



AMIDEAST

EDUCATION AND TRAINING FOR MIDDLE EAST DEVELOPMENT

**PEACE FELLOWSHIP PROGRAM
FOR EGYPT**

COMPREHENSIVE REPORT
July 15, 1980-November 30, 1986

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Volume I

Table of Contents

Volume One

I.	Introduction	1
II.	Aims and Goals	3
III.	Program Design	9
IV.	Placement Procedures	18
V.	English Language Proficiency	22
VI.	Placement Issues, Resolutions, Recommendations	26
VII.	Group Placement	33
VIII.	Orientation	36
IX.	Participant Administration	39
X.	Advisory and Technical Services Training	47
XI.	Evaluation of the PFP	51
XII.	Follow Up Activities	54
XIII.	Transfer of Participant Administration to the MOHE	56
XIV.	Conclusion	59
XV.	APPENDIX - Specific training sessions	61

I. INTRODUCTION

America-Mideast Educational and Training Services (AMIDEAST) takes pleasure in presenting to the Egyptian Ministry of Higher Education (MOHE) its 12th and final comprehensive Peace Fellowship Program (PFP) report, for the period from July 15, 1980 through November 30, 1986.

The Peace Fellowship Program is a major human resource development project. It was established jointly by the governments of the Arab Republic of Egypt (ARE) and the United States of America (US) as a result of the Camp David Peace Accord in 1978. It is funded by the United States Agency for International Development (AID), and represents the mutual commitment of the Arab Republic of Egypt and the United States to Egypt's technological, educational, and social development.

On the basis of its 35 years experience designing and operating human resource development programs for the Middle East, AMIDEAST was selected by the Egyptian government to administer the Peace Fellowship Program. It is being implemented through a host country contract signed July 15, 1980, between the Egyptian Ministry of Higher Education and AMIDEAST and approved by AID. The Peace Fellowship Program calls for AMIDEAST to provide a wide range of technical and advisory support and training services which include counseling, preparation of documents, placement, financial disbursement, orientation, program monitoring, data management, staff training and the provision of periodic reports. In general, the standards and format for the program's administration derive from USAID Participant Training Handbook 10; however, MOHE decisions govern certain program issues. The project designates at the very outset four Egyptian units

within the MOHE - the Project Management Committee (PMC), the Project Selection Committee, the Special Administrative Unit (SAU) of the Missions Department, and the Egyptian Cultural and Educational Bureau (ECEB) in Washington, DC with clearly assigned executive, policy, evaluation, liaison and administrative responsibilities.

The original date for the termination of the PFP, July 14, 1985, was extended through several amendments. The last amendment, signed March 13, 1986, extends the contract to May 1988. The extension calls for AMIDEAST, effective September 1, 1986, to handle the placement of 200-250 additional Peace Fellows, and for the Egyptian Cultural and Educational Bureau (ECEB) in Washington, DC to supervise their academic programs and disburse their financial allowances.

This report will cover project goals and the scope of work leading to the realization of the stated goals. It presents the program activities carried out by the AMIDEAST Washington and Cairo offices and the working relationships established between the MOHE, AMIDEAST, and AID. It provides information relating to previous and ongoing placement activities. Addenda, in Volume Two, in the form of charts and lists will present extensive cumulative data about PFP participants from the projects's inception in July 1980 to November 30, 1986. This report will also identify areas of strength and weakness in the initial design and implementation stages of the program. It will include recommendations based on the extensive and in depth experience of AMIDEAST in general and the PFP in particular.

II. AIMS AND GOALS

The Peace Fellowship Program aims to train a large number of young Egyptian graduate professionals with a goal of placing 2200 participants at American universities and institutions. The academic and training pursuits of the scholars and professionals encompass a broad spectrum of fields relevant to Egypt's development needs. Major areas of study include engineering and applied sciences, medicine and public health, business, agriculture, education, architecture, and economics.

Candidates are nominated for the PFP by the Egyptian universities, research institutes, government ministries, and the public and private sectors. Final selection of nominees by the MOHE is based on consideration of the relevance of the proposed field and plan of study to Egypt's development needs, the individual's academic qualifications, work experience, and English language proficiency.

In addition, the PFP provides for training of MOHE personnel in procedures related to the administration of education and training programs for Egyptian scholars in the United States. The terms of the contract state that AMIDEAST shall provide the MOHE technical assistance with respect to the management of the PFP and the admission of Egyptian students to US institutions of higher education.

The technical assistance has included:

- A. Technical advice as to the organization, operating procedures, and record keeping system of the Missions Department in administering the project.

- B. Services related to the placement, monitoring and support of fellowship recipients in appropriate programs at US institutions of higher education, in accordance with Ministry of Higher Education policies and AID regulations.
- C. Academic guidance and counseling of Peace Fellows in cooperation with the Egyptian Cultural and Educational Bureau.
- D. Development of effective and efficient program management procedures and information systems, in conjunction with the Missions Department, so that MOHE itself will be able to implement all phases of the program upon termination of contractor services.

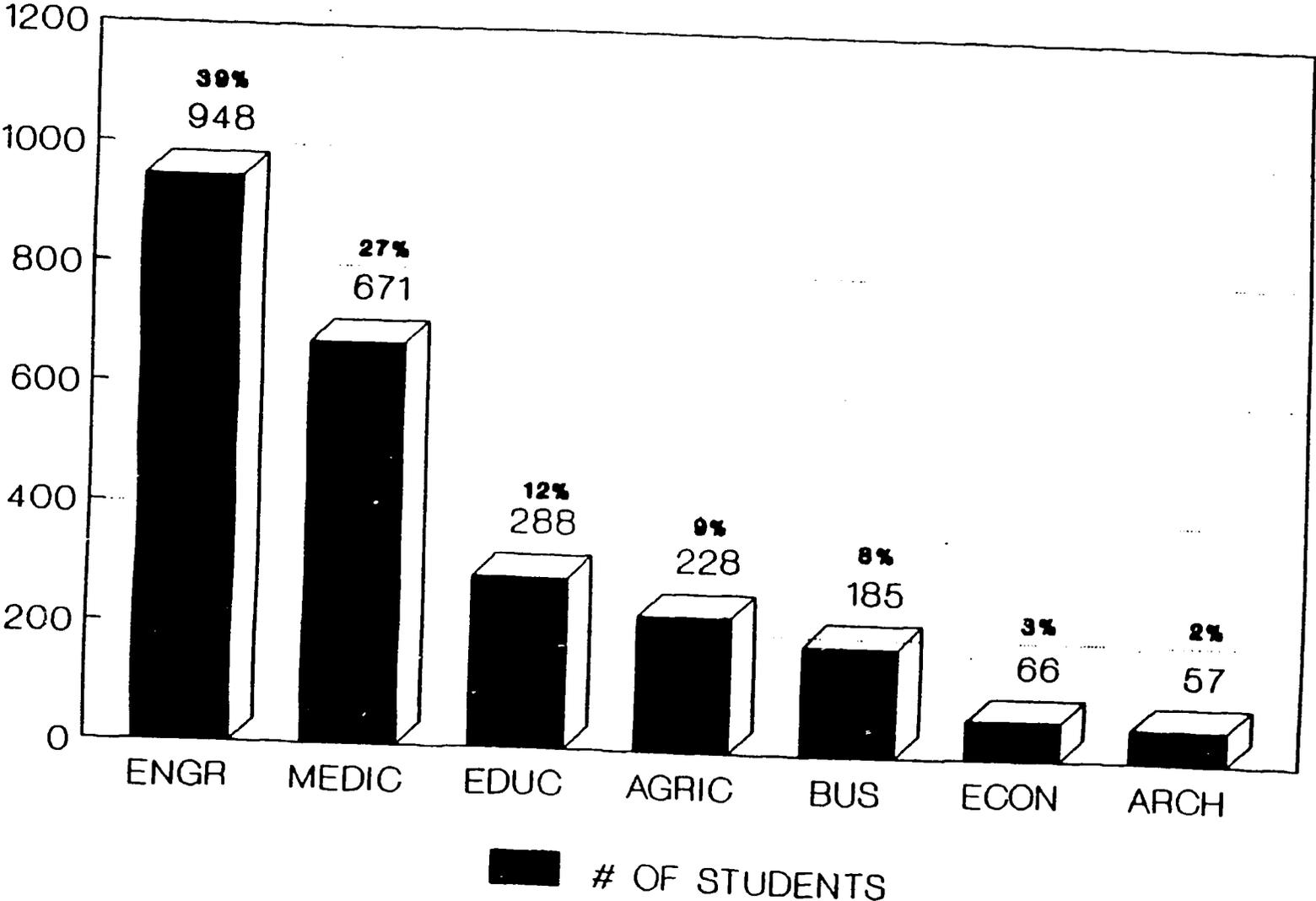
In the implementation of the project AMIDEAST has served as the major point of contact between the Missions Department, the ECEB, and US institutions of higher education. The close working relationship between MOHE and AMIDEAST has been, and continues to be, instrumental to the success of the project. The goals of the program have been met, as demonstrated by the statistical data and charts on pages five through eight.

**STATISTICAL SUMMARY OF THE STATUS OF THE
PEACE FELLOWSHIP PARTICIPANTS
July 15, 1980 - November 30, 1986**

Total number of files received at AMIDEAST Washington for placement through November 30, 1986	2443
Total number of PFs who have completed their programs through September 30, 1986. This includes PFs who were under AMIDEAST administration through August 31, 1986 and those who departed during the month of September 1986.	1634
Total number of PFs in the US who were transferred to the ECEB for administration as of September 1, 1986	260
Total number of PFs placed by AMIDEAST as of September 1, 1986 and whose files were transferred to the ECEB	101
Total number of PFs who withdrew from US institutions without completing their Peace Fellowship programs through September 30, 1986	36
Total number of PF files that were withdrawn during the placement activities	307
Total number of PF files pending placement	105

