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REPORT ON
MIDDLE EAST AND NORTH AFRICA

Prepared for
Office of Participant Training
International Cooperation Administration

BUREAU OF SOCIAL SCIENCE RESEARCH, INC.
2017 Connecticut Avenue, N.W.
Washington 8, D. C.

September 1960

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2017 Connecticut Avenue, N.W.
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September 12, 1960

TO: Office of Participant Training, ICA
FROM: Robert T. Bower, Director, BSSR
SUBJECT: Report on Middle East-African Trip

The following is a summary report on my visits to the Missions between July 8 and August 27, for the purpose of discussing plans and problems in the conduct of the Study of Returned Participants. The countries visited were, in order: Turkey, Iran, Jordan, Ethiopia, Sudan, Greece (twice), UAR (Egypt), Libya, Tunisia, and Morocco. In all of the Missions the excellent cooperation given and the courtesies shown made the work go more efficiently and the visit more pleasant than could have been expected in such a whirlwind trip.

Following this summary are the individual technical reports for each Mission. These reports were prepared during my stop at the USOM and a copy was left at the Mission.

Aims of the Study

All the people with whom I talked in all the Missions were entirely in accord with the three basic aims of the study--to collect factual data on the participant population in a systematic fashion; to provide information for the improvement of training; and to provide some measure of the effectiveness of participant training. In addition, it was felt, almost everywhere, that the study would serve several mission and host-government ends; for example, that it would focus attention on participant training and underline the seriousness of U.S. intentions to provide the best possible training; that it would be in itself a means of follow-up on participants, many of whom had had scant contact or no contact with USOM since their return, and provide a basis for planning further follow-up; or that it might help in improving selection procedures in places where the USOM feels improvement is needed.

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It was not usually possible in the short time spent in each country to get into detailed discussions of how particular parts of the study would help meet these various aims, but insofar as such discussions were held, it was felt that the study as designed would serve the purposes.

Host Government Relations

The host government-USOM relationship with respect to this study is of course a reflection of the more general interrelationship that exists in each country in the handling of technical developments. Just how the study is being coordinated varies with the nature of the administrative arrangement for host government contact (e.g., through a ministry, or through several ministries, through an interministerial committee, or through a special foreign aid office) and varies with respect to the extent and nature of interpersonal contacts between USOM officers and host government officials. Little of a summary nature can be said.

Very little antipathy to the study is anticipated. In one country only it was felt by some (but not all) of the officers contacted that the political climate did not make this a propitious time to carry out the work. In one other country it was felt that the study might have to await the firmer establishment of a very new government so that the appropriate channels for its coordination could be chosen.

I feel that it is much too early to predict whether or not host governments will utilize the results of the study as fully as would be desired (for instance, in revision of selection procedures or in post-training assignments). This will depend on many factors, particularly, I feel, on host government ideas as to what they want to get out of participant training programs to begin with (which is not always obvious), and on their belief in the scientific validity of the study.

Supervision of the Study

All training offices, with one possible exception, were inadequately staffed to direct and supervise the detailed operations of the study at the time of my visit. This constitutes by far the largest

single problem in the Missions' successful completion of the task. It can be roughly calculated that a minimum of six months is required at the study director level of a person thoroughly familiar with both Mission operations and study procedures, in the countries where the interviewing phase as well as the IBM phase of the study can be contracted out. If the study is handled by someone new to the study or to the Mission, or if a contractor is not available, or if a more than routine Mission analysis is contemplated, then this estimate must be increased. Clearly, a Training Office staffed to meet only the obligations of its usual functions cannot handle the study. No Mission visited was over-staffed to carry out its current work.

The Missions, fully aware of this problem, have started to solve it in various ways: by the transfer of a social scientist from elsewhere in the Mission to the Training Office; by addition of an Assistant Training Officer or Training Assistant; or by plans for the recruitment of a qualified person on TTY.

In the countries where there is no contractor qualified to handle the interviewing and coding phases of the work, there is particular need for close USOM supervision of these two steps. A description of the typical supervisory tasks follows.

1. Interviewing stage

- a. Organizing 2-week training session. Assuming the potential interviewers are already recruited and space is made available, this will involve becoming thoroughly familiar with all aspects of the study; working up the content of sessions; preparing outlines, etc., in sufficient copies; probably arranging for the translation of materials; scheduling talks by USOM and (possibly) host government personnel.
- b. Running training session with practice interviews, etc., as suggested in guidelines.
- c. Arranging appointments with returned participants and supervisors and making up interview assignments.
- d. Checking over each completed interview with interviewers.
- e. Numbering and arranging completed forms for coding stage.

2. Coding and Setting up Analysis Procedures

- a. Training coders in the use of code books and in the coding procedures.
- b. Arranging test coding in establishing new categories on open-ended questionnaire items and pretesting code reliability. (Test coding of about 10 per cent of cases.)
- c. Supervising the coding, making decisions on difficult open-ended items, etc.; recoding a sample of each coder's work for reliability.
- d. Collating the code sheets for the four parts of the study. (Transfer sheets, participant's questionnaire, supervisor's questionnaire and technician's questionnaire.)
- e. Arranging specifications for IBM tabulations, beyond those drawn up by ICA/W. This is in consultation with the person who will be writing the Mission report.
- f. Organizing the tabulated material into tables for the final report.

Data Collection Forms

The four instruments used to collect data for the study (Factual Data Sheet, Participant's Questionnaire, Supervisor's Questionnaire, and Technician's Questionnaire) appear to meet most of the aims of the study as the Mission sees them, as well as the more general aims of the world-wide evaluation. They also appear to be practical from the standpoint of administration.

Those of us involved in the technical aspects have felt that the Participant's Questionnaire is somewhat too long, even after the latest revision following the pretest, and that it should be reduced further so as to require an interview of no longer than an hour. On this point, there were mixed feelings among the countries visited. Naturally everyone would have preferred a shorter questionnaire, but there was less difficulty encountered in the pretest countries than we had anticipated. I believe this general willingness on the part of the participant and interviewer to wade through an hour and a half to two hours of questions and answers is a result of the great interest which the participant has

in the subject matter of the questionnaire and the importance he attaches to the study. We can expect one unfortunate result of the questionnaire's length. There will be little enthusiasm on the part of the Missions for adding more questions on matters of particular interest to them. I believe that in most countries the current revised version will be used without additions.

The Supervisor's Questionnaire appeared quite adequate, without revision. The Technician's Questionnaire, which had not been included in the pretest also appeared to offer little difficulty once some minor changes have been made.

Finding the Returned Participants

Some of the Missions are encountering difficulties in tracking down the returned participants so that the interviewers will know where to go. This is particularly a problem in Missions with very old programs and in those that have a large turnover of staff members who might have been in touch with participants. No one procedure for handling this part of the study is sensible everywhere, but the following steps may be helpful in countries where they are appropriate:

1. Start with Training Office files.
2. In cases where addresses don't exist or appear out of date, check with technical division files and technicians.
3. Send lists of address-unknown participants to appropriate ministries, requesting information on current whereabouts.
4. A mailing to last known address or office of remaining cases, asking for current information on job, office and (possible) telephone number, and enclosing a self-addressed, stamped card.

This last step might be combined with an announcement of the study and information on the time period during which the interviewing would take place. In some cases the returned participant might also be asked whether he prefers being interviewed in his office, or at home, or elsewhere.

Interviewers

Very little can be said of a general nature about the sorts of interviewers which will be used in the study. There was agreement with the basic principle of interviewer selection--that interviewers should be those to whom the participants will give the most truthful answers. This principle usually eliminates Americans because of the fear that they would not elicit the same degree of criticism of U.S. training as non-Americans might. It eliminates, generally, people associated with the host government for similar reasons and because of the association in many places of government officials with tax collectors or police investigators. The best interviewer is an educated, trained, objective, non-official host country citizen. In many countries such persons of this sort as exist are not easily available for short-term interviewing assignments. Compromises will be necessary in some countries; for instance, using indigenous employees of USOM, or using expatriates who know the language.

