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**Office of International Agriculture
University of Illinois at Urbana-Champaign**

**In collaboration with
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CONSULTANT REPORT - WILLIAM N. THOMPSON

NWFP AU MONITORING AND EVALUATION

7 FEBRUARY - 10 MARCH 1987

Submitted to
the Northwest Frontier Province
Agricultural University
Peshawar, NWFP, Pakistan

and

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

A Report of Contract No. 391-0488

by

Office of International Agriculture
University of Illinois at Urbana-Champaign
Southern Illinois University at Carbondale

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NWFP AU MONITORING AND EVALUATION

7 February to 10 March 1987

ITINERARY: 7 February 1987--Depart Champaign, Illinois
9 February 1987--Arrive Islamabad; to Peshawar
8 March 1987--Peshawar to Islamabad
9 March 1987--Depart Islamabad
10 March 1987--Arrive Champaign, Illinois

PERSONS CONTACTED: See Attachment A

Purposes/Scope of Work

The scope of work for this consultancy was developed in December 1985 as follows:

1. Assist the TIPAN Management Advisory Group in developing and using a continuous evaluation and monitoring system to measure progress and identify and solve NWFP AU development implementation problems.
2. Assist the technical assistance team and the NWFP AU administration in developing a plan for collecting benchmark data on a continuing basis to be used for evaluation of the NWFP AU institutional changes.
3. Assist the technical assistance team in developing benchmarks for institutional variables and environmental linkages involved in the transformation and integration of the agricultural technology transfer network.
4. Review progress during TIPAN early implementation in terms of planning during the design phase of the project, and
5. Consult with the technical assistance team and NWFP AU administrators and faculty members on program requirements for physical plant development to aid in specifying requirements for detailed design of campus structures to the architectural and engineering contractor.

The consultancy was delayed for a year due to the limitations on short term consultancies imposed in January 1986 however, the consultancy request was reinstated in August 1986 and scheduled for early 1987.

Upon arrival in Peshawar the proposed scope of work was reviewed with Vice-Chancellor G. M. Khattak and TIPAN Team Leader and Institution Development Specialist, E. D. Rodda, and the entire TIPAN team. The Vice-Chancellor requested that emphasis be placed on item 4 of the proposed scope of work and that priority be given to 1) meeting individually with the NWFP AU senior academic administrative officers to

solicit their ideas on effectiveness of the AU administrative structure and needs and procedures for their improvement, and 2) making recommendations prior to departure regarding the administrative changes that should be made.

The TIPAN team requested that emphasis be placed on assistance in preparation of the team members and NWFP AU personnel for the combined TIPAN project and USAID/University of Illinois contract evaluation to be conducted by an AID-selected team tentatively scheduled for the June-July 1987 period. Response to this request was congruent with items 1., 2., and 3. of the proposed scope of work inasmuch as the continuous evaluation and monitoring system and the mid-phase external evaluations are complementary to one another; however, little attention was given to the continuous NWFP AU monitoring system and developing a plan for collecting benchmark data.

Item 5 of the original scope of work was deleted because detailed design of campus structures was completed in 1986. The consultant, as Senior Project Adviser, and other University of Illinois/Southern Illinois University personnel assisted NWFP AU and architectural and engineering contractor personnel during 1985 and 1986 by specifying teaching, research, and outreach program requirements.

Monitoring and Evaluation

Ten meetings were held with the TIPAN team members, three of which were devoted exclusively to monitoring and evaluation. Team counterparts participated in three of the meetings.

The following documents were reviewed with the TIPAN team for guidance and assistance in preparation for the upcoming evaluation:

Sections of the Project Paper and UIUC/AID contract pertaining to monitoring and evaluation. Recommended that special attention be given to the sections of the Project Paper especially pertinent to evaluation: the "Evaluation Plan," pages 104-107; Annex E, "Project Design Summary: Logical Framework," and Annex L, "Institution Building Model."

AID Handbook 3, Chapter 11 on Project Monitoring and Chapter 12 on Project Evaluation; also Appendix 12B, General Guidelines for Evaluations Conducted During Implementation. Pointed up the clear distinction between monitoring and evaluation and that the terms are used somewhat differently in the Project Paper.