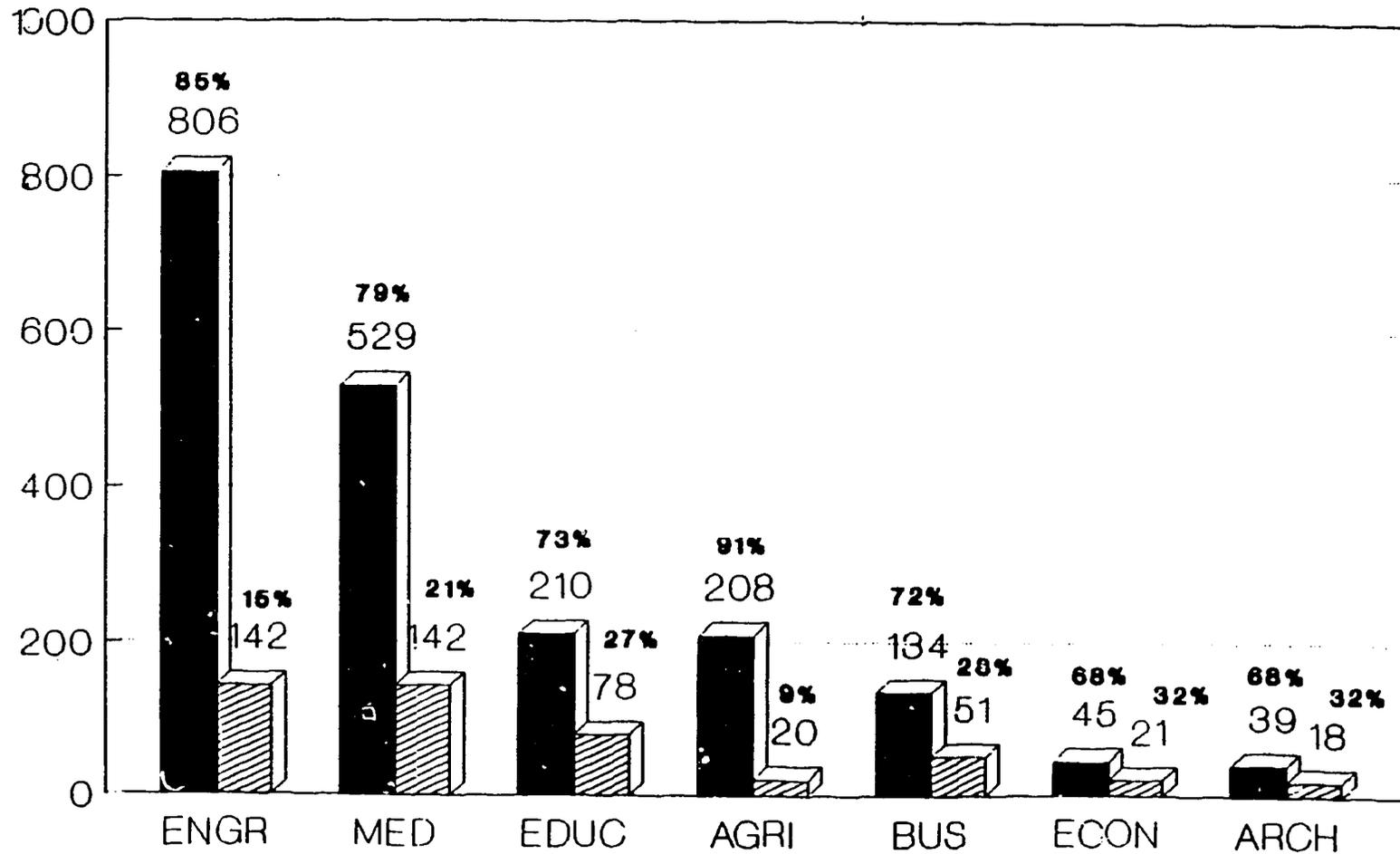
<u>Gender</u>	<u>Ratio</u>	<u>Number of Participants</u>
Male	81%	1975
Female	19%	468

FIELD OF STUDY DISTRIBUTION

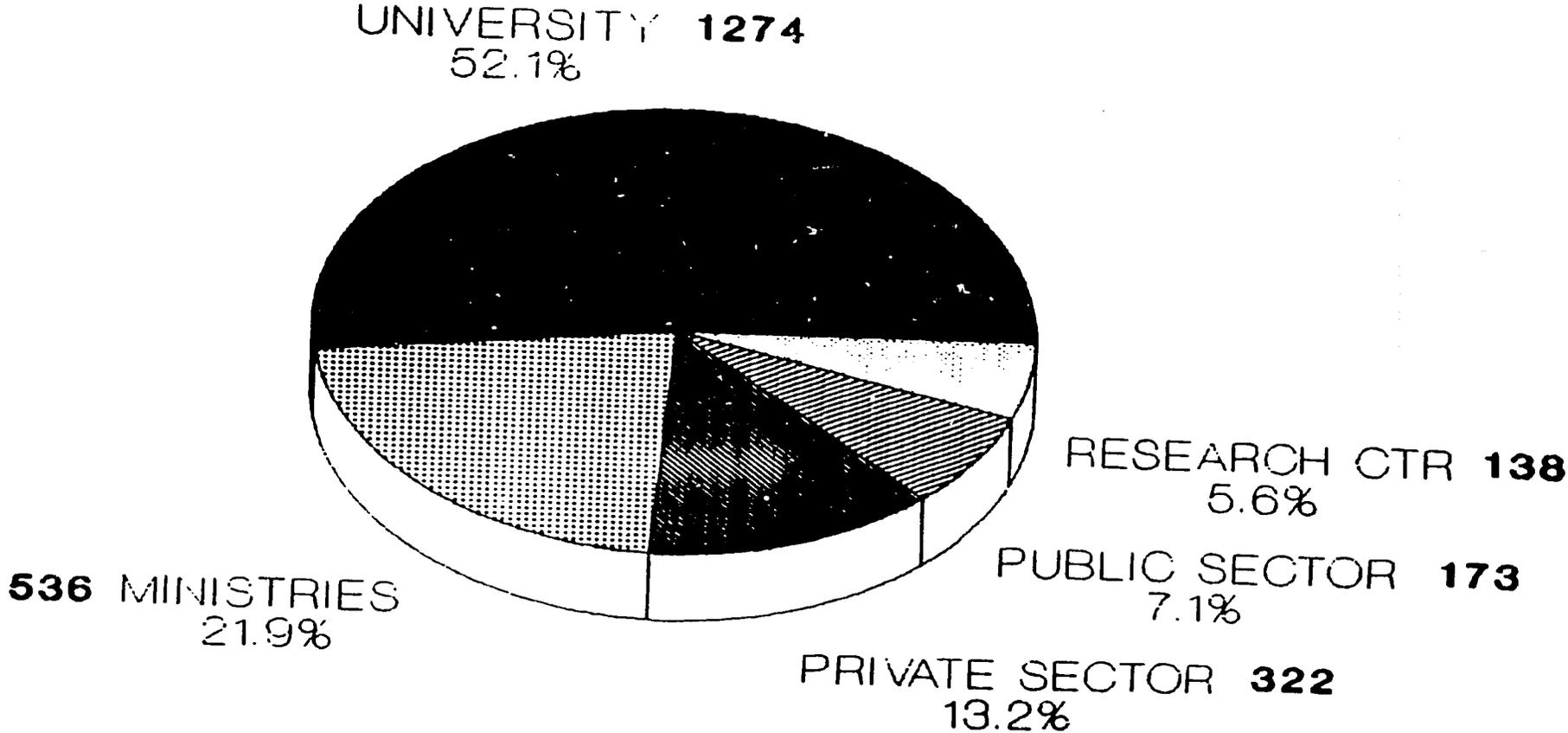


FIELD OF STUDY DISTRIBUTION BY GENDER

MALES FEMALES



SPONSORS BY SECTOR



III. PROGRAM DESIGN

SELECTION

Selection of peace fellows is carried out by the MOHE as follows: The Missions Department advertizes the fellowships in all major local newspapers, stating the goals of the fellowship, the requirements, the procedures, and the application closing date. Candidates are required to hold a bachelor's degree, to have 2 years work experience, to be proficient in English language (500 TOEFL score), and not to exceed the age of 35. The maximum age permitted was later increased to 40. Approval by the employer is required for candidates from research centers, the university, ministry, public and private sectors. Self employed candidates, whenever applicable, provide proof of affiliation with their professional syndicate.

Candidates submit their applications to the Missions Department for review. Each dossier is examined for completeness of information and forwarded to the Selection Committee, which is the authority that grants the final approval. The Selection Committee, specifically formed for the PPP, is composed of members from academia, the Ministry of Higher Education, the research centers, and other government entities. It reviews candidates' study plans to verify that they are consistent with project goals. Once the Selection Committee has approved the study plan, the Missions Department forwards the file to AMIDEAST Cairo to begin placement processing and transmittal of the file to AMIDEAST Washington.

LENGTH OF FELLOWSHIPS

Fellowship program lengths fall into two categories:

a. Long term.

21 months for candidates from the Egyptian university staff to undertake academic research in their fields and return to Egypt, using the research materials towards graduate degrees, mainly doctorates.

b. Short term.

10 months for candidates from the research centers, ministry, public, and private sectors to undertake academic/training programs in their professional fields to enhance their careers and become catalysts in the process of technology transfer upon their return to Egypt.

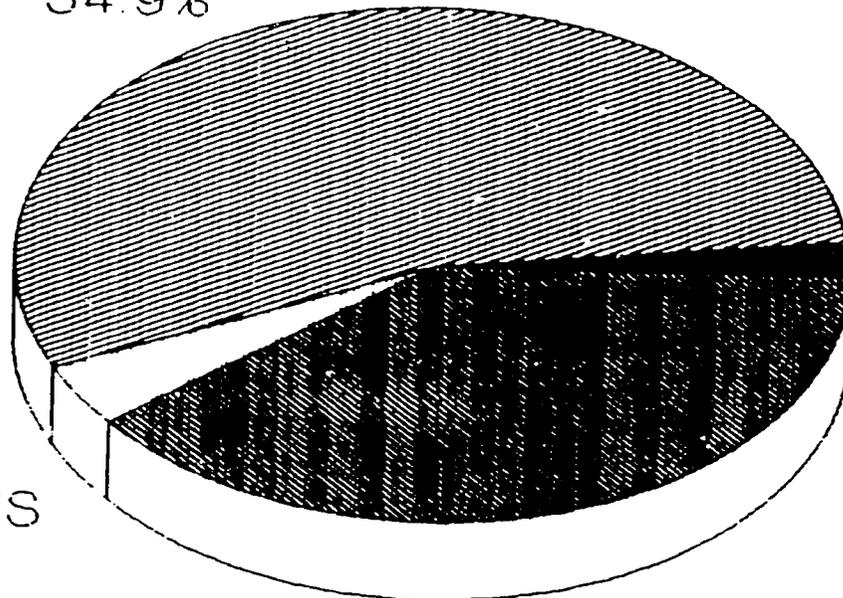
The statistical data for the length of fellowships are illustrated in chart A page eleven, and for the program goals in chart B page twelve.

The number of the files that AMIDEAST Washington received progressed as follows:

July 80 through December 80	199
January 81 through December 81	334
January 82 through December 82	704
January 83 through December 83	532
January 84 through December 84	227
January 85 through December 85	225
January 86 through November 86	222
Total files received through November 30, 1986	2443

LENGTH OF PROGRAM DISTRIBUTION

8-13 MONTHS **1342**
54.9%

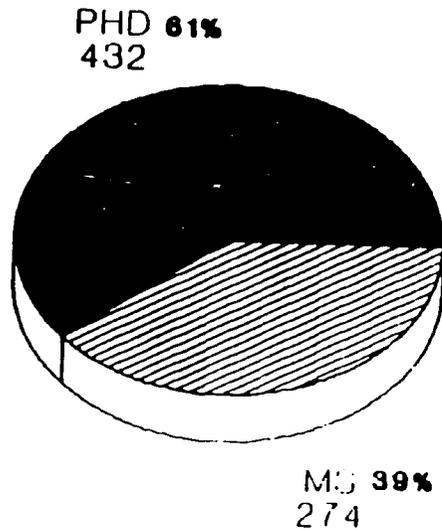


1-7 MONTHS **53**
2.2%

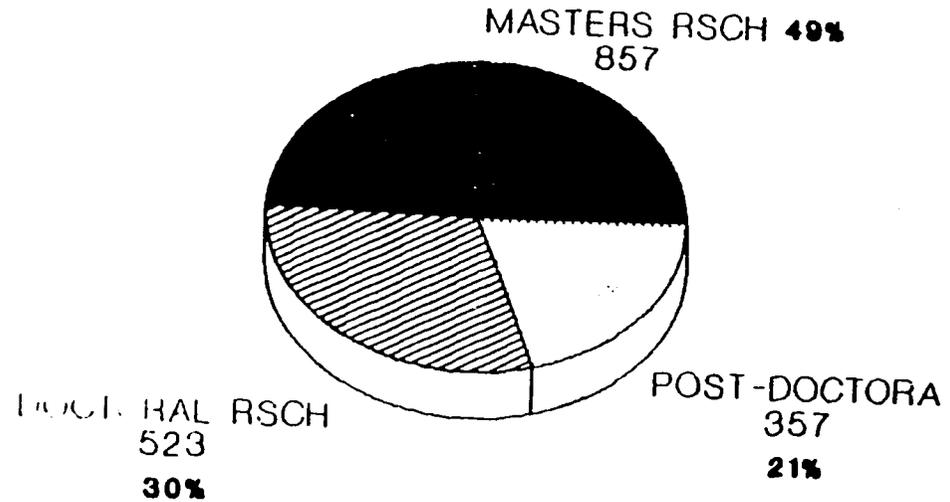
97 14-20 MONTHS
4.0%

21-26 MONTHS **951**
38.9%

DEGREE/NON DEGREE GOALS



DEGREE



NON-DEGREE

PROJECT MODIFICATIONS

It became apparent to AMIDEAST early in the program that there was a significant shortfall in Peace Fellowship applicants for the period July 80 through May 81. The following contributing factors were identified (1):

