



TIPAN

Transformation and
Integration of the
Provincial
Agricultural
Network



Northwest Frontier Province, Pakistan

Office of International Agriculture
University of Illinois at Urbana-Champaign

In collaboration with
Southern Illinois University at Carbondale

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CONSULTANT'S REPORT - JOHN W. SANTAS

ASIAN INSTITUTE OF TECHNOLOGY (BANGKOK)
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NWFP AND USAID (PAKISTAN)
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the Northwest Frontier Province
Agricultural University
Peshawar, NWFP, Pakistan

and

the U.S. Agency for International Development
Mission to Pakistan

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C2-December 85

PAKISTAN TRIP REPORT

TRAVELER: John W. Santas, TIPAN Training Officer

ITINERARY: November 15, 1985 Arrive in Islamabad
November 17, 1985 Islamabad to Peshawar
November 30, 1985 Peshawar to Islamabad
December 2, 1985 Islamabad to London
December 3, 1985 London to Champaign

PURPOSE: Administrative visit to work on a wide range of matters related to the training component of the TIPAN Project.

OBJECTIVES:

1. Meet with USAID personnel, i.e., Messrs. Fleming, Hankins, and Gant, to hear their views on training accomplishments up to this point and their thoughts on future directions for TIPAN training.
2. Discussions with TIPAN Field Team, particularly Drs. Seiders and Waananen, on all aspects of training, with emphasis on the development of a procedure for participant selection, placement, and preparation for departure.
3. Consultation with NWFP AU department heads and appropriate faculty to get their perceptions on participant programming procedures used up to this point and future needs/directions.
4. Work with selected individuals from the current list of 50 pending participant nominees, to advance the process of assembling their credentials and securing admission to advanced degree programs.
5. Briefing/debriefing with participants departing for January 1986 enrollment and those who returned from training during 1985.

PRINCIPAL ACTIVITIES/ACCOMPLISHMENTS:

- 1) During discussions held November 16 and 17, Messrs. Fleming and Hankins repeatedly expressed their strong dissatisfaction with the way TIPAN training had been handled up to this point. Their major criticisms were:

A. The fact that two degree participants had terminated and returned to Pakistan and that three others were experiencing adjustment problems.

B. Our approach to non-degree training, which in many cases consisted of arranging study tours, with training conducted at multiple sites.

In an effort to avoid future participant termination, we will use a more rigorous selection process. As a step in this direction, Mr. Fleming had drafted a document on "Selection and Placement Procedures." I worked with him in revising and finalizing the sequence of procedures outlined in that document, a copy of which is attached. In addition, I was pleased to learn on arrival in Peshawar that the participant selection problems/procedures will be addressed by a recently formed NWFP AU committee. A copy of that notification is also attached.

While USAID officials repeatedly expressed their displeasure with contractor performance on training, they also gave repeated assurances that participant numbers stated in the contract should not be taken too seriously. They were not aware of the rationale for contract language stating that 89 degree and 46 non-degree participants would be sent out for training during Phase I of the TIPAN project. They encourage an emphasis on quality, not quantity.

In addition to building more quality control into the participant selection process, USAID has also strongly suggested that degree participants be enrolled in management courses that will develop administrative and communication skills. The objective is to train Pakistanis who can lead, manage, represent agriculture, and effectively articulate the technologies in which they are trained.

2) Completed the process of obtaining clearance for the family of Paigham Shah to travel to the U.S. and join him at UIUC. Related discussions with

Mr. Gant led to a better understanding of the procedures/requirements to obtain visas and travel approval for participants' families.

3) Met with staff of Extension's Bureau of Agricultural Information to clarify their relationship to the Agricultural University's Learning Resources Center (LRC) and the training/staff development needs of the LRC. Consensus among the field team and myself is that Mohd. Ayaz and Mohd. Ibrahim should be sent to the University of Wisconsin for M.S. work in Agricultural Journalism and then return to the LRC staff. Nominees are also needed for M.S. training in Radio Communications and Video Communications which could be done at SIUC. Mr. S. Amirul Hassan Zaidi seems the likely candidate for the Radio Communications' slot. Mr. Shafiullah Khan should be placed in an M.S. program that would prepare him to serve as Director of the LRC. A prerequisite, however, is that Shafiullah first complete the M.Sc. work he has started in Extension Education at NWFP-AU.

4) Presented a seminar on the training component of the TIPAN Project. More than 40 AU faculty attended. Most of the returned, non-degree participants contributed to the discussion during the seminar. Their comments made it clear that they have quite effectively synthesized the various experiences within their respective training programs and, I am pleased to report, had formulated some very sensible and workable ideas on next steps for the TIPAN Project, particularly next steps in the implementation of plans for the training component of the project.

