

PROJECT EVALUATION SUMMARY

1. Mission: USAID/Pakistan	2. Project Number: 391-0366	14p.
3. Project Title: Institutional Grants (Indiana University) (Note. This evaluation is for the Indiana University Sub-project only).		
4. Key project dates (Fiscal years) A. ProAg:1974 b. Final Oblig: 1978 c. Final Input:1978	5. Total US. Funding LOP:\$120,000 Rs.1,138,000 (Indiana sub-project)	
6. Eval. No. 391-78-4	7. Period Covered 10/76 to 6/78	8. Review Date:6/18/78
9. Action decisions Reached at Evaluation Review	10. Responsi- bility	11. Compl. Date
A. Examine all 57 journals received by library and reduce subscriptions to those which are most useful and widely used by faculty & students (possibly limiting to 25 journals costing about Rs. 5, 000 per year)	IER Library Commi- ttee	9/78
B. Normally, the GOP discourages government funding of overseas travel for short-term training. Obtain GOP-authorized funds to permit Institute of Education & Research (IER) staff to travel abroad for one-semester or summer-term training.	IER	1/79
C. Obtain funding from U.S. Foundations and/or GOP scholarship programs for a joint degree program. The University Grants Commission can provide funds to cover International travel costs. Funds to cover tuition & living expenses, however, must come from other sources.	IER	1/79
D. Open the bulletin of the Indiana School of Education research journal to IER articles.	Indiana Univ. Prof. Jung.	10/78
E. Develop a Rupee endowment follow-on grant in order to maintain a continuing institutional relationship between IER & Indiana University (IU).	AID/GOP	3/79

12. Signature:

Project Officer
 Signature:

Mission or AID/W Office Director
 Signature:

Typed Name: Aziz R. Parvez

Typed Name: William A. Wolffer

Date:

Date:

13. SUMMARY

The major purposes of the project were: (1) to strengthen and improve the expertise of the IER; and (2) to build academic and research linkages between IER and IU. Accomplishments during the three-year project include: (1) the addition of 2300 books and 57 journal subscription to the IER library; (2) an exchange of three professors from IU and two professors from IER; (3) the initiation of study programs for 14 IER staff members; (4) one year's training at IU towards the Ph. D. degree for two IER staff members; and (5) visits to IER, by seven short-term consultants. These accomplishments are believed to have achieved the project purpose of strengthening the quality of expertise at IER. Relationships between IER and IU developed satisfactorily as long as the dollar cost was funded out of this project. After the termination of this project on September 30, 1978, the major problem would be to find another source of funds to support a continuation of the institutional relationships between the two institutions. Efforts are now under way to find a solution to this problem.

14. EVALUATION METHODOLOGY

The final evaluation examined the project's technical aspects, administration, funding, and implementation. It also explored alternative future courses of action for continuing the institutional ties between IER and IU after the termination of grant assistance.

Actively participating in the evaluation review in Lahore were:

1. Dr. Khairat M. Ibne Rasa, Vice Chancellor
University of the Punjab
2. Mr. Ashraf Qureshi, Joint Secretary, (Planning)
Ministry of Education, Islamabad
3. Dr. M. D. Shami, Senior Member
University Grants Commission, Islamabad
4. Dr. Nasim Shaukat Qureshi, Director, Institute of
Education & Research, Lahore

5. Mian Abdul Aziz, Asstt. Professor Institute of Education & Research, Lahore.
6. Dr. Chris W. Jung, Exchange Professor from Indiana University.
7. Dr. Harold Freeman, Deputy Director (Acting), USAID/Islamabad
8. Mr. Anthony H. Wirtz, Evaluation Officer, USAID/Islamabad
9. Mr. Aziz R. Parvez, Project Manager, USAID/Islamabad

The review team examined inputs and outputs and the processes used to attempt to achieve targets and project purposes. Particular attention was given to project processes and the impact of the project on reestablishing and maintaining linkages between the IER and IU. The outline of AID's standard "Project Evaluation Summary" was used in a modified version and the evaluation finding are attached.

15. IDEAS FOR A NEW PROJECT

This is the final evaluation of this sub-project. Upon termination of the Institutional Grant Project it is proposed that an endowment grant of Rs. 15 million of U.S.-owned PL-480 rupees be created under the administrative control of the University Grants Commission. The income from the endowment would be utilized to supplement the budgetary allocations of the IER (University of the Punjab) and the College of Engineering (University of Peshawar).

