

**ARP-II**

**Agricultural Research Project - II (Supplement)**

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**Checchi and Company Consulting, Inc.**

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PD-ABA-155

INA 63782

**END OF TOUR REPORT**

**(Oct. 23, 1988 - Sept. 30, 1989)**

**by**

**Carl R. Fritz**

**Team Leader/Human Resources  
Development Specialist**

**Checchi and Company Consulting. Inc.**

**on the**

**AGRICULTURAL RESEARCH PROJECT'**

**PHASE - II (SUPPLEMENT)**

**388-0051**

**Submitted to the**

**BANGLADESH AGRICULTURAL RESEARCH COUNCIL**

**and the**

**UNITED STATES AGENCY FOR INTERNATIONAL DEVELOPMENT**

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## ABBREVIATIONS USED IN THIS REPORT

AIC	BARC'S Agricultural Information Center
AIS	Ministry of Agriculture, Agricultural Information Service
ARIs	Agricultural Research Institutes
ARP-II	Agricultural Research project - Phase II
AVRDC	Asian Vegetable Research and Development Center
BARC	Bangladesh Agricultural Research Council
BARI	Bangladesh Agricultural Research Institute
BAU	Bangladesh Agricultural University
BFRI	Bangladesh Forestry Research Institute
BJRI	Bangladesh Jute Research Institute
BRII	Bangladesh Rice Research Institute
COP	Contractor Chief of Party
CSO	Chief Scientific Officer
ELT	English Language Training
EVC	Executive Vice-Chairman, BARC
FRI	Fisheries Research Institute
FSR	Farming Systems Research
GO	Government Order for Overseas Travel
HRDS	Human Resources Development Specialist
IADS	International Agricultural Development Service
ICLARM	International Center for Living Aquatic Resources Management
IPM	Integrated Pest Management
ICRISAT	International Center for Research in the Semi-Arid Tropics
ISNAR	International Service for National Agricultural Research
NARS	National Agricultural Research System
PL480	Public Law 480 to encourage disposal of surplus US agricultural commodities.
PP	Project Proforma
RFTP	Request for Technical Proposals
SRMS	Senior Research Management Specialist
SRTI	Sugar Research and Training Institute
UPLB	University of the Philippines at Los Banos
USAID	U.S. Agency for International Development

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## END OF TOUR REPORT

Carl R. Fritz

### I. EXECUTIVE SUMMARY

Mr. Fritz, a development generalist with 35 years of service in overseas development, was assigned in October 1988 by Checchi and Company Consulting, Inc. as Human Resources Development Specialist and Leader of its team of eight resident specialists to assist BARC and the National Agricultural Research System (NARS) under the USAID financed Agricultural Research Project-Phase II (Supplement). The Project was intended to focus on BARC management, provision of support services to the NARS, on-farm testing of research results through an FSR approach, and development and management of human resources within the NARS. The Checchi Team was augmented by resident specialists from ISNAR and ICLARM. An AVRDC horticulturist is still awaited.

Substantial start-up problems were encountered which involved subcontractual relationships and office preparation. These problems, though presenting initial obstacles to Project operations, did not prevent the Team from considerable achievements during the less than one year that Mr. Fritz served as Team Leader and Human Resources Development Specialist.

During October 1988 - September 1989 Checchi fielded its entire Team of resident specialists for a total of 81.15 person-months, and provided six short term expatriates for a total of 5.66 person-months and three local consultants totalling 9.63 person-months. It also completed training, study tours or attendance at international conferences for fifteen persons totalling 8.37 months. Two participants still in training overseas had completed 10.57 person-months of training. The Team also planned and implemented a number of local training programs.

Other accomplishments include (1) planned issuance of a semi-annual FSR newsletter and an extension bulletin, (2) a homestead vegetable production program, (3) agricultural policy research, (4) guidelines for evaluation of contract research and PL480, (5) project evaluation development workshops, (6) development of database for project budgeting and implementation, (7) inventories of Winrock procured commodities in a database, (8) survey of idle and duplicated equipment and repair needs, (9) established linkages between BARC and AIS, (10) plans for a national agricultural system, (11) refinement of AIC job descriptions and work plans, (12) procurement of equipment, books and journals, and (13) beginning computerization of NARS library and documentation functions.

Constraints reported include (1) the start-up problem mentioned above, (2) weaknesses in counterpart staffing, (3) the double role for the Team Leader, (4) English language weakness of

overseas training candidates, (5) difficulties in obtaining clearances for overseas departures, (6) financial management problems with regard to in-country training, (7) overseas evaluation of Bangladesh university credits and (8) lack of AVRDC horticulturist on FSR Field Team.

Section IX contains recommendations directed toward these constraints.

# END OF TOUR REPORT

Carl R. Fritz

## II. BACKGROUND

### 1. THE TEAM LEADER

The reporter is a development generalist with 25 years experience with AID and predecessor agencies as a project and program planner, negotiator, researcher and administrator in Asia and Africa, ending his US Government career in 1976 as Director of Program Planning and Research Utilization in AID/Washington's Bureau of Technical Assistance (Now Science and Technology). In much of this career he became deeply involved in agricultural and human resources programs, and credits himself with achievements in these areas. Thereafter, he became a technical assistance practitioner for over ten years in Indonesia, successively joining three projects involving nutritional research, nutritional interventions and institutional development, and finally, a five year project in agricultural research. He became the Chief of Party on the latter project when the persons concerned believed they needed an administrator.

Presenting himself as a development generalist, he approached Checchi and Company Consulting, Inc. for an occasional short term consultancy assignment. They responded by asking him to become the Team Leader for the Agricultural Research Project - Phase II (Supplement) for three years in Bangladesh. It was a challenge, and the author accepted.

### 2. THE PROJECT

The new Project (Supplement) followed extensive involvement by IADS and Winrock International in USAID - supported Bangladesh efforts to develop a National Agricultural Research System (NARS). A first phase (ARP-I) during 1978-81 established basic infrastructure through construction of buildings, development of core staff and multidisciplinary research. A second phase (ARP-II) during 1981-87 endeavored to make use of these facilities and personnel to:

- build capabilities to move research into farmers' fields,
- develop an FSR approach, and
- develop linkages among the agricultural research institutes (ARIs) to build strong research systems.

During Phase II IADS/Winrock employed 36 long term expatriates for 86 person months and conducted 190 short term consultancies in a number of different agricultural disciplines. Most important achievements were in the area of manpower training with outputs as follows:

- Foreign Training
  - 22 MS degrees
  - 74 short term participants
  - 23 international conferences/study tours
- Local Training
  - 135 short courses, 3,100 participants
  - 64 workshops/seminars/conferences, 5,000 participants.

### III. ARP-II (SUPPLEMENT)

#### 1. SUPPLEMENT PURPOSE

The current Project Supplement was designed to sharpen the Project's focus on:

- BARC's management,
- provision of support services to the NARS,
- regional level core discipline research and reporting,
- on farm testing of research results through an FSR approach, and
- development and management of human resources within the NARS,

#### 2. CONTRACTOR OBJECTIVE AND TASKS

##### 2.1 OBJECTIVE

The contract objective is to assist BARC strengthen the NARS by more effectively planning and managing agricultural research activities and delivering improved and relevant technologies to Bangladeshi farmers.

It is clear, however, that the Checchi Team was to share and coordinate this responsibility with other contract organizations. The following long term resident specialists were specifically designated in the RFTP though others are also engaged in work with the NARS:

<u>Position</u>	<u>Organization</u>	<u>Location</u>
Senior Research Management Specialist	ISNAR	BARC
Horticultural Specialist	AVRDC	BARI
Aquaculture Specialist	ICLARM	FRI

The SRMS arrived in December 1988, the aquaculturist in May 1989 and the horticulturist has still not arrived.

## 2.2 TASKS

The Contractor's overall tasks were to assist BARC in establishing the following:

- Strengthened operational linkages between BARC, research institutes, agricultural universities and extension agencies.
- Long term institutional linkages between the Bangladesh National Agricultural Research System and selected regional and international research centers;
- A skilled cadre of personnel with research skills and management talent within the National Agricultural Research System;
- Increased capacity at BARC to plan, manage, and evaluate Bangladesh's agricultural research needs and priorities;
- Institutional capacity within the National Agricultural Research System to produce and disseminate new technologies in a form and manner that responds to the needs of client groups (i.e., farmers, landless rural residents, agro-industry, extension, research scientists, agricultural educators, planners and policy makers);
- Expanded manpower development program within BARC that will oversee the career development of scientists and administrators within the National Agricultural Research System; and
- A multi-disciplinary farming system research program.

## 2.3 CONTRACTOR PERSONNEL

To accomplish these tasks Checchi was to field a team of eight long-term specialists for a period of 34 months each, and to provide 69 person months of short term expatriate and 200 person months of short term local consultants.

As of 30 September, 1989 Checchi had supplied the following personnel:

### 2.3.1 LONG TERM SPECIALISTS:

	<u>Name</u>	<u>Position</u>	<u>Location</u>	<u>Arrived</u>	<u>Person Mos</u>
2.3.1	1. L. Palmer	Research Facilities	BARC	18.10.88	11.47
	2. E. Rigor	Livestock Production	BLRI	18.10.88	11.47
	3. K. Swann	Communications	BARC	18.10.88	11.47
	4. C. Fritz	Team Leader/Human Resources	BARC	23.10.88	11.30
	5. A. Hammad	Ag. Economics	BARC	01.11.88	11.00
	6. T. Morgan	Planning & Monitoring	BARC	01.11.88	11.00
	7. R. Mallick	Farming Systems	BARI	18.12.88	9.47
	8. E. Magallona	Integrated Pest Mgt.	BARI	02.06.89	3.97
					-----
			Total Long Term		81.15

This small team represents areas of activity which were relatively neglected in the past.

### 2.3.2 SHORT TERM EXPATRIATES

2.3.2.	1. C. Sorhus	Computer/Software	BARC *	10.06.89	1.37
	2. R. Lern	Tech. Writing/Editing	Various	19.08.89	1.43
	3. P. Hardin	Systems Analyst	BARC	20.08.89	1.40
	4. J. Johnson	Library/Documentation Computerization	Various	18.09.89	0.43
	5. K. James	Tractor Operation/Maintenance	Various	01.09.89	1.00
	6. J. Woods	Research Extension Technology Transfer	Various	30.09.89	0.03
					-----
			Total Short Term Expatriate		5.66
					=====

\* Left July 20, 1989

### 2.3.3. SHORT TERM LOCAL CONSULTANTS

	<u>Name</u>	<u>Position</u>	<u>Location</u>	<u>Arrived</u>	<u>Person Mos</u>
2.3.3. 1.	Abu Mohd. Ibrahim	Land Resources	BARC	26.04.89	5.17
				**	
2.	Nizamuddin Ahmed	Survey/Sampling Technique(Training)	BARI	11.06.89	3.03
3.	Azizur Rahman	Training Logistics	BARC	19.08.89	1.43
				----	
			Total Local Consultants		9.63
					====

\*\* 13 weeks on job.

## IV. ACTIVITIES AS CHIEF OF PARTY

### 1. RESPONSIBILITIES

The duties of the Chief of Party are described in the RFTP as follows:

- 1.1 Overall supervision of the work of the other Resident and Short Term Specialists and ensure the fullest utilization of their expertise;
- 1.2 Provide Quarterly Progress Reports to USAID and BARC on the progress achieved under the Project;
- 1.3 Suggest changes in procedures and substantive areas for project attention not considered in the initial Project Supplement design with sufficient justifications for such changes and expected results based on experience.
- 1.4 Prepare the annual work and financial plans based on the recommendations of the work and financial plans submitted by other Resident Specialists.

### 2. ADMINISTRATIVE ACTIVITIES AND PROBLEMS

#### 2.1 SUBCONTRACTOR RELATIONSHIPS

Nothing is stated in IV.1 about responsibilities for relationships with a subcontractor. It was considered that a local subcontractor would relieve the Team and Team Leader in matters of local administration, supplies, housing, office space, local procedures, etc. and thus free them to focus on Project work. What occurred demonstrates the fallacy in this thesis. The turmoil stemming from this relationship never ceased entirely, though it remained reasonably dormant after May 1989.

A subcontract with Uniconsult International was presented in Checchi's bid for the ARP-II (Supplement) prime contract, and Checchi signed a letter of agreement with the subcontractor before signing the contract with BARC in September 1988. When the Team Leader arrived 23 October 1988, the subcontractor seemed to be managing local logistics though without an approved subcontract. He had hired drivers for BARC vehicles available from the previous Winrock contract plus some persons who were expected to help out in one way or another.

It soon became evident that the subcontractor and Team Leader possessed disparate concepts of their respective roles and the roles of subcontractor officers in management of the Project and project supporting staff. The Team Leader viewed the Project office as separate from the Company office which was responsible for many non-Project activities, and Company personnel could not be commingled or paid by the Project. These diverse concepts created considerable tensions among subcontractor officers, Project supporting staff, consultants and some higher BARC officers.

Lack of promptness in payment of bills also led to friction, particularly among landlords, consultants and subcontractor officers. The subcontractor believed that consultants should remain aloof from such disputes, and that payments by their schedule adhered to recognized Bangladesh procedures. However, the consultants were confronted by unhappy landlords.

The lack of regular working space and office and home telephones also were bones of contention as was the dismissal by the subcontractor of an employee who had been especially helpful to all consultants.

Needless to say, the Team Leader found himself at the center of all such frictions. All parties to each conflict, whether consultants, supporting staff, BARC or subcontractor officers, brought him their respective grievances, thus preventing him from dealing with the real Project tasks.

## 2.2 PREPARATION OF PROJECT OFFICE

The initial contract budget did not envisage the need for preparation of an office or for office furnishings, only providing for office rent and maintenance. During final contract negotiations in August 1988, however, it became evident that BARC could not provide office space for the Checchi team. A survey determined that existing office space was not available at a reasonable price.

In pursuing these investigations, Uniconsult located adequate space on the fifth floor of Steel House in close proximity to BARC. An empty concrete shell, it required substantial work for conversion into office space. Rent was, however, only Tk. 12 1/2 per square foot as compared to Tk. 25 on

the ground floor and Tk. 22 in the adjacent Titas Building.

Meetings held among officers of BARC, USAID, Checchi and the proposed subcontractor, Uniconsult International, achieved a general understanding that work should proceed on preparation of a Project office at Steel House, as estimated costs of preparations, furnishings and rent for three years were far less than costs entailed in renting and furnishing alternative locations.

