

A.I.D. EVALUATION SUMMARY - PART I

PID-ABF-959

1. BEFORE FILLING OUT THIS FORM, READ THE ATTACHED INSTRUCTIONS.
2. USE LETTER QUALITY TYPE, NOT "DOT MATRIX" TYPE.

IDENTIFICATION DATA

A. Reporting A.I.D. Unit: Mission or AID/W Office (ES# _____) <u>USAID/Jordan</u>		B. Was Evaluation Scheduled in Current FY Annual Evaluation Plan? Yes <input type="checkbox"/> Slipped <input checked="" type="checkbox"/> Ad Hoc <input type="checkbox"/> Evaluation Plan Submission Date: FY <u>91</u> Q <u>1</u>		C. Evaluation Timing Interim <input checked="" type="checkbox"/> Final <input type="checkbox"/> Ex Post <input type="checkbox"/> Other <input type="checkbox"/>	
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 No.	Project /Program Title	First PROAG or Equivalent (FY)	Most Recent PACD (Mo/Yr)	Planned LOP Cost (000)	Amount Obligated to Date (000)
278-0267	Jordan Development Administration Training IV Project				

ACTIONS

E. Action Decisions Approved By Mission or AID/W Office Director		Name of Officer Responsible for Action	Date Action to be Completed
Action(s) Required			
1. Accelerate aggressive outreach campaign aimed at small and medium-size firms, to increase their receptivity to the benefits of sponsoring employees for training.		Afaf M. Nassar, Project Officer	Continuous
2. Amendment of project to provide for increased emphasis/resources on short-term training in areas of importance to private sector development and to the Strategic Objectives of USAID.		Afaf M. Nassar, Project Officer	Completed
3. Develop and implement an in-country training component.		Afaf M. Nassar, Project Officer	3Q, FY 93
4. Screen contents of proposed training programs to assure inclusion of management skills upgrading.		Afaf M. Nassar, Project Officer	Continuous
5. Redesign Project Training Management System (PTMS) and provide instruction on its use.		Khalid Mirza, Development Program Specialist	Completed
6. Provide additional clerical/administrative support to USAID Participant Training Officer.		Michael Foster, Chief, Project Support & Monitoring Staff	Completed

APPROVALS

F. Date Of Mission Or AID/W Office Review Of Evaluation:			
	(Month)	(Day)	(Year)
G. Approvals of Evaluation Summary And Action Decisions:			
Name (Typed)	Project/Program Officer	Representative of Borrower/Grantee	Evaluation Officer
	Afaf M. Nassar		Robert R. Hansen
Signature	<i>Afaf Nassar</i>		<i>Robert R. Hansen</i>
Date	5-13-93		5-13-93
			Mission or AID/W Office Director
			William T. Oliver
			<i>W. T. Oliver</i>
			5/17/93

ABSTRACT

H. Evaluation Abstract (Do not exceed the space provided)

The project aims at improving Government of Jordan's (GOJ) services and investments through upgrading human resource skills in different areas. It is being implemented by the USAID/Amman's Project Support and Monitoring Staff (PSMS) in collaboration with the GOJ's Ministry of Planning. This evaluation was conducted by a DEVRES team by reviewing project and other documents, face-to-face interviews with project personnel of the Parties, and with a sample of returned participants and some employers in both sectors. The main objective was to assess the progress made under DAT IV (8/1986 - 5/1992), and analyze the reasons for the level of success, and to draw lessons to be utilized in developing the next phase of participant training activity. The major findings and conclusions are as follows:

- The project has already made significant progress toward its stated objective. A total of 621 (83: long term and 538: short term) participants have been trained in much needed technical, managerial, and administrative areas. Of these 98 are female (16%) and 523 are male (84%). The return rate has been 100%.
- There is solid evidence of both functional and cultural impact of DAT IV training on Jordan's economy and society.
- No significant intersectoral and international migration of trained personnel has occurred. The private sector has also been a beneficiary of this project's activity assuring sustainability of its positive effects on Jordan's development.

The evaluators noted the following:

- In view of the relative lull in project activity during the Gulf War years (1990-1991) and of its good progress toward its objectives prior to and since that time, participant training effort needs to be continued and expanded both in scope and in budget.
- The Management Information System (MIS) i.e., Participant Training Management System (PTMS) of the project office calls for immediate attention.
- The existing limited "follow-up" activity needs to be upgraded into "follow on" activities, such as networking and assisting in institution building. Additional project personnel would be necessary for it.
- Better coordination among concerned institutions is needed to provide timely logistic support especially upon first time arrival of the participant at the port of entry into the United States.

COSTS

I. Evaluation Costs

1. Evaluation Team		Contract Number OR TDY Person Days	Contract Cost OR TDY Cost (U.S. \$)	Source of Funds
Name	Affiliation			
Dr. Dilnawaz Siddiqui	DEVRES, Inc.	PDC-0085-I-30- 9089	\$58,000	Project
Dr. Samir Jarrar	DEVRES, Inc.			
2. Mission/Office Professional Staff Person-Days (Estimate) <u>25</u>		3. Borrower/Grantee Professional Staff Person-Days (Estimate) <u>2</u>		

A.I.D. EVALUATION SUMMARY - PART II

SUMMARY

J. Summary of Evaluation Findings, Conclusions and Recommendations (Try not to exceed the three (3) pages provided)

Address the following items:

- | | |
|--|--|
| <ul style="list-style-type: none"> • Purpose of evaluation and methodology used • Purpose of activity(ies) evaluated • Findings and conclusions (relate to questions) | <ul style="list-style-type: none"> • Principal recommendations • Lessons learned |
|--|--|

Mission or Office:

USAID/Jordan

Date This Summary Prepared:

June 8, 1992

Title And Date Of Full Evaluation Report:
 Evaluation of the Jordan Development
 Administration Training IV Project
 (278-0267) - June 8, 1992

A. Background: Jordan's primary source of socio-economic development has been its human resource. In view of the vital importance of trained personnel for the nation's economy, polity, and society, USAID has assisted Jordan by providing participant training in crucial areas as identified in its various planning documents. The Development Administration Training (DAT) IV Project, authorized on August 21, 1986, is part of the same effort. The specific purpose of this project is to improve the efficiency and effectiveness of public and private sector services and investments through skill upgrading in technical, managerial and administrative areas. The added emphasis of DAT IV over the previous efforts is upon increased participation of women in training and the growth-oriented private sector.

B. The Evaluation Objective and Methodology: The evaluators attempted to assess the extent of progress toward the DAT IV target (800 trainees), to analyze the factors behind success or failure in achieving project objectives, and to draw lessons and conclusions to be used in developing the next phase of the Mission's participant training activity. This evaluation is based on a review of project related documents, interviews with project personnel of the parties (USAID and MOP), and with a sample of long-term and short-term returned participants from the public and the private sectors, and on the feedback on them from employers (65 subjects in all). Also, the evaluators discussed pertinent issues with the Office of International Training (OIT), Washington, D.C.

C. Findings and Conclusions: The politics of the region have aggravated the problem of inadequacy of trained human resources to implement the national development program for the two sectors. The public sector has been strained by the needs of the 300,000 returned unemployed expatriates from the Gulf area. However, the new situation has given a fillip to the growth of the private sector due to the demand for consumer goods and services from this additional clientele. The rest of this section summarizes our findings on the project performance itself.

1. Relevance: The inadequacy of highly trained human resources continues to be a major problem for both the private and the public sector, in areas like financial analysis, management and organizational development, communications, and computer information systems.

2. Effectiveness: The project has made satisfactory progress toward its target of training 800 individuals. A total of 621 participants have been trained, 84 percent of them male and 16 percent female. All but one have returned either to their previous positions or have been given more responsibilities. Of the total, 83 (13.4%) are long-term from the public sector and 538 (86.6%) are short-term from both sectors. Forty percent of all females trained are from the private sector. The existing arrangement of fifty percent cost sharing by employers of short-term participants is a major hurdle in assisting the private sector. This may also be a factor in lesser interest in training on the part of small and medium firms. A more aggressive outreach effort to generate awareness of the importance of training would be in order.

3. Efficiency: Discussions with the MOP personnel revealed that the long-term academic training was very helpful. The extension of this project should address

the new priority areas to be identified by the GOJ as part of the upcoming adjustment program, expected to stress training in water resources management, environmental protection, financial analysis, management development, and other areas identified above. Some participants in short-term training observed that their courses were too academic with not enough hands-on experience. The project management at USAID has done a good job given the limited human resources assigned to it. The MIS, "follow on" activities, and efforts to reach out to the private sector need immediate attention. The Mission does a thorough pre-departure briefing and return debriefing.

4. Impact: Interviews with 65 people, including a sample of private and public sector returned participants and their employers, yielded the fact that both the long-term and short-term training experiences in the States have impacted the economy and society in terms of policy, decision-making process, and above all the added emphasis on private sector growth.

5. Sustainability: The participant return rate of 100% and participants' occupation of positions of authority and responsibility reflect the fact that there is no apparent brain drain. They have been significantly contributing to the Kingdom's development and are sure to continue to do so. To benefit further the private sector, employers need to be made aware of the importance of training for their businesses through more aggressive outreach efforts by the Mission.

D. Principal Recommendations: Based on the foregoing discussion of various issues, the evaluation made recommendations in five functional areas: administration, communication, coordination, regulation, and selection, identifying within each the office(s) responsible for taking the action.

1. Administration: (a) In view of the significant contribution of returned participants of DAT IV, it recommended AID/W extend DAT IV with a prorata increase in funding. (b) The officials concerned at the Mission should seriously consider offering GOJ a mix between U.S. training and some short-term in-country training beneficial to larger numbers of participants from private as well as public sector organizations in such areas as English language, organizational communication, inter-personal communication and leadership and management development, computer science, especially management information systems, and environmental engineering and water resource management. Long-term training may be continued but in new priority areas in consultation with MOP. (c) Given the heavy workload of the present Participant Training Officer (Mrs. Afaf M. Nassar) in charge of DAT IV, an additional secretarial/clerical person should be assigned to this activity at USAID/Amman, maybe out of special funds, or some routine services should be contracted out. (d) The Participant Training Management System (PTMS), the management information system (MIS) currently in use in the project office (AID/Amman), is in desperate need of an overhaul. This should either be repaired or replaced, and proper training should be provided to enable the Training Office to store and retrieve data on participants in desired formats. The Office of International Training is willing to consider additional training of the concerned staff at the Mission.

2. Communication: (a) The Training Office at AID/Amman should continually update its information on per diem amount to be paid to participants in the U.S. All necessary information should be communicated to them before they leave for the States. This recommendation is based on the observations from only a few returned participants. (b) The Training Office should also communicate to prospective participants and their employers that they themselves can ask for custom-designed courses based on their specific business needs, to be offered in-country and/or in the States. This can also avert any possible mismatch between participants' expectations and actual course offerings. (c) AID/W should ensure that the existing orientation program in cross-cultural communication is improved to base it more on mutual respect for the parties involved than is the case at present.

