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EVALUATION OF  
THE PEACE FELLOWSHIP PROGRAM  
AID PROJECT #263-0110

Submitted to  
THE AGENCY FOR INTERNATIONAL DEVELOPMENT

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## EXECUTIVE SUMMARY

### PROJECT HISTORY

The Peace Fellowship Program was established under AID Project #263-0110 in 1980 to strengthen the pool of trained manpower available to assist with Egyptian development efforts by providing opportunities for graduate studies and training for Egyptians at institutions in the United States. \$60 million was obligated for this purpose.

Funds were granted to the Missions Department of the Ministry of Higher Education (MOHE), the implementing agency. To assist in placement and administration, the project provided for a technical assistance contract, awarded by MOHE in 1980 to American Middle East Educational Services (AMIDEAST). While Project 0110 is now scheduled to terminate on 30 January 1989, the Peace Fellowship program is continuing through a new project, #263-0125, with funding of \$41 million. In the new project all administrative and placement responsibilities are being handled by MOHE and the Egyptian Cultural and Educational Bureau (ECEB) in Washington. In September 1986, ECEB assumed responsibility for administration of Peace Fellows in the United States under Project 0110, and in August 1988 it assumed full responsibility for placement of fellows as well.

### PURPOSES OF EVALUATION

Prior to completion of Project 0110, AID/CAIRO HRDC/RT requested a project evaluation for the following purposes:

1. "To review the functions performed by the Missions Department of the MOHE and the ECEB in implementing the Peace Fellowship Program (263-0110) and determine whether project goals have been met and recommend changes which will facilitate implementation of the follow-on phase . . . lessons learned from evaluating 0110 will be directly applied to 0125.1 to improve implementation.
2. Review selection criteria and procedures used by the Missions Department to determine whether they are meeting project objectives effectively.
3. Review placement and monitoring of participants by ECEB and determine the adequacy of the staffing pattern and functions to perform these activities.
4. Review private sector participation and recommend means to effectively provide training which meets private sector

needs.

5. Review the reporting system and suggest changes that would include use of clear indicators of progress toward program goals and purpose."

## STUDY METHODS

AID contracted through Checchi and Company, Consulting, Inc. a two-person team to undertake the evaluation with the assistance of a representative from USAID and a representative from the Missions Department, MOHE.

During the period 27 December 1988 - 6 January 1989, the team interviewed the Peace Fellowship staff and senior officials of the ECEB, as well as key persons from AMIDEAST and OIT in Washington. The team had access to and reviewed extensive project documentation from USAID, AMIDEAST and the Egyptian Cultural and Educational Bureau. To the very limited extent possible during the holiday scheduling, some interviews were also arranged with participants in the United States. The team reported its preliminary findings to USAID upon arrival in Cairo.

During the period 9-30 January in Cairo, the team met with representatives of USAID/Cairo, the Missions Department of the Ministry of Higher Education, the Supreme Council of Universities, interviewed 30 returned Peace Fellows and representatives of 8 Egyptian and 4 American organizations, with a special effort to reach out to those in the private sector and those who might contribute to increasing the participation of women.

## FINDINGS

### 1. The Missions Department Has Implemented the Project on the Basis of the Department's Needs

The controlling organizations for the Peace Fellows project have been the Ministry of Higher Education and the Supreme Council of Universities. The principal governing body has been a Project Committee composed of representatives from these two GOE entities, which have largely determined the nature of the program. USAID has had input to project operation through the administrative budget process and the requirements of Handbook Ten, but has minimal influence at the policy level.

### 2. Overall Training Targets Have Been Exceeded

During its almost ten-year life, Project 0110, an early outcome of the Egyptian-American peace process, has functioned

largely as designed. In sending 2024 persons to the US for graduate studies, it has exceeded its original target of 1900 and even more striking exceeded its target of 28,900 person-months of training by 15%. This makes it one of the largest bilateral training programs in history and a signal achievement in Egyptian-American relations.

### 3. Training Has Served a Cross-Section of the English-Speaking Public, but Circumstances, Rather than Planning, Have Determined Fields of Study

Application to the program has been available to a cross-section of the English-speaking Egyptian academic, public and private sector. The project has met its anticipated goal of participation for Egyptian universities (50% participants and 62% person-months), but use of discipline-specific selection committees composed only of University professors has biased the selection process toward applicants with good research plans. 38% of participants came from outside greater Cairo and Alexandria. 19% have been women. The length of training for various programs has been set, at least in part, to take advantage of allowance or other regulations. A five-month post-doctoral training program is a case in point. As far as we could ascertain, fields of study have been determined by circumstance, rather than by plan.

### 4. Clinical Medicine Has Been Overrepresented

One field of study, namely clinical medicine, (which is generally not an allowed field under AID training projects worldwide and which does not appear in any authorizing project document) emerged early under the rubric of "Public Health" and accounted for 17% of total training under Project 0110. It has accounted for more than 30% of nominations to date under project 0125. This has occurred even though few Egyptian doctors have passed the tests necessary to do hands-on clinical work in the US. As subject matter and types of training programs most sought by those candidates from universities and research centers has increased, candidates seeking training in developmental areas from the Five Year Plan and candidates from the private sector have decreased. MOHE takes the position that both the setting of fields of study and the selection of candidates is entirely its prerogative. The team does not dispute this, but believes the language of the basic agreements and the constraints under which AID funds are provided keep this prerogative from being entirely open-ended.

**5. Private Sector Targets Have Been Met, but Clearer Development Objectives in Project 0125 and in Egypt's Own Planning Point to Greater Private Sector and Development-Oriented Training Needs**

Project 0110 exceeded the goal of 12% private sector participation the First Undersecretary indicated was agreed with AID in the early 1980's. Since the earlier private sector target was set, Project 0125 has made the Peace Fellows program no longer a simple project, but rather a portion of a larger Development Training Project, with clear and specific development goals. This change reflects the GOE Five Year Development Plan, and also the USAID Country Development Strategy Statement, both of which place greatly increased reliance on the private sector to provide the necessary engine for growth in Egypt in the coming years. Training in this new era will have to make stronger provision for private sector and development-oriented needs.

**6. The Implementation Plan of Project 0125 Is Unclear**

Completion of Project 0110 and implementation of the Peace Fellow portion of Project 0125 (signed in September 1985 and still only just getting underway) is an appropriate time for USAID and MOHE to share their views as to the future best use of the project. The Egyptian side has expressed concern that implementation has been repeatedly delayed by slow reimbursements and more seriously by delays in and low levels of obligations for new participants. The team has heard estimates of from three to eight years for program life, beginning in 1988-89. The difference between funding of \$5 million and \$13 million annually is critical. Orderly programming cannot take place until AID's intentions are made clear. Views expressed in this report assume a project life of three years from 1988-89.

**7. The ECEB Has Functioned Well in Placing and Monitoring Participants but Needs Support and Changes in Certain Practices**

In Washington the team found that ECEB has experience with placing and monitoring participants, but that there were serious problems for the Peace Fellows unit with working conditions and low salaries leading to high staff turnover and low morale. Efforts to equate the American Peace Fellows staff with non-American and visa-dependent ECEB staff have been counterproductive. While the small and relatively inexperienced Peace Fellow unit appears capable of handling the current, relatively small number of Peace Fellows, the numbers involved in a fully operational Project 0125 may overwhelm the unit.

The team questions the ECEB practice of equating Peace

Fellows with GOE-funded Missions trainees in such matters as limited orientation, field trips and attendance at conferences. All these are curtailed for Missions candidates as cost-cutting measures, but are allowable and necessary elements of the US training experience.

## RECOMMENDATIONS

This survey report contains recommendations ranging from needed improvements in the ECEB computer system to suggested length for the post-doctoral program. These are summarized at the end of the body of this report. For this summary the team has only four recommendations:

1. That USAID work as closely as necessary with MOHE to ensure that the project expectations of both sides are clearly stated, fully understood, and sufficiently agreed to so that implementation can take place at a reasonable pace. These expectations should contain agreement with regard to such questions as the fields of study, types of programs and the distribution of candidates by sponsoring agencies. These positions should reflect language and intent of project documentation, AID's worldwide training policies, the developmental goals of the GOE Five Year Development Plan and the Country Development Strategy Statement.
2. That all fields of clinical medicine be eliminated from eligibility under the Peace Fellowship Program and that applications of the large number of candidates in these fields currently in process be cancelled.
3. That a portion of the project budget be set aside for the private sector and that a new selection procedure for this group be adopted.
4. That special project attention and assistance be given to help the ECEB solve its personnel and working conditions problems with the Peace Fellow Unit.

## I. INTRODUCTION

### A. Purpose and Study Questions of the Evaluation

The Peace Fellowship Program, Project 263-0110, has spent \$60 million and sent more than 2000 students from Egypt to the United States for graduate study. By sheer magnitude, it is one of the largest bilateral graduate education programs ever undertaken and a signal achievement in Egyptian-American relations.

The program is in the midst of an important transition into a new era, through Project 263-0125.1. To assist with this transition, USAID/CAIRC has requested an evaluation that will focus on a number of issues that it sees are critical to effective implementation of the follow-on project. The purposes of the evaluation have been as follows:

1. "Review the functions performed by the Missions Department of the MOHE and the ECEB in implementing the Peace Fellowship Program (263-0110), and determine whether project goals and objectives have been met and recommend changes which will facilitate the implementation of the follow-on phase . . . lessons learned from evaluating 0110 will be directly applied to 0125 to improve implementation.
2. "Review selection criteria and procedures used by the Missions Department to determine whether they are meeting project objectives effectively.
3. "Review placement and monitoring of participants by ECEB and determine the adequacy of the staffing pattern and functions to perform these activities.
4. "Review private sector participation and recommend means to effectively provide training which meets private sector needs.
5. "Review the reporting system and suggest changes that would include the use of clear indicators of progress towards program goals and purpose."

### B. Team Composition and Study Methods

USAID contracted Checchi and Company Consulting, Inc. to furnish two, short-term consultants, Mr. Thomas Ball and Mr. Carl Schieren, to work from 27 December 1988 - 7 January 1989 in Washington, D.C. and from 8-30 January in Cairo, Egypt. They

were met in Washington by USAID Project Officer Mona Kaldas who represented USAID during the evaluation and also by Undersecretary, Mr. Ali Zaza, who represented the Ministry of Higher Education. The two agency representatives provided invaluable information and assistance to the team.

The study methods were to review the key documents pertaining to the project (Appendix P), and to consult widely with individuals (Appendix Q) either directly involved with it or who could contribute to an understanding of its past functioning and/or future potential. The Washington phase was highlighted by complete cooperation extended to the team by the Director of the Egyptian Educational and Cultural Bureau, Dr. Abdel Latif Abou-Ela, as well as by assistance obtained from the USAID Office of International Training. In Washington work coincided with university vacation periods. Similarly, in Cairo it coincided not only with midyear university vacations but also with the absence of the First Undersecretary of the Ministry of Higher Education for all but the final days of the assignment.

Still, we have addressed the stated purposes of the evaluation and made a point of sharing widely our opinions with our Egyptian and American colleagues. We hope that this sharing, from which we have learned and been challenged to rethink our own views, has helped nurture a positive atmosphere for incorporating certain recommendations into the next phase of implementation of the Peace Fellowship Program. The observations and recommendations, however, are our own and represent neither the views of USAID nor the Government of Egypt.

### C. Administrative Context of the Peace Fellowship Program

As much as any program in the AID/CAIRO portfolio, the Peace Fellowship Program was the outcome of a political process between the United States and the Government of Egypt. This process has been characterized by different perceptions of interests and inevitable sensitivities but has been sustained, time and again, by compromise in recognition of a common commitment to peace in the region and the mutual benefit of continued dialogue.

Evaluating the Peace Fellowship Program can best be done if one understands the context and spirit of the overall relationship and the values which actors on both sides place on the program and its fellowships.

The first task was to determine what program objectives are to be considered. There are many candidates: those of the potential Peace Fellow, the nominating institution, the university system, not to mention national priorities as seen by the implementing agency, or as defined by other Egyptian agencies and in the Five Year Development Plan. There is also the USAID

Training Office, other AID offices and the USAID Country Development Strategy Statement. Given the potential impact of a \$60 million program (with a \$40 million follow-up), there cannot be unanimity among all concerned. What compromises should be made . . . whose objectives should prevail?

Most of the answer for this project was provided years ago by language in Annex 1 of the original Project Grant Agreement #263-0110 between USAID and the GOE. This gives clear implementation responsibilities to the Ministry of Higher Education. Aside from a covenant to create a "Project Steering Committee" through the Ministry of Higher Education, the agreement makes no provision for policy input by any other Egyptian organization, including any with responsibility for monitoring the Five Year Plan, or USAID. The Project Steering Committee covenant merely states that it "fairly represents the various special and institutional interests to be served by the Project, with adequate authority to provide general policy guidance to the Project Management Committee." The project paper (but not the agreement) cited this committee as a "mechanism for continually reviewing Egypt's changing development needs . . . based on the Committee's consideration of the Five Year Plan plus modifications or adjustments made to the Plan." No one whom the team interviewed, from the GOE or USAID, expressed any knowledge of such a committee. The sole body determining Peace Fellow policy and day-to-day management has been a single "Project Committee", composed of officials from the Ministry of Higher Education and the Supreme Council of Universities. There is no record over the past eight years of any dissatisfaction with this direction, from either USAID or any entity of the Government of Egypt.

The Peace Fellowship Program's policies and priorities have been set largely by and within the Missions Department consistent with its own activities. Before taking a closer look at the Missions Department, however, it is well to note that despite this historical base for such setting of goals and use of the project there are still USAID and GOE interests and concerns which should be taken into consideration in implementation. Language in the evaluation plan of the Peace Fellowship component of Project 0125 makes this point clear:

The peace Fellowship training component will be subject to annual reviews and periodic evaluations. The annual reviews will be an explicit part of the development of "sector" and "type of training" committees. Each year's annual training plan request will be based on examination of the previous year's performance. Reports generated by the Missions training information system will provide a basis for discussion.

## II. THE MISSIONS DEPARTMENT, CAIRO

### A. Organization

The Missions Department of the Ministry of Higher Education has principal GOE responsibility for obtaining, administering and monitoring placements for Egyptian students abroad. For this it relies on both its own budget and grants of scholarships from other countries to maximize the number of its placements throughout the world.

Traditionally, most government missions have been and still are for university staff, to help keep up with rapid expansion of existing institutions and the creation of new universities in governorates throughout the country. As the size and breadth of the Egyptian universities has grown, and as hard currency resources for such study demanded more of a premium, government policy has encouraged graduate study to be taken within Egypt. Accordingly there are now "internal missions" for staff seeking degrees wholly at national institutions as well as foreign missions to provide opportunities for data gathering and joint thesis supervision for students who are candidates for Ph.D. degrees in Egyptian universities. A brief outline of current programs, which bear close resemblance to recent Peace Fellowship offerings, is given in Appendix A.

In addition to being the principal source of foreign staff development for Egyptian universities, Missions are, as they have been for many years, the vehicle through which much smaller numbers of staff from national research centers and public sector organizations also pursue graduate study abroad.

With a budget inevitably less than its needs, the Department has always taken pride in its ability to get the greatest mileage out of the scarce hard currency spent on scholarships and their administration. Since costs in the United States are the highest the Missions Department faces worldwide, often by multiples of four and five, American costs are those where Missions could conceivably make greatest economies through eliminations or reductions in its regular programs. The First Undersecretary stressed that the Egyptian share of support to Peace Fellows under Project 0110 has far exceeded target levels and for dependents alone amounted to more than \$20 million.

Still, the United States is the most highly sought study destination for Egyptian university and research center staff, and Missions try to provide as many study places as possible in the US, within the constraint of financial limitations.

Missions priorities regarding the nature of studies reflect the environment of the national universities and research

centers, where success, or at least promotion, is measured largely in terms of numbers of publications in highly specialized fields. Published articles by university staff largely follow the state of the specific discipline in Egypt and the interests of its academic journals. As in most countries, there is no system directing such publications and/or promotions to national development priorities and plans. Accordingly, there is, for example, little reason to expect that the systems of the national universities or national research centers will focus on areas (such as strengthening the private sector or increasing small scale industrial productivity) which figure prominently in current national development efforts.

The above Missions priorities are both Egypt-specific and worldwide. It is not surprising that they should sometimes outweigh certain priorities which Americans might have with regard to programs for study in the United States, such as ensuring richness of the overall American cultural experience and the weight Americans might give to defining program quality beyond narrow disciplinary bounds.

As a final note, even in cases where the Missions Department does not actually provide or arrange funding (as now permitted for individual universities under cultural protocols with foreign governments) the Missions Department must give permission before staff can leave the country on study leave, with or without pay, and therefore has general oversight of all government study leaves abroad.

## B. Organization

The Missions Department is under the authority of the First Undersecretary of the Ministry of Higher Education, (Mr. Fawzy Abdel Zaher), who is responsible for two undersecretaries, one for Missions, and one for cultural relations.

The Undersecretary for Missions, (Mr. Ali Tewfik Zaza), supervises three Directors General, one for finance (Mrs. Fikriyya Tewfik Mustafa), one for placement (Mr. Mahmoud Seif El-Nasr), and one for cultural representation (Egyptian cultural centers abroad, unrelated to the Peace Fellowship Program). The Peace Fellowship Unit is one of four departments under the Director-General for Placement.

### 1. The Peace Fellowship Unit

The Peace Fellowship Unit has a total of nine, full-time and two part-time employees, under the supervision of a Director, (Mr. Mahfouz Mustafa Ahmed). There are separate units responsible for universities, research centers, ministries/public sector, the private sector and supervision of students while

abroad. Organization charts of the Unit and the Missions Department are shown in Appendix B.

The Peace Fellowship program assists the Missions Department in achieving its objectives. It in turn is sustained by the systems through which this department, and its Washington affiliate, the ECEB, have developed to select, maintain and monitor Egyptian students in the United States.

## 2. The Peace Fellowship Project Committee

The principal link between the Missions Department and the Peace Fellowship Program is through the Project Committee. This committee reviews and determines all Peace Fellowship matters of policy and also takes management decisions wherever required. The Project Committee is composed of members of the Ministry of Higher Education and the Supreme Council of Universities.

TABLE 1:  
MEMBERSHIP OF THE PROJECT COMMITTEE

1. First Undersecretary, Ministry of Higher Education
2. Undersecretary for Missions, Ministry of Higher Education
3. Director-General, Technical Affairs, Missions Department
5. Director-General, Financial Affairs, Missions Department
6. Director, Peace Fellowship Unit, Missions Department
7. Director, Supreme Council of Universities
8. Director, University Education, Supreme Council of Universities

The committee meets on the average once per month, according to the magnitude of issues requiring committee consideration. The Committee determines, within the limits permissible under the project grant from USAID, the basic criteria for offerings which are to be emphasized and place in the annual (occasionally semiannual) Peace Fellowship announcement. These include fields of study, length of training, categories of study (Ph.D. data collection, Ph.D. joint supervision, Ph.D. degree study, and training) as well as age and language requirements.

Once applications have been ranked by the Supreme Council of Universities, the Project Committee confirms participant approval, as described under "Selection" below. It also makes a determination of when candidates, or groups of candidates, may be sent, on the basis of funds available in its plan for any given year. The Committee also reviews individual issues, such as requests for extension of grant periods.

### III. SELECTION

#### A. The Selection Process

After the Project Committee selects the basic criteria for study, the Peace Fellowship Unit places advertisements in the major national newspapers, describing fellowship offerings. A copy of the most recent advertisement in translation is included as Appendix C.

An content analysis of announcements that have appeared since 1980 (Appendix D) shows that criteria have varied substantially from year to year. This has depended, we were told, upon the anticipated number of candidates that the Missions Department could accommodate. Officials felt that opening up competition to applicants of broader age groups, for example, might so increase the number of applicants that both the Missions staff and the Supreme Council would be hard pressed to consider them and would also increase the number of candidates who might be disappointed by rejection.

English language criteria have constituted a chronically difficult problem. Throughout the life of the program language criteria have varied to balance the need to supply an adequate number of candidates and the need to have adequate levels of language proficiency. Offering intensive English language study in the United States was a satisfactory but expensive solution adopted in the program's early years. Intensive English in Cairo prior to departure has helped cope with the problem, particularly for those who can spare the time. Efforts to create an "immersion" English language training facility at Sirs El-Ayyan should be encouraged and may further alleviate the effect of this main barrier to participation in the Peace Fellowship program. In recent years, large numbers of university staff nominated for post-doctoral study have not been required to pass the TOEFL examination, and while this has permitted access to many candidates, it is obvious to the team that their English language abilities are not adequate in all cases to undertake serious postgraduate research in the United States - a constraint made even more difficult by the unrealistically short period of five months allowed for the program (see Section III.C, Length of Study).

In terms of target candidates, it appears that fellowships (varying from 12-24 months) have always been available to Assistant Instructors wishing to collect data or obtain supervision for preparation of Ph.D. research, and for those wishing to prepare Ph.D. degrees in the US (for 21 months, followed by Missions Department support), until this program was

dropped from advertisements in 1986. Since 1985 lecturers (Assistant Professors) have been able to pursue post-doctoral research (for periods ranging from 10 to 5 months). Postgraduate training programs (3 to 10 months in length) have been the vehicle for serving the public and private sectors.

Academic requirements for acceptance into the program have varied over the years. In some consideration was restricted to graduates with a grade of "Good", while in others it was left unspecified. AMIDEAST's final report noted that the lower grade point average made US placement more difficult, but with the strong English language filter, there may have been no other way to obtain candidates who could fill available places.

Individuals obtain their applications from and return them directly to the Missions Peace Fellows Unit. The Director of the Unit stated that this procedure did not affect applications from outside Cairo, but in the absence of any statistical means to corroborate this and in light of continuing imbalance of applications from Greater Cairo, the team is not certain that this is the case.

The unit assembles both an English and an Arabic file for each candidate, with the Arabic version largely for internal unit use. Each English file contains, at the minimum, a proposed plan of study, personal recommendations and a list of degrees and publications. For post-doctoral candidates degree summaries are also required. In assembling files, the unit's main task is to ensure that each applicant meets the advertised qualifications of the PF program.

The unit sorts applications according to field of study and forwards them to the secretariat of the Supreme Council of Universities (Appendix E). For all but the post-doctoral candidates, the secretariat prepares blind or no-name versions of each file and submits them to four-person committees, one for each specialized discipline (Appendix F). The committees are formed especially for the purpose of selecting Peace Fellows and, following prevailing Egyptian university practice, members receive compensation for their attendance at committee meetings, which in this case is reimbursed by the Peace Fellowship program.

The committees consider applications for all categories of fellowship on the basis of the "research plans" submitted by the candidates. They mark candidates as 1 (acceptable), 2 (possible) and 3 (not acceptable). Occasionally the committees may seek clarification of a work plan or submission of more data which is requested through the unit.

Only post-doctoral candidates are interviewed by the council committees. A five-point verbal questionnaire allows the

committee to judge the reasonableness of the candidate's proposal while at the same time judging his or her English. Those who the committee finds to have inadequate English to accomplish their stated objective may be given a chance to improve their English and reapply but the team was told that less than five percent choose this option.

Once a candidate has been judged acceptable by the Supreme Council, his file is ready to be submitted to the ECEB for placement. All candidates who receive "1" rankings from the Supreme Council committees are eventually submitted to ECEB. In some cases, where a discipline may have been underrepresented, the Project Committee will approve the candidacy of an individual in the "2" category; however, we were informed that this occurs in very rare cases. There is no further selection process at this stage, and as far as the team could determine, no imposition of quotas at any point limiting the numbers of candidates from particular sponsors or disciplines.

All Peace Fellows, even those from ministries and the private sector, are chosen by this university-connected and academically-oriented process. Within this constraint, and it may be a serious one with regard to the private sector, the system currently in use in Cairo works well. Decisions on fields are made by the Project Committee, advertisements are placed, applications are received and processed, and final selections are made. Under Project 0110, it has processed applications for no fewer than 8000 applicants and provided acceptance for more than 2400 places of study in the United States.

Very late in its survey, the team was informed of the fact that almost exactly one-third (47) of all Project 0125-funded Peace Fellows were already in the United States when accepted into the program. This may be self-defeating as far as one goal of exposing Egyptians to a US experience for the first time. The team understands MOHE's stated position that such people cannot legally be denied access to the program. It believes, nevertheless, that this is a practice which should be examined carefully by both sides in light of project goals.

#### B. Fields of Study

The 0110 Project Paper stated, "The Peace Fellowship Program will support only studies in fields related to Egypt's developmental needs". Initially eleven were selected<sup>1</sup>. Ultimately, USAID and MOHE agreed not to identify a single list

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<sup>1</sup> Economics, public administration, public health, agriculture, applied science, engineering, education, commerce, business and banking.

of relevant studies but instead to "develop a mechanism for continually reviewing Egypt's changing development needs and defining appropriate academic fields." As noted above, however, the Project Steering Committee that was to perform this function was not formed, and the selection committees appear to operate autonomously in responding to applications forwarded to them, accepting candidates without regard to field of study priorities.

One of the team's main observations is that fields of study have come to be determined by circumstances, rather than by plan. These are:

English language: This is by far the largest filter to participation for Peace Fellowship Program. Those who had it early in life and who work with it professionally are at an enormous advantage. Even with training opportunities available, many would-be participants do not have the time to enroll in an intensive program. Therefore, fields, such as medicine, pharmacy and engineering, which are taught exclusively in English in universities, have a ready pool of candidates. Fields taught in and generally using Arabic, such as agriculture, education, commerce, law, the social sciences and humanities, are at a disadvantage.

Other factors also affect fields of study:

Fields announced to the public: These announcements are important but seem to have had less of a determining effect than might be expected, as is described in the analysis below.

Academic nature of the selection mechanism: Study proposals are evaluated by university professors on the basis of "research plans". While appropriate for university studies, this is less so for individuals in the public, and particularly the private sector, who may want a Peace Fellowship for "training" (not research) in a particularly applied field.

Informal publicity and recruitment: Any program in operation for eight years inevitably gains a particular image, which influences whether or not people will take the time to apply. When people see among their colleagues living examples of participation in the program, they begin to think of it for themselves. Or when their professors may suggest to them that they apply, they will do so. It is difficult to imagine that this has not been an important factor accounting for the heavy applications received in certain fields, from certain institutions, and similarly for the lack of applications from individuals without first-hand experience with the program.

The Peace Fellowships Unit provided the team with copies, of advertisements placed in the national press since 1980 (such basic documents should be kept readily available at USAID/Cairo). A summary of these advertisements by field of study is provided in Appendix G. While the same broad range of subjects was offered from 1980 to 1985, in 1986 agriculture was dropped in favor of pharmacy. In 1987 a number of specific fields were offered apparently in response to anticipated or actual budget cuts from USAID. In 1988 an exceptionally broad range of fields was offered (including medicine, dentistry, law, and arts and general studies) in anticipation of accelerated implementation of Project 0125.

Despite the deliberate introduction of such broad categories as "Basic Sciences", "Law" and "Arts and General Studies" for the first time, very few applications were received in these fields. We believe this reinforces the point noted above about informal publicity and recruitment. Since sociologists, lawyers and scientists have not participated much in the past, probably very few in such fields were ever aware that the fields were now open.

While there are specific selection committees for law and basic science, membership on the committee for "General Studies" is confined to two members representing English language and literary criticism. We doubt that the fact of such membership deterred applicants in development-related fields in general fields, but think that the composition of that committee should be reviewed.