A USAID letter to Uniconsult of September 1, 1988 basically concurred in space requirements and general office structure. After the Team Leader's arrival in late October, preparation had not yet begun. He agreed with a USAID Project Officer, however, that the space could accommodate short term consultants and visiting consultants from ISNAR, ICLARM and AVRDC as needed.

Checchi advanced funds to Uniconsult to do the work. However, work proceeded slowly, the BARC Executive Vice-Chairman expressed his impatience and the Team Leader urged quicker implementation both orally and in writing.

Subsequently, as vouchers came to the Team Leader for approval, he discovered that none of the work had passed BARC clearance procedures. On the basis of discussions occurring prior to the Team Leader's arrival, and the September USAID letter referred to above, the subcontractor had entered into construction and purchase contracts without formal BARC approval, apparently in innocent ignorance of such procedures.

As this point the Team Leader sought BARC approval. The firm BARC position was that there was no approved subcontract. BARC could not approve expenditures under a non-existent contract. Further, the BARC/Checchi contract contained no budgetary line items for office preparation and furnishings, and no funds could be spent for such purpose until there was an approved contract amendment which specifically provided for it.

Finally, on 1 February the Steel House office opened for business. As yet there were no telephones. However, the new Administrative Manager succeeded in obtaining one telephone for the office and one for all consultant residences within the second quarter of team operations.

Discussing these matters with the USAID Deputy Controller later in February, the latter confirmed that the USAID letter of September 1988 should not have been considered as specific approval. However, under the circumstances, an inexperienced subcontractor might have reasonably felt that he had authority to proceed.

## 2.3 RECRUITMENT OF SUPPORTING STAFF

By the time the Team Leader arrived in October 1988, Uniconsult International had already hired five drivers on a

temporary basis to drive five jeeps provided by BARC from Winrock stock. As more consultants arrived Uniconsult rented three additional vehicles with drivers. In November they hired four clerical personnel on a temporary basis. Pending recruitment the project utilized Uniconsult accounting and expediter staff.

Both USAID and BARC cautioned that the project needed a clear policy and procedures for employment. Dr. Ali Mohammad drafted a policy approved by the BARC Executive Vice Chairman (EVC), and Uniconsult advertised the positions. The Team Leader appointed Dr. Palmer as Chairman of the Selection Committee including Mr. Swann and Dr. T. Islam (Uniconsult) which screened, interviewed and tested applicants and recommended selection to the Team Leader. The core staff required were available when the Team moved into the Steel House Office February, 1, 1989.

After considerable controversy over whether supporting staff were Uniconsult or Checchi employees, a temporary compromise was reached. The Team Leader would make the decisions as to hire or fire, and issue an order to Uniconsult accordingly. The employee agreements were signed by the Uniconsult Chairman.

This arrangement proved unsatisfactory. During February 1989 it was agreed that all local supporting staff would become Checchi employees, and they received new Employee Agreements.

#### 2.4 LOCAL SUBCONTRACT

The Checchi agreement with Uniconsult signed in August 1988 depended upon completion of a BARC/Checchi contract, and thus served as a letter of intent. It had no status with BARC. Nevertheless, the Team Leader was expected to follow it in arranging with Uniconsult for local logistic support. The representative from the Checchi home office present in Dhaka from mid October to early November promised on his departure to work on development of a subcontract.

Weeks passed with no receipt of a subcontract. Uniconsult officers asked about it continuously, and replies from Checchi indicated there were drafting difficulties. Finally in late January 1989 the Team Leader requested help from the Checchi home office, as tensions among BARC, Uniconsult, the Team and supporting staff required resolution.

Mr. Black returned to Dhaka on February 11, joined by Mr. Keith Byergo, new backstop officer for ARP-II in the Checchi home office. Long arduous meetings were held with Uniconsult to negotiate a subcontract assuring Team Leader management of supporting staff. A signed agreement was presented to the EVC who made some modifications. A second was signed and modified after which Uniconsult initially refused to sign a third. However, as Mr. Byergo prepared to depart for the airport on February 23, the Uniconsult Chairman agreed to sign. The Team Leader submitted the signed agreement to the EVC the next morning, but it remained unapproved.

Visiting Dhaka again in April 1989 Mr. Byergo held separate meetings with BARC, Uniconsult and USAID after which he left with the Team Leader materials for a subcontract which reflected those discussions. On April 30 the Team Leader submitted the unsigned document to the EVC who promised to study it.

In the meantime the Uniconsult Chairman wrote to the Secretary, Ministry of Agriculture, complaining of the delays and inferring that Checchi had blamed the EVC. The EVC indicated he would not approve the subcontract until this matter was cleared up.

The Team Leader, Deputy Team Leader and Administrative Manager met with the Uniconsult Chairman and secured his promise to withdraw the letter, a promise he fulfilled. Subsequently the Team Leader secured a statement from the President of Checchi which denied that the EVC had been an obstacle. Still the subcontract remained unapproved.

Meanwhile, the Team proved it did not need logistical services of a local subcontractor. New vehicles were ordered and delivered, additional drivers and staff were hired, the Project office assumed responsibility for paying house rents, made its own arrangements for communications, and consultants submitted and implemented workplans.

Mr. Byergo returned to Dhaka in September 1989. The subcontract was signed September 20 and approved.

## 2.5 AMENDMENT TO PRIME CONTRACT

USAID concurred in a draft of the BARC/Checchi contract. When signed, however, it was found that several paragraphs had been inadvertently omitted in final typing. The EVC and Team Leader corrected this in a joint letter sent to USAID 12 March 1989.

Other amendments became necessary to cover:

- budgetary provision for preparation and furnishing of Project office;
- 15% flexibility between budgetary line items;
- assurance that any fixed management fee paid to a subcontractor is not reimbursable if based on costs incurred by Checchi;
- reconciliation of differences in PacMar subcontract regarding person months of short term consultants to be supplied by PacMar; and
- attribution of a portion of training costs to Checchi home office expenses in lieu of an earlier proposed subcontract with SECID which was not implemented.

The Team Leader drafted several amendments to meet these needs. Finally, on June 25, 1989, as requested by BARC, he submitted a draft amendment encompassing all of the above, including the corrections contained in the joint letter of March 3. The Amendment was signed 19 September.

## 2.6 PACMAR SUBCONTRACT

Initially BARC was unable to certify expenditures under the PacMar subcontract signed in November 1988 because they had not seen it. The Team Leader secured a fax copy and furnished it to the BARC Finance Officer. On February 18, 1989 he submitted it to the EVC for approval and to USAID for concurrence. USAID concurred on September 6 and the BARC Project Coordinator approved on September 11.

## 3. OTHER CHIEF OF PARTY ACTIVITIES

### 3.1 OVERALL SUPERVISION

#### 3.1.1. INTRODUCTION

Throughout his career the Chief of Party (COP) has been evaluated as a low key administrator who obtained best results from subordinates because he trusted them as valued Team members. Every member of the Team must appreciate that he/she is considered of value in order to produce outputs of value.

In this case the COP did not have to inspire Team members to perform quality work. Each team member is a hard worker. Some are less patient than others, some less tactful than others, but all are dedicated to the job and the goals at hand. Ready to participate in any meetings where Team members or others desired his presence, the COP has not found it necessary to impose his presence at meetings of specialists with the EVC or USAID. The reporting procedure described below assured the desired flow of information.

#### 3.1.2. WEEKLY TEAM MEETINGS

From the outset the COP conducted regular weekly Team meetings, originally in the hotel where most resided, later in his home or in a temporary office set up in an empty room in one residence, and finally in the Steel House Project office. As Friday is a holiday in Bangladesh, the meeting is held regularly at 8:00 A.M. on Saturday. This practice started when BARC office hours were 7:30 - 2:00 and remained so when working hours were officially changed to 9:00 - 4:00. This practice enabled persons on busy schedules to travel after the meeting. For example, the ICLARM Aquaculturist comes to Dhaka on Thursday evening to be with his family, joins the Team meeting Saturday morning and thereafter returns to FRI in Mymensingh.

At the meetings each specialist has an opportunity to report activities, accomplishments and problems of the past week, plans for the following, to report information of general interest, and to request information or help. Discussion among Team members leads to clarification of issues, problems and procedures. The Team Leader has a chance to discuss deadlines for reports and workplans and to explain what is wanted.

Occasionally the meeting is attended by a visitor from ICRI/SAT, the National FSR Coordinator, or short term expatriate or local consultants. The intent is to invite one or two counterparts or BARC member directors alternately so that all concerned will know about Team activities and give the Team the benefit of their advice.

Minutes were taken of these meetings, initially by the COP or the Communications Specialist. During the past couple of months, each specialist has taken responsibility for his own contribution to the minutes. After COP proofreading of a draft, minutes were distributed to all Team members, the BARC EVC, the USAID Project Officer and the Checchi Project Officer in Washington D.C. At the request of the EVC, copies of future minutes will also be distributed to all BARC Member-Directors and to any institute director affected by contents of the minutes.

In addition to the weekly Team meetings, the COP opened his office to anyone who wished to see him. Initially, most Team members entered the office nearly every day to discuss plans, problems and relationships. The COP listened attentively, generally sympathetically, and provided help where possible. After procedures and policies were formulated, as some of the administrative problems were solved, and as specialists became more busy with travel schedules and the implementation of training activities, these visits tapered off.

### 3.1.3 MONTHLY FSR MEETINGS

From time to time the COP found time to review various sections of the Bangladesh Project Proforma, the USAID Project Paper or the Contractor's Scope of Work. When he found sections on which he had questions, he passed these to Team Members and discussed these at the weekly Team meeting. One such discussion led to several special meetings to discuss FSR, the role of the FSR Field Team and how it should fulfill its responsibilities.

One result was the establishment of a regular monthly Field Team meeting which would at the minimum include the FSR Specialist as Chairman, the Agricultural Economist, the Livestock Production Specialist, the IPM Specialist, the ICLARM Aquaculturist and after his arrival the AVRDC Horticulturist. The COP attended 2-3 of these meetings

before completing his term on the Project. One included the national FSR Coordinator. Meetings were also held at BARI and some FSR sites along with Bangladesh FSR staff. At such meetings plans were made for various FSR activities, including the upgrading of some FSR sites.

### 3.2 QUARTERLY PROGRESS REPORT

Three quarterly progress reports were submitted on time.

### 3.3 CHANGES IN PROCEDURE

On the whole the COP felt it best to withhold suggestions for procedural change until he understood thoroughly the existing procedures. The period of less than one year was insufficient for this purpose, given the day to day administrative burdens of the start up period which prevented adequate study.

As mentioned in 2.5 above, the BARC/Checchi contract contained no provision for flexibility among budgetary line items. Discussing this with USAID personnel, the COP found that some believed this provided complete flexibility and others believed its absence provided no flexibility whatsoever. The COP recommended to BARC an amendment containing the standard flexibility of 15%.

When the COP began work on overseas training, he found that his first notification of a planned participant action was receipt of a copy of letter from BARC to USAID requesting concurrence. Inquiring into this procedure he was told that BARC had never used PIO/Ps or presented a budget. USAID required these items, however, and told the COP that they would expect to receive these from the Contractor before they could concur. The BARC Director of Training agreed that thereafter the COP would receive the file on selected candidates, and draft BARC letters to USAID transmitting the budget and PIO/P in one action.

Initially the Agricultural Economist was expected to be based at BARI and work largely with farming systems research. As he also was supposed to work with the Monitoring and Evaluation Specialist and all ARIs and assist in analysis of national policy issues, it was considered that he could accomplish his tasks better by being based at BARC. The COP agreed in this conclusion.

### 3.4 ANNUAL WORK AND FINANCIAL PLANS

According to the BARC/Checchi contract, the "initial work plan shall be that contained in the contractor's proposal.....and shall be the life of Project (LOP) and first annual Contractor work plan. Subsequently, an approved work plan shall be prepared by each long term

Resident Specialist and approved by BARC, USAID and the Chief of Party within thirty days of the new contract year".

According to the RFIP, the COP would prepare "the annual work and financial plans based on the recommendations of the work and financial plans submitted by other Resident Specialists."

Based on these guidelines, the COP requested Team Members to prepare and submit LOP individual work plans. Most did so. However, the EVC advised the Team that their plans could wait until they had a better knowledge of requirements. He was more interested in a Team plan scheduling expenditure of Project funds for participants, short term consultants, commodities and publications. After discussion with Team Members, the COP submitted a draft plan by 22 January 1989. It was a 16 page narrative plus six bar charts covering:

- 8 resident specialists
- 15 specified short term consultants plus others unspecified
- overseas training
- local degree training
- local short training, workshops, and seminars in

A. Computer training for:

- (1) familiarization for executives
- (2) finance and administration
- (3) researchers
- (4) documentation and library
- (5) statistics
- (6) desktop publishing

B. Scientific Writing

C. Farming Systems Research

D. Farm Management and Engineering

- (1) general seminars
- (2) technical workshop
- (3) farm implements
- (4) irrigation and drainage
- (5) livestock research
- (6) commodity procurement
- (7) local procurement (BARC budget)

The EVC conducted a long Team meeting on 7 February in which he made a number of observations. It was the COP intent thereafter to revise the document based on EVC observations, and submit it for approval. However, other events intervened and that was not done.

Mr. Black of Checchi/Washington arrived 11 February and Mr. Byergo shortly thereafter. The remainder of the month through 23 February was spent largely in lengthy discussions with Uniconsult, BARC and USAID, mainly regarding the subcontractual relations and budgetary adjustments necessary for approval of Project office preparation discussed in 2.2 above.

After discussion with counterparts regarding their LOP workplans, the emphasis of Resident Specialist shifted to individual annual plans. By the return of Mr. Byergo to Dhaka in April 1989 these had been prepared in draft and reviewed. After discussion and agreement on a common format, Team members submitted these to the COP in late April, and copies were forwarded to the EVC 3 May. These plans contained the following areas of emphasis:

- close relationships with counterparts and among Team members, and
- development of implementation staff within BARC and the institutes.

## V. ACTIVITIES AS HUMAN RESOURCES DEVELOPMENT SPECIALIST (HRDS)

### 1. INTRODUCTION

The scope of work of the HRDS, as spelled out in the RFTP, is exceedingly broad, and requires in one individual the qualifications of a national manpower planner, personnel management and staff development specialist, USAID training officer, teacher/extension agent and civil service personnel systems analyst. To fulfill these functions in addition to the heavy administrative burdens of the COP described above would require a very unusual individual.

