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PAKISTAN

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|---|---|---|------------------------------|
| AGENCY FOR INTERNATIONAL DEVELOPMENT PROJECT REVIEW PAPER FACESHEET | | 1. TRANSACTION CODE <input type="checkbox"/> A ADD <input type="checkbox"/> C CHANGE <input type="checkbox"/> D DELETE | PRP 2. DOCUMENT CODE 2 |
| 3. COUNTRY/ENTITY PAKISTAN | | 4. DOCUMENT REVISION NUMBER | |
| 5. PROJECT NUMBER (7 digits) <input type="checkbox"/> 391- 4780 ⁰⁴²⁶ | 6. BUREAU/OFFICE A. SYMBOL ASIA B. CODE <input type="checkbox"/> 04 | 7. PROJECT TITLE (Maximum 40 characters) <input type="checkbox"/> Development Training | |
| 8. PROPOSED NEXT DOCUMENT A. <input type="checkbox"/> 3 PP | | 9. ESTIMATED FY OF AUTHORIZATION OBLIGATION A. INITIAL FY <input type="checkbox"/> 7 <input type="checkbox"/> 8 B. FINAL FY <input type="checkbox"/> 8 <input type="checkbox"/> 0 | |

| 10. ESTIMATED COSTS (\$000 OR EQUIVALENT \$1 - Rs. 9090) | | | | | | |
|--|-------------|--------|----------|-----------------|--------|----------|
| A. FUNDING SOURCE | FIRST FY 78 | | | LIFE OF PROJECT | | |
| | B. FX | C. L/C | D. TOTAL | E. FX | F. L/C | G. TOTAL |
| AID APPROPRIATED TOTAL | 498 | - | 498 | 1,584 | - | 1,584 |
| (GRANT) | 498 | - | 498 | 1,584 | - | 1,584 |
| (LOAN) | - | - | - | - | - | - |
| OTHER 1. | | | | | | |
| U.S. 2. | | | | | | |
| HOST COUNTRY | 39 | 127 | 166 | 127 | 402 | 529 |
| OTHER DONOR(S) | | | | | | |
| TOTALS | 537 | 127 | 664 | 1,711 | 402 | 2,113 |

| 11. PROPOSED BUDGET AID APPROPRIATED FUNDS (\$000) | | | | | | | |
|--|-------------------------|--------------------|---------|----------------|---------|-----------------|---------|
| A. APPROPRIATION | B. PRIMARY PURPOSE CODE | PRIMARY TECH. CODE | | E. FIRST FY 78 | | LIFE OF PROJECT | |
| | | C. GRANT | D. LOAN | F. GRANT | G. LOAN | H. GRANT | I. LOAN |
| (1) EH | 601 | 690 | | 498 | - | 1,584 | - |
| (2) | | | | | | | |
| (3) | | | | | | | |
| (4) | | | | | | | |
| TOTAL | | | | 498 | - | 1,584 | |

12. PROJECT PURPOSE (Maximum 480 characters) "X" IF DIFFERENT FROM PID

To upgrade the technical and managerial expertise of Pakistanis who are directly involved in the development and implementation of the Government of Pakistan's priority social and economic development programs through long-term or short-term training programs in the United States, Pakistan or third countries.

13. DATA CHANGE INDICATOR. WERE CHANGES MADE IN PID FACESHEET DATA, BLOCKS 12, 13, 14, OR 15? IF YES, ATTACH CHANGED PID FACE SHEET.

1 NO
 2 YES

14. PLANNING RESOURCE REQUIREMENTS (Staff/Funds)

1 p/m training programmer in FY 77 (Mar/Apr. 77) for PP (\$5,000)
2 p/m locally available contract services for Social Analysis (Mar/Apr. 77) for PP

| | | | |
|------------------------------------|---|---|----------|
| 15. ORIGINATING OFFICE CLEARANCE | | 16. DATE DOCUMENT RECEIVED IN AID/W. OR FOR AID/W DOCUMENTS, DATE OF DISTRIBUTION | |
| SIGNATURE <i>Harold Freeman</i> | TITLE Assistant Director/Education & Public Services USAID/Islamabad - PAKISTAN | DATE SIGNED MM DD YY 11 02 77 | MM DD YY |

PROJECT REVIEW PAPER
DEVELCPMENT TRAINING PROJECT

ISLAMABAD

October 26, 1976

PROJECT REVIEW PAPER
DEVELOPMENT TRAINING

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| B - GASI Participant Utilization Evaluation dated October 1, 1976 | |
| C - Environmental Impact Statement | |
| D - Logical Framework | |

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DEVELOPMENT TRAINING PROJECT

I. PRIORITY AND RELEVANCE

The PROJECT GOAL is to increase the availability of trained Pakistani manpower in priority development areas.

The PROJECT PURPOSE is to upgrade the technical and managerial expertise of Pakistanis who are directly involved in the development and implementation of the Government of Pakistan's priority social and economic development programs through long-term or short-term training programs in the United States, Pakistan, or third countries.

DISCUSSION

A continuing constraint to the achievement of successful development programs is the shortage of technically qualified and managerially skilled Pakistanis to plan and implement them. Since 1969 USAID has attempted to address manpower training requirements through the Government Administrative Staff Improvement (GASI) project. This general training project which is in addition to project related training has trained 120 government officials in the U.S. Third country training has been conducted at the American University of Beirut (AUB) under a separate program through the use of AID regional funds. However, this program has been interrupted since August 1976 because of the Lebanese Civil War.

The draft Fifth Five Year Plan, 1976-81 of the Government of Pakistan has as its major goals the following improvement of living standards such as nutrition and health care; eradication of illiteracy through universal primary education; improved road transport; rural electrification; improved income distribution and employment; and integrated regional development. The ultimate aim of the entire development effort is to improve the quality of life for the majority of the people of Pakistan.

Pakistan's population is predominantly rural and poor. There are 43,000 villages containing perhaps 60 million of the country's 73 million people. In these rural areas, the 1971-72 income per household was about \$40 or less per month and the median farm size was less than 10 acres.

The Development Training project is one of a cluster of proposed activities which would be supportive of the Government of Pakistan's strategy in promoting the economic and social advancement of this rural population. The other projects we are supporting would improve on-farm water management, rainfed agriculture, rural primary education, rural health, rural power availabilities, rural roads, rural potable water, access of farmers to essential inputs, the dissemination of development information in rural areas and population research and development.

Each of these projects will enable a larger segment of the rural poor to take advantage of modern technology and services. Each will increase the participation of villagers in the economic process. Each will accelerate the rate and change from the traditional to the modern.

The goal of economic and social development, as it affects the majority who are poor, is to help achieve a situation where each individual has the opportunity to lead a full life. Increased food production and reduced population growth are fundamental to this process and the cluster of projects we are supporting will each contribute to it. We anticipate that taken together a process of synergy will result and the projects will have a greater impact per unit of input than any one of them in isolation.

There is considerable evidence that improved quality of rural life is a pre-requisite to fertility reduction. Coupled with a massive population program intended to assure adequate supplies of contraceptives, as well as direct and indirect incentives, these projects should have a significant impact on reducing the rate of population growth.

Considering as a whole, these separate but mutually reinforcing activities are designed to achieve a better life for the rural poor.

