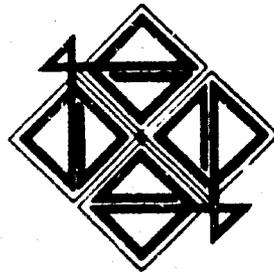


Academy for Educational Development
Development Support Training Project



(JANUARY 1991 - DECEMBER 1991)

MANAGEMENT TRAINING

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PAKISTAN DSTP PRIVATE ENTERPRISE TRAINING

The Management Training Unit of Pakistan DSTP (1983-1991) initiated training in the private sector in late 1987 and began placing major emphasis on the private sector in late 1989. The Management Training Unit (MTU) works in four areas:

- 1) Private Enterprise Training Initiative (PETI)
- 2) Women in Development (WID)
- 3) Development Management Training Initiative (DMTI)
- 4) Training of Training Professionals (TOTP).

While PETI serves the private sector exclusively, the other programs also work with private organizations and are actively soliciting private sector program participants. Developing women entrepreneurs is a key component of the WID programs. Privatization of government industries and banks is an element of DMTI. Training men and women in both sectors to be effective experiential trainers and improve overall organizational performance (TOTP) supports MTU's other program areas.

A summary of the strategies, goals, impact and range of private sector training offered by Pakistan DSTP follows.

Private Enterprise Training Initiative

PETI offers programs to meet the development needs of the small and medium business sector in Pakistan. PETI has been instrumental in developing sponsoring institutions' trainers in all elements of marketing, design and delivery of effective workshops and follow-up. PETI programs are primarily sponsored by four institutions: the Entrepreneurship Development and Advisory Service (EDAS) in Lahore, the Entrepreneurship and Career Institute (ECI) and the Business Resource Development (BRD) in Islamabad; the Pakistan Institute of Management (PIM) in Lahore and Karachi. PETI is expanding its work to Rawalpindi, Peshawar and Quetta.

PETI programs are aimed at four target areas. All the programs under each of these target areas address the training needs of a) new or prospective entrepreneurs, b) existing business persons running small and medium-sized businesses, c) owner-managers of family-owned businesses, and d) owners and managers of large private sector corporations. All the programs offered by PETI have been developed in response to the training needs of these target groups identified through extensive needs assessments. Increased attention is being paid to existing PETI programs with a view to make them self-supporting. Highlights of program are presented in the four target areas.

1) Institutional Development

The Institutional Development programs provide assistance to existing and potential private sector institutional clients for the development of institutional capability. The programs will enhance the training and consulting support that EDAS, PIM, ECI, BRD and the National Management Institute provide to private businesses for improvement of organizational performance. The second strategy is to encourage the creation of organizations similar to EDAS and BRD in Karachi and Peshawar.

2) Small Enterprise Development

The small enterprise programs are offered to businesses that started five to ten years ago and have reached their growth ceiling under current conditions. Strategic Planning, In-company Business Profiling and Financial Management help the owners plan their futures, improve the internal management and use resources more effectively.

3) Entrepreneurship Development

A number of trainers from the organizations noted above are in the process of being certified in Management Systems International's 'Entrepreneurship Development Program.' This program has been offered to existing and potential business people.

4) Corporate Sector Development

Large Pakistani corporations receive training in managing growth transitions. A proposed Export Promotion course will help export companies increase their volume, find new markets, improve quality and support joint ventures.

Women in Development

The Women In Development program addresses two general areas. One is the development of existing and potential women entrepreneurs. The involves working with professional women in the public and private sector to help them become effective managers. The strategy for both these programs has been to develop a cadre of Pakistani women capable of delivering training in each of these programs areas. The Entrepreneurship Development Program teaches women how to establish and manage small businesses successfully. WID is expanding the number of women who can deliver this course. They are planning to offer them in local languages to reach many more women and expand the location of the training. Programs for women in education who manage private schools are in the planning stages.

Development Management Training Initiative

The DMTI program is expanding the capacity to manage development projects in rural provinces, especially in the fields of health and education. Participation of private sector organizations is aggressively sought and is meeting with some success. There are a number of people who are working in private schools or health services organizations who are learning about how to manage projects and more carefully implement the various crucial phases through the DMTI Project Management Workshop. Moreover, DMTI is sponsoring an effort to build more effective relationships between public and private executives, particularly in respect to privatization. A pioneering workshop is planned that will bring together a mix of senior officials of the GOP and influential senior executives from the private sector. The workshop, which will be offered through the prestigious Pakistan Administrative Staff College, will address the problems and dilemmas of effectively privatizing selected government organizations. A further effort to support the private sector and women is the research project that will be launched through NIPA Lahore. This DMTI based training effort will result in a number of women who are able to do systematic research on the plight of urban, poor women and what circumstances would enable them to contribute to economic development. In fact, the training program will have the women of NIPA Lahore learning research methods by doing research related to women in poor areas of Lahore. From being a program with 100 percent of its participants coming from the government, DMTI has been able to move its efforts to the point where somewhere around 40% of its participants are from the private sector. And, ground continues to be gained in this direction.

Training of Training Professionals

The increased private sector focus is reflected in the number of participants and host organizations for Training of Training Professionals programs. Host organizations market the workshops and provide training space. This program develops people who do technical training and people who do general training period. There are four levels of competency that can be achieved; Trainer, Trainer of Trainers, Consultant, and Human Systems Development Professional. Except for two of the eight core programs, every one of the training efforts involves working on a concrete organizational project that requires the delivery of a product to the client by the end of the program. Consulting Skills and Total Quality Management workshops involve advanced trainees work with senior executives from private and public organizations on very focused change projects. The trainees learn to become more effective consultants in organizations and teaches the senior executives how to more effectively use consultants. All trainees are trained by doing - actively guided in the processes that are being mastered.

**MANAGEMENT TRAINING UNIT: DSTP II
ACADEMY FOR EDUCATIONAL DEVELOPMENT**

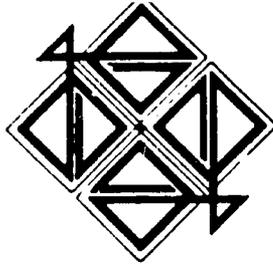
PROGRAM AREA	COURSE TITLES	PARTICIPANTS ¹		GENDER	
		% Pvt. Sector	% Public	% Women	% Men
Private Enterprise Training Initiative (PETI)					
<i>o Entrepreneurship</i>	Entrep. Develop. Workshop	98	02	10	90
	TOT for EL W	100	00	00	100
	How to Set-Up a Project	95	05	10	90
<i>o Small & Med. Bus.</i>	Managing Growth Transitions	95	05	05	95
	Financial Mgmt. for Owners	95	05	05	95
	In-Company Strat. Profiling	100	00	00	100
<i>o Instit. Development</i>	BRD Group (Islamabad)	100	00	00	100
	Karachi Group	100	00	00	100
	Peshawar Group	100	00	00	100
	Strat. Plng.--Indust. Assoc.	100	00	00	100
	Export. Development	100	00	00	100
Women in Development (WID)					
<i>o Entrepreneurship</i>	Needs Assessment for Self-Employment in Rural Areas	100	00	100	00
	Entrep. Development Prog.	100	00	100	00
<i>o Org. Improvement</i>	Strategic Plng. for NGO's Working w/Women	95	05	90	10
	Sustainability for NGO's Working w/Women	95	05	90	10

¹ These, and the gender percentages, are the estimates for 1991.