Considerable emphasis will have to be put on interviewer training with close observation of the potential interviewers' performance during practice interviews, in order to minimize the bias that could be produced by using less than ideal interviewers.

Place of Interview

By and large, the standard Western European and American procedure of interviewing people in their homes is not appropriate for this study in these countries. There are several reasons: First, since USOM operations are largely job-oriented, the contact with participants before and after their training is largely through their places of work, it is generally more difficult to trace the returned participant to his home than to his office. Secondly, in many countries--particularly the less developed ones--the participant is surrounded with more status in his office than at home, or feels himself to be. His office is at least apt to be better equipped with Western amenities than his house, and he would feel more comfortable being interviewed in the former. Finally, there are the cultural factors that often make meetings in the

home difficult to achieve except under culturally prescribed circumstances, into which the "interviewer assignment" does not usually fit.

Interviewing in the office of course, everywhere, involves interruptions. In some cases it may cause annoyance toward the end of this long interview if callers have piled up in the anteroom. For this reason, some of the missions are working out arrangements for setting up centrally located offices for interviewing the participants who work in or around the city. There is a feeling in some quarters that the participants themselves would prefer such an arrangement.

Timing

At the time of my visit, four of the countries had completed the pretest phase of the study and had been counted as Group I countries (Greece, Jordan, Ethiopia and Tunisia). However, none of these countries has completely solved all its problems of personnel, funding and host government relations, so it cannot be said with assurance that they will be ready to start on a full-scale on October first. On the other hand, some of the countries who had previously requested a delay now appear ready to start within a few months. In sum, it appears that all the ten countries visited could start the study within the next six months if ICA/W meets the requirements for backstopping, providing TDY personnel where requested--assigning Assistant Training Officers when needed, and otherwise giving full support to the study.

The original idea of dividing the countries into groups, with all countries in each group carrying out the study simultaneously according to a time schedule must be abandoned. There are two reasons. First, as mentioned above, some of the presumably Group II countries may now be able to start as soon as or sooner than some of the old Group I countries. Secondly, the time required for carrying out the study will vary considerably according to the number of returned participants, the number of personnel recruited for interviewing or coding, etc., and the availability of a contractor.

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Cost

Although many questions arose as to methods of financing the study and as to the distribution of costs between ICA/W and the Missions, in only one country was there any alarm as to the total cost to the Mission. In that one case the budget prepared turned out to be unnecessarily high upon further investigation and reflection. Generally, there appeared to be recognition that in relation to the cost of the participant training program, the cost of this study is extremely small (on the average, less than one-half of one per cent).

Naturally, the cost will vary considerably from country to country. The main factors in the variation are the number of returned participants to be included; the age of the program and consequent ease or difficulty of tracing participants; local wage levels; the availability of qualified personnel locally; and the availability of adequately staffed local research organizations.

The total cost, including administrative costs, ranges from \$8,000 to a little above \$20,000 in the Missions visited. A "typical" time and cost budget for a country of about 350-400 participants, not doing sampling, follows. This budget includes some professional personnel time that might be carried as a general administrative expense.

BUDGET BY STEPS IN THE STUDY
by Man-Weeks of Time

	<u>Profes- sional</u>	<u>Sub- Profes- sional</u>	<u>Cleri- cal</u>
<u>A. Personnel</u>			
1. <u>Planning and Recruiting, including handling host-government relations, recruiting and training personnel other than interviewers.*</u>	5	1.5	2
2. <u>Factual Data Sheets preparation from files and other sources</u>	1	2	4
3. <u>Transfer Sheets, coding and transferring bio-data</u>	-	1.5	-
4. <u>Updating addresses</u>	1	-	1
5. <u>Interviewer Training, a two-week session, 10 interviewers</u>	2	20**	2
6. <u>Interviewing, including arranging appointments, assignments & supervision</u>	16	56**	12
7. <u>Technician's interviews</u>	2	-	-
8. <u>Coding, assuming bi-lingual coders (about 1.5 hours per case)</u>	4	13	1
9. <u>Analysis and Report</u>	17	4	4
	TOTALS	48	98
			26

Totals: Personnel Time

<u>Professional level</u>	48 weeks	\$8,000
<u>Sub-Professional</u>		
<u>Research Asst.</u>	22 weeks	2,500
<u>Interviewers</u>	76 weeks	5,100
<u>Clerical</u>	26 weeks	2,100

B. Other Costs

1. <u>Interviewer's and other personnel's travel & per diem</u>	500
2. <u>Printing and reproducing of questionnaires & other forms</u>	200
3. <u>Printing & reproducing final report</u>	1,000
4. <u>IBM: Punching, tabulating</u>	800
	TOTAL
	\$20,200

* Includes trainee's time

**Interviewers

Funding

In most countries it was felt that the study could be financed through the use of counterpart or Trust Account funds. In at least one case there are apparently administrative funds that can be used and in one case the study may be organized as a Project. The problem of finding the appropriate method to produce the funds for the study does not appear to be a major obstacle.

TO: Bureau of Social Science Research, Inc.
FROM: Robert T. Bower

RE: Turkey
July 21, 1960

Introduction

The following is a summary of discussions with ICA/T Training Officer, Ralph Rowland and Assistant Training Officer, Phoebe Everett, on the current plans and progress of the participant evaluation study. The study was also discussed in general terms with Wade Jones, Asst. Director for Operations. There was a high level of knowledge and interest in the study throughout. Naturally the plans have all reverted to the tentative stage awaiting settlement of the political situation, but no problems are seen in cooperation or starting study as soon as the new Office of International Economic Cooperation has become stable.

Administration of the Study

The Assistant Training Officer, who is experienced in social science research, will direct the study.

Contractor or Specialist

Explanatory talks were held with Professor Timur, Director of Institut of International Relations, Istanbul, who has previous experience on USIS jobs, relative to the handling of interviewing. Other possible arrangements are to be explored by the Mission.

Funding and Cost

It is currently believed that there will be no problems in funding the study through the Trust Account. Definite cost estimates cannot be made until (1) the updating of addresses has been completed, (2) the sampling decision has been made, and (3) further talks are held with the potential contractor.

Timing of Study

In view of current situation and plans to use student interviewers, Summer 1961 appears to be the most likely time to start interviewing; but the pretest may be possible before that time.

Factual Data Sheet

The Training Office is proceeding to update the job and home address of their participants. Information on Items 7 and 34 will not be available before the survey begins, since this has only recently become a requirement. Files for the period of the beginning of the program to 1956 have been returned to ICA/W. Therefore, much of these data for this period cannot be completed until interviewing begins.

Sampling

A complete enumeration is contemplated. If sampling is decided upon, a regular stratified random sample appears to offer no problems.

Translation

Turkish questionnaires will be used throughout. A translation of the pretest questionnaire has been completed, including the back-translation into English.

Physical Arrangements

This problem will not be resolved until after further talks with the contractor have been held and the pretest has been completed. Possibilities exist of interviews in office, home, hotel or traveling interviewer, university office or combination. The USOM letter mentioned might ask for the respondents' choice of one of these.

Interviewing

There are no problems anticipated with the potential contractor's idea to use university graduate students as interviewers. Training sessions of at least one week could probably be held in Istanbul, with Assistant Training Officer in attendance. Additional training sessions possible in Ankara. No problems seen with role-playing interviews or other standard training proposed procedures. Five teams of interviewers, each with supervision, have been proposed by contractor.

The possibility of two letters was discussed, one of a general nature from each ministry announcing the study and requesting cooperation, and a second from USOM giving approximate period during which interviews will be conducted and emphasizing anonymity, etc. Specific appointments are to be arranged by the contractor.

Turkish respondents are thought to be willing to give frank answers, but there is a possibility of the supervisors briefing the participants prior to the interview. This may be partially mitigated during the interviewer training and by the careful recording of the letters.

Coding

It is thought best to have the interviewers handle the translation after completing the interview, if they are sufficiently bilingual. Otherwise, the solution of bilingual coding is thought better than Turkish coding, so that USOM supervision will be possible.

