

No. 18626

**UNITED STATES OF AMERICA
and
MOROCCO**

**Project Grant Agreement for nonformal education for
women (with annex). Signed at Rabat on 14 August 1978**

Authentic texts: English and French.

Registered by the United States of America on 18 April 1980.

**ÉTATS-UNIS D'AMÉRIQUE
et
MAROC**

**Accord de don pour un projet en faveur de l'instruction non
scolaire des femmes (avec annexe). Signé à Rabat le
14 août 1978**

Textes authentiques : anglais et français.

Enregistré par les États-Unis d'Amérique le 18 avril 1980.

PROJECT GRANT AGREEMENT¹ BETWEEN THE KINGDOM OF MOROCCO AND THE UNITED STATES OF AMERICA FOR NON-FORMAL EDUCATION FOR WOMEN

Dated: August 14, 1978

A.I.D. Project Number 608-0139
Project Agreement No. 608-78-004

PROJECT GRANT AGREEMENT dated August 14, 1978, between the KINGDOM OF MOROCCO, acting through the MINISTRY OF YOUTH AND SPORTS ("Grantee") and the UNITED STATES OF AMERICA, acting through the AGENCY FOR INTERNATIONAL DEVELOPMENT ("A.I.D.").

Article 1. THE AGREEMENT

The purpose of this Agreement is to set out the understandings of the parties named above ("Parties") with respect to the undertaking by the Grantee of the Project described below, and with respect to the financing of the Project by the Parties.

Article 2. THE PROJECT

Section 2.1. DEFINITION OF PROJECT. The Project, which is further described in Annex 1, has as its purpose, to strengthen the infrastructure of the Promotion Féminine (PF) program of the Grantee to enable it to develop and undertake a program to foster new training and employment opportunities for women throughout Morocco. The major features of this project are:

- (1) In-country training in organizational development and management for the managers of Promotion Féminine in the national office and in the 36 provinces and prefectures;
- (2) Teacher training and retraining, both to upgrade the existing curriculum in the foyers and to integrate a vocational training component in the curriculum;
- (3) Establishment of a job development unit within Promotion Féminine for the purpose of (a) identifying new income-producing opportunities for women throughout Morocco and specifying the training, credit, equipment, etc., necessary to take advantage of these opportunities; (b) coordinating the provision of technical assistance and seed money to individual foyers to develop these new areas of employment; and (c) developing job-related training programs in specific foyers;
- (4) Participant training for six permanent staff of Promotion Féminine in preparation for their work on the staff of the Job Development Unit and the Royal Training Institute.

Annex 1, attached, amplifies the above definition of the Project. Within the limits of the above definition of the Project, elements of the amplified description stated in Annex 1 may be changed by written agreement of the authorized representatives of the Parties named in Section 8.2, without formal amendment of this Agreement.

Section 2.2. INCREMENTAL NATURE OF PROJECT. (a) A.I.D.'s contribution to the Project will be provided in increments, the initial one being made available in accordance with Section 3.1 of this Agreement. Subsequent increments will be subject to

¹ Came into force on 14 August 1978 by signature.

availability of funds to A.I.D. for this purpose, and to the mutual agreement of the Parties, at the time of a subsequent increment, to proceed.

(b) Within the overall Project Assistance Completion Date stated in this Agreement, A.I.D., based upon consultation with the Grantee, may specify in Project Implementation Letters appropriate time periods for the utilization of funds granted by A.I.D. under an individual increment of assistance.

Article 3. FINANCING

Section 3.1. THE GRANT. To assist the Grantee to meet the costs of carrying out the Project, A.I.D., pursuant to the Foreign Assistance Act of 1961, as amended, agrees to grant the Grantee under the terms of this Agreement not to exceed two million two hundred and ninety one thousand United States (“U.S.”) Dollars (\$2,291,000) (“Grant”).

The Grant may be used to finance foreign exchange costs, as defined in Section 6.1, and local currency costs, as defined in Section 6.2, of goods and services required for the Project.

Section 3.2. GRANTEE RESOURCES FOR THE PROJECT. (a) The Grantee agrees to provide or cause to be provided for the Project all funds, in addition to the Grant, and all other resources required to carry out the Project effectively and in a timely manner.

(b) The resources provided by Grantee for the Project will be not less than the equivalent of U.S. \$800,000 including costs borne on an “in-kind” basis.

