



TIPAN  **Northwest Frontier Province, Pakistan**

**Transformation and
Integration of the
Provincial
Agricultural
Network**



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

**In collaboration with
Southern Illinois University at Carbondale**



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**A Report of Contract 391-0488-C-00-5001-00
The Transformation and Integration of the Provincial
Agricultural Network (TIPAN) Project**

by

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

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QUARTERLY HIGHLIGHTS - O. MYERS, JR.

PROGRESS ON MEETING PROJECT GOALS AND OBJECTIVES

Project Goals and Objectives

The objective of this project is to assist the NWFP Agricultural University to create a dynamic, outward-looking problem-solving, farmer-oriented center of teaching, research and outreach linked together to increase agricultural production, farm income, rural employment and improved family living standard in NWFP. Specific objectives are:

- (a) assist AU in a complete revision of its curriculum and teaching program;
- (b) assist the Government of NWFP and the NWFP-AU to develop a problem solving research program to be planned and implemented by the newly merged system;
- (c) assist AU in the development of an outreach program to link the University and its merged research capability with the NWFP's Agricultural Extension Service;
- (d) support the development and equipping of an outreach program division, the communication service division and a continuing education/in-service training division;
- (e) assist in the development and implementation of an administrative structure to reflect a new role and orientation of AU;
- (f) strengthen the capacity of the merged AU system personnel by arranging for degree-training in the U.S.;
- (g) establish firm linkage between AU and international agricultural universities and international research centers.

Summary of accomplishments during the past quarter

Teaching

- The first textbook on Extension Methods was printed.
- Two M.Sc. participants completed their in-country thesis research and returned to West Virginia University.
- The Department of Entomology prepared and printed a publication on their curriculum guidelines and giving course syllabi.
- Dr. Richard Falvo, Graduate School TDY, reviewed the AU graduate program and advised on plans for development of a Graduate School and the initiation of Ph.D. studies.
- Seminars on Library facilities and use were given by Mr. Attaullah, Librarian, to the Faculties of Nutrition Sciences and Crop Production Sciences and to the staff at the Mingora Research Station. The seminars were sponsored by the Re-entry Committee.
- Three long-term degree participants returned to AU duties in IDS, Agricultural Chemistry and Human Nutrition, and Surezai Research Station. Two were from TIPAN sponsorship and one from study in the U.K.

- The Agronomy Department prepared and published their department brochure with the assistance of AU Communications Services.

Research

- Dr. Donald Holt, Research Station Management TDY, advised the NWFP-AU research system in planning, coordinating and implementing research programs.
- Dr. Donald Oelsigle, Research Planning TDY, assisted the NWFP-AU Committee in developing a Provincial Master Research Plan.
- Several of the 16 Technical Working Groups (TWGs) prepared position papers and held meetings. The TWGs provide input for research, outreach and instruction planning.
- The Special Projects Grants for returned Participant Trainees continued with six new projects involving 14 scientists from on and off campus.
- An Annual Report of the Department of Agronomy was published which emphasized their research efforts both at the scientist and the graduate thesis level.
- The Model Seed Production Unit at the AU Malakandher Farm harvested an excellent pre-basic wheat seed increase and planted open-pollinated maize for increase. This program has research, teaching and outreach objectives.
- Another in the series of quarterly weather data for all AU weather stations was published.

Outreach

- Dr. Iqbal Shah, Chairman of Livestock Production, was given the additional charge of Director of Outreach.
- Dr. Steve Ries and Dr. Roscoe Randell, Subject Matter Specialist TDYs, conducted six workshops on "Developing Insect and Plant Disease Management Programs for Fruits and Vegetables". These workshops brought together 122 participants from many units of the AU and other agencies.
- Mr. Robert Frank and Mr. Dennis Thompson, Outreach/Extension Specialist TDYs, conducted four workshops on "Extension Methodology and Improving Teaching Skills". These workshops brought together 158 participants from many units of the AU and Agricultural and Livestock Extension.
- Dr. Linz Brown, Continuing Education TDY, assisted the Director of Continuing Education in planning and budgeting for a sustainable Continuing Education program.
- Dr. Cordell Hatch, Communications TDY, assisted the Director of Communications and his staff in developing materials for publication and in preparing specifications for AV and other AU equipment needs.
- Mr. Mehfooz Ali Shah, former Outreach Director, was employed as a consultant to develop and facilitate the linkages with various line agencies of the NWFP Extension system.

- Several Field Days were held at research stations (CCRI and Surezai), at Malakandher Farm, and at farmer field sites. Collaboration with Agriculture Extension in planning and conducting field days is serving as an important linkage mechanism.
- The Directorate of Continuing Education conducted a three week training workshop for Afghan Extension workers.
- Sixty-three proposals were received from AU scientists for Outreach Special Projects Grants and thirty were selected for funding.
- The Director of Communications Services and the AU Information Officer were sent for short-term training in Communications at Iowa State University.

Administrative Structure and Governance System

- Mr. Harry Wirth, Operations and Maintenance TDY, assisted the Director of Works and others involved in the building program in planning for maintenance and training needs.
- The LUMS was contracted by USAID to assist the NWFP-AU in developing a strategic business plan.
- Peat Marwick began their campus operations in preparation for computerized financial management training of personnel in the AU finance sections.
- Asianics Agro-Dev. Inc. presented their TIPAN review report to the NWFP P&D. Their report emphasized the need to maintain and implement the TIPAN concept.
- The Vice Chancellor, Abdur Rahman Khan was not reappointed following the expiration of his term in April. Mr. Ejaz Qureshi, Secretary of Agriculture, was given the additional charge of Acting Vice Chancellor. In June, Professor and Dean Basit Ali Shah was named as Acting Vice Chancellor.
- A Library Moving Workshop was held to discuss and develop plans for moving books and journals to the new Library.

Team Leader's Comments

This was an active quarter in many areas with several positive TIPAN Project activities. However, the administrative uncertainty at the Vice Chancellor level has slowed implementation of structural and functional changes in the NWFP-AU system. The preceding summary of accomplishments and the individual TAT specialist reports which follow provide details of specific activities. In addition the reports of the several TDYs should be consulted for details of their more specific programs. However, in this section I will briefly discuss how certain of these activities and others impact an overall institution building goals and sustainability.

Teaching

- The development of a Graduate School and the initiation of a Ph.D. program in selected areas where human and physical resources are adequate will be an important step in assuring the viability and sustainability of the NWFP-AU. The trained manpower, provided by TIPAN and other programs should be empowered to provide the quality M.Sc. and Ph.D. programs needed by the NWFP, Pakistan and the region for continued development.

Research

- Development of a Provincial Research Master Plan by an NWFP-AU Committee with assistance of TIPAN is serving to not only identify needed current and future research priorities but also to bring researchers together to discuss their common interests. The Technical Working Groups (TWGs) concept is proving useful as a focus for scientist interaction and consideration of research, outreach, and teaching needs of the NWFP-AU.

Outreach

- The Outreach program had a very busy quarter with TDYs giving several workshops to define, illustrate, and promote the concept and role of subject matter specialists. These workshops focused on technology transfer and brought together almost 300 scientists representing the AU system, Agricultural and Livestock Extension, and other agencies. Certainly personal and institutional linkages were enhanced through these activities.
- The Directorate of Continuing Education received TDY assistance in planning, budgeting, and promoting Continuing Education programs for various in-service and external clientele needs. The excellent training and hostel facilities of the NWFP-AU together with the broad expertise of AU scientists can and should provide a much needed training resource for the Province, Pakistan and the region. This unit can be one of the leaders in promoting and sustaining the AU role as a multipurpose training institution.

Administrative Structure and Governance System

- This quarter was one of the most administratively challenging for the NWFP-AU system and the TIPAN concept.
- The Asianics TIPAN review for the NWFP P&D emphasized the need for maintaining a merged system and rationalizing personal differences through an Anomalies Committee.
- The LUMS consultants began work on assisting the AU develop a strategic business plan.
- The Peat Marwick consultants began campus activities on the AU computerized financial management system.
- The Vice Chancellor Abdur Rahman Khan's term was not extended. Mr. Ejaz Qureshi, Secretary of Agriculture, NWFP, was appointed Vice Chancellor as an additional charge for several weeks. Professor Basit Ali Shah has now assumed the additional charge of Vice Chancellor until a permanent one is named. Although routine activities have gone on during these transitions, the leadership needed for accomplishing structural changes and for future planning could not occur. It is hoped that this position will soon be permanently assigned and dynamic leadership can be provided for the NWFP-AU system.

Other

- Dr. David Brown, Rural Social Sciences, concluded his TIPAN long-term assignment after three dedicated years of service to TIPAN and the NWFP-AU system. His duties and interest covered teaching, research, outreach, and administration not only in Rural Social Sciences but also throughout the AU community.

Problems/Constraints

- The administrative uncertainty of the Vice Chancellor's position together with the political uncertainty within the Province and within Pakistan have made the necessary and desirable interactions with appropriate officials difficult and, at times, impossible.
- The financial position of the university remains inadequate. The funds provided from GOP are slightly less than the salary and benefits needed for the staff and often are provided late.
- The PC-I positions needed for critical technical needs in Communications, Continuing Education and Maintenance remain unfilled and there seems to be no real commitment to meeting these obligations. USAID has agreed to give temporary assistance for new maintenance technical help but there is no assurance of follow-up employment.
- The problem of inadequate space increases each quarter and is still from a few to several months away. The space constraints have impacted on programs and program development with Outreach functions, including Continuing Education and Communications, being affected most of all.
- There is now recognition by the GOP and NWFP of the recurring operational and maintenance costs of the new campus infrastructure. Since these costs represent a significant increase to the recurring budget a strategy for assuming these costs needs to be arrived at during this fiscal year.
- The unresolved full merger issue has begun to impact on activities, planning and morale. The amount of communication on this issue needs to be increased at all levels with full discussion of benefits and/or liabilities. A decision needs to be made but it should not be unduly rushed and, thereby, emotionally rather than rationally decided.
- Time for full implementation of several TIPAN objectives is a genuine constraint. The professional, procedural and attitudinal changes of institutional building take time, more than has so far been expended in this project.

RURAL SOCIAL SCIENCES - DAVID W. BROWN

My January-March and final reports provide the main picture of the final months of my assignment. Counterparts and I kept working together right up until my departure at the end of April. This short report will serve as an epilogue to highlight some developments of particular note:

- ** The April 15th Get-Together for Agricultural Economics alumni, students, faculty and some other interested persons went off very well. It had been conceived and mobilized in just a few days by Professor Nawab. About 20 alumni showed up. Some gave presentations about their experiences with such programs as PATA in Swat, the Malakand Fruit and Vegetable Development project, and the Economics Wing in Islamabad. Talks were given by the Vice Chancellor Dr Leroy Quance (USAID/Chemicals/Economics Wing) and myself. Among the 60 or more attendees were a dozen women students who had become interested in learning about agricultural economics as a specialty.
- ** We continued to evolve the IDS planning and management improvement exercise further through 3 or 4 more working sessions with key staff. Besides research priorities, attention has been given to specific skills in IDS, (e.g., farm/household/village survey management, data tabulation) that might become modules for use in training courses of one sort or another. The group has started to prepare a rolling-plan type schedule (Gantt chart) for activities over the 18-24 months.

But even if not too much is written on paper, the process seems to have done a lot to get the IDS staff on similar wave lengths and to see how their individual work can best fit into the bigger picture.

