PN-ABL-424

Academy for Educational Development
Development Support Training Project

FIELD OFFICE STRATEGIC PLAN

JULY 1991 - DECEMBER 1993

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Strategic Plan (Year 1991)

Administration Unit:

GOAL (1): Optimum efficiency achieved in the control and management of finances. 1-1
GOAL (2): Staff accommodated in the new office premises in the most efficient way 1-5
GOAL (3): A properly functioning library available to support socio-economic development 1-9
GOAL (4): Inventories updated 1-11
GOAL (5): Files and record of departing staff kept safely 1-12
GOAL (6): Efficiency of Admin. Staff maintained 1-13
GOAL (7): Apprised the new COP of the working of Admin. Unit 1-14
Appendix-I: 1-15

English Language Services Unit:

GOAL (1): Up to 100 GOP employees nominated for academic and or technical training in the U.S. have completed a 10-week intensive English for Academic Purposes program which included three Tests of English as a Foreign Language (TOEFL) and eight cultural awareness training modules. 2-1
GOAL (2): The quality of all aspects of CIELS' instructional program is consistent with, or better than, historical measurements. 2-3
GOAL (3): CIELS faculty are fully vested in its policies, procedures and program. 2-6
GOAL (4): TOEFL testing is provided to GOP employees nominated by their departments in test sites at 5 major cities. 2-9
GOAL (5): ELSU relocated to new location and fully functioning before the beginning of CIELS Session XXVIII, January 14, 1991. 2-10
GOAL (6): Public and private English language training entities in Islamabad have been evaluated as potential recipients of CIELS functions and materials. 2-18

Follow-up Unit:

GOAL (1): Follow-Up data base devised. 3-1
GOAL (2): Improve quality of work life to promote a productive organizational culture through incentives provided in the unit for the secretary and the assistant. That will contribute to their professional development and enhance morale. 3-2
GOAL (3): In-country contacts 3-3
GOAL (4): Field interviews with former USAID participants. 3-6
GOAL (5): Survey questionnaire distributed to former USAID participants. 3-7
GOAL (6): Follow-up assistant hired to assist the Director of the unit. 3-12
GOAL (7): Staff development. 3-13
GOAL (8): Use of visiting experts. 3-14
GOAL (9): Generate 100 returned surveys from Returned and Post-Training participants every three months or quarterly. 3-15

-2'

GOAL (10): Generate testimonials from Pakistani institutions that host or employe former USAID participants. The purpose of the testimonials is to highlight the achievements of former participants and the institutions themselves. 3-16
GOAL (11): Events are held to support the professional development of former USAID participants. 3-17
GOAL (12): Data from returned surveys generated. 3-18

Management Information Systems:

GOAL (1): Participant Training Database (PTD) has been modified/revised. 4-1
GOAL (2): The New Database Modules have been added to PTD. 4-6
GOAL (3): The New LAN Setup and Re-allocation of Computer System is completed. 4-11
GOAL (4): AID Project Offices and Home Office systems are updated with PTD. 4-13
GOAL (5): AED Filed Office has been provided with computer support. 4-14
GOAL (6): 936 PIO/Ps and/or PIO/P Amendments have been checked and signed. 4-15
GOAL (7): Office of International Training (OIT) provided through HRD/USAID with Quarterly Reports on Return Participants. 4-18
GOAL (8): Home Office provided with Progress Reports. 4-19
GOAL (9): The Local Area Network (LAN) and Computer Systems have been installed at the new office building of AED. 4-21

Participant Training Unit:

GOAL (1): Pending Participants Case Load Administered 5-1
GOAL (2): Participants Depart for Training 5-3
GOAL (3): Project Requirements for In-training Academic Participants Fulfilled 5-4
GOAL (4): Return of All Completed Participants Confirmed 5-5
GOAL (5): GOP Ministry Requirements Fulfilled 5-6
GOAL (6): Final PIOP Close Out Amendments Completed 5-7
GOAL (7): Participant Training Staff Reduced 5-8
GOAL (8): Case Officers Trained to Hold Pre-Departure Orientations 5-9
GOAL (9): Maintained Strong Communication between the Participant Training Unit and other AED/Islamabad Units, PPTP, AED/ Washington, and USAID/ Islamabad 5-10
GOAL (10): Staff Development 5-14
GOAL (11): Plan for moving office to new location 5-15

Strategic Plan (Year 1992)

Administration Unit:

GOAL (1): Optimum efficiency achieved in the control and management of finances. 6-1
GOAL (2): Staff accommodated in the new office premises in the most efficient way 6-5
GOAL (3): A properly functioning library available to support socio-economic development 6-6
GOAL (4): Inventories updated 6-7
GOAL (5): Files and record of departing staff kept safely 6-8
GOAL (6): Efficiency of Admin. Staff maintained 6-9
GOAL (7): Optimum efficiency achieved in the control and management of finances. 6-10
GOAL (8): A properly functioning library available to support socio-economic development 6-14
GOAL (9): Inventories updated 6-15
GOAL (10): Files and record of departing staff kept safely 6-16

English Language Services Unit:

GOAL (1): Up to 100 GOP employees nominated for technical training in the U.S. have completed a 10-week intensive English for Academic Purposes program which included three Tests of English as a Foreign Language (TOEFL) and eight cultural awareness training modules. 7-1

GOAL (2): The quality of all aspects of CIELS' instructional program is consistent with, or better than, historical measurements. 7-3

GOAL (3): CIELS faculty are fully vested in its policies, procedures and program. 7-6

GOAL (4): TOEFL testing is provided to GOP employees nominated by their departments in test sites at 5 major cities. 7-9

GOAL (5): Alternative scenarios for the continuation of English language training opportunities have been presented to USAID. 7-11

GOAL (6): All closeout procedures as defined by USAID and AED are completed. 7-13

Follow-up Unit:

GOAL (1): Generate 100 returned surveys from Returned and Post-Training participants every three months or quarterly. 8-1

GOAL (2): Generate testimonials from Pakistani institutions that host or employe former USAID participants. The purpose of the testimonials is to highlight the achievements of former participants and the institutions themselves. 8-2

GOAL (3): Field interviews with former participants. 8-3

GOAL (4): Events are held to support the professional development of former USAID participants. 8-4

GOAL (5): Improve the quality of work life to promote a productive organizational culture through incentives provided in the unit for the secretary and the assistant. This is anticipated to contribute to their professional development, enhance morale and improve productivity. 8-5

GOAL (6): Use of visiting experts. 8-6

GOAL (7): In-country contacts. 8-7

GOAL (8): Data from returned surveys generated. 8-10

GOAL (9): Use returned participants to address former participants in the same field. 8-11

GOAL (10): Generate 100 returned surveys from Returned and Post-Training participants every three months or quarterly. 8-12

GOAL (11): Generate 100 returned surveys from former participants. 8-13

GOAL (12): Field interviews with former USAID participants. 8-14

GOAL (13): Generate testimonials from Pakistani institutions that host or employe former USAID participants. The purpose of the testimonials is to highlight the achievements of former participants and the institutions themselves. 8-15

GOAL (14): Events are held to support the professional development of former USAID participants. 8-16

GOAL (15): Improve quality of work life to promote a productive organizational culture through incentives provided in the unit for the secretary and the assistant. It is anticipated that this effort will contribute to their professional development, enhance morale and improve productivity. 8-17

GOAL (16): Use of visiting experts. 8-18

GOAL (17): Data from returned surveys generated. 8-19

GOAL (18): In-country contacts. 8-20

GOAL (19): Generate 100 returned surveys from former participants. 8-23

GOAL (20): Along with the entire organization, move the Follow-Up Unit to the new premises. 8-24

GOAL (21): Follow-up staff trained to assume responsibilities after the Director leaves the unit. 8-25

Management Information Systems:

GOAL (1): Developed Strategy for Acquisition of AED's database by USAID. 9-1
GOAL (2): Developed Finance Database System for Field Office Accounts Section. 9-2
GOAL (3): An Inventory Database System has been developed for Field Office. 9-3
GOAL (4): AED Filed Office has been provided with computer support. 9-4
GOAL (5): 2,640 PIO/Ps and/or PIO/P Amendments have been checked and signed. 9-6
GOAL (6): Office of International Training (OIT) provided through HRD/ USAID with Quarterly Reports on Return Participants. 9-9
GOAL (7): Home Office provided with Progress Reports. 9-10
GOAL (8): AED Filed Office has been provided with computer support. 9-12
GOAL (9): 2,640 PIO/Ps and/or PIO/P Amendments have been checked and signed. 9-14
GOAL (10): Office of International Training (OIT) provided through HRD/ USAID with Quarterly Reports on Return Participants. 9-17
GOAL (11): Home Office provided with Progress Reports. 9-18

Participant Training Unit:

GOAL (1): Pending Participants Case Load Administered 10-1
GOAL (2): Participants Depart for Training 10-2
GOAL (3): Project Requirements for In-training Academic Participants Fulfilled 10-3
GOAL (4): Return of All Completed Participants Confirmed 10-4
GOAL (5): GOP Ministry Requirements Fulfilled 10-5
GOAL (6): Final PIOP Close Out Amendments Completed 10-6
GOAL (7): Maintained Strong Communication between the Participant Training Unit and other AED/Islamabad Units, PPTP, AED/Washington, and USAID/ Islamabad 10-7
GOAL (8): Staff Development 10-11
GOAL (9): Move of Participant Training Unit to new location 10-12
GOAL (10): Pending Participants Case Load Administered 10-13
GOAL (11): Participants Depart for Training 10-14
GOAL (12): Project Requirements for In-training Academic Participants Fulfilled 10-15
GOAL (13): Return of All Completed Participants Confirmed 10-16
GOAL (14): GOP Ministry Requirements Fulfilled 10-17
GOAL (15): Final PIOP Close Out Amendments Completed 10-18
GOAL (16): Maintained Strong Communication between the Participant Training Unit and other AED/Islamabad Units, PPTP, AED/Washington, and USAID/ Islamabad 10-19
GOAL (17): Staff Development 10-23
GOAL (18): Participant Training Staff Reduced 10-24
GOAL (19): Strategy Developed for Transfer of Participant Training Responsibilities to HRT/ USAID and by December, 1993 10-25
GOAL (20): Participant Training Staff Reduced 10-28
GOAL (21): Strategy Developed for Transfer of Participant Training Responsibilities to HRT/ USAID and by December, 1993 10-29

Strategic Plan (Year 1993)

Administration Unit:

GOAL (1): Optimum efficiency achieved in the control and management of finances. 11-1
GOAL (2): A properly functioning library available to support socio-economic development 11-5
GOAL (3): Inventories updated 11-6
GOAL (4): Files and record of departing staff kept safely 11-7
GOAL (5): Optimum efficiency achieved in the control and management of finances. 11-8

GOAL (6): A properly functioning library available to support socio-economic development 11-12
GOAL (7): Inventories updated and handed over to the person identified by USAID 11-13
GOAL (8): Files and record of departing staff kept safely 11-14

Management Information Systems:

GOAL (1): AED Filed Office has been provided with computer support. 12-1
GOAL (2): 864 PIO/Ps and/or PIO/P Amendments have been checked and signed. 12-3
GOAL (3): Office of International Training (OIT) provided through HRD/ USAID with Quarterly Reports on Return Participants. 12-6
GOAL (4): Home Office provided with Progress Reports. 12-7
GOAL (5): AED Filed Office has been provided with computer support. 12-9
GOAL (6): AID has acquired AED's Database Systems including PTD. 12-11
GOAL (7): 864 PIO/Ps and/or PIO/P Amendments have been checked and signed. 12-13
GOAL (8): Office of International Training (OIT) provided through HRD/ USAID with Quarterly Reports on Return Participants. 12-16
GOAL (9): Home Office provided with Progress Reports. 12-17

Participant Training Unit:

GOAL (1): Pending Participants Case Load Administered 13-1
GOAL (2): Participants Depart for Training 13-2
GOAL (3): Project Requirements for In-training Academic Participants Fulfilled 13-3
GOAL (4): Return of All Completed Participants Confirmed 13-4
GOAL (5): GOP Ministry Requirements Fulfilled 13-5
GOAL (6): Final PIOP Close Out Amendments Completed 13-6
GOAL (7): Maintained Strong Communication between the Participant Training Unit and other AED/Islamabad Units, PPTP, AED/Washington, and USAID/ Islamabad 13-7
GOAL (8): Staff Development 13-11
GOAL (9): Pending Participants Case Load Administered 13-12
GOAL (10): Participants Depart for Training 13-13
GOAL (11): Project Requirements for In-training Academic Participants Fulfilled 13-14
GOAL (12): Return of All Completed Participants Confirmed 13-15
GOAL (13): GOP Ministry Requirements Fulfilled 13-16
GOAL (14): Final PIOP Close Out Amendments Completed 13-17
GOAL (15): Maintained Strong Communication between the Participant Training Unit and other AED/Islamabad Units, PPTP, AED/Washington, and USAID/ Islamabad 13-18
GOAL (16): Transfer of all files to USAID and GOP 13-22

An Introduction to the Strategic Plan
by: Dr. Larry Kirkhart, Chief-of-Party

The strategic plan in this notebook is a product of the efforts of the management team in the AED DSTP field office[1] and key members of their staff. Participation in the development of the plan was widespread and involved everyone in the field office to a greater or lesser degree. The intent of the plan is to have a single unified document guiding the direction of the field office for the duration of the project. Unlike the typical report, the strategic plan will be employed continuously by the staff and updated as circumstances and needs change.

Background Considerations

With the end date of the project 2 1/2 years ahead, the implementation of a major reduction in force due to the Pressler amendment and the near certainty of periodic, unpredictable periods of high demand on various units of the field office that would require more flexible relationships between the units and greater depth of understanding across the units of each others endeavors, a decision was made to engage in strategic planning. What was involved in strategic planning, how to do it and when to do it were periodic topics of discussion during Section Heads meetings for a number of weeks prior to the Strategic Planning Workshop (SPW) that was held on August 23-25, 1991.

During the period prior to the SPW, articles that addressed different aspects of planning and the exercise of leadership were distributed to the Section Heads-- with the understanding everyone was to read and consider how the material did or did not apply to the AED DSTP field office. While there was never time to give the material the depth of discussion the articles deserved, some of the ideas in these sources did receive attention and were revisited during the SPW.[2]

In an effort to accelerate what could be accomplished in the up-coming SPW, a preliminary effort was mounted to sketch out the major events and requirements that would be

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[1] Dr. Larry Kirkhart, Chief-of-Party; Ms. Cindy Brown, Manager of Participant Training; Ms. Patricia Johnson, Manager of CIELS; Mr. Kazim Ali Khan, Deputy Chief-of-Party; Mr. Kanwar Nassir, Manager of Management Information Services; and, Dr. Tom Rogers, Manager of Follow-Up.

[2] Richard Beckhard, "Managing Change in Organizations," (Addison-Wesley, 1990), 47pp.; Richard Beckhard, "A Model for the Executive Management of Transformational Change," in *The 1989 Annual: Developing Human Resources* (La Jolla, CA: University Associates, 1989), pp. 255-265; John Kotter and Leonard Schlsinger, "Choosing Strategies for Change," *Harvard Business Review* (March-April, 1979), pp. 106-113.

faced during each six month block of time from June, 1991 to December, 1993. This material was posted on the wall of the meeting room for several weeks. Incremental additions and updates were made to the various lists as time passed.

Semi-structured interviews[3] were conducted with each of the six Section Heads[4] The interviews were done to insure, through a relatively open-ended process, the incorporation of the full spectrum of the managers' views about the functioning of the AED organization in the SPW. Finally a questionnaire. "Individual-Team-Organizational Survey"[5] was administered to everyone in each unit of the field office, the data compiled and results prepared in a format that made maximum use of simple graphics.