3. Coordination: (a) AID/W, AID/Amman, and any contracted agencies concerned should coordinate to arrange for someone to meet the participant upon his/her

SUMMARY (Continued)

first arrival at the port of entry in the States. We feel AID/Amman does request this. AID/Washington has agreed to look into the problem by pursuing it with Partners for International Education and Training (PIET) and other relevant bodies. (b) Similar coordination is necessary among agencies engaged in facilitating the participants' interaction with co-professionals at professional development seminars and/or workshops in the States.

4. Regulation(s): (a) Regulations restricting long-term participants' families accompanying or joining them in the States later should be made more flexible to relieve the psychosocial stresses affecting the participants' academic performance. (b) In view of its importance as a medium of instruction and its cultural significance, taking a formal test of English as a second language should be emphasized. However, in cases of holders of graduate degrees from institutions whose language of instruction is English, and in cases of senior-level short-term participants, AID/Amman should be authorized to use unobtrusive techniques to test their English communication skills. Both of these issues have been discussed with OIT, which has promised to pursue them further.

5. Selection: (a) For the rest of the project life, the Training Office (USAID/Amman) and MOP should shift their emphasis in selecting participants from long-term academic training in Public Administration oriented programs to short-term courses in the newer fields suited to growth and strength of the private sector. A joint AID/MOP committee should have an expanded role of deciding on selection of candidates for the public sector as well. (b) To further enhance the effectiveness and impact of the participant training, the Training Office (USAID/Amman) should rigorously select candidates for in-U.S. training on the basis of, among other criteria, their leadership potential. Such participants are more likely to be helpful and active on project related "follow-on" activities consistent with USAID's new directions in participant training. (c) The process of selecting programs should ensure inclusion of a strong management component in each training experience, even in technical disciplines. (d) A thorough assessment of training needs in all sectors of the nation's economy, especially in the private sector, should be given serious consideration. This might be a major step toward systematization and rationalization of training activities including cost-effective utilization of meager resources.

ATTACHMENTS

K. Attachments (List attachments submitted with this Evaluation Summary; always attach copy of full evaluation report, even if one was submitted earlier; attach studies, surveys, etc., from "on-going" evaluation, if relevant to the evaluation report.)

Evaluation Report

COMMENTS

L. Comments By Mission, AID/W Office and Borrower/Grantee On Full Report

The Mission endorses the findings and conclusions of the evaluation and, with minor exceptions, its recommendations for further improving this successful project. Despite the very limited time they were able to spend in-country, the evaluators satisfactorily answered the important questions posed at the mid-point of project implementation. They are to be especially commended for assessing this significant training activity in terms of its responsiveness to Jordan's increasing needs for managerial and technical skills to accelerate the development of the private sector. While the demands of the public sector for training opportunities should not be ignored - particularly in areas that enhance its capability to service and support the private sector - the evaluators correctly emphasized the need for skills upgrading to be targeted primarily at private sector areas critical to broad-based, sustainable economic development, e.g., trade and investment, finance, water management services, etc. They also pointed out that short-term, practical courses are generally more appropriate for these priority business-oriented areas than are long-term academic programs, and that even greater impact can be achieved by selecting participants who have demonstrated qualities of leadership, and by assuring the training includes the development of participants' management skills.

The evaluation comes to grips with a serious problem that appears to be resulting in a dampening of interest of some small and medium-size firms in sending their employees for short-term training. This is the project's cost-sharing provision, which requires either the employer or the participant to pay 50 percent of the cost of the training (25 percent in the case of female participants). While the evaluation does not offer data to substantiate the extent to which cost-sharing acts as a disincentive, anecdotal evidence suggests that some employers view the training as a "favor" to the participant rather than as a potential benefit for the business. An aggressive outreach campaign promoting the advantages of participant training is suggested by the evaluation as a means of increasing the interest among small and medium-size businesses. The Mission concurs with this recommendation.

The evaluation's proposals for improving the management and monitoring of the project are germane and are being carried out by USAID. Clerical and administrative support for the Mission's Participant Training Officer, coupled with the overhaul of the automated Participant Training Management System (PTMS) and instruction in the system's use, are strengthening USAID's implementation of the project.

The Mission has not accepted two of the evaluation's recommendations. The first - that consideration be given to performing a training needs assessment of the Jordanian economy in order to determine priority areas for training - was rejected as unnecessary, since the priority areas, which correspond to USAID's Strategic Objectives, are already determined. The second - that English language testing requirements be modified by using "unobtrusive techniques" to determine candidates' proficiencies - was determined to be impracticable; waivers of formal testing will continue to be given on an individual basis in accordance with HB 10.

Lastly, the Mission notes that the Executive Summary prepared by the evaluators, which appears at pp. 1-5 of the evaluation report, contains grammatical errors and other omissions which may mislead or confuse the reader. These have been corrected in the Executive Summary that is a part of this form (pp. 3-5). The reader is further cautioned that the Executive Summary found in Annex 2 of the evaluation report is a draft which was changed at the request of the Mission.

XID-ABF-959-1A

82495

EVALUATION OF
THE JORDAN DEVELOPMENT
ADMINISTRATION TRAINING PROJECT
(DAT IV 278-0267)

Submitted to: Mr. Michael C. Foster
Project Officer
USAID/Amman

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Contract No.: PDC-0085-I-30-9089-00

June 8, 1992

'17'

ACKNOWLEDGEMENTS

We acknowledge with thanks the tremendous help and cooperation of all the returned participants and their employers who allowed them to meet with us for interviews despite their busy schedules.

We are also grateful to the Officials of the Ministry of Planning both participants and non-participants, who willingly shared their ideas with us with regard to various aspects of the project itself and those concerning the direction of development the Kingdom is planning.

This report owes a great deal to the hard work of many people in USAID/Amman, who did everything to facilitate the completion of our task. We are especially indebted to Mr. Michael Foster, Chief, Project Support and Monitoring Staff, Mrs. Afaf M. Nassar, Participant Training Assistant, and Miss Rana Zayadin, as well as many others at the Mission who always made us feel welcome in their midst.

LIST OF ACRONYMS AND ABBREVIATIONS

AFM	Amman Financial Market
ALIA	Royal Jordanian
APC	Arab Potash Company
AQABA	Aqaba Region Authority
AUDIT	Audit Bureau
BUDGET	Budget Bureau
CAA	Civil Aviation Authority
CBANK	Central Bank of Jordan
CSC	Civil Service Commission
CVDB	Cities and Villages Development Bank
DOS	Department of Statistics
HBANK	Housing Bank
IRS	Income Tax
JCO	Jordan Cooperative Organization
JEA	Jordan Electricity Authority
JIPA	Jordan Institute of Public Administration
JTV	Jordan Television
JVA	Jordan Valley Authority
LSDEPT	Lands and Survey Department
MEMR	Ministry of Energy & Mineral Resources
MIT	Ministry of Trade and Industry
MMRA	Ministry of Municipal & Rural Affairs
MOA	Ministry of Agriculture
MOE	Ministry of Education
MOF	Ministry of Finance
MOFA	Ministry of Foreign Affairs
MOH	Ministry of Health
MOHE	Ministry of Higher Education
MOI	Ministry of Interior
MOINT	Ministry of Interior
MOL	Ministry of Labor
MOP	Ministry of Planning
MOS	Ministry of Supply
MOTOUR	Ministry of Tourism
MPW	Ministry of Public Works
MUNIC	Municipality of Greater Amman
NRA	Natural Resources Authority
PAR HOUSE	House of Parliament
PF	Pension Fund
PHOSMI	Phosphate Mines Company
PRE	Private Sector (see last column of sheet)

RJGC	Royal Jordanian Geographic Center
RSS	Royal Scientific Society
TCC	Telecommunication Corporation
UDD	Urban Development Department
UOJ	University of Jordan
UOJH	University of Jordan Hospital
UOM	University of Mu'tah
UOY	University of Yarmouk
WAJ	Water Authority

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EXECUTIVE SUMMARY

A. Background

Jordan's primary source of socio-economic development has been its human resource, also called its major export. In view of the vital importance of trained personnel for the nation's economy, polity, and society, USAID has assisted Jordan by providing participant training in crucial areas as identified in its various planning documents.

The Development Administration Training (DAT) IV Project, signed on August 1, 1986, is part of the same effort. The specific purpose of this project is to improve the efficiency and effectiveness of public and private sector services and investments through skill upgrading in technical, managerial and administrative areas. The added emphasis of DAT IV over the previous efforts is upon increased participation of women in training and the growth-oriented private sector.

B. The Evaluation Objective and Methodology

We (Dilnawaz A. Siddiqui and Samir Jarrar of Devres, Inc.) have attempted to assess the extent of progress of DAT IV target (800 people), to analyze the factors behind success or failure in achieving project objectives, and to draw lessons and conclusions to be used in developing the next phase of Mission's participant training activity.

This evaluation is based on our review of project related documents, interviews with project personnel of the parties (USAID and MOP), and with a sample of long-term and short-term returned participants from the public and the private sectors, and on the feedback on them from employers (65 subjects in all). Also, we have discussed pertinent issues with the Office of the International Training (OIT), Washington, D.C..

C. Findings and Conclusions

The politics of the region has aggravated the problem of inadequacy of trained human resources to implement the national development program for the two sectors. The public sector has been strained by the sudden need to cater for the 300,000 returned unemployed expatriates from the Gulf area. However, the new situation has given a fillip to the growth of the private sector due to the demand for consumer goods and services from this additional clientele. The rest of this section summarizes our finding on the project performance itself.

1. Relevance

The inadequacy of highly trained human resources continues to be a major problem for both the private and the public sector, in areas like financial analysis, MIS, management and organizational development, communication, and computer information systems.

2. Effectiveness

The project has made satisfactory progress toward its target of training 800 individuals. A total of 621 male (84%) and female (16%) participants have been trained. All but one have returned either to their previous positions or have been given more responsibilities. Of these, 83 (13.4%) are long-term from the public sector and 538 (86.6%) are short-term from both sectors. Forty per cent of all female trained are from the private sector. The existing arrangement of 50% cost sharing by employers of short-term participants is a major hurdle in assisting the private sector. This may also be a factor in lesser interest in training on the part of small and medium firms. A more aggressive outreach efforts to generate awareness of the importance of training would be in order.

3. Efficiency

Discussions with the MOP personnel revealed that the long-term academic training was very helpful. The extension of this project should address the new priority areas to be identified by the GOJ's as part of the upcoming adjustment program, expected to stress training in water resources management, environmental protection, financial analysis management development, and others identified above. Some participants in short-term training observed that their courses were too academic with not enough hands-on experience.

The project management at USAID has done a good job given the limited human resource assigned to it. The MIS, "follow on" activities, and efforts to reach out to the private sector need immediate attention. The Mission does a thorough pre-departure briefing and return debriefing.

4. Impact

Interviews with 65 people including a sample of private and public sector returned participants and their employers yielded the fact that both the long-term and short-term training experiences in the States have impacted the economy and society in terms of policy, decision-making process, and above all the added emphasis on the private sector growth.

