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**TIPAN**

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



**Northwest Frontier Province, Pakistan**

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

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

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PD-ABEL-392

**CONSULTANT REPORT**  
**OUTREACH, RESEARCH AND EDUCATION LINKAGES**  
**DR. ORVILLE G. BENTLEY**  
**18-29 MARCH, 1994**

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

**and**

**The U.S. Agency for International Development**  
**Mission to Pakistan**

**A Report of Contract No. 391-0488**  
**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**

The following reports are on a trip to NWFP-AU, Peshawar, Pakistan March 16-30, 1994 as a consultant to the TIPAN project. The focus of the assignment was on administration and organizational status of the AU's Outreach Programs and their linkages to the NWFP extension and agricultural research programs. A major reason for the trip was to attend a Provincial Agriculture Workshop focused on agriculture extension organized by the Department of Agriculture, Government of NWFP, held in Peshawar, March 20-22.

#### I. INITIAL BRIEFING AND PROGRAM UPDATE.

Drs. Oval Myers, Farrel Olsen and Cordell Hatch provided an excellent overview on the general status of the current TIPAN activities. While the scope of these briefings understandably covered many topics, the following highlights summarize some of the important issues now under consideration and their relevance to cogent issues likely to be raised concerning the AU-based Outreach Programs at the Workshop.

- a. The VC, Dr. Basit Ali Shah is facing a number of critical issues for AU, e.g., staffing authorization from UGC, the Secretary of Agriculture via the Directorate of Research with its dual control system (AU and the Department of Agriculture) and the establishment of the research function.
- b. Dr. Myers explained that general understanding the Outreach function has been difficult because of its perceived similarity to extension and thus the seeming to be a duplication. Thus the concept of the university (campus or off-campus) based subject matter specialist appears to critics as duplication of existing village and district extension trainer and less a technical resource specialist. In summary, Myers, et al, though concerned over the lack of operating budgets, staff position approval and the pressures of time with TIPAN closing are cautiously optimistic for sustainability of the Outreach program functions - one the reasons for this feeling is the efforts of Dr. Basit. Moreover, farmers acceptance expressed at field days has been most encouraging. Still there appears to be a reluctance to accept the "knowledge-reservoir" concept as a resource for solving farm problems as a legitimate role of university professors. Between 600-700 people have attended these field days where farmers have heard from AU-based specialists as well as from many subject matters specialists serving as TDY-TIPAN consultants. The impact of the field presence of AU-based people is having a highly positive one helping people to understand the Outreach concept.
- c. In an excellent meeting with the VC on March 19, he discussed the following:

Dr. Basit had concluded a series of meetings with the Secretary of Agriculture (Mr. Ejaz Ahmad Qureshi), UGC officials and the Department of Planning in the Department of Agriculture; one, to correct misleading and incorrect information about the TIPAN and AU budgets and; two, to obtain approval for the 75 positions requested by AU through PC-I authorization. The VC sought to counteract through these conferences misinformation as to alleged prior mismanagement of AU resources, charges of duplication of efforts in the Outreach and Agricultural research programs and dissatisfaction voiced by farmers and government officials over the transfer of the research station system to the AU. He believes progress has been made though. The integration of the agriculture research function admittedly has disturbed the status quo thus engendering a desire to turn over not only the control of the staff and the research budget but the autonomy of the field stations as well. It was encouraging to hear the VC report on actions in support of AU programs and his strong presentations on the critical role TIPAN has had in building a "new AU". Moreover, the VC discussions on needs of the AU will continue with responsible officials in Peshawar and Islamabad, hopefully on a regular basis.

## II. THE PROVINCIAL AGRICULTURE WORKSHOP.

- a. The Workshop opened on March 20 with the inaugural welcoming address by Secretary Ejaz Ahmad Qureshi, an in-depth presentation on Provincial Development Policy by Muhammad Saleem Khan, Secretary of Planning Environment and Development for NWFP and a speech by the Director of the Pakistan Academy for Rural Development (PARK). VC Basit was on the podium for the inaugural session and he joined the Secretary in speaking at the closing session.
- b. Of the six sessions there were four discussion groups each with two sessions focusing on farmer needs; extension models, mandate of research, research/extension linkages, training, etc. Each discussion session was led by a facilitator supported by a recorder. These were lively and vocal sessions with "farmer representatives" reflecting their dissatisfaction with the quality of current research and the extension services, including the inadequacy of input services (e.g., adulterated fertilizer, lack of spare parts for machinery, quality and timely availability of seeds and credit).