The Strategic Planning Workshop

On August 23-25, fourteen (14) of the senior managers participated in a three-day, off-site meeting. The meeting was held in a hotel in Islamabad.[6] The workshop design and the supporting materials[7] were developed by the Chief-of-Party. The general features of the design were discussed and approved by the senior managers at the weekly meeting immediately prior to the workshop. The Chief-of-Party served as workshop leader and facilitator. Each day of the SPW began at 8:00 AM and concluded around 7 PM. The general design of the program was:

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[3] The semi-structured interviews were centered on three questions: 1) In your opinion, what enables the AED field office to be as effective as it is? 2) What prevents the field office from being more effective? 3) If you had the power to change anything you wanted to change to make the organization more effective (within the limits of existing resources), what would you do?

Each interviewee was guaranteed subsequent anonymity and asked to be as frank as possible. During the interview, the material being recorded was periodically verified for its accuracy with the interviewee. After the interview, the material was compiled and provided to the interviewee with encouragement to make corrections to any errors in the text, change whatever needed to be changed, etc. to insure the contents represented the interviewee's views. All interviews were handled the same way. The Chief-of-Party conducted all interviews and produced the written text of each interview. After the interviews had been reviewed and edited, each interview was disaggregated to its constituent ideas. Each idea was transferred verbatim to 3 x 5" cards. In every case, information on each card was anonymously presented.

[4] Leadership of the Management Training Unit was being shared by two people. Both were interviewed.

[5] University Associates, *1987 Annual for Group Facilitators* (La Jolla, California: 1987), pp. 135-145.

[6] As a gesture of appreciation for previous business provided to the hotel, a large meeting room was made available at no charge to AED.

[7] A notebook of selected readings (approximately 300 pages) was given to each participant of the SPW. Secretarial staff were available during the SPW to reproduce material produced during the workshop and distribute it to the participants with a minimum amount of turn-around time.

Workshop Design

Time	Friday	Saturday	Sunday
8-10:30 AM	Overview; Setting Expectations for Workshop Outcomes	Review and Discussion of Survey Results; Identification of Key Areas for Organizational Effectiveness	Formulation of Results Oriented Goals and Objectives for Each Unit
11-1:00 PM	Expectations continued; Identification and Prioritization of Core Organizational Values	Prioritization of Key Relationships with Environment; Specification of What Environment Expects	Goals and Objectives Continued: Action Planning
2-4:30 PM	Finalize Core Organizational Values; Begin Review and Discussion of Survey Data	Specification of What the Environment Expects, if AED is to be Regarded as Highly Effective by It.	Action Planning Using Beckhard Model of Managing Organizational Transitions
5-7:00 PM	Review and Discussion of Interview Data	Formulation of Mission Statement for the Field Office and Mission Statements for Each Unit in the Field Office	Action Planning via Beckhard continued; Planning for Next Steps in Development of the Strategic Plan

The opening part of the workshop addressed the question of what the participants wanted to get out of the workshop and what would make the workshop a valuable and worthwhile investment of their time. This resulted in a summary statement of both hopes and concerns held by the participants about the workshop. In addition, a set of norms were constructed to define what kinds of behavior would enable people to work together effectively and what kinds of behavior would block or prevent effectiveness. And, some rules of thumb were built to suggest how to get back to effective behavior should interactions fall into the ineffective area.[8]

A graphical representation[9] of the relationship between organizational values, mission, goals and action plans was discussed and used to frame the overall strategic planning effort. The point of the graphic was to show an interdependent and supportive relationship between organizational values, mission, goals, objectives and action plans.

Given that organizational values provide the desired baseline for organizational actions, this was the first substantive area addressed in the workshop. From the variety of values available in the strategic planning field, a set of twenty-two (22) values developed by

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[8] This material is available in Appendices I-III.

[9] Cf., Pg. 1 of Strategic Plan

Marilyn Ferguson[10] was used to construct the small set of values that were to underpin the strategic plan and the operations of the field office. After considerable discussion and controversy in the format of small groups and in the group as a whole, the values were prioritized, reworded and a ranking acceptable to all was finally arrived at. These values and their definitions are presented in the first page of the Strategic Plan. In brief, the values are:

1. *Power with others.*
2. *Information*
3. *Potential*
4. *Freedom in choice*
5. *Aspiration*

The 3x5" verbatim interview cards were posted on the wall beneath each of the three relevant interview questions. Sub-groups were formed to review the data, identify commonalities and organize it in common themes. The data was the subject of heated discussion because it revealed that some of the people interviewed held mistaken assumptions about other individuals or units in the organization. Some of the data was less than charitable. Deliberations about the interview data lead to spending about an hour during which various individuals made presentations to inform and correct misconceptions. At that point, it was decided that the utility of the interview data was over and that it was to be discarded.

The "Individual-Team-Organizational Survey" was the next order of business. The actual results were disappointing because a significant number of the respondents only completed the instrument from the point of view of the Current State. Many did not provide the provide about what they wanted, the Desired State. However, the deliberations about the data and the topics discussed during the deliberations did lead to a heightened awareness of the circumstances needed to be effective at the individual, team and organizational levels.

To set a perspective on the development of mission statements, goals and objectives, considerable time was spent identifying and discussing the large number of relationships that the field office has with the environment in Pakistan and in the United States. The first step of this inquiry was to identify all of the relationships that influence the effectiveness of the field office. This produced a quite lengthy list. Having grouped the list in nine distinct areas, each believed to be critical to effectiveness[11], sub-groups of participants (the individuals most knowledgeable of the specific areas) were formed. Each group examined one or two areas, prioritized the items and reported their recommendations to the rest of the participants about the top four or five relationships

[10]Marilyn Ferguson, "Old Paradigm of Protection Values (and) Emerging Paradigm of Growth Values," (1980, pre-publication version). To be published in *Millennium: Glimpses into the 21st Century*, edited by Ken Dychwald and Alberto Villoldo.

[11] Appendix IV

that could be considered--in the time available in the workshop. Having prioritized the importance of the relationships, *each was explored and discussed*--in small groups and in the large group--*in terms of what the other parties, the people outside the AED field office, expected,* ***if the field office was to be regarded as highly effective.***

One byproduct of this effort was that all of the senior members saw the entire set of relationships that influence the effectiveness of the organization. Although the specifics varied from individual to individual, the discussion shed light on many things about the organization and its operations that had not been understood before. The product of this effort is available in Appendix V.

With the core values in place and having specified the relationships with the environment that are key to the effectiveness of the field office, mission statements for the field office as a whole and for each of the units within it were formulated and agreed to. These are available on the Page 3 of the strategic plan.

The overall structure of the strategic plan involved articulating goals which would be year long in duration[12], objectives that could be from three months to six months in duration and building detailed action plans to support the accomplishment of each objective. The plan itself was divided into three major sections, 1991, 1992 and 1993. Both 1992 and 1993 were to be divided into six month planning periods--Jan-June and July-December.

Finally, a draft Action Planning Form[13] was constructed and used to start formulating the various procedural outcomes that had to be achieved to complete specific objectives.

Part of the third and last day of the workshop was devoted to learning some of Richard Beckhard's techniques for planning social change. These included Desired State, Current State and Transitional State Analysis, Critical Mass Analysis and Responsibility Charting. The point of these techniques was to approach changes that involve human systems in a way that would be respectful of the people involved and insure an effective transition the the desired organizational state.

The workshop closed after setting agreements about when the final drafts of each unit's strategic plan would be completed. As they proceeded toward the final form of their particular document, each unit agreed that they would circulate drafts for comments from the Chief-of-Party and members of other units

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[12] This unusually short time period for goals (rather than the usual 3-5 year convention) was adopted because of the short time remaining in the project. Similarly, the time period for objectives, which is conventionally 1 year, was reduced to 3-6 months.

[13] The form was subsequently modified several times before being finalized.

