

UNCLASSIFIED

AGENCY FOR INTERNATIONAL DEVELOPMENT

Washington, D. C. 20523

PROJECT PAPER

AMENDMENT #2

MOROCCO: Sector Support Training
(608-0178)

July 20, 1989

UNCLASSIFIED

SECTOR SUPPORT TRAINING
(608-0178)

PROJECT PAPER SUPPLEMENT No. 2

USAID/MOROCCO

July 1989

AGENCY FOR INTERNATIONAL DEVELOPMENT
PROJECT DATA SHEET

1. TRANSACTION CODE
 C A = Add
 C = Change
 D = Delete
 Amendment Number
 Two
 DOCUMENT CODE
 3

2. COUNTRY/ENTITY
 Morocco

3. PROJECT NUMBER
 608-0178

4. BUREAU/OFFICE
 ANE
 03

5. PROJECT TITLE (maximum 60 characters)
 Sector Support Training

6. PROJECT ASSISTANCE COMPLETION DATE (PACD)
 MM DD YY
 09 21 93

7. ESTIMATED DATE OF OBLIGATION
 (Under "E" below, enter 1, 2, 3, or 4)
 A. Initial FY 83 B. Quarter 3 C. Final FY 91

8. COSTS (\$000 OR EQUIVALENT \$1 =)

A. FUNDING SOURCE	FIRST FY			LIFE OF PROJECT		
	R. FX	C. L/C	D. Total	R. FX	F. L/C	G. Total
AID Appropriated Total				21,100	2,400	23,500
(Grant)	()	()	()	(21,100)	(2,400)	(23,500)
(Loan)	()	()	()	()	()	()
Other U.S.						
1.						
2.						
Host Country					8,820	8,820
Other Donor(s)						
TOTALS				21,100	11,220	32,350

9. SCHEDULE OF AID FUNDING (\$000)

A. APPROPRIATION	B. PRIMARY PURPOSE CODE	C. PRIMARY TECH. CODE		D. OBLIGATIONS TO DATE		E. AMOUNT APPROVED THIS ACTION		F. LIFE OF PROJECT	
		1. Grant	2. Loan	1. Grant	2. Loan	1. Grant	2. Loan	1. Grant	2. Loan
(1) EH				9,759				9,759	
(2) HE				300				300	
(3) ESF				4,683		5,500		13,441	
(4)									
TOTALS				14,742		5,500		23,500	

10. SECONDARY TECHNICAL CODES (maximum 6 codes of 3 positions each)
 631 640 660 242 631
 11. SECONDARY PURPOSE CODE
 689

12. SPECIAL CONCERNS CODES (maximum 7 codes of 4 positions each)
 A. Code THG EOTY PART
 B. Amount

13. PROJECT PURPOSE (maximum 480 characters)
 To upgrade the managerial, analytical and technological expertise of Moroccans in the Public and Private sectors involved in planning, development, and implementation of Morocco's social and economic programs.

14. SCHEDULED EVALUATIONS
 Interim MM YY MM YY Final MM YY
 04 89 09 93

15. SOURCE/ORIGIN OF GOODS AND SERVICES
 800 941 Local Other (Specify)

6. AMENDMENTS/NATURE OF CHANGE PROPOSED (This is page 1 of a page PP Amendment.)
 The expanded project provides additional resources to increase the number of training slots for long and short-term training and to increase English language training component. The project, i.e. long-term, short-term, in-country, and English language training as described in the existing Project, remains unchanged. USAID/Morocco Controller approval of proposed method of implementation and financing.

17. APPROVED BY
 Charles W. Johnson
 Mission Director
 Date Signed MM DD YY
 07 20 89

RWarin Richard L. Warin Controller

18. DATE DOCUMENT RECEIVED IN AID/W, OR FOR AID/W DOCUMENTS, DATE OF DISTRIBUTION
 MM DD YY

SECTOR SUPPORT TRAINING PROJECT (608-0178)

Project Paper Supplement No.2

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ACTION MEMORANDUM FOR THE MISSION DIRECTOR


From: Kenneth Schofield, Program Officer

PROBLEM:

Your approval is requested for the second Supplement to the Project Paper and Amendment to the Project Authorization for the Sector Support Training Project (608-0178).

DISCUSSION:

The Sector Support Training Project provides long and short-term training opportunities for Moroccan nationals in the U.S and third countries as the principal means of acquiring U.S. scientific and technological expertise. The Project goal is to enhance the institutional capacity of Moroccan development entities to improve planning, management, and technological transfer methods of their social and economic development activities. The purpose of the Project is to upgrade the managerial, analytical and technological expertise of Moroccans in the public and private sectors involved in the planning, development, and implementation of Morocco's social and economic programs. The Project also includes an in-country training component. The Project Agreement was signed with the Government of Morocco on September 23, 1983, establishing a PACD of September 30, 1989 and a total LOP funding level of \$8.4 million. In September 1986, the authorized LOP funding for the Project was increased to \$18 million. The LOP was extended to a total of 10 years and the PACD was changed to September 22, 1993.

The Government of Morocco has expressed a strong interest in continuing training of its mid to high-level professionals at U.S. institutions. Moreover, both the AID Administrator and the U.S. Ambassador have placed a major emphasis on participant training as a part of the development and foreign relations process. The mid-point evaluation of this Project was conducted in the third quarter of FY89, and confirmed that implementation was proceeding well. The evaluation recommended stricter selection procedures to bring the rate of female participation closer to the 30% target rate. Another key recommendation was that the Project should allow for an increased role for the private sector in the Project by continuing the MBA pilot as a sub-project, and by setting aside some of the long-term training slots for unsponsored candidates from the private sector or university graduates. The results of the recommendations are included in the expanded Sector Support Training Project, to be authorized by this Project Paper Supplement.

The goal and purpose of the expanded Sector Support Training Project remain the same as those in the original Project. The expanded Project will continue to support the Project goal by financing long-term and short-term U.S. and third country training, as well as in-country training. Extension of the PACD is not required. However, in order to maintain current participant selection

and departure levels, which are ahead of implementation target levels, 45 additional slots are needed for long-term training and 180 for short-term training. In addition, the Project will be providing a total of 20 slots for an MBA sub-project.

Total funding required for the additional slots including the MBA sub-project is \$5.5 million. Under the expanded Project, long-term training will be provided for approximately 275 individuals (255 under the regular Project and 20 under the MBA sub-project). Short-term training will be provided for approximately 800 individuals (730 U.S., and 70 third country). Fields of training remain management, finance, business administration, public policy and administration, economics, and science and technology.

Additional grant funding of \$5.5 million will be provided to the Project bringing the total LOP funding to \$23.5 million. During FY'89, \$4,250,000 will be obligated. A global Congressional Notification was submitted and expired without objection on March 13, 1989 (see the Global Report to Congress, February 1989).

Under Section 3 of Redelegation of Authority No. 654 you have authority to approve Project amendments which (1) do not exceed \$30 million LOP funding, (2) present no significant policy issues, and (3) require no further issuance of waivers by AID/W.

RECOMMENDATION:

(1) That you approve PP Supplement No. 2 providing for an expanded Sector Support Training Project; and

(2) That you sign the attached Project Authorization Amendment No.2 increasing the total LOP funding from \$18 million to \$23.5 million.