Despite the criticism of the current extension and research system, the potential benefit a more integration of research and education functions under AU leadership is being questioned for organizational and programmatic implications coupled with uncertainty over administrative control. It would appear that another major factor for mitigating against accepting the new university based research and education functions is the reluctance for people to accept a less bureaucratic system in contrast to the more rigid administrative practices now in place. A coupling of such uncertainties and the lack of continuity in leadership both in the Department of Agriculture and the University for a predominantly "top down" highly political system has led to rapid turnover in key position and slow replacement appointments and seemingly needless delays in filling of key positions at the AU and in the dually controlled research directorate (AU and Department of Agriculture).

- c. Workshop arrangements and venue were provided by PARD (Pakistan Academy of Rural Development). Conference facilities including amenities at PARD were functional and pleasant. People that have participated in conferences in prior years commented on the quality and extensive use of visual aids by speakers - these positive changes were mostly attributed to the information staff at AU and the availability of visual aids equipment provided through TIPAN. Also seven of the nine presenters in the final session that dealt with recommendations were from the AU.
- d. In the third session entitled "comparing extension models" there were 11 papers. I was asked to talk on "Land Grant, USA", as an extension model (see attachment 1 for a copy of my remarks). The participants (about 100) had been selected to represent a mix of bureaucrats from the Department of Agriculture, extension and agricultural researchers from AU, farmers (about 15 - 20% of the membership) and selected donor or NGO units working with the Department, e.g. fruit, vegetable. Through presentations and in the discussion groups these observations seem relevant to the successful establishment of AU Outreach function to serve NWFP.
- e. Repeatedly speakers and farmers stated that extension - research program linkages were weak or non-existent. Meera Khan's paper provided several examples: the lack of research-extension linkages in official mandates; monitoring and evaluation; research and extension joint action plan; qualified and trained staff; incentives and accountability; inadequate qualification and training of subject matter specialists; a top-down operational mode, etc. This theme on the lack of linkages was echoed in several presentations. In addition, the lack

of programmatic correlation was pointed out as a reason for ineffective program delivery at the farmer level.

- f. Restructuring to achieve streamlining and easier access to services by farmers led to recommendation to restructure distinct and regional extension activities "into" service centers and creating an "extension umbrella" concept for certain functions as horticulture, fruit, vegetable, some livestock activities, soil-water and programs for women.
- g. A complicating and seemingly an overriding concern mentioned especially by farmer members was skepticism about promised change in creating a "bottoms-up" approach to programming for both extension and research. This attitude led to emphasis on organizational changes as a means to pressure action especially to involve farmers in program planning and for the Department of Agriculture to provide more farm inputs (fertilizer, machinery, seed, credit) and to obtain complete management of the research system.
- h. The final session of the workshop was devoted to a presentation by Dr. Iqbal Shah, chair of the program planning committee, to Secretary Qureshi and V.C. Basit.

These recommendations along a full coverage of all sessions are to be published in a proceedings. In the concluding addresses, Secretary Qureshi and VC Basit promised that the workshop report would be given careful study and that insofar as possible the recommendations would be implemented. The issue titles were: farmer's need, extension models, institutional management, options for servicing farmers needs, modification of extension structure, mandates to extension and research, training, research/extension linkages, women in extension and horticulture marketing and material support. A more detailed statement of recommendations will appear in the workshop proceedings and from a follow-up committee made up of the conference program leaders from both AU and the NWFP government agencies involved.

- i. Three general comments seem appropriate:
  - 1. The topic of Outreach per se received only limited discussion while the AU role was frequently discussed from an organizational perspective reflecting the lack of understanding for the capacity of the AU faculty to provide in-service training to the extension and research staffs and the technical resources available through subject matter specialists.
  - 2. A spirited discussion regarding the transfer of the total management of the agriculture research system to the Department of Agriculture, led to a recommendation to the Secretary suggesting a special study of this issue.
  - 3. While the farm members were interested and knowledgeable about extension education and some degree about research, many of their concerns centered on input services.

### III. GENERAL OBSERVATIONS AND RECOMMENDATIONS

As the TIPAN project moves into its final stages there is properly much discussions and concern for activities scheduled for completion by August 1, 1994 and more importantly, allocating resources and effort to integrating long-term developments into the on-going programs at NWFP-AU. This is a challenging task for all concerned given the multiplicity of activities involved, e.g., moving into new

buildings and installing TIPAN procured computers and teaching aid equipment, training operators and service personnel, identifying needed changes and modification in a number of essential services, among them custodial and plant maintenance.

