FIRST REPORT
ON THE STATUS OF THE PROJECT FOR
NON-FORMAL EDUCATION FOR WOMEN IN MOROCCO
(AID project number 608-0139)

submitted to
MINISTRY OF YOUTH AND SPORTS

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EXECUTIVE SUMMARY

After five months, the New TransCentury Team submits the following conclusions, recommendations and short and long term project projections.

CONCLUSIONS

- There is a network of dynamic, intelligent and skilled women throughout the country, but they are not being used to their full potential.

- There is a mass of skilled, semi-skilled and trainable young women in Morocco, but few are using their skills to enhance the national economy.

- There is a corps of capable, highly trained technicians in the fields of agriculture, industry, health and economics, but their capabilities are not being optimized to implement training opportunities for women.

- There is a system of urban and rural markets and a complex of agricultural, manufacturing and tourism industries, but these are not being tapped as employment opportunities for women.

- There is a well-organized infrastructure for training young women, but it is not being used adequately for identifying and implementing programs for income-generating opportunities.

MAJOR RECOMMENDATIONS

For Promotion Féminine:

Outreach - Expand and identify sensitization of local authorities, provincial Ministerial representatives, industry management, store, hotel and souk merchants by Responsables Régionales.

- Coordinate activities at central headquarters of appropriate ministries.

- Propagandize organizers of national and international festivals and conferences.

Data Collection - Creation of a central resource center to collect and disseminate documents relating to the status of women.
- establish a research division within the Resource Center for specific Moroccan women's activities for baseline data collection.

**Legislation**
- Either modify existing legislation to permit sponsoring of cooperatives; or establish agreements for cooperation by Ministries empowered to sponsor cooperatives.
- To design contracts to protect women trained as manual laborers.

**Budget**
- Consideration of allocation of funds for central purchasing supplies, higher salaries for Promotion Féminine field personnel and field transportation and per diem.

**Project Implementation**
- Design a plan to trigger USAID grant of $300,000 for venture capital
- Specific follow up by Reponsables Régionales in El Jadida, Tetouan, Tangiers, Beni Mellal, Marrakech.

For New TransCentury Team:

**Outreach**
- Follow up on all visits made in initial zones of intervention; contacts with UNFPA, CIDA, UNICEF, UNDP, PEACE CORPS; with specialists for technical assistance to project.
- To initiate new contacts with lending institutions and new sources of credit; and international market outlets.

**Data Collection**
- National baseline data survey done concurrently with feasibility studies for computer analysis of data.
- Carry out surveys in additional zones identified for intervention.

**Training**
- Plan and implement a training seminar for Reponsables Régionales in administration of the baseline data survey.
- Identify and plan for specific training needs of Chef du Centre and monitrices related to particular projects in the zones of intervention.

**Project start-up**
- Development of a price-fixing formula, labelling system, a profit-sharing formula and contract format.
- Design project evaluation criteria for project funding.
Recruitment - Complete recruitment for all members of the TransCentury Team.
- Identify specific consultant requirements and potential candidates in Morocco and the U.S.

SHORT AND LONG TERM PROJECTIONS

Short Term

- Four zones of intervention have been selected: Beni Mellal, Tetouan, Marrakech, El Jadida.
- Initial economic surveys indicate potential women's employment in the four zones as follows:
  
  Beni Mellal:  
  - Hospital supplies  
  - Artisanal cooperatives; especially related to cotton thread  
  - Poultry raising  
  - Bee-keeping  
  - Green house gardening

  Tetouan:  
  - Industrial employment  
  - Small animal husbandry  
  - Typing  
  - Confection  
  - Agricultural expansion in citrus, sugar beets, vegetables, tea, strawberries

  Marrakech:  
  - Artisanal boutique  
  - Embroidery on leather slippers

  El Jadida:  
  - Traditional handicrafts  
  - Tissus de "Sais" cooperative  
  - Smah' cultivation  
  - Chicken raising  
  - Milk products cooperative  
  - Pharmaceutical industry  
  - Sugar refinery  
  - Clothing for the souk  
  - House vegetables
**Long Term**

- New zones of intervention will be identified and economic surveys implemented. Anticipated women's employment will be in the fields of:
  - Textiles
  - Leather goods
  - Services
  - Food products
  - Food processing
  - Tourism

- Curriculum design in two one and a half year cycles
  - Cycle 1: Literacy and numeracy, civics, travaux manuels...
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    - agriculture
    - artisanat....
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I. INTRODUCTION

The ultimate goal of the Non-Formal Education for Women project of the Moroccan Ministry of Youth and Sports' Promotion Féminine (PF) is to improve the organizational capacity of PF in relation to the creation and increase of income-generating opportunities for Moroccan women. This goal is being pursued through the existing infrastructure of the 336 Centres Féminins (CF) throughout Morocco. Originally, these Centres Féminins of the Ministry of Youth and Sports (MJS) were conceived to address the traditional roles of the Moroccan woman as wife and mother. This was done through a uniform, nationwide curriculum for the CF adherentes which stressed the traditional women's skills of knitting, sewing and embroidery along with cooking, nutrition, religion, family planning, civics and literacy.

As it has throughout the world, in Morocco the role of the woman in society has evolved significantly over the last several years. This has largely been due to the increased divorce rate, the migration of males to urban centers and abroad in search of work and the high national level of male unemployment. Combinations of these factors have led some estimates to show that there has been an increase of 33% of all Moroccan households headed by a female. As this new role for women must necessarily entail increased economic responsibilities and activities, the role of Promotion Féminine and its Centres Féminins must also evolve if it is to continue to play a leading role in the lives of some 40,000 disadvantaged Moroccan women. The CF curriculum must begin to address the changing socio-economic situation of these women to make it more responsive to the adherentes whose needs the CF exists to serve. The traditional CF curriculum included a high level artisanal training which might enable the adherente to make a modest contribution to the family's economic situation. However, the remuneration for these activities has been marginal.
As this report will show, the adherente who attends the CF today, views it, somewhat incorrectly, as a job training center, as a means to finding employment or learning a remunerative skill. PF's establishment of the Section Moderne in such areas as typing and hair-dressing was the first step toward preparing the adherentes for employment opportunities through the CF structure. The projects recommended in this report attempt to build upon this initiative and use the momentum that is already to be found within PF to explore other job training possibilities.

"The young women who come to the Centres Féminins for training are among the best resources of their community for assisting local economic development. If the learners are to gain a new view of themselves as capable of influencing their own and their communities' economic status, it will be because the teachers, the monitrices of each CF, have created the type of atmosphere in which this is possible. They will have known how to promote a willingness to try something new, to analyse their own actions and to share the insights they have gained in the process."

The US Team recognizes that the involvement of PF personnel at all levels in the design and implementation of employment-generating activities for the adherentes is the cornerstone of the project's success. Not only will full PF participation at the planning stage insure commitment at implementation, but it will serve as a project conceptualization and training exercise as well. By sharing the planning and organizational duties with the US Team and by better identifying their own needs in terms of training, the Responsables Régionales (RR) and local Chefs de Centre (CC) and monitrices, upon whom the success or failure of any PF projects must ultimately depend, learn the procedures of design and implementation from the project's initial conception.
these women are often taken as role models by the younger adherentes, their understanding of and enthusiasm for the projects within their locales will be easily communicated to the adherentes. The inconceivable becomes feasible.

The training and sensitizing of the PF personnel at all levels is only one aspect of the multi-faceted task of the US Team. The US Team sees itself as a consultative entity to PF. An important aspect of the Team's mandate is to present administrative and project options, choices and recommendations to the PF Central Administration. Thus the US Team sees its capacity to be objective, to be able to present PF with unbiased evaluations of the CF system, as paramount to the effectiveness of its role in the project.

Toward the end of gathering the information necessary upon which sound choices and recommendations can be based, the US Team developed a pre-questionnaire, containing both cognitive and reflective questions, to gain a factual as well as a perceptual picture of the PF system on both the national and local levels. This pre-questionnaire, administered to a wide range of sample CFs in the first four selected zones of intervention, as well as to nearly all the RRSs, also serves as the basis for an extensive base-line data collection survey recommendation contained in this report.

Based upon field research, personal contacts and evaluation of the local resources which could be available to PF, the report makes initial project recommendations in the first two zones of intervention: Tetouan and Beni Mellal. These local resources, people, facilities and markets exist already to a large extent. The challenge will be to pull them together, to co-ordinate what they have to offer so that, through the vehicle of the CF, the adherentes' training needs will be sufficiently addressed to enable them to enter into income-earning activities upon leaving the Centre.

The nature of the projects recommended is intended to be replicable in that there will be a spread effect within the zone, within the province and eventually nationwide. A successful beekeeping project in Foum El Anssar, for example, will serve as a model for similar projects elsewhere.
In developing local-specific projects the CF personnel and adherentes should begin to see themselves in a new light: as creators and manipulators of new situations, as having the competence and the confidence to generate new income-earning activities for women in their locale. This regional and locale specific approach coincides with the Government of Morocco's (GOM) own move toward administrative and economic decentralization. (An example is a 1980 regulation stating that, whenever possible, local authorities and institutions must purchase their supplies locally). More importantly, this approach recognizes the tremendous differences in possible income-generating activities for women throughout the country and attempts to realistically address them on a local level. It also underscores the invalidity of a rigid nationwide curriculum for the CF as well as the need to diffuse some of the decision-making authority of the PF Central Administration. To initiate some of the projects herein, some start-up capital may be required. To that end the US Team has made some preliminary recommendations for the disbursement and management of the $300,000 entrepreneurial supply fund available to MJS. In addition, the US Team has assisted the six Moroccan candidates selected by MJS in the document preparation and orientation for their prolonged academic training in the United States. Their return to Promotion Féminine after two and a half years will mark the beginning of an exciting new era in PF training and program design.

It should be noted that some of what is contained in this report has already been discussed with Mr. M'Nabet, head, Promotion Féminine and other members of the service. The US Team is fortunate to have its office in the Ministry itself and consequently has the opportunity for daily communication with PF staff.

This document is intended as the US Team’s report to MJS and US A.I.D. at the conclusion of the period of initial inquiry and investigation of the possibilities for income generating projects for women. It contains the important details of all work to date. Highlights of the most significant meetings and contacts as well as documents produced are included. The criteria and selection of the first zones of intervention are discussed as are the proposed projects for these zones. The report concludes with the recommended procedures for both PF and the US Team for the remaining six months of 1980 that should help ensure the project’s success.
II. Activities to date

A. Information gathering

Before beginning the team research for the Project, we grouped the information we needed to collect into the following categories: material which has been published about women working in Morocco, international organizations sponsoring activities in Morocco, outside governments which have projects here and the GOM and private individuals or groups which could be useful.

Our study of the available material has resulted in a library being set up in our Ministry office. The documents, books, reports and articles number over 100 items and represent material which our stateside team located, loans from our private libraries and copies of documents, the originals of which are scattered around Morocco. The library, in Arabic, English and French is open to anyone working on the subject of women in Morocco and has been utilized already by both Moroccan and international researchers. We hope all the material will be translated into Arabic and that it will become the nucleus for a permanent library for the Division of Promotion Féminine.

Team members spent time at the Centre National de Documentation (CND) where the director is helpful. But for our specific purpose, we found the material too general and much of it outdated by events.

Contact was made with the United Nations agencies; UNDP, UNESCO, UNICEF and UNFPA, all of which have been active in development assistance to Morocco. UNICEF plans to conduct regional surveys of community perceptions of the P.F. centers during the new Five Year Plan. Mme M'Rabet put us in contact with UNICEF representative, DeVos and consultant Haddada and urged us to coordinate our survey activities, since they will be complimentary.

The World Bank does not keep a permanent representative in Morocco, but our Washington office has taken up contact with them and will put us in touch with any project study teams which come here to work in our area of interest. We expect to make use of personnel trained through the World Bank-financed Derro project in the agricultural sector.
The Canadian International Development Agency (CIDA) contributed to the original Derro project, but is now re-evaluating their participation and, according to the First Secretary, will be interested in considering a collaboration with our project, if it concerns the agricultural sector at the base.

Professors from the Department of Sociology at Mohamed V University are a continual resource for background information and analysis of the Project methodology. Through them, sociology students were provided to make 2 field trips with the US Team.

Ahmed Ben Ridah, of the Office of Human Resources in the Ministry of Plan and M. Naitbach, of the Office of Development of Cooperation (ODEC) are good resources. Naitbach assisted at the Fes PF seminar on cooperatives and has offered help in setting up cooperatives for the Project. It was at the Ministry of Plan that the team found a copy of the Battelle study - detailed monographs providing excellent economic information on the 11 provinces that were studied. Ferid Bayali, of the Ministry of Finance, who advised PF on our contract, continues to take a close interest and has given the US team a number of productive contacts.

The Ministry of Agriculture is a close collaborator, through meetings with Mohamed Moline, director of the Division of Agricultural Production and with Ben Said, director of the Vulgarization Agricole et de la Coopération, who worked with PF in the early 1970's on an agricultural extension sensitizing campaign among the women in the Derro project area, and has stated his interest in doing so again.

Fruitful contacts have been M'Hamed Hanafi, the AID agricultural assistant and Dr. Ali Lacheen, the horticulturalist-director of the training program of the University of Minnesota at the Institut Agronomique Hassan II, who has suggested using his students in future surveys to determine project feasibility. Monthly briefings with Human Resources officers, James Smith and Sherry Suggs and with the other contractors keep the US team in touch with the US groups, such as Catholic Relief Services (CRS) and Amideast.

Dr. Ahmed Najib, director of Territorial Planning of the Ministry of Urbanism and Housing is a US team consultant and shares many of the resources of his office.
New contacts were being made continually which either supply the US team with further background or with specific technical information. For example, contact with Institut Marocain de l'Emballage et du Conditionnement (IMEC), which offers training in fruit packaging with Florence-Pull, a ready-made clothing business set up by a former, unlettered PF adherente, and with the longtime owner of a private foyer in Casablanca who is setting up a confection workshop to teach her adherentes how to operate commercial confection machines, increasing their employment opportunities and who is in contact with PF for a possible collaboration. These latter are only 2 from a lengthy list which the US team has compiled of women who own and manage enterprises. They serve as role models and we would like to call on them for lecturing and teaching in future training exercises.

At the same time as these background contacts were being made, other working relationships in the zones of intervention were being initiated. These are covered in Chapter II.D.

II. 3. Candidates

The Ministry had already recruited and selected the following six candidates for advanced (M.A. level) university training in the U.S.A. when the US Team arrived in January:

- RAKI Khadija and ABOULLAH Abdelmoumene for training in business, administration and/or economic fields so they can assume key roles in the future Job Development Unit
- IRNOULKHATIB Naima, MAIDKOUR Aicha and RAZI JERNITI Hafida for training in nonformal education, vocational education, agriculture, home economics and/or health/nutrition fields so they can assume key trainer roles at the National Training Institute.

On February 7, the above candidates met at the Ministry with Cathrine Crone of World Education, Lili Hishmeh and Lee Jennings, the interim and permanent Team Leaders for New TransCentury and Najette Zebdi, PF coordinator of the project, to discuss preliminary plans for their orientation, English language study, university application process and placement and practical field work possibilities.
This initial meeting with the candidates set the tone for all our subsequent contacts in that it stressed the importance of flexibility and openness to a wide variety of practical and relevant educational learning opportunities that New TransCentury/World Education hopes to arrange in consultation with the Ministry and the candidates. It was recognized, and has been reinforced in all subsequent communications, that the most profitable experience for all parties must come from a proper balance of Ministry and personal goals and desires. Patience and adaptability were also major themes since it was clear that final university placements could not be assured until their English language level was achieved. Since only one candidate had a strong command of English, this meant almost certainly that no final placements before going to the U.S.A. for orientation and English training in June could be expected.

The most important suggestion from this first meeting was that consideration be given to having the candidates return to Morocco in the summer of 1981 to do practical fieldwork with the US Team and PF personnel. The US Team highly recommends this to be done.

Over the past four months, US Team members have assisted the candidates in completing the various university applications and other necessary forms. The candidates have all taken advantage of the Ministry-financed English courses (10 hours per week) at the American Language Center in Rabat and have also participated in the April 14-18 A.I.D.-financed orientation program given by AMIDEAST in Rabat (see Annex No 5).

On May 1 New TransCentury Project Manager May Rihani sent the Ministry a summary of the US training plans arranged by World Education (see appendix). Thus if only the remaining problems of Halima Jamai's official appointment to the Ministry and her husband's clearance to depart at the same time are resolved, all six should leave for New York City on June 7.
C. Pre-Questionnaire

1. Design, Population selection, Methodology

"Before attempting to design and plan the different types of training that will be beneficial to administrators and teachers, it is important to carefully canvas the staff to determine not only the specific nature of their present duties but the management and organizational problems they perceive and their receptivity to receiving training in line with a new focus for Foyers Féminins program."

page 36, Technical Proposal

Before designing the instruments for the national survey of the PF centers, which will supply the US team with baseline data to help make changes in the PF training methods, some rudimentary questions had to be answered. Among them: who is the woman attending and teaching the CF courses? How old is she? How much education does she have? What does she want from her CF?