Particular note should be made of the fact that from 1980 to 1986, the announcement included "Public Health". In 1987 it specified "Public Health (Medicine and Preventive Medicine)", and in 1988, both medicine and dentistry emerged in their own right for the first time. Nonetheless, despite their total absence among advertised fields of study prior to 1986, AMIDEAST as early as January 1984 stated, "we have reported before on difficulties we encounter in placing prospective Peace Fellows in . . . several areas of Medicine and Dentistry". Although public health is highly encouraged by the United States and international agencies seeking to achieve "Health for All" by the year 2000, clinical medicine is not encouraged and is not normally even a permitted field of study under AID international training guidelines.

Despite this clear distinction on the part of the international development community, neither Missions records nor the Supreme Council of Universities selection committees distinguish between clinical medicine and public health. In fact the first time the AID PTIS ever made the distinction was a series of sorts done at the team's request. These results show that clinical medicine has accounted for more than 17% (PMs) of overall training in Project 0110. Under Project 0125, clinical

medicine has accounted for no less than 30% (PMs) of training for which individuals have been nominated to date, though not all have been placed or have yet left for the US. Complete results are shown in Table 2 below.

TABLE 2: PEACE FELLOW PARTICIPATION  
BY FIELD OF TRAINING (PERSON-MONTHS)

A: PROJECT 0110, ACTUAL

FIELD	PERSON-MONTHS	%
1. Engineering	8841	26.6
2. Clinical Medicine	5810	17.5
3. Public Health	960	2.9
4. Biology	972	2.9
5. Chemistry	2589	7.8
6. Business	3284	9.9
7. Agriculture	4522	13.4
8. Other	<u>6290</u>	<u>19.0</u>
Totals	33268	100.0

B: PROJECT 0125, NOMINATED IN 1988

FIELD	PERSON-MONTHS	%
1. Engineering	562	24.8
2. Clinical Medicine	687	30.3
3. Public Health	146	6.5
4. Biology	128	5.7
5. Chemistry	75	3.3
6. Business	133	5.9
7. Agriculture	372	16.4
8. Other	<u>161</u>	<u>7.1</u>
Totals	2264	100.0

We do not see this imbalance as part of any conspiracy or plan. As noted at the outset, we see it largely in terms of circumstances. Fields are largely a function of the applications received. This is a function of the perception of the program among various communities, and that after eight years of operation it is better known in some than in others. We believe, however, that it is time for MOHE and USAID to review the results of the past and try to place a planning framework around the future. More specific targets should be considered. Targets

should be identified and a special recruitment effort be made to inform and attract applicants. Considerations from the Five Year Plan, the Country Development Strategy Statement, the National Specialized Councils, leading organizations in the Private Sector could all be brought to bear. Among many considerations should be consideration of Master's degree or diploma programs in the US that cross traditional discipline lines. There are, for example, terminal Master's degrees in "development studies", "development management", "international affairs", "farming systems", fields related to planning, etc. Also, ways might be sought to increase participation in the field of education. Finally, as mentioned elsewhere, studies relevant to the private sector should be opened up very broadly to meet the needs of specific enterprises.

The team recommends, therefore, an early dialogue between USAID and MOHE on the above subjects. To provide necessary room and funds for planning and to put an end to a situation that has clearly gotten out of hand, it recommends an immediate cessation of all recruitment in the fields of clinical medicine, replacement of specializations on the medical selection committee with from fields in public health and, to the extent that they have not already left for the US, cancellation of fellowships for individuals selected for study in clinical medicine under the Peace Fellowship Program, and now constituting thirty percent of the total individuals nominated to date.

### C. Length of Study

Project 0110 envisaged two kinds of fellowships, 21-month fellowships for individuals at universities pursuing Ph.D. coursework or research and 10 months for the non-university community. In fact, as described previously and as shown the analysis of advertisements in Appendix D, the project has evolved a wide range of lengths of study over time. Of participants responding to the returned participant questionnaire, 62% felt that their length of study was adequate. 38% did not. Before reviewing each major category in turn, the team wishes to highlight and question practices which have grown out of, on the one hand, criteria laid down for the early Peace Fellow program and attempts to fit within certain AID and GOE regulations, on the other.

#### 1. The "No-Degree Rule"

Foremost among these is the "no degree" rule. The PF program was not supposed to lead to academic degrees in the United States under program sponsorship. Lengthy periods were permitted for data collection and joint research, and a small number of university candidates could begin Ph.D. study in the US on the basis that they would complete their study (usually 4 years in length) under Missions Department sponsorship. The

main issue with regard to degrees, and degree-related length-of-program, has concerned master's degrees for participants sent on 10-month training programs.

The intent of the initial restrictions was to keep attention focused on specific training needs rather than certificates and also to discourage extension of the original ten-month time period by PF's hoping to take a US master's degree.

Nonetheless, under AID's worldwide participant training program, the American master's degree is by far the most often received degree. Chapter Two of AID Handbook Ten clearly states that one degree, at the graduate level taking less than three years is the norm for AID academic training. While the M.A. or M.S. may not be considered desirable or appropriate for University staff, the team believes it is an excellent training objective for most other eligible recipients, particularly those from ministries. And it would even recommend it for university staff in interdisciplinary fields not offered in Egypt.

## 2. Switching Sponsorship in the Ph.D. Degree Program

There is a second anomaly produced by the no-degree rule. This is the practice of switching Peace Fellows who are sent to the US for Ph.D.'s, from the PF to Mission funding at the end of 21 months (24 in some cases where English is taken in the US). This seems a needless administrative burden and denies the PF program credit for a degree it has at least half supported. The survey team suggests that for those few cases where a US Ph.D. can be justified as a means of achieving a very specific developmental goal, the entire degree be funded under the PF program even if the time involved might require a waiver of the three-year AID training limitation. This would free Missions funding to support other training not normally provided under the PF program. (Note: The team learned at the end of its visit that the practice of sending such degree candidates under the program had been discontinued since 1986. USAID had no record of this decision that the team could find.)

## 3. The Five-Month Post-Doctoral Program: Determining Program Length by Maintenance Rate

The timing of the post-doctoral program has changed frequently during the life of the project, from six to eight to ten to six, once almost cut to three, back to six and now five. The first use of reduced timing was as a means of doubling the number of PF's by halving the training time. Much later, when AID adopted a multi-tier maintenance rate for short-term, non-degree training which went from the highest rate to a lesser rate after five months, the length of this shortest PF program was adopted. AID set this timing for prearranged programs. Five months was never considered ideal for individual research or

refresher programs and, in fact, this particular maintenance rate was never specifically intended for such training. Nor does five months fit any time period in the US universities.

Serious consideration should be given to extending this period. Nearly all the individuals nominated for post-doctoral fellowships are graduates of Egyptian universities with Ph.D. degrees from Egypt or a country of the Eastern bloc. The team feels that the program objective should be to give such individuals exposure to American graduate study, research and teaching methods in the United States, access to and experience with interdisciplinary work, and genuinely original research and publication. Such individuals could return to their institutions in Egypt infused with new skills, knowledge and ethic about research and teaching in a university environment. To achieve this objective the team believes that a period of two years is necessary, and that the value of a corps of such individuals would be much greater in the long run than a corps of individuals twice as many in number who spent half the time or four times the number who spent one-quarter the time in the United States. Such individuals would have to be carefully selected, and their programs developed in such a way that their progress could be monitored. Such a modification would mean obtaining from Egyptian universities acceptance of the principle that less is better, university willingness to release staff for such a period (possibly with the second year on leave-without-pay status), and agreement from the Missions Department to cover the cost additional maintenance, including in most cases that for dependents. The latter, however, could be funded in part by agreement with USAID to use the funds freed by USAID covering more than 21 months for Ph.D. study.

In any case, the amount of the maintenance rate is not a valid criterion for choosing the length of a training program. Missions augmentation of post-doctoral maintenance allowances or a waiver request to the OIT allowance committee are possible options worthy of consideration.

#### D. Sponsoring Organizations

Project 0110 had two major objectives: 1) to "maximize the participation of diverse social groups" and 2) to "maximize the project's developmental impact". To draw recipients from institutions "involved in some way with development" it was decided to address select government ministries "such as Planning, Agriculture, Health and Education" as well as public and private sector firms, and increasingly universities. Special attention was to be given to distributing the benefits of peace and progress, strengthening the public and private sectors, building up local governments and demonstrating the US commitment to Egypt's future, particularly, the future of its universities.

Original project targets were given by numbers of participants and person-months, approximated as follows:

TABLE 3: PROJECT 0110  
INTENDED DISTRIBUTION OF PEACE FELLOWSHIPS

A: Overall Fellowships

Universities	- 900 persons x 21 months	= 18,000 PM
Other	<u>1,000</u> persons x 10 months	= <u>10,900</u> PM
TOTAL	1,900 persons	= 28,900 PM

B: Non-University Fellowships

Public Sector Firms	270 persons
Ministries and Research Centers	480
Private Sector Firms	150
Unassigned	<u>100</u>
Total	1,000 persons

University staff were expected to comprise approximately 47 percent of all participants and 62 percent of total person-months. It was intended to widen the geographic base of recipients by stipulating that half of the university fellowships and 300 of the other fellowships go to individuals working outside Cairo and Alexandria.

In fact, under Project 0110, University representation has amounted to 62 percent of the overall number of person-months in the project, precisely the targetted amount. However, because of the reduced time of training, particularly for post-doctoral students, university staff comprised 52 percent of all participants, the relatively lower share resulting from the fact that University staff received nearly all of the fellowships of longer duration to work on their doctoral programs, be it through coursework or research.

Of the University fellowships, 62% (PMs) went to universities in Cairo and Alexandria. A similar imbalance occurred with regard to "other" organizations. With regard to individual universities, Cairo University accounted for by far the largest with 23% (PMs) of all university participation. While the goal of "decentralization" was not achieved and Greater Cairo and Alexandria continued their traditional dominance, 38%, a still sizeable proportion, of man-months did go to other areas. It is not clear what can be done to redress this imbalance, which may, in fact be greater, if one considers the university staff working at regional institutions but actually living in Cairo or Alexandria.

The team did not have time to pursue this matter in detail. However, it is possible that making applications available directly to people outside Cairo, without requiring a trip to the Missions Department would help. It is possible that altering the composition of the Supreme Council of Universities selection committees to increase the representation of regional universities would help (Cairo and Ain Shams currently have 31 of 36 members on the committees). In our opinion, however, new ways of "getting out the word" formally and informally will be as important or more so than these formalistic changes. Attacking the English problem regionally, as we understand is being done now, would give a tremendous boost to regional chances for participation.

#### E. Private Sector Training

Project 0110 made a specific point of including training for the private sector in the Peace Fellowship program. The Project Paper (page 6) made two points that are relevant in this regard:

- It (the project) seeks to ensure an equitable distribution of the fellowships among Egypt's young intellectuals and students, and government, public and private sector employees.
- Fellowships, therefore, will support only study and/or research programs directly related to Egypt's development problems as defined by its Five Year Plan.

Statistically, the AMIDEAST Comprehensive Report for the period July 15, 1980 to November 30 1986 shows 322 Peace Fellows out of the 2443 who arrived in the U.S. for training during that period were from the private sector. This 13.2% average exceeds the 12% which the First Secretary indicates was the proportion agreed to with USAID in the early days of Project 0110.

Despite this apparent meeting of the private sector goal under 0110, at least through 1986, the team believes that neither the academically oriented selection process or the largely academic training received in the US are best suited to the needs of private sector candidates. The team based these conclusions on a careful analysis of the way the program has been publicized (Appendix D) the selection process, including the exclusive use of discipline specific committees of university professors (Appendix F) and interviews with Egyptian entrepreneurs, people concerned with private sector training and returned participants who experienced university-oriented US training programs.

The team was also concerned with the apparent sharp decline in the number of Peace Fellows recently sent for training under funding provided by Project 0125. According to data supplied by the USAID PTIS only three of the eighty-six Peace Fellows (3.4%) sent from Cairo are from the private sector. Latest ECEB figures show only one PF in the program from the private sector.

If the Peace Fellowship program is to meet its original and current mandate of providing an equitable share to the private sector, the survey team believes that :

1. A minimum percentage of all person-months of training should be reserved for the private sector.
2. New qualification standards should be formulated and advertised for private sector candidates.
3. A new selection process should be adopted, with a majority of the selectors from representative groups within the private sector.
4. Shorter, flexible time periods for grants should be permitted so that busy people in key jobs can benefit.
5. Innovative placement techniques will have to be applied by ECEB, possibly using a sub-contractor, to place candidates in non-academic, hands-on training situations.

In light of the higher priority which the current Five Year Plan gives to private sector development, the team recommends that, in order to bring about an equitable balance between the private sector and all other sectors, 20% of the budget or person-months of training under Project 0125 be reserved for this area of the economy.

To increase the size of the pool of available candidates, qualifications more suited to the non-academic nature of the training to be received should be established for private sector candidates. Replacing the 500 TOEFL requirement with a screening mechanism to ensure the candidate has adequate English to benefit from training is recommended. Also, allowing work experience as a partial substitute for academic credentials should be allowed.

One of the key factors in the successful implementation of this type of training will be the use of a selection committee constituted just for the purpose of selecting Peace Fellows from the private sector. The committee might also review the candidates' English in a manner similar to that used in the post-doctoral selection process. The committee as a whole should have a familiarity both with training needs of the Egyptian private sector and with the nature of training available in the US.

Illustrative members of such a committee might be at least two from representative Egyptian for-profit businesses, one member from the Egyptian Business Association, one from the American Chamber of Commerce in Egypt, someone from the International Executive Service Corps (IESC), and a representative of the Missions Department. It might also include representation from the private educational sector as, for example, the Ramadan Tenth Higher Institute of Technology. Membership should seek to include sectors, such as agribusiness and small-scale industrial enterprise, that are considered in the Five Year Plan as being of particular importance to raising Egyptian productivity.

With regard to period of training, the team believes that the Committee should have authority to approve training for any time period from one month to twelve months. Some very beneficial in-plant or hands-on training is short-term, with an average duration of from two to six weeks. The programs should be flexible enough to encompass such variations. These lengths need not affect the rest of the Peace Fellowship program, which may retain current lengths or those otherwise agreed upon.

Finally some change may be needed in the placement of private sector Peace Fellows. The ECEB Peace Fellow Unit is and always will be experienced primarily in academic placements. To the degree that such private sector placements may be much shorter term, non-university oriented, a subcontract for limited advice and help for part of the private sector placement effort should be considered with an organization such as Entrepreneurs International. The International Executive Service Corps US office can also assist, particularly when the candidate may be a referral from the IESC Cairo Office.

#### F. Participation of Women

The "expectation" of Project 0110 was that "no less than 35 percent of the total number of fellowships will be awarded to women". AMIDEAST and ECEB statistics show a women's participation rate of 19%. No stated goal or expectation of the project has been more dramatically underrealized.

The 0125 Project Paper noted a rise to approximately 18 percent in females among participants receiving training overseas from all AID/Cairo programs in 1979. While stressing the "commitments that constrain" women from training abroad the paper saw brighter possibilities for in-country training and committed itself to a target of "30 percent female participation by the end of the project life" and 35 percent female participation in training activities sponsored in Egypt. So, as we are concerned with foreign training, compared to 0110, sights in Project 0125 have been lowered.

Given the high rate of participation of women in the labor force from which much of the Peace Fellowship program is recruiting, previous results are dismal. The team discussed this issue at great length in Washington and in Cairo. It has examined the system of selection with equal care. Despite its inability to obtain sex-segregated data on applications, the team believes that the low rate of participation by women reflects a similarly low rate of applications. Women have selected themselves out.

When asked for explanations, the universal answer has been because of a woman's primary obligation to look after children and to be with her husband. "Universal" means that this came from women and men, participants and officials. No one felt that the system was in any way unfair or that the results should have been any different. We can agree that the system has not been unfair. We do feel that if officials in GOE and AID felt it was important to bring about a change, it could be done.

Both ECEB and Missions should be complying in the future with the Congressionally-mandated requirement to keep all participant statistics disaggregated by sex. Keeping the statistics at least ensures that the issue will not disappear, and when kept over time, the statistics may reveal particular areas in which women's participation can be increased.

Until there is statistical evidence to the contrary we shall believe that women's participation could and should be improved by experimenting, and we suggest the following:

1. Raise the age limit in training programs to 45 or 50 years of age, to give an opportunity to some who have children sufficiently grown up that they can consider taking time off to return to or reinvigorate a career. If permissible under law, provide women with children over a certain age preference over males in applying to the program.

2. Give preferential acceptance from among the middle ranked candidates to the spouse of a man or a woman who has been given a Peace Fellowship on the basis of his or her top ranking. We interviewed several instances of husband and wife who both had Peace Fellowships and believe that this should be encouraged through whatever administrative means available.

3. Permit much shorter time periods for training programs that might permit a wife or mother to leave her family temporarily.

4. When a spouse accompanies a Peace Fellow as a dependent but has not been accepted into the Peace Fellowship program, explore means by which the Program could cover the cost of tuition so that he or she could pursue studies if desired.

This could lessen the reluctance of husbands to have their wives accept assignments while they have no formal activity or benefit for themselves.

5. Identify fields in which women are strongly represented in the workforce, including such traditional ones as nursing, teaching, and some university faculties as well as newer ones in which there are successful female examples, as in commercial banking, commerce, information and journalism. Try to get leaders in these fields to publicise the Peace Fellowship opportunities for younger women or female colleagues.

6. The USAID/WID officer should make an effort to be sure that Peace Fellowships are publicised in activities in which he/she participates and that Peace Fellowships are made known through other USAID activities. A broader question is, "Does the Mission have a coherent, overall WID strategy, and if so, where does the Peace Fellowship Program fit into it?" The question of USAID personnel engaging in any promotion activity on behalf of the project should be discussed first with MOHE to ensure their support for, or at least lack of objection to, such initiatives.

#### IV. EGYPTIAN CULTURAL AND EDUCATIONAL BUREAU, WASHINGTON (ECEB)

##### A. Organization

The ECEB has handled GOE-sponsored training in the US for more than 40 years. The ECEB assumed responsibility for the supervision and paying of allowances to Peace Fellows in training on September 1, 1986 and total responsibility, including responsibility for placement, beginning in May 1988. For the last part of its contract AMIDEAST's role was largely limited to placing the last 200 or so participants funded under Project 0110.

Even prior to the period of transfer, ECEB approved all AMIDEAST-arranged placements, as well as suggested field trips and conference attendance for PF's. ECEB also arranged health insurance for dependents, for whom it frequently also paid allowances, as well as follow-up on any non-returnees. When a decision was made to switch a Peace Fellow to Egyptian government support or to self-financed status, the ECEB arranged transfers and assumed full responsibility for such participants from the time of transfer until the completion of their programs.

Throughout the entire Peace Fellowship program, the ECEB regularly placed and monitored many more GOE-sponsored "Missions" students than Peace Fellows.

Through its contact with AMIDEAST and the PFP as well as through its own GOE programs, the ECEB has long grounding in undertaking academic placement and monitoring for Egyptians in the United States. What makes the PF program different from GOE-sponsored programs is the requirement that all US training funded by AID funds must comply fully with the regulations and procedures contained in AID Handbook Ten. What makes the new PF program different even from the one the ECEB knew in the past is that 1) an entirely new Handbook Ten containing many changes was issued and made effective 18 November 1988, and 2) Project 0125 contains provisions and shifts in emphasis from Project 0110.

### 1. Senior Administration

ECEB staff currently total 26 persons, including three support personnel. All are housed in a converted personal residence on Kalorama Road, not far from the Egyptian Embassy and an easy walk from the Washington Metro. The senior staff are regular Egyptian government officials consisting of a Director, Deputy Director/Cultural Counselor and Cultural Attache, all served by one secretary (local hire). This group is responsible for all ECEB activities. The Cultural Attache directly supervises the PF unit.

### 2. Finance Section

A five-person finance section reporting to the ECEB Director handles all ECEB finances. Two employees (one Egyptian on secondment from the Missions Department and one local hire) are assigned primary responsibility for Peace Fellow accounting and disbursements, while others concentrate on GOE-sponsored trainees.

### 3. Missions Unit

Most of the ECEB staff is broken down into two units, the Missions Unit and the Peace Fellowship Program Unit. The Missions Unit supports the program which the GOE operates for its own students, while the Peace Fellowship Program Unit supports Peace Fellows exclusively. The units have six and four professional employees, respectively, and each its own secretary. In addition the two units share a single Arabic typist and a visa and insurance specialist.

### 4. Peace Fellowship Unit

In the PF unit one "Placement Specialist" and a Secretary place Peace Fellows in training institutions. Two Educational Specialists, each responsible for an assigned caseload, monitor the PF's from the time they arrive in the US until they either depart or are transferred to GOE or self-financing status. The fourth member of the PF Unit, Educational Specialist (Finance),

is responsible for preparing vouchers and getting approvals for all entitlements and allowances due AID-funded participants.

#### B. Personnel Management

Sources of ECEB staff funding follow closely the overall organizational structure. Egyptian administrative and support staff are regular employees of the Egyptian government and receive pay and allowances according to their rank and title due GOE employees in foreign posts. The rest of the staff work for the GOE Missions Department and the Peace Fellows project. The placement and educational specialists for the PF program are charged exclusively to the project. Individuals working on the Missions students are charged to the Missions Department regular budget. An attempt has been made to charge other staff fairly to the Peace Fellows and Missions budgets, respectively. For example, while the receptionist for the entire office is charged fully to the Peace Fellows Program, the longest term employee of the office who devotes considerable time to Handbook Ten and other Peace Fellow administrative matters is not charged to the project, except for several hundred dollars monthly in overtime. Small amounts of overtime are also charged to several support staff (messenger, housekeeper) for whom the Peace Fellowship program requires longer than normal working hours.

Although there is a system of personnel review and annual increments of up to ten percent, most Peace Fellowship staff (American nationals as required by AID) depart before the year is up. This is largely because of problems highlighted from the very first ECEB report to USAID (Jan-June 1987) over differences in wages between Missions employees and Peace Fellow employees, which "created numerous complaints" in cases where salaries for new Peace Fellow employees exceeded those of Missions employees with more than five years experience. The result has been to try to equalize Peace Fellow and Missions staff salaries.

Missions staff, however, are "alien workers", non-American nationals, whose presence in the United States is made possible only through a visa provided for them by the Embassy of Egypt and who will therefore work at far less than market rates.

While the team did not evaluate the functions carried out by the Missions staff, the kind of monitoring and program evaluation done under the Peace Fellowship program requires experienced staff who understand well the American educational system. This experience from having been raised in an American educational context should provide additional justification for salary differentials for Peace Fellow staff. Current policies and working conditions appear to preclude the recruitment and retention of the staff necessary to ensure satisfactory program operation.

### C. Personnel Issues and Working Conditions

The team identified and discussed a number of issues related to personnel and working conditions, most of which derive from a single source: the desire on the part of ECEB, as an Egyptian government entity, to minimize costs wherever possible. Unfortunately, some economies have been false and others may adversely affect program quality. For example, insufficient computer hardware has resulted in excessive expenditure on hardware and software maintenance, without producing a system that meets the needs of the job. On the program side, students have not had as rich an orientation nor as wide an access to conferences AID regularly provides. Early in discussions the team stressed that USAID has allocated funds for administration by ECEB, and that if these funds are not spent they return to AID, not to the Peace Fellowship Project. It was an important point and should be stressed in future negotiations.

#### 1. High Staff Turnover

Staff turnover is the most dramatic manifestation of problems in the working environment. At the time of this report, the woman in the PF unit with the greatest longevity had been with ECEB since January 1988. The secretary began in July, two professional women began in August, and the most recent in December. During 1988 five employees left the Peace Fellows Unit. One has not been replaced. The average tenure of the five current Peace Fellow staff is 4.2 months (Appendix H). Those hired as replacements inevitably have no prior related experience in placement or educational monitoring and much of the investment made in training and transition from AMIDEAST has been lost.

The Director of the ECEB has noted that staff come to ECEB, receive training and experience in student monitoring and placement and move quickly elsewhere. It is difficult for such staff to be adequately familiar with policies and procedures, difficult for them to know how to work with students and educational/training institutions and difficult for them to gain the respect of the students with whom they function. The Director's concern that students too often bypass his staff and overburden him with problems is in part a result of that staff's own inexperience.

Staff turnover has many causes. Appendix I compares the overall working conditions in the ECEB and those in a comparable organization in Washington engaged in nonprofit foreign student placement throughout the United States. Taken all elements together, it is not difficult to understand why so many have left and why several of the most experienced staff are now considering doing so.

## 2. Low Salaries for Peace Fellow Staff

The Director indicated a willingness to pay higher salaries if staff worked additional time, but we are doubtful that this will be adequate. Salaries at ECEB are too far below market for an additional 12-15% to go far towards closing the gap.

TABLE 4: SALARIES FOR COMPARABLE WORK IN STUDENT PLACEMENT AND MONITORING, WASHINGTON DC

	ECEB	MARKET
Professionals	\$17,100	\$23,000
Secretarial	12,300	15,000

They are also below what ECEB itself recommended to the Missions Department in 1987 and included, with job descriptions, as part of the ECEB report for the period 1 July - 31 December 1987 (Appendix J).

TABLE 5: SALARIES RECOMMENDED BY ECEB TO USAID IN 1987 AND CURRENT SALARIES

	CURRENT	PROPOSED IN 1987 MARKET
Senior Specialist	-	\$24-30,000
Professionals	\$17,100	\$18-24,000
Secretarial	12,300	\$12-18,000

Other aspects of working conditions exacerbate the sharp differentials in salaries. In all likelihood, ECEB should have to offer salaries well above the market in order to attract experienced people to work under prevailing ECEB conditions.

## 3. Absence of Word Processing

The absence of word processing capability struck the team members as inconceivable, as too did deficiencies in the computer system and access to supplies. The Director appreciated the need for word processing, an improved computer system, and expressed interest in obtaining expert advice on purchase of additional equipment and software modification. He noted that supplies had been restricted because of lack of an advance by USAID/Cairo, but that this situation had been resolved by a check hand-carried to the USA by the USAID Project Officer.

## 4. Restricted Access to Telephones

The Director responded to past student complaints of busy ECEB phones by increasing the number of lines to the office to 10

(There are 20 phones in the office). This has been welcome. However, for Peace Fellowship staff telephone use has been radically restricted, apparently because of abuse of telephones by Egyptian students who called long distance to Cairo and because of a view that telephone bills were excessively high. Currently the entire monitoring and placement staff have only one telephone with long distance dialing, and calls are limited to a maximum of five minutes. These restrictions for staff must be eased. It should be possible to install an account code system through which all long distance calls could be controlled by each individual and monitored. Economies may also be made by changing long distance carrier.

#### 5. Staff Exposure through Campus Visits and NAFSA Meetings

No current Peace Fellowship staff have ever visited a college campus or attended any NAFSA meeting in the course of their work for ECEB.

#### 6. Limited Space

As a footnote, we noted that the PF unit is housed in the third floor attic where limited space and low, sloping ceilings allow no place for even one additional desk. The area is connected to the offices below by only one winding, narrow staircase and, like the rest of the building, has no fire escape, no smoke alarms and no sprinkler system. When and if this unit is enlarged, alternative space will have to be found. First floor space has been suggested as a possibility.