Perhaps the most challenging task for the AU administrative staff as it moves into the post-TIPAN time-period is institutionalizing the funding and staffing of the enlarged AU program and its expanded physical plant. These administrative and budgetary issues obviously involve the assumption of obligations established and partially funded during their developmental stage through the TIPAN project funds.

There is the obvious issue of fund availability given the austerity of GOP and NWFP budgets but the AU budget situation is further complicated by uncertainties over the administrative responsibilities for funding the research and outreach/continuing education functions of the restructured AU. To resolve this uncertain budgetary issue the U.G.C. with the assistance of TIPAN and USAID have had and are now having discussions with not only the UGC but the Department of Agriculture and the NWFP government in an effort to develop an understanding of the financial needs of an integrated, more comprehensive university with responsibilities for student teaching and province-wide programs in research, continuing education (training of government staffed functions as extension and agricultural research), outreach and public service. To the credit of the people involved, especially V.C. Basit and Dr. Myers as TIPAN Team Leader, the good working relationships established over time promotes constructive interactions thus helping to resolve potentially contentious budgetary issues and future sustainability of AU's future.

Given the urgency and timeliness of these "transition issues" the major focus of activities during the post-Workshop time spent in Peshawar and Islamabad involved meetings with responsible officials to discuss issues related to and bearing on the transition phase of TIPAN. Accordingly, the following reports on meeting with key officials are grouped together in the belief that collectively the information so gained are positive indicators of the commitment at AU, the Provincial Govt, UGC, the UIUC/SIU team, and USAID do all that can be done during this phase-out period to assist AU and the Department of Agriculture in institutionalizing the changes growing out of this joint 10-year development program involving the AU/TIPAN/USAID partnership.

a. Meeting with Ejaz Rahim, Chief Secretary, NWFP by Drs. Myers and Bentley on March 27.

The 40-45 minute meeting with the Chief Secretary was most cordial and with, we believe, a positive outcome. Dr. Myers gave an excellent overview of TIPAN and how AU and NWFP's research-teaching and teaching programs had already benefitted. He also gave his estimations of the potential positive long-term impacts these initiatives would have for developing NWFP agriculture. The Chief Secretary was a good listener, asking questions to help him better understand the transfer of the agriculture research programs to AU and the issues the dual management has raised for the Department of Agriculture and AU. The essence of his comments was that he needed to learn more about the program through an on-site visit to the AU. He looks forward to arranging this visit after April 12 saying that if he didn't call, please have either, or both, the VC and Dr. Myers call his office to make the necessary arrangements. Supported by our suggestions, the Chief Secretary said he planned to invite Secretary of Agriculture Qureshi to accompany him. Following up on V.C. Basit's suggestion we left three papers and promised a fourth with the Chief Secretary. Dr. Myers prepared an "issue paper", a brief list of AU/TIPAN accomplishments, and a copy of the Swanson letter to the Secretary of Agriculture dealing with misinformation about the TIPAN project, discussing the merits and justification for NWFP-funding of the programs generated by TIPAN (large building maintenance costs, added staff and vehicles), and alleged program duplication of the research coordination and Outreach functions.

- b. Meeting with Saeed Ullah Shah, Senior Financial Advisor, UGC - Islamabad, March 28; meeting arranged and attended by Dr. Qayyum

After making highly supportive comments about the TIPAN/AU program, the discussion turned to the sustainability of the TIPAN initiative and the GOP commitment (UGC) to not only integrating TIPAN-funded activities into the ongoing AU budget but its support of staffing needs and facility maintenance (operational funds). We urged UGC to consider the unique multi-functional nature of the "new" AU's programs and the need to maintain the momentum of AU's development after TIPAN closes. His response was most encouraging in that only the day before he had met with the Department of Finance and had received tentative assurance that the SNE budget for next year was being favorably considered, accompanied by a growing understanding of the broadened AU program capabilities and hence the need for more technical and supportive staff, e.g., custodial and technical specialists in areas such as communications and training.

The comments by Mr. Saeed Ullah Shah seem to reflect a theme stated by both the PM and the Pakistani President stressing the critical role of education and research in developmental strategies for Pakistan economy and especially in its "backbone" industry, agriculture.

- c. Meeting arranged by USAID for Drs. Myers and Bentley to meet with Dr. Zafar Altaf, Federal Secretary of Agriculture and Chairman of the Pakistan Agricultural Research Council on 3/29 (Islamabad).