The BARC Training Division is weak for the task at hand. The Director is a senior rice scientist with much experience in training, but in imperfect health. One senior training officer works only part time while pursuing a local Ph.D. (not related to training). A second senior training officer has been pursuing a USDA diploma course (related to training) since January 1989. A third more junior lady recently left for training in the U.K.

For these reasons the HRDS sought approval for some temporary help in the human resources area. He proposed a 3-6 months assignment of an expatriate training specialist to help get the training program underway pending resolution of some of the problems which consumed his role as COP, plus two local persons to assist him and the Training Division with clerical chores related to training and the manpower plan.

The EVC orally approved the expatriate position but his conversation indicated he thought of this as a manpower planning position. The HRDS therefore, put this on hold pending revision of the scope of work. In place of the other two proposals the EVC approved recruitment for a Division vacancy and transferred another person to the Division. He also promised the availability of two programmers in the Computer Center to assist in updating the manpower plan.

While these measures were of help to the Training Division, it should be noted that in the absence of the Director of Training, the EVC finds it necessary to take personal charge of the Division. This situation should improve when the Senior Training Officer now in the U.S. returns to his duties in January 1990.

## 2. RESPONSIBILITIES

As narrated in the RFTP the duties of the HRDS are to:

- 2.1. Assist BARC with developing and updating the "National Agricultural Research System's Master Plan for Personnel Requirements" and maintaining an up-to-date computer record of the nation's existing agricultural research personnel;
- 2.2 Assist the Chief of Party (COP) in the areas of personnel management and staff development procedures to improve incentives, morale and performance of scientists, administrators and support staff;
- 2.3 Assess the qualifications of in-country and out-of-country participant training candidates to ensure they are sufficiently qualified for in-country and overseas training and that they are available for training in a timely manner;
- 2.4 Strengthen the research - extension linkage by developing various teacher - learning situations with farmer participation aimed at accelerating food production and improving rural nutrition and family income;
- 2.5 Develop through in-country and offshore training, technical competencies, management and communication skills that will strengthen the thrust of farming systems research in Bangladesh;

- 2.6 Assist BARC in developing a detailed analysis of the real as opposed to the formal recruitment and promotions system for the NARS and in improving the recruitment and promotions procedures, the relationships between the Bangladesh Civil Service (BCS) cadres and the non-cadred Class I Officers, the use of the seniority system for assignments and promotions and the intricacies of the Establishment Ministry assignment system;
- 2.7 Assist BARC in creating a technical committee on personnel policy to review the recruitment and promotion rules of BARC and the Research Institutes; and
- 2.8 Prepare annual work and financial plans in collaboration with the Executive Vice-Chairman, BARC Training Division and Chief of Party.

### 3. UPDATING PERSONNEL REQUIREMENTS

#### 3.1 BACKGROUND

Present Bangladesh agricultural research capability has been established since 1973, when serious restructuring began after the war of liberation. This is a short time frame for building a quality research capacity.

As of 1986 there were 1168 scientists in ten agricultural research institutions. Of these 131 were Ph.Ds. (11.2%), 731 M.Ss. (62.7%), 289 B.Ss. (24.7%), and 16 Diploma holders. Vacant posts for scientific personnel numbered 377 which comprised 27% of totally approved posts.

These ten institutes had requested 725 additional researcher positions by 1992, a 47% increase over approved posts. Retirements of 71 scientists (6%) were expected by the same year. Table-1 depicts these figures by institute.

BARC 1987 report on Manpower Planning and Development in Agriculture Research found that 750 scientists (64%) had more than seven years of service and 861 (74%) had more than five years. However, discipline-wise the institutes had not been developed properly. For example, Plant Breeding had received special favor; Engineering and Training Divisions received little attention; and Publications, Communications and Documentation were poorly manned, as seen in Table-2.

The study considered that the policies and practices of promotion and career development needed review. For example, a review of the age profile showed that most key positions were occupied by relatively young scientists; and that the dual system of pure government and autonomous service scientists led to inequalities and frustration. Moreover, female scientists were less than 10% of the total.

Table - 1

## SUMMARY : SCIENTIFIC MANPOWER BY INSTITUTE

1986

Institutes	Nos. in position	Highest qualification attained				Work experience in year					No. retiring up to 1982 incl.	Posts vacant	Additional requested
		PhD	M.S.	B.Sc.	Dip.	0-2	3-4	5-6	7-10	10 +			
BARI	557	45	347	162	3	147	43	59	103	205	35	65	137
BIRRI	191	25	119	46	1	15	26	26	67	55	1	47	143
BJRI	120	11	80	24	5	9	6	4	29	72	16	39	131
SRTI	48	6	27	14	1	9	2	7	13	17	2	21	54
BLRI	8	6	2	-	-	1	-	-	2	5	NIL	28	47
FRI	41	4	23	13	1	10	9	5	10	7	1	63	25
BFRI	77	7	52	16	2	8	1	6	31	31	10	58	133
BARC	50	18	28	3	1	3	0	3	14	30	1	23	28
BINA	48	7	32	9	NIL	5	5	-	18	20	3	18	27
BTRI	28	2	22	2	2	2	4	1	3	18	2	15	0
<b>TOTAL</b>	<b>1168</b>	<b>131</b>	<b>732</b>	<b>289</b>	<b>16</b>	<b>209</b>	<b>96</b>	<b>111</b>	<b>290</b>	<b>460</b>	<b>71</b>	<b>377</b>	<b>725</b>

Table 2

**SUMMARY OF SCIENTIFIC POSTS BY DISCIPLINE  
1986**

S1. No.	Discipline	Posts Filled	Posts Vacant	Total 1+2	Addl. Posts Proposed	Total 1+2+3
1.	Economics and Statistics	63	14	77	44	121
2.	Plant Pathology	70	20	90	39	129
3.	Plant Breeding & Genetics	198	19	217	128	345
4.	Entomology	57	16	73	37	110
5.	Agronomy and Soils (Ag. 141 + Soils 134)	275	42	317	78	395
6.	Pl. Physiology & Nutrition	25	8	33	21	54
7.	Chemistry	24	11	35	15	50
8.	Engineering	66	22	88	59	147
9.	Botany	8	7	15	2	17
10.	Physics	22	4	26	18	44
11.	Farm Management	29	29	58	50	108
12.	Technology	21	5	26	3	29
13.	Research and Training	24	11	35	12	47
14.	Planning and Evaluation	7	NIL	7	4	11
15.	Administration	10	3	13	NIL	13
16.	Crops	7	3	10	1	11
17.	Livestocks and Research	4	3	7	5	12
18.	Publication, Communication and Documentation	10	4	14	9	23
19.	Horticulture	69	16	85	14	99
20.	Other serial Nos. 20-24	110	140	250	182	432
	<b>Sub-Total</b>	<b>1099</b>	<b>377</b>	<b>1476</b>	<b>721</b>	<b>2197</b>
	<b>BARI Teacher</b>	<b>65</b>	<b>-</b>	<b>65</b>	<b>-</b>	<b>65</b>
	<b>TOTAL</b>	<b>1164</b>	<b>377</b>	<b>1541</b>	<b>721</b>	<b>2262</b>

A 1987 External Evaluation of ARP-II reported that the training accomplishments of the Project would have the longest lasting effect on Bangladesh agriculture. Training specialists on the project had established guidelines and procedures, and all specialists participated in training to various degrees, particularly in seminars, workshops, conferences and the preparation of syllabi and manuals. Many of these were being continued on an annual basis at the research institutes. However, the contractor had developed only limited skills in economic analysis. Moreover, no field level skills in social systems analysis were evident.

While long and short term non-degree training was definitely improved, the evaluators felt that both undergraduate and graduate education was very poor. This is being addressed by other projects. However, it will continue to affect adversely the output of in-country graduate education and the quality of inputs for all kinds of training until resolved.

The evaluators reported that BARC had proposed training policies which had not been fully accepted by the cooperating institutes. They recommended that AID contract services assist in completing and implementing a long term personnel development plan, and that BARC be delegated full authority to coordinate research personnel policies, including training.

The evaluators reported that each research institute had recommended persons for training in specific disciplines, and stated that "the next challenge to BARC will be to assess these recommendations against the national plan and available funds."

### 3.2 ACTIVITY

After discussions with Dr. P. Witters, Senior Research Management Specialist from ISHAR, the HRDS on May 3, 1989 submitted a tentative first annual workplan for agricultural research manpower planning to the Director of Training with copies to the EVC and Dr. Witters. A copy is found in Appendix I. As seen it is more of an approach to the manpower problems than a definitive plan of action.

The EVC was interested primarily in the sections beginning with paragraph 15 which deal with securing updated information on existing NARS manpower, and expressed a keen interest in obtaining a plan of action which could be implemented by September.

The HRDS held further consultations with Dr. Witters. As a former COP who sympathized with this COP's workload problems, Dr. Witters assisted by drafting a proposal dated June 4 for PL-480 funding of a 1989 NARS manpower study. It called for hiring a local firm to procure a team leader and appropriate staff to undertake a survey of all NARS scientific and managerial personnel, to obtain information from personal records, research activities and training received. Thereafter, survey data would

be input into a computerized data base system for analysis and comparison with 1987 data.

In consultation with the HRDS, Dr. Witters also devised a form on which to obtain the personnel information. The BARC Director of Training and the HRDS took copies of this form to BARI which is testing the form.

Dr. Witters' action was greatly appreciated. However, it was the HRDS intention to work over the coming months with Dr. Witters and others in implementing the proposal. That now becomes a task for his successor.

#### **4. PERSONNEL MANAGEMENT AND STAFF DEVELOPMENT PROCEDURES**

Team members are in good housing with telephones and furniture which has been made quite suitable. They have adequate and clean office space. Occasional complaints are heard about the timeliness of clerical services, but much has been produced within a fairly short period. Assistance has been provided in obtaining suitable office equipment and services for those who spend most of their time at BARI and BLRI. Assistance has been given for house and office maintenance, procuring passbooks, clearing customs, arranging for driving licenses, travel and mail delivery. Some assistance has been given to Project consultants not part of the Cheechi Team. Social affairs among Team members have been encouraged. The problems with subcontractor relationships have been resolved, and the Project has rehired the Bangladeshi expeditor whose previous dismissal had aggrieved Team Members. All of this has improved Team morale, at the same time freeing them from undue worry and permitting them to concentrate on Project matters.

Support staff were hired for probationary periods, and most were confirmed. They were paid promptly and given extra pay for overtime work. Arrangements were made to transfer salary funds monthly from the Project account at American Express to a local bank in the same building as the project office where employees would pick up salaries, leaving a percentage in a provident fund. Drivers were given umbrellas, and drivers, office peons and security guards were given uniforms. Consultants have assisted clerical staff to learn computer software. All of this has helped create a loyal, friendly staff.

#### **5. ASSESSING QUALIFICATIONS OF TRAINING CANDIDATES**

The HRDS has participated in the deliberations of BARC selection committees which interviewed candidates for Ph.D. programs abroad and for Ph.D. and MSc studies within Bangladesh. He has also assured that they passed an English test before going abroad for study.

#### **6. DEVELOPING TEACHER-LEARNING SITUATIONS**

The HRDS was expected to strengthen the research extension

linkage by developing various teacher-learning situations with farmer participation. The HRDS has done nothing on this task.

However, the Team Communications Specialist has been engaged in a number of activities with a similar objective. This includes: (a) working with NARS information specialists in designing a National Agricultural Information System and (b) working with the Ministry of Agriculture, Agricultural Information Service (AIS) and BARC's Agricultural Information Center (AIC) and Technical Transfer Monitoring Cell in development of multimedia agricultural extension packages.

In addition, the Project has obtained the services of Dr. John L. Woods as Research/Extension/Linkage Specialist for three assignments of five weeks each. The first assignment begins September 30, 1989. He has had vast experience in testing new extension approaches for disseminating information to farmers. One of his tasks is to assist and train AIS staff in target audience survey design and implementation as a first step in conceptualizing prototype multimedia materials.

If appropriately designed such a target audience survey should also develop information on farmer needs and motivations as a basis for guiding extension agents in dealing with farmers in teaching-learning situations. The HRDS recommends that this aspect be considered.

## **7. TRAINING**

Appendix II is a plan document for ARP-II(Supplement) manpower development programs which was prepared jointly by the BARC Training Division and the HRDS. The Director of Training plans to add programs of other donor agencies and then bind it in book form.

### **7.1 OVERSEAS TRAINING**

For the participants listed in Appendix III who have already gone abroad for training, and for most planned to date, the HRDS has explored their background; communicated with suitable overseas training institutions to gain admission; written PIO/Ps, schedules, budgets and covering BARC letter requesting USAID concurrence; arranged for English language testing; and written an award letter instructing participants on medical and visa clearances, where to obtain air tickets and advance maintenance allowance, how to contact the Checchi office in the U.S. and to provide a report on return to Bangladesh. A copy of the letter went to the project Administrative Manager who assisted with air bookings and advance maintenance allowance.

Programs for overseas training and conferences/study tours encountered three principal problems. The most difficult was the English language problem. ARP-II (Supplement) has not been alone in experiencing this difficulty. USAID has been experiencing a 60% failure rate in the ALIGU test.

Seeking means to overcome this problem, the HRDS visited the YMCA and British Council, the latter accompanied by the BARC Director of Training. While the YMCA was much less expensive, it could not offer intensive courses and had no native speakers of English. The HRDS then drafted a proposal for the use of PL480 funds in a British Council ELT program which BARC and USAID approved. A number of overseas Ph.D. candidates have pursued the British Council program and have improved their English.

The second problem involves the overseas reputation of Bangladesh universities, particularly at the Masters level. The UPLB Graduate School, for example, has a guidelines paper which adversely evaluates universities in the subcontinent with purported facts regarding years of study for degrees which do not fit the true situation for agricultural education in Bangladesh. It is understood that at least some graduate faculty heads at UPLB were unaware that this guideline existed, so that some action may be forthcoming to correct the guideline. In addition, universities abroad query the provisional status of Bangladesh degrees caused by the lack of university convocations in recent years.

The third problem has been the requirement that Government Orders for overseas travel of CSOs and above be cleared by the President's Office. During this past year five such persons failed to obtain their GO though all arrangements had been made for admission to a study program or attendance at an international conference. In September 1989 it was understood that the requirement had been extended to all Government servants.

The HRDS is unaware of any justification for this procedure. It will have to be tested, of course, but it can be safely predicted that thousands of manhours will be spent in spinning wheels, and that Bangladesh manpower development programs will suffer until the procedure is rescinded.

The HRDS's successor will encounter much frustration in the meantime.