5. Sustainability

The participant return rate of 100% and their occupying positions of authority and responsibility reflect the fact that there is no apparent brain drain. They have been significantly contributing to the Kingdom's development and are sure to continue to do so. To benefit further

the private sector employees need to be made aware of the importance of training for their businesses through more aggressive outreach efforts by the Mission.

D. Principal Recommendations

Based on the foregoing discussion of various issues, we would like to make some recommendations. Assuming no sequence in terms of their importance, we have classified them into five functional areas of administration, communication, coordination, regulation, and selection, identifying within each the office(s) responsible for taking the action.

1. Administration

a. In view of the significant contribution of returned participants of DAT IV, we recommend AID/W extend DAT IV with prorata increase in funding for it. We understand that \$2.5 million is being proposed as the additional sum.

b. The officials concerned at the Mission should seriously consider offering GOJ a mix between some short-term in-country training beneficial to larger numbers of participants from private as well as public sector organizations in such areas as English language, organizational communication, inter-personal communication and leadership and management development, computer science, especially management information systems and environmental engineering, water resource management. Emphasis on long-term training be continued but in new priority areas in consultation with MOP.

c. Given the heavy work load of the present Participant Training Officer (Mrs. Afaf M. Nassar) in charge of DAT IV, an additional secretarial/supervisory person be assigned to this activity at USAID/Amman, maybe out of special funds. Or some routine services be contracted out.

d. The Participant Training Management System (PTMS), the management information system (MIS) currently in use in the project office (AID/Amman) is in desperate need of an overhaul. Either this be repaired or replaced and proper training be provided to enable the Training Office to store and retrieve data on participants' in desired formats. Office of International Training is willing to consider additional training of the concerned staff at the Mission.

2. Communication

a. The training Office at AID/Amman should continually update their information on per diem amount to be paid to participants in USA. All necessary information be communicated to them before they leave for the States. This recommendation is based on the observations from only a few returned participants.

b. The training Office should also communicate to prospective participants and their employers that they themselves can ask for custom-designed courses based on their specific business needs to be offered in-country and/or in the States. This can also avert any possible mismatch between participants expectations and actual course offerings.

c. AID/W should ensure that the existing orientation program in cross-cultural communication is improved to base it more on mutual respect for the parties involved than the case is at present.

3. Coordination

a. AID/W, AID/Amman, and any contracted agencies concerned should coordinate to arrange for someone to meet the participant upon his/her first arrival at the port of entry in the States. We feel AID/Amman does request it. AID/Washington has agreed to look into the problem by pursuing it with PIET and others relevant bodies.

b. Similar coordination is necessary among agencies engaged in facilitating the participants' interaction with co-professionals at professional development seminars and/or workshops in the States.

4. Regulation(s)

a. Regulations restricting long-term participants' families accompanying or joining them in the States later be made more flexible to relieve the psychosocial stresses affecting the participants' academic performance.

b. In view of its importance as a medium of instruction and its cultural significance, taking a formal test of English as a second language should be emphasized. However, in cases of holders of graduate degrees from English medium institutions and of those of senior level short-termers, AID/Amman be authorized to use unobtrusive techniques to test their English communication skills.

Both of these issues have been discussed with OIT, which has promised to pursue them further.

5. Selection

a. For the rest of the project life, the Training Office (USAID/Amman) and MOP should shift their emphasis in selecting participants from long-term academic training in Public Administration oriented programs to short-term and long-term courses in the newer fields suited to growth and strength of the private sector. A joint AID/MOP committee should have an expanded role of deciding on selection of candidates for public sector as well.

b. To further enhance the effectiveness and impact of the participant training, the training office (USAID/Amman) should continue more rigorously to select candidates for in U.S. training on the basis of, among other criteria, their leadership potential. Such participants are more likely to be helpful and active on project related "follow-on" activities consistent with USAID's new directions in participants training (Eagleburger, 1991).

c. The process of selecting programs should ensure inclusion of a strong management component in each training experience even in technical disciplines.

d. A thorough assessment of training needs in all sectors of the nation's economy, especially in the private sector, should be given serious consideration. This might be a major step toward systematization and rationalization of training activities including cost-effective utilization of meagre resources.

I. BACKGROUND

Jordan's primary source of socio-economic development has been its human resource, which is also called its major export. In 1990 migrant workers' remittances from the Gulf area were \$541 million, which fell to \$300 million in 1991, with 1992 expected to see some improvement (EIU, 1992). In view of the vital significance of trained personnel for the nation's economy and society, USAID has assisted Jordan by providing training in crucial areas as identified in the Government of Jordan's (GOJ) Five Year Plan, 1981 - 1985, and in subsequent planning documents.

It was also consistent with the AID development strategy which recommends assistance to developing nations to enhance "their policy making framework, generate and apply improved technology, and stimulate private sector activities (USAID/W undated)."

The Development Administration Training (DAT) IV project signed on August 1, 1986, is a continuation of this effort at participant training. The main goal as stated in the Project Paper (August 1, 1986) is to strengthen the GOJ's ability to implement program and to strengthen the private sector's ability to increase production and productivity through better technical and management skill formation. The specific purpose of this project is to improve the efficiency and effectiveness of public and private sector services and investments through skill upgrading in technical, managerial and administrative areas. The added emphasis of DAT IV over the previous efforts is increased participation by women in training and thus in national development on the one hand, and by people in the growth oriented private sector on the other.

The outcome expected of DAT IV was approximately 800 individuals to be trained with a view to increasing exposure of potential leaders and key figures to U.S. training and institutional systems (USAID/Amman, August 1, 1986, P.4).

II. THE EVALUATION OBJECTIVE

The objective of the evaluation team (Dr. Dilnawaz Siddiqui, and Dr. Samir Jarrar of DEVRES, Inc.) was to assess the extent of progress made toward the DAT IV targets and to analyze the factors behind success or failure in achieving project objectives. Also, the team was to draw lessons and conclusions from this evaluation to be used in developing the next phase of Mission's participant training activity (USAID/Amman, August 1, 1986, P.15).

Therefore, we have attempted to assess the extent to which the project has accomplished its objective in terms of relevance, effectiveness, efficiency, impact, and sustainability as elaborated in form of issues and questions contained in the statement of work.

III. METHODOLOGY

This evaluation is based on our review of project documents included in the bibliography of our report, interviews with project personnel of the Parties (USAID/Amman and GOJ/MOP), a series of interviews with a sample of 65 long-term and short-term returned participants from the public sector and the short-term participants from the private sector. We have observed a large number of returnees in their work milieux, and sought feedback on them from employers and colleagues. A list of issues which were discussed with the participants is attached (attachment 3). These findings have also been augmented by extensive discussions with Dr. Kathleen Rose of the Office of International Training during her visit to Amman in the first week of our stay here (Rose, 1992). Upon our request to interview OIT personnel, we were directed to speak with her again. This enabled us to discuss our final observations on pertinent issues, which we have incorporated in this version of our report.

IV. PRINCIPAL FINDINGS AND CONCLUSIONS

The politics of the region has aggravated the already existing problem of inadequacy of qualified and trained human resources capable of implementing the national development program pertinent to the public and the private sectors of Jordan. During the past one and a half years, close to 300,000 Jordanians have had to come back home from the Gulf region. This has raised the unemployment rate to somewhere between 20 to 35 percent of the active workforce. The public sector has been unexpectedly strained beyond its capacity by this new situation. However, the same factors have given growth opportunities to the private sector, particularly the construction and related service and manufacturing industries. In light of the existing socioeconomic context, the rest of this section presents our findings on the project performance itself.

A. Relevance

The new training needs are definitely germane to USAID current development strategy of commercialization of the economy geared to earning foreign exchange by promoting exports. This calls for continued training assistance with a distinct shift from public administration to areas characteristic of the private sector, such as: business management, management information systems, communication in business organizations, public relations and advertisement, leadership skills, management development, and financial analysis. Tables 7 and 10 summarize the share of sectoral priority areas in DAT IV training so far.

B. Effectiveness

The project has made satisfactory progress toward its target of training about 800 individuals. So far, 621 participants (77.6% of the target) have been trained and all except one have returned to either their previous positions or have been given greater responsibilities commensurate with their new skills. The one remaining has continued on to his doctoral program and is due to return home in 1993 (Table 1). Of these 83 (13.4%) are long-term from the public sector and 538 (86.6%) are short-term from both public and private sectors. About forty percent of all female returned participants (39 out of 98) are from the private sector, which collectively received about 29% of all completed training (Table 2).

The trainee return rate has been 100%. So far there is no apparent intersectoral and international migration of the returnees. The returned participants have been playing important roles in decision making at various policy planning as well as operational levels. Both trainees and their employers speak highly of training experience in the States by way of tremendous increase in knowledge and skills as well as positive changes in attitude toward life in general and toward work in particular. Self-image, extroversion, problem-solving and analytical skills, time management, and other leadership qualities were mentioned as definite and obvious benefits of their exposure to the American culture.

TABLE 1

DISTRIBUTION OF RETURNED PARTICIPANTS
BY YEAR AND GENDER

	<u>M</u>	<u>F</u>	<u>T</u>
1986	25	3	28
1987	106	22	128
1988	112	25	137
1989	89	16	105
1990	140	23	163
1991	22	4	26
1992	28	5	33
	-----	-----	-----
	522	98	620
	(84.2)	(15.8)	

Due in 1993 + 1 Total 621

TABLE 2
DISTRIBUTION OF RETURNED PARTICIPANTS
BY GENDER AND SECTOR

	<u>M</u>	<u>F</u>	<u>T</u>
Public	380 (86.6)	59 (13.4)	439 (70.8)
Private	142 (78.5)	39 (21.5)	181 (29.2)
	522 (84.2)	98 (15.8)	620 (100%)

TABLE 3
DISTRIBUTION OF RETURNED PARTICIPANTS
BY GENDER AND LENGTH OF TRAINING

M/LT	72 (86.75)		
F/LT	11 (13.25)	LT TOTAL	83
M/ST	451 (83.8)		
F/ST	87 (16.2)	ST TOTAL	<u>538</u>
			621

TABLE 4
DISTRIBUTION OF RETURNED PARTICIPANTS IN PUBLIC SECTOR
BY GENDER AND LENGTH OF TRAINING

	<u>M</u>	<u>F</u>	<u>T</u>
LT	72 (86.8)	11 (13.2)	83 (18.9)
ST	308 (86.5)	48 (13.5)	356 (81.1)
	380	59	439

The project has far exceeded its suggested numerical goal of long-term academic training participants from the public sector. Eighty three participants in long-term academic programs are already back, and are engaged in impacting Jordan's social scene. However, the banking sector is said to have been problematic with regard to nominating female participants for training in the USA (Table 5). Though this sector has greatly benefitted from the participant training program. The role and involvement of female returnees in the private sector are already considerable in that they constitute 21.5% of all participants from this sector (Table 2). One major factor against female participation in long-term academic programs in USA is the caution the Jordanian elders tend to exercise in light of the image of America as a culture currently experiencing serious social problems. Parents and other family elders are more willing to "risk it" rather with their young men rather than women. However, married women accompanied by their husbands are quite keen on opportunities for training in the States. The larger firms in the private sector are more appreciative of the importance of training of their employees purely from a business perspective than small and medium size businesses. The 50% cost sharing arrangement seem rather unaffordable by even larger firms. These factors might be overcome by more aggressive outreach efforts to generate the needed awareness.

