

A. REPORTING A.I.D. UNIT:
USAID-Morocco
 (Mission or AID/W Office)
 (ES# 608-89-03)

B. WAS EVALUATION SCHEDULED IN CURRENT FY ANNUAL EVALUATION PLAN?
 yes skipped ad hoc
 Eval. Plan Submission Date: FY 0 0

C. EVALUATION TIMING
 Interim final ex post other
 64180

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

Project #	Project/Program Title (or title & date of evaluation report)	First PROAG or equivalent (FY)	Most recent PACD (mo/yr)	Planned LOP Cost ('000)	Amount Obligated to Date ('000)
608-0178	Sector Support Training	1983	9/93	\$18 m.	\$14,742

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

Action(s) Required	Name of officer responsible for Action	Date Action to be Completed
1. Introduce improved tracking and data collection systems on returned academic participants. - coding system on academic performance in the U.S. - follow-up on job status, within 8 mos. to a year after return to Morocco.	USAID DFC	12/89 10/89
2. Select at least one woman for every two men selected for long-term training	USAID, DFC Joint Selection Committees	07/89; 01/90 07/90; 01/91
3. Organize meetings with GOM decision makers to build awareness on importance of female participation.	USAID, DFC	10/89
4. Streamline nomination documentation.	DFC	12/89
5. Conduct study of training needs within the private sector	USAID AID/W or Contractor	09/90
6. Identify short-term and in-country training opportunities for the private sector.	USAID	On-going
7. Add unsponsored, private sector candidate category to long-term training and amend MBA sub-project to permit application by unsponsored candidates.	USAID	08/89

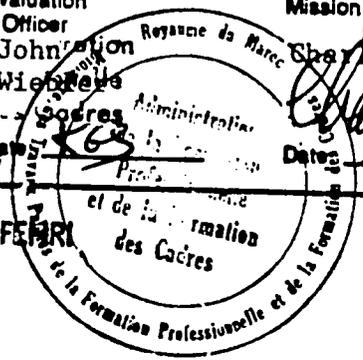
(Attach extra sheet if necessary)

F. DATE OF MISSION OR AID/W OFFICE REVIEW OF EVALUATION: mo 6 day 19 yr 89

G. APPROVALS OF EVALUATION SUMMARY AND ACTION DECISIONS:

Project/Program Officer Signature: <u>Monique Bidaoui</u> Typed Name: <u>Monique Bidaoui</u> Date: <u>7/24/89</u>	Representative of Borrower/Grantee Director of Staff Training; Min. of Equipment Date: <u>7/24/89</u>	Evaluation Officer John Johnson Wieders Dates: <u>7/24/89</u>	Mission or AID/W Office Director Charles W. Johnson Dates: <u>7/24/89</u>
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Signé : M. FASSI FERRI



M. EVALUATION ABSTRACT (do not exceed the space provided)

The project provides long-term academic, short-term technical (U.S. and 3rd country), in-country, and English language training for Moroccans, in both the public and private sectors, who are involved in the planning, development and implementation of social and economic programs. The project is implemented jointly by USAID and the Direction de la Formation des Cadres, Ministry of Public Works. This in-house, mid-term evaluation (3/89 - 5/89) was conducted on the basis of a review of project documents, the administration of a questionnaire on private sector training needs to six firms, and interviews with USAID, GOM and other organizations in Morocco. The evaluation was scheduled to permit the incorporation of evaluation findings into Project Paper Supplement No.2.

The evaluation team reviewed the status of both long-and short-term training components to determine the extent to which these componenets merit expansion, and addressed four topics of specific concern to USAID: 1) female participation, 2) private sector participation, 3) need for alternative and/or additional project target groups, and 4) regional distribution of training slots. The major findings and conclusions are listed below.

- Overall implementation of the project is running smoothly from a logistical and substantive point of view.
- Implementation of long and short-term training in the U.S. has been ahead of schedule. Additional slots are needed to permit implementation at current levels.
- The rate of female participation has been low compared to the 30% project target. To bring the rate closer to target, selection committees should select at least one woman for every two men selected.
- Private employers are not inclined to sponsor long-term training nor permit prolonged absenteeism. Therefore, efforts should be made to tailor short-term and in-country training to meet private sector needs. By the same token, long-term MBA training should be amended to permit application by candidates without employer sponsorship.
- Project has no systematic means of gathering data on long-term participants. Mechanisms for data collection on long-term training must be expanded since the quality and appropriate application of long-term training is an important measure of project success.

I. EVALUATION COSTS

1. Evaluation Team Name	Affiliation	Contract Number <u>OR</u> TDY Person Days	Contract Cost <u>OR</u> TDY Cost (US\$)	Source of Funds
Monique Bidoui, USAID Training Officer		None	None	N/A
Aleksandra Braginski, USAID Project Development Officer				

2. Mission/Office Professional Staff Person-Days (estimate) 30

3. Borrower/Grantee Professional Staff Person-Days (estimate) 5

A.I.D. EVALUATION SUMMARY PART II

J. SUMMARY OF EVALUATION FINDINGS, CONCLUSIONS AND RECOMMENDATIONS (Try not to exceed the 3 pages provided)

Address the following items:

- Purpose of activity(ies) evaluated
- Purpose of evaluation and Methodology used
- Findings and conclusions (relate to questions)
- Principal recommendations
- Lessons learned

Mission or Office: USAID-Morocco

Date this summary prepared: 7/89

Title and Date of Full Evaluation Report: Sector Support Training Mid-Term Evaluation 6/23/89

The main purpose of the Sector Support Training Project (SSTP) is to upgrade the managerial, analytical, and technological expertise of Moroccans, in both the public and private sectors, involved in the planning, development and implementation of social and economic programs. An initial evaluation of the project was conducted in April 1985, after 15 months of project implementation, in conjunction with the final evaluation of the predecessor project (608-0149) in order to adjust implementation plans in light of lessons learned. Based on evaluation findings, the target for women participation was raised from 25% to 30%, an information seminar was held to increase the number of long-term candidates and led to the tripling of candidates, and a 10% target was set for private sector participation in short-term training.

