

PD-AAN-882

EVALUATION OF THE PEACE FELLOWSHIP PROGRAM

(AID Project 263-0110, Egypt)

November 16, 1983

by

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*PDHAN 882*

CLASSIFICATION

PROJECT EVALUATION SUMMARY (PES) - PART I

Report Control  
Symbol U-47

1. PROJECT TITLE  PEACE FELLOWSHIP PROGRAM		2. PROJECT NUMBER 263-0110	3. MISSION/AID/W OFFICE USAID/Cairo
		4. EVALUATION NUMBER (Enter the number maintained by the reporting unit e.g., Country or AID/W Administrative Code, Fiscal Year, Serial No. beginning with No. 1 each FY) <u>84-1</u>	
		<input checked="" type="checkbox"/> REGULAR EVALUATION <input type="checkbox"/> SPECIAL EVALUATION	

5. KEY PROJECT IMPLEMENTATION DATES			6. ESTIMATED PROJECT FUNDING A. Total \$ <u>57.5 m</u> B. U.S. \$ <u>54 m</u>	7. PERIOD COVERED BY EVALUATION	
A. First PRO-AG or Equivalent FY <u>80</u>	B. Final Obligation Expected FY <u>85</u>	C. Final Input Delivery FY <u>85</u>		From (month/yr.) <u>May, 1981</u>	To (month/yr.) <u>October, 1983</u>

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

A. List decisions and/or unresolved issues; cite those items needing further study. (NOTE: Mission decisions which anticipate AID/W or regional office action should specify type of document, e.g., airgram, SPAR, PIO, which will present detailed request.)	B. NAME OF OFFICER RESPONSIBLE FOR ACTION	C. DATE ACTION TO BE COMPLETED
1. Decide on the immediate future of the Peace Fellowship Program (extension of time and level of funding), per recommendation A.1.	USAID/MOHE	January 31, 1984
2. Decide on the longer term future (directions and nature) of the Peace Fellowship Program along the lines of recommendations A.2, B.4-7 and 9-10.	USAID/MOHE	March 31, 1984
3. Resolve Peace Fellowship administrative problems (health care, understanding AID policies and procedures), per recommendations A.3 and A.11.	USAID/MOHE	July 31, 1984
4. Develop a plan of action for follow up of returned Peace Fellows, per recommendations C.15 and 16.	MOHE/USAID	July 31, 1984

9. INVENTORY OF DOCUMENTS TO BE REVISED PER ABOVE DECISIONS			10. ALTERNATIVE DECISIONS ON FUTURE OF PROJECT	
<input type="checkbox"/> Project Paper	<input type="checkbox"/> Implementation Plan e.g., CPI Network	<input type="checkbox"/> Other (Specify)	A. <input checked="" type="checkbox"/> Continue Project Without Change	
<input type="checkbox"/> Financial Plan	<input type="checkbox"/> PIO/T		B. <input type="checkbox"/> Change Project Design and/or	
<input type="checkbox"/> Logical Framework	<input type="checkbox"/> PIO/C	<input type="checkbox"/> Other (Specify)	<input type="checkbox"/> Change Implementation Plan	
<input type="checkbox"/> Project Agreement	<input type="checkbox"/> PIO/P		C. <input type="checkbox"/> Discontinue Project	

11. PROJECT OFFICER AND HOST COUNTRY OR OTHER RANKING PARTICIPANTS AS APPROPRIATE (Names and Titles)		12. Mission/AID/W Office Director Approval	
Stephen H. Grant, HRDC/ET <i>Sg</i> Adolph Y. Wilburn, HRDC/ET <i>W</i> Howard Lusk, AD/HRDC <i>HL</i> Norman Sweet, AD/DPP <i>NS</i> Arthur Handly, DD <i>AH</i>		Signature <i>M.P.W. Stone</i>	
		Typed Name M.P.W. Stone, Director	
		Date <i>12-28-83</i>	

## LIST OF ABBREVIATIONS

ACC	AMERICAN CULTURAL CENTER (ALEXANDRIA)
AID	AGENCY FOR INTERNATIONAL DEVELOPMENT
AMIDEAST	AMERICA-MIDEAST EDUCATIONAL AND TRAINING SERVICES, INC.
AUC	AMERICAN UNIVERSITY OF CAIRO
ECB	EDUCATIONAL AND CULTURAL BUREAU, EMBASSY OF EGYPT, (Washington, D.C.)
ECFMG	EDUCATION COMMISSION FOR FOREIGN MEDICAL GRADUATES.
ELT	ENGLISH LANGUAGE TRAINING
GOE	GOVERNMENT OF EGYPT
HAC	HEALTH AND ACCIDENT COVERAGE (AID)
JSP	JOINT SUPERVISION PROGRAM
MIIC	MINISTRY OF INVESTMENT & INTERNATIONAL COOPERATION
MOH	MINISTRY OF HEALTH
MOHE	MINISTRY OF HIGHER EDUCATION
PACD	PROJECT ASSISTANCE COMPLETION DATE
PF	PEACE FELLOW
PFP	PEACE FELLOWSHIP PROGRAM
PMC	PROJECT MANAGEMENT COMMITTEE (EGYPTIAN)
SAU	SPECIAL ADMINISTRATIVE UNIT, IN THE MISSIONS DEPARTMENT, MINISTRY OF HIGHER EDUCATION
TOEFL	TEACHING OF ENGLISH AS A FOREIGN LANGUAGE
USAID or USAID/EGYPT	UNITED STATES AGENCY FOR INTERNATIONAL DEVELOPMENT, EGYPT

## I. NOTE OF APPRECIATION:

The two person evaluation team is grateful to a number of individuals and organizations who generously gave their time, information and support to this study. Without the many services and effective support of AMIDEAST, this evaluation would be bereft of much of its scope and depth. AMIDEAST's Washington, Cairo and Alexandria offices were valuable in providing documentation and in arranging interviews with actual and returned Peace Fellows (PFs) and a myriad of Egyptian organizations and officials, all with minimal or no advance notice. Special thanks go to Amany El-Difrawy, Director of the PFP, Ronald G. Wolfe, Cairo Office Director, Hoda El-Mallah, Nagla Abdoun, and Donna MacInnes. The PMC and Missions Department gave freely of their time and information. We are especially appreciative of the efforts of Dr. Abdul Meguid El-Sayed, Mr. Fawzi Abdul Zahir and Dr. Ezzat Khairy, three of the four PMC members, and to Dr. Medhat Hamdi (the fourth PMC member) and Mr. Azmy Rakka, who guided us on many aspects of the evaluation and the latter of whom shared interviewing of returned PFs and on two days of interviews and meetings in Alexandria. Stephen H. Grant of USAID/Egypt deserves thanks for the meetings he arranged with Government officials and for his helpful suggestions.

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Subject: PEACE FELLOWSHIP PROGRAM:

## II. EXECUTIVE SUMMARY

The Peace Fellowship Program (PFP) is moving well toward the upwardly revised target of 1,900 graduate level participants in U.S. Universities by the end of 1986. Over 500 PFs have returned to Egypt and nearly 650 are currently in the U.S. Intensive interviewing of returned (PFs) in Cairo and Alexandria indicates that Peace Fellows are of high caliber and in general are already making contributions to Egyptian development. Thus, the PFP is progressing well toward achieving its purpose, namely, to strengthen and expand the pool of Egyptian manpower trained in development related fields. The PFP, which started in May, 1979, is slowly establishing itself as having the mystique and reputation of a quality program, different from the traditional participant training programs, due in part to Egyptian leadership in creating the PFP and to the MOHE/PMC's high-level management of the program.

The impact and positive signs of the PFP emerged to an extent unexpected by the evaluation team. PFs are utilizing ideas, techniques and knowledge they gained in the U.S. toward salient, developmentally related ends, and are helping generate new knowledge. A few have returned to new higher-level positions, and many expect to be promoted soon. They and five of their supervisors attest to improved technical acumen and better overall job performance. Another indicator of Project impact is that returned PFs, though back just an average of five months, enthusiastically give in-depth information about the PFP to their colleagues and friends, three of whom on the average in turn apply for the PFP. The name recognition in Egypt the PFP has acquired is another sign. The overwhelming percentage of PFs who complete their programs

versus the miniscule percentage which does not is another measure. Lastly, the 52 PFs interviewed responded very positively to questionnaire items on how their PFP experience is helping them in their jobs and how they feel they are contributing to Egyptian progress and development. Not surprisingly, the departing American Ambassador praised the PFP in one of his final press conferences.

At the same time, key managerial decisions are pressing in on the program, of which the most important are to:

- (1) extend the PFP through December 1986, probably involving some increase in funding if the 1,900 PF target is to be reached.
- (2) commence the review process to determine the future of the PFP, now scheduled for conclusion on December 31, 1985.

In this latter connection, this report suggests some long range options to consider.

Much of the credit for the progress to date is due to the Egyptian leadership of the PFP, the excellent performance of the U.S. contractor, AMIDEAST, and to good Egyptian-AID cooperation and flexibility in addressing on-going operational problems. A recent example of the last mentioned is a decision of the Project Management Committee (PMC) in Cairo to give the Egyptian Embassy Educational and Cultural Bureau (ECB) in Washington, D.C. authority, in coordinated action with AMIDEAST/Washington, to permit Peace Fellows to extend in the U.S. up to a total of one month. While this will not resolve the major request of many Peace Fellows, i.e., to extend their stay in the U.S. to permit completion of a Master's degree, it will help a number of short-term concerns.

### III. BACKGROUND

#### A. Historical Sketch of the Peace Fellowship Program:

The initiative for the PFP came from the Government of Egypt (GOE) in the high level bilateral discussions held at the beginning of the Camp David peace process. The President of Egypt took a direct, personal interest in the Program, and important Egyptian authorities spent long days and weeks to plan the PFP and select the first PFs. At these meetings, Egyptian officials stressed the importance of a program of graduate-level study in the United States, which would contribute to Egyptian development, and recalled their experiences in U.S. universities as crucial in their own careers. Egyptian interest in the PFP has remained high, and shortly after its commencement in 1979, the GOE assumed full control of the selection process and major managerial responsibility for the leadership. AID supported this Egyptian approach, and according to a 1981 Evaluation Report\*, looked upon the PFP as a "high impact, high visibility program...the centerpiece of USAID (Egypt's) investment in long-term academic training."