#### D. The ECEB Computer System

From the moment it began assuming full responsibility for the Peace Fellow Project, the ECEB has sought to develop an efficient, effective computerized information system for the placement, administering and monitoring of students in the United States. In fulfillment of this commitment, ECEB has expended considerable effort and nearly \$70,000 in funds, including hardware and software development and maintenance. The team did not possess the expertise or the time to examine the system in detail. Nonetheless, despite the best efforts made in the past, the system falls short of meeting the requirements of the Peace Fellowship Program today.

The results of extensive discussions with the ECEB director and staff are summarized in Appendix K. The team recommends that ECEB or AID obtain specialist advice on how to improve the current computerized system, with particular attention devoted to questions of 1) updating the networked system or shifting to a standalone system, 2) making available word processing immediately for all Peace Fellow staff, 3) software development

consistent with current software and data bases, 4) AID permitting multiple use of the system for Missions and Peace Fellow use, 5) shaping the system to meet needs of USAID/OIT, USAID/Cairo and possibly also the Missions Department, 6) developing certain indices of performance that would assist in future monitoring and placement, and 7) assessing staff needs in light of the above. Such an assignment need not be lengthy or costly, but it should be done as soon as possible.

## V. PLACEMENT AND MONITORING

### A. The Placement Process

ECEB arranges American placement for participants nominated by the Missions Department, according to study plans developed and approved in Cairo. Transfer of this function from AMIDEAST to ECEB was effective for all students beginning their studies in or after September, 1988, for whom a new student numbering series beginning with the number 3000 was adopted. Placement is the responsibility of one Placement Officer, who shares a secretary with three Educational Specialists in charge of student monitoring and finance.

Inherited from AMIDEAST via standard forms and the former ECEB Peace Fellow Coordinator, who had served previously as assistant head of the AMIDEAST PF Unit, ECEB uses a well-established process for placement. A description of the process, along with excellent forms and system checks used by the current Placement Specialist, are given in Appendix L.

#### 1. Quantity of ECEB Placements

The Missions Department began sending files to ECEB for placement in January 1988, and from January to March they sent 141. They have held up processing of further students except for five "walk-in" students who appeared in Washington with an acceptance file from Cairo. Of these 146 files, 121 have been placed. Twenty-five cases are in various stages of processing. In addition to these files received from the Missions Department, during a general check made in November of files received from AMIDEAST in May 1988, an additional 42 files were discovered, with 1987 dates, whose status was uncertain. Originally intended for Project 0110 with 2000 series numbers, a number will have to be funded under Project 0125. These include 2 postponements, 12 placed or being placed, and 16 who did not arrive as scheduled. ECEB has placed five. Table 6 summarizes all ECEB placements to date.

TABLE 6: ECEB PLACEMENTS THROUGH DECEMBER 1988

DESCRIPTION	NUMBER	
Dossiers received from Missions in 1988	146	
Placements needed from 1987 AMIDEAST files	12	
Total Received		158
ECEB placements (121 Missions + 5 AMIDEAST)	126	
Remaining (25 Missions + 7 AMIDEAST)	32	
Total		158

Of all ECEB placements, five had already received firm acceptances from American institutions, although even in these cases ECEB must verify and concur in placements and negotiate budgets for individualized research programs. Approximately half had a suggested institution indicated in the student file received from Cairo.

The current placement officer has been on staff for four months. She has made 70 placements, or 17.5 per month, nearly all for students in research programs requiring individual negotiation with professors. This is approximately 200 placements on an annualized basis, and in line with other organizations, such as PARTNERS. She will be put to an impossible test as soon as the Missions department forwards placement requests, anticipated to average more than 400 per year over the next three years. Assuming an improvement in working conditions which have limited the productivity of Education Specialists, the team recommends that one or more of the Education Specialists be trained in placement to perform placement tasks to relieve the work load when needed and to serve as a backup. Should one of the Education Specialists resign, a replacement with placement and monitoring experience should be sought to serve part-time in both functions.

## 2. Quality of ECEB Placements

In assessing placement quality, one can consider a participant's stated satisfaction, the advisor's opinion, home institution satisfaction, and research/teaching and/or other work output upon return, among others. All are relevant, but the time and effort needed to do so assess them far exceed what is possible under this evaluation. Then there are also the "lost opportunities" had placements actually been different, that would have challenged participants more and returned greater benefit to them and to Egypt than those that were made and are being made today. Without addressing these systematically, the team has observations about the quality of placements.

### Participant opinion

Feedback received via 155 questionnaires submitted by the ECEB to participants returned under Project 0110, indicates that participants were almost universally pleased with their placements, and this was corroborated by the interviews which the team held with 30 returned Peace Fellows. A summary of the questionnaire results is provided in Appendix M. When asked if they encountered any problems, 65% said "No". Those that said "Yes" most frequently mentioned problems with ECEB (8%), lack of initial support (8%) and insufficient funds (7%). The question of insufficient funds came up more frequently, however, in our interviews with students, and here it was most often with those placed in expensive cities along the East and West coasts. This response seems to corroborate the ECEB policy of placing participants in the Midwest. Adequacy of allowances seems to be the wrong basis for making placements, but until USAID allowance rates are changed, institutions in high-cost locations will receive fewer participants than the quality of their offerings would suggest.

### Appropriateness of institutions

For nearly all participants the principal objective of placement was to be in an institution where they could obtain more depth in their specialized fields than they could at institutions in Cairo. Highly important in this regard was access to laboratory and library facilities which are so critically lacking in the Egyptian system. In this context, almost any reasonable choice of American institution would have been an improvement.

Particularly relevant for placement is that no fewer than 96% of survey respondents felt that the study was "relevant to their specialization". 37% pursued studies in addition to their specialization. This positive result attests to the careful attention that has been given to describing research objectives and matching them to institutions. Our review of the work of the current ECEB placement specialist and her careful concern for research plans gives us confidence that ECEB placements are as appropriate, and in some cases may even be more so, than those arranged by AMIDEAST.

### Rigor of institutions/placements

The foregoing assumes that the purpose of the fellowship is simply to obtain depth in a discipline. It does not address the rigor of the placement. Egyptian authorities were concerned with costs at every stage of administration. In Washington ECEB officials indicated that wherever possible preference was given to public institutions over private ones for cost considerations, a view expressed even more strongly in Cairo. Of students in

Project 0110 (placed by AMIDEAST) approximately 28% were placed in private institutions, while of 86 placements known to date under Project 0125, 7 were in private institutions. The team believes that a greater attempt should be made to place fellows in the most highly competitive institutions in the United States. Many of these institutions are private. They retain their competitiveness by the reputation of their faculty and their students, and by generous use of fellowship grants. To the extent that Peace Fellows can obtain acceptance to such institutions, and assuming that program appropriateness is similar, the team recommends that they be so placed. Since placements are more likely to be rejected at such institutions, such a policy will require more work from the Placement Officer.

## B. Placement Issues

### 1. Adequacy of the Computer System

Aside from recommendations described under IV.D. above, the computer must be programmed immediately to provide a listing of all participants in placement status, with basic student information and placement status on any given date. This should become the working list for the placement office.

It should also be able to help monitor and track workloads as well as to provide statistical analyses of those in placement status. This should include:

#### a. Report showing

- 1) Number of Placements Pending as of day/mo1 \_\_\_\_\_
- 2) Number of Placements Received since day/mo1 \_\_\_\_\_
- 3) Number of students Placed since day/mo1 \_\_\_\_\_
- 4) Number of Placements Pending as of day/mo2 \_\_\_\_\_

#### b. Statistical Analysis showing at least breakdowns for

- 1) Field of Study (# and %), showing male and female. Split medicine into clinical and public health.
- 2) Egyptian sponsor (universities, research centers, ministries, public sector, private sector) showing male and female.
  - a) Distribution by Egyptian university
  - b) " " Research Center
  - c) " " Egyptian Ministry
- 3) Goal of Training (post-Ph.D., Data Collection (Ph.D.), Ph.D. degree, Training) showing male and female.

Finally it should be able to automatically transfer from the Placement Program to the Student Monitoring Program such data as is available in the former and that is used by the latter.

## 2. Capacity for Private Sector Placement

In many cases Peace Fellows from private sector agencies in Egypt wish to pursue the kind of training that can be best provided all or in part by at university. Indeed, many American universities now have extension and cooperative programs with private firms and local organizations that can provide enrichment experience outside the classroom in many areas. ECEB staff should seek to develop its awareness of such opportunities, and the new Placement Specialist might be sought from among individuals who have experience in working with the private sector. In cases where non-university training is required, additional help should be sought, as suggested in Section III.E.

## 3. Student Walk-Ins

In a system where one exception can open the door for a hundred requests, we believe that the rule of no student coming to the United States without a prior placement having been made by the ECEB should be strictly adhered to.

## 4. Conference Attendance

ECEB policy has limited conference attendance to the very small percentage of students who have been accepted to present a paper to a professional organization. It is the intent of the Peace Fellowship program and of USAID to afford much broader eligibility for conference attendance - conferences in related disciplines where the fellow could benefit enormously from attendance, conferences in his or her own field to hear the latest work and meet leading figures. The Director of ECEB concurs and is modifying instructions to prospective academic advisors to include in each budget proposed to ECEB attendance by the Peace Fellow at a specific conference he or she recommends. This should satisfy the ECEB concern that fellows not have AID pay for tourist trips and include conferences for most participants in a framework related to the proposed course of study.

To the best of our knowledge, Peace Fellows are not invited to participate in Midwinter Community Seminars. All fellows should be notified of this opportunity and allowed to participate if they wish.

The project makes provision for convening seminars in the United States on topics related to the development problems of Egypt. The reasons for such seminars are many - to focus the attention of fellows pursuing narrowly specialized studies unrelated to Egypt on broad development topics related to their country or possibly interdisciplinary topics relevant both to

Egypt and their own course of study. An important objective of such seminars is to encourage fellows to think of the applications to Egypt of the work they are pursuing in the United States. The Director of ECEB was not aware of such a provision in the project. He has requested more information and would like to organize one in the United States before his departure. The team recommends that AID provide guidance and encouragement.

In addition to these specific placement considerations, the team discussed number of possible forms of placement: group placements, multiple placements (seeking more than one placement for each participant), and multidisciplinary and team placements. These are treated in Appendix N.

### C. Monitoring Process

The functions of placement and monitoring of Peace Fellows in ECEB are handled by different people, although AMIDEAST assigned both functions to the same specialists.

At the time of this report, three American women with Master's degrees were splitting the still relatively small caseload of 131 Peace Fellows evenly between two of them and a third handling financial matters. Looking ahead, an individual case load of 100 to 125 for a person doing only monitoring appears reasonable, but if increases come suddenly, the inexperience of the staff and their lack of modern tools may overload the system.

Most of the time demands currently on the monitoring staff stem from such mechanical details as lack of telephones, word processing and the need to check every decision with higher authority. If, however, these impediments diminish before caseloads reach maximum levels, ECEB should consider using the monitoring staff to place PF's. This would serve the dual purpose of relieving some of the load on the placement officer while at the same time giving a backup in case that person leaves or is absent.

Generally the first task of these educational specialists, after they have received the basic documentation of a placed student from the Placement Specialist, is to make hotel reservations, leave a packet of information at the hotel and then to meet the arriving participant at the ECEB. Participants are not met at the airport, although we are told that an effort is made to have them always come on the Cairo DC flight arriving on Sunday night.

At the same time, the educational specialist is in touch with the training institutions providing arrival information on the Peace Fellow. In those cases where the PF arrives in

Washington without all onward travel reservations, the specialist must assist with these arrangements.

Peace Fellows receive no predeparture orientation in Cairo. Such orientation would facilitate the candidates transition to the United States and improve the quality of the overall experience. If the Missions Department does not normally provide orientation and is unwilling to take on this burden, the USAID training office could include a cultural component in the English language training it finances for prospective Peace Fellows in Cairo. Individual or group showings of one or more of the USIA films (prepared in collaboration with NAFSA) on graduate study in the US should be encouraged.

There has been some informal orientation given by the Peace Fellows staff, but generally only of one or two days duration and confined to administrative and financial matters, unless a larger group justifies bringing in outside lecturers. These sessions generally lack the cultural orientation material found in the longer, more formal programs offered by such organizations as the Washington International Center (WIC). ECEB is willing to use WIC for groups above 13, which it figures is the break-even point on cost for specially tailored programs, but having Fellows join regularly scheduled, multinational WIC sessions should be less costly. ECEB should consider having all new PF's attend such sessions.

Upon arrival at the training institution the participant must prepare, with his advisor, a study plan covering the entire period the PF will be in training. This training plan is sent to the ECEB for review and, once accepted, becomes the basis for monitoring all progress of each PF.

Several Peace Fellows interviewed by the survey team reported delays in reaching agreement with their advisors on such training plans - or more correctly - on reaching agreement on research to be done and possible course work to be undertaken during the PF's stay at the institution. In most cases these delays appeared to be the result of differences between what the Peace Fellow wanted to do, and what his advisor was willing and/or able to help him do. The ECEB may want to consider preparing and sending a form letter to prospective PF's describing how individual research projects must often be modified to complement departmental priorities and concerns.

Once the PF has a study plan and begins work, the principal, formal monitoring device is the Academic Enrollment and Term Report (AETR). The ECEB AETR form is longer and slightly more comprehensive than the standard AID form, but the main difference seems to be more space provided for descriptions of progress and comments by both the PF and advisor. There is also a printed Ph.D. exam and dissertation schedule which is not on the AID

form. This AETR, together with a PF's latest transcript, in cases where course work is part of the study plan, are submitted in June and January. The educational advisors are supposed to compare each AETR against that student's study plan, but the advisors admitted that the press of time, particularly the time required by problem cases, made a thorough study of incoming AETRs difficult.

In any event a copy of the AETR is forwarded to the Missions Department in Cairo for review. The advisors report getting no comments or reactions to the AETRs from Cairo except when the AETR is reviewed as part of an extension request.

The USAID Training Office has not been on the regular distribution for Peace Fellow AETRs but would like to be. The survey team believes USAID's inclusion would serve a useful purpose.

Any participant reporting a serious problem must state the issue in writing which is reviewed for a decision by the senior ECEB staff. The educational advisors do not have the authority to authorize any changes which deviate from the study plan. Under procedures used by many programming agents handling AID-funded participants, the responsible educational advisors can approve course changes and in some cases even changes of institution, providing the basic goals of a study plan are adhered to.

Working files are all paper files, and even the chronology of expected completion dates is maintained on file cards in a cardboard box. The survey team believes that while such a system may function while the numbers of Peace Fellows remains low, it will be overwhelmed when caseloads increase.

While not strictly a monitoring function, the daily work of the Educational Advisor (Financial) requires record keeping and participant contact which are inhibited by the same factors described above. Just as the educational advisors lack authority to approve programming changes the financial person has no authority to authorize even the simple allowances, such as book allowances, which must all be prepared for sign-off by senior ECEB staff.

Such practices place an unnecessarily high paperwork burden on the ECEB front office while at the same time needlessly denigrating the authority of the PF professional staff. The senior staff complained that participants invariably insisted on reaching their level with all requests. Since all decisions appear to be made there, participants' behavior makes sense.

On the point of extensions, they are almost never approved for any of the several different programs financed under PF

funding. The five-month post-doctoral programs are never extended. This appears to stem from a desire on ECEB's part to avoid the reduction in allowance rates which occurs at the end of five months (as described in III.C, Length of Study).

The issue of AID-funded extensions does not arise for those PF's who switch to Missions funding. At the end of 21 months they are transferred, and any extensions become ECEB Missions decisions.

On the two data collection programs, there appears to be little flexibility. Programs may be lengthened by the amount of U.S. English language training (maximum three months) but that is not an academic extension.

## VI. HANDBOOK TEN COMPLIANCE

The ECEB is aware that, as a host country entity responsible for an AID-funded participant training program, it is bound by the rules, regulations and restrictions set forth in AID's Handbook Ten and more specifically the latest version of Handbook Ten dated November 18, 1988. All training funded under the Peace Fellowship Program is done in the United States. Those chapters of HB10 dealing with Third Country Training are, therefore, not relevant.

Those requirements of Handbook Ten that impact most directly and regularly on the PF Programs are:

1. Use of a Project Implementation Order/Participant (PIO/P)
2. Use of an IAP/66A to obtain an AID-sponsored J-Visa
3. Enrollment of all AID-funded participants in the AID Health Accident Coverage Program (HAC)
4. Submission to AID's Office of International Training of the Participant Data Form (PDF)
5. Payment to each participant of proper maintenance and other allowances
6. Predeparture and arrival orientation
7. Constant monitoring and periodic evaluation of each participant's progress.

There are other requirements such as limits on academic program length, consecutive degrees and participant working,

which must be complied with by the programming agent, but which do not require regular actions. A discussion of the several Handbook Ten issues of greatest concern to ECEB is contained in Appendix O.

One individual in the Missions Department Office has by far the longest longevity of all and is most familiar with Handbook Ten requirements, following her attendance at a USAID Contractors' Workshop in 1988. Yet she has announced her resignation effective next May when the current Director retires. It is essential that efforts be made to train a replacement for her from now.

## VII. REPORTS AND RECORD KEEPING

### A. Reports

Following the example set by AMIDEAST, the ECEB has, since its assumption of full responsibility for managing the Peace Fellows Program in the US, issued semi-annual reports. The first two reports issued in July 1987, and January 1988 are longer and more comprehensive than the most recent one issued in July 1988. This may reflect in part the ECEB's desire to report and review in the earlier reports a number of issues connected with its assumption of program responsibility. It also reflects the fact that during that period an American senior education advisor was on the ECEB staff and able to assemble and write the larger reports. This person had moved from AMIDEAST to the ECEB, but has now left. In considering its future staffing needs, the ECEB should employ someone capable of assuming this report writing task.

In general the statistics in all three reports seem quite good, and do show arrival and terminations during the period listed by field of study, sponsor, distribution by goal and two tables giving simple numbers and percentages on University-sponsored Peace Fellows. The data also shows numbers in the program at the end of the period as well as lists of those transferred to mission or self-financed status.

Perhaps the greatest omission is that none of the tables are disaggregated by gender, as is now required by law for all AID participants. This point was discussed with the ECEB and by the time the team left Washington a male/female element had been added to the data base. The data on participants in all future ECEB reports should be broken out by gender.

Placement data should be provided, as suggested in Section

V.B.1. This section should also contain brief narrative sections describing placement problems encountered, individuals placed while already in the USA and, where relevant, reasons given for the ECEB not accepting certain placements.

Brief financial data should be included, as should summary narratives of visit reports, though not copies of schedules.

## B. Record Keeping

The team experienced difficulty at all stages in trying to get compatible data on the PF program from the multiple information systems involved.

Data on Peace Fellows is maintained in four main files. These are:

1. Missions Department keeps paper files containing basic information on each Peace Fellow, including copies of applications, proposed work plans and academic history. Information regularly kept by the Peace Fellow Unit made it possible for the team to assess the flow of applications processed through the program. The department has taken delivery of new computer equipment which it plans to use for Peace Fellows records, but no data base program has been developed, and the system is not yet operative. A professor of Computer Science from Ain Shams University has been asked to develop the software for this new system, and the survey team recommends that that person spend time familiarizing himself with the USAID Cairo PTIS and the ECEB system in Washington. Among the several factors which should be considered is use of common terminology to describe fields of study and to identify the sections of the Egyptian economy from which each Peace Fellow comes.

2. USAID/CAIRO has a fully computerized "Participant Information Training System" (PTIS) which can handle up to 94 data elements on all USAID participants. The software was developed just for this mission and is not compatible with either the AID/W PTIS or the commonly used Participant Training Management System (PTMS).

It is nonetheless the one through which the team obtained the most important statistics for the evaluation. Through the competent work of AID/CAIRO local training staff, the system produced analyses that had never been done before: 1) a person-month analysis of the entire population of participants under 0110 for field of study, sponsoring organization/sector and sex; 2) a complete file (adding partial information on 85 participants who had not yet been sent to the USA but who had received or were obtaining placement) for participants under 0125 and the Missions 3000 student number series and performing the

same analysis as above; 3) breaking out clinical medicine from public health, and establishing other categories that do not match the USAID training classifications in order to provide results compatible with categories used in the project. Staff should in the future continue to make these reports.

The main shortcoming of the PTIS for the Peace Fellowship Program is the point where the data is entered into the system. This is now done only when a new Peace Fellow reports to USAID for his or her visa, just before departure. USAID therefore has no records at all on participants being placed by ECEB. The team recommends that Missions and USAID work out a procedure to include these in the PTIS, so the Training Office will have a more up-to-date picture of the status of the PF program. This will facilitate administrative and budget planning, give USAID a more accurate picture of ECEB workload and the probable number of upcoming PF in training.

3. ECEB has a computerized record keeping system, details and problems of which are discussed elsewhere. In function, the ECEB system is an archival system, little used for day-to-day management or for analyses useful for project administration.

Pending installation of new hardware and a more flexible operating system, the only recommendation the team made while in Washington was the addition of a male/female element so that the data system can be disaggregated by gender. This was done.

The main record-keeping concern centered on the ECEB procedure for determining that a Peace Fellow has returned home. Now, when a Peace Fellow picks up a ticket and a place reservation, the ECEB is prepared to notify AID's main participant data system that the PF has returned home. Unfortunately, neither ECEB nor the Missions Department is able to certify that the PF has made it to Egypt. A system should be devised whereby the returning PF reports to the Missions Department and the department in turn notifies the ECEB. Perhaps a procedure where the PF must confirm his or her mailing address for professional journals to the Missions Department would provide an incentive. Problems with the Participant Data Form (PDF) are discussed in the section on Handbook Ten. An out-of-status list of 490 Peace Fellows underscores the record keeping problem with returned participants.

4. The AID Office of International Training (OIT) PTIS is an excellent system containing data for AID's worldwide training program. Its three main data sources are the PIO/T, the IAP66A and the PDF. The team found that the data in the system on Peace Fellows was accurate, but outdated. There are serious delays in the PDF submissions, and this will get worse when the experienced person now doing this work leaves, unless someone is hired soon to learn the routine.

The best use of the OIT/PTIS would be for USAID to distribute periodic printouts of Peace Fellows data from the OIT system to the ECEB and Missions for comparison and updating.

### VIII. PEACE FELLOW INTERVIEWS

The team interviewed 5 Peace Fellows in Washington and 30 returned Peace Fellows in Cairo. While no attempt will be made here to present the information gathered from these interviews in any strict statistical way, the team believes it useful to this report to summarize certain impressions. These are:

- - all Peace Fellows valued their US training experience and spoke longingly about their desire to return for further study and/or research.
- - most said their period of training was too short, and those who went on six-month post-doctoral programs were particularly emphatic on this point.
- - those sent for ten-month programs expressed strong feelings that they should have been permitted to take a master's degree. Two interviewees had defied the system and gone out-of-status to get degrees.
- - those sent for practical training at universities stressed their felt lack of practical experience although some did mention visiting a single plant or factory.
- - the training directly affected their career primarily when they were able to publish articles either in the US or Egypt.
- - none thought the ECEB rule limiting conference attendance to those presenting papers was a good idea.
- - several noted having problems with their professional society memberships. As a corollary most expressed a desire to better keep in touch with their advisors and schools.
- - satisfaction with the allowance rate seemed to be a function of locale with those in more rural placements getting along much better than those in urban centers.
- - several expressed dissatisfaction with the HAC program - both as to the benefits and the way it was administered (note: HAC now has a new administrator).

## IX. FOLLOW-UP

There has been very little follow-up under Project 0110. Plans contained in early project documentation for an association of returned participants never materialized. There is no record of receptions being held or certificates of achievement being handed out even in the early stages of the program when the number of returnees would have made such activities practical.

It would be useful for AID/CAIRO to cooperate with the Peace Fellows Unit in making a final tally of all Peace Fellows who returned to Egypt following training and those that did not. While this will be useful for statistical purposes, the exercise could help obtain current addresses on all returnees as a basis for follow-up activities.

The large number of returned Peace Fellows now makes organizing of project-supported seminars and workshops along specific discipline lines an attractive possibility. Recent returnees could share new data and developments with earlier returnees, and recognized American experts, who had acted as PF advisors, could be invited to participate. Many Egyptian organizations are now able to organize development-related seminars. For example, recently an Egyptian chapter of the Society for International Development has been established under the leadership of one of Egypt's most respected development planners, and would be well suited to serve as a forum for discussions of development issues. This would seem to be a relatively simple way of reinforcing, updating and prolonging the Peace Fellow experience.

Similarly, it may not be too late to arrange for professional society memberships for returned participants who have received none to date and to renew memberships for those who have and who find them valuable. AID permits initial subscription for three years with possible renewal for an equal period in cases where there is clear benefit.

For the future, one mechanism of confirming return to Cairo might be completion of a card to be sent to ECEB with the participant's home address and a Missions stamp for placing initial subscription to professional societies.

Less simple, if for no other reason than it cuts across several GOE and USAID jurisdictional lines, is the idea contained in Project 0125 to use the Commodity Import Program (CIP) to provide equipment and research materials for returned Peace Fellows. The team applauds this idea, but is not familiar with the CIP to make specific recommendations as to how this might be implemented.

## X. RECOMMENDATIONS

There are recommendations and suggestions throughout this report. Those the team considers most important are listed below for easy reference. Beyond the first four recommendations, which are from the Executive Summary and should be considered most important, the rest are listed in no particular order of precedence. With this in mind, the team recommends:

1. That USAID work as closely as necessary with MOHE to ensure that the project expectations of both sides are clearly stated, fully understood, and sufficiently agreed to so that implementation can take place at a reasonable pace. These expectations should contain agreement with regard to such questions as the fields of study, types of programs and the distribution of candidates by sponsoring agencies. These positions should reflect language and intent of project documentation, AID's worldwide training policies and the developmental goals of the GOE Five Year Development Plan and the Country Development Strategy Statement.
  2. That all fields of clinical medicine be eliminated from eligibility under the Peace Fellowship Program and that applications of the large number of candidates in these fields currently in process be cancelled.
  3. That a portion of the project budget be set aside for the private sector and that a new selection procedure for this group be adopted.
  4. That special project assistance be given to help the ECEB solve its personnel and working conditions problems with the Peace Fellow Unit.
- - - That the master's degree in certain developmentally-oriented disciplines be approved as a goal under the PF program.
  - - - That a candidate sent under the PF program for a Ph.D. degree be continued under PF funding to the end of that degree and not switched to Mission funding.
  - - - That the Missions Department practice of setting training periods based on allowance rates be abandoned, and the period for the post-doctoral program be extended for a period of up to two years.
  - - - That a minimum percentage of all person-months of training

be reserved for the private sector.

- - - That ECEB working conditions for the Peace Fellows Unit be improved and that higher salaries be paid.
- - - That an Education Specialist receive training and assist in Placement, and that the next replacement for any Education Specialist be an individual with previous Placement and Monitoring experience who could work part time in both positions, according to the volume of work.
- - - That ECEB computer hardware be upgraded and its software be improved on the basis of expert consultant advice.
- - - That wherever clearly outstanding candidates might qualify for acceptance in the most competitive US institutions, efforts be made to place them there, even if the costs is higher than at other universities.
- - - That only those Peace Fellows who have been placed be authorized by the Missions Department to travel.
- - - That the circumstances behind recent, large-scale pickups of new Peace Fellows from among individuals in the US be examined with an eye to stopping or at least curtailing the practice.
- - - That ECEB restrictions on field trips and conference attendance be relaxed.
- - - That Peace Fellows be informed of and be allowed to attend AID-sponsored Midwinter Community Seminars.
- - - That the USAID/Cairo Training Office receive copies of all Peace Fellows AETR's.
- - - That ECEB allow basic decisions on placement, monitoring and payment of allowances to be made by Peace Fellow staff, within well-understood policy guidelines.
- - - That the data elements in the still to be activated Missions Department computer in Cairo be made as compatible as possible with the ECEB system and the USAID PTIS.
- - - That ECEB act immediately to replace the non-Peace Fellow officer who now handles most ECEB compliance with AID Handbook Ten and who is scheduled to leave in May 1989.
- - - That a procedure be developed between ECEB and the Missions Department to allow positive confirmation that a Peace Fellow has returned to Egypt.