	School Mgmt.	100	00	100	00
PROGRAM AREA	COURSE TITLES	PARTICIPANTS		GENDER	
		% Pvt. Sector	% Public	% Women	% Men
Women in Development (WID) Continued					
	Strategic Plng. for Women Owned & Mng. Businesses	100	00	100	00
<i>o Career Develop.</i>	Managerial Skills	60	40	100	00
Development Management Training Initiative (DMTI)					
<i>o Mgmt. Development</i>	Urban Mgmt.--KMC	00	100	25	75
	Environ. Mgmt.	00	100	10	90
	Stimulating the Pvt. Sector (Admin. Staff College)	40	60	10	90
	Research Methods for Women Researchers	100	00	10	90
	Project Mgmt.--Quetta & Peshawar (Health and Education)	20	80	30	70
	Proj. Mgmt. for Women's NGO's	100	00	80	20
<i>o Systems Change</i>	Consultancy Skills in Org. Development	00	100	00	100
	Org. Transitions in Education--NWFP & Balochistan	05	95	30	70
Training of Training Professionals					
<i>o Trainer Development</i>	Foundation Training of Trainers	70	30	50	50
	Training. Needs Analysis	70	30	40	60

	Program Design & Instructional Techniques	70	30	40	60
PROGRAM AREA	COURSE TITLES	PARTICIPANTS		GENDER	
		% Pvt. Sector	% Public	% Women	% Men
Training of Training Professionals					
	Effective Training Eval.	70	30	40	60
<i>o Trainer of Trainers</i>	Advanced Trainers Development Workshop	70	30	40	60
<i>o Consultant</i>	Consulting Skills	70	30	40	60
	Total Quality Management	70	30	40	60
<i>o Human Systems Development Professional</i>	Enhancing Overall Organizational Performance	70	30	40	60
<i>o Short-Term Programs</i>	Strategic Planning for Setting up an HDS Unit	80	20	40	60
	Managing and Developing the Work Unit	80	20	40	60

Academy for Educational Development
Development Support Training Project



FOURTH QUARTER WORKPLAN
(JANUARY 1991 - DECEMBER 1991)

MANAGEMENT TRAINING

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Introduction

Overview to the Workplan

This workplan has five sections. The first section presents information about the overall workplan. It provides (a) a brief history of the Management Training Unit's (MTU) work during DSTP I & II. (2) identification of new directions being undertaken and (3) four graphs showing overall achievement.

Each of the four ensuing sections represents a particular program within MTU. These programs are;

- o Private Enterprise Training Initiative (PETI),
- o Women in Development (WID),
- o Development Management Training Initiative (DMTI)
and
- o Training of Training Professionals. (TTP).

These four sections of the document all begin with the same structure as the first section and contain several additional features. Specifically, the various programs areas are described and the training programs that support the area are presented. Each of these four sections conclude with a level of effort document that shows the upcoming six-month period and the projected 3rd and 4th quarters that lie ahead.

DSTP I & II: A Brief History

In 1984, when the DSTP project began, virtually all efforts were directed to working with various organizations belonging to the Government of Pakistan. The centerpiece of efforts during this early period was the public sector. This work involved both training of trainers efforts which created the Training of Training Professionals program (TTP) and strategic planning and other activities with various government training organizations across the country. The other part of these activities laid the ground for the Public Sector program. This multifaceted relationship with the GOP remained a firm reality through most

of DSTP I. In the latter part of DSTP I, the full-time staff increased from three to four and finally to five.

Corresponding to the increase in staff, there was a differentiation of the organization into new areas of endeavor. In late 1987, the Private Enterprise Initiative (PETI) was started. In some ways the PETI program was incipient with the work that had been started earlier with the Punjab Small Industries Corporation (PSIC)--a Provincial level government organization. This on-going effort involved increasing PSIC's capability to better provide services to entrepreneurs applying for loans. When PETI was formally created it also was assigned the responsibility of managing the delivery of programs (developed by Arthur D. Little) through the Pakistan Institute of Management (PIM), which like PSIC is a government organization--but in this case an organization providing training to both the public and private sectors. Soon, PETI began to do entrepreneurial training and to deliver programs designed to help existing small businesses.

Shortly thereafter, the Women in Development program was created. It started by launching a managerial skills program for women. Entrepreneurial training for women, based on the model developed by an Indian training organization, was a second part of WID that was begun in Karachi shortly after the introduction of the WID managerial skills program.

Through these developments, four program areas of the Management Training Unit--Public Sector, TOTP; PETI and WID-- were established.

A significant byproduct of having most of DSTP I's efforts keyed to government organizations was that it provided a stable and predictable institutional base to work with and a more or less captive market of trainees for the training programs. Throughout this period of time, from 1984 through 1988, the level of programmatic efforts grew, especially during the last two years. By the end of DSTP I in December, 1988, the staff had grown to a total of six professionals, including the Director.

DSTP II began in January, 1989. During the first half of 1989, DSTP II continued in more or less the same pattern of endeavors as DSTP I. However two significant changes began

to take place in the Fall and Winter of 1989. The first of these was the culmination of an extensive needs assessment of public and private officials involved in the management of development projects in Balochistan and N.W.F.P., the more rural and least developed of the four provinces. This needs assessment led to significant changes in the Public Sector Unit. To reflect the change in mission and nature of this unit, the name of the unit was changed to Development Management Training Initiative (DMTI). The purpose of this unit is to provide training and organizational interventions to individuals in rural Pakistan involved in the management of development projects, especially in the areas of health and education. There is a residual component within DMTI devoted to providing support to government organizations.

More or less coterminous with this process of change, priorities within USAID began to take a marked change toward the private sector, women in development and the more rural areas of Pakistan. Of these themes, there can be no doubt but that the most pervasive level of attention has been on private sector development.

Beginning in the latter part of 1989 and with increasing tempo in 1990, the DSTP program has been going through a major shift that corresponds to the new USAID priorities. All four program areas within the MTU have sought to incorporate more and more participants and organizations from the private sector.

There has been a corresponding and accelerating movement away from public sector organizations as designated clients and a marked decrease in the general level of effort with GOP organizations. Most notably, the massive amount of program and institutional help provided to the Pakistan Institute of Management has slowly decreased to the point that only a few programs are projected to be delivered and the remaining level of effort is to strengthen the consulting and research capabilities of PIM faculty. Similar decreases of effort are occurring with the National Institutes of Public Administration. Arrayed against a spectrum of accomplishments, it would have to be said that PIM has absorbed the most resources with the least potential to perpetuate the achievement of results, the NIPA's fall somewhere in the middle and the Accounts and Audits Department would fall on the positive end.

Throughout the early and middle part of 1989, a protracted reappraisal was made of the TOTP program. This produced 1) a reconceptualization of the overall program, 2) elimination of a number of previous programs, 3) introduction of three new programs designed to directly impact organizational performance and provide more sophisticated training to advanced trainees and, equally importantly, 4) a sharp increase in the synergy and support the TOTP program provides to the other three MTU program areas. These changes were important, not only to the TOTP but also to the balance of MTU's efforts--because it became increasingly clear that a major choke point to expanding our efforts with the private sector, women in development and rural areas was the limited number of competent Pakistani trainers available to develop and deliver programs.

Thusfar in 1990 we have been able to increase the number of interns learning to train various programs and to increase the number of trained local consultants. While we are nowhere near where we would like to be in this area, we have made significant gains.

Staffing of the Management Training Unit increased during 1990. Early in the year, an additional position was added to the PETI program, making a total of two full-time professionals. An executive secretary, who serves the entire unit was hired in the middle of the year and a second position was added to the DMTI program in the Fall. This brought the staffing of MTU to a total of nine persons.

New Directions

Shifting the direction of MTU's efforts toward the private sector has been, and continues to be, a labor intensive and time consuming challenge. It entails no less than building and nurturing a whole new array of relationships and confronting a new chorus of problems.