Drafted: *mm* 6/30/89

Clear: PHR: DGibb *DG*

ENR: SKlein *SK*

AG: RLhrich *RAS*

RLA: BBarrington

PE: RDodson *RD*

CONT: RWarin *RW*

PROG: AAcedo *AA*

D/DIR: LMorse *LM*

AMENDMENT NUMBER THREE
TO
PROJECT AUTHORIZATION

Name of Country: Kingdom of Morocco
Name of Project: Sector Support Training
Project Number: 608-0178

Pursuant to Sections 103, 104, and 105 of the Foreign Assistance Act of 1961, as amended, the Sector Support Training Project for Morocco was authorized on July 4, 1983. The authorization, as amended on September 7, 1986, and July 10, 1987, is hereby further amended to increase the level of planned obligations from \$18 million to \$23.5 million.

The above cited authorization, as previously amended, remain in full force and effect except as herein further amended.



Charles W. Johnson, Mission Director
Date: JUL 20 1989

I. PROJECT RATIONALE AND DESCRIPTION

A. BACKGROUND

The Sector Support Training Project (SSTP) was authorized in 1983, for an LOP of six years, to respond to GOM training needs in high priority areas which were not met through other AID Projects. In FY'86, the LOP of the SSTP was extended from six to ten years and additional resources were made available to continue long and short-term training in the United States for mid to high level professionals in the Moroccan public, semi public, and private sectors. The total number of slots for the two major components was increased from 110 to 210 for long-term training, and from 295 to 550 for short-term training.

As of January 1989 all but 27 of the long-term training slots were awarded, and it is to be expected that the majority of these slots will be awarded during the next 1989 Joint Selection Committee (JSC) meeting in July. Since the FY'86 expansion of the Project, the number of long-term training departures has been ahead of logframe target levels, due to growing interest in Morocco in U.S. training opportunities. In order to maintain the same level of departures over the course of the Project, additional resources and slots will have to be added. In view of the anticipated expansion, the mid-term evaluation, originally scheduled for the fourth quarter of FY'89, was brought forward to the third quarter so that evaluation recommendations could be incorporated in the expanded Project. The objectives of the in-house, mid-term evaluation were: a) to review the status of both the long and short-term components vis-a-vis the PPS No.1 implementation schedule as a basis for determining the extent to which these components merit extension, and b) to address four topics of special interest to both USAID and the GOM. The four topics are: 1) female participation, 2) the role of the private sector, 3) alternative target groups, and 4) regional distribution.

B. EVALUATION RECOMMENDATIONS

The mid-term Evaluation completed in May 1989, concluded in its major findings that:

Overall implementation of the Project is running smoothly from a logistical and substantive point of view, reflecting an excellent relationship between USAID and the GOM counterpart; and Project objectives are being accomplished, and the number of selected participants for long and short-term training is ahead of schedule. To accommodate the anticipated number of applicants it is recommended that an additional 180 short-term and 45 long-term slots be added to Project -0178.

Research on the four topics of specific interest resulted in recommendations which may broaden the scope of the Project and bear on the design of the training Project anticipated to begin in 1991. Three of the most significant findings, described below, concern the participation of women, the private sector in long and short-term training, and the MBA sub-project.

The team found that the percentage of female participation has been low compared to the Project target. To bring the rate closer to the Project's 30% target rate and to demonstrate USAID's dedication to the promotion of female participation, the four Joint Selection Committees remaining under the Project should select at least one woman for every two men selected.

In response to USAID's desire to make more training opportunities available to the Moroccan private sector, the team surveyed six private firms. The central finding is that private sector firms are not inclined to permit extended employee absenteeism associated with long-term training and that therefore the most appropriate and desired form of training for the private sector is short-term and in-country training. In addition, to accommodate individuals who are interested in working in the private sector but who are not able to secure employer sponsorship, the Project should create a new target group category for unsponsored, private sector candidates.

The recommendation concerning the MBA sub-project is related to the above findings on private sector employers. As originally designed, MBA scholarships were strictly limited to candidates sponsored by a private employer. However, given that the level of interest has been somewhat less than anticipated and employers appear reluctant to permit prolonged absence from the job, the MBA sub-project should be amended to permit the nomination of unsponsored candidates.

In addition to the three central recommendations listed above, a recommendation was made concerning the need to expand mechanisms for data collection on returned, long-term training participants. At present the Project has no systematic means of gathering data on returned participants. Since the quality of long-term training is an important measure of Project success, adequate data will be essential for the final Project evaluation.

C. PROJECT DESCRIPTION

1. The Project Goal and Purpose

a. The Goal: The Project goal remains unchanged; i.e. to enhance the institutional capacity of Moroccan Development entities to improve planning, management and technology transfer methods in their social and economic development activities.

b. The purpose: The current Project purpose also remains unchanged; i.e. to upgrade the managerial, analytical, and technical expertise of Moroccans in the public and private sectors involved in planning, development, and implementation of Morocco's social and economic programs.

2. Major components

a.1. Long-term U.S. training: MA/MS - Ph.D (total of 550 person/years of U.S. academic training)

<u>Current Project/PPS No.1</u>	<u>Expanded Project/PPS No.2</u>	<u>Total</u>
195 MA/MS	45 MA/MS	240
15 Ph.D	0 Ph.D	15
Total 210	45	255

Status of the component (as of May 31, 1989):

	<u>MS</u>	<u>Ph.D</u>	<u>Total</u>
Candidates selected.....	185	17	202
Participant programs completed.....	53	3	56
Participants in training.....	88	7	95
Participants in placement.....	28	3	31
Programs cancelled.....	16	4	20

The long-term training component will continue to address training needs by providing graduate Master's level training opportunities for candidates from the public and semi public sectors, who are actively involved in carrying out development programs.

The total number of Master level slots will increase from 195 to 240 slots. The total number of Ph.D slots will remain unchanged under the expanded Project, i.e. 15 total slots. Given the duration of a Ph.D program (3-4 years), the last possible starting date for Ph.D training within the LOP is Fall 1989. Therefore no additional Ph.D slots can be added at this point in the Project.

In response to evaluation recommendations, this component will set aside five slots per year for unsponsored candidates from the private sector or university graduates. These additional training opportunities will be publicized through advertisements, brochures, and university bulletin announcements. The selection procedures for unsponsored candidates will include a personal interview with representatives of USAID and the DFC. In addition, unsponsored candidates will have the option to address their training request to DFC or USAID. In order to ensure that the unsponsored candidates return to Morocco upon completion of training, they will be required to sign a commitment to so return, with USAID. This document will be in addition to the J-1 visa requirement by which participants are obliged to return to Morocco and remain for two years before they may apply for a H or I visa. Unsponsored participants must pay for their own international travel costs.

The target for female participation will remain at 30%. As of May 1989, only 21% of the candidates who have been selected are women. In order to improve the rate of female participation, and in response to evaluation recommendations, the JSC will apply a selection formula for the remaining selection meetings. This formula, which will allow selection of two male candidates for one female candidate, will ensure that 30% of the slots awarded to the public and semi-public sector during any given JSC meeting will go to women. This formula will also be applied for the selection of unsponsored candidates. The 30% target, however, needs to be met by each category independently. JSC meetings are held twice a year to select from a pool of sponsored as well as unsponsored candidates. It is anticipated that five women (and 10 men) are likely to be selected during each JSC meeting.