As originally conceived the PFP was to provide 1500 two-year academic fellowships for which \$45 million were set aside; English language training, if required, was considered a GOE responsibility (Project Paper page 7). Ninety-two fellows went to the U.S. under Phase I, leaving approximately 1400 for Phase II. Experience with Phase I, however, indicated that the \$45 million would not be adequate, in part because of inflation. At the same time, the GOE

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\* "Special Implementation review of the Peace Fellowship Program"

(Project 263-0110), May 1981, W. R. Charleson and A.Y. Wilburn.

and AID decided that the PFP should send increased numbers of participants to ensure development impact and, to the extent possible, also to enlarge the participation of diverse socio-economic groups. The upper age limit for PFs was originally set at 35; it subsequently was raised to 40 for all except PFs from universities on degree programs.

Out of these considerations, a new target level of 1,900 fellowships emerged together with a revised funding level of \$54 million, and a changed program configuration of 10 and 21-month fellowships. Nine hundred of the 21-month scholarships went to the 12 Egyptian universities; 1000 scholarships were assigned to other sponsor sectors as follows:

- 480 (48%) to government ministries, universities and affiliated centers of research ;
- 270 (27%) to public sector firms; and
- 150 (15%) to private sector firms;
- 100 (10%) of the fellowships were unassigned so that the Egyptian selection committee could adjust the distribution, as necessary.

The Missions Department\* of the MOHE has received over 6000 applications since the beginning of the PFP. Approximately 1,000 have been received during the past year. (Both MOHE and AMIDEAST personnel indicated that the "reservoir" of available, qualified PF candidates may be shrinking, in that a higher percentage of current applicants has lower university academic records than applicants of previous years.

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\* Missions Department. A Unit within the Ministry of Higher Education which handles all foreign scholarships. Within the Missions Department, there is a "Special Administrative Unit" (SAU) which handles the Peace Fellowship Program.

This makes placement in U.S. universities much more difficult. Whereas AMIDEAST/Washington sent a PF candidate's file to an average of four universities during the first two years of the PFP, now files must frequently be sent to 12-15 universities before the candidate is accepted, if at all.) Nevertheless, English competency became a major obstacle to participation, and English Language Training (ELT) emerged as vital in bringing Peace Fellows up to the TOEFL level required for graduate work (around 550). ELT centers in Cairo (American University of Cairo), Alexandria and in various university settings in the U.S. have since become major components of the program. Thus, the 10 and 21 month PF programs often become 13 and 24 months to allow for this English training, and program costs are increased where ELT is given in the U.S.

#### B. CURRENT STATUS OF THE PEACE FELLOWSHIP PROGRAM

The 21-month faculty upgrading part of the PFP is working smoothly at present, with the transfer in many cases of the PFs to Egyptian Government fellowships ("Missions Scholarship") to complete Ph.D. programs in the U.S. In contrast, the 10-month variant has raised a series of on-going management problems because of its uniqueness in concept, its time-consuming placement requirements — each Peace Fellow becomes a special project — and because of the highly motivated Egyptian participants' determination to seek extensions of several months to complete Master's programs. It is a cultural phenomenon that Egyptians

place a high value on advanced degrees for career advancement and, if necessary and available, they will use their own resources for the last few months of study. The PMC in Cairo grants short extensions in some cases to complete the degrees, but it has desired to keep the focus on non-degree academic programs and improve the quality of the practical training component.

The MOHE and USAID have recently evolved a third program variant, called the Joint Supervision Program (JSP), which is broader (touching all Egyptian scholarship programs abroad) than the PFP, but which could affect the future direction of the PFP. This faculty upgrading program involves supervision by both Egyptian and U.S. professors (in the case of US fellowships), with approximately two years study in U.S. academic institutions, and leading eventually to the Ph.D. from an Egyptian University. This JSP offers several advantages: it avoids the equivalency issue, since the Ph.D. is from an Egyptian university; it holds the foreign Ph.D. experience to about two years (which is now about 4-5 years); it should cut down on the loss of trained manpower to foreign countries; it establishes close linkages between Egyptian and U.S. universities and professors, since faculty advisors will travel in both directions; and it provides a quality education for the participant.

The PFP is making steady progress toward the target goal of 1,900. As of September 30, 1983, 1,152\* Peace Fellows have begun their training

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\*Plus an additional 92 PFs in Phase I, who are not included in the statistics cited in this report.

in U.S. institutions of higher learning, (504 have returned ; 648 are presently in the U.S.) AMIDEAST estimates that more than 200 Peace Fellows will begin courses in the Winter of 1983-84, primarily in January. PFs to date have been placed in over 200 different U.S. institutions.

Cumulative Placement Statistics

(As of 9/30/83)

Total files received from beginning of PFP	1650
Number of participants who have completed programs	504
Number of participants currently enrolled in U.S.	648
Number of participants withdrawn/cancelled	115
Number of PF placements pending	383

Source: AMIDEAST

Missions Department Data as of October 31, indicate that 1188 Peace Fellows are in or have completed the Program.

The length of the fellowship is an important variable in determining the eventual number of participants. According to AMIDEAST data\* as of 9/30/83, the situation is:

<u>LENGTH OF FELLOWSHIP</u>	<u>No. of PFs</u>	<u>% of total</u>
10 (13) months	970	59%
21 (24) months	662	40%
20 months	18	1%
	1,650**	

The Peace Fellows are coming from all five sectors, with the 12 Egyptian universities leading the list.

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\* All data, unless otherwise specified, are from AMIDEAST, and are as of September 30, 1983.

EGYPTIAN SPONSORSHIP

Universities	741	45%
Research Institutes & Academies	62	4%
Government Ministries	533	32%
Public Sector Companies	55	3%
Private Sector Companies	<u>259</u>	<u>16%</u>
	1,650**	100%

These distributional statistics should be taken as indicative, rather than definite, since there is room for placing PFs in several different categories. For example, the evaluation team believes that the figures for private sector participants are overstated since many so-called "private sector" PFs are actually working for "Public Sector Companies". This is an important consideration since the Private Sector is currently oversubscribed, and there is a temporary hold on admissions despite apparently excellent candidates from this pool.

The actual and prospective Peace Fellows are clearly in development oriented fields of study:

FIELDS OF STUDY

Engineering & Applied Sciences	490	30%
Health-related Fields	450	27%
Education and Social Sciences	213	13%
Agriculture	191	12%
Business Administration	192	12%
Architecture	55	3%
Economics	<u>59</u>	<u>3%</u>
	1,650**	100%

\*\*Includes 115 who have withdrawn.

The distribution of Peace Fellows by gender is:

Male	1312	80%
Female	<u>338</u>	<u>20%</u>
	1,650**	100%

According to the Missions Department, two years ago women accounted for only 17% of the PFs. The Missions's latest data (Nov. 1, 1983), show the percentage of women's participation has climbed rapidly to where it is currently 26.9% overall. This rate of nearly 27% far outdistances the 12% average for AID-funded participant training for the Near East region. Of the 338 women, nearly 60% have come from Egyptian universities. The Missions Department Director believes that eventually the target of 35% female participation will be achieved. This is a most satisfactory evolution and points up that cultural and family obstacles to women's participation are not as great as some anticipated.

More importantly, as Section V brings out, these are also a remarkable group of well educated young Egyptians who are making definite contributions to Egyptian development.

#### IV. EVALUATION METHODOLOGY

The purpose of the PFP is to strengthen and expand the pool of Egyptian manpower trained in development-related fields. To achieve this end, the inputs are Peace Fellowships, and the outputs are trained men and women in development fields. (The long-range goal as indirectly stated in the Project Paper is more vague: to have well designed and effective development policies, programs and projects in those sectors for which the Peace Fellows have received training).

The main purpose of this evaluation is to detect strengths and weaknesses of the PFP and, to the extent possible at this early stage and in a few days, determine the progress made toward the Program's purpose. This is never an easy process in a multi-year project whose benefits will not become evident for a decade or more and whose "products"—trained Egyptians— are only now beginning to return to Egypt in large numbers (approximately 520 as of 10/31/83). Other evaluation purposes are to identify major issues, ascertain the PFP's developmental effects (to the degree possible), to suggest future options and make recommendations to improve further the PFP. Hence, in addition to the fact that the U.S. Congress mandates the periodic evaluation of major projects such as the PFP, the different entities involved wish to judge its merit and to enhance it.

This evaluation focuses upon collecting specific information and is decision-oriented. It centers, as all evaluations should, on worth, merit and value. It is comprised of antecedent, transactional and outcome data as it attempts to indicate and measure attitudes

and results. It is a formative evaluation in that it is conducted at the Program's approximate mid-point, and its role is to discover successes and deficiencies, so that adjustments and refinements can be made. Due to the small evaluation team and short time period, the major evaluative tasks - collection, organization, analysis and reporting of information - were carried out simultaneously. One hundred and twenty persons were interviewed, many repeatedly. (Appendix B)

The two-person team spent three days in Washington D.C., and three weeks in Egypt in a review of documentation, in-depth interviews of PFs, and meetings with selected organizations and officials. The team met with PFs on the campuses of George Washington (6), George Mason (2) and Georgetown (4) Universities. They ranged from four at Georgetown who had arrived two weeks previously and were studying English to three from George Washington who were in their 15th month. While still in Washington, the team chose a random sample of 50 (representing approximately 10% of those who had returned to Egypt) returned PFs spread proportionately among the four sponsors of the PFP (universities, research institutes and public companies, government ministries and agencies, and private sector companies) and divided for each category between those who had been back in Egypt one year or more and those back one year or less. The names and other data on the 50 PFs were sent to AMIDEAST/Cairo, since AMIDEAST had graciously offered to assist in arranging interviews and other logistical support. Of the 50 chosen at random, 20 were interviewed. Of the 30 returned PFs not available for interviews, the reasons were: 1' could not be reached due to wrong

addresses or telephone numbers, nine were in the U.S., three could not be (physically) reached in Egypt, two were on Missions Department fellowships in the U.S., one was working in a third country (Saudi Arabia), and one was on a vacation/honeymoon. To reach the eventual level of 52 PFs interviewed, other returned PFs were chosen at random from among the sponsor groups.