C. Efficiency

Within the time and expertise available, it was impossible to undertake a full audit of the project to determine its cost- effectiveness. Another factor which would hinder such analysis is the very wide range of short term training undertaken.

Some observations, however, may shed light on the difficult elements of the project. As shown in Table 8, the project budget was divided into 9 categories that represent the main components of the project: a) Private sector U.S.; b) Public sector (Third country); c) Public sector Long-Term (U.S.); d) Private Sector Promotion; e) Public Sector (In-Country); f) Private Sector (In-Country); g) Private Sector (Third Country); h) Technical Assistance (Private); and i) Technical Assistance (Public).

Slightly over 50% of the funds earmarked for the private sector training are unobligated versus only 5.4% of the funds earmarked for the public sector. This may be largely due to the lack of information provided to the private sector which may not have institutionalized channels of communication as the public sector may have. The Mission may not have been able to reach the private sector due to the lack of support needed for such a program. This can be seen in the promotion line item, where over 62.1% of the funds set aside for reaching the private sector have not been used so far.

As for training the public and private sector in Jordan, more than 44% of the funds earmarked for such training have not yet been used, compared with only 16% of the total project funds that are not yet earmarked. There is a need to further explore the possibility of providing in-country training. English language training has been identified as an urgent need area where more training can be provided.

TABLE 5

DISTRIBUTION OF RETURNED PARTICIPANTS
ORGANIZATION AND GENDER

	<u>M</u>	<u>F</u>	<u>T</u>	<u>%</u>
AFM	5	-	5	
ALIA	1	-	1	
AQABA	5	-	5	
AUDIT	8	-	8	
BUDGET	3	-	3	
CAA	4	-	4	
CBANK	50	-	50	11.4
CSC	2	1	3	
CVDB	2	-	2	
DOS	3	-	3	
IRS	14	1	15	
JCO	1	-	1	
JEA	13	-	13	
JIPA	9	1	10	

25

TABLE 5 (Continued)

DISTRIBUTION OF RETURNED PARTICIPANTS
BY ORGANIZATION AND GENDER

	<u>M</u>	<u>F</u>	<u>T</u>	<u>%</u>
JVA	9	2	11	
LSDEPT	3	-	3	
MEMR	7	-	7	
MIT	13	-	13	
MMRA	4	1	5	
MOA	5	3	8	
MOE	11	3	14	
MOF	15	3	18	
MOFA	1	-	1	
MOH	16	2	18	
MOHE	-	2	2	
MOI	5	-	5	
MOINF	1	-	1	
MOL	2	3	5	
MOP	33	12	45	10.3

TABLE 5 (Continued)

DISTRIBUTION OF RETURNED PARTICIPANTS
BY ORGANIZATION AND GENDER

	<u>M</u>	<u>F</u>	<u>T</u>	<u>%</u>
MOS	28	4	32	7.3
MOT	2	-	2	
MOTOUR	3	-	3	
MPW	3	1	4	
MUNIC	14	-	14	
NRA	29	2	31	7.1
PARHOUSE	1	-	1	
PF	2	-	2	
PRE (Private Sector)	142	39	181	
RJOC	1	-	1	
RSS	4	-	4	
SSC	3	1	4	
TCC	13	-	13	
UDD	3	1	4	
OUJ	9	15	24	5.5
UOJH	1	-	1	
UOM	2	-	2	
UOY	-	1	1	
WAJ	17	-	17	3.9
	522	98	620	

The least amount of disbursement is taking place in providing technical assistance for both the public and private sector while 56.1% and 60% respectively, have not yet been earmarked.

These results may mean that the full scope of the project is not yet clear to its recipients. We do recommend that an effort be made to make the eligible recipients aware of the different components of the project. In the event of extending the project a better mechanism may be sought to advertize the different components of the project to potential participants. Another step worthy of consideration is the project sponsored needs assessment in the private sector.

The project's main component calls for the provision of training for approximately 40 long-term academic participants in the U.S. and 758 short-term participants, primarily in the U.S., with modest levels of in-country and third country training (USAID/J, Sept. 8, 1986, Annex 1). The project provides also for some technical assistance and other costs.

A distribution of returned project participants (Table 3) shows that 83 academic participants and 538 short-term participants have benefitted from the project so far. 70.8% of these participants came from the public sector while 29.2% came from the private sector (Table 2).

Of the 621 participants so far 98 are female representing 15.8% of the total returnees, which slightly exceeds the goal of the project. It is worth mentioning, however, that the private sector had a larger percentage of females accounting for 21.5%, while public sector, female participation reached 13.4% (Table 2).

1. Public Sector

Discussions with the Ministry of Planning personnel revealed that the long-term academic training was very helpful in meeting the Kingdom's requests. This is why nearly double the proposed numbers of participants were sent for academic training (Table 6). The Ministry hopes that any extension of the project will encourage long-term academic training since the need is still felt. At this point in time all activities in this area are suspended because of time left on this project that does not allow for sending long-term participants. As for in-country training, it seems that the interest is increasing in the English language training component. English language courses offered in the Kingdom allows for a larger number of participants to raise their level of proficiency in the language. This need is felt by many of the governmental agencies we visited (Annex 4).

As for the mix of participation from the public sector, it seems that at this point it is advisable to keep the range open so that the Government of Jordan will be able to meet the demands of as large a segment of this sector as possible. The GOJ is embarking on the preparation of an adjustment program for the coming five years. Human resource requirements are currently being reviewed. The extension of the current project should take into account the results of the said program in identifying the new priority areas. Discussions with MOP suggest that water resources and management, environmental related areas are going to be high on their priority list of training requirements for the Kingdom.

TABLE 6

DISTRIBUTION OF RETURNED PARTICIPANTS BY SECTOR,
GENDER AND LENGTH OF TRAINING

	<u>M</u>	<u>F</u>	<u>T</u>
Public LT	72	11	83
ST	308	48	356
	-----	-----	-----
	380	59	439
Private ST	142	39	181
	-----	-----	-----
	522	98	620

So far 47 public sector agencies and ministries have shared in the benefit of the project. The Central Bank of Jordan leads the beneficiaries with 11.4%, followed by the Ministry of Planning with 10.3%, the Ministry of Supply with 7.3%, the Natural Resources Authority with 7.1%, the University of Jordan with 5.5%, and the Water Authority with 3.9% (Table 5).

The major problems mentioned by the different agencies regarding the participation of its candidates in the short-term training is the English language requirement. It seems that nominees at certain levels who had their higher education in American and English institutions are reluctant to sit for an English language proficiency examination. This has led to the loss of some good candidates. The Ministry of Planning officials have raised this issue with the Mission. The evaluation team members attended one of these discussion sessions between MOP and USAID representatives. Hopefully measures are being considered by the Mission to alleviate this problem.

2. Private Sector

The project agreement did not specify targets for private sector training. The private sector participated only in the short-term component of the project. 181 participants from a large range of institutions participated in the U.S. based technical and managerial training (Table 6 and 7).

The project agreement earmarked \$2.5 million for the private sector or 33.3% of the budget (USAID/J Sept. 8, 1986, p.3). Project documents reveal that a total of \$1.65 million was earmarked for U.S. based training. So far only 50.1% of this amount has been utilized, leading to a private sector participation of around 30% of the total number trainees (Table 8).

Though the private sector may not have played a very active role in the past, its share in the economy is growing, and is being encouraged by the government. An example can be seen within the project where some participants of the Housing Bank were in the beginning considered a part of the public sector, then the institution was moved to the private sector.

From the interviews conducted by the evaluating team, with training departments and managers of private sector institutions, it was obvious that their information about the project was limited. In most instances the initiative to join the project came from the employees rather than from the firms themselves.

In the absence of a sizable number of large private companies with well established training policies one can understand this lack of interest. However, this fact coupled with the sharing of financial commitments by the private companies of up to 50% of the cost of training has created a major hurdle especially at a time of a stagnant economy. It is worth-noting here that the mission's larger share of up to 75% of the cost of training females in the private sector brought their participation up to 21.5%. It may be worth considering raising the share of USAID subsidies to the training of the private sector in order to reach the targets hoped for in the Project Paper (USAID/W, 1986). It is also worthy of consideration that other options than those

TABLE 7
 SHARE OF PRIORITY AREAS IN SHORT-TERM
 TRAINING (PRIVATE SECTOR)
 (As of June, 1992)

<u>PRIORITY AREA</u>	<u>8</u>
Accounting	6.8
Banking	5.6
Business Management	3.7
Ceramic	1.2
Community Development	3.1
Computers	4.9
Development (Promotion)	1.9
Environment	0.6
Fashion	0.6
Finance	5.6
Health and Safety	4.3
Law	4.3
Management	30.9
Marketing	12.3
Pharmacy	1.2
Production Control	5.6
Quality Assurance	1.9
Quarrying	0.6
Resource Development	0.6
Women's Issues	1.2
Others	1.2

TABLE 8

Showing Budgetary Status Of the
Project (DAT IV 278-0276)
 (As of June, 1992)

	Obligated	Committed	Disbursed	%	Unearmarked
1. Private Sector (U.S.)	1,650,000	823,529	673,589	(50.1)	826,471
2. Public Sector (Third Country)	230,000	171,541	41,904	(22.4)	51,459
3. Public Sector Long-term (U.S.)	4,970,000	4,943,400	4,586,361	(5.4)	26,600
4. Private Sector Promotion	20,000	7,580	7,579	(62.1)	12,420
5. Public Sector (In country)	200,000	75,466	75,463	(44.4)	88,752
6. Private Sector (In Country)	200,000	104,208	102,869	(44.8)	89,589
7. Private Sector (Third country)	30,000	15,672	15,672	(47.8)	14,328
8. Technical Assist. (Private)	100,000	29,396	0	(60.0)	60,000
9. Technical Assist. (Public)	100,000	39,168	25,868	(56.1)	56,132
Total (Project)	7,500,000	6,209,960	5,529,305	(16.3)	1,225,751

followed so far by the Mission in reaching the private sector be studied, such as needs assessment referred to above.

The limited funds available, and the reluctance of employers in the private sector to share in the cost of training along with the devaluation of the Jordanian currency, may suggest the need for conducting in-country training in order to reach a larger number of participants in this sector. The Mission needs to re-evaluate its strategy in reaching out to the private sector, and to make better use of the funds available for promotion. By this time over 62% of promotion funds have not been used (Table 8).