Subsequent Events

After the workshop, the process of developing the Strategic Plan proceeded more or less as anticipated. Some unexpected circumstances arose, in particular, the need to plan a move to a new building, which reduced the time available to work on the Strategic Plan. Nevertheless, the final drafts were completed by October 17th, approximately one week later than was agreed to in the August workshop. Along the way, the strategic plan was the subject of discussion at several of the weekly Section Heads meetings and at one of the monthly Senior Staff meetings.

Next Steps

At this point, the Section Heads are building a full-blown strategy for keeping the strategic plan an integral and dynamic part of how the field office is managed. In this vein, some preliminary "Operating Rules" for how to use the plan have been built. They include:

Preliminary Rules for Implementing the Strategic Plan

I. Using the Plan

A. *Keep track of the projections in the plan and of actual experience in relation to goals, objectives and other parts of the plan. Use any discrepancies to learn from and to devise strategies for being more effective.*

B. *Review the projected and actual individually and then meet as Section Heads to compare estimates and actuals for the purpose of learning with each other and incorporating the learning in the planning for the next six months.*

C. *The two items above are expected to lead to closer working relationships between the units.*

II. Revising the Plan

A. *A new strategic plan is to be produced routinely every six months with all revisions made since the last version incorporated in it.*

B. *The plans will be kept in ring binders to make it easy to update.*

C. *The C-O-P's executive secretary will keep a master file and be responsible for sending up-dates to AID and AED Washington.*

D. Any proposed revision to the plan will be distributed, discussed and approved by the team at the weekly Section Heads meeting before it can be formally incorporated.

III. Performance Benchmarks

During November and December, the team will work with the plan, share learnings at weekly Section Head's meetings and gradually determine how to create useful performance benchmarks to assess achievements, determine were modifications need to be made in efforts and continue to improve the overall performance of the field office.

[More To Come.....]

Appendix I

WORKSHOP

My Hopes	My Concerns
o Learning from workshop	o Group Energy - concerns about outcome
o Emerging with achievable objectives	o Will new Chief-of-Party accept plan
o Workshop help plan our work to be more effective	o Reduce "exceptional cases" from USAID
o Meet time targets	o In initial stages people will be apprehensive about giving their views
o Set priorities vs. work to close-out	
o Plans , Goals, Objectives are followed through, not forgotten	

Appendix II

WORKSHOP NORMS

Promotes Effectiveness	Block/Prevents Effectiveness
o Respect each other	o Coming late
o Accept constructive criticism	o Criticize ideas destructively
o Open to sharing information	o Passive listening
o Cooperation/team spirit	o Lack of interests
o Active listening	o Lack of knowledge
o Clear communication	o Repetition of same thing to listener
o Recognize and accept individual differences	o No asking for clarification
o Courage to speak up	o Fatigue
o Speak loud enough to be heard	o Personal likes and dislikes
o Environment - no disturbances, good logistics	o Non-specific language
o Negotiations, positive compromise	o Irrelevant details
o Clear understanding of subject	
o Clear understanding of task	

WAYS TO GET BACK ON THE EFFECTIVE SIDE

- Observe behavior and try to further the work/understanding in the team.

- If the group goes off track, call this to others attention and get support to get back on track.

- Self-observation and taking responsibility for <u>own</u> behavior.

Appendix IV

EFFECTIVENESS AREAS

- The Pakistan Public
- AED, Washington
- USAID
- Embassy
- GOP
- Subcontractors
- Training Institutions
- Private Services in Pakistan and U.S. - Banks & Travel
- Other

THE PAKISTAN PUBLIC

EFFECTIVENESS AREAS	*AED UNITS*
Participants	PTU/CIELS/FOLLOW-UP/ADMIN
Dependents	PTU/CIELS
Relatives/General Public	PTU
Applicants	ADMIN
News Media	

AED, WASHINGTON

EFFECTIVENESS AREAS	*AED UNITS*
AED/DC/PPTP	PTU
AED/D/Finance	PTU/ADMIN/VP FINANCE
DSTP (PB,MMC,MS)	PTU & ADMIN
MIS (Kurt Moses)	ADMIN
Winrock (DC)	PTU

USAID

EFFECTIVENESS AREAS	*AED UNITS*
Buy-in Projects	PTU/FU
Officers	PTU/FU/Kanwar
David Esch	PTU/ADMIN/Kanwar
David Sprague	PTU/Kanwar
HRD	PTU/CIELS/Kanwar
O/FM	PTU/ADMIN/Kanwar
Procurement	ADMIN/Kanwar
Liaison Offices	ADMIN/CIELS/PTU/FU
Contract	ADMIN
Travel	PTU/CIELS/ADMIN
BMS	ADMIN
RLA	PTU/ADMIN
Despatch	PTU/ADMIN
Reception	PTU/ADMIN
GSO	ADMIN
OIT	PTU/ADMIN
EXO	ADMIN

EMBASSY

EFFECTIVENESS AREAS	*AED UNITS*
Consulate (Visas) American Cons.	PTU
Administration	PTU
ID Cards	ADMIN
RSO	PTU/ADMIN
Petrol/Diesel	ADMIN

GOP

EFFECTIVENESS AREAS	*AED UNITS*
EAD	PTU
MOE	PTU
MOST	PTU
Federal & Provincial Ministries and Departments	CIELS/PTU
PARC	PTU
State Bank	PTU
Universities	FU & PTU
Institutions/Research Centers	FU
Police Department	ADMIN
Pakistan Immigration Office	ADMIN
Pakistan Embassy in USA	PTU
P & D	CIELS
T & T	ADMIN
CDA	ADMIN
Grants Commission	PTU

SUBCONTRACTORS TO AED

EFFECTIVENESS AREAS	*AED UNITS*
IBA	ADMIN
CAMB	ADMIN
Equipment Maintenance	ADMIN
Local consultants	ADMIN
Coordinators/interns	ADMIN
EIL/DC	ADMIN
Winrock	PTU

SUBCONTRACTORS TO USAID WE DEAL WITH

EFFECTIVENESS AREAS	*AED UNITS*
Winrock	PTU
Forestry	PTU
IIE	PTU
Primary Education	PTU
Education Development Program	PTU
Pritech	ADMIN
FSM	PTU

TRAINING INSTITUTIONS

EFFECTIVENESS AREAS	*AED UNITS*
Third Country	PTU
U.S.	PTU

PRIVATE SERVICES (US/PAK)