Section 3.3. PROJECT ASSISTANCE COMPLETION DATE. (a) The “Project Assistance Completion Date” (PACD), which is June 30, 1982, or such other date as the Parties may agree to in writing, is the date by which the Parties estimate that all services financed under the Grant will have been performed and all goods financed under the Grant will have been furnished for the Project as contemplated in this Agreement.

(b) Except as A.I.D. may otherwise agree in writing, A.I.D. will not issue or approve documentation which would authorize disbursement of the Grant for services performed subsequent to the PACD or for goods furnished for the Project, as contemplated in this Agreement, subsequent to the PACD.

(c) Requests for disbursement, accompanied by necessary supporting documentation prescribed in Project Implementation Letters, are to be received by A.I.D. or any bank described in Section 7.1 no later than nine (9) months following the PACD, or such other period as A.I.D. agrees to in writing. After such period, A.I.D., giving notice in writing to the Grantee, may at any time or times reduce the amount of the Grant by all or any part thereof for which requests for disbursement, accompanied by necessary supporting documentation prescribed in Project Implementation Letters, were not received before the expiration of said period.

Article 4. CONDITIONS PRECEDENT TO DISBURSEMENT

Section 4.1. FIRST DISBURSEMENT. Prior to the first disbursement under the Grant, or to the issuance by A.I.D. of documentation pursuant to which disbursement will be made, the Grantee will, except as the Parties may otherwise agree in writing, furnish to A.I.D. in form and substance satisfactory to A.I.D. an executed contract for technical advisory services for the Project acceptable to A.I.D. with a firm acceptable to A.I.D.

Section 4.2. OTHER DISBURSEMENTS. (a) A.I.D. will finance the establishment of an entrepreneurial supply fund of \$300,000 local currency equivalent, to be disbursed in three 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 USAID 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.

(c) Prior to disbursement of the third installment of the entrepreneurial supply fund, the Grantee (1) shall make a contribution at least equivalent to the third installment to carry on the work of the Job Development Unit through the entrepreneurial supply fund, and (2) shall review and evaluate the desirability of institutionalizing the operation of the fund preferably on a loan basis beyond the life of the project.

Section 4.3. NOTIFICATION. When A.I.D. has determined that the conditions precedent specified in Section 4.1 have been met, it will promptly notify the Grantee.

Section 4.4. TERMINAL DATES FOR CONDITIONS PRECEDENT. If all of the conditions specified in Section 4.1 have not been met within 180 days from the date of this Agreement, or such later date as A.I.D. may agree to in writing, A.I.D., at its option, may terminate this Agreement by written notice to Grantee.

Article 5. SPECIAL COVENANTS

Section 5.1. PROJECT EVALUATION. The Parties agree to establish an evaluation program as part of the Project. Except as the Parties otherwise agree in writing, the program will include, during the implementation of the Project and at one or more points thereafter:

- (a) Evaluation of progress toward attainment of the objectives of the Project;
- (b) Identification and evaluation of problem areas of constraints which may inhibit such attainment;
- (c) Assessment of how such information may be used to help overcome such problems; and
- (d) Evaluation, to the degree feasible, of the overall development impact of the Project.

Section 5.2. STATUS OF PROMOTION FÉMININE. To strengthen the role and authority of Promotion Féminine in furthering its program for the benefit of women, the Grantee will review and evaluate the desirability of elevating Promotion Féminine within the organizational structure of the Ministry of Youth and Sports.

Article 6. PROCUREMENT SOURCE

Section 6.1. FOREIGN EXCHANGE COSTS. Disbursements pursuant to Section 7.1 will be used exclusively to finance the costs of goods and services required for the Project having their source and origin in the United States (Code 000 of the A.I.D. Geographic Code Book as in effect at the time orders are placed or contracts entered into for such goods or services) ("Foreign Exchange Costs"), except as A.I.D. may otherwise agree in writing, and except as provided in the Project Grant Standard Provisions Annex,¹ Section C.1.(b) with respect to marine insurance.

Section 6.2. LOCAL CURRENCY COSTS. Disbursements pursuant to Section 7.2 will be used exclusively to finance the costs of goods and services required for the Project having their source and, except as A.I.D. may otherwise agree in writing, their origin in Morocco.