The purpose for establishing such an endowment grant would be to further promote these institutions' mutually supportive ties to selected American universities, and strengthen their research and teaching capabilities.

16. LESSONS LEARNED

A. Exchange professors should be permitted to extend their university involvement beyond teaching, to include research and active participation in departmental affairs. It is important that the extent of this involvement be specified in advance of each exchange professor's arrival.

B. Initial visits of short-term consultants should last from five to six weeks, and consist of a pre-scheduled plan of activities all directed toward a specific objective.

C. In order to accommodate IU scheduling, the need for exchange professors and short-term consultants should be determined nine to twelve months in advance.

D. Joint research should not be considered an independent activity, but be developed in conjunction with other activities, such as the exchange program.

ARParvez: AHWirtz: MKohashi: rm
6/28/78

INSTITUTIONAL GRANTS PROJECT

No: 391-11-660-366

EVALUATION FINDINGS

The Institutional Grant under review resulted from an agreement between the Government of Pakistan and the United States Agency for International Development (USAID) in 1974 to develop an institution-to-institution relationship between the Institute of Education and Research of the University of the Punjab and the School of Education of Indiana University, USA. It was a three years' grant to foster academic relationships between the institutions which could continue after the termination of the grant funds.

The two major purposes of the project, simply stated were:

- 1) to strengthen and improve the expertise of the IER to continue its role in educational leaderships in Pakistan, and
- 2) to build linkages, academic in nature, between the two institutions that would continue in the years ahead.

The project was actually accomplished in several discreet activities deemed useful in reaching the two-fold purpose. To make an appraisal of the total project it can best be approached by examining the several activities.

I. The Library

The primary purpose of this activity was to assist the IER in updating its library, encourage the continuation of updating, and relate it to the I.U. library in whatever ways feasible.

Action

- A) During the grant period about 2,300 books have been acquired and 17 professional educational journals have been subscribed to and are being received.

A bulk order for a number of books has been placed with local book sellers and it is hoped that the ordered books shall start arriving within a couple of weeks. Quite a number of journals/magazines have also been purchased from the local market.

- B) The school of Education Faculty of I.U. has sent to the IER library about 160 professional books.
- C) The School of Education I.U. librarian put the IER on the mailing list for the professional research journal of I.U. library materials including recent additions in education, and other materials useful to librarians in purchasing of professional materials.
- D) Wide use of books from Asia Foundation has been made during the last two years.

Evaluation

Regarding the first purpose there is no doubt that the increase in professional library materials has strengthened the IER.

As for the second purpose, action on items B, C, & D can easily be continued. Item A will depend on budget allowances for the library and careful selection and ordering procedures.

Problems

1. Ordering books has been somewhat of a problem. As a result, selection have been dependent on what were available on the shelves in the local bookstores. These, no doubt are good, but for a professional library, selection from a wide range of books is essential.
2. The journals needed will need the scrutiny of faculty as to those most needed by faculty and students so that the journals ordered are widely used.
3. Some internal problems in the library caused delay in cataloging and shelving books and journals. This seems to have been improved in the recent months.

II. Exchange Professor

In addition to the two primary purposes of the grant this activity was used as an appropriate way in which the activities could be tied into something of a

meaningful whole and that means for continued relationships could be explored by the exchange professors.

Action

A) The I.U. professors to the IER:

Dr. Lee Stoner, and Dr. Chris W. Jung took part in teaching and related activities and while Dr. Stoner assisted the IER in getting activities started, Dr. Jung has attempted to assist in getting set for the continuation of activities deemed desirable.

B) From the IER to IU Dr. Mrs. Z. Z. Omer worked as an Exchange Professor, while Dr. Mrs. Nasim Shaukat has been scheduled as the second Exchange Professors to work at the IU. Dr. Mrs. Omer's programs at IU consisted of ample opportunity to avail herself of a major library, time for her own research/interests, participation in the appropriate departments' activities related to helping American students better understand Pakistan and its educational programs, and inputs at various points in the educational program as well as the operation of the project. Dr. Omer worked closely with Dr. Fay in the areas of reading and primary education. Dr. Shaukat will work closely with Dean Brown in governance of the School of Education & University, Student Personnel Services, Faculty Personnel services, and Regional Campus Development.