II. PROJECT DESCRIPTION

This project will provide training for Pakistanis in the U.S., in Pakistan, and in third countries in skills which are directly related to their priority economic and social development needs. The Government of Pakistan will develop a training proposal outlining their foreign needs. This study was initiated by the Economic Affairs Division in October, 1976. Training priorities will be considered jointly by USAID and Government of Pakistan in accordance with the project goals. These training programs are to be focused on the following areas: food and nutrition, health and population planning, public administration, education and human resource development. The Government of Pakistan and USAID agree that some flexibility will be necessary to support "targets of opportunity". It is recognized that certain sectors not defined as priority must also receive some modest support if social and economic development is to continue at a balanced pace. This is particularly true in certain fields where the U.S. has a demonstrated advantage over other donors. Training of women officers will be particularly emphasized in this project. As indicated in Attachment "A", only 6% of the total CASI trainees were women. Selection of provincial development officers for training will also be encouraged. Training selection will be with joint AID and host country involvement. Implementation procedures will vary depending on the type of training proposed.

At the end of the project it is expected that over 120 Pakistanis will have received about 123 person years of training and returned to the Government of Pakistan and employed in development fields closely related to reaching the poor majority.

The Development Training Project is designed to include training opportunities as follows

- a. All non-project related training;
- b. Project related training not specifically covered in a project;
- c. Residual training for phased out projects;
- d. Short-term in-country training conducted by contractors;
- e. Training related to project preparation activities.

At this time it is estimated that the project will train up to 20 long term academic participants and 20 short-term participants per year for a 3 year period.

The provision for host country cost-sharing (FAA section 110-a) will be met by the Government of Pakistan through payment of international travel, continuation of salary of the participants during training and cost of medical examinations for the participants.

TRAINING CRITERIA are established as follows

1. Academic Training

A major sub-activity of this project will be academic training, primarily in graduate programs in the U.S. The programs may be degree or non-degree depending on the training requirement. Degree training, when required for the position, will be primarily for the professional degree most relevant with doctoral degrees in very limited cases. U.S. training will be available only for those disciplines for which training is not available in Pakistan.

The fields of training as stated earlier will be directly related to country priorities as well as AID's priorities.

2. Short-term Training

a) Observation training in a variety of disciplines. This short-term training could include observing new technology, management techniques and attendance at special development related conferences.

b) Attendance at specialized training programs such as those conducted by the U.S. Departments of Agriculture, Commerce, Interior, Center for Disease Control, or private groups such as the Planned Parenthood Association.

c) In-Country Training

A special course designed and tailored to meet country needs could be arranged. For example, groups

of development officers or planning officials could attend courses in Pakistan in project design and evaluation. These courses could be planned and conducted by returned participants possibly with AID assistance.

d) Third Country Training

Training will be considered at regional institutions such as the Asian Institute of Technology in Thailand, the Southeast Asian Regional Center for Graduate Study and Research in Agriculture or the Asian Institute of Management located in the Philippines. When appropriate, placement at these institutions as well as U.S. schools will be explored for AUE participants whose programs have been interrupted by the war in Lebanon.

III. AID AND OTHER RELEVANT EXPERIENCE

Over the past thirty years AID has trained over 180,000 participants including 2863 Pakistanis. The training has covered a wide variety of fields including agriculture, nutrition, health and population planning, education, public administration, and industry.

The Development Training Project is an outgrowth of Government Administrative Staff Improvement (GASI) project which will have trained approximately 128 participants between 1969 and 1976. The GASI project originally was devised to train key administrators and planners in the central and provincial superior services. This was later amended to include training of faculty and staff of government administrative training institutions, as well as technical personnel in some development services. The new project will focus training on the priority development areas : food and nutrition, health and population, education and human resources that will improve the lot of the poor majority. Special efforts will be made to increase the number of nominations for women officials and officials from the provinces.

Besides the GASI experience the general training project structure has proved its feasibility in the Indonesian General Training Project begun in 1967. This Indonesian Training Project has four elements :

1. Provide training for certain identifiable and agreed upon needs not met by other forms of aid or other donors.
2. Fulfill modest and limited training needs which cannot be related to any other project or loan, e.g. "targets of opportunity" responding to special training requests.
3. Provision of adequate preparation of training by English language and pre-departure orientation.
4. A follow-up program to evaluate the past effectiveness and present utility of returned participants.

A new general training project was adopted in June, 1976 by the AID's Africa Bureau to provide a vehicle for training 1500 participants from all sub-Sahara African countries where USAID assistance is provided. Training priorities and recommendations are established by in-country training committees within the project specifications. Training selection is with joint U.S. and host country involvement.

Another relevant AID experience with training is the USOM/Thailand's Transfer of Technology & Management Skills (TTMS) project to improve Royal Thai Government (RTG) capabilities in development policy and problem analysis, program planning, implementation, and evaluation. TTMS, which was started in August 1975, is a transitional instrument to strengthen Thai self-help capabilities by transferring to Thai officials a major portion of the planning, management, and evaluation of the services provided under the project. The project is a vehicle to provide the Thai Department of Technical and Economic Cooperation (DTEC) and other operating agencies of the RTG with the experience necessary to effectively manage the planning, selection, monitoring, and review of training programs and performance of consultants in a way that had been previously done by the donor agencies. DTEC, which is similar to Pakistan's EAC, is responsible for the coordination of all foreign assistance to that country.

The relevant experience gained from the TTMS project may be useful to USAID/Pakistan to similarly assist the Government of Pakistan to take on an increasing amount of project administrative responsibility and support during the life of the Development Training Project.

IV. BENEFICIARY

The primary objective of this project is to offer selected Pakistanis an opportunity to find solutions to some of the problems of development existing in Pakistan today. The project will do this by offering principally government officials an opportunity to learn modern technical, managerial, and planning skills and by exposing those selected persons to new ideas and an understanding of the process of orderly development. The initial beneficiaries are the trained participants whose training provides Pakistan with new skills. They are also personally benefitted by the access to new knowledge, and in some instances degrees, which will later be translated into promotions and higher pay. However, the ultimate beneficiaries are expected to be the rural poor for whose benefit this project is devised. It is assumed that well selected, effectively trained participants, who return to previously identified, development oriented positions, will assist in achieving the objectives of the Fifth Five-Year Plan.

A key factor for a successful project is the management of the program on the Government of Pakistan side in the following areas :

1. Manpower Planning

Determining priority development requirements in regard to the Fifth Five-Year Plan and AID's Congressional Mandate, both of which parallel each other.

The importance of the Government of Pakistan determining specific foreign training requirements and presenting them in a training proposal to USAID cannot be over-emphasized. Without this the Ministries concerned will concentrate more on filling "quota" allocations without any regard to development needs or seriously thinking about the effective utilization of the participant on his return.

2. Selection of Appropriate Participants

Unlike the GASI project which was primarily focused on public administration training at the central level, the new training project will be focused on the training of personnel in technical as well as administrative fields which impact on the rural poor. The implication here is that training opportunities will be disseminated widely among personnel in the priority areas as well as in the provinces. Nomination of appropriate personnel with special emphasis on women is a pre-requisite for reaching the intended beneficiaries.

3. Utilization of Training

Upon return to Pakistan after training, the participants should be placed on relevant assignments for which they were trained in order to insure the most effective use of the training. A decided effort should be made to inject the multiplier effect into the utilization of the returned participant's newly gained knowledge and skills. This may be accomplished through conference technique, special training programs, dissemination of professional papers, etc.