Obviously Dr. Altaf is generally familiar with the TIPAN development program for AU. We used this opportunity to stress that given the progress made in developing a restructured programmatic emphasis, AU represents a valuable resource for not only the farmers and agriculture of NWFP but for Pakistan as a whole. We also reported that one of the major concerns voiced at the Provincial Agriculture Workshop was the weakness (if not absence) of linkages between the research and extension activities in the NWFP programs and negative impacts this lack of cooperation and program integration had on the quality of services to farmers and farm families. Obviously, we stressed the capacity for AU to provide leadership for strengthening research - extension education linkages thereby improving the effectiveness of existing programs as well as developing new initiatives.

We also discussed the benefit to NWFP agricultural research deriving from its merger under the AU's leadership, concluding that a reversal in the merger would be an unwise decision.

In summary Dr. Altaf commented favorably on the TIPAN/AU development model (the land-grant concept) and the institution's potential for providing strong knowledge-based support plus critically needed training to the research and extension programs in NWFP. He next related to comments made on 3/27 by the President on the emphasis the current Government is placing on the role of education and research in the longer-term economic and social development programs for Pakistan. He then indicated that he would be with the President the next day and that he would take that occasion to urge him to visit the AU campus in connection with a planned state visit to Peshawar sometime before April 12. (We believe that this presidential visit was the special event the Chief Secretary had mentioned during our visit with him on 3/27).

- d. On the two occasions, Dr. Myers and I had an opportunity to speak briefly with Secretary Qureshi prior to the Inaugural Session for the Agricultural Workshop on 3/20 and later at a dinner for the workshop participants on the evening of 3/21. On each occasion with the Secretary, we suggested more detailed information on the progress and contributions of both

AU and TIPAN could be made available if requested. He assured us that additional information would be welcomed and asked V.C. Basit and Dr. Myers to provide briefings not only on progress made but to help in answering some of the questions being raised.

- e. USAID initiatives to support better understanding of AU-TIPAN by both the Provincial and Federal Government agencies.
- Representatives from USAID, J. Swanson, D. Weller and A. Qayyum, attended the second and final sessions of the Provincial Agriculture Workshops.
  - John Swanson has sent a letter to the Secretary of Agriculture to clarify misinformation used as a basis for refuting statements attributed to the Secretary Qureshi criticism of the AU/TIPAN development program such as: the large unused buildings at AU, large budget increases to operate and maintain these TIPAN built facilities, excess staff requests, mismanagement of research funds and programmatic duplications (see attachment 2 for a copy of the Swanson letter).
  - A draft of a major news story giving the background of the TIPAN project and its achievements in helping AU and the NWFP develop an integrated coordinated university-based resource center for agricultural development is being prepared for release to the press.
  - Dennis Weller's February 3, 1994 letter sent to VC Basit Ali Shah on the urgency in supporting the implementation of the Outreach function of the TIPAN development for AU appears as attachment 3.
- f. Installing computers and visual aids equipment.

Cordell Hatch and his counterpart associates have access to buildings enabling them to begin installing teaching aids and computers. In addition, a list of needed modifications and, in some cases, renovation is being developed to make the facilities more functional. USAID has tentatively agreed to provide a modest amount of funds to make these changes (\$32,000). To accomplish the repair, the AU's O & M department is taking the initiative in getting needed work accomplished as soon as possible but especially to use the summer during vacation periods effectively. It is anticipated that many of the necessary changes can be made using local resources. This start-up process is an important step in helping to make the outreach concept functional and in energizing the network capability of the agricultural research system through "information linkages" among the research centers and AU.

- g. An excellent exit meeting with Director Blackton for Dr. Myers and Dr. Bentley with Swanson, Qayyum and Radi was arranged for the afternoon of 3/28

At Dr. Blackton's request we briefly reviewed many of the events already discussed in other sections of this report. He then stated that the major concern for now is for all of us of the USAID/TIPAN team to do all we can in the remaining time to promote an orderly transition of TIPAN supported functions to AU and do all we could to assure the sustainability of the institution's programs. We can be pleased with the progress made in establishing a "new institutional" model but it will take time and continued effort for AU fulfil the great potential services and leadership it can give to educational and research programs for agriculture.

## Some Comments on the Land Grant Model -USA

Orville G. Bentley

Peshawar

March 21, 1994

The "land grant" extension education organization model is an integral part of the educational programs of the state university system. A federal land grant made to each the state and territory helped fund the initial program, the name derived from this source remains.

