of the VD project loans, the JVA completed construction of a water main distribution system throughout the Jordan Valley, using its own resources. Fifteen concrete water reservoirs with a total capacity of 5,200 cubic meters, 150 kilometers of laterals and 40,000 house connections have been constructed in the Valley. Additionally, the JVA completed town planning exercises for 36 villages and communities in the Valley. At the present time, an average of 60 requests per month are processed to permit residents to build their homes in these villages. The Jordan Electricity Authority (JEA) has also completed electrifying the Jordan Valley and Southern Ghors.

18. PURPOSES

The purpose of both projects is: "to provide selected communities in the Jordan Valley, Southern Ghors and Wadi Araba with the facilities needed to develop adequate public services and to improve living conditions for the residents". The End of Project Status, as stated in the Project Papers, is that: 1) Project financed schools, clinics and government buildings are staffed and in operation and 2) 250-300 mortgages executed with eligible borrowers in equitable manner according to established procedures and regulations.

In a larger sense, however, these projects have assisted in meeting basic human needs and also, provided a social development framework which complements the major capital infrastructure investments taking place at the present time in the Jordan Valley, Southern Ghors, and Wadi Araba. These projects are follow-on activities to the Village Development I Project and are important elements in the integrated economic and social development taking place in the Valley.

The above purposes have been achieved by the utilization of the facilities constructed under the VD II and VD III Projects. Jordan Valley, Southern Ghors and Wadi Araba residents now have access to better education, medical care, low cost housing and government services within their own communities. Additionally, rapid expansion has taken place in other basic services such as the provision of potable water, electricity and transportation. These services, in addition to attracting private sector investment in the Valley, have provided a greatly improved overall quality of life for the Valley residents.

19. GOALS

The goals of these projects are:

1. Jordan Valley Development Goal: Improved welfare of present and future residents of the East Bank of the Jordan Valley.
2. AID Project Goal: Stable, self-sustaining communities with basic social services established in target villages.

Both of these goals have been achieved. The projects have provided residents with better schools, health facilities, government offices, low cost housing, roads, potable water and electricity. The advent of local government administration buildings has improved the access of Valley residents to government agencies by facilitating the decentralization of functions which previously had not been available in the Valley. Low cost housing units, safe clean sources of domestic water, roads and electricity have all contributed to improve the quality of life in the targeted Valley communities.

While this evaluation has not attempted to measure quality of life impact, evidence from observation, discussions with officials and citizens in the valley, journalistic articles and selected data, clearly indicates that the impact has been substantial. This will be measured and presented as part of the overall evaluation of the Jordan Valley integrated development effort planned for 1985. Based on observation and secondary evidence, the following summary picture of impact emerges.

Before the projects, school facilities, many in rented buildings, were totally inadequate. The Ministry of Education staffed and put the new schools into operation as soon as construction was completed. Now the children of farmers and other Valley residents have new school buildings within walking distance of their residences. Both male and female enrollments have increased. Female enrollment has been increasing because parents feel comfortable when their daughters go to near-by schools. The rate of female drop-out has decreased. The new schools have had a positive impact on the morale of students, teachers and the communities in general. The health centers are operational and provide the Valley population with needed basic medical care without the necessity of traveling to the plateau. Two health centers are operating as full hospitals. By providing health centers, all of the valley residents have better access to basic health care. The health centers also provide a means through which basic health and nutrition concepts as well as preventive and curative medical programs can be taught. The mortgage loans provided under the project were used to enable qualified applicants to purchase housing units or to upgrade their existing houses, thus placing improved housing within the reach of Valley residents.

20. BENEFICIARIES

The beneficiaries of the Village Development Projects include potentially all of the approximate 120,000 farmers and residents of the Valley. Because these projects formed part of a larger development effort, an exact enumeration of project - discrete beneficiaries would be artificial. Improved schooling, health care, water supplies, and access to Government administrative services have contributed to improvement of the overall quality of life in the Valley. This improvement has generated some migration into the area, but has encouraged many residents, who might have otherwise emigrated, to stay in the Valley. This is evidenced by the fact that annual population growth during the period 1979-1983 has averaged 5%, which is about 40% higher than the

national average. The number of children, both male and female, who are enrolled in schools, increased by 40% between 1979 and 1983. Educational services improved as a result of the availability of better school buildings and facilities. Better water supplies and easier access to health clinics have probably led to decreasing the incidence of disease among residents. The availability of housing and associated services that are provided by these projects has made it possible for teachers and other government employees to take up residence in the Valley, rather than commute from the highlands. Job opportunities close to home have also encouraged women who grew up in the Valley to take up careers such as teaching and nursing. This, in turn, has contributed to increased vocational diversification among Valley residents, with concomitant improvement in their social lives. All economic and social indicators of the Valley have shown significant improvement and are described in detail in a comprehensive evaluation of the Jordan Valley Development Effort,^{1/} Many of these improvements are attributable to the Village Development Projects.

21. UNPLANNED EFFECTS

As stated in the interim evaluation, the most significant unplanned effect of the Village Development Projects is the extent to which they contributed to the development of the private enterprise in the valley.

The Project Paper for VD II (Annex 5), written in 1978, stated that "it is expected that small business men and some professional individuals, doctors, teachers, etc. will eventually settle in the Valley as employment opportunities and living conditions improve". This modest expectation has been far exceeded by reality. In the three years leading up to the interim evaluation in February 1982, the confidence conveyed to the people through public investments and social infrastructures, was already encouraging many investments in small business and professional services to take place. In the two years since then, growth in the number of small businesses in all parts of the Valley has been phenomenal. The increase in the number of banks, in particular, is indicative of the presence of a healthy private sector. There is no question that this development is at least partially attributable to the availability of the social infrastructure provided by these projects.

22. LESSONS LEARNED

A. The experience of these projects suggests that public investments in social infrastructure may be an essential requirement for the effective utilization of investments in physical infrastructure.

^{1/} "An Interim Evaluation of the Jordan Valley Development Effort: 1973-1980" by Jarir S. Dajani et al (August 1980).

- B. In an area of dynamic development, such as the Jordan Valley, planning must be constantly reviewed and updated. Flexibility in the implementation and financing of project activities is essential if maximum benefits are to be realized.
- C. The experience on this project illustrates once again the importance of timely scheduling of the individual elements of the project. In this case the late delivery of furniture and equipment delayed the project for several months.

In the prior VD I Project, the early ordering and delivery of furniture and equipment, resulted in several items being lost and/or broken while in storage. This experience was over-compensated for in the latter two projects. Specifically the procurement process failed to take into account the need (and time) for consultation with the Ministry of Health on the equipment requirements of the health centers.

- D. The contract documents for the VD II Project, to which were added the Jordan Valley components of the VD III Project, required high performance and payment guarantees. It was assumed that the contractor could obtain performance or payment bonds, which in the United States, are reasonably priced. The contractor on this Project, a Korean firm, was unable to obtain such bonds, and was required to submit bank guarantees for approximately 30 percent of the contract cost. Such bank guarantees are expensive and the contractor had difficulty in financing them. Furthermore, Jordan, like other Middle Eastern countries, does not like performance bonds guaranteed by surety companies outside its jurisdiction. USAID has agreed, on the basis of its experience on this project, to the use of bank guarantees in lieu of surety bonds. Contract documents for all subsequent AID financed projects have required bid guarantees of a fixed amount, about 5 percent of the estimated price, and performance guarantees of 10 percent of the contract price.

Problems with "Bid Bonds", Performance Bonds and Payment Bonds are common to all construction projects in the developing world. Instead of ignoring the basic problem by changing AID's regulations, we suggest a concentrated effort be made to have banks, insurance companies, surety companies be aware of this requirement and develop the market for these services. In addition it will be of great benefit to the construction industry, the users of the industry and the suppliers to the industry.

- E. VD II Project was one of the last USAID projects on which funds were disbursed through a letter of credit issued under a bank letter of commitment. In recent projects, USAID has used Direct Letter of Commitment to contractors or the Fixed Amount Reimbursement method, where applicable (used in VD III Project). Aside from being cheaper, both methods provide project officers with better monitoring of the project and usually result, in as quick or quicker payment to the contractor.

23. SPECIAL COMMENTS OR REMARKS

- A. Condition Precedent, Section 5.5 of the VD III Project Loan Agreement, specified that USAID could not disburse its contribution to the construction of health centers constructed under the VD III Project, until all the health centers constructed under VD I and VD II Projects were completed, furnished, equipped and staffed for operation. The Project Paper and CP 5.5, did not contain qualitative standards as to the levels of equipment and staffing expected to be provided for the VD I and VD II health centers. This condition precedent became a serious issue for a number of reasons, not least of which, was that, the health centers for VD III Project were completed five months before those of the VD II Project. While it may seem desirable to make the disbursement of funds under one loan conditional upon accomplishments under prior loans, this practice can lead to serious problems with the borrower. Such conditions precedent should be carefully considered in future projects, especially where the good intent of the implementation agency is above doubt. In this case, it is the Missions's judgement that this Condition Precedent produced no positive results while adding implementation difficulties. The GOJ was committed to the health centers and proceeded to equip and staff them as rapidly as it was able.
- B. The larger effort of which these three Village Development projects is one of AID's major success stories and is attributable to JVA's dedicated leadership and its complete control of development in the Jordan Valley, Southern Ghors and Wadi Araba. On the other side, as a result of JVA being responsible for the total development of the valley, questions arise as to whether local leadership and the local government structures have been brought along and have been provided with the initiative which will be required for self-sustaining local development and growth. This question of the desirable balance between central initiative and local participatory direction in an integrated area development program such as the Jordan Valley will be further explored in overall evaluation of the Jordan Valley experience.

Attachments:

- Annex A - Project Evaluation Report - 26 pages
Table 1 - VD II Facilities - 1 page
Table 2 - VD III Facilities
Southern Ghors & Wadi Araba - 1 page
Table 2-A - VD II Facilities
Jordan Valley - 1 page
Table 3 - Projects Expenditures - 2 pages

CLASSIFICATION
PROJECT EVALUATION SUMMARY (PES) - PART I

Report Symbol U-44

1. PROJECT TITLE Vocational Training	2. PROJECT NUMBER 278-0238	3. MISSION/AID/W OFFICE USAID/JORDAN
	4. EVALUATION NUMBER (Enter the number maintained by the reporting unit e.g., Country or AID/W Administrative Code, Fiscal Year, Serial No. beginning with No. 1 each FY) <u>PES 85-6</u>	
<input checked="" type="checkbox"/> REGULAR EVALUATION <input type="checkbox"/> SPECIAL EVALUATION		

5. KEY PROJECT IMPLEMENTATION DATES			6. ESTIMATED PROJECT FUNDING		7. PERIOD COVERED BY EVALUATION	
A. First PRO-AG or Equivalent FY <u>79</u>	B. Final Obligation Expected FY <u>80</u>	C. Final Input Delivery FY <u>83</u>	A. Total \$ <u>3.025 M</u>	P. U.S. \$ <u>2.125 M</u>	From (month/yr.) <u>9/80</u>	To (month/yr.) <u>9/85</u>
					Date of Evaluation Review <u>9/85</u>	

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

A. List decisions and/or unresolved issues; cite those items needing further study. (NOTE: Mission decisions which anticipate AID/W or regional office action should specify type of document, e.g., airgram, SPAR, PIO, which will present detailed request.)	B. NAME OF OFFICER RESPONSIBLE FOR ACTION	C. DATE ACTION TO BE COMPLETED
<p>Final project evaluation. No follow-on projects anticipated or planned.</p>		

D. INVENTORY OF DOCUMENTS TO BE REVISED PER ABOVE DECISIONS

<input type="checkbox"/> Project Paper	<input type="checkbox"/> Implementation Plan e.g., CPI Network	<input type="checkbox"/> Other (Specify) _____
<input type="checkbox"/> Financial Plan	<input type="checkbox"/> PIO/T	_____
<input type="checkbox"/> Logical Framework	<input type="checkbox"/> PIO/C	<input type="checkbox"/> Other (Specify) _____
<input type="checkbox"/> Project Agreement	<input type="checkbox"/> PIO/P	_____

10. ALTERNATIVE DECISIONS ON FUTURE OF PROJECT

A. Continue Project Without Change

B. Change Project Design and/or Change Implementation Plan

C. Discontinue Project

11. PROJECT OFFICER AND HOST COUNTRY OR OTHER RANKING PARTICIPANTS AS APPROPRIATE (Name and Title)

CA Abdullah Ahmad, Project Officer
USAID

12. Mission/AID/W Office Director Approval

Signature Gerald F. Gower
Typed Name Gerald F. Gower
Director

Date 3 February 1986

PROJECT DESCRIPTION Purpose: To increase skills of the work force; economic opportunities for youth from lower income families; and the understanding of constraints & opportunities to expand women's participation in the labor force. **Key AID Inputs:** Technical assistance to & training for the GOJ Vocational Training Corporation (VTC) & financing construction and equipment for a trade training center near Amman.

AUTHORIZATION DATE AND U.S. LOP FUNDING AMOUNT FY 79 \$2,125 million	PES NUMBER 85-6	PES DATE 1/12/86	PES TYPE <input type="checkbox"/> Regular <input type="checkbox"/> Other (Specify)
--	---------------------------	----------------------------	--

ABSTRACT PREPARED BY, DATE Nancy C. Hardy Evaluation Officer 1/12/86	ABSTRACT CLEARED BY, DATE AAhmad, ENG LDonnelly, ENG RBrown, PRM RJohnson, DD GGower, DIR	PES TYPE <input type="checkbox"/> Special <input checked="" type="checkbox"/> Terminal
--	---	---

The primary objective of this project was to increase the number and productivity of trainees at the skilled labor level by addressing an immediate problem of limited physical facilities for vocational training and assisting the VTC in further developing its vocational training programs. The project consisted of 5 elements: (1) construction and equipping of the Yajouz Trade Training Center; (2) establishing a sister-school relationship between VTC and an appropriate U.S. institution; (3) training; (4) conducting a study of women's employment opportunities and (5) conducting in-country training seminars for VTC staff on modular unit training.

The initial PACD for this project was June 30, 1981, and was extended several times, primarily due to delays concerning construction of the trade training center and equipping the center with AID-financed commodities in conformance with project specifications. Final PACD was October 31, 1983. Final project evaluation was undertaken in FY 1985 in order to assess the quantity and quality of vocational training provided by the VTC, particularly that provided by the project financed center which became operational shortly before the final PACD.

The project evaluation revealed that the Vocational Training project achieved its purpose. The Yajouz Training Center has an enrollement of 900 students annually (300 more than planned) and has attracted both younger students interested in learning vocational skills as well as older skilled workers desiring to improve their capabilities. According to VTC records the majority of its trainees are from lower income families, and many students at the Yajouz Center work in their spare time to help support their families. The project-funded study of women's employment opportunities provided the VTC with a basis for planning and implementing vocational programs in traditional and non-traditional skills at its six training centers for women. The training and technical assistance inputs provided by the contractor, Ohio State University, were well-received by the VTC staff, and although a strong sister-school relationship did not last after project completion, the two institutions maintain correspondence and continue to exchange information.

LESSONS LEARNED:

1. It is important to set realistic implementation target dates during project design. Original LOP for this project was only 21 months, due to the urgent need of VTC for a new training facility. The 28-month extension of the project might have been avoided had better data been available and more realistic goals for contracting and construction been set.

2. Project design included the host country contracting of a U.S. procurement agent to assist the VTC in the procurement and delivery of approximately \$800,000 worth of commodities (300 line items) for the Yajouz center. It was anticipated that the agent would reduce the workload in commodity procurement. However, VTC received some commodities which were not in compliance with source and origin requirements and in a few cases, project specifications. In future projects with sizeable commodity procurement, USAID should consider all options including direct procurement by host government agencies. If the procurement service agent mode is selected, careful attention should be given to early availability of specifications for commodities to be procured, PSA previous experience and most importantly, accountability of the PSA.

MOROCCO

CLASSIFICATION
PROJECT EVALUATION SUMMARY (PES) - PART I

Report Control
Symbol U-47

1. PROJECT TITLE PEACE CORPS SMALL PROJECT ACTIVITIES (SPA)			2. PROJECT NUMBER 608-0181	3. MISSION/AID/W OFFICE USAID/RABAT
4. 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>608-85-01</u>	
A. First PRC-AG or Equipment FY <u>83</u>	B. Final Obligation Expected FY <u>N/A</u>	C. Final Input Delivery FY <u>N/A</u>	5. ESTIMATED PROJECT FUNDING ANNUAL A. Total \$ _____ B. U.S. \$ <u>INCREMENTS</u> OF <u>10-20,000</u>	
7. PERIOD COVERED BY EVALUATION From (month/yr.) <u>MAY 1983</u> To (month/yr.) <u>DEC. 1984</u>			6. REGULAR EVALUATION <input checked="" type="checkbox"/> SPECIAL EVALUATION <input type="checkbox"/>	
7. DATE OF EVALUATION REVIEW <u>JAN. 15, 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., telegram, SPAR, PID, which will present detailed request.)