Most PF interviews were held individually in AMIDEAST offices in Cairo and Alexandria, where the team spent two days, and lasted an average of one and one-quarter hours. Eighteen were interviewed in their places of work. Five supervisors were also interviewed. A standardized 12-point questionnaire which solicited judgmental responses was administered to each PF (see Appendix A). Protocol responses were then aggregated to describe certain value commitments of the group. The last question was open ended. With many PFs, certain other questions were asked informally, such as views about the U.S. Contractor's services. The strengths of interviews are that they allow for depth and free response, are flexible and adaptable to individual situations, and allow glimpses of a respondent's gestures, tone of voice, etc. that reveal her/his feelings. Weaknesses of interviews are that they are costly in time and personnel, are frequently difficult to summarize and are subject to several biases (i.e., the interviewer's, respondent's, situational, etc.).

V. INTERVIEWS WITH THE PEACE FELLOWS

A. Places of Work and Job Status

The large majority of the 52 PFs interviewed have returned to the same positions they held before going to the U.S. and at the same salary. The average length of time they had been back in Egypt was five months, thus real longitudinality could not be measured. Perhaps one-third had recently or were about to receive promotions in their work, but in most cases they were not directly due to the U.S. experience. In only a few cases did PFP participation prompt a raise in salary. Approximately 60% of those interviewed felt, however, that the U.S. experience would amount to higher pay over the coming years, as well as substantially increasing their technical and scientific prowess. It is one of several examples of the sense of patience, and delayed gratification, that the PFs demonstrated.

B. Effects of PF Experience on PFs' Work in Egypt: Immediate Impact and Future Benefits

Returned PFs rated themselves at 4.30 on a scale from "very little" (1.00) to "very much" (5.00) on the question, "To what degree has your U.S. experience helped in your job?" While the team encouraged interviewees to mention negative and critical information whenever appropriate, a minority of PFs may have skewed their responses slightly upward to conform to what they felt the evaluators wished to hear. However, the majority appeared to rate and remark as they truly felt. The interviews and questionnaires make clear that those PFs sponsored by universities, research institutes, private sector companies

and public companies (in descending order) view their U.S. training as very helpful in their work. There is an immediate and direct application of the knowledge, techniques and ideas they acquired in the United States. This positive trait was and is occurring over and over again even though many interviewed had only been back in Egypt, at their jobs, for two or three months. The list of real contributions and technical and scientific application is impressive.

In contrast, the PFs sponsored by government ministries and agencies have a quite different attitude and experience. Most of them rated themselves in the "very little" (1.00), "some" (2.00) or "average" (3.00) range. Like government employees in many countries, they feel somewhat frustrated and disappointed. They are chagrined at such situations as unimaginative supervisors, skimpy operating budgets, lack of computers and other equipment, and the perceived long, undue wait to receive promotions and other benefits. Repeatedly on the questionnaire, they rated their actual contribution as "very little" or "some", but said it would be "very much" if they "had their way" and were placed and allowed to function as they could and should in the governmental bureaucracies. It should be noted, however, that returned PFs working with the Ministry of Health (MOH) are convinced that their U.S. experience is helping them considerably in their work.

C. Transfer of Knowledge and Techniques: Impact

The range, significance and depth of contributions of the returned PFs, though many have been back in Egypt for a few weeks or months, are impressive and have exceeded the expectations of nearly all those persons who helped plan the PFP and are presently concerned with its progress. As stated above, a minority--comprised primarily of governmental employees--feels it has been difficult to apply what they have learned in the U.S., though they admit these situations could change favorably if personnel, administrative and support procedures improve in their offices.

Cases abound of technological transfer, idea generation and technique adaptation from their U.S. experiences to Egyptian reality:

- A woman professor at the Faculty of Veterinary Medicine of the University of Cairo (there are five returned PFs in this particular Faculty) has written four scientific articles, based upon her 10-month fellowship in the U.S., dealing with mastitis of dairy cattle. Three have already been published in English in the U.S. and distributed worldwide. The articles, with summaries in Arabic, enjoy wide audiences in Egypt and the Middle East, particularly among members of Egypt's active Society of Veterinary Medicine. The professor has also given two formal presentations and led an informal discussion on her U.S. experience and her research speciality.
- A male physician of the private sector is specializing in research on breast cancer, a major medical problem in Egypt. Based on his PF experience, two of his articles have been published, one of them in the American Journal of Medicine.

- A woman lecturer from the Academy of Scientific Research, National Institute of Standards (NIS), spent 12 months at the (U.S.) National Bureau of Standards. New areas for her were learning about cryogenic precision measurement and the use of the computer in precision measurement. Since returning nine months ago, she has published two papers in Egypt, and they have been diffused through the Association of Engineering magazine. One is titled "The Precise Method of Calibrating Watt Hour Meters at the NIS." The second is titled "The Quarteem Hole Effect Experiment for a Possible Resistance Standard." She may be promoted soon, and wants a better chance to pass on what she knows and learned in the U.S.
- A recent returnee employed at the Arab International Bank has already initiated a directory of investors, a management information system and the computerization of work flow and documentary credits. While a PF at George Washington University, on his own he wrote four banks in New York City to determine if he could visit them to become acquainted with their documentary credit procedures. As a result of their positive response, he traveled to New York at his expense and spent one day each as a special guest of the Chase Manhattan Bank, Citibank and Hanover Manufacturers Trust Bank to study their documentation credit procedures. In addition to this professional and personal encounter, this PF spent three months in useful practical training at a Washington, D.C. bank.
- A Research Assistant and Civil Engineer in the Ministry of Irrigation received an M.S. at Utah State, which will help her in her promotion, and imminent move to a higher position. She currently works with a joint Egyptian-USAID water use and management project (EWUP) which

involves considerable field work. She comments, "I am so glad to work and do something useful for my country."

- A returnee from South Dakota State believes the PFP was most valuable in his work on flax disease at the Agricultural Research Center.
- A young woman professor in Cairo University's Faculty of Veterinary Medicine, though arriving from the University of Illinois merely two months ago, has had one article published and another accepted. The first, titled "Rift Valley Fever: Its Epidemiology in Egypt," recently appeared in the Journal of Medicine and has received worldwide diffusion. She modestly but proudly displayed approximately 50 inquiries and requests for copies she has received from scientists and research centers in many countries. Her new article on brucellosis will soon be published. She attended the International Conference on Impact of Diseases on Livestock Production in the Tropics in Orlando, Florida as part of her PF Program; she describes this event as most stimulating and useful. She stated, "The Peace Fellowship allowed me to have exposure to so many new happenings in the fields of parasitology and virology." She recently gave a formal presentation at the University of Cairo on her U.S. research and experience to colleagues, professors and students.
- A public company-sponsored PF, based in Alexandria, is utilizing the I.C.P. spectroscopy and other techniques to detect internal defects in cast iron ingots. His supervisor, interviewed separately, attested to the quantum jump in the employee's technical prowess and how improved inspection techniques save the company time and money since the detection rate of inferior materials has increased over 100%.

- A MOH professional is now using micro-processors in the teaching of bio-medical engineering, which she attests is a marked improvement.
- Another woman employed by the MOH is putting into practice techniques she learned in her work of preparing audio-visual materials for the health field, for use in schools and by the general populace.
- A surgeon at the Faculty of Medicine of the University of Alexandria is applying new ideas on endoscopies, recently had an article on peptic ulcer published in the U.S. which is circulating in Egypt and worldwide, and is preparing another article on cholangitis pancreatography based on his Peace Fellowship research.
- An Alexandria-based physical education teacher is utilizing ideas and expertise gained concerning physical education for the mentally impaired.
- A PF received an M.S. in Bio-Medical Engineering at the University of Pennsylvania within one year. She worked there with another PF, who is now completing his Ph.D. The two learned computer techniques and, working with their faculty advisor (whom she rates as "more than excellent") and her Egyptian supervisor (who went to the U.S. for a short visit), developed a computer program to service and maintain medical equipment to be used eventually throughout Egypt to help maintain hospital equipment. The MOH has ordered a computer from the U.S. to implement this program. The PF notes that she likes her work, though only earning LE 42 per month. "Someday I may have to shift to the private sector. I don't need the money now and can stay in the job. I want to help Egyptian development."

This list is merely a sample.

D. Orientation

Orientation is a diverse, multi-faceted aspect of the PFP. It can occur in up to five or six locations, each representing a different organization or means. The team feels this diversification and range of opportunities are good. Overall, PFs rated their orientation at 3.43, between "average" and "considerable" in value. Approximately one-third of the interviewees did not partake of orientation in any locale or form principally because: (1) they were too rushed and did not have the time; (2) it interfered with their jobs; (3) they felt they knew the U.S. fairly well through study, friend(s) or relative(s) in the U.S., prolonged English language training, and in a few cases, through previous visits to the U.S.; or (4) they did not bother to seek orientation (particularly in their U.S. universities). The one-day orientation sessions organized by AMIDEAST in Cairo and held as often as bi-weekly were rated highly by PFs, especially when a person of the stature and acumen of Dr. El-Sayed of the MOHE participated. Interviewees also rated the Missions Department personnel highly in these sessions. The average of one-half day of orientation given by AMIDEAST in Washington was generally seen as quite useful. Many interviewees said they would have liked a day or more to go on a guided sightseeing trip around Washington, D.C., an opinion echoed by several Missions Department professionals.