5) A total of 38 research scientists and AU faculty were enrolled in intensive English classes coordinated by Dr. Waananen and being conducted on the AU campus through assistance from the Academy for Educational Development. A group of 17 from the Research Division had been released from

their job responsibilities and were spending full time (8:00 a.m. to 2:00 p.m.) studying English. Twenty-one AU faculty were also in English class from 2:30 to 5:30 p.m. each day. I met with each class to explain the participant programming process, i.e., selection, placement, support, and all other facets, in response to their many questions. In addition, all 38 were registered for the April 12, 1986, GRE and either the January 11 or March 8, 1986 TOEFL.

6) Held useful discussion in Peshawar with Bonnie Barhyte, the Pakistan Participant Training Program Manager from AED/Washington and Mushtaq Ahmed of AED/Islamabad. Together with Dr. Waananea, we discussed past cooperation between the AED/DSTP and TIPAN, and considered strategies to continue our working relationship so that TIPAN participant nominees can continue to benefit from the AED English enhancement program as part of the selection and preparation process.

7) On various occasions, Vice-Chancellor Khattak and I discussed the current status and future directions of TIPAN training. Rather than relate all the topics covered, I might mention one that I think holds considerable potential. A serious constraint to our training/staff development plans is the rather small pool (only about 130 by some estimates) from which we can draw participants, if a total of 140 are in fact to be sent out for advanced degree training. We are now giving thought to the possibility of selecting the very top B.Sc. graduates from the NWFP AU and sending them directly to the U.S. for enrollment in M.S. degree programs. Their admission and enrollment may have to be preceded by one or two semesters of remedial work to reach the B.S. degree equivalent, thus three years' study leave may be required to complete an M.S. program. Participants in this group would probably not continue for the Ph.D., but would return to the NWFP AU to give at least three years of service following M.S. degree completion. Perhaps 5 or 6 high-potential students could be selected from each year's B.Sc. graduates.

8) Dr. Waananen and I held briefing and orientation discussions with the three participants who have been granted January 1986 admission to advanced degree programs. They are:

Masood-Ur-Rahman	University of Wyoming
Mohammed Amjed	University of Minnesota
Parvez Iqbal Paracha	University of Connecticut

Their Training Implementation Plans (TIPs) were prepared, signed at NWFP AU, then sent to AID/Islamabad for ARD signatures and forwarding to HRT for preparation of the P10/P, IAP 66A, and other departure arrangements. There may be a problem in the case of Masood because he had not yet been cleared by EAD and must be in Wyoming by January 13, 1986. Final clearance for Parvez is dependent upon the score he earned on the International TOEFL taken October 26. HRT will not authorize a visa unless he improves considerably on his latest 507 score.

9) Did some preliminary work and planning on seven non-degree training programs that may materialize during 1986. They are:

A. Abdul Hamid: March 1986, NIFTAL Inoculant Production Course in Bangkok.

B. Iqtidar Khalil: Two months (June and July) training in the operation of analytical equipment in biochemistry laboratories.

C. Maize production training at CIMMYT/Mexico from June 1 - November 30. One space in the course is being held for a TIPAN participant. Identification and nomination of this participant should be given high priority.

D. Sherin Khan (Agronomy): is interested in bean and cowpea production training. The IITA course or something through the Bean/Cowpea CRSP seem to be the best alternatives.

E. Nurul Islam Mian: July 15 to August 15 for a UIUC-based individual program in Development Studies and Development Economics.

F. Fazal Hayat Taj and Mukhtar Ahmad should enroll for one year of coursework in the Agronomy Department at UIUC beginning August 1986.

10) Held repeated individual discussions with the following pending degree participants to fill gaps in their credentials and begin to crystallize plans for their advanced degree programs:

Ajab Khan	Food Science
Jan Baz Khan	Rural Sociology
Hamidullah Shah	Human Nutrition
Bakhtiar Hussain	Food Science
Mohd. Jamal II	Agronomy (Wheat Production)
Aslam Khan	Wheat Breeding
Mirajuddin	Animal Science (Breeding and Genetics)
Nawab Ali	Horticulture (Tomato Breeding)
Mohd. Asrar	Educational Administration
Amanullah Bhatti	Soil Science/Soil Physics
Attaullah	Library Science
Mohd. Ayaz	Agricultural Journalism
Mohd. Ibrahim	Agricultural Journalism
Nabi Ghulam	Computer Science
Mohd. Idris	Sociology
Mohd. Ishtiaq	Horticulture (Temperate Fruits)
Jan Mohd. Tariq	Agronomy (Forages)
Mustajab Khan	Agronomy (Weed Science)
Mohd. Afzal	Soil Science/Extension

Nearly complete sets of credentials are now assembled and on file at UIUC for all the above participants. Some are at the advanced stages in the application process and under serious consideration by selected universities. There is a high probability that many of them will enter degree programs in June or August of 1986.