¹ Not printed herein. The annex is deposited in the archives of the Department of State where it is available for reference. (Information supplied by the Government of the United States.)

Article 7. DISBURSEMENT

Section 7.1. DISBURSEMENT FOR FOREIGN EXCHANGE COSTS. (a) After satisfaction of conditions precedent, the Grantee may obtain disbursements of funds under the Grant for the Foreign Exchange Costs of Goods or services required for the Project in accordance with the terms of this Agreement, by such of the following methods as may be mutually agreed upon:

- (1) By submitting to A.I.D., with necessary supporting documentation as prescribed in Project Implementation Letters, (A) requests for reimbursement for such goods or services, or (B) requests for A.I.D. to procure commodities or services in Grantee's behalf for the Project; or
- (2) By requesting A.I.D. to issue Letters of Commitment for specified amounts (A) to one or more U.S. banks, satisfactory to A.I.D., committing A.I.D. to reimburse such bank or banks for payments made by them to contractors or suppliers, under Letters of Credit or otherwise, for such goods or services, or (B) directly to one or more contractors or suppliers, committing A.I.D. to pay such contractors or suppliers for such goods or services.

(b) Banking charges incurred by Grantee in connection with Letters of Commitment and Letters of Credit will be financed under the Grant unless Grantee instructs A.I.D. to the contrary. Such other charges as the Parties may agree to may also be financed under the Grant.

Section 7.2. DISBURSEMENT FOR LOCAL CURRENCY COSTS. (a) After satisfaction of conditions precedent, the Grantee may obtain disbursements of funds under the Grant for Local Currency Costs required for the Project in accordance with the terms of this Agreement, by submitting to A.I.D. with necessary supporting documentation as prescribed in Project Implementation Letters, requests to finance such costs.

(b) The local currency needed for such disbursements may be obtained by A.I.D. The U.S. Dollar equivalent of the local currency made available hereunder will be the amount of U.S. Dollars required by A.I.D. to obtain the local currency.

Section 7.3. OTHER FORMS OF DISBURSEMENTS. Disbursements of the Grant may also be made through such other means as the Parties may agree to in writing.

Article 8. MISCELLANEOUS

Section 8.1. COMMUNICATIONS. Any notice, request, document, or other communication submitted by either Party to the other under this Agreement will be in writing or by telegram or cable, and will be deemed duly given or sent when delivered to such party at the following addresses:

To the Grantee:

Mail Address:

Ministère de la Jeunesse et des Sports
485 Charia Mohammed V
Rabat, Maroc

Alternate address for cables:

Telex 31972 Jensport

To USAID/Rabat:

Mail Address:

Agency for International Development
137 avenue Allal Ben Abdallah
Rabat, Morocco

Alternate address for cables:

31005 M

Other addresses may be substituted for the above upon the giving of notice. The Grantee, in addition, will provide the USAID/Rabat Mission with a copy of each communication sent to A.I.D./Washington.

Section 8.2. REPRESENTATIVES. For all purposes relevant to this Agreement, the Grantee will be represented by the individual holding or acting in the office of the Minister of Youth and Sports and A.I.D. will be represented by the individual holding or acting in the office of the Mission Director, each of whom, by written notice, may designate additional representatives for all purposes other than exercising the power under Section 2.1 to revise elements of the amplified description in Annex 1. The names of the representatives of the Grantee, with specimen signatures, will be provided to A.I.D., which may accept as duly authorized any instrument signed by such representatives in implementation of this Agreement, until receipt of written notice of revocation of their authority.

Section 8.3. STANDARD PROVISIONS ANNEX. A "Project Grant Standard Provisions Annex" (Annex 2) is attached to and forms part of this Agreement.

Section 8.4. LANGUAGE OF AGREEMENT. This Agreement is prepared in both English and French. In the event of ambiguity between the two versions, the English language version will control.

IN WITNESS WHEREOF, the Kingdom of Morocco and the United States of America, each acting through its duly authorized representative, have caused this Agreement to be signed in their names as of the day and year first above written.