- ** I helped Mrs Sonia Boersma, who is with the Dutch-assisted women's home garden program of the Fruit and Vegetable Development Board, to make contact with the women researchers in IDS. She has gone out with them to survey some households in two villages near Peshawar, and plans to visit campus to learn about relevant resource persons for training programs that she may be developing. There could be some collaboration between her group and IDS in identification of training needs and assessment of program effects in various parts of NWFP. The IDS women have good diagnostic skills to offer and, in return, this connection can enable them to focus more sharply on particular ways to help rural women.
- ** Professor Nawab has indicated desire to reactivate steps to strengthen teaching, research and outreach related to agribusiness, in possible collaboration with LUMS. Also Ahmad Khan in IDS is mindful of the Agribusiness Working Group, which he is supposed to chair. (His effort last Spring to get it going met with discouraging response.) I have not had time lately to help with concrete steps but have tried to help bring their thinking into sharper focus and better meshed with each other's.
- ** It is pleasing to observe that IDS and the Ag Econ group seem to be moving toward more attention to natural resource problems, and I have been trying to reinforce this. A recent IDS survey of inland fisheries has developed new skills in that direction. A university research group in Switzerland has contacted IDS and geographers at Peshawar University about possible collaboration in environmental research. I am hopeful that Mukhtar in Ag Econ will mesh some of his natural resources teaching and research with activities of the Dutch WAMA project in the AU Water Management Department.
- ** Professor Simon Coke, Director of the Institute of Management at Edinburgh University, was in Peshawar to visit his daughter. So I arranged for him to have an informal session with interested persons in the social sciences. It was a very stimulating two hours. He emphasizes need to adapt management styles to specific cultures. His program (like those at Vanderbilt and only a few other places in the U.S.) treats management as a cohesive science that can be equally well applied to businesses, government agencies, universities, NGOs and other entities. Edinburgh would not have scholarships to offer (some might come via the British Council), but the Edinburgh program has students from a number of developing countries and would be interested in persons from here.
- ** Professors Munir and Chishti in Ag Econ developed a research proposal on diagnosis of the milk marketing system to be submitted for TIPAN funding (as part of the returnee seed money program). When seeking concurrence of the Research Director, they first met resistance, but ending up convincing him that the research station network should not only do production research but also give attention to marketing. A nice demonstration of how returnees are starting to make contributions of their own to AU institution-building.

CONTINUING EDUCATION - DONALD E. KUHLMAN

INSTITUTIONALIZE OUTREACH PROGRAM (C-1.1)

The activities during the second quarter (April-June) of 1993 can be characterized as very important in contributing to the specific objective of assisting NWFP-AU in the development of an Outreach program to link AU and the research system with NWFP's Agricultural Extension Service. The

highlight was a series of 10 workshops emphasizing technology transfer conducted by four consultants from the University of Illinois Cooperative Extension Service. The workshops were a follow-up to build on the February consultancy of Dr. Peter Bloome which focused on program development for Outreach specialists.

Following is a summary of the major activities for the quarter:

- 1) Dr. Roscoe Randell, Extension Entomologist and Dr. Stephen Ries, Extension Plant Pathologist, both from the University of Illinois, conducted six workshops on "Developing Insect and Plant Disease Management Programs for Fruits and Vegetables." A total of 122 individuals from NWFP-AU faculty, Agricultural Research Stations, Agricultural Extension and Fruit and Vegetable Development Board participated in the two-day workshops.
- 2) Mr. Dennis Thompson and Mr. Robert Frank, Illinois County Extension Advisers, conducted 4 three-day workshops on "Extension Methodology and Improving Teaching Skills." There were 158 participants from the NWFP-AU faculty, Agricultural Research Stations, Agricultural Extension, Livestock Dairy and Development Department, Fruit and Vegetable Development Board and other agricultural agencies.
- 3) Dr. Linz Brown, Continuing Education Consultant from Southern Illinois University-Carbondale, assisted Dr. Mohammad Asrar, Director of Continuing Education for NWFP-AU in developing plans for implementing, budgeting, marketing and operating the new Continuing Education program.
- 4) Ejaz Begum, Women's Program Leader for Outreach, developed training programs for women on "Foods and Human Nutrition" and "Poultry and Cattle Rearing."
- 5) The Division of Continuing Education conducted a three-week training workshop for 11 Afghan Extension workers.
- 6) The Outreach Directorate coordinated/cosponsored six farmer field-day programs in the province.
- 7) Sixty-three proposals were submitted for TIPAN Special Projects Grants by NWFP-AU faculty and researchers and 30 were selected by a committee to be funded.
- 8) Six members from the NWFP-AU faculty and Agricultural Research were nominated to participate in an INTERPAKS workshop at the University of Illinois during July-August.

Workshops on "Extension Methodology and Improving Teaching Skills" (C-1.4)

Mr. Dennis Thompson, Unit Leader Champaign County and Mr. Robert Frank, Extension Educator Crops Systems, veterans of the Cooperative Extension Service, University of Illinois, conducted three-day workshops on "Extension Methodology and Improving Teaching Skills" at D.I. Khan, Abbottabad, Tarnab and Peshawar from mid-May to early June. There were 158 participants (D.I. Khan 37; Peshawar 35; Tarnab 54; and Abbottabad 32) in the four workshops, including 67 from 9 research stations, 36 from 17 campus departments and 55 from allied agricultural agencies (LDDD 20; Agricultural Extension 24; FVDB 3; SIAP 3; ALEP 5;).

Their consultancy focused on technology transfer from researcher to Extension to farmers and included topics of:

- Using effective communication techniques to transfer technology.
- Designing, preparing and using training materials.

- How to conduct workshops.
- Organizing and conducting farmer field meetings.
- Planning and conducting on-farm demonstrations.
- Preparing and producing radio/TV programs.

Frank and Thompson, like Peter Bloome, Steve Ries and Roscoe Randell, used a participatory approach and gave assignments to small groups to develop plans for conducting on-farm demonstrations and field days, write news releases, interpret research reports and prepare recommendations for use by Agricultural Extension workers. Regional Program Leaders Baz Mohammad, Qazi Aqiqullah, Meera Khan, Akram Khan and Gulam Khan Jehangire also played an active role in the workshops by sharing their experiences in conducting farmer field days.

An important goal of the workshops was to bring people together from different agencies in the group discussions. We observed members of LDDD, FVDB, Agricultural Extension, Research and AU faculty sitting together FOR THE FIRST TIME to discuss issues, problems and solutions. Not only that, some participants gave presentations for their very first time. The workshop format also brought about a "level playing field" whereby junior staff were treated and respected as equals of senior staff in the group discussions. These workshop experiences were designed to be confidence builders and reinforce the concept of people working together for the improvement of agriculture. One young man from the LDDD was so enthused at the D.I. Khan workshop that he asked about the possibility of his department being made a part of NWFP-AU!

The workshop participants were favorably influenced by the expertise, wisdom, enthusiasm and vitality of two excellent Illinois County Extension professionals. After reviewing the evaluations, it is obvious the participants not only liked the workshop format and content, but were very impressed with the professionalism of Frank and Thompson. They were excellent role models and their Extension philosophy of "helping people help themselves" came through loud and clear.

Workshops on "Developing Insect and Plant Disease Management Programs for Fruits and Vegetables in NWFP" (C-1.4)

Dr. Stephen Ries, Associate Professor of Plant Pathology and Dr. Roscoe Randell, Professor of Agricultural Entomology Emeritus, Cooperative Extension Service, University of Illinois, conducted a series of six 2-day workshops in the NWFP during April-May. Drs. Ries and Randell, with almost 60 years of collective extension experience, are recognized as U.S. leaders in developing insect and disease management programs for fruits and vegetables.

The primary objective of their consultancy was to familiarize NWFP-AU faculty and Agricultural Researchers with the role of Outreach Subject Matter Specialists in methodology for initiating and conducting insect and disease pest management programs. Basically, Drs. Ries and Randell shared their vast experiences as subject matter specialists during the workshops on how to use newsletters, publications, demonstrations, training programs, pest control recommendations, etc., for the transfer technologies to extension staff, agribusiness personnel and farmers.

The 122 workshop participants included 19 staff from NWFP-AU Departments of Horticulture (5); Entomology (2), Plant Pathology (2), Plant Protection (3), IDS (1), Outreach (6), 57 from Agricultural Research Stations of Mingora (18), Tarnab (21), D.I. Khan (7), Dhodial (4), Abbottabad (7), and 46 from allied agricultural agencies of Agricultural Extension (22), FVDB (12), NARC (1), NIFA (4), and FVDP at Malakand (7). Personnel from these groups are presently involved in either teaching, research or extension functions as they relate to pest problems of fruits and vegetables.

The workshops were structured to involve the participants in discussions of personal training needs and ways to improve the transfer of educational information on insect and disease management. Drs. Ries and Randell, at my suggestion, placed considerable emphasis on the role and need for Outreach Subject Matter Specialist (ORSMS) within the AU, Research and Extension systems. Regrettably, nine years after the initiation of the TIPAN Project, there is still a notable lack of understanding and acceptance of the value of ORSMS to agriculture in the NWFP. However, I believe Ries/Randell, as role models, did help overcome some of the mystery about ORSMS. Their workshops were given favorable reviews in the written evaluations of the participants. Mentioned frequently as "most liked" were the open discussions, clarification of the role of ORSMS, technical information, reference materials, practical nature and joint participation of different agencies. Not surprisingly, a few participants commented about the lack of awareness of the consultants to NWFP's pest problems and training needs. Others commented that the workshop was too short and should have included a field trip.

Drs. Ries and Randell did have an opportunity to demonstrate their expertise and experience during a one-day field trip to visit fruit orchards in the Swat Valley. The spur-of-the moment field trip was arranged at the request of the Director of Research who was seeking ways to overcome insect and diseases losses to the apple crop estimated to be in excess of Rs. one billion in recent years. Drs. Randell and Ries (and myself) toured several apple orchards with researchers from the Mingora Agricultural Research Station and pointed out old and new problems of scale and disease and gave suggestions for control. From my perspective, even though Drs. Randell and Ries were visiting the NWFP for the first time, their diagnosis and understanding of local insect and disease problems served as a great model to demonstrate the role and need for a competent cadre of ORSMS in the different disciplines within the AU and research systems.

I was particularly impressed at the manner in which Drs. Randell and Ries responded to a recommendation by the FVDB for the control of scale insects, a serious pest in fruit orchards. The situation illustrates just how important it is to develop pest control tactics based on a solid research base--and the value of ORSMS! Drs. Randell and Ries were informed that scale insects and diseases had inflicted extensive damage and monetary losses to the apple crop in the Swat valley in recent years. They were informed that the FVDB, in concert with Extension and researchers, were recommending Wintergreen Oil for the control of scale insects. This product was being recommended because Superior Oils are not available to growers in the NWFP. Apparently someone (identity unknown) assumed that Wintergreen Oil would be a suitable replacement for Superior Oils, which are used routinely in the U.S. with great success. Unbeknownst to the decision makers, Wintergreen Oil, a name that certainly suggests possibilities as a suitable alternative for Superior Oil as a dormant spray, is actually a member of the aspirin family. The active ingredient of Wintergreen Oil, methyl salicylate, is used extensively in the U.S. in brand name products such as ICY HOT and DEEP HEATING for the relief of backaches and sore muscles.

The consultancy of Randell/Ries, so I'm informed, resulted in a decision by the FVDB to cancel an order for Wintergreen Oil for scale insect control in NWFP.