4. Evaluation and Follow-up

Training programs must be continually assessed to see if they were appropriate for the participants. An equally important matter is the follow-up of the participants to see if they return to or are placed in a position where they can effectively utilize their training experience as intended.

V. FEASIBILITY ISSUES

1. Will the participants who are sent for training return to Pakistan and utilize the training?

The rate of return to Pakistan after training is very high according to the Returned Participant Follow-up Activities, Report for FY 1976 (Control # U-418) dated October 1, 1976. This report shows that out of a total of 2631 participants sent abroad, only 15 did not return. The percentage of non-returnees to that date was .52%.

An analysis of the six month follow-up questionnaires sent to participants who returned between December 1974 and December 1975, shows that 53% reported high utilization of their training, 29% reported some utilization, 15% reported little utilization and 3% were not in a position to use their training for reasons beyond their control. There was a 95% response to the questionnaire.

The 18 month follow-up on participants who returned between January 1970 and June 1975 showed a similar rate of utilization. This is also true for 36 month follow-up of participants who returned between January 1972 to December 1972.

Full evaluation details are available in U-418 Reports for previous years. An analysis of the reports on GASI participants covering the period 1969 - 1976, shows that about 85% of the returned participants returned to their previous positions were promoted in their organization or transferred to other government organizations at higher levels. See Attachment "B". While these statistics are impressive on the surface, further study is needed into participant utilization in Pakistan.

Building on experience gained in developing and conducting follow-up studies by SER/IT in other countries, it is hoped that an improved evaluation instrument can be developed and used to provide more objective data on participant utilization for use in developing the PP and in evaluating the outcomes of this project.

2. Can the Government of Pakistan provide cost sharing required by FAA section 110a?

The Government of Pakistan has been and is expected to continue to meet the cost sharing requirement in three ways :

- a. Arranging for all international transportation of participants;
- b. Continuing the salaries of participants while they are in training;
- c. The payment of the charges for medical examination of the participants.

The GASI Project Evaluation Report dated April 29, 1976 examined the question whether the adequacy of travel funds was an inhibiting factors in sending participants abroad. Although acknowledging the fact that Government of Pakistan had received travel assistance from private foundations the report stated that "in no case had a participant been nominated and later withdrawn for lack of travel funds".

3. Is the Government of Pakistan willing to assume increased responsibility in the management of AID sponsored participant program? If there is a willingness, what is an appropriate organizational structure within the Government of Pakistan to assume this responsibility?

A collateral objective of this project is the orderly transfer of appropriate administrative responsibilities to the Government of Pakistan. It is hoped that the Government of Pakistan through the life of this project will take over increasing responsibilities in participant program planning, implementation, and evaluation.

In accordance with a recommendation on page 18 of the Evaluation of GASI Report dated April 29, 1976, O/E&PS entered into a discussion with EAD regarding a location for the Development Training Project in the Government of Pakistan. EAD indicated that it was probably the most suitable administrative base for this project for the following reasons :

1. EAD is responsible for coordinating foreign training opportunities provided by all donor agencies;

2. It deals directly with central and provincial government agencies, which are receiving foreign assistance, through their Planning & Development Department;
3. In collaboration with central and provincial agencies, EAD is currently preparing an assessment of foreign training requirements in order to identify priority training areas;
4. EAD is willing to sign a project agreement, and discuss the appointment of a project manager, and provide sufficient staff with the capability to jointly manage the project with USAID.

The assumption of responsibility by the Government of Pakistan for managing the project activity could begin by USAID Training Office personnel assisting their colleagues in EAD in the evaluation and follow-up of returned participants. The specific problem of training utilization was mentioned by Mr. Saifraz Khan Malik, Joint Secretary, EAD and he has instructed his staff to develop an evaluation program. USAID has a very capable local hire Training Advisor and a Follow-up Specialist who could provide assistance to the Government of Pakistan in this area. Subsequently these staff members could assist the Government of Pakistan to develop a system of processing participant requests and advise them on other participant training matters. By the end of the project the Government of Pakistan should have the capability to handle many of the administrative functions now done in the USAID Training Office. Between the time the FRP is approved and the PP is written, negotiations will be carried out with the Government of Pakistan to establish a time phased plan for the transfer of appropriate administrative functions to an agreed upon agency in the Government of Pakistan.

4. Will the project have an impact on the rate of population growth?

This project will have no direct short-term impact on the rate of population growth. However, it is probable that the long-term effect of the project will be to contribute to a decline

in fertility in Pakistan as a result of the improvements in the Government's capacity to deliver social services which this project aims to assist. Training in such fields as food and nutrition, health and population planning, and education and human resource development is expected to result in improvements in precisely those fields which have the greatest direct and indirect impact on fertility.

5. Should a specific amount of the grant be earmarked for training of woman officers?

The Project Committee considered the approach of setting up a quota for women to be trained under the project, but felt that this would not be implementable. On the other hand, earmarking a specific amount of money for use for training of female officers might be a more promising vehicle for accomplishing the desired goal of promoting women in development. This issue will be studied further over the coming months and a proposed course of action will be recommended in the Project Paper.

VI. OTHER DONORS

The Planning Commission of the Government of Pakistan has been setting forth its policies and strategies for the development of the country's human resources in its Five-Year Plans for the past two decades. These are defined under Education and Training Chapters of its Five-Year Plans.

At the present time, the Government of Pakistan does not have a concerted set of well developed short or long range training plans setting forth its overall training needs. However, a number of steps are underway. First, the Government of Pakistan has recently established an Institute for Manpower Studies which will be making a series of manpower skills. The studies when completed will identify Pakistan's total manpower training needs and will assist the Government of Pakistan in the development of a long-term training program within Pakistan as well as abroad. Secondly, special programs to meet Pakistan's needs in economic planning and policy analysis, particularly in agriculture, are at an advanced stage of discussion. A PRP is being prepared at this time.

In making a determination of foreign training needs, the Economic Affairs Division (EAD) requests that all the Ministries and the Planning & Development Divisions of Provincial Governments submit their total technical assistance requirements every year. The EAD then reviews the requirements of the Federal and the Provincial Governments and formulates the total technical assistance package which includes training, expert advisory assistance and commodities. The EAD then begins negotiations for assistance with all the foreign assistance donor agencies and obtains whatever assistance it can get from these outside sources. The Government of Pakistan looks to multilateral donor agencies such as UNDP, UNESCC, UNICEF, IERE, etc., and bilateral organizations such as USAID, British Council, Asia Foundation and Ford Foundation to offer foreign training opportunities.

Throughout the year, as the various federal and provincial agencies identify their training needs, they submit them to EAD. After obtaining comments, and if necessary, clearances from other government departments, EAD will submit these training requests to whichever donor it believes is most appropriate.

USAID participant training programs are related to overall Government of Pakistan priorities and are focused on areas outlined in the Congressional Mandate. These training opportunities are related specifically to development needs. Other donor training contributions while focused on their own areas of interest, are often not job related but rather scholarship programs offered to any qualified candidate. USAID programs offer training opportunities not available in Pakistan, and not intended to duplicate training offered in other countries.

Asia Foundation provides scholarships for Pakistani students in very selective areas. They are project related and coordinated with the various Ministries through the Economic Affairs Division.

UNDP provides fellowships that are project related, with the candidates responsible to their home agencies and the coordinating agency, EAD. In the case of UNDP's public finance and development administration projects, the EAD has the management responsibility for the projects as well as acting as the coordinating agency.

