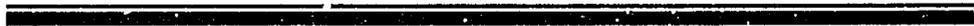


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TIPAN

**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**



PD-AAX-113

CONSULTANT REPORT - RUSSELL T. ODELL

INTERIM TEAM LEADER

TIPAN -- A VIEW AFTER DESIGN

6 OCTOBER - 24 NOVEMBER 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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C19-November 1987

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Consultant Report--Russell T. Odell
Interim Team Leader
TIPAN--A View After Design
6 October-24 November 1987

Itinerary: October 6, 1987	- Leave Champaign
October 8	- Arrive Islamabad, confer with Harry Dickherber and Maurice E. Fleming in USAID, and travel to Peshawar
October 9-November 21	- At NWFP Agricultural University
November 22	- Travel to Islamabad and confer with USAID personnel
November 23	- Islamabad to London
November 24	- London to Champaign

I went to NWFP Agricultural University for seven weeks for three main purposes, and a fourth one emerged while I was in Peshawar. The three planned objectives were as follows:

1. Relieve Dr. Raymond G. Cragle for rest and rejuvenation before he starts another long-term tour as Team Leader of the TIPAN Project.
2. Serve as Interim Team Leader to help ongoing TIPAN programs function smoothly.
3. Push selected programs forward during the absence of Dr. Cragle.

The Scope of Work outlined for me by T. A. McCowen and R. G. Cragle gives greater detail concerning tasks which they wanted me to accomplish. The extra dividend that my short-term visit offered was the opportunity to observe and evaluate the improvements that have occurred and are occurring at NWFP Agricultural University two years after the initiation of the TIPAN Project, which I helped design during 1983 and 1984.

The specific activities to which I devoted most of my effort are discussed below and comprise the major portion of this report. At the end, some observations and comments are offered which may be helpful as the TIPAN Project develops.

Administration

Within a few days after arrival at the NWFP Agricultural University (AU), I felt comfortable as Interim Team Leader. Dr. Raymond Cragle briefed me on key items before he left on home leave. The elements in the USAID/University of Illinois contract (participant training, Specialist Advisers, and commodities) are similar to those which I had administered previously in developing an educational institution in Sierra Leone. Activities are wide ranging -- from participation in policy development and much committee work all the way to backstopping

details. In all of this activity, the key is to work effectively with many people to develop goals, policy guidelines, and sound operating procedures so that the institution will continue to improve and flourish after we leave Peshawar.

The support staff for our TIPAN office on the AU campus is well chosen and effective. It is a pleasure to work with all of them.

The specialist staff during my brief period in Peshawar was well below normal strength, but Dr. William Seiders is helping to develop a sound outreach program and other specialists will arrive early in 1988.

Policy Development and Implementation

During the six weeks that I was at Peshawar, I was actively involved with four committees. I spent many hours in committee meetings and on work associated with them. The first three committees discussed below are concerned with developing sound policies for the transformation and integration of elements in the Agricultural University into a broader and improved institution for education and research. In these committees, I worked with most of the staff members who are of Associate Professor rank or above, and also some of the Assistant Professors. The minutes of these committee meetings include specific details concerning the accomplishments of each committee.

Committee on Mission and Goals within the Agricultural University

The statements prepared by this committee are intended to augment the 24 June 1987 draft statement concerning the "Scope, Mission and Goals of the NWFP Agricultural University." For each of the three faculties and their constituent departments a mission and goals statement has been written and discussed by the committee and a second draft of each statement has been prepared and reviewed. Similar mission and goals statements have been written by the Outreach Director and by the Research Director and the Director of each Off-campus Research/Outreach station. These mission and goals statements are now ready to be reviewed as a whole by the Vice Chancellor, Team Leader, and the parent committee.

Sub-Committee on Advanced Studies

This sub-committee is a crucial channel through which M.Sc. programs should and can be significantly upgraded. Although the content and substance of an M.Sc. degree is dependent upon the quality of research and staff in each department, overall minimum standards and supervision are necessary to improve the level of advanced studies. The 1987-88 enrollment is 561 undergraduate students and 212 students in M.Sc. degree programs. During recent years, far too many mediocre students have been permitted to enter M.Sc. programs. Therefore, the student quality is mediocre, many are supervised by staff members who do not have an active

research program, and many M.Sc. students are not well trained. This lowers the value of all M.Sc. degrees granted by the Agricultural University.