B. NAME OF OFFICER RESPONSIBLE FOR ACTION

C. DATE ACTION TO BE COMPLETED

The Evaluation Team made seven recommendations that the Mission strongly endorses. Except for number 7 and some USAID participation in numbers 4 and 5, responsibility for carrying out the recommendations rests primarily with Peace Corps either in Morocco or in Washington. Consequently, completion dates have been purposely omitted; nevertheless, the Mission will continue its discussions with Peace Corps on carrying out these recommendations in a timely fashion.

1. Subproject (IAA) size should be generally reduced to permit a greater number of projects to be funded (as is the practice in a number of other country programs); an informal ceiling of \$5000 should be employed in the future, and normally no community group should receive more than one grant.
2. "Secondary projects" of PCVs should receive preference for SPA funding over activities for which the PCV was originally requested, in order to avoid the "clear danger" that new PCVs could become to be expected to bring substantial funding along with skills to their assigned jobs with GOM agencies. Further, PCVs should be at their sites at least six-months prior to being eligible for SPA funds.

PC/MOROCCO

PC/MOROCCO

9. INVENTORY OF DOCUMENTS TO BE REVISED PER ABOVE DECISIONS

<input type="checkbox"/> Project Paper	<input type="checkbox"/> Implementation Plan e.g., CPI Network	<input type="checkbox"/> Other (Specify) _____
<input type="checkbox"/> Financial Plan	<input type="checkbox"/> PIO/T	_____
<input type="checkbox"/> Logical Framework	<input type="checkbox"/> PIO/C	<input type="checkbox"/> Other (Specify) _____
<input type="checkbox"/> Project Agreement	<input type="checkbox"/> PIO/P	_____

10. ALTERNATIVE DECISIONS ON FUTURE OF PROJECT

A. Continue Project Without Change

B. Change Project Design and/or
 Change Implementation Plan

C. Discontinue Project

11. PROJECT OFFICER AND HOST COUNTRY OR OTHER RANKING PARTICIPANTS AS APPROPRIATE (Name and Title)

William Stacy Rhodes, Program Officer
David Black, Peace Corps
John J. Giusti, Evaluation Officer

WJR
NAB
JJG

12. Mission/AID/W Office Director Approval

Signature Robert C. Chase

Typed Name Robert C. Chase, Director

Date Jan 17, 1985

3. Direct travel costs of PCVs incurred as necessary to effectively implement the IAA should be chargeable to IAA funding within certain limits (such costs are not now permitted by SPA guidelines, and this recommendation is subject to Washington approval).
PC/WASHINGTON
4. There is a need for greater in-service training of PCVs in the criteria for the appropriate use of SPA funds, and in the risks associated with such funding (eg. "dependency" creation, etc).
PC/MOROCCO
USAID
ONGOING
5. Where projects are technical in nature (eg. inland fisheries), more technical assistance is needed in advance, utilizing of USAID resources in-country or the SPA program PASA between Peace Corps and AID/W. Further, implementation difficulties may arise where a sponsoring PCV leaves a his/her SPA funded project is completed; steps should be taken to avoid this possibility.
PC/MOROCCO
USAID
ONGOING
6. Certain changes in the Peace Corps' administrative approval system should be made to reduce the paperwork burden on the current "SPA Coordinator," while still maintaining a high level work quality in project proposals. This will require greater involvement and training of other PC staff in assisting PCVs in the preparation of proposals. (This will be particularly important if Recommendation No. 1 is adopted and IAAs become more numerous and involve lesser amounts.)
PC/MOROCCO
7. The "purpose statement" of the project should be altered to substitute the words "basic human needs activities" for the word "village-level activities," to more accurately reflect the nature of the Morocco program and the fact that a large percentage of its PCVs live and work in towns and cities rather than rural areas.
USAID
DECEMBER 18
1984

PEACE CORPS SMALL PROJECT ACTIVITIES (SPA)
(608-0181)

USAID/RABAT

The AID/Peace Corps Small Project Assistance (SPA) Program is designed to encourage and support self-help efforts by local communities by funding projects directly. Its principal purpose is to finance small basic human needs activities by Peace Corps Volunteers (PCVs), is selected by the Peace Corps Country Director.

PROBATION DATE AND U.S. LOP FUNDING AMOUNT Annual Increments on: 28. 1983 \$40,000 - \$50,000	PES NUMBER 608-85-01	PES DATE January 15, 1985	PES TYPE <input checked="" type="checkbox"/> Regular <input type="checkbox"/> Other (Specify)
ABSTRACT PREPARED BY DATE - William S. Rhodes, Program Officer - John J. Giusti, Evaluation Officer	ABSTRACT CLEARING EX. DATE January 15, 1985 Robert C. Chase, Director USAID/RABAT		<input type="checkbox"/> Special <input type="checkbox"/> Terminal

1. Background:

The Near East Bureau's Peace Corps/Small Project Assistance (SPA) project (No.298-0052) makes possible the implementation of small development projects in Morocco, Tunisia and Yemen. The regional project, in effect, capitalizes on the technical and managerial ability of Peace Corps Volunteers (PSVs) present "in the field" by contributing to the financing of material and other costs involved in small projects which they design and implement. The four primary areas of concentration in the three NE countries have been agriculture, fisheries, vocational education and renewable energy.

The FY 1983 funds (\$40,000) for the Morocco project (no. 608-0181) were obligated May 6, 1983 and financed six Individual Activity Agreements (IAAs), each representing an AID contribution to a community-level project being carried out under the joint sponsorship of a Morocco Peace Corps Volunteer and a local organization. The second tranche of FY 1984 funds (40,000 obligated February 29, 1984, financed an additional six IAAs. A summary description of each of the twelve IAAs financed by the first two fiscal years of project funding is attached as ANNEX A. In comparison with other country SPA programs, the individual activities in Morocco have been large in average size (\$566 per activity), though they have ranged from \$650 to the maximum of \$10,000. The early (FY 83) Morocco projects focused primarily on special or vocational education and women's cooperative (small business) development. The later (FY 84) projects have been more varied in nature and have included marine and inland fisheries rural water/pump maintenance, vocational education (woodworking, welding) and community facilities construction.

2. Present status/Rationale for Evaluation:

Few major implementation problems have been experienced during the course of the first 18 months of project history. However, in November 1984, an excellent opportunity arose to evaluate the Morocco project in depth with the assistance of outside consultants. USAID/Morocco and the Peace Corps/Morocco determined that it was timely and appropriate to conduct the first periodic "process" evaluation of the two agencies; joint effort in implementing the SPA program worldwide. Morocco was selected as one of the 9-10 country programs that would be visited and evaluated in detail. The USAID Mission and Peace Corps Morocco then agreed upon a series of particular "Topics for Evaluation" which pertained to the implementation of the Morocco project and requested the consultants to address these topics during the course of their 10-day stay.

3. Conclusions/Recommendations:

The overall conclusion of the consultants report were positive and emphasized the "...close level of cooperation and evident mutual respect between the Peace Corps staff and the AID staff." The report concluded that "...the money which was allocated for the SPA Program has been effectively and efficiently utilized, often with immediate concrete results...." Nevertheless, the team did make a number of important recommendations for improvement of the project, most of which addressed administrative problems. These include:

- A. Subproject (IAA) size should be generally reduced to permit a greater number of projects to be funded (as is the practice in a number of other country programs); an informal ceiling of \$5000 should be employed in the future, and normally no community group should receive more than one grant.
- B. "Secondary projects" of PCVs should receive preference for SPA funding over activities for which the PCV was originally requested, in order to avoid the "clear danger" that new PCVs could become to be expected to bring substantial funding along with skills to their assigned jobs with GOM agencies. Further, PCVs should be at their sites at least six months prior to being eligible for SPA funds.
- C. Direct travel costs of PCVs incurred as necessary to effectively implement the IAA should be chargeable to IAA funding within certain limits (such costs are not now permitted by SPA Guidelines, and this recommendations is subject to Washington approval).
- D. There is a need for greater in-service training of PCVs in the criteria for the appropriate use of SPA funds, and in the risks associated with such funding (e.g., "dependency" creation, etc).
- E. Where projects are technical in nature (e.g., inland fisheries), more technical assistance is needed in advance, utilizing of USAID resources in-country or the SPA program PASA between Peace Corps and AID/W. Further, implementation difficulties may arise where a sponsoring PCV leaves a his/her SPA funded project is completed, steps should be taken to avoid this possibility.
- F. Certain changes in the Peace Corps' administrative approval system should be made to reduce the paperwork burden on the current "SPA Coordinator," while still maintaining a high level work quality in project proposals. This will require greater involvement and training of other PC staff in assisting PCVs in the preparation of proposals. (This will be particularly important if Recommendation No. 1 is adopted and IAAs become more numerous and involve lesser amounts.)
- G. The "purpose statement" of the project should be altered to substitute the words "basic human needs activities" for the word "village-level activities," to more accurately reflect the nature of the Morocco program and the fact that a large percentage of its PCVs live and work in towns and cities rather than rural areas.

4. Lessons Learned:

- A. Use of the SPA funds does create potential, serious risks, including: (a) community dependency on outside funding; (b) seeing the fund as an easy way out (for the PCV) of primary responsibilities and interaction with local authorities; (c) possible requests for Volunteers from COM agencies because they are a source of funds; (d) premature PCV requests for SPA funds before other sources have been investigated; and (e) jealousy among PCVs who do not have access to the funds.
- B. Greater in-service training of PCVs in the use of SPA funding is required, both with respect to the propriety of proposals (consistency with selection criteria) and the preparation of draft IAAs (in which case the supervising APCD are the proper source of advice and counsel).
- C. Questions over the accountability of SPA funds may arise at the local level, unless care is taken by the supervising PCV to set up a system which keeps the local community/group officials fully informed.
- D. More technical, longer term SPA projects require a substantially greater degree of expertise and pre-project analysis than projects which can be "completed" in a very short order (eg. through the purchase of tools for an existing workshop). Technical assistance is normally required in advance of such projects.

YEAR EAST EVALUATION ABSTRACT

PROJECT TITLE(S) AND NUMBER(S)

MISSION/PROJECT OFFICE

HEALTH MANAGEMENT IMPROVEMENT (608-0151)

Morocco

BRIEF DESCRIPTION This project was designed to improve the quality and quantity of health services available through the Ministry of Public Health by increasing the effectiveness and efficiency of the health delivery system. This is being attempted through improvements in specific administrative areas coordinated by a new technical resource (The Bureau of Management and Methods) within the Ministry.

THORIZATION DATE AND U.S. LOP FUNDING AMOUNT 01/27/81 2,685,000	PES NUMBER 608-85-02	PES DATE Feb. 7, 1985	PES TYPE <input checked="" type="checkbox"/> Regular <input type="checkbox"/> Other (Specify)
ABSTRACT PREPARED BY, DATE Paul G. Ehmer, PHSST clearances: PROG/Eval: JGiusti PHSST: DGibb	ABSTRACT CLEARED BY, DATE Robert C. Chase, Director 2/7/85		
			<input type="checkbox"/> Special <input type="checkbox"/> Terminal

BACKGROUND: The first project evaluation (608-83-4) dated May 16, 1983 documented the fact that project progress during the first year of implementation was considerably behind schedule as a result of disagreement between all parties (USAID, MOPH, and MSH) regarding project direction and focus. Following discussions with the MOPH, the contractor (with USAID concurrence) replaced the Chief of Party. Following this change, discussions with the MOPH have resulted in greater project focus on specific administrative improvements, as discussed below. As a result of this clarification of project objectives, which included increased emphasis on the establishment of internal ministry computer processing capability, the in-country contract team was increased from two to three persons in February 1984.

PRESENT STATUS

Three major project objectives are presently being pursued, and are described with the present status of each below:

- a. The establishment of a technical resource within the Ministry of Public Health to provide assistance to other Ministry units in program and management analysis;

Status: The Bureau of Management and Methods (BMM) has been formed as an ad-hoc unit within the Ministry to plan and implement necessary administrative improvements. This unit presently consists of three MOPH staff members and the contractor technical assistance personnel. The evaluation points out that this unit is much reduced from that envisioned in the project design. It is presently unclear whether this unit as an entity will survive the project. Discussion has begun, however, stimulated by the evaluation, as to how to assure that BMM "functions" are continued even after the project.

- b. Identify, prioritize, and implement improvements in specific administrative areas;

Status: Pilot improvements have been initiated in human resources management, pharmaceutical logistics, vehicle logistics, finance, and data processing. Thirteen micro-computers and one mini-computer have been provided to the Ministry under the project in support of the information processing needs of the pilot systems introduced.

- c. The provision of formal and on-the-job training at all levels of the Ministry;

Status: Two long-term participants are presently studying public administration in the U.S. Approximately 30 other MOPH employees have benefitted from formal short-term training in the U.S., third-countries, and Morocco. On-the-job training

with particular emphasis on computer operation and management continues with the assistance of the contractor. The evaluation points out that even with the training already provided, institutionalization of the ability to identify and implement further administrative improvements depends on some MOPH re-organization and the assumption by the MOPH of greater responsibility for follow-up of systems already introduced.

RECOMMENDATIONS: The following major recommendations are extracted from PES 608-85-02:

1. 2-year extension of PACD to January 27, 1987 as requested by MOPH (completed 01/15/85);
2. 1-year extension of MSH contract to January 7, 1986 emphasizing institutionalization and application of information systems already developed (completed 01/17/85);
3. MOPH to appoint officially Bureau of Management and Methods (BMM) coordinator, and develop job description for this post (completed 02/85);
4. MOPH to designate a person responsible for coordination of computer assisted management applications development, and determine organizationally within the Ministry where this function should be located (completed 02/85);
5. MOPH to arrange for maintenance contract for computer hardware;
6. MOPH to seek funding for support of further training identified for data processing managers as noted in evaluation report;
7. MOPH to designate planning committees for:
 - a. computer assisted management applications;
 - b. computer assisted statistical applications.

LESSONS LEARNED

- A. A realistic assessment of the Host Country capacity and rate at which its contribution(s) can be provided should guide project implementation expectations.
- B. Development of computerized management information systems should build the capacity to meet information supply needs and stress their utility on the demand side (use/applications of information provided). The "fascination" which seems to come with the ability to generate data may diminish constructive reflection on how these data can be used to improve management.
- C. It can be deceptive to think and speak of "a Ministry" as an entity with a view or a position on a subject. In reality, there is rarely a single, articulated view on which one can act. On many subjects important for this project, there have been at least two or three views, often conflicting, which must be taken into account. The result is the need to plan for considerable project time in discussion and negotiation.
- D. Contractor requirements should be defined so it is clear that outputs are a product of joint contractor-MOH effort. Contract responsibilities should be to support achievement of those outputs by means of specific levels and types of efforts. Consideration should be given to specifying contractor responsibility for: 1) the transfer of responsibility and knowledge to MOH; and 2) institutionalization

through emphasis on training and use of information for management decisions and control.

- E. The training component of this project has been remarkably strong, given the difficulties encountered along the way. Nonetheless, there are several lessons to be derived from the experience of this project, particularly in clearly defining roles and responsibilities at the outset:

In projects of this type, Ministries of Health need to take cognizance of the budgetary implications of training and AID needs to request assurances that such budgetary provisions have been made.

2. When French (or any non-English) language training is involved, consideration should be given to the limited capacity of AID/W/IT office to identify programs. It may be preferable to delegate responsibility for program identification to a contractor.
 3. Given the tri-partite division of responsibility, and the need to establish project "tactics" before training needs could be specified, it would have been more realistic to expect a training plan within 6 months of project start-up rather than 90 days.
- F. In designing management improvement projects, a thorough assessment of the quantity of capable, experienced administrators with analytical abilities, initiative, and interest should be made. Thinness in the ranks means that the few experienced staff tend to be overworked, and the project can benefit from them only on a part-time basis.

ACTION MEMORANDUM FOR THE MISSION DIRECTOR

DATE : 31 January, 1985
FROM : PHSST: Paul Ehmer
THRU : PHSST: Dale C. Gibb
SUBJECT : Project Evaluation Summary (PES) for USAID/Rabat
Evaluation 608-85-02 (Health Management Improvement
Project--608-0151)
PROBLEM : Your approval of the attached Project Evaluation
Summary (PES) Part I is required. The recommendations
presented in the summary have been extracted from the
full PES (attached).

DISCUSSION:

This memo presents the status of actions taken on the evaluation team's recommendations as discussed during the Mission evaluation review prior to their departure from Morocco.

At the time of the subject evaluation (October 29 - November 17, 1984) USAID had already requested authorization from AID/W (Rabat 9352) to extend the PACD of the Health Management Improvement Project (608-0151) by two years to January 27, 1987. During the period of the evaluation field work, Washington responded (State 334972) that only a three month extension would be authorized at that time to allow sufficient time for the results of the present evaluation to be analyzed for a determination whether a further extension was justified.