Although in the past PF has conducted field surveys, none of the information is available in the form of statistics for analytical purposes. Therefore, the US team found it necessary to conduct a pre-survey of a sample population in the first 6 zones of intervention.

Because we need 2 separate kinds of information, we decided to administer 2 separate forms: a bio-data sheet to collect the quantitative baseline autobiographical information and a questionnaire of perception-oriented queries about center conditions, curriculum needs and aspirations, which supplied the qualitative information. Individual interviews and group discussions complemented the information that was gathered by the forms. (See Annex N° 3)

The US team decided to design separate questionnaires for the adherentes, monitrices, aide-monitrices, CC and RR. After some discussions with Moroccan experts, we wrote the questions in dialect, expecting this to facilitate understanding in the field.
The annual national meeting of the RRs was delayed until March so that the US team could participate in their week-long encounter. The US team took charge of one day's activities which provided us with an opportunity to explain the Project in broad terms to the women who will be the most responsible for its success and to administer a pre-survey questionnaire. This activity became the first short-term training exercise to:

"provide depth to staff capabilities - - - designed in workshop fashion in order to make each program as skill-specific as possible."

(page 25, Technical Proposal)

We made some adjustments to our pre-survey forms, based upon our experience with the RRs and, in the field, administered the fact form with the name attached while the questionnaire was kept anonymous. In small CFs, we canvassed all the population, in large ones, we took a sample only. We tried a variety of methods for administering the forms. When the adherentes were literate, we asked them to fill out the forms themselves. When they were not, we used CCs, monitrices or university students, recruited from the sociology department in Rabat. The students did not prove flexible enough to forget their own training and adapt to our methods, so they did not participate beyond the first intervention. Other difficulties were encountered which are discussed below, and which have led to the realization that an impartial means of administering the national questionnaire must be found if we expect it to yield valid perceptions.
C2. Findings and Analysis of Pre-Survey

The information revealed by the pre-questionnaire developed by the US team for the different levels of Promotion Feminine gives a partial picture of the CF system in the first four zones of intervention: Tetouan, Beni Mellal, Fès Jadida and Marrakech. The questionnaires and fiches, designed to elicit both cognitive and reflective information, can be examined from both a methodological as well as a content position. Interestingly, it is in some respects difficult to ascertain the validity of the questionnaires due to the varieties of methodologies employed. The fiches, on the other hand, which contain strictly biographical information can be regarded as accurate. Based upon both observation during the questionnaire administration and analysis of the findings, it is obvious that a number of external factors may have influenced the questionnaire responses obtained. Although the US Team emphasized that this pre-questionnaire was merely an information gathering exercise and certainly not an examination, the forms were approached with considerable trepidation. In cases where the pre-questionnaires were administrated by a third party (eg. the sociology students) responses may have been more open and candid. However in the not-infrequent cases where monitrices or other authority figures were hovering about or even practically dictating the responses, the results must be regarded with some scepticism.

For example, in certain CFs, the responses of nearly all the adherentes are identical. In spite of repeated pleas for individuality and frankness, these two qualities were difficult to obtain. As many of the questions on the pre-questionnaire were open-ended, the US Team developed a coding system for the analysis of the responses that was based upon the most frequently recurring answers. Suspicious or not, all of the information gathered is included in the analysis.

The US Team feels that as much was learned from the actual administration as from the questionnaires and fiches themselves about the CFs and the relations among the PF personnel and the adherentes.

The findings and analyses based upon this pre-questionnaire are not intended to paint a national portrait of PF. That will be one of the goals of the national survey proposed elsewhere in this report. While some of the findings in this pre-questionnaire could be generalized on a nationwide basis, it has been employed as only one of several means to facilitate a total appreciation of the PF situation by the US Team.

The questionnaires and fiches were analyzed in the following manner: the responses were codified and then totalled according to each individual code and divided into urban and rural sectors. Each figure was then calculated on a percentage basis. In certain instances the responses were averaged to give such information as ages, length of time in the CF, etc.
Taken all together and analyzed as a whole, a picture of the CFs in the four zones of intervention and the type of women who are there to teach and are there to learn, their problems, needs and aspirations begin to emerge. A total of 30 CFs, 16 urban and 14 rural were surveyed in one manner or another. That is, often information was gathered from only a CC. For example, as at a 'Arrakech' regional meeting attended by nearly all the CEs and many monitrices in the region, only three CFs were actually visited in the US Team's first visit. A total of forty-five monitrices were surveyed, 36 urban and nine rural. The fact that the big urban CFs have many monitrices while the smaller rural ones have often only one accounts for this large difference in figures. The average age of both urban and rural of the CF monitrices surveyed was 32 years. 74% of them are married with an average of 2.6 children (4 rural and 2.3 urban). The monitrices formal education can be depicted as follows:

<table>
<thead>
<tr>
<th>URBAN</th>
<th>RURAL</th>
</tr>
</thead>
<tbody>
<tr>
<td>CFs</td>
<td>43%</td>
</tr>
<tr>
<td>CES</td>
<td>19%</td>
</tr>
<tr>
<td>BAC</td>
<td>2%</td>
</tr>
<tr>
<td>LIC</td>
<td>0</td>
</tr>
</tbody>
</table>

In addition, 81% of the urban and 59% of the rural monitrices claimed to have had other training, thus suggesting that urban monitrices have had more rounded educations. This point is underscored again as 36% urban and 33% rural have travelled abroad.

In terms of length of service in their present CF, the monitrices surveyed have been at their present posts for only an average of 4.5 years (4 urban, 5.5 rural). 67% of the urban monitrices and 50% of the rural have had no previous occupational experience before coming to PF. Indeed, in response to the question "how did you become a monitrice?", 12 of 41 respondents (29%) said after a training period of one year or less: Several simply said, "after having made a request". This high percentage of monitrices who have evidently not attended the Royal Institute of Training might be explained had they been former adherentes who had simply moved up in the PF hierarchy. However, only 12% indicated that they had been adherentes.

Indeed, none of the 29CCs (16 urban, 13 rural) surveyed have been adherentes. The average age of the CF CCs is 33 years but with a wide span between urban (30 years) and rural (26 years). The majority, 55% are married. The level of formal education of the CCs is predictably higher than that of the monitrices:
This surprising difference between urban and rural may be explained by the fact that the younger rural CCs were at school age at a time when education for women was becoming more acceptable. 45% have had some other form of training. The average CC began her career with PF in 1974 and 41% have held other positions, within the Service. Only 3%, however, have worked outside the PF structure. In spite of their younger years and higher level of formal education, only 8% of the rural CCs surveyed have travelled abroad compared to 37% of their urban counterparts, suggesting that certain advantages and experiences are more readily available to those living in urban areas.

One hundred, sixty-six adherentes responded to the pre-questionnaire, 66 rural and 100 urban, representing 19 CFs in the four zones of intervention. Their average ages, both urban and rural, is 17 years old, with an age span of 8-31 years in the rural and 11 - 28 in the urban. It should be noted that many of the CFs do have older adherentes who attend on a less regular basis. 1.6% of the rural adherentes and 2.3% of the urban are married and nearly three times the number of urban adherentes are engaged as rural. The following represents a breakdown of the formal education received by the adherentes surveyed:

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<thead>
<tr>
<th></th>
<th>URBAN</th>
<th>RURAL</th>
</tr>
</thead>
<tbody>
<tr>
<td>CEP</td>
<td>27%</td>
<td>23%</td>
</tr>
<tr>
<td>CES</td>
<td>10%</td>
<td>30%</td>
</tr>
<tr>
<td>CESE</td>
<td>14%</td>
<td>46%</td>
</tr>
<tr>
<td>BAC</td>
<td>0</td>
<td>15%</td>
</tr>
<tr>
<td>LIC</td>
<td>0</td>
<td>0</td>
</tr>
</tbody>
</table>

13.2% of the urban adherentes have attained a higher level than CEP, through the 4th year of secondary school, while only 2% of the rural adherentes have had this much formal schooling. This seems to be indicative of the findings of this pre-questionnaire: the generally more elevated level of the urban adherentes. The length of time in the CF among urban adherentes varied from one month to ten years with an average of 1.67 years. The average rural adherentes has been 2.52 years in the CF with a time span of one week to 12 years.
Then asked what activities the adherentes had participated in the previous week, the overwhelming majority, both urban and rural, cited embroidery, sewing and housework. Although such categories as hygiene, literacy and family planning were among the coded answers, the number of responses in these categories was virtually nil. This strongly indicates that, although such courses are included on the national curriculum, they have already been abandoned for an increase in handiwork courses that are more responsive to the adherentes' needs. Thus when 57% of the CCs and monitrices surveyed said that the CF was meeting the adherentes' needs and 76% said that the CF schedule was good, it can only be because the actual schedule of courses had already been adjusted to address these needs. Throughout the pre-questionnaire, the adherentes have indicated a strong desire for work in their future. When asked what they planned to be doing five years from now: 34% urban and 20% rural answered "work", the largest response in any single category. 10% urban and 18% rural answered "work at home" while only 17% urban and 14% rural saw themselves as being married with children and not working. These figures suggest that while the urban adherentes may be somewhat more work oriented, combining "work" and "work at home", some form of work or employment is a definite goal by a great number of the adherentes.

In questioning the CCs and monitrices on their perceptions of the adherentes' future: 29% answered "work at home"

28% answered "work out of the home"

17% answered "housewife with children".

When asked what they do outside the CF, 68% urban and 54% rural answered "housework". Continuation of CF work was second among the urban adherentes but third among the rural after "farm work". These responses indicate that the adherentes are needed around the house and that there may not be a lot of time to devote to practicing the skills taught in the CF.

Some interesting responses came from the question "what will you do after you leave the CF?"

29% urban and 33% rural - sew or knit

23% urban 45% rural - work at home

11% urban 9% rural - look for a job

22% urban 27% rural - work as a monitrice.

These last surprising figures come in spite of the fact that the adherentes see the profession of monitrice as being far less remunerative than sewing, knitting and embroidery.
As much as the monitrices may be looked up to in some respects, when asked how they would go about looking for work, only 10% urban and 13% rural adherentes said "ask the monitrice". Most responded by saying that they would go directly to a prospective employer. 1% urban and 0% rural would go to their monitrice for financial advice on starting a business. This is an indication that the adherentes do not perceive the monitrice as being able to give any real direction in employment-related matters. This perception/fact will have to be changed with new employment development training for the monitrices.

The vast majority of adherentes (87%) have or have had their own money, either through a family allowance or through earnings from the sale of handicrafts they have made. Both urban and rural adherentes (34% and 46%) spent it to buy materials for another product. This shows a rudimentary understanding of the principal of re-investment. Saving some money for reinvestment in materials is a fundamental business principal that will be more easily conveyed when projects are being studied.

Among the several responses to the question: "if you had money, what would you do with it?" were buy gold; buy clothes, etc.; buy animals; buy a house; give it to parents; save it. An astounding 38% urban and 50% rural adherentes said they would save their hypothetical money. This strong preference for savings indicates that they have some sort of goal in mind. Surprisingly too, is that urban (10%) and rural (6%) are not inclined to turn their money over to their parents, a suggestion of their understanding of personal property.

According to the responses given by the CCs and monitrices, the CF personnel are sensitive to the adherentes' desires for skill-oriented training. 31% indicated that the adherentes wanted a program change and 33% that they desired more handicraft training. Perhaps the greatest impediment to the realization of this goal, according to the CCs and monitrices (40%) is the deteriorated state of CF equipment and the size and conditions of the CF facility itself (28%).

Both the monitrices and CCs are aware of the four principals given that they have to work with: hours, the program, material and equipment, and training of staff. Their responses indicate how difficult or easy it would be for them to effect changes in these categories. 40% said it would be easy to change the scheduled hours of the CF while 19% thought that would be difficult to accomplish. Surprisingly, 34% thought that the program could be easily changed while 22% saw that as difficult. With regards to material and equipment, however, 26% saw that as a very difficult situation to improve while 21% thought it would be easy. Probably depending upon whether or not money is made available to do so.
Training was nearly equally divided with 26% seeing change as difficult while 29% as easy.

The high percentage of "easy to change" responses from the CCs and the monitrices in these four categories offer both a contradiction and a confirmation. A contradiction because, for the most part, changes, with the exception of the program as it is actually administered in the CF, have not really occurred. (There are, of course, extreme exceptions worth noting such as the tremendous flexibility of hours as the the University Mohammed V CF and the excellent formation of adherents and parents committees at some CFs in Casa-

blanca).

What is confirmed, however, is perhaps even more important, that is an openness, willingness and even desire for change within the CF and, by extension, the entire PF structure. As the US Team looks forward to the design and implemention of local income-generating training activities for the CF adherents, the flexible attitude of the CCs and monitrices will play a crucial role in determining their success...
C3 Conclusions of the Pre-Survey

Based upon the analysis of both the methodology of the pre-questionnaire administration and the result of the information contained in the responses highlighted in section II C 2, certain conclusions may be drawn concerning the CF structures in the four zones of intervention surveyed and how they may relate to the projects that the US Team is looking to initiate.

Concerning the methodological approach to information gathering within the CF itself, a means will have to be found that will strictly control and guard the anonymity and honesty of the responses. Information that cannot be judged honest and accurate is little short of useless. Also, the US Team has learned that the US has no baseline data available on the CF adherentes that could give PF a better understanding of just who the clients are that they are trying to serve. The US Team feels it to be absolutely essential that this sort of information gathering structure be established on a national basis and that it be periodically and regularly updated. Also, this nationwide questionnaire will be written in classical rather than dialectical Arabic as this evidently added to some confusion among the respondents.

Some of the conclusions drawn from the analysis of the pre-questionnaire are less than surprising but serve to underscore important points. That the adherentes have expressed such an overwhelming interest in employment-related training and in working in the future has been understood for some time by PF. In addition, this fact indicates that the adherentes believe that employment for women is not only both desirable and possible, but acceptable by their parents, family and community.

The high percentage of adherentes who would like to work as monitricies after leaving the CF reveals the tremendous importance of the monitrice as a role model. It also underscores the monitricies' importance in the successful implementation of the new PF projects.

With the virtual abandonment of non-handiwork courses, the CF structure has made a de facto move toward employment skill training. Thus the CFS have begun to recognize that they need to directly address the needs of the adherentes if they want to continue as a viable non-formal education center for Moroccan women.

It is obvious from the pre-questionnaire that the CF system has a number of experienced and talented women in its ranks. It should begin to look towards building upon this talent. The higher urban adherente education level, for example, demands urban - rural curriculum distinctions and courses that will exploit their level of knowledge.
The voices of the CCs, monitrices as well as adherentes are demanding change in the direction of employment-related skills and income-generating training. Whether rural or urban, unlettered or educated these women want to be able to work upon leaving the CF, they want some economic control over their situations. They already demonstrate a basic understanding of the necessary principals that will greatly facilitate the implementation of various projects. With this desire and the commitment of the PF staff, great progress is possible.
D. Zones of Intervention

D.1 Criteria and Selection

As is stated in the Technical Proposal: "Training for women must be planned on a regional basis according to the economics of the region and to provide training close to home for as many women as possible". Keeping this task in mind, the US Team devised an approach to the selection of zones of intervention that would both meet the stipulations of the contract and allow for the maximum dissemination throughout Morocco of project conceptualization and design.