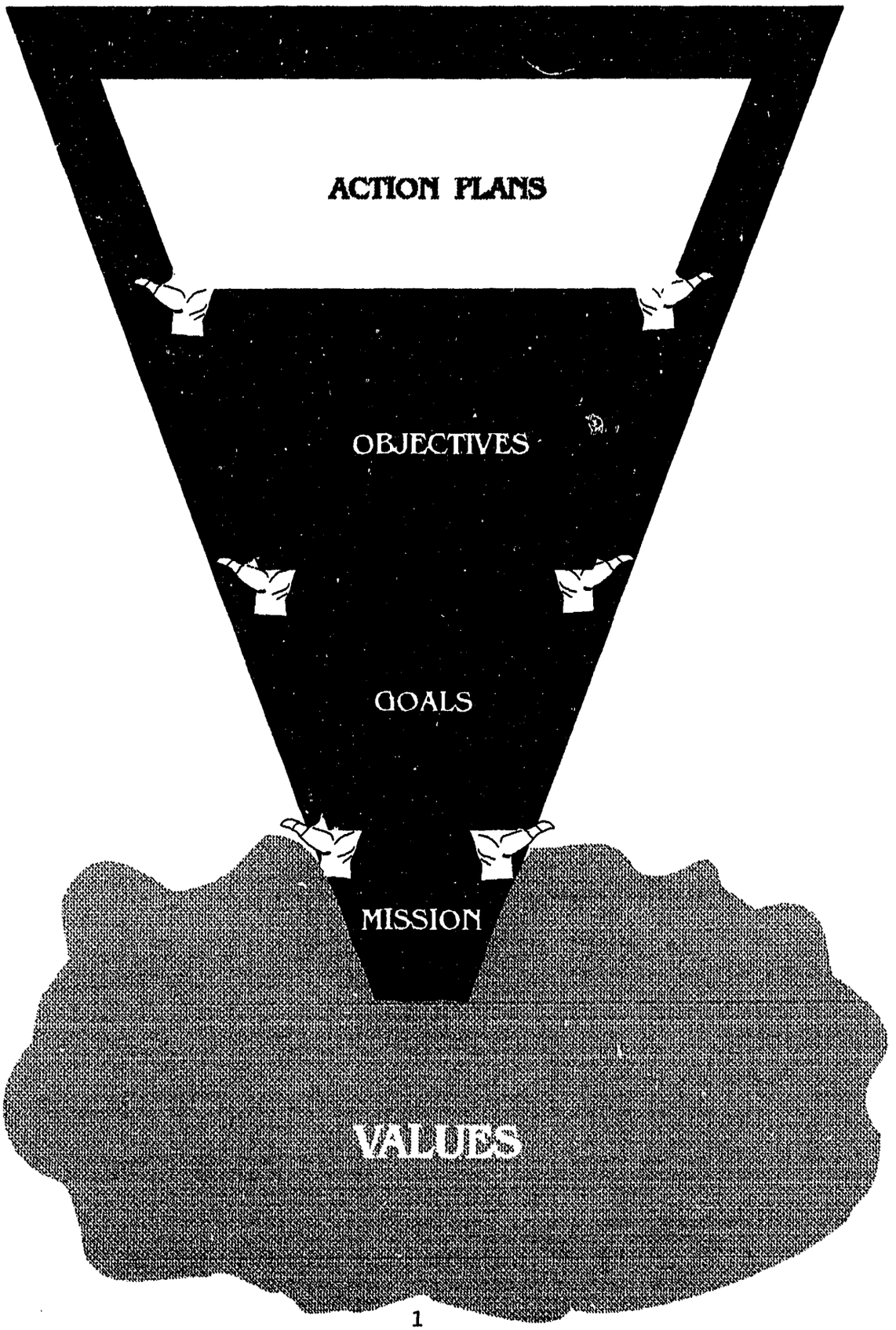
EFFECTIVENESS AREAS	*AED UNITS*
Expat Recruitment	CIELS
U.S. Vendors	ADMIN
Publishers	CIELS
Temporary Staff	ADMIN

PRIVATE SERVICES (BANK & TRAEL)

EFFECTIVENESS AREAS	*AED UNITS*
Bank	ADMIN
Travel Agents/Airlines	ADMIN/PTU/CIELS
Lantech	ADMIN
Hotels	ADMIN
ETS	CIELS
Digital Communications	ADMIN
Doctors	ADMIN/PTU
Courier	ADMIN
Printers/Stationers/Suppliers	ADMIN
Building Maintenance	ADMIN
Hitech	ADMIN
Shipping Companies	ADMIN
Ali Traders (Photocopiers)	ADMIN

OTHER	
EFFECTIVENESS AREAS	*AED UNITS*
Other Embassies & Consulates	PTU

STRATEGIC PLANNING



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ORGANIZATIONAL MISSION

FIELD OFFICE

A RESULTS-ORIENTED ORGANIZATION THAT PROVIDES RESPONSIVE AND EFFECTIVE SUPPORT TO USAID'S PARTICIPANT TRAINING EFFORTS TOWARDS THE DEVELOPMENT OF PAKISTAN AND IS CHARACTERIZED BY HIGHLY-COORDINATED RELATIONSHIPS WITH AED WASHINGTON.

ADMINISTRATION

PROVIDES FINANCIAL AND LOGISTICS SUPPORT TO THE UNITS OF AED, ISLAMABAD, AND ACTS AS A LIAISON BETWEEN AED/DC AND USAID IN ADMINISTRATIVE AND FINANCIAL MATTERS.

PARTICIPANT TRNG.

OUR MISSION IS TO SUPPORT USAID AND GOP IN THE DEVELOPMENT OF PAKISTAN THROUGH THE FIELD ADMINISTRATION OF ACADEMIC AND TECHNICAL TRAINING PROGAMS.

FOLLOW-UP

THE MISSION OF THE FOLLOW-UP UNIT IS TO PROVIDE INFORMATION AND SUPPORT TO USAID'S PARTICIPANT TRAINING PROGRAM AND HELP ASSESS ITS CONTRIBUTION TO PAKISTAN'S DEVELOPMENT.

ENGLISH LANGUAGE SERVICES

THE SUCCESSFUL PREPARATION OF CANDIDATES NOMINATED BY USAID FOR TRAINING PROGRAMS IN THE U.S. THROUGH A RESULTS-ORIENTED ACADEMIC ENGLISH PROGRAM, ORIENTATION TO U.S. ACADEMIC AND SOCIETAL VALUES AND A COUNTRY WIDE TOEFL TESTING PROGRAM.

MANAGEMENT INFO. SERVICES

PROVIDING AND CREATING COMPUTER TECHNOLOGY THAT AUTOMATES TASKS AND SUPPORTS THE WORK OF THE FIELD OFFICE.

CORE ORGANIZATIONAL VALUES

COOPERATION, COMMUNICATION, MUTUAL SUPPORT, ALIGNMENT.

HAVING ANSWERS, FACTS, TRAINING, EXPERIENCE, DATA.

RECOGNITION OF THE FLUX AND DYNAMICS OF LIFE, THE IMPOSSIBILITY OF HOLDING THE PRESENT MOMENT. BELIEF THAT CHANGE REPRESENTS POSSIBILITY, A FUTURE WHOSE CAPACITY TO SURPRISE IS RELISHED, NOT FEARED.

ACKNOWLEDGEMENT THAT ONE HAS CHOSEN IN THE PAST, CHOOSES NOW, AND CAN CHOOSE IN THE FUTURE AND BEING RESPONSIBLE FOR THESE. SENSE OF PERSONAL POWER AND EXERCISING JUDGEMENT.

BELIEF IN HUMAN POTENTIAL. ANY OF US MIGHT ACCOMPLISH SOMETHING BEYOND THE ORDINARY.

Administration Unit

STRATEGIC PLAN (Year: 1991)

November 5, 1991

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Administration Unit:
Strategic Plan (Year 1991)

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GOAL (1): ***Optimum efficiency achieved in the control and management of finances.***

Time Period: ***July 1, 1991 thru December 31, 1991***

Objective (1):	Revolving Fund Reports ready for despatch to AED/DC by the 5th of each month.
Target Date:	5th working day of each month
Measurement:	Instructions and formats of reports received from AED/DC.

Action Plan:

- On the July 1, 1991 thru December 31, 1991:

- Checked thoroughly all bills payable with the relevant supporting documents before payment.

- Prepared a Master Pay Roll for all Pakistan Staff with their names, grades and the monthly salaries they were drawing. Made an entry in the Master Pay Roll as soon as a letter of appointment, increase or promotion was received.

- Entered the checks in the Revolving Fund Reports immediately after payment.

- All paid bills photocopied immediately after they were paid by the bank.

- Collected the Bank statements from the bank on the 1st working day of each month and reconciled the bank balances with our record.

- Prepared the monthly Revolving Fund Reports latest by the 3rd working day of each month and passed on to COP for signature.

- Despatched the Revolving Fund Report to AED/DC by the 5th working day of each month.

Objective (2):	Termination' dues paid to the departing staff
Target Date:	August 31, 1991 and December 31, 1991
Measurement:	Statement of accounts prepared per USAID guidelines duly approved by COP.

Action Plan:

- July 1,1991, and Oct. 1, 1991. Issued termination letters to the departing staff three months in advance (done by KAK under LJK's signature.)

- July 1 & Dec. 1 1991: Issued letters to the concerned staff who departed September 30, and December 31, 1991 (thru their Unit Heads) requesting them to inform the Admin. of the dates proposed for handing over the inventory to Admin. and the office record to the person designated by the respective Unit Head. Copies of inventories signed by the departing staff members were attached with the said letter. (Letters were issued by KAK)

- Sep 22-30, & Dec 1991: Arshad Mahmood has checked and received the inventory, etc. from the departing staff and stored it.