Appendix II lists in chronological order overseas participants who have completed training, are currently in training and those still in a planning stage. As seen twelve persons have completed short term training or conference participation, and two are still in training programs in the U.S. Appendix IV provides a status report in the implementation of plans for overseas Ph.D., short term, and post doctoral training, and for study tours/seminars/visits.

## 7.2. IN-COUNTRY TRAINING

### 7.2.1. FINANCING

It was clear from the RFTP and the prime contract that the Checchi Team was to be responsible for arranging in-country training programs using funds available outside the Checchi contract. Amounts of funding or procedures for obtaining the funds were not explicit.

USAID PIL No. 47 allocated \$ 688,176 for degree training and \$ 90,000 for short term training. The method of payment was stated to be Direct Reimbursement.

Shortly after beginning his assignment with BARC the HRDS consulted with BARC officers, including the Director of Training, on financial procedures. He was told there was no problem. All that was needed was a budget for each training activity and the Checchi Team Leader's signature. He was also told by USAID officers that the funding in PIL No. 47 should not be a constraint, as PL480 funds were also available.

Accordingly Team members proposed a number of short term local training programs in their LOP and annual workplans. On 25 April 1989 the HRDS prepared a chronological compilation of such training plans in accordance with a proposed schedule and sent it to the Director of Training and all Team members. Each program was presented on a separate page and provided titles, proposed dates, purpose, venue, number and types of participants and resources needed. On 29 April the Director of Training met with the Team and discussed these plans. He advised particularly on budget requirements, and recommended that the plans be segregated by discipline to facilitate his clearance with appropriate BARC member directors.

After refinement of the proposals, the HRDS forwarded the following program packets to the Director of Training during May and early June, 1989.

<u>Program</u>	<u>Cost</u>
Agricultural Economics/Social Services	Tk. 1,795,000
Research Facilities	266,350
Communications	155,380
Livestock	186,800
Farming Systems	2,990,000
	-----
	Tk. 5,393,530
	=====

After this process was completed, Team members learned there was another step to the process. Each proposal should be submitted to BARC through the concerned institute. This was done.

Meanwhile, Team members prepared complete programs with syllabi and proposals for use of short term expatriate or local consultants. When inquiring into funding for the first computer and statistics training programs due to begin June 10, 1989, Team members were told in late May that USAID funds had not yet been placed with BARC for local training. USAID of course could not place funds because of the stipulated Direct Reimbursement payment method.

The EVC told the HRDS that BARC had no funds and could not receive any until its accounts were in proper order. The only solution was to request USAID authorization for PL480 funds on a loan basis pending BARC ability to advance funds for reimbursement. Thereafter a series of such requests was made to USAID for loans of PL480. When courses began, however, there was always a lapse of time before funds could be released and dispatched to the institute where training was provided.

In a Team meeting of 1 July the EVC explained that the local training program should plan to use Project funds as stipulated in the Project Proforma (supposedly available for Direct Reimbursement by USAID) and to plan use of PL480 only for programs needed in excess of that amount.

The PP provided Tk. 40.16 lakh of which Tk. 29.16 was available for expenditure through June 1990. The Team programs totalled Tk. 5,393,580. On July 3, 1989 the HRDS sent the EVC a plan for using Tk. 29.16 lakh of Project funds for programs already scheduled through calendar year 1989. Under this plan activities scheduled after that date plus activities not yet planned by the recently arrived IPH and ICLARM specialists as well as the horticulturist still to come would be financed by PL480 still to be requested.

Because of problems encountered with funds and logistics for local training programs, including classrooms, resource speakers, dormitories, materials and vehicles, the Project decided to hire a Bangladeshi Training Associate to assist, using funds from the budgetary item for Local Consultants.

#### 7.2.2. DEGREE TRAINING PROGRAMS

The Project proforma provided for 29 Ph.D. programs and 30 M.Sc. programs. On 9 July 1989 the BARC Director of Training wrote to the Bangladesh Agricultural University Coordinator for Advanced Studies and Research inquiring into the possibility of BAU accommodating this number of NARS scholars. In late July the HRDS visited BAU and met with the

Coordinator, who said that he had been canvassing Faculty heads and believed BAU could accommodate most if not all of the candidates.

During August the HRDS participated in a BARC committee which interviewed all candidates and made its selections.

### **7.2.3 IMPLEMENTATION OF SHORT TERM PROGRAM**

#### **7.2.3.1. FSR METHODOLOGY**

Twenty-two participants pursued this program at BARI during 14-30 May 1989. Fourteen agronomists, three economists and five livestock scientists represented FSR programs of BARI, BJRI, BAU, BRRI, BLRI, SRTI and BFRI. Fifty-four resource speakers participated, including USAID, the ICLARM aquaculturist and five members of the Checchi team. Course materials covered:

- design, testing, monitoring and evaluation of FSR with special emphasis on cropping systems research,
- cropping systems research and success in Asia,
- guidelines for internal review of on-farm research and experiments,
- model preparation of whole farm concept research,
- scientific reporting of research results and communications, and
- FSR terminology

#### **7.2.3.2 COMPUTER SOFTWARE**

Dr. Colin Sorbus, short term consultant, conducted two three-week computer software classes at BARC during the period of his assignment June 10-July 20, 1989. The first class consisted of eight staff from BARC, mainly the Computer Center. The second class contained ten students including five from BARI and others from BARC, BRRI, BJRI and BFRI.

By course end students were able to reproduce regressions, complete a Benefit-Cost Analysis, use data base management techniques and develop and debug macros.

#### **7.2.3.3. RESEARCH AND SURVEY METHODS**

Two courses of three weeks each were conducted for a total of 45 scientific officers and senior scientific officers of BARI, BRRI, BJRI, BLRI, SRTI, FRI and BFRI during July-September 1989. The purpose was to upgrade their capability in project identification, proposal preparation, data collection through surveys, analytical capabilities and

report writing. A local consultant, Dr. Nizamuddin Ahmed, organized and coordinated this programme.

#### 7.2.3.4. Technical Writing and Editing

Since arriving in Dhaka 19 August 1989, Dr. Robert Kern, in addition to working with BARC and BARI publication officers also conducted three six-day technical and writing courses at BARC and BARI for 10-12 officers in each course. Four more courses were scheduled to be conducted at FRI, BARI and BARC prior to completion of his current short term assignment.

#### 7.2.3.5 Library/Documentation Computerization

Since arriving in Dhaka in mid September, Ms. Jane Johnson has been working with NARS librarians and documentation officers on computerization of their systems. Beginning in late September she was expected to conduct at BARC three six-day training courses for 6-8 NARS library and documentation officers and computer experts at each course in the use of CDS/ISIS, a library and documentation software designed to facilitate tasks of library cataloguing and acquisition and development of bibliographic materials. She is being assisted by an Agricultural Information Center documentation specialist who recently returned from intensive training in CDS/ISIS at the Asian Institute of Technology.

#### 7.2.3.6 TRACTOR OPERATORS AND MECHANICS

Beginning September 1, 1989 and continuing to December 7, Karl James of Massey Ferguson is conducting the following training classes:

<u>Class</u>	<u>Location</u>	<u>No. Days</u>	<u>No. Participant</u>
1. Operators	BARI	5	5
2. Opeators	BAU	5	5
3. Operators	Hathazari	5	5
4. Operators	Ishurdi	5	5
5. Basic Mechanics	Hathazari	6	5
6. Basic Mechanics	Ishurdi	6	5
7. Basic Mechanics	BAU	6	5
8. Basic Mechanics	BARI	6	6
9. Advanced Mechanics	BAU	12	6
10. Advanced Mechanics	BARI	12	6
11. Workshop Supervisor	BARI	5	13
12. Seminar	BARC	1	30
	Total	-----	-----
		74	96

Participants come from other NARS stations to take training at the above locations. Assisting in the training and in translations are two workshop superintendents who are scheduled for special Massey Ferguson Training in the U.K. in 1990, and thereafter he in a position to conduct future training sessions in Bangladesh. Originally scheduled for overseas training during 1989, they were unable to pass the ALIGU requirement. Before going abroad they should be given a chance of an ELT course at the British Council. Most tractors in the NARS were manufactured by Massey Ferguson, thereby making MF the logical source of training for tractor operators, mechanics and supervisors.

#### 7.2.3.7 OTHER PLANNED LOCAL TRAINING

The following additional local training courses are planned through June 1990:

- three courses in applied statistics/econometrics,
- one additional course in research/survey methods,
- one additional course in computer/software for agricultural economists/social scientists,
- two courses in socio-economic impact of farming systems research,
- three courses in project identification and project planning,
- two courses in production economics and farm management,
- one course in pricing and marketing structure, and
- several programs in various aspects of FSR.

#### 8. RECRUITMENT AND PROMOTION PROCEDURES

The HRDS initiated the following memo on this subject the very day he learned he was leaving the project:

Checchi and Company Consulting, Inc.

(In association with PacMar, Inc./Uniconsult International/BARC/USAID)

## MEMORANDUM

CCCI/111.1/401/89

September 09, 1989

To: Dr. M.S.U. Chowdhury  
Member-Director (A&F)

From: Carl R. Fritz *C.R.F.*  
Team Leader

Subj: Scope of Work for the Human Resources Development Specialist.

I mentioned to you sometime ago that I would later seek your guidance on a couple of tasks found in my scope of work. I feel that I now can devote some time to these.

This memo is intended as a basis for discussing the tasks which are as follows:

1. Assist BARC in developing a detailed analysis of the real as opposed to the formal recruitment and promotions systems for the NARS and in improving the recruitment and promotions procedures, the relationships between the Bangladesh Civil Service (BCS) cadres and the non-cadred Class I Officers, the use of the seniority system for assignments and promotions and the intricacies of the Establishment Ministry assignment system.
2. Assist BARC in creating a technical committee on personnel policy to review the recruitment and promotion rules of BARC and the Research Institutes.

It appears to me that the first task is an enlargement of the second, and that I can work with the committee on both.

### Discussion

1. Who should form the committee? Logically, you probably should be the Chairman. Other members should be knowledgeable and experienced with the Government personnel system and know the pertinent legislation, regulations and other background materials for review. Dr. Morgan has an interest in personnel evaluations and their pertinence to career development and promotions, so would be a logical person to assist. Dr. Hardin may also help us think through the system while he is in Bangladesh.
2. Duties of the committee should include the following, plus anything you should be added:
  - 2.1 Review the legislation, regulations, and previous studies on personnel policies and procedures.

- 2.2 Review a sample number of positions, related job descriptions, if any, and background education and experience of incumbents. Come to conclusions as to the extent to which incumbents match the position requirements.
- 2.3 Discuss with officers of the employee associations (scientists and staff) the real situation as seen by them. Review select representative cases at BARC and institutes with respect to recruitment, training opportunities, personnel evaluations and promotions.
- 2.4 Review the reasons for two systems of professional cadre, the advantages of each, differences in incentives, if any, and whether there is any way to resolve any problems caused by the existence of two parallel systems.
- 2.5 Invite appropriate officer(s) of Establishment Ministry to discuss findings to date, any changes in Governmental laws, policies, or procedures which may be under consideration, which may affect our findings, and provide guidance on what is possible and not possible.
- 2.6 Discuss with the Executive Vice-Chairman findings to date and obtain his advice regarding activities under way or proposed which may affect committee recommendations.
- 2.7 Submit a report to the Executive Vice-Chairman on findings and recommendations for further study or action.

I suggest that Dr. Morgan, Dr. Hardin and I meet with you to discuss this topic at your earliest convenience.

Copies: Dr. M. M. Rahman, Executive Vice-Chairman, BARC  
Dr. Paul C. Hardin  
Dr. Thomas F. Morgan  
Mr. Keith M. Byergo

The Executive Vice Chairman of BARC has just recently been appointed a member of the National Pay Commission which will be reviewing total Government recruitment and promotion procedures. Before moving ahead with any analysis of the NARS systems it may be well to wait and assess the likely direction of Commission studies and recommendations.

## VI. ACHIEVEMENTS

Perhaps after less than a year of Project operation, it is too early to speak about achievements. Nevertheless, there has been progress.

### 1. MOBILIZATION

Checchi mobilized its team in fairly rapid fashion. The one exception was the IPM Specialist. Checchi was ready to recruit an alternate when evident that Dr. Magallona could not meet his schedule. However, the BARC and BARI officers concerned preferred to wait for Dr. Magallona whom they knew.

### 2. INITIAL START-UP PROBLEMS

These problems took longer to resolve than one should expect. They were not the fault of the Team Leader, but arose from the requirement that local logistics should be managed by a local sub-contractor, an experiment in technical assistance for which not much experience has yet been gained anywhere.

### 3. TEAMWORK

Eight dedicated, experienced and hardworking Checchi and PacMar Specialists are working as a Team with the purpose of helping BARC and the the NARS. They have been helping and soliciting help from each other and from non-Checchi associates, a fact which has helped produce better quality work.

Dr. Witters, ISNAR Senior Research Management Specialist, helped Mr. Fritz by producing the proposal for updating the manpower plan. Dr. Witters, Dr. Morgan and Mr. Fritz collaborated in developing a plan and schedule for systems analysis for BARC. Dr. Mallick consulted not only with members of the FSR Field Team but also with specialists in rice, rats and agro-forestry who up to now have not been made formal members of the Field Team. Mr. Swann assisted Dr. Mallick on development of FSR newsletters and extension bulletins. Doctor Gupta and Rigor consulted on development of poultry cum fish activities for increasing farmer incomes. A number of Team specialists lectured at the FSR methodology course. Mr. Fritz depended on all Team specialists for help in training activities. Team members have come to understand this interdependency, and have welcomed chances for cooperation.

Individual Team members can credit themselves with considerable accomplishments in cooperation with others. Some examples are as follows:

- Dr. Magallona - work on pesticide policy.
- Dr. Mallick - training course completed,
  - plans for homstead vegetable program, and
  - plans for whole farm concept.
- Dr. Mohammad - training programs,
  - agricultural policy research,
  - FSR inputs, and
  - economic inputs to BARC reviews.
- Dr. Morgan - guidelines for evaluation of contract research and PL480,
  - annual reviews of PL480,
  - workshops for developing project evaluation system,
  - designed training programs for data analysis and project planning, and
  - development of data base for project budgeting and implementation.
- Dr. Palmer - Winrock commodity inventories on database,
  - surveyed duplication, idle equipment, repair needs,
  - designed training programs,
  - commodity procurement.
- Dr. Rigor - research planning and evaluation assistance
  - training plans
- Mr. Swann - BARC linkages with AIS,
  - Plan for National Agriculture Information System,
  - assistance in refining job descriptions

and workplans for BARC Agricultural Information Center,

- FSR newsletter,
- procurement of library equipment, books, journals,
- identifying person to serve as expert in library/documentation software,
- support to BARC Technology Transfer Monitoring Cell, and
- training courses.