Finally, the closing seminar by Drs. Ries and Randell on May 12 was outstanding. Dr. Ries raised the question, "We wonder who will provide leadership in pest management to serve Extension and farmers in the NWFP?" He gave specific emphasis to the need for appointing ORSMS within the AU and research systems. The exit report of Ries/Randell carries a strong message to AU faculty, researchers, TIPAN TAT, USAID, Extension and other agricultural agencies to implement a system of ORSMS to serve the needs of Extension in the NWFP.

Special Project Grants for Outreach (C-1.6)

One goal of the Outreach program has been to encourage the involvement of faculty and researchers in Outreach activities and programs. Only limited progress has been made toward a system of staff having split assignments in teaching/outreach, research/outreach, or fulltime outreach. To reinforce the concept of split assignments and to aid the development of new and effective educational programs for Agricultural Extension workers and farmers, a "Special Project Grants for Outreach Programs" was offered to AU faculty and researchers in February, 1993. The purpose of the program is to provide "seed" money to facilitate the implementation of outreach programs within departments and at research stations. The program is sponsored by NWFP-AU and TIPAN. Funding of up to Rs. 20,000 per proposal for one year is provided by TIPAN and USAID via the Project Implementation Letter.

The response to the Outreach Grants Program from AU faculty and researchers was excellent. Sixty-three proposals were submitted, including 32 from campus faculty and 31 from Agricultural researchers. Thirty proposals were selected for funding. Of these, seven were authored jointly by AU faculty/researchers; four by AU faculty/Extension; and three by researchers/Extension. Of the remaining 16, 14 were prepared by staff from AU departments and two by agricultural researchers. Altogether, proposals were approved from staff in the departments of Agronomy (4), Plant Breeding and Genetics (3), Plant Protection (4), Plant Pathology (1), Soil Science (2), Horticulture (1), Poultry Science (3), Animal Husbandry (2), Outreach (1), Tarnab ARI (2), Serai Naurang ARS (1), D.I. Khan ARI (5) and Karak ARS (1). The grantees are being requested to submit quarterly progress reports with a final report due no later than one month after the end of the Special Grant in May 1994.

Outreach Consultant (C-1.1)

Mehfooz Ali Shah, Director Emeritus of Outreach, has been retained on a half-time basis for six months, effective 6 June 1993, to assist the Director of Outreach in the implementation of Outreach programs at NWFP-AU. Mehfooz brings a wealth of experience and knowledge to address the issues in his "Terms of Reference." In brief, these include:

- Preparation of documentation to justify and support the Outreach Directorate in the "regularized" budget of NWFP-AU.
- Review and revise Memorandas of Understanding between NWFP-AU and allied agricultural agencies, including meetings with their leaders to discuss issues, problems, solutions and cooperation.
- Effectuate the functioning of the Outreach Advisory Board.
- Assist Technical Working Groups as needed.
- Assist Women's Program Leader in developing Outreach programs for women/youth.

Women's Program Leader (C-1.5)

Ejaz Begum, newly appointed as Women's Program Leader for Outreach in January 1993, has undertaken her new duties by contacting leaders of various organizations working on women's development programs in NWFP. Under her leadership, two workshops have been organized to train female staff from the FVDB, Family Planning Association of Pakistan, Mardan Development Authority, and Pak-German Project. The first, scheduled for July 3-8, will be devoted to "Foods and Human Nutrition." The second, July 17-22, covers "Livestock and Poultry Management."

Ejaz Begum in addition to her responsibilities in the Outreach Directorate, also maintains a work schedule with Tarnab Agricultural Research Institute about two days each week.

Technology Development and Transfer (C-1.4)

The Swabi Irrigated Agriculture Project (SIAP) in collaboration with the Outreach Directorate NWFP-AU, hosted an ON-FARM TRIAL COORDINATION Meeting on May 24 in Mardan at the SIAP office. The intended purpose of this meeting, arranged by Chris Klinnert, agronomist with SIAP, was to coordinate on-farm research trials being conducted by different agencies. There were 18 people in attendance including several Agricultural Extension workers and researchers from SCRI, Tarnab, SIAP, and FVDB. This was mostly an information exchange rather than a "coordination" meeting. It was a worthwhile activity primarily because of the dialogue that took place between the different agencies.

Baz Mohammad, Regional Program Leader, presided over the meeting, further evidence of the recognition of the Outreach Directorate of NWFP-AU as a "force" in the transfer of agricultural technologies to farmers.

CONTINUING EDUCATION DIVISION (C-2.1)

Dr. Linz Brown, Continuing Education Specialist, Southern Illinois University-Carbondale, was a consultant to NWFP-AU from 5 May to 2 June, 1993.

Dr. Brown's assignment was to provide advice and counsel to Dr. Mohammad Asrar and AU administrators for initiating and sustaining an effective program in Continuing Education. His overall assessment is that Continuing Education has good potential at NWFP-AU. Dr. Brown helped draft a paper on "Policies and Procedures for Continuing Education" which included sections on contracts, budgets, administrative fees, cost-recovery programs, external services, conference center facilities, and compensation policy for staff. He also met with the Director of Continuing Education and the Director of Communication Services to plan a promotional brochure for Continuing Education.

Dr. Brown listed 12 recommendations for consideration by AU administrators. One that deserves immediate attention and has merit, in my opinion, is a recommendation to appoint a person to serve in the dual capacity as Executive Director of Continuing Education and Extension Liaison (formerly Outreach Director). However, I am luke-warm to his suggestion for changing the name of Outreach to "Extension Liaison" at this late stage in the TIPAN Project. The name change is meant to appease Agricultural Extension leaders who have the perception that Outreach is a duplication and infringement upon Extension activities. A name change, in-and-of itself, will probably not change those perceptions. Rather, meetings between AU administrators and Extension leaders are needed to clarify the roles of the respective agencies, particularly as they relate to how AU and outreach can serve the needs of Extension.

Fruits and Vegetables Development Board C-1.4)

Although the TIPAN Project has no direct involvement with the FVDB, a March 1993 evaluation of the FVDB does have implications for NWFP-AU and its Outreach, Continuing Education and research programs. A glance back in time is helpful to understand the situation. About 1984, the responsibility for Extension educational programs for fruits and vegetables was transferred from Agricultural Extension to the newly created FVDB. Apparently the transfer of duties came about due to the poor function of the Agricultural Extension Service. In early 1993, the Planning and Development Departments, Peshawar hired Peter Bowbrick, an Agricultural Economist from the United Kingdom, to assess the future role of the FVDB. His report, "Future Roles for NWFP Fruit and Vegetable Development Board" released in March 1993, has several recommendations that have implications for NWFP-AU. Basically, Bowbrick's evaluation points out that the FVDB horticultural Extension program

lacks credibility, is ineffective and workers are insufficiently trained. Bowbrick predicts that the development of the horticultural sector will continue to be very slow if Extension workers know little or nothing more than the average growers, "as is sometimes the case today."

He recommends close links be established between researchers and extension workers to inform researchers of growers' problems and growers of researchers' results. He recommends that a substantial training program be provided to the horticultural extension staff in technical knowledge and extension techniques.

The report of Bowbrick does not suggest who will conduct such training. However, it is apparent that NWFP-AU faculty and agricultural researchers have the talent and skills to fulfill the training needs of FVDB Extension staff. Only time will tell whether provincial leaders will recognize and solicit the assistance of NWFP-AU.

Summary Reflections

● The institutionalization of the Outreach program at NWFP-AU is progressing, albeit at a pace that needs to be quickened. There are many positive indicators of progress and change, most notably the active involvement of AU faculty and researchers in farmer field days at the research stations in cooperation with Agricultural Extension. Further evidence of change is the recent addition of a Regional Program Leader at D.I. Khan and a Women's Program Leader in the Outreach Directorate. It is also encouraging to note the great response from AU Faculty and researchers to the call for Outreach proposals.

● One of my "hidden" objectives for the workshops of Bloome, Ries/Randell and Frank/Thompson was for them to create excitement, enthusiasm and understanding for the new Outreach component of NWFP-AU. I believe they were successful. They certainly made a positive impression on the 500+ participants and will undoubtedly contribute to the development and sustainability of the Outreach program.

It is difficult to predict how these workshops will influence the future actions and activities of the participants. However, I have concluded that workshops of this type are absolutely essential to the development of an Outreach program—a process that is always ongoing and never completed.

● Because AU's Outreach mandate is relatively new to the staff and represents a change from the status quo, many staff are still unclear as to the mission of Outreach and remain uncommitted to the concept. Regrettably, in spite of yeoman efforts of the Outreach staff some faculty/researchers have not fully understood that Outreach is a function to be carried out by staff within the department/research station.

● On a more positive note, most on-campus faculty and researchers do give verbal support for the Outreach concept and function. However, this is yet to be transformed into highly visible departmental outreach programs for conducting in-service training for Extension workers. Until and unless AU administrators make a commitment to assigning campus and research staff to truly function as ORSMS and provide them with operational funds, the Outreach mission of AU will not be fulfilled.

● As stated in previous quarterly reports, Dr. Asrar, Director of Continuing Education, has done an exceptional job of organizing and conducting a series of 14 Continuing Education courses since June, 1992. He has received excellent cooperation from campus and off-campus staff, undoubtedly aided by stipends paid to staff to serve as course instructors. Several local NGO's have recognized the excellence of AU faculty and researchers and funded training programs for Afghan Extension workers

and NWFP Extension Field Assistants and Agricultural Officers. To date, almost 80 different AU faculty and researchers have served as instructors for the Continuing Education courses. It remains to be seen whether the Extension systems in the NWFP have the financial resources to avail themselves of Continuing Education short courses. My conversations with present Agricultural Extension leaders would suggest they're satisfied with the current in-service training programs being given at the Agricultural Training Institute and don't see a need for Continuing Education courses at AU.

- It is really encouraging to note that the Annual Report of the Department of Agronomy for 1992 included a section on their Outreach activities. The lead sentence of their Outreach section states, "It would be futile and useless exercise if the findings of research are not passed on to the end user--the farmer. For this purpose, off-campus service must become an integral part of the faculty activity." The Agronomy Department has backed up their words with action. Department staff submitted 11 proposals for Special Project Grants for Outreach programs this past spring. They also prepared several popular articles for the Outreach Directorate for translation in the form of bulletins, leaflets and pamphlets in local languages of Urdu and Pashto. While the Outreach potential within AU departments is yet to be fully realized, positive changes in attitude and acceptance is becoming more evident, particularly in the Department of Agronomy!

- Extension manpower in the NWFP would be the envy of every state Extension Director in the U.S. However, manpower alone is not sufficient to develop and deliver good educational programs to farmers. Recent discussions with Extension leaders indicate a continued reluctance, if not outright resentment, to accept TIPAN and efforts to institutionalize an Outreach Directorate in the NWFP. Extension leaders are convinced that AU Outreach is a duplication of Extension and therefore unnecessary. The role of Outreach has been explained many times to Extension leaders and described in many papers and documents. However, they hold a deep-seated resentment toward TIPAN for not providing long- and short-term training to Extension staff. This "barrier" is obviously a huge hindrance to the evolution of the Outreach program. This, coupled with the perception of duplicative programs, presents a challenge akin to climbing K-2. Instead of recognizing a need for staff training and "beating-a-path" to the doorsteps of the Directors of Outreach and Continuing Education to request assistance, Extension leaders have elected to "circle-the-wagons" and ignore the dawning of a "new day." Still, there are signs of a thaw, the most recent witnessed at the June graduation ceremony for Stock and Field Assistants. On this occasion, the Director General of Agricultural Extension publicly acknowledged TIPAN and Outreach several times in his remarks to the new graduates and guests. Furthermore, the relationship between the D.G., DDA's, Director of Outreach and Regional Program Leaders appears to be a friendly one, professionally and personally.