1. lack of a degree program for university sponsored Peace Fellows was a strong disincentive
2. lack of financial support for dependents of Peace Fellows, whereas in other fellowship programs such support was available
3. inadequate level of financial support for Peace Fellows especially those coming for 10 months
4. lack of adequate English language proficiency

Based on recommendations to the Project Management Committee on August 22, 1981, the MOHE/PMC and AID/Cairo signed an agreement which significantly modified the program to allow more flexibility in its original provisions and to encourage greater numbers of applicants to participate in the PFP.

Summary of the modified provisions are to:

1. allow 21-month academic participants to register for degree programs, and to continue funding their degree programs under the Missions Department fellowship program
2. provide additional funding from the MOHE to 21 month participants for the support of dependent family members who accompany them to the US

(1) for a full discussion of these factors see AMIDEAST's Comprehensive Report July 15, 1980 through January 31, 1981.

3. allow 10 months (or less) participants to receive AID's technical maintenance allowance
4. grant three additional months for English language training to Peace Fellows who scored below 500 on the TOEFL and were required to enroll in intensive English study by their admitting US institutions. This approval was granted for one academic year at a time. Thus 21 months programs increased to 24 and 10 month programs to 13.
5. permit flexibility of program length for short term applicants
6. initiate the Joint Supervision Program

The subsequent increase in program enrollments attests to the wisdom of this agreement. It has encouraged greater numbers of 10-month participants from the government, research and private sectors in Egypt to enroll in the Peace Fellowship Program. It has also encouraged 21-month applicants to enroll if they are degree candidates, by allowing them to apply to the MOHE for two-year extensions to complete graduate programs.

The implementation of a Joint Supervision Program, which has proven to be effective in fellowship programs between MOHE and other countries, was formally approved by both MOHE and AID on May 8, 1982. The program is designed to create links between US and Egyptian academic institutions and faculty members through their joint supervision of the research of designated Peace Fellows

The Joint Supervision Program provides that:

- a. the Egyptian faculty advisor of a PhD candidate at an Egyptian university shall visit that student while s/he is enrolled at a US university under the Peace Fellowship Program.

- b. after the Peace Fellow returns home, the US academic advisor shall visit Egypt to participate in the fellow's doctoral dissertation defense or to confer about future research endeavors.
- c. in certain cases, funds may be obtained for a prospective US academic advisor to visit Egypt before the Peace Fellow comes to the US, to observe existing research programs or to refine the dissertation proposal.

AMIDEAST believes that the Joint Supervision Program can enhance a participant's US studies and experience; establish broader US-Egyptian faculty interaction; and increase understanding between Egyptian and American advisors and universities, thereby contributing to the goals of the Peace Fellowship Program.

GENERAL PROGRAM RECOMMENDATIONS

a. Selection.

The implementation of selection procedures outlined above was centralized in the Missions Department. As a result, applicants from all over Egypt had to make several trips to Cairo to complete forms and finalize the status of their applications. For future programs, in order to economize travel time and cost for those who do not live in Cairo, AMIDEAST recommends that temporary selection centers be established in universities or other government buildings in central locations throughout the country. The centers should be manned by staff who are qualified to review the applications, ensure they are complete, and provide all necessary information regarding the goals and the terms of the fellowship. Having such centers would enable candidates to complete their applications and provide missing documents without having the added burden of travel.

b. Degree/non-degree goals.

It became clear early in the Peace Fellowship program that, although the program was originally designed to provide non-degree academic training, most Peace Fellows preferred to earn a degree during their stay in the United States, particularly those from the government and private sectors. In some cases, the PMC has approved extensions up to a total of 12 months to enable short-term Peace Fellows to earn a degree. In other cases, the PMC has given approval for short term Peace Fellows to remain in the United States on the AID J-1 visa in order to complete a degree, but at their own expense or with the financial support of their US university. Most Master's degrees can be obtained within 18 months, or at most 24 months (if English or other remedial courses are required). It is much more cost effective to submit for a degree program initially rather than request extensions and change program goals while in the middle of a non-degree program.

In the design of future programs we recommend that serious consideration be given to the universal desire to earn a tangible credential as a result of US study. It has been very satisfying to witness those participants from the public and private sectors who, although they have been away from an academic atmosphere for some time, energetically immerse themselves in their academic programs and perform extremely well. They would prefer to earn degrees as a formal measure of their accomplishment. Their employers might also benefit from the recognition the degree would confer.

c. Joint Supervision Program.

The Joint Supervision Program has great potential, but it has not been utilized according to the plan. About 40 Peace Fellows were nominated for

this program and only 6 visits were implemented. To strengthen this program we suggest that:

1. the respective academic advisors agree on the research project prior to the arrival of the Peace Fellow in the United States
2. the respective academic advisors and Peace Fellows become fully informed about the terms of the program, their responsibilities and obligations to each other
3. activities and visits be planned well in advance in order to meet the schedules of all concerned, and to be able to arrange cost effective travel.

IV. PLACEMENT PROCEDURES

As a first step in the placement procedure, the PFP candidate is required to prepare a complete dossier. The dossier consists of the following documents:

1. MOHE and AMIDEAST application forms
2. Three letters of recommendation
3. Transcripts of all post secondary academic/training programs completed or in the process of completion
4. TOEFL score and other test scores such as the GRE, GMAT, ECFMG, etc., if available
5. A study plan endorsed by the PF's supervisor and the Missions Department.
6. A nomination letter from the Missions Department stating the name of the candidate, the sponsor, the length of the fellowship program, the approval of the Selection Committee, the goal of the fellowship, and the TOEFL results. The majority of candidates selected for the PFP reside in Egypt at the time of their selection. A small number studying in the United States are nominated and also receive PFP grants. They are required to present a complete dossier, but do not go through an interview session.
7. Copies of any ongoing correspondence between the PF and US institution(s), where s/he wishes to be placed.

The general flow of dossiers and activities is as follows:

1. Missions Department sends files of recommended candidates to AMIDEAST/Cairo.
2. AMIDEAST/Cairo reviews file and interviews the Peace Fellow.
3. Peace Fellow completes the file which is forwarded to AMIDEAST/Washington.
4. AMIDEAST/Washington undertakes placement upon receipt of the file.

5. MOHE, ECTB, Missions Department approve the placement.
6. Peace Fellow begins his/her departure procedures. Some of the documents required to proceed with the departure formalities include:
 - a. results of a medical examination required to process the US visa application.
 - b. Letter from the Missions Department approving departure.
 - c. Completed AID policy forms regarding taking dependents to the US, and purchasing cars in the US.
7. AMIDEAST/Cairo finalizes the Peace Fellow's departure procedures, including completion of the IAP-66 form, purchase of ticket, and preparation of pre-departure orientation session.
8. Peace Fellow departs for US, arrives in Washington, meets his/her counselor at AMIDEAST/Washington and attends orientation sessions specifically geared to his/her program.
9. AMIDEAST/Washington begins academic and financial administration of the Peace Fellow's program.
10. Peace Fellow completes program, AMIDEAST/Washington staff prepare Peace Fellow departure documents and write the necessary reports. The Peace Fellow is requested to complete an evaluation form.

When AMIDEAST/Cairo receives the dossier they set up an appointment for the candidate to visit the office for an interview. This provides an opportunity for the candidate to inquire about academic/training programs in the US and to elaborate on his/her professional needs, and for the AMIDEAST counselor to discuss them in detail, to review the file for completeness, and to answer the candidate's questions. The AMIDEAST counselor organizes the file, writes an interview report, highlights special needs, if any, and forwards the completed dossier to AMIDEAST/Washington to initiate submissions to US institutions.

AMIDEAST, at the peak of the program, introduced Peace Fellowship counseling services in Alexandria one day per week. This was of great convenience to Peace Fellows in the Alexandria and surrounding region, sparing them the need to take time off from work and pay the expenses of travel and lodging to conduct their necessary Peace Fellowship business. It also reduced the pressure of heavy student traffic in the AMIDEAST/Cairo office.

The timely receipt of files is an extremely important aspect of placement activities. Files should be received at least nine months prior to the admission date requested, or the start of the PF's proposed US program in order to:

- a. enable the Peace Fellow to apply and take the tests that may be required by the US institution, such as TOEFL, GRE, GMAT, ECPMG. All Peace Fellowship degree candidates in scientific and engineering fields should be encouraged to take the GRE examination upon applying for a Peace Fellowship. Lack of test scores is one of the major reasons for failure to gain acceptance to a degree program.
- b. allow time for the AMIDEAST staff to research the best placement possibilities and make submissions that meet the deadlines required by US institutions.
- c. facilitate submission to less expensive universities as requested by the MORE. For the most part, such institutions tend to be land-grant state-supported universities, which also tend to have the most rigid admission requirements, including demonstrated high level of proficiency in English and strict application deadlines.
- d. secure university housing, as most universities with insufficient student housing employ a first-come-first-served basis for housing reservations on

their campus.

- e. allow sufficient time for essential communication between the AMIDEAST offices in Washington and Cairo and with the Missions Department and the ECEB. Time and communication are essential in refining the study plan by the Peace Fellow and Egyptian advisor, if so requested by the proposed US institution. It is also wise to secure maximum possible input regarding choice of program from the Peace Fellow, his advisor and/or sponsor, the Missions Department and other interested parties.

- f. provide sufficient time for the Peace Fellow to prepare for his/her departure.

It is important to ensure that all candidates know what constitutes a complete dossier. The Missions Department should not accept or forward to AMIDEAST incomplete files. A candidate who has gone through the tasks of completing the file is deemed to be a serious fellowship contender. There have been cases of candidates who have not completed their files and who have not responded to several requests to complete the file. This creates an artificial file load. Whatever mechanism is set up at the beginning of the project to weed the serious from the non-serious applicants needs to be strictly observed.

V. ENGLISH LANGUAGE PROFICIENCY

English language proficiency, or lack thereof, played a very important role in the project. It still remains one of the major weaknesses in the program. A wealth of information and recommendations have been communicated to the PMC as well as submitted in previous comprehensive reports.* English language training was not included in the original design of the project, as the MOHE expected that there would be enough candidates who would meet US institutions' English language requirements. Very early in the project it became apparent that lack of English language preparation was a serious problem and contributed to the limited number of qualified candidates responding to the PFF announcements. In order to correct this situation, PFs with TOEFLs of 450-500 received blanket PMC approval to receive one semester of intensive English language training in the US. This approval had to be renewed each year. Those with TOEFL scores above 500 had to be submitted for special Missions Department authorization for additional English.