The evaluation team presented a draft report to USAID prior to its departure, which was reviewed in the Mission on November 16, 1984. The PHSST division then analyzed the draft for major recommendations that applied to the extension period. The evaluation team recommended that the entire PACD extension be approved, and that the associated technical services contract with Management Sciences for Health (MSH) be extended for one year to January 7, 1986. This and other major recommendations from the draft report were transmitted to Washington (Rabat 10705) with a further request for authorization of the full extension.

This authorization was received (State 360672) on December 8, 1984 and USAID proceeded to prepare the necessary documentation to implement the extension. Project Agreement Amendment Number 4 was signed on January 15, 1985, extending the PACD as recommended, and obligating additional funding. On January 17, 1985 a contract amendment with MSH was signed, extending the contract and adding the required funds. These actions fulfill recommendations 1 and 2 of the attached PES (Part I).

Recommendations 3, 4, 5, and 6 were incorporated into the Project Agreement Amendment as covenants. USAID has clarified these requirements in PIL Number 5, recently sent to the MOPH, and expects to receive the required documentation during February 1985. Recommendation Number 7 was suggested by the evaluation team as a longer term proposition, and has been included as such in the PES. These 7 recommendations, which make up the PES (Part I), have been extracted from the full evaluation report, and are considered by USAID to be the most important for continued project progress.

A number of other recommendations were presented by the evaluation team in their report, and are discussed below:

(Numbers refer to the presentation in the attached evaluation report - Executive Summary/Recommendations.)

4. Suggestions for future evaluations

USAID does not plan at this time to undertake a formal final evaluation of this project with outside evaluators. Therefore, the suggestions as presented in Annex 5(E) are not expected to be formally considered by any further AID evaluation team. However, they will be valuable for USAID and the MOPH in future discussions on the means by which "management improvements" can be connected to improved internal decision making and service delivery outcomes.

5(c). Need for additional BMM staff member

Informal discussions with the new Moroccan BMM director indicate that the Ministry plans to assign at least one additional staff member to the BMM. This will release the BMM director from some of his technical responsibilities, and allow him to concentrate on overall day to day administration. USAID will pursue this issue upon final transmission of the evaluation results to the MOPH.

5(d) Additional On-The-Job Training (OJT) for BMM staff

The MSH contract extension as executed emphasizes the importance of institutionalization and transfer of knowledge and responsibility from the technical assistance team to their Moroccan counterparts, as recommended by the evaluation team. It is in this regard that the BMM personnel will receive more intensive OJT over the next year. Training with regard to micro-computer applications will be facilitated by the receipt of French copies of relevant software, which are expected soon.

5(e) English language training

The project will continue to support English training under the extension for up to 33 MOPH employees from the personnel, infrastructure and data processing sections, as well as key USAID project counterparts at higher levels of the MOPH administration.

5(f) BMM functional analysis

This activity represents an ongoing dialogue with the MOPH, which will continue over the next year as implementation of the World Bank funded Primary Health Care Project begins and technical assistance under the present project phases out. Annex 5(A) will be translated and provided to the Ministry to serve as a basis of these discussions.

6(c) Manager for mini-computer

The MOPH is presently re-organizing its data processing section (SEM). USAID understands that new personnel have recently been hired to help operate and manage the hardware provided by the project. This re-organization responds in part to the recent delivery and installation of the project purchased mini-computer. USAID will, as appropriate, review and comment on Ministry plans for the SEM re-organization. At a minimum, USAID will insist that an operator for the mini be appointed, if this has not already been planned by the Ministry.

6(d) SPSS for mini-computer

Once the mini-computer is installed and operating, and the personnel have been trained in its use, USAID will consider an official request from the MOPH to provide SPSS. Since SPSS is only available as a yearly rental, negotiations for provision by the project will include guarantees by the MOPH that they will budget sufficient resources to continue the rental in the following years.

7. USAID follow-on activities

Annex 5(B) has provided the basis for further discussions within the Mission, and with the MOPH regarding potential follow-on activities. This process will become easier as more information becomes available about the proposed World Bank assisted Primary Health Care Project. The extension of data processing capability to the provinces, especially with regard to the VDMS program, is among the options being considered.

RECOMMENDATION:

That you approve the attached PES and sign the PES Summary (Part I).

APPROVED: *Robert C. Chase*
Robert C. Chase

DISAPPROVED: _____
Robert C. Chase

DATE: *12/7/85*

DATE: _____

clearances: CONT: MMatthews: *M. Matthews*
RLA: AWilliams: *A. Williams*
RCO: SNevin: *S. Nevin*
A/DIR: HPetrequin: *H. Petrequin*
PROG: WSRhodes: *W. Rhodes*

CLASSIFICATION
PROJECT EVALUATION SUMMARY (ES) -- PART I

Report Control
Symbol U-447

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

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

A. List decisions and/or unresolved issues; cite those items needing further study. (NOTE: Mission decisions which anticipate AID/W or regional office action should specify type of document, e.g., airgram, SPAR, PIC, which will present detailed request.)

B. NAME OF OFFICER RESPONSIBLE FOR ACTION

C. DATE ACTION TO BE COMPLETED

The purpose of this internal evaluation is threefold: (1) to provide a status report on the recommendations listed in the January 6, 1984 PES (608-84-02) Part I (see Attachment I); (2) to update Part II of the PES (see Attachment II); and (3) to define actions to be taken by the Mission and CNCPRST through the remaining project's life (see below).

Actions to Be Taken

1. Formalize agreements reached at the January 28, 1985 meeting with respect to the specifics of a) budget revisions; b) multi-disciplinary research; and c) institution-building activities.

2. Establish new financial management procedures for remainder of project funds.

3. Define respective project responsibilities of the CNCPRST and the Scientific Committee.

4. Establish criteria for payment of honoraria within the project.

ATTACHMENTS: I - Status Report on Recommendations
 II - Update to PES - Part II
 III - PIL No. 4

USAID/CNCPRST

MARCH 1985

USAID/CNCPRST

MARCH 1985

CNCPRST/SC

APRIL 1985

CNCPRST

APRIL 1985

9. INVENTORY OF DOCUMENTS TO BE REVISED PER ABOVE DECISIONS

<input type="checkbox"/> Project Paper	<input type="checkbox"/> Implementation Plan e.g., CPI Network	<input type="checkbox"/> Other (Specify) _____
<input type="checkbox"/> Financial Plan	<input type="checkbox"/> PIO/T	_____
<input type="checkbox"/> Logical Framework	<input type="checkbox"/> PIO/C	<input type="checkbox"/> Other (Specify) _____
<input type="checkbox"/> Project Agreement	<input type="checkbox"/> PIO/P	_____

10. ALTERNATIVE DECISIONS ON FUTURE OF PROJECT

A. Continue Project Without Change

B. Change Project Design and/or Change Implementation Plan

C. Discontinue Project

11. PROJECT OFFICER AND HOST COUNTRY OR OTHER RANKING PARTICIPANTS AS APPROPRIATE (Names and Titles)

J. T. Smith, Jr., Program Economist *JTS* 2/24/85
 A. Benabdesslem, Project Officer, PHSST
 D. Gibb, PHSST
 J. Giusti, Evaluation Officer *JG* 2/24/85

12. Mission/AID/W Office Director Approval

Signature: _____
 Typed Name: Robert C. Chase, Director
 Date: March 22, 1985

AID 1330-15 (3-78)

S. Rhodes, PROGRAM *SR* M. Matthews, COM *MM* H. Petrequin, DID *HP*

SOCIAL & ECONOMIC RESEARCH
608-0154

MISSION/AID/W OFFICE

USAID/MOROCCO

PROJECT DESCRIPTION The project's purpose is to encourage and support Moroccan experts to undertake social & economic research which can help provide an analytical basis for economic & social development programs, and to develop an institutional basis for continuation of this effort. Ideally, this was to have been achieved via the support of at least 60 development-oriented social and economic research projects strengthening the administrative capacity of the research center & synthesizing and disseminating research findings in a form useable by decision makers.

AUTHORIZATION DATE AND U.S. LOP FUNDING AMOUNT May 20, 1979 \$450,000	PES NUMBER 608-85-03	PES DATE March 22, 1985	PES TYPE <input checked="" type="checkbox"/> Regular <input type="checkbox"/> Other (Specify) <input type="checkbox"/> Special <input type="checkbox"/> Terminal
ABSTRACT PREPARED BY, DATE J. Smith, Program Economist Clearances: D. Gibb, PHSST Officer J. Giusti, Evaluation Officer		ABSTRACT CLEARED BY, DATE <i>Robert C. Chase</i> Robert C. Chase Mission Director	

Background: The purpose of this internal evaluation is threefold: (1) to provide a status report on the recommendations listed in the January 6, 1984 PES (608-84-02) Part I; (2) to update Part II of the PES; and (3) to define actions to be taken by the Mission and CNCPRST through the remaining project's life.

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

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

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

Key Findings: The project has already been of some use in development of the USAID program in Morocco. Eleven studies have now been completed. The study on the energy sector was used by the design team for developing USAID's two major energy projects. Another study on the role of the State in Morocco's

PROJECT EVALUATION SUMMARY (PES) - PART I

Report Control
Symbol U-447

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
	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> <input checked="" type="checkbox"/> REGULAR EVALUATION <input type="checkbox"/> SPECIAL EVALUATION	

5. KEY PROJECT IMPLEMENTATION DATES			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>	
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>			

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

A. List decisions and/or unresolved issues; cite those items needing further study. (NOTE: Mission decisions which anticipate AID/W or regional office action should specify type of document, e.g., airgram, SPAR, 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 ^{xx} 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"/> Implementation Plan e.g., CPI Network	<input type="checkbox"/> Other (Specify) _____	A. <input checked="" type="checkbox"/> Continue Project Without Change	
<input type="checkbox"/> Financial Plan	<input type="checkbox"/> PIO/T	_____	B. <input type="checkbox"/> Change Project Design and/or	
<input type="checkbox"/> Logical Framework	<input type="checkbox"/> PIO/C	<input type="checkbox"/> Other (Specify) _____	<input type="checkbox"/> Change Implementation Plan	
<input type="checkbox"/> Project Agreement	<input type="checkbox"/> PIO/P	_____	C. <input type="checkbox"/> Discontinue Project	

11. PROJECT OFFICER AND HOST COUNTRY OR OTHER RANKING PARTICIPANTS AS APPROPRIATE (Names and Titles) Dale C. Gibb, PHSST <i>Paul E. ...</i> Monique Bidaoui, PHSST <i>...</i> John J. Giusti, Evaluation Officer <i>JJG</i>	12. Mission/AID/W Office Director Approval Signature <i>Robert C. Chase</i> Typed Name Robert C. Chase, Director Date <u>6-4-85</u>
--	--

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</u>		<u>Completed</u>		<u>Carried over</u>		<u>Total completed</u>	
	<u>LOP total</u>				<u>by 608-0178</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</u>	<u>Completed</u>
	<u>LOP total</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)
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
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

608-0178/0149

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 content 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.

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. C. Rahman, PHSST		ABSTRACT CLEARED BY, DATE Robert C. Chase			
<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>Long-term training: 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 GOM.</p> <p>Short-term training: 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>English Language Training: 75 persons are currently registered at the American Language Center, of whom 20 are in preparation for departure for the U.S. 40 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..

PROJECT EVALUATION SUMMARY (PES) - PART I

Report Symbol: USAID

PROJECT TITLE POPULATION/FAMILY PLANNING SUPPORT, II	PROJECT NUMBER 608-0155	MISSION/AIDW OFFICE USAID/Morocco
	EVALUATION NUMBER (EMPHASIS ON POLICY REVISIONS BY THE REPORTING UNIT AND COUNTRY OF AIDW ADMINISTRATION CASE) Fiscal Year, Serial No. Beginning with No. 1 each FY 84-04	
<input checked="" type="checkbox"/> REGULAR EVALUATION <input type="checkbox"/> SPECIAL EVALUATION		

KEY PROJECT IMPLEMENTATION DATES			ESTIMATED PROJECT FUNDING		PERIOD COVERED BY EVALUATION	
A. Final PRCAG or Equivalent FY 78	B. Final Children Education FY 84	C. Final Input Delivery FY 84	A. Total	\$ 35,000,000	From (month/year)	October, 1978
			B. U.S.	\$ 12,000,000	To (month/year)	December, 1983
					Date of Evaluation Review	January, 1984

ACTION DECISIONS APPROVED BY MISSION OR AIDW OFFICE DIRECTOR

A. List conditions and/or unresolved issues; cite those items needing further study. (NOTE: Mission decisions which anticipate AIDW or regional office action should specify type of document, i.e., program, SPAR, PIC, which will present detailed request)	B. NAME OF OFFICER RESPONSIBLE FOR ACTION	C. DATE ACTION TO BE COMPLETED
1. The project has been successful and should be continued and expanded.	MOH.AMPF/USAID	New Project
2. Information which documents public acceptability of and demand for contraceptive services should be made available on a regular basis to senior Governmental leaders to encourage political and material support for population and F.P. programs.	MOH/AMPF	Ongoing
3. Encourage use of up-dated RAPID presentation to senior GOM officials.	MOH/USAID	06/84
4. Encourage AMPF and MOE to develop compatible methods of collecting F.P. statistics; Determine TA requirements for data collection and management for both AMPF and MOH.	USAID/AMPF/MOH	06/84
5. Establish system to determine acceptability and/or effectiveness of health interventions included in the VDMS package.	USAID/MOH	06/85
6. In order to attempt to meet the demand, training of physicians in sterilization techniques should focus on MDs who do not have extensive administrative duties.	MOH	Ongoing
7. Standard criteria for the provision of tubal ligations should be developed and uniformly used throughout the country.		

(Continued)

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

11. PROJECT OFFICER AND HOST COUNTRY OR OTHER RANKING PARTICIPANTS AS APPROPRIATE (Name and Title) Gerard E. Bowers, Population Officer J. Elaine Olovine, Assistant Population Officer Ursula Nadolny, Evaluation Officer	12. Mission/AIDW Office Director Approval Signature _____ Typed Name: Robert C. Chase Date: JAN 28 1984
--	---

- | | | |
|--|-----------|----------|
| 8. Establish a system for periodic review and revision of training manuals and provincial level supervisory responsibilities. | MOH | 06/84 |
| 9. Provide TA to the MOH to assist in IE+C materials development. | USAID/MOH | 08/84 |
| 10. Encourage the improvement of F.P. services provided by the private sector through the development of promotional training and information materials for pharmacies and their staffs. | MOH/USAID | On-going |
| 11. Continue to develop the linkages between the MOH and other GOM ministries and private organizations to promote F.P. activities. | USAID/MOH | On-going |

NEAR EAST EVALUATION ABSTRACT

POPULATION/FAMILY PLANNING SUPPORT PROJECT, PHASE II
608-0155

USAID/MOROCCO

Project Description: The project aims to establish and demonstrate within both the public and private sectors a capability to plan, implement, and evaluate cost-effective family planning programs. The project contains a variety of subactivities (12 separate activities) designed to promote the use of modern contraceptives among the target population; raise the levels of awareness of population problems and commitment to their resolution and foster new demand for

Authorization Date and Funding Amount	PES No.	PES DATE	PES TYPE
August 23, 1978 \$11,887,000	608-84-04	January 17, 1984	Terminal

Abstract prepared by Ursula Nadolny Evaluation Officer	Abstract cleared by Robert Chase Mission Director
--	---

family planning services through improved IE+C programs and increased availability of services. The subactivities include household distribution of contraceptives and five related health activities; and education, referral services, informational materials design, training, commodity support, and some data gathering/analysis/dissemination.

This was the final evaluation of this project and its 12 inter-related sub-activities, prior to the commencement of "Phase III" activities. The general objectives of the evaluation were to determine the progress of the project and of the 12 component sub-activities; review the status of the family planning/health/nutrition services provided; and suggest future directions for family planning activities and funding within the GOM, and potential spheres of cooperation with other ministries and agencies and with individuals outside the formal public health system.

Family planning activities in Morocco have progressed substantially during the past 5 years of project activity. Contraceptive Prevalence (CP) estimates indicate that the nationwide CP has more than doubled from 12% (1978) to 27% (1983). In the 3 provinces receiving home distribution of contraceptive methods since 1982, prevalence is in the range of 41% to 53%.

USAID funding and technical support have been pivotal in assisting the MOH in its service expansion. Following initial delays in planning and facility construction, most of the 12 subprojects are now firmly under way. Two exceptions are the construction of Family Planning Referral Centers (only 7 of the 10 planned are completed to date), and the commercial distribution of contraceptives (considered a risky activity, given the strong reservations of the medical establishment about the delivery of FP services by anyone except health professionals).