The deficiencies in orientation were few, but nonetheless significant. Many PFs interviewed, especially women, felt there should be more information and guidance on housing in the U.S. This should be done upon entering the U.S. and, to a lesser extent, more background information and tips before leaving Egypt. Several had problems with

landlords and U.S. housing regulations and customs. To assuage what several PFs described as "cultural shock," more general orientation on U.S. life, culture, religion, etc. is needed for some PFs.

Approximately 18 of the 52 PFs interviewed stated they were pleasantly surprised by the U.S., as contrasted to the stereotypes they had received from television, movies and printed accounts as a land of violence, guns, impersonal people, and lacking in "depth" and "classical culture." Governmentally sponsored PFs most often gave these views. Naturally, the PFs individually are responsible for most of their own orientation through reading, asking questions, and "venturing out" on their own, both in Egypt and the U.S. AMIDEAST, the MOHE/Missions Department and U.S. institutions can merely provide guidance, the "topping off."

#### E. English Language Training (ELT)

English language competency is one of the most important stimuli, or barriers, to participation in the PFP. For the PFP, ELT has been given in only three places: the American University of Cairo (AUC), the American Cultural Center (ACC) in Alexandria, or at a U.S. university. Roughly one-third of PFs interviewed did not need to take intensive ELT for the PFP since their levels were sufficiently high, usually a TOEFL score of 550 or more. Most of these PFs had attended private primary and/or secondary schools of generally high standards where English was given, and in some cases was the medium of instruction.

Some interesting, relevant characteristics emerge concerning ELT. The two-thirds of PFs who had PFP-related ELT gave it a 4.17 rating, between

"good" (4.00) and "very good." (5.00). The most highly rated facility was the AUC. The ACC also received praise. Most PFs prefer to have their ELT at the AUC (or ACC) because of its high quality and since it "saves" the time in the U.S. strictly for academic coursework and practical training. However, the evaluators did notice a slight trend among GOE-sponsored PFs (excepting, generally, MOH Professionals) in that they preferred to have ELT in the U.S. This is due to their lower average English scores as they enter the PFP and perception that true ELT can best or only occur "where it obviously has to be mastered."

At least two noteworthy problems affect ELT and the PFP. Missions Department personnel particularly spoke of these. First, the lack of decentralized ELT centers spread through Egypt's provinces restricts the numbers of potentially qualified PFP applicants. While the Department pays ELT per diem expenses, many students are reluctant to leave their families to go to Cairo or Alexandria for long periods. As several persons said, "Cairo must reach the provinces." It was pointed out that the French have language training centers in Minia, Assiut, Aswan, Alexandria, etc. New ELT centers need not necessarily operate continually, but may function intermittently, and could make use of schools, teachers, universities and other facilities during vacation periods. Second, about 20 PFs have completed their training as TOEFL teachers. Many of them return to Egypt, but reportedly give lucrative private lessons and ignore their regular jobs. Others remain in the U.S., supposedly. At any rate, TOEFL teachers are needed to train Egyptians for the PFP and other programs.

F. Most Valuable Aspects of U.S. Experience

The most useful, valuable facets of the PFs' programs were (or are) the practical training, the opportunity to know Americans really well, attendance at professional conferences and meetings, and the chance to perform quality laboratory work and use new or hitherto unknown laboratory equipment. Responses fell into three general inter-related categories: (1) academic and professional concerns; (2) U.S. society and life; and (3) personal matters. Under the first, the PFs appreciate acquaintance with new technologies (such as micro-compressors, construction management, and computers), new trends in their professional fields, the opportunity to conduct publishable research, good libraries, and positive, mature and direct professor-student relationships. Numerous PFs noted their assimilation of new ideas, techniques and opinions.

Many PFs commented in glowing terms about their U.S. academic advisors: how they were excellent persons, good professionals, and how they cared for and were personally interested in the PFs' well-being and academic progress. Under No. 2 above and besides the chance to know Americans, the PFs frequently commented upon the many friends they made, the "ease" and tranquility of U.S. life, and becoming acquainted geographically and culturally with the U.S. On personal matters, PFs stressed friendships established with U.S. students, professors and off-campus host nationals, and learning how to study, take notes and organize and write research papers. A surprising number candidly said they enjoyed the freedom and flexibility of U.S. university and extra-mural life, and that it was a good opportunity (in some cases, their first) to be on their own, to be truly self-reliant.

It was not really possible to quantify scientifically these important attitudes due to the brevity of the evaluation, its small team and the mid-point status of the PFP. However, in any future in-depth and longitudinal studies of the PFP, these factors should be examined further and calculated. It would assist in measuring the PFP's impact.

G. Least Valuable Aspects of the U.S. Experience

Though encouraged and prodded by the two evaluators, returned PFs expressed very few least useful, valuable features. The one most mentioned is that they could not obtain a degree, usually a Master's degree. Even if they did, or were going on post-doctoral research, most PFs feel a degree should be permissible if the PF works expediently. Other least useful aspects were more time needed for practical training, housing and housing problems, and being away from families. Several PFs commented upon the high cost of living and the limited PF monthly maintenance allowance, occasional misunderstandings with foreign student advisors and, less frequently, with academic advisors, and barriers to doing full-fledged practical training due to rigorous certifying/licensing examinations, such as the Education Commission for Foreign Medical Graduates (ECFMG) and the FLEX examination. As with point V, F above, these least useful aspects should be studied more thoroughly and quantitatively.

H. Peace Fellows Rate Their Academic Programs

The PFs' academic and practical training ("acatraining") programs are the heart of the PFP. The PFs generally judged their U.S. programs very highly, which is not a tribute only to them but also to the Missions

Department personnel for their apparently sound selection procedures and to AMIDEAST's ability to place the PFs and match them with appropriate university and departmental programs. On the evaluators' rating scale, which included "very poor" (1.00), "poor" (2.00), "average" (3.00), "good" (4.00) and "very good" (5.00), the PFs as a group responded in the following manner to varied aspects of their academic programs:

<u>Rating</u>	<u>Program Aspect</u>
4.69	Faculty Advisor
4.58	Professors (as a whole)
4.50	Appropriateness of the institution
4.50	Research or special (academic) project
4.42	Coursework
4.26	Quality and degree of academic and social interchange with U.S. colleagues and students
3.48	Foreign student advisor

The PFs consistently volunteered information which suggests that the most important single factor in the success of a PF -- excepting the Egyptian's own intelligence and resolve -- is a competent, caring and interested faculty advisor. For example, at George Mason University, the PFs' faculty advisor has considerable international experience in the Middle East and Asia, and, according to the PFs, has the academic background, cultural empathy, personal touch and professional contacts (important for arranging quality practical training) which make him an excellent advisor.

I. Links or Ties with U.S. Professors, Technical Societies, Institutions, other PFs, etc.

The 52 PFs interviewed had been back in Egypt an average of five months and, to a degree surprising to the evaluators, had initiated and been the object of much correspondence with persons in the U.S., mainly their academic advisors. This correspondence has been both technical/professional and personal, seemingly in equal degrees. The most intense writing was from and to PFs who were on post-doctoral programs. Their correspondence usually relates to finishing a research article with a U.S. colleague, finalizing the publication of an article, receipt of updated technical information from the U.S., and news of research and events in their academic departments. To an extent unexpected, the evaluators found that the PFs who were on 10-13 month programs--and particularly if they were able to finish a Master's degree--also wrote and received numerous letters. This correspondence appears to be a bit more personal, on the average, than the post-doctoral PFs', and deals with such matters as requests for course syllabi, speculation on returning to the U.S. for further study (frequently doctoral study), the PFs' impressions upon living and working back in Egypt, and personal and family greetings. Though they are a small group and only a few were interviewed, the research institute-sponsored PFs maintained a high degree of contact with their U.S. professors and institutions. The private sector PFs have to a lesser extent. The PFs from GOE ministries and agencies have, as a group (with the partial exception of research institute and MOH personnel), been the origin or object of few significant ties and links.

Two inter-related factors emerged clearly from the in-depth interviews with PFs. One is the importance given to a relevant professional or technical meeting (usually regional or national in scope) in the U.S. PFs invariably mentioned how attendance allowed them to meet experts and practitioners in the field, learn of major issues and problems, establish professional and personal contacts, and become acquainted with books, equipment and other professional materials. AMIDEAST has done excellent work in arranging PFs' attendance at these conferences and meetings. Frequently they are arranged during the PFs' spring break or other vacation period, thus not taking them away from regular course or research work. Attendance also usually gives the PFs opportunities to see other portions of the U.S. Such participation is one of the strengths of the PFP.

The second is the consequence PFs give to the receipt of technical or professional journals once they return to Egypt. PFs related that a nice bonus of the PFP is that , through arrangements facilitated by AMIDEAST and per AID regulations, it provides a three-year subscription to one such journal, occasionally one published by the association or society which sponsored the conference they attended. In a few cases, PFs complained mildly that AMIDEAST waited until they were about to return to Egypt before it communicated with and advised them on this feature. Clearly, the journals are forming a valuable part of the returned PFs' working and personal libraries.

The links and lasting associations with the U.S. established by and toward the Egyptian PFs and their institutions are topics which need to be studied further.

J. Views on Contribution to Egyptian Progress and Development

The question on this topic closely resembles questionnaire item No. 2. The evaluation team felt the question was a bit too synoptic and broad, and invited modesty which biased responses. In any event, to the question "To what extent do you feel that in your present job you are contributing to Egyptian progress and development?", the PFs gave an average rating of 3.92, nearly "considerable" (4.00). The two evaluators gave them a 4.27 average, almost identical to the rating PFs gave themselves in question No. 2, which inquired as to the degree to which the PFs' U.S. experience helped them in their jobs. Again, responses were highest and most enthusiastic where the PFs were applying directly and immediately techniques and ideas gained in the U.S. This means that the post-doctoral, research institute and public companies and the private sector-sponsored PFs, in descending order, were the most positive. The PFs sponsored by government ministries and agencies were the least positive, again with the particular exception of PFs from the MOH.