Mr. Fritz

- overseas training and participation in international conferences, 12 participants completed, two still in training, others arranged,
- assistance in selection of overseas and in-country degree candidates.
- ELT program,
- submission of in-country non-academic training program,
- hiring local consultants, and
- procedures and general administration.

## VII. WORKPLANS

See Appendix II, Manpower Development Programs.

## VIII. CONSTRAINTS

- Start-up problems associated with preparation of office and arrangements for local subcontract and inexperience of subcontractor with BARC procedures,
- Resulting delays in work plans,
- Weaknesses in counterpart staffing,
- Double load for Team Leader as Human Resources Development Specialist whose scope of work was exceedingly broad,
- Lack of English Language capacity of overseas training candidates,
- Difficulties in obtaining clearances for overseas departures,

- Lack of clarity on means of financing in country training, financial management problems,
- Uncertainty among foreign universities of how to treat Bangladesh university credits, and
- Lack of AVRDC horticulturist on ESR Field Team.

## IX. RECOMMENDATIONS

### 1. USE OF A LOCAL SUBCONTRACTOR

The use of a local subcontractor for assisting with local logistics would appear to offer advantages which were not evident in the experiences narrated in this report. A local subcontractor should bring experience of the local scene and local government procedures which should help smooth the start-up of a new overseas TA contractor. It should warrant further trial both in Bangladesh and other countries.

It is recommended, however, that in future such trials the subcontractor have a better understanding of his role and relationships with the prime contractor and the client and that his contract be negotiated and approved prior to project start-up.

It would be best, of course, if the subcontractor had previous experience in performing such a role. However, as the concept still is in an experimental stage, one has to select a local firm which has the most relevant experience and try to provide added experience on the job.

### 2. THE TEAM LEADER ROLE

Each specialist on this Team has a specific role which calls for substantial activity emanating therefrom. The Team Leader must coordinate these efforts, provide guidance to the Team, represent his employing firm, portray a leadership role to the research community, concern himself with Team and supporting staff morale, approve expenditures and employment, present monthly expenditure claims to the client, deal with accounting questions, initiate new procedures, review reports, etc. His is a very active job.

In this case the Team Leader position was combined with a substantial role as Human Resources Development Specialist. The incumbent has played the dual role previously, but the peculiar problems related to Project start-up made his tasks particularly formidable in this case.

It is not recommended that this combination of responsibilities be avoided in the future if a person is found with relevant qualifications. It is recommended, however, that the ensuring breadth and volume of activity be ascertained in advance, and that provision be made for adequate clerical and semi-professional assistance.

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In this case supporting staff provision was fully utilized in administrative and clerical tasks supporting the core Team plus short term expatriate and local consultants. Something had to give. In this case it was some of the participant follow-up and new financial reports required by USAID.

A Training Associate was recently hired using funds allocated for local consultants. Up to now he has been employed in handling financial and logistics problems for local training. It was this Reporter's expectation to expand his role in support of the HRDS function. It is recommended that this be done.

### 3. THE BARC MANPOWER TRAINING DIVISION

For some years to come BARC will require a Manpower Training Division to continue its role in developing manpower for the NARS. At present, however, its own manpower is weak. It is a classic example of what one commonly finds in the research services of developing countries where persons educated in scientific areas are placed in managerial roles.

Basic scientific knowledge is useful in analyzing the requirements of a research job and the training needed for careers as scientists. The analytical and other skills required for manpower development, however, are lacking.

A start has been made in developing such skills through training currently being given abroad to one senior training officer. It is recommended that this process continue, recognizing that each person going abroad, however, will leave a temporary vacancy in an already weak Training Division. Temporary arrangements need to be made to assure that current activities are carried out.

### 4. ENGLISH LANGUAGE TRAINING

Until this HRDS began this assignment little attention was given to the need for ELT for NARS scientists. He was told that the ALIGU test had never previously been required for technical training abroad, and it was now considered to be an unreasonable imposition. A recommendation contained in the original Team workplan provided for overseas volunteers from the UK or Stanford in Asia specially trained to teach English as a second language to be placed at the research institutes for this purpose. The proposal was rejected.

When BARC became convinced that English language was a problem for overseas training candidates, the HRDS was given approval to develop an ELT program using PL480 funds. Resultant arrangements with the British Council have not been conceived of as permanent, however. It is understood that USAID is developing a program which can be used for training candidates from any USAID sponsored activity. If this materializes, ARP-II should make use of it.

## 5. CLEARANCES FOR OVERSEAS DEPARTURE

This project has been unable to obtain clearances for any CSO or above which had to be obtained from the President's Office. All proposals were for serious purposes, either to represent Bangladesh at a scientific conference where useful scientific information would be interchanged, or for much needed training.

During September 1989 it was announced that all Government officers going abroad would henceforth require clearance from the President's Office. It is understood that such a requirement in force during the period of the previous Winrock contract seriously hampered its manpower training efforts, and the requirement was for a time rescinded.

For a nation which sorely requires help in manpower development, any measure to obstruct such help would appear to be poorly conceived. It is recommended that BARC and donor governments make suitable representations in the interest of Bangladesh progress.

## 6. FINANCING LOCAL TRAINING

Responsible BARC officers are very unhappy with present procedures for financing local training. They feel that they are taking personal risks for expenditure made by others.

Procedures currently used by USAID have been used in many countries, and it would appear that financial management procedures could be instituted within BARC and the NARS to make the system effective and reasonably free of the feared risks.

It is recommended that responsible BARC and USAID finance officers thoroughly discuss the perceived problems and develop workable procedures which permit the local training program to proceed. In fact, the problem seems to prevail beyond the training category to include vehicle, equipment and journal procurement wherever the Direct Reimbursement method of funding is used.

## 7. BANGLADESH UNIVERSITY DEGREES

It would appear that an outsider cannot make any useful recommendation regarding provisional degrees which are in effect because of internal political problems beyond the scope of this reporter's terms of reference. It can be recommended, however, that UPLB misunderstandings of agricultural education be removed.

## 8. TEACHER-LEARNING SITUATIONS

As stated above in section V.6 it is recommended that exposed target audience surveys include in their design development of information on farmer needs and motivations as a

basis for guiding extension agents in dealing with farmers in teacher-learning situations.

#### 9. AVRDC HORTICULTURIST

It was understood sometime ago that arrangements had been reached for filling the position. Lack of the Horticulturist is hampering the progress of the FSR Field Team. The position should be filled as soon as possible.

#### 10. PROPOSED STUDY TOUR

Many years ago this Reporter participated in planning the activities which led to enactment of legislation in a number of Indian States for Land Grant Type Universities intended to enhance the coordination of agricultural research, education and extension. The first such activity which led to this result was a tour of the U.S. and the Philippines by two high agricultural officials who reported their findings on their return.

The Reporter discussed with the Vice Chancellor of BAU and the EVC of BARC separately the concept of organizing a high level team from Bangladesh, to include them and at least one other member to make a similar study of how several representative states in India currently handle coordination of agricultural research, education and extension. Though the separate discussions met favorable response, an actual draft proposal could not be approved during this Team Leader's stay in Bangladesh.

It is recommended that the proposal receive continued consideration.

APPENDIX - I

Tentative Annual Workplans  
for Agricultural Research  
Manpower Planning



# Agricultural Research Project-II (Supplement)

Checchi and Company Consulting, Inc.

(In association with PacMar, Inc./Uniconsult International/BARC/USAID)

APPENDIX - I

## TENTATIVE ANNUAL WORKPLAN

1989-90

for

AGRICULTURAL RESEARCH MANPOWER PLANNING

Submitted by

Carl R. Fritz  
Team Leader, ARP-II (Supplement)

May 3, 1989

Approved: \_\_\_\_\_  
Ahmed Hussain  
Director of Training

Approval: \_\_\_\_\_  
Executive Vice Chairman  
BARC

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TENTATIVE ANNUAL WORKPLAN  
MAY 1989 - JUNE 1990  
FOR MANPOWER PLANNING

1. An accomplished national manpower planner, Dr. Alvin Miller, expects to arrive in May for a six months USAID financed public administration study. While he is here I hope that Dr. Miller, Mr. Ahmed Hussain and I can discuss what we need to do, and perhaps we can persuade him to stay on for a short period to work with us or to return later, depending on the timing.
  
2. According to my scope of work there appear to be three parts to the manpower planning position of my job:
  - 2.1 Assist BARC with developing and updating the "National Agricultural Research System's Master Plan for Personnel Requirements" and maintaining an up-to-date computer record of the nation's existing agricultural research personnel;
  
  - 2.2 Assist BARC:
    - 1) in developing a detailed analysis of the real, as opposed to the formal, recruitment and promotions system for the NARS, and
  
    - 2) in improving
      - a) the recruitment and promotions procedures,
  
      - b) the relationships between the Bangladesh Civil Service (BCS) cadres and the non-cadred Class I officers,
  
      - c) the use of the seniority system for assignments and promotions, and
  
      - d) the intricacies of the Establishment Ministry assignment system ;
  
  - 2.3 Assist BARC in creating a technical committee on personnel policy to review the recruitment and promotion rules of BARC and the Research Institutes.

3. Of the above, some progress on 2.1 would appear to be basic and a prerequisite to an understanding of what has to be done for 2.2 and 2.3. I would, therefore, hope to concentrate at the beginning, on 2.1. without, however, neglecting 2.2. and 2.3 on which some work may proceed.
4. Some of the work being done by Dr. Witters and Dr. Morgan will relate closely to all three phases of the manpower effort, and assist in the total task. For this reason, it is necessary that all three of us coordinate our work.
5. I understand that there is a law regarding recruitment and promotions. Dr. M.S.U. Chowdhury has promised to get me a copy of that law. It would also be useful to obtain copies of any subsidiary regulations on personnel issued by the Ministry of Establishments, the Ministry of Agriculture, BARC or any other agencies dealing in manpower matters which affect the NARS. Perhaps he can help me obtain these materials.
6. To begin the manpower planning effort, we have BARC's September 1987 "Manpower Planning and Development in Agricultural Research." The tables in that study are dated December 1986. They contain an inventory of 1168 scientists from ten research institutes with qualifications, work experience, age spread by institute, projected retirements, details of levels of scientists, comparative numbers of scientists by field, filled and vacant posts, proposals for 725 additional positions, training proposals and budgets for the next five years.
7. The data described above has been put on Data Base III. The 1987 BARC study provided little information on supporting staff, only that little attention had been given to such personnel "who are undoubtedly one of the most important segments in the agricultural research system..." It also mentioned that the ratio of technicians to scientists was 1:11 at ORRI, 1:0.8 at BJRI, 1:2 at STRI, 1: 1.24 at FRI and 1:4.7 at BINA.
8. I understand that the BARC Training Unit possesses original raw data on supporting staff. I suggest that we now place that data on DBIII so that we can analyze data for lab technicians, mechanics, farm managers, finance and clerical personnel at a point in time which equates with the data analyzed for scientists.

9. I understand that the Training Unit also has raw data on BAU. For a real manpower plan, we need data regarding potential inputs of scientifically educated personnel. I therefore, suggest that we look at that data and transfer it to DRIII if so warranted.
10. I have glanced through the Master Plans of the research programs of the various institutes, but have not studied them in sufficient depth to determine their usefulness for our purpose. They have limitations, however. For example, I got no sense of priorities from my cursory review. I understand that they represent ongoing programs of the current Five Year Plan, but have not been formally approved. I also note that manpower figures are not presented in uniform formats, and that they differ from those presented in the 1987 BARC study. A staff training program included in one Master Plan provides only numbers, with no information on qualifications or availability for training.
11. Without a prioritization of research programs it will be difficult to prepare a meaningful manpower plan for the NARS. I therefore, suggest that we delay the main part of the planning effort until such prioritization takes place. In the meantime I repeat the suggestions made above in paragraphs 1, 5, 8 and 9.
12. I would guess that BARC will want to undertake a priority study over the next year or so. I shall ask the Executive Vice Chairman about it.
13. We should determine the period for which we wish to plan. BARC has issued a Strategic Plan to the Year 2000 which offers us a framework. We cannot plan every position in detail for that period, but we can certainly develop a flexible plan which can point in that direction.
14. We probably need to take a closer look at agricultural education as an input into NARS manpower. In addition to the BAU data referred to in para 9 above, we might also look into other agricultural colleges and institutes. We probably should find out best sources for inputting support personnel, and study whether within the economic environment of Bangladesh it is appropriate to have such a low technician/scientist ratio like the one which exists at BRRI. Moreover, for the long run we should expect increasing reliance on Bangladesh institutions for both scientific and technician and other supporting personnel. An inventory of present institutions and their capability would appear essential.

15. We should review the format of previous requests sent to NARS institutes for information on manpower, and modify it if necessary for updating purposes.
16. After reviewing presently available information, and modifying forms for soliciting up to date information, we should send those forms to all institutions participating in the study. To energize adequate response, however, it may be wise to have a one-day "kick-off" seminar at BARC where the Executive Vice Chairman or another person prominent in agricultural circles speaks about the importance of the effort to be undertaken.
17. Because such a seminar is bound to raise questions, we should plan it well and to anticipate issues that could arise, including the question of priorities and how that will be handled.
18. We should impose a deadline on responses for personnel data. The data from responses should be placed in the computer data base and trends should be calculated between December 1986 and the new date. We should also determine the desirability of taking another inventory in early 1991 to obtain a more definite trend line.
19. We should probably schedule the main part of the manpower analysis and planning with help of a short term consultant like Dr. Miller after receipt of the 1989 inventory referred to above and final judgments on research priorities.

**APPENDIX - II**

**Manpower Development Programs**

**APPENDIX-II**

**MANPOWER DEVELOPMENT PROGRAMS  
AGRICULTURAL RESEARCH PROJECT  
PHASE - II (SUPPLEMENT)**

**Bangladesh Agricultural Research Council  
BARC Complex, Farm Gate  
New Airport Road, Dhaka - 15  
Bangladesh**

**August 1989**

## INTRODUCTION

### A. PROJECT GOALS

The goals of the Agricultural Research Project Phase-II (Supplement) are to :

- Strengthen operations of the BARC and participating agricultural research institutes as they pertain to allocation of resources, increased regionalization of farming research systems, and research responsiveness to farmer needs and research quality;
- Upgrade overall management capabilities and administrative systems/procedures as they relate to planning, research and other equipment utilization and maintenance, motivation of personnel and cost effectiveness of research programs; and
- Produce sustainable improvements in technical research outputs and management systems which will be maintained and refined after termination of the ARP-II Project.