- - - That Missions raise the age limit in training programs to 45 or 50 years of age and, if permissible under law, provide a preference for women with children over a certain age to apply to the program.
- - - That preferential acceptance from among the middle ranked candidates be given to the spouse of a man or a woman who has been given a Peace Fellowship on the basis of his or her top ranking.
- - - That shorter time periods be adopted for training programs, so as to meet needs of a broader constituency, including women.
- - - That the Peace Fellowship program cover costs of tuition for a dependent spouse who wished to pursue coursework in the United States.
- - - That USAID and MOHE identify fields in which women are strongly represented or recently successful in the workforce and seek the support of leaders in these fields to publicise the Peace Fellowship opportunities for younger women or female colleagues.
- - - That USAID/WID officer ensures that Peace Fellowship opportunities are made known through other USAID activities and that USAID identifies a place for Peace Fellowships in its overall Women in Development strategy.

## APPENDIX A

### TYPES OF MISSIONS

#### CURRENTLY PROVIDED THROUGH THE MISSIONS DEPARTMENT

The types and number of Missions programs offered at any time are a function of funds budgeted by GOE for Missions activities and scholarship opportunities made available by other countries. The team was told that in the current Five Year Plan a total of LE30 million was allocated for Missions scholarships, of which LE8 million was anticipated to come from outside sources. The exchange rate was fixed at \$1.00 = LE0.85, with the result that the amount allocated in the plan was \$35.3 million, of which \$9.4 was intended to come from external sources.

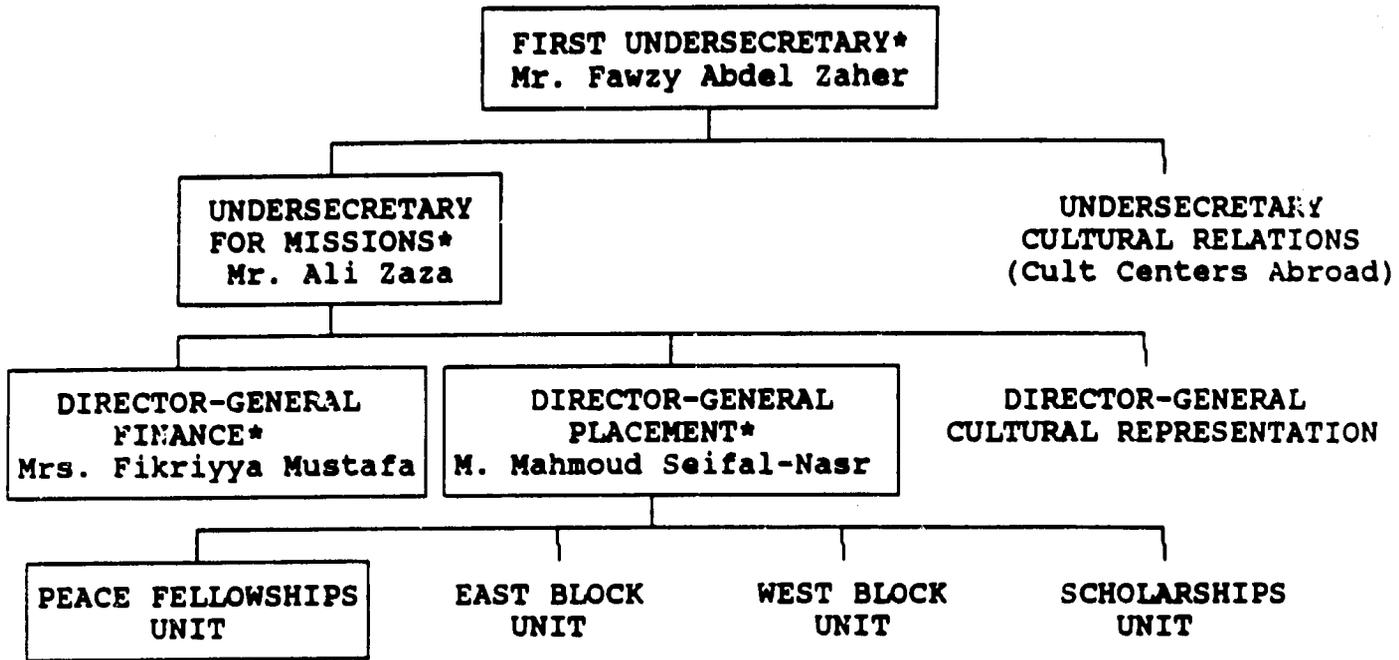
Currently the Missions Department offers five types of missions programs as follows:

1. Joint Supervision: 20/yr for each of 13 universities (260 total) Duration: 24 months. (260/yr x 24mo x 5yrs) Purpose: research under the joint supervision of a foreign professor and a professor at an Egyptian university. The objective is to obtain a Ph.D. degree at an Egyptian university. The arrangement usually involves travel by the Egyptian professor to the foreign research location and travel by the foreign professor to Egypt.
2. Data Collection: 20/yr for each of 13 universities (260 total) Duration: 18 months. Purpose: data collection abroad on a research topic being presented to an Egyptian university for a Ph.D. degree.
3. Regular Missions for Ph.D.: 20/yr for each of 13 universities (260 total). Duration: 4-5 years. Purpose: to obtain a Ph.D. degree from a foreign university.
4. Internal Missions: 20/year for each of 13 universities (260 total), Duration NA. Purpose: to obtain a Ph.D. degree from an Egyptian university while remaining in Egypt. Assistant lecturers are relieved of teaching duties and paid 150% of their regular salaries.
5. Training Programs: Number depends upon scholarships available. Duration: 3-12 months. Purpose: variable.

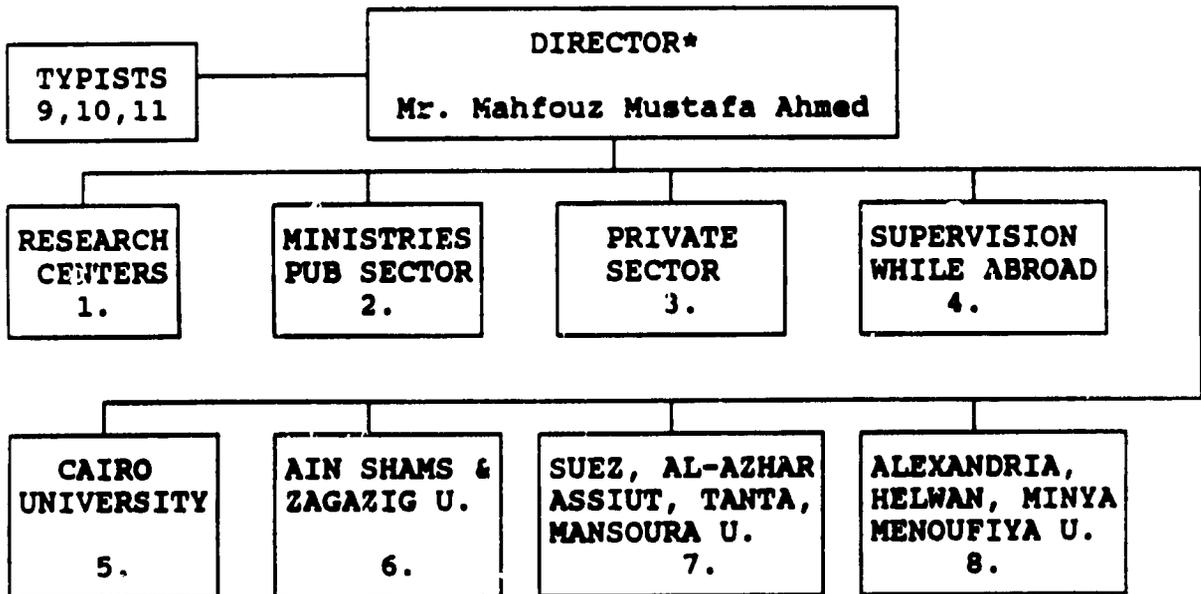
44'

**APPENDIX B: ORGANIZATIONAL CHARTS FOR  
THE MISSIONS DEPARTMENT AND THE PEACE FELLOWSHIPS UNIT**

**A: THE MISSIONS DEPARTMENT**



**B: THE PEACE FELLOWSHIPS UNIT**



\* = Member, Peace Fellowship Project Committee

Note: Numbers 1-11 denote one employee. All but typists are university graduates, averaging 7 years experience in the Peace Fellowship Unit.

## APPENDIX C:

### THE 1988 PEACE FELLOWSHIP ANNOUNCEMENT

The Missions Department announces the availability of Peace Fellowships offered by the Governments of the U.S. and Egypt for 1988 to assistant professors, teaching staff of universities, research institutes and centers, employees of ministries, public and private sectors according to the following rules:

- (1) Ten-month training programs for ministries, public and private sector employees.
- (2) data collection, Post-doctoral courses, not to exceed 18 months, for teaching staff at universities and research institutes who are already registered for doctoral degrees.
- (3) Data collection & research programs, not to exceed 14 months, for assistant professors who are already registered for doctoral degrees.
- (4) Five-months training programs to conduct scientific research for university teaching staff.
- (5) Applications for fellowships should be in one of the fields related to the country's development plan, as follows:
  - a. Engineering & technology
  - b. Medicine, dentistry, and pharmacology
  - c. Basic sciences
  - d. Agriculture and veterinary medicine
  - e. Commerce, economy & law
  - f. Education
  - g. Arts and general studies.
- (6) These fellowships are not intended for obtaining degrees.

#### General Conditions

- (1) Candidates should hold an undergraduate degree.
- (2) Candidates should have obtained their degrees at least two years prior to application, and spent one year on present job.
- (3) Age should not exceed 35, university teaching staff should not be older than 40 by June 1989.

- (4) Completion of or exemption from military service.
- (5) Applicant should not have had a peace fellowship before.

### Applications

Applications and necessary documents, to be specified later in the announcement, should be submitted to the Peace Fellowships Unit at the Missions Department, Tahrir Mogamaa, 7th floor, all days of the week except Fridays, between 1:00 pm to 4:00 pm and on Saturdays from 9:00 am. Applications will be accepted as soon as this announcement is approved.

### Documents

- (1) A letter addressed to the Director of Missions (Peace Fellowships Unit) from the employer, nominating the candidate and mentioning his/her specialties, duration of the fellowship, and stamped with the official stamp of the government. This letter should be submitted in a folder with the name of the applicant, the employer, and field of specialty in Arabic.
- (2) On submitting this letter, the applicant is provided with two application forms, in English and Arabic, and a bio-data form. All forms are to be filled out by the applicant and stamped by the official stamp of the government.
- (3) A file is submitted by the applicant, enclosing the nomination letter, application forms and the following documents in English and Arabic, giving the name of the applicant and employer.

### Documents needed for:

#### A. employees of ministries, public & private sectors:

- (1) Undergraduate degree diploma.
- (2) Transcripts of undergraduate work.
- (3) Three recommendation letters, in English, from professors of the candidate's field of specialty, or from his supervisors.
- (4) Training plan, data collection plan, or research program requested by the candidates, stamped.
- (5) Certificate of military service completion or exemption.
- (6) Copy of applicant's I.D. card.
- (7) Four photographs.

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(8) TOEFL score, which should not be less than 450. A priority is given to candidates who score over 500. TOEFL scores are valid for only two years after test date.

B. Assistant Professors at universities and research institutes

In addition to the above mentioned 1-8 documents, candidates should submit their Master's Degree diploma, and whatever documents to show that they have registered for doctoral degrees.

C. Teaching staff at universities and research institutes and centers

In addition to documents No. 3, 4, 5, 6, and 7 above, they should submit their Doctorate's degree diploma, as well as a summary of their Master's and Doctorate researches.

Nomination letters, forms, and training plans should be endorsed by the following entities:

- a. Cultural Relations Departments at universities and research institutes.
- b. Training or manpower development departments at ministries and public sector firms.
- c. Relevant syndicate for private sector candidates.

Prepared 9/5/1988

Translated by: Mona Kaldas/Miranda Guirguis, HRDC/ET, 11/15/88 - 28P

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APPENDIX D

CONTENT ANALYSIS OF PUBLIC ANNOUNCEMENTS

FOR PEACE FELLOWSHIPS BY YEAR (EXCLUDING FIELDS OF STUDY) 1980-1988

DATE OF AD	MINISTRIES, PUBLIC AND PRIVATE SECTORS A.	UNIVERSITY STAFF B.	RESEARCH CENTER STAFF C.
80	For Private Sector Length = 10 mo Age = 35, best <30 UG Deg = "Good" TOEFL = "Pass"	No mention Possibly separate ad?	No mention Possibly separate ad?
81 A	Length = 10 mo Age = 40, best <35 UG Deg unspecified AUC Test = "Pass"	No mention Possibly separate ad?	No mention Possibly separate ad?
81 B	Length = 3-10 mo Age = max 40 English given if pass test.	Length = 21 mo plus Mission (for Ph.D.) Age = max 35 English given if pass test.	Length = 20 mo data collection Age = max 35 English given if pass test.
84	Length = 10 mo Age = 35, best <30 UG Deg unspecified TOEFL = 500	Same as "A" Possibly separate ad for universities?	Same as "A" Possibly separate ad for universities?
85	Length = 1 year Age = max 35 UG Deg unspecified Pass English test	Length = 2 years joint supervision = 18 months data collection other criteria as "A"	Length = 2 years Ph.D. research other criteria as "A"
87	Length = 10 mo Age = max 35 UG Deg = "Good" TOEFL = 500	Length = 12 months, data collection = 6 months, post-doctoral research (Egypt/Eastern bloc Phds) Age = max 40 TOEFL = 500	
88	Length = 10 mo Age = max 35 UG Deg unspecified TOEFL = 500 plcmt, 450 consider	Length = 18 months, data collection = 24 months, joint supervision = 5 months, post-doctoral TOEFL = 500 except post-doctoral Age = 35, post-doctoral = 40	

APPENDIX E

COMPLETED PEACE FELLOWSHIP APPLICATIONS RECEIVED IN 1988  
BY FIELD OF STUDY AND SPONSORING ORGANIZATION

FIELD	SECTOR	UNIVERSITIES		MINISTRIES PUBLIC/PRIVATE SECTORS	TOTAL	PERCENT
		ASST LECTS	POST DOCS			
Medicine & Pharmacy		137	175	121	433	36
Engineering		55	67	105	227	19
Basic Sciences		12	140	6	158	13
Agriculture		6	203	4	213	18
Veterinary Medicine		3	46	4	53	4
Commerce		7	10	30	47	4
Humanities		<u>21</u>	<u>37</u>	<u>10</u>	<u>68</u>	<u>6</u>
TOTALS*		241	678	280	<u>1199</u>	100
PERCENT		20%	57%	23%		100%

Note: Applications were received on the basis of public announcements in May 1988 which provided for a two-week application period. Completed file indicated in this table were, for the most part sent to the Supreme Council of Universities in November 1988.

\* - A comparison of these totals with the number of initial application applications received - completed applications/initial applications received (% completed) - gives the following results:

Asst Lect = 241/560 (43% completed)  
Post-Doc = 678/762 (89% completed)  
Training = 280/810 (35% completed)

**APPENDIX F: PEACE FELLOWSHIP PROGRAM  
SELECTION COMMITTEES AND DISCIPLINES REPRESENTED, 1988**

	TITLE OF COMMITTEE	SPECIALIZATIONS	UNIVERSITIES
1.	Engineering and Technology	Engineering and Technology Mechanical Engineering Civil Engineering Architecture	Helwan Zagazig Cairo Ain Shams
2.	Agriculture	Nematology Horticulture Soil Sciences Animal Production	Ain Shams Ain Shams Cairo Ain Shams
3.	Veterinary Medicine	Animal Health Animal Production Animal Diseases	Zagazig Cairo Cairo
4.	Commerce	Economics Business Public Administration Statistics	Cairo Cairo Cairo Ain Shams
5.	Law	International Law Criminal Civil	Minya Cairo Ain Shams
6.	Medicine	Histology Ophthalmology Public Health Pediatrics	Cairo Ain Shams Ain Shams Cairo
7.	Pharmacy	Pharmacology Poisons Drug Science	Cairo Cairo Cairo
8.	Dentistry	Oral Surgery Bridgework Orthodontics	Cairo Cairo Cairo
9.	Basic Sciences	Organic Chemistry Physics Chemistry	Ain Shams Cairo Ain Shams
10.	Education	Psychology Teaching Methods Psychology	Ain Shams Cairo Helwan
11.	General Studies	English Literature Literary Criticism	Cairo Cairo

APPENDIX G

FIELDS OF STUDY ANNOUNCED FOR PEACE FELLOWSHIPS

1980-1988

	YEAR	1980- 1984	1985	1986	1987	1988
<b>SPECIALIZATION</b>						
1.	Housing	X	X	X		
2.	Statistics	X	X	X		
3.	Economics	X	X	X		X
4.	Business	X	X	X	X	
5.	Commerce	X	X	X		X
6.	Banking	X	X	X		
7.	Feasibility Studies				X	
8.	Public Administration				X	
9.	Public Health	X	X	X		
10.	Public Health (Medicine and Preventive Medicine)				X	
11.	Medicine					X
12.	Dentistry					X
13.	Pharmacy			X		X
14.	Agriculture	X	X			X
15.	Veterinary Medicine					X
16.	Technology of Land Reclamation				X	
17.	Agricultural Mechanization				X	
18.	Applied Art	X	X	X		
19.	Engineering	X	X	X	X	X
20.	Industrial Sciences				X	
21.	Basic Construction				X	
22.	Architecture/City Planning				X	
23.	Biotechnology				X	
24.	Energy				X	
25.	Technology					X
26.	Education	X	X	X	X	X
27.	Arts and General Studies					X
28.	Law					X
29.	Basic Science					X

APPENDIX G1

PERSON-MONTHS OF TRAINING BY SPONSORING ORGANIZATION  
 UNDER PEACE FELLOWSHIP PROGRAM, PROJECT 0110

SECTOR		PERSON-MONTHS	PERCENT
1.	Public Sector	1172	3.5
2.	Private Sector	3244	9.8
3.	Ministries	5934	17.8
4.	Research Centers	1670	5.0
5.	Universities	20708	62.3
	<b>Name</b>	<b>PM</b>	<b>%</b>
	1) Ain Shams	2020	9.8
	2) Al-Azhar	1086	5.2
	3) Alexandria	3536	17.1
	4) Assiut	1694	8.2
	5) Cairo	4814	23.2
	6) Minia	275	1.3
	7) Helwan	1367	6.6
	8) Mansoura	1024	4.9
	9) Zagazig	1781	5.4
	10) Menoufia	1116	5.4
	11) Tanta	1121	5.4
	12) Suez Canal	863	4.2
	13) American	<u>11</u>	<u>0.0</u>
	<b>Subtotal</b>	<b>20708</b>	<b>100.0</b>
6.	Unknown/Others	<u>529</u>	<u>1.6</u>
	<b>TOTAL</b>	<b>33227</b>	<b>100.0</b>

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APPENDIX H

ANALYSIS OF

ECEB PEACE FELLOWSHIP STAFF BY JOB TITLE AND MONTHS OF EMPLOYMENT  
(FULLTIME NON-ACCOUNTING STAFF THROUGH 31 DECEMBER 1988)

TITLE/NAME	MONTHS EMPLOYED
A. PROGRAM COORDINATOR (including placement)	
1. Debbie Durham	11
B. PLACEMENT SPECIALIST	
1. Francis Jarvis*	3
C. EDUCATION SPECIALISTS	
1. Stephanie Funk	12
2. Pat Trobian	6
3. Edward Holmes	2
4. Lori Kurtz	9
5. Zeinab Mansour	13
6. Mary Lou Warley	6
7. Maany Sangaran	2
8. Audrey Durr*	3
9. Annmarie Fayad*	1
D. SECRETARIES/RECEPTIONISTS	
1. Wanda Anderson	6
2. Ehsan Ibrahim	21
3. Carole Frith	21
4. Myeong Gibali (Secretary)	9
5. Fatima Abdel Samad (Secretary)*	10
6. Clarisabel (Secretary)	3
7. Sofy Moussa (Secretary)	6
8. Carol Riccouci (Secretary)*	4

\* - Asterisk denotes current staff, as of 31 December 1988

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## APPENDIX I

### COMPARISON OF WORKING CONDITIONS, PLACEMENT OFFICER

COMPARISON ORGANIZATION	ECEB
1. Salary Professional \$23,00 Secretary	\$18,000 \$12,300
2. Word Processing 1 for every three staff	none
3. Responsibility for work 100% responsible for placements	15% placements disapproved
4. Access to supplies have whatever needed	restricted
5. Telephone Use Unlimited USA dialing accessed by individual account code and printed out monthly. Pay for personal calls. Printout occasionally reviewed by Director.	One line with access to domestic USA dialing. All long distance calls logged individually. 5 minute maximum permitted. No personal calls.
6. Campus Visits Usually two 1-week visits to campuses and a regional NAFSA convention annually for each professional staff.	No domestic travel so far for staff. Director and Deputy Director do official representation.
7. NAFSA Membership Institutional membership. NAFSA literature distributed among staff, who regularly attend NAFSA functions.	Bureau has membership. Staff rarely see materials and do not attend NAFSA meetings.
8. Average Length of Service 4 1/2 years (Organization in existence for 6 years)	6 months (PF placement unit functioning for 12 mo)
9. Attendance Monitoring None	Punch clock twice daily.
10. Placement case load 200-300/year. Mostly academic degree placements.	200/year, mostly tailored research placements.

APPENDIX J

STAFFING AS RECOMMENDED BY ECEB IN 1987

IN REPLY PLEASE REFER TO: PF #

PROPOSED PF PERSONNEL BUDGET AND  
JOB DESCRIPTIONS  
1988 - 1993

PAGE 1 OF 4

The office amended the role of the Consultant and the Coordinator to that of Senior Specialist for this program due to the designation of Mr. Farouk Hassan, the former director of the PF Unit in the Egyptian Missions Department, as the Cultural Attache of ECEB as of October 1987.

We suggest the following positions:

SENIOR SPECIALIST: 1 FULL TIME \$2,000-2500/month

1. Prepare a manual of all regulations (educational, financial and administrative) and continuous updating of said manual for the use of peace fellows and their specialists.
2. Train new PF unit employees and do in-service training on regulations concerning the program and changes on these regulations.
3. Coordinate and assist in the preparation of the semi-annual comprehensive report including compilation of statistical tables statistical inference and printing support.
4. Organize resource library for placement information and recently responsible for new PF nominees and help training placement specialists upon appointment.

COMPUTER SPECIALIST: 1 FULL TIME \$2,000-2500/month

1. Supervise the information system including microcomputer shared system, microfish facilities for use in placement and follow up of participants progress.
2. Generate monthly accounting and statistical tabulation and analysis specially for semiannual comprehensive reports on the program.
3. Continuous updating of system programs basis system maintenance and revising of programs necessary to ensure efficient use of the system.
4. Train staff on data entry and editing records on file.

PLACEMENT SPECIALISTS: 3 FULL TIME \$1,500-2000/month

1. Review of new files for placement and process necessary forms, documents and copies of each completed file.



EMBASSY OF THE ARAB REPUBLIC OF EGYPT  
CULTURAL AND EDUCATIONAL BUREAU  
PEACE FELLOWSHIP PROGRAM

IN REPLY PLEASE REFER TO: PF #

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2. Identify proper U.S. Institutions to be contacted for placement, 3-5 Institutions for each case according to certain criterions set by ECEB with the use of all sources of information related to placement, software program, available lists of contacts in the ECEB and phone calls.
3. Forward files to U.S. Institutions and continuous follow-up until acquiring more than one acceptance for each case to choose from according to program credibility, cost of program, availability of accomodation facilities and cost of living.
4. Inform Missions Department of approved placements.
5. Transfer files of approved placements to educational specialists and inform accounting (finance section to arrange for a meeting with PF's (when they arrive) or during their short stay in Wash. D.C. for orientation.

EDUCATIONAL SPECIALISTS: 4 FULL TIME \$1,500-2,000/month

1. Arrange meeting with new PF's on their arrival, and short stay in Wash.D.C. give orientation and prepare their settling in checks and prepare departure to the hosting U.S. Institutions.
2. Follow-up of PF's training and academic progress and periodic contacts with PF and his advisor and reporting to the Mission Department.
3. Counseling participants on their social, academic and financial problems.
4. Reviewing all bill related to each participants program (research cost, tuition, equipment, subscriptions in scientific periodical field trips conferences, medical insurance).
5. Handling of extension requirements resulting in adjustments of visas and medical insurance.
6. Arranging for departure of participants at end of their program or termination of program when transferred to Egyptian Missions funding to complete his/her program for a Ph.D degree (i.e. request airline tickets and prepare voucher for travel company)

ACCOUNTING ASSISTANTS: 2 FULL TIME \$1,000-1,500/month

1. Process all payments due to participants and their training programs (i.e. tuition & universities fees, insurance, research cost, various allowances, travel expenses, subscriptions to periodicals) this includes review of bills, invoices, book-keep auditing and issuing checks.

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CULTURAL AND EDUCATIONAL BUREAU  
PEACE FELLOWSHIP PROGRAM

IN REPLY PLEASE REFER TO: PF #

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2. Assume administrative responsibilities and tasks by processing all administrative payments (i.e. benefits/salaries of employees purchase of supplies, maintenance of machines, end of year inventory and audit.
3. Assist in the preparation of the program budget, monthly fiscal reports and financial statements for each peace fellow at the termination of his/her program, and financial part of the semi-annual comprehensive reports.

<u>PROGRAM ASSISTANTS:</u>	4 FULL TIME	\$1,000-15,00/month
<u>SUPPORT STAFFS:</u>	4 FULL TIME	\$300/month

1. Clerical/secretarial work (i.e. typing, filing, mailing assistin in preparation of arrival and departure materials & send telexes reporting in English & Arabic.
2. Receptionist - receives incoming and out going phone calls and distributes messages, assist in office library and public relations.
3. Preparation of participant data forms upon arrival of peace fellows to report arrivals to AID Wash.D.C. up-date these forms for any program change. Prepare HAC enrollment (medical insurance) & payment to AID Wash D.C. & Blue Cross/Blue Shield.
4. Monthly reporting of departures & early termination to AID Wash D.C. & AID Mission in Cairo.
5. Preparation of Visa documents for PF and dependents for extensio of on going programs and transfer of place of study.
6. Courier service in DC and nearby areas.
7. Sorting, recording and distribution of in coming & out going mail, telexes or telegrams.

N.B. Some of these tasks like visa processing, health insurance (HAC for the Peace Fellow & Blue Cross/Blue Shield of DC for dependents), mail recording distribution and filing rendered to peace fellows and their dependents cannot be easily defined as to the PF tasks versus their dependents who are under Egyptian government funding and should be rendered on a cost share basis and considered part time positions.