NEAR EAST EVALUATION ABSTRACT
CONTINUATION SHEET

Page 2 of 2 Pages

Specific remarks on major sub-activities were as follows: 1) VDMS (Household Distribution) - Approximately 40% of the Moroccan population will be covered by early 1984. Early service statistics indicate substantial client acceptance of all available methods. Provincial management, training and supervisory capabilities appear good. 2) National Training Center for Reproductive Health - In operation since 1982. The Center provides a 30-bed in-patient facility for referred obstetrical and gynecological cases, and provides training for physicians in tubal ligation. 3) IE+C - Materials have been produced by both the MOH and the local IPPF affiliate. Materials include printed matter and radio and television productions. 4) Training - U.S., in-country, and third country training has been provided for medical students, physicians, nurses, educators, administrators, and statisticians/demographers. These training efforts have been essential to the successful implementation of the project. 5) Other - During the project there has been a contraceptive prevalence survey in 3 VDMS provinces and field work for a second national CPS is currently underway. The final report of the National Fertility Survey was prepared in late 1983.

Key findings and observations by the evaluation team included support for the planned extension of VDMS and other project activities, but coupled with improved monitoring and evaluation of this activity via streamlined data collection and analysis at the local, provincial and national levels. Physician training in sterilization should be increased, and training of IUD insertion should continue, especially in rural areas and peri-urban slums. There is a need for clearer IE+C objectives, and for pre-testing and evaluation of IE+C materials being produced.

Continued efforts to increase collaboration with other government ministries in the promotion and delivery of family planning should be encouraged. Finally, during the coming project period, thought should be given to mechanisms for increasing the self-financing capabilities of family planning activities in Morocco. In summary the evaluation found the project to be generally successful and a good example of productive cooperation and discussion between the GOM/MOH and USAID.

LESSONS LEARNED (from evaluation report)

1) The implementation of strong, practical family planning programs need not necessarily be preceded by promulgation of major population policy statements by the Government of Morocco. In this culture lack of overt discussion should not necessarily be construed as an indication of lack of interest or concern regarding a given issue. 2) The provision of family planning via the existing health structure is more likely to ensure the long term availability and coverage of such services. 3) Home visits for family planning service delivery, by male and female health workers, are acceptable in Moroccan society.

(BEFORE FILLING OUT THIS FORM, READ THE ATTACHED INSTRUCTIONS)

IDENTIFICATION DATA

A. REPORTING A.I.D. UNIT (Mission or AID/W Office) B. HAS EVALUATION SCHEDULED IN CURRENT FY ANNUAL EVALUATION PLAN? C. EVALUATION TIMING

(ES # 608-86-01) yes slipped ad hoc interim final ex post other

D. ACTIVITY OR ACTIVITIES EVALUATED (List the following information for project(s) or program(s) evaluated; if not applicable, list title and date of the evaluation report)

Project #	Project/Program Title (or title & date of evaluation report)	First PROAG or equivalent (FY)	Most recent P&C (mo/yr)	Planned LOP Cost ('000)	Amount Obligated to Date ('000)
608-0145	Range Management Improvement Project	80	8/86	\$5,075	\$5,075

QUALITY

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

Action(s) Required

1. USAID will complete the Range Management Improvement Project as scheduled in the revised Project Paper.
2. Within the context of the development of its revised CDSS, USAID will consider the future of AID development assistance to the extensive livestock sector in Morocco.
3. USAID will request in writing that DE examine the appropriateness of upgrading DE/SP from the status of a Service, to that of a Division, and to inform USAID of the basis and results of its determination.
4. USAID will request in writing that DE examine, within the framework of current project activity, its "long-term development strategy" and the findings of the evaluation in this regard. USAID will discuss the findings of DE in the context of CDSS preparation.
5. USAID will request in writing that DE develop a plan and time frame for transferring control of the Plant Materials Center to the private sector. USAID will support this planning effort within the framework and remaining lifetime of the Range Management Improvement Project. USAID will consider including this activity as a PL 480 Self Help Measure in FY 86.
6. USAID will share its concern with DE at the finding of the evaluation that U.S. technical assistance is not adequately integrated into DE/SP and request that DE develop and provide to USAID an immediate plan, in collaboration with the consultants, to remedy this situation.

Name of officer responsible for Action

Date Action to be Completed

Purvis

8/30/86

Purvis

2/01/86

Purvis

1/15/86

Purvis

1/15/86

Purvis

1/15/86

Purvis

1/15/86

F. DATE OF MISSION OR AID/W OFFICE REVIEW OF EVALUATION:

mo 11 day 4 year 85

Report Date:

mo 11 DAY 5 YR 85

G. APPROVALS OF EVALUATION SUMMARY AND ACTION DECISIONS:

Signature
Typed Name
Date

Project/Program Officer

DWatts
Doral Watts
11/17/85

Representative of Borrower/Grantee

Evaluation Officer

JGiusti
J. Giusti
11/17/85

Mission or AID/W Office Director

RChase

RChase 145
11/29/85

QUALITY

Moroccan livestock depends upon extensive rangelands for a significant portion of its forage needs. The purpose of the Range Management Improvement Project (RMIP) in Morocco was to strengthen the capability of the Range Management Service (DE/SP), a division of the GOM's Livestock Directorate (DE), to plan and implement its applied research, extension, and rangeland development programs. Technical assistance was provided by Utah State University (USU). The project began in 1981 and the PACD is August 30, 1986.

Serious implementation problems resulted in a major redesign of the project in mid-1984. This final evaluation was conducted in October 1985, by a team of independent consultants. It particularly focused on the project's implementation performance in the 15 months since the redesign. The evaluation team concluded that AID and USU had made an important contribution to creating a range management capability within the GOM, and that the decision to redesign the project in 1984 and to continue with the USU involvement was a sound one. It noted, however, that achievements during the last two years of the project were limited by the time and resource limitations inherent in the redesign (e.g. no provision for additional funding or a significant extension of the PACD). The assessment of the full extent of institutional capacity achieved and its future payoff must be seen within this context.

The evaluation pointed to long- and short-term training and the development of the Plant Materials Center as major successes. Problem areas identified included: a lack of full integration of the sociological research and the range management and extension efforts, and limited economic research and extension; interpersonal and bureaucratic relationships among GOM staff which hindered project-related activities at some sites; and a technical assistance structure which was not adequately integrated into the host institution. Since range management does not have adequate bureaucratic priority within the GOM, the evaluation team recommended that DE/SP be upgraded from a service to a division level.

The evaluation team also felt that DE/SP should concentrate on addressing land use and range management questions; leaving research and extension activities to other agencies. It expressed concern that DE/SP was spreading its resources too thinly, in an effort to establish a presence throughout the country. Finally, the team also pointed out that inadequate attention was being given to creating institutional capacity at the local level, through the promotion of local beneficiary organizations. The evaluation team recommended that the RMIP be terminated as planned, but that AID continue its involvement in the extensive livestock sector, with DE/SP as a lead agency. It also recommended that the Plant Materials Center be "privatized".

I. EVALUATION COSTS

1. Evaluation Team

Name	Affiliation	Contract Number OR TDY Person Days	Contract Cost OR TDY Cost (US\$)	Source of Funds
Instit. Bldg. Spec.		27		
Program Eval. Spec.	Development	27	\$58,324	PD&S
Range Devel. Spec.	Alternatives, Inc.	27		
Range Extension Spec.		27		

2. Mission/Office Professional
Staff Person-Days (estimate) 15

3. Borrower/Grantee Professional
Staff Person-Days (estimate) 13

3. SUMMARY OF EVALUATION FINDINGS, CONCLUSIONS AND RECOMMENDATIONS (Try not to exceed the 3 pages provided)
Address the following items:

- Purpose of activity or activities evaluated
- Purpose of/reason for this evaluation
- Key issues or questions addressed
- Types and quality of evidence used to assess short-term effects, trends and/or potential for impact.
- Findings
- Conclusions
- Principal recommendations
- Lessons learned

1. This is the summary of the final evaluation of the Range Management Improvement Project (RMIP) in Morocco. The project is scheduled to end in August of 1986. The purpose of the RMIP is to strengthen the capability of a GOM institution, the Range Management Service (DE/SP), to plan and implement its applied research, extension, and rangeland development programs. The RMIP, implementation of which began in 1981, originally focused on range extension and long- and short-term training. Utah State University (USU) fielded a five person team to implement the project.

2. A mid-term evaluation of the project conducted January of 1984, while identifying several serious implementation problems that needed urgent attention, was optimistic concerning the Project's potential. Following upon their recommendations, the project underwent a major redesign, involving changes in personnel and TA structure and the adoption of a more explicit focus on an institution building objective for the project. Given the very serious problems encountered in the first three years of implementation, AID decided against obligating additional funds to the project or significantly extending the life-of-project. Consequently, the project had only two years in which to carry out the program outlined in the redesign. Many of the more serious implementation problems identified in the final evaluation stem directly from the time and resource limitations inherent in the redesign.

3. In assessing the role and function of DE/SP and its performance to date, the evaluation team examined the following project-related activities:

Applied Forage and Animal Production Research. This research included: forage adaptation trials; grass and legume seeding; shrub plantings; the collection of production data; contouring and water catchments to increase water infiltration on rangelands; fertilization to increase forage production; research into livestock production; livestock health activities; and ram sterilization. Though problems were encountered in carrying out this research program, the evaluation team felt that it was appropriately conceived, and should be continued.

Sociology Research. The evaluation team felt that the sociological research under the project was not adequately focused in that it was not explicitly directed at answering questions posed by range managers. The evaluation team felt that much of the information gathered from the project's Agro-Pastoral Systems Study could have been obtained more easily through a more extensive literature search and through better use of Moroccan staff. In addition, the analysis and application of data collected to extension programs was inadequate. While the capabilities of the lower level DE/SP staff to collect sociological field data were increased, little attention was given to training them in data analysis and application of the results. The social science component still has not been well integrated into the RMIP and local administrative staff often do not understand why the sociological data is being collected. The evaluation team was concerned that sociological efforts by DE/SP staff would cease after completion of the project, unless those Moroccans returning from the U.S. with training in sociology were given an opportunity to redesign this component.

Date this summary prepared: 11/12/85

Economic Research. Progress in meeting the project's economic analysis objectives has been limited. This is because the responsibility for directing the economic research program has rested with the project's chief of party (COP), whose managerial responsibilities have precluded sustained effort in this area.

Extension Activities. Extension-oriented technical assistance has been somewhat limited as the team has concentrated its efforts on obtaining data for future extension applications. Extension efforts have included: seeding of perennial forages; extension programs for users of perimeters; cooperative formation; and field days. Though identifying operational problems, the evaluation team felt that the seeding of forage on private land was a promising approach which could provide a basis for greatly expanded activity by DE/SP in the future.

Training. By the PACD 11 Moroccans will have received MS degree training in the United States (9 in range management and 2 in rural sociology). Also by the PACD, 80 person months of short-term training will have been completed and a large number of DE/SP field staff will have benefitted from in-country training activities. The evaluation team concluded that the training component of the RMIP was both an essential and a successful effort, with little doubt that DE/SP capability has been greatly enhanced. The evaluation team suggested that the training component should not be neglected in future activities developed in Morocco, though emphasis might be shifted from short-term training in the U.S. towards assisting Moroccan educational institutions to provide it.

The Plant Materials Center (PMC). Establishing the PMC as a viable institution has been one of the major achievements of the RMIP--a combination of resource availability, training, the calibre of the Moroccan staff, and intensive, experienced TA on a one-to-one basis. The process of developing the PMC reflects a very coordinated effort between the GOM and the RMIP. Planning, design and construction have been well organized and were completed in a timely manner. The evaluation team recommended that the GOM consider "privatizing" that facility.

4. The evaluation team was generally impressed by the enthusiasm and professionalism of DE/SP personnel assigned to the project. The evaluation team noted, however, that those sites with the most active programs were those with the most experienced senior staff and at which DE/SP has been working the longest. The quality of interpersonal and working relationships between DE/SP project managers and their immediate superiors was a significant determinant of the success of project activities at the various sites.

5. After the mid-term evaluation, the majority of the TA team was relocated to Rabat. This was done in order to better coordinate the project, ensure a common program of activities across the sites, and make the differing technical expertise available to all sites. It was hoped that the TA staff would become mobile technicians visiting sites on a regular basis to assist with planning and monitoring, provide technical assistance, and to resolve any problems that arose. To supplement the efforts of the senior TA staff and to ensure continuity of effort in the field, several PCVs whose tours were ending were employed to serve as junior technicians. As a consequence, the amount of time per month that TA staff were able to spend at any given field site was limited. While the visits from Rabat were appreciated, Moroccan personnel felt they were too brief and left little time for serious discussion of the problems and issues that had arisen since the previous visit. In addition, the centralization of the TA, combined with the lack of available space in MARA, led to the creation of a separate project office in Rabat. This has not served the long-term interest of creating institutional capacity in DE/SP.

6. The evaluation team noted that the problems of extensive livestock production in the lower rainfall areas of the country do not receive adequate priority from the GOM. In part, this is because of the position of DE/SP within MARA. DE/SP is the youngest service within the DE and its mandate, improving degraded rangelands, is a departure from DE's traditional orientation towards animal health, genetic improvement, the augmentation of milk production in ORMVAs, etc. Historically, the lion's share of DE's resources has gone to these latter activities. The upgrading of DE/SP to the division level would provide those responsible for range management with improved budgeting, additional staff, and a louder voice in policy decisions that affect Morocco's rangelands.

7. Under the auspices of the RMIP, DE/SP is currently engaged in both research and extension. This was due to the lack of functioning of rangeland research and extension in Morocco. The evaluation concluded that the proper role of DE/SP should be limited to land use and range management. The burden of research and extension activities should be passed to the appropriate specialized agencies.

8. As a relatively new institution, DE/SP is concerned with establishing a presence in those parts of the country where it can make a contribution to rangeland development. As DE/SP spreads itself thin, however, it becomes less effective, given limited personnel and resources. The evaluation team suggested that DE/SP re-evaluate the degree to which it wants to concentrate or disperse its resources and personnel, as well as whether it should transfer personnel and resources to more promising sites and from those where there has been little progress to date.

9. DE/SP's strategy is focused on the creation of range management perimeters, with DE/SP playing the role of both manager and policeman. Inadequate attention has been given, however, to creating institutional capacity at the local level, through local beneficiary organizations. Such organizations, however, can promote sustainable and replicable development, especially by marshaling local resources and mobilizing beneficiaries. The evaluation team argued that DE/SP cannot do rangeland management and development in a vacuum and that it is in DE/SP's self interest to support beneficiary groups.

10. The goal of the RMIP is "to increase livestock productivity and production efficiency by Morocco's low income livestock producers." At present, this goal has not been met, as a result of climatic, temporal, political, and social factors. In addition, given the start up problems of the RMIP, the complexity of the issues faced, and the long-term nature of the project's institution-building purpose, it was unrealistic to expect this goal to have been achieved during the life of the project.

11. The major recommendations of the evaluation team included:

- o The completion of the RMIP as planned;
- o AID continue its involvement in the extensive livestock sector (with DE/SP as the lead agency);
- o AID promote the upgrading of DE/SP from the status of a Service to that of a Division; and
- o The privatization of the Plant Materials Center.

AID actions on these and other recommendations are presented in Section E of the face sheet.

12. The evaluation team concluded that USU had made an important contribution to the long-term American commitment to create a range management capability within DE, and that both USU and AID should take pride in having contributed to this process. The decision to redesign the project in 1984 and continue with the USU involvement was a rational one. Failure to do so would have set back and perhaps permanently impaired the creation of this range management capability in Morocco.

1. Improvement Project in Morocco: An Evaluation", Rabat, October 28, 1985.
2. Gow, D., B. Duggan, D. Burzloff, and R. Martin, "Opportunities for AID in the Extensive Livestock Sector of Morocco", Rabat, October 28, 1985.
3. Gay, C., Letter to Dr. Malcolm Purvis, FAO, USAID, concerning the Final Evaluation of the Range Management Improvement Project, October 31, 1985.
4. Chase, R., Letter to Dr. Abbes Marsile, Director of the Direction de l'Elevage concerning the action decisions of this evaluation.