United States of America:

[Signed]

HAROLD S. FLEMING
Director

United States Agency for International
Development Mission to Morocco

Kingdom of Morocco:

[Signed]

MOHAMED SEQAT
Directeur

Division du Budget,
Ministère des Finances¹

ANNEX 1

AMPLIFIED DESCRIPTION OF THE PROJECT

The Moroccan Government has established an official women's division in the Ministry of Youth and Sports. This division is called Promotion Féminine. The expressed goals of Promotion Féminine are broad and rather general, but they may be summarized as an attempt to foster the social, cultural, and economic advancement of women through education, training, and employment. It has a staff of over 1,200 women civil servants who are stationed in all 33 provinces as well as at the central ministry. Seventy-five of these women are managers who implement the particular programs of Promotion Féminine and coordinate other official and non-official programs benefitting women. Another 1,100 are instructors (*monitrices*) who staff the 344 women's centers (*foyers féminins*) located throughout the country. The foyer program is essentially a home economics training program with some small efforts in handicrafts and job training for the modern sector: hairdressers, typists, and nursery school teachers. Some 45,000 women attend the foyers regularly.

The GOM is not satisfied with the limited effectiveness of this program and has requested AID's intervention in strengthening the infrastructure of Promotion Féminine by staff training and by revamping the program to make it more responsive to the training and employment needs of Moroccan women in both the rural and urban areas. This is the basis of the proposed project.

Although the proposed project is highly focussed and limited—when viewed in the context of Morocco's overall human resources needs—it is, nevertheless, somewhat complex in its orga-

¹ Director, Budget Division, Ministry of Finance.

nization. Recognizing the need for certain fundamental changes in Promotion Féminine's program directory, the project has adopted a phased approach. There are five interrelated activities: (1) development of baseline data; (2) organizational development; (3) job development; (4) curriculum development; (5) evaluation and dissemination of positive results and methods throughout the Promotion Féminine system.

The purpose of the program, therefore, is to strengthen the infrastructure of Promotion Féminine to enable it to develop and undertake a program to foster new training and employment opportunities for women throughout Morocco. The targeted beneficiaries are the 45,000 illiterate and semi-literate women clients (potentially 100,000 yearly) who regularly participate in the activities of Promotion Féminine.

The three phases of the project are described below.

A. *Phase I*

During the first phase of the project, necessary background information will be assembled for the major activities envisioned: organizational development, job development, and curriculum development. Much of the groundwork has been laid for the first of these activities. Promotion Féminine holds frequent regional and national level meetings of its staff. At these meetings, the staff has a chance to discuss problems they face in running their programs such as need for more staff and other resources, and their own needs for additional training. From these sessions, the central office of Promotion Féminine has formed a fairly clear picture, if somewhat broad in scope, of the skills upgrading its staff needs if it is to take on the new programs which it envisions. Broadly conceived, these skills might be characterized as applied social work, or perhaps community outreach. They involve improvement in techniques for working with other service organizations to meet those needs, and for planning, managing, and eventually evaluating new programs relating to specific local groups or even individuals.

At present, there are no opportunities for Promotion Féminine's administrative cadre to receive the specialized training it needs in Morocco. First, there is no school of social work. There certainly is no facility offering training equivalent to the practical or applied training suggested above. Second, although the administrative staff of Promotion Féminine is a talented and experienced cadre, most of them lack the academic degrees which are the prerequisite for entrance to advanced formal education programs in Morocco. Moreover, there is great variation in ages and experience among the staff, with the older and more experienced women generally having less formal schooling.

During the initial phase of the project, therefore, it will be necessary to canvass the national and provincial managerial staff of Promotion Féminine to determine the specific nature of their duties and responsibilities, to assess their receptivity to training, and to identify the managerial and organizational problems of the various provinces. There are distinct regional differences as well as urban/rural differences which will require different approaches as well as different instructional content. From the collection and analysis of this data will evolve the content and methodology to be used in upgrading the managerial skills of these women.

The second important feature of this phase involves the generation of data on employment and employment potentials for women with relatively little education. For this aspect of the project background data are also required. While there are a number of studies planned or under way that should help provide increased data concerning employment in Morocco, it is safe to predict that relatively few of these studies will address the question of employment opportunities for women at the level reached by Promotion Féminine, especially outside the several regional industrial centers.