Evaluation Handbook, Office of Program Evaluation, USAID, November 1970. This Handbook is under revision but is a useful reference.

Asia Near East Bureau Procedural Guidelines for Evaluation, February 1986. This is a particularly valuable document for TIPAN team members and key NWFP AU personnel to review as background for the upcoming formal evaluation as it contains information on both the Asia Near East Bureau policy and process of evaluation.

Reports of evaluations of AID projects that illustrate terms of reference, scope of work, methodology, procedures, and evaluation summary.

AID/Washington April 29, 1986 memorandum, "A Candid look at our Institution-Building Practices,"(Marshall D. Brown to Regional Bureau Program and Project Office Directors) and May 7, 1986 memorandum, "Institutional Development,"(Marshall D. Brown to AID Administrator).

"Guiding Principles for the Design and Use of Monitoring and Evaluation in Rural Development Projects and Programmes," United Nations ACC Task Force on Rural Development Panel on Monitoring and Evaluation.

The scope of work for the upcoming evaluation was not yet available at the time of this consultancy. This document will be the primary guide for the formal evaluation team, thus will be useful in preparing for the evaluation; however, it was recommended that preparations for the evaluations proceed immediately using the "Evaluation Plan" section of the Project Paper as the primary guide.

Institution Building Seminar

At the request of the Vice-Chancellor, an institution building seminar was conducted with senior NWFP AU faculty members and administrators and TIPAN team members participating. The institution building model that was used as the framework for design and is now being used for implementation of changes at the AU was explained with examples of current institution strengthening needs being used to illustrate the ways in which the IB model can be used in practical application. The seminar presented the opportunity to call the evaluation to the attention of a wide range of faculty and administrative personnel and relate it to the IB model.

At the close of the seminar, the Vice-Chancellor asked for the advise of the seminar participants on an important policy question pertaining to the future of one of the research stations following which the consultant was asked to summarize the discussion within the framework of the institution building model. This provided an excellent opportunity to illustrate both the internal and linkage variables of the model.

Merger of Agricultural Research

The formal evaluation plan, as outlined in the Project Paper, provides that an important element of the evaluation is to be progress on merger of the agricultural research of the NWFP with the Agricultural University. The TIPAN project authorization specifies that completion of the merger is a condition precedent to disbursement of funds for construction of physical facilities; expansion of facilities has become an increasing deterrent to growth and improvement of the teaching, research and outreach programs of the AU.

I was informed by the Vice-Chancellor and members of his senior administrative staff that the NWFP Provincial Assembly had approved the merger bill on January 23, 1987; however, the Governor had not signed the Act and the "appointed day" had not been designated. Certain provisions of the legislation raised questions regarding the conditions under which personnel of the research system were being transferred to the Agricultural University.

Concern was expressed to the Vice-Chancellor regarding the delay of formal approval of the merger ordinance as well as the implications of the conditions under which personnel were proposed to be transferred. The Vice-Chancellor called a meeting of senior administrators and TIPAN team members to discuss the merger and strategies for obtaining its formal approval and the necessary delegation of personnel powers to the NWFP AU. Progress toward obtaining the formal approval was made prior to my departure from Peshawar.

NWFP AU Administrative Structure

The new University administrative structure, as proposed during project design and outlined in the Project Paper(pages 60-65), and its functioning were reviewed. All senior administrators were interviewed as well as TIPAN team members. Informal discussions were held with many other department chairmen and faculty members including off-campus research station directors and staff members who were on campus participating in the English language upgrading program.

Program Directorates. Good progress has been made in establishing the directorates of teaching, research, and outreach; however, the director of outreach had only recently been appointed and relieved of other responsibilities. Well qualified, experienced and dedicated persons were chosen for these positions all of whom recently have been USAID-supported participant trainees.