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PEACE FELLOWSHIP PROGRAM

IN REPLY PLEASE REFER TO: PF #

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Therefore the proposed annual staff budget is as follows:

JOB TITLE	No. of Staff	Average Monthly Salary	Average Annual Salary	Average Annual Total
SENIOR SPECIALIST	1	2,000-2,500	27,000	27,000
COMPUTER SPECIALIST	1	2,000-2,500	27,000	27,000
PLACEMENT SPECIALIST	2	1,500-2,000	21,000	42,000
EDUCATIONAL SPECIALIST	4	1,500-2,000	21,000	84,000
ACCOUNTING ASSISTANTS	2	1,000-1,500	15,000	30,000
PROGRAM ASSISTANTS	4	1,000-1,500	15,000	60,000
PART-TIME SUPPORT STAFF	4	300	3,600	14,400
<b>T O T A L</b>				<b>284,400</b>

TOTAL: FIRST YEAR	10% Annual Raise	284,400
SECOND YEAR 10%		312,840
THIRD YEAR 10%		344,124
FOURTH YEAR 10%		378,536
FIFTH YEAR 10%		416,399
		\$ 1,736,299.00
FRINGE BENEFITS 24%		416,709.30
GRAND TOTAL FOR 5 YEARS		\$ 2,152,998.30

  
Dr. Abdel Latif A. Aboul-Ela  
DIRECTOR

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## APPENDIX K

### THE ECEB COMPUTER SYSTEM

The following elaborates on discussions the evaluation team had with the Director and staff of ECEB with regard to the current computerised information system.

#### Computer Hardware

The system was purchased almost two years ago, based on specifications approved 2 1/2 years ago, when microcomputer technology was relatively expensive and when the promise of networked PCs far exceeded their actual capabilities. Since then, microcomputer prices have plummeted, to the great benefit of consumers, and there is now a new generation of well-debugged, broadly compatible networking systems on the market.

The main ECEB system reflects the cost, hardware and software constraints of an earlier era. It is based on a single AST 140 Computer (80286 with a 1.2 MB floppy drive, 1 MB RAM and a hard disk recently upgraded to 40 MB) operating as a Central Processing Unit on the first floor of the ECEB building for six terminals placed as follows:

1. Director, ECEB (Second floor)
2. Peace Fellow Placement Specialist (Third Floor)
3. Peace Fellow Educational Specialists (Third Floor)
4. Missions Department (Third Floor)
5. Missions Department (Third Floor)
6. Missions Department (Third Floor)

Next to the CPU is an IBM XT 8088 computer with a 360k floppy drive and 640k RAM, used by software specialists for programming.

The accounting unit has two standalone computers: an AST 286 and an AST 8088, each with hard disks and IBM DOS. The team heard of no user problems in its discussions with the accounts unit.

#### Software and Hardware Problems

The linked system is another story. The terminals communicate with the central computer through a Limited Access Network, which is plagued with software incompatibilities reflecting the state of the art at the time the system was ordered. The large number of terminals has overburdened the capacity of the central computer. A technical explanation of the problems was provided by ECEB's part-time consulting specialist

at the request of the team and is included as Annex 1.

### The Effect Upon Users

For users the system may be more of a burden than a service, because its unreliability requires all work to be done twice: on paper and by computer, whenever there is time to fill the computer with student data. It generates individual student reports and can be programmed to provide data in response to individual queries upon request. While these are significant accomplishments from the standpoint of data storage and occasional reporting on students, the system is unreliable as a management tool for a number of reasons.

System limitations make the computer available to staff irregularly, sometimes for as little as one hour per day. It is frequently not available for on-line query, and, even when it is accessible, response time may vary from 5 seconds to 5 minutes. The system frequently overloads and locks out all access to the data base, and, worst of all, in the past three months the system has been entirely out of service on two separate occasions for a period of one week.

The system is so unfriendly that staff, burdened with the requirements of keeping the computer's data up to date, have not had been able to obtain the most basic reports needed for monitoring their own work. An example of some problems and needs are specified in the report (p. 30).

Work is needed to produce reports needed by users and to link to various subsystems, especially Placement and Monitoring.

The advantage of a networked system is its ability, with enough time and programming effort, to produce consolidated reports of the kind needed semiannually for USAID. The system is capable of doing this, but the benefit seems not to be worth the tremendous effort required in both money of an expensive programming specialist and of staff who keep feeding the computer data while getting little back to help in their daily work.

An advantage of the networked system that may help explain its existence is that by using a networked system, rather than standalone computers for the Peace Fellow office, ECEB can extend the benefit of computerization at little or no cost to the employees of the Missions office as well.

### Recommendations

ECEB or AID should obtain specialist advice on how to improve the current computerized system. The specialist should address the following questions:

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1. Is a networked system necessary and desirable for current needs? Consideration should be given to using separate systems on standalone computers transferring data by floppy disks for updating and comprehensive reports. If a network is justified, consideration should be given to a more modern, reliable and compatible system such as ETHERNET.

2. Word processing must be made available at the earliest possible date for Peace Fellow staff, trying to approach a goal of one computer for each employee. Spreadsheet software should be made available. The current secretary, if she remains on staff, could provide training in word processing at no cost to the project. Arabic word processing software could be purchased for the Arabic typist who serves the entire ECEB.

3. Expensive software development should be minimized by making use insofar as possible of the data bases already constructed with Data Base III-Plus, and converting them for either networked or standalone use. Investigation should be made of conversion to Data Base IV, if possible, because the enhanced user friendliness of the new release may permit greater individual user control over report creation and generation.

4. The team did not ask and AID vouchers do not show what equipment was purchased with PF funds, what, if any, was purchased with Missions funds, or what the breakdown has been between hardware and software development expenses charged to PFP. It is possible that all equipment was charged to PFP, even though it may also be used for the general (non-PFP) Missions students. The team recommends that AID take a broad interpretation of such assistance made in the past and also of what may be made in the future, for a number of reasons: 1) many Peace Fellows have in the past become Missions fellows before terminating their studies, and an efficient Missions operation will facilitate program completion and follow-up for these students, 2) part of the purpose of the overall project is to help develop the institutional capability of the Missions Department to place and monitor students in the United States, 3) making the overall office feel that it has benefitted from the Peace Fellow program will raise overall morale, appreciation of the Peace Fellow program and help mitigate pressure that may result from salary increases the team is recommending for Peace Fellow staff only.

5. A less urgent but worthwhile objective would be to see to what extent the ECEB system can be shaped to provide data desired by AID/OIT, USAID/CAIRO, and perhaps even the Missions Department, which is computerizing its entire system in Cairo.

6. A longer term programming objective could be to develop certain indices of satisfaction by university, department, and individual advisors, etc. that could be extracted at a later date, to assist in making future placements.

7. Depending upon the outcome of conclusions regarding the above questions, a decision will have to be made with regard to staff backup of the overall system. In 1987 the ECEB recommended appointment of a fulltime Computer Specialist to supervise the MIS, accounting and statistical tabulations, updating and revising of programs and staff training. Such an individual was never hired. Instead, a Washington firm was engaged on a consulting basis (currently \$40 per hour) to work as needed. While the current system has required such regular, high-priced support, the future system could be simpler and more user friendly. One of the benefits of improved salaries and working conditions should be that ECEB could expect to be able to train staff who will remain and who can pass on what they know to others. Current staff may be trained to perform many of the above functions, and it is also possible that new staff that may be engaged might be ones, if salaries are adequate, who have had prior programming experience with D-Base. Appointment of a computer specialist should not be necessary, and, depending upon the result of the analysis recommended above and new staff appointments, there should be little or no need for funds for outside professional assistance, once the basic conversion has been made.

## APPENDIX L

## THE PROCESS OF PLACEMENT

Following receipt of a complete student dossier from the Missions Department, there are four stages in the placement process: 1) logging in, 2) review and evaluation of file, 3) contacts, and 4) final placement.

Logging In

Whenever dossiers are received from Cairo, each contains a set of the following basic documents:

1. Plan of study
2. Certified copy of TOEFL/GRE/GMAT
3. Certified copies of university transcripts
4. Three letters of recommendation
5. Copy of MS/MA thesis abstract
6. Copy of PF's Application Form Submitted to the Missions Department

Each file must be logged into the ECEB placement system. The Placement Officer or secretary prepares a Bibliographic Data Form (Annex 1) extracting essential student data from the dossier including the Peace Fellow student number, chronological since the inception of Projects 0110 and 0125, respectively. The form serves as the cover sheet of a new file opened in the student's name and is filed by student number. The Placement Secretary enters student data from the form into the ECEB computer system, thereby creating ECEB's basic computerized record for each student (Annex 2).

Review and Evaluation of File

If specific placement has been suggested, the Placement Specialist will evaluate it for evidence of prior contact with a faculty member at an American university and compatibility between the institution and the proposed study or research plan. Of all cases handled by the current placement officer, five candidates had applied for and already received final institutional acceptance. ECEB confirmed and approved them. In about half the cases, an American institution is designated, meaning anything from an institution the candidate has heard of to one he or she has written and received an unofficial acceptance from. In a recent group of 25 students who had named an American institution and had been placed, 20 were actually placed in that institution. In general most candidates in medicine, engineering, biotechnology and agriculture indicated preferences, while no one in energy, commerce or education did

## PLACEMENT PROCESS

so, suggesting areas where Peace Fellowship linkages may be relatively strong and weak, respectively.

If no specific placement has been suggested, the Placement Specialist researches possibilities on the basis of: 1) institutions previously used and recommended by AMIDEAST and later by the previous Senior Specialist for the Peace Fellowship Unit, 2) contacts suggested by the Director and Deputy Director of ECEB as a result of their campus visits, accumulated ECEB experience, and a network of Egyptian/American professors in the United States, and 3) institutions known personally to the Placement Specialist.

In any case initial assessments of files lead to direct contacts with universities.

### Contacts

First contact is almost always by telephone to a potential academic advisor - a university professor or department chairman. The calls are exploratory, and may result in referrals to other institutions. If calls to one institution yield satisfactory results, contact is not normally made to others. Written correspondence, enclosing a student dossier occurs only when telephone conversations suggest that placement will be considered. Correspondence varies with program, as illustrated in samples shown in Annex 3. Statements of financial certification and research guidelines, where appropriate, are enclosed. The letter may be followed by further conversation and usually results in a letter of acceptance from a department chairman. Where it does not, the Placement Specialist contacts another institution.

Once a candidate has been accepted in principle, the Placement Officer clarifies financial arrangements. For the few regular academic programs this simply involves confirming and applying tuition and fees. However, in most cases, involving special programs, it requires discussion with the academic advisor over a budget, following ECEB guidelines, defined in "research guidelines" sent to each potential academic advisor (Annex 3). It appears that the guidelines fall within AID allowable costs. Salary supplements and institutional overhead are not permitted. The host institution submits to ECEB a proposed budget for the intended course of study. The ECEB Director has stressed budget reduction as much as possible. The most significant items routinely eliminated are permanent equipment which the student may need at his home institution. It has been suggested at the stage of budget negotiation that the professor recommend a conference which the student should attend, with costs added to the program budget. This could also be a point at which purchase of a personal computer could be added, on condition that it be brought back to Cairo as the property of the

student's home institution.

For all contacts there is a time consuming but thorough system of log controls for: 1) all messages to Cairo with a copy to the student file, 2) all telephone calls, and 3) all mail.

Final Placement Approved

The Placement Officer prepares and submits the Program Approval Form (Annex 4) to the Director of ECEB for approval. The Placement Officer estimates that approval is received in approximately 85% of the cases. In cases where the Director's approval is withheld, the reasons given are: 1) unsuitability of the university, 2) unsuitability of the department, 3) unsuitability of the proposed advisor, and 4) excessive cost. In these instances the placement is modified or cancelled and a new placement sought. In order to avoid unnecessary repetition of effort, the team suggested that the Director work towards a goal of 100% approval by gradually letting the Placement Officer know which universities, departments and professors might be unsuitable on knowledge or prior ECEB experience. Annex 5 lists universities with the most ECEB sponsored students.

Notification of approval and placement is faxed to the Missions Department with a recommended travel date and a request for confirmation (Annex 6). The Placement Officer prepares a follow-up request for confirmation when no reply is received. She sends confirmation of placement (Annex 7) to the host institution, prepares a list of participants by date of arrival and forwards copies of these to the Education Specialist who is responsible for reception, orientation and administration of the student in the United States.

The Placement Specialist indicates that the time required for placement ranges from 30 days to three months, depending on the speed through which responses are obtained from institutions and the need for more than one submission.

- ANNEXES: 1 BI. GEOGRAPHIC DATA FORM  
 2 BASIC COMPUTER RECORD, PLACEMENT  
 3 SAMPLE LETTERS TO PROSPECTIVE SPONSORS BY PROGRAM  
 4 PROGRAM APPROVAL FORM, SHOWING BUDGET  
 5 LIST OF AMERICAN UNIVERSITIES WITH TEN OR MORE  
 ECEB-SPONSORED STUDENTS  
 6 REQUEST FOR PLACEMENT CONFIRMATION

ANNEX 1  
BIOGRAPHIC DATA FORM  
BIOGRAPHICAL DATA

NAME: \_\_\_\_\_ PF# \_\_\_\_\_

EDUCATIONAL DATA:

<u>INSTITUTION</u>	<u>LOCATION</u>	<u>DATES ATTENDED</u>	<u>DEGREE</u>
1. _____	_____	_____	_____
2. _____	_____	_____	_____

CURRENT POSITION: \_\_\_\_\_

FIELD OF STUDY/SPECIALIZATION: \_\_\_\_\_

PROGRAM STATUS: \_\_\_\_\_

SPONSOR IN EGYPT: \_\_\_\_\_

FINANCIAL SUPPORT: \_\_\_\_\_

TEST RESULTS:

TOEFL: DATE \_\_\_\_\_ SCORE \_\_\_\_\_

OTHER TESTS: \_\_\_\_\_ SCORE \_\_\_\_\_ DATE \_\_\_\_\_  
(NAME OF TEST)

SEX: [ ] MALE [ ] FEMALE

MARITAL STATUS: [ ] SINGLE [ ] MARRIED

ACADEMIC SUBMISSIONS:

<u>INSTITUTION</u>	<u>ADDRESS/TELEPHONE #</u>	<u>DATE APPLICATION SENT &amp; COMMENTS</u>
1. _____	_____	_____
2. _____	_____	_____
3. _____	_____	_____
4. _____	_____	_____

ANNEX 2: BASIC COMPUTER RECORD, PLACEMENT

Peace Fellowship Placement for a RANGE of Students By ID - 11/18/88

Page: 1

X 3000 RAOUF HANED OSMAN Sponsor: SUEZ CANAL U. LOP: 21 Goal: DNR Major: PUBLIC HEALTH Minor: ADMINISTRATION Date File Received: 02/01/88  
 TOEFL: 567 GRE: 0 GMAT: 0 ECFMG: Institution Placed: U. NORTH CAROLINA/CHAPEL HILL Date Approved: 06/07/88 Approved Budget: \$ 7,480.00  
 Comments: PER CAIRO TELECOPY, PF HAS POSTPONED. HE WILL INFORM ECEB AS TO WHEN HE'S READY TO START PROGRAM. NEED TO INFORM DR. JAIN AT UNC.

Submissions:

1. DOS: 02/18/88 Institution: U. NORTH CAROLINA/CHAPEL HILL Location: CHAPEL HILL, NC Dept: PUBLIC HEALTH  
 Faculty: DR. SAGAR C. JAIN Phone: (919) 966-2914
2. DOS: 02/18/88 Institution: U. MICHIGAN Location: ANN ARBOR, MI Dept: PUBLIC HEALTH  
 Faculty: Phone:

Responses:

1. Date of Response: 05/28/88 Institution: U. NORTH CAROLINA/CHAPEL HILL  
 Budget: 7,480.00 Arrival Date: / / Status: AP Tuition: N
2. Date of Response: / / Institution: U. MICHIGAN  
 Budget: 0.00 Arrival Date: / / Status: AA Tuition: N

X 3006 MAZIN SAAD YOUSSEF Sponsor: ALEXANDRIA U. LOP: 21 Goal: DNR Major: ARCHITECTURE Minor: NAVAL Date File Received: 02/01/88  
 TOEFL: 547 GRE: 1620 GMAT: 0 ECFMG: Institution Placed: VIRGINIA POLYTECHNIC U. Date Approved: / / Approved Budget: \$ 0.00  
 Comments: FELLOWSHIP CANCELLED OCTOBER 27, 1988. FILE RETURNED TO CAIRO.

Submissions:

1. DOS: / / Institution: Location: Dept:  
 Faculty: Phone:

Responses:

1. Date of Response: / / Institution:  
 Budget: 0.00 Arrival Date: / / Status: Tuition: N

X 3007 ZIAD ABDEL FATTAN EL NOUSLY Sponsor: ALEXANDRIA U. LOP: 21 Goal: DNR Major: ARCHITECTURE Minor: COMP AID DESIGN Date File Received: 02/01/88  
 TOEFL: 603 GRE: 0 GMAT: 0 ECFMG: Institution Placed: Date Approved: / / Approved Budget: \$ 0.00  
 Comments: RE ECEB TELECOPY DTD 8/17/88 TO MISSIONS REQUESTING INFORMATION RE PROCESS OF DOCUMENT TO U.S AID/DC FOR J-1 VISA AND THE STARTING OF FUNDS. PF AT U. PENNSYLVANIA.

Submissions:

1. DOS: 04/05/88 Institution: RENSSELAER POLYTECHNIC INST Location: TROY, NY Dept: SCHOOL OF ARCHITECTURE  
 Faculty: DAVID S. HAVILAND, DEAN Phone:
2. DOS: 02/25/87 Institution: CARNEGIE MELLON U. Location: PITTSBURGH, PA Dept: CIVIL ENGINEERING  
 Faculty: PAUL CHRISTIANO Phone:
3. DOS: 02/11/88 Institution: NORTHEASTERN U. Location: BOSTON, MA Dept: CIVIL ENGINEERING  
 Faculty: M. K. YEGIAN Phone:
4. DOS: 02/05/88 Institution: PURDUE U. Location: W. LAFAYETTE, IN Dept: CIVIL ENGINEERING  
 Faculty: HAROLD L. MICHAEL Phone:

ANNEX #3

SAMPLE LETTERS TO PROSPECTIVE SPONSORS

BY PROGRAM



EMBASSY OF THE ARAB REPUBLIC OF EGYPT  
CULTURAL AND EDUCATIONAL BUREAU  
PEACE FELLOWSHIP PROGRAM

IN REPLY PLEASE REFER TO: PF #

APPLICANT: \_\_\_\_\_

FIELD: \_\_\_\_\_

GOAL: \_\_\_\_\_

EXPECTED  
STARTING DATE: \_\_\_\_\_

We are pleased to present for your consideration the enclosed documents for the above-named applicant who has been selected to receive a Peace Fellowship for the Ph.D. degree.

The visa status of all Peace Fellows in the U.S. is that of Exchange Visitor under the program sponsorship of the U.S. Agency for International Development (AID). The Egyptian Cultural and Educational Bureau (ECEB) will provide the IAP-66 form to obtain the J-1 visa for the Fellows and their authorized dependents.

We request that you carefully review the applicant's study plan (dossier attached) in order to determine if his/her goals can be met at the appropriate graduate department at your university. If you should have any questions pertaining to the study plan or require clarification on the goals of the applicant, please do not hesitate to contact Mrs. Frances Jarvis of this office at (202) 265-6400 from 9:30 AM to 4:00 PM EST.

We appreciate your consideration and look forward to hearing from you soon.

Sincerely,

Dr. Abdel Latif Aboul-Ela  
Director

Enclosures: Dossier/Study Plan

*Receipt*



EMBASSY OF THE ARAB REPUBLIC OF EGYPT  
CULTURAL AND EDUCATIONAL BUREAU  
PEACE FELLOWSHIP PROGRAM

IN REPLY PLEASE REFER TO: PF #

APPLICANT: \_\_\_\_\_

FIELD: \_\_\_\_\_

GOAL: \_\_\_\_\_

EXPECTED  
STARTING DATE: \_\_\_\_\_

We are pleased to present for your consideration the enclosed documents for the above-named applicant who has received a Peace Fellowship for five (5) months to pursue post-doctorate research. The Peace Fellow has been selected from faculties of Egyptian universities.

The visa status of all Peace Fellows in the U.S. is that of Exchange Visitor under the program sponsorship of the U.S. Agency for International Development (A.I.D.). The Egyptian Cultural and Educational Bureau (ECEB) will provide the IAP-66 form to obtain the J-1 visa for the Fellows and their authorized dependents.

The ECEB is seeking to place the Peace Fellow in an academic institution where s/he can benefit from advanced research and share his/her experience in the field. If a faculty member would be interested in working with the Peace Fellow, this office would appreciate receiving a letter of invitation as well as any budget requirements for expendable supplies. Guidelines have been included. Please be advised that these fellowships cannot be extended beyond the five-month period; the research must be completed within the allotted time.

Please contact Mrs. Frances Jarvis at (202) 265-6400 with your response or if you require clarification on the fellowship benefits. Office hours are from 9:30 AM to 4:00 PM EST.

Thank you very much for your consideration of this Peace Fellow.

Sincerely,

Dr. Abdel Latif Aboul-Ela  
Director

Enclosures: Dossier/Study Plan

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# PLACEMENT



EMBASSY OF THE ARAB REPUBLIC OF EGYPT  
CULTURAL AND EDUCATIONAL BUREAU  
PEACE FELLOWSHIP PROGRAM

IN REPLY PLEASE REFER TO: PF #

APPLICANT: \_\_\_\_\_

FIELD: \_\_\_\_\_

GOAL: \_\_\_\_\_

ESTIMATED  
STARTING DATE: \_\_\_\_\_

We are pleased to present for your consideration the enclosed documents for the above-named applicant who has been selected to receive a Peace Fellowship for a 10-month training program. The Peace Fellow has been selected from faculties of Egyptian universities.

The visa status of all Peace Fellows in the U.S. is that of Exchange Visitor under the program sponsorship of the U.S. Agency for International Development (A.I.D.). The Egyptian Cultural and Educational Bureau (ECEB) will provide the IAP-66 form to obtain the J-1 visa for the Fellow and their authorized dependents.

We request that you carefully review the applicant's study plan (dossier attached) in order to determine if his/her goals can be met at the appropriate graduate department at your university. If you should have any questions pertaining to the study plan or require clarification on the goals of the applicant, please do not hesitate to contact Mrs. Frances Jarvis of this office at (202) 265-6400 from 9:30 AM to 4:00 PM EST.

We appreciate your consideration and look forward to hearing from you soon.

Sincerely,

Dr. Abdel Latif Aboul-Ela  
Director

Enclosures: Dossier/Study Plan

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EMBASSY OF THE ARAB REPUBLIC OF EGYPT  
CULTURAL AND EDUCATIONAL BUREAU  
PEACE FELLOWSHIP PROGRAM

IN REPLY PLEASE REFER TO: PF #

APPLICANT: \_\_\_\_\_  
FIELD: \_\_\_\_\_  
GOAL: \_\_\_\_\_  
EXPECTED  
STARTING DATE: \_\_\_\_\_

We are pleased to present for your consideration the enclosed documents for the above-named applicant who has been selected to receive a Peace Fellowship for 18 months for data collection.

The visa status of all Peace Fellows in the U.S. is that of Exchange Visitor under the program sponsorship of the U.S. Agency for International Development (A.I.D.). The Egyptian Cultural and Educational Bureau (ECEB) will provide the IAP-66 form to obtain the J-1 visa for the Fellows and their authorized dependents.

As part of this placement process we are seeking an academic mentor to supervise the collection of data by the Peace Fellow during the fellowship period. We would be interested in knowing if a faculty member in your department is available to act as an advisor after January 1, 1989. The Peace Fellow is not enrolling as a degree-seeking candidate. The enclosed study plan describes the research to be pursued which will be part of a Ph.D. dissertation; the degree is to be awarded in Egypt. Should a member of your department be interested in participating in this program, we would appreciate a letter of invitation as well as the budget requirements. Enclosed are forms which will serve as guidelines.

Please contact Mrs. Frances Jarvis of this office at (202) 265-6400 with your response, or if you require clarification on the fellowship benefits. Office hours are from 9:30 AM to 4:00 PM EST.

Thank you very much for your consideration of this Peace Fellow.

Sincerely,

Dr. Abdel Latif Aboul-Ela  
Director

Enclosures: Dossier/Study Plan

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**EMBASSY OF THE ARAB REPUBLIC OF EGYPT  
CULTURAL AND EDUCATIONAL BUREAU  
PEACE FELLOWSHIP PROGRAM**

DATE \_\_\_\_\_

**FINANCIAL CERTIFICATION**

NAME \_\_\_\_\_ PF# \_\_\_\_\_  
 UNIVERSITY \_\_\_\_\_  
 PROGRAM STATUS\* \_\_\_\_\_  
 FELLOWSHIP DATES \_\_\_\_\_

The Egyptian Cultural and Educational Bureau certifies that the above named student has been awarded a Peace Fellowship by the Egyptian Ministry of Higher Education, through funds provided by the U.S. Agency for International Development, with additional funds from the Egyptian Government. The funding and other support included in this fellowship award will be provided only for the duration specified above. Under the contract between AID and the Egyptian Government this program provides the following benefits:

**I. Tuition and Fees**

Tuition and all mandatory fees will be paid by ECEB directly to the institution upon receipt of a bill in triplicate. No fees will be paid for a semester or term which cannot be completed during the fellowship period specified above. ECEB should be credited for tuition and fees resulting from withdrawal or dropping any courses. Only students who have been approved by ECEB to enroll in coursework or for a degree will be provided with tuition benefits.

**II. Medical Insurance**

All Fellows will be provided with complete health and accident insurance. Some educational institutions may require Fellows to be covered under their own health plans in addition to ECEB coverage. In such cases ECEB will pay the premium if the institution's coverage does not exceed the minimum required and if it is a mandatory requirement for enrollment.

Health and accident insurance coverage is not to be confused with the student health service benefits such as use of the university's infirmary, its staff or services. If these services are a mandatory requirement for enrollment at the institution, ECEB will pay the fee.

Fellows whose dependents are eligible for medical care coverage by the Egyptian Government will be covered under a separate policy between ECEB and Blue Cross/Blue Shield, through funds provided by the Egyptian Government.

**III. Monthly Maintenance for Living Expenses**

A settling-in allowance of \$1950 will be issued by ECEB to each Peace Fellow. Calculated at a rate of \$65 per day, this allowance is intended to pay for the majority of expenses incurred by the Peace Fellow during the first thirty days in the U.S., including hotels, meals, and ground transportation. A high cost city rate is paid where applicable.

A regular monthly maintenance allowance is determined by the AID cost-of-living rates according to the specific geographic area. The ECEB sends this allowance to the Peace Fellow at the beginning of every month. The monthly allowance for the Peace Fellow listed above is:

\$ \_\_\_\_\_

**IV. Transportation**

Round trip international and domestic economy class transportation is provided to the Peace Fellow and to eligible dependents.

**V. Books and Equipment Allowance**

Peace Fellows are entitled to receive a book and equipment allowance at a rate of \$65.00 per month. Participants will be reimbursed by ECEB after submitting receipts for approved items. Guidelines have been provided to the Peace Fellows about limitations and procedures.

**VI. Egyptian Government Allowances**

The Egyptian government Missions provides an allowance for post-doctorates sponsored by universities or research centers, and for Assistant Lecturers from Egyptian universities only (not research centers). This allowance is provided only if the total PFP funds do not exceed those funds available to Egyptian Missions students. Dependents of this group are eligible for this allowance if they remain in the U.S. nine months or more.