3. Project Management

At the present time the project is administered by a project officer under the supervision of the Chief Project Support and Monitoring Staff. Given the vast variety of academic and technical training requirements, and the lengthy procedures involved in the preparation and administration of the training components, coupled with the large number of inquiries handled by the office, the evaluators feel that there is an immediate need to assign at least one other staff member to help in handling the load. If other recommendations regarding a better outreach approach to attract more private investment in training are adopted, then the necessity to add an extra staff member becomes paramount. This may necessitate tapping into special funds to hire the additional person.

Also, the meager staff handling the DAT IV training program is in need of a better MIS system. More training in the use of the Participant Training Management System (PTMS), and a thorough overhaul of the system or a replacement of it should be a high priority to augment the stupendous effort involved in administering the project, freeing the personnel time to better promote and run the program.

The current processing procedures following "Handbook 10" regulations consist of steps given in Annex 7.

In discussion with returnees from both the public and private sectors, the following observations were shared:

- o Mission is very helpful in general, and does a thorough job of pre-departure briefing and return debriefing;
- o Processing time is a problem in many instances due to the short lead time;
- o Amounts of allowances and budgets are not always consistent between Mission and AID/W;
- o Most candidates complained that they were not received at port of entry into the U.S. and that any reservations made in advance were very costly at times;

- o Allowance payment in the U.S. may better be paid in cashier's checks or travellers' checks to the participants, since many banks in the States require identification not available upon arrival;
- o Some short term participants felt that the programs were not well chosen to fit their needs or level of experience. Some complained that their programs, though good, were too academic. The need is for "hands on" type of training. This observation was not true across the board but limited to only a very few cases. That is, it is only an exception rather than a rule.

D. Impact

The U.S. Government and GOJ have now collaborated in participant training for over thirty years. DAT IV is the latest link in the chain of continued bilateral cooperation. An assessment of the impact of this program was overdue. We have conducted a sample survey (Annex 5) by way of a series of face-to-face interviews with 65 people consisting of returned participants, officials from USAID/Amman and Ministry of Planning, as well as employers in the public and the private sectors of Jordan's economy (Annex 4).

Based on these "self-report" data, we have attempted to make broad observations about the factors responsible for the extent of the variable impact DAT IV training has so far had on the two sectors.

1. Public Sector

Participants in academic training far exceeded the original suggested number of trainees. Eighty three participants from 24 governmental agencies completed long term graduate degree training in the U.S. Of those 89.2% got Master's degrees, while 10.8% finished their Ph.D. programs (Table 9). The number of female participants fell short of the suggested 15% to 13.3%. Their absence was noticeable in the Ph.D. program, though understandable, given the length of stay for completing the degree requirements.

The Ministry of Planning had the largest over all number of long-term participants accounting for 20.5% of the total, and 44.4% of all Ph.D. trainees. The Ministry of Health, the Jordan Valley Authority, and the Water Authority of Jordan, had 9.6% of the participants each. Though it seems that four governmental agencies had more than half the total participants in long-term training, the figures show that enough agencies have participated. For different reasons they could not send more trainees.

In reviewing the areas of study under the long-term training (Table 10), we found that 14 specialties were identified for analysis. Out of the 83 participants in the L.T., 36% studied engineering and engineering management. Urban and regional planning covered 15.7%, while public administration was chosen by 14.5% of the long-term participants.

Checking with beneficiaries we found that public administration was no longer a high priority. More participants are chosen in management and planning. It was suggested that all Ph.D. participants incorporate a solid management component into their course work since all of them are expected to occupy managerial positions upon their return.

2. Private Sector

Aside from the Banking industry that employ a large segment of the private sector, there are only a few companies with over a thousand employees. Most participants came from small size companies ranging from 10-100 employees. A few were entrepreneurs who had their own small business enterprises that employed 1-5 employees only.

Management training dominated short-term private sector training with 30.9% of participants attending courses, institutes or on the job training (Table 7). A distant second field was marketing with 12.3%. Banking studies that include accounting, banking, finance, business management followed with 21.7% of the total participants. Production control and quality assurance training claimed 7.5%. The rest of the trainees participated in a wide range of courses.

Interviews with small business employees and many of the medium size companies (20-100 employees) revealed that expense-sharing was a major negative factor. The concept of training is still a relatively new one, with only a few employers realizing its potential.

Even when employers appreciated training, the economic situation and the devaluation of the currency in the Kingdom made out-of-country training very expensive. Many participants had to pay the equivalent of 10 months' salary, out of pocket, to be able to participate in overseas training. The other noteworthy observation is that most participants from small and medium size businesses initiated their own training requirements. The employer did not share the expenses in most cases of this category.

In spite of the limited financial participation by employers in their employees' training, the impact of latter's experience in U.S. is more than obvious within the corporate culture as well as in society in general. The employers of participants in both sectors of the Kingdom's economy seem intensely impressed with the trainees' contributions in a number of areas of knowledge, attitudes, and skills. Self-image extroversion, problem-solving and analytical skills, time management, and other leadership traits were mentioned continually in our interviews as definite benefits from their training experience in USA. These favorable impressions as well as their skills need to be sustained and reinforced through continued interaction among returnees. For this it is necessary to undertake "follow-on" activities (Rose, 1992) such as support for the existing organizations of Jordanian graduates of American universities. The Jordanian American Alumni Society is already a powerful association of this sort, which has been reactivated after a lull of two years (1990-1991) due to the Gulf War.

TABLE 9
PUBLIC SECTOR LONG-TERM RETURNED PARTICIPANTS BY ORGANIZATION

<u>AGENCY</u>	<u>TOTAL</u>	<u>MALE M.S.</u>	<u>MALE Ph.D</u>	<u>FEMALE M.S.</u>	<u>FEMALE Ph.D</u>
AFM	1	1			
AQABA	3	2	1		
BUDGET	1	1			
CBAN	1		1		
CVDB	1				
DOS	1		1		
JEA	1	1			
JIPA	2	2			
JVA	8	7		1	
LSDEPT	1	1			
MEMR	3	3			
MOA	1		1		
MOE	1		1		
MOF	6	5		1	
MOFA	1	1			
MOH	8	5		3	
MOHE	1			1	
MOINT	3	3			
MOP	17	9	4	4	
MPW	4	3		1	

2/6

Table 9 (Continued)

<u>AGENCY</u>	<u>TOTAL</u>	<u>MALE M.S.</u>	<u>MALE Ph.D</u>	<u>FEMALE M.S.</u>	<u>FEMALE Ph.D</u>
MUNIC	7	7			
NRA	2	2			
RSS	1	1			
WAJ	8	8			
TOTAL	83	63	9	11	

37'

TABLE 10

PUBLIC SECTOR LONG-TERM TRAINING
BY SPECIALIZATION

<u>FIELD</u>	<u>%</u>
Agriculture	2
Business Management	9
Civil Engineering	20
Computer Science	3
Education	5
Electrical Engineering	1
Engineering Management	9
Geology	3
Health	6
Health Education	1
Political Science	1
Public Administration	12
Regional Planning	8
Urban Planning	5

E. Sustainability

Despite its need to export manpower to oil producing countries, Jordan has been able to retain its best and brightest within the country. Also, the low salary scales in the public sector have not caused any significant outflux of returned participants from their original sectors. On the contrary, thousands of Jordanian and Palestinian workers have had to return home from the Gulf area for political reasons. This has had paradoxical effect on Jordan's economy. While it has increased overall unemployment, it has given a boost to the private sector construction and related manufacturing, and a whole host of service industries including health and education. Since all of the DAT IV participants have either returned to their own jobs or have been promoted, any change in the rate of unemployment does not directly affect them. It rather tends to dissuade them from taking the risk of giving up what they already have. Therefore, the probability of any brain drain will be on hold until lucrative labor markets abroad reopen for Jordanians.

The probability of intersectoral shift is also little or very low. However, this situation may not prove lasting. Since the project has already fielded a vast number of skilled returnees in both public and private sectors, this contribution to Jordan's development is sustainable.

The Project Paper for DAT IV (August 1, 1986) lists three assumptions, which are more or less true. One, Jordan's existing institutions do desire training opportunities for their personnel, and help identify participants and relevant programs. Two, both public and private sector institutions do place returning participants in responsible positions which make efficient use of training received. Here it is essential to differentiate between positions of authority and responsibility. From our interviews, it was clear that the latter was happening more than the former.

Some returned participants seemed resigned to the fact that for various economic and demographic reasons their chances for promotion upon or soon after arrival back from U.S. training were limited. This feeling was expressed more by private sector participants, in whose cases even the retention of their jobs was considered an obliging act by their employers. The private sector can benefit from the expanded training opportunities if employers are made aware of their need for training. A needs assessment survey sponsored by the Mission may help achieve this objective. Moreover, it is necessary to reconsider the current policy on cost-sharing, which seems prohibitive particularly to those businesses that do not appreciate the long-term significance of training. Three, it is certainly true that the continued training opportunities have improved Jordan's development performance and thus increased its development gains.

TABLE 11

PUBLIC SECTOR LONG-TERM TRAINING
BY SPECIALIZATION

<u>FIELD</u>	<u>%</u>
Agriculture	2.4%
Business Management	10.8%
Civil Engineering	24.1%
Computer Science	3.6%
Education	6.0%
Electrical Engineering	1.2%
Engineering Management	10.8%
Geology	3.6%
Health	7.2%
Health Education	1.2%
Political Science	1.2%
Public Administration	14.5%
Regional Planning	9.6%
Urban Planning	6.0%

V. PRINCIPAL RECOMMENDATIONS

Based on the foregoing discussion of various issues, we would like to make some recommendations. Assuming no sequence in terms of their importance, we have classified them into five functional areas of administration, communication, coordination, regulation, and selection, identifying within each the office(s) responsible for taking the action.

A. Administration

1. In view of the significant contribution of returned participants of DAT IV, we recommend AID/W extend DAT IV with prorata increase in funding for it. We understand that \$2.5 million is being proposed as the additional sum.

2. The officials concerned at the Mission should seriously consider offering GOJ a mix between some short-term in-country training beneficial to larger numbers of participants from private as well as public sector organizations in such areas as English language, organizational communication, inter-personal communication and leadership and management development, computer science, especially management information systems and environmental engineering, water resource management. Emphasis on long-term training be continued but in new priority areas in consultation with MOP.

3. Given the heavy work load of the present Participant Training Officer (Mrs. Afaf M. Nassar) in charge of DAT IV, an additional secretarial/supervisory person be assigned to this activity at USAID/Amman, maybe out of special funds. Or some routine services be contracted out.

4. The Participant Training Management System (PTMS), the management information system (MIS) currently in use in the project office (AID/Amman) is in desperate need of an overhaul. Either this be repaired or replaced and proper training be provided to enable the Training Office to store and retrieve data on participants' in desired formats. Office of International Training is willing to consider additional training of the concerned staff at the Mission.

B. Communication

1. The training Office at AID/Amman should continually update their information on per diem amount to be paid to participants in USA. All necessary information be communicated to them before they leave for the States. This recommendation is based on the observations from only a few returned participants.