Concurrent with English language training being provided to Peace Fellows in the US, the MOHE enrolled potential candidates for intensive English language training at the American University in Cairo. Although this training helped to upgrade the level of English of the candidates, it did not proceed at a pace sufficient to produce qualified candidates for the PFF. AMIDEAST has continued to provide documentation supporting our findings that most US universities now

* Comprehensive reports: July 15, 1980 - January 31, 1981, pages 17-18
August 1, 1982 - January 15, 1983, pages 14-15
January 16, 1983 - July 15, 1983, pages 12-13
January 16, 1984 - July 15, 1984, pages 8, 19-21
July 1, 1985 - January 15, 1986, pages 11-12

require a TOEFL score of 550 for graduate academic admission. Some universities set even stricter TOEFL requirements. In disciplines requiring a sophisticated command of English, such as TEFL (teaching of English as foreign language), communications and public relations, journalism, and the social sciences, the minimum TOEFL score may be as high as 600. In addition, a number of institutions, regardless of TOEFL score result, reserve the right to require that, upon arrival, candidates sit for an English proficiency exam developed by the institution and thereafter be enrolled in remedial English classes in the event the score attained is not acceptable.

Trends within the US academic community vis-a-vis English language requirements indicate that:

- a. US universities are raising TOEFL score requirements
- b. the TOEFL test has become a selection mechanism
- c. a TOEFL score is required for all degree and non-degree placements handled through the admissions office

TOEFL scores of the 2443 files that we have received are as follows:

	TOEFL Score	Ratio
* No TOEFL - waived	421	17.23
449 and below	52	2.13
450-499	752	30.78
500-524	499	20.43
525-549	274	11.22
550-599	311	12.73
600 and above	134	5.48

* Possible reasons include: PMC waiver of TOEFL requirement for post-doctoral candidates, prior degree from an institution in the US or other English-speaking country, US university acceptance of other English language test, or US admitting institution not requiring a TOEFL score.

From these scores it is apparent that English language proficiency remains a major problem for Egyptian students wishing to study in the US that program planners must reckon with.

For future programs, if language training is to take place in the home country, such training should begin at least one year prior to the project starting date. The Institutional TOEFL is recommended as a screening test for several reasons. It is less costly than the regular TOEFL, the test results are available within one or two days as it is corrected on site, it is comparable to the regular TOEFL which is required by US institutions, and it can prepare the participant psychologically for taking the regular TOEFL.

English language training can be undertaken in the home country or in the US. To determine which is more cost effective a comparison of the program cost, and the time it takes the participant to reach the desired level is necessary. The average tuition cost of English language training in the US is \$2000 per semester. Additional costs are the participant's maintenance and allowances.

Because of the importance of the English language proficiency requirement in the placement process, it is recommended that a finite policy regarding English language training be established at the inception of any project. Equally important is to implement that policy throughout the life of the project in order not to hamper or delay placement activities.

During our campus visits to the PPs many indicated they wished they had received English language training in order to take full advantage of their US programs. This is especially true of those who came for short term programs.

Given the considerable investment being made in bringing students to the US, every effort should be made by those responsible for the implementation of training programs to ensure that students are as well prepared as possible to derive maximum benefit from their programs.

VI. PLACEMENT ISSUES, RESOLUTIONS, RECOMMENDATIONS

From the beginning of the Peace Fellowship program, various factors not foreseen in its design have complicated the placement process: the need for more clearly defined specialized study plans, low grade-point averages of nominees, requests for non-degree admissions, concentration of participants in medical fields, lack of the GMAT results for business administration placements, non-standard fellowship lengths, post doctoral placements, study and research costs, and withdrawal of a large number of files after the start of placement activity. Each one of these conditions greatly increased the difficulties of arranging high quality academic and training programs. Discussion of some of these complicating factors which should be considered in the design of future programs follows.

1. Study Plans

During the submission process, AMIDEAST/Washington received a number of requests from US institutions for further clarification of individual Peace Fellows' study plans. Some prospective advisors at US remarked that a number of study plans were not sufficiently well defined for them to devise an appropriate program at their institution. Program objectives and research plans of candidates must be clearly stated in their applications. The nature of candidates' past research should be outlined in sufficient detail for the US university or institution reviewing the application to determine if the candidates' goals are compatible with the research or training capabilities of the institution. If a candidate would like to participate in an internship program, his/her training objectives should be clearly outlined in the application so that the institution or company can evaluate the candidate's

needs and place him/her in a suitable program.

The study plan is a vital document and integral part of the application. As a goal statement it is crucial that it be stated lucidly to ensure the most appropriate placement for the PF. Unclear study plans have caused placement delays. Therefore special attention needs to be given to the writing of the study plan at the source.

2. Academic Qualifications

During the second project year, the Ministry of Higher Education opened the competition for the Peace Fellowship Program to 10- or 13-month applicants who had completed the bachelor's degree with a "C" grade average. Prior to that the requirement was a "B" grade average. While this may have succeeded in broadening PFP enrollment to include more candidates from the public and private sectors, its effect was to make placement more problematic, especially as many of these candidates were in the highly competitive field of business administration. Generally speaking, "B" average is required by US graduate programs. Any lowering of requirements automatically reduces admission possibilities and creates placement difficulties.

3. Non Degree Admission

Most of the short term candidates are from the government ministries, the public and private sectors. Because they are no longer working in an academic environment it may be more difficult for them to return to it and achieve at the required level. For short term candidates placement in technical programs is recommended. Such placements are more appropriate and could prove more effective in enhancing participants' skills. The length of the fellowship can

be adjusted to fit a tailored training program.

Admission to US academic institutions is very competitive and the requirements are demanding. In general universities are more receptive to degree applicants than non-degree applicants. Furthermore it is very difficult to get a US academic institution to accept a scholar for two years just to do "research" or "collect data". For such a program to be successful and responsive to the needs of the scholar, an agreement should be in place, between the Egyptian university sponsor and the US university, prior to the scholar's arrival in the US. This would insure the full support of the US academic advisor and a well planned program.

4. Medical Placements

AMIDEAST has received a large number of placement requests in fields of study where admission of foreign students is highly selective. Most notable of these fields are medicine and dentistry. In several areas of medicine and dentistry, the American educational structures do not serve Egyptian expectations, nor do US requirements for clinical involvement allow many Egyptian physicians the type of training they prefer. US universities do not offer PhD degree programs in clinical medical/dental fields such as primary care, emergency medical care, neurosurgery, otolaryngology and orthodontics.

Greater effort should be made to advise candidates during the selection process that degree programs in these clinical fields are not offered in the US. Furthermore candidates in the medical field should be counseled very strongly that they are not allowed to have any patient contact in the United States without having taken the FMGEM exam (Foreign Medical Graduate Examination in

the Medical Sciences). The exam is held once a year in Cairo during the month of September. If the candidate does not arrange in advance to take this examination, then s/he must confine the plan of study to research only in a non-clinical field. There can be no patient contact or any clinical research without taking this examination.

5. Business Administration Placement

AMIDEAST has received a very large number of placement requests in the field of business administration. Requests have been for degree programs as well as short term courses and training. The field of business administration is very competitive and popular in the United States. Relatively few schools of business offer PhD programs. As a result, US schools of business can select only those applicants with the highest credentials. The GMAT (Graduate Management Admissions Test) is a major consideration for admission. While many admissions officers take English language difficulty into account in evaluating GMAT scores for foreign students, it is also true that Egyptian applicants generally achieve low GMAT results.

We recommend that the Ministry of Higher Education explore the possible addition to Egyptian university business curricula of more advanced courses which develop skills in quantitative analysis (mathematics, calculus, statistics), in order to enhance Egyptian student preparation for American business-related graduate programs. Improvement of English language skills will also enhance a Peace Fellow's chances of admission to a US school of business.

6. Post Doctoral Placement

Post doctoral candidates were introduced to the PFP during the latter part of the project. The original program length was ten months, then six to eight months, then back to ten months, and now it is back to six months. In 1986, AMIDEAST was advised by the PMC that the program length was to be three months, this was later changed to six months. From our project experience we anticipate that a number of these post doctoral fellows will request extensions in order to achieve the goals outlined in their study plans. We recommend that subsequent policy shifts apply to future cases only, and not be applied retroactively. Doubling or reducing by half the authorized program length substantially changes the nature of the program and is very detrimental to placement if the files are already being considered for admission.

In recent years, admissions policies at US universities have shown a trend toward greater formalization and centralization. This trend is now also apparent in post-doctoral appointment procedures, as academic departments and professional schools receive increasing numbers of post-doctoral requests. Where a single professional introduction was formerly sufficient, now a growing number of institutions have established requirements for test scores, transcripts, and other documents before post-doctoral admission can be considered either by departmental or centralized authority. In this context the November 1983 decision by the Ministry of Higher Education that post-doctoral Peace Fellows need not present TOEFL scores created certain placement problems. Some Peace Fellows have been rejected for post-doctoral admission solely because they lacked a TOEFL score. This has occurred regardless of an individual's excellent background, the relevance of his/her research interests to that of faculty members at the desired university, or the

personal relationship between his Egyptian and potential American professors. From a US institutional viewpoint, it is considered risky to commit faculty time and research facilities to an individual whose ability to benefit from them cannot be guaranteed or even evaluated. Given the difficulties inherent in attempting to accommodate the highly advanced and specialized programs requested by post-doctoral Peace Fellows, no further obstacles should impede placement in the most appropriate institution.

It is therefore recommended that participants at the post-doctoral level be required to provide some measurement (preferably a TOEFL score) of their English language ability and study English as necessary, according to the same principles that govern their pre-doctoral colleagues.

7. Study and Research Costs

Tuition and research costs at US universities have risen considerably. Many PFS plan to study in highly esoteric fields. Depending upon the particular study plan or needs of a Peace Fellow, suitable programs offering relevant research activities may be available only at a few or even a single institution whose programs are costly. Although it is desirable to keep costs as low as possible so fellowship support can be offered to the largest number of participants, there are cases in which a particular research program is uniquely appropriate for a Peace Fellow. When making a placement decision it is recommended that the primary consideration be the quality of the program the university offers. The cost of the program should be secondary, particularly given the fact that there are as many unusually low-cost research programs (and some no cost) as high cost ones, if one considers the totality of research programs. AMIDEAST and the ECZE have established guidelines to that effect.

It was agreed that ECES will consider the following criteria when reviewing and selecting between two or more admissions.

1. study plan and its accomodation at the US institution
2. academic/research strength of the institution
3. cost of tuition/research
4. cost of living
5. housing availability
6. Egyptian student population to ensure reasonable distribution among other US institutions.

8. Withdrawal of Files

Three hundred and seven files, which were in the placement stage, were returned to the Missions Department. The files were withdrawn for several reasons, mainly: Peace Fellows changed their career goals and plans and were no longer interested in the PFP fellowships, or Peace Fellows did not comply with US university requirements for test scores (GRE, GMAT, etc.) for admission. Some files could not be placed due to academic records not meeting admission requirements, or degree goals or research plans that could not be accommodated at US institutions.