Tabulation

A discussion was held with the Training Officer, Assistant Training Officer and Dr. Nelson, Educational Research Advisor. Nelson's office has an IBM counter-sorter, and is expecting a puncher and tabulator within one year. They appear to be competent and willing to handle the IBM work, but they are not currently staffed to take on such an assignment. There also is a local IBM service unit. The regional IBM director, Max Wascher, feels the punching and tabulating for the study could be handled.

Analysis and Report Writing

It is too early for plans on these aspects.

Additional Comments

Technician's Questionnaire: The proposed procedure for interviewing and recording data from technicians was discussed with one technician who has many participants with whom he is in close contact and one technician with a number of contract personnel under his wing. The general reaction was favorable, that is, the questions were thought interesting and pertinent. It appears advisable to add to the technician's questionnaire an item or two which would get at: (1) the techniques he uses for follow-up with participants, and (2) the suggestions he has for improving ICA procedures in follow-up.

TO: Bureau of Social Science Research, Inc.

RE: Iran
July 21, 1960

FROM: Robert T. Bower

Introduction

Because of the advanced planning summarized in the study plan prepared by Dr. John Hawley before my arrival in Iran, my remarks can be brief; they are based on extensive discussion with Hawley; talks with George D. Bryson, Training Officer; and meetings with John T. Hermansen, Deputy Director for Management; Lewis C. White, Executive Officer and Director Harry A. Brenn. Throughout there was a very positive attitude toward the aims of the study. USOM/I appears exceptionally well prepared for carrying out the study once the funding arrangements have been made. Comments on current planning on administration and technical points follow.

Administration of the Study

The study will be directed by Dr. Hawley, who is excellently qualified, by academic background and social science experience, to do the job. An advisory committee, as described in attached memo, is proposed. Interviewing, coding and tabulation phases of study will be contracted out. It is felt that with such contracts, the regular current USOM staff will be sufficient for secretarial work, etc., on study through the tabulation stage. A research assistant will probably be needed later on to prepare tables, etc., for Hawley in analysis stage.

Contractor or Specialist

Dr. Hawley tentatively plans to use the National Institute of Psychology to collect and process the data for the pretest and main study, under the supervision of the Study Director. He has also slated the Department of Public Statistics, Ministry of Interior, to handle the tabulation of these data.

Host Government

According to Dr. Hawley's plans, the GOI agencies' support will be obtained through the various USOM divisions. If it is deemed advisable that the Prime Minister's Office and/or the Office of the Minister of Court should be kept informed about the study in order to permit it to be conducted properly and efficiently, a request will be made through the Training Office to the Director, USOM/I to undertake such actions as required.

Funding and Cost

There will be no firm basis for estimating the cost of the study until further discussions with the contractors are held and a decision is made concerning complete enumeration or sampling.

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Timing of Study

The following schedule has been proposed:

- Planning continuation: August 1960
- Pretest: October
- Interviewer Training: November
- Interviewing: November-February
- Coding: March
- IBM: April
- Analysis: May-September

Factual Data and Transfer Sheets

Most divisions appear to have up-to-date addresses. Where this is not the case, it is felt that checks through the ministries will produce data--i.e., office address. Telephone numbers may be obtained in many cases also. **The method of contacting respondents--letter, etc, is thought best to be worked out through various divisions.** Items 18 and 19 are not currently available in the files.

Sampling

Unless a complete enumeration is decided upon, a 50% sample is planned. Outside of Teheran a cluster sample using towns or groups of towns as sample unit appears feasible.

Translation

Farsi questionnaires will probably be produced by National Institute of Psychology under Hawley's supervision, if their personnel appear to be adequate.

Physical Arrangements

Hawley feels that most of the interviewing will have to be done in offices. This is consistent with the fact that most up-to-date information on participants' whereabouts will be job location. This also underlies the need for clearance of the study through the ministries in order to avoid the difficulty between participant and his boss. Another possibility is to invite respondents to NIP office, as neutral territory. Further discussions between Hawley and contractor, etc., will be needed on this.

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Interviewing

The interviewing stage is to be contracted. The view has been expressed that one of the biasing elements to be overcome is the tendency of Iranians to complain extensively. It may be easier to get ~~negative rather than positive~~ feelings. No problems are foreseen on factual data, however. These matters are to be reviewed in the planning of the training sessions. Cross-sex interviewing is thought inadvisable.

NIP has people with experience in test administration and interviewing, but probably not of this type. Dr. Hawley feels it's safer to assume little background and hold full training sessions. One person will be selected from all the available interviewers to see the high-level participants, and special instructions will be given where necessary. The problem was raised about labor people and whether they would be awed by interviewers---a possible problem to recognize in training and assignments. Dr. Hawley sees no special difficulties in role-playing for training with NIP interviewers. One problem to be watched for in selection is the resistance of some educated people to "training" as being degrading.

Coding

Dr. Hawley hopes that NIP will be able to provide bilingual coders so that Farsi material may be coded under his supervision.

Tabulating

Discussion with Mr. Siegfried A. Hoermann (ex Bureau of the Census, now USOM consultant to GOI Department of Public Statistics) reveals that a competent and well equipped IBM processing unit is available after GOI-USOM cooperation has been worked out. Hoermann strongly urges (and I support) that ICA/W take on the responsibility of preparing all the IBM specifications, including the board wiring diagrams. Dr. Hawley also feels that the study will provide valuable experience in processing social data to GOI employees.

Analysis and Report Writing

To be prepared by Hawley.

Additional Comments

Supervisor's Questionnaire: There may be some reluctance on the part of the participants to give information, probably depending on personality.

Technician's Questionnaire: No difficulty is foreseen when the more general items are added at end, thus giving the technician an opportunity to give broad ideas.

TO: Bureau of Social Science Research, Inc.

RE: Jordan

FROM: Robert T. Bower

July 26, 1960

Introduction

The report below is based upon conversations with Paul Arnold, Chief, Training Division, and represents largely a summary of comments on the study as he has planned it. Generally, the study is well planned and proceeding smoothly, with good Mission support.

Administration of the Study

Arnold will direct the study, some of his other burdens being assumed by the Assistant Training Officer. Arnold is well qualified with good academic training and experience. Interviewers will probably be USOM employees, partly to avoid long process of GOJ and US security clearances, but a contract is still a faint possibility. IBM will be contracted out and Arnold will conduct analysis and write report with local USOM assistance.

Contractor or Specialist

The IBM phase will be contracted out.

Host Government

This has been worked out to an excellent degree. Briefly, the government is interested in the study, willing to cooperate in facilitating it and plans to use the results in connection with manpower interest and in helping improve selection procedures, if necessary. Government approval is needed for interviewers working on study, but GOJ does not wish to participate in the procedures of carrying out the study. Government liaison is mainly through the Development Board and GOJ Director of Country Planning, but other higher-level interests have been expressed.

Funding and Cost

Sum of \$10,000 was set aside in last year's budget for the study, to cover interviewing phase, IBM and report publication. This amount will have to be reactivated by ICA/W before study can proceed under current plans. The budget appears realistic and modest. I strongly support it. ICA/J staff is sufficient to handle the other phases of the work.

Timing of the Study

The Training Officer is ready to start now, but awaiting ICA/W materials. Approximate time schedule is as follows:

Interviewing phase: 5-6 months; Coding (overlapping): 1 month;
IBM: 2 months; Report: 3 months.

Factual Data and Transfer Sheets

Records are being brought up to date at the present time. In this task USOM/J has found that people can be traced in Jordan through a) family connections; and b) other participants. No problem foreseen in tracking down participants for the study.

Sampling

A total enumeration will be used, yielding 400-450 cases.

Translation

There was some criticism of the State Department version used in the pretest because some of the passages were not sufficiently smooth for spoken colloquial Arabic. By and large, it was satisfactory, but some work may have to be done at this end to render a translated version into Jordan patois.

Physical Arrangements

It is felt that the participant's office is the most likely place, though some participants may wish to be interviewed at home and this may be possible in some cases.