- Sep 15, & Dec 15 1991: Tanveer/Mahmood have prepared statement of accounts for settlement of termination dues of departing staff. KAK has reviewed and passed them on to COP for his approval. After approval by the COP, one copy filed in staff member's personnel file and two copies given to Tanveer/Mahmood who retained one copy for record and gave the other to the staff member along with the check.

- Sep 20, & Dec 20 1991: Checked the Statements of outstanding advances and the bills receivable to make sure that all outstanding dues of the departing staff stood settled.

- Sep 24, & Dec 24 1991: Prepared checks for settlement of termination dues of departing staff. The checks were given to the departing staff only after Mahmood gave his clearance of having received the inventory and office record, etc. from the respective staff members.

Objective (3):	All outstanding advances settled and bills receivable collected.
Target Date:	September 30, 1991 and December 31, 1991
Measurement:	Receipts of advances signed by the staff member and the bills receivable due from them.
Action Plan:	- Aug '91: Updated the Advances Register by checking the Imprest Fund Reports to make sure that no advances were left unregistered (in the Advances Register). - Aug '91: Updated the Bills Receivable Register by checking the Imprest Fund reports beginning April 90 to make sure that bills were issued for all personal telephone calls, faxes, telexes, cables, postage and the use of automobiles etc. - Aug '91: Compared the Bills Receivable Register with the Receipt Book to confirm that all payments were noted in the Bills Receivable Register. - Sept 1, 91: Prepared statements of outstanding bills and advances for each staff and issued reminders for their settlement. Made notations in the statements of outstanding bills and advances of the payment as soon as received from each staff member.

Objective (4):	Updated, monitored and reported the PIO/Ts balances to the relevant persons/project managers.
Target Date:	Every week
Measurement:	Fresh PIO/Ps and the contract amendments
Action Plan:	- Entered in data base all fresh PIO/Ps and the amendments received from PTU on daily basis. - Entered in data base all contract amendments obligating/deobligating funds in the various PIO/Ts as and when received from contracts office of USAID. - Issued PIO/T balance summary to all concerned including Project officers by the 4th of every month. - Advised PTU Program Manager of the PIO/Ts with balance around $20,000.00 so that the concerned Project officer could be informed accordingly.

GOAL (2): ***Staff accommodated in the new office premises in the most efficient way***

Time Period: ***July 1, '91 thru Dec. 31, 1991***

Objective (1): Floor plan prepared for the new third floor office

Target Date: November 7, 1991

Measurement: Consensus of all Unit Heads on space requirements

Action Plan:

- Oct 8,91: Preliminary idea of our requirement provided to Scott Covert, Contractors Support Office, USAID for onward transmission to the engineer to design the new office

- Oct. 20, 91: First draft of the floor plan received from the engineer and distributed among the Unit Heads.

- Oct. 23, 91: Unit Heads have submitted their proposals for improvement in the floor plan and indicated who is going to occupy which room.

- Oct. 24, 91: Unit Heads and the COP have discussed the proposals and arrived at a consensus. The revised floor plan given to the engineer.

- Oct. 27, 91: The engineer has incorporated the proposed changes in the floor plan.

- Oct. 30, 91: 2nd draft of the floor plan circulated among the Unit Heads.

- Nov. 3, 91: Unit Heads have returned the revised plan with additional changes.

- Nov. 4, 91: Unit Heads and the COP have finalized the plan and passed on to the engineer.

- Nov. 6, 91: The Engineer has submitted the final plan.

- Nov. 7, 91: The final plan of office space forwarded to the USAID to make the offices.

Objective (2):	The configuration of the new office space. Storage and reception areas have been created [1] through collaboration with the COP and the Unit Heads.
Target Date:	December 31, 1991
Measurement:	Consensus of all Unit Heads on space requirements.

Action Plan:

- Nov 15, 91: USAID requested to have arrangements firm up with the Telephone Department for transferring one telephone line for CIELS by December 31, 1991.

- Dec 12, 91: Unit Heads have checked with their staff on the exact location in their rooms where they will place their desks so that the wiring for the computer and telephones be done accordingly

- Dec 19, 91: Electrical wiring for lights, ceiling and wall fans, and air conditioners done on the ground floor for CIELS by December 31, 1991. Used the correct load-bearing wire.

- Dec 19, 91: Requested USAID to provide split-unit air conditioners to cool the middle area occupied by secretaries and other support staff.

- Dec 31, 91: Arrangements completed with USAID to provide labour and the appropriate vehicle to move the furniture, etc. of CIELS to the new office premises.

- Dec 31, 91: The staff were provided cardboard boxes to pack their files and records.

- Dec 31, 91: Ample shelves were provided in the kitchen.

[1] See Appendix I (Pg 1-15 & 1-16) for the set of desired conditions which were circulated to the Unit Heads and the COP for additional ideas and input. New ideas and suggestions were incorporated.

- Dec 31, 91: Water pump was properly repaired and covered with noise absorbing material.

- Dec 31, 91: The walls of the large meeting room in the basement were covered with full length curtains to absorb sound echo.

GOAL (3): ***A properly functioning library available to support socio-economic development***

Time Period: ***July 1, 1991 thru December 31, 1991***

Objective (1): An updated and accurate inventory of resources reflected in the Resource Center database and remedial steps taken to correct any discrepancies.

Target Date: September 1, 1991 thru December 31, 1991

Measurement: Data base of books, reports, video/audio cassettes, software and manuals, etc.

Action Plan:

- Sept 15, 91: Arranged the books in chronological order and put them properly in the shelves.

- Sept 22, 91: Prepared a fresh list of available books and compared the available books with the data base.

- Sept 25, 91: Books issued to different persons included in the fresh list of available books.

- Sept 29, 91: Fresh numbers were given to the un-numbered books to include them in the data base.

- Oct 2, 91: Updated the data base by entering the new books and identified the missing ones by noting the word "Missing" against such books.

- Oct 3, 91: Updated the data base of consultants reports and compared it with the available reports to determine the missing ones. Database of video and audio cassettes also updated likewise.

- Oct 6, 91: Consultants Report separated and placed in the shelves according to the different Management Training Units they pertained to.

- Oct 31, 91: AED/DC requested to send copies of the missing consultants reports

GOAL (4): ***Inventories updated***

Time Period: ***July 1, 1991 thru December 31, 1991***

Objective (1): Took back the inventory items from the departing staff and updated the inventory list

Target Date: September 30, 1991 and December 31, 1991

Measurement: Inventory lists signed by the departing staff

Action Plan:

- Sep & Dec 91: Checked the inventory items with the inventory lists of the departing staff in their presence. Made notes of any missing items and reported them to Kazim who investigated the matter and appropriately settled it as per the instructions of the COP.

- Oct 1 & Dec 31, 91: If any of the remaining staff members wished to use the items of inventory received from a departing staff, it was given to him/her after checking with KAK. Such items entered in the data base and acknowledged by the staff members receiving them. (Mahmood done this).

- Oct 10, 91: All the inventory items and the office record received from the departing staff stored on the 4th floor and kept under lock and key. Mahmood responsible for the safe keeping of the entire inventory until its final disposal.

- As and when requested: Handed over the inventory and the office record to the person identified by USAID and got a receipt signed by him/her.

- Within a week after handing over the inventory: Copies of the above acknowledged inventory sent to HRD/USAID and AED/DC

- Dec 31, 91: The data base updated and copies sent to AED/DC (Mahmood sent).

GOAL (5): ***Files and record of departing staff kept safely***

Time Period: ***July 1, 1991 thru December 31, 1991***

Objective (1):	Took back files and other records from departing staff
Target Date:	5 working days before the permanent departure of any staff member.
Measurement:	List of files and reports available with the departing employee.
Action Plan:	- Mahmood has provided cardboard boxes to the departing staff 2 weeks prior to their last working day. - A list of contents with dates covered pasted on each box by the departing staff - Mahmood stored the boxes safely in a way that they can be easily located when needed.