VII. GROUP PLACEMENT

Group placements have a special value because they are tailored for specific needs and clients. The following are Peace Fellowship programs that AMIDEAST has implemented.

- a. The Engineering for the Petroleum and Process Industries (ENPPI) requested specially tailored programs for their Peace Fellowship candidates. ENPPI specifically requested that the training be done by Brown and Root or by Bechtel Incorporated. Brown and Root is a petroleum processing firm in Houston, Texas. Approximately fourteen Peace Fellows received on-the-job training at Brown and Root in conjunction with course work at Rice University and the University of Houston. About eight Peace Fellows were trained by Bechtel and undertook their course work at the Colorado School of Mines and California State University, Fullerton.
- b. The Department of Economics at Boston University structured a special non-degree training program for five Peace fellows sponsored by the Egyptian Ministry of Planning in the field of economic development.
- c. George Mason University in Fairfax, Virginia arranged a tailor made program for 15 Peace Fellows in the fields of banking, finance, and computer science. This intensive ten-month program provided a wider variety of course offerings than a regular two-semester program could offer. There were two separate academic tracks. Six Peace Fellows from the Ministry of Justice in Egypt pursued a program on how to set up a computer information system in their ministry. Two other Peace Fellows from the private sector who required a solid

basis in information systems also shared this program. The remaining seven Peace Fellows pursued a special track in banking and financial management. All followed a specially tailored training program in the last month of their fellowship period.

d. The Department of Sociology, at George Mason University, arranged a second program at the request of the PMC. This 12-month program provided for 20 participants to undertake two months of intensive English, followed by ten months seminars in issues concerning development, courses in their respective disciplines, and on-the-job training. The fields of study of these participants were business management, information systems, law, librarianship, mass communications, and teaching English as a foreign language.

e. AMIDEAST was asked to arrange placement for a group of 14 Peace Fellows who specialized in the field of remote sensing and space communication. This group was selected by the Ministry of Higher Education to pursue coursework and training which would prepare them for work with a future Egyptian space center.

Three members of the group spent 12 months at the Remote Sensing Institute, affiliated with South Dakota State University in Brookings, South Dakota. During the first month, the group attended a nine-month intensive workshop at the EROS Data Center which was designed to introduce participants to remote sensing processes. Their training at RSI focused on digital image processing techniques, including hands-on use of digitizers and the diazo printer. A seven-day field trip was included in their program. Visits were made to the University of Arizona Office of Arid Land Studies, the US Geological Survey

Office in Flagstaff, and the US Fish and Wildlife Service, Western Energy and Land Use Team in Fort Collins, Colorado.

Eleven members of the group spent 13 months at Ohio State University under the supervision of Dr. Scott Smith, Department of Civil Engineering. Six weeks of the 13 months were devoted to English language training. The program was divided into three disciplines including space communications, radar engineering, and aeronautical and astronautical engineering. The individual participants chose courses from these areas which were related to their own professional needs.

One member of the group was invited to spend four months at the Goddard Space Flight Center where he concentrated on compatibility test equipment, and LANDSAT IV and V tracking.

In addition to their training at Ohio State, the group traveled to several NASA facilities including the Goddard Space Flight Center, Kennedy Space Center, the Jet Propulsion Lab in Pasadena, California, and the Ames Research Center at Moffet Field, California.

For group placements, it is recommended that sufficient time be allowed to select the group, design the program and find the most suitable training institution. It is also recommended that in the selection process special attention be given to selecting a professionally compatible group in order to derive maximum benefit from a specially designed program.

VIII. ORIENTATION

Thorough orientation is an essential part of the foreign training experience and periodic reinforcement through phased orientation is the most effective way to prepare students to adjust to and benefit from their academic programs. Successful orientation programs need time as well as diversified tools such as literature, lectures, audio visual materials, role playing models and finally practical sessions. Essentially, orientation is a multi-faceted process which eventually merges with counseling, guidance and support services.

Most of the Peace Fellows attended pre-departure orientation in Cairo. All of them attended post arrival sessions in Washington.

Predeparture orientation in Cairo took place at the American Library Center. The United States Information Agency (USIA) kindly offered the space for the orientation sessions. It provided an excellent opportunity to the PFs to visit the library and become familiar with its system. The orientation consisted of a one day session beginning at 9:00 am and ending at 3:00 pm. It included the following:

1. Viewing of films on student life in the United States.
2. Presentations by PF returnees which provided first hand commentary on their observations and experiences while in the US. This provided an excellent opportunity for new PFs to dialogue with their returned peers about their concerns.
3. Presentations by American visitors such as Foreign Student Advisors on student life in the United States, university regulations, and other

matters relating to foreign students in the United States. Talks by resident American resource people about United States culture, including information on US history, geography and government, plus an introduction to the American system of higher education, along with general literature on life in America.

4. Presentation by staff members of the Missions Department regarding the concepts and aims of the program, regulations regarding Missions students, and all necessary procedures to be followed by Peace Fellows before their departure.
5. Presentation by the US Consular Officer regarding visa issues.
6. Information sessions by AMIDEAST regarding academic testing, finance, insurance, visa requirements, duration of visa, and the procedures needed for families to accompany PPs to the United States.

Post Arrival Orientation in the United States lasted two days, was held at AMIDEAST headquarters in Washington and included the following activities:

1. All Peace Fellows attended an information session on academic life in the United States, with emphasis on matters pertaining to board and lodging accommodations, general US banking procedures, tips on shopping, transportation, and recreational activities, money management, housing, university registration and other related issues.
2. Each Peace Fellow met with his/her educational specialist and was briefed on AMIDEAST administrative procedures involving monthly maintenance allowance checks, the AID health and accident insurance coverage, visa maintenance, progress reports, etc.
3. Peace Fellows were escorted to the local bank for practical experience with

the US banking system as well as to exchange their initial checks for traveller's checks.

4. Peace Fellows were encouraged to go sightseeing in Washington, DC, if they had the time before proceeding to their US institutions.
5. Peace Fellows were urged to attend orientation programs offered on their US school campuses and to participate in community activities.
6. Peace Fellows received ongoing orientation through their communication with, and visits by, AMIDEAST educational counselors.

It is recommended that participants be granted the time and be required to attend orientation programs. Group orientations are highly desirable as they are cost effective and elicit questions and group interaction. In addition they engender feelings of comradeship and reassurance that the fears each has are a common concern rather than an individual weakness. Unfortunately, the arrival schedules of the Peace Fellows in the US were so diversified as to preclude holding group orientations. Wherever possible they should be included in future programs.

US Campus orientation sessions are very valuable. They are designed to respond to all the queries of foreign students, to provide information regarding different aspects of academic programs and university life, to familiarize foreign students with campus logistics, and to provide an opportunity to meet with the foreign student advisor and his/her staff. Because of the value of campus orientations, greater effort should be made to have PFs arrive in the US in time to participate in these sessions.

IX. PARTICIPANT ADMINISTRATION

The use of computers for participant data management in educational programs is no longer a luxury but a necessity. All PF records have been computerized since the inception of the program. AMIDEAST Cairo assigns each PF a unique participant file number. The same file number is used to set up a permanent data base record in AMIDEAST's computerized student file (roster file). All transactions related to placement and monitoring are recorded in the roster file, and all financial transactions in the finance file. The entire Peace Fellowship Program data base was transmitted to the ECFB in April 1986 to assist them with their student management.

1. Supervision

Each Peace Fellow was assigned to an AMIDEAST educational specialist who facilitated the placement, became his or her permanent AMIDEAST contact throughout the program and was responsible for general guidance and counseling on AMIDEAST's behalf. The educational specialist communicated directly with the PF's academic advisor, and when relevant also communicated with the foreign student advisor, housing officer, medical officer, or finance officer at the US institution. PFs who arrived in Washington met with their AMIDEAST educational specialists during the orientation program.

2. Financial Management

The tracking and control of project costs were essential management tasks. In December 1980, and as the need arose, AMIDEAST developed plans, forms, and procedures to regulate the disbursement of funds to Peace Fellows within AID Handbook 10 guidelines. These included:

- (a) Management Plan, for handling requests for attendance at and participation in conferences, seminars, workshops and internships by Peace Fellows;
- (b) "Suggested Guidelines for Research and Equipment Expenses", for handling requests by Peace Fellows for additional professional materials and services; and
- (c) "Suggested Guidelines for Approval of Research Expenses for Peace Fellows in lieu of Tuition Expenses", for handling program expenses of some Peace fellows in non-degree research programs.

The plans submitted to and approved by the PMC and the ECEB were then put into effect. The guidelines were effective tools for the management of a project. They provided a mechanism for the administration of requests from Peace Fellows in an orderly and timely manner. As the project changed, implementation of standard guidelines became more difficult and it was necessary to request disbursement approvals on a case by case basis.

3. Campus Visits

An essential task of AMIDEAST/Washington's administration of the Peace Fellowship Program has been the campus visit program in which representatives of AMIDEAST visited and discussed issues and problems with Peace Fellows and their American academic advisors. Campus visits began in 1981 and continued through the Spring of 1986 just prior to the transfer of the administration of the Peace Fellowship Program was transferred to the ECEB. An estimated number of 1700 Peace Fellows have been visited once or twice, depending upon the length of their US program, during the life of the project at 225 United States institutions in 45 states. AMIDEAST attests to the value of the campus visits

as they are an excellent vehicle for the exchange of information. They continue to provide staff with a special opportunity to assess a participant's adjustment to campus life. The direct contact with the student allows for resolution of cross-cultural issues, identification of potential problems and confirmation of appropriate placement. Direct contact with the academic advisor provides occasion for discussion of the PFP's role in meeting Egyptian development goals.

4. Extracurricular Programming

A major feature of the Peace Fellowship Program is the extracurricular programs from which Peace Fellows may benefit. Such programs include participation in conferences and seminars, internships at American businesses and industries, and visits and tours of technical and research facilities. During the first five years of the project the Peace Fellows were given approval to attend one conference funded by the Peace Fellowship Program. The average cost is about \$1100. In the latter part of 1985 the Missions Department, Ministry of Higher Education, changed its policy regarding the attendance of professional conferences by Peace Fellows. Under the new rule the ECES will approve a conference request only if the Peace Fellow has been invited to present a paper at the conference. Due to this change in policy, very few Peace Fellows will be attending conferences or professional meetings. We have recommended the PMC revise this decision and we have enumerated the value of these meetings and the opportunities they provide for scholars to meet and establish professional relationships. The academic, professional and cultural values far outweigh the cost of the conference, especially as compared to the total cost of the PFP's program.

5. Formal Reporting

AMIDEAST has presented frequent reports on the progress of the Peace Fellowship Program to the MDHE. They include placement and admission reports, participant academic progress reports, biannual comprehensive reports, special case reports, and completion of program reports. All the comprehensive reports have been accompanied by detailed relevant statistics. Appendices to this report provide the following: a key to abbreviations and codes, an overall Peace Fellow status roster, a geographical distribution of Peace Fellows, a field of study distribution of Peace Fellows, an Egyptian sponsorship distribution of Peace Fellows, and sample forms.

For future programs it is recommended that all parties agree on what information is required at the inception of the program, so forms can be designed accordingly.

6. Forms Control

The management of student placement and counseling programs requires careful documentation of task completion. To this end, AMIDEAST uses a series of forms, checklists and periodic review procedures. Generally speaking, forms control serves two purposes. It monitors the progress of the individual student through the administration process. It also tracks performance of the project as a whole.