It was decided to take advantage of a number of factors. The USM has divided Morocco into seven economic regions, each of which has particular characteristics and is being developed along pre-determined lines. Each of these regions is further sub-divided into administrative provinces. Thus, by following USM's own economic and administrative development plan of decentralization, the US Team sees the PF projects being implemented on a local level, within an administrative province as the zone of intervention but with the capacity of tying into the larger regional development picture as it may evolve. Thus the project will initiate programs in seven zones of intervention, coincident with all seven economic regions. This has been done with some effect at contrast and in pairs so that a certain variety of pilot projects can be developed:

- Centre - Nord Ouest
- Tensift - Centre-Sud
- Sud - Centre-Nord
- Centre - Oriental

The principal concern of the US Team is the selection of the zones of intervention for the initial pilot projects of economically remunerative activities for women is that they allow for the projects to be replicable, to ensure an easy, logical spread of projects from region to region. In this manner, projects will not be conceived of as isolated entities but, that the experience in design and implementation will be built and improved upon as essentially the same project is initiated in a new zone. For this reason it has been necessary to stay away from such a typical area as Casablanca in the initial phases of the project because they present a unique set of circumstances that may compromise the replicability of the projects, thus sacrificing the spread effect that will enable the PF program to reach the maximum number of women.
Other important concerns of the US Team in developing the criteria for the selection of zones of intervention were the need for good local infrastructures and adequate available baseline data from which essential regional information could be obtained. Schema Directeurs, Battelle Reports and Monographies that were available to the US Team aided in the selection process. (For the full list of criteria, refer to Annex II "Note Sur le Methodology - Criteres Generaux"). Based upon these nine specific and five general criteria cited in the annex, together with PF and Dr. Ahmed MAJIB, a frequent and invaluable consultant, the US Team has chosen as its first four zones of intervention:

- Beni Mellal - Tetouan
- Marrakech - El Jadida
D.2. Description of the Zones

The US team's first trips to the initial zones of intervention, Beni Mellal and Tetouan, illustrated that it is crucial to have the US advise the provincial delegate as far in advance as possible of the date and purpose of our visit, and of the key contacts that we want to make. It is imperative to call first upon the governor or the secretary general so that all the other authorities can be notified officially of our visit. Before making contact within a cercle, the chef du cercle should be contacted and within a caïdat, the caïd. It is only after these authority contacts have been made that other working relationships can be explored. The US team has compiled a list of necessary and useful regional contacts and it will be followed in further zones of intervention. (See Annex No.4) A letter in Arabic introducing the US team was prepared by the US and accompanied a written explanation of the project, which was presented to all contacts. (See Annex 4)

TETOUAN - LOUKKOS

Four visits were made to the Tetouan-Loukkes region. The Battelle study on Tetouan is completed so there is useful data from that source available for the area. The province is part of the Northwest economic region and has about 645,000 inhabitants, of which 318,000 are urban and semi-urban dwellers and 325,000 are identified as rural. Of the communities 30 are classified as rural and 4 as urban, with 57.2% of the working population still engaged in agriculture.

Illiteracy runs to 7%, with women at 8% and men at 5%. The rural areas seem to suffer the most illiteracy. This is said to be caused by the need for children to help their parents and the inconvenient locations of the schools.

The provincial labor force is given as 45% male and 11% female, but in the Loukkos area alone, the female figure is recognized as 36% and might be higher.

The provincial infrastructure can be considered adequate in the urban centers, although the Tetouan medina needs major reconstruction and a study by Groupe Huit for the Ministry of Urbanism and Housing is underway. It is insufficient in much of the rural area; for example in Oued Iaou, where the road is poor and there is no electricity. However, the OMT has a national program of rural electrification underway with World Bank financing and Oued Iaou is scheduled for 1980 electrification.
There are three types of land: the Loukkos plain dedicated to citrus, cereals, market vegetables and industrial plants; the mountainous area where poor cereals and some animals are raised and the coastal area which is being re-forested and where dairy herds and fishing predominate.

For Project purposes, we can think of Tetouan province as being divided into Tetouan city and the cluster of semi-urban and rural villages dotted around the city, south to Oued Lacou and north past Nidik to the frontier with Spanish-controlled Sebt (Ceuta), and the fertile Loukkos project area, south of Larache as far as Ksar el Kbir and west to the ocean, with a mix of small urban and rural towns and an economy which is taking on the earmarks of large agro-industry, as it moves from the construction phase into production. The land in between these 2 developed areas is hilly, with poor soil and sparse water. The irrigation system now under construction is expected to improve this situation eventually.

In the Tetouan area, there are several industrial plants which were built by the Spaniards from 30 to 40 years ago, and which still have Spanish management. They have provided steady employment to several hundred men and some women over the years and are considered the core of Tetouan industry. These plants produce a variety of goods: cement, paper, matches and chewing gum. There is also a more recently established confectionery shop, employing all women, a milk cooperative, a market vegetable cooperative and a new government artisanat center. Traditional beekeeping is widespread and a large number of chickens are raised.

The land around Tetouan is too poor for profitable agriculture, but most of the population describe themselves as farmers and some cereals are produced. Small animals seem to do better and might supply a lot of the uncounted income.

The area has excellent tourist potential, especially along the coast, and new hotels are still going up.

The GFM has designated Tetouan province a priority industrial zone with a new industrial area which is recruiting small and medium-sized companies to build there. A large number have indicated interest, but few firm contracts have been signed.

Since the 1960's, Tetouan has had to absorb a constant migration from the rural areas, at the rate of 3.2%, causing continuous unemployment. This has increased dramatically since January of this year, when the GFM decided to halt the inflow of untaxed goods from Spanish Sebt. It is now estimated that 5,000 women in Tetouan alone are out of work (contrabanc), and the figure for the province may be as high as 10,000.
This is the dominating problem in the province and influences all the official thinking.

The US team has made contact with the governor, Kamael Kanouni, his secretary general, the president of the municipal council, the chefs de cercles de Jeballa and Kasar el M'hir, and the caïds of Oued Laou, M'diq, m'dik, and of Dar Ben Karriche. Useful discussions were held with the delegates of Travail et Formation Professionnelle, Education Nationale, Tourisme, l'Entrepris National, l'habitat et Amenagement du Territoire, Artisanat, the Chamber of Commerce and Industry and the Chamber of Agriculture.

Contact was also made with most of the directors or their assistants of the factories mentioned above, and with the president of the Banque Populaire du Nord.

The Chamber of Commerce offered to integrate qualified PF adherentes into the typing classes which they give gratis on a first-come basis. They also informed us that the credit of up to 1000 dirhams extended to start a small business, applies equally to women borrowers.

The Artisanat delegate has offered to include PF centers' work in the official exhibit hall which has opened recently and the Tourisme delegate, with the US team and PF staff, is studying the feasibility of displaying and selling PF centers work in the coastal hotels operated during the summer season.

The caïds of M'diq, oued Laou and m'dik spent many hours with team members, had practical suggestions and expressed their willingness to help the PF centers launch their projects.

There are 13 PF centers in Tetouan province. The US team visited and documented 11 of them. The pre-enquête questionnaire was administered and the staff and adherentes interviewed in some. The CC usually accompanied the US team to meet the caïd. The same general problems were noted as are present in other provinces; the buildings are in poor condition, there is little appropriate equipment, the rural centers are understaffed while the urban centers are overstaffed, and the curriculum is not satisfying the needs of the adherentes.

16 souls are located in the province and team members spent time in 7 of them. Those which are near enough to PF centers around Tetouan region to serve as markets for PF goods are: Dar Ben Karriche at 16 Kms, Kheniss Anjra at 36 Kms, Oued Laou at 47 Kms and Tetouan itself.
The staff at the Dar Ben Karriche center, C2 and monitrice, are a good
team for starting a confection project and an agricultural activity. Dis-
cussions along these lines were initiated with the directress and administ-
trator.

In Harroune center, Tetouan, the C2 has an agricultural background and
some PF training and is interested in widening the scope of the center’s
work.

A special situation was created when the US team reported to "Mme. M’RABET
a challenge from Governor KANOUMI to help solve the serious unemployment
problem in the province of the women who used to support their families with
contraband operations. Mme. M’RABET responded by setting up a working ses-
son with the Governor to hear proposals made by provincial delegates.

JENNINGS and JUSSIER accompanied "Mme. M’RABET and the Morocco representatives
of UNICEF (Mr. L. DEMOS) and UNFPA (Mr. W. LANE) to the meeting. We hope this
will soon lead to the opening of ready-made clothes workshops in both Tetouan
and Larache, with the necessary equipment being provided by UNICEF. We are
also following up with UNICEF on the idea of starting a workshop for toy man-
ufacture. In order to assure on-site follow-up of these and other project
suggestions for Tetouan province, Mme. M’RABET is naming the experienced and
dynamic former RN, Habiba AMSABOUR of Larache, as Tetouan province Project
Coordinator.

"The Loukkos perimetere is changing radically the local economy and
will become one of the richest agriculture production regions".

This is a quote from Le Courrier Economique, August of 1979, and aptly de-
scribes what is happening on the western side of Tetouan province. Within
the Loukkos project, the 15,000 hectares between Ksar el K’hir and Larache
recently put under irrigation, will be expanded to 41,000 in the future. The
principal crops are citrus fruit, sugar beets, cereals, market vegetables and
an experimental tea plantation and some strawberries. The aero-industries
are a milk collection center, a sugar refinery, several packing and transforma-
tion plants for fruit and vegetables and one planned for the prospective tea
crop.

There are 6 ORMA centers in the area, providing abundant training fac-
ilities for young men farmers. With these positive prospects in the Loullos
area, we should expect to find women farmers profiting in some way, but this
is not the case. Women in the area are still doing the same menial jobs they
were doing 20 years ago. In too many cases, the same women are doing the same
job they did 20 years ago. They participate in all of the above labors, but only at the lowest level. In a region where thousands of women are employed, the US team located only one woman supervisor.

During a series of visits, contact was made with the Pasha & Municipal council president of Larache, with the caïds of Aouasra and Ksar el Kbir, the ORMAL personnel and the Berro agricultural training center director and superintendent.

Because Larache and Ksar el Kbir are large towns, the activities of those PF centers will be urban-oriented, while those of Beni Guerfet and Tateft can be rural (i.e. agricultural).

In addition, and taking advantage of the Loudkos project activity, the US team studied the feasibility of proposing the opening a separate facility to train women farmers and, at the same time, monitorics from other provinces who will be initiating agricultural projects in their centers. Aouasra was discussed as a site, approved by the governor and the caïd, because a PF center had formally been there and the ORMAL & Berro training schools are both nearby. Recently the ORMAL officials from the Ksar el Kbir office have volunteered to discuss with the US team the integration of women farmers into their all-male courses, after some initial preparation as PF centers. Since this is the natural, long-range solution to upgrading the skills of women farmers, the US team will follow it up.
Beni Mellal is one of the central-most provinces of Morocco. Nearly all of the topographical varieties of the country are contained within its boundaries: large agricultural plains, giant fruit orchards, high forest-covered mountains and plateau pastures. In some respects the Province of Beni Mellal is two provinces in one as the tail end of the R'yan Atlas Mountains cut the province nearly in half. The flat, fertile Tadla Plain with urban centers and large towns is a rich agricultural region. This contrasts with the mountainous villages (often with largely Berber population) with some small subsistence farms that are blanketed in snow several months of the year.

The province contains an area of 73,600 km², and according to the 1971 census, a population of 550,990. The province is divided administratively into:

- 5 cercles
- 13 caïdatas
- 23 communes
- 1 municipality
- 2 autonomous centers

The population of the Province of Beni Mellal is 69% rural and 31% urban. While the employment figures give 44% of the male and 5% of the female populations as employed, it is unclear if these figures include seasonal agricultural labor and, in the case of females, must certainly be considered unreliable. As is true throughout Morocco, the illiteracy rate is high: 99%, and even higher for females: 92% vs. 66% for males. The reasons of women needed to help at home and in the fields during harvest season, the inaccessibility of schools in some areas and the traditionally conservative attitudes about women's education are given by way of explanation.

Beni Mellal is one of the most significant agricultural regions of the country. Fully 88% of the province's territory is under cultivation and 64% of the labor force is employed in the agricultural sector. The province contains two distinct irrigated zones which affect some 115,000 hectares:

- Perimetre des Beni Amir - inaugurated in 1929
- Perimetre des Beni Moussa - inaugurated in 1956

The principal crops of the region are sugar beet, cotton, olives, apricots, alfalfa, cereals and vegetables. Between 1976-79 crop harvest per hectare has remained fairly constant. The most significant exceptions have been a 30% increase in apricot harvests and a 30% decrease in vegetable production.
Beni Mellal has a well-developed infrastructure. Transportation routes are generally good on the Tadla Plain, however, much less so in the mountainous regions where the roads are sinuous and often covered with snow in winter. There is a dam at Kasha Zidania which irrigates the Perimeter des Meni Amir and another at Bir El Ouidane.

With its heavy emphasis on agriculture, the Province of Beni Mellal is developing along the lines of agro-industry. However, the increasing prosperity of the province is fostering the development of a number of other industries as well:

- Cotton spinning factory (IFDZ) - Kasha Tadla
- New hospital under construction - Kasha Tadla
- Hospital annex under construction - Beni Mellal
- Wood cutting facility to begin construction - Kasha Tadla
- Enballage facility (Pomagruve) - Beni Mellal
- 3 sugar refineries - Beni Mellal, Souk Sebt, Oulad Oyad

According to the Schema Directeur and Monograph of the Province of Beni Mellal, which are excellent sources of information, Beni Mellal may be able to develop its tourist industry. The city of Beni Mellal itself is situated on the Fes-Marrakech road at the foot of the Moyen Atlas Mountains and already has two tourist-class hotels. 1980 saw the second annual Semaine Touristique in Beni Mellal.

Co-operatives are a familiar form of work association in Beni Mellal. There are nearly eighty agricultural co-ops in the irrigated perimeters and thirty-six milk co-ops. Equally interesting to the FF project are the two existing artisanal co-ops. A tannery co-op, created in 1974 has a training center and presently has 145 adherents. There is also a co-op of woodworkers which claim 60 members. In addition, the Delegation of Artisanat has just opened a new Centre d'Artisanat and is planning a weaving co-op.

Promotion Feminine is represented in the Province of Beni Mellal by Nadja Zohra WAZID, the FR. There are presently fifteen Centres Feminins in the province, five urban and ten rural. During its visits to Beni Mellal, the US Team has documented seven of them through the procedures of the pre-questionnaire, discussions and interviews.

The CFs can be characterized of having cheerless facilities and antiquated equipment, often in disrepair. The rural CFs at El Ksiba and Oulad Yaiche have enough land for small vegetable gardens and are indeed taking advantage of this facility. The Chef du Centre in Oulad Yaiche and a monitrice in Foun El Ansar have had training in poultry raising and bee keeping. Projects will be developed to take advantage of this kind of training.
To obtain the most precise information and to gain a thorough appreciation of the local resources that might be available to the project, members of the US Team have visited Beni Mellal on three separate occasions.

The Governor of the Province of Beni Mellal, Mr. LAAROUI is young, dynamic and most interested in seeing the PF program succeed in the province. In following protocol and the US Team's own established guidelines for area contacts, the Governor was one of the first persons contacted in the province. His comprehension of our task and willingness to put his office at our disposal should be of great assistance. It should be noted that the US Team found the level of co-operation throughout the Province of Beni Mellal most encouraging. The Delegue of the US, M. Moktar BEN BARKA has also shown interest in the project and has been most co-operative in setting up meetings and appointments for the US Team. His assistance has extended to allowing the Responsible Regionale great latitude in her schedule.

Hadjia Zohra IYAZID is PF's RR in Beni Mellal. She has been working closely with the US Team in both Beni Mellal and Tetouan, where she was the former RR. Hadjia Zohra seems to enjoy the field work and the market studies and has demonstrated a good grasp of the project. She has already taken the initiative to undertake a number of the suggestions made to her by the US Team. The US Team has been impressed with a number of the PF personnel in the Province of Beni Mellal. The monitrise at the CF in Foum El Anasar has had training in bee keeping and is anxious to start honey projects in the locale. The CC at El Yaiche has had poultry raising training and has wanted to start a chicken project but her incubator is broken. Again, equipment is one of the main barriers to much of PF's training aspirations. Oulad Yaiche is a small souk town located on the principal road between Beni Mellal and Kasha Tadjla, the two urban centers of the province. It is thus well situated as a marketing center for chickens which are, at present, largely imported from Casablanca.

The CC at El Ksiba has started a small vegetable garden on CF property. This sort of initiative reflects the kinds of locale-specific training that should be encouraged within the PF structure.

The US Team was constantly impressed with the willingness of various other delegations to co-operate with the project. The Delegue of Artisanat, for example, has expressed an openness for such co-operation. Artisanat, which has just opened a beautiful new Center in Beni Mellal, is planning to form a weaving co-operative and would be willing to buy a certain quantity of spun wool from the CF.
Another good example of regional initiative is the arrangement worked out by P.I.N. DAKA and the Delegue of Labor and Professional Training. This involves four joint typing and accounting centers for women in the province. Labor will provide the equipment and the teachers while US will make available classroom space in four existing CFs.

One of the most fruitful contacts made by the US Team in the province was with the Head Doctor of the Province of Beni Mellal. Dr. Mustapha SABER expressed an immediate readiness to work with CFs to provide some of the local hospital's supply needs in the form of pyjamas, uniforms, etc. He will provide PF with lists as well as models of the items that could be furnished. CF could then become a partial supplier to two hospitals under construction in the province: Kasba Tadla and a new annex to the hospital in Beni Mellal. These new structures will provide 1100 beds and will create some 1300 jobs. Dr. SABER also informed the US Team of a new 1980 regulation promoting the purchase of local supplies whenever possible by provincial and local institutions.

Both the President of the Municipal Council and the Pasha of Kasba Tadla were very supportive of the concepts of job development for women. They were specifically interested in artisanal co-operative possibilities, especially with any activity that might tie in with the large cotton thread factory (1002) also located in Kasba Tadla.