These state universities are unique among US educational institutions in that they were mandated by their state charters to establish professional education programs in agriculture and the mechanical arts (engineering). They were urged to give special attention to the educational opportunities to students from rural areas and the "sons of farmers and the working class". Moreover, the legislative support for authorizing legislation (federal and state) grew out of urging from farmers and rural people - a true "bottoms-up" approach to provide greater student access to college-level education. Additionally, given the dependence of strong extension programs, the linkage to research programs also on the university campus was an obvious advantage. This three-part program of colleges of agriculture has provided the underpinning to continued expansion in the scope of the programs and services to the public benefit of the general public and especially the agricultural economy.

There are several reasons for the success of the coordinated education and research system. Among them are strong and sustained financial support coupled with the commitment of the college faculty. Fortunately, also the system was structured to accommodate changes thereby allowing for the structural adjustments of the agricultural enterprises and changing research and extension needs and the introduction of new technology.

For such a system to succeed it must be guided by a strong functional operating rationale. The system as it evolved was designed to provide a mechanism for utilizing the teaching and research capabilities of an educational institution to help people engaged in agriculture to improve food and fiber production and related functions. Based on this broad mandate the general comments can be made:

1. The development of human resources and new knowledge through research and the benefits derived therefrom became resources to be extended to the people especially farmers and rural people.

2. To promote the involvement of the people served in identifying opportunities for service and setting program priorities - a "bottoms-up" approach.
3. To take a more holistic view of agriculture and the food industry recognizing the critical roles of wise use of natural resources essential to a sound sustainable agricultural economy.
4. Developing the leadership capacity of farm people and their organizations and providing opportunities for individuals to develop their talents in decision-making and entrepreneurial abilities.
5. By fostering cooperative and joint efforts in extension education and research the added productivity brought appreciation and confidence in the client/user for the system.

Finally, the co-location of the teaching, research and extension education programs in a college of agriculture of a comprehensive public university has been an important key to making scientific and technological developments available to the farm community and the agricultural infrastructure, both private and public. In so doing the system has enhanced the esprit de corp. of farm people and the agricultural industry. Moreover, obtaining advisory input from farmers and other knowledge-users both improved the quality of the education output of the institution and developed a partnership relationship with the users of extension services and in the design and adoption of research-based technologies and agricultural practices.

An active outreach program creates an awareness of new approaches to solving problems and for undertaking new initiatives. A side benefit of this service-oriented capability generates public understanding of the positive role education has in agricultural development thereby earning support in the legislative area.

It is also important to note that the "land grant" model is providing ideas and transferable experiences in institutional developments in less developed economies world-wide. Modified to fit new environments and different agricultural systems, the basic "land grant" concepts of service have also served well increasing agricultural productivity and to revitalize older farming systems.



UNITED STATES AGENCY FOR INTERNATIONAL DEVELOPMENT  
MISSION FOR PAKISTAN AND AFGHANISTAN

March 10, 1994

Mr. Ejaz Ahmad Qureshi  
Secretary, Agriculture Department  
NWFP  
Peshawar

Dear Mr. Qureshi:

Dr. Abdul Qayyum Khan, USAID Project Officer for TIPAN Project, along with University of Illinois/Southern Illinois University Technical Assistance Team, including Drs Jim Tweedy, Cordell Hatch, Don Kuhlman and Farrel Olsen met with you and the Chief Planning Officer, Mr. Nasir, on February 24, 1994 to discuss the TIPAN Project. Your active interest, concern for agriculture development, and leadership are all of great help in ensuring the success of this Project. And we want to thank you for this valuable input. The use of the University's continuing education facilities for in-service training by your extension cadre is an important area in which we are in agreement. In this meeting you also expressed your concerns regarding implementation and sustainability of the TIPAN Project. On some of these concerns we agree with you, while on some we don't.

One of your main criticisms was that the Agriculture Department has been bypassed during the Project's implementation as it was not consulted by the University on various issues. We feel that strong linkages between the Agriculture University and the Agriculture Department are essential for the rural community to benefit as the latter is an important client that provides enabling resources to its merged research system. But at the same time it is important to know that the University is an autonomous organization in terms of developing and implementing its programs and allocating its human and financial resources to maximize its productivity. Diminishing this autonomy will certainly adversely affect its output. We are confident that the University and the Agriculture Department will cooperate with each other to accomplish their common mission of increased agricultural productivity in NWFP.

The major concern which we have is your comments about the merged system. You stated that the merged research system with the University will not stay after completion of the TIPAN Project. You kept on saying that the researchers do not want to stay with the University because they feel that they did not get their due share during the implementation of the TIPAN Project in terms of: physical structure, promotion, and training.