A study is, therefore, required to establish baseline data on current and potential economic roles for these Moroccan women, including existing and potential employment opportunities for such women throughout the country, province by province. This information is essential to the establishment of a Job Development Unit within Promotion Féminine, and the study should be supervised by the persons responsible for establishing the Unit. Since one of the outcomes anticipated from the project is to make efforts such as the Job Development Unit a permanent feature of the program of Promotion Féminine, it will be necessary—during this preliminary stage of the project—to recruit two Moroccans to staff the Unit. (They will be given long-term training in such applied

economic fields as job development, human resources development, research techniques, market analysis, cooperatives, credit unions, *et al.*)

The third and last feature of this phase of the project is an assessment of the existing curriculum of the Royal Training Center at Rabat used in training the *monitrices* and the curriculum in the 344 *foyers féminins* which are providing education and training for 45,000 women. Both of these curricula will be changed and greatly improved during the course of the project. Much will depend on the success of the organizational and job development aspects of the project. As the managers become more skilled in identifying problems and designing programs to resolve these problems, the curricula will be so affected. Likewise, as new job possibilities are developed in the various regions, the job training provided at the foyers and the teacher training at the RTC will become more pragmatic and relevant to the demonstrated needs.

Since the goal of this project is to leave behind not only a well trained staff, but also the capacity to continue such community outreach training in Morocco, it will also be necessary during the first months of the project to recruit four Moroccans (who eventually will be assigned permanently to the Royal Training Center as instructors) for long-term training in the United States in four important areas: (1) non-formal education; (2) vocational training; (3) sociology and community outreach; and (4) health, nutrition, and family planning.

In summary, then, the first phase of the project will result in the following conditions:

- Development and analysis of baseline data on the operation of Promotion Féminine at the national and provincial levels, including information on the nature of individual job responsibilities, the capacity of the staff to handle the work, staff perception of its needs (for training, for additional staff and for other resources) and staff perception of the needs of women in the local community and opportunities for Promotion Féminine to expand its program to meet those needs.
- Preparation of a schedule of training for the entire staff, including recommendations as to content and duration of training.
- Development and analysis of baseline data on economic opportunities for women in Morocco, based on a province by province survey of (1) existing economic roles of women, (2) new employment opportunities, and (3) availability of or need for training programs, job counselling, and centers, credit facilities, etc., for women.
- Recruitment and selection of six Moroccans (for long-term training in specific fields) for assignment to a Job Development Unit of Promotion Féminine and to the training staff of the Royal Training Center for *Monitrices*.

B. Phase II

The second phase of the project extends over a three-year period, and involves several different training programs. These include (1) long-term training in the United States in human resources economics for the two-person staff of the Job Development Unit; (2) long-term training in the United States for the four-person training program of the Royal Training Center in the areas of (a) non-formal and vocational education, (b) sociology and community outreach, and (c) health, nutrition, and family planning; (3) in-country training in Rabat for women on the national and provincial-level staff of Promotion Féminine in techniques of program planning, analysis, management, and evaluation as they relate to non-formal education, vocational training, community outreach, and job development; (4) extensive instruction in the topics of non-formal education, health and nutrition, and sociology for the approximately 140 new *monitrices* who will undertake training at the Royal Training Center during the three years of the project; and (5) in-country training at regional seminars for the 1,052 *monitrices* currently teaching at the 344 *foyers féminins*, including the directresses.

While the staff of the Job Development Unit is receiving long-term training in the United States, two technicians will be assigned to Promotion Féminine (1) to undertake in collaboration with the Chief of Promotion Féminine the survey of employment opportunities for women, (2) to

establish the Job Development Unit and launch the small grant program, (3) to provide guidance to the staff of the Unit following training, and (4) to work with the staff to evaluate the effectiveness of the small program and establish it on a continuing basis. It is important that the project technicians not only have a solid background in applied economics but also practical experience in establishing cooperatives and the like.

While the permanent staff of the Royal Training Center is receiving long-term training in the United States, a project training team will be assigned to the RTC to establish the non-formal and vocational education training program. The team will consist of four trainers with competence in the areas of: (a) non-formal education and vocational training, (b) sociology and community outreach, and (c) health, nutrition, and family planning. (While the two languages of instruction at the RTC are French and Arabic, Arabic is the preferred means of communication.) The task of this Training Unit will be not only to teach the new *monitrices* who attend the RTC each year in preparation for joining the *foyers féminins* program, but also to develop special training material for the provincial staff of Promotion Féminine in important fields related to their on-going work (community outreach, program development and management, non-formal education, vocational training, and the like). The Training Unit will (1) run short-term modules for the management staff of Promotion Féminine and the instructional staff of the *foyers féminins*, both in Rabat and at regional seminars, (2) provide guidance to the permanent staff of the Training Unit following their retraining program in the United States, (3) work with the staff to evaluate the performance of the Promotion Féminine staff following training, and (4) undertake an evaluation of the effectiveness of the teaching and training modules developed, and revise those materials accordingly.