Interviewing

The current plan is to select and train two high-level male interviewers and probably one female, for the female participants (about 1/5 of the total). Since the interviewers will be rather high status, it is felt that the problem of gaining entree, etc., will be minimal. The potential difficulty of having participants interviewed by older, possibly higher-status persons was discussed. It is felt that the interviewers selected will be amenable to training in interviewing techniques, achieving informality, etc.

The main method of contacting respondents will be through the interviewers, who can clear interviews with the participant's boss ahead of time, often making the first contact by phone. Arnold raises the question of the possible interviewing of Jordan participants now residing in other Arab states. Arrangements for this could usefully be made at a regional meeting.

The main problem anticipated is the length of the interview (see section on pretest). The other problems in this area are the dearth of qualified personnel, plus the need for government clearance, plus the problem of interviewers gaining entree. Arnold will search for more people, but so far, these restrictions reduce the available candidates to two or three.

Coding

The possibility is seen of using bilingual coders in USOM to code Arabic material directly into English language categories. The Training Officer hopes to have coding go on during interviewing, and therefore hopes for codes and coding guidelines soon from ICA/W.

Tabulating

No equipment, other than British version, is available in Jordan, so current plans are to have processing done by contract in U.S. ICA/J would like advice on potential contractors. Also, ICA/J would appreciate standardized specifications to be worked out in Washington.

Analysis and Report Writing

Considerable thought has been given to the analysis: consideration and ways in which the data may be used. A few points are summarized below:

- a) One end product will be the determination of the geographic spread and clustering of the various skills in Jordan.
- b) It is hoped that selection procedures may benefit by the knowledge gained of the types of participant whose attitude and behavior appears most in line with U.S. objectives.
- c) Host government utilization--see above.
- d) Hopefully, some analysis will be possible in terms of the foreign policy implications of the training program. ICA/J may want to add a question or two for this purpose.
- e) In terms of the total number of participants returned: what is the point at which a cumulative effect of having many back in Jordan begins to show itself? This suggests a need for the collection of related factual criteria--of effectiveness, data, production, etc.
- f) Arnold sees important ancillary results of the study in generally familiarizing people with procedures, problems and utilization of social research.
- g) Comments in the pretest about the training program in U.S. being too short suggest the possibility of using this point of view as an index of identification with the U.S.

Additional Comments

Pretest: This report on the pretest carried out and forwarded to ICA/W represents Arnold's verbal comments in summary form, covering only those points it seems most pertinent to report in view of the timing of the world-wide study.

- a) The length of the questionnaire appears to be the most critical problem in Jordan. The pretest interviewer reported fatigue, boredom and near hostility, in some cases after the first half-hour or so. It is felt that this may continue to be a problem even with the current shortened version.
- b) There was a general acceptance of the interview. Participants indeed expressed concern that the results might not really be used and thought that they should be. The interview in some cases appeared to allow for a release, an opportunity for the participants to say many things they otherwise must hold in. There was particularly good acceptance among middle-level respondents.
- c) Some of the unanticipated answers gained through this "release" mechanism were so frank (e.g., criticisms of GOJ) that the question arises about the classification of data that may be gathered in the study.
- d) Some lack of smoothness in translation was noted.
- e) There was no indication of reluctance on the part of the respondents to give their supervisors' names.
- f) The last question on the questionnaire was not felt to provide a smooth enough ending. It was felt the respondent needed a better opportunity to summarize and expand on his ideas.

Supervisor's Questionnaire: Offered no particular problem in the pretest and Arnold sees no difficulty in the study.

Technician's Questionnaire: No problems foreseen.

TO: Bureau of Social Science Research, Inc.
FROM: Robert T. Bower

RE: Ethiopia
August 1, 1960

Introduction

The overriding problem in the Mission in carrying out this study is the lack of sufficient personnel in the Training Office. It appears that even without the study there is need for an Assistant Training Officer. The study cannot possibly be done until this person arrives, since there is no good possibility of contracting the work and since the host government is not able to take over the job (nor would the latter be advisable). At present, the cramped quarters of the Training Office constitutes another problem, but I understand that this is being solved. Generally, the factors are favorable for a good study in Ethiopia once this one major difficulty is overcome.

Administration of the Study

Landry will take over all responsibility for the study. If the new Assistant Training Officer has the necessary qualifications, the latter would actually direct the study in detail. There appears to be no outside group to whom the interviewing phase could be contracted, so the entire study except for the tabulating phase will be done within USOM.

Host Government

The Ethiopian government is interested in the results of the study and is willing to cooperate. They do not, however, want to perform any of the work. Liaison is through the Ministry of Education and the Inter-ministerial Committee, which makes recommendations to the Economic and Technical Board.

Funding and Cost

The study will probably be financed through 1962 TC funds. A budget for the study has not yet been prepared.

Timing of the Study

This depends largely on when the Assistant Training Officer will be available. If student interviewers are used, next summer is the most likely time for the interviewing phase. The out-of-town interviews would have to be completed after rainy season--in September. (These represent only a few cases.) With Landry on leave for 4 months and no assistant, the study could not possibly start before early 1961.

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Factual Data & Transfer Sheets

The Training Office has been bringing the bio-data records up to date and this will continue during Landry's absence. The biggest task is coding employment. English scores are not available before 1959-1960. "Years of education" presents another problem, since there is the possibility in Ethiopia of marked acceleration. "Highest grade completed" seems a reasonable substitution.

Translation

The view was expressed that the whole study could probably be carried out in English, since the participants have knowledge of same. However, Landry agrees that Amharic is the more comfortable language for the respondents, and also that the use of English might increase the compliance bias. My recommendation is that Amharic be used throughout, except in cases (probably few) where Tigrinia or Italian is the first language. English, with a bi-lingual interviewer may be reasonable for these cases. Translation can be done locally, but a State Department Amharic version would of course be welcome.

Physical Arrangements

Home interviews are not considered to be advisable because of general state of housing and likely embarrassment. An office is the most likely possibility; Landry will explore the possibility of a separate office on neutral ground.

Interviewing

Problems arise over the selection of good interviewers. First, there are no interviewing facilities as such available. The use of university students runs into the problem of their relationship to outside-trained persons; there is felt to be a cleavage between the two groups. The use of outside-trained non-ICA persons seems to be out because of the full-time jobs such people hold. It will probably be necessary to use university students, but great care will have to be taken in the training sessions. A means of gaining entree is another consideration. It is not felt wise to involve the host government too much in this. (See previous airgrams.) It will probably be necessary for USOM to clear the way and set up appointments.

Coding

Bi-lingual coders, to code directly from Amharic to English language categories seems the best solution.

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Tabulation

There are no IBM facilities available. Hand-tabulation is possible. In view of the tremendous job involved in hand-tabulating this study and the need for IBM processing for world-wide analysis in any case, I have advised sending the coded material outside the country for IBM tabulation.

Additional Comments

Supervisors: No problems were encountered here in the pretest and none are foreseen in the study.

Technicians: Landry sees difficulties in obtaining much worthwhile data through the technician's questionnaire. There is considerable concentration in USOM/F on academic training which takes the participants abroad for longer periods of time. This, coupled with considerable turnover among technicians, reduces the probability of contact between technicians and participants.

TO: Bureau of Social Science Research, Inc.
FROM: Robert T. Bower

RE: Sudan
August 4, 1960

Introduction

At the present time USOM/S has only about 35 returned participants and it will probably not be until the spring of 1962 that as many as 100 participants will have been back for six months or more. Because of this and because of other reasons mentioned below, a delay in USOM/S participation in the study, as requested in previous airgrams, appears necessary.

This report is based on discussions with Mr. C. Bernheisel, Training Officer and briefer talks with: Mr. Hurt, A/D; Mr. Canning, A/DD; several USOM Technicians; Miss Kunke, Acting USIS PAO; Dr. Eric James, UN Public Administration Advisor and Ismail Mohammed Bakhet, Assistant Permanent Under Secretary for Development, Ministry of Finance and Economics.

Administration of the Study

With the current load of work being carried by the Training Office, the study cannot be conducted until personnel can be added to the staff. The shortage of personnel to do this sort of work, both in USOM and in the country at large will be one of the major problem to be solved.