Generally, the bilateral and multilateral donors operate in a manner similar to those described above. In almost all cases EAD is the coordinating agency for the international training provided by outside donors.

The chart below showing the number of participants receiving training abroad is illustrative of the inputs of other donors.

| <u>Donor</u> | <u>FY 74</u> | <u>FY 75</u> | <u>FY 76</u> |
|-----------------|--------------|--------------|--------------|
| Asia Foundation | 12 | 13 | 7 |
| U. N. D. P. | 53 | 56 | 67 |
| Ford Foundation | 24 | 34 | 2 |
| Australia | | | 27 |
| British Council | | | 60 |
| Canada | | | 1 |
| Japan | | | 27 |
| West Germany | | | 35 |

Federal Training Scheme

The Ministry of Education is the only Ministry of the Government of Pakistan which allocates resources for training abroad. These funds are used to upgrade the professional knowledge and skills of university and college teachers. Each year the Ministry budgets for about 60 scholarships in various fields of study under their Central Overseas Scholarship Training Scheme. Under this scheme, the Ministry invites nominations from each of the Pakistani universities and colleges. The Foreign Training Committee of the Ministry reviews the nominations and awards the scholarships to those Pakistani students who they consider qualified and are able to produce firm letters of admission to a foreign university. Out of 60 scholarships offered each year, only about 30-35 are utilized because many of the candidates are unable to obtain firm letters of admission from foreign universities. The Ministry does not provide advice or assistance on placement of students in foreign institutions and the foreign universities are reluctant to offer admission without firm financial commitments.

Scholarships under Cultural Pacts

The Government of Pakistan enters into cultural pacts with a number of countries for the exchange of scholars. Under these pacts, the Ministry of Education and Culture receives about 40 scholarships each year. These scholarships are for post graduate work in various fields. The Ministry of Education invites nominations from talented Pakistani students through public advertisements. The applications are screened and final selection made jointly by the Ministry of Education and the representative of the Diplomatic Mission of the country offering the scholarship. The country offering the scholarship assumes full responsibility for placement of Pakistani students and for the payment of stipends. The condition of scholarship requires Pakistani students to develop adequate language skills before pursuing the studies. This is true for all students for whichever country they go for training.

U.S. programs of this cultural nature are administered by USIS and the Department of State's Office of Cultural Affairs. Acting in Pakistan through the joint US-Pakistan Education Foundation (USEFP), USEFP provides grants for one year to study in American universities which include essential maintenance,

tuition fees, book allowance, health insurance and transportation from the grantees home in Pakistan and return. Any academic field is acceptable. In 1974 there were seven grants most of which were renewals.

The East-West Center and some other schools also offer open grant awards which are similar in coverage to those offered by the U.S. Education Foundation. However they do specify the available fields and level of study, based upon the schools own needs. In 1976 they offered seven grants. The selection and processing is conducted through the cooperation of U.S. Education Foundation.

The Regional Cooperation for Development Division (RCD) of the Ministry of Finance, Planning and Economic Affairs also receives a few RCD scholarships from Iran and Turkey under the RCD agreement for training.

VII. FINANCIAL PLAN

Under the project AID proposes to finance the dollar training cost, while in the United States or third country, of approximately 20 long-term and 20 short-term participants each year for three years. The Government of Pakistan's contribution will consist of medical examination, international travel costs and salary support during the training period. Total cost of the project is estimated at \$2,133,000 with an AID grant contribution of \$1,584,000 for training and participant maintenance costs in the U.S. and third countries. As provided in the most recent AID regulations, the cost of training has been revised according to new cost estimates and all the training costs of 40 participants has been provided in each year. Consideration has been given to inflationary trends by percentage increases in FY 78, FY 79 and FY 80 as determined by USAID's Office of Development Policy. The Government of Pakistan's contribution will be \$529,000 or over 25% of the total project contribution.

The following is the estimated cost breakdown over the life of the project.

| | <u>FY 78</u> (\$000) | <u>FY 79</u> (\$000) | <u>FY 80</u> (\$000) | <u>Total</u> (\$000) |
|---------------------------------------|-------------------------|-------------------------|-------------------------|-------------------------|
| 1. <u>U.S. Contribution</u> | | | | |
| a. Long-term participants (20/yr) | 398 | 421 | 447 | 1,266 |
| b. Short-term participants (20/yr) | 100 | 106 | 112 | 318 |
| AID GRANT TOTAL : | <u>498</u> | <u>527</u> | <u>559</u> | <u>1,584</u> |
| 2. <u>GOP Contribution</u> | | | | |
| a. Long-term participants (20/yr) | 114 | 121 | 128 | 363 |
| b. Short-term participants (20/yr) | 52 | 55 | 59 | 166 |
| GOP TOTAL : | <u>166</u> | <u>176</u> | <u>187</u> | <u>529</u> |
| 3. Total Project Contribution | <u>664</u> | <u>703</u> | <u>746</u> | <u>2,113</u> |

VIII. PROJECT IMPLEMENTATION PLAN

The grantee of this project will be the Government of Pakistan and the implementing agency will be the Economic Affairs Division, assuming EAD has the willingness and capability to provide this service and that it is the appropriate organization within the Government of Pakistan to do so. EAD will discuss the appointment of a Project Director who will work with the USAID Project Manager to monitor the project and appraise its performance from time to time. The Project Director will develop an annual training plan to be financed under this project and will send it to USAID for approval and financing. Once the training plan is approved and the project agreement is signed, EAD will call for suitable nominations, submit the candidates credentials to the Government of Pakistan Screening Committee which will scrutinize them for clearly defined training objectives and review their findings with the USAID Project Manager. EAD will obtain necessary pre-placement documents, help USAID in their placement and training, and then maintain a follow-up after their return. A joint annual review of the project will be conducted to determine project progress against the agreed plan and to prepare a better and more realistic plan for the following year.

Under this concept an illustrative implementation plan for the first year might be as follows

| | |
|------------------|--|
| September 1977 | First year training plan developed by EAD and approved by USAID. |
| November 1977 | Project Agreement developed by USAID and signed by USAID/EAD. |
| Jan-August, 1978 | Nominations received through EAD, reviewed and scrutinized and approved by USAID, documents received, PIC/P prepared and sent to Washington. Call-forward received and participant departed. |
| September 1978 | Annual project reviewed. |

Second and third year implementation schedules would follow the above pattern.

IX. PROJECT DEVELOPMENT SCHEDULE

In addition to the constructive comments made by the Mission Committee which evaluated the GASI project in February, 1976, preparing of this PRP was materially assisted by James Thomas Ward, Office of International Training, AID/Washington. Within the Mission, a USAID Project Development Committee was organized to review the PRP. The membership, which is as follows, contains members who also served on the GASI Project Appraisal Committee :

| | |
|-------------------------------|-------------|
| James D. Murray, C/E&PS | Chairperson |
| Zahid Zaheer, C/E&PS | |
| Edmund L. Auchter, DEA | |
| Loring A. Waggoner, PRC | |
| Everett L. Headrick, C/AP | |
| Steven W. Sinding, C/PHN | |
| Douglas Robbins, C/Controller | |
| Aziz R. Parvez, C/E&PS | |

The Government of Pakistan is organizing a counterpart Development Training Project Development Committee which will have membership representation from the Economic Affairs Division and Planning Division of the Ministry of Finance, the Establishment Division as well as the Planning & Development Division of the Provincial Governments of Baluchistan, Sind, Punjab and the NWFP.