As Beni Mellal is a significant agricultural center, the US Team held a number of meetings with contacts in this important sector. At the large ORMAT (Office Regionale de la mise en Valeur du Tadla) center in Fkh Ben Salah, the US Team made contact with two specialists in poultry raising and bee keeping. Both of these men worked on a large training program with PF monitorees and are familiar with the CF system. They appeared to be knowledgeable professionals who were very interested in providing to the project whatever technical assistance they have to offer. Another agriculturist intrigued with the possibilities of the PF program is the Director of the Affourer Station in "Barek. His main interest would be in helping with greenhouse and irrigation technology. He feels that the CF at El Ksiba might be an ideal testing ground for such a project due to its climatic extremes and the water and land facilities at the CF. The US Team was also given further contacts that should be followed up in this regard. The London-based agricultural organization ICI with a representative in Casablanca, has done work with greenhouses. Also, the Station Dar Bouazza on the road to El Jadida has done experimental cultivation and greenhouse work.
The above represents only a brief synopsis of the most important contacts made in the Province of Beni Mellal to date. They are by no means the totality of contacts made but only those that appear to have been most immediately productive for the purpose of this project. It is almost certain that, as the various programs are initiated throughout the province, some of the many other contacts made will prove themselves most useful. The US Team feels that the abundance of local resources available to PF organizations, individuals and facilities, have more than justified the selection of Beni Mellal as one of the first two zones of intervention.
EL JADIDA

El Jadida is a rapidly growing province in the Central economic region of 600,000 population, spread fairly evenly among several semi-urban centers. It is made up of 2 distinct areas: a coastal plain referred to as "Grand El Jadida" which runs from Azemmour through the town of El Jadida to Oulidia, and includes beautiful beach and waterfront attractive to tourists, the modern, new phosphate port of Jorf-Lasfar, many kilometers of the best oyster beds in the country and many hectares of intensive market gardening. The second area is interior agricultural land being put into irrigation by the GCM. It includes Thine Garbia and Sidi Smaile and radiates from Sidi Bennour which is an expanding rural center and is seen by many of the residents as the future capital of the province.

The major crops are sugar beets, cereal grains, cotton, citrus and market vegetables. The vegetables find a ready market in Casablanca and contribute to the export volume.

A first US team visit made contact with the governor and the secretary general, who favour increasing the traditional handicrafts of women and encouraging the sale of PF items, even by door-to-door selling.

Visits were then made to the Chef du Cercle of Sidi Bennour and the cais of Sidi Smaile and Oulidia (which includes the growing town of Thine Garbia). The provincial RR and a central administrative staff member accompanied the US team on the visits. They served to introduce the RR to important authorities she had never met before, to make these authorities aware of the PF centres located in the towns under their mandate and to open discussions on income generating activity possibilities for women. Some of the activities discussed were the present expansion of the "tissus de Sais" cooperative, encouraged by the Ca'ld of Sidi Smaile, the raising of Smah (reed grass) from which the traditional straw mats are made and improving their marketing techniques, chicken raising and developing a milk products cooperative to produce cheese and yogurt from the extra milk at the milk collection stations.

Contacts were made with the delegates of Tourism, Urbanism and Amenagement du Territoire, Agriculture and Travail, and resulted in some immediate actions. For example, some PF monitrices will be used for interviewing in the household survey being conducted by urbanism for the Schema Directeur. With the delegate of Tourism, it was agreed to display PF work
in several locations (see Chapter 3, "tourism agencies"). The delegate of Travail agreed that a priority list of qualified PF adherentes for job placements in Ready Made Clothing plants could be established because the PF centers are a government entity.

There is an active delegate of l'Entre-Aide National in the province whom the US team was unable to meet, despite repeated requests to do so and although the US delegate said they had been college classmates and had a good working relationship. This lack of contact in all the provinces except Tetouan with Entre-Aide remains a key problem to be solved in the next phase of the Project.

There are 19 PF centers in the province; 2 classified as urban, in El Jadida and Azemmour and 8 as rural. 3 of the rural centers are located in important communities and offer an excellent opportunity for productive projects; Sidi Bennour, Sidi Smaile and Thine Garbia. The US team visited, documented and ran the pre-enquete questionnaire in 5 of the centers. We encountered the same problems; overstaffed urban centers, under-staffed rural centers, or centers which are closed for that reason and curriculum which does not attract the adherentes. An additional problem here is the lack of transportation for the PF because she must supervise centers as far away from her office as 90 kilometers. The child care classes were working at overflowing capacity, testifying to the great need for these services. For example in the Sidi Smaile PF center we saw 65 neatly-uniformed (at the expense of their parents) children under the age of 5, in the care of 1 PF monitrice. Only 6 adherentes were attending the PF classes that day.

The US Team visited several factories which are potential employers of women, a pharmaceutical plant employing 50% women and ready to sign a contract on the spot with a PF center to supply them with work smocks, a ready-made clothing workshop with 85% women employees which hires additional workers through the Bureau de Placement (they requested and were supplied with 100 women in February), and the sugar refinery, where only 9 out of the 180 workers are women. After a 2-hour sensitizing session during which the director discussed mutual observations for the first time with the women employees, he agreed to consider hiring more women.

One of the largest souks in Morocco is in Sidi Bennour, a breath-taking display of the basic Moroccan economy spread over 25 hectares on the edge of this town. The team, accompanied by PF personnel, talked to a clothing merchant who buys most of his rather poor quality dresses in Casablanca and Tangiers, although he has one local source with which he is not satisfied. He said he would be interested in buying well-made dresses from the PF center. He inquired about the vegetables and were told that much of the produce comes
from Agadir early in the season; for example, green peppers, tomatoes and cucumbers. The onions, carrots and potatoes, not as affected by the cold, were produced already in Sidi Bennour. The tunnel green house, already in wide use in the coastal area for early market vegetables, could be encouraged inland for producing modest amounts of vegetables to satisfy the souks demands.

This first visit initiated several positive actions and opens the way to some project ideas discussed elsewhere in the report.
MARRAKECH

One of the second pair of zones of intervention, Marrakech was visited for the first time by members of the US Team for a week. The goal of this first visit was to introduce the US Team to the province and to introduce the PP project to provincial and local authorities. The first full day in Marrakech, the FP Zohra EL KHAMI RI had convoked a meeting which included nearly all the OCs and several of the monitrices in the province. This served as an excellent opportunity to discuss the project, answer queries (which mostly concerned local project financing) and obtain a broad range of information through the administration of the pre-questionnaire.

The Delege of MJS in Marrakech, M. DRISS ALLAM, seemed to have a good grasp of the project and assisted the best he could in setting up appointments for the US Team after its arrival. However, he was often pre-occupied with other business and the Teams contact with him was minimal.

Although the US Team had received a message in Beni Mellal that a meeting with the Provincial Governor's Secretary-General had been arranged, no such meeting had actually been set up and the US Team was, regrettfully, unable to make this most important contact on its first visit.

Probably the most important contact made was with the Assistant to the President of the Provincial Assembly, M. Hassan BRADA who proved to be most sympathetic to the project's goals. M. BRADA suggested that the Team meet with all the Provincial leaders. He even volunteered to survey these leaders for their ideas and to prepare a report with the RR and the Delege on project possibilities in the Province. A most co-operative and interested person, M. BRADA lamented the program competition between MJS and Ent'reide Nationale’s Ouvirs and mentioned he was interested in seeing them co-operate.

The US Team also met with representatives of the Delegations of Tour- ism and Artisanat as well as the Municipale Council. However, these meet- ings were often hastily arranged and the US Team was thus unable to meet with those in the best position to answer questions or offer cooperation. (for example, the Team met, not with the Delege but the Comptroller of Artisanat!)
In the Medina and in the old city, the US Team managed to contact a number of artisanal boutique merchants who expressed interest in selling CF merchandise. Marrakech, the leading city for tourism in Morocco, has an infinite number of these boutiques and hotel gift shops which represent a great marketing outlet for what is presently being done in the CFs.

The US Team managed to visit three of the ten CFs in the province, two urban and one rural.

With the RR and some examples of CF work, the Team visited the souk at Ait Ourir, some thirty kilometers southeast of Marrakech. An important contact was made here with a man who does embroidery on the traditional leather slippers. He expressed an interest in having this work done by adherentes.

The CF at Bahia, in Marrakech, has formed a production group in sewing, knitting and embroidery, which could serve as the beginning of a good training example in cooperative formation. The US Team members spent an afternoon talking with the RR and the CC of Bahia about ways to improve the organization and make the individual products more profitable for both the adherentes and the "co-operative" itself. A detailed examination of one article showed that the person who made it earned 0.50 dh an hour for her efforts. This dramatically demonstrated the need for a closer examination of the price structure.

While some valuable information was obtained and one or two good contacts made, Marrakech pointed out the need for good preparation for the US Team's arrival in a zone of intervention to maximize the time spent there.
D.3. Economic Study

Beni Mellal

Following its own Economic Study Guide (see Annex 7) developed for this project, the US Team divided the economic study of Beni Mellal into four principal categories: 1) better marketing of what CFs are presently doing in the province; 2) allied to this, the study of the market for products similar to those being done in the CF that would not require radical new training for either the non-iterces or the adherentes; 3) study of the local agricultural marketing situation, especially in regards to produce imported into the area that might be able to be raised in a CF garden; 4) study of locally raised and imported small ruminants and poultry to determine the feasibility of CF production.

The market system familiar to virtually all Moroccans is that of the souk, or weekly rural market. In the Province of Beni Mellal, the US Team visited one of these mobile markets every day of the week. They proved a fascinating economic study of buying and selling patterns and revealed an abundance of important local marketing information that some FF activities should build upon.

Although there are great similarities among all seven of the souks studied, there are equally great distinctions. Through observations and discussions with both merchants and clients, the US Team has been able to extrapolate marketing approaches that are included in the project recommendations in this report. Every souk had something to contribute to the economic study of the province.

In most cases accompanied by either the FR or CF, and taking along various examples of the handiwork of the CF adherentes, the US Team visited the following souks in the Province of Beni Mellal:

- Sunday - El Ksiba
- Monday - Kabsa Tadla
- Tuesday - Beni Mellal
- Wednesday - Fkih Ben Salah
- Thursday - Tagzirt
- Friday - Oulaâ Yaiche
- Saturday - Souk Sebt.
A number of marketing conclusions can be drawn from the study of the souks in the province. Perhaps the most obvious is that there is definitely an existing market in the souks for some of what the CFs presently produce. Most of the merchants the US Team met were both surprised and impressed by the quality of materials and the workmanship of the CF articles they were shown. However, as the merchants pointed out, some items such as embroidered tablecloths, etc., were too sophisticated and expensive for the souk market but would be better sold through stores in the towns and cities. These same merchants were able to detail a list of what would sell well in the souks and many expressed an interest in making an arrangement with the CF to do so.

It is essential that the CC and/or a monitrice from the local CF accompany the US Team on the souk study and take examples of the CF work. This not only introduces the CF personnel to interested merchants but helps give an idea of what is possible locally and is good marketing training. The CCs were able to accompany the US Team on the souk study as in nearly every instance, the CFs were empty as the adherents themselves were in the souks buying material needed for their projects at the CF. Thus the merchants are familiar with the CFs as the adherents buy from them. In most cases, though, they had never been shown an adherent's finished product. Thus it is essential that the adherents begin to look at the souk as a place to sell as well as to buy. The US Team continuously encountered adherents in the souks. Only their perceptions of the market place need to change. Their understanding of the system is already there. The souks could provide an excellent display and merchandising location for CF products sold by the adherents themselves. As part of a marketing training exercise, the CF could have its own tent at the souk and sell its own good, directly on the local souk day, thus eliminating the middleman and getting a better return on each item. As women already sell various items (generally on a smaller scale) in the souks, this would not be construed as a radical role departure for the adherents.

Many items (vegetables, chickens etc.) are imported from outside the province. Local production by the CFs could eliminate transportation costs and make the product available on non-souk days and at very competitive prices.

The US Team with the PR of Beni Mellal introduced CF products to the boutique manager of the Hotel Ouzoud. He was most interested in handling a number of the items, especially embroidered articles. Contact would be made with all the other tourist hotels in the area and with the Association des Hotelieres to find further market outlets.
With the 1980 regulation providing for the encouragement of the local purchase of supplies, factories, hospitals, schools will provide markets for CF furnished clothes, uniforms, etc. As in many cases all of these articles are imported from Casablanca, there is sufficient market for a number of co-operatives to be formed by adherentes upon leaving the CF without danger of market saturation.

Based on economic studies done in Beni Mellal and Tetouan, it became clear that a written inventory of local data pertaining to PF centers, souks, potential marketing outlets (hotels, schools, etc), potential sources of employment, local infrastructure, etc. would greatly facilitate the work of the US Team. An Economic Information Sheet, a simplification of the economic study guide, was prepared to be filled out by each center. (see Annex No.72 and Administrative Recommendations, Chapter III c, "data gathering"). In addition, the process of gathering the information for this Economic Information Sheet will also serve as a training exercise in data gathering for PF personnel and adherentes.
Chapter III. Long-term View of Project

A. Proposed Sectors of Activity and Individual Projects

The results of the Centre Feminin surveys and market studies conducted in the pilot regions point to a need for emphasis on the economic aspects of this project, supporting Transcentury/World Education's recommendation that, "In looking at ways in which Promotion Feminine can increase its contribution to the growth of the Moroccan economy through the training of women...considerable attention should be paid to utilization of the expertise that has already been developed through the Foyers Feminins. The quality of crafts produced by Foyers trainees and graduates is good; problems with stocking and marketing the crafts have limited women's access to income from this source". (Technical Proposal; p.11)

The high quality of articles being produced by adherent attests to the competence of Promotion Feminine personnel as teachers of sewing, embroidery and knitting. The interest expressed by souk merchants, shopowners, factory directors in these articles - as well as in the girls themselves as possible skilled laborers - testifies to the existence of potential markets for goods and services. The absence of contact between the CFs and these markets for goods and services, as well as the lack of an organized structure for production and sales, suggests that the primary task of the US Team is to help PF personnel create these structures (in the form of cooperatives or placement services), define appropriate markets for their products, and establish links to these markets and sources of credit. Whether the specific project focuses on the articles being produced in these centers, or on the introduction of new artisinal, agricultural or industrial items, the goal remain the same: to shift the role and self-perception of the adherentes for consumer to producer in the Moroccan economy.

Consequently, the key to the following project proposals is the process of involving the PFs, CEOs and monitrices in the identification of needed goods and services in their regions and contact with the appropriate employers or brokers, a process that already has been initiated in the zones where the US Team is presently working. Trained to explore economic opportunities in their regions, these PF staff members can be used to work with colleagues in other regions, helping the US Team to replicate the process as well as individual projects that prove successful.
The projects proposed fall under the following categories. These apply to the first pilot areas as well as subsequent zones of intervention, as the US Team expects to implement similar projects in areas sharing similar economic, social, geographical, etc., characteristics. Thus the same format for a souk marketing project in Beni Mellal could be used in Oujda, Quzarzazate or El Jadida.

1. Textiles (including spinning, weaving, dyeing, clothing production)

Market studies revealed that there is a demand for the types of articles presently being produced in the centers, especially embroidered caftans, djellabas, veils, scarves, "sirwel" (traditional pantaloons), and modern dresses and skirts. However, different articles require different marketing outlets, demand for the more expensive finewor (embroidered sheets, tablecloths, teacovers, etc.) being limited to urban shoes and hotel boutiques while simpler, low-cost (clothing) items are most desired by merchants in the rural souk circuit.

In order to initiate a marketing project for all of these items, it is necessary to CCs and monitrices (with or without US Team members) to take samples of the work done in the centers on "sales visits" to:

- souks, to make contacts with dry good merchants. These merchants offer an excellent means of transporting as well as selling goods, as they usually go to several souks on the weekly circuit. During this initial visit, PF staff will record the names of interested merchants, their addresses, the souks on their itinerary and the articles in which they are interested (as has already been started in the Beni Mellal region). The most logical sites for this project are those centers located in towns that host a weekly souk; the following are proposed for the first souk marketing efforts:
  - Beni Mellal: Kasba Tadla, Oulad Yiche, El Ksiba, Souk Sibt
  - Tetouan: Khemis Anjra, Tetouan (Harroun and Sidi Talha), Ouad Laou.

- shops, including the permanent souks. In some cases the owners could also provide a transport link, it they also spend some time selling on the souk circuit. Here again, PF staff will record name, address and desired articles (most likely embroidery, sewn and knitted clothing).

The US Team proposes to begin such marketing activities in:
  - Beni Mellal: Beni Mellal, Kasba Tadla, Souk Sibt, El Ksiba
  - Tetouan: Tetouan, Larache, Ksar El Kbir, El Jadida, Marrakech.
-hotels, to talk to boutique owners about selling items produced in the centers, and to hotel managers about organizing special exhibits in lobby space. As learned through visits to hotels and Ministry of Tourism representatives, hotel gift shops are usually rented out to individual entrepreneurs; thus each will have to be contacted separately, a considerable job in cities like Marrakech. These contacts are proposed for cities in all four regions; a first contact has been made at the Hotel Cuzouz in Beni Mellal, and with the Delegats du Tourisme in Tetouan and Tangiers concerning hotel exhibits this summer.