Fields of Training remain the same as those under the current Project, as amended, i.e. management, business administration, finance, public policy and administration, economics, science and technology. For the unsponsored

candidates the same fields apply with the omission of public policy and administration. The training plan for the Project has been amended to reflect the additional slots. (Annex 4).

USAID Morocco's Training Office and the Direction de la Formation des Cadres (DFC) of the Ministry of Public Works (formerly called Ministry of Equipment) continue to be responsible for implementation of this component. The selection of candidates for long-term training from all sectors will continue to be the responsibility of the Joint Selection Committee (JSC). The core selection criteria have been strengthened with regard to the academic and English language requirements (see Annex 2, Selection Criteria). Dossiers for candidates from the public and semi-public sectors will continue to be addressed to the DFC by the candidate's nominating organization. Dossiers for unsponsored candidates may be addressed to either the DFC or USAID.

Revised LOP funding for this component is \$13,245,000.

a.2. The MBA sub-project: Long-term MBA training for the Private Sector

<u>Current Project/PPS No.1</u>	<u>Expanded Project/PPS No.2</u>	<u>Total</u>
0	20	20

Long-term MBA training for the private sector has already been initiated on a pilot basis and is described in this section. The objective is to provide MBA training to individuals from the Moroccan private sector, thus providing impetus to increased business activity, privatization, trade and investment in Morocco. A total of 20 slots has been made available to individuals from this sector, either sponsored or unsponsored, who are currently or potentially involved in areas such as business policy development, organization and administration at the managerial level, large scale investment or banking policy, or decision making within the context of the Moroccan business environment. Candidates must demonstrate excellent academic qualifications, an advanced English language level, and a commitment to continued improvement or expansion of Moroccan business opportunities. Training will be provided at one of fifteen leading U.S. business schools. (See Annex 7, MBA Selection Procedures and Criteria, and list of U.S. business schools.)

The MBA sub-project will be announced in the local press as well as in professional magazines. In addition, a special MBA brochure will be designed for distribution to the private sector.

Candidates who express an interest in the MBA programs and appear to be qualified will have the opportunity to attend an information session regarding application procedures and candidates' responsibilities.

Total funding for this sub-project is \$1 million.

Note: The total number of long-term training slots under the expanded Project is 275: 255 under the regular long-term training component, and 20 under the MBA sub-project.

b. Short-term U.S. training:

<u>Current Project/PPS No.1</u>	<u>Expanded Project/PPS No.2</u>	<u>Total</u>
550 participants	180 participants	730

Status of the component as of May 31, 1989:

Candidates selected.....	450
Participant programs completed.....	320
Participants in placement.....	56
Programs cancelled.....	74

As indicated by the above breakdown, 320 programs have been completed May 31, 1989. This represents 60% of the total number of slots available under the current Project as amended, based on the assumption that the average duration of a short term U.S. program is two months. If implementation of this component continues at this rate, all funds allotted to this component for the LOP, as amended, as well as the number of slots will have been committed/awarded by the end of FY90, two years before the PACD. To permit continuation of short-term training component throughout the LOP, additional resources are required.

The short-term training component continues to include major training categories such as seminars, workshops, study tours, and observation tours, and, on a case by case basis, conferences. Request for conference attendance will be considered as short-term training only if the duration of the conference itself is two weeks or more, or if it is in combination with a training program and the total duration is at least two weeks. Only in these cases, will the request be handled by the Training Office. Any requests for conference attendance of less than two weeks in duration, where attendance is considered important for other specified reasons to USAID's overall development objectives, will be considered invitational travel. In such cases the project will fund the activity, however, the dossier will be developed and processed by the Technical Division which initiated (and/or encouraged) the nomination of the candidate.

Fields of training remain those under the current Project, i.e. management, marketing, business administration, finance, economics, statistics, manpower planning, development studies, public policy and administration, agriculture, fisheries, science and technology, health, and export promotion (see Annex 5 for Short-term Training Plan).

Short-term training continues to be available to the public, semi public and private sectors. Short-term training for the private sector will be open to all categories of this sector, both profit and non-profit. The expanded Project will provide funding for all training programs for the private sector with the exception of international travel costs to and from the location of training which must be provided by the private organization nominating the candidate or by the candidate. An information campaign including seminars, publications, and advertisements, will be implemented to inform the private sector of U.S. training opportunities. USAID's Private Enterprise (PE) Section will help ensure that appropriate training opportunities are announced to the private sector.

The Entrepreneurs International program, an AID-sponsored program which provides internships with U.S. businesses for foreign entrepreneurs, will become an option for short-term training for the private sector.

Implementation of this component continues with the assistance of the DFC. Nomination procedures for short-term training opportunities from the public and semi public sectors remain unchanged, i.e. nominating organizations submit dossiers to the DFC for subsequent transmittal to USAID for final approval. Nominations from the private sector may be addressed to USAID for subsequent transmittal to the DFC for final approval. No specific selection meetings are required for the selection of candidates for short-term training. If volume of nominations for specific courses warrants, USAID and DFC will continue to schedule selection meetings either with or without the JSC.

Revised LOP funding for this component is \$5.7 million.

c. Short-term third country training:

<u>Current Project/PPS No.1</u>	<u>Expanded Project/PPS No.2</u>	<u>Total</u>
50 participants	20 participants	70
Status as of May 31, 1989		
Candidates selected.....		53
Programs completed.....		46
In placement.....		4
Cancelled.....		3

A total of 46 participants has received training in third countries as of May 1989 for a total of \$160,000. The total funding initially made available for this component was \$100,000. Because third country training costs have been higher than anticipated, this amount was increased to \$160,000 over the course of the Project to allow for training requests within the total number of slots. The expanded Project continues to provide funding for third country training, at a rate of 5 participants per year.

Revised LOP funding for this component is \$260,000.

Note: The total number of short-term training slots under the expanded Project is 800: 730 for U.S. Training and 70 for Third Country Training.

d. In-country training:

<u>Current Project/PPS No.1</u>	<u>Expanded Project PPS No.2</u>	<u>Total</u>
1050 trainees	N/A	1050

Current status:

total persons trained.....	380
total funds disbursed.....	\$350,000
total funds available.....	\$450,000

In view of the remaining funding, this component will not be expand in terms of trainees, nor in funding. As of May 31, 1989 in-country training has consisted of 7 seminars on topics ranging from Project design and evaluation

to fisheries, hydraulics, and computer software. A total of 380 individuals have benefitted from in-country training programs, with the majority of the programs averaging attendance of approximately 20 trainees per program. Since it is anticipated that similar training programs will be requested and implemented during the remainder of the Project, it seems unlikely that the total number of 1055 trainees will be reached. A total number of 675 seems more realistic.

In-country training remains available to all sectors. USAID and DFC will undertake an information campaign to promote greater awareness and interest in in-country training options among the private sector. Requests for in-country training can be addressed to USAID or DFC, (see Annex 3 for In-country training procedures).

e. In-Country English Language Training:

	<u>Current Project/PPS No.1</u>	<u>Expanded Project/PPS No.2</u>	<u>Total</u>
	400 participants	400 participants	800 participants
	475 counterparts	400 counterparts	875 counterparts
TOTAL	875	800	1675

Status as of May 31, 1989:

Participants (LT and ST) completed or in ELT:.....	400
Counterparts attended ELT.....	475

As indicated in the status above, implementation of the English language training component is ahead of schedule. Originally, total funding available for this component was \$875,000. Given that the average duration of English language training in preparation to long and short-term training in the U.S. is longer than anticipated, and the increasing interest among the GOM for the counterpart program, total funding was increased to \$1,055,000 over the course of the Project.