- A "success story" comes from the Swat Valley by way of Qazi Aqiqullah, Regional Program Leader for Outreach. During June, a nine member task-force of researchers from ARS Mingora, including Qazi, toured apple orchards in the upper Swat Valley to assess problems of farmers. During their survey, they observed an insect damaging apples that hadn't been seen before in that area. The pest was identified by an entomologist at Mingora ARS and within three days a message and control tactics had been prepared by ARS entomologists and distributed by Extension to farmers in the Swat valley. This example of cooperation between agencies, and expedience, is further indication of the progress toward successful Outreach programs that help the farmer and give due recognition to all the players, regardless of agency.

- From a personal perspective, it is great to have Mehfooz Ali Shah back on the Outreach team, even if it is on a temporary basis. He brings a philosophy and vision so desperately vital to the institutionalization of Outreach. He also enjoys the respect of Agricultural leaders throughout the NWFP, an attribute richly deserved.

● As this report was being prepared (June 30), an announcement appeared in The News that Abdul Qadeem Syed, Director of Research, has been posted to succeed Dr. Iqbal Shah as Director of Outreach. The latter assumed the Directorship of Outreach as an additional charge on February 21, 1993. During a span of slightly over four months, Dr. Iqbal Shah demonstrated an enthusiasm and understanding of the Outreach program that was appreciated by myself as well as the Outreach staff, researchers, AU faculty, and Extension workers. His directorship, even though of short duration, has contributed to the credibility and sustainability of Outreach.

● Since arriving at NWFP-AU on January 15, 1992 my life has been enriched by making many new Pakistani friends. The Outreach Directorate staff, in particular, has made my 18 months an invigorating and rewarding experience. Mehfooz Ali Shah, Iqbal Shah, Baz Mohammad, Meera Khan, Amirul Hassan Zaidi, Mohammad Ayaz, Qazi Aqiqullah, Akram Khan, Ejaz Begum and Gulfam Khan Jehangire have been unswerving in their dedication and commitment to the Outreach mission of NWFP-AU. They have been involved in a challenging assignment--the implementation of an Outreach program, a new component of the AU system. During these formative years, they have experienced many frustrations and obstacles, at times seemingly insurmountable to the development of the Outreach program. Even now, there are some who say that the Outreach program will disappear when TIPAN concludes in July 1994. This would be a tragedy for the people of NWFP and Pakistan. The NWFP-AU has much to offer to agriculture and to the improvement in the quality of life of farmers. Outreach, as a function of NWFP-AU, is indispensable to agriculture. I commend the Outreach staff for their fortitude to establish an Outreach program in the face of petty jealousies and people who seem to be "against" rather than "for" new programs.

Plans for Next Quarter (July, August, September 1993)

1. Assist and support the new Director of Outreach.
2. Assist Mehfooz Ali Shah, Outreach Consultant, with revisions of Memoranda of Understanding between NWFP-AU and other agricultural agencies; review role and prepare a plan for activation of the Outreach Advisory Board.
3. Prepare plans of work and schedule for future TDY consultants for Outreach.
4. Assist in the development of a brochure describing the Outreach program at NWFP-AU.
5. Initiate plans to conduct Management Skills Workshops for NWFP-AU staff.

CROP SCIENCE-FARREL J. OLSEN

During this quarter, a new chairman was appointed in the Faculty of Crop Production Sciences. Dr. Abdur Rashid was appointed as the Chairman of the Department of Soil Science. I was on home leave in the USA during May.

INSTRUCTION (TIPAN Area A)

I provided advice and critical suggestions to the Department of Agronomy on their 1992 Annual Report.

Organize a Re-entry program for P/T's (A-I a.2)

Another seminar in a series was arranged by the Re-entry committee and was presented at the Mingora Research Station. Two returned long-term TIPAN trainees participated in the seminar.

Assistant Professor Sher Mohammad, Department of Horticulture discussed his thesis topic, "Effect of Gibberellic Acid on the Growth and Production of Peaches" and Dr. Izhar Ul Haq, Research Officer, Agricultural Research Institute, Tarnab presented the topic, "Diagnostic Criteria for Sulfur Deficiency in Plum Trees". The seminar series provides other scientists with the opportunity to learn new techniques employed by the returnees in their research programs abroad. Additionally, the seminars provide an opportunity for interaction and strengthening of linkages among the on- and off- campus scientists.

Mr. Attaullah, librarian and a member of the Re-entry Committee has agreed to provide a series of seminars for each of the faculties at AU and for the research stations in order to inform the scientists how best to utilize the improved library services presently available at the NWFP Agricultural University.

On campus, Mr. Attaullah gave a seminar entitled, "Availability and Use of Library Facilities" to the Faculties of Nutrition Sciences and Crop Protection Sciences.

Mr. Mohammad Ayaz will represent the Re-entry Committee at the TIPAN summer workshops to be held at Southern Illinois University-Carbondale (SIU-C) in August 1993. He will make several presentations on behalf of the AU Re-entry Committee. With the assistance from members of the Re-entry Committee, a video showing on- and off-campus scenes and activities was prepared for the Re-entry workshop to be held in August at SIUC. Additionally, slides were made of some of the activities and some of the new buildings on the AU campus. Dr. Parvez Paracha and Dr. Zahir Shah from the Re-entry Committee coordinated the preparation of the materials for the summer workshop in concert with Mr. Mohammad Ayaz.

The Re-entry Committee was asked to obtain information from former long-term trainees regarding their re-entry into Pakistan and to their jobs. Of the participants that had no readjustment upon their return, how did they manage to do it? Of those whose experience was less than satisfactory, what went wrong? A questionnaire was developed and sent to all returned long-term trainees and the results tabulated.

The Re-entry Committee is considering developing a directory of scientists in the NWFP Agricultural University System.

I met with Dr. Mohammad Mohsin Siddiqui, Animal Nutrition Sect., Livestock R & D. Farm; Surezai, who recently completed his Ph.D. in Texas; Miss Shahnaz Akhtar, Jr. Research Specialist, Institute of Developmental Studies, who recently completed her M.Sc. studies at the University of Illinois in Agricultural Economics and Dr. Hamid Ullah Shah, who recently completed his Ph.D. at the University of Leeds in the U.K. in Agricultural Chemistry and Human Nutrition. They were encouraged to participate in the Special Research Grants available for initiating their research programs. Additionally, it was suggested that they play a leadership role for others in their disciplines.

Develop Department Brochures (A4 b.1)

The Agronomy Department recently completed and published a brochure through the AU Communications Services describing their programs in crop production, crop physiology, seed technology and arid zone agronomy. The employment opportunities for graduates in agronomy are given in the brochure and the 13 faculty members in the Agronomy Department are listed.

RESEARCH PROGRAM (TIPAN Area B)

The Technical Working Group (TWG) on oilseeds held an all-day workshop at the NWFP Agricultural University in Peshawar. This was the first all-day workshop held by any TWG. This workshop was attended by scientists from as far away as Islamabad, Mingora and D.I. Khan. The Director of Research Abdul Qadim Syed and the Director General, Tarnab Research Institute, Abdur Rauf Khattak

were also in attendance. Professor Mir Hatam, Department of Agronomy, Chairman of the Oilseeds TWG and Dr. Zar Quresh, Vice Chairman organized and conducted the all-day workshop in a very professional manner. Papers were presented on groundnuts, rape, sunflowers and soybeans. Each paper addressed the current situation in the NWFP, identified and prioritized the research problems, formulated research development strategies and made recommendations for teaching, research and extension activities. The Oilseed TWG did an excellent job of presenting, discussing and summarizing the constraints and priorities for teaching, research and outreach activities. There was good interaction among the oilseed scientists and administrators and some very important issues regarding their research programs were discussed.

The Technical Working Group on Cereal Crops also met in an all-day workshop at the Cereal Crops Research Institute, Pirsabak. Papers were presented on wheat, maize, rice, millet and sorghum. The constraints and problems facing each of these cereal crops were discussed and the priorities for research activities in cereal crops for NWFP were identified.

The Technical Working Groups in Sugar Crops, Livestock and Poultry Development and Plant Protection have been organized into sub-committees or areas and work is progressing towards the preparation of status papers for their all-day workshops. Also, the Technical Working Group on Farm Water Management has initiated their work to identify the constraints and problems as well as the research priorities dealing with the efficient utilization of the water resources in NWFP.

Assistance was given in developing a suitable itinerary for Dr. Donald A. Holt, Director of Experiment Stations at the University of Illinois. Dr. Holt served as a TIPAN Consultant on Research Station Management. He assisted the NWFP-AU research system in planning and coordinating research programs for the province, improving skills in research management, budgeting and the allocating of financial, and physical and human resources. I also assisted and participated in a two-day workshop held by Dr. Holt on the AU campus for all of the station directors.

Support Technical Review Committee (B-2.2)

Special Research Projects were reviewed and forwarded to the Chairman of the Technical Review Committee for further evaluation. Peer reviewed projects that received favorable reviews were recommended for funding.

Initiate Special Project Grants Program for PT's (B-2.3)

Assistance was given to returning long-term trainees in initiating a research program soon after their return to NWFP-AU. Six Special Project Grants were awarded during this quarter involving collaboration among 14 scientists on and off the AU campus. The projects approved for funding this quarter are as follows:

1. Grass and Broadleaf Weed Control in Maize with Soil and Post-applied Herbicides.
2. Studies of Nematodes Associated with Sugarcane Crop, District Mardan.
3. Impact of Iron Deficiency Anemia on Pregnancy Outcomes.
4. Production Efficiency of Crossbred Cattle at Livestock Research and Development Farm Surezai.
5. Grass and Broadleaf Weed Control in Maize with Soil and Post-Applied Herbicides.
6. Preliminary Taxonomic Studies on the Family Braconidae (Hymenoptera) of the NWFP.

Presently there is no formal system for the monitoring and evaluation of research projects in the NWFP Agricultural University System. Monitoring will help strengthen the research program. Professor Mohd. Saæd, Chairman of the Technical Review Committee and I have initiated the monitoring of the Special Research Grant Projects. From this endeavor, it is envisioned that an efficient system for monitoring and evaluating research projects in the AU System will be developed. These reviews will help scientists improve the quality, productivity and relevance of their research program. Productivity in research should be an important criterion for career advancement. Some special research projects were monitored on the AU Campus, at the Agricultural Research Institute, Tarnab, at the Sugar Crops Research Institute, Mardan, and at the Agricultural Research Station, Mingora.

Improve Research Capability (B3.2)

Mr. Mansoor Khan Khattak, Assistant Agricultural Mechanization Officer, installed some additional meteorological equipment on several of the research stations. In addition, he inspected and assisted with the maintenance of the existing meteorological equipment. He left recently for Italy where he will do graduate studies. Mr. Mohammad Amin, Assistant Mechanization Officer, has assumed his meteorological duties.

The compilation and distribution of the data from the weather stations are continuing. The publication of the weather data is presently being done on a quarterly basis.

Additional meteorological supplies are being obtained through TIPAN. These supplies should help provide sustainability to the meteorological program in the coming years.

Development of AU Seed Production Unit (B3.5)

Dr. Bashir Ahmad recently planted open-pollinated maize for seed increase at the Malakandher Agricultural University Development Farm.

The one and a half hectares of pre-basic wheat planted last fall for seed increase has been harvested and threshed. The wheat yield was about 5760 kg for the one and a half hectares. The wheat has been stored in a secure place awaiting cleaning. About 40% of the wheat seed will be sold and the remainder will be kept and planted for seed increase on the Malakandher Farm the next wheat cropping season.