**Physical structure.** We believe that this statement, on behalf of the researchers, is not accurate. The factual position is that the construction of physical structures at the research stations, part of the project, is the responsibility of the Government of Pakistan. The Project design envisaged that "GOP will fund construction at the university research stations; office renovations, fencing, animal corrals, equipment sheds, grain dryers and two hostels."

Unfortunately, Provincial Government funds have not yet been provided for this construction. USAID has gone ahead and provided several million dollars worth of computers, lab and office equipment, machinery, vehicles and operational funds for every one of the 14 research stations.

**Promotion.** As far as the allegation of researchers regarding the quick promotion of the University's faculty versus slow promotions of research staff is concerned, we feel that this discrimination is due to the existence of the dual governance system. As you are aware, the research staff opted to be governed by the government rules while the University, being an autonomous body, is being governed by its own rules approved by the University Syndicate. In order to remove this discrimination, it was suggested that the entire merged system be governed by one Unified Personnel Code. The University of Illinois, the prime institutional contractor of the TIPAN Project, contracted with a local Pakistani firm, Asianics International to develop a comprehensive Unified Personnel System. This firm after incorporating actions to ameliorate most grievances of the researchers, submitted a comprehensive report. This report was discussed with the University, research staff and the Provincial Government. Unfortunately, as you are aware, recommendations of this report have not yet been implemented by the Provincial Government. If a Unified Personnel Code along the lines as that report recommended were implemented, both research staff and the faculty would have equal opportunities for development and they would work together and stand shoulder to shoulder with each other for the development of NWFP's agriculture.

**Training.** Chief Planning Officer, Mr. Nasir commented that 90% of the degree training facilities went to the University and 10% of training facilities were made available to the research staff. This statement is not true and was rebutted by Dr. Qayyum Khan. The factual position: 142 persons of the entire merged system have been sent to U.S. for long-term degree training. Of these, 71 participants were sent from the research stations and the other 71 from the campus. Thus the share of research staff and faculty in training facilities is 50:50.

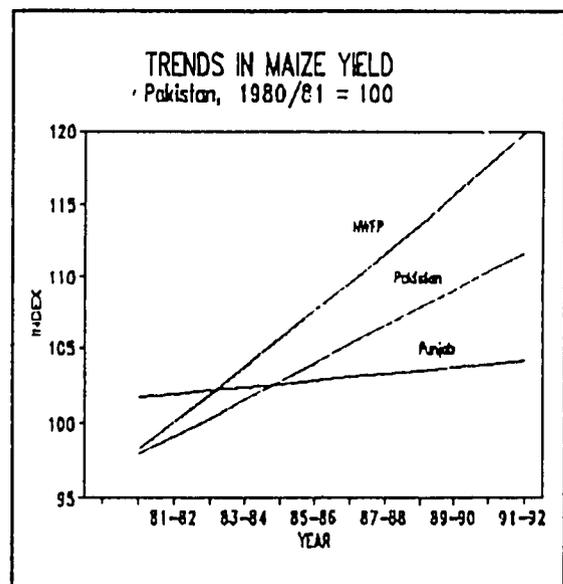
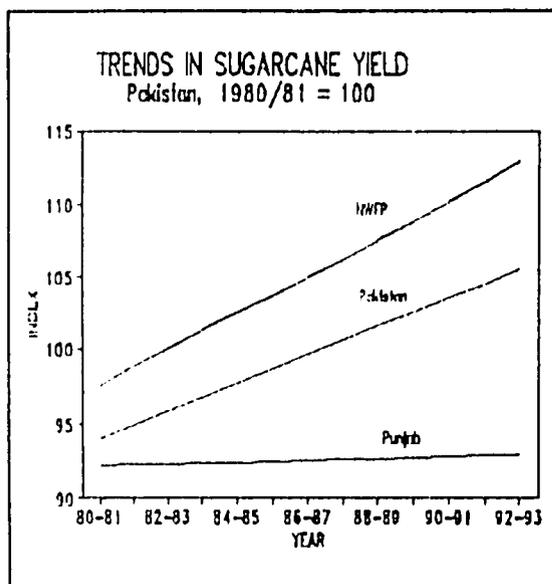
In light of the above facts and figures, Mr. Qureshi, you will agree with me that the indirect or supposed allegations of the research staff regarding their share in project's resources are simply unsupported by facts. The problems seem to be more political in nature than that of a discouraged research system.