### B. MANPOWER DEVELOPMENT TASKS

One of BARC's most important, yet perhaps most neglected, areas of responsibility is human resource development. Under the ARP-II Supplement, the overall tasks of the Contractor include several objectives which bear directly on the manpower area, among them the following :

1. A skilled cadre of personnel with research skills and managerial talent within the National Agricultural Research System;
2. Increased capacity at BARC to plan, manage and evaluate Bangladesh's agricultural needs and priorities;
3. Institutional capacity within the National Agricultural Research System to produce and disseminate new technologies in a form and manner that responds to the needs of client groups; and
4. Expanded manpower development program within BARC that will oversee the career development of scientists and administrators within the National Agricultural Research System.

This report outlines a plan of work for overseas and in-country training. It provides for degree and non-degree training abroad and in country for researchers and administrative and supporting staff of the National Agricultural Research System. The BARC contract with Cherchi and Company Consulting, Inc. provides \$2,074,400 to finance most of the overseas training. The remainder, including all in-country training, will be financed through direct reimbursement by USAID, pursuant to Project Implementation Letters (PILs).

Table 1 summarizes the planned manpower program, and Figures 1 and 2 graphically portray the training targets.

Table 1

Manpower Development in Agricultural Research  
Work Plan for 3 years under USAID Phase-II (Supplement)

SUMMARY

Program	PP provision (slots)	Implementation Plan			Remarks
		88-89	89-90	90-91	
Ph.D. (Abroad)	16	-	-	-	Continue in 1989-90
Ph.D. (Local)	29	29	-	-	-do-
M.Sc. (Local)	30	30	-	-	-do-
Literature Review abroad for local Ph.D. students	29	-	5	24	
Post Doctoral Diploma (Abroad)	8	-	5	3	
Short training (Abroad)	85	4	40	41	
Study tour/Seminar/ Visits (Abroad)	32	7	13	12	
In-country training, Workshops/Seminars	Tk 40.16 lakh	-	(25)	(15.16)	Number not defined in PP.

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TABLE-II  
 AGRICULTURAL RESEARCH - II PROJECT SUPPLEMENT FINANCING OF MANPOWER DEVELOPMENT PROGRAM  
 1988 - 1992  
 (\$ 1,000)

	1988	1989	1989	1990	1990	1991	1991	1992	T o t a l		
	F. Nos	Cost	F. Nos	Cost	F. Nos	Cost	F. Nos	Cost	No. of Persons	F. Nos	Cost
<b>I. Foreign Academic (Ph.D.)</b>											
1. U.S. at \$22,000 (*) in 1st yr.			48	90	48	95	48	100	4	144	285.0
2. India at \$7,000 in 1st yr.			48	28	48	30	78	32	-	144	90.0
3. Philippines/Thailand/Malaysia at (\$12,500 1st yr.)			96	100	96	105	96	112	5	288	317.0
<b>Sub-Total Foreign Academic</b>			192	218	192	230	192	244	14	576	692.0
<b>II. Short Term Training</b>											
1. U.S. (\$7,500/mo)	5	37.5	35	285.0	38	285			31	81	607.5
2. 3rd countries (\$3,000/mo)	1	3	45	141.0	47	141			35	95	285.0
3. U.S. Diploma/Post Doctorate (\$30,000/yr)	6	15	36	135.0	12	30			5	54	330.0
4. 3rd Country Diploma/Post Doctorate (\$12,500/yr.)			12	12.5	24	25			3	36	37.5
5. Study tours/seminars/workshops/Visits, U.S.A.	1	7.5	5	37.5	5	37.5			11	11	82.5
6. Study tours etc. 3rd countries	4	12	16	48.0	16	48.0			36	36	108.0
<b>Sub-Total Foreign Short Term</b>	17	75.0	154	659.0	142	566.5			125	313	1,450.5
<b>Total Foreign Training</b>	17	75.0	346	877.0	334	792.5	192	244	141	889	2,142.5 *
<b>III. In-Country Training</b>											
1. Academic (\$324/mo)			708	229.4	708	229.4	708	229.4	59	2,124	686.2
2. Workshops/Seminars/short Courses (\$5,000/workshop)		15		75.0					665	-	90.0
<b>Sub Total In-Country Training</b>		15	708	274.4	708	259.4	708	229.4	664	2,124	776.2
<b>GRAND TOTAL</b>		90	1,054	1,151.4	1,042	1,055.9	900	473.4	805	3,013	2,920.7

\* Note: Czech contract expenditures limited to \$2,074,400

**MANPOWER DEVELOPMENT PROGRAM  
TRAINING TARGETS 1988-1992  
(PERSONS)**

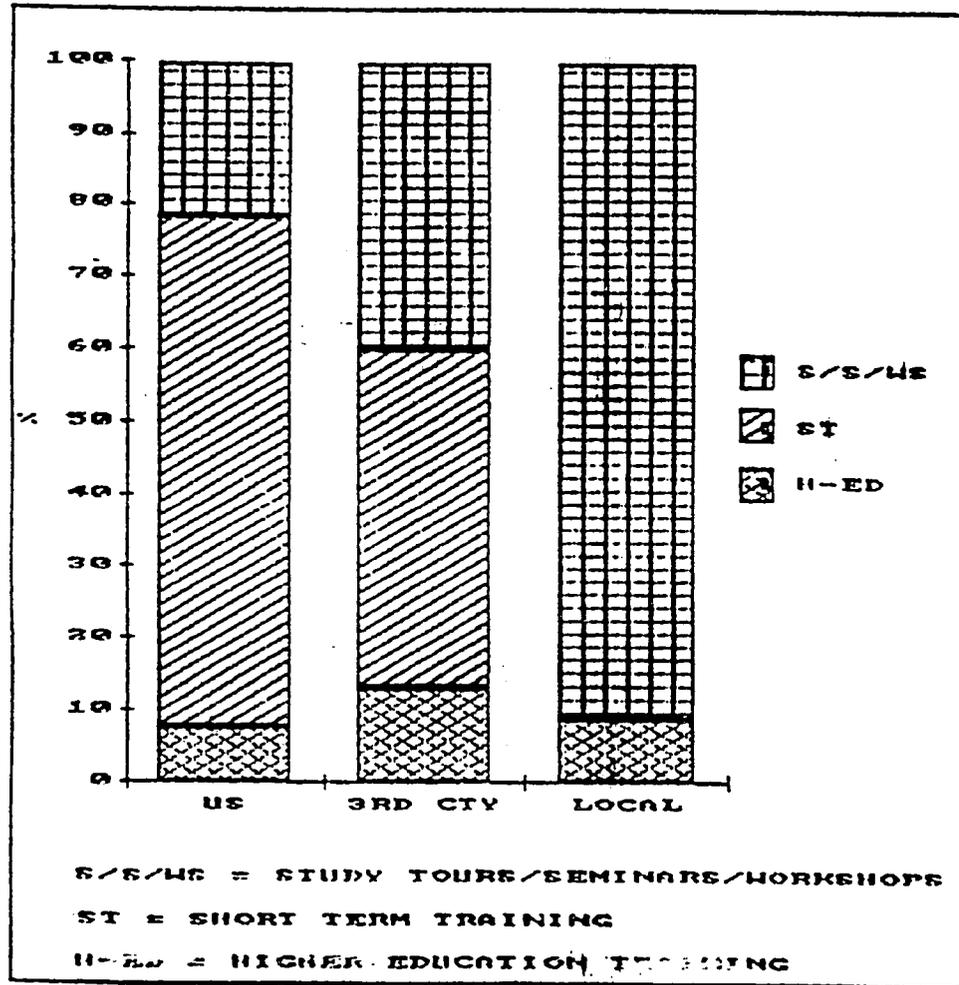


Figure - 1

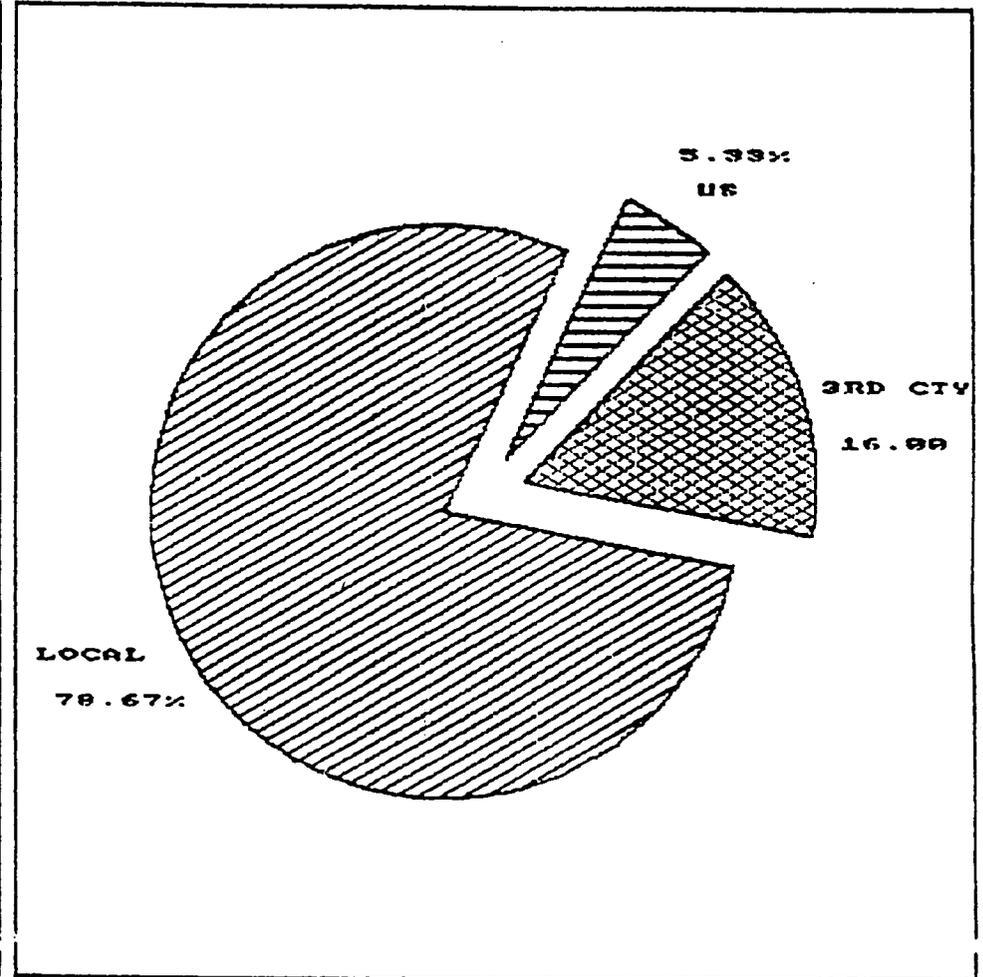


Figure - 2

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## II

### OVERSEAS TRAINING

#### A. Selection Criteria

Selection of candidates for training abroad will be based on the following criteria :

1. Need for such training in terms of National Goals and the National Agricultural Research Plan.
2. Evidence of outstanding scientific and/or professional performance while working in the Agricultural Research System.
3. Academic background and potential for successful participation in the training program.
4. Urgency of improved competency in the subject area of the proposed training, relevance to project objectives and to the nine core discipline components.
5. Regional distribution of and institute (agency) requirement for trained manpower.
6. Certification of regular appointment with and return to institute upon completion of training when his services will be utilized at a Regional Station for 1-3 years.

#### B. Training Schedule

##### 1. Foreign Academic

- a. Table II schedules 16 Ph.D candidates to begin overseas training in 1988-89, of which four are to be in the U.S. and 12 in Third Countries. As of July 1987 none had yet departed though university admissions were being sought and several candidates were in English Language study. At this point in time it is predicted that two major problems will adversely affect the schedule : (1) English language testing requirements and (2) the new USAID requirement that all foreign Ph.Ds must be completed in 36 months.

Table II schedules steps required for placement of Ph.D candidates abroad.

Table -III

Work Plan for three years under USAID Supplement for Ph.D (Abroad)

Type of Work	1986 - 1989												Remarks	
	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun		
<u>Ph.D. (Abroad)</u>														
* Preparation of announcement														
* Nomination sought														
* Receive Applications														
* Scrutinize Applications														
* Issuance of Interview card														
* Interview the candidates														
* Issuance of Award letter														
* ALIGH/EL S														
* Placement of candidate														
<u>Ph.D/M.Sc (Local)</u>														
* Preparation of announcement														
* Nomination sought														
* Receive Applications														
* Scrutinize Applications														
* Issuance Interview cards														
* Interview candidates														
* Issuance of Award letters														
* Placement of candidate														

*De*

Table - III (Contd.)  
Work Plan for three years under USAID Supplement

Type of Work	1989 - 1990												Remarks	
	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun		
<u>Ph.D. (Abroad):</u>														
• Preparation of announcement														
• Nomination sought														
• Receive Applications														
• Scrutinize Applications														
• Issuance of Interview card														
• Interview														
• Issuance of Award letter														
• ALIGU/ELTS														
• Placement of candidates														
<u>Ph.D./M.Sc. (Local)</u>														
• Preparation of announcement														
• Nomination sought														
• Receive Applications														
• Scrutinize Applications														
• Issuance of Interview cards														
• Interview candidates														
• Issuance of Award letters														
• Placement of candidates														
• Literature (Review)														Continue

2. Diploma/Post Doctorate Studies

Table III schedules steps required for Placing Diploma/Post Doctorate candidates abroad of which five persons are planned for study in the U.S. and three in Third Countries.

Table - IV

Work Plan Under USAID Phase II Supplement

Type of Work	1989 - 1990													Remarks	
	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun			
Post Doctoral Diploma(Abroad)															
* Rules to be framed															
* Nomination to be sought															
* Selection Commt. to be formed															
* Receive Applications															
* Scrutinize Applications															
* Selection of Candidates															
* Identify suitable institutes for placement															
* Arrangement for placement															Continue in 90-91

### 3. Short Term Training Abroad

Table IV schedules steps necessary to place short term candidates in training programs. The PP provides for 85 such programs.