A meeting was held with Mr. Jonathan Puddifoot and other individuals from the Pak-Swiss Agricultural Light Engineering Program in Mardan to discuss the feasibility of manufacturing a prototype or model seed cleaner. Dr. Bashir Ahmad from the AU campus accompanied me. It was agreed that plans would move ahead for designing a seed cleaner to be manufactured within NWFP. Both the Pak-Swiss Agricultural Light Engineering Program and TIPAN will share in the costs of this endeavor.

Improved Linkages with International Centers (B3.7)

The 1993 Tropical Soybean Observation Trial from the Grain Legume Improvement Program at the International Institute of Tropical Agriculture at Ibadan, Nigeria was received by Dr. Mir Hatam, Department of Agronomy. He is in the process of planting the trial at the Malakandher Farm.

Development of Provincial Research Master Plan (B4.2)

I am coordinating the preparation of the Master Research Plan (MRP) for NWFP 1993-2013. The work is continuing on the development of this plan and the task involves the assistance of many individuals. The Director of Research nominated three people from the NWFP Agricultural University System to assist with this endeavor. They are Dr. Paigham Shah, Department of Agronomy and Dr. Kirimat Khan,

Maize Botanist and Dr. Fazli Karim, Maize Agronomist, Cereal Crops Research Institute, Pireabak. In addition, Mr. Mohammad Anwar, Deputy Director of Planning was also appointed. The committee has met on several occasions this quarter and has provided some valuable guidance in the preparation of the MRP. Dr. Paigham Shah recently left for Italy for post graduate studies and Dr. Aslam Khan Khattak, Department of Agronomy has been appointed to replace him on the committee. It is envisioned that the work on the MRP will be completed by the end of the next reporting quarter.

Dr. Donald D. Oelsigle on TDY with the TIPAN Project devoted considerable time and effort towards the development of the MRP during May.

Mr. Saeed-ur-Rehman Hayatabad, Peshawar, B.Sc. graduate from the Department of Agronomy also assisted by searching the literature to obtain up-to-date information on population, number of farms and their sizes, acreage and production of various agronomic and horticultural crops and other relevant agricultural statistical data of the NWFP.

Implement Outreach Program (C1)

A field day was conducted on the Model Seed Development Project at the Malakandher Farm of the Agriculture University Campus. This was a good opportunity for the promotion of the seed industry. Individuals interested in quality seed production, multiplication and processing benefitted greatly from this field day.

I have encouraged campus scientists to support, attend and participate in outreach activities such as field days and workshops.

Plans for Next Quarter (July, August, September 1993)

1. Coordinate the development of a broad-based Research Master Plan for NWFP.
2. Assist the Re-entry Committee with their program for returning long-term trainees.
3. Follow-up on obtaining, tabulating and disseminating meteorological data from the weather stations in the NWFP Agricultural University System.
4. Strengthen linkages between scientists on- and off-campus through information sharing and collaborative research.
5. Assist with the repair of equipment and the procurement of needed spare parts and begin new equipment orders.
6. Coordinate the Special Grants Program for returning long-term trainees.
7. Assist the Technical Working Groups in developing working papers on their commodity of area.
8. Assist with the development of the AU Seed Production Unit.

PROJECT BACKSTOPPING

TIPAN Project Work Group

The Project work Group (PWG) met twice during the quarter, on 14 April in Carbondale and on 25 May in Farina. The meetings focused on planning for the final round of TIPAN Summer Workshops, reports from returned short-term personnel and informational updates.

At the request of the Team Leader, the PWG, at their 25 May meeting, considered the range of program activities included in such documents as the Project Paper (as revised), the formal contract between UIUC and USAID, the several recommendations of various evaluations as reflected in evaluation summaries, and the ongoing dialogue between the Project Officer and the Team Leader. The purpose of the review was to develop guidance for the Team Leader on key program areas, as seen by FWG members, on which to focus in the final months of project activity. From extended conversation, consensus focused on eight areas, listed below without priority ranking:

- Implementation of the financial management system for improved institutional planning and flow of resources, especially to the research stations;
- capitalize on the cadre of returned participant trainees, strengthening their capacity to assume leadership roles;
- keep trying, even if on an ad hoc basis, to rationalize the AU/Agriculture Department personnel system;
- continue to work on curriculum development, review, and revision to craft undergraduate and graduate programs that produce graduates prepared to address problems of NWFP agriculture;
- work with USAID to generate and nurture top level federal and provincial support for the AU;
- encourage and cultivate a sense of institutional loyalty among the faculty (including research station personnel) and students, instilling a sense of individual pride in their professionalism;
- continue working to improve research/extension linkages to deliver improved agricultural technology to farmer clients;
- complete the drafting of an umbrella master provincial research plan.

These reflections were forwarded to the Team Leader and are included in his ongoing planning process.

Coordination Activities

Completed during this quarter was a review and compilation of information on historical experiences of earlier USAID projects relating to institutional development. Two copies of a special report "Abstracts of Development Projects--Lessons Learned" together with complete texts of 24 selected reports dealing with institutional development and sustainability were forwarded to AU. This activity addressed an area of need identified in the Chemonics evaluation.

As was the case in the previous quarter the focus of activity was associated with the implementation of the TDY Staffing Plan developed in the final quarter of 1992. Excellent cooperation among the Contractor's Technical Assistance Team, the Agricultural University and the USAID Project Officer allowed an ambitious plan to be realized in a brief period of time.

Completing or initiating assignments during the second quarter were the following individuals:

J. Cordell Hatch	Learning Resources Center	1/20-5/24
Richard Falvo	Establishment of Graduate School	3/31-4/24
Donald A. Holt	Research Planning	3/31-5/1
Roscoe Randell & Steven Ries	Outreach SMS--Plant Protection	4/11-5/15
Harry Wirth	Auxiliary Services	4/14-5/12
Donald Oelsligle	Research Planning	5/1-5/21
Linz Brown	Continuing Education	5/5-6/1
Robert Frank & Dennis Thompson	Outreach Methodology	5/9-6/15

During the first half of the year, a total of 14 TDYs were fielded in areas judged important and identified by the TAT, project evaluators and USAID. A summer TDY by the Campus Coordinator will identify an additional group to be fielded in the 93/94 operational year.

Opportunities and Constraints

The May review of the Asianics evaluation of the TIPAN project was useful in elevating a number of the recommendations to "follow-up meeting" stage. The Additional Chief Secretary volunteered to set a meeting with the Chief Minister, following completion of the Provincial budget process, to discuss the overall situation. This is very positive, as it will provide opportunity to supply positive information to the Chief Minister.

An uncertain and unstable national political climate had its effects on the AU during the quarter. Consequently, there was little that could be accomplished, through USAID or AU efforts, in furthering the "TIPAN revitalization" initiative taken in the final quarter of 1992.

Leadership changes at AU were particularly heavy during the quarter. The Vice Chancellor relinquished his post on 27 April following completion of his four-year term. The Secretary of Agriculture took on the duties as additional charge for a short time until an acting VC could be named. Professor Dr. Syed Basit Ali Shah, Dean of the Faculty of Animal Husbandry, was named Acting Vice Chancellor with effect from 23 May, 1993 and continued in that capacity through the quarter under report.

Two additional leadership changes occurred in the final days of the quarter. Director of Research Mr. Abdul Qadeem Syed, was transferred to the position of Director of Outreach. He replaced the Acting Director, Professor Dr. Syed Iqbal Shah, Chair of the Department of Livestock Management. Named as Director of Research, as an additional charge, was Dr. Saifullah Khattack, Managing Director of the NWFP Fruit and Vegetable Development Board. These changes were directed by the NWFP Department of Agriculture, without consulting the Acting Vice Chancellor. These changes impact on the institutional autonomy of the Agricultural University.

It may be argued that, in the absence of a full merger of the Department of Agriculture's Research Division and the Agricultural University, the Department retains the powers of appointment and transfer for Research Division personnel. It does not seem appropriate, however, for the Department to have transfer powers over Agricultural University faculty appointments, be they of permanent or temporary nature. The position of Director of Outreach is a university position, not within the Department of Agriculture, and changes in university positions should be made through the Syndicate in proper order.

This is at least the second instance of changes in Research/Outreach leadership being made by the Department of Agriculture. Following the first instance, Vice Chancellor Abdur Rahman Khan, wrote a strong note condemning the action. The recurrence of the practice contributes to the erosion of institutional autonomy of the NWFP Agricultural University, and should be addressed at the highest level of Provincial Government.

PARTICIPANT TRAINING

Second Quarter 1993 Principal Participant Training Activities

- A. On June 23, a complete set of Academic Enrollment and Term Reports was sent to the Project Officer, Team Leader and Vice Chancellor to give them details on work completed by all TIPAN-sponsored, advanced-degree participants during the 1993 Winter/Spring term and their planned workloads for the 1993 Summer Session.

- B. Program monitoring visits were made during this quarter to Miskeen Khan at California State University-Fresno and to Mohammad Anwar and Khalid Nawab at West Virginia University.
- C. During this quarter three participants completed advanced-degree programs. M. Mohsin Siddiqui completed the Ph.D. at Texas Tech University and Arshad S. Malik completed his Ph.D. at the University of Illinois. Johar Ali completed an M.S. degree at the University of Missouri. As we enter the third quarter of 1993, the following totals are reported:
- 59 participants are enrolled for advanced-degree study.
 - 72 participants have completed advanced degrees (35 Ph.D. and 37 M.S.) in U.S. universities through TIPAN support.
 - 55 participants have returned to Pakistan from non-degree training in the U.S. and at selected third-country sites.
 - 11 have returned unsuccessfully from degree study in U.S. universities.

COMMODITY REPORT

In addition to the routine processing of requests for equipment and commodities from the project office in Peshawar, the following activities took place in this quarter:

Three shipments of equipment were sent by air to the NWFP-AU. The first contained mainly library materials. The second contained two heavy-duty printers. Because of Pakistan's special voltage requirements, these printers were purchased from the manufacturer in England. They were then shipped directly from England to Pakistan. The third air shipment contained approximately \$122,000.00 worth of computer hardware and software.

A sealed bid proposal was prepared for approximately \$230,000.00 of audio-visual equipment for the NWFP-AU. The proposal contains requests for prices on about 200 line items. Bids were solicited from both U.S. and international vendors. Because equipment of this type is not manufactured in the U.S. and is largely unavailable in the U.S., a waiver was obtained to procure this equipment from Geographic Code 935. The bid due date is 1 July, 1993.

PROJECT REPORTS

This quarterly report includes a list of consultant, administrative, end-of-tour reports for all personnel serving on the TIPAN Project. Titles of these reports are listed in Appendix C. Copies of these reports are available upon request.

EXPENDITURE REPORT

Line item, expenditures for November 1, 1984 to March 31, 1993 are shown in Table I. Table II shows line item expenditures reported for in-country support.