The goal of this project is to ensure that the Promotion Féminine has a well trained staff capable of taking on new and innovative programs for women in every province of the country. This managerial training has to be appropriate to the needs, abilities, and situations of the users. To assure its appropriateness and relevance, the training will be held in Rabat and in the provinces, and will be done on a continuous three-year basis. The training will be done in intensive blocks of four weeks at the Ministerial Training Centers in Rabat followed by on-the-job experience in the provinces. Follow-up by the joint American/Moroccan training staff will allow for application and feedback between the instructional sessions in the capital. The content of the training modules could then evolve with the abilities and needs of the participants.

This training is aimed at two levels: first, the 70 managers of the Promotion Féminine program, located in Rabat and in all 33 provinces of the country; and second, the directors of the 344 *foyers féminins* located throughout Morocco. This training would include both management techniques and research techniques associated with program planning and evaluation. The training program is also expected to emphasize techniques of training, so that these managers and foyer directors can continue the training program with their staffs.

Another element of the training program involves the 22 months of training which all new *monitrices* receive at the Royal Training Center. In January 1979, 70 new *monitrices* will enter training. (Forty women now enrolled at the RTC will complete their training in December 1978. If possible, Promotion Féminine would like these women to benefit from the technical expertise of the project staff by means of accelerated seminars planned for October, November and December.) These women have 12 years of formal education and have successfully passed a national competitive examination. These women are capable of college-level training. Unfortunately, too much of their training at RTC is focussed on homemaking, which, to date, constitutes the major feature of the *foyers féminins* program for which they are being prepared. The RTC would like to broaden and elevate its curriculum, but its permanent staff is small and its efforts at enlisting the instructional resources of the university and other GOM agencies have met with only partial success. On an irregular basis, the standard curriculum of homemaking and handicrafts is supplemented by courses in sociology, psychology, educational techniques, nutrition, family planning, and Islamic culture.

Promotion Féminine wants to create a greatly upgraded training program at the Royal Training Center with a permanent staff to teach as many of the courses mentioned above as possible. Beginning with this project, and the establishment of the training office at the Royal Training

Center (first on a contract basis, later with permanent Moroccan staff), each new group of *monitrices* will be given a far superior training program to that which has been given in the past. As mentioned earlier, this curriculum will evolve as progress is made in the job development component of the project and as women managers learn to apply their newly learned managerial and analytical skills. Over the course of the project, more than 140 new *monitrices* will benefit directly from this new training capacity at RTC.

The final element of the training phase would be the provision of short-term in-service training for the instructional staff of the 344 *foyers féminins* serving 45,000 women. These 1,052 *monitrices* are all civil servants and have received an initial 11 months of training at the National Training Center. The project will attempt to recycle these instructors at regional seminars to upgrade their teaching skills and to heighten their awareness of the program goals and objectives of the new directions of the Promotion Féminine program.

To summarize, then, at the end of the second phase of this project, the following will have been achieved:

- 70 provincial leaders in the Promotion Féminine program will have been given special managerial training in Morocco through programs specially tailored to their needs;
- Approximately 140 new *monitrices* will have benefitted from the new expertise at the Royal Training Center, and will have received professional-level training in the areas of vocational training, non-formal education, educational methodologies, sociology, community outreach, nutrition, family planning, and health;
- 1,052 *monitrices* and directresses responsible for the program at the 344 *foyers féminins* will receive in-service training at special regional seminars to upgrade their teaching skills and overall performance;
- Four Moroccans will have received long-term training in the United States in (a) non-formal and vocational education, (b) sociology and community outreach, and (c) health, nutrition, and family planning and will be assigned permanently to the staff of the National Training Center; and
- Two Moroccans will have received long-term training in the United States in applied economics fields and will be assigned permanently to the staff of the Job Development Unit of Promotion Féminine.