GOAL (6): ***Efficiency of Admin. Staff maintained***

Time Period: ***July 1, 1991 thru December 31, 1991***

Objective (1): Work of departing staff re-assigned

Target Date: September 30, and December 31, 1991

Measurement: Scope of work of departing staff

Action Plan:

- Two staff members, namely Abdullah and Ansar, departed during this period.

- Sept 29, 91: Abdullah left September 30, 1991. His duties distributed between Rafaz and Ansar.

- Dec 29, 91: Ansar departed December 31, 1991. His driving duties were given to Rafaz with Hassan supporting him in case of need. Ansar's other clerical duties were distributed between Irene and Hassan.

GOAL (7): ***Apprised the new COP of the working of Admin. Unit***

Time Period: ***July 1, '91 thru Dec. 31, 1991***

Objective (1): Prepared brief of the activities of Admin. Unit

Target Date: November 14, 1991

Measurement: High quality document with facts, graphs and well written text.

Action Plan:

- Nov 15, 1991: Prepared a brief of activities of Admin Unit broken into segments of major functions with name of staff who carried out the different activities.

- Nov 15, 1991: Provided to the new COP copies of Scopes of Work of each staff member of Admin. unit.

Desired state for the new office:

- People are satisfied with
  - Offices - size and location
  - Ventilation and lighting
  - Visitors space
  - Space provided for files and record keeping
  - Location of computer/equipment.

- Good communication linkages (Telephone and Computer)
  - CIELS
  - Generally within and between each AED Unit
  - Direct phone lines appropriately allocated.

- Airconditioners moved, installed and central areas effectively cooled.

- One room each for Section Heads including Kanwar with a back room.

- Follow up Unit to be in vicinity of PTU files

- One room each for admin. supplies, Partic Training files, Part Trng Cabinets

- MTU Library set-up and operational. PTU and CIELS libraries also included

- Issue of disposal of extra furniture and equipment is resolved with USAID

- Wiring for computer network installed and working effectively.

- File Server in appropriate and protected area.

- Designated an effective area for receptionist and receiving of guests.

- Area for staff to eat lunch

- Storage space for supplies - Secure and accessible

- Case officers have private offices with space for 2-3 filing cabinets at a minimum

- Appropriately sized and located meeting room.

- Adequate space for secretaries

- Barbara also to have an office next to Program Manager

- Storage room for Participant Training files
  - Well lit
  - Appropriate size
  - Ample shelving
  - A separate room for PTU in training file cabinets

- Photocopying equipment in locations to support workflow

- Fax with Mirza and adequate space provided to accommodate

- Telex in Participant Training wing

- Bathrooms

  Mens 2 Stools
  2 Sinks/Wash Basins

  Women
  2 Stools
  2 Sinks/Wash Basins

- Storage space for Janitors equipment

- COP office located within Partic. Training Unit

- Layout of office space minimizing noise disturbance

CIELS (Ground floor)

- Following separate rooms to be provided:

  4 Class rooms, one room each for Thea , Dr. Jaffar, Teachers, Admin. Coordinator with lock up store room in the back, library, space for Secretary

- Large well lit meeting room (basement) curtains on the walls and carpet on floor for sound absorption.

- Spacious kitchen

English Language Services Unit

STRATEGIC PLAN (Year: 1991)

November 5, 1991

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English Language Services Unit: Strategic Plan (Year 1991)

GOAL (1): Up to 100 GOP employees nominated for academic and or technical training in the U.S. have completed a 10-week intensive English for Academic Purposes program which included three Tests of English as a Foreign Language (TOEFL) and eight cultural awareness training modules. 2-1

GOAL (2): The quality of all aspects of CIELS' instructional program is consistent with, or better than, historical measurements. 2-3

GOAL (3): CIELS faculty are fully vested in its policies, procedures and program. 2-6

GOAL (4): TOEFL testing is provided to GOP employees nominated by their departments in test sites at 5 major cities. 2-9

GOAL (5): ELSU relocated to new location and fully functioning before the beginning of CIELS Session XXVIII, January 14, 1991. . 2-10

GOAL (6): Public and private English language training entities in Islamabad have been evaluated as potential recipients of CIELS functions and materials. 2-18

GOAL (1): ***Up to 100 GOP employees nominated for academic and or technical training in the U.S. have completed a 10-week intensive English for Academic Purposes program which included three Tests of English as a Foreign Language (TOEFL) and eight cultural awareness training modules.***

Time Period: ***1st Year (July 1 - December 31, 1991)***

Objective (1): CIELS has available curriculum, faculty and materials for 10-week intensive English for Academic Purposes program, including 8 different culture modules.

Target Date: 7/1/91 and 9/1/91

Measurement: Materials in faculty binders, master files and on shelves

Action Plan:

- By 7/1/91 and by 9/1/91, CIELS management completes curriculum modifications and updates teacher binders for sessions which begin two weeks after the target date.

- By 7/1/91 and 9/1/91 CIELS management assembles qualified faculty for sessions which begin two weeks after the target date.

- By 7/1/91 and 9/1/91 CIELS management orders supplies locally and has confirmed that sufficient texts are on hand for sessions which begin two weeks after the target date.

Objective (2):	Each CIELS student will have taken 3 TOEFLs (entry, mid-term and exit) for a total of up to 300 TOEFLS given.
Target Date:	9/30/91; 12/31/91
Measurement:	Number of TOEFLS given
Action Plan:	- By 8/1/91 and 11/1/91 ESL Specialist confirms numbers of TOEFLs on hand and, if necessary, orders sufficient TOEFLS for CIELS. - By 9/1/91 and 12/31/91 CIELS Coordinator meets with Dr. Jafar and TOEFL Team Coordinator and sets dates for CIELS TOEFLS for sessions beginning in September and January.

GOAL (2): ***The quality of all aspects of CIELS' instructional program is consistent with, or better than, historical measurements.***

Time Period: **July 1, 1991 - December 31, 1991**

Objective (1): At least two-thirds of CIELS participants gain an average of three points per week on the TOEFL.

Target Date: End of sessions: 9/16/91; 12/12/91

Measurement: TOEFL results compared to previous sessions

Action Plan:

- By 9/18/91 and 12/15/91 CIELS management compares entry and exit TOEFL scores and number of weeks of instruction in each sesssion to determine point gain and compares this against extant statistics.

- By 9/25/91 and 12/23/91 CIELS management and senior faculty review gains in each skill area on the TOEFL and modify syllabus to address lagging areas, if necessary.

Objective (2):	On an -end-of-session evaluation of curriculum, faculty and materials, 80% of CIELS students will indicate satisfaction with the program to at least an average of 3 on a 1-5 Likert scale.
Target Date:	End of each session: 9/16/91; 12/12/91
Measurement:	Tabulation of results of Program Evaluation Questionnaire
Action Plan:	- By 9/10/91 and 12/1/91 ESL Specialist will modify evaluation instrument with input from CIELS faculty. - On 9/14/91 and 12/10/91 CIELS students will complete questionnaire in last writing class at end of each session. - By 9/18/91 and by 12/15/91 CIELS Coordinator will tabulate results and prepare summary report. - On 7/2/92 and 9/13/91 CIELS Coordinator will call curriculum review meeting to discuss any program modifications for ensuing session as necessary as indicated by evaluation results.

Objective (3):	At least 75% of all participants will rank the usefulness of the Cultural Awareness Training program at or above 80% on a 4-point scale on the end-of-session evaluation instrument.
Target Date:	End of each session: 9/14/91 and 12/10/91
Measurement:	Tabulation of results from CAT Evaluation Survey of eight cultural awareness modules presented and of student preferences for presentation mode.
Action Plan:	- By 7/1/91 and 9/30/91 CAT Coordinator and CIELS Coordinator will schedule CAT for each ensuing session, including inviting guest speakers. - From 7/9/91 to 9/13/91 and from 10/7/91 to 12/13/91, CAT Coordinator will deliver or arrange all CAT modules. - By 9/10/91 and 12/1/91 CAT Coordinator will modify CAT Evaluation survey instrument, using input from CIELS faculty. - On 9/14/91 and 12/10/91 CAT, at the end of each session, Coordinator will administer survey instrument, tabulate results and prepare report for CIELS Coordinator.