The five supervisors of PFs interviewed uniformly praised the PFP and the contributions PFs are making to development. In addition to citing specific examples, the supervisors stressed the value to the PF in learning new techniques and learning to look at scientific problems from a different perspective. The Head of one of the Chemistry laboratories at the National Research Center, for example, recalled her own experience as a post-doctoral student at the University of Wisconsin in the early 1960, as seminal in transforming her ideas and scientific vision. She has sent three of her Ph.D. assistants to the U.S. through the PFP. All have returned with enthusiasm and new ideas. The main need, the supervisor stressed, is to bring over the U.S. professors to help implement their ideas.

K. Advising Other Egyptians to Apply for the PFP: Getting Out the Word

Another interesting aspect was the great degree to which returned PFs had been asked about the PFP, and have also taken the initiative in informing their colleagues and friends about it. This is another clear indication of project impact. While the random sample of PFs interviewed had been back only an average of five months, they had given in-depth information about the PFP to an average of six other Egyptians, three of whom had in turn applied to the PFP. Some of these last mentioned have been selected. This seems to be a good indicator of the success of the Program. In not one instance, according to the interviews, did the returned PF speak negatively of the PFP overall, or advise the inquirer against applying for it. Even if there might have been a bit of situational bias in the interviews, this is most noteworthy and a fine testament to the PFP and to those persons who have made it work. Numerous PFs remarked that more publicity should be created on the PFP and what it is doing. The degree to which returned PFs inform other Egyptians, and what they say, are worth more in-depth study.

L. PFs' Recommendations to Improve the PFP

The PFs had few recommendations to improve the PFP since they were generally very satisfied with their experience. The one overriding suggestion is that PFs be allowed to obtain a Master's degree if they work in fairly expedient fashion. This came strongly even from PFs to whom it did not apply (post-doctoral, those from research institutes on 10-month programs, etc.). The second most common and important recommendation was that there needs to be more and improved opportunities for practical, experiential, "hands-on" training in the U.S. to complement academic

coursework. Next came the selection of the academic advisor. More orientation on housing and potential housing problems in the U.S. was recommended as was, to a lesser extent, a chance for some organized, group sightseeing in the Washington, D.C. area just after PFs arrive in the U.S. Many PFs thought there should be more attention given to the private sector, and more PFs from it, and more publicity on the PFP generally. The majority favored having all ELT in Egypt, leaving the U.S. stay for academic study and practical training. The frequently <sup>mentioned</sup> exception is if a PF needs considerable help in listening comprehension to attain a TOEFL score of around 550, she/he should receive ELT in the U.S. A sizable number of PFs complained that decision-making and paperwork are cumbersome and lengthy, particularly the time needed for extension requests to be approved in Egypt. Many PFs spoke of the utility of having their academic advisors come to Egypt for periods averaging one month to help them and their work colleagues with practical problems, to become acquainted first-hand with Egypt and its development, to help in advising future PFs, and to participate in technical lectures and round-table discussions throughout Egypt.

## VI. ADMINISTRATION AND IMPLEMENTATION OF THE PFP

### A. Complex Administrative System

The triangular MOHE, AMIDEAST, and AID relationship creates a complex managerial and administrative system. The PMC (the key decision-making body), the Missions Department, the Cairo and Washington offices of AMIDEAST, and the ECB in Washington all make operational inputs into the long administrative process.

From what the evaluation team could ascertain, the selection process appears to be working well. Missions Department personnel are a dedicated and enthusiastic group of professionals, who are also personally interested in the PFs' progress and welfare. The selection process is equitable and fair, from what the evaluation team heard, read and observed. A prospective PF submits an application, complete with comments and recommendations from her/his employer and Egyptian university, to the SAU of the Missions Department. If the applicant fits the criteria, SAU personnel send the file to the Supreme Council of Universities with a recommendation. The Supreme Council studies the application, then sends it back to the SAU with its recommendation. The applicant's file is next sent to the PMC, which makes the final decision. It is after this point that AMIDEAST/Cairo, and subsequently its parent office in Washington, D.C., receives the applicant's file and begins the process of finding an appropriate academic or research program in the U.S. for the prospective PF. Frequently, the Cairo office must work with the applicant to clarify and refine her/his plan of study or research.

AMIDEAST's services and staff were highly praised by the great majority of returned PFs, and are held in high regard by most of the other persons interviewed in Egypt and Washington. Its orientation and support services are, for the most part, timely and effective. It has a qualified, resourceful, committed and energetic corps of counselors, who are appreciated by the PFs, ECB, PMC and the Missions Department. The counselors' campus visits have been helpful academically and personally to the PFs. Nearly all PFs interviewed said they have made frequent use of AMIDEAST's toll-free telephone number, a communications medium the PFs found valuable. A few PFs criticized AMIDEAST for excessive paperwork and bureaucracy, yet upon further examination, in every case AMIDEAST was not the cause but merely the conveyor of the information or action. For instance, several PFs accused AMIDEAST of not paying enough monthly maintenance allowance when in fact the amount was correct and based upon AID regulations. In a few cases, PFs blamed AMIDEAST for not approving an extension request, in spite of the fact that the approval is granted in Egypt by Government entities.

As the U.S. contractor, one of AMIDEAST's tasks is to provide advice and technical assistance to the Mission's Department on the latter's organization, operating procedures and record-keeping system in its administration of the Project. The Project Paper calls for a minimum of 12 Missions Department professionals to be trained during the life of the project in such areas as admissions requirements in U.S. universities, placement procedures, and examinations and documentation. Four senior Missions Department <sup>officials</sup> and one ECB <sup>employee</sup> have already undergone an average of six weeks of training in and arranged by AMIDEAST/Washington, and five other Missions employees have spent four weeks in training at AMIDEAST/Cairo. From all accounts, this training has been successful and much appreciated.

AMIDEAST is taxed with the bulk of the day-to-day operations in running the program, and must deal with a plethora of documentation and numerous requests in handling placement, counseling, accounting, disbursements and reporting activities. Under these circumstances, there are many possible points of friction, e.g. hard-pressed counselors coping with telephone requests from PFs, seeking advice and assistance on such matters as extension requests, HAC misunderstandings, regulations regarding PFP-funded equipment purchases, attendance at professional conferences, and the arrangement of good practical training programs. This important question of extensions, for example, usually involves the enterprising PF making calls and/or visits to AMIDEAST, the ECB, and on learning the decision must be made in Cairo, in utilizing friends and family back home to put in a good word.

Despite this complexity, the system has worked well due to dedicated people in the MOHE, AMIDEAST, and AID, and to a joint spirit of cooperation. The PMC, the Missions Department, and AMIDEAST all deserve special praise for their commitment to the program. The PMC has proven an active and able leadership group, and AMIDEAST has been flexible in responding to Egyptian requests for a practical professional training component in the PFP, which was not included in the MOHE-AMIDEAST contract. Notwithstanding this excellent spirit, this three-way managerial/administrative system demands constant interaction, with timely inputs from the AID side, and there is a need for more frequent interaction with the PMC at senior levels, such as through an informal ad hoc committee to consult, as necessary, on on-going policy issues and to explain complicated AID procedures and regulations.

B. Costs and Numbers

One important area for careful and sustained consultation is in the projection of program and administrative costs, including overhead. Experience has shown from the very beginning the PFP cost/number projections tend to be too optimistic. It will be recalled that at the end of Phase I, the PFP was revised upward (to \$54 million) to take into account the actual costs of the preceding year. The same situation appears to be developing again, and new cost projections are under study as this evaluation occurs. AMIDEAST has been authorized an increase of \$700,000 in administrative costs through the balance of the current period of its contract with the MOHE (June 14, 1985.) Thus AMIDEAST's total administrative costs will be \$4.7 million, or less than one-tenth of the total AID-provided PFP costs. The increase in AMIDEAST's administrative costs was anticipated, and is still very reasonable in comparison with other programs, according to AID contracting officials, but is not well understood by PMC officials.

AID and AMIDEAST have started consultations with the MOHE on this issue, and established a per unit cost per month for the Peace Fellows of \$1,445\* for 1982/83 (this rate being inflated by 10% yearly.) If this base is used, and the current mix of 10 and 21-month programs is maintained, then the revised estimates indicate that over 1700 Peace Fellows can be accommodated through December 1986 with no increase in total funding. In response to a request from the MOHE, AMIDEAST has

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\* Total average annual cost is \$17,340.

provided revised projections through 1986 to reach a target of 2000 PFs (see Appendix C). The current AID estimated participant costs to send 2000 PFs through December 1986 is about \$62 million (\$55.3 million in program and \$6.5 million for AMIDEAST administrative costs). Also an additional amount for the Missions Department may have to be sought over the \$609,000 presently authorized.

The rate of PFP expenditures is now about \$1.25 million monthly (program and administrative), which will continue through 1985. As of November, 1983 there are over \$37 million in unexpended funds.

## VII. PROBLEMS AND UNRESOLVED ISSUES

Based on intensive interviewing, the team has found that the Peace Fellowship Program is making contributions to Egyptian development and, therefore, the purpose of the program is being achieved. Nevertheless, there are a number of important issues, all interrelated, which have surfaced in the evaluation, and these must be addressed soon if current progress is to be maintained. In descending order of priority, they are:

### A. The Immediate Future of the PFP

AID and the MOHE have agreed in principle to extend the PACD to December, 1986, but have delayed seeking an increase in funding to cover the additional year and the contractor's costs for the last 18 months. If the PFP is to continue at the present pace of programming, and with the current mix of long-term and short-term training, then it is clear that additional funding will be required. AID personnel are currently reviewing various program options to determine how much additional funding will be required, if any. Obviously a different program configuration, e.g., concentrate the remaining time on 10 (13) month fellowships could be one consideration (see C. below). However, given that placement of 1984 (January and August) Peace Fellows is already well advanced in 10 and 21-month programs, and Peace Fellows notified accordingly, it would be disruptive of the program to shift the focus before 1985.