It is anticipated that the current LOP funding for this component will have been disbursed at the end of FY 89. Given continued selection of long and short-term candidates, and continuation of the counterpart program, additional funding will be added to this component to fund English language training for: a) remaining candidates (LT and ST), b) additional candidates (LT and ST) under the expanded Project, and c) additional counterparts.

The procedures, as applied for the current Project, as amended, remain unchanged, i.e., the component provides funding for English language training for: 1) selected candidates for long and short-term training from all sectors, and 2) counterparts to USAID projects. For the former category training will be intensive, special group classes of 6 hours/day, 5 days/week, while generally, for the latter, only regular evening classes will be allowed. The duration of training for each of the above is six months for candidates selected for long-term training, three months for candidates selected for short-term training and one year (three terms) renewable on an annual basis for counterparts. Classes are normally given at the American Language Centers throughout Morocco. USAID will on a case-by-case basis allow for (a) special private classes away from a language center for short-term candidates selected for training who live more than 100 km away from any of the centers, and who

would not otherwise have access to participate in U.S. training opportunities, and (b) special private classes at a language center for key counterpart officials within the GOM at the level of Minister, Secretary General, or Director.

3. Project Outputs:

Project outputs remain unchanged with regard to the level and type of individual who receives training under the Project. It differs in terms of numbers of direct beneficiaries, and includes private sector beneficiaries for graduate training, as indicated below.

- a. A total of 275 individuals successfully complete graduate training programs to upgrade managerial, analytical, and technological skills at U.S. institutions: 245 GOM employees, 10 unsponsored individuals, and 20 MBA graduates from the private sector, sponsored or unsponsored.
- b. Approximately 800 middle level managers in the GOM and private enterprises trained in the U.S. (730) and Third countries (70) in management and science and technology fields.
- c. Approximately 300 women trained for key and middle management positions in all sectors. The expanded Project maintains the 30% target for female participation in all components.
- d. Approximately 675 individuals from all sectors attend in-country training seminars.
- e. Approximately 255 individuals complete pre-requisite English language training prior to departure for U.S. graduate training; approximately 545 individuals complete English language training programs in preparation for short-term training programs in the US; and approximately 800 counterparts receive English language training.

The Project will be implemented over a ten year period at the cost of \$23.5 million. In addition to the primary GOM development ministries, departments and semi-public entities which have been assisted through the Project, the private sector will receive increased emphasis under the expanded Project through both long and short-term training, as described in section 2a and b above.

D. TRAINING SCHEDULE

(Number of departures for U.S. and third country training;
Number of trained individuals in-country training)

	<u>LT*</u> <u>US</u>	<u>ST*</u> <u>US</u>	<u>ST*</u> <u>3rdC</u>	<u>In-C.**</u> <u>ELT(P)</u>	<u>In.C</u> <u>Sem</u>	
Yr.1	10	11	3	25	-	FY84
Yr.2	14	47	8	55	75	FY85
Yr.3	27	36	7	70	100	FY86
Yr.4	46	75	1	100	15	FY87
Yr.5	45	66	8	100	55	FY88
Yr.6	40	120	23	100	30	FY89
Yr.7	48	100	5	100	100	FY90
Yr.8	45	95	5	100	100	FY91
Yr.9	-	90	5	75	100	FY92
Yr.10	-	90	5	75	100	FY93
	---	---	---	---	---	
Total	275	730	70	800	675	

(* total includes 20 MBA participants)
(** includes participants only)

E. ENVIRONMENTAL ANALYSIS

The original Project was excluded from the environmental review as a Training Project with no impact on the physical environment 215.2(C) (2)(i). The project as amended by this Project Paper Supplement is still subject to the same exclusion.

II. COST ESTIMATES AND FINANCIAL PLAN

AID's principal input to this Project remains the financing of costs of training. Under the expanded Project, this is calculated at approximately \$23.5 million representing training costs for an estimated 275 long-term trainees (includes the MBA sub-project) and 800 short-term trainees (730 short-term U.S.; and 70 short-term third country), and for English language training (local currency). GOM input continues to include salaries for participants during training, payment of salary to personnel assuming responsibilities of a participant during such training period, and the cost of international air fare.

Methods of Implementation and Financing:

The project will be implemented using PIO/Ps, PIO/Cs, and AID direct contracts. Payment will be made directly by AID. For a summary of Methods of Implementation and Financing, please see Annex 8.

Table 1

AID and GOM Foreign Exchange and Local Currency Input
\$000 U.S.

Category	AID		GOM		TOTAL	
	FX	LC	FX	LC	FX	LC
1. Training	13,245	-	-	-	13,245	-
MBA sub-project	1,000	-	-	-	1,000	-
Long-term	5,700	-	-	-	5,700	-
Short-term U.S.	260	-	-	-	260	-
English language	-	2,055	-	-	-	2,055
2. In-country training	500	300	-	-	500	300
3. Staff salaries	-	10	-	6,495	-	6,505
4. Travel	-	-	-	1,550	-	1,550
5. Evaluation	100	-	-	-	100	-
6. Contingency	295	35	-	775	295	810
Total	21,100	2,400	-	8,820	21,100	11,220

Table 2

Current Project Commitments
FY83 - FY89
\$000 U.S.

Status of funding under current LOP	Obligated thru FY88	Committed a/o 6/28/89	Uncommitted Balance a/o 6/28/89
Long-term U.S.	10,253	9,430	823
Short-term U.S.	2,500	3,092	-592
Short-term third country	160	162	-2
English language training	1,055	1,107	-52
In-country training	615	315	300
Salaries	10	9	1
Evaluation	50	11	39
Contingency	99	14	85
Total	14,742	14,140	602

Table 3

Estimated Project Commitments
By Fiscal Year
\$ 000 US

	ACTUAL	REMAINING					TOTAL
	COMMITMENTS AS OF 6/89	FY89	FY90	FY91	FY92	FY93	
Long-term U.S.	9,445	900	1,900	1,000	-	-	13,245
MBA	-	-	500	500	-	-	1,000
Short-term U.S.	3,100	200	500	600	600	600	5,700
Short-term third country	160	-	25	25	25	25	260
English language training	1,100	10	325	320	150	150	2,055
In-country training	315	30	120	120	110	105	800
Salaries	9	-	-	-	-	-	10
Evaluation	11	-	-	29	60	100	
Contingency	14	6	75	80	80	75	330
Total	14,154	1,146	3,445	2,674	976	1,015	23,500

Table 4

GOM Expenditures in U.S. Dollars

Category	FY84*	FY85	FY86	FY87	FY88	FY89	FY90	FY91	FY92	FY93	Total
<u>Staff Salaries**</u>	215	195	465	800	800	925	850	870	900	475	6,495
<u>International Travel***</u>	40	90	120	180	170	260	220	210	130	130	1,550
<u>Contingency</u>	50	50	75	100	100	100	100	100	50	50	775
TOTAL	305	335	660	1,080	1,070	1,285	1,170	1,180	1,080	655	8,820