7. Visa Issues

All Peace Fellows enter the United States on AID J-1 visas. Peace Fellows who enroll in the PFP after arrival in the US are required to change whatever visas they may hold to J-1 visas. Dependents of Peace Fellows enter the United

States on the J-2 visa. Peace Fellows continuing their US study under Missions Department sponsorship, or private funding remain on the AID J-1 visa. Whereas AMIDEAST Cairo and Washington were responsible for the preparation of the IAP-66 documents, the Missions Department and ECEB have now assumed that responsibility as of September 1986.

As holders of the AID J-1 visa, all Peace Fellows are subject to the two-year home country residence requirement (Section 212.e of the Immigration and Nationality Act) before being eligible to obtain certain other US visas. The Egyptian Government also exerts control over a Peace Fellow's obligation to return by requiring that a family member co-sign a bond promising to repay fellowship funds expended if the participant fails to return home. The exact number of non-returnees has not been identified, however, the MOHE has sent AMIDEAST a list of 40 names, which according to their files, have not returned to Egypt.

PFs who have not returned to their jobs upon the termination of their Peace Fellowship Programs may still be in the US completing their academic programs, while others may be in the process of applying for visa waivers. On the other hand, non-returnees do not necessarily remain in the US beyond their AID-authorized stay. In some cases, they leave the US, return briefly to Egypt, and then re-enter the US on a new J-1 visa with a new visa sponsor, usually their US university. In other cases they may go directly to other countries where they seek employment.

In all printed material concerning the Peace Fellowship Program, initial interviews, orientation programs, and subsequent communications with

participants and their associates, AMIDEAST has repeatedly emphasized the non-negotiable requirement that Peace Fellows return to Egypt for two years before being eligible to request permanent resident, H-1, or L-1 status in the United States. The Egyptian government, the US government and AMIDEAST all agree that PFs should return to Egypt upon completion of their authorized study programs. Although the number of those believed not to have returned is small, given the importance of this issue it is recommended that participants be reminded regularly of their obligation to return to their home country. It is also recommended that the Missions Department and ECEB who are now responsible for maintenance of the IAP-66 documents confer regularly with AID in Cairo and the US on how best to insure that the two-year home-country residency requirement is honored.

8. Medical Insurance and Related Medical Issues

All Peace Fellows are insured under AID's Health and Accident Coverage (HAC). The HAC plan offers broad and ample coverage of hospital, medical, dental and vision care, and related expenses at comparatively low cost. HAC is a self-insurance plan subsidized by AID, so the cost per participant paid by the Peace Fellowship Program is much less than the actual market cost for comparable coverage. Only by paying a large subsidy for a specially-tailored group insurance plan could the MOHE guarantee other excellent health coverage for the Peace Fellows. However, actual delivery of HAC benefits has been less than excellent.

Participant enrollment processing for the AID Health and Accident Coverage program has improved since its closer coordination with the AID Participant Training Information System of the Office of International Training. However,

reports from participants indicate no improvement in the handling and settling of claims. There is strong dissatisfaction among Peace Fellows with the service they receive at the hands of Trust Fund Administrators. Peace Fellows have advised AMIDEAST that some physicians and hospitals will no longer honor the HAC insurance card and require advance payments.

AMIDEAST suggests that a reevaluation of the design and operation of participant health coverage may be advisable, after so long a history of problems with Trust Fund Administrators and with the Health and Accident Coverage program itself.

On another level, there have been a number of cases where very serious pre-existing medical and psychological problems surfaced after the Peace Fellows had arrived in the US. In some cases Peace Fellows had to return to Egypt. Every effort should be made to hold such cases to the bare minimum.

It is therefore recommended that participants be required to complete a comprehensive medical examination in their home country, and present certification of the results with the application for a visa to the US.

9. Return Flight Difficulties

In accordance with the policy stated in Handbook 10, departing Peace Fellows are issued return air tickets from their campus location to Cairo on American flag carriers only. The Ministry of Higher Education follows a similar policy of restricting its participants to travel on Egypt Air, the national airline, now that it flies round-trip from New York to Cairo twice a week. Conflict arises when a Peace Fellow's spouse and/or children, sponsored by the Missions Department, are expected to travel home via Egypt Air while the Peace Fellow

simultaneously flies on TWA or Pan American.

From our experience we can attest to the high level of anxiety this situation creates. It is most unfortunate that this becomes the final impression of the US training experience held by those PFP participants affected. We strongly recommend that AID officials in Cairo meet with MOHE representatives to find an equitable solution to this problem that will enable families to travel together.

X. ADVISORY AND TECHNICAL SERVICES AND TRAINING

An important AMIDEAST role as contractor in the PFP has been to assist the MOHE to enhance its own capability to develop and manage all aspects of a US education program, so that it can implement all phases of the PFP upon termination of AMIDEAST services.

Towards this goal AMIDEAST has maintained regular, continuous communication with the MOHE, provided advisory and technical services through consultations, exchange of visits, training workshops, internships and practicum opportunities. The aim of the multi-faceted training programs undertaken was to strengthen professional ties between the Missions Department, ECEB and AMIDEAST staff, to enhance the capacity of the Missions Department to conduct its own student programs, and to familiarize AMIDEAST staff with the procedures of the Missions Department. In essence it has been an exchange of information and expertise.

A. Consultation and Training Workshops for Missions staff, the SAU

The overall goal of this component was to develop a full understanding on the part of SAU and ECEB staff of the requirements for successful placements and the technical elements comprising the placement process. Such understanding is necessary to develop an efficient system for management of the pre-placement tasks with which the SAU and ECEB are charged. Among the relevant issues were the nature of graduate education in the United States, the range of graduate specialties available at US institutions of higher education, the importance of clearly stated study goals and objectives, the factors and procedures involved

in placement such as test requirements and admissions deadlines, the pre-placement technical requirements, the impact of language proficiency on academic success, and the significance of pre-enrollment orientation in influencing the performance of foreign students in the US. These are the types of issues which AMIDEAST found crucial to bring before the Special Administrative Unit and ECEB staff in this phase of training.

Project staff from the AMIDEAST/Cairo and headquarters participated in workshop presentation. MOHE representatives attended as speakers, participants or observers. The workshops used a case study approach. The format consisted of formal presentations, small group working sessions, interview demonstrations, and question and answer periods. Reading materials were provided on US higher education, the admissions process, and challenges to Arab students in adjusting to US social and academic life.

B. Internships and Practicum Opportunities in AMIDEAST Cairo and Washington

Emphasis was on practical applications relevant to the SAU and ECEB's work and responsibilities. The practicum component provided SAU and ECEB staff members the opportunity to work alongside the AMIDEAST Cairo and Washington staff and observe all steps in the implementation of the various aspects of managing a human resource development project.

Through the various training sessions and on-the-spot observations the SAU and ECEB were trained and briefed about the data base, the established systems that AMIDEAST uses in the implementation of the placement and monitoring of the PFs, and the financial management of the PFs' and AMIDEAST's financial systems.

C. Visits Exchanged between the MOHE and AMIDEAST Staff

Throughout the past six years MOHE and AMIDEAST staff have exchanged visits between the Cairo and Washington offices. These visits provided an opportunity to discuss and review the project in general, and implementation issues in particular. They have been an excellent vehicle for observation and participation in such critical tasks as making on-campus site consultations with Peace Fellows and their advisors, and meeting with US institution administrators.

Specific training sessions are described in the appendix.

AMIDEAST believes that the extensive series of training programs undertaken for the PFP has been a very important component of the project and strongly recommends that training in-country and the US continue to be part of any future projects. Admission requirements and program offerings of US institutions change over time and regular training is essential to keep staff current. We would like to reiterate to the PMC our recommendation that it would be of great advantage to the Missions Department to send one of its employees to the US for a Master's degree in educational training and counseling. Campus visits are an excellent means of understanding the total US higher education scene and should be continued. Discussions with academic advisors and admissions officers provide an opportunity to explain Peace Fellowship program goals and to learn of requirements and strengths of particular US institutions and departments. Meeting with students brings to light and permits resolution of academic and adjustment problems which may exist. It further permits reinforcement of project goals. Consultations and

exchange visits are often important training mechanisms. Although overseas travel is expensive, monetary considerations are far outweighed by the value of the visits. Visits provide a forum for the exchange of ideas, and are most productive when they are geared towards clarifying issues, solving problems and streamlining procedures. Face-to-face interaction promotes closer mutual understanding than does correspondence alone. In order to maximize the value and benefits of the visits they need to be timely, well planned and have specific agendas.

XI. EVALUATION OF THE PFP

Evaluation of the PFP has been conducted by both the MOHE and AID officials.

May 1981

During the month of May 1981 two officials from USAID, Mr. W. R. Charles, AID/Swaziland, and Dr. Adolf Y. Wilburn, AID/Washington, visited AMIDEAST/Cairo and met with Mrs. Amany El Difrawy, Project Director, as part of an overall evaluation of the PFP. They were provided with a complete update of the AMIDEAST effort in the program. On their return to Washington, they met with AMIDEAST Headquarters staff to review their findings and discuss future plans.

November 1983

Dr. John Swallow of the Near East Bureau, Science and Technology Division of AID, and Mr. James Relph of the US Department of State, were assigned to conduct an evaluation of the Peace Fellowship program. Their goal was to assess the degree to which the original aims of the PFP were being met. The evaluation involved considerable preparation in the US. Staff members at AMIDEAST/Washington assisted by providing background information on project operations and procedures, and by making documents available to the two team members. The team met with several PFPs at Washington area schools.

AMIDEAST offered AID the assistance of its Cairo office staff and the use of its facilities, which were accepted. AMIDEAST/Cairo contacted all returned PFPs identified by AID, set up interviews, provided meeting space, expedited visits to government units and private companies, and provided other logistical support as needed. The AID team was able to interview 52 returned participants, and to meet with several of their supervisors, as well as with a

number of officials at the Ministry of Higher Education who work directly with the Peace Fellowship Program. Upon their return to the US, Messrs. Swallow and Relph held a debriefing session at AMIDEAST/Washington to give the PFP staff a preview of their evaluation results. AMIDEAST was very gratified to learn that former participants had very positive feelings about the value of their US training, and that they counted their relationship with AMIDEAST among the favorable aspects of their programs.

September 1983

The Project Management Committee conducted their own evaluation of the project during their visit to the United States in September 1983. The PMC members visited PPs and their academic advisors at the University of California, Berkeley, University of Southern California, University of Illinois in Chicago, Boston University, Harvard University, MIT, New York University, George Washington University, Georgetown University, University of Maryland, George Mason University. The purpose of these visits was to determine how the PPs were progressing.

They also met with AMIDEAST and AID to discuss visa and HAC issues as well as the extension of the PFP agreement. Other topics included the need for English language training, the need to inform US universities about the joint supervision program, the need to reinforce with US institutions the importance of PPs adhering to their study plans, the need for prior sponsor approval of all proposed study changes, and the need of all concerned to enforce the J-1 visa two year home residency requirement. It was agreed that AID would look into the complaints regarding the HAC insurance, as well as the feasibility of maintaining the PPs, who are continuing their studies in the US with MOHE approval, on AID J-1 visas.

It was also agreed that AMIDEAST would follow up on the topics discussed and provide the PMC with a list of the academic advisors of all the PPs. This reference list would then assist the Egyptian faculty, staff and academic advisors to identify and contact their counterparts in the US in order to promote and arrange joint supervision programs.