Another concern you articulated was that the provincial research budget passed through the University was not transmitted on to the research stations on a timely basis. We share your concern and this was the main cause of frustrations at the research stations. The solution to this management problem is strong leadership at the Vice Chancellor and Director Research levels which can resist pressures to avoid financial mis-management.

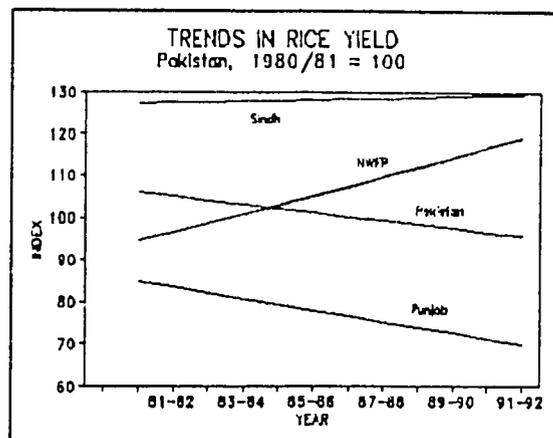
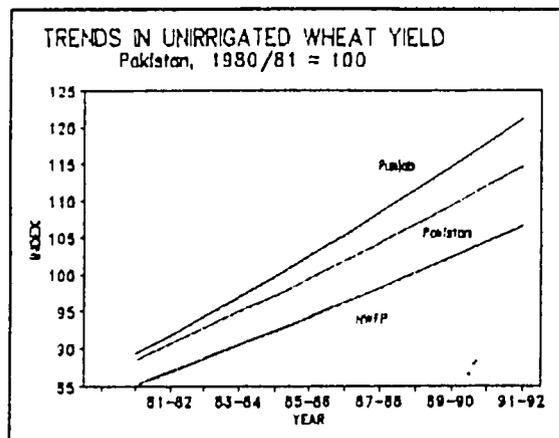
You also expressed concern that TIPAN has not contributed to economic development of NWFP, as was planned. Here, again, we do disagree with you. We agree that TIPAN has yet to make its full potential impact on the economy of NWFP. There are a variety of reasons it has not done so by now, the most important being that the merger has not been completed as was envisaged in the project design. This incomplete merger has resulted in a less-than-adequate linkage between the

research system and the University. The TIPAN concept is premised on an effective linkage of research, education and extension. Without an effective mix among these, we really shouldn't count on results as was envisioned in the design--not unlike poor 2-cycle engine performance when the oil is not properly mixed with the petrol. Put another way, like physical, human and financial inputs, organizational management is an important variable in a production function. The incomplete merger has and will continue to affect the output of the system. Another reason for less-than-full impact is that the critical inputs, like physical infrastructure, trained manpower and equipment, are just now being completed. These resources have begun to impact the system in terms of improved education, research and transfer of technology and their full impact on the economy of NWFP will be realized in the next four to five years and well into the future. As you are aware, projects like TIPAN normally require fifteen to twenty years for their full impact to be seen.

You also stated that agricultural research has deteriorated, which implies poor agricultural growth, with the start of the TIPAN Project. Mr. Qureshi, we will again differ with you on this aspect. The researchers who have come back after completing their degree training in U.S. have started making impacts on the improvement of quality of research. We should feel pride that the scientific accomplishments of NWFP researchers both at campus and off-campus are being recognized internationally. NWFP researchers are now presenting papers in international conferences. Similarly, at home they are making differences in developing high yielding varieties of various commodities including sugarcane, maize, sunflower, wheat, and apples. As you are aware, the NWFP's production of sugarcane was not better than Punjab and Sind because of climatic conditions. Now the researchers of Sugarcane Research Institute, Mardan, have developed short-maturing, high-yielding varieties of sugarcane to avoid the impact of the climate. The yield of these varieties is higher than the Punjab and Sind. Similarly for maize, Pirsabak has been and continues to be exemplary as a research station that is not only doing outstanding research, but is translating these results into improved provincial yields. High-yielding varieties of maize have gained international acceptance and are being exported to Africa and North America.



The research work in rice, onions and other commodities have also boosted NWFPs production. The researchers of Agricultural Research Institute of Mingora have developed varieties of sunflower which surpassed the yield of Cargill and Pioneer sunflower varieties.



These are major accomplishments. And there are many more things happening. If the Planning and Development Department of the University is strengthened to collect the data from research stations the system will find many interesting results which the Agriculture Department will be proud to report to the Provincial Government.

Mr. Qureshi, I hope you will agree with me that management problems are always present in the real world of institutional development. The speed of development depends on how quickly and effectively the management problems are addressed. I also hope that you, as an administrator and planner, are fully cognizant of the developmental process and will support the institution which is in the best interest of your province for enhancing its agriculture and rural development.