- * Includes new departures and carry-overs.
- ** Per year GOM salary o/a \$4,500. Salaries for academic participants include the participant's salary and replacement salary. Salary calculations for short-term participants are based on two-month training programs.
- *** Return ticket Morocco-U.S.A.-Morocco o/a \$1,500

III. PROJECT IMPLEMENTATION:

A. IMPLEMENTING AGENCIES

1. The implementation procedures remain unchanged. The Training Office of the USAID Population and Human Resources Division (PHR), and the Direction de la Formation des Cadres (DFC) continue to be jointly responsible for the implementation of all training for the public, semi-public and private sectors.
2. The existing Joint Selection Committee (JSC) continues to be responsible for the final selection of candidates for long-term training. There is no change in the composition of the JSC which consists of representatives from: the DFC (President), USAID, the Higher Institute of Business Administration, the National School for Public Administration, and the Ministries of Finance, Economic Affairs, and Plan. JSC meetings continue to be held twice a year. A reduced pre-selection committee consisting of representatives of DFC and USAID will review dossiers for completeness and eligibility prior to the formal JSC meetings.
3. Candidates for short-term training continue to be nominated and selected throughout the year. USAID continues to provide DFC with lists of short-term training courses which DFC transmits to the public, semi-public, and private sectors seeking nominations. Nominations from the public and semi-public sectors must be submitted to the DFC three months prior to the planned training program. Nominations from the private sector may be submitted to USAID or DFC within the same time limit. DFC will forward nominations for approval to USAID and vice versa. USAID and DFC will continue to schedule selection meetings (with or without the DFC) if volume of nominations for specific courses warrants.
4. For the MBA sub-project, a small selection committee, with representatives from DFC, USAID, and the Embassy, has been established to select MBA candidates according to the procedures and criteria described in Annex 7. The selection committee will meet once a year.
5. Placement of long and short-term participants (excluding the MBA candidates) continues to be the responsibility of AID/W, OIT (PARTNERS and USDA). Monitoring responsibility of participants while in the U.S remains with PARTNERS and USDA (MBA included).
6. Under the expanded Project in-country training continues to be the responsibility of both USAID and the DFC. The USAID Training Office will handle the logistics of each training proposal.
7. English language training will continue to be handled by the USAID Training Office and the American Language Centers in Morocco.

B. IMPLEMENTATION PLAN

For the Implementation Plan for the Life of the Project, see Annex 6.

IV. ADMINISTRATIVE ANALYSIS

The administrative analysis as provided in PP Supplement No.1 is still valid. The organization principally responsible for this project is the DFC of the GOM/Ministry of Public Works. The DFC is responsible for coordination of all GOM staff training abroad and has demonstrated its capacity to work with USAID and GOM ministries to implement the participant training program. USAID and DFC have developed training plans directed towards key areas of economic and social development.

V. EVALUATION AND MONITORING PLAN

Evaluation:

Two of the three evaluations originally scheduled for the Project have already been carried out. The first evaluation was carried out by AID/W, USAID, and DFC in Year 2 (FY'85) of the Project along with the final evaluation of the predecessor Project 608-0149, Development Training and Management Improvement. The mid-term evaluation was carried out in the third quarter of FY'89 as an in-house evaluation by USAID and DFC.

The mid-term evaluation focused on the two major components of the Project, long and short-term training, and addressed four topics of special interest to USAID and the DFC: female participation, the role of the private sector, alternative target groups, and distribution of training slots by geographic region. Changes introduced in this document are based on the findings of the mid-term evaluation. Key findings include: the MBA sub-project, new target groups, i.e. unsponsored candidates, and a selection formula to increase female participation.

The final evaluation, scheduled for FY93 (year 10), will address the end of Project status of the different Project components, including the following topics:

1. Impact of long-term training on participant's job performance;
2. Reassessment of the MBA sub-project vis-a-vis departure targets;
3. Assessment of quality of performance of unsponsored candidates;
4. Assessment of the Project's responsiveness to private sector training needs;
5. Impact of the tightened requirements for selection of women on Project implementation.

Monitoring:

Day-to-day oversight and monitoring remain with the USAID Training Office and the DFC. In carrying out these responsibilities the two parties continue to:

- o ensure that candidate selection and placement occur according to the implementation schedule;
- o prepare status reports on the two major components, long and short-term training in preparation of bi-annual selection meetings;
- o review evaluation reports for in-country training programs, and pay site visit;
- o follow-up on returnees including completion of a questionnaire.

In addition to these day-to day activities, the Training Office will develop a coding system for U.S. performance of long-term participants to prepare for a study to measure impact of long-term training on participants' job performance. This study will be conducted in FY'90. It will lead to reassessment of the selection criteria and make recommendations for the design of the follow-on Project.

Budget

The Project has set aside \$50,000 for the final Project Evaluation. This will finance two consultants for three weeks each plus miscellaneous expenses. Additional funding is available to conduct the impact study.

ANNEX 1
LOGICAL FRAMEWORK

The logical framework remains unchanged with regard to the four major sections: Narrative Summary, Objectively Verifiable Indicators, Means of Verification, and Important Assumptions. It differs, however, in terms of the four sub-sections, Outputs, Inputs, End of Project Status, and Magnitude of Outputs, which are described below:

OUTPUTS

The revised outputs include:

1. Key GOM Officials trained at the MS level in management and high technology areas at U.S. institutions.
2. Private sector employees and unsponsored individuals trained at the MBA/MS level at U.S. institutions.
3. Middle level GOM and middle to high level private sector officials trained in short-term technical programs in management and high technology areas in the U.S. or third countries.
4. Middle level managers (GOM and private sector) trained in management and high technology skills in-country.
5. Women trained for high and middle management positions in Moroccan organizations, both public and private.

INPUTS

The revised AID/GOM inputs are as follows:

	<u>AID</u>	<u>GOM</u>	<u>TOTAL</u>
1. Training			
a. Long-term U.S.	13,245	-	13,245
MBA Sub.	1,000		1,000
b. Short-term U.S.	5,700	-	5,700
c. Short-term Third C..	260	-	260
d. English Lang. Trg...	2,055	-	2,055
2. In-country training.....	800	-	800
3. Staff Salaries.....	10	6,495	6,505
4. Evaluation.....	100	-	100
5. Travel.....	-	1,550	1,550
6. Contingency.....	330	775	1,105
	<u>23,500</u>	<u>8,820</u>	<u>32,320</u>

END OF PROJECT STATUS

- 1,000 Moroccans trained in the U.S. and Third countries in modern techniques of management and high technology as related to Morocco's development program in both the public and private sectors, both long-term and short-term technical training.
- 675 Moroccans trained in-country at local institutions in Project management and applied high technology, through short-term seminars with U.S. or other technical assistance.
- Upgrading of training programs in local training institutions to respond to Morocco's increasing needs for high-technology training and addressing the needs of the private sector.
- 300 (30% of all LOP participants) Moroccan women trained, including graduate levels as well as short-term technical training.