In FY'86, the LOP of the Sector Support Training Project was extended from six to ten years (revised PACD 9/23/93) and the evaluation schedule was revised to include a mid-term evaluation in the fourth quarter of FY'89. This date was subsequently brought forward to the third quarter in order to permit incorporation of evaluation findings into Project Paper Supplement No.2 (PPS No. 2).

The objectives of this in-house, mid-term evaluation were: 1) 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 expansion, and 2) to address four topics of specific concern to USAID and the DFC: 1) female participation; 2) private sector participation; 3) need for alternative or additional target groups, and 4) regional distribution.

Data collection was undertaken by both USAID and the GOM counterpart, the Direction de la Formation des Cadres (DFC). In addition to the review of project data, background documents, and data provided by GOM ministries, USAID developed and administered a questionnaire on training needs in the Moroccan private sector to six private sector firms. Interviews were held with (a) USAID staff, (b) key GOM counterparts, (c) the Director of the International Executive Service Corps (IESC), and (d) the director of AMIDEAST in Morocco.

Findings and Conclusions

The central findings and conclusions of the evaluation report are presented below:

- 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.
- Implementation of long- and short-term U.S. training has been ahead of schedule.

- Implementation of in-country and 3rd-country training has been below schedule. In-country and 3rd country training are cost-effective and could be better utilized. In-country training is particularly well suited to meet the training needs of the private sector.
- Project mechanisms for data collection on long-term training are not adequate to meet monitoring and evaluation needs.
- Due to the heavy emphasis on long-term academic training and the fact that 74% of long-term participants are still either in training or in placement, it is premature to make conclusive statements about progress made toward end of project status. However it is clear that the quality of long-term participants has risen as a result of increasingly stringent selection criteria introduced over the course of the project.
- Participation by women has been low compared to the 30% project target. Increased participation by women and the private sector requires additional emphasis.
- Participation by the private sector in short-term training was nearly 3% below the project's 10% target. Increased participation requires additional research on the needs of the private sector and intensified information dissemination efforts.
- Participation by the private sector in long-term training is constrained by employer reluctance to permit long-term absenteeism associated with long-term training.
- The regional distribution of beneficiaries has been overwhelmingly concentrated in the Rabat and Casablanca area. This is related to the project's public sector focus and the concentration of public servants in those areas.

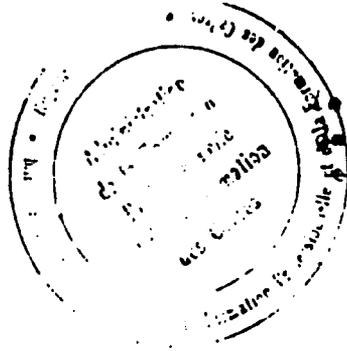
Recommendations:

- Current project should be expanded by adding 45 long-term slots and 180 U.S. short-term training slots.
- Renewed efforts are needed to improve data collection and follow-up on returned academic participants. A similar recommendation was made by the previous project evaluation. While USAID took steps to emphasize the importance of GOM follow-up of returnees job status and asked that GOM nomination letters include information on the future position of the candidate this has not been adequate to track returned participants. Additional data collection and tracking mechanisms should include: 1) a coding system for academic performance in the U.S.; 2) follow-up within 8 mos. to a year upon return from academic training to identify job status 3) at project completion, a survey of a sample of returnees and supervisors to assess impact of training on job performance. Adequate data will be especially important to assess the appropriateness of the new unsponsored, private sector target group recommended by the evaluation.
- Increased participation by women should be encouraged by requiring that the four remaining Joint Selection Committees select at least one woman for every two men selected.

- Increased female participation should also be encouraged through improved information dissemination, awareness building among decision makers, and streamlining of nomination procedures.
- The preliminary assessment of private sector training needs conducted for this mid-term evaluation should be followed-up with systematic information gathering throughout project implementation and an in-depth study as part of the planned follow-on project design.
- As one means of increasing private sector participation, USAID should identify short-term and in-country training opportunities suited to private sector needs.
- Given reluctance of private sector employers to support long-term training, mentioned above, a new category of unsponsored private sector candidates is needed to make long-term training opportunities accessible to the private sector. Following the same logic, the MBA sub-project should be amended to permit application by unsponsored candidates.
- To ensure more equitable access to training opportunities for candidates outside the Rabat and Casablanca areas, the DFC should undertake a regional information dissemination campaign through their regional office delegates.

K. ATTACHMENTS (List attachments submitted with this Evaluation Summary; always attach copy of full evaluation report, even if one was submitted earlier)

L. COMMENTS BY MISSION, AID/W OFFICE AND BORROWER/GRANTEE



Directeur de l'Administration
de la Formation Professionnelle
de la Formation des Cadres

Signé : M. FASSI FEHRI

Following is the translation of the letter response from the Directorate for Staff Training to our request for comments on the Evaluation:

"In response to your above referenced letter regarding the evaluation report of our joint project 608-0178, I have the honor to inform you that the Training Directorate agrees with all the observations, and approves all the recommendations included in the evaluation report.

In addition, we are very pleased with the progress of the project and we are willing to join our efforts to USAID's in the implementation of the action plan to carry out the evaluation recommendations, so that the remaining phase of our project be carried out in very good condition, and that its impact meet our mutual objectives.

Thank you for your efforts towards the development of the cooperation between our two countries. I remain at your disposal to undertake any action to improve the implementation of our project".