There is need for the Director of Teaching to be relieved of his Department of Horticulture chairmanship and most, if not all, of his classroom teaching responsibilities permitting full-time attention to establishing the new curriculum and improvements in the teaching program. The directors of teaching and outreach should give high priority to

determining their requirements for funds, in various budget categories, and submitting requests to the Director of Finance for his and the Vice-Chancellor's approval. Appropriate sanctioning powers should be granted to each of the directors. Intensive continuing attention is needed by the directors and their TIPAN team associates on program planning and implementation, personnel planning and improvement, and putting in place the support staffs for each of their functions.

Faculties and Departments. With good progress having been made in establishing the program directorates, immediate attention is needed to establishing the four faculties as the basic units for conducting the teaching, research, and outreach programs of the AU under the administrative leadership of the program directors and in close association with the directors and staffs of the off-campus research/outreach stations.

The faculties, not the departments, are to be the basic administrative units for support personnel and services. Department chairmen are responsible for giving professional leadership to programs and personnel in their departmental sub-disciplines within the faculty under the overall leadership of the faculty dean. The responsibilities, tasks, and procedures of faculties and departments need to be specified as well as relationships to the program directorates and other administrative units within the AU.

Deans are in place for the Faculty of Animal Husbandry and Veterinary Sciences and the Faculty of Plant Sciences; however, the latter faculty continues to function and be referred to as the "Faculty of Agriculture." The Faculty of Engineering Applications and Food Technology should be formed with units presently in "Agriculture" as the core of the Faculty: Human Nutrition, Agricultural Mechanization and Water Management, and Food Science and Technology. With establishment of the Faculty, a Dean should be selected. In establishing separate departments of Agricultural Chemistry (in Faculty of Plant Sciences) and Human Nutrition (in Faculty of Engineering Applications and Food Technology) training and experience of faculty members should be the overriding criterion in deciding the division of current faculty members between the two departments.

The Faculty of Rural Social Sciences, with its diversity of disciplines many of which need major strengthening, requires strong leadership with a dean without other administrative responsibilities.

Central University Administration. Review of the proposed administrative structure and its functioning in light of experience to date suggests that the proposed structure is basically sound; however, some changes are recommended. It was anticipated that the Vice-Chancellor would have greatly increased responsibilities as the University added

research and outreach functions demanding the VC's attention to policy concerns and external linkages at both provincial and national levels; however, the magnitude of these responsibilities was underestimated. Two senior administrative posts are recommended.

Dean of Programs and Advanced Studies. Experience to date has shown the need for a senior academic officer, directly responsible to the Vice-Chancellor, with two major general responsibilities: 1) coordination of the teaching, research and outreach programs and attaining and maintaining high standards in these programs; and 2) leadership in developing and maintaining a high quality M. Sc. program including coordination and integration of M. Sc. thesis research with the research program of the research directorate.

Director of Administration. A senior administrative officer (on same level as the Dean of Programs and Advanced Studies), directly responsible to the Vice-Chancellor, is needed to give leadership to and coordinate a wide range of administrative services. In general these services include those now included in Establishment, Finance, Works, and Administration; all these services will expand and need improvement with growth of the AU in functions, programs and facilities. It is proposed that the Director of Administration be directly in charge of the Establishment (personnel) Section and, in accordance with earlier plans, at the appropriate time, the position of Registrar be eliminated. Under the new administrative structure, the responsibilities of the Registrar are to be assumed by the Director of Teaching and other administrative officers.

Dean of Students. The impact of student unrest and influence on the present and future of the NWFP AU was felt during this consultancy as had not been the case on earlier visits. The demands that these activities place on the time and energies of the Vice-Chancellor are overwhelming.

It was recommended to the Vice-Chancellor that the senior level, full-time position of Dean of Students be established. The person in this position should be responsible for "Student Welfare & Services" as outlined in the proposed organization chart (Project Paper, page 61); however, he should function with the directly delegated authority of the Vice-Chancellor in dealing with matters that actually, or potentially, threaten the functioning of the University. The Dean of Students would work closely with the Directors of Teaching and Administration and the Dean of Programs and Advanced Studies. Special efforts are needed to enlist the efforts of faculty members in positive programs in support of the University's programs and the self interests of the majority of students, most of whom are seriously interested in receiving a good university-level education.