2. The training Office should also communicate to prospective participants and their employers that they themselves can ask for custom-designed courses based on their specific business needs to be offered in-country and/or in the States. This can also avert any possible mismatch between participants expectations and actual course offerings.

3. AID/W should ensure that the existing orientation program in cross-cultural communication is improved to base it more on mutual respect for the parties involved than the case is at present.

C. Coordination

1. AID/W, AID/Amman, and any contracted agencies concerned should coordinate to arrange for someone to meet the participant upon his/her first arrival at the port of entry in the States. We feel AID/Amman does request it. AID/Washington has agreed to look into the problem by pursuing it with PIET and others relevant bodies.

2. Similar coordination is necessary among agencies engaged in facilitating the participants' interaction with co-professionals at professional development seminars and/or workshops in the States.

D. Regulation(s)

1. Regulations restricting long-term participants' families accompanying or joining them in the States later be made more flexible to relieve the psychosocial stresses affecting the participants' academic performance.

2. In view of its importance as a medium of instruction and its cultural significance, taking a formal test of English as a second language should be emphasized. However, in cases of holders of graduate degrees from English medium institutions and of those of senior level short-termers, AID/Amman be authorized to use unobtrusive techniques to test their English communication skills.

Both of these issues have been discussed with OIT, which has promised to pursue them further.

E. Selection

1. For the rest of the project life, the Training Office (USAID/Amman) and MOP should shift their emphasis in selecting participants from long-term academic training in Public Administration oriented programs to short-term and long-term courses in the newer fields suited to growth and strength of the private sector. A joint AID/MOP committee should have an expanded role of deciding on selection of candidates for public sector as well.

2. To further enhance the effectiveness and impact of the participant training, the training office (USAID/Amman) should continue more rigorously to select candidates for in U.S. training on the basis of, among other criteria, their leadership potential. Such participants are more likely to be helpful and active on project related "follow-on" activities consistent with USAID's new directions in participants training (Eagleburger, 1991).

3. The process of selecting programs should ensure inclusion of a strong management component in each training experience even in technical disciplines.

4. A thorough assessment of training needs in all sectors of the nation's economy, especially in the private sector, should be given serious consideration. This might be a major step toward systematization and rationalization of training activities including cost-effective utilization of meager resources.

ANNEX 1

Memorandum Transmittal Sheet

MEMORANDUM:

To : William T. Oliver, Director USAID/Amman

From : Dilnawaz A. Siddiqui and Samir Jarrar, (Consultants), DEVRES Inc.

Subject: Evaluation Of Development Administration Training (DAT IV 278-0267)

Thru : Michael C. Foster, Chief Project Support and Monitoring Staff

Date : June 8, 1992

It is our pleasure to have visited USAID/Amman to look into its operations concerning the Development Administration Training IV, due to be completed in August, 1993. This \$7.5 million project, as we understand, was designed to provide Jordan's public sector middle level personnel with professional development through long-term (M.S., and Ph.D) and short-term training, and to strengthen its private sector through short-term training.

At the very outset, we must commend your Project Support and Monitoring Office for assisting us in accomplishing our task on time. Also, we would like to express our great appreciation of MOP for their help and cooperation. During our stay here, we have been able to review the pertinent procedural documents and other records to interview returned participants in short-term and long term training, to visit with their employers in both public and private sectors of Jordan's economy. Not only have we discussed issues relevant to their DAT IV experiences, but also we have seen evidence of their improved job performance and their impact on Jordanian society.

These overall positive outcomes reflect the training officer's effective process of screening in applicants with leadership potential, and of identifying for them suitable programs containing the requisite management skills components.

However, there are a few issues that call for timely action by AID/Amman in cooperation with others concerned. We have treated these and other concerns in the full report attached with this memorandum. They are: 1) the computerized management information system which needs the overhauling of its data storage and retrieval devices, and training of support office staff in the use of MIS/PTMS 2) a measure of flexibility needed in the short-term training requirement for English as a second language; 3) logistical support to participants including receiving them at the port of their entry into the States; 4) reasonable relief from restrictions on the families of long-term academic participants who need to accompany or join them in the States; and 5) additional efforts to reach out to the private sector.

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ANNEX 2

**Evaluation Abstract and
A.I.D. Evaluation Summary**

4/6'

EVALUATION ABSTRACT

The project aims at improving Government of Jordan's (GOJ) services and investments through upgrading human resource skills in different areas. It is being implemented by the USAID/Amman's Project Support and Monitoring Office (PSMO) in collaboration with the GOJ's Ministry of Planning. This evaluation was conducted by a DEVRES team by reviewing project and other documents, face-to-face interviews with project personnel of the Parties, and with a sample of returned participants and some employers in both sectors. The main objective was to assess the progress made under DAT IV (8/1986 - 5/1992), and analyze the reasons for the level of success, and to draw lessons to be utilized in developing the next phase of participant training activity. The major findings and conclusions are as follows:

- o The project has already made significant progress toward its stated objective. A total of 621 (83: LT and 538: ST) participants have been trained in much needed technical, managerial, and administrative areas. Of these 98 are female (16%) and 523 are male (84%). The return rate has been 100%.
- o There is solid evidence of both functional and cultural impact of DAT IV training on Jordan's economy and society.
- o No significant intersectoral and international migration of trained personnel has occurred. The private sector has also been a beneficiary of this project's activity assuring sustainability of its positive effects on Jordan's development.

The evaluators noted the following:

- o In view of the relative lull in project activity during the Gulf War years (1990-1991) and of its good progress toward its objectives prior to and since that time, participant training effort needs to be continued and expanded both in scope and in budget.
- o The Management Information System (MIS) i.e. Participant Training Management System (PTMS) of the project office calls for immediate attention.
- o The existing limited "follow-up" activity needs to be upgraded into "follow on" activities, such as networking and assisting in institution building. Additional project personnel would be necessary for it.
- o Better coordination among concerned institutions is needed to provide timely logistic support especially upon first time arrival of the participant at the port of entry into the United States.

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A.I.D. EVALUATION SUMMARY - PART I

1. BEFORE FILLING OUT THIS FORM, READ THE ATTACHED INSTRUCTIONS.
 2. USE LETTER QUALITY TYPE, NOT "DOT MATRIX" TYPE.

IDENTIFICATION DATA

A. Reporting A.I.D. Unit:
 Mission or AID/W Office (ES# U.S. A.I.D. / Amman)

B. Was Evaluation Scheduled in Current FY Annual Evaluation Plan?
 Yes Slipped Ad Hoc
 Evaluation Plan Submission Date: FY ___ Q ___

C. Evaluation Timing
 Interim Final
 Ex Post Other

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 No. DAT IV (278-0267)	Project / Program Title DEVELOPMENT ADMINISTRATION TRAINING IV	First PROAG or Equivalent (FY)	Most Recent PACD (Mo/Yr)	Planned LOP Cost (000)	Amount Obligated to Date (000)
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ACTIONS

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

APPROVALS

Date of Mission or AID/W Office Review of Evaluation: _____ (Month) _____ (Day) _____ (Year)

Approvals of Evaluation Summary And Action Decisions:

Name (Typed)	Project/Program Officer	Representative of Borrower/Grantee	Evaluation Officer	Mission or AID/W Office Director
Signature				
Date				

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H. Evaluation Abstract (Do not exceed the space provided)

The project aims at improving Government of Jordan's (GOJ) services and investments through upgrading human resource skills in different areas. It is being implemented by the USAID/Amman's Project Support and Monitoring Office (PSMO) in collaboration with the GOJ's Ministry of Planning. This evaluation was conducted by a DEVRES team by reviewing project and other documents, face-to-face interviews with project personnel of the Parties, and with a sample of returned participants and some employers in both sectors. The main objective was to assess the progress made under DAT IV (8/1986 - 5/1992), and analyze the reasons for the level of success, and to draw lessons to be utilized in developing the next phase of participant training activity. The major findings and conclusions are as follows:

- The project has already made significant progress toward its stated objective. A total of 621 (83: LT and 538: ST) participants have been trained in much needed technical, managerial, and administrative areas. Of these 98 are female (16%) and 523 are male (84%). The return rate has been 100%.
- There is solid evidence of both functional and cultural impact of DAT IV training on Jordan's economy and society.
- No significant intersectoral and international migration of trained personnel has occurred. The private sector has also been a beneficiary of this project's activity assuring sustainability of its positive effects on Jordan's development.

The evaluators noted the following:

- In view of the relative lull in project activity during the Gulf War years (1990-1991) and of its good progress toward its objectives prior to and since that time, participant training effort needs to be continued and expanded both in scope and in budget.
- The Management Information System (MIS) i.e. Participant Training Management System (PTMS) of the project office calls for immediate attention.
- The existing limited "follow-up" activity needs to be upgraded into "follow on" activities, such as networking and assisting in institution building. Additional project personnel would be necessary for it.
- Better coordination among concerned institutions is needed to provide timely logistic support especially upon first time arrival of the participant at the port of entry into the United States.

COSTS

I. Evaluation Costs

1. Evaluation Team		Contract Number OR TDY Person Days	Contract Cost OR TDY Cost (U.S. \$)	Source of Funds
Name	Affiliation			
Dr. Dilnawaz Siddiqui	DEVRES, Inc.			
Dr. Samir Jarrar	DEVRES, Inc.			
2. Mission/Office Professional Staff Person-Days (Estimate) _____		3. Borrower/Grantee Professional Staff Person-Days (Estimate) _____		

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A.I.D. EVALUATION SUMMARY - PART II

SUMMARY

J. Summary of Evaluation Findings, Conclusions and Recommendations (Try not to exceed the three (3) pages provided)

Address the following items:

- | | |
|--|--|
| <ul style="list-style-type: none"> • Purpose of evaluation and methodology used • Purpose of activity(ies) evaluated • Findings and conclusions (relate to questions) | <ul style="list-style-type: none"> • Principal recommendations • Lessons learned |
|--|--|

Mission or Office:

Date This Summary Prepared:

Title And Date Of Full Evaluation Report:

EVALUATION OF DEVELOPMENT ADMINISTRATION TRAINING DAT IV (278-0267) JUNE 8, 1992

Executive Summary

A. Background

Jordan's primary source of socio-economic development has been its human resource, also called its major export. In view of the vital importance of trained personnel for the nation's economy, polity, and society, USAID has assisted Jordan by providing participant training in crucial areas as identified in its various planning documents.

The Development Administration Training (DAT) IV Project, signed on August 1, 1986, is part of the same effort. The specific purpose of this project is to improve the efficiency and effectiveness of public and private sector services and investments through skill upgrading in technical, managerial and administrative areas. The added emphasis of DAT IV over the previous efforts is upon increased participation of women in training and the growth-oriented private sector.

B. The Evaluation Objective and Methodology

We (Dilnawaz A. Siddiqui and Samir Jarrar of DEVRES, Inc.) have attempted to assess the extent of progress of DAT IV target (800 people), to analyze the factors behind success or failure in achieving project objectives, and to draw lessons and conclusions to be used in developing the next phase of Mission's participant training activity.