For purposes of helping the IER to strengthen itself we must assume that this interchange of senior professional staff is productive. It has also been effective in enhancing other activities of the Project. It is suggested that it should be continued on a casual basis whereby whenever special need arises an Exchange Professor might be used.

Problems

1. There is some question as to whether each institution made maximum use of the first pair of exchange professors.
2. Timing scheduling caused only 2 pairs of exchange professors to be used instead of the planned 3 pairs.
3. The inability to have an exchange professor in a specific area at a given year (mostly I.U's problem) caused difficulty.
4. Housing for the exchange professor needs to be considered if this activity is used again.

III. In-Service Study for Staff

The purpose of this activity is to assist the IER by providing means for professional study at reasonable intervals for its staff. A sustaining program of study for staff members is essential for a professional institution. It is not a degree programme. It is planned for one semester or full summer term of professional study in the teaching area of the individual staff member.

Action

During the three years' period, 14 staff members of the IER have studied under this program:

1. Mr. Zahoor-ul-Haq--Foundations of Education
2. Mr. Mohammad Afzal Khan--Industrial Arts Education
3. Dr. Khawaja Nazir Ahmad--Secondary Education
4. Dr. Mrs. Mumtaz Rghim--Foundations of Education
5. Mr. Jalil Javed--Industrial Arts Education
6. Dr. Mushtaq Ahmad Goraha--Secondary Education
7. Dr. Ch. Muhammad Ashraf--Primary Education
8. Nayyar Raza Zaidi--Business Education

9. Ch. Anwar Hussain--Research
10. Miss Tahira Baig--Research
11. Mr. Muhammad Shafi Mirza--Industrial Arts Education
12. Dr. Abdul Rashid--Foundations of Education
13. Mr. Munawar Ibn-e-Sadiq--Secondary Education
14. Miss Shaukat Hassan--Research

In addition to regular study they had opportunity to do research/study in a major university library, visit schools, obtain professional books in their own area, and many exchanges with professors and other graduate students. While it is too soon to determine its overall worth, it is a sound assumption that serious staff members do improve themselves in their jobs by intensive periods of study at graduate schools.

Each participant returned with a number of professional books for his/her own professional library.

A number of staff have indicated that the study was helpful to them in their work at the IER.

This activity should be continued, possibly not at the rate of 4 per year, but continued. Moneys from the "proposal" may well be used to pay for salary and travel needs. Money for tuition, books, insurance, and living will need to be obtained from other sources. The US Educational Foundation has a program that may well fit. The Pakistan Government has a scholarship program that may be a source of funds for such a program. Universities have, in some cases, scholarship funds that may be made available. The IER will need to take action well in advance of the proposed date for the study to obtain such support.

This activity should be continued. It plays a large part in strengthening the IER.

Problems

1. Use of the semesters during the regular years as well as the summer would be advisable.
2. For some staff, a larger period of study might be advisable.
3. For some, experience other than study at a University might have been appropriate, e.g. internships.

IV. Joint Degree Program

This activity is an attempt to establish a sustaining practice of staff development for the IER. A staff member of the IER who may be on study leave to earn his/her Ph. D. at the IER would be sent to IU for one year to do the course work there for the degree. The student would then return and complete thesis and degree at the IER.

This activity meets the purpose very well and, overall, is probably the most productive and needed of the several activities.

Action

Two IER staff members (Ph. D. student) have been sent to IU for the year's work.

1. Mr. Mushtaq-ur-Rehman Siddiqui--Research
2. Mr. Zulfiqar Ali Khan--Business Education

both have done well in their work.

This activity meets the purpose of strengthening the IER very well by insuring a continuing staff development program. This can be continued since both the Government of Pakistan and the US Educational Foundation have awards that fit this scheme. The relationship of the joint degree with IU is well established and should be able to continue with no difficulty.

Comments

1. Only two people were sent since the Ph. D. class started late and did not permit a student the first year.
2. Lead time is necessary so that the admission may be handled in the usual fashion.
3. It may be well for the IER to examine such a program for post-doctoral study.