-tourism agencies and organizers of festivals and special events. Sales exhibits can be extended beyond the end-of-the-year expositions presently organized in the centers to take advantage of events attracting tourists (eg: the recent "Semaine de Tourisme" in Beni Mellal, the numerous festivals such as Unishael Asilah and Tangiers, held around the country), or to create occasions for bringing the centers' work to public attention (eg: exhibits during the volunteer campaigns and other NFS events).

Preliminary discussions with the Delegats du Tourisme in El Jadida covered the possibility of projects to set up a PF exhibition/sales outlet; at the Office du Tourisme; near the entrances to the Old Portuguese cities in El Jadida and "zemour (and in Safi); at the major summer moussem (eg: Moulay Abdallah, Qidi Boubaker).

In addition to these and other in-country outlets, the US Team is exploring the possibility of marketing through internation organizations such as the "Worland, USA based SFRF (Sales Exchange for Refugee Rehabilitation Vocations) and OREPM, England.

Production and marketing possibilities in the textile area are not limited to articles presently produced in the centers, since the skills that are taught (especially in the "coupe/couture moderne" courses) can be generalized to meet the demand from schools, hospitals and other institutions for special garments and other items. The potential for success of new ready-made activities is high (eg: there is a guaranteed annual demand for smocks for school-children), strengthened by recent government policies of decentralization; a law passed last year obligates provincial authorities to procure at least some portion of supplies for government-sponsored facilities at the local level, if a source exists. Graduates of the CFs organized into production and sales units can provide such a source.
Working with local PF staff, the US Team has identified several types of facilities representing markets for textile products in present and future zones of intervention:

- Hospitals, with constant need for doctors', nurses' and orderlies' uniforms, surgical suits, maternity ward garments (layettes, nursing gowns etc.), pyjamas and sheets. The most likely sites being towns with both a PF center and a hospital, projects are proposed for: Beni Mellal, where an extension of the general hospital (scheduled for completion in 1981) will open up an additional 550 beds, and Kasba Tadla, with a 550-bed tubercular treatment facility to be completed in 1982-3. The provincial "chef-medicin" is interested in procuring supplies for both hospitals, and has offered to provide a list of needed materials and model garments.

Dar Ben Kariche, where contact has been made with the director and administrator of the 300-bed hospital.

- Schools, for socks, lab coats and supplies for boarding students (dormitories). It is recommended that the PF in all four regions make contacts with the appropriate authorities (notably of special schools like the Ecoles de Formation Professionelle and Ecoles Hotelieres). The Education National Delegue in Tetouan has expressed a willingness to guarantee contracts for socks and other school supplies.

- Factories, needing coveralls, socks, lab coats, etc. Le Petit Pharmagreb, a pharmaceutical factory in El Jadida, has expressed interest in purchasing socks for their employees. There may also be a market for face masks to filter out cotton dust at I02%, the thread-spinning factory in Kasba Tadla.

In addition to clothing production, spinning, weaving and dyeing offer potential in the textile area. The US Team recommends that PF personnel make contact with:

- Artisanat Delegue, to determine the need for wool, cloth and other articles. In Beni Mellal, for example, a new Ensemble Artisanal has been opened recently, creating the facilities for expanded carpet production; consequently the need for carded, scoured and dyed wool is about to increase far beyond the present supply.
Textile and Rug Factories, to discuss whether PF centers could help remedy situations such as in Tetouan, where the lack of quality wool has (according to a woman who runs a rug-weaving workshop in her home) impeded the development of cottage rug industries (her husband goes as far as Sale for materials).

All of the preceding represent the beginning of a list that the PFs, center, monitors and adherents will continue to compile with the help of an economic survey checklist, to identify goods and markets for textiles and other products.

2. Leather Goods

Although leather processing and crafting are major industries in Morocco, they continue to exist in concept and reality as male-dominated domain, furthermore, training for tanning, shoemaking, etc., are beyond the present technical and financial means of PF. One area of leather work however, identified for project development on the basis of interest expressed by a merchant in Meknès, is embroidery on leather for handbags and babouches (slippers), as traditionally done in Fes. Feasibility would depend in part on the need for special equipment (ie: heavy-duty sewing machines).

3. Food Processing and Preservation

Selection, processing, packing/canning, marketing of fruits (fresh, dried and preserved), vegetables, meat and fish operate on two levels: large-scale industry (for commercial consumption) and cottage industry (mostly for home consumption). Visits to citrus packing plants and sugar refineries in the pilot zones revealed the employers' labor needs lie at either extreme of a spectrum of expertise - highly trained technicians, administrators, etc., or unskilled laborers requiring a minimum of on-the-job training. It is beyond the capacity of the PF centers to provide the former; it should be beyond the interest of PF training centers to provide the latter. Even if mid-level supervisors were trained, the low number of processing plants in any given area suggest that the market would be flooded quickly (in the Larache area, for example, a packing plant with a 250-woman crew is supervised by one woman).

Thus, food processing and preservation projects should focus on small-scale, low-cost cottage industries geared towards commercial consumption (through souk marketing). Herb and spice growing and drying operations are recommended for any center with a garden plot (see 7, "Food Production").
If an efficient means of sterilizing equipment can be developed, and an inexpensive source of jars and other materials is found, a fruit preserve production and packing project is proposed for Oued Laou.

4.5. Matchmaking and Assembly Industries

Again, the small number of factories in most regions would present a bottleneck in training significant numbers of girls in all but the major industrial centers of Morocco. Furthermore, other projects with the Ministries of Labor and Social Affairs (e.g., MIDEAST) have been designed to address the specialized industrial training needs of women. Therefore the US team recommends that PF concentrate its activities in areas other than assembly industries, at least until a point in the future at which industrial opportunities can be re-evaluated.

6. Tourism

Aside from serving as possible marketing outlets for handicrafts made in the PF center, hotels represent potential employers of semi-skilled women trained as chambermaids, cooks and laundresses. However, the Ministry of Tourism runs Centres de Formation des Femmes in Rabat and Tangiers and other schools around the country to meet the demand for such labor; the US team plans to contact the head of Tourism's division of "formation professionnelle" to explore possible complements to present training programs.

7. Food Production (including poultry raising, bee-keeping, animal husbandry)

Next to textiles, agriculture presents a most lucrative area for project development. The raising of vegetables, poultry and other products is attractive not only for the promise of remunerative gain, but also for the potential of helping adherentes, PF center graduates and their families (as well as the CPs) attain some degree of food self-sufficiency and improved nutrition standards (especially if crop-raising is reined to nutrition education). Also training in improved agricultural methods should be fairly easy to introduce, since many moniteres have already had some agricultural training and the proposed activities are often an extension of work done by rural adherentes at home. The project areas considered to date include:

- market gardening, for small-scale production of herbs and vegetables for home use (mint, parsley, onions, etc.) and souk sale (eggplant, squash, cucumbers, lettuce, tomatoes, etc.). Some centers have already small gardens on adjoining plots, used to raise decorative flowers and condiments for cooking classes.
Market studies in the Beni Mellal area showed that several crops—primarily peppers and tomatoes—are trucked in from Agadir; according to merchants and FF personnel, there are inferior to the locally-grown produce harvested and sold during the summer. In addition to the simple market garden projects proposed for Oulad Yaiche and Oued Laou (based on the offers of land by the local caids), the US Team plans to experiment with methods for extending the growing season (through use of simple plastic tunnels) and increasing yields (through small-scale drip and normal irrigation). The center in El Fesiba offers an excellent experimental site: a plot of land adjoining away from the building is already served by a water spigot, and simple earth dikes have been constructed (by the children in the nursery school) to channel the water down to several fruit trees. Offers of technical assistance have been extended by Mohamed Ozahra, head of the Agronomic Research Station of Afourer. In all of the agricultural projects proposed (for present and future zones of intervention), local technical expertise and extension services provided by the national Offices de Milieu en Valeur and/or Provincial Delegations of the Ministry of Agriculture will be the primary source of expert assistance.

Poultry raising, including eggs, pullets and cooking food. Poultry raising and marketing is already an area in which women are active; technical assistance is needed for inoculation and disease prevention, improved feeding and raising techniques. According to M. Vakidi, the ORMAT poultry raising expert who helped with the Fki Ben Salah agricultural training program for FF personnel, the lowest-risk poultry project would be to raise 21-day-old (inoculated) chicks to the age of one-three months, for sale. He is prepared to cooperate in the provision of technical assistance, in a project proposed for Oulad Yaiche (the center there has a UNICEF incubator; the chef du centre attended the training program).

Honey is a highly-desired commodity throughout Morocco, and current levels of domestic production are far from satisfying the market's demand (especially during Ramadan). Discussions with ORMAT bee specialist Kador El Amri (who also worked on the Fki Ben Salah training program) were quite positive concerning the possibility of a
small scale honey production project in Fout El Anssar (the
monitrice there went through El Amri's course at Fki Pen Salah); both he and Chaouki agreed that capital outlays would be much lower
than for poultry projects, as most of the equipment can be produced
locally and the girls could make the necessary protective garments.
In addition to El Amri, the US Team will be able to draw upon the
expertise of bee-keeper Zoizani Abdalkahir. Formerly with the
Service des Faux et Forets, he and his wife currently are working
about 700 hives in the Forest de Mamina, east of Sale.

Dairy products. Although large-scale dairy operations are mostly
controlled and worked by men, the number of small producers of milk
products has been traditionally, and remains, high for women; accor-
ding to the director of the Collis Nord dairy cooperative near
Tetouan, women are the "principal promoters" among the 15-20 per cent
of contributors delivering 1-3000 liters per day. Women's activity
in this sector is especially evident in the Tetouan region, where
they produce an excellent sheep's milk cheese and market it along
the roads. The US Team and PF staff could draw on the experience
of Larache monitrice Fatila Bouayed, CC for many years in Dar Chaouen,
the center of this cheese-making industry, in developing projects
to produce and market cheese and other dairy products.

In addition to these areas, the US Team plans to study the feasibility
of - and sheep raising and fresh water fisheries projects.

1. Rural Tools.

Simple labor-saving agricultural implements and kitchen tools could be
bought, not necessarily for financial return, but to lighten the workload
of women, especially in the rural areas; however, the US Team believes that
the demand for such tools can best be identified as projects are implemented
and the need for special equipment arises. Preliminary discussions have
been held with UNICEF and the Education National Delegue in Tetouan concern-
ing another item for production: toys for schools (and possibly the MUS
ary schools).

2. Services.

The high attendance and apparent success of the nursery schools ("garder-
ne") connected to many centers leads the US Team to conclude that there is
a growing demand for child-care services (both in-home and group day care),
and to recommend that the courses to train mothers' helpers currently given
at some centers be extended to most regions of the country.
In all of the areas outlined in the preceding pages, the proposed project have been designed to capitalize on existing talents and resources in each region, town, CF. Having studied the economic situation and the PF system in the pilot zones, the US Team is convinced that the creation of income-generating opportunities for young Moroccan women attending PF centers does not lie in the importation of sophisticated technologies and equipment, but in the building of a network between these young women and the people who can give an economic value to the things they can do or make. In fact, the main role of the US Team in the field to date has been that of a catalyst in creating such a network, bringing WUs, CCs into contact with sources of expertise for teaching new skills, sources of employment possibilities and sources of marketing outlets.

Because the US Team perceives its continuing role as catalyzing a process that, once begun, should continue on its own momentum, it plans to implement projects in each region on a two-phase timetable. During the first phase, US Team members will work closely with local PF staff on initial contacts, foyer and market studies and project identification, and provide technical assistance in organization, administration and start-up of projects in approximately half of the centers in a region; in the second phase, PF staff will repeat the same steps, with minimal assistance from US Team members, to identify and implement projects in the rest of the centers.

B. Curriculum Recommendations

The projects recommended in the preceding section are not proposed as isolated demonstration activities; they are examples of "travaux pratiques" for new subjects areas in a new training program to prepare girls for a career after graduation from PF center -- be that career salaried work in a factory, or production or sale of items as an individual or cooperative after working in or outside of the home. Obviously every center cannot implement every suggested area into its curriculum; each center should have the autonomy to tailor its curriculum to local economic needs and conditions, but this should be done in the context of a coherent national framework.

Certain features of the formal education system should be taken into consideration in designing such a framework, notably the concept of an educational facility as a sort of transformation center that provided its students a means to a defined end. If the end goal for PF adherents is a certain remunerative activity (e.g. confection), then the PF center must offer
the means of transforming adherents into masters of the skills necessary to engage in that remunerative activity (e.g. sewing, money management, etc). If the criterion for course content is relevance to future (i.e. post-center) needs, then the PF center becomes a known quality to prospective adherents, accepted or rejected on the basis of its ability to prepare women for a future career (rather than on considerations such as provision of a food incentive).

As skills trainers, the PF centers have always functioned as transformation centers. But the success of a preparatory facility is predicated on the existence of future opportunities for which the students are prepared; to date PF has done little to find or create such opportunities. Thus the centers have provided a means to no end, and for many girls continued attendance (for as long as 10 years) has become an end in itself. Like many educational institutions, PF can address this problem by establishing placement services for its graduates; unlike many educational institutions, PF is quite fortunate -- the power to create work opportunities lies within its means. A business school cannot create corporations in which to place its graduates; center personnel can help create cooperatives and cottage industries, as well as find markets for goods the girls produce. Thus in designing a curriculum for PF personnel, job placement/job development skills should be stressed as much as practical skills training.

Another important feature of the formal system is legitimization of the learning experience with a certificate or diploma recognized outside the institution. This ties in with the notion of the center as a place to invest in the future - a girl can expect to come out of the program not only with a set of skills, but also a document attesting to her mastery of those skills, which can be shown to a prospective employer.

Based on the foregoing considerations and observations of the PF system, the PF Team proposes the following as a blueprint for structuring individual curricula within a national format.

**First cycle** (year-and-a-half)

This would be a period of general education, with a course roster similar to the present PF curriculum; however, with the exception of health/written and possibly family planning, the US Team recommends that courses related to skills training be examined. The program would include:

- literacy and numeracy. Recruits would be divided into classes for: illiterates, semi-literate, literates. The illiterates would go through a functional literacy program, in which all tests for teaching
reading and writing are pegged to the practical activities taught (ie: sewing, gardening, etc.). Likewise, simple arithmetic would be taught with an eye to practical applications (counting stitches, skeins of thread; working simple money problems). Also using functional texts, the semi-literates would work on upgrading their reading and math skills. Lettered adherentes would also go through reading courses, but these would be focused more on comprehension, the material providing the basis for discussions and problem-solving exercises. Numeracy courses would include simple money management, such as working balance sheets, budget and interest rate exercises.

-civics. The major areas could each be covered in a one-semester course: government and legislation (including structure and function of provincial and local governments, laws governing cooperatives, work, sales, etc.); economics (focusing on the provincial and local economy, market systems, simple economic principles such as supply and demand, profit margins, etc.); women and society (including the legal rights of women, wives, mothers, civil and religious marriage and divorce laws, possibly family planning and child care).

-travaux manuels. Believing in the value of a polyvalent education, the US Team recommends that PF centers continue to teach a variety of skills in the first cycle -- sewing, knitting, crochet, embroidery, cooking, gardening. Exposed to several different activities, the adherentes will have a basis for choosing a second-cycle speciality. However, it is also recommended that less in-center time be spent on each activity, and that yet another element of formal education be incorporated into the PF system: homework. Surveys of the adherentes showed that many already continue work begun in the foyer at home. No more than half of the school day should be spent on travaux manuels; projects can be assigned a flexible completion date, with the monitrice providing help whenever needed.

Semil Cycle (year-and-a-half)

At the end of the first cycle, adherentes would choose an area of specialization, in which they would stay for the rest of their time in the foyer. Their diplomas would indicate that they have completed a course in one of the following:
-industrial/commercial. Based on agreements with factories, a certain number of girls would be trained in the specific skills identified by factory management and PF personnel (to fill a guaranteed number of jobs). This might include a period of on-the-spot training in the factories. Girls in the commercial course would learn typing and secretarial skills such as letter-writing, and look for jobs through the placement service created in the center.

-agricultural. Training in this track would focus not only on cultivation and production (improved planting methods, use of fertilizer, seed selection, irrigation as well as poultry, bee keeping, animal husbandry, etc.) but marketing of produce. If the girls will be forming a cooperative or joining an existing one, they will be trained in areas important for an effective cooperative member; in the third semester, they would begin the administrative process of coop formation under the guidance of PF personnel.

-artisanal. The girls in this program would choose, from among the crafts learned in the first cycle, one or two in which they would specialize and receive intensive training. The girls opting for "couture moderne" would be taught to produce special articles which cooperatives or small production units will be contracted (by schools, hospitals, etc.) to make. Most of these girls will probably be channelled into existing cooperatives; they too, would receive instruction in participation in the cooperative process (and, in some cases, begin to form cooperatives in the third semester). A placement service could also operate to place girls in tailor shops, confection factories etc.