The Development Training PID was discussed with EAD on October 6, 1976 and a draft of this PRP was discussed with EAD officials at a meeting on October 21, 1976. The EAD officials indicated that they looked forward to further discussions regarding the development of the PF.

We expect AID/W approval of the PRP by December 15, 1976, including identification of any additional program and policy issues.

Meanwhile, the Mission will continue to work with the Economic Affairs Division, Planning and Development Division, Planning Commission, Establishment Division and relevant Provincial Government agencies on plans for further development of the project.

By December 1, 1976, the Mission will prepare a strategy paper detailing the phased transfer of major portions of the management of the participant training program to the Government of Pakistan. Following the development of this strategy paper, negotiations with the Government of Pakistan officials will be held early in January 1977, to identify the administrative responsibilities which are appropriate for transfer to the Government of Pakistan within the time frame of this project. These decisions will be included in the Project Paper.

In late December, 1976, or early January 1977, project analysis for the Project Paper will be started. In March and April of 1977, the PP will be prepared and it is scheduled for completion and submission to AID/W by April 30, 1977. We anticipate the need of one month TEY assistance of a Development Training Officer from the Planning Staff of SER/IT in the development of the Project Paper. Project analysis assistance may be available from persons presently under contract with the Mission. The services needed in writing the PP should be financed by AID/W Project Development Support funds.

By June 1977, we assume the Project Paper will be approved and that the Mission can go forward with the development of a Project Agreement.

ATTACHMENT "A"

G.A.S.I. PARTICIPANTS 1969 - 1976

| FY | In- training | Returned to same position of their orgn. | Promoted in their organi- zation | Transferred to other orgn. on same position | Transferred to other orgn. on higher position | Retired | Service termin- ated | Resigned | Left the country | Remarks | Total |
|------|-----------------|--|--|---|---|----------|----------------------------|----------|------------------------|-----------------------|------------|
| 1969 | - | - | 1 | 1 | - | - | - | - | 2 | Went to Bangladesh | 4 |
| 1970 | - | 1 | 2 | 1 | - | - | - | - | 4 | - do - | 8 |
| 1971 | - | 1 | 3 | - | 1 | 2*** | - | - | 3 | - do - | 10 |
| 1972 | - | - | - | - | - | - | - | - | - | - | - |
| 1973 | - | 10 | 3 | - | 5 | - | - | - | - | - | 18 |
| 1974 | 2* | 13 | 3 | - | 5 | - | - | +1 | - | - | 24 |
| 1975 | 7 | 15** | 2 | - | - | - | - | - | - | - | 24 |
| 1976 | 17 | 12 | 1 | - | - | - | - | - | - | - | 30 |
| | <u>26</u> | <u>52</u> | <u>15</u> | <u>2</u> | <u>11</u> | <u>2</u> | <u>-</u> | <u>1</u> | <u>9</u> | | <u>118</u> |

*One participant completed M.A. degree under USAID sponsorship. Continuing Ph.D. program in the U.S. under Ford Foundation sponsorship.

**Two participants returned earlier without completion of their training program in the U.S.

***Retired from Government service after completion of service bond.

+ Resigned after serving about three times of the length of his training period.

Breakdown of GASI (299) Participants by Province/Center

1969 - 1976

| FY | Funjab | Sind | Baluchistan | NWFP | Center | Former East Pakistan (Bangladesh) | Total | Remarks |
|------|-----------|----------|-------------|----------|-----------|--------------------------------------|------------|--|
| 1969 | - | - | - | - | 3 | 1 | 4 | |
| 1970 | 3 | - | - | - | 1 | 4 | 8 | |
| 1971 | 1 | 2 | 1 | 1 | 2 | 3 | 10 | |
| 1972 | - | - | - | - | - | - | - | |
| 1973 | 4 | 1 | 2 | 2 | 9 | - | 18 | |
| 1974 | 6 | - | 2 | 1 | 15 | - | 24 | |
| 1975 | 4 | 2 | 1 | 1 | 16 | - | 24 | |
| 1976 | 4 | 3 | 2 | 3 | 23 | - | 40 | (Includes 10 participants scheduled to depart) |
| | <u>22</u> | <u>8</u> | <u>5</u> | <u>8</u> | <u>74</u> | <u>8</u> | <u>128</u> | |
| | 17% | 6% | 5% | 6% | 58% | | | |

| Field | Punjab | Sind | Baluchistan | NWFP | Center | Bangladesh | Total |
|----------------------------------|----------|----------|-------------|----------|-----------|------------|-----------|
| <u>1974</u> | | | | | | | |
| Pop. Statistics | - | - | - | - | 2 | - | 2 |
| Dev. Economics | 2 | - | 2 | 1 | 1 | - | 6 |
| Public Admin. | - | - | - | - | 1 | - | 1 |
| National Income | - | - | - | - | 1 | - | 1 |
| Monopoly Control | - | - | - | - | 1 | - | 1 |
| Edu. Admin. / Planning | - | - | - | - | 3 | - | 3 |
| Rural Electricity | 1 | - | - | - | - | - | 1 |
| ERTS | 1 | - | - | - | 1 | - | 2 |
| Int'l Manpower Seminar | - | - | - | - | 1 | - | 1 |
| MIS Program | - | - | - | - | 1 | - | 1 |
| Law | - | - | - | - | 2 | - | 2 |
| Secu. Exchange Regula- tions | - | - | - | - | 1 | - | 1 |
| Financial Admin. | 1 | - | - | - | - | - | 1 |
| Public Enterprise | 1 | - | - | - | - | - | 1 |
| | <u>6</u> | <u>-</u> | <u>2</u> | <u>1</u> | <u>15</u> | <u>-</u> | <u>24</u> |
| <u>1975</u> | | | | | | | |
| Int'l Manpower Seminar | - | - | - | - | 1 | - | 1 |
| MIS's Program | - | - | - | - | 1 | - | 1 |
| Edu. Admin. & Planning | - | - | - | - | 6 | - | 6 |
| Population Admin. | - | - | - | - | 1 | - | 1 |
| Public Admin. | - | - | - | - | 1 | - | 1 |
| Rural Electricity | - | 1 | - | - | - | - | 1 |
| ERTS | 2 | - | - | - | - | - | 2 |
| Dev. Economics | - | - | 1 | - | 5 | - | 6 |
| Social Security | 1 | 1 | - | - | - | - | 2 |
| Tax Admin. | - | - | - | - | 1 | - | 1 |
| Physical Planning and Housing | 1 | - | - | - | - | - | 1 |
| Urban & Regl. Planning | - | - | - | 1 | - | - | 1 |
| | <u>4</u> | <u>2</u> | <u>1</u> | <u>1</u> | <u>16</u> | <u>-</u> | <u>24</u> |

| <u>Field</u> | <u>Punjab</u> | <u>Sind</u> | <u>Baluchistan</u> | <u>NWFP</u> | <u>Center</u> | <u>Bangladesh</u> | <u>Total</u> |
|--|---------------|-------------|--------------------|-------------|---------------|-------------------|--------------|
| <u>1976</u> | | | | | | | |
| Education Admin. | - | - | - | - | 7 | - | 7 |
| Agri. Economics | - | - | 1 | 1 | 1 | - | 3 |
| Tax Admin. | - | - | - | - | 2 | - | 2 |
| Finance | - | - | - | - | 2 | - | 2 |
| Law | - | - | - | - | 3 | - | 3 |
| Mgt. & Role of Women in Development | - | - | - | - | 2 | - | 2 |
| Rural Electricity | 1 | - | - | - | - | - | 1 |
| Dev. Economics | - | - | - | - | 2 | - | 2 |
| Grain Storage & Marketing | 1 | - | - | - | - | - | 1 |
| Investment Banking | 1 | 1 | - | - | - | - | 2 |
| Int'l Manpower Seminar- | - | 1 | - | - | - | - | 1 |
| Agric. Policy/Planning | - | - | - | - | 2 | - | 2 |
| Public Admin. | - | - | - | - | 1 | - | 1 |
| Personnel Admin. | - | - | - | - | 1 | - | 1 |
| | <u>3</u> | <u>2</u> | <u>1</u> | <u>1</u> | <u>23</u> | <u>-</u> | <u>30</u> |