MAGNITUDE OF OUTPUTS

(Number of departures for U.S. and third country training;
number of trained individuals for in-country training)

	<u>LT*</u>	<u>ST*</u>	<u>ST*</u>	<u>In-C.**</u>	<u>In.C</u>	
	<u>US</u>	<u>US</u>	<u>3rdC</u>	<u>ELT(P)</u>	<u>Sem</u>	
Yr.1	10	11	3	25	-	FY84
Yr.2	14	47	8	55	75	FY85
Yr.3	27	36	7	70	100	FY86
Yr.4	46	75	1	100	15	FY87
Yr.5	45	66	8	100	55	FY88
Yr.6	40	120	23	100	30	FY89
Yr.7	48	100	5	100	100	FY90
Yr.8	45	95	5	100	100	FY91
Yr.9	-	90	5	75	100	FY92
Yr.10	-	90	5	75	100	FY93
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Total	275	730	70	800	675	

(* total includes 20 MBA participants)

(** includes participants only)

SELECTION CRITERIA

Overall participant selection criteria remain unchanged, as below.

A. General Criteria

1. The candidate must be a citizen of Morocco.
2. The candidate must display an adequate understanding and utilization of English or the third country language in order to be judged capable of participating effectively in the arranged training program. Testing will be carried out by the American Language Center.
3. Candidates for academic (long-term) training should have served three years or should at least have a contract of employment ("titulaire") with the GOM organization which has nominated him/her for training. Short-term technical training candidates must also provide evidence of long-standing employment with the nominating GOM organization, semi-public or other organization.
4. At the time of his/her nomination a candidate from the public or semi-public sectors must have assurance of future employment in the field for which he/she is nominated.
5. All candidates must include the following documents in their dossiers:
 - a) A signed letter of nomination from his/her organization, approving the candidate's release for the training period, assuring payment of international travel costs and salary during the training period, and describing the responsibilities the candidate will assume upon his/her return to Morocco and possibly the position he/she will be assigned to. (The latter applies to academic candidates only; not required for unsponsored candidates; optional for private sector MBA candidates).
 - b) A completed program of study form providing a detailed description of the desired training.
 - c) A curriculum vitae (resumé) and 7 photographs.
 - d) A certificate stating that the candidate's English or third country language proficiency is sufficient for the proposed training in the particular country selected. The minimum English competency score for initial consideration of a proposed candidate for long and short-term training is an average score of 50% on the ALIGU test (American Language Institute, Georgetown University). 75% is required for candidates under the MBA sub-project. This test may be taken at the American Language Centers in Rabat, Casablanca, Fés, Marrakech, Oujda, El Jadida, Kenitra, and Tangiers. The test fee is approximately DH 100, which must be paid by the candidate. Prior to departure for training, all candidates will be expected to meet the language requirements described in Section E below.

- e) An agreement (engagement) signed by the candidate that he/she will serve his/her organization when he/she returns home for a minimum period of eight years in accordance with current GOM regulations (public and semi-private candidates only).
- f) A medical certificate (from a State Hospital) attesting to the physical health of the proposed participant.

B. ADDITIONAL CRITERIA FOR LONG-TERM ACADEMIC CANDIDATES (U.S.)

Academic training is a long-term program in an accredited institute of higher education leading to a degree. Under academic training, a participant will be limited to earning only one degree and will be required to return to Morocco upon completion of his/her program. The Project will not finance undergraduate level, or pre-requisite training. The proposed participant must provide academic credentials which evidence qualification to undertake the proposed MA/MS or Ph.D, and three letters of recommendation. Under normal circumstances, AID scholarships for Master's Degrees will not exceed two years in length. Candidates must agree to the time limitation signing their Training Implementation Plan (TIP) prior to acceptance of the scholarship. Academic nominations should be received by the DFC prior to the annual deadlines established for each JSC meeting.

C. ADDITIONAL CRITERIA FOR SHORT-TERM TECHNICAL CANDIDATES (U.S./THIRD COUNTRY)

- a) All short-term training in the U.S. and third countries will be classified as technical, and will include observation visits, short-term courses, and special seminars, workshops, and conferences. The latter can only be approved if the duration is of at least two weeks or if conference attendance is part of or in relation to a short-term training program. Duration of short-term training programs will normally not be of less than two weeks or more than six months.
- b) Nominations normally should be received by the GOM 120 days before the planned training program. Nominee's complete files are due at that time.

D. ADDITIONAL CRITERIA FOR PRIVATE SECTOR CANDIDATES

- a) Candidates nominated by private sector organizations must be equal in qualification to those nominated by GOM or semi-public organization. Unsponsored long-term candidates may also address their dossier to the DFC or to USAID directly. These candidates will be requested to sign a commitment with USAID by which they will be obligated to return to Morocco upon completion of their training.
- b) Nominations of participants from private sector organizations may be addressed by the organization to the DFC or to USAID.

E. ENGLISH LANGUAGE REQUIREMENTS AND TRAINING

Participants are expected to meet the following ALIGU-average scores prior to their departure for training:

Long-Term (academic)	- 85%
Short-Term (technical)	- 70%

In general, proposed participants who are otherwise qualified but whose English proficiency is below qualifying ALIGU scores for departure will be allowed to take English classes at one of the American Language Centers. If necessary, the Project will finance in-country, group English classes for proposed long-term participants for up to six months and for up to three months for short-term participants. Under exceptional circumstances, proposed participants for long-term academic training may be offered for an additional six months of English language training. Candidates under the MBA Project are entitled to four months of intensive English language training.

Prior to placement at a U.S. university, long-term participants will be required to take the Test of English as a Foreign Language (TOEFL). If a U.S. university requires a TOEFL score, a participant may only proceed to that university after the required TOEFL score is achieved. Most U.S. universities require a minimum TOEFL of 500-550, and some require higher scores. Some "topping-off" English language training in the U.S. is allowed in the case where a candidate has a minimum TOEFL score of 500 and a university offers a conditional acceptance under these circumstances. The participant will take English language training concurrently with academic load or prior to starting graduate program: in the latter case this may not exceed three months.

ANNEX 3
IN-COUNTRY TRAINING PROCEDURES

Financing for in-country training that supports USAID program goals in Morocco can be obtained under the Sector Support Training Project 608-0178 according to the procedures outlined below.

I. PROCEDURES

Requests for AID financing of in-country training programs under Project 608-0178 should be addressed to the AID Mission Director using the AID "Request for In-Country Training" form and official transmittal letter. The in-country Training form and the detailed procedures for this component of the Project are available from the USAID Training Office and from the DFC. An information copy of the request should be addressed to Monsieur le Directeur de la Formation des Cadres, Ministère des Travaux Publics, de la Formation Professionnelle et de la Formation des Cadres.

Action will be assigned to the Training Office, which will conduct an initial review of the request for completeness and eligibility under the Project. The Training Office will consult with appropriate technical divisions for additional information/guidance.

The Training Office, in collaboration with the appropriate USAID Technical Division, will prepare an issues paper with recommendations on the initial acceptability of the proposal, and on how training will be managed. Depending on the type of proposal, copies will be distributed to the Project Committee, relevant divisions, and the contracting officer. The issues paper will include a discussion of the nature of the training requested, its connection with USAID priorities, level and number of trainees, involvement of women, a recommended means of managing the training (i.e. personnel services contractor (PSC), organizational contract, or grant, in-house, or a combination), consultant assistance required, projected costs, and a summary of implementation details. A decision will be made to accept or reject the request for AID funding.