For example, there are few private organizations in Pakistan that have their own training units or which employ women either as trainers or administrators. Most of the women managers are in NGO's which tend to be quite small and limited in overall potential impact. It is not, therefore, generally possible to work with several organizations by training their trainers and count on a spread effect that might impact many private sector organizations.

Instead, we now have to recruit consulting organizations or help build consulting and training organizations, such as the Entrepreneurial Development Service (EDAS) or the Network of Enterprising Women (NEW) or the Entrepreneurship and Career Institute (ECI) or the Business and Resource Development group (BRD). We are simultaneously doing activities to build these organizations as we deliver an increasing number of programs through them.

MTU is continuing to invent ways to increase the number of interns learning to do training programs, the number of professional local consultants trained to deliver programs and the impact of our programs in the organizations in which our trainees are based. This is occurring in all four program areas--PETI, WID, DMTI and TOTP.

The PETI program has launched a new program, "How to Set Up a Project," that helps existing and potential entrepreneurs develop strategies to create a new industrial organization. This program is projected to occur repeatedly in Karachi, Lahore, Islamabad/Rawalpindi, Peshawar and, possibly, Quetta. As these programs are delivered local support organizations, like EDAS in Lahore, are being created.

The WID program is stepping up its efforts to train women entrepreneurs. To insure that the entrepreneurship area has programs that are as effective as possible, promote the breadth of professional capability of its entrepreneurship trainers and serve the diverse and complicated needs of women entrepreneurs, WID is introducing a new entrepreneurial program that will be offered in addition to the current program. And, efforts to reach less advantaged women to bring them into the economy are continuing through several programs designed to train the managers of organizations that are dedicated to helping these women.

DMTI's programs with government organizations are most frequently to enable the government organization to provide either (a) a new kind or an increased level of support to the private sector or (b) to helping women directly enter the economy.

Work with the Audits and Accounts Department is at the point where the potential to have a wide ranging and lasting impact on the overall performance of this large organization is definitely on the immediate horizon. The Auditor General

and his top staff are deeply involved in bringing about a large scale systems change and building the internal resources to perpetuate the capacity to continue changing.

DMTI has delivered two new programs on project management in Balochistan and N.W.F.P. These programs are teaching the people, from both the private and public sector, who manage development projects how to effectively implement programs. We anticipate delivering a series of these programs and having our local consultants take over the training of the programs at an unusually early date.

We anticipate implementing the first complete cycle of the redesigned TOTP program this year and to having a special awards ceremony to formally certify the achievement of our trainees and, in particular, acknowledge the achievement of some of our trainees who have moved beyond simply being able to do a training program and progressed to the point where he or she is capable of training other trainers or serving as organizational consultants.

The efforts we have been making to work in new directions has reached the point where it can be reflected in program deliveries.

Overall Performance of the Unit

The graphs which follow show the performance of MTU relative to the purpose level indicators. We have chosen to present this information in an overall form because the accomplishments we are making in relation to these indicators are a product of the efforts all of the program areas to promote the private sector, include women, etc. The information pertinent to each area is presented at the each of the section associated with each. Between these two sets of information, we hope the reader has a solid grasp of both overall and program area performance.

PETI

**PRIVATE ENTERPRISE
TRAINING INITIATIVE**

INTRODUCTION

JAN-DEC 91

PETI has offered programs in areas that meet most of the development needs of the growing industries in small/medium business sector in Pakistan.

In addition, the Pakistan Institute of Management (PIM) addresses the functional management needs of the corporate sector. In this workplan some new initiatives are proposed to be made through other sponsors with the corporate sector.

The areas covered include Marketing, Strategic Planning, Family Business Management, Managing growth transition, Entrepreneurship development, Finance, Project Set-up skills, Human resource development, Counselling at entry level, Project profiling and development of Industry associations.

Besides PETI has been instrumental in the development of Network groups which are perpetuating sponsorship of several training programs. The network groups include Entrepreneurship Development and Advisory Service (EDAS), Entrepreneurship and Career Institute (ECI), Business Resource Development (BRD).

PETI has been instrumental in developing their organizations in terms of trainer pool, program import and design, material development, advertising and consulting support.

Efforts have been initiated to develop a new business persons network group in Karachi on the pattern of EDAS and BRD.

PETI has also made conscious efforts to support development of trainers pool in Pakistan in order to facilitate the perpetuation and institutionalization of the PETI programs.

From January 84 to September 90, 42 programs had been offered through which 793 persons were trained. These programs were sponsored through PIM, EDAS and NMC.

During Oct. - Nov. 90 quarter 2 new programs were offered and 67 persons were trained as detailed below:-

How to set up a new project. --- 38 participants.
Strategic Marketing Program (FIM)--- 29 participants.

In addition to these programs three more programs are scheduled for the current quarter as follows:

Project Identification program. ---Dec.10-20,1990
 Need assessment for EDPs in Rural Areas ---Dec.22-25,1990
 How to set up a new project #-3 ---Dec.17-27,1990

The marketing activity for these programs has been initiated and it is expected that 50-60 participants will participate in these programs.

Two of the programs in this quarter were delivered by ex-pat. consultants from ADL and ICECD.

During this quarter PETI team carried out an extensive reconnaissance tour in order to integrate Imtiaz Khalid who joined PETI during this period and to identify new initiatives.

MR. Robert Terry from ADL also joined the PETI team in order to formulate a new strategy for PETI and to identify and calibrate new initiatives.

PROPOSED ACTIVITY FOR JAN.--JUNE 1991

In the coming six months a total of twelve programs are proposed which are given below:

(1) STRATEGIC PLANNING FOR BRD GROUP	\$ 7,000	
(2) STRATEGIC PLANNING FOR INDUSTRY ASSOCIATION	\$ 7,000	
(3) IN-COMPANY STRATEGIC PROFILING #2 AND TOT	\$ 50,000	
(4) STRATEGIC PLANNING FOR SSEs # 4	\$ 11,000	
(5) IN-COMPANY STRATEGIC PROFILING # 3	\$ 11,000	
(6) FOLLOW UP ON MSI EDP # 1	\$ 9,000	(E)
(7) MSI EDP # 2	\$ 20,000	(E)
(8) HOW TO SET UP A NEW PROJECT # 4	\$ 29,000	(E)
(9) HOW TO SET UP A NEW PROJECT # 5	\$ 29,000	(E)
(10) MSI EDP # 3	\$ 20,000	(E)
(11) MANAGING GROWTH TRANSITION (PIM)	\$ 36,000	(E)
(12) EXPORT DEVELOPMENT PROGRAM	\$ 72,000	(E)
TOTAL	\$301,000	

The programs marked (E) are to be funded out of the extension budget and their approval is sought. The total amount to be appropriated from the extension budget is \$ 215,000

Programs from serial No. 1 to 5 are out of the original DSTP II budget and their amount has already been approved in the last workplan.

ADL consultants are being used in three of these programs. Details of the programs are given below:

- In company Strategic Profiling # 2 and TOT
- Managing Growth Transitions (PIM)
- Export Development Program

Two of the proposed programs are to be run by consultants from MSI under the fixed contract fee as follows:

MSI EDP # 2 and TOT	US \$ 57,281.00
MSI EDP # 3	US \$ 49,364.00
TOTAL	US \$106,645.00

This amount is not included in the figures mentioned above.

○STRATEGY

PETI programs so far offered are aimed at five target areas, these are;

- i) Institutional Development
- ii) Small Enterprise Development
- iii) Entrepreneurship Development
- iv) Corporate Sector Development
- v) Family business development

All the programs under each of these target areas address the training needs of i) New or prospective entrepreneurs ii) Existing business persons running small and medium business iii) owners managers of family owned business and iv) owners and managers of large private sector firms.