This sub-committee has discussed the problems mentioned above, prepared an outline to provide a framework for our report, and asked various sub-committee members to write first-draft statements concerning specified sections of the outline. These first-draft statements are now being written.

In discussions to date, it has emerged that the following two report sections will be difficult to write and obtain concurrence among members of the sub-committee. Section IV, Procedures and Requirements, includes policies concerning minimum entrance requirements, academic standards, requirements for the M.Sc. degree, etc. Section III, Graduate Faculty, will set minimum standards for staff members who can supervise the thesis research of M.Sc. students. The minimum standards established in these two sections and the manner in which they are administered will primarily determine the quality of M.Sc. graduates.

Sub-Committee on Scholarship and Academic Atmosphere

This sub-committee has met several times, but it is having difficulty in developing an outline to guide discussion on specific items and to serve as a framework for writing their report.

Vice Chancellor's Thursday Morning Meeting with Senior Staff

I attended these meetings, at 8:00-9:00 a.m., which include department heads, deans and directors. These meetings are very useful because they serve as a sounding board for the Vice Chancellor and provide a forum at which "bottlenecks" and broad problems can be discussed.

Priority TIPAN Staff

In conference with the Vice Chancellor on October 19, it was agreed that in addition to the two specialists who are now at NWFP AU, the next three long-term specialists should be the following:

Animal Production Specialist - Dr. Carl L. Hausler has been approved and he will reach Peshawar early in 1988

Research Specialist

Production Economics/Farm Management Specialist

Persons for the latter two positions are being recruited.

Dr. Gilbert H. Kroening, Director of International Agriculture at Southern Illinois University will be on short-term duty at NWFP AU from mid-November to late December, 1987. He will work closely with the Team Leader on the three policy development committees mentioned above: Mission and Goals; Advanced Studies; and Scholarship and Academic Atmosphere. Dr. Kroening will also become more familiar with the field operations of the TIPAN Project and work with the Director of Outreach, as needed, while Dr. R. William Seiders is on home leave.

Expert Committee on Staff Selection

On three occasions, I served as a member of this committee. It is this committee that approved the nomination of Dr. Carl L. Hausler and Dr. Gilbert H. Kroening to the TIPAN team before they were submitted to GOP and USAID for final clearance before they leave Illinois. Action by the GOP often takes several weeks.

For the Director of Works position, the committee interviewed 32 candidates during two days. From among these candidates three were recommended for further consideration. Less pre-sorting is done than is common in the United States, apparently to avoid the appearance or practice of favoritism. The Director of Works position is especially important because of the new construction that will be done on campus during the next few years.

On another occasion, this committee reviewed and acted upon candidates for a position as Associate Professor Plant Pathology and for a position as Research Specialist in the Institute of Development Studies.

Micronutrient Conference

A "National Seminar on Micronutrients in Soils and Crops in Pakistan" is to be held December 13-15, 1987 at the NWFP Agricultural University, Peshawar. Professor Jehangir K. Khattak, Head of the Soil Science Department, is organizer of the seminar. At the request of Dr. R. G. Cragle and Professor Khattak, I worked intimately with the latter in organizing the program and editing 43 abstracts of papers which will be presented by soil scientists from all parts of Pakistan.

The major objectives of this national seminar are to exchange and discuss results of micronutrient research on soils and crops in Pakistan during the past two decades, determine major gaps in needed information, and plan research to fill gaps in existing information. The ultimate aim is to plan micronutrient research for the future and to develop recommendations for proper micronutrient fertilization to increase crop yields.

During the period that I was at Peshawar I performed one other duty concerning soils. Mr. Abdul Qadim Syed, Director of the Tarnab Agricultural Experiment Station, asked me to investigate their soils and drainage conditions. Mr. Syed expressed concern about the depth of water table on the station and possible accumulation of harmful salts. I examined the soils to a depth of four feet during one half-day and gave preliminary consideration to drainage possibilities. I prepared a report of my tentative findings and submitted it to the Vice Chancellor and Director of Research for their information and possible action.