The Mission will use the following criteria in considering any proposal for funding of in-country training:

- consistency and complementarity with USAID program goals in Morocco, including priorities established under Project 0178;
- completeness of the proposals, i.e. availability of adequate information from the requesting agency upon which the Project Committee can base a judgement;
- general conformity of the request with the provisions of Agency regulation and Mission policies/procedures.

The Project Committee will determine how the training will be handled, i.e. through a contract or grant to a local or U.S. organization or firm, through a personal services contract with an individual, or with in-house personnel.

Based on the determination by the Project Committee, the Training Office will send a letter of initial acceptance or rejection to the requesting organization and an information copy to the DFC. Following initial acceptance of the proposal, the Training Office will with the assistance of the Contracting Officer initiate contracting procedures. The Training Office will be responsible for all Project documents required for implementation of each in-country training program including PIO/T, scope of work and MOU. Both the PIO/T and the MOU will be signed by the requesting Agency, USAID, and the DFC.

Following signing of the MOU, the Training Office will initiate the necessary procedures for the requested technical assistance and for the purchase of the approved/requested commodities/equipment.

The Training Office will organize and coordinate all activities in relation to the in-country program, including (1) the development and time schedule of the program, (2) the Mission's representation requirements (opening/ closing sessions), and (3) final evaluation of the program.

ANNEX 4

TRAINING PLAN FOR THE LONG-TERM ACADEMIC COMPONENT
(INCLUDING THE MBA SUB-PROJECT)

Field of training	Current Project						Expanded Project	Total Project	
	Total slots available (Revised)		Selected to date		Slots remaining available		Total slots available	Total slots LOP	
	Masters	Ph.D	Masters	Ph.D	Masters	Ph.D	Masters	Masters	PhD
A - Management, Finance and Business Administration	42	2	27	1	15	1	20*	62	2
B - Economics & Development Studies	21	4	17	4	4	0	6	27	4
C - Public Policy & Administration	26	-	24	-	2	0	4	30	-
D - Science & Technology** e.g. Biotechnology Oceanography Energy Computer Science Communications	106	9	101	9	5	0	35 0 0	141	9
TOTAL	195	15	169	14	26	1	65	260	15

* The 20 MBA sub-project slots

** This includes the previous training slots from Engineering and Education Science. This category covers "Techniques de Pointe" with priority on Biotechnology, Energy, Oceanography, and Computer Science.

ANNEX 5

TRAINING PLAN FOR THE SHORT-TERM (U.S.) COMPONENT

Field of training	Current Project	Expanded Project	Total
A - Management, Marketing, Finance/Business Admin	205	75	280
B - Economics/Statistics/Manpower Planning/Development Studies	73	25	98
C - Public Policy and Administration	23	5	28
D - Agriculture/Fisheries	96	25	121
E- Science and Technology	98	25	123
F- Health (i.e. Hospital Mgt. Financing, Planning, Maintenance)	29	10	39
G- Export Production	26	15	41
TOTAL:	550	180	730

Note: Participant levels are based on two-month training programs.

IMPLEMENTATION SCHEDULE
Expanded project

<u>Activity</u>	<u>Responsibility</u>	<u>Target Date</u>	
PP approved by AID/W	AID/W	May	1983
PP authorized by AID/W	AID/W	June	1983
PRO/AG signed with the GOM	USAID/GOM	Sept.	1983.
First Year Training Plan Designed (Covenant); submitted to USAID	Joint Selection Committee (JSC)	Oct.	1983
First group of long-term candidates selected*	JSC	Jan.	1984
Second group of long-term candidates selected	JSC	June	1984
Departure for the U.S of first group of long-term participants who were selected in January 1984	USAID/DFC	Aug.	1984
Selection/organization of in-country training program for the Ministry of Interior (MOI)	USAID/MOI	Oct.	1984
Departure for the U.S. of second group of long-term participants who were selected in January or June 1984	USAID/DFC	Dec.	1984
Third group of long-term candidates selected	JSC	Jan.	1985
Implementation of first part of MOI in-country training program	USAID/MOI	Feb.	1985
First Project Evaluation	AID/W USAID/DFC	March	1985
Fourth group of long-term candidates selected	JSC	June	1985
Implementation of first "séminaire d'application" of MOI	USAID/MOI	July	1985

* Candidates for short-term training programs are selected throughout the year; therefore, the Implementation Schedule does not include selection or departure of short-term participants.

Departure for U.S. of the third group of long-term participants who were selected in January or June 1985	USAID/DFC	Aug. 1985
Departure for the U.S. of fourth group of long-term participants who were selected in June or January 1985.	USAID/GOM	Aug. 1985
Implementation of second "séminaire d'application", MOI in-country program	USAID/MOI	Jan. 1986
Fifth group of long-term candidates selected	USAID/GOM	June 1986
Sixth group of long-term candidates selected	USAID/GOM	June 1986
PP Supplement No.1 for Project extension approved by Project Review Committee	USAID/PHR	Aug. 1986
Departure for the U.S. of fifth group of long-term participants who were selected in January and June 1986	USAID/DFC	Aug. 1986
PP Supplement No.1 approved by USAID	USAID/PHR	Sept. 1986
Design Training Plan for long and short-term training	USAID/DFC	Sept. 1986
Sign Grant Agreement Amendment with GOM	USAID/GOM	Sept. 1986
Departure for the U.S. of 6th group of long-term participants who have been selected in 1/86 or 6/86	USAID/DFC	Aug. 1986
Dynamization strategy/meetings with GOM Secretaries General	USAID/DFC	Nov. 1986
Dynamization/Information seminar	USAID/DFC	Jan. 1987
Selection of 7th group of long-term candidates	JSC	Jan. 1987
Selection of short-term candidates for summer French and Arabic training programs	JSC	April 1987
Selection of 8th group of long-term candidates	JSC	June 1987
In-country training: Phase I of the Trawl Survey Program, (Min/Fish)	USAID/ISPM	July 1987

Departure for the U.S. of 7th group of long-term participants who have been selected in 6/86 or 1/87	USAID/DFC	Aug. 1987
Departure for the U.S. of 8th group of long-term participants who have been selected in 1/87 or 6/87	USAID/DFC	Dec. 1988
Selection of 9th group of long-term candidates	JSC	Jan. 1988
In-country training: Phase II of the Trawl Survey Program, (Min/Fish)	USAID/ISPM	Feb. 1988
In-country training: Innovations to Financial Markets for Bank Al Maghrib (BAM)	USAID/BAM	March 1988
Selection of short-term candidates for summer French and Arabic training programs	USAID/DFC	April 1988
Selection of 10th group of long-term candidates	JSC	June 1988
Design MBA pilot project	USAID/DFC	June 1988
Develop publication for MBA pilot project	USAID	Sept. 1988
In-country training: Phase I of the Fishing Observers Program, (Min/Fish)	USAID/ Min.Fish	July 1988
In-country training: Water Resources for Mohammadia School of Engineering (MSE)	USAID/MSE	July 1988
Departure for the U.S. of 9th group of long-term participants who have been selected in 6/87 or 1/88	USAID/DFC	Aug. 1988
Selection of MBA candidates	USAID/DFC	Oct. 1988
In-country training: Data organization technology, MERISE, for the Ministry of Public Health (MOPH)	USAID/MOPH	Nov. 1988
Departure for the U.S. of 10th group of long-term participants who have been selected in 1/88 or 6/88	USAID/DFC	Dec. 1988
In-country training: Phase III of the Trawl Survey Program, (Min/Fish)	USAID/ISPM	Jan. 1989
In-country training: Use of computer software RAPID, for the Ministry of Public Health (MOPH)	USAID/MOPH	Jan. 1989