Each program offered through PETI has been developed in response to the management training needs of the above target groups identified through extensive needs assessments.

The strategy proposed for the next plan period aims at achieving an increased impact of the DSTP interventions, despite the budget constraints.

On the one hand increased attention is being paid to existing PETI programs with a view to make them self supporting. In order to achieve this objective we propose to:

- a) Increase the frequency of the program offerings
- b) Spread programs in other geographical areas
- c) Increase the amount of fee charged for the programs.
- d) Increase the options of sponsors for our programs.

e) Increase the pool of trainers.

With a view to accelerate the process of institutionalization of the PETI programs we propose to support the formation and development of EDAS like voluntary organizations in various cities of Pakistan.

Two programs will be institutionalized in this plan period.

As a result of the reconnaissance visits three new initiatives are proposed as follows:

- (1) Development of Private Sector Industry Associations
- (2) Export Development Programs
- (3) Entrepreneurship Dev. Initiative in Business Schools

In view of the budgetary constraints and prior commitments with some of the programs it was not possible to take a major initiative in these areas. Hence the strategy opted for is to design low budget programs in these target areas.

TARGET AREA-1: INSTITUTIONAL DEVELOPMENT

The Institutional Development Program provides assistance to existing and potential private sector institutional clients for the development of institutional capability. Specific objectives of this effort shall be:

- o Trainer capabilities of the staff of Business Resource Development (BRD), Pakistan Institute of Management (PIM), National Management Institute (NMI), Entrepreneurship & Career Institute (ECI) and Entrepreneurship Development & Advisory Services (EDAS) enhanced to provide training/consulting support to private businesses for improvement of the organizational performance.
- o At least two private enterprise development associations (similar to EDAS, Lahore and BRD, Islamabad) identified /formulated in Peshawar and Karachi to offer programs in collaboration with PETI, by the end of 30 June 1991.
- o A new initiative is proposed in this plan period with Private Sector Industry Associations. The training function in these associations once developed will give our program a great impetus. These associations can be used as sponsors of our programs, as platforms for marketing our programs, in identifying future needs around which programs could be offered and they will develop into important lobby groups, which shall have a positive impact on private sector development including Liberalization, reducing trade barriers and promoting technology transfers.

The other four target areas have been designed to enhance institutional capabilities of these clients to deliver each program. This is to be achieved by offering support that will amplify the conduct of programs placed with each institution while avoiding dependency in the future.

FIRST SIX MONTHS

PROGRAMS	1ST SIX MONTHS	3RD QUARTER	4TH QUARTER
* Efforts to lay foundation of Network group	1	-	-
o Strategic Planning Exercise with BRD	1	-	-
o Strategic Planning Exercise with Industry Associations.	1	1	1
TOTAL NUMBER OF PROGRAMS	3	1	1

* (These activities are linked with the delivery of How to Set-up a New Project Programs)

TARGET AREA-2: SMALL ENTERPRISE DEVELOPMENT

Various program proposals that follow in this section are addressed to a large number of existing small to medium businesses. These businesses started some five to ten years ago and have reached the limit of their capabilities to grow and survive in the face of growing competition. Their organizational problems, lack of management development, professionalization and long-term planning, are barriers to their growth.

The following programs offered by PETI provide capabilities to the owner managers of private sector businesses to overcome these barriers and grow. These programs address the functional areas of small/medium businesses. The strategic planning programs have been tested as appropriate to the needs of the industries looking for growth in a competitive environment.

PROGRAMS	1ST SIX MONTHS	3RD QUARTER	4TH QUARTER
o In-company Strategic Profiling	2	1	1
o Strategic Planning for Small Business Enterprise	1	-	1
o Financial Management for owner Managers (New Activity)	-	1	1
TOTAL NUMBER OF PROGRAMS:	3	2	3

TARGET AREA-3: ENTREPRENEURSHIP DEVELOPMENT

The qualitative as well as the quantitative aspects of Entrepreneurship Development are the focus of this target area. While some of the programs offered in this target area motivate prospective entrepreneurs, other programs seek to enhance their entrepreneurial capabilities which contribute to increase the success rate and growth of small/medium enterprises.

All program proposals reach the entrepreneurs through an intermediary local organization. This will promote sustainability of the programs and continuation of efforts beyond DSTP.

MSI's entrepreneurship workshops will train the trainers as well as equip EDAS and ECI to continue the training of entrepreneurs. Efforts will also be made to train the business schools (IBA) faculty in Lahore, Islamabad and Karachi as potential trainers. This will also facilitate the initiation of Entrepreneurship Development Programs in these business school. A new specific activity is planned with business schools in the third quarter of this planning period.

Three workshops for new entrepreneurs on "how to set-up a new project" will directly help around 140 entrepreneurs. These workshops will also support establishment of entrepreneurial development societies in the two cities.

The areas of Entrepreneurship Development is of paramount importance since it not only expands the private sector in Pakistan but also addresses one of the major issue focussing this country i.e. unemployment.

The following programs are proposed in this workplan within this target area.

PROGRAMS	1ST SIX MONTHS	3RD QUARTER	4TH QUARTER
o Entrepreneurship Workshop-MSI	2	1	1
o Follow-up on MSI - EDP	1	-	-
o How to Set-up a New Project	2	1	-
o Entrepreneurship Dev. Program with Business Schools	-	1	-
TOTAL NUMBER OF PROGRAMS:	5	3	1

TARGET AREA 4: CORPORATE SECTOR DEVELOPMENT

PAKISTAN INSTITUTE OF MANAGEMENT

Pakistan Institute of Management has been a designated client of DSTP since the beginning of the project. The development support received over this period includes the development of a five year growth plan (1985-90); a market needs survey, a computer based financial model, consulting support for development and delivery of the Chief Executive Officers Conference (1984-1989), Strategic Human Resource Management program (1985-1990), Financial Module in Advanced Management Program (1985-1989), Strategic Marketing Program (1988-1990) and a needs assessment for the Strategic Financial Conference (1990). In addition, materials support in the form of library books, audio visual aids and computer hardware/software has also been provided in limited quantities.

A general overview of PIM's growth since 1984 suggests that as an institution PIM has offered the largest number of courses in management and trained the largest number of managers each year compared to any other training institution in Pakistan. Over 523 senior executives from public and private corporations have been trained by PIM through DSTP assisted courses since 1984. While the faculty at PIM has not increased in total numbers, replacements have been made for retirements and voluntary resignations. Almost all the replacements for resignation are junior level faculty and none of the replacements are senior enough to continue to ADL developed program. PIM's physical facilities have improved in quality and the number of class rooms both at Karachi and Lahore. A computer lab has been developed in Karachi. The visible change in the quality of PIM courses reflects the influence of ADL's modeling approach to training.

AED proposes to support only one program with PIM in the coming 12 months. However PETI proposes to initiate a new program i.e., Export Development Program for the Medium/Large manufacturing companies which are in the export businesses.

This program shall enable these companies to increase export volume, identify new markets, improve quality and will support joint ventures.

Three iterations of this programs are proposed in the current workplan. The program is to be delivered by ADL.