11) I had very useful, formal and informal, discussions with all twelve of the returned non-degree participants and both participants who returned prematurely from degree programs. The twelve returned non-degree participants represent a significant beginning in the total staff development plan for the NWFP Agricultural University. Nawab and Wazir realize that they "blew" the opportunity of a lifetime, but there is not much that can be done now.

12) Upon arrival in Peshawar, I learned that responsibility for management of participant training matters in the field office had been shifted from Dr. Seiders to Dr. Waananen. Therefore, a large portion of my time was spent in one-to-one discussion with Dr. Waananen to "get our signals straight" and work out a set of mutually agreed upon participant programming procedures between the campus and field offices.

13) Spent December 1 in Islamabad together with Dr. Waananen. We had brief meetings with various staff of USAID/ARD and the Academy for Educational Development (AED). The major portion of our day was spent with Mr. Gant and others in Human Resources and Training (HRT). We informed them that Dr. Waananen had taken over management of the participant training activities in the TIPAN field office. During our discussions with Mr. Gant, we clarified and sorted out a long list of questions on policies and procedures relative to participant clearance, preparation for departure and programming in general.

ACKNOWLEDGEMENTS/OBSERVATIONS:

Dr. Rodda and the entire TIPAN field staff gave generously of their time and assistance, thus making my 14 days in Peshawar productive and pleasant. As always, the NWFP AU staff and faculty were helpful, hospitable, and gracious.

This TDY helped me to formulate some rather clear ideas on the directions in which TIPAN training will be moving during the balance of Phase I of the project. Quality training programs will be the central theme during the coming years. The driving force behind this emphasis on quality will be the serious, business-like pursuit of excellence that has become evident at the NWFP AU since the return of Vice-Chancellor Khattak.

To support and reinforce this commitment to quality, as Training Officer, I will need to:

- A) Exercise care in working out the best possible fit between participants' needs and training program arrangements, and
- B) More carefully monitor the progress and programs of enrolled participants, i.e., take better care of the students we now have in training.

In the field office, there is a need for a fresh approach to:

- A) The criteria and procedures used in participant selection, and
- B) Orientation and preparation of degree participants prior to departure.

My final observation is indirectly related to training and has to do with the size of the field team. In my opinion, UIUC and SIUC may not have enough staff members in Peshawar to handle a project as huge as TIPAN. During my two-week stay, every team member was going "flat out" every day, all day, yet seemed to be making only a dent in the increasingly complex and expanding task

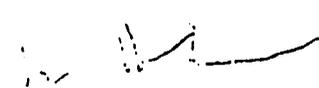
they face. They are efficient and not overwhelmed. They are well organized in their approach to the challenge and their qualifications are exceptional; but they just have an incredibly big job to do. I feel a bit nervous about having the demanding and time-consuming responsibility for management of participant training added to Dr. Wananen's already lengthy job description. I know he will make the operation run smoothly on his end, but he is being spread very thin. I do not have any recommendations on alleviating this manpower shortage, but just wanted to sound a cautionary note.

No. 4184 /A.UDated the 13/11/1985. Jan 1985

NOTIFICATION

The Vice Chancellor is pleased to appoint the following
Selection Committee to select nominees for training
under TIPAN Project:

1. All Deans.
2. All Chairmen.
3. Dr. Martin Wananen
4. Director General, Agriculture Research Tarnab.
5. Registrar


Registrar

Copy to all concerned.


Registrar

PARTICIPANT TRAINING - TIPAN PROJECT *MS*

Selection and Placement Procedure

1. Selection of participants is the most important element in the whole training process. It would be beneficial if the prior selection process be reviewed and modified as required. There does not appear to be any documentation to indicate the prior selection process other than an indication of type of training program for the individual.

The review should indicate the individual qualifications and basis of program selection. Include photocopies of participants documents-Degree Course work, etc.

2. At time of selection of individual (as reviewed) the individual is scheduled for the Institutional TOEFL to determine a base line score and placement in ESL program. The GRE will also be given to all participants and to any other faculty members who wish to take advantage of it.

3. List of participants is sent by the University to Economic Affairs Division (EAD) for approval or nomination.

4. After nomination by the Eq. Univ. and review of qualification by IA Team, the Chief of Party (per contract) completes a T.I.P. and forwards an unbound preliminary copy to Training Officer, Urbana. Based on the Institutional TOEFL score the TIP should indicate the probable length of ESL course work at Peshawar and an estimated date of availability for call forward. In addition to the TOEFL, the estimated call forward date will also take into consideration the availability of a faculty replacement.