APPROVED:

Dr. Abdel Latif A. Aboul-Ela,  
Director

\*This status is not to be changed under any circumstances without previous written approval from the ECEB.

WHITE: Bursar

YELLOW: Foreign Student Advisor

PINK: Peace Fellow

GOLD: Specialist

*Handwritten initials*



EMBASSY OF THE ARAB REPUBLIC OF EGYPT  
CULTURAL AND EDUCATIONAL BUREAU  
PEACE FELLOWSHIP PROGRAM

IN REPLY PLEASE REFER TO: PF #

RESEARCH GUIDELINES

The guidelines given here refer to academic programs for Peace Fellows where no standard university tuition is assessed. Generally, such academic programs are non-degree, and may be in fields such as medicine and the applied biological sciences.

Not considered research expenses are conference fees, travel and daily living expenses for conferences, the Peace Fellow's monthly maintenance allowance, and all equipment purchases including textbooks, calculators, and typewriters. These particular items are furnished directly to the Peace Fellows as needed, and therefore need not be called for in any research budget.

It is understood that the proposed budget is an estimate of expenses. The budget should be itemized according to the categories listed on the attached form, "Projected Research Expenses". This list is not conclusive; it represents standardized guidelines based on previously established research programs.

EXPENDABLE RESEARCH MATERIALS: Itemized list required.

EQUIPMENT PURCHASE: Equipment purchased for the exclusive use of the Peace Fellow in order to fulfill his/her research goals. Prior to allocation of funds, the Peace Fellow is required to sign a statement guaranteeing the transfer of the equipment to the Egyptian government at the termination of his fellowship.

EQUIPMENT USE: Equipment used by the Peace Fellow which is the property of the university or private institute.

EQUIPMENT TIME: Refers generally to computer time, when Peace Fellow is involved in collecting or analyzing data.

TECHNICAL SERVICES: Refers to cases where a specialized technician is engaged to provide training deemed necessary for Peace Fellow to meet research goals.

SUPPORT SERVICES: Refers to services directly related to the research project. Costs should be kept to an absolute minimum.

Once the budget has been submitted and approved by the Egyptian government, the ECEB requires a written request or invoice from the academic advisor. The letter should include a request for the approved funds, the name of the Peace Fellow, the dates of the fellowship (representing the period in which funds are to be spent), the name of the institution or foundation to whom the check should be made payable, and the mailing address.

Although the ECEB does not require receipts for these funds, an accounting of the unspent funds should be forwarded to this office at the end of every six months. Any funds remaining at the conclusion of the fellowship are to be returned to the ECEB.

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Important - Please Read and Check

Please return the letters and forms to the ECEB after you have reviewed the dossier and accepted the Peace Fellow into your department.

- \_\_\_\_\_ 1. A letter accepting the Peace Fellow into the department of the university where placed.
- \_\_\_\_\_ 2. The Projected Research Expenses form indicating any expenses the research may require.
- \_\_\_\_\_ 3. An approximate arrival for the Peace Fellow to begin research at your institution. Note: The ECEB brings the Peace Fellow into the U.S. from Cairo on a Sunday for a three-day orientation program at the embassy and arranges for a flight out to the university on the following Wednesday.



EMBASSY OF THE ARAB REPUBLIC OF EGYPT  
CULTURAL AND EDUCATIONAL BUREAU  
PEACE FELLOWSHIP PROGRAM  
PROGRAM APPROVAL FORM

IN REPLY PLEASE REFER TO: PF #

PEACE FELLOW ANDY WADIE HELMY GIRGUIS PF# 3033

EGYPTIAN SPONSOR Alexandria University PROGRAM LENGTH 18 MONTHS

PRESENT OCCUPATION Assistant Lecturer

PROGRAM GOAL [ ] PHD [ ] MASTERS [XX] DNR/JS [ ] PDR [ ] TRAINING

FIELD OF STUDY (MAJOR/MINOR) Medicine/Internal/Diabetes

EDUCATIONAL EXPERIENCE:

HIGHEST DEGREE OBTAINED MB, Ch.B. DATE GRADUATED 1981

INSTITUTION/LOCATION Alexandria University

TOEFL SCORE 630 GRE SCORE \_\_\_\_\_ OTHER \_\_\_\_\_

SUBMISSIONS:

INSTITUTION/LOCATION	STARTING DATE	TYPE OF ADMISSION
✓ 1. <u>Indiana University</u>	<u>JAN 9 1989</u> <u>Fall, 1988</u>	<u>Data Collection</u>
2. <u>U. of Wisconsin</u>	<u>Fall, 1988</u>	<u>Data Collection</u>
3. <u>University of Vermont</u>	<u>Living Exp=\$25,000 a year.</u>	
4. _____	_____	_____
5. _____	_____	_____

RECOMMENDATION: Indiana U. reduced the budget from \$17,209.45 to \$4099.45.

Rec. approval of placement on condition that research contain no patient contact which will require no licensing. *Mr. Farouk & Mr. Farouk agreed to have student arr on Ohio and then return him to U.S.*

RESEARCH COST, IF APPLICABLE 4,099.45

SPECIALIST F. Jarvis DATE Oct. 12, 1988

DECISION: Placement approved on reduction of budget was to

Not provide use equipment in The Lab. of Antibiotics

*Approved*  
*[Signature]*

DATE 10/18/1988

18



INDIANA UNIVERSITY

SCHOOL OF MEDICINE

DEPARTMENT OF MEDICINE  
100 West Michigan Street  
Indianapolis, Indiana 46223

Reply to:  
Wishard Memorial Hospital  
1001 West Tenth Street  
Indianapolis, Indiana 46202  
October 20, 1988

مكتب تنمية التقنية  
6523  
وارد رقم

1988, 10, 26

Mrs. Frances Jarvis  
Embassy of the Arab Republic of EGYPT  
Cultural and Educational Bureau  
Peace Fellowship Program  
2200 Kalorama Road, N.W.  
Washington, D.C. 20008

Dear Mrs. Jarvis:

This note represents a follow-up to our several conversations over the past week concerning a budget and temporary licensing arrangements for Dr. Ahdy Wadie Helmy, applicant #3033. First with regard to the budget, as you have suggested, the budget will not include permanent items of equipment to be taken back to Egypt by Dr. Helmy. It is our mutual understanding that these items of equipment would be needed when Dr. Helmy returns to Egypt for carrying on similar experiments using the techniques that he will learn in my laboratory. I have made a copy of the original budget and crossed out those items that I feel fall into this category. There are certain small items of equipment which I do feel will make Dr. Helmy's stay in our laboratory easier, and I have included those items. Secondly with regard to temporary licensing arrangements, it is my understanding from my conversation with Dr. Aboul-Ela, Director of the program, that it would make for fewer difficulties if Dr. Helmy obtained temporary licensing when he arrives here at his fellowship site. Again, I must emphasize that temporary licensing will be requested for Dr. Helmy here at Indiana University in order for him to take the maximum responsibility in studies involving human beings. This does not in any way mean that he will be unsupervised during these studies but rather that this is the usual policy when human experimentation is carried out.

Sincerely yours,

  
S. Edwin Fineberg, M.D.  
Professor of Medicine  
Division of Endocrinology  
and Metabolism

cc: Charles Clark, M.D.  
George Lukemeyer, M.D.  
A. Watanabe, M.D.  
C. Conrad Johnston, M.D.



Equipment for animal and human glucose clamping experiments:

Auto clip applicator (Stoelting Cat. #59023) - - - - -	210.00
Auto clip remover (Stoelting Cat. #59026) - - - - -	142.50
Wound clips, 2 @ 18.50/box (Stoelting) - - - - -	37.00
Baby Dielfenbach Serrafines, 2 @ 32.50 - - - - -	65.00
Harvard Cat. #52-3241	
Braun Jewler's microforceps, 2 @ 20.60 - - - - -	41.20
Fisher Cat. #08-953F	
Harvard Educated Pump Systems - - - - -	<del>6,935.00</del>
(Infusion-withdrawal, 2-200 ml, Cat. #55-5656)	
Harvard infusion pump, Cat. #55-2222 - - - - -	<del>1,175.00</del>
YSI Model 27 Industrial Glucose Analyzer - - - - -	<del>4,950.00</del>
Fisher Cat. #14-660	
Syringepet 25 ul - - - - -	<del>275.00</del>
Fisher Cat. #11-396-12	
Preventive Maintenance Kits (Fisher):	
Syringepet Cat. #11-396-28 - - - - -	<del>30.00</del>
Analyzer Cat. #11-396-16 - - - - -	<del>60.00</del>
Analyzer start kit Cat. #14-660-2 - - - - -	<del>162.00</del>
Plastic animal surgical table - - - - -	92.00
Harvard Cat. #56-4518	
Surgical clippers (Rat) - - - - -	132.75
Harvard Cat. #52-5204	
<i>Hand held programmable computer (HP-8050 equivalent)</i>	<i>380.00 (overrun)</i>

11 78.45

## ANNEX 5

LIST OF AMERICAN UNIVERSITIES WITH TEN OR MORE  
ECEB-SPONSORED STUDENTS (INCLUDING NON-PEACE FELLOWS)

4 JANUARY 1989

Generally, ECEB prefers to send Egyptian students to public institutions in low-cost areas of the United States. In a sort of the 812 male students studying in the USA under ECEB auspices (including non-Peace Fellows) on 2 January 1989, the universities with eight or more students were as follows:

Name of University	Number of Students
1. Ohio State University	38
2. University of Maryland	35
3. University of Georgia	22
4. Michigan State University	21
5. University of Minnesota/Twin Cities	21
6. University of Illinois/Urbana	19
7. University of Pennsylvania	17
8. Colorado State University/Fort Collins	17
9. University of Wisconsin	15
10. University of California/Davis	13
11. University of Illinois/Chicago	13
12. Case Western Reserve	12
13. University of Pittsburgh	11
14. University of North Carolina	10
Total (from 812 sample)	260

AND OTHER COMMUNICATIONS WITH MISSIONS REGARDING PLACEMENT  
TO: MISSIONS DEPARTMENT, PEACE FELLOWSHIP UNIT

TELECOPIER #  
December 14, 1988

PF# 3011 G MAHMOUD ABDEL MEGIED OSMAN (Ain Shams U.)

We have applied to 6 institutions for placement for PF. All have been rejected because the research which the PF plans to conduct cannot be carried out. Radiology and Clinical Medicine are two separate departments in the universities in the United States. It would be advisable for PF to select one department and pursue placement in training for the one department. The medical schools will not accept individuals for advance training in radiology who are not trained radiologist. Also PF cannot perform ultrasound and endoscopy procedures because a license to practice medicine is required. Advise PF immediately of the following information and send new study plan so that placement may be located. Pls advise us to your decision.

PF# 2363 T MOUNIRA YOUSSEF HASSAN (Ain Shams U.)

Pls advise PF that the ECEB will contact U. of Tenn. about PF's arrival time in Tenn. and arrange for travel from airport to hotel. This is in reply to the telecopier which you or PF sent to U. of Tenn. and they in turn contacted us as how to respond to the telecopier.

PF# 3138 P SHAFIKA HAMID ZAKI (Cairo U.)

Placement approved at U. of Nevada, Environmental Research Center, Las Vegas, Nev. The advisor will be Dr. Mahmoud Saleh, Director of International Research. Dr. Saleh would like PF to arrive the week of the 15th of January, 1989. Suggest PF travel to Wash. D.C. on Jan. 15. Pls confirm date of travel.

PF# 3014 G MAGED ABDEL KARIM EL STOUHY (Ain Shams U.)

Placement approved at U. of Nevada, Environmental Research Center, Las Vegas, Nev. The advisor will be Dr. Mahmoud Saleh, Director of International Research. Dr. Saleh would like PF to arrive the week of the 15th of January, 1989. Suggest PF travel to Wash. D.C. on Jan. 15th. Pls confirm date of travel.

PF# 3064 P FAWZI FAWZI BASTA (Cairo U.) ✓

Placement cannot be made for PF until we receive an answer to the request made in our telecopier to you dated Nov. 1, 1988, no. #360. The U. S. Geological Survey needs to know before they accept PF in their lab in Denver the following information:  
(1) What is PF's experience in using isotopic x-ray equipment?  
(2) No. of samples PF will use in AGE and isotopic studies?  
(3) What is goal of PF's research? Does PF plan to publish?  
Pls advise as soon as possible.

PF# 3091 P RAGAB NABEIH KAMH (Desert Res Inst.)

✓ This is the second request for an answer from the PF. Reference our telecopier dtd Oct. 17, 1988, #338. Placement cannot be finalized until we receive word from PF as to which school he wishes to be placed. Dr. Baveye will be moving to Cornell U. and will accept PF into his research there, and Colorado State U. has accepted PF. Pls advise as soon as possible.

PF# 3060 MOHAMED SALAH SALAH (Tanta U.) G

Reference our telecopier #354, dtd Oct. 27, 1988. Pls advise us as

## APPENDIX M

### ANALYSIS OF RETURNED PARTICIPANT QUESTIONNAIRE

In December 1988, the Missions Department distributed a questionnaire in Arabic to approximately 800 returned Peace Fellows. 155 were returned by mail. The evaluation team arranged for translation, coding and tabulation of frequencies, whose results are included in this appendix. The statistics are the only ones that exist for the program and may be indicative of certain overall trends.

#### CHARACTERISTICS OF SAMPLE OF 155 QUESTIONNAIRES

1. 81% male
2. 74% from Cairo, 7% Alexandria, 10% Lower Egypt, 10% Upper Egypt
3. 37% from universities, 16% research centers, 16% public sector, 24% ministries, 8% private sector
4. 11% from Cairo University, 10% Ministry of Agriculture, rest <7%
5. 19% lecturers (Ph.D), 12% Asst lecturers, 12% researchers, 12% engineers, 8% physicians, 16% other govt employees, 21% other
6. 49% had data collection fellowship, 35% training, 4% Ph.D., 12% other
7. 48% went for 10 months, 21% 13 months, 7% 24 months, 24% other
8. 19% studied clinical medicine, 18% engineering, 17% agriculture, 13% natural sciences, 6% social sciences, 6% pharmacology, 21% other
9. 80% left Egypt 1982-1986, 80% returned 1983-1987

#### RESULTS OF QUESTIONS

1. 61% attended a conference while in the USA
2. 62% felt length of fellowship was adequate; 38% did not
3. 96% felt that study was relevant to their specialization
4. 37% pursued studies in addition to those in their specialization
5. Goal of Study: to have another job: No 81%, Yes 19%
6. " " " : to improve performance: No 21% Yes 79%
7. " " " : to solve problems of work No 38% Yes 62%
8. Other goals -
 

transferring their experience to Egypt	45%	
to prepare for a degree		7%
exposure to American life		5%
9. Encountered problems No 65% Yes 34%
 

If so, what kind?	Problems with ECEB8%
	Lack of initial support8%
	Insufficient funds7%
10. Did you benefit scientifically? No 1% Yes 99%
11. " " " managerially? No 50% Yes 50%
12. " " " behaviorally No 39% Yes 61%
13. Reasons for not achieving goals: 9% insufficient time, 5% program not related to work, 3% no degree
14. 55% hold the same jobs today as when they were sent, 31% have received promotions, 7% changed jobs at the same place, and 7% changed jobs

.84-

## APPENDIX N

## PLACEMENT ALTERNATIVES

Group Placement

It has been suggested that the Placement Specialist could double or triple her placement output by placing four or five students at one time in the same institution. This was done in the past. The present specialist feels that in such cases professors often do not examine credentials of all carefully with the result that fellows in group placements request transfers to other institutions more frequently than those in individual placements. It was not possible to evaluate this statistically, even though several examples were cited. With students in widely differing fields there may be little gain. The opportunity for students at the same campus to join Arabic-speaking groups was also cited. The team appreciated the Placement Officer's willingness to avoid an obvious workload shortcut in the belief that she was providing the best programs. On the other hand there could be instances in which two or more students have complementary research for which one professor or several acting together could supervise more than one Peace Fellow.

The Placement Specialist asked for feedback from Cairo on universities, professors and groupings that have been especially favorable or unfavorable. This is information that should be obtained as a matter of course. Efforts should be made both by the Educational Specialists in cooperation with the Directors of ECEB on the one hand and by the Missions Department and any other follow up efforts that can be made in Cairo on the other to feed back information to aid in future placement. Given the healthy caution the placement specialist has expressed with regard to group placements in general, the team believes she should make a greater effort to develop group placements that could fulfill the objectives of providing excellent placement and accelerating the pace at which placements are obtained.

Multiple Placements

AMIDEAST routinely submitted credentials to four institutions, and sent as many as sixteen to obtain a single placement. The ECEB currently submits one placement at a time. Results appear to have been good, in part because of the painstaking personal discussions which she has with prospective advisors before student dossiers are actually sent. In fact although the record may show that only one dossier has been sent, it often has followed inquiries to several institutions. Still, better placements, including some in more competitive institutions (see Section V.A.2), could be obtained if more than one placement were sought at a time.

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## PLACEMENT ALTERNATIVE

Since placements are usually in non-profit entities, those who help in placement do so for little personal gain. Successful placement often results from relationships with scholars. Care must be taken to ensure that submission to multiple institutions and resultant "rejections" of candidates professors have worked hard to accommodate, does not, undermine the cooperation faculty give for future candidates. An approach proposed by the ECEB Director is to send multiple dossiers to multiple institutions and to accept the best placement for each, often resulting in a fair distribution among institutions contacted. As placement is a matter of experience, understanding and relationships, we do not strongly recommend any specific course. We believe that experimenting with different vehicles will result in the most cost-effective placement for different types of participants.

### Multidisciplinary and Team Placement

To facilitate work across disciplines and promote team and problem approaches to research in Egyptian development institutions, the Placement Office should be prepared to arrange placements for groups of individuals that might be nominated from Cairo to work at a single training site where they are obliged to work together on a particular problem.

## APPENDIX O

## USAID HANDBOOK TEN COMPLIANCE

This appendix contains a detailed discussion of several Handbook Ten subjects which most concern ECEB, as it manages the Peace Fellows Program. The suggestions and/or recommendations contained herein have not been broken out individually in the recommendations section of the main report. It is hoped the entire section will be read by those most concerned for whatever useful guidance it contains.

PIO/P

A valid PIO/P is now required for all individuals who originally came to the US as participants until such time as that person returns to his or her home country. This is a requirement even if the participant becomes largely self-financed or transfers to missions (GOE) or other financing. This PIO/P requirement is partly for record keeping purposes. The PIO/P is one of the prime sources of data for the Participant Training Information System (PTIS) maintained by AID's Office of International Training (OIT).

A second function of the PIO/P is to indicate a source of funding for HAC payments which are now required for the duration of a participant's stay in the US irrespective of his or her primary source of funding.

PIO/P terminology at this point may appear somewhat contradictory. Directly funded PIO/Ps are programmed directly through OIT and contain directly useable funding citations very much like a bank check.

Contract or non-funded PIO/Ps are used for participant funded under contracts or grants with third parties where funding is transferred in large blocks from AID to the programming agent. The Peace Fellowship program is an example of this latter type. While such PIO/Ps are to be clearly marked as unfunded, funding amounts are still to be shown in brackets on the face sheet of the document. Peace Fellows who transfer to other funding will, therefore, need a PIO/P with a bracketed funding notation indicating that funds are available through the ECEB sufficient to cover HAC enrollment for the period during which the participant is on self or Missions funding. Transfers for payments for HAC in such cases will be made by the same method as used regularly for participants funded fully under Peace Fellowships.

Since past ECEB practice has been to enroll all transfer

participants in the mission-arranged Blue Cross program, the above described procedure represents a major change to which careful attention will have to be paid immediately.

Current practice is for the Missions Department in Cairo to prepare initial PIO/PS for Peace Fellows. Once prepared and signed by the GOE, they are sent to USAID, which signs them and forwards copies to OIT. A similar procedure will have to be adopted to cover post-Peace Fellow transferees.

IAP-66A

All AID-funded participants including all Peace Fellows obtain US J-1 visas authorized by an IAP-66A form provided exclusively by AID - at the USAID for new participants and at OIT in Washington for all J-1 extensions. AID policy prohibits the transfer of AID participants to other visa sponsorship. There was a period, roughly between 1984 and 1987 when the ECEB and OIT were both willing to have Peace Fellows who transferred to Mission funding put under a University's visa sponsorship at the time of the transfer, providing the participant returned home at the time of the switch.

This procedure created problems for the ECEB in keeping track of this group - particularly those self-financed or other students who had no reason to contact the ECEB on a regular basis. A change in US Government rules concerning the J-1 visa issues by educational institutions using their own IAP-66 and exchange program number took place in 1984. This change allowed a school to authorize a multi-year visa for the estimated length of a student's program. Previous institutional J-1's had been limited to one year. Freed of the annual requirement to return to the ECEB for a visa renewal at least some Peace Fellows used the ECEB authorization to obtain long-term visas from cooperative schools (after returning home or not is not clear) and remained in the US well beyond their original termination date. The OIT PTIS system contains 491 out-of-status Peace Fellows, i.e., Peace Fellows whose program ending has passed but the computer has no record of their returning home. Many went home and are not recorded, but at least some simply fell through the system.

Even before the issuance of the current Handbook Ten, OIT and the ECEB realized that the multi-year J-1 made participant tracking difficult if not impossible and returned to the use of the IAP-66A for everyone transferring from one funding source to another.

The ECEB staff is vary familiar with this procedure and regularly processes IAP-66A's through OIT.

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**PDF**

The AID Participant Data Form (PDF) is a sequentially-numbered, multi-copy form used to report basic participant data to OIT. The form is also used to activate the AID Health Accident Insurance coverage (HAC) as well as to report program changes and confirm the completion and departure of participant. Use of the form is mandatory for all programming agents responsible for AID-funded participants.

Parts one and two of the form are generally submitted at or just before the participant arrives for training. Part three is used to notify OIT of program changes, and part four must be sent when the participant completes his or her program and returns home.

The PDF was adopted by AID in 1983 and went into general usage in 1984. At least some Peace Fellows, particularly those that came prior to 1984 and who were later transferred to Missions sponsorship, never had PDF forms and this has caused some statistical difficulty with OIT's PTIS.

One of the main reasons for the adoption of the PDF was to provide a positive confirmation to the PTIS that a participant had actually gone home. Under previous procedure, the PTIS computer could only scan "Estimated Ending Dates" and assume the participant whose EED had passed, had departed.

Now, when the PTIS finds anyone in the system with a passed EED it marks that individual as "out of status" and maintains the participant in the active file. At the time of this report, the PTIS contained the names of 491 Peace Fellows, or former Peace Fellows, whose EED had passed, and who were listed as "out of status". Most of these names appear to be participants whose files were transferred from AMIDEAST to ECEB between September 1986 and May 1988.

Such a large group of "out of status" participants is serious because it gives the impression almost five hundred Peace Fellows have remained in the United States illegally.

The ECEB had been aware that there was a problem with documenting the status of Peace Fellows transferred from AMIDEAST, but was unaware of the magnitude of the problem until the survey team obtained a PTIS printout of "out of status" PF's. Where PDF's exist in the files of anyone on this list, and when the ECEBG can confirm that the participant has returned to Egypt, then it can complete part four of the PDF and end it to OIT for entry in the PTIS. Once this occurs, the participant's file moves to the historical or inactive section of the computer record and is no longer an issue.

Where no original PDF's exist, the ECEB has made some effort to reconstruct them from the file, but this is a time-consuming process and probably not worth the effort at this juncture. The survey team discussed this problem with the head of the OIT data input group, and she is willing in the interest of making all Peace Fellow files current, to accept simple, written confirmation, i.e., lists of participant departure dates, from the ECEB in lieu of PDF section fours.

The ECEB has at least ninety such dates, and believes it will find more by a careful search of files and travel-related data. Dates and confirmation of return of others can come only from the records kept by the Missions Department in Cairo. A copy of the "out of status" printout has been supplied to Missions by the survey team to expedite this process.

It is encouraging to note that for those Peace Fellows managed exclusively by the ECEB, the PTIS records are current and accurate, indicating a proper use of the PDF. A second printout obtained from OIT lists 185 former Peace Fellows transferred to Missions funding and 108 active Peace Fellows under AID financing. These figures are accurate although somewhat out of date. Staff constraints have occasioned sometimes considerable delays in PDF submissions. Where terminations are involved, and this seems mostly the case, it is less serious than initial submissions which activate HAC. Timely submissions of all PDF's must become an ECEB routine as soon as possible.

One disturbing footnote on PDF submissions concerns the announced departure in May 1989 of the one ECEB employee familiar with this form and its use. This issue will be discussed further under the section of this report dealing with ECEB staffing. Suffice to say here that a replacement for this person must be hired soon enough to allow the complete and orderly transfer of skills needed not only for the PDF, but for IAP-66A's, PIO/Ps and any other forms and documents that comprise the essential AID participant documentation process.

#### Health Accident Coverage (HAC)

As already discussed in the subsection on PIO/Ps, AID Handbook Ten requires that all individuals who come to the US under initial AID funding (Peace Fellows) remain covered under HAC until they leave the US, even if they convert to alternative financing support at some point in the course of their training. Eligibility for HAC requires the participant to be examined by a physician prior to leaving his or her home country. Particular emphasis is placed on the discovery and listing of pre-existing conditions, the treatment of which are specifically denied under HAC.

The taking of these examinations by each prospective

## HANDBOOK TEN COMPLIANCE

participant and the sending to AID Washington of a medical clearance cable by USAID are requirements which appear to be fully complied with under the PF program.

During interviews in Washington with Peace Fellows, the survey team sensed a dissatisfaction with HAC stemming from what the participants believe to be a lack of benefits of narrowness of coverage. This was surprising to the team as the HAC is thought to provide very comprehensive coverage for doctor, hospital and medical costs.

Closer questioning showed that several participants had wanted coverage of extensive dental work, new eyeglasses or treatment of pre-existing conditions - none of which are covered by HAC, except in certain emergency conditions.

The team urges that the extent and particularly the limits of HAC be explained to all Peace Fellows during their pre-departure orientation. This may lessen the disappointment and resultant dissatisfaction shown by interviewees toward the HAC. Time prevented the team exploring the breadth of coverage received by non-PF mission-funded trainees covered by a Blue Cross plan, but it seems unlikely that benefits are more liberal than HAC.

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## APPENDIX P

## LIST OF KEY DOCUMENTS CONSULTED BY THE EVALUATION TEAM

1. USAID Project Paper 263-0110, "Egypt: Peace Fellowship Program", February 1980
2. USAID Project Paper 263-0125, "Egypt: Development Training", July 1985
3. USAID/CAIRO, "Country Development Sector Strategy FY 1989", 29 January 1987
4. AMIDEAST, "Peace Fellowship Program for Egypt: Comprehensive Report July 15 1980 - November 30 1986" (2 vols)
5. Embassy of the Arab Republic of Egypt, Cultural and Educational Bureau, "Peace Fellowship Program Comprehensive Report for January 1 - June 30, 1988"
6. Embassy of the Arab Republic of Egypt, Cultural and Educational Bureau, "Peace Fellowship Program for Egypt, July 1 - December 31, 1987"
7. Embassy of the Arab Republic of Egypt, Cultural and Educational Bureau, "Peace Fellowship Program for Egypt, Comprehensive Report January 1 - June 30, 1987"
8. USAID, AID Handbook 10, (Rev November 18, 1988)
9. AMIDEAST, "Characteristics and Utility of USAID Participant Training Programs for Egyptian: Final Report of Participants Returning between 1975 and 1983", (Farag M. EklKamel and Carol Redmount) August 1984.
10. Environmental Quality International, "Women in Development: Assessment of Selected USAID-Financed Projects: Final Report" (Heba El-Kholy) March 1987.