PROGRAMS	1ST SIX MONTHS	3RD QUARTER	4TH QUARTER
o Managing Growth Transitions (PIM)	1	-	-
o Export Development Program-	1	1	1
TOTAL NUMBER OF PROGRAMS:	2	1	1

MONTH/ACTIVITIES

CALAJDER OF EVENTS

STA

01 02 03 04 05 06 07 08 09 10 11 12 13 14 15 16 17 18 19 20 21 22 23 24 25 26 27 28 29 30 31

January 1991

FOLLOW UP ON MSI PROG.
ENTREPRENEURSHIP WORKSHOP-II, EDAS, LAHORE

FEBRUARY 1991

STRATEGIC PLANNING FOR BRD
HOW TO SET-UP A NEW PROJECT-4, EDAS, PESHAWER

MARCH 1991

MANAGING GROWTH TRANSITIONS IN SSES-2, PIM
INCOMPANY STRATEGIC PROFILING II & TOT

APRIL 1991

HOW TO SET-UP A NEW PROJECT-5, EDAS, LH/QA
STRATEGIC PLANING FOR INDUSTRY ASSOCIATIONS X 2

MAY 1991

MSI ENTREPRENEURSHIP WORKSHOP-III, EDAS, LAHORE
STRATEGIC PLANING FOR SSES-4, EDAS

JUNE 1991

IN-COMPANY STRATEGIC PROFILING
EXPORT DEVELOPMENT PROG. I

JULY 1991

FINANCIAL MANG. FOR OWNER MANAGERS-I
HOW TO SET-UP A NEW PROJECT-6, EDAS, LH/QA/PH/KH

AUGUST 1991

IN-COMPANY STRATEGIV PROFILING - 4, EDAS, LAHORE
MSI ENTREPRENEURSHIP WORKSHOP-IV, EDAS, LAHORE
ENTREPRENEURSHIP DVLPT.INITIATIVE IN BUSINESS SCHOOLS

SEPTEMBER 1991

EXPORT DEVELOPMENT PROGRAM-II
INITIATIVE WITH INDUSTRY SPECIFIC ASSOCIATION

OCTOBER 1991

FINANCIAL MANAGEMENT-II
IN-COMPANY STRATEGIC PROFILING

NOVEMBER 1991

EXPORT DEVELOPMENT PROG.-III
STRATEGIC PLANNING COURSE SSE-5

DECEMBER 1991

MSI-V
INITIATIVE WITH INDUSTRY SPECIFIC ASSOCIATION

10

12

WOMEN IN DEVELOPMENT (WID)

The mission of the Women in Development (WID) program is to influence women at all levels of Pakistan's social order to contribute to socio-economic development through effective management, entrepreneurship and training of trainers. The goal of the WID program is to help women improve their personal and professional effectiveness and the quality of their life.

The WID program was initiated in 1986. Programs on managerial skills development and entrepreneurship development were the initial WID offerings. In the beginning, these programs were offered only in Karachi. With the success of these programs in Karachi, comparable training was introduced in Lahore in 1988 and in Islamabad in 1989.

The Entrepreneurship Development program was begun in 1987-88. The rationale was to encourage women to set-up and manage small businesses successfully, thus making direct contributions to the country's economy.

Keeping in view the mission of WID, certain issues have clearly emerged:

1. More local women needed to be trained to deliver and to take over the training programs. With local trainers trained, the following objectives could be achieved:

- a. Institutionalization
- b. Reduced cost of programs
- c. Increased number of programs per year.
- d. Programs in local languages so as to reach out to more women.

2. Until this point, WID has been targeting a very small percentage of women i.e. women managers and potential entrepreneurs. To impact women from the different social and economic levels, WID needs to expand its focus. One of the aims is to direct some of its programs to managers of income generation projects.

Once objectives a,b,c and d are achieved, it will be relatively easy to target programs for low income and uneducated women.

New Directions

The next cycle of the Entrepreneurship Program was proposed to be initiated by a survey. The survey to identify business opportunities and support structures available and priority areas of financial institutions could not be carried out due to shortage of funds.

For the workplan July - September 1991, two new programs were proposed. These programs are intended to advance the impact of the management and entrepreneurship programs one step further.

Identifying struggling women entrepreneurs and then offering a program to help them diagnose business problems and then to do strategic planning will be a new line of endeavor for the WID program.

Because this effort will necessarily involve re-establishing contact with former WID entrepreneurship trainees, WID will be able to acquire additional evaluative information about the impact of earlier entrepreneurship programs. This feedback will be incorporated in the next EDPs that WID will conduct.

A number of private schools have come up recently. Most of these schools are managed by women, who have considerable experience as teachers but not much experience as managers. The new program on school management will provide them with the information and skills required to manage a school.

Programs proposed for the last quarter of 1991 are mainly to strengthen NGO's working for women and help them to plan interventions to become self sustainable. This will enable them to function independent of donor funding.

This activity has been planned in two phases. Phase one focuses on redefining the mission statement and setting goals accordingly and formulating an action plan. The workshop will be attended by teams who will then go back and share their plans with the members of their organizations and prepare to come back and attend the next phase. The 2nd phase will focus on developing strategies to become self-sufficient so that these organizations continue functioning without funding your donor agencies.

The 3rd program proposed for this quarter to train the EDP women trainers of EDP to conduct follow up of EDP participants. This activity would be a support activity for the E & P. It will empower local trainers to conduct structured follow up to achieve greater success.

WID AREAS OF EFFORT

LESS ADVANTAGED WOMEN

This will be the first attempt through the Management Training Unit of DSTP to impact the less advantaged women in Pakistan. Women from low income groups need to learn skills, techniques and information about the available opportunities to improve the quality of their life.

The needs assessment in the current workplan is the first step toward enhancing the socio-economic development of less advantaged women. The first survey will be conducted in Balochistan to identify the areas and levels of managerial interventions needed to impact this area.

The next phase, a series of training programs aimed at improving the status of less advantaged women, will be proposed in the next workplan. It will be based on the results of the needs assessment survey in Balochistan and the Research project in Lahore.

ENTREPRENEURSHIP DEVELOPMENT

The involvement of women in small businesses impacts the economy of the country. Women wanting to set-up their own business lack the technical expertise required to do so. WID training programs will provide women with skills and knowledge required to set up a successful business and make a direct impact on the economy of Pakistan.

POTENTIAL WOMEN TRAINERS

To sustain the WID programs beyond the life of DSTP, it is important to prepare a group of independent and professional local trainers. The WID internship program was initiated to train and develop local trainers to take over WID programs. This small but growing number of women are being trained in all aspects of designing and delivery of training programs. WID interns will be trained through TOTP programs and specific content based programs organized by WID.

The internship program supports other programs under WID. Trainers proficient in the local language will reach a larger number of women from different socio-economic levels. They will also be able to adapt and redesign training programs to the requirements of specific groups.

WID interns can increase their competence through contributing to other DSTP programs. For example, interns trained through the Managerial Skills Workshop will work with and assist expat consultants in the DMTI managerial skills program. This would have the following benefits:

1. Interns will get a direct on-the-job training and develop additional content knowledge.
2. Minimize the time required for learning.
3. An effective use of existing resources.

MANAGERIAL SKILLS DEVELOPMENT WORKSHOPS

"Managerial Skills for Women Managers" was the first program launched through WID. The objective was to enhance professional effectiveness. Over a period of 4 years, this program has been offered a number of times in Karachi and Lahore. Each iteration was adapted and improved to make it more effective. The managerial skills program now consists of a series of three 3-day workshops. The first one is on Interpersonal Skills, the second on Managerial Skills and the third on Personal Development.

This program has already been independently conducted by Pakistani women trained through the AED programs -- without support from an expat consultant.

All the proposed iterations of this program will be conducted by local trainers.

A new program has been added this year which is specific to school management for the owner managers of schools.