5. The IA Team should forward the TIP and placement information

to Training Officer, Urbana, in order that preliminary search of Universities may be undertaken. The preliminary acceptance by a training institution must indicate any conditions to acceptance directly into the Graduate Program. These conditions are evaluated and any that can be handled or cleared in Peshawar will be accomplished. A condition of enrollment in an ESL program prior to Graduate admission is not acceptable.

The concurrent enrollment in an ESL class is acceptable and encouraged during first semester or first year, as this provides a point of cultural contact for the participant.

6. Upon EAD approval of nominees the Chief of Party and Training Officer, Urbana finalize the TIP. Signed TIP is then forwarded to USAID/HRT for completion of non-funded FIO/P. FIO/P shall be signed by Project Officer. It is understood that the TIP may be signed and forwarded to HRT after verification on an acceptable, official TOEFL score. Minimum TOEFL score for M.S. is 525 and for Ph.D. is 550. USAID will not approve departure of participants with lower scores.

7. The T.A. Team in Peshawar will develop and implement a program of pre-departure orientation for all participants. It is advisable that this program be integrated into the ESL program as much as possible.

Summary of Action Sequence

1. A.U. Nomination
2. A.U. requests EAD approval
3. TA review of qualifications
4. TIP completed by COP
5. Enroll in ESL program
6. Start pre-departure orientation

7. U of I preliminary placement search
8. EAD approval
9. Acceptable TOEFL
10. Approved TIP to USAID/HRT
11. Non-funded PIO/F
12. Participant physical and documentation
13. U.S. Visa
14. Call forward/departure

THAILAND TRIP REPORT

TRAVELER: John W. Santas, TIPAN Training Officer

ITINERARY: November 12, 1985 Arrive Bangkok at 11:30 p.m.
November 13 and 14 Contacts at Asian Institute of Technology (AIT)
November 14, 1985 Depart Bangkok at 11:30 p.m. for Islamabad, Pakistan

OBJECTIVE: Explore possibilities for degree and non-degree training of TIPAN participants at AIT/Bangkok.

INDIVIDUALS CONTACTED:

1. Regional Computer Center
Milton J. Marcus, Director

Thomas J. Keilbach, Regional FAO Representative
(Seconded at AIT)

Mrs. Hadfield, External Services/Program in
Computer Application Development (PCAD)
2. Agricultural and Food Engineering Division
Sarah G. Ilangantileke, Associate Professor
3. Human Settlement/Rural Development Division
E.D. Setty, Associate Professor of Rural Development

RESULTS/ACCOMPLISHMENTS:

1. Designed a training program in Computer Applications for Professor Inamul Haq and finalized arrangements for him to be at AIT during the period January 2 through February 15, 1986 (approx.) on his return to Pakistan following non-degree training at UIUC. The key components of Professor Haq's training program will be:
 - a. Observing the first six weeks of an "Introduction to Computer" course and interaction with course instructor on a regular basis.
 - b. Assistance with preparation to teach the introductory computer course at NWFP AU, through
 - Developing a course outline

- Assembling teaching aids, and
- Identifying software packages/programs for use by students during the laboratory portion of the introductory computer course.

- c. Guidance and advice on how he might coordinate future in-service computer training of NWFP AU faculty.

It is proposed that Professor Haq serve as a liaison between NWFP AU and AIT as a training base, with selected departmental faculty being sent to AIT for 3-4 week periods to learn software packages that are recommended for use in their specific discipline, i.e., plant breeding, farm management, fertilizer application, etc.

- d. During his stay at AIT, Professor Haq will cover all topics/subjects listed in Table 1 (page 5) of the PCAD brochure.

- 2. The AIT Division of Agricultural and Food Engineering can provide degree or non-degree training in the following areas that have been identified as priority NWFP AU staff development needs: Soil and Water Engineering, Machinery Management, and Post-Harvest Technology.

- 3. There are striking similarities between the programs of the NWFP AU Institute of Development Studies (IDS) and the AIT Human Settlements Development (HSD) Division. IDS and HSD could learn a lot from each other. It would seem advisable to send selected IDS staff to AIT for Rural Development training offered by HSD. Hopefully, this could lead to cooperative research and a continuing relationship between these two units.

NOTE: Following the visit to AIT it was decided that Inamul Haq's training program should not include time at AIT, primarily due to the shortened time of his program. However, the AIT visit was very useful in terms of assessing the capabilities at AIT for TIPAN participant training and cooperative research and educational work between the NWFP AU and AIT.