B. The Future of the PFP Beyond 1986

High-level discussions on the future of the PFP are becoming increasingly necessary. The team has found a high regard for the PFP on the part of the Egyptians, including the Peace Fellows themselves. In fact, among Egyptians, the PFP appears to enjoy a mystique, favorable reputation and momentum all its own. The PMC members have expressed a strong interest to continue the program and move it toward more practical "observational" training, combined with an academic experience while retaining the quality faculty upgrading effort, perhaps in the Joint Supervision approach. Moreover, the team has found strong sentiment within AID for the PFP. As the PFP initially enjoyed strong high-level political support, it should also be reviewed in this light, as well as its place in the developmental priorities of Egypt.

C. Program Flexibility, Program Mix, and Degrees

Within the policy reviews, it is particularly important to look again at the programming mix of 10 and 21-month PFs (now about 60%-40% in favor of the 10-month PFs). The experience of the past three years indicates the desirability of shifting the program increasingly toward a basic 12-month program for reasons other than mere cost effectiveness. On the one hand, the PFs themselves are unanimous in their recommendation for more program flexibility to allow two to three month extensions, regardless of sponsor, to finish degree programs. On the other hand,

the MNE and the PMC are pressing for more and improved practical/professional experiences. Repeatedly the evaluation team was told that Peace Fellows must return to Egypt with something concrete, either in the form of a degree or meaningful practical/professional training to ensure career enhancement. The possibility of obtaining a degree is a great qualitative motivator to high PF achievement, even if the U.S. Master's is not given equivalency in many cases with the two year, thesis-required Egyptian Master degree.

There are other valid reasons for a 12-month program, e.g., faculty advisors, who are the keys to many successful PF programs, tend to give more attention to degree candidates, and it would be easier for PFs to arrange housing since most leases run at least one year. Also, due to AID regulations, participants who are in the U.S. for one year or more receive lower monthly maintenance allowances than those under one year. Thus, it could actually cost less for the PFs to remain in the U.S., say, for 13 months than 10 or 11, (currently 10 month PFs received \$850 per month, the long termers \$550).

In these policy considerations, the question must be addressed: Why not increasingly merge the 21-month program into the Missions Fellowship (Ph.D.) Program, since there is no difference in concept and objective, i.e., faculty upgrading? Here the new Joint Supervision Program, with its greater emphasis on a standard two-year stay in U.S. (foreign) institutions must be examined.

D. The Future Role of AMIDEAST

AMIDEAST's contract with the MOHE terminates July 14, 1985. Thus, 21-month Peace Fellows are now being placed in U.S. institutions without assurance that there will be an American contractor on the scene to administer their programs beyond June 14, 1985, (before which AMIDEAST would have to reduce staff). Working in the shadow of uncertainty can have a debilitating effect on AMIDEAST's staff, and hence the program itself, at a time when AMIDEAST's role has expanded considerably to meet the growing demands for more quality training. As noted elsewhere, this is a unique blend of academic and professional training experience, extremely time-consuming to arrange if done well, and involves careful consideration of U.S. laws and institutions outside the academic community.

Finally, it seems important in the current deliberations on the extension of the PFP through 1986 that AMIDEAST's contract run parallel to the life of the program.

E. English Language Training (ELT)

English language competency continues to be the most important factor in screening out applicants for the PFP; English language training is thus essential in enlarging the pool of potential PF applicants. The Ministry of Investment and International Cooperation (MIIC) has made cuts of up to 50% in the funding of the English language training, which in particular affects the excellent program at the American University of Cairo. AID has alerted the MOHE and the MIIC that the reduction stands to have an important negative impact on the training places allotted to PFs.

In this connection, the venue of English Language Training (ELT), whether in Egypt or the United States, is an important cost and programming issue. Flexibility is important in being able to provide ELT in both countries. Still, the course at American University of Cairo (AUC) is particularly strong, and the majority of interviewees recommended that ELT be given in Egypt, if possible. The cost per student at AUC is \$1000 for a two-month course, and are charged to another AID Project (0026). There are no per diem costs to AID. In the United States, the comparative cost, according to AMIDEAST data, is approximately \$1,600, and to this living costs must be added.

ELT is also important in another context. Its inaccessibility outside the Cairo and Alexandria areas works against a fairer distribution of Peace Fellowships throughout Egypt. AID supports the extension of ELT Centers throughout Egypt, and has made proposals to the GOE, but there has been no action to date.

F. The Private Sector Peace Fellows

The private sector quota (15% of the 1,000 short-term scholarships) is currently heavily oversubscribed and recruitment temporarily halted. There is reason to believe this situation may be due to the fact that the group possessed strong English competencies, and at the outset, they were selected to "get the program moving." There may also be definitional uncertainty, i.e., to including applicants from quasi-governmental organizations such as the Arab International Bank or ENPPI, a petroleum engineering company in which the GOE holds 90% of the stock. Accordingly, there is a need for a review of this group and new guidelines on selection to ensure an orderly flow of candidates from this important sector. The evaluation team learned that, in general, candidates from the private sector tended to be bright, entrepreneurially oriented, and usually possessed good English language skills, and that their contribution to development could be enhanced. In at least one case, the evaluators learned, two outstanding private sector PFs had a disappointing experience: one PF couple, both architects specializing in solar energy, were denied short extensions to complete their Ph.D. course work at the University of Pennsylvania.

G. Non-Returning Peace Fellows

Egyptian authorities are concerned over the loss of skilled people who remain in the U.S. after their training, or take positions in other countries, including the Gulf states. They are seeking help in tightening procedures to minimize this loss, such as through stricter control of the J-1 visa. The PMC officials indicated during their visit to the United

States in September, 1983 that as many as 38 PFs might fall within the non-returnee category. AMIDEAST believes that there are no more than 14, and that some of these are in the United States to finish their degree programs, either on Missions scholarships or their own resources. (It is speculated that others return to Egypt but not to their former jobs.) Impressions generated during the interviews with returned Peace Fellows tend to support this latter view. In fact, one Peace Fellow interviewed in the Washington area said that from the moment a PF arrives in the U.S. on a short-term program, he or she immediately begins planning how to arrange an extension, legally or illegally, to complete a degree program.

H. Health Insurance for Peace Fellows In the U.S.

The Egyptian authorities have raised this issue on repeated occasions with AID officials and with the evaluation team. During its September trip in the U.S., the PMC found widespread dissatisfaction among PFs across the country with the HAC (Health and Accident Coverage) program, with American medical forms, and delayed reimbursement procedures. Several interviewees indicated that they are still awaiting payment for medical expenses incurred in the United States. There are, of course, many facets to this complex subject, which has global ramifications for AID. Officials of the Egyptian Embassy, AMIDEAST, and AID/Washington have been meeting and various options are under consideration, including possibly bringing PFs under the Egyptian Embassy's Blue Cross/Blue Shield policy. The essential point for AID is not to underestimate the Egyptian concern on this issue, and its impact on the PFP. AID/W will report back to AID/Cairo on this issue in the coming weeks.

I. Follow-Up

There is little action on follow-up activities (e.g., seminars, newsletter, alumni association etc.) to help maintain a sense of development and esprit de corps among returned Peace Fellows. This issue is becoming important as PFs return in increasing numbers. The Project Paper logframe calls for four alumni association meetings and three issues of a newsletter during the life of the Project. To date, there has been one large meeting of returned PFs. The team found among the interviewees mixed interest in an alumni association, but did discover a sense of pride in being a Peace Fellow and interest in keeping in touch with American professors and friends, and other PFs. They also have a real interest in receiving professional publications. In the circumstances there is a need for AMIDEAST to consult again with the Project Management Committee, as specified in the Project Paper, "on the design of a plan for effectively following the careers of returned Peace Fellows." Perhaps a separate AID project with the MOHE and AMIDEAST, or greater specification in a new Peace Fellowship Program, would be helpful: (1) to keep in touch with PFs through annual short questionnaires to maintain a record of current addresses and positions; (2) to ensure a modest flow of publications to them; and (3) to arrange for selected interviews with PFs on a regular basis, perhaps in small groups. In this systematic way, there could be progress toward building a network and keeping good track of this interesting group of people. To follow their career progress over a five-to-ten year period could give Egyptian and AID officials insights into the impact of the PFP.

## VIII OPTIONS FOR THE FUTURE

It is assumed that the Peace Fellowship Program will be extended through December, 1986, with or without additional funding, and achieve at least a level of over 1,700 Peace Fellows.

The Major options are:

A. Terminate the PFP at the end of 1986

1. Pro:

- The PFP will substantially achieve its original purposes, including political objectives, and can be phased out with acclaim that a highly motivated group of 1700-2000 Egyptians are making, and will continue to make for decades ahead, valuable contributions to Egyptian development and technology transfer;
- Accordingly, termination of the PFP on schedule will permit the GOE and AID to shift development resources to other priority areas with direct benefits to a wide spectrum of Egyptians;
- Faculty upgrading programs in the U.S. will continue through Missions' Programs albeit on a reduced scale;
- Would partially alleviate the demand for English language training programs (ELT).

2. Con:

- Would be interpreted as a low priority program which by all accounts the MOHE and PMC want to continue;

- Would terminate a program that is making a valuable contribution to technology transfer;
- Would end a modestly visible program associated with the Camp David peace process.

B. Retain PFP at 1984 level of Funding for 1986 - 1990 (i.e., approximately \$15,000,000 annually) with greater emphasis on 12-month scholarships, involving more practical training, and one-year Master's Programs, where feasible.