Prior to my departure from Peshawar, the Vice-Chancellor had taken steps to establish the position of Dean of Students by asking Professor Jehangir Khan Khalil to assume the responsibility.

Limitation on Administrative Posts. Some NWFP AU administrators are holding more than one post. Discussions with senior faculty and administrators reveal that there are strong attitudes that holding more than one administrative post leads to conflicts of interest that are undesirable. It is recognized that, with many faculty members engaged in advanced degree training, persons are not readily available to serve in all administrative posts; nevertheless, perceptions of conflicts of interest are so strong that it is recommended that steps be taken to limit administrative assignments to one per person.

Delegation of Responsibility and Authority. The tradition at the NWFP AU has been concentration of responsibility and authority in the Vice-Chancellor. The expanded missions and programs of the AU demand that responsibility and authority be widely shared with all personnel being encouraged to exert their best efforts in support of the University in its missions. There is need for specification and clarification of the responsibilities and authorities of each administrator and the relationships of different types and levels of administrators to one another. Responsibilities and authorities, once delegated by higher administration, must be respected and supported.

ACKNOWLEDGEMENTS

Thanks are expressed to the many at the NWFP AU who made my stay professionally rewarding and personally pleasant. Special gratitude is due Vice-Chancellor Khattak for the opportunity to once more observe his outstanding leadership in University administration and to Dr. Errol Rodda and other members of the TIPAN team. Appreciation is due to many for taking time to both tell and show to me the many activities in which they are engaged; the many evidences of change add to impressive progress in the early years of development of the revitalized Northwest Frontier Province Agricultural University. It is a distinct privilege to continue to have a small part in this great development.

ATTACHMENT A

PERSONS CONTACTED

NWFP Agricultural University

G. M. Khattak, Vice-Chancellor

Nurul-Islam Mian, Pro-Vice Chancellor; Dean, Faculty of Rural Social Sciences; Director, Institute for Development Studies

Hafiz Inayatullah, Director of Teaching; Chairman, Horticulture Department

Muhammad Siddiq, Director of Research

Abdul Rauf Khattak, Director of Outreach

S. Iqbal Shah, Associate Director of Research; Chairman, Livestock Management Department

S. Basit Ali Shah, Dean, Faculty of Animal Husbandry and Veterinary Sciences

Mohammad Karim Khan, Dean, Faculty of Agriculture

Malik Arshad Salim, Registrar

Ali Khan, Librarian

A. Jameel Siddiqui, Chairman, Agricultural Economics, Extension Education and Rural Sociology Department

Jehangir Khan Khattak, Chairman, Soil Science Department

Muhammad Shahid, Chairman, Entomology Department

Mir Hatam, Chairman, Agronomy Department

Tajammal Hussain, Chairman, Agricultural Chemistry and Human Nutrition Department

Saeed ul Hassan, Chairman, Plant Breeding and Genetics Department

Naseer Hussain, Chairman, Plant Protection Department

Mohammad Hanif Qazi, Plant Breeding and Genetics

Jehangir Khan Khalil, Agricultural Chemistry and Human Nutrition

Sher Akbar, Agricultural Chemistry and Human Nutrition

Muhammad Nawab, Agricultural Economics

Sultan Ahmad Rizvi, Soil Science

Sherin Khan, Agronomy

Muhammad Ahmad Khan, Institute for Development Studies

Inamul Haq, Computer Laboratory

Khalida Shahnaz, Institute for Development Studies

U. S. Agency for International Development

Maurice Fleming, TIPAN Project Officer, Peshawar

TIPAN Team

Errol D. Rodda, Team Leader and Institutional Development Specialist

Raymond G. Cragle, Research Program Specialist

Joseph Marion, Research Farm Development Specialist

R. William Seiders, Outreach Program Specialist

Martin V. Waananen, Teaching Program Specialist

Thomas A. McCowen, TIPAN UIUC Campus Coordinator/Executive Visitor

Emerson Nafziger, Weeds Specialist/TDY

Andrew Sofranko, Rural Social Sciences/TDY

Others

Manzour Ahmad, Pakistan Agricultural Research Council

William C. Wright, Team Leader, MART Project

E. T. York, MART Consultant/TDY