SCHEDULED TO DEPART

| | | | | | | | |
|----------------------|----------|----------|----------|----------|-----------|----------|-----------|
| Int'l Tax Program | 1 | - | - | - | - | - | 1 |
| Edu. Admin. Planning | - | - | 1 | 2 | 2 | - | 5 |
| Education Statistics | - | 1 | - | - | 1 | - | 2 |
| Dev. Economics (MS) | - | - | - | - | 2 | - | 2 |
| | <u>4</u> | <u>3</u> | <u>2</u> | <u>3</u> | <u>23</u> | <u>-</u> | <u>40</u> |

G.A.S.I. FEMALE PARTICIPANTS

1969 - 1976

| | |
|------|---------------------------------|
| 1969 | NIL |
| 1970 | " |
| 1971 | " |
| 1972 | " |
| 1973 | " |
| 1974 | 1 In-training |
| 1975 | 3 (2 returned, one in-training) |
| 1976 | 2 Returned |
| | <hr/> |
| | 5 (5% of 113) |

Four female participants have returned, two are in-training.

U-418
EVALUATION

October 1, 1976

6-Months Evaluation

(Analysis of Follow-up Questionnaires on the participants who have been back for six months)

PARTICIPANTS RETURNED
Between Dec. 1974 - Dec. 1975

| | | |
|------------------------------------|----|-----|
| Number of Participants Returned | 99 | |
| Follow-up Questionnaires completed | 94 | 95% |

I. UTILIZATION

| | | | |
|--------------------|----|--|-----|
| High Utilization | 50 | | 53% |
| Some Utilization | 27 | | 29% |
| Little Utilization | 14 | | 15% |
| *No Utilization | 3 | | 3% |
| | 94 | | |

- *One participant gone to U.S. for Ph.D.
- One participant gone to Iraq on deputation who will be returning back
- One participant resigned.

II. MEMBERSHIP IN U.S. PROFESSIONAL SOCIETIES

| | | | |
|-----------|----|--|-----|
| Yes | 47 | | 50% |
| No | 44 | | 47% |
| Not known | 3 | | 3% |
| | 94 | | |

III. POSITIONS

| | | | |
|-----------|----|--|-----|
| Same | 74 | | 79% |
| Promoted | 17 | | 18% |
| Not Known | 3 | | 3% |
| | 94 | | |

18-Months Evaluation

(Analysis of Follow-up Questionnaires on the participants who have been back for 18 months)

PARTICIPANTS RETURNED
Between Jan. 1974 - June, 1975

| | | |
|------------------------------------|----|-----|
| Number of Participants Returned | 92 | |
| Follow-up Questionnaires completed | 73 | 30% |

I. UTILIZATION

| | | | |
|--------------------|----|--|-----|
| High Utilization | 37 | | 47% |
| Some Utilization | 23 | | 36% |
| Little Utilization | 9 | | 12% |
| *No Utilization | 4 | | 5% |
| | 73 | | |

- *Three participants have gone abroad on deputation who will be returning back to Pakistan
- One participant went to Nigeria after completion of service bond

II. MEMBERSHIP IN U.S. PROFESSIONAL SOCIETIES

| | | | |
|-----------|----|--|-----|
| Yes | 23 | | 30% |
| No | 51 | | 65% |
| Not known | 4 | | 6% |
| | 73 | | |

III. POSITIONS

| | | | |
|-----------|----|--|-----|
| Same | 52 | | 67% |
| Promoted | 22 | | 28% |
| Not known | 4 | | 5% |
| | 73 | | |

Analysis of Follow-up Questionnaires on the returned
participants who have been back in Pakistan for
36-months. (Participants returned between
January 1972 to December, 1972

| | | |
|------------------------------------|----|-----|
| Number of participants returned | 96 | |
| Follow-up Questionnaires completed | 76 | 79% |

I. UTILIZATION

| | | |
|--------------------|----|-----|
| High Utilization | 31 | 41% |
| Some Utilization | 33 | 50% |
| Little Utilization | 3 | 4% |
| *No Utilization | 4 | 5% |
| | 76 | |

- *One participant retired from Government service
- One participant's services were terminated
- One participant went to Nigeria after completion of service bond with the Government of Pakistan
- One participant left Pakistan. Whereabouts not known.

II. ACQUIRED IDEAS USED OR ADAPTED

| | | |
|-----|----|-----|
| Yes | 72 | 96% |
| No | 4 | 5% |
| | 76 | |

III. METHODS USED TO DISSEMINATE KNOWLEDGE TO OTHERS

| | | |
|-------------------------------------|----|-----|
| 1. Research Papers/Reports/Articles | 3 | 11% |
| 2. Conference/Seminars/Workshops | 16 | 21% |
| 3. Both 1 & 2 | 7 | 9% |
| 4. Verbal Instructions/Lectures | 41 | 54% |
| 5. No | 4 | 5% |

IV. POSITION

| | | |
|-----------|----|-----|
| Promoted | 29 | 38% |
| Same | 43 | 57% |
| Not known | 4 | 5% |
| | 76 | |

V. MEMBERSHIP IN U.S. PROFESSIONAL SOCIETIES

| | | |
|-----|----|-----|
| Yes | 16 | 24% |
| No | 53 | 76% |
| | 76 | |

G.A.S.I. (299) PARTICIPANTS

1969 - 1976

| | |
|---|------|
| Total number of participants sent (1969 - 1976) | 118 |
| Participants returned | 92* |
| Participants in-training | 26** |
| Participants scheduled to depart in the near future | 10 |

*Two participants returned earlier without completing their training in the United States

**One participant completed M.A. degree under USAID sponsorship. Continuing Ph. D. program in the U.S. under Ford Foundation sponsorship.

EVALUATION

| | | % |
|--|-----------|-------------|
| 1. Participants returned to their previous positions in their organizations | 52 | 57 |
| 2. Participants promoted in their organizations | 15 | 16 |
| 3. Participants transferred to other organizations on the same/equivalent positions | 2 | 2 |
| 4. Participants transferred to other organizations on higher positions | 11 | 12 |
| 5. Participants retired from Government service after completion of their service bond with the Government of Pakistan | 2 | 2 |
| 6. Participant resigned after serving about three times of the length of his training period | 1 | 1 |
| 7. Participants left for Bangladesh | 9 | 10 |
| | <u>92</u> | <u>100%</u> |

NCTE: Year-wise breakdown of the participants is attached.