Selection of 11th group of long-term Candidates	JSC	Jan. 1989
Women's Seminar	USAID/DFC	Feb. 1989
Selection of short-term candidates for French and Arabic training programs	USAID/DFC	April 1989
Mid-term evaluation	USAID/DFC	May 1989
Draft PP Supplement No.2	USAID/DFC	June 1989
PP Supplement No.2 approved by USAID	USAID	June 1989
Selection of 12th group of long-term candidates	JSC	June 1989
Sign Grant Agreement Amendment with GOM	USAID/GOM	July 1989
Publication MBA sub-project	USAID/DFC	July 1989
Departure for the U.S. of 11th group of long-term participants who have been selected in 6/88 or 1/89	USAID/DFC	Aug. 1989
Selection MBA candidates	USAID/DFC	Oct. 1989
In-country training program	USAID/....	Oct. 1989
Departure for the U.S. of 12th group of long-term participants who have been selected in 1/89 or 6/89	USAID/DFC	Dec. 1989
Selection of 13th group of long-term candidates	JSC	Jan. 1990
In-country training: Innoculation (Legumes) for School of Science, Meknes	USAID/DFC	March 1990
Selection of short-term candidates for French and Arabic training programs	USAID/DFC	April 1990
In-country Training program	USAID/....	May 1990
Selection of 14th group of long-term candidates	JSC	June 1990
Departure of MBA participants	USAID/DFC	Aug. 1989
Departure for the U.S. of 13th group of long-term participants who have been selected in 6/89 or 1/90	USAID/DFC	Aug. 1990

In-country Management training program	USAID/DFC	Oct. 1990
Study on long-term participant U.S. performance	Contract	Nov. 1990
Departure for the U.S. of 14th group of long-term participants who have been selected in 1/90 or 6/90	USAID/DFC	Dec. 1990
Selection of 15th group of long-term candidates	JSC	Jan. 1991
Selection of short-term candidates for French and Arabic training programs	USAID/DFC	April 1991
In-Country Training program	USAID/.....	June 1991
Departure for the U.S. of 15th group of long-term participants who have been selected in 6/90 or 1/91	USAID/DFC	Aug. 1991
In-Country Training program	USAID/.....	Oct. 1991
Selection of short-term candidates for French and Arabic training programs	USAID/DFC	April 1992
In-Country Training program	USAID/.....	May 1992
Selection of short-term candidates for French and Arabic training programs	USAID/DFC	April 1993
Final evaluation	USAID/DFC/	Sept. 1993

ANNEX 7
MASTER'S OF BUSINESS ADMINISTRATION
(MBA) SUB-PROJECT

Selection Criteria and Procedures:

A total of 20 slots will be made available to Moroccan individuals either sponsored or unsponsored by a private company who are involved in, or have the potential to become involved in areas such as business policy development, organization and administration at the managerial level, large scale investment or banking policy, or decision making within the context of the Moroccan business environment. Candidates will be expected to obtain admission to one of the fifteen leading U.S. Business Schools on their own initiative.

A. Criteria

- 1) Candidates must be citizens of Morocco.
- 2) Candidates must have an excellent record of previous academic work, and a degree obtained from a Moroccan or foreign institution. Specifically, they must have a minimum record of 12/20 or belong to the top 10 percent of their class. A three year undergraduate degree is not acceptable.
- 3) Candidates must display a good understanding of the English language and provide proof thereof through a TOEFL score of 570-620 and a GMAT of 550-600 prior to March 1, 1990 for September 1990 programs.
- 4) Candidates must submit a letter of interest to USAID or to the DFC before September 30, 1989 for the 1990 program.
The letter must include the following attachments:
 - curriculum vitae;
 - an essay written in English providing the reason for wanting to pursue an MBA program in the U.S.;
 - copies of all academic transcripts including degree;
 - copy of recent English language test scores (minimum TOEFL score of 525 or minimum ALIGU of 75% average, and if available, a GMAT score).Candidates who are sponsored by a private company need to provide:
 - o evidence of their company's agreement to sponsor him/her and to share in the total cost (international travel and basic salary will be the minimum cost sharing requirement);
 - o the candidate's agreement to serve 2 years with the same private company upon completion of training;
 - o the employer's authorization to attend English language training (ELT) if necessary;
- 5) Professional experience is desirable.
- 6) Candidates must not be over the age of 35 by September 30, 1989.

B. Procedures

Candidates' expression of interest and dossiers will be reviewed for approval by a Selection Committee of representatives from the DFC, USAID, and the U.S. Embassy. This committee will assess the academic value of the dossier and the potential to reach required test scores. USAID will finance up to four months of intensive English language training and GMAT preparation to allow potential candidates to reach the required level.

The annual selection meeting will take place in October in order to allow time for the series of steps to be taken to obtain admission.

Upon notification of acceptance by the Selection Committee, candidates must obtain their own admission to one of the 15 leading U.S. business schools.

U.S. Business Schools:

The schools listed below have been selected on the basis of their high academic standards, admission requirements, and records. Individuals admitted to Harvard University, Massachusetts Institute of Technology, Yale University, University of Pennsylvania Wharton School of Business, or the University of Chicago, will be also eligible for project funding.

1. Carnegie Mellon University, Graduate school of Industrial Administration, Pittsburgh, Pennsylvania
2. Cornell University, Johnson School of Business, Ithaca, New York
3. Dartmouth College, Amos Tuck School of Business Administration, Hanover, New Hampshire
4. Duke University, Fuqua School of Business, Durham, North Carolina
5. Indiana University, Graduate School of Business, Bloomington, Indiana
6. New York University, Graduate School of Business Administration, New York, New York
7. Northwestern University, Kellogg School of Business, Evanston, Illinois
8. University of California, Graduate School of Business Administration, Berkeley, California
9. University of California, Graduate School of Management, Los Angeles, California
10. University of Illinois, Department of Business Administration at Urbana Champaign, Illinois
11. University of Michigan, Graduate School of Business Administration, Ann Arbor, Michigan
12. University of Rochester, Graduate School of Management, Rochester, New York
13. University of Texas at Austin, Texas
14. University of Virginia, The Colgate Darden Graduate School of Business Administration, Charlottesville, Virginia
15. University of Wisconsin Graduate School of Business, Madison, Wisconsin

ANNEX 8
METHODS OF IMPLEMENTATION AND FINANCING

<u>Method of Implementation</u>	<u>Method of Financing</u>	<u>Approximate Amount</u> (U.S. \$000)
PIO/Ps - All overseas training and in-country English Language Training	Direct Pay	\$22,350
PIO/Ts - TA (In-country Training)	Direct Pay	\$ 550
PIO/Cs - Commodities In-country training	Direct Pay	\$ 250
Purchase Orders (translations, publications, brochures, etc)	Direct Pay	\$ 350
Total Project		<u>\$23,500</u>