1. Pro:

- Would accord with Egyptian interests in more practical and technical training;
- Would be interpreted as confidence in Egyptian leadership of the PFP;
- Would help retain modest political cachet of the PFP; and give it a boost;
- Would accord with the overwhelming desire of the PFs who have participated in the program; and increase motivation of future PFs;
- Would increase the developmental impact of the PFP if continued over a period of years; (approximately 400 PFs per year at present costs.)
- Would permit more emphasis on private sector participation;
- Would blend well with the Egyptian Joint Supervision Program, the proposed new faculty development effort;

- Would build on the cumulative administrative experience of the PMC, the Missions Department, and presumably the present U.S. contractor, AMIDEAST.

2. Con:

- Would require continued strong effort in English language training, and expansion of ELT centers to attract wider participation from all areas of Egypt;
- May be difficult to move the PFP too far toward practical training, tied in with academic training, because of U.S. legal, professional licensing and unemployment-related restrictions, and the problems of identifying the quality faculty advisers to help establish and maintain this training;
- Might increase the costs for placement and counseling activities because of accelerated practical training (acatraining);
- Might increase the Egyptian costs in maintaining their Fellowship Program in U.S. for faculty upgrading.

C. Significantly Expand the PFP, for the period 1986-1990.

1. Pro:

- Would have the advantages outlined in B above, while contributing to a modest boost in PFP visibility; and ensuring greater developmental impact;
- Would permit new program innovations, such as tying into new GOE-AID efforts in higher education, e.g. in furthering academic linkages, and in supporting the Egyptian Joint Supervision Program.

2. Con:

- Would demand extensive English language training inputs;
- Might cut into other Mission priority programs;
- Might give too much political visibility to the PFP;
- Administrative support staffs, in the Missions Department and the American contractor, would likely have to be increased to handle recruitment and placement load.

D. Continue the program during 1986-1990, but reduce the number of participants and funding

1. Pros:

- Would permit a small quality program to continue, with some of the benefits cited in B 1. above, including continuance under Egyptian leadership;
- Would reduce the pressures for English language training

2. Cons:

- Technology transfer impact would be reduced accordingly, depending on size of reduction in the program;
- Would increase unit costs for administering the PFP since contractor's overhead charges and workload would not change significantly;

E. Merge the PFP Into AID Participant Training Program

1. Pro:

- Would permit greater AID managerial input into the PFP;

-- Would eliminate the need for American contractor in Egypt;

2. Con:

-- Would lose the advantages of Egyptian leadership of the PFP with attendant negative implications;

-- Might lower the Egyptian visibility and stature of PFP;

-- Would leave unclear the MOHE/Missions Department role;

-- Would increase AID's managerial burden;

-- Would increase AID direct hire technical assistance inputs.

## IX. RECOMMENDATIONS

### A. General Policy Recommendations

1. Extend the PFP through December, 1986 and seek additional funding, if necessary, to provide quality training for 2,000 PFs. Clarification is required on revised estimates of numbers and costs.
2. AID, the MOHE and GOE generally should commence a review on the long-term future of the PFP. A decision fairly soon will be highly beneficial in maintaining the present level of programming, an orderly termination of the Project, or whatever is decided.
3. A USAID ad hoc committee, including senior personnel, should be utilized for periodic meetings with the PMC, other appropriate and Egyptian entities, AMIDEAST, in which USAID personnel explain AID policies, procedures and regulations, including topics such as contractor overhead rates, tranching of funds, HAC, and participant training regulations. There is no USAID counterpart to the high level PMC, yet there is need for more frequent review sessions to ensure policy coordination and prevent misunderstandings.

### B. Program/Policy Recommendations

4. Allow more flexibility in the length of fellowships. The normal period for a Peace Fellowship should be one year, with extensions

of up to three additional months to finish a Master's degree or a worthy research or practical training project. If a PF needs three months of intensive ELT in the U.S., this means she/he would still have an entire academic year in the U.S.

5. There should be more practical experience, training and observation whenever and wherever possible in PF programs. It is part of the Egyptian Five-Year Plan, is wanted by the PMC and other GOE entities, the private sector and other PFP sponsoring groups, and conforms to AID and Mission policy and strategy.
6. The distribution of PFs by fields has been fairly representational to date, and coincidental with Egyptian development needs. Continued quality of PFs is the primary consideration, but some adjustments are needed. There should be more PFs in Preventive Health and Medicine, Construction Management, Public Administration and Economic Development, Energy and the Environment, Hospital Management, Electricity and Electronics, and Computer Sciences. The PMC, Missions Department and AMIDEAST feel that there should be a slow down in recruitment of PFs in Engineering and in clinical and fairly sophisticated fields of medicine.
7. The private sector needs attention: (1) in clarifying the definition between public and private sectors; (2) in increasing the numbers of PFs, which means that the temporary halt to recruitment should be lifted; (3) in giving this sector representation on the selection committee; and (4) in

undertaking a study of how best to proceed with private sector recruitment and ensure its fullest possible contribution to Egyptian development.

8. A small study should determine to what extent AMIDEAST can work through (headquarters offices) of national professional associations and technical societies to arrange quality practical training. Rather than AMIDEAST having to deal (often laboriously and at length) with, for instance, an engineering firm in Tulsa, or a specific bank in New Orleans, it would be helpful to know what broader training arrangements could be made with organizations like the American Society of Civil Engineers and the American Banking Association. Such broad, "umbrella-type" arrangements would facilitate AMIDEAST/Washington's placement activities and would complement efforts of the PF and the academic advisor on the local level.
9. More PFs from Egypt's provinces should be sought and approved. Lack of ELT centers at demographically and geographically strategic points in Egypt limits access to and thus equity in ELT and the PFP. Good potential PFs and other Egyptians from provincial areas need the same opportunities as those in Egypt's two predominant cities.
10. ELT should be conducted in Egypt, to the extent possible, particularly if new, decentralized ELT is developed as it should be. This will allow the PFP to continue using the quality in-country ELT, will restrain PFP costs, and allow the PFs to devote their U.S. experiences to practical training and academic

coursework. Intensive ELT may have to be provided to some potential PFs for a year or more in Egypt so that they can reach the English proficiency level required by increasing numbers of U.S. graduate schools (TOEFL level of 550).

11. The problem of health insurance requires sustained attention to attempt to improve and maintain coverage for the PFs. This involves AID's recently-initiated worldwide review of its HAC system, a comparative look at the Egyptian Embassy's policy for GOE-sponsored U.S. participants, and a possible merging of the two systems.
12. If technically possible, the commodity import program should be utilized to allow PFs, in documented cases, to order machines and equipment for sponsoring organizations, e.g. the National Research Center, to enhance technology transfer. In many instances, PFs are returning with new skills and techniques, but encounter frustration when funds are not available to buy the equipment they used in the U.S.
13. Encourage in selected cases now, and plan for in an expanded PFP, for U.S. technicians and professors to come to Egypt for short periods (15 days to one month) within one year after the PF completes her/his program to further technical assistance, collaboration with the PF's work unit, and interchange with professional associations. The PFs are establishing some excellent links with faculty advisors and others in the U.S., and these would be consolidated and expanded if made part of the PFP.

D. Recommendations on Follow-Up Activities

14. Each PF should prepare a short technical report upon the completion of her/his U.S. Program and give it to the Missions Department. It should be, in effect, a self-evaluation. This would be welcomed by the PMC and MOHE personnel.
15. A full, results-oriented evaluation of the PFP and returnees should be conducted in 1987 or 1988. Until that time, periodic reviews and interviews can be held. For instance, AMIDEAST and/or the MOHE could annually conduct a short survey of returned PFs to determine current addresses and occupations, with a view to following their careers over a five to ten-year period. Such information could be valuable to the MOHE, AID and AMIDEAST in measuring the developmental impact of this select group, and in sending professional and technical journals to the returned PFs.
16. The MOHE, USAID and AMIDEAST should discuss further specific follow-up activities, such as semi-annual conferences, alumni association meetings and a newsletter. Once many more PFs have returned to Egypt, the MOHE may want to increase alumni association activities to include, for instance, bi-annual meetings which cover development-related topics.

QUESTIONNAIRE (Administered Personally and Individually to Returned Peace Fellows)

1. What was your position before going to the United States on the Peace Fellowship and what is your present position? If they are different, was it a promotion? If it was a promotion, would you say it was due to your participation in the Peace Fellowship Program?

2. To what degree has your U.S. experience helped in your job? Please explain.

Very Little	Some	Average	Considerably	Very Much

3. Have you been able to pass along, formally or informally, to colleagues, students, etc. the knowledge, ideas and techniques you learned in the United States? If so, please explain.

4. How would you rate the English language training given you?

	Very Poor	Poor	Average	Good	Very Good
American University of Cairo					
American Cultural Center (Alexandria)					
Georgetown University					
Assigned university					
Other (specify)					

5. How would you rate the orientation given you? Please describe it.

	Very Poor	Poor	Average	Good	Very Good
Missions Department					
AMIDEAST					
American Center					
Assigned University					
Others					

6. What were the most valuable aspects of your U.S. training? Please describe and give examples.

7. What were the least valuable aspects of your U.S. training? Please describe and give examples.

8. How do you rate your academic program in the United States?

	Very Poor	Poor	Average	Good	Very Good
a. appropriateness of institution					
b. coursework					
c. professors (as a whole)					
d. faculty advisor					
e. foreign student advisor					
f. interchange with U.S. students					
g. research or special project					

9. Due to your Peace Fellowship Program experience, have any significant ties, links, friendships and associations resulted? If the answer is "yes," please comment and explain the significance.

10. To what extent do you feel in your present job that you are contributing to Egyptian progress and development? Please explain.

Very Little	Some	Average	Considerably	Very Much

11. Have you advised other persons to apply for the Peace Fellowship Program? If so, how many persons have you talked to about it, have they applied, and have they been accepted?