2. COMMENTS BY MISSION, AID/W OFFICE AND BORTCHER/GRANTEE

1. Mission notes that the evaluation team, in addition to preparing its evaluation report, examined for USAID the extensive livestock sector in Morocco as a whole. To this end, they prepared a second document, entitled "Opportunities for AID in the Extensive Livestock Sector of Morocco". This Opportunities Paper provides additional information with respect to the development of the extensive livestock sector and the context in which the project operated. This information will be utilized by USAID in the development of its revised CDSS in early FY 86. ✓

2. USAID notes that the evaluation did not offer recommendations or reach firm conclusions concerning a number of issues. These include the importance of dealing with common property rights in rangeland development projects and of alternative measures for addressing the classic tragedy of the commons problem, and measures to more effectively incorporate sociological concerns in rangeland development efforts. USAID will, however, further examine these issues in deciding whether or not to provide further development assistance to the extensive livestock sector. ✓

3. USAID concluded that the responsibility for acting upon recommendation No. 4 in the evaluation, dealing with the scope and nature of Peace Corps involvement after the termination of the RMIP, rests with the Peace Corps. Therefore, it is not included among the Action Decisions. Nevertheless, the Peace Corps will receive a copy of the evaluation report and of this summary. ✓

4. A clarification and elaboration of Action Decision No. 4, that DE "examine, within the framework of current project activity, its long-term development strategy and the findings of the evaluation in this regard" is necessary. To this end, a copy of a letter from USAID to the Director of the GOM's Livestock Service is attached to this Evaluation Summary.

5. USAID notes that the evaluation team did not explicitly identify "lessons learned" from the project. The following "lessons" have been suggested by USAID personnel, however: ✓

- The administrative responsibilities incumbent upon a Chief of Party (COP) of a large or complex project will severely limit the amount of time that he can dedicate to fulfilling a technical role. In such cases, technical responsibilities that are critical to project success should not be borne by the COP.

- A major redesign may turn a "problem project" around. However, if such an effort comes late in the project's life, it should not be expected that the project can make up for all of the time that has been lost.

L. COMMENTS BY MISSION, AID/W OFFICE AND BORROWER/GRANTEE (cont.)

Peace Corps volunteers with professional background in range management and sociology were assigned to this project. Upon the completion of their Peace Corps tours, several of these individuals were hired by USU to serve as junior-level technicians on the project. The continued participation of these individuals, given their in-country experience and language fluency, was crucial to maintaining the project's momentum during its redesign. This was an innovative and very cost effective effort. It should be noted, however, that host country staff who had worked with these individuals as PCVs found it difficult to view them as performing new and more responsible functions in their new incarnation.

CLASSIFICATION
PROJECT EVALUATION SUMMARY (PES) – PART I

Report Control
Symbol U-447

1. PROJECT TITLE MOROCCO - Winter Snowpack Augmentation Project	2. PROJECT NUMBER 608-0190	3. MISSION/AID/W OFFICE USAID/Rabat
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>608-85-05</u> <input checked="" type="checkbox"/> REGULAR EVALUATION <input type="checkbox"/> SPECIAL EVALUATION		
5. KEY PROJECT IMPLEMENTATION DATES A. First PRO-AG or Equivalent FY <u>84</u> B. Final Obligation Expected FY <u>86</u> C. Final Input Delivery FY <u>89</u>	6. ESTIMATED PROJECT FUNDING A. Total \$ <u>12.6 M</u> B. U.S. AIDs <u>6.0 M</u>	7. PERIOD COVERED BY EVALUATION From (month/yr.) <u>4/84</u> To (month/yr.) <u>4/85</u> Date of Evaluation Review <u>6/9-22/85</u>

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

A. List decisions and/or unresolved issues; cite those items needing further study. (NOTE: Mission decisions which anticipate AID/W or regional office action should specify type of document, e.g., airgram, SPAR, PIO, which will present detailed request.)	B. NAME OF OFFICER RESPONSIBLE FOR ACTION	C. DATE ACTION TO BE COMPLETED
See Attached Documents: 1) Project Evaluation Summary (PES) - Part I 2) Project Evaluation Summary (PES) - Part II 3) Changnon, Stanley A., Jr.; Rose, R. Lynn and Warburton, Joseph A. 1985. <u>An Evaluation of the Winter Snowpack Augmentation Project in Morocco - April-May, 1985.</u> Prepared for the Bureau of Reclamation under Contract No. CR-81-06500. 46 pages. 4) Project Al Ghait/Winter Snowpack Augmentation Project, Project Steering Committee Meetings June 12 and 18, 1985, Review of Recommendations of the External Evaluation Team (Dated June 19, 1985). 15 pages. 5) Winter Snowpack Augmentation Project (608-0190) - Review of External Evaluation Team Report (Dated June 10, 1985). 12 pages and 3 attachments.		

9. INVENTORY OF DOCUMENTS TO BE REVISED PER ABOVE DECISIONS <input type="checkbox"/> Project Paper <input checked="" type="checkbox"/> Implementation Plan e.g., CPI Network <input type="checkbox"/> Other (Specify) _____ <input type="checkbox"/> Financial Plan <input type="checkbox"/> PIO/T _____ <input type="checkbox"/> Logical Framework <input type="checkbox"/> PIO/C <input type="checkbox"/> Other (Specify) _____ <input checked="" type="checkbox"/> Project Agreement <input type="checkbox"/> PIO/P _____	10. ALTERNATIVE DECISIONS ON FUTURE OF PROJECT A. <input type="checkbox"/> Continue Project Without Change B. <input type="checkbox"/> Change Project Design and/or <input checked="" 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) Steve Lintner, ANE/PD/ENV <i>Steve Lintner</i> Samir Zoghby, Project Officer, USAID/Rabat <i>Samir Zoghby</i> John Giusti, Evaluation Officer, USAID/Rabat <i>John Giusti</i>	12. Mission/AID/W Office Director Approval Signature <i>Robert Chase</i> Typed Name Robert Chase, Director Date <u>11/29/85</u>
--	---

PROJECT EVALUATION SUMMARY (PES) - PART IWinter Snowpack Augmentation Project (608-0190)

8. Action Decisions Approved by Mission		
A. List of Actions	B. Officer Responsible For Action	C. Date Action To Be Completed
1. Clarification and prioritization of project objectives.	AID and Bureau of Reclamation Scientific Advisors	Statement of objectives and their priority developed by Scientific Advisors adopted by Mission on 6/11/85 and Project Steering Committee 6/12/85.
Identification of a full-time Moroccan Project Director.	Director, National Meteorological Organization, and Resident Scientific Advisor	Upon receipt of staffing chart to be developed by Resident Scientific Advisor the Director will appoint a full-time Project Director. To be completed by 9/85.
3 A. Training of Moroccan Pilots Royal Moroccan Air Force to review with National Meteorological Organization the assignment of meteorologists to aircraft to assist pilots in scientific and technical aspects of cloud seeding operations.	Project Director, Royal Moroccan Air Force and Director, National Meteorological Organization	Decision on assignment of personnel by 10/85.

8. Continued

A. List of Actions	B. Officer Responsible For Action	C. Date Action To Be Completed
<p>3 B. Change of Aircraft Type</p> <p>Royal Moroccan Air Force to review possible provision of 2 King Air 100 aircraft for cloud seeding operations during the 1985-1986 season.</p>	<p>Project Director, Royal Moroccan Air Force</p>	<p>Royal Moroccan Air Force to make decision on aircraft by 10/85.</p>
<p>3 C. Improvements in Aircraft Navigation Equipment</p> <p>Improved navigation systems to be adopted for use in 1985-1986 operational season to include VOR, DME, RNAV, IFF and OMEGA systems. Field tests to be conducted 6/85-9/85.</p>	<p>Bureau of Reclamation Scientific Advisors and Project Director, Royal Moroccan Air Force</p>	<p>Equipment to be available for use 10/85 - 12/85.</p>
<p>D. Change in the Base of Aircraft Operations</p> <p>Royal Moroccan Air Force will base project aircraft at Casablanca Anfa Airport.</p>	<p>Project Director, Royal Moroccan Air Force</p>	<p>Royal Moroccan Air Force representatives agreed to this change on 6/18/85.</p>
<p>3 E. Ground Generator Network</p> <p>The Bureau of Reclamation will prepare a design for the field testing of ground generators. The Royal Moroccan Air Force will buy ground generators and seeding material.</p>	<p>Bureau of Reclamation and Royal Moroccan Air Force</p>	<p>Ground generators will be tested in the 1985- 1986 season.</p>
<p>3 F. Seeding Material Change</p> <p>Bureau of Reclamation has recommended a change of seeding material.</p>	<p>Royal Moroccan Air Force</p>	<p>Recommended seeding will be purchased after current supplies are used.</p>

8. Continued

A. List of Actions	B. Officer Responsible For Action	C. Date Action To Be Completed
<p>3 G. Radar Operations</p> <p>The Government of Morocco wishes to move the weather radar inside the Khoribga air terminal. AID will require a release form waiving any claims for damage from movement of the radar to be signed by Director, National Meteorological Organization.</p>	<p>Bureau of Reclamation; AID Regional Legal Advisor; and Director, National Meteorological Organization</p>	<p>Following review of documents prepared by Bureau of Reclamation and AID a decision will be made.</p>
<p>3 H. Rotation of Operations Directors</p> <p>Operations directors will serve at Khoribga on a rotational basis.</p>	<p>Resident Scientific Advisor and Director, National Meteorological Organization</p>	<p>Upon receipt of staffing chart to be developed by Resident Scientific Advisor the Director will review the needs for rotational assignments. To be completed 9/85.</p>
<p>4. Cloud Physics Aircraft Data Collection Program</p> <p>Changes will be made in the aircraft basing, clearance process and navigational systems.</p>	<p>Bureau of Reclamation and Project Director, Royal Moroccan Air Force</p>	<p>Changes to be prior to start of 1986 cloud physics data collection program.</p>

8. Continued		
A. List of Actions	B. Officer Responsible For Action	C. Date Action To Be Completed
5 A. Selection of Computers Project to procure 5 micro-computers rather than 1 minicomputer for data analysis.	Bureau of Reclamation and Director, National Meteorological Organization	Recommended change adopted by Mission on 6/11/85 and Project Steering Committee on 6/12/85.
5. B Participation of Moroccan Scientists in International Meetings The project will broaden the scope of training elements in the project to place a greater emphasis on seminars.	Bureau of Reclamation and Director, National Meteorological Organization	Proposal to broaden training program adopted by Mission on 6/11/85 and Project Steering Committee on 6/12/85. The Bureau of Reclamation will provide a detailed training plan for review by 10/85.
6. English Language Training Classes to be better coordinated with program operations. More intensive training to be obtained from American Language Center.	AID Project Manager and Resident Scientific Advisor	AID Project Manager and Resident Scientific Advisor to discuss changes in approach with Director of Peace Corps before new volunteer(s) assigned.

8. Continued

A. List of Actions	B. Officer Responsible For Action	C. Date Action To Be Completed
<p>7. Logistical Support for Program</p> <p>Project implementation suffers from inadequate housing for personnel and vehicles to support operations.</p>	<p>Director, National Meteorological Organization</p>	<p>Government of Morocco will continue its efforts to address these problems.</p>
<p>8. Bridge Funding</p> <p>Implementation of project has proceeded ahead of schedule, creating a need for additional FY 1985 funds for a Project Amendment to fund a PASA Amendment with Bureau of Reclamation.</p>	<p>Mission Program Officer; Mission Project Officer and AID Scientific Advisor</p>	<p>Mission to determine availability of funds. If available, the Mission and AID/W will process Project Amendment and PASA Amendment.</p>
<p>9. Review of Contracts</p> <p>While recognizing that the Bureau of Reclamation will continue to serve AID's procurement agent, all future annual work and procurement plans will be examined by AID and the Government of Morocco to determine which items either party wishes to review.</p>	<p>Bureau of Reclamation; Mission Project Officer; Director, National Meteorological Organization and Project Director, Royal Moroccan Air Force</p>	<p>Mission and Government of Morocco will identify all items to be reviewed during examination of annual work and procurement plans.</p>

PROJECT EVALUATION SUMMARY (PES) - PART II

Winter Snowpack Augmentation Project (608-0190)

13. Summary

The Winter Snowpack Augmentation Project is designed to increase the manageable water resources in Morocco through implementation of a scientifically based weather modification project on a demonstration basis. The project is designed to develop within the Government of Morocco an ability to design, plan, implement, monitor and evaluate scientifically based weather modification programs. It should be emphasized that this project seeks to present weather modification as one or a variety of techniques which can be used in a national program of water resources management.

Project implementation is presently in advance of the schedule established in the Project Agreement. This situation is due to both the extremely high level of support being provided to the project by the Government of Morocco and the high quality of the technical assistance and procurement program being administered by the Bureau of Reclamation. Major accomplishments during the first year of the project include:

- Procurement, shipment and installation of all major equipment required for the project;
- . Development of an interdisciplinary and interagency project team;
- . Successful initiation of cloud seeding activities in the project area.

The primary problems encountered during project implementation concern a range of logistical issues. These include:

- . Problems in assignment of Moroccan personnel to field sites due to inadequate housing;
- . Problems in operations due to an inadequate number of vehicles being available for Moroccan personnel;
- . Problems with the operation of ground and aircraft based navigational systems which affected both seeding operations and the cloud physics data collection program; and
- . Problems with the flight capabilities of seeding aircraft and availability of pilots.

14. Evaluation Methodology

An interdisciplinary team of three senior American scientists with expertise in weather modification and water resources management prepared a routine evaluation as planned in the Project Paper during April and May, 1985. Preparation of the assessment was conducted in three phases which included: (a) review of project documents, (b) interviews and discussions with representatives of AID, Bureau of Reclamation and contractors in the United States and (c) interviews and discussions with AID, Bureau of Reclamation, Government of Morocco and project funded contractors in Morocco. The evaluation closely followed the scope of work for project assessment provided in the Project Paper.

15. External Factors

Implementation of the project has been influenced by both general conditions in the Moroccan economy and requirements for Royal Moroccan Air Force personnel created by military activities in the southern portion of Morocco. Project implementation has been affected through the reduced ability of the Government of Morocco to provide either local currency and/or foreign currency to meet project costs for housing, vehicles and selected equipment. It should be noted that all foreign currency costs associated with actual cloud seeding operations are to be funded by the Government of Morocco under the terms of the Project Agreement. On a limited number of occasions Royal Moroccan Air Force personnel and equipment have not been available due to higher demands created by operations being conducted in southern Morocco. It is not believed by either the External Evaluation Team or the AID Mission that these problems will significantly alter the probability of successful project implementation.

16. Inputs

During the first year of project implementation the following inputs have been made to the project:

Government of Morocco

- . Complete renovation of the air terminal at Khoribga;
- . Provision of improved offices and facilities for project operations;
- . Assignment of personnel from both the National Meteorological Organization and Royal Moroccan Air Force to the project;

- . Assignment of personnel for short-term training in the United States and Morocco.

A.I.D. and Bureau of Reclamation

- . Procurement, shipment and installation of major pieces of scientific equipment in Morocco (weather radar, rawinsonde, etc.);
- . Provision of technical assistance on a long-term basis through the assignment of a Resident Scientific Advisor to Morocco and a wide range of short-term assistance;
- . Provision of short-term training programs for Moroccan personnel in both the United States and Morocco;
- . The initiation of a series of scientific studies to support scientifically based weather modification, including the first season of data collection using a cloud physics aircraft.

National Oceanographic and Atmospheric Administration

- . Provision of advanced weather satellite equipment and associated training.

Peace Corps

- . Provision of 2 Peace Corps Volunteers to the National Meteorological Organization to teach scientific and technical English.

17. Outputs

Major project outputs have included:

- . Development of a significantly improved capability within the National Meteorological Organization to observe and forecast weather in Morocco due to the provision of advanced weather monitoring equipment and training provided by AID and NOAA;
- . Development of an improved understanding of the objectives and techniques used in scientifically based programs of weather modification through both training and operational experience;
- . The successful conduct of a series of controlled cloud seeding operations in the project area;

- . Development of improved capabilities in logistical management of weather modification operations and in the maintenance of electronic equipment;
- . Development of an interdisciplinary and interagency project team.

18. Purpose

As stated in the Project Paper, the purpose of the project is "to increase the manageable water resources in Morocco through implementation of a scientifically based weather modification project on a demonstration basis. It is anticipated that the project will increase precipitation in the project area by 10 percent on an annual basis. The project will also improve the availability of water to users by allowing for additional water to be stored in reservoirs and through increased groundwater storage."

On the basis of implementation progress made during the first year of the project, it is believed that the project will be successful in fulfilling its purpose. The successful conduct of a series of cloud seeding operations in the first year provides the basis for an expanded program in future years. It should be observed, however; that until the streamflow model is developed and tested during the second and third year of the project it will not be possible to measure amounts of precipitation and run-off attributable to the project.

19. Goal/Subgoal

As stated in the Project Paper, the goal of the project is "to develop within the Government of Morocco an ability to design, plan, implement, monitor and evaluate scientifically based weather modification programs. Weather modification programs will be developed as an integral part of overall management of water resources in Morocco. The project will support development of this capability through the transfer of technology, provision of technical assistance, execution of special analyses, provision of scientific equipment and training.

It is fully anticipated that this goal can be achieved during the course of project implementation. During the first year of the project the Government of Morocco has made major advances which fully support achievement of these goals, these include the significant improvement in the ability to: (a) observe and forecast weather in Morocco due to the provision of advanced weather monitoring equipment and training; (b) to understand the objectives and techniques used in scientifically based programs of weather modification through both training and operational experience; and

(c) the development of an interdisciplinary and interagency project team.