Table - V

Work Plan Under USAID Phase II Supplement - Short Term Training

Type of Work	1989 - 1990												Remarks	
	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun		
Short-term Training Abroad														
• Rules to be framed														
• Nomination sought														
• Receipt of Applications														
• Scrutinize Applications														
• Selection of Candidates														
• Identify suitable institutes for placement														
• Arrangement for placement														Continue in 90-91

#### 4. Placement and Monitoring of Candidates

Associated tables specify placement as one step in the workplan for academic and short term training abroad. The purpose of this section is to delineate the various activities necessary for accomplishing placement:

- i. Identify appropriate universities or other training institutions abroad.
- ii. For academic participants, apply to several universities either directly or through a university consortium, Contractor office abroad, or in the case of India through ICAR. Materials needed will include:
  - Official application
  - TOEFL scores in the case of U.S. universities
  - Official transcripts
  - References
  - Statement of academic goals and proposed field of research.Application fees where necessary.
- iii. For non academic participants apply by letter or other communication after determining appropriateness of training program. Materials for application will be specified by the training institution, but will include some biodata of the candidate.
- iv. Fulfill conditions of acceptance and rules of USAID such as ALIGU or TOEFL test.
- v. If candidate cannot pass language test, place him or her in FLT.
- vi. Obtain all Government approvals needed. Obtain passport.

- vii. Obtain USAID clearances:
  - Concurrence letter
  - Medical clearance
- viii. Award letter should instruct regarding securing of visas, and airline tickets and advance allowance, describe the program, destination, whether orientation included, allowances to be received and conditions of award.
- ix. Obtain desired arrival dates, and notify receiving institution of arrival.
- x. In case of long term participants, monitor and record academic progress.
- xi. Verify that graduation requirements are met.
- xii. Arrange for participant return to Bangladesh and return to Government employment.

### III

#### STUDY TOURS, SEMINARS, WORKSHOPS, VISITS ABOARD

##### A. NATURE AND SCOPE

The program to support participation of Bangladeshi scientists in international conferences or workshops is intended to update and expand or enhance the knowledge and skill of the participating scientists. Such awards shall be directly related to the scientist's present field of research endeavor and will normally not exceed four weeks duration. Awards based on duties in research management shall be granted to outstanding Ministry of Agriculture officers. Attendance at international conferences is usually dependent upon prior acceptance of a research paper to be read at a designated conference which is sponsored by an international organization of scientists or research scholars.

##### B. PURPOSE

The purpose of the program support for Study/Observation Tours is to bring back to Bangladesh knowledge and experience gained in other countries. These study/observation tours are specifically for the purpose of visiting institutions and laboratories where quality work appropriate to their respective fields is being conducted.

##### C. SELECTION CRITERIA

The following criteria provide a guide in the selection process for the International Travel grant program:

1. Acknowledged good performance of candidate in the research system and significance of conference/study tour in relation to respective research fields.
2. Relevance and urgency of international travel in terms of coordinated research program, support service assignment, or training program development.
3. Degree to which the international travel assists in maintaining institution/agency and/or regional distribution of awards for conferences and study tours abroad.
4. The significance of the conference/study tour will have to be related to the job description of senior staff or policy making personnel.

**D. ADMINISTRATION**

All travel proposals will be initiated and evaluated by BARC. In consultation with the donor agency, if necessary, the BARC Executive Vice-Chairman shall approve in advance all such international travel.

The Executive Vice-Chairman will administer and manage the senior staff travel program with assistance from the Training Cell and in consultation with the respective donor agency, if required.

**E. BUDGET**

Table I budgets \$82,500 for 11 visits to the U.S. and \$108,000 for 36 visits to Third Countries. Table V provides the distribution among fields and disciplines as approved by the National Training Council.

## IV

### IN-COUNTRY TRAINING

#### A. INTRODUCTION

All funds for in-country training under this Project are provided outside the Checchi contract.

#### B. DEGREE TRAINING

Table II schedules steps required for local degree training. The PP provides for 29 Ph.Ds and 30 M.Sc.s.

#### C. SHORT TERM LOCAL TRAINING, SEMINARS, WORKSHOPS, CONFERENCES

The BARC Handbook for Manpower Development provides procedures as follows:

##### 1. Training need assessment

Each Member-Director or Director of a BARC complex institution as well as other participating agricultural organizations shall:

- a. Identify the area and need for in-country training.
- b. Identify the trainees of his organization/contract research area.
- c. Submit a list of the trainees to the Director of Training and formally request their training.
- d. Define objectives of training in specific terms.
- e. Indicate how the trained personnel will be best utilized.

##### 2. Proposal Initiation

Proposals for training endeavors shall be forwarded to the BARC Training Cell on approved format and duly signed by the concerned Member-Director. Course objectives, course outline and proposed budget must be included. The Training Cell recommends action for seminars, workshops, short courses, field days or field trip studies to the EVC.

##### 3. Proposal Evaluation

The BARC Training Cell shall evaluate the proposal with regard to clarity of purpose, appropriateness to functional objectives of BARC, appropriateness of co-operating instructors or seminar leaders and availability of facilities and equipment.

#### 4. Proposal Approval

As and when approval is given by the Executive Vice-Chairman, the Training Cell shall authorize BARC accounting office to allocate the required funds from the relevant source(s).

#### 5. Logistics Assistance

Once funding is approved, the BARC Training Cell, shall assist with logistical support of the program, as appropriate. This may include: availability of training equipment at the training site; that such equipment is in working order and is operated by competent technicians; the scheduling of facilities such as auditoriums, meeting rooms or public address systems for field days. In the case of a colloquium or seminar at a research site, the Training Cell shall be responsible for having a technician in attendance during the meeting, as appropriate, he shall ensure that the meeting is in proper order, that equipment is ready and that outside disturbance is kept to minimum during working sessions.

#### 6. Evaluation

Immediately following any type of in-service training, the BARC Training Cell shall solicit evaluation from the cooperating instructors and technicians regarding the logistic support items (both physical and procedural). The designated representative of Director, Training shall submit a report to the Training Cell, BARC for future corrective action(s).

#### 7. Record Keeping

The BARC Training Cell shall maintain a log of all in-service programs giving dates, subject of training, site of program, and principal leader. A year-end report of training activities shall be submitted to the EVC, BARC on June 30.

#### 8. Schedules

Tables V through IX schedule the process for planning, implementing and evaluating short in-country Training programs, seminars etc.

Table - VI

Annual Work Plan of Short-term Local Training  
 under USAID Phase-II Supplement for the period, 1988 - 89

Activities	Jul	Aug	Sept	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Remarks
Proposal received from 5 consultants													(-----)
Sent to the concerned MDs BARC for comments													(-----)
Sent letters to the train experts for further modification correction													(---)
Implementation of the proposed training programs													
Secure funding													(---)  Fund not yet released
Prepare logistical support & Assess training programs													

Table - VII

Annual Work Plan of Short-term Local Training  
under USAID Phase-II Supplement for the period, 1989 - 90

Activities	Jul	Aug	Sept	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Remarks
Proposals to be received from other consultants													
All training proposals to be finalized													
interms of course content, budget breakup etc.													
Proposed trg. programs to be sent to the EDCI and USAID for approval													
Training programs to be implemented													
a) Secure funding													
b) Prepare logistical support & Assess the training programs													

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Table - VIII

Annual Work Plan of Short-term Local Training  
 under USAID Phase-II Supplement for the period, 1990 - 91

Activities	Jul	Aug	Sept	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Remarks
Training programs to be implemented													
a) Secure funding													
b) Prepare logistical support & Assess training programs													

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Table - X

Annual Work Plan of Workshop/Seminar  
under USAID Phase II Supplement for the period 1970-91

Activities	Jul	Aug	Sept	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Remarks
Workshop/ Seminar to be implemented													
a) Secure funding													
b) Preparation logistical support													

**APPENDIX -III**

**Status Report on Foreign  
Participant Training**

Status Report on Foreign Participant Training  
ARP-II Supplement  
as of Sept. 30, 1989

Appendix-III

Name	Position/Place of Employment	Course/Program/Institution	Country	Dates of Training	Person Nos. to date	Sub-Total	Remarks
<b>I. Returned Participants</b>							
1. Mrs. Dilroba Ahmed	Scientific Officer, BARI, Joydebpur	Intl. Conference on Appropriate Technologies for Farm Women, ICAR.	India	30 Nov. - 4 Dec. 1989	0.17		
2. Miss Nadira Begum	Scientific Officer, BARI, Joydebpur	-do-	India	30 Nov. - 6 Dec. 1989	0.23		
3. Mr. Gornul Islam	Sr. Documentation Officer, BARC, Dhaka	Conference on Documentation & Information, ICRISAT, Hydrabad	India	16 Jan. - 20 Jan. 1989	0.17		
4. Dr. Jahangir Kabir	Sr. Scientific Editor, BARC., Dhaka	Information, Publication and Documentation Program, PARC., Islamabad	Pakistan	18 Feb. - 24 Feb. 1989	0.23		
5. Mr. Abdul Waheed Khan	Agricultural Economist, Ministry of Agriculture,	USDA TC 140-15, Project Planning for Ag. & Rural Dev. Washington, D.C.	U.S.A.	April 27 - June 2 1989	1.20		
6. Dr. Md. Nurul Islam	SSO., Entomology, BARI, Joydebpur	Intl. Conf. on Sweet Potato Pest Management in Miami, Florida, U.S.A.	U.S.A.	June 18 - June 23 1989	0.20		
7. Miss. Isbrat Jahan	Research Officer, MOA. Dhaka.	USDA TC 140-2, Project Analysis for Agri. and Rural Development.	U.S.A.	May 31 - July 14 1989	1.53	—	3.73

Name	Position/Place of Employment	Course/Program/Institution	Country	Dates of Training	Person Nos. to date	Sub-Total	Remarks
						B.F. 3.73	
6. Mr. Md. Rafique Mostafa Kamal	Bibliography Officer, AIC., BARC.	CDS/ISIS Database Software, AIT.	Thailand	July 18 - Sept. 1, 1989	1.50		
9. Dr. Md. Nahobur Rahman	SSO., (Entomology), BARI.	2nd Intl. Symposium on Bruchids and Legumes	Japan	Sept. 6 - Sept. 10 1989	0.17		
10. Dr. Mrs. Khurshida Khondakar	Sr. Scientific Officer Forestry Unit, BARC.	Agro-forestry, University of Florida.	U.S.A.	Aug. 6 - Sept. 16 1989	1.37		
11. Mr. Ahmed Hussain	Director of Training BARC	Study Trip, Admin. of Agricultural College	India	Sept. 12 - Sept. 23 1989	0.40		
12. Mr. Natiur Rahman	Dy. Secretary MDA	-do-	India	-do-	0.40		
13. A.F.M. Mosharaf Hussain Khan	Principal Education Officer, BARI	-do-	India	-do-	0.40		
14. Dr. A.K.H. Amzad Hossain	CSO./Leader Mango Program BARI., Joydebpur	3rd Intl. Mango Symposium, Darwin.	Australia	Sept. 24 - Sept 29 1989	0.20		
15. Md. Al-Amin	PSO, BARI, Mango Research Station.	-do-	-do-	-do-	0.20		
						_____	B.F.

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Name	Position/Place of Employment	Course/Program/Institution	Country	Dates of Training	Person Nos. to date	Sub-Total	Remarks
<b>II. In Training</b>						B/F 8.37	
1. Dr. Abdus Samad Talukder	Sr. Training Officer, BARC., Dhaka	Certificate Program in Human Resources Management.	U.S.A.	03 Jan., 1989 to Dec., 1989	8.94		
2. Mr. Mahbub Ahmed	Senior Systems Analyst	MIS, USDA Graduate School Washington, D.C.	U.S.A.	Aug. 3 - Dec. 9 1989	1.63		
						10.57	
						18.94 Total to date	
<b>III. Future/Planned Training</b>							
1. Khairul Alam	SRC, BFRI Chittagong	Study visit on Bangladesh bamboo species.	India	Oct. 9 - Dec. 7 1989			Passed ALIGU. Awaiting USAID Concurrence
2. Dr. Ruhul Amin	CSC, (Forestry) BARC	Admin. of Res. Org. RMC, UPLR	Phil	Oct. 1 - Dec. 30			Requested RMC to delay to start to 16 Oct. Awaiting USAID concurrence.
3. Mr. Syed Samsuzzaman	SC., GFRE., Agricultural Research Instt., Kishoregonj	Ph.D. Program, Farming System	India or Phil.	10-89/10-92			Entered ELT British Council, 7/8/1989. Admitted to UPLR Oct. 1989 ALIGU score 230 Sept. 26. Enrolled at British Council for ELT 12 weeks from 7/8. Admitted to UPLR. ALIGU 15: 0 12.9.89.
4. Mrs. Nurun Nahar	SC., Bangladesh Livestock Res. Instt., Savar, Dhaka	Ph.D. Program in Animal Production (including Embryo Transfer)	Phil.	10-89/10-92			
5. Samar Kanti Bose	Jr. Res. Officer, BFRI Chittagong	Forestry, Pulp and Paper (Paper Science)	U.S.A.	1-90/1-93			TOEFL 547. Admitted SUNY Syracuse Spring 1990
6. Mr. Azharaul Hassan Nazuadar	-do-	Forestry Soils	U.S.A.	1-90/1-93			TOEFL 537. Application forwarded to Checchi/Washington for admission 4 universities, preferably NCSU.

Name	Position/Place of Employment	Course/Program/Institution	Country	Dates of Training	Person Nos. to date	Sub-Total	Remarks
7. Mrs. Suraiya Yasmin	SSD., Statistics, BARI.	Ph.D. Program in Agricultural Statistics	Phil.				ELT Course finished. Application sent to UPLB ALIGU score 235.
8. Mr. Matiar Rahman Howlader	SO., Bangladesh Livestock Res. Instt., Savar, Dhaka	Ph.D. Program in Animal Health	U.S.A.	1-90/1-93			Possible Auburn U. Spring 1989. Completed English Language Course. To retake TOEFL 10-89 Previous score 217. ALIGU 205 on 12.9.89.
9. Mr. Firoz Alam	SO., Plant Breeding Divn., BARI., Joydebpur.	Ph.D. Program, Tissue Culture/Molecular Biology Genetic Engineering.	U.S.A.				TOEFL 2/6 scored 463. Applied again for next TOEFL. Enrolled at British Council for 12 weeks Application with Checchi, Washington
10. Mr. A.K.M. Matiar Rahman	SSD., Vegetable Section, BARI., Joydebpur	Ph.D. Program, Fruit & Vegetable Breeding	India				Enrolled at British Council for ELT 12 weeks from 7/8. Application sent to ICAR., India. ALIGU score 183 Sept. 26. Cancelled. Soliciting new nomination.
11. Mr. Ranjit Kundu	Associate Cane Entomologist SRTI., Ishurdi	Ph.D. Program, Biological Control of Insects.	India				Cancelled. Soliciting new nomination.
12. A.K.M. Mortuza Anwed	SSC., BFRI Mymensingh	Ph.D. Program Farming System (Fisheries)	Phil.				ALIGU score 144 19/9/89. Needs ELT at British Council.
13. Muhammad Zaher	SSD, BFRI Mymensingh	Ph.D. Program in Agriculture	Phil.				ALIGU score 179 19/9/89. Needs ELT at British Council.
14. Shahab Uddin	SSD, BFRI (Fresh water sta.) Mymensingh	Ph.D. Program in Brackish water & Marine fisheries	India.				ALIGU score 125 19/9/89. Needs ELT at British Council.