English Language Training

English language skills of many staff members of the NWFP Agricultural University are mediocre. In our TIPAN participant training program, many young staff members must take English language training before they can obtain a TOEFL score that is high enough (550) for them to be accepted for graduate study in American universities. One English class is now being conducted for 16 staff members to prepare them for the next International TOEFL test.

More English classes are needed, but suitable teachers are scarce. After several attempts, two additional English teachers have been identified and await the final decision by Dr. Cragle on hiring one or both of them when he returns to Peshawar.

As an aid in selecting staff members for English training and possible graduate study in American universities, Dr. F. W. Seiders and Shelly Reiten have assembled the first comprehensive list of staff members of Grade 17 and above in the university. This list includes much detailed information concerning each person which will be very helpful to the Participant Selection Committee.

Commodities

Twenty-three purchase orders were processed for commodities during the six weeks that I was at Peshawar. These orders included library books and scientific journals, textbooks, computer equipment and supplies, chemicals, microscopes, farm equipment, etc.

Eight boxes of spare parts were received for use on two Navistar trucks which have not yet arrived.

Microcomputer Use and Service

Microcomputers are being used widely by staff members and students at the NWFP Agricultural University. The main computer laboratory, which contains 16 microcomputers, is heavily scheduled every day. Another computer laboratory which contains six microcomputers, primarily for

staff use, is used less regularly but it should be used more intensively. Unfortunately, there is an unused microcomputer in the office of several senior staff members whose work would be much more efficient if the microcomputer was used. After one young soils department staff member had assembled the program and abstracts for a Micronutrient Seminar, December 13-15, he said, "We couldn't have done it without a micro-computer for word processing." Wider use of microcomputers for student records, fiscal matters, data analysis, and word processing would greatly increase the quality and amount of work accomplished at the Agricultural University.

Classes are being conducted to teach staff members and students how to use microcomputers. A few staff members have taken and will take special short-term computer training at AIT in Bangkok or in the United States to provide more microcomputer expertise on campus.

Computers need periodic servicing to function properly. From mid-October to November 6, Dr. Gary V. Johnson was at the NWFP AU to (1) resolve problems with microcomputer equipment, (2) help solve problems concerning Zenith warranty and future service, (3) install new micro-computer software and hardware, (4) introduce microcomputers at two off-campus experiment stations, and (5) help determine future needs for microcomputers and training for computer specialists. Dr. Johnson's report of November 6, 1987 indicates his accomplishments during the brief period that he was at Peshawar. His work helped tremendously in smoothing all microcomputer operations at the university. Renovating special computer rooms at the Tarnab and Pirsabak stations was not completed in time for Dr. Johnson to install a microcomputer at each of these two stations, but this will be done by his counterpart on campus, Inamul Haq.

Although Dr. Johnson's short-term service was very effective, it had a "tragicomic" beginning. Dr. Johnson arrived at Islamabad without proper GOP and USAID clearance. In order to expedite the correction of microcomputer problems at the NWFP AU, the University of Illinois transported Dr. Johnson to Pakistan on its own funds rather than on TIPAN Project funds. After Dr. Johnson reached Peshawar as a "tourist" (according to USAID terminology) and started repairing the inoperative microcomputers, I requested on October 18 that Maurice F. Fleming, USAID Project Officer, "authorize the use of TIPAN funds to cover the expenses of Gary V. Johnson on this project, rather than using unrelated University of Illinois funds." On the same date, Mr. Fleming replied that "TIPAN project funds are not to be used in support of Dr. Johnson's current visit to Peshawar."

This incident illustrates a problem which appeared to various degrees in other contexts during my short term of service at Peshawar. The U of I/SIU collaboration places primary emphasis on program performance and results, whereas USAID sometimes seems to place more emphasis on procedure than on performance. The University of Illinois

should not have sent Dr. Johnson until clearance was obtained, and considerable time should be allowed for GOP clearance. However, USAID's emphasis on procedure over performance does and will reduce the effectiveness of the TIPAN Project.

Observations for Consideration

Since I was a member of the Design Team for the TIPAN Project, but have not been at the NWFP Agricultural University since 1984, some personal observations concerning operations may be useful.