PREPARED BY DIANA CLASEGW
AUGUST 1, 1993

TIFAN EXPENDITURE REPORT
NOVEMBER 1, 1984 THROUGH DECEMBER 31, 1992
QUARTERLY 1993 AND TOTAL TO JUNE 30, 1993

	11/1/84 THRU 12/31/92	1ST QUARTER 1993	2ND QUARTER 1993	3RD QUARTER 1993	4TH QUARTER 1993	GRAND TOTAL THRU 6/30/93
I. SALARIES	\$3,855,493.02	\$197,081.39	\$187,015.61	\$0.00	\$0.00	\$4,239,590.02
II. FRINGE BENEFITS	531,128.78	33,679.83	31,328.20	0.00	0.00	596,136.81
III. INDIRECT COSTS	1,968,452.74	86,301.13	92,349.80	0.00	0.00	2,147,103.67
IV. TRAVEL & TRANSPORTATION	909,418.11	35,166.98	58,132.81	0.00	0.00	1,002,717.90
V. ALLOWANCES	761,292.04	26,962.12	16,148.14	0.00	0.00	804,402.30
VI. OTHER DIRECT COSTS	785,795.88	36,841.63	110,714.95	0.00	0.00	933,352.46
VII. TRAINING	7,920,531.84	388,650.52	279,237.58	0.00	0.00	8,588,419.94
VIII. EQUIPMENT ACE	3,136,065.79	2,403.98	105.17	0.00	0.00	3,138,574.94
IX. EQUIPMENT LOCAL	160,282.65	111,413.15	100,197.51	0.00	0.00	371,893.31
X. MISC TRAVEL EXP	0.00	0.00	0.00	0.00	0.00	0.00
XI. T O T A L	\$20,028,460.85	\$918,500.73	\$875,229.77	\$0.00	\$0.00	\$21,822,191.35

	OBLIGATED	EXPENDED	BALANCE AVAILABLE
TA/TRNG	21,638,960.00	18,282,475.75	3,356,484.25
TECHNICAL ASSISTANCE	11,170,445.00	9,694,055.81	1,476,389.19
TRAINING	10,468,515.00	8,588,419.94	1,880,095.06
ACE	3,200,000.00	3,138,574.94	61,425.06
EQUIPMENT PROJECT	2,000,000.00	371,893.31	1,628,106.69
SUBCONTRACT	175,565.00	29,247.35	146,317.65
SUBTOTAL	27,014,525.00	21,822,191.35	5,192,333.65
LOCAL FUNDS	0.00	829,211.76	(829,211.76)
GRAND TOTAL	27,014,525.00	22,651,403.11	4,363,121.89

	11/1/84 thru THRU 3/31/93	4/93	5/93	6/93	TOTAL	11/1/84 thru THRU 6/30/93
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1-5-40382 ACE

VIII. LIBRARY SUPPLIES 2120	106,850.09	200.00	0.00	(200.00)	0.00	106,850.09
VIII. SHIPMENT 4540	328,305.25	0.00	0.00	0.00	0.00	328,305.25
VIII. EQUIPMENT & SUPPLIES	2,703,314.43	0.00	105.17	0.00	105.17	2,703,419.60
XI. T O T A L	3,138,469.77	200.00	105.17	(200.00)	105.17	3,138,574.94

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A. Improve Education Program

Area of Involvement	Activities	Who	Outputs
A1 Instruction a) Faculty Expertise	1. Participant Training Program	<ul style="list-style-type: none"> - TL/TAT - AU - Selection Committee 	<ul style="list-style-type: none"> - Identify remaining short-term training slots.
	2. Strengthen Re-Entry Program for P/Ts	<ul style="list-style-type: none"> - TL/TAT - Director Teaching - Director Research - AU Administration 	<ul style="list-style-type: none"> - Re-entry seminar program. - Returned participant program.
b) Pedagogical Tools	1. Develop AV Center	<ul style="list-style-type: none"> - VC/TL - Communications Specialist/TAT - Director Outreach - Communications Coordinator/AU 	<ul style="list-style-type: none"> - Determine equipment needs and initiate orders. - Recruit personnel and begin training.
	2. Student Evaluations	<ul style="list-style-type: none"> - Director Teaching - Deputy Director Teaching 	<ul style="list-style-type: none"> - Develop and improve evaluation forms.
	3. Conduct teacher training workshop	<ul style="list-style-type: none"> - Director Teaching - Deputy Director Teaching - TAT 	<ul style="list-style-type: none"> - Improve teaching methods of junior teachers.
c) Grading System	1. Conduct grade distribution survey	<ul style="list-style-type: none"> - Director Teaching - Deans - Chairmen 	<ul style="list-style-type: none"> - Monitor semester grade distribution for all faculties.
A2 Student Affairs a) Student Activities	1. Establish student record system	<ul style="list-style-type: none"> - Provost - Director Teaching - Deputy Director Teaching 	<ul style="list-style-type: none"> - Improve computerization of student record system.
	2. Improve Intramural and Extra Curricular Program	<ul style="list-style-type: none"> - Provost - Deputy Provost - Director of Intramurals 	<ul style="list-style-type: none"> - Evaluate existing programs and develop new programs.
b) Employment	3. Develop Placement & Human Resource Development Office	<ul style="list-style-type: none"> - VC - Provost - Placement Director 	<ul style="list-style-type: none"> - Provide information of employment opportunities in agriculture to students. - Develop resume and employment test skills of agricultural students.

Area of Involvement	Activities	Who	Outputs
A3 Graduate Program	1. Establish graduate school	- VC - TL/TAT - Syndicate	- Working group prepare an agenda for establishing a graduate school. - Implement TOY report.
	2. Establish Departmental Seminar Program	- Subject Matter/TAT - Deans - Dept. Heads	- Continue existing seminars. - Develop a seminar program in departments without an existing program.
	3. Produce Thesis Manual	- TL/TAT - Director/Deputy Dir. Teaching - Faculty Committee	- Prepare final copy and publish.
	4. Establish Criteria and Standards for Ph.D. Programs	- Director Teaching - Deputy Director Teaching - VC - Deans - TAT - Syndicate/AUTA	- AU working group to draft policy and standards. - Implement TOY report.
A4 Curriculum Development	1. Review and update Departmental Curricula	- TAT - Deans - Director Teaching - Dept. Heads	- Departments and faculties recommend changes to Vice Chancellor.
a) Course Offerings	1. Develop department brochures	- Communications Coordinator/AU - Communications Specialist/TAT - Deans - Dept. Heads - Director of Teaching	- Department brochures.
	2. Review and update Degree Requirements and Core Courses	- Director Teaching - Deans	- Departments and faculties recommend changes to Vice Chancellor.
	3. Establish Internship Program	- Director Teaching - Deans	- Internship Committee discusses internship options.
c) Course Content	1. Upgrade Course Syllabi Regularly	- Director Teaching - TAT - Department Chairmen - Deans - Professors	- Revised syllabi.
	2. Produce Pakistani Agricultural Textbooks	- TL/TAT - Textbook Project Coordinator - Communications Specialist - Communications Coordinator	- Complete remaining chapters. - Editor returns edited chapters for correction. - Initiate graphics for textbook chapters. - First textbook from printer.

B. Research Program

Area of Involvement	Activities	Who	Outputs
B1 Develop Research Administration	- Strengthen Research Directorate	- Consultants - Director Research - TL/TAT - Director Finance	- Develop computer program for financial management system. - Strengthen Planning, Monitoring and Development Unit. - Implement TDY report.
B2 Projectize Research Program	1. Identify funds to support research proposals	- Director Research - YAT - Faculty/Staff	- PC-Is. - Project proposals. - Develop list and information on funding resources.
	2. Support Project Technical Review Committee	- Crop Specialist/TAT - Director Research - TRC	- Utilize committee for Special Grants Projects.
	3. Special Grants Projects for long-term degree returnees	- Crop Specialist/TAT - Director Research - Vice Chancellor/TL - TRC	- Review proposals and initiate research projects.
	4. Research activities within the faculties conducted under reviewed and approved projects	- Crop Specialist/TAT - Deans - Chairmen	- Active approved research project file for each department.
B3 Improve Research Capability	1. Participant Training Program a) Long-term b) Short-term	- TL/TAT - AU Selection Committee	- Return of completed degree participants. - Identify remaining short-term priority areas.
	2. Maintenance of weather stations at Agricultural Research Stations in NWFP and continue distribution of monthly data.	- Crop Specialist/TAT - Ag. Mechanization Officer - Director Research - Station Directors - Ag. Mechanization and Water Management Dept.	- Maintain weather stations equipment. - Distribution of monthly weather data. - Order equipment/spares/needs.
	3. Implement the Livestock Extension and Development Program (LEAD) a) On-farm research 1) in conjunction with AU faculty and researchers 2) in collaboration with LDDD and AHITI	- TAT - Outreach - AH Faculty - VRI - LDDD	- Demonstrations and research projects. - Training of field staff.

Area of Involvement	Activities	Who	Outputs
	b) Prepare an On-Farm Livestock Research Manual which includes basic research design	<ul style="list-style-type: none"> - Outreach - TAT 	<ul style="list-style-type: none"> - Manual and statistics software available.
	c) Support individual research, teaching and outreach programs and research station personnel	<ul style="list-style-type: none"> - TAT - Outreach - Others 	<ul style="list-style-type: none"> - Evaluation of completed research. - New proposals prepared.
	Assess status of equipment, spare part requirements and new equipment needs and begin new equipment orders	<ul style="list-style-type: none"> - TL/TAT - Crop Science Specialist/TAT - Station Directors - Dept. Chairmen - NARC Laboratory Equipment Repair Unit 	<ul style="list-style-type: none"> - Computerized equipment lists. - Condition status of equipment and repair needs. - Priorization of new equipment needs. - Place orders for new equipment. - Develop a TDY scope of work.
	5. Development of AU Seed Production Unit	<ul style="list-style-type: none"> - Crop Science Specialist/TAT - Deans - Station Directors - Supdt. AU Farm - AU Seed Technologists 	<ul style="list-style-type: none"> - Seed produced. - Seed technology training conducted.
	6. Train researchers to use farm economics in design/interpretation of agricultural research	<ul style="list-style-type: none"> - Rural Social Science Specialist/TAT - Cont. Ed. Specialist/TAT - Crop Specialist/TAT - Rural Social Sciences Staff - Cont. Education Staff 	<ul style="list-style-type: none"> - Reports with examples of economic analysis. - Research proposals developed that include economic analysis.
	7. Improved linkages between AU research workers and international centers	<ul style="list-style-type: none"> - Crop Specialist/TAT - Station Directors - Deans - Chairman - Librarian 	<ul style="list-style-type: none"> - Expand germplasm and professional exchanges.
B4 Develop a NWFP Research Plan	1. Develop recommendations on Livestock Research Needs	<ul style="list-style-type: none"> - TAT - Outreach 	<ul style="list-style-type: none"> - Preparation of On-Farm Livestock Research Manual.
	2. Development of Provincial Research Master Plan	<ul style="list-style-type: none"> - TL/TAT - Director Research - AU staff - Others 	<ul style="list-style-type: none"> - Technical Working Groups reports. - Coordination of initiatives for research plan development. - Draft plan.