APPENDIX Q

PERSONS INTERVIEWED BY THE EVALUATION TEAM

A. EGYPTIAN EDUCATIONAL AND CULTURAL BUREAU, WASHINGTON

1. Dr. Abdel Latif Abou-Ela  
Minister Counselor and Director
2. Dr. Hassan A. Soliman  
Cultural Counsellor and Deputy Director
3. Mr. Farouk Hassan  
Director, Peace Fellow Unit
4. Mr. Hussein El-Ebiary  
Administrative Attache and Head, Peace Fellow Accounts
5. Mrs. Francis Jarvis, Placement Specialist
6. Ms. Carol Ricucci, Placement Secretary
7. Ms. Fatima Abdelsamad, Education Specialist
8. Mrs. Carolina Teodoro, Education Specialist,  
Missions/PFP, Visas/Insurance
9. Mr. Ayman Kamal Aboulmagd  
Peace Fellow, Ph.D. Candidate
10. Mr. Said Beshai  
Peace Fellow, 18 mo Data Collection
11. Dr. Mohamed Nabil Omar  
Peace Fellow, 5 mo Postdoctoral
12. Dr. Abdelmoneim Afifi  
Peace Fellow, 5 mo Postdoctoral
13. Mr. Youssef Moheiddin  
Peace Fellow, Ph.D. Candidate
14. Mr. J. Matthew Sebastian  
Programmer/Analyst Consultant

B. USAID

1. Ms. Mona Kaldas  
Project Officer, Peace Fellowship Program
2. Mr. Jerry Wood  
Director, Office of Education and Training

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3. Mr. Joseph Williams  
Training Officer
4. Mr. William Gelabert  
Associate Director, HRD
5. Ms. Vicky Kunkle  
WID Officer
6. Ms. Lotte Erickson  
Mission Evaluation Officer
7. Mr. Marvin Hurley  
USAID/Washington
8. Mr. Daniel Terrell  
USAID/OIT
9. Mrs. Leontyne Clay  
USAID/OIT

C. OTHERS IN USA

1. Dr. Ashwani Gupta  
Professor, Mechanical Engineering  
University of Maryland
2. Mr. E. Daniel Driver  
Director of International Student Services  
George Washington University
3. Mr. Ronald Springwater  
Executive Director  
PARTNERS
4. Mrs. Amany El-Difrawy  
AMIDEAST
5. Dr. Ali I. Namlah  
Supervisor, Academic Relations  
Saudi Arabian Cultural Office, Washington

MINISTRY OF HIGHER EDUCATION/MISSIONS DEPARTMENT

1. Mr. Fawzy Abdel Zaher  
First Undersecretary, Ministry of Higher Education
2. Mr. Ali Tewfik Zaza  
Undersecretary, Ministry of Higher Education

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3. Mrs. Fikriyya Tewfik Mustafa  
Director General, Finance, Missions
4. Mr. Mahmoud Seif al-Nasr  
Director General, Placement, Missions
5. Mr. Mahfouz Mustafa Ahmed  
Director, Peace Fellowship Unit, Missions (PFU)
6. Mr. Jamal Hassan, PFU
7. Mr. Hassan Rifaat Farghal, PFU
8. Mrs. Nabawiyya El-Menshawi, PFU
9. Mr. Ali Mohamed, PFU
10. Mrs. Samiha Abdel Nabi, PFU
11. Ms. Iman Mustafa, PFU
12. Mr. Mohamed Mahmoud, PFU

#### EGYPTIAN ORGANIZATIONS

1. Dr. Ragai Sherif  
Undersecretary, Supreme Council of Universities
2. Dr. Mustafa Kavel  
Dean, Higher Technological Institute  
Ramadan Tenth City
3. Mr. Andreas Meyer-Jures  
Managing Director, Arab Egyptian Optical Company (Optika)
4. Mr. Hisham Gabr  
Owner and Managing Director, Camel Dive Club  
Sharm El-Sheikh
5. Dr. Sarah Loza  
President  
Social Planning, Analysis & Administration Consultants
6. Dr. Moheiddin Gharib  
Deputy Chairman  
General Authority for Investment and Free Zones
7. Mohamed Farid Khamis  
Chairman, Oriental Weavers Carpet Factory

## **AMERICAN ORGANIZATIONS IN CAIRO**

1. **Dr. Ann Radwan**  
**Executive Director**  
**Binational Fulbright Commission**
2. **Mr. John Denison**  
**Director of Operations, Egypt**  
**International Executive Service Corps**
3. **Dr. David Nigard**  
**Regional Representative for the Middle East**  
**The Ford Foundation**
4. **Mr. John Bentley**  
**International Legal Consultant**  
**Kamel Law Office**

**PEACE FELLOWS INTERVIEWED IN CAIRO**

1.	2423	Mrs. Mona Mohamed Rashad		National Research Center
2.	1848	Dr. Sherif Shams El- Din Sadek	PDR 10-mo	FAO Project Supervisor, Private Consultant
3.	744	Mrs. Hana Abdel Barr	TR 13-mo	Egyptian Gen Org for Tourism and Hotels
4.	745	Mr. Ahmed Abdel Barr	TR 13-mo	Gen Org for Exports and Import Control
5.	1752	Eng. Mohamed Ahmed Asaad	TR 13-mo	Arab Contractors
6.	1114	Dr. Youssef Ahmed Mohamed Ibrahim	TR 13-mo	Viral Diseases, Vet Medicine Ministry of Agriculture
7.	1663	Dr. Yehia Hussein Fayad	PDR 13-mo	Research Entomologist Agricultural Research Center
8.	549	Dr. Ahmed Fouad Ahmed Hamed	TR 10-mo	Faculty of Medicine Ain Shams University
9.	913	Mr. Sameh El-Mallakh	TR 13-mo	Night Manager Cairo Sheraton Hotel
10.	558	Eng. Sarwat Abdelgawad Youssef	TR 10-mo	Faculty of Engineering Cairo University
11.	816	Dr. Mohamed Samir Abbas	PDR 13-mo	Plant Protection Institute Agricultural Research Service
12.	635	Mrs. Eitedal Abdalla Maarouf Shafei	TR/MA 10+3m	Asst Lecturer, Sadat Academy for Administrative Science
13.	479	Ms. Samia Bebawy Rizkallah	TR 3+7	Dept Academic Supervision Missions Department
14.	1114	Dr. Youssef Mohamed Ibrahim		Vet Medicine Administration
15.	2461	Dr. Magdy Mohamed Hassan Ayoub	TR 10-mo	Polymer/Pigments Lab National Research Center
16.	1793	Dr. Mohamed Ibrahim El-Desouky	TR 10-mo	Faculty Veterinary Medicine Cairo University

17.	476	Mr. Mostafa Shaker Mohamed	NDGST 4+16	Dep Gen Mgr Farag International Trade Co.
18.	1397	Mr. Mohamed Salah Eldin Abel Fattah	TR 10-mo	Airport Travel
19.	790	Dr. Hisham Souka	PDR 6-mo	Faculty of Medicine, Cairo University
20.	1416	Eng. Aly Ahmed Badawi	TR 11-mo	Mechanical Engineer, Ministry of Finance
21.	1589	Dr. Ahmed Hussein El- Heneidy	TR 10-mo	Agricultural Research Center
22.	1111	Eng. Samy Abdellatif Mohamed	PDR 6-mo	Pharmacognosy, National Research Center
23.	1122	Dr. Mohamed Shaker Ahmed	TR 10+3m	Agricultural Research Center
24.	395	Dr. Mostafa Mohamed Kamel	TR 11+2m	Agricultural Research Center
25.	970	Mrs. Faten Ahmed Gamei	TR/MA 12+7m	Ministry of Housing
26.	2422	Dr. Afaf Saad Eldin Fahmy	TR 5-mo	National Research Center
27.	2236	Dr. Mohamed Mohsen Ismail	PDR 10-mo	Faculty of Pharmacy Cairo University
28.	1047	Mr. Magdy Eskander Mikhail	TR 11+2m	Counsellor Ministry of Justice
29.	1276	Mr. Khalifa Gouda Khalifa	TR 10+2m	Import Specialist, El Nasr Automotive Man. Company
30.	1952	Mr. Mohamed Safwat Ismail	TR 10-mo	The Starch Glucose Production Company



EMBASSY OF THE ARAB REPUBLIC OF EGYPT  
CULTURAL AND EDUCATIONAL BUREAU  
PEACE FELLOWSHIP PROGRAM

IN REPLY PLEASE REFER TO: PF #

APPLICANT: \_\_\_\_\_

FIELD: \_\_\_\_\_

GOAL: \_\_\_\_\_

EXPECTED  
STARTING DATE: \_\_\_\_\_

We are pleased to present for your consideration the enclosed documents for the above-named applicant who has been selected to receive a Peace Fellowship for the Ph.D. degree.

The visa status of all Peace Fellows in the U.S. is that of Exchange Visitor under the program sponsorship of the U.S. Agency for International Development (AID). The Egyptian Cultural and Educational Bureau (ECEB) will provide the IAP-66 form to obtain the J-1 visa for the Fellows and their authorized dependents.

We request that you carefully review the applicant's study plan (dossier attached) in order to determine if his/her goals can be met at the appropriate graduate department at your university. If you should have any questions pertaining to the study plan or require clarification on the goals of the applicant, please do not hesitate to contact Mrs. Frances Jarvis of this office at (202) 265-6400 from 9:30 AM to 4:00 PM EST.

We appreciate your consideration and look forward to hearing from you soon.

Sincerely,

Dr. Abdel Latif Aboul-Ela  
Director

Enclosures: Dossier/Study Plan

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Recruitment



EMBASSY OF THE ARAB REPUBLIC OF EGYPT  
CULTURAL AND EDUCATIONAL BUREAU  
PEACE FELLOWSHIP PROGRAM

IN REPLY PLEASE REFER TO: PF #

APPLICANT: \_\_\_\_\_

FIELD: \_\_\_\_\_

GOAL: \_\_\_\_\_

EXPECTED  
STARTING DATE: \_\_\_\_\_

We are pleased to present for your consideration the enclosed documents for the above-named applicant who has received a Peace Fellowship for five (5) months to pursue post-doctorate research. The Peace Fellow has been selected from faculties of Egyptian universities.

The visa status of all Peace Fellows in the U.S. is that of Exchange Visitor under the program sponsorship of the U.S. Agency for International Development (A.I.D.). The Egyptian Cultural and Educational Bureau (ECEB) will provide the IAP-66 form to obtain the J-1 visa for the Fellows and their authorized dependents.

The ECEB is seeking to place the Peace Fellow in an academic institution where s/he can benefit from advanced research and share his/her experience in the field. If a faculty member would be interested in working with the Peace Fellow, this office would appreciate receiving a letter of invitation as well as any budget requirements for expendable supplies. Guidelines have been included. Please be advised that these fellowships cannot be extended beyond the five-month period; the research must be completed within the allotted time.

Please contact Mrs. Frances Jarvis at (202) 265-6400 with your response or if you require clarification on the fellowship benefits. Office hours are from 9:30 AM to 4:00 PM EST.

Thank you very much for your consideration of this Peace Fellow.

Sincerely,

Dr. Abdel Latif Aboul-Ela  
Director

Enclosures: Dossier/Study Plan

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# PLACEMENT



EMBASSY OF THE ARAB REPUBLIC OF EGYPT  
CULTURAL AND EDUCATIONAL BUREAU  
PEACE FELLOWSHIP PROGRAM

IN REPLY PLEASE REFER TO: PF #

APPLICANT: \_\_\_\_\_

FIELD: \_\_\_\_\_

GOAL: \_\_\_\_\_

ESTIMATED  
STARTING DATE: \_\_\_\_\_

We are pleased to present for your consideration the enclosed documents for the above-named applicant who has been selected to receive a Peace Fellowship for a 10-month training program. The Peace Fellow has been selected from faculties of Egyptian universities.

The visa status of all Peace Fellows in the U.S. is that of Exchange Visitor under the program sponsorship of the U.S. Agency for International Development (A.I.D.). The Egyptian Cultural and Educational Bureau (ECEB) will provide the IAP-66 form to obtain the J-1 visa for the Fellow and their authorized dependents.

We request that you carefully review the applicant's study plan (dossier attached) in order to determine if his/her goals can be met at the appropriate graduate department at your university. If you should have any questions pertaining to the study plan or require clarification on the goals of the applicant, please do not hesitate to contact Mrs. Frances Jarvis of this office at (202) 265-6400 from 9:30 AM to 4:00 PM EST.

We appreciate your consideration and look forward to hearing from you soon.

Sincerely,

Dr. Abdel Latif Aboul-Elz  
Director

Enclosures: Dossier/Study Plan



EMBASSY OF THE ARAB REPUBLIC OF EGYPT  
CULTURAL AND EDUCATIONAL BUREAU  
PEACE FELLOWSHIP PROGRAM

IN REPLY PLEASE REFER TO: PF #

APPLICANT: \_\_\_\_\_

FIELD: \_\_\_\_\_

GOAL: \_\_\_\_\_

EXPECTED  
STARTING DATE: \_\_\_\_\_

We are pleased to present for your consideration the enclosed documents for the above-named applicant who has been selected to receive a Peace Fellowship for 18 months for data collection.

The visa status of all Peace Fellows in the U.S. is that of Exchange Visitor under the program sponsorship of the U.S. Agency for International Development (A.I.D.). The Egyptian Cultural and Educational Bureau (ECEB) will provide the IAP-66 form to obtain the J-1 visa for the Fellows and their authorized dependents.

As part of this placement process we are seeking an academic mentor to supervise the collection of data by the Peace Fellow during the fellowship period. We would be interested in knowing if a faculty member in your department is available to act as an advisor after January 1, 1989. The Peace Fellow is not enrolling as a degree-seeking candidate. The enclosed study plan describes the research to be pursued which will be part of a Ph.D. dissertation; the degree is to be awarded in Egypt. Should a member of your department be interested in participating in this program, we would appreciate a letter of invitation as well as the budget requirements. Enclosed are forms which will serve as guidelines.

Please contact Mrs. Frances Jarvis of this office at (202) 265-6400 with your response, or if you require clarification on the fellowship benefits. Office hours are from 9:30 AM to 4:00 PM EST.

Thank you very much for your consideration of this Peace Fellow.

Sincerely,

Dr. Abdel Latif Aboul-Ela  
Director

Enclosures: Dossier/Study Plan

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EMBASSY OF THE ARAB REPUBLIC OF EGYPT  
CULTURAL AND EDUCATIONAL BUREAU  
PEACE FELLOWSHIP PROGRAM

DATE \_\_\_\_\_

**FINANCIAL CERTIFICATION**

E \_\_\_\_\_ PF# \_\_\_\_\_  
UNIVERSITY \_\_\_\_\_  
PROGRAM STATUS\* \_\_\_\_\_  
FELLOWSHIP DATES \_\_\_\_\_

Egyptian Cultural and Educational Bureau certifies that the above named student has been awarded a Peace Fellowship by the Egyptian Ministry of Higher Education, through funds provided by the U.S. Agency for International Development, with additional funds from the Egyptian Government. The funding and other support included in this fellowship award will be provided only for the duration specified above. Under the contract between AID and the Egyptian Government this program provides the following benefits:

**Tuition and Fees**

Tuition and all mandatory fees will be paid by ECEB directly to the institution upon receipt of a bill in triplicate. No fees will be paid for a semester or term which cannot be completed during the fellowship period specified above. ECEB should be credited for tuition and fees resulting from withdrawal or dropping any courses. Only students who have been approved by ECEB to enroll in coursework for a degree will be provided with tuition benefits.

**Medical Insurance**

All Fellows will be provided with complete health and accident insurance. Some educational institutions may require Fellows to be covered under their own health plans in addition to ECEB coverage. In such cases ECEB will pay the premium if the institution's coverage does not exceed the minimum required and if it is a mandatory requirement for enrollment.

Health and accident insurance coverage is not to be confused with the student health service benefits such as use of the university's infirmary, its staff or services. If these services are a mandatory requirement for enrollment at the institution, ECEB will pay the fee. Fellows whose dependents are eligible for medical care coverage by the Egyptian Government will be covered under a separate policy between ECEB and Blue Cross/Blue Shield, through funds provided by the Egyptian Government.

**Monthly Maintenance for Living Expenses**

A settling-in allowance of \$1950 will be issued by ECEB to each Peace Fellow. Calculated at a rate of \$65 per day, this allowance is intended to pay for the majority of expenses incurred by the Peace Fellow during the first thirty days in the U.S., including hotels, meals, and ground transportation. A high cost city rate is paid where applicable.

A regular monthly maintenance allowance is determined by the AID cost-of-living rates according to the specific geographic area. The ECEB sends this allowance to the Peace Fellow at the beginning of every month. The monthly allowance for the Peace Fellow listed above is:

\$ \_\_\_\_\_

**Transportation**

Round trip international and domestic economy class transportation is provided to the Peace Fellow and to eligible dependents.

**Books and Equipment Allowance**

Peace Fellows are entitled to receive a book and equipment allowance at a rate of \$65.00 per month. Participants will be reimbursed by ECEB after submitting receipts for approved items. Guidelines have been provided to the Peace Fellows about limitations and procedures.

**Egyptian Government Allowances**

The Egyptian government Missions provides an allowance for post-doctorates sponsored by universities or research centers, and for Assistant Lecturers from Egyptian universities only (not research centers). This allowance is provided only if the total PFP funds do not exceed those funds available to Egyptian Missions students. Dependents of this group are eligible for this allowance if they remain in the U.S. nine months or more.

APPROVED:

Dr. Abdel Latif A. Aboul-Ela,  
Director

\*This status is not to be changed under any circumstances without previous written approval from the ECEB.

WHITE: Bursar

YELLOW: Foreign Student Advisor

PINK: Peace Fellow

GOLD: Special Agent

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EMBASSY OF THE ARAB REPUBLIC OF EGYPT  
CULTURAL AND EDUCATIONAL BUREAU  
PEACE FELLOWSHIP PROGRAM

IN REPLY PLEASE REFER TO: PF #

RESEARCH GUIDELINES

The guidelines given here refer to academic programs for Peace Fellows where no standard university tuition is assessed. Generally, such academic programs are non-degree, and may be in fields such as medicine and the applied biological sciences.

Not considered research expenses are conference fees, travel and daily living expenses for conferences, the Peace Fellow's monthly maintenance allowance, and all equipment purchases including textbooks, calculators, and typewriters. These particular items are furnished directly to the Peace Fellows as needed, and therefore need not be called for in any research budget.

It is understood that the proposed budget is an estimate of expenses. The budget should be itemized according to the categories listed on the attached form, "Projected Research Expenses". This list is not conclusive; it represents standardized guidelines based on previously established research programs.

EXPENDABLE RESEARCH MATERIALS: Itemized list required.

EQUIPMENT PURCHASE: Equipment purchased for the exclusive use of the Peace Fellow in order to fulfill his/her research goals. Prior to allocation of funds, the Peace Fellow is required to sign a statement guaranteeing the transfer of the equipment to the Egyptian government at the termination of his fellowship.

EQUIPMENT USE: Equipment used by the Peace Fellow which is the property of the university or private institute.

EQUIPMENT TIME: Refers generally to computer time, when Peace Fellow is involved in collecting or analyzing data.

TECHNICAL SERVICES: Refers to cases where a specialized technician is engaged to provide training deemed necessary for Peace Fellow to meet research goals.

SUPPORT SERVICES: Refers to services directly related to the research project. Costs should be kept to an absolute minimum.

Once the budget has been submitted and approved by the Egyptian government, the ECEB requires a written request or invoice from the academic advisor. The letter should include a request for the approved funds, the name of the Peace Fellow, the dates of the fellowship (representing the period in which funds are to be spent), the name of the institution or foundation to whom the check should be made payable, and the mailing address.

Although the ECEB does not require receipts for these funds, an accounting of the unspent funds should be forwarded to this office at the end of every six months. Any funds remaining at the conclusion of the fellowship are to be returned to the ECEB.

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**Important - Please Read and Check**

Please return the letters and forms to the ECEB after you have reviewed the dossier and accepted the Peace Fellow into your department.

- \_\_\_\_\_ 1. A letter accepting the Peace Fellow into the department of the university where placed.
  
- \_\_\_\_\_ 2. The Projected Research Expenses form indicating any expenses the research may require.
  
- \_\_\_\_\_ 3. An approximate arrival for the Peace Fellow to begin research at your institution. Note: The ECEB brings the Peace Fellow into the U.S. from Cairo on a Sunday for a three-day orientation program at the embassy and arranges for a flight out to the university on the following Wednesday.



PROGRAM APPROVAL FORM

SHOWING BUDGET

EMBASSY OF THE ARAB REPUBLIC OF EGYPT  
CULTURAL AND EDUCATIONAL BUREAU  
PEACE FELLOWSHIP PROGRAM  
PROGRAM APPROVAL FORM

IN REPLY PLEASE REFER TO: PF #

PEACE FELLOW AHDY WADIE HELMY GIRGUIS PF# 3033

EGYPTIAN SPONSOR Alexandria University PROGRAM LENGTH 18 MONTHS

PRESENT OCCUPATION Assistant Lecturer

PROGRAM GOAL [ ] PHD [ ] MASTERS [XX] DNR/JS [ ] PDR [ ] TRAINING

FIELD OF STUDY (MAJOR/MINOR) Medicine/Internal/Diabetes

EDUCATIONAL EXPERIENCE:

HIGHEST DEGREE OBTAINED MB, Ch.B. DATE GRADUATED 1981

INSTITUTION/LOCATION Alexandria University

TOEFL SCORE 620 GRE SCORE \_\_\_\_\_ OTHER \_\_\_\_\_

SUBMISSIONS:

<u>INSTITUTION/LOCATION</u>	<u>STARTING DATE</u>	<u>TYPE OF ADMISSION</u>
✓ 1. <u>Indiana University</u>	<u>JAN 9 1989</u> <del>Fall, 1988</del>	<u>Data Collection</u>
2. <u>U. of Wisconsin</u>	<u>Fall, 1988</u>	<u>Data Collection</u>
3. <u>University of Vermont</u>	<u>Living Exp=\$25,000 a year.</u>	
4. _____	_____	_____
5. _____	_____	_____

RECOMMENDATION: Indiana U. reduced the budget from \$17,209.45 to \$4099.45.

Rec. approval of placement on condition that research contain no patient contact which will require no licensing. *Mr. Farouk & Mr. Farouk agreed to have equipment arr on Ohio and then return license if needed.*

RESEARCH COST, IF APPLICABLE 4,099.45

SPECIALIST F. Jarvis DATE Oct. 12, 1988

DECISION: Placement approved on reduction of budget was to

*Next phase is to acquire equipment in the Lab. of ...*  
*approved*  
*A. J. J.*

DATE 10/18/1988



INDIANA UNIVERSITY

SCHOOL OF MEDICINE

DEPARTMENT OF MEDICINE  
1100 West Michigan Street  
Indianapolis, Indiana 46223

Reply to:  
Wishard Memorial Hospital  
1001 West Tenth Street  
Indianapolis, Indiana 46202  
October 20, 1988

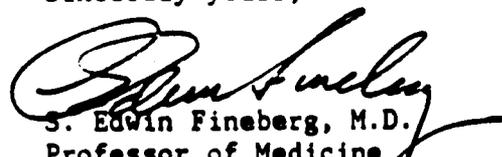
سازمان تخصصی ویرال  
مکتب نموده العنبرية  
6523  
وارد رقم :  
1988.10.26

Mrs. Frances Jarvis  
Embassy of the Arab Republic of EGYPT  
Cultural and Educational Bureau  
Peace Fellowship Program  
2200 Kalorama Road, N.W.  
Washington, D.C. 20008

Dear Mrs. Jarvis:

This note represents a follow-up to our several conversations over the past week concerning a budget and temporary licensing arrangements for Dr. Ahdy Wadie Helmy, applicant #3033. First with regard to the budget, as you have suggested, the budget will not include permanent items of equipment to be taken back to Egypt by Dr. Helmy. It is our mutual understanding that these items of equipment would be needed when Dr. Helmy returns to Egypt for carrying on similar experiments using the techniques that he will learn in my laboratory. I have made a copy of the original budget and crossed out those items that I feel fall into this category. There are certain small items of equipment which I do feel will make Dr. Helmy's stay in our laboratory easier, and I have included those items. Secondly with regard to temporary licensing arrangements, it is my understanding from my conversation with Dr. Aboul-Ela, Director of the program, that it would make for fewer difficulties if Dr. Helmy obtained temporary licensing when he arrives here at his fellowship site. Again, I must emphasize that temporary licensing will be requested for Dr. Helmy here at Indiana University in order for him to take the maximum responsibility in studies involving human beings. This does not in any way mean that he will be unsupervised during these studies but rather that this is the usual policy when human experimentation is carried out.

Sincerely yours,

  
S. Edwin Fineberg, M.D.  
Professor of Medicine  
Division of Endocrinology  
and Metabolism

cc: Charles Clark, M.D.  
George Lukemeyer, M.D.  
A. Watanabe, M.D.  
C. Conrad Johnston, M.D.

PROJECTED RESEARCH EXPENSES

EXPENDABLE SUPPLIES		
Animal Cost	150 rats @ 7.00 ea.	1,050
Animal Maintenance	150 rats X 2 wks. @ 0.26/day	346
Assays	Done in Core Lab	---
Biochemicals		300
Chemicals	(Primarily 3-H <sup>2</sup> glucose)	300
Glassware/disposable plasticware		200
Reagents or culture media	Supplied by PI	---
X-ray film		
EQUIPMENT PURCHASE (Property of Egyptian Gov't)		
Surgical or dental instruments		
	Listed on accompanying sheet	<u>1148.45</u>
EQUIPMENT USE (Property of university) No charge		---
Computer (Data Collection)		
	Paid for by PI	---
EQUIPMENT TIME No charge		---
Mainframe computer time		
	Paid for by PI	---
TECHNICAL SUPPORT Fellow expected to learn and perform own measurements - adequate back up		
Histology technical support is available		---
Computer consultation/training		
OTHER		
Total		<u>3744.45</u>
		<del>27,000.00</del>

NAME OF PEACE FELLOW Abdy Wadia Helmy Girguis

3033

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Equipment for animal and human glucose clamping experiments:

Auto clip applicator (Stoelting Cat. #59023) - - - - -	210.00
Auto clip remover (Stoelting Cat. #59026) - - - - -	142.50
Wound clips, 2 @ 18.50/box (Stoelting) - - - - -	37.00
Baby Dieffenbach Serrafines, 2 @ 32.50 - - - - -	65.00
Harvard Cat. #52-3241	
Braun Jeweler's microforceps, 2 @ 20.60 - - - - -	41.20
Fisher Cat. #08-953F	
Harvard Educated Pump Systems - - - - -	<del>6,000.00</del>
(Infusion-withdrawal, 2-200 ml, Cat. #55-5656)	
Harvard infusion pump, Cat. #55-2222 - - - - -	<del>1,175.00</del>
YSI Model 27 Industrial Glucose Analyzer - - - - -	<del>4,950.00</del>
Fisher Cat. #14-660	
Syringepet 25 ul - - - - -	<del>275.00</del>
Fisher Cat. #11-396-12	
Preventive Maintenance Kits (Fisher):	
Syringepet Cat. #11-396-28 - - - - -	<del>30.00</del>
Analyzer Cat. #11-396-16 - - - - -	<del>60.00</del>
Analyzer start kit Cat. #14-660-2 - - - - -	<del>163.00</del>
Plastic animal surgical table - - - - -	92.00
Harvard Cat. #56-4518	
Surgical clippers (Rat) - - - - -	152.75
Harvard Cat. #52-3204	
<i>Hand held programmable computer (HP-8000)</i>	<i>500.00 (max. amount)</i>

11 78.45

## ANNEX 5

LIST OF AMERICAN UNIVERSITIES WITH TEN OR MORE  
ECEB-SPONSORED STUDENTS (INCLUDING NON-PEACE FELLOWS)

4 JANUARY 1989

Generally, ECEB prefers to send Egyptian students to public institutions in low-cost areas of the United States. In a sort of the 812 male students studying in the USA under ECEB auspices (including non-Peace Fellows) on 2 January 1989, the universities with eight or more students were as follows:

	Name of University	Number of Students
1.	Ohio State University	38
2.	University of Maryland	35
3.	University of Georgia	22
4.	Michigan State University	21
5.	University of Minnesota/Twin Cities	21
6.	University of Illinois/Urbana	19
7.	University of Pennsylvania	17
8.	Colorado State University/Fort Collins	17
9.	University of Wisconsin	15
10.	University of California/Davis	13
11.	University of Illinois/Chicago	13
12.	Case Western Reserve	12
13.	University of Pittsburgh	11
14.	University of North Carolina	10
	Total (from 812 sample)	260

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AND OTHER COMMUNICATIONS WITH MISSIONS REGARDING PLACEMENT  
TO: MISSIONS DEPARTMENT, PEACE FELLOWSHIP UNIT

TELECOPIER #

December 14, 1988

PF# 3011 G MAHMOUD ABDEL MEGIED OSMAN (Ain Shams U.)