Contractor or Specialist

Some help on the data collection may be obtained from the Institute of Public Administration, newly created with UN funds, which will be moving into its quarters in October. The Institute is agreeable in principle. With a contractual arrangement with the Institute for the interviewing and with either an Assistant Training Officer on duty or a U.S. research expert on TDY, the study will be feasible.

There is felt to be a strong need for a U.S. specialist to conduct the training sessions. This might be combined with such a specialist's participation in a regional conference.

Timing of the Study

For the reasons indicated the study cannot start now. However, once the current work-load of the training office in processing new participants is past, a start can be made on the factual data sheets and transfer sheets. By the end of 1960 a limited pretest can also be conducted if an adequate interviewer can be found before that time. The decision as to the time of the final study depends partly on ICA/W planning as to the cut-off date for studies to be included in the world-wide analysis.

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Translating

The use of English would apparently offer fewer problems in the Sudan than elsewhere, since most of the participants speak it fairly well. However, it might well be that the interviews will be in Arabic, conducted by Sudanese interviewers. The final decision on this question will relate partly to the availability of good Arabic-speaking interviewers.

Interviewing

Records are kept up to date and there will be no difficulty in locating returned participants. The main problem to be anticipated is covering the considerable distances to interview participants outside of Khartoum (about 1/3 of total). Plane travel to provincial capitals will be necessary.

Additional Comments

AUBs: An exceptionally large proportion of the Sudan participants are in 2 to 5 year programs at the American University, Beirut (over 50%). This creates special problems in respect to the timing of the study, and in respect to the central purposes of the study. Clearly a part of the current questionnaire is not too applicable to the AUB students. Consideration might be given in ICA/W to a special approach to the evaluation of AUB graduates in those countries who have large numbers of them (e.g., Ethiopia, Afghanistan, Iran, Jordan, Lebanon, Pakistan, Sudan), especially when they are on regular four-year programs.

Technicians: Because of the large proportion of the participants on extensive academic programs and the usual turnover in technicians, in most cases the technician interviewed will not have been here at the time of departure of the participant and there may be less post training program contact than in other countries. Otherwise the technician's questionnaire appears to offer no serious problems. On the Technician's form, two suggestions made by Mr. Barnhiesel for questions 3.a) part B, might be difficult to answer in Sudan; if it said "Does GOS allow USOM influence," etc., it would have more relevance. b) part A, should it be "employer" e.g., Ministry, or "supervisor"?

TO: Bureau of Social Science Research, Inc.
FROM: Robert T. Bower

RE: Greece
1st Visit
July 18, 1960

Introduction

The following report is based upon a preliminary 3-day visit to USOM/G and on talks with all senior officers, especially the Training Officer. Current study plans, as evolved already or modified during my visit, are as follows:

Administration of the Study

The study will be directed by the Training Officer. In current planning, all other study personnel will be drawn from USOM local staff, except for the IBM phase. Staff is to consist of an assistant--acting as supervisor, two clerical people for addressing letters, filing factual data sheets, etc., and four or five interviewers.

Host Government

Excellent relations exist between Training Officer and Technical Assistance Officer of Ministry of Coordination. The latter agrees in principle to provide one person as trainee-assistant on study team.

Funding and Cost

No decision has been made as to how the study is to be financed.

Timing

Planning, recruiting, etc.--6, 7 weeks; interviewer training--one week; interviewing--15-24 weeks, depending on number of interviewers; coding--4 weeks; IBM--4 weeks; report writing--indefinite.

Sampling

A sampling plan is being implemented involving a stratified random sample for the Athens-Piraeus area and cluster sampling for islands and northern districts. Total sample: 450. Data will be ready to draw the sample August 8-15.

Translation

It has been requested that ICA/W provide 10 copies of translated Greek versions of questionnaires. If these can be received before August 8, they can be used in training sessions. If not, please advise Greek mission immediately.

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Interviewing

Since this is an old program, many addresses are obsolete. Suggestion has been made that the letter mailed to participants announcing the study should also contain an answer card asking the participant to indicate whether the interview would be more convenient in home, office, etc. The card would also get current address and telephone number where respondent could be contacted.

Interviews will be in Greek, with Greek interviewers. The number of interviewers and their competence cannot be determined until further exploration of USOM local staff potentialities.

Training of interviewers is planned to start about August 8-15 when I return to Athens.

A question or two on a potential Greek participant alumni association may be usefully added.

Coding

The decision has not yet been made as to whether answers will be translated prior to coding or whether bilingual coders will be used.

Tabulating

A well-equipped IBM service bureau exists in Athens. Discussions with director of this unit suggest that they could handle punching, tabulating tasks with proper specifications.

TO: Bureau of Social Science Research, Inc.
FROM: Robert T. Bower

RE: Greece
2nd Visit
August 10, 1960

The major problem in Greece in carrying out the study at the present time is that of funding.

The USOM/G cost estimate (based on an administrative decision that USOM personnel will be used in all phases except IBM) is high. Using USOM interviewers as planned would mean high travel costs, per diem, use of cars and drivers for transportation, etc., all of which vastly increases costs over usual public opinion research operations. Added to this is the cost of establishing an entire study organization.

In terms of the needs of the study from a purely research standpoint, the adoption of a more economical arrangement would be fully as satisfactory in my opinion. The following outline of tasks and costs involved if a contractor is used for data collection and processing has therefore been prepared. This outline is based upon conversations with Mr. Chris J. Papadopoulos, potential contractor, and members of his staff, and with Mr. Foley and Mr. Sarkissian of the Training Office.

My opinion is that Papadopoulos is competent and able to conduct the contracted parts of the study in accordance with the standards set forth in the various guidelines.

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August 10, 1960

MEMORANDUM-USOM/G

TO: Mr. James V. Foley
FROM: R. T. Bower

PARTICIPANT EVALUATION SURVEY

A. Specific Tasks

- 1. Updating addresses:
 - a) reproducing letters and answers card
 - b) typing and mailing 600 letters, plus estimated 400 follow-up letters
 - c) preparing new lists of participants
- 2. Preparation of Factual Data Sheets:
 - a) transfer of data from files to data sheets
 - b) reproduce extra copy of data sheets
- 3. Completion of transfer sheets; transfer of information from factual data sheets
- 4. Geographic distribution of new addresses into maps
- 5. Questionnaire Translation)
- 6. Interviewers training) Contractor's work
- 7. Interviewing)
- 8. Coding)
- 9. IBM punching - tabulating)
- 10. Preparation of tables for report
- 11. Writing of report
- 12. Typing and reproduction of report

B. Cost Estimates (on the basis of \$300 per month for expert clerical time, \$200 per month for typist time and \$300 per month for research assistant's time)

- 1. Updating addresses
 - a) 1 month clerical \$300
 - b) postage 200

2.	Preparation of Factual Data Sheets	
	a) 2-1/2 months, research assistant	\$ 750
	b) photostats	120
3.	Transfer Sheets	
	a) 2-1/2 months, research assistant	750
4.	Mapping	
	a) 20 hours, research assistant	40
5-9	Contracted Work	10,000
10.	Preparation of tables	
	a) 3-1/2 months, research assistant	1,050
11.	Report Writing	
	a) 4 man-months, professional	---
12.	Typing and Reproducing	
	a) Expert typist, 3-1/2 months	700
	b) Reproducing	800
	c) printing cover	150
13.	Miscellaneous clerical and secretarial time	600
14.	Miscellaneous supplies, etc.	300
	Total	<u>\$15,760</u>

C. Estimate of Study Director - Professional level time

a)	Planning, coordinating with host government arranging contract, directing steps prior to field work -	2 man-months
b)	Liaison with contractor, participating in interviewers training -	1-1/2 man-months
c)	Analysis and Report Writing	5 man-months
	Total	<u>8-1/2 man-months</u>

TO: Bureau of Social Science Research, Inc.
FROM: Robert T. Bower

RE: Egypt
August 13, 1960

Introduction

The following summarizes discussions held with Mr. E. Theodore Mogannan, Training Officer. Talks were also held with Mr. Edward J. Martin, Acting Director, and with representatives of the local IBM establishment.