Breakdown of GASI (299) Participants
by fields/Province/Center
1969 - 1976

| Field | Funjab | Sind | Baluchistan | NWFP | Center | Bangladesh | Total |
|-------------------------------|----------|----------|-------------|----------|----------|------------|-----------|
| <u>1969</u> | | | | | | | |
| Mid Management Dev. | - | - | - | - | 3 | 1 | 4 |
| <u>1970</u> | | | | | | | |
| Public Admin. /Dev. Degree | - | - | - | - | 1 | 1 | 2 |
| Career Dev. | <u>3</u> | <u>-</u> | <u>-</u> | <u>-</u> | <u>-</u> | <u>3</u> | <u>6</u> |
| | <u>3</u> | <u>-</u> | <u>-</u> | <u>-</u> | <u>1</u> | <u>4</u> | <u>8</u> |
| <u>1971</u> | | | | | | | |
| Eco. Dev. /Planning | - | 2 | - | - | 1 | 3 | 6 |
| Public Personnel | - | - | - | - | 1 | - | 1 |
| Municipal Admin. | 1 | - | - | - | - | - | 1 |
| Mining Admin. | <u>-</u> | <u>-</u> | <u>1</u> | <u>1</u> | <u>-</u> | <u>-</u> | <u>2</u> |
| | <u>1</u> | <u>2</u> | <u>1</u> | <u>1</u> | <u>2</u> | <u>3</u> | <u>10</u> |
| <u>1972</u> | | | | | | | |
| NIL | | | | | | | |
| <u>1973</u> | | | | | | | |
| Dev. Economics | 1 | 1 | 1 | 1 | 2 | - | 6 |
| Monopoly Control | - | - | - | - | 1 | - | 1 |
| Education Admin. | - | - | - | - | 1 | - | 1 |
| Police Admin | 2 | - | - | - | - | - | 2 |
| Int'l Manpower Seminar | - | - | - | 1 | - | - | 1 |
| Fish Protein | - | - | - | - | 1 | - | 1 |
| Industrial Eco. | - | - | - | - | 1 | - | 1 |
| Agric. Eco. | - | - | - | - | 1 | - | 1 |
| Tax Admin. | 1 | - | - | - | 1 | - | 2 |
| Water Laws | - | - | 1 | - | - | - | 1 |
| Managing External Eco. | <u>-</u> | <u>-</u> | <u>-</u> | <u>-</u> | <u>1</u> | <u>-</u> | <u>1</u> |
| | <u>4</u> | <u>1</u> | <u>2</u> | <u>2</u> | <u>9</u> | <u>-</u> | <u>13</u> |

ATTACHMENT "C"

INITIAL ENVIRONMENTAL EXAMINATION

Project Location : Pakistan

Project Title : Development Training Project

Funding : FY 78 through FY 80 \$1,584,000

Life of Project : Three years

IEE Prepared by : James D. Murray, C/E&PS Date
Oct. 19, 1976

Environmental Action Recommended :

Negative Determination. This is a participant training project which by its general nature will have little or no impact on the environment and therefore should not require the preparation of an Environmental Assessment or an Environmental Impact Statement.

(IEE Guidelines for Preparation of Initial Environmental Examination, August 1976, page 5, paragraph B).

Concurrence

Date

Assistant Administrator's/Director's Decision: Date

ENVIRONMENTAL EXAMINATION

I. PROJECT DESCRIPTION

This project will provide training for Pakistanis in the U.S., in Pakistan, and in third countries in skills which are directly related to their priority economic and social development needs. The Government of Pakistan will develop a training proposal outlining their foreign training needs. This study was initiated by the Economic Affairs Division in October, 1976. Training priorities will be considered jointly by USAID and Government of Pakistan in accordance with the project goals. These training programs are to be focused on the following areas: food and nutrition, health and population planning, education and human resource development. The Government of Pakistan and USAID agree that some flexibility will be necessary to support "targets of opportunity". It is recognized that certain sectors not defined as priority must also receive some modest support if social and economic development is to continue at a balanced pace. This is particularly true in certain fields where the U.S. has a demonstrated advantage over other donors. Training of development officers from the lesser developed provinces of Baluchistan, Sind and North West Frontier and training of women officers will be emphasized in this project.

At the end of the project it is expected that over 120 Pakistanis will have received about 120 person years of training and returned to the Government of Pakistan and employed in development fields closely related to reaching the poor majority.

The participants who have returned to their country and are effectively using their newly gained skills and knowledge on the jobs for which they were trained will no doubt have a positive effect on the human environment and the quality of life in Pakistan.

II. RECOMMENDATIONS FOR ENVIRONMENTAL ACTION

The project described above will have no adverse effect on the human environment. A negative determination is recommended.

C. ATMOSPHERIC

- 1. Air Additives ----- N
- 2. Air pollution ----- N
- 3. Noise pollution ----- N
- 4. Other factors
- _____
- _____

D. NATURAL RESOURCES

- 1. Diversion, altered use of water ----- N
- 2. Irreversible, inefficient commitments ----- N
- 3. Other factors
- _____
- _____

E. CULTURAL

- 1. Altering physical symbols ----- N
- 2. Dilution of cultural traditions ----- N
- 3. Other factors
- _____
- _____

F. SOCIO-ECONOMIC

- 1. Changes in economic/employment patterns----- N
- 2. Changes in population ----- N
- 3. Changes in cultural patterns ----- N
- 4. Other factors
- _____

G. HEALTH

- 1. Changing a natural environment ----- N
- 2. Eliminating an ecosystem element ----- N
- 3. Other factors
- _____
- _____

H. GENERAL

- 1. International impacts ----- N
- 2. Controversial impacts ----- N
- 3. Larger program impacts ----- N
- 4. Other factors
- _____
- _____

I. OTHER POSSIBLE IMPACTS (not listed above)

- _____
- _____

LOGICAL FRAMEWORK
FOR
SUMMARIZING PROJECT DESIGN

Est. Project Completion Date 09/30/80
Date of this Summary October 26, 1976

Project Title: Development Training

DEVELOPMENT HYPOTHESES
 If Purpose, Then Goal
 If Outputs, Then Purpose
 If Inputs, Then Outputs
 MANAGEABLE INTEREST