It seems clear that we do not have enough Specialists (long-term and short-term) in the field to work intimately with regular AU staff members to bring about the desired and agreed-upon changes in programs on the schedule that was planned. The ceiling of five long-term specialists that is imposed by the representatives of the United States in Pakistan has slowed progress below projected levels. The planned level of long-term and short-term specialists should be reinstated if the expected rate of progress is to be achieved.

Delays in the building program are also a major constraint. The absence of key new educational buildings, which will include greatly improved instructional facilities for students and adults, restrict improvements in teaching and make it impossible to inaugurate some outreach activities. Inadequate laboratories and equipment also retard needed improvements in teaching and research. The dearth of livestock facilities seriously impair teaching and research in Animal Husbandry. Therefore, it is very important for new construction to start in 1988.

The lead time necessary to obtain required approvals (from AU, GOP and USAID) for nominated specialists is rather long. Specialists should not be sent until necessary approvals are obtained, but the responsible parties in Pakistan should act promptly in order to minimize frustration of specialists. Since specialists of the caliber desired on the TIPAN Project have their own programs and are difficult to recruit, undue frustration on clearances will cause some good candidates to withdraw or fail to express interest. For some officials who regularly go to Peshawar (such as W. N. Thompson, T. A. McCowen, J. W. Santas and G. V. Johnson), it would be desirable to obtain necessary approvals for a stated period, such as one or two years, to simplify their travel.

The NWFP AU staff is unbalanced, with serious gaps in some fields such as Agricultural Economics (farm management, marketing, etc.) and Agricultural Engineering (irrigation, drainage, structures, etc.). Student contact hours in these fields is also limited in comparison to the plant sciences. Therefore, the number of students who enter these neglected fields is below the needs. In order to alter this pattern, it is suggested that an aggressive recruiting plan be developed. For example, identify a few outstanding 3rd-year or 4th-year students and explain opportunities in the neglected fields. Provide for the student a stimulating staff adviser in the neglected field. Counsel the student to

take more rigorous courses than the minimum required. If the student demonstrates superior performance in the B.Sc. program, he could be employed as a teaching or research assistant under the guidance of a good teacher who also has an active research program. If the assistant continues to perform well in the neglected field for a year, he should be sent abroad for an M.Sc. degree. After returning to the AU for further successful experience, he could be sent abroad again to earn a Ph.D. degree. Such a system was quite successful under somewhat similar circumstances in Sierra Leone, where the University of Illinois was involved in an institution building project.

There are too many departments in the AU and the number continues to increase. For example, a Department of Human Nutrition has separated from the Agricultural Chemistry Department. Three departments are being considered in Animal Husbandry even though their staff is small. Such bifurcation creates small isolated cells and discourages interdisciplinary work rather than encourage it. The most illogical recent addition is a Plant Protection Department, staffed by a Plant Pathologist and an Entomologist, when Departments of Plant Pathology and Entomology already exist. One Department of Plant Protection should be formed to include entomologists, plant pathologists, and weed scientists. This would provide for 1) interaction and cooperation among those in these closely related disciplines and 2) efficiency in administration of the one unit.

I believe the administration and responsibility of the NWFP AU is too centralized in the Vice Chancellor rather than being appropriately delegated through the Directors and Deans to the Department Heads. The Vice Chancellor should concentrate on overall policy, outside support, and the handling of major problems. Many of the routine policies, procedures and problems should be handled by the second and third echelon leaders. If this delegation of appropriate authority and responsibility is not achieved, the Vice Chancellor spends too much time on secondary activities and does not give adequate attention to those responsibilities which only he can discharge. With current personnel, it is not easy to decentralize to the desired degree, but some shift in that direction should be beneficial. Also, the faculty should assume more responsibility for academic matters.

In order to develop programs which have been initiated, additional funds are essential for research and outreach. These funds should be obtained from provincial, national, and other sources. The funds should be allocated to and administered by the Director of Research and Director of Outreach, respectively.

Appreciation

It has been a pleasure to return to Peshawar and work with friends at NWFP AU. They have been cooperative and helpful in many ways as we work together to improve the AU. I also appreciate their warm hospitality.