

PD-13A-077
13A 63758

A.I.D. EVALUATION SUMMARY: PART I

A. REPORTING A.I.D. UNIT:	B. WAS EVALUATION SCHEDULED CURRENT FY EVALUATION PLAN?	C. EVALUATION TIMING:
USAID/Egypt	Yes <input type="checkbox"/> Slipped <input type="checkbox"/>	Interim <input type="checkbox"/> Final <input checked="" type="checkbox"/>
ES#:	Ad hoc <input type="checkbox"/>	Ex Post <input type="checkbox"/> Other <input type="checkbox"/>

D. ACTIVITY EVALUATED: PEACE FELLOWSHIP (263-0110 AND 263.0125)

E. ACTION DECISIONS APPROVED BY COMPLETION DATE	OFFICER	
1. Work closely with the MOHE to secure USAID involvement and clarify USAID expectations on relevant policy and planning issues and to clarify the project implementation plan.	J.Wood/J. Williams/ M.Kaldas	Continuing through PACD
2. Provide project support to enable the Peace Fellows unit of the ECEB to support a fully functioning Peace Fellowship program.	J.Williams/ M.Kaldas	Continuing through PACD
3. Eliminate training in the field of clinical medicine.	J.Williams/ M.Kaldas	Incrementally during FY 90
4. Increase private sector participation by setting aside 20% of the budget for training private sector candidates. * Subject to further review. (S)	J.Williams/ M.Kaldas	Incrementally during FY 90
5. Require regular monitoring reports from ECEB which disaggregate participants by gender.	J.Williams/ M.Kaldas	Incrementally during FY 90
6. Together with the WID Officer, explore means for raising women's participation in the Peace Fellowship program.	J.Williams/ M.Kaldas/ V.Kunkle	Incrementally during FY 90

F. CLEARANCE/APPROVAL OF EVALUATION SUMMARY AND ACTION DECISIONS:

Technical Directorate	Program Development and Support Directorate	Deputy Director <i>(Signature)</i>
W. Gelabert, AD/HRDC (Draft)	V.Molldrem, AD/PDS <i>PM</i>	F. Weden, DD
J. Wood, OD/HRDC/ET (Draft)	C.Crowley, OD/PDS/P (Draft)	
J. Williams, HRDC/ET (Draft)	L.Erikson, PDS/P (Draft)	
M. Kaldas, HRDC/ET (Draft)	V.Kunkle, PDS/P (Draft)	

Approved: *Marshall D. Brown*
Marshall D. Brown, DIR

04/23/1989

G. EVALUATION ABSTRACT

The Peace Fellowship Program was established in 1980 under project #263-0110 to strengthen the pool of trained manpower available to assist with Egyptian development efforts by providing opportunities for graduate studies. Project 0110 is scheduled to terminate on January 30, 1989 and the Peace Fellowship program is continuing as part of the Development Training Project (263-0125). The main thrust of this evaluation was to review the implementation of the project to date and to recommend changes for implementation under 0125.1.

The major findings and conclusions are:

- o USAID has had minimal influence at the policy-level on the Missions Department's implementation of the project.
- o Overall training targets have been exceeded, making this one of the largest bilateral training programs in history.
- o Training has served a cross-section of the English-speaking public, but circumstances, rather than planning, have determined fields of study.
- o Clinical medicine has been overrepresented, accounting for more than 30% of nominations to date under project 0125.
- o 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.
- o The Egyptian Cultural and Educational Bureau (ECEB) has functioned well in placing and monitoring participants, but will need support and changes in certain practices, especially if numbers of Peace Fellows increase substantially in a fully operational Project 0125.
- o The rate of participation by women has fallen far short of the expectation of 30%, largely because women have selected themselves out of the running. Some constraints to women's participation could be removed if AID and GOE officials felt this were a priority.