20. Beneficiaries

A. Primary: It is too early in the implementation of the project to assess impacts in the project area due to an increase in available water resources. As noted before, until the streamflow model is developed and tested during the second and third year of the project it will not be possible to measure amounts of precipitation and run-off attributable to the project.

B. Secondary: The first year of project implementation has had significant impact on the capabilities of the Government of Morocco to: (a) observe and forecast weather in Morocco due to the provision of advanced weather monitoring equipment and training and (b) to understand the objectives and techniques used in scientifically based programs of weather modification through both training and operational experience.

21. Unplanned Effects

Implementation of the project to date has not resulted in any unplanned effects.

22. Lessons Learned

To date, two significant lessons have been learned through project implementation:

- . Implementation of scientifically complex projects requires, an understanding by all participating organizations, that such projects require substantial time to collect data in order to verify impacts from interventions such as weather modification;
- . The major constraint to the implementation of scientifically based weather modification projects is the provision and coordination of appropriate logistical support.

23. Special Comments or Remarks

Attachment A. Changnon, Stanley A., Jr.; Rose, R. Lynn and Warburton, Joseph A. 1985. An Evaluation of the Winter Snowpack Augmentation Project in Morocco - April-May 1985. Prepared for the Bureau of Reclamation under Contract No. CR-81-06500. 46 pages.

- Attachment B. Project Al Ghait/Winter Snowpack Augmentation Project, Project Steering Committee Meetings June 12 and 18, 1985, Review of Recommendations of the External Evaluation Team (Dated June 19, 1985). 15 pages.
- Attachment C. Winter Snowpack Augmentation Project (608-0190) - Review of External Evaluation Team Report (Dated June 10, 1985). 12 pages and 3 attachments.

WINTER SNOWPACK AUGMENTATION
608-0190

USAID/RABAT

PROJECT DESCRIPTION The project develops within the Government of Morocco an ability to design, plan, implement, monitor and evaluate scientifically based weather modification programs, as an integral part of overall management of water resources in Morocco. The project accomplishes this through technology transfer, technical assistance, execution of special analyses, provision of scientific equipment, and training.

AUTHORIZATION DATE AND U.S. LOP FUNDING AMOUNT April 4, 1984 \$6.0 M	PES NUMBER 68-85-05	PES DATE Nov. 27, 1985	PES TYPE <input checked="" type="checkbox"/> Regular <input type="checkbox"/> Other (Specify) <input type="checkbox"/> Special <input type="checkbox"/> Terminal
ABSTRACT PREPARED BY, DATE Samir Zoghby Nov. 15, 1985 Steve Lintner, ANE/PD/ENV John Giusti, Evaluation Officer	ABSTRACT CLEARED BY, DATE Robert C. [Signature] Mission Director		

A 2-week project evaluation by a 3-person external review team was conducted in April 1985 to assess the progress and problems and to develop recommendations needed to improve the scientific, technical and institutional aspects of this 5-year demonstration project.

The project's goal is to develop and use a scientifically-based weather modification project to improve Moroccan water supplies. The purpose is to develop capabilities within the Government of Morocco to design and execute a scientifically-based weather modification program in Morocco.

After one year of implementation, the project is revealing excellent progress. The U.S. equipment installations, staffing, and training are on schedule, and Moroccan commitments of facilities, equipment and staffing have largely been fulfilled. Field operations including cloud seeding missions on 16 days were accomplished in the winter-spring seasons of 1984-85. These operations have served as an excellent shakedown and training period, and have yielded badly needed weather data sets (radar, satellite, and aircraft) for planning future operations and the scientific research which is just beginning in the U.S. and Morocco. Progress in training and technology transfer is on-schedule with rapid learning by well-trained and highly motivated Moroccan meteorologists and technicians. In addition to its excellent progress, the supporting agencies are still committed to the project, and the project management bodies and individuals are reasonably well organized.

The major problems encountered in the first year were (a) difficulties in coordinating field operations, and (b) inadequacies of the cloud seeding system. The major field activities were located and operated at four widely scattered sites. Poor communications between sites led to inferior operations during many precipitation periods and kept project personnel from all important interactions needed for learning and planning. The cloud seeding was accomplished by Moroccan Air Force aircraft that for various technical reasons were limited for long-period and night operations.

Major recommendations of the evaluation include:

- Consolidate operations by locating project aircraft at Casablanca, and by performing numerous other site actions to improve communications, training, maintenance, and general coordination.
- Do airborne seeding with aircraft capable of all weather flight conditions; provide for installation of special meteorological systems on 2 aircraft; train at least 2 pilots in cloud seeding techniques; and initiate data collection and studies by U.S. scientists to develop, install, and test a ground-based cloud seeding system in the mountains to supplement the aircraft seeding.

POLAND, PORTUGAL, YEMEN

DRAFT

PROJECT EVALUATION:
POLAND/PROJECT HOPE OPG
(No. 1-0001)

June, 1985

- adjust vt margin
- paginate (numbers)
- print-out (letter quality)
- Executive summary only

- 165

PROJECT EVALUATION SUMMARY - PART II

I. EXECUTIVE SUMMARY.

A. Introduction: Purpose of the Evaluation

The Poland/Project Hope Operational Program Grant, as implemented by the People-to-People Health Foundation, Inc. (also known as "Project Hope", or HOPE) between Sept. 1982 and March 1985, was evaluated for the first and only time, as reported herewith. The equivocally formulated statement of objective was that "Project HOPE expects to meet about seventy per cent of the priority needs..." (defined in seven distinct categories) of the 19 recipient institutions, using resources from the OPG and other gifts-in-kind.

In anticipation of a new Congressionally-mandated medical assistance OPG, to start in FY. 1985, the evaluation, consisting primarily of a site visit to six recipient institutions, interviews with all principal organizations involved, and a review of project records, intended to determine:

1. the effectiveness and efficiency of HOPE'S accomplishments in attaining objectives specified in their Grant Agreement with AID.
2. the validity of key project assumptions in the light of project experience, and future expectations.

Assuming favorable findings, the evaluation was also intended to provide "lessons learned" and recommendations to be considered in the design of any future OPG intended to provide medical relief assistance to Poland via similar means.

B. Findings: (detailed in the body of the evaluation document esp. see sections II-XIV)

1. External Factors. and Validity of Key Project Assumptions
The health and economic conditions in Poland, and the continued interest of the USG of the GOP, and of the Catholic Church in Poland suggest no fundamental changes. Key project assumptions relating to the goals, purpose, outputs and inputs both implicit and explicit to the OPG design, continue to be valid.
2. Inputs.
The \$5 million granted to HOPE for the supply of essential drugs, supplies, equipment, and related orientation/training to 19 maternal and child hospitals throughout Poland, were supplemented with \$6.5 million worth of gifts-in-kind, also delivered to the

same institutions by HOPE. The actual expenditures of the GOP for international and in-country shipment, local currency travel and administrative costs are not known.

Given the absence of a strictly defined objective, and of the appropriate baseline data and information, it was not possible to quantify neither the true effectiveness or extent to which this objective was met, nor the efficiency of its attainment. Thus, it is also not possible to determine with strict validity whether the input resources provided were adequate to realize the expressed objective and output. The above design weaknesses need to be addressed in any new OPG.

Overall, the evaluation findings suggest that HOPE has succeeded in providing a significant (though not always measurable) proportion of essential supplies and equipment to the select recipient hospitals in Poland during project life.

HOPE's management of the initial and continuing needs assessments, the procurement, packing and delivery (to the Dulles airport shipping facility), the assessments of utilization and orientation/training appear to have been conducted generally in a satisfactory manner. The orientation and training were particularly well-received by the Polish institutions and praised consistently by every hospital administrator interviewed.

Problems identified with these and other aspects of input management by HOPE are solvable, and are discussed in detail in sections ___ of the evaluation document. These, are also reflected in specific recommendations, with the explicit intent of being used during the design of a follow-on OPG.

3. Outputs.

Although available data and information was insufficient to determine to what extent OPG inputs contributed to the project objective (70% of essential commodities in seven selected categories), HOPE exceeded the planned number of recipient institutions by assisting a total of 24 hospitals.

The value of goods delivered to each recipient hospital ranges from \$647,991 (at the Krakow Pediatric Institute) to \$40,319 delivered to the Warsaw Mother and Child Hospital (see Appendix C attached). Unfortunately, HOPE was not able to provide a display of relief inputs by category of essential goods and related values.

4. Purpose

In general, the purpose of "providing emergency medical relief to

hospitals in Poland...in order to alleviate critical shortages of these items...and the resultant serious interruptions in the provision of medical treatment" has been fulfilled. As indicated above, and detailed elsewhere in this document, the design deficiencies of a loosely formulated objective and no baseline data make the strict assessment of effectiveness and efficiency in the the project's implementation very difficult if not impossible.

5. Goal.

The OPG's implicit goal of ameliorating the "mortality rates" among the "high risk groups (especially mothers and children) in Poland , continues to be valid given the credible contributions mediated through HOPE under the OPG. Information obtained through evaluation interviews suggests that neonatal mortality rates in at least some of the recipient have been reduced as a result of respirators, and antibiotics provided by the project.

6. Unplanned Effects.

HOPE's superlative conduct of the commodity-oriented orientation/training seminars has been recognized by enthusiastic participating hospital administrators as perhaps one of the most valuable long-term contributions to maternal and child survival made by the project. The instructional materials, prepared in Polish were distributed widely by the Poles themselves, providing precious references and knowledge concerning state-of-the art patient management to practitioners in many non-recipient hospitals as well. This effect should be viewed as highly advantageous, and should receive the emphasis it deserves in the forthcoming OPG.

7. Lessons Learned/Recommendations for a Follow-on OPG.

a. Project Design.

Standard principles of AID project design should be followed, to specifically include:

- a logical framework, quantified objectives, and End-of-Project Status;
- an annual implementation plan for AID's prior approval;
- an external evaluation plan;
- the plan to generate appropriate baseline information;
- an appropriately computerized management information and records system

b. Implementation

1. Hospital-specific percentage-of-need targets for commodities should be formulated, and explicit lists of procurement for well-defined "essential" commodities should be prepared for each recipient hospital to enable timely and appropriate use by the hospital in its annual

budget preparation.

2. Appropriate rapid feedback systems to enable corrective action concerning problems with commodities received should be instituted and, if necessary, additional in-country and/or U.S.-based personnel should be employed to make this possible.
3. Consultant visits pertaining to commodity assessment and verification should be timed strategically, with intervals dictated by the annual procurement cycles. The visits should not be unduly frequent, and be carried out by the same individuals to the maximum extent possible.
4. Pharmaceuticals should be purchased in quantity and on a generic basis.

c. Evaluation.

An interim "process" evaluation should be completed at a strategic time following the first year of implementation; a final evaluation should assess effectiveness and efficiency in meeting project objectives. Semiannual AID site visits should take place to enable appropriate monitoring of project activities.

B. Special Issues

a. Coverage.

There is mutual agreement among the U.S. Embassy, the Polish health authorities interviewed, and the Polish Catholic Church representative, all of whom were consulted during the recent site visit to Poland, that:

1. continued medical relief to Poland is desirable; and
2. a future DPG should at least maintain the present number of recipient institutions, and not concentrate resources in southern Poland, as was proposed by HOPE previously.

b. Needs Assessment.

The definition of "essential commodities" should, in general, be based upon likelyhood of impact on reducing mortality and morbidity among mothers and children for least cost and maximum sustained duration. Formulation of procurement lists should be institution-specific and result in a clearly-defined and well-rationalized proportionate "mix" of consumable supplies, and essential equipment.

c. Infectious Diseases, Antibiotics, and Other Pharmaceuticals.

Expert consultants on infectious disease and nosokomial infections should assess the nature and prevalence of infectious diseases in recipient hospitals. Selection, procurement of appropriate antibiotics, and the implementation of appropriate orientation/training seminars should be planned accordingly with the aid of a consultant on clinical pharmacology. Selection and procurement of other pharmaceuticals should be rationalized by the criteria of maximum impact on reducing maternal and child mortality/morbidity for least cost.

C. Conclusion.

Given the very real limitations of the OPG design, the purpose and objective articulated in the Grant Agreement, and the limitations of the current evaluation methodology, HOPE appears to have performed well on most elements of implementation, and, according to hospital administrators, exceptionally well on the training and orientation seminars. It is clear that HOPE has established excellent relationships with the Polish health authorities, the administrators of the institutions visited, the Catholic Church in Poland, and our Embassy officials in Warsaw. HOPE project managers have shown themselves to be eager to consider improvements, and are more than willing to consider creative modifications of programming the delivery of relief assistance.

PROJECT EVALUATION SUMMARY (PES) - PART I

Report Symbol U-447

1. PROJECT TITLE AGRICULTURAL PRODUCTION PROGRAM - GRANT			2. PROJECT NUMBER 150-0023	3. MISSION/AID/W OFFICE USAID/Lisbon
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) 85-1	
A. First PRO-AG or Equivalent FY 80	B. Final Obligation Expected FY 85	C. Final Input Delivery FY 85	6. ESTIMATED PROJECT FUNDING A. Total \$ 14,500,000 B. U.S. \$ 10,000,000	
			7. PERIOD COVERED BY EVALUATION From (month/yr.) 4/83 To (month/yr.) 11/84	

REGULAR EVALUATION SPECIAL EVALUATION

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., airmgram, SPAR, PIO, which will present detailed request.)	B. NAME OF OFFICER RESPONSIBLE FOR ACTION	C. DATE ACTION TO BE COMPLETED
1. Extend PACD by 2 1/4 years, from 9/30/85 to 12/31/87.	USAID, AID/W	5/85
2. Continue the process of narrowing project scope and integration of activities so there is a more clear and direct focus on increased agricultural production at the farm level.	OICD/L, CG	2/85
3. Continue to plan and implement all project activities in close collaboration with the coordinating group (CG).	OICD/L, CG	2/85
4. Project leadership (GC and OICD/L) to work more directly and closely with the Regional Agricultural Directorates (RAD).	OICD/L, CG	2/85
5. Make every effort to insure that a four person agricultural production team (crops, soils, animal science and farm management/credit) is trained to the M.S. level in each of the 7 RAD.	USAID, OICD/L, CG	2/85
6. Given increased farm level production focus and PACD extension, revise project T.A. work-plan, training plan and associated budgets.	OICD/L, CG	4/85

(Cont. Page 2)

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

11. PROJECT OFFICER AND HOST COUNTRY OF OTHER RANKING PARTICIPANTS AS APPROPRIATE (Names and Titles)
 Dr. Darrell Fineup, Michigan State University;
 Dr. Jerome Maner, IADS;
 Dr. Roger Hanson, University of Missouri;
 Dr. Gaylord Obern, University of Pittsburg;
 Dr. George Miller, AID/NE Bureau; and
 Eng. Francisco Carv. IFADAP

12. Mission/AID/W Office Director Approval
 Signature: *Michael F. Lukomski*
 Typed Name: Michael F. Lukomski
 Date: February 21, 1985

- | | | |
|---|-------------------------|------|
| 7. Review OICD/L and OICD/W staff requirements and job descriptions. OICD/L staff descriptions should be modified to provide (a) 25-50% time devoted to professional activities in their respective areas of technical expertise and (b) 25-50% time to be spent with RAD outside Lisbon. | USAID,
OICD/L, AID/W | 4/85 |
| 8. Appointment of a full time OICD Production/Extension/Agronomist to be stationed in the north to work directly with the northern RAD to improve and coordinate production related activities. (If full time appointment not feasible, a U.S. University should be contracted to provide short-term consultant services on a regular basis). | OICD/L, CG
OICD/W | 5/85 |
| 9. USAID to work even more actively with Ministers of Agriculture and Finance to insure high level political support for project. | USAID | 2/85 |
| 10. Continue to strive for improvement of Portuguese Government budget and administration support. Rapid approval and availability of PIDDAC and use of PL 480 budgeting funds. | USAID, CG | 2/85 |
| 11. Strive to continue to improve understanding and support for program by regional directors and central services of MAFA. | OICD/L, CG | 2/85 |

PROJECT EVALUATION SUMMARY (PES) - PART I

1. PROJECT TITLE Tihama Primary Health Care Project (TPHCP); Contract With Management Sciences for Health #NEB-0065-C-00-3032-00			2. PROJECT NUMBER 279-0065	3. MISSION/AID/W OFFICE USAID/Sanaa
			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>85-1</u>	
			<input type="checkbox"/> REGULAR EVALUATION <input checked="" type="checkbox"/> SPECIAL EVALUATION	
5. KEY PROJECT IMPLEMENTATION DATES		6. ESTIMATED PROJECT FUNDING		7. PERIOD COVERED BY EVALUATION
A. First PRO-AG or Equivalent FY <u>80</u> OPG	B. Final Obligation Expected FY <u>87</u>	C. Final Input: Delivery FY <u>87</u>	A. Total \$ <u>25,728,000</u>	From (month/yr.) <u>4-83</u>
			B. U.S. \$ <u>11,500,000</u>	To (month/yr.) <u>4-85</u>
			Date of Evaluation Review <u>4-85</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

1. Develop 1985-87 implementation plan including the recommendations of the external evaluation team concerning:

USAID/MSH/MOH

Sept. 1, 85

(a) strengthening counterpart relationships;

(b) focusing and consolidation of project workplan;

(c) project sustainability following the 1987 PACD.