The general conclusion of the MOHE delegation regarding the project was that it was meeting the general goals of the PFP and was being very satisfactorily implemented.

XII. FOLLOW UP ACTIVITIES

Follow-up activities, as stated in the contract, were to be undertaken by the MOHE with AMIDEAST assistance, if requested to do so.

In November 1983 the Ministry of Higher Education set up an alumni association for returned Peace Fellows which was to form the nucleus for the PFP's follow-up efforts. AMIDEAST recommended that other post-participation activities be implemented and that a regular system of communication such as a newsletter be established. The newsletter would include articles contributed by former PFPs about research or other advances resulting from the PFP, Egyptian-American cross cultural issues, etc. The newsletter could be used as a vehicle to increase returnees' identification with the program, stimulate their continued commitment to Egyptian development, and maintain communication with their PFP colleagues.

In March of 1984, in an effort to establish a communication network with the PFPs in the US and maintain contact with them, AMIDEAST issued its first quarterly newsletter, "PFP News". Specifically the aim was to strengthen Peace Fellows' identification with the program, to give public recognition to scholarly achievements, to provide timely reminders of important program issues, and to encourage greater communication among participants. "PFP News" was produced as inexpensively as possible, using in-house supplies, graphic work, and reproduction equipment. Nine issues were produced over the period of two years. AMIDEAST has suggested to the MOHE that this publication be merged with an alumni newsletter, to bridge the gap between current and former participants and to effect economies by combining production costs.

AMIDEAST has also urged PPs to contact AMIDEAST Cairo upon their return to Egypt and update their addresses to ensure that they receive their professional magazines.

AMIDEAST recommends that the PFP returnees be provided the opportunity to evaluate the program as this kind of feedback can be of great value in the implementation of similar projects in the future. AMIDEAST is experienced in the design of student evaluation projects and would be happy to assist MOHE in such an endeavor. Of equal importance are follow-up activities and the revitalization of the alumni association. By facilitating communication between current and past PPs, mutually valuable information may be exchanged and ongoing US research developments may be rapidly reported. Accounts of returnees productively applying training skills derived from their PFP experience may strengthen the commitment of the current PPs to return to Egypt.

XIII. TRANSFER OF PARTICIPANT ADMINISTRATION TO THE MOHE

The transfer of the Peace Fellowship Program administration to the ECEB was envisaged in the original project concept and contract. It developed parallel to the negotiations between the MOHE and AID to increase the funding of the project from the initial grant of \$54,000,000 to \$60,000,000. The amendment that formalized this increase in funding, the transfer of the project, and the extension of AMIDEAST's contract to May 30, 1988 for placement activities and consultation was signed March 13, 1986. The transfer was implemented on schedule at the end of August 1986.

During the preparation stages for the transfer AMIDEAST has provided considerable training and orientation for ECEB staff. We have outlined and demonstrated to them the various tasks and procedures involved in participant administration, including arrival orientation, HAC participation, IAP completion and J-1 visa extension. We have provided them with samples of all the forms that we use in placement and communication with bursars, advisors and Peace Fellows. We have also provided them with samples of all the reports that we require from the Peace Fellows and the forms that we use for our reports: such as campus visits, status reviews, termination and completion reports, statistical reports and others. During the month of July 1987 we sent letters to all the Peace Fellows, academic advisors, foreign student advisors and US admitting institutions to advise them of the transfer to ECEB administration. At the time of the transfer AMIDEAST provided the ECEB with a complete dossier for each transferred Peace Fellow. ECEB and AMIDEAST had previously agreed on the documents the files should contain and a schedule was set for the transfer, which began August 16 and continued through the end of August. We also

provided computer printouts and addresses and labels to facilitate ECEB's initial contact with the Peace Fellows.

As of September 1, 1986 the MOHE is administering the PFP with the exception of the academic placement of the participants. The Missions Department has taken over activities in Egypt which include departure preparation and orientation, and the ECEB has taken over US activities including the supervision of the PPs and all financial disbursements. The MOHE has requested AMIDEAST to continue placing PPs in US institutions as well as providing consultative services as needed. During the latter part of August 1986 the transfer of 260 files was completed and as of September 1, 1986, ECEB was in charge of counseling and financial disbursements for the PPs. ECEB and AMIDEAST continue to communicate on a regular basis. AMIDEAST continues to receive queries regarding PPs whose files have been transferred to ECEB. Some queries come from the PPs and some from US institutions.

With the experience of the transfer behind us, we would strongly recommend that any parties who are contemplating similar transfers seriously consider that:

1. transfer of the administration of a student in mid stream from one sponsor to another is very confusing. A phase out period is preferable wherein students who come under sponsor 'A' complete under their program under 'A's administration, and students who are starting a new program come under sponsor 'B' from the beginning. This would eliminate confusion regarding which sponsor paid what to whom and when.
2. when students complete their programs under one sponsor it is the responsibility of that sponsor to submit a comprehensive report

regarding academic progress and financial disbursements. As it now stands the transferred students will have two financial reports, one with AMIDEAST and another with ECEB. This could be burdensome to auditors who may wish to consolidate costs for the same Peace Fellow, as they will need to examine two different sets of financial documents.

3. if the transfer of a program mid stream is deemed necessary, it is advisable that all staff who will be working with the transferred students be in place at least two months prior to the transfer. They should be trained and be familiar with the materials and procedures that they will be using. This did not occur in the transfer of the project to ECEB, as some of the staff who are now working on a daily basis with the PFP were hired after the training and the transfer had taken place.

XIV. CONCLUSION

Although the goals of the Peace Fellowship Program are admittedly ambitious, its concept is intuitively sound. AMIDEAST has set the success of this program as its goal and is eager to complete its implementation as stated in the contract. The project has been labor intensive because of the early delays in receipt of files due to English language issues, changes in the lengths of programs, changes in the academic goals, piecemeal extensions and program approvals, extensive negotiations to finalize the six amendments, and finally the transfer of the PFP administration to the MOHE. Now, however, administrative procedures and systems have been established and put into operation to service the project. Most important has been the recognition that such a large project necessarily requires flexibility in management to achieve its goals.

One of the key ingredients in the success of the program has been the strong working relationships between the PMC, the Missions Department, AMIDEAST in Cairo, the ECEB and AMIDEAST in Washington. By working in close cooperation with Egyptian and US governments, AMIDEAST has been able to achieve solutions to a variety of problematic situations that have arisen on the PFP. There have been many success stories among the participants who have completed programs at US institutions, and numerous Peace Fellows have commented on the direct application of their academic and training experiences in the US to their work in Egypt. However, it will be in the future that the greatest success of the Peace Fellowship Program will be observed: the ongoing professional relationships between members of the US academic community and Peace Fellows taking up their leadership roles in the academic, governmental,

and business sectors of Egypt ensure the continuation of joint development efforts between the two nations, to the benefit of all. The Peace Fellowship Program has established a significant Egyptian academic presence in the US higher education community that did not exist for many years. As the PFP is known for the excellence and dedication of its participants, the Peace Fellows as a group have proven themselves equal to the challenge presented by their US institutions.

AMIDEAST takes this opportunity to thank the MOHE in general, and the PMC, the Missions Department, and the ECEB in particular. They have been and continue to be a strong source of support. AMIDEAST extends its thanks to AID for their assistance, back up support and consultations in all matters related to the implementation of the Peace Fellowship Program.

Thanks are also due to the AMIDEAST staff who have worked so diligently towards the success of the project. Their dedication, consistent efforts, and professionalism are highly appreciated.

APPENDIX

A. CONSULTATION AND TRAINING WORKSHOPS FOR MISSIONS STAFF, THE SAU.

1. Date: January 4-6, 1981. Location: AMIDEAST/Cairo

Attendees: The first day of the workshop was attended by the Director of the Missions Department, ten members of its Special Administrative Unit (SAU), and ten regular Mission Department staff members. Days two and three were attended by all members of the Special Administrative Unit of the Missions Department. A total of seven AMIDEAST employees assisted in the organization and presentation of the workshops.

Agenda: Daily sessions were held from 12 noon to 3 p.m. The workshop focused largely on pre-admissions procedures for students applying to study in the United States. At the close of the workshop, participants discussed future training needs for the Missions Department and made the following recommendations:

1. Two or three SAU members be provided the opportunity to gain familiarity with the procedures at AMIDEAST/Cairo in dossier preparation and candidate counseling;
2. All SAU members be provided English language instruction at American University in Cairo;
3. Training at American University in Cairo for SAU members in the following areas: business administration, accounting, and secretarial skills;
4. Training at AMIDEAST/Washington for four SAU staff each year in all phases of the Washington component of the project; and

5. Training in the US for two SAU staff in microfiche duplication and file storage.

8. INTERNSHIPS, PRACTICUM OPPORTUNITIES IN EGYPT AND THE US

1. Date: July 6 - August 29, 1981. Location: US

Visitors: Mrs. Pakreya Tawfik, Deputy Director, Missions Department;

Mr. Sayed Ghanem, Technical Officer, Missions Department.

Agenda: Participation in a specially-arranged program providing training and experience in the placement, counseling, and administration of the Peace Fellowship Program at the AMIDEAST/Washington Office.

Both participated in management and communications courses at the US Office of Personnel Management in Washington. Mr. Ghanem observed the orientation program at the Washington International Center, and Ms. Tawfik visited and conferred with offices of the Educational Testing Service in Princeton, New Jersey. Finally, the two Missions members attended a week-long workshop devoted to re-entry issues for returning foreign trainees, held in East Lansing, Michigan.

2. Date: December 1981. Location: US

Visitor: Mr. Youssef Azmi Rakha, Division Chief of Academic Supervision, the Missions Department.

Agenda: A special six-week training program dealing was designed for Mr. Rakha in which he participated in several courses held at the US Office of Personnel Management in the fields of supervision and organization, report writing, and accounting. Mr. Rakha accompanied one of the PFP counselors

on campus visits to several Midwestern universities, and attended a National Association for Foreign Student Affairs (NAFSA) regional conference in Bloomington, Indiana.

3. Date: June-July 1982. Location: US

Visitor: Mr. Medhat Hamdy, Director of the Egyptian Missions Department and member of the PMC.

Agenda: Two months visit which included consultations with AMIDEAST, ECEB, and AID, in addition to several journeys to different parts of the US to meet with university officials and Peace Fellows. While in Washington, Mr. Hamdy met with several representatives from the US Department of Education, Georgetown University, the American Council on Education, and the National Association for Foreign Student Affairs (NAFSA). Mr. Hamdy visited Boston University and met with all of the Peace Fellows studying in the greater Boston area, following which he visited the University of California at Berkeley, University of California at Los Angeles, and University of Southern California.

4. Date: June 1982. Location: AMIDEAST Cairo Egypt

Attendee: Mrs. Samiha El Shazli, Section Head at the Peace Fellowship Special Administrative Unit in the Missions Department

Agenda: Observation of in-depth counseling, file management, communications procedures, staff organization; participation in the preparation of statistical information relative to the program.

5. Date: August-October 1982. Location: US

Visitor: Mr. Wahba Abel Rahman, Finance Director for the Missions

Department.

Agenda: Training program in management systems, fiscal procedures, and automatic data processing. He attended courses in Effective Communications and Management Systems, offered by the US Government Office of Personnel Management. Much of his time in Washington was spent in consultation with his colleagues at the ECEB. He also met with Mr. William Benz, AMIDEAST Vice President for Finance and Administration, Mr. Charles LOrenzetti, Assistant Director for Contracts and Budgets, and with Mrs. Amany El Difrawy, Director of the Peace Fellowship Program. Mr. Abdel Rahman visited Peace Fellows and Missions Members in Los Angeles and San Francisco.