V. Short-Term Consultant

It was planned that short-term consultants would (1) become acquainted with the IER and hence become a contact at IU for the IER, and (2) help strengthen the efforts of the IER in sharply defined problem areas where special skill or knowledge of a consultant could add to the on-going program.

Action

A) Seven consultants from IU came to the IER during the three years:

1. Dr. Anderson--Science Education
2. Dr. Peak--Mathematics Education
3. Dr. Gains--Industrial Arts
4. Dr. Fay--Reading & Primary Education
5. Dr. Horn--Teacher Education & Graduate Students
6. Dr. Voorhies--Teacher Education & Community Relation
7. Dr. Fattu--Research and Measurement

Each gained knowledge of the IER and proved to be good contacts for the future relationships between the two institutions. The consultants were used for advising the Faculty with regard to Research Proposals/Projects and to improvement of the Department. While some of the consultants were not used so well because in these cases this activity did not seem to make any impact.

The need for sharply defined assignments and a schedule of time made in advance of the consultants' arrival is essential if maximum use is to be made of a consultant during a brief period of time.

This is a worthwhile activity and it should be made use of over the years. Possibly one or two consultants a year would be best handled by the IER, with the possibilities of money for travel and expenses from the "proposal" the IER working with IU and AACTE should have no great problem in continuing this activity.

Problems

1. Lack of sufficient lead time in programming the right person.
2. The inability to get a person from a particular area when needed, e.g. Business Education.
3. Lack of well defined assignments.

VI. Joint Research

It was the intent of this activity as an outgrowth of other activities that some worthwhile joint research could be started. It simply did not materialize and this activity was deleted from the implementation plan for the third year.

Plans for some IER participation in the school of Education's publication of research will be discussed with Dean Gousha with the aim of including it (them) as guest authors in the publication of some research from the IER.

VII. Summer Seminars

Its purpose was two-fold: to demonstrate that a consultant could be effectively used in workshops during the summer period, and to enhance the IER's capacity to organize and conduct such workshops.

One IU professor, Dr. Chris Jung, came to participate in this activity.

During the six weeks period, two workshops were conducted and well attended by headmasters and headmistresses of major secondary schools. Except for a few comments about the summer being such a busy one, the overall evaluation was excellent. The consultants and many of the IER faculty as well as a number of education officials in Lahore participated. There is no doubt that such summer seminars (workshops) should and could be held during the summers. With the possibility of the presently considered proposal all costs except the salary of the consultant would be in hand. The matter of salary is one that should be discussed with Dean Gousha and/or the AACTE and presently does not appear to be too great an obstacle.

The most bothersome problem is that of sufficient lead time--advanced planning--so that necessary arrangements can be made; on matters such as consultant selected, materials provided, etc.

This is a beneficial activity to continue and fulfills well both purposes of the grant.

VIII. IER/IU Senior Staff/Administrators' Visit

It was proposed that during the period of contract senior staff or administrators from each of the institutions would pay visits to the other institution to get acquainted with the institution and its leadership, lend support to the idea of closer academic relationships, and to establish personal/professional contacts whereby future activities might be more readily understood, designed, and given support.

From the IER to IU three such visits were made.

1. ~~Prof~~sh. Imtiaz Ali Khan,
Vice-Chancellor and Chairman of the Board of Governors of the IER
University of the Punjab, Lahore
2. Professor M. A. Khan
Director, Institute of Education and Research
University of the Punjab, New Campus, Lahore

- M.
3. Dr. Khairat/Ibne Rasa
Vice-Chancellor and Chairman of the Board of Governors of the IER
Punjab University, Lahore

From I.U. to the IER one such visit was made: Dr. Richard P. Gousha, Dean of the School of Education, I.U. visited the IER.

To secure the purpose of such visits it was thought that with several senior professors who have had long and continued contact with the IER, it was not as essential to have additional visits since several of the professors will have been here as consultants and/or exchange professors.

This activity has served its purpose. Such visits should be continued, possibly in connection with other official visits.

By small expenditure, a visit to the institutions can be added to other official trips to the area. It is necessary for a continuing program to have such support from administration and hence this aspect of an overall program cannot be overlooked.

DR. CHRIS W. JUNG (IU)

MIAN A. AZIZ (IER)