It is quite unlikely that any foyer would offer all three tracks. The industrial/commercial program will probably be limited to the urban areas and the agricultural to rural areas; the artisanal track should be suitable for both.

In order to institute such a curriculum, local PF staff must be equipped with certain skills; this means re-training present monitrices and revising the curriculum at the Royal Training Center for new monitrices. The core of this training will not focus on the introduction of new practical skills, except perhaps for an increase in agricultural courses, but on the creation of teacher/job developers. At present, the amount of time a monitrice spends teaching is small—classes consist of a little demonstration and a lot of supervision; the US Team proposal would fill much of this supervisory babysitting time with courses, which monitrices must be taught to teach. Also,
def du centre and monitrices have to learn to identify and help create employment opportunities. Thus their curriculum must cover:

- literacy and numeracy. A course must be given, explaining what functional literacy is and how to teach it, as well as how to develop materials related to practical subject matters. And since these courses should introduce theories of making money through organized production, FF personnel should also be trained in:

- problem-solving. A primary function of a monitrice is to serve as an "animatrice", helping adherentes to perceive the economic value of the work they do and to identify actions for getting that economic value out of their work. This cannot be accomplished simply by telling the girls, "do this, this and this..."— the monitrices must be provided with the skills of a group discussion leader, problem-poser, thought-provoker, in order to help adherentes arrive at their own conclusions.

When girls in Oulad Yaiche were asked what had to be done in order to open a store to sell the articles they produce their initial response was silence...and then, "buy cloth". With what money? Their answers were vague, until a 10-dirham note was put down to show the total capital available; after this, they began thinking realistically—and probably for the first time—of where and how they could borrow money. This is one example of the type of problem-solving exercise to be taught.

- civics. Monitrices would have to learn not only the content of government, legislative economic, and women and society courses, but also a method for conducting studies similar to the US Team's economic survey for identifying markets and job possibilities.

- job development. Perhaps the most crucial element of the curriculum, this course would concentrate on the development of placement services (how to make contacts with employers), outreach efforts (how to make contacts and contracts with institutions or merchants ordering garments and other items to be produced), and cooperatives. (how to help girls find a sponsoring Ministry and complete administrative requirements for a legally-constituted cooperative).

- travaux manuels. Consideration should be given to areas of specialization, such as commercial/industrial skills, bee-keeping etc., and the creation of a corps of mobile monitrices who could be sent wherever their individual expertise is needed.
- health, nutrition, family planning. A curriculum in this area would be developed at a later point in the project.

This curriculum will respond to many of the training needs expressed by chiefs of centres and monitrices themselves: "...staff members feel that in order to best serve Foyers programs participants they need training in aspects of applied social work, community outreach techniques, planning, management and evaluation methods for new programs, and methods for working with local communities and other organizations for defining women's needs and devising approaches most responsive to those needs". (Technical Proposal, p.17). And, this very proposal should serve as a permanent contradiction to the claim made in the Technical Proposal that, "There are no opportunities to receive needed kinds of training in Morocco". (p.17). The opportunities exist in every center, village, city in Morocco. Every souk in the country is a potential laboratory for economic studies, and some have already been put to use as Local PF staff has accompanied US Team members on inquiry visits to merchants. Farms and agronomic research stations are potential agricultural demonstration centers, and are already being used as such through US Team/PF staff visits to discuss collaboration. A pool of highly-skilled experts exists throughout the GOM Ministries, and offers of technical assistance have been made by individuals in the health, tourism, agriculture, habitat, and planning ministries (the last including the Office of Cooperative Development). Opportunities for practical and applied training are abundant; the job of the US Team and PF staff is to begin taking advantage of them.

C. Administrative Recommendations

In order to take advantage of the proposed training and income-generating opportunities in the context of an ongoing program, certain changes must be effected in the central administration of PF. These are mostly in the area of programming; present administrative procedures might remain unchanged or undergo modifications as the project evolves, but action should be taken in the areas of:

- decentralization. If programs are to be implemented according to the individual economic and educational needs of each region, FMAs and local staff will have to assume a more active role in project identification, implementation and modification. At present, the authority to add, delete or change courses, re-arrange schedules, etc. is limited on the local level.
The US Team recommends that, consistent with the GM's movement of according increased autonomy to provincial authorities, PF shift more responsibility for curricular and fiscal matters to PRs. They and other local staff persons are in a better position to contact local authorities and representatives of other ministries, to negotiate agreements for local funding, marketing, land acquisition, etc. The central administration would still review (and perhaps approve) project proposals and feasibility studies but the proposals should come from the field to headquarters, and not vice versa. Likewise, wherever possible, training programs should be held on a regional, rather than national basis (this is already being done to some extent). The focus of headquarters activities should be on working with the administrations of other government and private agencies in areas affecting the PF system on a national level, such as the right to sponsor cooperatives or market abroad, the recruitment of outside specialists for training programs, the use of special training facilities such as PF centers, etc. It should serve as the hub of a network for transporting goods to central marketing points and the liaison for marketing efforts on an international scale.

Information. PF headquarters should also serve as the hub of a network of information centers located in individual PF centers. If a goal of PF is the sensitization not only of adherentes, but the whole community (men included), then PF centers should serve as a place where people can come to learn about social, economic and legislative developments affecting women. It is doubtful that adequate resources exist at the local level; PF headquarters will probably have to provide assistance in resource and data gathering. Therefore the US Team proposes that a central library be established in Rabat, to collect, duplicate and disseminate documents (a periodic newsletter might also be considered, to keep PF field personnel up to date on acquisitions and important developments). This library should include a research center charged with gathering and periodically updating baseline data on the centers and its adherentes (including follow-up studies on graduates) — the format and methodology for collecting this information will be provided by the national questionnaire the US Team proposes to administer in the fall, and will include computer analysis of the data. The staff of this research unit should be prepared to travel to the field to assist local
personnel in survey activities (including record-keeping and a format for keeping in touch with girls who have left the centers). This data bank might also include profiles of all the economic regions, so that PF personnel being transferred could obtain information on their new posts.

- Legislation and inter-ministerial cooperation. Crucial to the success of most of the proposed income-generating projects is the existence of a structured organization for production and marketing; in most cases this organization would probably be a cooperative. Under its present mandate, MOS cannot serve as the sponsoring ministry for legally-constituted cooperatives, except in the area of gardeneries. "Cooperative d'apprentissage" and "cooperative de main l'oeuvre" are misnomers — in the eyes of the law, these are simply associations, pre-cooperative groups with no legal rights to credit, tax-free status and other benefits. The number of existing cooperatives (especially artisanal, run by the Ministry of Artisanat and Social Affairs) is insufficient to absorb all of the PF graduates who would come out of the artisanal track; eventually new ones will have to be created. The US Team recommends that either the MOS mandate be changed to permit the ministry to sponsor cooperatives, or negotiations be initiated with the ministries who are empowered to act as sponsors—especially Agriculture, Artisanat, Labor—to obtain agreements of sponsorship.

Considering the importance of domestic work (maids, cooks, governesses), thought should be given to protection of the women in these professions, with a contract recognized by the Ministry of Labor. It is also proposed that headquarters staff act as the liaison to other ministries, making sensitization visits similar to those being made on the local level, with a view to collaborating on programs which at present might be duplicated in other agencies.

-Budget. The US Team recognizes that growing budgetary constraints have presented one of the greatest obstacles to PF program development, and in light of this has concentrated on designing projects requiring a minimum of start-up capital and continuing investment. Certain investments are, however, important, the US Team strongly recommends a re-examination of expenditure priorities to allow for: increased salaries for local PF personnel, and a fixed salary for aides-monitrices; increased funds for
transportation, and payment (for PF persons accompanying US Team into field) to allow PFs closer contact with rural centers (especially important for decentralization to be effective) and to transport adherents to out-of-training sites; allocation of money for a central purchasing fund, either on a national or provincial level. To date, middlemen have been a major limiting factor on profits: buying cloth by the piece, adherents have been obliged to pay the highest prices for raw materials. If money were put at the disposal of headquarters to buy certain basic materials in bulk, the materials could be sold at cost to the adherents, creating a revolving fund and keeping purchase costs low.

-certiﬁcation. Surveys of PF personnel and adherents revealed that one of the biggest problems in ﬁnding cost-center work is created by the lack of a recognized diploma attesting to the girl's competence and completion of studies. The US Team recommends that PF issue a standard diploma, and that an agreement be reached with the Ministry of Labor similar to the one in Casablanca, where Labor stamps and certiﬁes US diplomas (which entitles recipients to priority status on hiring rosters at the Bureau de Placement).

-land allocation. If at all feasible, the US Team recommends that the PF charter be revised to include a provision that for all new centers, land be set aside for a garden plot. This is especially important in the rural areas, where agricultural training will be stressed increas-ingly.

Another recommendation, which incorporates elements of information dis-semination and sensitization, is best summed up by the name of our service: 'Action Feminine.' For over twenty years women have been doing excellent work at the PF centers; these and other women all over the country are capable of doing excellent work in many areas. These two facts are known throughout the PF system, but to most people outside the system they seem to be a secret. Teachers in souks have been unexpectedly impressed with the quality of adherents' work. Local authorities, ministry representatives, factory managers tended to be surprised at the suggestion of considering women as working contributors to the economy...but after an initial reaction of surprise, are quite willing to think about women in this light. Thus the US Team suggests that PF seek every possible opportunity to promote the work of women through a publicity campaign that includes sensitization visits, media campaigns and the existing summer campaigns.
A proposed Plan for Administering Ministry's Small Project Development Fund

As per Article 4, Section 4.2 of the August 14, 1978 Project Grant Agreement between the Kingdom of Morocco and the United States of America (A.I.D. Project No. 688-0139 and Project Agreement No. 608-78-004 for Non-formal Education for Women), it is stated that:

"(a) A.I.D. will finance the establishment of an entrepreneurial supply fund of $300,000 local currency equivalent, to be disbursed in 3 annual installments of $100,000 local currency equivalent each.
(b) Prior to disbursement of the first and second installments of the entrepreneurial supply fund, the Grantee shall furnish in form and substance satisfactory to A.I.D. a plan for administering the fund including the appropriate entity to administer the fund and the criteria for approval of activities to be financed by the fund". (p.3)

The intended purpose of this fund is further elaborated as follows in Annex I, Amended Description of the Project, of the above referenced Grant Agreement:

"...basic concept is to permit PF to supply a limited number of women with a small amount of seed capital with which an individual could begin a very low level business, such as selling household products, the manufacture of which she learned through PF...The Job Development Unit will manage the entrepreneurial supply fund...it is likely to have more proposals than it will be able to fund...it might act as an intermediary for the local individuals or groups and would seek to find funding for such activities from other sources". (p.8) 

"...fund is to be used to initiate income-generating activities for women throughout the country on an experimental basis...it is important to ensure that the Job Development Unit will have the $300,000 'venture capital' with which to work in developing its program...the Unit will not have access to the fund until it has submitted to A.I.D. a detailed proposal for expenditure of the money — including both types of activities that will be initiated, province by province, and procedures for operating the fund. This plan can only be submitted after the preliminary market survey has been undertaken and an investigation of existing cooperative and credit lending institutions has been completed...during the first 6-9 months of the project". (p.8)
...criteria that will be applied by A.I.D. in approving use of the fund are:

1. involvement of Moroccan counterparts in administering all aspects of the job development program...
2. selection of project activities where credit is not generally available;
3. likely economic viability of activities;
4. prospects of employment for a number of women;
5. diversity of approach...
6. representation of all economic regions of the country, and both urban and rural locations". (p. 8-9)

In view of the above Grant Agreement provisions, the US Team recommends that the Ministry request the first $100,000 installment for the fund so that "venture capital" can be available this summer for initiating experimental income-generating activities in our first two zones of intervention, Beni Mellal and Tetouan. The called-for preliminary market survey and investigation of existing cooperative and credit lending institutions have been initiated in these zones. Also, as documented in III.A., the US Team with local and central office FF personnel have already identified several income-generating activities for women in the province that could serve as experimental income-producing projects with potential for replication elsewhere. Some of these are the bee-keeping/honey producing cooperative in Foum el Ansar, ready-made clothes workshops in Tetouan and Larache that could supply school uniforms and other items, sour circuits and/or shop marketing of sewn, embroidered or knitted items, and contracts for sewn items with local institutions such as the hospitals in Dar Ben Karriche, Kasba Tadla and Beni Mellal. Thus it is time to demonstrate small project effectiveness, meaning ultimately "economic viability" to both FF personnel and adherentes, as well as local authorities and potential existing lending institutions.

The US Team suggests that the Ministry's proposal to A.I.D. reference this report in terms of types of activities that will be initiated province by province and list the procedures for operating the fund. These procedures could include:

1) a form to be completed by the Chef du Centre which describes in detail the income producing activity planned; the local resources (personnel, financial and in-kind contributions) already assured; the contacts made for funding from other sources including any
potential assistance now or in the future; the exact needs in
Dirhams for seed capital in order to begin, the training require-
ments for the Center, the number of girls/women who will be "em-
ployed" (gaining income) immediately and over the next two years
plus the organizational structure for implementing the activity.
2) review and approval of form by PR and Delege of the Province.
3) final review and approval by a constituted Job Development Unit
Committee in the Ministry that could include 1 US Team member, 2
PF central service personnel and 1 member from another service of
the Ministry. An A.I.D. representative could serve as an advisor
to this committee is so desired.

As basic rules or criteria, the US Team recommends administering the
fund as a revolving loan fund with an interest rate of 1-3% annually repay-
able over three years rather than as a straight grant (i.e. give away) fund.
This would provide a learning experience in borrowing that could help them
establish a credit rating so they could qualify for funding from traditional
sources like banks. Finally it is suggested that a maximum limit of $10,000
credit be available for projects in any one Province and that the top amount
available for any one project be $2,000 but generally not exceed $1,000. In
this way, at least 5 to 10 activities can be assisted in each Province over
the three years of the Grant. The total number should far exceed this min-
imum if the revolving fund approach is workable and if successful activities
lead as expected to easier local credit possibilities for similar women's
activities elsewhere.
5. Promotion Feminine and the GOM Five-Year Plan

In preparing the 1981-85 Five-Year Plan, the GOM has recognized the importance of Promotion Feminine as a means of integrating women into the economic and social development of Morocco. A total of 95,733,500 DH has been obligated for PF programs, in order to continue and expand its activities and the number of CFs in the country (especially in the Saharan provinces). The Plan provided for the construction of 49 new CFs, the extension of 17 existing centers and the completion of the new center in Tetouan.

These actions will be carried out in the context of new directions defined by the PF commission appointed to study the Plan and make appropriate recommendations. Primary among their recommendations, is the shift in emphasis in the CF curriculum to favor professional training for remunerative activities. Reforms in the areas of formation of women's cooperatives, professional training, issuing of a recognized diploma, legal statutes governing women in the home and workplace, are all suggested as means of moving the PF system in this new direction.

The MUS/USAD non-formal education program has been designed as a vehicle to help move PF in the direction of its newly-defined goals of preparing young Moroccan women for an active professional life by providing them with skills to take advantage of income-generating opportunities in their regions. The individual projects presented in this report represent concrete steps for helping to attain these goals.
chapter IV. Plan of Action for Project Implementation

The proposals contained in Chapter III comprise a broad outline of theoretical approach and concrete action to guide the US Team and PF personnel over the next three years. They represent the culmination of a first phase of survey and study; to move into the second phase -- implementation -- certain tasks must be performed over the next six months to capitalize on the momentum created through the work with the RRs in Rabat and local personnel in the pilot zones. Some of these actions are projectspecific preparations for start-up; some are general and can be carried out on a national level. Some can be undertaken by PF with little or no assistance from the US Team (outlines in the following section); some are the primary responsibility of the US Team, and constitute its work plan for the next several months (contained in Section B).

A. Actions to be Undertaken by Promotion Feminine

Outreach

"Local staff will be encouraged to elicit and pursue job development ideas from individual women and other sources. Information gained from the employment survey will be studied carefully, and contacts with local businesses and industries maintained on a continuous basis". (Technical Proposal; p.51)

The presence of the US Team is not required for local PF staff to make the kind of sensitization visits and contacts described in Chapter II p.2. Using the introduction and information packets prepared for US Team visits to the pilot zones, RRs can immediately begin making contacts with local authorities, delegues from other ministries, factory and workshop directors, shop merchants and shop owners, placement offices, hotels, schools, hospitals, etc. In this way, RRs can lay the groundwork for project activities, and perhaps initiate activities even before US Team intervention in their areas. To familiarize RRs with the format of such visits, the US Team is planning a training seminar for the fall (see Section B. "training").