Name	Position/Place of Employment	Course/Program/ Institution	Country	Dates of Training	Person Nos. to date	Sub-Total	Remarks
15. Five to be named	—	Ph.D. Program	Third Country				
16. To be named		6-week Forestry Study Tour	U.S.A.				Subject to candidate selection and final schedule proposed by MO (Forestry).
17. Mr. Shafiul Alam	SSD (Ag. Engg) RARS BARI, Jamalpur	Workshop Field Application Course in Tractor, Massey Massey Ferguson Intl.Trg. Centre.	U.K.	Aug. 21 - Sept. 15			ALIGU 8/8/89 Scored 117
18. Mr. Shoeb Hassan	S.O. (Ag. Engg.) RARS	-de-	U.K.	-de-			-de- Scored 170

CRF:in.

Copy : Dr. M.M. Rahman, Executive Vice-Chairman, BARC.  
 Mr. Ahmed Hussain, Director of Training, BARC.  
 Mr. A.I.M. Nazim Alam, ARC-II Coordinator, BARC.  
 Leila Mogannus, Checchi Headquarter, Washington.  
 Dr. Raymond E. Norton, USAID  
 Dr. Mujib A. Siddiqui, Trg.Prg./USAID  
 Mr. Azizur Rahman

**APPENDIX -IV**

**Status of Plan Implementation  
for Overseas Programs**

Status of Plan Implementation  
Overseas Ph.D. Programs  
ARP-II (Supplement)  
as of 30 Sept. 1989

Appendix - IV

Area/Subject	Person Selected	Language Score		Placement		Starts	Ends	Remarks
		TOEFL	ALIGU	Applied	Accepted			
1. Ag. Statistics/ Biometry (Phil)	Mrs. Suraiya Yasmin, SSO, BARI		235	UPLB		23.10.89	10.92	Reminder sent to UPLB
2. Farming Systems (India)	Syed Samsuzzaman SO, BARI Kishoreganj		187	UPLB	Yes	23.10.89	10.92	BARC requested change to Phil.
3. Tissue Culture/ Molecular Biol./ Genetic Engg. (USA)	Firoz Alam SO, BARI	463		Various				In ELT
4. Fruit & Vegetable Breeding (Hort.) (India)	A.K.M. Matiar Rahman, SSO, BARI			ICAR				In ELT
5. Biological control of Insects (India)								Original selec- tion cancelled. Soliciting new nominations.
6. Jute Chem./Jute Technology (USA)								
7. Jute Chem./Jute Technology (USA)								
8. Water Mgt/Irrig. (Thai)								

Area/Subject	Person Selected	Language Score		Placement		Starts	Ends	Remarks
		TOEFL	ALIGU	Applied	Accepted			
9. Animal Health (USA)	Matiar Rahman Howlader, SO BLRI	517		Various				In ELT. Possible Auburn, 1-90
10. Animal Prod. including Embryo Transfer (Phil)	Mrs. Nurun Nahar SO (BLRI)	151		UPLB	UPLB	10.89	10.92	In ELT. Accepted.
11. Farming Systems Fisheries (Phil)	A.K.M. Mortuza Ahmed, SSO, FRI	144						
12. Aquaculture (Phil)	Muhammad Zahar SSO FRI	179						
13. Brackish Water and Marine Fisheries (India)	Md. Shahabuddin SSO, FRI	129						
14. Farming Systems, Livestock (Phil)								
15. Forestry (Phil/USA)	Samar Kanti Bose JRO, BFRI	547		SUNY Syracuse	Yes	1.90	1.93	Accepted. Awaiting USAID Concurrence
16. Forestry (Phil/USA)	Azharul Hassan Mazumder JRO, BFRI	537		Various				

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Status of Plan Implementation  
Short Term Training Abroad  
ARP-II (Supplement)  
as of 30 Sept. 1989

Area	TWC Persons/Mos	USA/DC Person/Mos	Persons Selected	ALIGU Score	Start	End	Remarks
1. <u>Field Crops</u>	<u>Plan 2/10</u>	<u>4/16</u>					
2. <u>Horticulture</u>	<u>Plan 2/6</u>	<u>1/4</u>					
3. <u>Socio-Econ./ Anthropology</u>	<u>Plan 2/4</u>	<u>1/4</u>					
4. <u>Farm Machinery</u>	<u>Plan 2/4</u>	<u>1/3</u>					
4.1 Massey-Ferguson Tractor Workshop, Field Appli- cation, UK		2/2	Shafiul Alam	117			Rescheduling 1990
			Shoeb Hassan	170			-do-
5. <u>Water Management</u>	<u>Plan 2/4</u>	<u>2/2</u>					
6. <u>Pest Management</u>	<u>Plan 2/4</u>	<u>2/4</u>					
7. <u>Soil Plant Analysis</u>	<u>Plan</u>	<u>2/6</u>					
8. <u>Integrated Plant Nutrition/Salinity Micronutrients</u>	<u>Plan 2/4</u>	-					

Area	TWC Persons/Mos	USA/DC Person/Mos	Persons Selected	ALIGU Score	Start	End	Remarks
9. <u>Farming Systems</u> <u>all components</u>	<u>Plan 2/6</u>	<u>2/6</u>					
10. <u>Nutrition</u>	<u>Plan 1/2</u>	<u>1/2</u>					
11. <u>Animal Health/</u> <u>Hygiene</u>	<u>Plan 2/6</u>	<u>1/2</u>					
12. <u>Animal Production</u>	<u>Plan 2/6</u>	<u>1/2</u>					
13. <u>Fisheries</u>	<u>Plan 3/9</u>	<u>1/3</u>					
14. <u>Research Admin</u> <u>and Financial</u> <u>Management</u>	<u>Plan 2/4</u>	<u>1/2</u>					
14.1 Admin of Res. Orgs.,RMC,UPLB	1/3		Dr. Ruhul Amin Forestry Div. BARC	217	1.10.89	30.12.89	RMC furnished schedule. Delay to 16 October requested.
15. <u>Research Planning</u> <u>&amp; Management</u>	<u>Plan 3/6</u>	<u>4/8</u>					
15.1 Project Planning, USDA		1/1.20	A. Waheed Khan Ag. Econ., MOA	Passed 27.4.89	27.4.89	2.6.89	
15.2 Project analysis, USDA		1/1.53	Miss Ishrat Jahan, Res. Off. MOA	Passed 31.5.89	31.5.89	14.7.89	
Total		<u>2/2.73</u>					

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Area	TWC Persons/Mos	USA/DC Person/Mos	Persons Selected	ALIGU Score	Start	End	Remarks
16. <u>Monitoring &amp; Evaluation</u>	<u>Plan 3/6</u>	<u>4/8</u>					
16.1 MTDI		1/1	Dr. Hamid Miah MO (P&E), BARC				No G.O.
17. <u>Training, Commu- nications &amp; Publishing</u>	<u>Plan 3/6</u>	<u>2/4</u>					
17.1 CDS/ISIS, AIT	1/1.50		Md. R. M. Kamal Bibliography Officer, AIC BARC	203	18.7.89	1.9.89	
18. <u>Computer</u>	<u>Plan 3/6</u>	<u>2/4</u>					
18.1 MIS, USDA Grad School		1/3.77	Mahbub Ahmed, Computer Centre BARC	2..	21.8.89	9.12.89	
19. <u>Forestry</u>	<u>Plan 1/2</u>						
19.1 Agro-Forestry, U. Florida		1/1.17	Dr. Mrs. K. Khandakar SSO, Forestry Div. BARC	2..	13.8.89	16.9.89	
Total Plan	39/95	31/81					

Status of Plan Implementation  
 Post Doctoral/Diploma Courses  
 ARP-II (Supplement)  
 as of 30 Sept. 1989

Area	TWC Persons/Mos	USA/DC Person/Mos	Persons Selected	ALIGU Score	Start	End	Remarks
1. <u>Human Resources Development, Education &amp; Manpower Training</u>	<u>Plan</u>	<u>1/2</u>					
1.1 Human Resources Mgt, USDA Grad School		1/12	A. Samad Talukder		3.1.89	12.89	
2. <u>International Mgt. Development</u>	<u>Plan</u>	<u>1/12</u>					
3. <u>Plant Breeding</u>	<u>Plan</u>	<u>1/9</u>					
4. <u>Livestock</u>	<u>Plan</u>	<u>1/12</u>					
5. <u>Fisheries</u>	<u>Plan</u>						
6. <u>Horticulture</u>	<u>Plan-1/36</u>	-					
7. <u>Agronomy</u>	<u>Plan-1/12</u>	-					
8. <u>Research Planning and Eval.</u>	<u>Plan-1/12</u>	-					
<b>Total Planned</b>	<u>3/86</u>	<u>5/34</u>					

Status of Plan Implementation  
Study Tours/Seminars/Workshops/Visits  
ARP-II (Supplement)  
as of 30 Sept. 1989

Area	TWC Persons/Mos	USA/DC Person/Mos	Persons Selected	ALIGU Score	Start	End	Remarks
<u>1. Field Crops</u>	<u>Planned 4/4</u>						
1.1 6th Intl. Congress Soc. for advance- ment of Breeding researches			Dr. A.J. Miai Director, BINA		21.8.89	25.8.89	No G.O.
1.2 2nd Intl. Conf. on Bruchids & Legumes		1/0.17	Dr. Md. Mahbubur Rahman, SSD, Entom. BARI		6.9.89	10.9.89	Japan
<u>2. Horticulture</u>	<u>Planned 2/2</u>						
2.1 3rd Intl. Mango Symposium		2/0.40	Dr. A.K. M. Amzad Hussain, CSO, BARI		24.9.89	29.9.89	Australia
			Md. Al-Amin. PSO, BARI Mango Research Station		24.9.89	29.9.89	-do-
<u>3. Socio-Econ./ anthropology</u>	<u>Planned 2/2</u>						
3.1 Intl. Conf. on Approp. Technologies for Farm Women, India.		2/0.40	Mrs. Dilruba Ahmed, S.O. BARI		30.11.88	4.12.88	
			Miss. Nadira Begum, S.O. BARI		30.11.88	6.12.88	

Area	TWC Persons/Mos	USA/DC Person/Mos	Persons Selected	ALIGU Score	Start	End	Remarks
4. <u>Farm Machinery</u>	<u>Planned 2/2</u>						
5. <u>Water Mgt.</u>	<u>Planned 2/2</u>						
6. <u>Pest Mgt.</u>	<u>Planned 2/2</u>						
6.1 Intl. Conf. in Sweet Potato Pest Mgt.		1/0.20	Dr.Md. Nurul Alam, SSD, Entom., BARI		18.6.89	23.6.89	USA
7. <u>Soil/Plant Analysis-</u>	-						
7.1 Internatl. Soil Correlation Meeting & Annual Meeting of Amer. Assoc. of Agron.			Dr.S.M. Hussain Shaha U.  Dr.S.M. Saheed, Divi. SRDI		7.10.90	27.10.90	USA
8. <u>Integrated Plant Nutrition/Salinity/ Micronutrients</u>	<u>Planned 2/2</u>						
9. <u>Farming Systems (All Components)</u>	<u>Planned 2/2</u>	-					
10. <u>Nutrition</u>	<u>Planned 2/2</u>	-					
11. <u>Animal Health/ Hygiene</u>	<u>Planned 2/2</u>	-					

Area	TWC Persons/Mos	-USA/DC Person/Mos	Persons Selected	ALIGU Score	Start	End	Remarks
12. <u>Animal Production</u>	<u>Planned 2/2</u>	-----					
12.1 7th Royal Intl. Symposium, U.K.			Dr.M.A.Jalil MD. (Livestock) BARC		27.6.89	3.7.89	No G.O.
13. <u>Fisheries</u>	<u>Planned 3/3</u>	1/1					
14. <u>Research Admin. &amp; Financial Mgt.</u>	<u>Planned 1/1</u>	2/2					
15. <u>Research Planning &amp; Mgt.</u>	<u>Planned 4/4</u>	4/4					
16. <u>Monitoring &amp; Eval.</u>	<u>Planned 2/2</u>	4/4					
17. <u>Training/ Communications/ Publication</u>	<u>Planned 2/2</u>						
18. <u>Computer</u>	-	-					
19. <u>Forestry</u>	<u>Planned 2/2</u>						
19.1 Intl. Seminar, Forest animal & Mgt., U. Mich.		1/0.83	Dr. Dmar Ali, MD. (Forestry), BARC		17.9.89	11.10.89	No G.O.
19.2 India Study Visit on Taxonomy of Bangladesh Bamboo	1/2		Khairul Alan Res. Off., BFRI	207	9.10.89	7.12.89	
19.3 6 week Study Tour in U.S.		2/6					

Proposed by MD (Forestry)  
USDA to advise.

Area	TWC Persons/Mos	USA/DC Person/Mos	Persons Selected	ALIGU Score	Start	End	Remarks
19.3 6 week Study Tour in U.S.		2/6					Proposed by MD (Forestry) USDA to advise.
20. <u>Agricultural Education</u>	<u>Planned</u>	<u>0/0</u>	<u>0/0</u>				
20.1 India Study visit on Admin. of Agricultural Colleges.	3/1.2		Ahmed Hussain Dir. of Trg. BARC		12.9.89	23.9.89	
			Md. Matiar Rahman Dy. Secretary,MOA		12.9.89	23.9.89	
			A.F.M. Mosharaf Hossain Khan Principal Education Officer, BARI		12.9.89	23.9.89	
<b>Total Planned</b>		<b>36/36</b>	<b>11/11</b>				

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