2. Secure services of a facilitator to work with a Yemeni counterpart in coordinating workplan sessions including USAID, the MOH, MSH, TPHCP management, UNICEF and other interested parties and to assure clarity of agreements made during sessions.

Feller, USAID

June 1, 85

9. INVENTORY OF DOCUMENTS TO BE REVISED PER ABOVE DECISIONS

<input type="checkbox"/> Project Paper	<input checked="" type="checkbox"/> Implementation Plan e.g., CPI Network	<input checked="" type="checkbox"/> Other (Specify)
<input type="checkbox"/> Financial Plan	<input type="checkbox"/> PIO/T	_____
<input checked="" type="checkbox"/> Logical Framework	<input type="checkbox"/> PIO/C	<input type="checkbox"/> Other (Specify)
<input type="checkbox"/> Project Agreement	<input type="checkbox"/> PIO/P	_____

10. ALTERNATIVE DECISIONS ON FUTURE OF PROJECT

A.	<input type="checkbox"/> Continue Project Without Change
B.	<input type="checkbox"/> Change Project Design and/or
	<input checked="" 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)

Howard Keller, GDO/HD
Lee Feller, GDO/HD
Gerry Donnelly, PROG

12. Mission/AID/W Office Director Approval

Signature *Michael Lukomski*

Typed Name Michael Lukomski, A/DIR

Date July 21, 1985

SUMMARY

The mid-project evaluation recommended continuing project activities aimed at the existing project purpose. It acknowledged significant progress in reaching planned output levels under changing external circumstances. However, it recommended that counterpart relationships be strengthened, written agreements be prepared as to the nature of project inputs, and that outputs be focused on priority activities such as management training and extension of basic preventive health services.

Specific recommendations are as follows:

1. Strengthening Counterpart Relationships:

MOH policy has changed substantially since project initiation and there have been many staff changes among all parties involved in the TPHC. Developing good working relationships and clarifying the decision-making process requires an immediate effort.

Recommendations:

- a) Secure the services of an independent facilitator to work with a Yemeni counterpart in organizing one to two week sessions including officials and staff from the MOH, the TPHCP, USAID and other organizations involved in the project. Plan the sessions in such a way as to develop consensus and agreements on the evaluation recommendations and the 1985-87 implementation plan.
- b) Written agreements clarifying MOH and USAID inputs should be drafted during the consensus-building work sessions, either in the form of Memorandums of Understanding or PILs.
- c) Continuation of the project should be contingent upon both MOH and USAID identification of proper procedures for obtaining future decisions and policy guidance.

2. Focusing and Consolidation

The project has addressed a range of health problems and training needs that are too ambitious for a small TA team whose intended function as trainers has been overwhelmed by administrative and technical work that is not being transferred to counterparts.

Recommendations:

- a) The project should immediately be focused on a core package of priority health problems identified in the work sessions.
- b) Implementation of training programs for trainer/supervisors should proceed immediately, and should include specific training in supervision methods.
- c) Work session participants should be encouraged to agree upon the scope of training for Traditional Birth Attendants and/or Licensed Birth Attendants.
- d) The mass media component of the project should be replaced with more appropriate information campaigns carried out by project PHCWs and LBAs.

3. Project Sustainability

The ability of the YARG to sustain the project, both technically and financially, and the rationality of doing so in the face of deepening budget constraints, needs to be examined. This evaluation was unable to fully cover that aspect of the SOW due to a lack of solid financial information and adequate time to examine alternatives.

Recommendations

- a) Implementation of in-country training for central and mid-level MOH management should move forward immediately in order to develop expertise in the MOH conducive for future projects.
- b) The project's financial management system initiated in CY 1985 should continue to be developed so as to provide information on project costs by specific category.
- c) An extension of the project LOP should be considered by all parties in terms of the likelihood that adequate technical skills will have been transferred to sustain the project by the current PACD.

14. Evaluation Methodology

This was a special evaluation carried out in accordance with project monitoring and evaluation plans specified in the 1982 project paper amendment. The purpose of the evaluation was to assess planned vs. actual levels of progress to date in terms of a PACD of June 1987; to report on changes in YARG circumstances and priorities with regard to carrying out their Basic Health services plan; and to identify outstanding issues requiring immediate resolution.

Three outside experts were contracted for this evaluation: A PHC Management Specialist, a Public Health Physician and a Primary Health Care Training Specialist. Four full-time Yemeni counterparts participated in the evaluation team: The General Director of Planning and Statistics, MOH; the Director of the Nutrition Unit, MOH; the Acting Chief of the Department of Technical Assistance and Conferences in the Central Planning Organization (CPO); and the Director of Follow-UP, CPO. Numerous MOH officials, USAID and AID/W staff, all contracting staff involved in the project, and various multilateral and bilateral AID agencies operating in the country were contacted.

The duration of the evaluation in country was six weeks, allowing for discussion with all concerned parties, extensive field investigations with visits to 55% of all Tinama project sites, and daily discussion sessions among evaluation team members so as to develop consensus.

15. External Factors

The 1982 TPHCP Grant Agreement and Project Paper amendment were drafted in a very early stage of BHS implementation in Yemen. Due to the continuous process of change and development in MOH policies, the process of communication and decision-making on key issues has been perceived by project staff to be unclear and inconsistent. From the standpoint of the MOH, the TPHCP has been uncooperative in adhering to YARG policies.

One aspect of this problem is that the YAR is one of the least developed countries in terms of local technical and managerial expertise. MOH decision-making has been doubly constrained by inadequate in-service training for officials and an insufficient pool of trained midlevel management personnel capable of carrying out their directives.

Problems with adherence to BHS implementation over time have also been complicated by the fact that the Central Planning Organization (and not the Ministry of Health) was the official signatory to the 1982 bilateral agreement. This contributed to and has continually reinforced a lack of clarity regarding counterpart relationships.

The other major external factor examined in this evaluation was the issue of financial sustainability. Increasing balance of payments constraints since project initiation have required a drastic curtailment of YARG recurrent expenditures. However, the ability of the MOH to increase spending between 1982-84 in the face of overall declines can be considered encouraging. In addition, all of the primary health care workers and LBAs trained by the project are already on the MOH payroll, as are all trainer-supervisors. Assuming discontinuation of several clerical and support personnel currently paid by the project, the prospects for project sustainability and replicability on a wider scale appear to be better than pre-evaluation analyses suggested.

Serious problems with projecting MOH primary health care expenditures remain though. Categorical financial data is not available from the MOH, and this inhibited a thorough evaluation of this project from the standpoint of economic sustainability. A financial accounting system for the project has been established (based on a short-term financial consultancy) which should show both USAID and MOH-funded costs by functional category by the end of CY 85. This system will be a key tool for project planning and management throughout the remaining LOP.

16. Inputs

A total of \$8,943,000 has been obligated, including a current total of \$5,983,370 under the Management Science for Health contract. No problems have been identified with financial inputs, although the reprogramming of existing contract funds under the 1985-87 implementation plan is likely.

All long and short-term consultancies have proceeded as planned with the exception of a long-term media specialist identified in the 1982 project paper amendment. The evaluation team recommended this position be eliminated from current LOP plans as part of a general effort to intensify existing project components, particularly training.

Misunderstandings about contractual agreements regarding selection of candidates and payment of international airfares

have slowed U.S. and third country participant training. An initial agreement was reached between USAID and the MOH on these issues in the process of this evaluation, which will be the subject of a written memorandum of understanding during the implementation of the evaluation recommendations.

In relation to this, additional inputs in the form of workshops chaired by an independent facilitator and a Yemeni counterpart will be included in the project immediately upon selection of an appropriate facilitator. Consensus decisions and written agreements clarifying the nature of project inputs, e.g., TA job descriptions, will be one of the major focuses of these workshops.

17. Outputs

The project is on target with regard to training of PHCWs. All 33 of the project's PHCWs are now government employees, and in March 1985 the project began to train its next cohort of 8 PHCWs. No problems have been identified with the project's reaching its planned output level of 70 PHCWs trained and employed by the PACD.

LBA training has been temporarily suspended following placement of 8 trained LBAs out of a planned LOP level of 35. This has been due to changing policies by the Ministry of Health with regard to LBA (Licensed Birth Attendant) vs TBA (Traditional Birth Attendant) training. The need for immediate policy guidance on the issue of LBA/TBA outputs will be discussed on the consensus-building workshops planned as a new input to the TPSCP.

A manual (1985) to be used in training PHCWs has been completed by the project's Training Director with assistance from a short-term consultant. This manual will be adopted by the Health Manpower Institute, which is responsible for PHCW training on a nationwide basis. An LBA curriculum has been completed in draft form, and a TBA curriculum is in the design and testing stage. Procedures manuals involving management, supplies logistics, transport, and information systems are all in the first draft stage at the time of the evaluation.

In-country workshops and seminars for central and mid-level MOH staff have not occurred to date due to the contractor's contention they are expensive and difficult to organize. However, this evaluation identified workshops as a key output to be proceeded with immediately.

18. Purpose

The project has maintained its original purpose, which is to **establish** a functioning primary health care system in the

Tihama region in accordance with MOH policies and guidelines. Planned outputs supporting this purpose have largely proceeded on schedule, with the exception of activities affected by new developments in MOH policy. This evaluation pointed out the need to redouble efforts to ensure that the TPHCP receives timely and well-defined guidelines from the MOH and that all parties involved have a clear idea of the ways in which the project will conform to MOH guidelines, and the ways in which the project will test model concepts and activities.

19./20. Goal/Beneficiaries

The basic goal of the TPHCP has been to improve health status in the Tihama region by training PHCWs, LBAs and project management staff to carry out a selected mix of PHC activities and services.

A community KAP survey was carried out in 1981 and a baseline facilities survey was completed in 1983. The project is beginning to gather additional data on maternal and child morbidity and mortality in the Tihama this calendar year.

[REDACTED]

[REDACTED]

[REDACTED]. To date, outputs such as numbers of trained personnel and functioning support systems or facilities are the most appropriate measures of project achievements.

One of the major recommendations of this evaluation is that the TPHCP reiterate a list of priority health problems. The proposed list of interventions includes immunizable diseases affecting large numbers of women and children (including neonatal tetanus), diarrheal disease, lower respiratory tract infections, malaria, and possibly eye and skin infections. Assuming primary health care unit reporting proceeds at the current level, an evaluation of changes in PAC coverage indicators can be a major component of the final project evaluation.

21. Unplanned Effects

See "External Factors."

22. Lessons Learned

This project has made clear progress in attaining planned output levels to date. However, despite the generally acknowledged successes of the TPHCP, decision-making on a number of issues had been at a standstill for several months at the time of this evaluation. Several activities were impeded as a result of a lack of clarity regarding decision-making channels and proper procedures for entering those channels on the part of all parties concerned.

As is typically the case with long-term projects, the original project planners from both USAID and the MOH have departed, and the implementors must attempt to understand the history of the project while interpreting the project plan. Day-to-day implementation involves a continual process of decision-making. Ensuring that collaboration on all levels continues requires considerable time. This is particularly true in a country like North Yemen where MOH policy is at a very early stage of development.

In addition to the broad necessity for maintaining an ongoing communication and collaboration process, extra effort is required in countries with relatively brief administrative experience to fully explain all aspects of contracts as well as USAID rules and regulations which may eventually have an impact on decisions. The TPHCP is expected to benefit from a full explanation to counterparts of USAID's standard planning and implementation process. This explanation should also provide a valuable tool to planners when they seek future financial assistance.

Furthermore, technical assistance contractors operating in the least developed countries must be aware of the need to adjust their concepts and plans to allow for full absorption of their expertise, even at the risk of completing fewer planned activities. The purpose of technical assistance must be viewed as transferring a relatively intangible product--knowledge--rather than implementing a set of only partially understood activities.

The key output of this project has been and will continue to be training. This evaluation has brought to light the importance of extending training beyond service delivery personnel to upper and mid-level management in order to assure active collaboration at all levels.

Team planning sessions were built into the evaluation prior to the beginning of in-country analysis. A professional facilitator was hired to orient the evaluation team and to contribute to successful completion of the Scope of Work within the allotted time period. When the team arrived in country, this process was extended to most counterparts, and led to an excellent atmosphere for cooperation and consensus-building. The actions required following this evaluation will draw heavily on this particular concept in order to develop solid communication channels for future work.

23. External Evaluation Team Report on the Tinama Primary Health Care Project has been transmitted to AID/W by Evaluation Team Leader, C. Ajello, in accordance with contractual obligations.

WEST BANK/GAZA, NEAR EAST REGIONAL

CLASSIFICATION
PROJECT EVALUATION SUMMARY (PES) - PART I

Report Control
Symbol U-477

1. PROJECT TITLE Arid Lands Agriculture Research Program			2. PROJECT NUMBER 298-0170	3. MISSION/AID/W OFFICE NE/TECH/AD
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>85-1</u>			5. REGULAR EVALUATION <input checked="" type="checkbox"/> SPECIAL EVALUATION <input type="checkbox"/>	
6. KEY PROJECT IMPLEMENTATION DATES A. First PRO-AG or Equivalent FY <u>82</u> B. Final Obligation Expected FY <u>86</u> C. Final Input Delivery FY <u>86</u>		6. ESTIMATED PROJECT FUNDING A. Total \$ <u>7 million</u> B. U.S. \$ <u>5 million</u>		7. PERIOD COVERED BY EVALUATION From (month/yr.) <u>9/84</u> To (month/yr.) <u>10/84</u> Date of Evaluation Review <u>11/8/84</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
1. Ensure that more junior scientists (post-graduates) are involved in collaborative research efforts, travel and training.	SDSU	2/23/85
2. Ensure that all parties involved with the project receive clear guidelines on the transferring of funds.	NE/TECH/AD, SDSU	2/28/85
3. Encourage more active participation of consultants and missions in stimulating regional cooperation by assisting in a) setting up annual steering meetings and b) arranging visits by junior scientists from each country.	SDSU	2/28/85
4. The next external evaluation should be conducted in September 1987.	NE/TECH/AD	9/30/87

9. INVENTORY OF DOCUMENTS TO BE REVISED PER ABOVE DECISIONS

<input type="checkbox"/> Project Paper	<input type="checkbox"/> Implementation Plan e.g., CPI Network	<input type="checkbox"/> Other (Specify) _____
<input type="checkbox"/> Financial Plan	<input type="checkbox"/> PIO/T	_____
<input type="checkbox"/> Logical Framework	<input type="checkbox"/> PIO/C	<input type="checkbox"/> Other (Specify) _____
<input type="checkbox"/> Project Agreement	<input type="checkbox"/> PIO/P	_____

10. ALTERNATIVE DECISIONS ON FUTURE OF PROJECT

A. Continue Project Without Change

B. Change Project Design and/or Change Implementation Plan

C. Discontinue Project

11. PROJECT OFFICER AND HOST COUNTRY OR OTHER RANKING PARTICIPANTS AS APPROPRIATE (Names and Titles)

NE/TECH/AD, Gary W. Bittner GWB

NE/MEUR, Anne Gooch AG

NE/DP/E, Judy Wills JW

NE/TECH/AD, Jim Dunn JD

NE/TECH/AD, Wilbur Thomas WT

12. Mission/AID/W Office Director Approval

Signature Kenneth H. Sherper

Typed Name Kenneth H. Sherper, Near East Bureau

Date 2/7/85

NEAR EAST EVALUATION ABSTRACT

PROJECT TITLE(S) AND NUMBER(S) Arid Lands Agricultural Research Program 298-0170			MISSION/AID/W OFFICE NE/TECH/AD	
PROJECT DESCRIPTION The project will support U.S. efforts to foster regional cooperation and development between Egypt and Israel through the involvement and interaction of their scientists conducting agricultural research on the use and management of saline water for crop production, fodder development and utilization and arid land plant species as a source of industrial raw materials.				
AUTHORIZATION DATE AND U.S. LOP FUNDING AMOUNT 5/82 \$5 million	PES NUMBER 85-1	PES DATE 2/5/85	PES TYPE <input checked="" type="checkbox"/> Regular <input type="checkbox"/> Other (Specify) <input type="checkbox"/> Special <input type="checkbox"/> Terminal	
ABSTRACT PREPARED BY, DATE Gary W. Bittner, NE/TECH/AD December 11, 1984 <i>GWB</i>		ABSTRACT CLEARED BY, DATE Jim Dunn, NE/TECH/AD <i>Jim Dunn</i>		

REASON FOR EVALUATION

This was a mid-term evaluation, conducted about two years after project approval.