C. Phase III

Based in part upon the province-by-province study of economic opportunities for women, and in part upon already received stimuli, through initial training results, Promotion Féminine will undertake a series of innovative, pilot activities designed to open up income generating possibilities for the 45,000 girls and women participating in its program. Among these, but not limited to them, will be the creation of a Job Development Unit and an experimental small entrepreneurial supply fund program. Other potential activities include experimental revamping of critical portions of Promotion Féminine's curriculum in its community training centers, the *foyers féminins*, experimentation with home-based teaching, use of motivational and knowledge-increasing mass media for women, and response by Moroccan women. It is anticipated that short-term consultants will be utilized as required for certain of the experimental activities attempted.

This experimental program demands the collaboration of individual women at the local level, trained community development people at the provincial level, and a professional economic staff at the national level. The program is based on the premise that local people are in the best position to identify possible opportunities for new income-producing activity, and that they will seize whatever opportunities exist if given necessary technical information and capital. For example, the provincial staff of Promotion Féminine will provide the linkage between the local women and the experimental Job Development Unit. That staff will be expected to pursue ideas generated by the employment survey (as well as suggestions of local individuals) and will work with local individuals or groups to prepare sufficient information about the proposed activity to enable the Job Development

Unit to make an assessment of the economic feasibility of the activity. The Provincial Staff is likely to request some technical expertise to investigate or establish a certain new economic activity.

One of the more innovative aspects will be the establishment on a pilot basis of a small-scale entrepreneurial supply fund (\$300,000). The basic concept is to permit Promotion Féminine 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 small household products, the manufacture of which she has learned through Promotion Féminine.

While it will be difficult to make absolutely final assessments on the soundness of individual projects funded under the supply program, beginning approximately one year after the first grant is made, Promotion Féminine will begin preliminary assessments of the viability of particular projects. It will also assist those that appear particularly sound to obtain additional funding from other sources, presuming this is requested.

The Job Development Unit will manage the entrepreneurial supply fund. Under the best possible conditions, the supply fund should be swamped with good, economically feasible proposals; realistically, it is likely to have more proposals than it will be able to fund. In this situation it can be expected that—in addition to its function of stimulating employment opportunities for women—the Job Development Unit might act as an intermediary for the local individuals or groups and would seek to find funding for such activities from other sources.

The entrepreneurial supply fund is to be used to initiate income-generating activities for women throughout the country on an experimental basis. In advance of preliminary market feasibility studies province by province, it is difficult to specify the nature and scope of the activities to be undertaken; at this point, it is even difficult to specify the procedures that will be followed in operating the fund. At the same time, 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 \$300,000 entrepreneurial supply fund will be a separate line item in the Project Agreement. The Job Development Unit will not have access to the fund until it has submitted to AID 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 and procedures has been completed. These studies will be undertaken during the first 6–9 months of the project. Among the criteria that will be applied by AID in approving the use of the fund are: (1) involvement of Moroccan counterparts in administering all aspects of the job development program, including the financial procedures in establishing and operating the entrepreneurial supply fund, technical evaluation of proposals, and monitoring of individual grant activities; (2) selection of project areas 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 (since this activity is experimental, AID is looking for a variety of activities requiring a variety of skill levels and varying amounts of capital input); and (6) representation of all economic regions of the country, and both urban and rural locations.

D. *Summary of Outputs*

1. Senior staff of Promotion Féminine trained in modern techniques of management, program development, and community outreach.
2. Instructional staff of Promotion Féminine trained in modern techniques of vocational training and non-formal education for women.
3. Appropriate staff and program established at the Royal Training Center for 140 new *monitrices*.
4. Set-up of Job Development Unit in Promotion Féminine on a continuing basis to identify and promote employment opportunities in rural and urban areas for women.
5. Revision of the institutional program of the 344 *foyers féminins*, to meet the job-specific training and basic education needs of the 45,000 women who participate in the program.

E. *Summary of Inputs*

1. Technical services of seven experts: one social scientist/educator as team leader; two job development experts; four trainers; and five short-term consultants. It is expected that technical assistance will be provided by a contract between the Kingdom of Morocco and a qualified contractor.

2. The contractor will arrange for graduate training in the United States for six Moroccan women, two of whom will serve in the Job Development Unit and four of whom will serve on the staff of the Royal Training Center for Monitrices; in-country training for 70 women managers and 1,262 women instructors (*monitrices*) of Promotion Féminine.