**LEVEL OF EFFORT - WOMEN IN DEVELOPMENT
FIRST SIX MONTHS**

Activity	Inputs	Outputs	Est. Start	Est. End	Evaluator
1. Needs Assessment for Income Generation and Self Employment Activities	Expats. Cons. = None Local Cons. = 58 days AED Staff = 7 days	Set of recommendations for income generating and self employment activities that can be introduced in Quetta	Oct. '90	Nov. '90	AED Staff Consultant
2. Survey for Entrepreneurship Development Program	Expat. Cons. = None Local Cons. = 111 days AED Staff = 12 days	List of viable business opportunities for women in 4 cities of Pakistan	Oct. '90	Nov. '90	AED Staff Consultant
3. Managerial Skills Development	Expat. Cons. = None Local Cons. = 60 days AED Staff = 5 days	Approx. 30 women managers trained in managerial skills	Oct. '90	Oct. '90	AED Staff Participants evaluation consultant
4. Managerial Skills Development	Expat. Cons. = None Local Cons. = 60 days AED Staff = 5 days	Approximately 30 women managers trained in managerial skills	Nov. '90	Nov. '90	AED Staff Participants evaluation Consultant
5. Training of Trainers, Entrepreneurship Development Program	Expat. Cons. = 39 days Local Cons. = 69 days AED Staff = 10 days	Approximately 10 interns trained in the content of EDP.	Nov. '90	Nov. '90	Participants feedback AED Staff Consultant
6. Project Profiles	Expat. Cons. = None Local Cons. = 91 days AED Staff = 12 days	A set of approximately 40 project profiles of business identified through the Business opportunity survey	Nov. '91	Nov. '91	AED Staff Consultant
7. Entrepreneurship Development Program: Setting Up and Managing a Small Business	Expat. Cons. = 36 days Local Cons. = 83 days AED Staff = 10 days	Approximately 20 women trained in the process of Setting Up and Managing a Business	Dec. '90	Dec. '90	Participants feedback AED Staff Consultants AED Staff

Activity	Inputs	Outputs	Est. Start	Est. End	Evaluate.
S I X - M O N T H P L A N					
8. Training of Trainers: Managerial Skills	Expat. Cons. = 44 days Local Cons. = 69 days AED Staff = 28 days	Approximately 10 interns, trained in the content of Managerial Skills Workshop	Apr.-May Quarter '91		AED Staff feedback Consultant
9. EDP: Setting Up and Managing a Small Business	Expat. Cons. = 36 days Local Cons. = 83 days AED Staff = 10 days	Approximately 50 women trained in the process of Setting Up and Managing a Business	Feb. '91	Feb. '91	Participants feedback AED Staff Consultants
10. Managerial Skills Development	Expat. Cons. = None Local Cons. = 60 days AED Staff = 5 days	Approximately 30 women managers trained in managerial skills	March '91		AED Staff Participants evaluation Consultant
T H I R D Q U A R T E R					
11. EDP: Setting Up and Managing a Small Business	Expat.Cons.=36 days Local Cons.=83 days AED Staff =10 days	Approximately 50 women trained in the process of Setting Up and Managing a Business	Apr.'91	Apr. '91	Participants feedback AED Staff Consultants
12. Management of Cooperatives and Small Enterprise	Expat.Cons.=25 days Local Cons.=49 days AED Staff =10 days	Approximately 15 women trained in the Management of Cooperatives and Small Enterprise	May '91	May '91	Participants feedback AED Staff Consultants
13. EDP: Setting Up and Managing a Small Business	Expat.Cons.=36 days Local Cons.=89 days AED Staff =10 days	Approximately 50 women trained in the process of Setting Up and Managing a Business	June 1991		Participants feedback AED Staff Consultant

Activity	Inputs	Outputs	Est. Start	Est. End	Evaluator
FOURTH QUARTER					
14. School Management	Expat. Cons. = 30 days AED Staff = 43 days	Approximately 20 owner-managers of schools trained in school management	July '91	July '91	Participants feedback AED Staff Consultant
15. Managerial Skills Development	Expat. Cons. = None Local Cons. = 60 days AED Staff = 5 days	Approximately 30 women managers trained in managerial skills	July 1991		AED Staff Participants evaluation Consultant
16. Managerial Skills Development	Expat. Cons. = None Local Cons. = 60 days AED Staff = 5 days	Approximately 30 women managers trained in managerial skills	Aug. 1991		AED Staff Participants evaluation Consultant
17. EPD: Setting Up and Managing a Small Business	Expat. Cons. = 36 days Local Cons. = 89 days AED Staff = 10 days	Approximately 50 women trained in the process of Setting Up and Managing a Business	August 1991		Participants feedback AED Staff Consultants
18. Problem Solving and Strategic Planning to turn around sick units managed by Women Entrepreneurs	Expat. Cons. = 23 days Local Cons. = 43 days AED Staff = 15 days	Approximately 12 owner-managers trained to diagnose problems with their business and to make	Sept. '91	Sept. '91	

Activity	Inputs	Outputs	Est. Start	Est. End	Evaluator
19. NGO's Working for Women Phase I, Strategic Planning I	Expat.Cons.=23 days Local Cons.=43 days AED Staff =15 days	15 senior managers of NGO working with women aware and capable of strategic planning	Oct. '91	Oct. '91	Participants feedback AED Staff Consultants
20. NGO's Working for Women Phase II; self sustainability	Expat.Cons.=40 days Local Cons.=50 days AED Staff =25 days	21 senior managers of NGO's working with women, aware of methods and strategies to become self sustaining	Dec. '91	Dec. '91	Participants feedback AED Staff Consultants

DEVELOPMENT MANAGEMENT TRAINING INITIATIVE (DMTI)

A. INTRODUCTION & FUTURE DIRECTION

The Development Management Training Initiative (DMTI), an expanded and refocused version of what was "Public Sector" in DSTP I, aims to train development managers and strengthen training organizations. This initiative is focused on enhancing/improving Pakistan's ability to manage development. The DMTI involves a "reprioritization" of DSTP's activities in the public sector to emphasize development management. DMTI also aims to expand and reshape the universe of client training institutions by: a) extending activities in NWFP and b) by modestly reorienting client institutions in Karachi and Lahore to contribute to private sector development by making GOP officials aware of the problems and issues of private sector.

As an extension of DSTP I, DSTP II supports the goal of "upgrading and strengthening the managerial and technical expertise of Pakistan in the planning, development and implementation of Pakistan's priority social and economic development programs". The basic assumption is that if the supply of trained human resources increased, development planning and development project identification, design, implementation, evaluation, and management will be improved.

New USAID priorities stress strengthening the private sector and contributing directly to improving socio-economic development by training GOP officials in the Education and Health sectors. A series of interventions are proposed for this workplan that reflect the above priorities and our learning from prior experience. The new strategy is directed at the managing of development through enhancing education sector by helping managers to manage major organizational transition projects. The support to health sector is envisaged through enhancing trainers capability to carry out specifically focussed training needs survey. These are briefly summarized as follows:

- o Design and deliver training programs to GOP officials involved in planning, developing, implementing and managing programs and projects in Education and Health sectors.
- o Extend the new project management skills training efforts to the Private Sector and to Women involved in socio-economic development in Education and Health sectors.
- o Develop a cadre of local trainers in health and education sector possessing excellent process skills for accelerated transfer of content based capability.

- o Supplement management training programs with organizational interventions to achieve desired impact and help managers manage change.
- o Extend management training efforts to the less advanced regions of Balochistan and N.W.F.P.
- o Diversify by providing strategic planning assistance to improve organizational performance and the setting-up of the training/HRD function.
- o Develop synergy with all components of Management Training Unit (MTU). Collaborate wherever possible and avoid duplication of efforts.
- o Draw upon local resources developed in other components of MTU and make use of these resources to impart knowledge and sustain future efforts.
- o Coordinate with other USAID agencies and projects involved in developmental work to share a portion of the cost of management training.