Should you have any questions or require further clarification, please feel free to contact me or my staff and we will be pleased respond.

Sincerely yours,

John B. Swanson  
Chief, Agriculture and  
Rural Development

cc: Major General (Retd.) Khurshid Ali Khan, Governor, NWFP  
Dr. Zafa: Altaf, Secretary, Ministry of Food and Agriculture.  
Mr. Ejaz Rahim, Chief Secretary, NWFP  
Mr. Khalid Aziz, Additional Chief, Secretary, NWFP  
Professor Dr. Basit Ali Shah, VC  
Dr. Oval Myers, COP, TIPAN

FEB 14 1994

UNITED STATES AGENCY FOR INTERNATIONAL DEVELOPMENT  
MISSION FOR PAKISTAN AND AFGHANISTAN

February 3, 1994

Professor Dr. Basit Ali Shah  
Vice Chancellor  
NWFP Agricultural University  
Peshawar.

Dear Professor Shah:

Dr. Qayyum and I met with you on December 8, 1993 and, thereafter, Dr. Qayyum, Oval Myers and Don Kuhlman discussed with you several times our concern over the vacancy of Director of Outreach's position. You had assured us that you would make this appointment. Later we met with Mr. Ejaz Ahmad Qureshi, Secretary, Agriculture and discussed with him the outreach program and its importance for transfer of technology to the farmers. Mr. Qureshi said that Director, Outreach's position is in Grade 20 and potential candidates from the Extension Department who could fill this position are in Grade 18. Grade 18 officers, according to Government rules, cannot be directly promoted to Grade 20 position without taking first Grade 19 position. Therefore, Mr. Qureshi suggested that the position of Director, Outreach will have to be filled by somebody within the University system.

The decisions of NWFP leaders during 1993 have not been conducive to the sustainability of Outreach at NWFP AU. For example, the transfer of Director of Research to Director of Outreach was met by the refusal of Director of Research. The Director of Research was reappointed as Director of Research by the Secretary of Agriculture. Thus the NWFP AU has been without a Director of Outreach since January 28, 1993.

Professor Shah, you have been a strong supporter of the Outreach Program; you and we agree that the Outreach Program is very critical for the survival of the University system. Such a program, one that would "take the University to the People" (Project Design Report, 1983), was a central thrust in the design of TIPAN which led to the \$83 million investment. This is precisely the type of program which will win support for the University from its constituencies and sustain the system. Keeping the importance of the outreach program in mind, USAID has expended substantial resources, including long-term and short-term technical assistance, training, equipment and operational funds for outreach activities. USAID's long-term advisor, Dr. Don Kuhlman, is one of the leading experts in this area and was very energetic and willing to push this program to the maximum benefits of the University. Unfortunately, Dr. Kuhlman has been without a counterpart for some

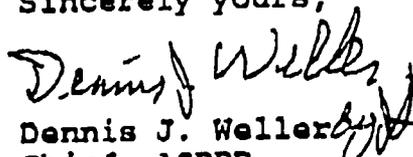
time. Other vacancies have occurred--the four Regional Program Leader positions are all presently vacant--which has further diminished the outreach role. As the University has allowed the leadership of outreach to languish, we believe that this deteriorating situation has prevented Dr. Kuhlman from effectively contributing to the University. As a result, Dr. Kuhlman will depart earlier than anticipated since his effectiveness is diminished.

We respectfully request that you appoint a full-time Director of Outreach, as is your prerogative as Vice Chancellor, to sustain the Outreach mission of NWFPAU. This appointment should be in consultation with the Secretary of Agriculture since Outreach is the unifying linkage between campus and station researchers and Agricultural Extension. The TIPAN Team Leader, Dr. Oval Myers, the Technical Assistance Team and USAID offer their full support and assistance to you in the appointment of Director of Outreach and subsequently the vacant Regional Director positions.

Professor Shah, we believe that in this situation, the use of further USAID funds in outreach would not be a productive use of our resources. If a Director of Outreach is not appointed within a week's time, USAID will find it necessary to suspend funding for the outreach and other supporting areas until such time that we are assured that these funds will be used effectively.

I hope you will appreciate our concern and will appoint somebody in the position of Director, Outreach.

Sincerely yours,

  
Dennis J. Weller  
Chief, ASPPD  
Agriculture and Rural  
Development Division

cc: Mr. Ejaz Ahmad Qureshi, Secretary, Agriculture.