Key recommendations include:

- o USAID should work closely with the MOHE to clarify the implementation plan and to ensure that project expectations regarding fields of study, types of programs, and distribution of candidates, for example, are clearly stated, fully understood and agreed upon so that implementation can proceed at a reasonable pace.
- o All fields of clinical medicine should be eliminated for eligibility under the Peace Fellowship Program.
- o A portion of the project budget should be set aside for the private sector and a new selection procedure for this group should be adopted.
- o Special project assistance should be given to help the ECEB solve its personnel and working conditions problems with the Peace Fellow Unit.
- o ECEB and the Missions Department should comply with the Congressionally-mandated requirements to disaggregate all participant statistics by sex and should experiment with means for raising women's participation such as publicizing Peace Fellowship opportunities in fields like commercial banking, commerce and journalism where women have recently been successful and other fields where women have traditionally been strongly represented.

H. Evaluation Costs

1. Evaluation Team	Contract # OR TDY Person Days	Contract Cost OR TDY Cost (US \$)	Source of Funds
Thomas Ball (Checci)	29 days	\$41,805	263-0110
Carl Schieren (Checci)			
Mona Kaldas USAID/C (T.A.)			
Aly Zaza MOHE (T.A.)			

A.I.D. EVALUATION SUMMARY: PART II

1. SUMMARY OF EVALUATION FINDINGS, CONCLUSIONS, & RECOMMENDATIONS

BACKGROUND

The Peace Fellowship Program was established in 1980 under AID Project #262-0110 to strengthen the pool of trained manpower available to assist with Egyptian development efforts by providing opportunities for graduate studies and training for Egyptians in the United States. 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). Project 0110 is scheduled to terminate on January 30, 1989 and the Peace Fellowship program is continuing as a sub-activity under the much larger Development Training Project (263-0125). In the new project all administrative and placement responsibilities are being handled by MOHE and ECEB.

PURPOSE

The main thrust of this evaluation was to review the Missions Department's and ECEB's implementation of the Peace Fellowship Program, including selection criteria and procedures, placement and monitoring of participants and private sector participation and to recommend changes to facilitate implementation of a follow-on activity.

STUDY METHODOLOGY

The evaluation team interviewed the Peace Fellowship staff, ECEB, AMIDEAST, OIT, USAID/CAIRO, the Missions Department of the MOHE, and Supreme Council of Universities (SCU) personnel, 30 returned Peace Fellows, and reviewed available data and documents.

FINDINGS

1. The Missions Department Has Implemented the Project on the Basis of That 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 had 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 participants to the US for graduate studies, it has exceeded its original target of 1900 participants and even more strikingly, has exceeded its original target of 28,900 person-months 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 use of discipline-specific selection committees composed only of University professors has biased the selection process toward applicants with good research plans. As far as the team could determine, 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 test necessary to do hands-on clinical work in the US.

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.

Under Project 0125 the Peace Fellows program is no longer a simple project, but rather a portion of a much larger Development Training Project which has specific development goals. Both the GOE Five-Year Development Plan and the USAID Country Development Strategy Statement, place greatly increased reliance on the private sector to provide the necessary engine for growth in Egypt in the coming years. While Project 0110 exceeded the goal of 12% private sector participation, in light of the increased emphasis now given to this sector, the team believes that the role of the private sector should be strengthened in the current project. New ways of publicizing the Peace Fellowship Program and shaping its criteria and selection procedures to appeal to the needs of the private sector should be explored.

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 1988-1989. The difference between funding of \$5 million and \$13 million annually is critical, and AID's intentions must be made clear for orderly programming to take place.

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 had 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. 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.

RECOMMENDATIONS

The main recommendations are:

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.

MISSION COMMENTS

This was a thoughtful evaluation which has made a large number of excellent recommendations for project improvement, which could only be cursorily summarized in this PES. USAID should work with the MOHE to aggressively address these recommendations.

One of the key outcomes of this evaluation was a review of ECEB's administration of the Peace Fellows program in the United States since September 1986. The Team found problems with high staff turnover attributable to low salaries and expressed a fear that the existing staff would be unable to handle the numbers of participants under a fully operational Project 0125. Special assistance to the ECEB unit and close monitoring under the new Peace Fellows project should minimize implementation delay and problems.

Women, according to the team, have selected themselves out of the program -- that is, family responsibilities rather than any discriminating program selection factors are responsible for lack of participation. Nevertheless, the team has suggested several techniques to encourage greater female participation. Some of these can be achieved without substantial impact on project cost and should be tested. The team's analysis has already provided useful input into the Mission's WID agenda.