We have applied to 6 institutions for placement for PF. All have been rejected because the research which the PF plans to conduct cannot be carried out. Radiology and Clinical Medicine are two separate departments in the universities in the United States. It would be advisable for PF to select one department and pursue placement in training for the one department. The medical schools will not accept individuals for advance training in radiology who are not trained radiologist. Also PF cannot perform ultrasound and endoscopy procedures because a license to practice medicine is required. Advise PF immediately of the following information and send new study plan so that placement may be located. Pls advise us to your decision.

PF# 2363 T MOUNIRA YOUSSEF HASSAN (Ain Shams U.)

Pls advise PF that the ECEB will contact U. of Tenn. about PF's arrival time in Tenn. and arrange for travel from airport to hotel. This is in reply to the telecopier which you or PF sent to U. of Tenn. and they in turn contacted us as how to respond to the telecopier.

PF# 3138 P SHAFIRA HAMID ZAKI (Cairo U.)

Placement approved at U. of Nevada, Environmental Reseach Center, Las Vegas, Nev. The advisor will be Dr. Mahmoud Saleh, Director of International Research. Dr. Saleh would like PF to arrive the week of the 15th of January, 1989. Suggest PF travel to Wash. D.C. on Jan. 15. Pls confirm date of travel.

PF# 3014 G MAGED ABDEL KARIM EL STOUHY (Ain Shams U.)

Placement approved at U. of Nevada, Environmental Research Center, Las Vegas, Nev. The advisor will be Dr. Mahmoud Saleh, Director of International Research. Dr. Saleh would like PF to arrive the week of the 15th of January, 1989. Suggest PF travel to Wash. D.C. on Jan. 15th. Pls confirm date of travel.

PF# 3064 P FAWZI FAWZI BASTA (Cairo U.) ✓

Placement cannot be made for PF until we receive an answer to the request made in our telecopier to you dated Nov. 1, 1988, no. #360. The U. S. Geological Survey needs to know before they accept PF in their lab in Denver the following information:  
(1) What is PF's experience in using isotopic x-ray equipment?  
(2) No. of samples PF will use in AGE and isotopic studies?  
(3) What is goal of PF's research? Does PF plan to publish?  
Pls advise as soon as possible.

PF# 3091 P RAGAB NABEIH KAMH (Desert Res Inst.)

✓ This is the second request for an answer from the PF. Reference our telecopier dtd Oct. 17, 1988, #338. Placement cannot be finalized until we receive word from PF as to which school he wishes to be placed. Dr. Baveye will be moving to Cornell U. and will accept PF into his research there, and Colorado State U. has accepted PF. Pls advise as soon as possible.

PF# 3060 MOHAMED SALAH SALAH (Tanta U.) G

Reference our telecopier #354, dtd Oct. 27, 1988. Pls advise us as

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## APPENDIX M

### ANALYSIS OF RETURNED PARTICIPANT QUESTIONNAIRE

In December 1988, the Missions Department distributed a questionnaire in Arabic to approximately 800 returned Peace Fellows. 155 were returned by mail. The evaluation team arranged for translation, coding and tabulation of frequencies, whose results are included in this appendix. The statistics are the only ones that exist for the program and may be indicative of certain overall trends.

#### CHARACTERISTICS OF SAMPLE OF 155 QUESTIONNAIRES

1. 81% male
2. 74% from Cairo, 7% Alexandria, 10% Lower Egypt, 10% Upper Egypt
3. 37% from universities, 16% research centers, 16% public sector, 24% ministries, 8% private sector
4. 11% from Cairo University, 10% Ministry of Agriculture, rest <7%
5. 19% lecturers (Ph.D), 12% Asst lecturers, 12% researchers, 12% engineers, 8% physicians, 16% other govt employees, 21% other
6. 49% had data collection fellowship, 35% training, 4% Ph.D., 12% other
7. 48% went for 10 months, 21% 13 months, 7% 24 months, 24% other
8. 19% studied clinical medicine, 18% engineering, 17% agriculture, 13% natural sciences, 6% social sciences, 6% pharmacology, 21% other
9. 80% left Egypt 1982-1986, 80% returned 1983-1987

#### RESULTS OF QUESTIONS

1. 61% attended a conference while in the USA
2. 62% felt length of fellowship was adequate; 38% did not
3. 96% felt that study was relevant to their specialization
4. 37% pursued studies in addition to those in their specialization
5. Goal of Study: to have another job: No 81%, Yes 19%
6. " " " : to improve performance: No 21% Yes 79%
7. " " " : to solve problems of work No 38% Yes 62%
8. Other goals -
 

transferring their experience to Egypt	45%	
to prepare for a degree		7%
exposure to American life		5%
9. Encountered problems  
If so, what kind?
 

Problems with ECEB	8%
Lack of initial support	8%
Insufficient funds	7%
No	65%
Yes	34%
10. Did you benefit scientifically? No 1% Yes 99%
11. " " " managerially? No 50% Yes 50%
12. " " " behaviorally No 39% Yes 61%
13. Reasons for not achieving goals: 9% insufficient time, 5% program not related to work, 3% no degree
14. 55% hold the same jobs today as when they were sent, 31% have received promotions, 7% changed jobs at the same place, and 7% changed jobs

## APPENDIX N

## PLACEMENT ALTERNATIVES

Group Placement

It has been suggested that the Placement Specialist could double or triple her placement output by placing four or five students at one time in the same institution. This was done in the past. The present specialist feels that in such cases professors often do not examine credentials of all carefully with the result that fellows in group placements request transfers to other institutions more frequently than those in individual placements. It was not possible to evaluate this statistically, even though several examples were cited. With students in widely differing fields there may be little gain. The opportunity for students at the same campus to join Arabic-speaking groups was also cited. The team appreciated the Placement Officer's willingness to avoid an obvious workload shortcut in the belief that she was providing the best programs. On the other hand there could be instances in which two or more students have complementary research for which one professor or several acting together could supervise more than one Peace Fellow.

The Placement Specialist asked for feedback from Cairo on universities, professors and groupings that have been especially favorable or unfavorable. This is information that should be obtained as a matter of course. Efforts should be made both by the Educational Specialists in cooperation with the Directors of ECEB on the one hand and by the Missions Department and any other follow up efforts that can be made in Cairo on the other to feed back information to aid in future placement. Given the healthy caution the placement specialist has expressed with regard to group placements in general, the team believes she should make a greater effort to develop group placements that could fulfill the objectives of providing excellent placement and accelerating the pace at which placements are obtained.

Multiple Placements

AMIDEAST routinely submitted credentials to four institutions, and sent as many as sixteen to obtain a single placement. The ECEB currently submits one placement at a time. Results appear to have been good, in part because of the painstaking personal discussions which she has with prospective advisors before student dossiers are actually sent. In fact although the record may show that only one dossier has been sent, it often has followed inquiries to several institutions. Still, better placements, including some in more competitive institutions (see Section V.A.2), could be obtained if more than one placement were sought at a time.

## PLACEMENT ALTERNATIVE

Since placements are usually in non-profit entities, those who help in placement do so for little personal gain. Successful placement often results from relationships with scholars. Care must be taken to ensure that submission to multiple institutions and resultant "rejections" of candidates professors have worked hard to accommodate, does not, undermine the cooperation faculty give for future candidates. An approach proposed by the ECEB Director is to send multiple dossiers to multiple institutions and to accept the best placement for each, often resulting in a fair distribution among institutions contacted. As placement is a matter of experience, understanding and relationships, we do not strongly recommend any specific course. We believe that experimenting with different vehicles will result in the most cost-effective placement for different types of participants.

### Multidisciplinary and Team Placement

To facilitate work across disciplines and promote team and problem approaches to research in Egyptian development institutions, the Placement Office should be prepared to arrange placements for groups of individuals that might be nominated from Cairo to work at a single training site where they are obliged to work together on a particular problem.

## APPENDIX O

## USAID HANDBOOK TEN COMPLIANCE

This appendix contains a detailed discussion of several Handbook Ten subjects which most concern ECEB, as it manages the Peace Fellows Program. The suggestions and/or recommendations contained herein have not been broken out individually in the recommendations section of the main report. It is hoped the entire section will be read by those most concerned for whatever useful guidance it contains.

PIO/P

A valid PIO/P is now required for all individuals who originally came to the US as participants until such time as that person returns to his or her home country. This is a requirement even if the participant becomes largely self-financed or transfers to missions (GOE) or other financing. This PIO/P requirement is partly for record keeping purposes. The PIO/P is one of the prime sources of data for the Participant Training Information System (PTIS) maintained by AID's Office of International Training (OIT).

A second function of the PIO/P is to indicate a source of funding for HAC payments which are now required for the duration of a participant's stay in the US irrespective of his or her primary source of funding.

PIO/P terminology at this point may appear somewhat contradictory. Directly funded PIO/Ps are programmed directly through OIT and contain directly useable funding citations very much like a bank check.

Contract or non-funded PIO/Ps are used for participant funded under contracts or grants with third parties where funding is transferred in large blocks from AID to the programming agent. The Peace Fellowship program is an example of this latter type. While such PIO/Ps are to be clearly marked as unfunded, funding amounts are still to be shown in brackets on the face sheet of the document. Peace Fellows who transfer to other funding will, therefore, need a PIO/P with a bracketed funding notation indicating that funds are available through the ECEB sufficient to cover HAC enrollment for the period during which the participant is on self or Missions funding. Transfers for payments for HAC in such cases will be made by the same method as used regularly for participants funded fully under Peace Fellowships.

Since past ECEB practice has been to enroll all transfer

participants in the mission-arranged Blue Cross program, the above described procedure represents a major change to which careful attention will have to be paid immediately.

Current practice is for the Missions Department in Cairo to prepare initial PIO/Ps for Peace Fellows. Once prepared and signed by the GOE, they are sent to USAID, which signs them and forwards copies to OIT. A similar procedure will have to be adopted to cover post-Peace Fellow transferees.

#### IAP-66A

All AID-funded participants including all Peace Fellows obtain US J-1 visas authorized by an IAP-66A form provided exclusively by AID - at the USAID for new participants and at OIT in Washington for all J-1 extensions. AID policy prohibits the transfer of AID participants to other visa sponsorship. There was a period, roughly between 1984 and 1987 when the ECEB and OIT were both willing to have Peace Fellows who transferred to Mission funding put under a University's visa sponsorship at the time of the transfer, providing the participant returned home at the time of the switch.

This procedure created problems for the ECEB in keeping track of this group - particularly those self-financed or other students who had no reason to contact the ECEB on a regular basis. A change in US Government rules concerning the J-1 visa issues by educational institutions using their own IAP-66 and exchange program number took place in 1984. This change allowed a school to authorize a multi-year visa for the estimated length of a student's program. Previous institutional J-1's had been limited to one year. Freed of the annual requirement to return to the ECEB for a visa renewal at least some Peace Fellows used the ECEB authorization to obtain long-term visas from cooperative schools (after returning home or not is not clear) and remained in the US well beyond their original termination date. The OIT PTIS system contains 491 out-of-status Peace Fellows, i.e., Peace Fellows whose program ending has passed but the computer has no record of their returning home. Many went home and are not recorded, but at least some simply fell through the system.

Even before the issuance of the current Handbook Ten, OIT and the ECEB realized that the multi-year J-1 made participant tracking difficult if not impossible and returned to the use of the IAP-66A for everyone transferring from one funding source to another.

The ECEB staff is vary familiar with this procedure and regularly processes IAP-66A's through OIT.

**PDF**

The AID Participant Data Form (PDF) is a sequentially-numbered, multi-copy form used to report basic participant data to OIT. The form is also used to activate the AID Health Accident Insurance coverage (HAC) as well as to report program changes and confirm the completion and departure of participant. Use of the form is mandatory for all programming agents responsible for AID-funded participants.

Parts one and two of the form are generally submitted at or just before the participant arrives for training. Part three is used to notify OIT of program changes, and part four must be sent when the participant completes his or her program and returns home.

The PDF was adopted by AID in 1983 and went into general usage in 1984. At least some Peace Fellows, particularly those that came prior to 1984 and who were later transferred to Missions sponsorship, never had PDF forms and this has caused some statistical difficulty with OIT's PTIS.

One of the main reasons for the adoption of the PDF was to provide a positive confirmation to the PTIS that a participant had actually gone home. Under previous procedure, the PTIS computer could only scan "Estimated Ending Dates" and assume the participant whose EED had passed, had departed.

Now, when the PTIS finds anyone in the system with a passed EED it marks that individual as "out of status" and maintains the participant in the active file. At the time of this report, the PTIS contained the names of 491 Peace Fellows, or former Peace Fellows, whose EED had passed, and who were listed as "out of status". Most of these names appear to be participants whose files were transferred from AMIDEAST to ECEB between September 1986 and May 1988.

Such a large group of "out of status" participants is serious because it gives the impression almost five hundred Peace Fellows have remained in the United States illegally.

The ECEB had been aware that there was a problem with documenting the status of Peace Fellows transferred from AMIDEAST, but was unaware of the magnitude of the problem until the survey team obtained a PTIS printout of "out of status" PF's. Where PDF's exist in the files of anyone on this list, and when the ECEBG can confirm that the participant has returned to Egypt, then it can complete part four of the PDF and end it to OIT for entry in the PTIS. Once this occurs, the participant's file moves to the historical or inactive section of the computer record and is no longer an issue.

Where no original PDF's exist, the ECEB has made some effort to reconstruct them from the file, but this is a time-consuming process and probably not worth the effort at this juncture. The survey team discussed this problem with the head of the OIT data input group, and she is willing in the interest of making all Peace Fellow files current, to accept simple, written confirmation, i.e., lists of participant departure dates, from the ECEB in lieu of PDF section fours.

The ECEB has at least ninety such dates, and believes it will find more by a careful search of files and travel-related data. Dates and confirmation of return of others can come only from the records kept by the Missions Department in Cairo. A copy of the "out of status" printout has been supplied to Missions by the survey team to expedite this process.

It is encouraging to note that for those Peace Fellows managed exclusively by the ECEB, the PTIS records are current and accurate, indicating a proper use of the PDF. A second printout obtained from OIT lists 185 former Peace Fellows transferred to Missions funding and 108 active Peace Fellows under AID financing. These figures are accurate although somewhat out of date. Staff constraints have occasioned sometimes considerable delays in PDF submissions. Where terminations are involved, and this seems mostly the case, it is less serious than initial submissions which activate HAC. Timely submissions of all PDF's must become an ECEB routine as soon as possible.

One disturbing footnote on PDF submissions concerns the announced departure in May 1989 of the one ECEB employee familiar with this form and its use. This issue will be discussed further under the section of this report dealing with ECEB staffing. Suffice to say here that a replacement for this person must be hired soon enough to allow the complete and orderly transfer of skills needed not only for the PDF, but for IAP-66A's, PIO/Ps and any other forms and documents that comprise the essential AID participant documentation process.

#### Health Accident Coverage (HAC)

As already discussed in the subsection on PIO/Ps, AID Handbook Ten requires that all individuals who come to the US under initial AID funding (Peace Fellows) remain covered under HAC until they leave the US, even if they convert to alternative financing support at some point in the course of their training. Eligibility for HAC requires the participant to be examined by a physician prior to leaving his or her home country. Particular emphasis is placed on the discovery and listing of pre-existing conditions, the treatment of which are specifically denied under HAC.

The taking of these examinations by each prospective

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participant and the sending to AID WASHINGTON of a medical clearance cable by USAID are requirements which appear to be fully complied with under the PF program.

During interviews in Washington with Peace Fellows, the survey team sensed a dissatisfaction with HAC stemming from what the participants believe to be a lack of benefits of narrowness of coverage. This was surprising to the team as the HAC is thought to provide very comprehensive coverage for doctor, hospital and medical costs.

Closer questioning showed that several participants had wanted coverage of extensive dental work, new eyeglasses or treatment of pre-existing conditions - none of which are covered by HAC, except in certain emergency conditions.

The team urges that the extent and particularly the limits of HAC be explained to all Peace Fellows during their pre-departure orientation. This may lessen the disappointment and resultant dissatisfaction shown by interviewees toward the HAC. Time prevented the team exploring the breadth of coverage received by non-PF mission-funded trainees covered by a Blue Cross plan, but it seems unlikely that benefits are more liberal than HAC.

## APPENDIX P

## LIST OF KEY DOCUMENTS CONSULTED BY THE EVALUATION TEAM

1. USAID Project Paper 263-0110, "Egypt: Peace Fellowship Program", February 1980
2. USAID Project Paper 263-0125, "Egypt: Development Training", July 1985
3. USAID/CAIRO, "Country Development Sector Strategy FY 1989", 29 January 1987
4. AMIDEAST, "Peace Fellowship Program for Egypt: Comprehensive Report July 15 1980 - November 30 1986" (2 vols)
5. Embassy of the Arab Republic of Egypt, Cultural and Educational Bureau, "Peace Fellowship Program Comprehensive Report for January 1 - June 30, 1988"
6. Embassy of the Arab Republic of Egypt, Cultural and Educational Bureau, "Peace Fellowship Program for Egypt, July 1 - December 31, 1987"
7. Embassy of the Arab Republic of Egypt, Cultural and Educational Bureau, "Peace Fellowship Program for Egypt, Comprehensive Report January 1 - June 30, 1987"
8. USAID, AID Handbook 10, (Rev November 18, 1988)
9. AMIDEAST, "Characteristics and Utility of USAID Participant Training Programs for Egyptian: Final Report of Participants Returning between 1975 and 1983", (Farag M. EklKamel and Carol Redmount) August 1984.
10. Environmental Quality International, "Women in Development: Assessment of Selected USAID-Financed Projects: Final Report" (Heba El-Kholy) March 1987.

APPENDIX Q

PERSONS INTERVIEWED BY THE EVALUATION TEAM

A. EGYPTIAN EDUCATIONAL AND CULTURAL BUREAU, WASHINGTON

1. Dr. Abdel Latif Abou-Ela  
Minister Counselor and Director
2. Dr. Hassan A. Soliman  
Cultural Counsellor and Deputy Director
3. Mr. Farouk Hassan  
Director, Peace Fellow Unit
4. Mr. Hussein El-Ebiary  
Administrative Attache and Head, Peace Fellow Accounts
5. Mrs. Francis Jarvis, Placement Specialist
6. Ms. Carol Ricucci, Placement Secretary
7. Ms. Fatima Abdelsamad, Education Specialist
8. Mrs. Carolina Teodoro, Education Specialist,  
Missions/PFP, Visas/Insurance
9. Mr. Ayman Kamal Aboulmagd  
Peace Fellow, Ph.D. Candidate
10. Mr. Said Beshai  
Peace Fellow, 18 mo Data Collection
11. Dr. Mohamed Nabil Omar  
Peace Fellow, 5 mo Postdoctoral
12. Dr. Abdelmoneim Afifi  
Peace Fellow, 5 mo Postdoctoral
13. Mr. Youssef Moheiddin  
Peace Fellow, Ph.D. Candidate
14. Mr. J. Matthew Sebastian  
Programmer/Analyst Consultant

B. USAID

1. Ms. Mona Kaldas  
Project Officer, Peace Fellowship Program
2. Mr. Jerry Wood  
Director, Office of Education and Training

3. Mr. Joseph Williams  
Training Officer
4. Mr. William Gelabert  
Associate Director, HRD
5. Ms. Vicky Kunkle  
WID Officer
6. Ms. Lotte Erickson  
Mission Evaluation Officer
7. Mr. Marvin Hurley  
USAID/Washington
8. Mr. Daniel Terrell  
USAID/OIT
9. Mrs. Leontyne Clay  
USAID/OIT

C. OTHERS IN USA

1. Dr. Ashwani Gupta  
Professor, Mechanical Engineering  
University of Maryland
2. Mr. E. Daniel Driver  
Director of International Student Services  
George Washington University
3. Mr. Ronald Springwater  
Executive Director  
PARTNERS
4. Mrs. Amany El-Difrawy  
AMIDEAST
5. Dr. Ali I. Namlah  
Supervisor, Academic Relations  
Saudi Arabian Cultural Office, Washington

MINISTRY OF HIGHER EDUCATION/MISSIONS DEPARTMENT

1. Mr. Fawzy Abdel Zaher  
First Undersecretary, Ministry of Higher Education
2. Mr. Ali Tewfik Zaza  
Undersecretary, Ministry of Higher Education

3. Mrs. Fikriyya Tewfik Mustafa  
Director General, Finance, Missions
4. Mr. Mahmoud Seif al-Nasr  
Director General, Placement, Missions
5. Mr. Mahfouz Mustafa Ahmed  
Director, Peace Fellowship Unit, Missions (PFU)
6. Mr. Jamal Hassan, PFU
7. Mr. Hassan Rifaat Farghal, PFU
8. Mrs. Nabawiyya El-Menshawhi, PFU
9. Mr. Ali Mohamed, PFU
10. Mrs. Samiha Abdel Nabi, PFU
11. Ms. Iman Mustafa, PFU
12. Mr. Mohamed Mahmoud, PFU

#### EGYPTIAN ORGANIZATIONS

1. Dr. Ragai Sherif  
Undersecretary, Supreme Council of Universities
2. Dr. Mustafa Kamel  
Dean, Higher Technological Institute  
Ramadan Tenth City
3. Mr. Andreas Meyer-Jures  
Managing Director, Arab Egyptian Optical Company (Optika)
4. Mr. Hisham Gabr  
Owner and Managing Director, Camel Dive Club  
Sharm El-Sheikh
5. Dr. Sarah Loza  
President  
Social Planning, Analysis & Administration Consultants
6. Dr. Moheiddin Gharib  
Deputy Chairman  
General Authority for Investment and Free Zones
7. Mohamed Farid Khamis  
Chairman, Oriental Weavers Carpet Factory

## AMERICAN ORGANIZATIONS IN CAIRO

1. Dr. Ann Radwan  
Executive Director  
Binational Fulbright Commission
2. Mr. John Denison  
Director of Operations, Egypt  
International Executive Service Corps
3. Dr. David Nigard  
Regional Representative for the Middle East  
The Ford Foundation
4. Mr. John Bentley  
International Legal Consultant  
Kamel Law Office

**PEACE FELLOWS INTERVIEWED IN CAIRO**

1.	2423	Mrs. Mona Mohamed Rashad		National Research Center
2.	1848	Dr. Sherif Shams El-Din Sadek	PDR 10-mo	FAO Project Supervisor, Private Consultant
3.	744	Mrs. Hana Abdel Barr	TR 13-mo	Egyptian Gen Org for Tourism and Hotels
4.	745	Mr. Ahmed Abdel Barr	TR 13-mo	Gen Org for Exports and Import Control
5.	1752	Eng. Mohamed Ahmed Asaad	TR 13-mo	Arab Contractors
6.	1114	Dr. Youssef Ahmed Mohamed Ibrahim	TR 13-mo	Viral Diseases, Vet Medicine Ministry of Agriculture
7.	1663	Dr. Yehia Hussein Fayad	PDR 13-mo	Research Entomologist Agricultural Research Center
8.	649	Dr. Ahmed Fouad Ahmed Hamed	TR 10-mo	Faculty of Medicine Ain Shams University
9.	913	Mr. Sameh El-Mallakh	TR 13-mo	Night Manager Cairo Sheraton Hotel
10.	558	Eng. Sarwat Abdelgawad Youssef	TR 10-mo	Faculty of Engineering Cairo University
11.	816	Dr. Mohamed Samir Abbas	PDR 13-mo	Plant Protection Institute Agricultural Research Service
12.	635	Mrs. Eitedal Abdalla Maarouf Shafei	TR/MA 10+3m	Asst Lecturer, Sadat Academy for Administrative Science
13.	479	Ms. Samia Bebawy Rizkallah	TR 3+7	Dept Academic Supervision Missions Department
14.	1114	Dr. Youssef Mohamed Ibrahim		Vet Medicine Administration
15.	2461	Dr. Magdy Mohamed Hassan Ayoub	TR 10-mo	Polymer/Pigments Lab National Research Center
16.	1793	Dr. Mohamed Ibrahim El-Desouky	TR 10-mo	Faculty Veterinary Medicine Cairo University

17.	476	Mr. Mostafa Shaker Mohamed	NDGST 4+16	Dep Gen Mgr Farag International Trade Co.
18.	1397	Mr. Mohamed Salah Eldin Abel Fattah	TR 10-mo	Airport Travel
19.	790	Dr. Hisham Souka	PDR 6-mo	Faculty of Medicine, Cairo University
20.	1416	Eng. Aly Ahmed Badawi	TR 11-mo	Mechanical Engineer, Ministry of Finance
21.	1589	Dr. Ahmed Hussein El- Heneidy	TR 10-mo	Agricultural Research Center
22.	1111	Eng. Samy Abdellatif Mohamed	PDR 6-mo	Pharmacognosy, National Research Center
23.	1122	Dr. Mohamed Shaker Ahmed	TR 10+3m	Agricultural Research Center
24.	395	Dr. Mostafa Mohamed Kamel	TR 11+2m	Agricultural Research Center
25.	970	Mrs. Faten Ahmed Gamei	TR/MA 12+7m	Ministry of Housing
26.	2422	Dr. Afaf Saad Eldin Fahmy	TR 5-mo	National Research Center
27.	2236	Dr. Mohamed Mohsen Ismail	PDR 10-mo	Faculty of Pharmacy Cairo University
28.	1047	Mr. Magdy Eskander Mikhail	TR 11+2m	Counsellor Ministry of Justice
29.	1276	Mr. Khalifa Gouda Khalifa	TR 10+2m	Import Specialist, El Nasr Automotive Man. Company
30.	1952	Mr. Mohamed Safwat Ismail	TR 10-mo	The Starch Glucose Production Company