Contacts with the Ministry of Tourism are especially important in those areas hosting festivals and other special events, to explore the possibility of setting up sales exhibitions. At the national level, contact should be made with planners of international festivals, to discuss opportunities abroad. It is also recommended that, during the national exhibition of PF handicrafts scheduled for June 5 - 15 at the Mohammed V Theater in Rabat, headquarters staff consider purchasing some of the highest-quality work, for
use as samples on visits to exhibition and marketing organizations. Headquarters might also consider the production of a tape cassette (one side in French or English; one side in Arabic), explaining PF's activities and the project; this could be quite useful in contacting marketing outlets and festival organizers abroad.

Data Gathering

The US Team has prepared an economic information sheet (see Chapter II D.3), to collect data on economic resources at the local level. It is proposed that this sheet be duplicated and sent to every CF in the country to be filled out, and that PF headquarters oversee distribution and collection. Headquarters staff could also begin to collect and catalogue documents for the proposed resource center.

Project Implementation

Headquarters staff should begin, as soon as possible, to investigate means for sponsoring cooperatives (either through a revision of the PF mandate or agreements with other ministries). Representatives of the Office of Cooperative Development (ODFCO) have extended offers of advice and technical assistance. In addition, work should begin on a fiscal feasibility study and organizational design for a central purchasing fund for raw materials.

At the local level, FRS in the following areas should be:

- El Jadida, Azemmour -- following up contacts with Tourism officials to establish the proposed exhibit sites near the Cités Portugaises and at the Office de Tourisme.

- Tetouan -- following up contacts with Tourism concerning sales exhibits at the Office de Tourisme, hotels along the coast, and the summer festivals in T'diq and M'Zik; with Education Nationale regarding production of school supplies in Tetouan and Larache; and with hospital officials in Dar Ben Karrache.

- Tangiers -- following up contacts with Tourism to arrange exhibits for the Tangiers and Asilah summer festivals; with hotel managers, also concerning exhibits, and with Petit Pharmegre, re: production of stocks for employees.

- Beni Mellal -- following up contacts with the provincial "chef-médecin", for a list, and models of items to be produced in Beni Mellal and Kasba Tadla for the hospitals there; contacts with hotel boutique owners for sale of items. In addition, a wall should be built to enclose the garden space next to the center in El Ksiba, and fiscal feasibility studies should be completed for bee-keeping and poultry projects. The poultry- raising equipment in Oulad Yaiche should also be repaired or replaced.
Marrakech — following up the meeting with the Adjoint du President of the Assemble Provinciale, concerning the survey of local authorities re: employment opportunities for women that he proposed to initiate.

All Areas — continuing to make contact with merchants in urban stores and urban and rural souks; coordinating the completion and collection of the economic information sheets filled out at each center.

B. Actions to be Undertaken by the US Team

Many of the focal areas of the US Team's work over the coming months parallel those proposed for PF staff. However, the US Team will be concentrating on specific actions to lay the foundations for small project start-up in the pilot zones.

Outreach

Contacts with agencies such as UNICEF, UNFPA, CIDA, Peace Corps will be followed up to explore possibilities of collaboration on interrelated projects, provision of equipment, sharing of technical expertise, etc. New contacts will be made when appropriate, several most likely with state and/or private sources of credit to investigate possible funding opportunities for ready-made clothing workshops, cooperatives, etc. in the future. In addition, there are plans to contact ICI (re: greenhouses) and OXFAM in England, follow up initial visits in the pilot zones and possibly make sensitization visits with PF personnel during the 1980 National Volunteer Campaign in the Quarzazate and Er Rachidia Provinces.

Data Collection

The major activity in this sector will be the preparation, production, distribution, collection and analysis of the proposed nation-wide baseline data survey of PF center adherentes. The US Team has made contact with IMEC Informatique et Methodes de Gestion — to discuss the design of a questionnaire format that will best facilitate computer analysis of the biocodata and selected economic information to be collected from every PF center in the country. The US Team plans to continue this work (parallel to a financial feasibility study of printing and data treatment costs), in order to have the questionnaire ready for distribution by the beginning of autumn 1980. Complementary to this information fiche, a new qualitative questionnaire (to be administered in each new zone of intervention) will be designed, based on the ones used on pre-enquete samples in Tetouan, Beni Mellal, Marrakech and El Jadida.
As new zones of intervention are identified, economic surveys similar
to those made in the pilot zones will be conducted.

Training

The US Team, working with PF personnel, will begin planning an RR
training seminar to be held before the beginning of the 1980-81 CF training
year. This seminar is intended to instruct RRs in the administration of the
baseline data survey, and to introduce them to the sensitization, outreach
and economic resource survey techniques that have been used in the pilot zones.
The RRs of the four pilot zones should provide valuable assistance in the latter,
possibly serving as group leaders if field trips are arranged for soil studies
or other visits. By conducting such a seminar at this point in the project, RRs
will be trained to initiate certain actions in their provinces prior to the
arrival of the US Team.

The US Team, working with local PF personnel, will identify and plan for
filling specific training needs of CCs and monitrices in the pilot zones, re-
lated to the individual projects to be undertaken.

Project Start-up

Prior to the implementation of any marketing project, certain administrat-
ive details must be worked out with headquarters and local PF staff; these
include the development of a:

- price-fixing formula, that takes into account the cost of raw materials,
  transport, labor, profit, etc., as well as the price of similar items on
  the local market;

- labelling system, to keep track of articles sent to market, possible a
two-part detachable label showing article number, name of CF, name of
adherante and price (the merchant could detach half and return it to the
CC as a receipt). The system should also include a format for inven-
tories to be kept by CCs;

- contract format, for obtaining a binding agreement on merchants to pur-
  chase goods ordered. Related to this is the development of order forms;

- profit-sharing formula, whereby a fixed amount of the profit on any item
  goes into a central fund for purchase of materials (e.g.: one-half of the
  profit to the fund; the other half to the adherante who produced the
  article).

In addition, a set of specific criteria must be developed to evaluate
proposals for specific projects. These should include standards for assessing
the feasibility of staffing, materials, budget, site, organization, etc. If
these criteria are developed before the fall they can be presented at the pro-
posed training seminar; thus RRs could submit project proposals for US Team
consideration prior to its beginning work in the region. The criteria
would also be used to consider projects for funding by the Entrepreneurial
Fund.

Recruitment

The US Team, as well as NJG in Morocco and Transcentury in the US, will
continue to identify and recruit qualified candidates for long-term positions.
In order to evaluate potential candidates in terms of response to the US Team's
professional needs, a list of criteria has been developed that included:

- flexibility to travel around the country, and spend up to 30 per cent
  of the work year in the field;

- development experience, preferably at the grass-roots level (agricul-
  ture, marketing, etc., ideally with women's groups);

- for non-Moroccans, extended living and working experience in North
  Africa or other parts of the Arab world;

- for non-Moroccans, fluency in French and some Arabic as a minimum, or
  fluency in Arabic (Moroccan or other dialect);

- the ability to function as an objective observer of the PF system, and
  the capacity for integration into the US Team (i.e., acceptance of its
  approaches and methods).

Transcentury and the US Team will also continue to search for consultants
(in-country and abroad) to provide short-term technical assistance in areas such
as extension training, cooperative development, production and marketing, and
the specific areas in which projects will be developed.
Chapter V. Conclusion

5. Evaluation of the First Phase

On January 2, 1980—exactly five months ago—the US Team met together for the first time, for an orientation program at TransCentury headquarters in Washington D.C. Discussions of the project were hypothetical, theoretical, based on team members’ familiarity with project documents, literature on women in Morocco and personal experience in this and other developing countries. Over the past months, hypothesis and theory have been replaced with reality, as the US Team encountered the boosters and barriers that shape its parameters of action.

Starting with the first day’s meetings with MJS headquarters personnel, it became clear that one of the greatest assets to the project is the level of enthusiasm and support for the US Team’s work that exists within PF staff; this has been reinforced by most contacts with REs, ECCs, monitors, as well as adherents of the CEs. The US Team’s work over the coming years will be greatly facilitated by the dynamic, creative women committed to the development of economic opportunities for young Moroccan women, who are found at all levels of the PF system. However, the team was disappointed to learn that the talents of many of these women would not be available on a full-time basis, in the form of a working seven-person counterpart team. Although our counterparts have always been willing to help us in whatever ways they can, their normal workloads make it impossible to spend as much time as we, or they, would like to on the project.

This lack of a true counterpart team exacerbated the manpower shortages existing within the permanent team. Since January, a core group of four people with the assistance of two valuable consultants—have been implementing a work plan designed for a minimum of seven people, and it was hoped that this situation could be changed prior to this time. Recruiting difficulties in Washington have resulted in one team position twice filled temporarily and another remaining empty; recruiting difficulties in Rabat have impeded the addition of a seventh Moroccan team member and the trilingual typist to be provided by MJS. Although this personnel situation has presented one of the biggest constraints to US Team effectiveness, it has given the team an opportunity to identify the professional skills most needed to complement those of the present members, a list of criteria suggested for use in considering future candidates (see Chapter IV.B.)
An indirect advantage of this personnel shortage has been the avoidance of incapacitating pressure on space and supplies. Until the present, the full team has been able to work in the single office designated for the project (and provided immediately through the efforts of MJS personnel): this will no longer be possible with the addition of staff members. Likewise, the team has been able to share the one telephone and one typewriter supplied without any serious back-ups in work being created. However, the absence of a photocopying machine (to be supplied by MJS, according to the MJS - TransCentury contract) has often created constraints to the timely production of documents; it is hoped that a machine as well as other necessary equipment (i.e. another Latin-character typewriter, an Arabic typewriter, two direct telephone lines and four telephones, a meeting table—as stipulated in Clause 20.2. of the contract), can be procured in the coming months. With these logistics problems solved (as well as transport difficulties caused by a lack of ministry vehicles and delays in procurement of project vehicles, alleviated in the past month by the purchase and delivery of three cars), the US Team will be able to work more efficiently in responding to the needs of the PF system.

With the cooperation of PID/Rabat and MJS personnel at all levels, the US Team has been able to complete the tasks described in this report, despite the constraints cited above. The process of working the limits imposed by these constraints (while at the same time capitalizing on local resources and talents), has been a valuable learning experience for the US Team. The knowledge gained from this experience has led to a growing self-confidence in our ability to act as effective advisors in the field — a feeling that leads to the belief that the field team is in the strongest position to judge its staffing and administrative needs, and take an active part in decisions directly affecting the field operations of this project. It is hoped that our experience over the past five months will be as valuable an input to MJS, TransCentury and PID, as their expertise has been and will continue to be, to us.

(B). Synthesis

This document has been prepared to fulfill two functions: as progress report on the activities of the US Team to date, and as a working paper containing the analysis, conclusions and recommendations of the CF and economic studies. Most of the observations contained in the preceding pages should not be surprising to someone familiar with the situation of women in Morocco in general, and women in the PF system, in particular:
-there is a network of dynamic, intelligent and skilled women throughout the country; their skills are not being used to the full potential;

-there is a mass of skilled, semi-skilled and trainable young women in Morocco; very few are using their skills as contributing members to the national economy;

-there is a corps of capable, highly trained technicians in the fields of agriculture, industry, health and economics; their capabilities are not being exploited to develop training opportunities for women.

-there is a system of urban and rural markets, a complex of agricultural, manufacturing and tourism industries; these are not being tapped as economic outlets for female labor;

-there is an organization and set of centers for training young women; these are not being used as a means for identifying and implementing programs to create income-generating opportunities.

These facts have been stated repeatedly in every report concerning PF; they are the facts that led certain individuals to perceive the need for action to be taken to change them. Their repetition in this report would be superfluous, if not for the addition of one more:

-there is a team of consultants who, over the next three years, will be working with the network of PF staff, to help develop their skills to the full potential; will be helping train young women to contribute to the national economy; will be identifying technicians to assist in the training of these young women; will be studying markets and industries to develop economic outlets; will be working to turn the system of PF centers into training and placement centers for income-generating activities.

In this report, known facts restated serve as a point of departure for proposed approaches and programs. The short and long-term project proposals and curricular and administrative recommendations, based on research, contacts and studies, are the first in a series of suggested steps for finally, concretely beginning to change the situations that have generated the depressingly redundant body of literature on Moroccan women's economic impotence. As this project moves into its second phase, with an active outreach campaign and projects in marketing, agricultural, artisanal and industrial production, credit and cooperatives, a process will be put into motion that provides women with the skills and means to generate a new set of facts on the economic role of women in Morocco.
Service de la Promotion Féminine
Transcentury Foundation
Projet de l'Éducation Non-Scolaire

**Projet Non-Scolaire Pour Les Femmes Au Maroc**


**BUTS DU PROJET :**

- Faciliter l'accroissement des possibilités d'emplois rémunératifs destinés aux adhérentes et aux futurs adhérentes des foyers féminins.

- Créer un programme pour fournir aux adhérentes des qualifications qui se rapportent aux réalités économiques des diverses régions du Maroc et aux conditions économiques prévues pour l'avenir à court-terme.

- Les programmes de formation seront établis selon les résultats et analyses de deux sortes de recherches:

  1) Enquêtes et sondages des foyers
  2) Études économiques et sociales régionales

- Six Marocaines ont été choisies pour étudier aux États-Unis pendant deux ans et demi pour qu'elles puissent continuer le travail commencé par le projet. La durée du projet est de trois ans et demi.

**L'Équipe du New TransCentury Foundation se compose de :**

M. Lee Jennings, Chef de l'équipe
Sheila Reines, John J. Strattner, Betty Lussier
Note Sur La Methodologie Du Projet

A - L'Enquête-Foyers sera menée au cours de la phase I du projet et couvrira toutes les provinces du Royaume du Maroc, tel que stipulé dans le cahier de charges.

L'enquête-foyers utilisera comme instruments d'investigation 5 questionnaires dont les destinataires sont:

1) Les Responsables Régionales (1 quest.)
2) Les directrices des foyers (1 quest.)
3) Les monitrices (1 quest.)
4) Les aides-monitrice (1 quest.)
5) Les adhérentes (1 quest.)

Le document en annexe expose les sujets à traiter avec les différentes destinataires.

La conception, l'élaboration, l'administration, le dépouillement des questionnaires ainsi que l'analyse de leur résultats permettra la bonne réalisation des objectifs du projet tels que définis dans le cahier de charges.

B - L'Etude Regionales de L'Economie et de L'Emploi sera menée, tout d'abord au niveau de 2 provinces pilotes durant la phase I du projet. L'étude d'autres provinces du Royaume se poursuivra au cours de la phase II du projet dans le but de courir le maximum de provinces possible.

L'équipe a élaboré 9 critères généraux pour identifier des provinces pilotes:
CRITERES GENERAUX

I. - Possibilité de reproduction :
- Assez de similitude avec d'autres provinces afin d'assurer le maximum de possibilité de reproduction des projets.

II. - Gestion optimale pour la mise en œuvre :
- Environnement social et économique d'une dimension permettant une coordination efficace des composantes du projet et une coopération étroite avec les autorités locales, les services de l'administration et les organes élus.

III. - Visibilité de l'impact du projet :
- Environnement social et économique d'une dimension permettant une bonne évaluation du projet et son effet d'entraînement.

IV. - Continum rural-urbain avec une grande concentration des Foyers et un contexte socio-économique homogène.

V. - Proximité raisonnable du siège permanent du travail de l'équipe (autant que possible).

VI. - Disponibilité de données économiques récentes :
- Exemple des études faites dans le cadre de Schémas Directeurs d'aménagement et d'urbanisme de plusieurs grandes villes maritimes.

VII. - Prédominance des petites et moyennes entreprises :
- Economie locale non dominée par les grandes entreprises et'utilisation intensive de capital.

VIII. - Existence de projets en cours pouvant être pris comme modèles pour des activités de formation ou comme base d'extension du projet.

IX. - Taux bas de scolarisation des femmes
L'examen des critères généraux élaborés par l'équipe chargée du projet pour l'identification de 2 provinces pilotes, a conduit à la formulation de 5 critères fondamentaux :

1 - Couverture des 7 régions économiques :
- les 2 provinces pilotes ainsi que les autres provinces devront être localisées de telle façon que chaque région économique du Royaume puisse bénéficier de l'étude régionales de l'économie et de l'emploi.

2 - Contraste entre zones côtières : autant que possible une des 2 provinces pilotes choisies devrait être située à l'intérieur du pays et l'autre sur le littoral. Le choix des autres provinces s'effectuerait suivant le même schéma.

3 - Degré élevé de concentration des Foyers Féminins.
4 - Non prédominance des grandes entreprises à usage intensif de capital.

5 - Entités administratives relativement anciennes offrant une bonne infrastructure et un bon encadrement administratif.

L'étude de l'économie régionale et de l'emploi se présentera comme suit:

a - Secteurs d'investigation

( - Autorités locales
( - Assemblées locales, provinciales et régionales
( - Bureaux de placement
PUBLIC ( - Chambres de Commerce et d'Industrie
( - Chambres d'Agriculture
( - Chambres d'Artisanat
( - Services Extérieurs des Ministères

PRIVE ( - Petites et moyennes entreprises
( - Banques et autres institutions de crédit

FOYERS ( - Anciennes adhérentes
( - Parents des adhérentes

b - Moyens d'investigation

- Questionnaires spécifiques
- Interviews
- Collected, ar ... des données statistiques relatives à l'économie et à l'emploi

L'utilisation des ces moyens d'investigation nécessite un degré élevé de technicité et donc des spécialistes.