Administration of the Study

The study will be under Mr. Mogannan's overall direction. Most of the actual detailed supervision will be handled by the Assistant Training Officer, if that individual has sufficient training or experience in social science research.

Host Government

Government of the United Arab Republic will be approached through the Foreign Aid Office. It is felt that approval but not participation in the conduct of the study will be the outcome.

Contractor or Specialist

It was not possible to hold discussions with the most likely contractor, the Middle East Social Research Center, at the American University in Cairo, because of the vacation period. USOM/UAR will talk with them and with other potential contractors.

If a contractor is not used, the data collection will be handled by the Training Office. In such a case, much more time of the Assistant Training Officer will be required and he will need considerably more briefing on the conduct of the study.

Funding and Cost:

There are no firm plans as of now. Funding will most probably be from the Trust Account. Otherwise, ICA/W dollar regional funds would be needed.

Timing of the Study

There appears to be nothing to prevent the study from starting as soon as negotiations are completed with the host government, a contractor is decided upon and Training Office personnel are available to carry out the work. Up-dating of addresses will be done within the next 60 days. Tactual data sheets and transfer sheet operations will demand the hiring of extra personnel. Other aspects of the study must await the arrival of the Assistant Training Officer.

Factual Data and Transfer Sheets

Preparation of these has already started and will continue as time permits.

The postal and telephone services here do not facilitate updating of addresses and tracing of respondents to arrange for interview appointments. However, the Training Officer is planning a circular letter with a self-addressed and stamped answer form for those cases where there is no current address. If response to the letter is not satisfactory, a person will be assigned to trace respondents before interviewing starts.

Sampling

Two questions concerning a definition of the population to be included in the study have been raised by Mr. Theodore F. Mogannam, Training Officer, USOM/UAR, in connection with the Egyptian study, which require consideration by ICA/W for the world-wide study.

First, what length of training program qualifies a person to be considered a "returned participant"? Training programs can vary from a month long third country training or good-will quick tour, to a four or five-year academic course. Do we include, for instance, a man who attended a brief seminar in Beirut? Clearly, a part of the participant's questionnaire, and probably all of the supervisor's and technician's questionnaires, would not be pertinent to his case.

Second, should there be a cut-off date to exclude some of the very early participants? Some of the arguments in favor of this are:

- a) There were apparently different criteria for selection of the early participants, and it is not clear, at least to me, how they were selected. For instance, there is one early case here where apparently (from the files) a woman was selected through personal letter of invitation from the Ambassador.
- b) There is of course much less information in the files about these early cases. This increases the difficulty of filling in the factual data sheets prior to the study and also makes them much harder to trace.
- c) There were apparently no "programs" as now conceived. Both the objectives and the training procedures may have changed so much that data on the early cases may not be pertinent to some of the objectives of the present study.
- d) There is the problem of recall for the early cases.
- e) The technician's questionnaire is apt to have little pay-off.

On the other hand, if we exclude any cases, we limit the generalizations that can be made about the entire returned participant population.

Clearly, on both of these points a decision must be made in Washington that would apply to all countries in exactly the same way; otherwise we lose comparability.

Translation

The Arabic version of the questionnaire will be used.

Physical Arrangements

It is felt here that the office of the participant is not a favorable place for a lengthy interview, because of interruptions, etc. There is the possibility of setting up a separate office, near but not in the USOM offices. As an alternative, the facilities of a contractor might be used.

Interviewing

Two potential problems mentioned are lack of interest on the part of participants after the completion of training and a tendency not to keep appointments. Local interviewers will be used. The possibility of a contractor is being explored.

Coding

If a contractor is used for the interviewing phase, most likely they will do the coding also. This will of course require close liaison with USOM. Coding will be directly from Arabic replies.

Tabulation

There is a local IBM service bureau equipped with punchers, verifiers, collators, reproducers, tabulators, and calculators. The Tabulator (420) prints in Arabic. An English version exists in the Shell Oil Company offices and arrangements might be made to use this, if required.

Additional Comments

Technician's Questionnaire: Because of the temporary closing of the Mission, many of the returned participants were trained under projects that are no longer in existence. This obviously affects the contact technicians could have had. Only in a very few cases will there have been any contacts.

Technical Note on Technician's Questionnaire: The following points were brought out in a discussion of the technician's questionnaire with Mr. Mogannam:

- a) Question 5: "jobs" should read "present job" to avoid confusion.
- b) Question 7: This should read "to satisfy the needs of the participant's PIO/PI." Such a phrasing would be more in line with ICA's purposes and objectives in the participant training program.
- c) Question 8--Part A: An employer might be divided into two questions; one referring to the immediate supervisor and the second to the Department or Ministry in which the returned participant works.
- d) Question 8--Part B: Receives here the same objections that I have noted in visits to previous Missions.
- e) Question 9A: This question appears to be confusing in its wording; the phraseology should be reconsidered. One suggestion is to rephrase so as to read "in comparison with other job in his Department or Ministry." "Projects" should read "project" here and throughout other parts of the technician's questionnaire.
- f) Question 11: There is some difficulty in parts of this question because of the nature of the responsibility of the technician; for instance, in reference 2, Part B--it is the case here and may be elsewhere that the technician is not supposed to be responsible for direct coordination with the host government or the project counterpart director.

TO: Bureau of Social Science Research, Inc.
FROM: Robert T. Bower

RE: Libya
August 16, 1950

Introduction

This report briefly summarizes discussions of the study with Mr. Herbert C. Roberts, Assistant Training Officer, and others on the training staff, as well as with Mr. A. C. Walker, Assistant Program Officer, Operations; Mr. C. Cowles, Assistant Program Officer, Planning; Mr. Elmer C. Bryant, Dept. Director; Mr. Edwin Baethen, Program Officer. This Mission, generally, is favorably disposed toward the aims of the study, but certain problems described below produce a hesitancy in proceeding with the work on a full scale immediately.

Administration of the Study

The Training Office is at present understaffed to carry out the study efficiently. Personnel can be found locally for the various clerical operations, but it would be impossible for Mr. Roberts to provide adequate direction and supervision unless he were released of his other responsibilities. A qualified social scientist sent on TDY for a six month period or a training assistant for a year's period will probably be required.

Contractor or Specialist

A specialist or training assistant is needed since there is no potential contractor for any phases of the study in Libya.

Host Government

The Mission will proceed with explanatory discussions with appropriate units of the Government of Libya. As ICA/W realizes the situation is complicated by the amount of autonomy exercised by the provinces, by the lack of ICA counterpart functions within the GOI ministries.

Factual Data and Transfer Sheets

The Training Office has already reorganized its files so as to be able to start filling out the factual data sheets on their current participants. This work will be continued to include data for all returned participants insofar as they are available in Mission files. It may also be possible, in the near future, to collect additional information through a mailed form for those remaining participants for whom the files are incomplete (probably about 50% of the cases)

Sampling

The same problems arise here as have been previously reported from other Missions concerning a definition of the population to be studied--particularly in respect to people sent for short periods of training and those who have been "trained" for purely strategic reasons which are unrelated to the project objectives.

Translation

The interviewing will be conducted in Arabic. However, there are three Arabic dialects in Libya and modifications of State Department version will probably have to be made locally.

Interviewing

Problems are anticipated in finding Arabic-speaking interviewers with sufficient qualifications to carry out the interviews. It may even be necessary to use third country nationals. In any case, a very extensive training period is called for.

Many of the returned participants (perhaps 70%) will be in Tripoli or Benghazi areas. The remainder are widely scattered throughout the country. It may take up to a week to reach some of the less accessible respondents. This will be an important consideration in budgeting the study.

Another problem is the participants' willingness to be interviewed, due to the applicability of some of the questionnaire items which involve the motivation behind many of the selections. Many of the returned participants, having been selected for reasons other than the potential utilization of their training, may have difficulty in understanding the purpose of the study and the value of their answers to many of the questions. This applies especially to the short-term visitors to the U.S. or third countries.