6. Date: December-January 1982. Location: Egypt

Attendee: Ms. Samiha El Shazli, Section Head of the Peace Fellowship Special Administrative Unit of the Missions Department.

Agenda: A two-month training program at AMIDEAST/Cairo to observe and work with all phases of the program. This included answering routine Peace Fellow inquiries, organizing files and correspondence registration and flow, TDKPL, counseling, test registration, library and counseling center information, orientation and travel procedures, and reviewing the papers and documents necessary to present a complete file for submission to an American university.

7. Date: December 1982. Location: Egypt

Attendee: Ms. Soheir Mustafa Hamed, Department Head at the Missions Department.

Agenda: A one-month training program at AMIDEAST/Cairo. During her

program, Ms. Hamed spent one week each working with the the student counselors, the program coordinator, and the educational assistant in charge of organizing and maintaining the on-going correspondence between Washington and the Peace Fellows.

8. Date: February 1983-June 1983. Location: Egypt

Attendees: Ms. Omayma Ahmed Parahat, Technical Member, Financial Section, Missions Department, February 27-March 31 1983.

Mr. Mahfouz Moustafa Ahmed, Head, Nominations Unit, Missions Department, April 3-28, 1983.

Mr. Salah Abou El Kheir, Technical Member, Students Care Section, Missions Department, May 2-June 2, 1983.

Agenda: The training program at the AMIDEAST/Cairo office included a week of observation and work with each of four distinct sections of the Peace Fellowship operation; the reference library of US educational materials, the student counseling unit, the program coordinator's office, and the correspondence and follow-up section of the office. During this program each trainee became involved in advising student visitors to the office including Peace Fellows, and became familiar with how correspondence flows between the AMIDEAST offices and the Egyptian government. They acquired basic information related to US university requirements and learned about specialized tests, including TOEFL, GRE, LSAT, ECPMG, and the VQE. They were given the opportunity to observe orientation programs first hand, learn travel and visa procedures, and review all the documents and papers which are required in making submissions to American universities for academic placement.

9. Date: October 1984. Location: US

Visitors: Mr. Farouk Hassan Abdel Fattah, Director of the Peace Fellowship

Unit;

Mrs. Samiha El Shazli, staff member of the Special Administrative
Unit;

Mrs. Sabah Ibrahim, from the office of the Undersecretary of the
MOHE;

Mrs. Mervat Siddik, Missions Finance.

Agenda: Mr. Farouk Abel Fattah attended a week-long course in Automatic Data Processing Systems at the US Department of Agriculture Graduate School, and was introduced to the AMIDEAST student database. He was present at a bi-regional conference of the National Association for Foreign Student Affairs (NAFSA), held at George Mason University in Fairfax, Virginia, where he met officials from schools all over the Eastern seaboard. In addition his program included meetings with representatives of several organizations concerned with US higher education, and conferences with colleagues at the ECEB. He visited Peace Fellows in New York City and Los Angeles, and explored special international development programs at the California State Polytechnic in Pomona, California.

Mrs. Ibrahim also attended the USDA course in Automatic Data Processing Systems. With Mr. Abdel Fattah, she participated in training sessions with AMIDEAST staff members, which covered a broad spectrum of program and administrative areas relevant to the management of the PFP. These included orientation, placement, student requests for equipment and conference attendance, file management, relations with universities, participant visa maintenance, and crisis counseling. Mrs. Ibrahim was a participant at the

first AID Office of International Training Participant Contractor's Conference, held at the Washington International Center.

Mrs. El Shazli attended classes at the American Language Institute of George Washington University. With Mrs. Ibrahim, she conferred with Peace Fellows in New York City and Los Angeles. They also visited Boston, Massachusetts, where the Dean of International Affairs at Northeastern University arranged a special program of tours and meetings with students and university officials.

10. Date: May 1985. Location: US

Attendees: Mr. Mohamed Maaty, Administrative Attachee, Egyptian Cultural and Educational Bureau;
Ms. Patma Emara, Educational Counselor, ECEB.

Agenda: One day workshop at AMIDEAST Washington addressing various aspects of reference materials, dossier preparation and evaluation, submission procedures, university admissions requirements, case studies for difficult fields, form letters, and record-keeping. Much material was provided to the ECEB staff members for further reference.

11. Date: March 1986. Location: US

Attendees: Mr. Ibrahim Abdel Fattah, Administrative Attachee, ECEB;
Mr. Mohamed Sharabash, Consultant to ECEB for their student database.

Agenda: On March 24 Mr. Dennis Turner, AMIDEAST Computer Manager, met with Mr. Abdel Fattah and Mr. Sharabash to discuss the transfer of the AMIDEAST PFP AIMS based student records to the ECEB. Both Mr. Turner and Mr.

Sharabash concluded that electronic transmission of data was viable. Mr. Turner then formatted that data to ensure that the two computer systems were set up in the same fashion, and showed Mr. Ibrahim Abdel Patah how to set up his system to receive the data. On April 2nd and 3rd Mr. Turner transmitted the PFP file into two runs to the ECEB and on April 4 he sent Mr. Abdel Patah a record definition of the AIMS data transmitted. With this material the ECEB will be able to identify all fields of information that were transferred.

12. Date: July and August 1986. Location: US

Attendees: Mr. Mohamed Maaty, ECEB;
Ms. Carol Teodoro, ECEB;
Mr. Adel Abdel Hamid, ECEB.

Agenda: During the months of July and August, members of the ECEB staff visited headquarters to be briefed on PFP program and financial administration procedures, benefits, and AID guidelines prior to the transfer of participant administration to ECEB on August 31. They also attended a two-day orientation session for Peace Fellows which included coverage of cross-cultural issues.

13. Date: October-December 1986. Location: US

Visitors: Mr. Wahba Abdel Rahman, Director General, Missions Department;
Mrs. Mervat Siddik, Missions Department, Finance Division.

Agenda: A major purpose of the visit was to conduct a PFP audit at AMIDEAST. At this time AMIDEAST's financial procedures and record keeping mechanisms were re-explained in detail and made available to the group. Ms. Siddik departed December 12, 1986 and Mr. Abdel Rahman January 2, 1987.

14. Date: November-December 1986. Location: US

Visitors: Mr. Labib El Sharkawy, Director General of the Missions Department;

Mr. Farouk Hassan Director of the PFP Special Administrative Unit;

Mr. Mahfouz Mostafa, SAU.

Agenda: The purpose of their visit was to observe the transfer of the PFP administration from AMIDEAST to ECEB, and to discuss with AMIDEAST the overall project as well as ongoing placement activities.

C. EXCHANGE OF VISITS

Visits of the PMC to the US

1. Date: September 18, 1980. Location: US/Washington, DC

Visitor: Dr. Taher Kira, Secretary General of the Supreme Council of Universities.

Agenda: Visit AMIDEAST Washington to review the results of accelerated placement efforts, undertaken by AMIDEAST at the start of the Peace Fellowship Program.

2. Dates: March 27 to April 10, 1981. Location: US

Visitors: Dr. Taher Kira, Previous Secretary General, Supreme Council of Universities;

Mrs. Samia Zaki, Undersecretary, Ministry of Education;

Mrs. Soad Bedir, Consultant, Missions Affairs, Ministry of Education.

Agenda: Review and evaluate the Peace Fellowship program. Meetings to discuss program issues and developments were held in Washington, DC involving officials of the PMC, the ECEB, AID and AMIDEAST. The committee members traveled throughout the US, visiting Peace Fellows on their university campuses, and meeting with faculty members, foreign student advisors, and other university officials. Representatives from the ECEB and AMIDEAST accompanied the Committee members during most of their campus visits.

3. Date: September 4-17, 1983. Location: US/DC

Visitors: Mr. Fawzy Abdel Zaher, First Undersecretary of the Ministry of Higher Education;

Dr. Abdel Meguid El Sayed, Undersecretary for Missions and Cultural Affairs;

Dr. Ezzat Khairy, Secretary General of the Supreme Council of Universities.

Agenda: Evaluate the progress and future of the Peace Fellowship Program, meet with university administrators and faculty members, and speak directly with Peace Fellows about their concerns. They met with over 250 Egyptian students, visited five cities, discussed Egyptian educational goals with deans and professors at five major US institutions, held intensive meetings with officials at AID, the ECEB and AMIDEAST. As a result of these meetings, the following steps were recommended:

- 1) to resolve the question of the extension of the PFP through December 1986;
- 2) to review procedures concerning non-returnees;
- 3) to improve the health insurance coverage system for the Peace Fellows

4) to pursue the joint supervision program.

4. Date: October 1984. Location: US

Visitors: Dr. Abdel Meguid El Sayed, Undersecretary for Missions and Cultural Affairs,

Mr. Wahba Abdel Rahman, Missions Department Finance Director.

Agenda: Participate in meetings with representatives of AMIDEAST, AID and the ECEB. Topics of discussion included visa extension procedures, the Health and Accident Coverage insurance program for participants, individual student case issues, AMIDEAST accounting practices, and contract extension possibilities.

Visits by the AMIDEAST staff to Egypt

1. Date: April 1982. Location: Egypt

Visitor: Ms. Amany El Difrawy, PFP Project Director.

Agenda: To consult with the PMC, Missions Department and AID, and to discuss general and specific program issues.

2. Date: September 1982. Location: Egypt

Visitor: Mrs. Donna MacInnes, PFP Placement and Counseling Supervisor.

Agenda: To conduct three-week training program and to discuss future workshops for the Missions Department and AMIDEAST Cairo staff.

3. Date: November 1982. Location: US

Visitor: Ms. Hoda El Mallak, PFP Program Coordinator, AMIDEAST Cairo.

Agenda: To confer with the AMIDEAST Washington Peace Fellowship Program staff on student placement and monitoring student programs in the US and to visit the ECES staff. She also accompanied one of the Peace Fellowship Program Educational Specialists on campus visits to Peace Fellows in the Washington/Baltimore area.

4. Date: October 1983. Location: Egypt

Visitor: Mrs. Amany El Difrawy, PFP Director

Agenda: Meeting with the PMC to discuss Project Amendment 4, to finalize the plans for the special program at George Mason University, to work with AMIDEAST Cairo staff to streamline PFP procedures, and to assist Dr. John Swallow and Mr. James Relph from AID who were conducting an evaluation of the PFP.

5. Date November 1984. Location: Egypt

Visitor: Mrs. Amany El Difrawy, PFP Director.

Agenda: Meetings with the PMC and the Missions Department focused on two issues: 1) planning for the additional \$6,000,000 AID appropriation to bring the total number of Peace Fellows to 2200, 2) visa extensions for PFP participants remaining to study in US beyond their PFP sponsorship.

6. Date: July 1985. Location: Egypt

Visitor: Mrs. Amany El Difrawy, PFP Director

Agenda: Meetings with the PMC, Missions Department and AID officials. Topics of discussion revolved around the PFP status and implementation, the future phaseout and eventual transfer to the MDHE.

7. Date: February 1985. Location: Egypt

Visitor: Mrs. Amany El Difrawy, PFP Director.

Agenda: Discussions between AMIDEAST, the PMC, and AID regarding the final stages of the Peace Fellowship program which culminated in the signing of Amendment 6 and extended the Project through May 1988.