Toutes ces considérations ont conduit à la formulation des propositions suivantes relatives à l'identification des 2 provinces pilotes et les autres provinces à prendre en considération pour la phase II du projet :

1 - BENI-MELLAL et TETOUAN (Régions Centre et NORD-Ouest)
2 - MEKNES et ESSAOUIRA (Centre Sud et Tensift)
3 - OUARZAZATE et EL JADIDA (Sud et Centre Nord)
4 - OUJDA et TAZA (Oriental et Centre)
Service de la Promotion Feminine

Fiche / Questionnaire
Responsible Regional

1. Nom:
2. Adresse:
3. Date de naissance:
4. Lieu de naissance:
5. Grade:
7. Nom d'epoux:
8. Occupation d'epoux:
9. Occupation du pere:
10. Occupation du mere:
11. Si vous avez d'enfants indiquez
11a. Nombre d'enfants:
11b. Leurs ages:

<table>
<thead>
<tr>
<th>Diplome</th>
<th>Oui</th>
<th>Non</th>
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12. Autre Formation:

13. Formation et capacites complementaires n'ayant pas de liens avec votre fonction actuelle:

14. Depuis quand travaillez vous en Promotion Feminine?

15. Avez vous eu d'autre positions en Promotion Feminine? Oui, Non
    Dans quel qualite Lieu Durée

16. Autre travail avant la Promotion Feminine: Oui, Non
    Dans quel qualite Lieu Durée

17. Avez vous voyager:
    Dans le Maroc? a) au titre de ) les lieux vos fonctions)
    b) à titre privé) Combien de voyages pendant l'année derniere?
A l'étranger? a) au titre de vos fonctions ) Pays visites? b) à titre privé )

1a) Combien de fois est-ce que vous visitez les foyers chaque mois?

1b) Quel est la durée moyenne de chacune de vos visites aux foyers féminins de la province où vous exercez?

1c) Lorsque vous visitez les foyers, quels sont vos activités?

1d) Si vous étiez complètement libre de choisir, combien de temps consacreriez-vous en visitant les foyers?

2) Le Jeudi après-midi vous avez assisté à une séance concernant la planification nationale pour la Promotion Féminine. D'après vos connaissances de votre région est-ce que ces plans vous semblent logiques, pratiques, réalisables? Détaillez votre réponse.

3) Décrivez le changement le plus important dans la Promotion Féminine dans votre région dans les derniers 2 années. (Vous pouvez décrire un changement positif ou négatif)

4) D'après vous quels sont les qualités d'une bonne monitrice?

5) Utilisant votre imagination librement, essayez de répondre à la question suivante. Répondez selon la première impression qui entre dans la tête.
5a) L'économie dans votre région vous rappelle-t-elle mieux d'image d':
   une gazelle
   un chameau
   un âne
   un renard

Prière de justifier votre réponse.

5b) Les foyers dans votre région ressemblent mieux à:
(choisissez un parmi les dessins suivants)

a) 

b) 

c) /

Prière de justifier votre réponse.
PRE-SURVEY Questionnaire for Adherentes

1. What did you do every day last week?
2. How do you practice what you do in the center at home?
3. If one day, you were going to look for a job, how would you do it?
4. When you finish at the center, what do you want to do?
5. What do you think is the work that pays best for girls who leave the center, like you?
6. What do you imagine you will do five years from now?
7. Have you ever had any extra money of your own? What did you do with it?
8. If you have any extra money, what will you do with it?
9. Have you ever been somewhere else to learn something?
10. What was the last thing you did at the center? What did you do with it?
11. Have you ever started something and haven't finished it?
12. The last time you did not come to the center, what was the reason?
13. What do you do outside the center?
14. If you were going to start a business, where would you get the capital from? How would you start?
15. Do any women relatives in your family work? If there are any, what do they do?
16. What are the things that make you leave the center early? How many times did it happen to you?
17. Do you want to live in the city or in the country? Why?
Guide to making first contacts in regions

Authorities

Governor
Secretary General
Caid - First Khalifa
Chef du Cercles
Provincial officers, especially in Office of Social Affairs

Ministry of Youth and Sports
Delegué of Youth and Sports
Regionale Responsable for Promotion Féminine
Centers: chef du Centre, monitrices, adherentes

Other Ministry representatives
Delegué du: Travail et de la Formation Professionnelle et Bureau du Placement
Education Nationale
Ministère de Tourisme
1°Entre-Aide National
1°Habitat et Amenagement du Territoire
Ministère de l'Agriculture

Business
Private, government, mixed companies; factories, workshops, etc.

Chamber of Commerce
Chamber of Agriculture
Office de Mise en Valeur Agricole (ORMVA), Regional reps.

Banks and credit sources

Basic rules: no contacts beyond J & S facilities until Governor or his representative has been called upon and has given permission. First contact in local areas to be Chef du Cercle and/or Caïds of the area.
Pre-departure orientation program for USAID participants

April 14-18, 1980
AMIDEAST/MOROCCO

Monday, April 14
14:30 Welcome and opening remarks: Sue Buret, Director, Amideast
Harold Fleming, Director, USAID
15:00 Coffee break
16:00 Pre-departure planning, preparation and arrival in USA; Carol Courtney, Consular Officer, US Embassy
M'Hamed ben Naciri, Training Officer, USAID
17:00 Questions from Participants
17:30 Film: "Discover America"

Tuesday, April 15
14:30 Meet at American Library: Introduction to Library System; Carlene Craytor, Librarian
14:45 Video Tape: "Adjusting to American Life"
16:00 Arrival on campus and academic life; Russell Cressman, Professor Mohammed V University
17:00 Questions from Participants

Wednesday, April 16
14:00 International Communication: Jean Love, Professor Mohammed V University
16:00 Understanding the American People: Jack Sleeper, Assistant Agricultural Officer, USAID
17:00 Questions from Participants

Thursday, April 17
14:30 Contemporary American Society/Adapting to University Life: Jean Love, Mohammed V Un.
16:00 Questions from Participants

Friday, April 18
14:30 Campus Activities and Personal Life: Ursula Nadolny, Asst,Health/Nutrition Officer USAID, William Beers, Professor, ALC
16:00 Panel of Returned AID Participants: Sue Buret, AMIDEAST
17:00 Closing Remarks: Sue Buret, AMIDEAST, Eric Griffel, Assistant Director USAID
Arrivée - Formation linguistique pendant l'été

Durant le programme d'orientation, chaque participant pourra contacter un Conseiller pour résoudre toute difficulté qu'elle soit relative à la formation linguistique, au stage universitaire, ou au logement.

Les séances générales qui auront lieu au début du programme de formation traiteront de sujets d'intérêt commun à tous les participants.

Les participants qui ont été admis à l'Université avant leur arrivée recevront leur formation linguistique, soit à l'Université où ils se trouveront, soit dans les environs, le reste des participants suivront les cours accélérés d'anglais de "L'Expérimentin International Living" à Brattleboro dans l'État du Vermont.

Les cours du Brattleboro commenceront le 18 Juin, et se termineront le 26 Août. Les dates des cours donnés autre part peuvent varier quelque peu, mais auront lieu à peu près en même temps que les cours de Brattleboro. Dans la plupart des Universités Américaines, le premier semestre de l'année scolaire commence vers la première semaine de Septembre.
Les dispositions m'ocaines seront prises pour ceux qui auront besoin d'une formation linguistique accélérée supplémentaire à l'Université où ils seront placés. Chaque participant pourra commencer des cours académiques dès que son niveau le lui permettra, ainsi il pourra augmenter le nombre de ses cours au fur et à mesure que sa formation linguistique s'améliore.

Le Stage Universitaire -

La candidature de chaque participant a été déposée pour les Universités indiquées ci-bas. Les programmes ont été soigneusement étudiés pour leur efficacité dans le domaine de spécialisations des participants. Quand il s'agit de couple, tous les efforts ont été fournis pour harmoniser les programmes d'intérêt commun aux deux époux, quelques programmes notamment les programmes de gestion et de commerce ne sont pas très indiqués à cause de leurs concentration sur les grandes sociétés commerciales au lieu de petit commerce, et aussi parce qu'ils ne permettent pas aux étudiants de choisir des cours dans d'autres domaines.

Les candidatures individuelles sont les suivantes :

KHADIJA RAKI -

- Programme de spécialisation : administration publique.

- Candidatures universitaires: Cornell University-
  University of.
  Pittsburgh.
  Syracuse University-
  University of Southern
  California et Ohio
  University.

Les Universités citées sont parmi les meilleures du pays pour couple. Nous sommes en train de travailler avec l'A.I.D. pour avoir les meilleures dispositions possibles pour les deux époux. Nous tiendront compte de la liste des préférences de Mme. RAKI (télégramme du 28 Avril 1980) -
Bien que ces universités là ne disposent pas d'un aussi bon mélange d'administration publique, et formation commerciale.

- ABDALLAH ABDELMOUMENE et NAÏMA IBNOUL-KHATIB -

Programme de spécialisation respectivement :

Economie politique et enseignement sociologie -

Candidatures universitaires :

University of Pittsburgh - University of Southern -
California - Syracune University - Cornell Indiana -
Minnesota - Ohio State et Florida State University -

Ces Universités offrent de larges dispositions pour faire face aux besoins des deux épous. Néanmoins, le caractère essentiel des programmes dans chaque Université peut varier largement. On peut par exemple aborder l'économie politique à partir des départements d'administration publique, d'agriculture ou d'études d'aménagement, aussi bien qu'à partir du département d'économie politique propre. Les programmes d'enseignement offrent un choix de spécialisations comprenant entre autres, l'administration, recherches et évaluations, cours publiques d'économie domestique et la technologie des méthodes de formation. Les Universités de Pittsburg et Cornell sont prioritaires. Toutes ces Universités sont bonnes.

AICHA MAKKOUR, HAFIDA BAZI JERNITI, HALIMA JEMAI
- Programme de spécialisation : enseignement

Candidatures universitaires : Florida state

University, University of Massachusetts,
Pittsburgh, Cornell, Minnesota, Indiana,
Ohio State.
Comme on a vu ci-haut, les participants peuvent se spécialiser dans une variété de domaines dans le contexte de l'enseignement. Nous travaillons avec l'A.I.D. pour avoir le meilleur mélange possible pour MOLINE JAMAL et son époux. Pour les autres, nous préférons les Universités de Floride, Pittsburgh, Cornell et Massachusetts.

Quoique nous fassions tout ce que nous pouvons pour obtenir des stages aux meilleures situations possibles pour que les participants puissent réaliser leurs propres buts, l'admission aux Universités en question, dépendra entièrement des décisions prises par les Autorités Universitaires chargées des admissions. De même la réussite dans le programme à licence dépendra entièrement des comptes-rendus académiques individuels.

Logement et dispositions financières :

Nous sommes candidats pour, et espérons garantir le logement Universitaire pour la plupart des participants. Nous sommes aussi en contact avec les services d'étudiants internationaux aux Universités, et là où le logement Universitaire n'est pas disponible, ces services aideront à trouver d'autres logements dans les environs.

Les participants recevront une allocation mensuelle basée sur les taux déterminés par l'A.I.D. pour chacune des villes des États-Unis. Le logement universitaire sera payé directement à l'Université par World éducation, et sera retenu sur l'allocation mensuelle. Le coût du logement prévu sera payé par les participants eux-mêmes.

Responsabilité pour les chargés de famille :

TransCentury et World éducation seront responsables seulement pour les participants.
La réussite des programmes de formation dépendra de la capacité des participants à se concentrer exclusivement sur leurs études sans chercher à augmenter les difficultés, soit d'adaptation, soit de charges financières. Les participants sont donc encouragés à amener leur famille avec eux. Dans le cas où c'est absolument nécessaire aux participants d'amener un enfant, ils doivent assumer toutes les responsabilités, y compris soins, protection infantile et dispositions financières.

Documents et renseignements :

Il est absolument nécessaire que les documents et renseignements déjà cités soient envoyés immédiatement pour compléter les admissions aux Universités, et les dispositions de logement.

- Certificat médical : Chaque participant doit envoyer un certificat médical attestant de son passé médical, de son état actuel, et de n'importe quel traitement suivi.

- Le nom et l'âge des enfants dans le cas où ils accompagnent leurs parents.

- Les résultats officiels et certifiés des examens TOEFL doivent être réunis à TransCentury aussitôt que possible. Les résultats d'aucun autre examen ne se rapporte à l'admission aux Universités Américaines.

- Déclaration d'objectifs et lettres de recommandation de la part de ceux qui ne les ont pas encore soumises (deux recommandations pour Médhour, une pour IBNOUL KHATIB - Déclaration de la part de MADHOUR, JAMAI et RABI).

- La situation des visas doit être éclaircie.
ECONOMIC STUDY GUIDE

I. Look at what Centres Feminin are presently doing
   A. Souks
      1. see what possibilities exist in these markets
      2. chamber of commerce in region should have list of souk circuits
         a. some souks may hit "tourist" stops on circuit
         b. merchants may be willing to buy CF products
      3. should be used to introduce CF personnel and adherenteres to
         commercial system from merchant's point of view
         a. most are familiar with souk structure but have never sold
            anything
      4. All souk information VERY important
   
   B. Tourist Hotels - Shops
      1. hotels generally have souvenir boutiques that could be interested
         in local crafts
         a. bring examples to show
         b. ask what prices they might bring at boutique
         c. contract to provide X number per month

II. What else can CF produce with present training
   A. Hospitals, factories, schools
      1. could provide uniforms, etc.
         a. same essential marketing procedure as for Hotels

III. Vegetables
   A. Determine what is locally grown and what is imported
      1. should be done on town by town basis
      2. what is demand for imported items?
         a. can be produced locally?
         b. if not, why?
      3. CF produce should not flood the market
B. How CF garden could work
1. produce crops to sell in markets or souk
2. produce crops to be divided among adherents and CF personnel
3. some of profit to be divided, rest go for seed, fertilizer etc.

C. Needed information
1. garden size available
   a. either CF or communal land (Oulad Yaiche)
2. who at CF has agricultural experience - expertise probably right there
3. where are markets
4. what are garden start-up costs re: tools, seed, fertilizer etc.
5. what are market prices to determine most profitable crops
6. check on availability of extension agents

IV. Animal Husbandry (chickens, rabbits, bees)
A. What is raised locally, what is imported
   1. will increased competition saturate the market
B. what are CF facilities for animal raising
C. who at CF has appropriate experience
   1. if no one, where can expertise be located
D. Materials cost
   1. what can be obtained through parents, local authorities etc.
   2. think small, appropriate, CHEAP!
E. Where are markets
   1. animal transportation presents different set of problems
   2. are there local merchants willing to sell CF raised animals
      contact parents (El Keiba)
F. What is the souk situation in CF or neighboring town re: animals

V. Transportation
A. Essential factor in any economic study
   1. identify market: local, out of town? how far?
B. Different methods of transportation are feasible depending upon
   the product
   1. how often is bus from village into main commercial center
      a. cost
      b. schedule
      c. arrive before or after best marketing hours
2. local merchants or others who drive into town regularly
   a. what kind of vehicle
      leave empty - return full or vice versa
3. who does business outside of village? what when why?

VI. Summary

A. Whatever new skill is going to be, it should be viewed in context
   as training through structure, existing or created, of PF
   1. Help CF do better what they are presently doing
   2. develop new ideas on locale-specific basis

B. For each idea
   1. does market exist locally
   2. if no, could one be created
   3. how to get product X from A to B
   4. knowledge concerning product exist locally? adherentes' parents,
      local officials should be contacted as their involvement will
      ensure commitment to projects
   5. length of growing-raising time before product is marketable
   6. how many must be sold to be profitable

C. Follow product through all stages
   1. start-up costs
   2. manufacturing procedures
   3. administrative accounting necessities
   4. transportation
   5. marketing and price structures

D. Get long range municipal planning to determine its effect on project
Economic Information Sheet

For Promotion Feminine center participation

1. List all the jobs women do now in the area to earn money.

2. List all the activities going on now in the center; including the names of all the traditional embroidery produced.

3. List all the activities the girls participate in outside the center.

4. List of tourist hotels, camping sites, hospitals, factories, workshops.

5. List of all Souks; the locations and schedules.

6. List of all vegetables and prices, cultivated locally and imported from other areas.

7. List of chickens, rabbits, honey, other produce and prices, cultivated locally and imported.

8. Land available for use of center.


10. Where are the agricultural agents located?

11. Transportation system; trucks, buses, taxis, trains, cars, carts, their schedules and destinations.

12. Municipal plans for the future.

13. Employment Burea contact on a monthly basis.

14. Credit possibilities.

15. List all provincial cooperatives, all types.

Note: Form to be modified following field tests.