Additional Comments

Matters such as coding, tabulating, budgeting and timing will have to be considered later, when the study is closer to being started.

It is requested that ICA/F send to the Mission as available:

1. Revised participants and supervisor's questionnaires, in English and Arabic--5 copies each.
2. New guidelines, as produced--2 copies each.
3. Twenty copies of Transfer Sheet.
4. Technician's questionnaire and forms--5 copies each.

TO: Bureau of Social Science Research, Inc.
FROM: Robert T. Bower

RE: Tunisia
August 18, 1960

Introduction

The following summarizes discussions with Robert Shields, Training Officer, and brief talks with other USOM officers. The local IBM Bureau was visited. Matters covered in USOM airdgrams to ICA/W are not repeated here.

Administration of the Study

Professional talent that might have been available for running parts of the study are currently away on TDY (Rex and Rideout). With Shields, Rex, and Rideout all on board there may still be need for another person with research competence to spend full-time on the study during some of its crucial phases. If a good interviewer supervisor can be found, then the greatest need will be for a competent person to handle the coding through beginning analysis stage. This would be the best time for ICA/W to send a researcher on short-term TDY. Such person should be thoroughly familiar with the study, and should be knowledgeable about coding, IBM specifications and analytical procedures.

Contractor or Specialist

There is a need for a specialist as outlined above.

Funding and Cost

The study will probably be written up as a Project Agreement with GOP for use of 761 counterpart funds. The over-all cost of the study is estimated at approximately \$20,000 (see budget). Since some of these costs would be absorbed within general USOM operating funds, the out-of-pocket expenses might come to around \$15,000 - \$17,000.

Factual Data and Transfer Sheets

The files are in good shape for completing these, and about 140 of them are already complete except for the job description. No problem here or in completion of the transfer sheets. It will be necessary to do some tracing and contacting of respondents where the addresses in the files may not be up to date; a currently planned USOM newsletter may be used to request the new addresses. It is also relatively easy to trace people by phone, asking them to call in, etc. There is thought to be no special difficulty here. In approaching some respondents to arrange for interviews, it may be necessary to use Arabic for reasons of political politeness.

Translation

The best language for most, if not all, of the interviews is French, since participants are apt to have been educated in France and French is the local language of instruction after the sixth grade. In a few cases the returned participant might be given the option of being questioned in Arabic.

The French version of the pretest questionnaire produced by the State Department worked well.

Physical Arrangements

In the pretest, using the participant's office worked well, except for the fact that it lengthened the interviewing time because of interruptions and social amenities. It is felt that participant's office is generally the best place. However, if the above problem looms large in the study, the good possibility exists of using office space for some interviewing in the Tunis area in the Bourguiba School. The school is familiar to many of the participants; they feel at home there, and it is centrally located.

Home interviews are probably out because of participant's status problems and possible embarrassment.

For participants involved in field operations, field headquarters may be used.

Interviewing

A real problem exists in finding qualified interviewers. Most of the educated Tunisians have full-time jobs and are not available; some are Jewish and are thereby not suitable at this time.

These not sufficiently explored possibilities exist:

- a) Using French speaking Americans. The "compliance bias" worry looms here, though people in the Mission feel that Tunisian participants have little reluctance to speak their minds to Americans. The Americans available would include: USOM personnel, wives (to interview female participants), and missionary students.
- b) Student or faculty at the Ecole des Haut Etude.
- c) Eight teachers at the Bourguiba School of Languages.
- d) A contractor. The one listed in the 1956 BSSR Directory is no longer in existence. L'Institute Francaise d'Opinion Publique in Paris is another possibility.

Coding

There are apparently USOM wives available for use as coders with sufficiently good French to code completed questionnaires directly from French into English language categories. USOM office space may present a problem here if 4 or 5 such coders are used.

Tabulation

IBM has a local service bureau. Equipment includes punchers, verifiers, collator, reproducer, 420 tabulator and calculator. A 421 tabulator is expected soon. GOF plan also has a complete IBM unit which might be used as GOF contribution to the study.

Analysis and Report Writing

Rex is qualified and apparently will be available to spend some time on the analysis. Otherwise Shields or Rideout could do it if competent research assistant were available.

Additional Comments

Supervisor's Questionnaire: There may be difficulty in some cases here, because of a tendency to identify the head of the ministry as the supervisor. This is apparently more than just a matter of question wording since participants may actually report directly to the minister.

Technician's Questionnaire: Several problems arise here. In some cases the participants were trained under different projects from those currently handled by the USOM technicians. Sometimes the appropriate technician would be a short-term, 3 or 6 month, third country technician. In other cases, it is the training officer who would have most of the technical contact with the participant, e.g., under Participant Training in Industry projects in which contacts, especially in the private sector, are handled largely by the Training Officer.

Another problem (which applies really to the participant's questionnaire) arises from the fact that the participants may not identify the technician as "USOM technician," but as a colleague. This came out in the pretest of the participant's questionnaire.

MEMORANDUM

August 22, 1960

TO: Mr. Robert Shields, Training Officer
 FROM: Robert T. Bower

Two parts of the study will in my opinion need a competent person working full-time, in addition to clerical help, if they are to be carried out efficiently. The first of these, the Interviewing stage, will take about four months. The second, Coding, etc., will take about two months, except for the last item (2f) which can only be done after the IBM processing is completed. There might be a month or two gap between 2e and 2f.

The first of these jobs will require someone who speaks and understands French, if the interviewing is to be done in French. The second could be done by someone without much French if the coders are bilingual.

Supervisory Tasks1. Interviewing Stage

- a) Organizing 2-week training session. Assuming the potential interviewers are already recruited and space is made available, this will involve becoming thoroughly familiar with all aspects of the study; working up the content of the sessions; preparing outlines, etc., in sufficient copies; probably arranging for the translation of materials into French and Arabic; scheduling talks by USOM and (possibly) GOT personnel.
- b) Running training session with practice interviews, etc., as suggested in guidelines.
- c) Arranging appointments with returned participants and supervisors and making up interview assignments.
- d) Checking over each completed interview with interviewers.
- e) Numbering and arranging completed forms for coding stage.

2. Coding and Setting up Analysis Procedures

- a) Training coders in the use of code books and in the coding procedures.
- b) Arranging test coding in establishing new categories on open-ended questionnaire items and pretesting code reliability. (Test coding of about 10% of cases.)
- c) Supervising the coding, making decisions on difficult open-ended items, etc., recoding a sample of each coder's work for reliability.
- d) Collating the code sheets for the four parts of the study. (Transfer sheets, participant's questionnaire, supervisor's questionnaire and technician's questionnaire.)
- e) Arranging specifications for IBM tabulation, beyond those drawn up by ICA/W. This in consultation with the person who will be writing the mission report.
- f) Organizing the tabulated material into tables for the final report.

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BUDGET BY STEPS IN THE STUDY
by Man-Weeks of Time

	<u>Profes- sional</u>	<u>Sub- Profes- sional</u>	<u>Cleri- cal</u>
<u>A. Personnel</u>			
1. <u>Planning and Recruiting, including handling host-government relations, recruiting and training personnel other than interviewers.*</u>	5	1.5	2
2. <u>Factual Data Sheets preparation from files and other sources</u>	1	2	4
3. <u>Transfer Sheets, coding and transferring bio-data.</u>	-	1.5	-
4. <u>Updating addresses</u>	1	-	1
5. <u>Interviewer Training, a two-week session, 10 interviewers</u>	2	20**	2
6. <u>Interviewing, including arranging appointments, assignments & supervision</u>	16	56**	12
7. <u>Technician's interviews</u>	2	-	-
8. <u>Coding, assuming bi-lingual coders (about 1.5 hours per case)</u>	4	13	1
9. <u>Analysis and Report</u>	17	4	4
TOTALS	48	98	26

Totals: Personnel Time

<u>Professional level</u>	48 weeks	\$8,000
<u>Sub-Professional</u>		
Research Asst.	22 weeks	2,500
Interviewers	76 weeks	5,100
<u>Clerical</u>	26 weeks	2,100

B. Other Costs

1. Interviewer's and other personnel's travel & per diem	500
2. Printing and reproducing of questionnaires & other forms	200
3. Printing & reproducing final report	1,000
4. IBM: Punching, tabulating	800
TOTAL	\$20,200

* Includes trainee's time

**Interviewers

TO: Bureau of Social Science Research, Inc.