| NARRATIVE SUMMARY | OBJECTIVELY VERIFIABLE INDICATORS | MEANS OF VERIFICATION | IMPORTANT ASSUMPTIONS | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
|--|---|---|--|--------------|-------|-------|--|---------|---------|---------|---------|-----------------------------|--|--|--|--|---------------------|-----|-----|-----|-------|----------------------|-----|-----|-----|-----|--------------------|------------|------------|------------|--------------|----------------------------|--|--|--|--|---------------------|-----|-----|-----|-----|----------------------|----|----|----|-----|--------------------|------------|------------|------------|------------|-------------------------|------------|------------|------------|--------------|---|--|
| <p>Program Goal: The broader objective to which this project contributes:</p> <p>To increase the availability of trained Pakistani manpower in priority development areas.</p> | <p>Measures of Goal Achievement:</p> <p>The number of Pakistanis selected, trained and returned prepared to assume responsible positions in priority development areas.</p> | <p>1. Survey and analysis of input of trained personnel on development.</p> <p>2. Records of returned participants available in AID/W (SER/IT), USAID/Pakistan, and GOP (EAD), including regular follow-up reports.</p> | <p>Concerning long term value of program/project:</p> <ol style="list-style-type: none"> GOP continues current policies to socio-economic development <u>Plan</u>. GOP surveys manpower needs, especially foreign training requirements so training requests fit need. GOP nominates qualified personnel in priority development areas corresponding to AID Congress Mandate. Pakistanis return home after training. Returned participants are placed in positions to effectively utilize their training. | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| <p>Project Purpose:</p> <p>To upgrade the technical and managerial expertise of Pakistanis who are directly involved in the development and implementation of Pakistan's priority social and economic development programs through long-term and short-term training programs in the U.S., Pakistan, or third countries.</p> | <p>Conditions that will indicate purpose has been achieved: End of project status.</p> <p>120 Pakistanis have been trained in priority fields and are effectively employed using those skills.</p> | <p>1. GOP personnel and training records.</p> <p>2. AID/W and USAID/Pakistan records.</p> <p>3. GOP evaluation/follow-up.</p> | <p>Affecting purpose-to-goal link:</p> <ol style="list-style-type: none"> GOP will identify critical positions needing participant training. Participant returns to position to utilize training. GOP takes increasing responsibility from USAID in administering participant selection and follow-up. | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| <p>Outputs:</p> <ol style="list-style-type: none"> GOP personnel equipped with development related managerial and technical skills. Participants trained in U.S. <ol style="list-style-type: none"> Advanced degrees Non-degree technical training Observational training Participants trained in third countries. Participants trained in Pakistan. | <p>Magnitude of Outputs necessary and sufficient to achieve purpose.</p> <ol style="list-style-type: none"> Long-term participants - 20/year for three years : <ol style="list-style-type: none"> 5 Ph.D. 15 Masters Short-term participants - 20/year for three years. | <p>1. AID Training Office records</p> <p>2. GOP records.</p> | <p>Affecting output-to-purpose link:</p> <ol style="list-style-type: none"> Adequate numbers of qualified participants are available for selection. Placement at appropriate training institutions. Participants complete programs in prescribed periods. | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| <p>Inputs: Activities and Types of Resources</p> <p><u>U.S.</u></p> <ol style="list-style-type: none"> Participant training (U.S. or third country) <ol style="list-style-type: none"> Long-term academic (20/yr) Short-term observation/on-the-job training (20/yr) Non-formal training (in-country seminars and workshops) <p><u>GOP</u></p> <ol style="list-style-type: none"> Participants International travel costs Salary payments for participants in-training Cost of medical examinations | <p>Level of Effort/Expenditure for each activity.</p> <table border="1"> <thead> <tr> <th></th> <th>FY 78</th> <th>FY 79</th> <th>FY 80</th> <th>Total</th> </tr> <tr> <th></th> <th>(\$000)</th> <th>(\$000)</th> <th>(\$000)</th> <th>(\$000)</th> </tr> </thead> <tbody> <tr> <td>1. U.S. Contribution</td> <td></td> <td></td> <td></td> <td></td> </tr> <tr> <td>a. Long-term(20/yr)</td> <td>398</td> <td>421</td> <td>447</td> <td>1,266</td> </tr> <tr> <td>b. Short-term(20/yr)</td> <td>100</td> <td>106</td> <td>112</td> <td>318</td> </tr> <tr> <td>AID TOTAL :</td> <td>498</td> <td>527</td> <td>559</td> <td>1,584</td> </tr> <tr> <td>2. GOP Contribution</td> <td></td> <td></td> <td></td> <td></td> </tr> <tr> <td>a. Long-term(20/yr)</td> <td>114</td> <td>121</td> <td>128</td> <td>363</td> </tr> <tr> <td>b. Short-term(20/yr)</td> <td>52</td> <td>55</td> <td>59</td> <td>166</td> </tr> <tr> <td>GOP TOTAL :</td> <td>166</td> <td>176</td> <td>187</td> <td>529</td> </tr> <tr> <td>3. Total Project</td> <td>664</td> <td>703</td> <td>746</td> <td>2,113</td> </tr> </tbody> </table> | | FY 78 | FY 79 | FY 80 | Total | | (\$000) | (\$000) | (\$000) | (\$000) | 1. U.S. Contribution | | | | | a. Long-term(20/yr) | 398 | 421 | 447 | 1,266 | b. Short-term(20/yr) | 100 | 106 | 112 | 318 | AID TOTAL : | 498 | 527 | 559 | 1,584 | 2. GOP Contribution | | | | | a. Long-term(20/yr) | 114 | 121 | 128 | 363 | b. Short-term(20/yr) | 52 | 55 | 59 | 166 | GOP TOTAL : | 166 | 176 | 187 | 529 | 3. Total Project | 664 | 703 | 746 | 2,113 | <p>1. AID training office records.</p> <p>2. GOP records.</p> | <p>Affecting input-to-output link:</p> <p>Adequate funding is available.</p> |
| | FY 78 | FY 79 | FY 80 | Total | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| | (\$000) | (\$000) | (\$000) | (\$000) | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 1. U.S. Contribution | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| a. Long-term(20/yr) | 398 | 421 | 447 | 1,266 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| b. Short-term(20/yr) | 100 | 106 | 112 | 318 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| AID TOTAL : | 498 | 527 | 559 | 1,584 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 2. GOP Contribution | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| a. Long-term(20/yr) | 114 | 121 | 128 | 363 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| b. Short-term(20/yr) | 52 | 55 | 59 | 166 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| GOP TOTAL : | 166 | 176 | 187 | 529 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 3. Total Project | 664 | 703 | 746 | 2,113 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |

| GRANT ACTIVITY DATA | | | |
|---------------------|----------------------|-----------------------------|-----------------------------|
| Country | Title | Funds | Proposed Obligation (\$000) |
| | Development Training | Education & Human Resources | FY 78 198 |
| | | Prior Reference | Initial Obligation |
| | Number 391-1260 | FID, FRP | FY 1978 |
| | | | Schedule Final Obligation |
| | | | FY 1980 |
| | | | LOF Total |
| | | | \$ 1,584 |

I. Major Outputs

| | FY 76 (Actual) | FY 77 (Planned) | FY 78 (Planned) |
|---------------------|-------------------|--------------------|--------------------|
| <u>Participants</u> | - | - | 10 |
| _____ | _____ | _____ | _____ |
| _____ | _____ | _____ | _____ |

II. Host Country and Other Donor Inputs

| A. Host Country | FY 78 | LOP Total |
|-----------------------------|-------------------|-------------------|
| <u>International Travel</u> | \$ 81,000 | \$ 270,000 |
| <u>Salaries</u> | 81,300 | 257,500 |
| <u>Other Cost</u> | 700 | 1,500 |
| Total: | \$ 166,000 | \$ 529,000 |

C. Other Donors

III Progress To-Date - EOPS
(Narrative)

Project Identification Document (PID) was prepared and forwarded to AID/W on June 10, 1976. The PID was approved by Washington on July 30, 1976. A TDY consultant, James T. Ward, visited Pakistan in October, 1976 and assisted in drafting the Project Review Paper (PRP). The PRP was submitted to Washington on October 29, 1976.

IV Inputs - FY 77 and FY 78
(Narrative)

After Washington approval of the PRP following consultation will be arranged in FY 77 :

- 1 p/m training programmer (Mar/Apr. 77) for drafting PP
- 2 p/m locally available contract services for preparing Social Analysis for FP (Mar/Apr. 1977)

As soon as the PP is approved by AID/W, a project agreement will be prepared to obligate approximately \$198,000 in FY 78 for training approximately 20 long term and 20 short-term participants in the U.S. and/or third countries.