C. Develop Outreach Program

Areas of Involvement	Activities	Who	Outputs
C1 Implement Outreach Program	1. Institutionalize Outreach Program	<ul style="list-style-type: none"> - VC - Directors/Outreach/Teaching/Research - TAT 	<ul style="list-style-type: none"> - Staff with split-assignments as subject matter specialists. - Job descriptions.
	2. Establish Annual Evaluation and Planning Process	<ul style="list-style-type: none"> - Continuing Education Specialist - Director Outreach 	<ul style="list-style-type: none"> - Development of plans of work.
	3. Continue the Livestock Extension & Development Program (LEAD) a) Demonstration and Training Sessions	<ul style="list-style-type: none"> - TAT - Outreach - AH Faculty - VRI - LDDD 	<ul style="list-style-type: none"> - Planning sessions. - Demonstrations.
	b) Preparation of a Livestock Extension Manual	<ul style="list-style-type: none"> - Outreach - AH Faculty 	<ul style="list-style-type: none"> - Development of manual for publication.
	c) Sheep and Goat Development Program	<ul style="list-style-type: none"> - AU - TAT - Others 	<ul style="list-style-type: none"> - Increase of sheep for distribution at Jabba. - Staff stability at Jabba.
	4. Implement Technology Development and Information Transfer	<ul style="list-style-type: none"> - Outreach staff - Agricultural Extension staff - AU researchers - TAT 	<ul style="list-style-type: none"> - Field days conducted at stations and farmers' fields. - Technologies tested by FSR and Adaptive Research. - Village information boards.
	5. Develop Women's Outreach Program	<ul style="list-style-type: none"> - VC/TL - Director Outreach - Continuing Education Specialist 	<ul style="list-style-type: none"> - Develop women's outreach plan of work. - Women's Workshops held.
	6. Participant Training Program a. Short-term	<ul style="list-style-type: none"> - TL/TAT - AU Selection Committee 	<ul style="list-style-type: none"> - Return of completed degree participants. - Identify remaining short-term priority areas.
	7. Prepare Outreach Materials by Discipline	<ul style="list-style-type: none"> - TAT - AU Faculties/Research - Outreach - Communications 	<ul style="list-style-type: none"> - Identify subject matter specialists. - Implement Special Grants Projects for Outreach.
	8. Farming Systems Research	<ul style="list-style-type: none"> - Outreach - Research - TAT - Agriculture Extension - Farmers 	<ul style="list-style-type: none"> - FSR program in Mansehra. - Planning for regional workshops.

Areas of Involvement	Activities	Who	Outputs
C2 Continuing Education Division	1. Institutionalize Continuing Education Division	<ul style="list-style-type: none"> - AU administration - Continuing Education Specialist/TAT - Director Continuing Education 	<ul style="list-style-type: none"> - Support personnel for Continuing Education. - Implement TDY report.
	2. Conduct In-Service Training Program	1st Level <ul style="list-style-type: none"> - Cont. Education Specialist/TAT - Reg. Prog. Leaders - Director Outreach - Director Cont. Education 2nd Level <ul style="list-style-type: none"> - AU Faculty/Staff 	<ul style="list-style-type: none"> - Plan for training workshops. - Workshops conducted.
	3. Organize Short-Term Training Programs	<ul style="list-style-type: none"> - Station Directors - Department Chairman - Selection Committee - TAT 	<ul style="list-style-type: none"> - Plan for short-term training needs.
	4. Sponsor conferences, seminars and workshops	<ul style="list-style-type: none"> - Director Cont. Education - Director Outreach - Organizing faculty and staff - Cont. Education Specialist/TAT 	<ul style="list-style-type: none"> - Workshops organized for external agencies.
C3 Development and utilization of the Communications/Publications Division	1. Develop Communications Division	<ul style="list-style-type: none"> - Vice Chancellor - TL/TAT - Communications Coordinator - Communications Specialist/TAT 	<ul style="list-style-type: none"> - Recruit vacant PC-I positions.
	2. Development and utilization of Multi-Media Capability	<ul style="list-style-type: none"> - Communications Coordinator - Communications Specialist/TAT - Directors Outreach/Research/Teaching/Cont. Education - Information Officer 	<ul style="list-style-type: none"> - Planning for multi-media needs for teaching, research and outreach. - Prepare publications and news releases. - Develop computer graphics/desktop publishing training activities. - Determine equipment needs and initiate orders.
C4 Computer and Equipment Support Unit	1. Establish Computer and Equipment Support Unit	<ul style="list-style-type: none"> - VC - TL - AU Administration - AU Computer Committee 	<ul style="list-style-type: none"> - Develop plan and implement Mobile Repair Unit. - Computers repaired on timely basis. - Determine equipment needs and initiate orders.
C5 Link AU & Merged Research Capability with NWFP Ag. Ext. System	1. Incorporation of farm economics in field trials and extension work	<ul style="list-style-type: none"> - Cont. Ed./TAT - Crop Science/TAT - Director Outreach - AU Economists - Station Staff 	<ul style="list-style-type: none"> - Initiate manual on NWFP Farm Management.
	2. Develop AU methodology for diagnosing problems, potentials and agriculture research/extension priorities in key NWFP locations	<ul style="list-style-type: none"> - IDS Staff - Ag. Econ Staff - Outreach - Research Stations 	<ul style="list-style-type: none"> - Initiate additional research in D.I. Khan. - Conduct diagnostic surveys.

D. Develop and Implement an Improved Administrative Structure and Governance System

Areas of Involvement	Activities	Who	Outputs
D1 Administrative Support System a) Support Administration	1. Develop Planning, Development and Monitoring Cell a) Support Sustainability Committee	- VC - TL/TAT - Director of Research Planning, Monitoring & Development Cell - Sustainability Committee - Consultant firm	- Provide space for Planning, Monitoring & Development Cell. - Improved ability to plan, monitor and prioritize AU development projects and institutionalize needs. - Draft reports of sustainability committee. - Development of business plan.
b) Support Departments/ Stations	1. Strengthen Operations and Maintenance	- Director Works/Staff - TAT - ENCORP	- Prioritize needs and initiate short-term training to maintain new buildings and services. - Implement TDY report.
	2. Establish university vehicle pool	- VC - Director Finance - TL/TAT	- Develop an updated vehicle use policy.
	3. Develop plans for utilization of the new and existing buildings on campus	- VC - Space Committee - Deans/Chairmen - Director Works - TL/TAT - TDY	- Initial plans for orderly occupation of new space and reassignment of old space. - Initial plans for ordering equipment and other supplies for new space. - TDY report.
	4. Revise and Strengthen the University Procurement Inventory and Central Store System	- Director Finance - TAT - AU staff - Consultant firm	- Improved inventory record system. - Training as part of computerized financial management system.
D2 Financial Management System	1. Implement an Improved Financial Records and Reporting System	- VC - Director Finance - TL - Director Research - Consultant firm	- Computer programs developed. - AU staff identified for implementation and training begins.
D3 Basic Learning Resource System	1. Strengthen Library Service a) Improve station support	- Librarian - TAT	- Prioritize library acquisitions. - Train staff and users of database. - Develop plan and implement Mobile Unit.
	2. Strengthen Communications and Publications Division	- VC/TL - Director Outreach - Communications Specialist/TAT - Communications Coordinator	- Recruit PC-I staff and develop training plan. - Order equipment for new facilities.
	3. Enhance computer literacy and utilization	- Director Cont. Education - Cont. Education/TAT - Chairman, Maths/Statistics/Physics and Computer Science - Computer Laboratory Personnel - AU Computer Committee	- Provide service and training to users on campus and research stations. - Computer technician on permanent status.

Areas of Involvement	Activities	Who	Outputs
D4 Personnel System	1. Develop an Annual Review and Reporting System	<ul style="list-style-type: none"> - VC - Deans - Director Research - Chairmen - Station Directors - TAT 	<ul style="list-style-type: none"> - Revision of ACR. - Annual progress and planning reports from units.
	2. Develop a uniform personnel code for merged system	<ul style="list-style-type: none"> - VC - TL/TAT - Director Research - Registrar/Deputy Registrar - Consultant firm - AU staff 	<ul style="list-style-type: none"> - Strategy for implementation of a Unified Personnel System.

APPENDIX B

PROJECT PERSONNEL

The following is a summary of TIPAN Project personnel from 1 November 1984 to date.

I. Staff--Currently on Assignment

A. Resident Field Staff

1. Team Leader & Institution Development Specialist	Oval Myers		11/16/91-present
2. Private Sector Specialist	Rodney Fink		02/01/90-present
3. Continuing Education Specialist	Donald E. Kuhlman		01/14/92-present
4. Crop Science Specialist	Farrell Olsen		02/01/92-present

B. Home Office Personnel

1. Campus Coordinator	Thomas A. McCowen	25%	11/01/84-present
2. Senior Project Advisor	William N. Thompson	45%	11/01/84-08/20/88
		0%	08/21/88-present
3. Training Officer	John W. Santas	25%	11/01/84-08/20/86
		33%	08/21/86-12/31/88
		67%	01/01/89-present
4. Secretary - Training Officer	Dee Dee Hines	33%	07/16/86-present
5. Secretary - Campus Coordinator	Phyllis Sandwell	100%	10/31/89-present
6. Accountant	Diana Glasgow	15%	02/28/86-present
7. Principal Representative - SIUC	Gil Kroening	25%	01/02/92-present
8. TIPAN Secretary-SIUC	Claudia Roseberry	50%	07/23/90-present

II. Staff Who Have Completed Assignment

A. Resident Field Staff

1. Team Leader & Institution Development Specialist	Errol D. Rodda		06/01/85-03/14/87
Institution Development Specialist			03/15/87-08/20/87
2. Teaching Program Specialist	Martin V. Waananen		08/11/85-08/20/87
3. Research Station Development Specialist	Joseph H. Marion		09/30/85-09/30/87
4. Rural Social Sciences Specialist (Deceased)	Frederick C. Fliegel		08/30/87-09/11/87
5. Research Program Specialist (Deceased)	Raymond G. Cragle		07/13/85-03/14/87
Interim Team Leader & Research Program Specialist			03/15/87-05/25/87
Team Leader			05/26/87-08/20/87
Team Leader & Institution Development Specialist			08/21/87-06/30/89
6. Outreach Program Specialist	R. William Seiders		06/21/85-08/21/89
7. Research Program Specialist	Jack J. Bond		02/01/88-08/20/90
8. Team Leader & Institution Development Specialist	Gilbert Kroening		07/24/89-12/01/91
9. Teaching Program Specialist	Everett D. Edington		06/06/88-12/31/91
10. Continuing Education/Outreach	Ronald G. Dedert		01/01/90-12/31/91
11. Animal Husbandry Specialist	Carl L. Hausler		01/22/88-02/24/92
12. Crop Sciences Specialist	Rodney Fink		02/01/90-01/31/92
13. Private Sector Specialist	Rodney Fink		01/01/92-06/30/92
14. Rural Social Science Specialist	David W. Brown		03/21/90-05/31/93

B. Home Office Personnel

1. Principal Representative - SIUC	Oval Myers	25%	07/ /88-11/24/91
2. TIPAN Secretary - UIUC	Kimberly Oliver		02/04/85-09/06/85
3. TIPAN Secretary - UIUC	Beth McKown		10/14/85-06/11/89
4. TIPAN Secretary - SIUC	Shelia Tate-Wilson		12/01/85-07/15/90
5. International Agriculture Development Specialist	Karen Russon		04/01/89-06/30/91
6. International Agriculture Development Specialist	Jodee Conner	25%	08-11/91-01/12/93
7. International Agriculture Development Specialist	Pamela Woodard	25%	01/01/90-05/19/93