RE: Morocco

FROM: Robert T. Bower

August 24, 1960

Introduction

The Mission is fully in accord with the aims of the study and certainly able to carry it out once the various problems mentioned below are solved. This report is a summary of discussions held with Joseph L. Brent, Mission Director; Gerald M. Strauss, Program Officer; Stephen G. Chaconas, Training Officer; Elinor J. Gilliatt, Training Assistant; and with several other officers on the USOM staff.

Administration of the Study

Here, as in most other Missions, the biggest problem in carrying out the study is the lack of people in the Mission with enough time to devote to it. Someone is needed who can spend several months full-time in a supervisory capacity. Apparently neither the Training Officer nor the new Training Assistant has that sort of time. If a competent person cannot be found locally to supervise the interviewing, coding and beginning analysis stages, then someone on short-term TDY, or a contractor will probably be required.

Contractor or Specialist

The possibility of USOM/M employing an outside contractor for the interviewing (or interviewing plus coding) part of the study was discussed. Using a French firm is thought not advisable because of the tenuous France-Morocco-U.S. relationships which exist. A Belgian or Swiss firm would be acceptable, but there is no reason to believe that any such firm has experience in research in Morocco. The interesting, but unexplored, possibility of the American University of Beirut taking responsibility for the study here, and possibly in other Arab area countries was suggested. This might be discussed at the forthcoming Training Officer's conference (if the conference is held in Beirut) or otherwise discussed with Dr. Fetter, head of the AUB Sociology department. However, from an inspection of the AUB catalog and from general knowledge, there appears to be no social science laboratory at AUB. They would probably have to recruit and import people and establish a completely new unit, which could be a lengthy process with the usual administrative difficulties. The idea should be explored but should not be counted on too heavily as a quick solution.

Funding and Cost

Counterpart funds not being available, a possible solution is to organize the study as a Project. Otherwise it appears the study would have to be financed out of administrative funds. A time budget for the study has been prepared (copy included). Dollar cost

figures have not been worked up in detail but the entire study, including USOM administrative time, should not exceed \$8,000 - \$9,000, if the study is started in December or around the first of the year.

Timing of the Study

The target date for the study is the first of the year. This is probably the most propitious time to start it for several reasons. First, it would take about that amount of time to implement the study as a project. Second, such a timing might allow for the temporary services of the social scientist who will be carrying out the study in Tunisia, if such a person is sent from the U.S. on sufficiently long TDY. Finally, the preparation of factual data sheets, transfer sheets and the tracing of respondents may take from now until December if no personnel are added to the Training Office staff.

Factual Data and Transfer Sheets

The Training Office can proceed with the preparation of factual data sheets and with the recording of information onto transfer sheets. In some cases the material in the files will not be complete and it will be necessary to collect the required added data in the course of the interviewing.

Some of the participants will have to be traced by phone or letter or by inquiries through the Ministries. Difficulty may be encountered with rural school teachers and farmers, who might be impossible to reach by phone and slow to reach by mail to arrange for the interviewing. In these cases it may have to be the interviewer's responsibility to find the participant; but insofar as possible the arrangements should be made ahead of time.

Translation

French appears to be the best language for most of the interviewing. However, some of the participants and supervisors will have to be interviewed in Arabic. The State Department translations of the questionnaire can probably be used in both cases. Although Moroccan Arabic is quite different from classical Arabic, it is felt that there will be no problems that the interviewer cannot handle if ambiguity arises in using the classical Arabic version.

Interviewing

Since no local research organization exists, the Mission is faced with the problem of recruiting and training people. With the small number of cases, three interviewers will suffice. They should be French-speaking and at least one of them should be Arabic speaking. Since a census was conducted last year, one possible source of interviewers may be ex-census enumerators. Another possibility is to use

university students if the interviewing is done during their summer vacation. It is not felt that students' youth will create a status problem here, particularly since so many fairly high level GOM officials are young.

On the question of the applicability of the usual American interviewer training methods (seminar approach, role-playing interviews, etc.), it was noted that some small problem may arise among French-educated interviewers who are not used to such methods. However, this does not appear to be an insurmountable problem, especially if younger interviewers are used.

Interviewer Assignments and Supervision: With the considerable scattering of some of the returned participants throughout the country (e.g., 18 rural school teachers, inspectors and supervisors) problems will arise as to efficient scheduling and assigning of interviews and as to adequate supervision. The Training Office will prepare a map indicating the location of the returned participants as a preliminary step. No particular difficulty should be encountered for interviews in the Rabat and Casablanca area.

Additional Comments

Below is an outline of the specific tasks requiring the most careful supervision, adapted from my Tunisia report of 22 August. In Morocco, the time estimated in the Interviewing stage is 10 weeks and in the Coding, etc., stage is 6 weeks, excluding item f) which must await the return of tabulated data from the IBM contractor.

Supervisory Tasks

1. Interviewing Stage:

- a) Organizing 2-week training session. Assuming that the potential interviewers are already recruited and space is made available, this will involve becoming thoroughly familiar with all aspects of the study; working up the content of the sessions; preparing outlines, etc., in sufficient copies; probably arranging for the translation of materials into French and Arabic; scheduling talks by USOM and (possibly) GOM personnel.
- b) Running training session with practice interviews, etc., as suggested in guidelines.
- c) Arranging appointments with returned participants and supervisors and making up interview assignments.
- d) Checking over each completed interview with interviewers.
- e) Numbering and arranging completed forms for coding stage.

2. Coding and Setting up Analysis Procedures

- a) Training coders in the use of code books and in the coding procedures.
- b) Arranging test coding in establishing new categories on open-ended questionnaire items and pretesting code reliability. (Test coding of about 10% of cases.)
- c) Supervising the coding, making decisions on difficult open-ended items, etc.; recoding a sample of each coder's work for reliability.
- d) Collating the code sheets for the four parts of the study. (Transfer sheets, participant's questionnaire, supervisor's questionnaire and technician's questionnaire.)
- e) Arranging specifications for IBM tabulation, beyond those drawn up by ICA/W. This is in consultation with the person who will be writing the Mission report.
- f) Organizing the tabulated material into tables for the final report.

Time Budget by Steps in the Study. (Assuming study to start in December 1960, with approximately 80 participants who have been back 6 months or more; also assuming that half the returned participants are in the Rabat or Casablanca area and half are scattered.)

	<u>Profes- sional</u>	<u>Sub- Profes- sional</u>	<u>Cleri- cal</u>
A. <u>Personnel (in man-weeks)</u>			
1. <u>Planning and Recruiting, including handling host government relations and training personnel (other than interviewers), and trainee's time</u>	3	1	1
2. <u>Factual Data Sheets--preparation from files and other sources</u>	1	-	1
3. <u>Transfer Sheets, coding and transferring bio-data</u>	0.5	-	1
4. <u>Up-dating Addresses, where participants have moved, changed jobs, etc.</u>	1	-	1
5. <u>Interviewer training*</u>	2	6**	1
6. <u>Interviewing*</u> (80 participant and 70 supervisor interviews)	8	22**	4
7. <u>Technician's Interviews</u>	2		1
8. <u>Coding, assuming bilingual coders, about 1.5+ hours per case</u>	2	4	-
9. <u>Analysis and Report Writing</u>	8	4	4
	<hr/>	<hr/>	<hr/>
TOTALS	27.5	37	14

Professional 27.5 man-weeks

Sub-Professional

Interviewers 28 "

Other 9 "

Clerical 14 "

* Assuming 3 interviewers.

** Interviewers

B. Other Costs

1. Travel and Per Diem	\$600.00
2. Printing and Reproducing Questionnaire, Forms, etc.	200.00
3. Printing and Reproducing Final Report	500.00
4. IBM Punching and Tabulating	300.00
	<hr/>
TOTAL	\$1600.00

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