12. In summary and in looking back, what recommendations would you make to improve the Peace Fellowship Program?

Appendix B

LIST OF PEOPLE INTERVIEWED

A. Egyptian Officials

1. Dr. Yehia H. Kabil Director, Educational and Cultural Bureau, Egyptian Embassy, Washington D.C.
2. Dr. Hussein Refaat Director, American Economic Cooperation, Ministry of Investment and International Cooperation
3. Mr. Fawzi Abdel Zahir Undersecretary of State, Ministry of Higher Education
4. Dr. Abdel Meguid El Sayed Undersecretary of State, Ministry of Higher Education
5. Dr. E.M. Khairy Secretary General, Supreme Council of Universities
6. Dr. Medhat Hamdi Director, Missions Department, Ministry of Higher Education
7. Mr. Farouk Hassan Director, Special Administrative Unit, Missions Department, Ministry of Higher Education
8. Mrs. Saba Mohamed Ali Administrative Assistant to Undersecretary of State, Dr. El-Sayed
9. Mr. Wahba Abdel Rahman Financial Manager, Missions Department, Ministry of Higher Education
10. Mr. Naguib Melleka Administrative Assistant to Undersecretary of State, Dr. El-Sayed
11. Mr. Azmy Rahka Missions Department, Ministry of Higher Education
12. Dr. Orchidee Hassan Hishmat Professor, Head, Chemistry Department (Natural Products), National Research Center
13. Dr. Omar Shafey Professor, Faculty of Medicine, University of Alexandria
14. Eng. Magdi N. Ahaaban Manager of Civil Engineering, ENPPI (Petroleum Engineering Firm)

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|------------------------------|--|
| 15. Dr. M. Amin Soliman      | Training Coordinator, ENPPI                                  |
| 16. Dr. Farouk Rahka         | Professor of Genetics, University of Alexandria              |
| 17. Mr. Mahmoud A. Bassiouni | Quality Control Manager, El Nasr Casting Comprny, Alexandria |
| 18. Mrs. Miriam Khalil       | Education and Energy Liaison Officer, MIIC                   |

B. Peace Fellows

Universities

12 Peace Fellows at Georgetown, George Washington and George Mason, in the Washington D.C. area.

52 returned Peace Fellows in Cairo and Alexandria

C. AMIDEAST (Washington D.C. and Egypt)

- |                          |  |
|--------------------------|--|
| 1. Mrs. Amany El Difrawy | Director, PFP  |
| 2. Ms. Donna MacInnes    | Head of Placement and Counseling Services and Deputy Director, PFP |
| 3. Mr. Ronald G. Wolfe   | Director, AMIDEAST/Cairo   |
| 4. Ms. Hoda El Mallah    | Program Coordinator, Cairo   |
| 5. Ms. Nagla Abdoun      | Travel and Orientation Coordinator, Cairo                          |
| 6. Ms. Sue Khalifa       | Counselor  |
| 7. Ms. Amy Levine        | Administrative Assistant   |
| 8. Ms. Linda Moll        | Counselor  |
| 9. Ms. Rosie Bellow      | Counselor  |
| 10. Ms. Janet Rush       | Counselor  |
| 11. Ms. Debbie Drumond   | Counselor  |
| 12. Ms. Gail Zahra       | Counselor in Charge, Alexandria                                    |
| 13. Ms. Zeinab Mansour   | TOEFL Counselor, Alexandria  |

D. USAID/EGYPT

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|----------------------|--|
| 1. Norman Sweet      | Associate Mission Director                 |
| 2. Emily Baldwin     | Evaluation Officer                         |
| 3. Adolph Y. Wilburn | Director, Office of Education and Training |
| 4. Elmer Fales       | Chief, Training Section                    |
| 5. John Hafenrichter | English Language Training Officer          |
| 6. Stephen H. Grant  | Project Manager, Education                 |
| 7. William Charleson | Human Resources Development Officer        |
| 8. Adel Gohar        | Project Manager, Education                 |
| 9. Arthur Bjorlykke  | Contracting Officer                        |
| 10. Nawal El Abd     | Liaison Officer, Alexandria                |
| 11. Marvin Hurley    | Training Officer                           |

E. AID/Washington

- |                         |  |
|-------------------------|--|
| 1. Richard Blue         | Director, NE/E (Interviewed in Cairo)            |
| 2. Kenneth H. Schofield | NE/E   |
| 3. Barry N. Heyman      | NE/TECH/HRST                                     |
| 4. Robert Zimmermann    | NE Bureau Evaluation Officer                     |
| 5. Leila Mogannum       | Office of International Training                 |
| 6. William Hoing        | HAC Specialist, Office of International Training |
| 7. Bert W. Porter       | NE/E   |

Department of State

Ross Wilson

NEA/Egypt

F. USIA/Egypt

Mr. Alan L. Gilbert  
Mr. William Murphy

Cultural Affairs Officer, Cairo  
Cultural Affairs Officer, Alexandria



PEACE FELLOWSHIP PROGRAM

APPENDIX C

ESTIMATE OF PARTICIPANT COST

ACTUAL

Actual Program Cost Year 1				1,612,211	
Actual Program Cost Year 2				4,503,111	
Actual Program Cost Year 3				<u>8,532,528</u>	14,647,850

ESTIMATES

Estimates of cost for participants currently active on the program as of 7/1/83.

Balance of student months x budgeted cost per student months	=	Committed Costs	
<u>Project Year 4</u>			
21 & 24 months participants	2,774 months @ 1,550	=	4,299,700
10 & 13 months participants	1,634 months @ 1,800	=	2,941,200
<u>Project Year 5</u>			
21 & 24 months participants	944 @ 1,705	=	1,609,520
10 & 13 months participants	69 @ 1,875	=	<u>129,375</u>
			8,979,795

Estimated cost of 21 month participant placed in Fall of 1983.

With English Training	42 participants	@38,470	=	1,615,740	
Without English Training	39 participants	@34,100	=	<u>1,329,900</u>	2,945,640

Estimated cost of 10 month participant placed in Fall of 1983.

With English Training	69 participants	@23,070	=	1,591,830	
Without English Training	67 participants	@18,000	=	<u>1,206,000</u>	2,797,830

Estimated cost of 21 month participants placed in Spring of 1984.

With English Training	25 participants	@39,710	=	992,750	
Without English Training	25 participants	@35,060	=	<u>876,500</u>	1,869,250

Source: AMIDEAST (September, 1983)

Estimated cost of 10 month participants placed in Spring of 1984.

With English Training	-0-			-0-	
Without English Training	50 participants	@18,540	=	<u>927,000</u>	927,000

Estimated cost of 21 month participants placed in Fall of 1984.

With English Training	195 participants	@42,310	=	8,250,450	
Without English Training	75 participants	@37,505	=	<u>2,812,875</u>	11,063,325

Estimated cost of 10 month participants placed in Fall of 1984.

With English Training	150 participants	@25,380	=	3,807,000	
Without English Training	50 participants	@19,800	=	<u>990,000</u>	4,797,000

Estimated cost of 21 month participants placed in Spring of 1985.

With English Training	-0-			-0-	
Without English Training	100 participants	@38,561	=	<u>3,856,100</u>	3,856,100

Estimated cost of 10 month participants placed in Spring of 1985.

With English Training	-0-			-0-	
Without English Training	50 participants	@20,400	=	<u>1,020,000</u>	1,020,000

Estimated cost of 10 month participants placed in Fall of 1985.

With English Training	80 participants	@27,940	=	2,235,200	
Without English Training	50 participants	@21,800	=	<u>1,090,000</u>	<u>3,325,200</u>

Total Estimated Participants Costs For The Project

56,228,990

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PROJECT DESIGN SUMMARY LOGICAL FRAMEWORK

Title of Project: From FY 80 to FY 85 Total U.S. Funding 54,000,000 Date Prepared: 2/1/80

Project Title & Number: 263-0110 Peace Fellowship

Table with 4 columns: Indicative Summary, Objectively Verifiable Indicators, Means of Verification, and Important Assumptions. Rows include Project Purpose, Project Inputs, GOE, and Project Outputs.

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PROJECT DESIGN SUMMARY  
LOGICAL FRAMEWORK

Life of Project:  
From FY 80 to FY 85  
Total U. S. Funding 54,000,000  
Date Prepared: 3/2/80

Project Title & Number: \_\_\_\_\_

NARRATIVE SUMMARY	OBJECTIVELY VERIFIABLE INDICATORS	MEANS OF VERIFICATION	IMPORTANT ASSUMPTIONS
<p>Program or Sector Goal: The broader objective to which this project contributes: (A-1) Expand and strengthen pool of manpower trained in development-related skills</p>	<p>Measures of Goal Achievement: (A-2) Fellowship recipients return to Egypt</p>	<p>(A-3) Missions Department and; USAID Training Office records</p>	<p>Assumptions for achieving goal targets: (A-4) (a) Minimum loss due to "brain drain"</p>
<p>Project Purpose: (B-1) Provide graduate level training opportunities in fields related to economic and social development</p>	<p>Conditions that will indicate purpose has been achieved: End-of-Project status. (B-2) Fellowship recipients complete their study programs</p>	<p>(B-3) Missions Department, contractor and USAID Training Office records</p>	<p>Assumptions for achieving purpose: (B-4) Recipients will not encounter insurmountable academic or personal obstacles</p>
<p>Project Outputs: (C-1) (a) Fellowships; (b) in-service training program in placement and guidance skills; (c) alumni association and other follow-up activities</p>	<p>Magnitude of Outputs: (C-2) (a) minimum of 1400 fellowships; (b) minimum of 12 Missions Department professionals familiarized with admissions requirements; and placement procedures of U.S. universities; (c) 4 Association meetings held, 3 newsletters issued</p>	<p>(C-3) (a) Mission Department records (b) Contractor records (c) Mission Department records</p>	<p>Assumptions for achieving outputs: (C-4) (a) Sufficient number of academically qualified candidates with adequate English language skills. (c) Interest in and commitment to Association can be generated through seminars and newsletter.</p>
<p>Project Inputs: (D-1)</p>	<p>Implementation Target (Type and Quantity) (D-2)</p>	<p>(D-3)</p>	<p>Assumptions for providing inputs: (D-4)</p>

Best Available Document

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