3. Entrepreneurial supply fund (\$300,000 local currency equivalent) to provide small grants for new entrepreneurial endeavors and other experimental job opportunities and business enterprises for women.

4. Commodities include technical training equipment and supplies, and two vehicles for the contract staff for follow-up training exercises and job development activities in the eight economic regions of Morocco. The contractor will be responsible for commodity procurement.

F. *Job Descriptions of Contract Technicians*

1. *Team Leader* (background in education, with field experience in developing world, familiarity with and sensitivity to “women-in-development” issues, and understanding of Moroccan cultural context for this program) in collaboration with her Moroccan counterpart:

- Provides overall direction for the project;
- Responsible for identifying need for and recruiting of short-term technical assistance;
- Oversees work of the Job Development team;
- Oversees work of the management training team;
- Oversees work of the teacher-training team;
- Participates in recruitment of supplemental staff, as necessary;
- Establishes evaluation system to monitor management and teacher training, and oversees results;
- Works directly with counterparts in Promotion Féminine to review the work of the Office and to schedule training programs;
- Submits quarterly reports to USAID and Minister of Youth and Sports on progress of project.

2. *Job Development Team* (two individuals, one to concentrate on program in rural areas, the other in urban areas. Requires knowledge of vocational training field, experience in community development efforts in the developing world, and an understanding of economic feasibility analysis as related to small industries, cooperatives, and individual entrepreneurial ventures. Some experience in area of agro-business useful):

- Undertakes study of job opportunities for women in urban and rural locales and evaluates job possibilities with greatest potential for success;
- Advises team leader on training and equipment needs to implement in-foyer training associated with specific job opportunities identified;
- Works with teacher training team in revising curriculum to include specific job skills training in specific *foyers*;
- Monitors results of individual employment opportunity projects, including advising on additional technical or material assistance needed (and financed under Job Development Sub-Grant);
- Evaluates success of Job Development efforts in terms of profitability, numbers employed, and replicability.

3. *Management Training Team* (two individuals, one specialized in organizational development, the other in techniques of management training):

- Works with team leader and GOM counterparts to survey entire Promotion Féminine organization; outlines specific content of management training program for various levels of manager staff;
- Establishes schedule for training for managers and *foyer* administrators that includes courses in Rabat, regional seminars, and supervises on-the-job management projects;
- Advises team leader in cases where individualized, specialized training outside the country is required;
- Participates in evaluation of effectiveness of management training program;
- Works with staff of Royal Training Center and School of Public Administration to train staff to carry on similar training programs in the future, and supervises indigenous staff in development and management of these training programs.

4. *Curriculum Development/Teacher Training Team* (two individuals, among whom the following skills are represented: non-formal education techniques, curriculum development, development of teaching materials, evaluation of training programs, and the following substantive fields: literacy, family health/family planning, basic quantitative skills):

- Evaluates training program as it is being presented at Royal Training Center and implemented in *foyers* throughout the country;
- Provides assistance in improving course content of existing curriculum (literacy, health, etc.) as well as specific training in more effective teaching techniques;
- Recommends to team leader need for short-term technical assistance for specific topics related to the *foyer* curriculum and training of *monitrices* (for instance, assistance in developing teaching materials for a literacy program);
- Supervises the integration of new curriculum and materials into the *foyer* system, and evaluates effectiveness of same;
- Recommends modification of curriculum or teaching techniques to suit needs of women in particular regions of the country;
- Works with job development team to integrate specific skills training programs into specific *foyers*;
- Participates in planning and running of regional seminars for the managerial staff;
- Participates in expanding and improving program of “*recyclage*” for the existing *monitrice* cadre.

Attachment 1 of Annex 1

PROJECT FINANCIAL PLAN

(Source and Application of Funding—\$ Millions)

As of 14 August 1978

Project No. 608-0139

Project Inputs	Amount for an Incrementally Funded Project					
	Cumulative Obligations/ Commitments as of 14 August 1978		Future Years Anticipated		Total	
	A.I.D.	GOM	A.I.D.	GOM	A.I.D.	GOM
Technical services	1.832		0.858		2.690	
Training	0.279		0.559		0.838	
Job Development Fund	0.100		0.200		0.300	
Commodities	0.080		0.160		0.240	
Inflation/Contingency	—		0.267		0.267	
P.F. Operating Costs		800		800		1.600
TOTAL	2.291	800	2.044	800	4.335	1.600