PROJECT STATUS

This project aims at joint Israeli-Egyptian research on three major aspects of arid land agriculture. It has completed two years of operation, but essentially, only one full year of field trials.

Project infrastructure and the necessary staff and facilities are in place and working well. Coordination between Egypt and Israel has been established and is apparently effective.

KEY FINDINGS

Measured by either input or output indicators, progress is quite satisfactory.

Regional tensions have heightened in the area since project approval, but have not prevented effective cooperation.

The only serious delay in project operation was caused by a fund-flow problem, which was outside the control of project personnel.

A proposed "add-on" for Bedouin demonstration and technology transfer appears to be soundly conceived and a highly desirable supplement to the major activities. The review team recommends early approval and funding of this activity.

Extension of the present project by three years (to a total of eight) is also recommended.

LESSONS LEARNED

1. The project has demonstrated that effective cooperation is possible between Egyptian and Israeli scientists.
2. Findings of the project research are likely to have practical importance for agricultural development in both countries. The need to extend this information directly to cultivators and herdsmen is thoroughly understood.
3. The evaluation was timely; another evaluation should be conducted in about two years.
4. The interaction of San Diego State University with officials and participants in Egypt and Israel is excellent.

PROJECT EVALUATION SUMMARY (PES) Part I

PVO Development Assistance Program in the West Bank and Gaza (1975-84) Overall Program and CRS, CDF and HLCMI Project	NE/TECH/SARD 85-2
---	--------------------------

(298-0159*)

<u>Ne Proj. Implementation Dates</u>	<u>Regular Eval.</u>
	<u>Time Covered by Evaluation</u>
FY 75	90 million 43 million
	October 1975 August 1984

Action decision approved by mission or office director	Name	Date
1. Intensify dialogue with the Government of Israel of in streamlining clearance process for projects submitted by PVOs and in obtaining an increased number of clearances.	American Embassy, Tel Aviv State/NEA	On-going
2. Continue representations with the Government of Israel to end restrictions on economic development especially in agriculture.	AmEmbassy Tel Aviv State/NEA	On-going
3. Follow-up on the implementation of specific recommendations contained in this general overview report and in the individual PVO evaluation report summaries for CRS, CDF and HLCMI (Attachments A, B and C).	NE/TECH/SARD	Aug.85

* This is the number for overall West Bank/Gaza Program. Evaluation included in the overall program and project numbers: CRS 298-0155; CDF 298-0166, HLCMI 298-0157 and HLCMI 298-0171.

NE/TECH/SARD, Bernard Salvo
NE/TECH/SARD, William R. Miner
NE/MEUR, Ann Gooch
NE/DP/E, Judy Wills
NE/DF, Priscilla Boughton

Kenneth H. Sherper
Director, NE/TECH
1-29-85

PROJECT EVALUATION SUMMARY (PES) - PART I

1. PROJECT TITLE INTERNATIONAL DEVELOPMENT LAW INSTITUTE		2. PROJECT NUMBER 298-0056	3. MISSION/AID/W OFFICE NE/TECH/SARD
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) X END OF PROJECT 85-3			
<input type="checkbox"/> REGULAR EVALUATION <input type="checkbox"/> SPECIAL EVALUATION			

5. KEY PROJECT IMPLEMENTATION DATES			6. ESTIMATED PROJECT FUNDING	7. PERIOD COVERED BY EVALUATION	
A. First PRO-AG or Equivalent FY 82	B. Final Obligation Expected FY 84	C. Final Input Delivery FY 84		A. Total \$ 635,000	From (month/yr.) Sept. 1982
			B. U.S. \$ 635,000	To (month/yr.) Aug. 1984	Date of Evaluation Review April 1985

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

A. List decisions and/or unresolved issues; cite those items needing further study. (NOTE: Mention decisions which anticipate AID/W or regional office action should specify type of document, e.g., program, SPAR, PIO, which will present detailed request.)	B. NAME OF OFFICER RESPONSIBLE FOR ACTION	C. DATE ACTION TO BE COMPLETED
1) Officially circulate evaluation in final form	NE/TECH/SARD	May 1985
2) Recommend Advisory Committee meeting of NE and AFR Bureaus to review findings and possible consequences for further AID support	NE/TECH/SARD	May 1985
3) Recommend future blanket waiver for USAID funding of participant training at IDLI	NE/TECH/SARD to S&T/IT	May 1985
4) Recommend AID clarification of IDLI's status as a PVO	NE/TECH/SARD to FVA/PVC	May 1985

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"/> Implementation Plan e.g., CPI Network	<input type="checkbox"/> Other (Specify)	A. <input type="checkbox"/> Continue Project Without Change	
<input type="checkbox"/> Financial Plan	<input type="checkbox"/> PIO/IT	_____	B. <input type="checkbox"/> Change Project Design and/or	
<input type="checkbox"/> Logical Framework	<input type="checkbox"/> PIO/C	<input type="checkbox"/> Other (Specify)	<input type="checkbox"/> Change Implementation Plan	
<input type="checkbox"/> Project Agreement	<input type="checkbox"/> PIO/P	_____	C. <input type="checkbox"/> Discontinue Project N/A	
X NONE				

11. PROJECT OFFICER AND HOST COUNTRY OR OTHER RANKING PARTICIPANTS AS APPROPRIATE (Names and Titles)		12. Mission/AID/W Office Director Approval	
NE/TECH/SARD: JGrayzel <i>JG</i>		Signature: <i>[Signature]</i>	
NE/TECH/SARD: WMiner <i>WM</i>		Typed Name: NE/TECH, KHSherper	
GC/NE: GDavidson		Date: 5/2/85	
AFR/GC: TBohr			

INTERNATIONAL DEVELOPMENT LAW INSTITUTE (IDLI)
298-0058

MISSION/AID/M OFFICE

NE/TECH/SARD

PROJECT DESCRIPTION

This project was designed to create a new international institute devoted to improving the performance of legal personnel and the contribution of the legal process to development activities through the provision of specialized training, technical assistance, and the establishment of a development law document center.

AUTHORIZATION DATE AND U.S. LOP FUNDING AMOUNT

PES NUMBER

PES DATE

PES TYPE

85-3

May 3, 1985

Regular Other (Specify)

ABSTRACT PREPARED BY, DATE

ABSTRACT CLEARED BY, DATE

NE/TECH/SARD, JGrayzel

NE/TECH/SARD, WRMiner

NE/TECH, KSherper

Special

Terminal

BACKGROUND: AID's Near East and Africa Bureaus jointly funded this grant to AMIDEAST for the establishment of the International Development Law Institute (IDLI), devoted to upgrading the skills of development country legal personnel and processes. IDLI was the idea and creation of two USAID/Egypt Legal Advisors, L. Michael Hager and William T. Loris, and Gilles Blanchi, a French colleague.

STATUS: AID's contribution provided for (1) start-up funds to allow the establishment of a legal charter, (2) the constitution of a supervisory board, (3) the successful solicitation of substantial financial support from other donors and user nations, and (4) the implementation of a first-year training program. At the completion of its initial two-year grant period, IDLI had accomplished these tasks, including the raising of over \$2 million of additional donor funds. By summer 1984 IDLI had already made a significant, albeit limited, contribution to increasing the competence of more than 95 participants from the public and private sectors of over 35 countries in various aspects of public and private development law and legal skills. Trainees came from Africa, the Near East, Latin America and Asia. Responses to a worldwide cable requesting participant/USAID feedback were overwhelmingly favorable and, together with associated communications, provided substantial evidence of USAID and host country interest in expanding future use of IDLI services.

RECOMMENDATIONS: The evaluation concluded that within IDLI's success to date lies several substantial unresolved challenges that should be addressed by the Institute and AID. A permanent solution has yet to be found to the problem of the recurring hiatus in daily operating funds due to delayed payments that may increase with successful program expansion. On a more programmatic level, while IDLI has defined long-term goals, its intermediate strategy for the next three to five years may be excessively responsive to and potentially captive of resource constraints and funding opportunities, rather than independently determined by development priorities. AID should carefully consider whether it wishes to provide a further commitment to help assure the permanent institutionalization of IDLI and the advisability of it either taking an active role in further influencing the Institute's final program configuration or relinquishing this responsibility and opportunity to other supporters. At the same time, now would seem a propitious time for a new look at, and an expanded understanding of, the present and potential role of law, legal personnel and legal institutions in the development process in general, and the role of AID's own lawyers in particular, both in and outside of IDLI.

LESSONS LEARNED: IDLI's impressively rapid passage from concept to performance to acceptance makes it per se a worthy case study in the mechanisms and strategies of successful institutional development. IDLI represents a unique example of how creativity and entrepreneurship on the part of AID's own employees, when backed by Agency decision-makers willing to take organizational risks and individual responsibility, can result in substantial new contributions to, and needed innovation in, the development process itself.

(0016h)

186

MID-TERM EVALUATION OF THE
COOPERATIVE MARINE TECHNOLOGY PROGRAM
FOR THE MIDDLE EAST

(298 - 0190)

RONCO Consulting Corporation
1629 K Street, N.W.
Suite 401
Washington, DC 20006

Prepared by:

Dr. Charles Busch,
Team Leader/Engineer
Dr. Conrad Recksiek,
Fisheries Biologist

May 1985

PDC-1096-I-01-4164-00

I. SUMMARY

Following the end of hostilities between Egypt and Israel the United States began sponsoring projects to increase regional cooperation through research on common problems. The Cooperative Marine Technology Program for the Middle East was the first such project. It was authorized in August 1980 as a trilateral collaborative effort in marine and freshwater aquatic research.

A Phase I evaluation, conducted in March 1983, concluded that the project was generally successful technologically and was fostering regional cooperation as well as could be expected, given the existing political climate. In September 1983 Phase II of the project was authorized to continue support for three more years.

This report, the Mid-Term Evaluation of Phase II has found the situation to be much the same as when evaluated in Phase I: science is generally outstanding and efforts towards normalization are doing as well as can be expected.

Three main problems were encountered by the evaluators:

1. Reluctance of Egyptians to travel to Israel.
2. Slow administrative procedures handicapping fund disbursement.
3. The absence of a unified logical framework.

Recommendations And Suggestions

Recommendations and suggestions are presented to overcome these difficulties as well as less critical problems.

SUMMARY OF RECOMMENDATIONS

Evaluation Team Composition

Future evaluation teams for trilateral projects should have representation from each country, even if it means limiting the number of American evaluators. We feel that both the constraints that limit technical cooperation and the bureaucratic bottlenecks that slow the Cooperative Marine Technology Program's progress would have been more fully clarified, perhaps leading to constructive solutions, had our teams contained fulltime Israeli and Egyptian representation. (It would also have resulted in another Egyptian travelling to Israel and simplified logistics in both countries.)

Scheduling for Evaluations

We recommend, that future evaluations be scheduled to coincide with one of the Cooperative Marine Technology Annual Conferences so that the atmosphere and level of trilateral interaction can be understood. The first evaluation, we feel, suffered by not seeing the Program from this perspective of cooperation.

More Direct Disbursement of Sub-Project Funds

Funds for the Coastal Management sub-project should be transferred directly from NJMSC to the Principal Investigator's account. Since this activity is now an Authority of the Water Research Center in the Ministry of Irrigation, there is little rationale for disbursement through the IOF. If possible, Monosex Tilapia funds should also be given a more direct route to the sub-project.

Continued Participation of American Scientists

Minimal participation of American scientists should be continued for all sub-projects in the Program.

Sub-project Transfer From IOF to MOA

Investigate the possibility for transferring monosex Tilapia research from the IOF, ASRT, Ministry of Education to the General Authority of Fish Resources, Ministry of Agriculture (MOA). The MOA has a core of personnel trained in fish breeding and has relatively well equipped laboratory facilities at the Abassa Hatchery. The collaborative policy of the MOA would make it more likely that the EOPS could be fully achieved.

Proviso For Future Funding

Future funding for cooperative fish culture research should be favorably considered with the following proviso: Egyptian scientists, possibly accompanied by graduate students, initially complete a 3-6 month sabbatical at the Israeli National Center for Mariculture at Elat under a program of work-study in nutrition and maricultural techniques that is mutually agreed upon in advance.

Oversight Considerations

In the hope of providing better oversight (e.g. by USAID) for what we consider a worthwhile project, we suggest that project management be assigned to the same individual who is acting as project officer for the USAID/Cairo Aquaculture Development Project.



International Science and Technology Institute, Inc.

Evaluation of Cooperation Activities

Epidemiology and Control
of Vector-Borne Diseases
Project - Egypt/Israel

Submitted to

*United States Agency for International Development
ANE/TR/HPN*

by:

Richard Huntington
International Science and Technology Institute, Inc.
November 1985

191

I. Summary of Project

The evaluation team met September 4-9, 1985, at Ain Shams University, Cairo, Egypt, and September 10-14 at the Hebrew University, Jerusalem, Israel, to evaluate projects NIH-NIAID-AI-22667/8, "Epidemiology and Control of Vector-Borne Diseases in Egypt and Israel." Over their four-year life, the projects have evolved with steady improvement of facilities, training, scientific quality, and regional cooperation.

Leishmaniasis provided the outstanding research opportunities, with discovery in Egypt of a focus of visceral disease and numerous foci of cutaneous disease in both Egypt and Israel. The clinical features and epidemiology of visceral leishmaniasis was studied in El Agamy, Egypt, in a team effort which resulted in highly significant findings including the discovery of Leishmania major infection in dogs and rodents, and the development of sensitive and rapid diagnostic tools. Fundamental observations of sandfly behavior, typing of leishmania, and cell-mediated immunity were made. The discovery of the amino carbonate nature of the immunologically-active surface antigen is most significant for development of diagnostic tools and vaccine candidates.

Malaria is hypoendemic in Egypt and absent from Israel except for introduced cases. The major thrust therefore was in development of diagnostic tools, studies of humoral and cell-mediated immunity, and parasite physiology. The dot-ELISA and nucleic acid hybridization tests were found to be extremely sensitive for parasite detection. Insightful approaches were developed for understanding cell-mediated immunity and parasite DNA synthesis, which may lead to improved intervention methods.

Extensive surveillance in Egypt has failed to detect Rift Valley fever transmission since 1981, indicating disappearance of the virus within four years of a devastating epidemic. Other viral illnesses such as phlebotomous (sandfly) fever were detected while searching for Rift Valley fever.

The team was introduced to a cadre of vibrant, bright, enthusiastic students both in Egypt and Israel. The infrastructure, strengthened by the NIAID contract activities, provides an excellent matrix for training. It is noteworthy that several Ph.D students have already made significant publications.

Each program is strong, relative to other activities in its own country. In both programs, leishmaniasis research is outstanding, as is malaria research in Israel. Sandfly biology and ecology are excellent and reflect the high level of entomological competence in each country.

There are also some weaknesses. The Egyptian efforts to develop longitudinal epidemiological studies of malaria have progressed slowly, and the Israeli studies to define the mosquito fauna and its biology in the Negev, while fulfilling admirably the contract aims, do not show promise for future advancement.

The major recommendation of the evaluation team is that the projects be renewed. We believe that assignment of U.S. personnel to the Egyptian program has been of benefit, and additional personnel in parasite immunodiagnosis and in the biohazard aspects of virology should be assigned. The strengths in leishmaniasis and rapid diagnostic techniques in both programs should be developed and expanded. We have also made several recommendations designed to encourage regional interchange of science and scientists.

1. Summary

The project is very successful in terms of its cooperative and institution-building aspects. The number, range, and quality of the cooperative activities have exceeded the original expectations of the Israeli and Egyptian participants, in spite of the decline during this period of relations between their two nations.

Success is due to the following factors, which largely mirror the appraisal criteria for such projects originally set forth by AID.

The Project deals with **real scientific and health problems of mutual concern**. These diseases spread across borders and call for continuing cooperation between neighbors. The direct mutual advantages of such cooperation are significant and apparent.

It is based primarily on **cooperation** between Israel and Egypt - **not technical assistance** from Israel to Egypt.

The Project is **institutionalized** in both countries - in prestigious universities, one step removed from government. Also in each country, the project involves researchers from other universities, ministries, and research organizations.

Project is perceived in both countries to be **producing high quality scientific research of practical importance**.

The cooperation accomplishments of the ECUBD Project are significant. The highlights are two highly publicized conferences, one in Egypt and one in Israel, a combined Israeli/Egyptian team's successful response to a small medical emergency in Egypt, workshops and lectures given at Ain Shams University by Israeli scientists, five jointly authored papers published in leading international journals, and a genuine creation and strengthening of a long-term network of personal and institutional scientific ties between Israel and Egypt.