C. Short-Term Technical

1. Institution Development	Errol D. Rodda		03/15/85-04/05/85
2. Teaching Program	Martin V. Waananen		04/16/85-05/08/85
3. Telecommunications	Lawrence P. Bontempo and Lynn D. Lafferty		04/85
4. Rural Social Sciences (Deceased)	Frederick C. Fliegel		11/09/85-12/03/85
5. Animal Husbandry	Howard H. Olson		11/25/85-12/05/85
6. Microcomputing	Gary Johnson		02/05/86-03/07/86 (TIPAN fund supported) 10/12/87-11/07/87 (UIUC fund supported)
7. Microcomputing	Anthony Kerber		02/08/86-10/31/86
8. Microcomputing	Zainul Azizan		02/05/86-03/07/86
9. Improvement of Instruction & Horticulture	William George		03/29/86-04/29/86
10. Livestock Facility Design	James Curtis		03/29/86-04/29/86
11. Production Economist	Duane Erickson		05/03/86-05/30/86 07/19/91-08/21/91
12. Agricultural Mechanization	Robert Wolff		05/10/86-06/06/86
13. Weed Control Specialist	Emerson Nafziger		02/07/87-03/10/87 11/06/91-11/26/91
14. Rural Social Sciences	Andrew Sofranko		02/14/87-03/10/87 07/04/90-07/29/90
15. Forage Production	Herbert Portz		03/06/87-04/09/87
16. Pre-assignment Orientation	Carl L. Hausler		10/06/87-10/16/87
17. Pre-assignment Orientation	Jack J. Bond		12/12/87-12/23/87
18. Pre-assignment Orientation	Everett D. Edington		01/05/88-01/18/88
19. Plant Pathology	James B. Sinclair		08/06/88-08/19/88
20. Plant Pathology	Richard E. Ford		08/07/88-08/15/88
21. Library Information Specialist	Jane S. Johnson		11/26/88-12/20/88 07/01/89-07/25/89 01/31/90-02/27/90 06/26/91-08/01/91 04/13/92-05/12/92
22. Research Progress of Parvez Iqbal Paracha	Kirvin L. Knox		01/21/89-01/31/89
23. Soils Research	Theodore R. Peck		03/04/89-04/14/89
24. Pre-assignment Orientation	Ronald G. Dedert		09/11/89-09/22/89
25. Pre-assignment Orientation Private Sector Advisory	Rodney J. Fink		09/30/89-10/03/89 02/01/92-07/31/92
26. Research Progress of Gulzar Ahmad	John Gallian		10/29/89-11/16/89
27. Audiovisual	Douglas Bedient		11/01/89-11/30/89

28. Technical Writing	Ray Woodis/Paul Hixson	11/29/89-12/16/89 04/28/90-06/22/90
29. Pre-Assignment Orientation	David Brown	12/10/89-12/17/89
30. Research Progress of Mohamma Qadir Asrar	Joan Fley	01/24/90-02/16/90
31. Quantitative Agricultural Policy Analysis NWFP-AU	Alain deJanvry and Elisabeth Sadoulet	05/01/90-06/03/90
32. Agricultural Economics	Charles Nelson	10/20/90-11/20/90
33. Reentry & Professional Integration of Returned Participants	Oval Myers, Jr.	11/22/90-12/22/90
34. Development of Sheep & Goat Production	Warren Foote	09/07/91-10/12/91
35. Curriculum Specialist	William Doerr	10/03/91-11/13/91
36. Agrometeorology	Steven E. Hollinger	01/18/92-02/24/92
37. Communications Production Specialist	J. Cordell Hatch	04/29/92-06/19/92 08/16/92-09/16/92 01/20/93-05/02/93
38. Maize Breeding Program	Dale M. Steffensen	08/15/92-09/14/92
39. Dairy Improvement & Production Specialist	Roger Shanks	09/13/92-10/09/92
40. Outreach Specialist in Program Development	Peter Bloome	01/17/93-02/02/93
41. Thesis Advisor Support	Layle Lawrence	01/17/93-02/03/93
42. Research Management in the NWFP-AU	Don Holt	04/02/93-04/30/93
43. Development of a Graduate School at NWFP-AU	Richard E. Falvo	04/03/93-04/22/93
44. Developing Insect and Plant Disease Management Programs for Fruit & Vegetables in NWFP-AU	Roscoe Randell and Steve Ries	04/13/93-05/13/93
45. Operations and Maintenance	Harry D. Wirth	04/14/93-05-12/93
46. Draft Master Research Plan for NWFP	Don Oelsligle	05/01/93-05/30/93
47. Continuing Education	Linz C. Brown	05/05/93-06/02/93
48. Extension Methodology & Teaching Skills	Robert Frank and Dennis Thompson	05/11/93-06/11/93

Administrative

1. Interim Team Leader	William N. Thompson	02/07/85-03/25/85
2. Interim Team Leader	Thomas McCowen	04/01/85-05/31/85
3. Participant Training	John Santas	11/23/84-12/14/84 11/15/85-12/03/85 10/05/87-10/22/87 04/10/89-04/22/89 02/03/90-02/20/90 05/15/91-06/01/91 03/18/92-04/09/92
4. Administrative Visit	Thomas McCowen	11/24/84-12/14/84 01/04/86-02/03/86 02/21/87-03/10/87 06/27/87-07/17/87 08/27/88-09/12/88 01/21/89-02/04/89 08/16/89-09/02/89 01/31/90-02/17/90 10/13/90-11/06/90 08/04/91-08/28/91 03/18/92-04/11/92 10/04/92-10/31/92

5. Administrative Visit	John J. Nicholaides	09/18/86-09/25/86 02/18/88-02/27/88 08/27/88-09/12/88 04/30/90-05/07/90 09/15/90-09/21/90 12/02/92-12/12/92
6. Monitoring and Evaluation	William N. Thompson	02/07/87-03/10/87
7. Executive Visit	John R. Campbell	03/14/87-03/27/87
8. Executive Visit	James A. Tweedy	03/14/87-03/27/87 03/25/89-04/08/89 04/30/90-05/07/90
9. Consultant in Administration	James A. Tweedy	06/13/87-07/03/87
10. Interim Team Leader	Russell T. Odell	10/06/87-11/24/87
11. Technical and Administrative Consultant	Gilbert Kroening	11/23/87-12/22/87 08/27/88-09/12/88
12. Executive Visit	W. R. Gomes	03/25/89-04/08/89
13. Participant Training	Pamela Woodard	10/13/91-11/06/91
14. Administrative Visit	Orville Bentley	12/02/92-12/12/92

APPENDIX C

TIPAN CONSULTANT'S REPORTS

1. Martin V. Waananen - Teaching Program
2. Frederick C. Fliegel - Rural Social Sciences (deceased)
3. John W. Santas - Training Program
4. Howard H. Olson - Animal Husbandry
5. Thomas A. McCowen - Administrative
6. William L. George - Teaching Program and Horticulture Program
7. James O. Curtis - Livestock Facility Design
8. Gary V. Johnson - Microcomputing
9. Zainul Azizan - Microcomputer Laboratory Set-up
10. Duane E. Erickson - Production Economics
11. Anthony S. Kerber - Microcomputer Instruction and Coordination
12. Andrew J. Sofranko - Rural Social Sciences
13. Emerson D. Nafziger - Weed Science/Agronomy
14. William N. Thompson - NWFP AU Monitoring and Evaluation
15. Herbert L. Portz - Forages

16. James A. Tweedy - Development of Administrative and Academic Procedures
17. Thomas A. McCowen - Program Planning and Coordination
18. Carl Hausler - Orientation/Interview
19. Russell Odell - TIPAN -- A View after Design
20. Gary Johnson - Microcomputer Service and Software
21. Gilbert Kroening - Program Administrative Support
22. Everett Edington - Orientation/Interview
23. J. B. Sinclair and R. E. Ford - Plant Pathology
24. G. H. Kroening, T. A. McCowen & J. J. Nicholaides - Planning for Phase I Extension
25. Jane Johnson - Library and Information Specialist
26. Kirvin L. Knox - Research Progress of Parvez Iqbal Paracha
27. Theodore R. Peck - Soil Science Research
28. Donald E. Kuhlman - Orientation/Interview
29. Ronald G. Dedert - Orientation/Interview
30. Rodney J. Fink - Orientation/Interview
31. Jane S. Johnson - Library and Information Specialist
32. Doug Bedient - Audiovisual
33. Paul Hixson & Ray Woodis - Preworkshop Planning
34. David Brown - Orientation/Interview
35. Jane Johnson - Library and Information Specialist
36. Andy Sofranko - Rural Sociology & Agricultural Economics
37. Paul Hixson & Ray Woodis - Technical Writing & Research Proposal Workshops
38. Oval Myers - Reintegration of Trainees into the Teaching, Research and Outreach Programs of the NWFP Agricultural University
39. Jane Johnson - Library and Information Specialist
40. Duane Erickson - Production Economics and Farm Management
41. Warren Foote - Development of Sheep and Goat Production in the NWFP Research, Extension & Institutional Needs

42. William Doerr - An Assessment of Various Aspects of the Teaching Program of the Agricultural University, NWFP
43. Emerson D. Nafziger - Weed Science/Agronomy
44. Steven E. Hollinger - Agrometeorology
45. Jane S. Johnson - Microcomputer Systems Applications at the NWFP Agricultural University
46. J. Cordell Hatch - Communications Production Specialist
47. Rodney Fink - Private Sector Advisory
48. J. Cordell Hatch - Communications Production Specialist
49. Dale Steffensen - High Altitude Maize in the NWFP
50. Jane Johnson - Progress in Microcomputer Usage for Information Systems at the NWFP-AU
51. Roger Shanks - Dairy Improvement and Production Specialist
52. Layle Lawrence - Thesis Advisor Support for Khalid Nawab & Mohammad Anwar
53. Peter Bloome - Role of Outreach Specialist in the Transfer of Agricultural Technology
54. Jane Johnson - Sustainable Information Systems at the NWFP-AU
- *55. Rodney J. Fink - Special Report, Attitudinal Survey
- *56. Don Holt - Research Management in the NWFP-AU
- *57. Richard E. Falvo - Development of a Graduate School at NWFP-AU
- *58. Roscoe Randell & Steve Ries - Developing Insect and Plant Disease Management Programs for Fruit & Vegetables in NWFP-AU
- *59. Harry D. Wirth - Operations & Maintenance
- *60. Don Oelsigle - Draft Master Research Plan for NWFP
- *61. Linz C. Brown - Continuing Education
- *62. Robert Frank & Dennis Thompson - Extension Methodology and Teaching Skills

ADMINISTRATIVE REPORTS

1. T. A. McCowen - 21 February - 10 March 1987
2. J. W. Santas - 5 October - 23 October 1987
3. T. A. McCowen - 21 January - 4 February 1989
4. J. W. Santas - 10 April - 22 April 1989
5. T. A. McCowen - 16 August - 2 September 1989
6. T. A. McCowen - 31 January - 17 February 1990
7. J. W. Santas - 03 February - 20 February 1990
8. T. A. McCowen - 13 October - 6 November 1990
9. J. W. Santas - 15 May - 1 June 1991
10. T. A. McCowen - 04 August - 28 August 1991
11. Pam Woodard - 13 October - 6 November, 1991
12. J. W. Santas - 18 March - 09 April, 1992
13. T. A. McCowen - 18 March - 11 April, 1992

EXECUTIVE VISIT REPORTS

1. James A. Tweedy & W. R. Gomes - 25 March - 8 April 1989
2. James A. Tweedy & J. J. Nicholaides III - 30 April - 7 May 1990

END-OF-TOUR REPORTS

1. Joseph H. Marion - Research Station Development & Management
2. Errol Rodda - Team Leader & Institutional Development Specialist
3. Martin V. Waananen - Agricultural Teaching Program Specialist
4. R. William Seiders - Outreach Specialist
5. Jack Bond - Research Program Specialist
6. Everett Edington - Teaching Specialist
7. Ron Dedert - Outreach Specialist
8. Gil Kroening - Team Leader & Institutional Development Specialist
9. Carl Hausler - Animal Husbandry and Livestock Outreach
10. Rodney Fink - Crop Science Specialist
- *11. David Brown - Rural Social Science Specialist

*report filed during this reporting quarter