This evaluation is based on our review of project related documents, interviews with project personnel of the parties (USAID and MOP), and with a sample of long-term and short-term returned participants from the public and the private sectors, and on the feedback on them from employers.

C. Findings and Conclusions

The politics of the region has aggravated the problem of inadequacy of trained human resources to implement the national development program for the two sectors. The public sector has been strained by the sudden need to cater for the 300,000 returned unemployed expatriates from the Gulf area. However, the new situation has given a fillip to the growth of the private sector due to the demand for consumer goods and services from this additional clientele. The rest of this section summarizes our finding on the project performance itself.

1. Relevance: The inadequacy of highly trained human resources continues to be a major problem for both the private and the public sector, in areas like financial analysis, MIS, management and organizational development, communication, and computer information systems.

2. Effectiveness: The project has made satisfactory progress toward its target of training 800 individuals. A total of 621 male (84%) and female (16%) participants have been trained. All but one have returned either to their previous positions or have been given more responsibilities. Of these, 83 (13.4%) are long-term from the public sector and 538 (86.6%) are short-term from both sectors. Forty per cent of all female trained are from the private sector.

3. Efficiency: Discussions with the MOP personnel revealed that the long-term academic training was very helpful. The extension of this project should address the new priority areas to be identified by the GOJ's as part of the upcoming adjustment program, expected to stress training in water resources management, environmental protection, financial analysis management development, and others identified above. The project management at USAID has done a good job given the limited human resource assigned to it. The MIS, "follow on" activities, and efforts to reach out to the private sector need immediate attention.
4. Impact: Interviews with 65 people including a sample of private and public sector returned participants and their employers yielded the fact that the long-term training in the States has impacted the economy and society in terms of policy, decision-making process, and above all the added emphasis on the private sector growth.
5. Sustainability: The participant return rate of 100% and their occupying positions of authority and responsibility reflect the fact that there is no apparent brain drain. They have been significantly contributing to the Kingdom's development and are sure to continue to do so.

D. Principal Recommendations

Based on the foregoing discussion of various issues, we would like to make some recommendations. Assuming no sequence in terms of their importance, we have classified them into five functional areas of administration, communication, coordination, regulation, and selection, identifying within each the office(s) responsible for taking the action.

1. Administration

- a) In view of the significant contribution of returned participants of DAT IV, we recommend AID/W extend DAT IV with prorata increase in funding for it. We understand that \$2.5 million is being proposed as the additional sum.
- b) The Officials concerned in AID/W, in consultation with Office of International Training (OIT), seriously consider offering GOJ a mix between some short-term in-county training beneficial to larger numbers of participants from private as well as public sector organizations in such areas as English language, organizational communication, inter-personal communication and leadership and management development, computer science, especially management information systems and environmental engineering, water resource management. Emphasis on long-term training be continued but in new priority areas in consultation with MOP.
- c) Given the heavy work load of the present Participant Training Officer (Mrs. Afaf M. Nassar) in charge of DAT IV, an additional secretarial/supervisory person be assigned to this activity at USAID/Amman, maybe out of special funds. Or some routine services be contracted out.
- d) The Participant Training Management System (PTMS), the management information system (MIS) currently in use in the project office (AID/Amman) is in desperate need of an overhaul. Either this be repaired or replaced and proper training be provided to enable the Training Office to store and retrieve data on participants' in desired formats.

2. Communicati...

- a) The training Office at AID/Amman should continually update their information on per diem amount to be paid to participants in USA. All necessary information be communicated to them before they leave for the States.
- b) The training Office should also communicate to prospective participants and their employers that they themselves can ask for custom-designed courses based on their specific business needs to be offered in-country and/or in the States. This can also avert any possible mismatch between participants expectations and actual course offerings.
- c) AID/W should ensure that the existing orientation program in cross-cultural communication is improved to base it more on mutual respect for the parties involved than the case is at present.

3. Coordination

- a) AID/W, AID/Amman, and any contracted agencies concerned should coordinate to arrange for someone to meet the participant upon his/her first arrival at the port of entry in the States.
- b) Similar coordination is necessary among agencies engaged in facilitating the participants' interaction with co-professionals at professional development seminars and/or workshops in the States.

4. Regulation(s)

- a) Regulations restricting long-term participants' families accompanying or joining them in the States later be made more flexible to relieve the psychosocial stresses affecting the participants' academic performance.
- b) In view of its importance as a medium of instruction and its cultural significance, taking a formal test of English as a second language should be emphasized. However, in cases of holders of graduate degrees from English medium institutions and of those of senior level short-termers, AID/Amman be authorized to use unobtrusive techniques to test their English communication skills.

5. Selection

- a) For the rest of the project life, the Training Office (USAID/Amman) and MOP, should shift their emphasis in selecting participants from long-term academic training in Public Administration oriented programs to short-term and long-term courses in the newer fields suited to growth and strength of the private sector.
- b) To further enhance the effectiveness and impact of the participant training, the training office (USAID/Amman) should continue more rigorously to select candidates for in U.S. training on the basis of, among other criteria, their leadership potential. Such participants are more likely to be helpful and active on project related "follow-on" activities consistent with USAID's new directions in participants training (July, 1991).
- c) The process of selecting programs should ensure inclusion of a strong management component in each training experience even in technical disciplines.

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ATTACHMENTS

K. Attachments (List attachments submitted with this Evaluation Summary; always attach copy of full evaluation report, even if one was submitted earlier; attach studies, surveys, etc., from "on-going" evaluation. If relevant to the evaluation report.)

COMMENTS

L. Comments By Mission, AID/W Office and Borrower/Grantee On Full Report

ANNEX 3

Scope of Work

STATEMENT OF WORK

The contractor shall access and report fully on the following, stating empirical findings to support answers to these questions:

A. Relevance

The project was designed to address the problem of inadequate human resources skills in public and private sector technical, managerial and administrative areas. This problem was seen as an impediment to the GOJ's ability to implement its development program and to the private sector's ability to increase production and productivity. Is this still a major problem and is it germane to USAID's current development strategy?

B. Effectiveness

Is the project achieving satisfactory progress towards its stated objective of upgrading skills and improving the managerial, administrative and technical capabilities of public and private sector personnel to carry out Jordan's development?

- o Are returned participants occupying positions of authority/responsibility? Are they returned to service in positions for which they were trained or positions at a higher level? Are they remaining in these positions?
- o Is the project succeeding in achieving its expected global output targets for participants? Its targets for short term vs. long term training?

C. Efficiency

Is the project cost effective? Is the training being offered the most cost effective to meet the demand?

1. Public Sector

Are long-term academic programs still producing the results intended for them? Would a different mix between short-term technical and long-term academic training be a more efficient use of limited resources? Would a mix favoring increased in-country training be more efficient? Would the project benefit from selecting participants from a narrower range of public sector institutions?

Do existing public sector nomination procedures produce the best candidates for training? How are public sector human resource needs being judged? Do the candidates selected meet those needs? What improvements in the process, as it relates to the mission's training activities, can be suggested?

2. Private Sector

Is the demand-driven strategy for recruiting participants (based on advertising and promotion) the optimal one, or are there other strategies that could more efficiently increase participation? Would needs assessment work be an efficient tool in strengthening the project's private sector component? Would a shift in emphasis away from U.S.-based training be a better use of resources to achieve the desired results?

3. Project Management

Is the Mission's project management structure efficient and effective in terms of: information dissemination and marketing, program development, participant processing, participant tracking and follow-up, record keeping? What changes could be made in the structure to improve overall project management, efficiency and output? Would additional PSC or contractual resources be of value? Are services being provided by AID/W efficient and effective in supporting the project's activities, both private and public sector? What improvements can be suggested?

D. Impact

{The Mission has been engaged in participant training over a very long period. It is not our intent at this time to conduct a major impact survey and study. Rather, our intent is through a small sample of interviews with returned participants under the current project, and their employers, to gain some insight into the positive and negative effects of the DAT IV project.}

What have been the benefits of DAT IV training on the participants and to their employers in both the public and private sectors? What have been the drawbacks? What is the impact of short-term technical programs?

1. Public Sector

What institutions have benefitted in the public sector and why? What institutions have not benefitted and why not? Were degree levels (MA and PhD) and programs the most appropriate to the needs of the benefitting institutions?

2. Private Sector

What types and sizes of companies have tended to benefit from the project and why? Which groups or types of industries have not benefitted and why not? Does the cost-sharing formula have positive or negative impact? What percentage of private sector participants actually pay their own way in terms of cost-sharing rather than sharing through company resources? Are any adjustments in the formula warranted?

E. Sustainability

Does the project inadvertently produce a "Brain Drain Effect" in either the public or private sectors? For example, are public sector participants using their training as a spring-board to more lucrative jobs in the private sector? Are private sector participants emigrating abroad to seek better opportunities than Jordan can offer them? Are the effects of the project (skills upgrading) likely to be sustainable contributors to Jordan's development?

ANNEX 4 .

List of Interviewees

LIST OF INTERVIEWEES

Ababneh, Wael	JEA
Abdel Hadi, Ghazi	JEA
Abdel Hamid, Basel	Lands and Survey Department
Abu-Nadi, Emad	The Sokhtian Company
Aghabi, Hala	Marketing (Private)
Al-Dahabi, Khaled	Housing Bank
Al-Heshan, Taha	Central Bank
Al-Jabri, Jamal	Housing Bank
Al-Louzi, Ali	MOP
Al-Masri, Ramzi	Whinney Murrey
Al-Soubi, Abdullah	Department of Statistics
Ammary, Alice	Central Bank
Arafah, Mohammed Said	JEA
Areesh, Ibraheem	Central Bank
Assaf, Taher	The Sokhtian Company
Awdeh, Saleh	Central Bank
Batshon, Yousef	MOP
Barqawi, Waddah	Dajani, Alaeddin & CO.
Basiso, Munzer	JEA
Bitar, Salwa	USAID/Jordan
Dabit, Michael	Lawyer
Deeb, Khaled	Adnan Khlief Aud. Office
El-Tal, Ghaith	MOP
El-Tal, Janine	AMIDEAST/Amman
Fakhoury, Lamia	Computer Animation (Private)
Foster, Michael	USAID/Jordan
Hadid, Marzouk	JEA
Hansen, Bob	USAID/Jordan
Homaidan, Mohammad	MOE
Issa, Mahmoud	MOP
Issou, Joumana	USIS/Amman
Jaradat, Izzat	MOE
Jarrar, Raida	MOP
Kamal, Abdulatif	National Center for Agriculture Research & Technology Transfer
Khalifeh, Talal	Arab Fund Investment Bank
Kharazz, Raed	Media Inks
Khasawneh, Anwar	MOE
Khdeishat, Azmi	JEA
Khoury, Faten	Housing Bank
Khowheah, Mahmoud	Housing Bank
Mahasneh, Mahasen	MOHE
Makboul, Jamal	JEA
Malhas, Hilweh	Environment (Private)