B. SUMMARY OF KEY DESIRED OUTCOMES

This workplan covers the planning period from January 1, 1991 to December 31, 1991. Essentially, the same spirit is maintained during this plan period as was originally envisaged for the workplan period July, 1990 - June, 1991. Enhancing Pakistan's capability to manage development continues to be the main theme of DMTI workplan. This is to be achieved through gradual expansion of DMTI activities in the less advantaged regions of Pakistan, mainly Balochistan and NWFP. Health and Education remain the main focus of DMTI interventions. Regular follow-up of programs is planned to enhance the impact of our training programs. To consolidate training efforts and improve organizational performance, limited O/D interventions are proposed. These interventions are to be carried out at a pilot level to provide trainers and managers an opportunity to manage change projects. These trainers and managers will thus be prepared to undertake organizational transition efforts in their respective organizations. Emphasis on creating a cadre of local trainers to take-over training capability and sustain programs in the future continues to be DMTI's priority area. Above all, a more integrated strategy is proposed that involves a synergistic approach among the various components of Management Training Unit. All efforts will be made to impact managers of priority programs/schemes in health and education specially in the private sector.

C. OVERALL PERFORMANCE (PURPOSE LEVEL INDICATORS)

From October to December 1990, a total of five programs were delivered as follows:

1. A two-day workshop on "Leadership in Management" for top management of KMC (Nov. 21 & 22)
2. A six-day Managerial Skills workshop for mid-level managers of KMC (Dec. 1-6)
3. A six-day module building workshop for NIPA, Peshawar (Dec. 1-6)
4. A four-day retreat for the Advanced Course Coordinators and Directors of all NIPA's (Dec. 8-11)
5. A two day Strategic Planning Workshop for NIPA, Peshawar (Dec. 13 & 14)

All the five programs delivered, are in the calibration stage.

A total of 2 expatriate consultants were used; the number of local consultants used was 8. All the 8 consultants, came from the public sector.

D. PROPOSED PROGRAMS FOR WORKPLAN

Based on the strategies adopted during the previous workplan period and that continued during the current workplan, the following activities were proposed and approved by USAID for the first two quarters:

1. Urban Planning & Metropolitan Management for KMC
2. Advanced Course Revision - NIPA, Peshawar
3. Consultancy Skills in Organizational Development - PAD/AATI
4. Research Methodology Workshop for women researchers - NIPA, Lahore
5. Enhancing Training Techniques - Civil Services Academy, Lahore
6. Clinic for ex-trainees of Project Management Skills Workshop - Railway Accounts Academy, Quetta
7. Project Management Skills Workshop - Quetta
8. Project Management Skills Workshop - Women NGOs
9. Project Management Skills Workshop - Peshawar
10. Managerial Skills Workshop for Scientists - NIST, Islamabad
11. Environmental Management - NIPA, Peshawar
12. Seminar on Stimulating Private Sector at PASC & NIPA, Lahore

Of the 12 programs proposed, only two new programs are being proposed:

1. Clinic for ex-trainees of Project Management Skills Workshop.
2. Project Management Skills Workshop for women NGOs.

The remaining 10 programs have been approved by USAID for the workplan period July, 1990 - June, 1991.

E. PROGRAMS PROPOSED FOR THE FOLLOWING 2 QUARTERS

In keeping with the new strategy programs proposed originally for the third and fourth quarter have been revised. Some of the original programs have been postponed in the subsequent quarters. The programs now proposed for the period July 1, 1991 to December 31, 1991 are as follows:

1. Managing Organizational Transitions (PEDP) Quetta - Phase-1
2. Managing Organizational Transitions (PEDP) Quetta - Phase-II
3. Managing Organizational Transitions (PEDP) Peshwr - Phase-I
4. Managing Organizational Transitions (PEDP) Peshwr - Phase-II
5. TNA for Population Welfare Project (RTI)
6. TNA for Family Planning Project (FPAP)
7. TNA for Child Survival Project (HSA)
8. Project Management Skills Workshop - Peshawar
9. Follow-up Clinic for Alumanae of Project Management Skills Workshop - Peshawar
10. Follow-up Clinic for Alumanae of Project Management Skills Workshop - Quetta

TRAINING OF TRAINING PROFESSIONALS

INTRODUCTION

This Workplan covers the planning period from Jan 1, 1991 to December 31, 1991. The activities proposed in this workplan period are as follows:-:

- a) A Foundation Trainer of Trainers Workshop and a Consulting Skills Workshop are planned for the January to March quarter of 1991.
- b) A Training Needs Assessment Workshop is planned for the April to June Quarter.
- c) An Effective Training Evaluation Workshop is planned for the July to September Quarter.
- d) A Total Quality Management Workshop for the October to December Quarter.

A Foundation Trainer of Trainers Workshop, a Program Design and Instructional Techniques Workshop and two Seminars on Presentation Skills were completed in the October to December 1990 quarter. These workshops are more or less in sequence and will feed into the workshops planned for the four quarters of 1991. Participants of previous workshops and some lateral entrants will be encouraged to attend.

The workshops covered in the first three quarters of 1991 mentioned above correspond to Level-1 of the TOTP Certification scheme and the Total Quality Management workshop corresponds to Level-3 of the certification scheme, and will be conducted in the fourth quarter. A full explanation of the TOTP strategy and certification scheme is given in the Workplan (July 1990 - June 1991) extract on pages 7 to 17 at Annex A.

There is no significant difference in direction perceived for this program at present. We, are however, working increasingly with private sector sponsoring institutions and developing new clients in the private sector as per USAID priorities. Level I and II programs include clients from the Health and Education Sectors, but within these sectors we are moving away from public sector clients towards NGOs. Considerable effort has been expended in shifting the focus of our client base to respond to the new USAID priority guidelines of moving toward the private sector. This effort will continue.

The TOT program consists of eight workshops divided into four levels. These workshops feed into one another sequentially. Although there are options to leave the series at Level 1, 2, 3 & 4, attendance at the Foundation Trainer of Trainers Workshop is a pre-requisite for all trainees. After the FTOT, there are several options available for the trainee (see Certification Scheme attached).

In this workplan, a streamlining process will be attempted to enable trainees to proceed through the series in chronological order. Increasingly, our trainees will take over workshops which they have been trained to conduct. Initially, this will occur with the aid of foreign consultants as shadow consultants.

1. PROFESSIONAL DEVELOPMENT AND CERTIFICATION SCHEME

TOTP views the growth and development of training professionals as a long-term and continuous process. Trainers engage in a wide variety of training activity throughout their careers, not just within one specific organizational context. TOTP will continue to develop competent professionals through a comprehensive, integrated and practical development and certification scheme.

The heart of this effort is a multi-level training of trainers program designed to build the basic competency to develop and deliver effective management development programs and, for the participants who demonstrate the capability to proceed, training in how to more directly impact organizational performance. The latter includes experience working with senior managers trying to improve the overall effectiveness of their organizations.

LEVEL 1, Human Systems Development (HSD) Trainer, is based on four courses. A three-week Foundation Training of Trainers (FTOT), a 12-day Training Needs Analysis (TNA), a 10-day Program Design and Instruction Techniques (PD&IT) Course and an 8-day Effective Training Evaluation Course (ETE). Having completed the FTOT and two of the other courses, a person receives a certificate as a HSD Trainer.

If the person was assessed by the trainers and co-trainers in the courses he or she took as performing at an above average or outstanding level, he or she is invited to participate in the 2nd general level of the program and, in the case of those who received an outstanding assessment, offered the opportunity to go directly to the 3rd level of the program.

LEVEL 2 trains people to train trainers, a considerably more complicated task than simply providing training. It is based on a 3-week Advanced TOT and then a demonstration of capability by training either the TNA, PD&IT, or ETE programs and one short-term program on a special topic. Having demonstrated competency through this process, the individual is certified as a HSD Trainer of Trainers. Those who performed at an outstanding level are invited to participate in Level 3 of the certification program.

LEVEL 3 involves working with senior executives on change projects. There are two programs--Consulting Skills and Total Quality Management (TQM). Both involve having TOTP advanced trainees work with teams of senior executives from private and public organizations on narrowly focused change projects. The consulting skills program addresses a specific target of opportunity in an organization, helps our trainees learn to be more skillful as consultants and helps senior executives learn

how to more effectively use consultants. The TQM course has the same general design of trainees and teams of senior executives but introduces the concepts of total quality management and involves implementing a project based on TQM principles.

Having performed at an outstanding or above average level, individuals are given the opportunity to train the Foundation Training of Trainers Program as an additional demonstration of competency. Successfully performing this role results in being certified as an HSD Consultant and being invited to participate in the 4th and final level.

LEVEL 4 which will be implemented for the first time in the Summer of 1991 is a one-month residential program called Enhancing Overall Organizational Performance. It is based on TQM concepts and, unlike the earlier more limited application of TQM, it is intended to introduce system-wide change. Again, participants are advanced trainees and teams of executives. We hope to have the executive teams that participated in the TQM program involved in this, the final step in the overall program. When our trainees complete this program and further demonstrate their proficiency through training either the Advanced TOT, the Consulting Skills or the TQM course, they are certified as HSD Professionals.

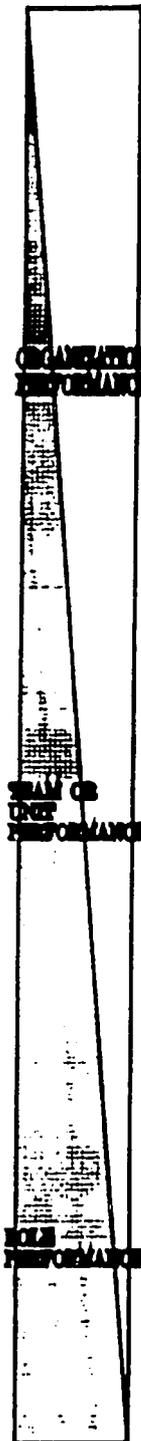
The TOTP program also offers a few short-term programs designed to respond to special needs and to market our certification program to prospective senior level managers.

Without exception, all of our TOTP programs are based on projects. Participants are trained by doing. They experience the full range of circumstances required, for example, to actually do a training needs analysis or an effective training evaluation. We have no programs that are solely classroom based and train people about topics without having real-life experience of them.

During this workplan period, ideas will be tested with Pakistani institutions to certify/permit credit to outstanding trainers from among the trainers selected from the Advanced Trainer Development program. Mentoring, self-instruction and using other non-traditional approaches to learning may result from such attachments.

CERTIFICATION PROGRAM FOR HUMAN SYSTEMS DEVELOPMENT PROFESSIONALS

**TOTAL SYSTEM
EFFECTIVENESS**

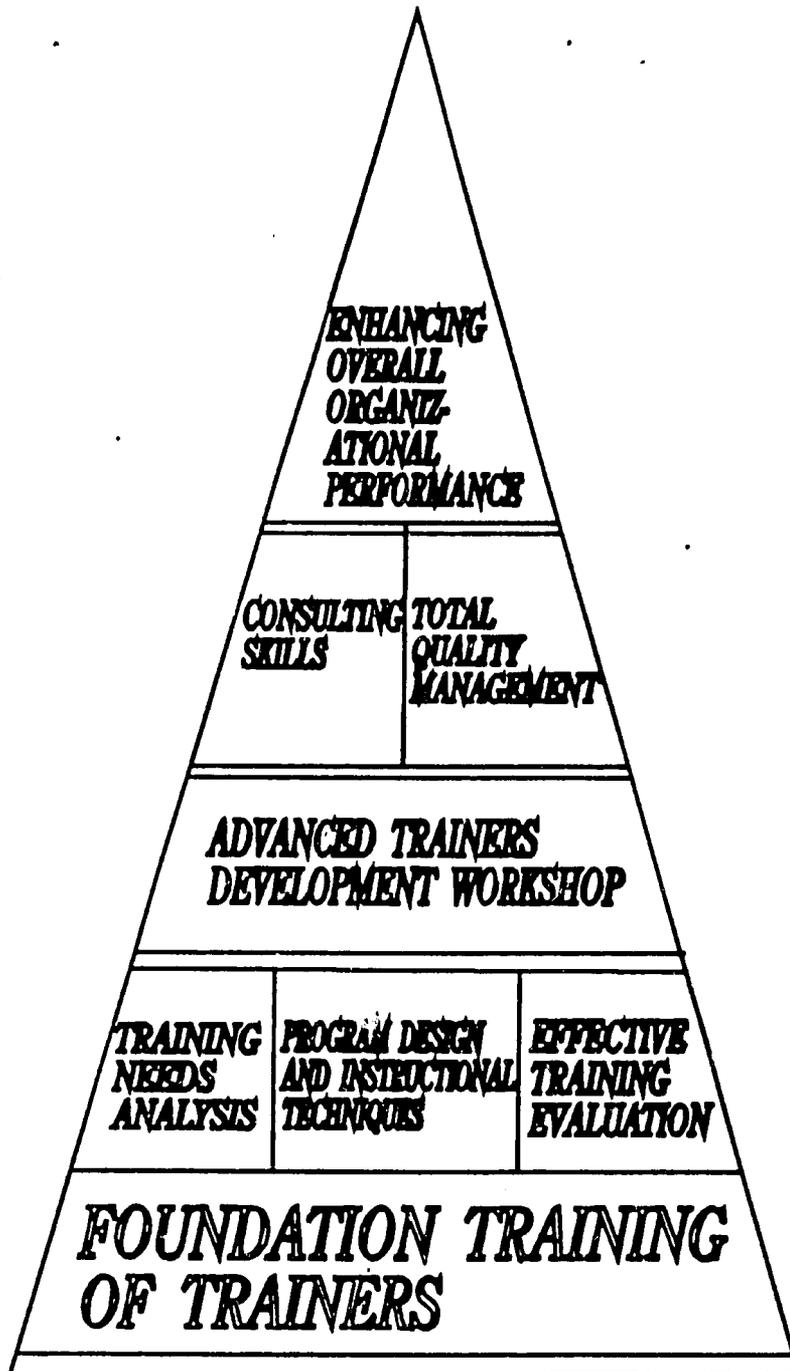


**ORGANIZATION
PERFORMANCE**

**TEAM OR
UNIT
PERFORMANCE**

**ROLE
PERFORMANCE**

**INDIVIDUAL
GROWTH**



**ENHANCING
OVERALL
ORGANIZATIONAL
PERFORMANCE**

CONSULTING SKILLS **TOTAL
QUALITY
MANAGEMENT**

**ADVANCED TRAINERS
DEVELOPMENT WORKSHOP**

TRAINING NEEDS ANALYSIS **PROGRAM DESIGN AND INSTRUCTIONAL TECHNIQUES** **EFFECTIVE TRAINING EVALUATION**

**FOUNDATION TRAINING
OF TRAINERS**

**Level 4
HSD
Professional**

**Level 3
HSD
Consultant**

**Level 2
HSD Trainer
of Trainers**

**Level 1
HSD Trainer**