Mansour, Janet	Housing Bank
Marcum, Karen	USIS/Amman
Nassar, Afaf	USAID/Jordan
Nasr, Khalil	Banking (Private)
Nasr, Nasr	USAID/Jordan
Nazeeh, Kamel	Central Bank
Oliver, William	USAID/Jordan
Owen, Jonathan	USIS/Amman
Pratt, Dean	USAID/Jordan
Qushair, Fuad	USAID/Jordan
Rose, Kathleen	USAID/Washington
Salameh, Otanab	Central Bank
Saleh, Moustapha	MOP
Schouten, Bastiaan	USAID/Jordan
Shakhatreh, Hussein	MOP
Shihadeh, Ali	MOP
Sweiss, Nabil	MOP
Tammimi, Inas	JEA
Tadrous, Jamal	Abdul Hameed Shouman Foundation
Telfah, Muna	Banking (Private)
Zubi, Sultan	Manager, Housing Bank
Zureikat, Hana'	Computer AIDED (Private)

LIST OF INTERVIEWEES

Housing Bank:

Mr. Sultan Zubi - Manager
Mr. Khaled Al Dahabi
Mr. Mahmoud Khowagah
Mr. Jamal Al Jabri
Ms. Faten Khoury
Ms. Janet Mansour

Central Bank:

Ms. Alice Ammary - Head Training Section
Mr. Saleh Awdeh
Mr. Otab Salameh
Mr. Ibraheem Areesh
Mr. Taha Al Heshan
Mr. Kamel Nazeeh

The Sokhtian Co.:

Dr. Taher Assaf - General Manager
Mr. Emad Abu-Nadi - Sales, Marketing Manager
Tel.: 688888 - 663216
P.O. Box: 1027

Mr. Michael Dabit - Lawyer
Tel.: 682622

Ministry of Education:

Dr. Izzat Jaradat - Deputy, General Secretary
Dr. Mohammad Homaidan
Mr. Anwar Khasawneh
Tel.: 669181

Ministry of Higher Education

Ms. Mahasen Mahasneh

Jordan Electricity Authority:

Mr. Marzouk Hadid - Personnel Manager
Mr. Ghazi Abdel Hadi - Training Officer
Mr. Jamal R. Makhoul - Director Personnel
Mr. Munzer Basiso
Mr. Wael Ababneh

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Jordan Electricity Authority

Mr. Mohammad Said Arafah - Director General
Mr. Azmi Al Said Khdeishat
Ms. Inas Tammimi - Training Director

USAID/Jordan:

Mr. William T. Oliver - Mission Director
Mr. Bastiaan Schouten - Deputy Director
Mr. Dean Pratt - Acting Deputy Director
Mr. Bob Hansen - Evaluation Officer
Mr. Faud Qushair - Project Officer, Water & Agr. Dev. Project
Dr. Salwa Bitar - Project Officer, Nursing Project
Mr. Nasr - Project Officer
Mr. Michael Foster - Chief Project Support & Monitoring Staff
Mrs. Afaf M. Nassar - Project Officer, Participant Training

USAID/Washington:

Dr. Kathleen Rose - A.A.A.S. Diplomacy Fellow
OIT, USAID Washington
Tel.: 703-875-4088

USIS/Amman:

Dr. Jonathan P. Owen - Counselor Press and Cultural Affairs
Ms. Karen Marcum
Ms. Joumana Issou
U.S. Embassy, Tel.: 644371 ext. 330

Ministry of Planning:

Dr. Mahmoud Issa - ILO expert
Ms. Raida Jarrar - Industrial Eng. Specialist, Grad: 1992
Tel.: 684407
Mr. Yousef Batshon - Director of Int'l Cooperation Dept.
Mr. Nabil Sweiss - Deputy Assistant Sec. General
Mr. Moustapha Saleh
Mr. Ali Al Louzi - Training Section
Dr. Hussein Shakhathreh - Director, Man Power Develop.
Mr. Ghaith El-Tal
Mr. Ali Shihadeh
Tel.: 644466

National Center for Agriculture Research & Technology Transfer:

Dr. Abdulatif Kamal - Chief Tech. Assistance & Services Office
Tel.: 725411-1
Fax : 679677

Arab Fund Investment Bank:

Mr. Talal D. Khalifeh - Credit Officer

Tel.: 641422 - 664126

AMIDEAST/Amman:

Ms. Janine El-Tal - Director

Tel.: 624495 - 623241

Media Inks:

Mr. Raed Al Kharazz

Tel.: 722972

Department of Statistics:

Mr. Abdullah Al Soubi - Population Studies Specialist

Tel.: 842171

Lands and survey Department

Mr. Basel Abdel Hamid

Dajani, Alaeddin & CO.

Mr. Waddah Barqawi

Private Sector

Mr. Khalil Nasr, Banking

Mrs. Hilweh Malhas, Environment

Ms. Hala Aghabi, Marketing

Ms. Lamia Fakhoury, Computer Animation

Ms. Hana' Zureikat, Computer AIDED

Ms. Muna Telfah, Banking/Credit

Whinney Murrey

Mr. Ramzi Al-Masri, CPA

Adnan Khelif Aud. Office

Mr. Khaled Deeb, CPA

Abdul Hameed Shouman Foundation

Mr. Jamal Tadrous

ANNEX 5
Interview Protocol

INTERVIEW PROTOCOL: RETURNEES UNDER DAT IV

Personal

Name: _____

Degree/Program: _____

Time: _____

19__ to 19__

Extension _____ (if any)

Position

Previous: _____

Current (promotion) _____

Any problems: _____

Process

Source of information about program: _____

Process of selection (who and how): _____

Course/program selection: _____

Communication: -with AID/J _____

-with AID/W _____

-with the University _____
(Admission and Orientation)

English Language test: _____

Selection of Advisor (who, when, and how): _____

Program: (easy/difficult/relevant) _____

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Professional Societies: _____

- Meetings attended: _____

- Network: _____

- Benefits: _____

- Contacts (now): _____

- Peers (who, where): _____

Problems

Economic: _____

Educational: _____

Political: _____

Social: _____

Emotional (home visits?): _____

Other: _____

Personality changes: _____

Self-image: _____

Approach to problems: _____

Preferences (self and family): _____

Potential

Need to introduce new ideas/policies: _____

Opportunity to improve things: _____

Problems in implementation: _____

ANNEX 6

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ANNEX 7

Handbook 10 Requirements

HANDBOOK 10 REQUIREMENTS

A. For public sector short-term technical training, requirements are:

1. Nomination letter from MOP;
 - o Approved by joint committee (MOP/USAID);
 - o Biography Data;
 - o Financing Plan;
 - o Six photos;
 - o Acceptable ALIGU Score;
 - o Description of training program if not provided by Mission;
 - o Condition of Training agreement.

B. For Public Sector/Technical Programs:

1. Nomination letter;
 2. PIO/P prepared and Airpouched to OIT/W;
 3. OIT Assigns case to PIET CID;
 4. PIET/CID sent a TIP with CF cable;
 5. Participant confirms reservation;
 6. Request advance maintenance allowance from CONT. Office;
 7. Medical examination form to be prepared by candidate;
 8. Once medical exam results are received at Mission, an ETA cable is sent;
 9. Visa application and conditions are given to participant;
 10. Consulate section is notified - issues visa;
- 

11. Predeparture orientation:

- o Perdiem, maintenance allowance explained;
- o IAP-66A and passport;
- o Call forward letter given to participant;
- o Participant is asked to report upon return.

12. Programming agent in AID/W or PIET report on training to Mission and sends cost of training;

13. Participant shows a membership in a professional society.

C. For Public Sector Academic Training:

1. Nomination letter by joint training committee;

2. PIO/P issued and signed by USAID;

3. Nomination letter from MOP;

- o Approved by joint committee (MOP/USAID);
- o Biography Data;
- o Financing Plan;
- o Six photos;
- o Acceptable ALIGU Score;
- o Description of training program if not provided by Mission;
- o Condition of Training agreement.

D. For Public Sector/Technical Programs:

1. Nomination letter;

2. PIO/P prepared and Airpouched to OIT/W;

3. OIT Assigns case to PIET CID;

4. PIET/CID sent a TIP with CF cable;

5. Participant confirms reservation;

1. Mission announces in newspaper;
2. Mission provides private sector applications and brochures to candidates;
3. Once application is received, USAID/MOP training committee screens and approves;
4. Once approved candidates are interviewed at Mission; and
5. Nomination cable including training objectives and information on candidates company is sent to OIT (AID/W) to arrange suitable programs;
6. A budget from OIT or its agent is sent to Mission;
7. A private sector PIO/P is issued;
8. An agreement between Mission applicant and company is signed;
9. Preparation for travel follow earlier mentioned procedures, except for advance maintenance allowance which should be arranged for by participant or his company;
10. ETA cable should indicate the cost sharing formula. How much the participant is to contribute and how much AID/W and Mission are to contribute.
11. AID/W receives PIO/P and supporting documents;
12. AID/W sends a cable with university admittance;
13. AID/Amman checks accreditation of university procedures then followed as described in earlier section (Medical examination, request for advance maintenance, Visa, ETA cable, etc.);
14. Participant is made aware of AID rules regarding family joining during training;
15. Follow up of participant takes place by contractor who should send reports to AID/Amman along with AETRS.

6. Request advance maintenance allowance from CONT. Office;
7. Medical examination form to be prepared by candidate;
8. Once medical exam results are received at Mission, an ETA cable is sent;
9. Visa application and conditions are given to participant;
10. Consulate section is notified - issues visa;
11. Predeparture orientation:
 - o Perdiem , maintenance allowance explained;
 - o IAP-66A and passport;
 - o Call forward letter given to participant;
 - o Participant is asked to report upon return.
12. Programming agent in AID/W or PIET report on training to Mission and sends cost of training;
13. Participant shows a membership in a professional society.

E. For Public Sector Academic Training:

1. Nomination letter by joint training committee;
2. PIO/P issued and signed by USAID;
3. AID/W receives PIO/P and supporting documents;
4. AID/W sends a cable with university admittance;
5. AID/Amman checks accreditation of university procedures then followed as described in earlier section (Medical examination, request for advance maintenance, Visa, ETA cable, etc.);
6. Participant is made aware of AID rules regarding family joining during training;
7. Follow up of participant takes place by contractor who should send reports to AID/Amman along with AETRS.

F. For Private Sector Training:

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G. For Private Sector Training:

1. Mission announces in newspaper;
2. Mission provides private sector applications and brochures to candidates;
3. Once application is received, USAID/MOP training committee screens and approves;
4. Once approved candidates are interviewed at Mission; and
5. Nomination cable including training objectives and information on candidates company is sent to OIT (AID/W) to arrange suitable programs;
6. A budget from OIT or its agent is sent to Mission;
7. A private sector PIO/P is issued;
8. An agreement between Mission applicant and company is signed;
9. Preparation for travel follow earlier mentioned procedures, except for advance maintenance allowance which should be arranged for by participant or his company;
10. ETA cable should indicate the cost sharing formula. How much the participant is to contribute and how much AID/W and Mission are to contribute.

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