GOAL (3): ***CIELS faculty are fully vested in its policies, procedures and program.***

Time Period: ***Continuously, July 1, 1991- December 31, 1991***

Objective (1):	All CIELS staff included in planning for CIELS ever-changing future.
Target Date:	Continuous
Measurement:	Informal discussion; feedback to CIELS Coordinator and ESL Specialist
Action Plan:	- From 7/1/91 to 9/16/91 and from 10/7/91 to 12/12/ 91, at regularly scheduled bi-weekly staff meetings, CIELS management conveys all news relating to CIELS/AED/USAID, such as state of contract negotiations, AID determinations about participant training, staff changes throughout AID and AED, etc. - CIELS management shows staff new building, conveys their thinking to date regarding classrooms and other facilities and invites input. (By October 15, 1991) - On 10/22/91 CIELS management makes move and settling-in arrangements focus of staff meeting, including Liaison Officer and CIELS Admin Officer. - By 10/22/91 ESL Specialist obtains concurrence of Contract Management Support Office that CIELS can move into new building by 12/31/91. - Continuously, between 10/7/91 and 12/13/91 CIELS management discusses progress of moveout/in arrangements at staff meetings.

Objective (2):	Two-way communication regarding changes affecting CIELS staffing and reassignment of responsibilities is maintained.
Target Date:	Continuously
Measurement:	Staff meeting minutes
Action Plan:	- By 10/24/91 ESL Specialist and CIELS Coordinator will discuss possible ways to divide CIELS and other ELSU responsibilities post-December 1991. - By October 31, 1991, ESL Specialist and CIELS Coordinator will suggest to CIELS faculty possible ways to divide CIELS and other English Language Unit responsibilities, invite continuing discussion and call a planning meeting focused on this issue for November 12, 1991. - On 11/12/91 and 11/19/91 planning meeetings for division of ESLU responsibilities will be held.

Objective (3):	CIELS faculty has received a salary increase.
Target Date:	October 8, 1991
Measurement:	New salary scale printed which reflects increase.
Action Plan:	- By 9/30/91 ESL Specialist queries Business Office of International School of Islamabad regarding amount of cost of living increase for expatriate teachers. - By 10/1/91 ESL Specialist writes memo to HRD Project Officer through Chief of Party justifying increase.

GOAL (4): ***TOEFL testing is provided to GOP employees nominated by their departments in test sites at 5 major cities.***

Time Period: ***July 1, 1991 - December 31, 1991***

Objective (1):	All GOP candidates nominated by their departments to take the TOEFL, and who have done so not more than twice previously, have been tested in Karachi, Islamabad, Quetta, Peshawar and Lahore.
Target Date:	December 31, 1991
Measurement:	Number of candidates tested/tests given/locations served.
Action Plan:	- By 7/1/91 and 12/1/91 ESL Specialist consults with DSTP Project Officer to determine the extent of field TOEFL testing USAID requires for ensuing 6-month periods. - By 8/1/91 and 12/15/91 ESL Specialist, TOEFL Coordinator and Liaison Officer draw up test schedule. - By 7/15/91 and 12/15/91 ESL Specialist orders sufficient tests from ETS. - TOEFL team travels to Quetta, Peshawar, Lahore and Karachi and administers TOEFLs, according to schedule as set in (2) - Within one week after each test administration, TOEFL team Coordinator provides handscored reports to Liaison Officer for entry into database. - Within ten days after each test administration, Liaison Officer secretary enters scores into database and mails scores to each candidate. - Within one week after each test administration, TOEFL Team Coordinator sends unused TOEFL tests from each administration and answer sheets to ETS, Princeton for refund on tests and for official scores. - Within eight weeks after each test administration, official score reports have been checked against handscored scores for accuracy, database corrected as required and sent to each candidate.

GOAL (5): ***ELSU relocated to new location and fully functioning before the beginning of CIELS Session XXVIII, January 14, 1991.***

Time Period: ***July 1 - Dec 31, 1991***

Objective (1): Space allocation for ELSU, including Dr. Jafar, the TOEFL Team, and CIELS' classrooms and office space finalized through negotiations with AED/AID.

Target Date: 10/17/91

Measurement: Floor plan of new location blocked off by unit and signed by appropriate AED/AID personnel.

Action Plan:

- By 9/26/91 PJ,TS, Dr. Jafar, and Javed Iqbal identify space available.

- By 10/3/91, same group has reviewed floor plans made available by KAKhan.

- By 10/3/91, LK and PJ have negotiated space with AED/AID

- By 10/20/, PJ has guarantee of space for CIELS, TOEFL, and Liaison Office.

Objective (2):	ELSU staff have conferred and designed space has been allocated allocated.
Target Date:	10/17/91
Measurement:	Floor plan/design reviewed and signed by ELSU Director, Dr. Jafar, CIELS and TOEFL Team Coordinators, and CIELS faculty and staff.
Action Plan:	- By 10/10/91 CIELS Coordinator and ESL Specialist have set up times to show natural groups (ie: TOEFL Team Coordinator, Dr. Jafar, Javed Iqbal in G-1; CIELS faculty in G-2) the space available (under consideration or allocated). - By 10/14/91,PJ, TS and JI have worked have devised and presented floor plans of space agreed to by KAKhan and USAID, Scot Covert. - By 10/20, PJ, TS and JI have revised plans as required and presented plas to LK for approval.

Objective (3):	Renovation and engineering details (ie: wiring, computer requirements, plumbing, kitchen, phones, walls, lights, and AC/heaters) completed in allocated space.
Target Date:	11/14/91
Measurement:	Checklist completed by appropriate personnel.
Action Plan;	- By 10/24/91 LK,PK,Dr.J, TS,JI have worked with "expert" provided by AED/AID to plan for the requirements of the unit. - By 10/27/91 PJ and TS have compiled a checklist of details from this plan. - By 10/31/91, 11/7/91 and 11/14/91, PJ and TS have reviewed checklist on site three times per week to monitor progress on task and resolve issues as they arise.

Objective (4):	Materials required for move (ie: boxes, tape, etc.) are purchased and available to begin preparations.
Target Date:	11/14/91
Measurement:	Materials on hand in the AED building.
Action Plan:	- By 10/31/91 DE, LK, PJ, and TS have identified movers and questioned the regarding packing materials needed by ELSU/AED. - By 10/31/91 TS and JI have ordered the necessary materials. - By 11/7/91 ad 11/14/91, JI has checked on the status of the order twice per week. - By 11/14/91, JI and TS have received the materials as requested.

Objective (5):	"Interior Decoration" (ie: painting, rugs, fixtures, window covering etc.) completed.
Target Date:	11/21/91
Measurement:	Checklist reviewed by ELSU Director, Dr. Jafar, and the TOEFL Team and CIELS Coordinators.
Action Plan:	- By 10/31/91, DE, LK, PJ and TS have identified group responsible for completing the task. - By 11/10/91 PJ and TS have made choices from colors and materials available. - By 11/11/91, PJ and TS have devised a checklist of progress. - By 11/13/91, TS and JI have ordered materials required. - By 11/27/91 JI has checked on status of order twice weekly. - By 11/31, JI has received and placed materials according to plan and checked them off on list. - By 12/5/91, PJ and TS have inspected new site and followed up as necessary.

Objective (6):	ELSU inventories sorted for move or store.
Target Date:	11/28/91
Measurement:	Clearly specified lists of items to move/store submitted and approved by ELSU Director, Dr. Jafar, and the TOEFL Team and CIELS Coordinators.
Action Plan:	- By 10/31/91 incharge of each unit - CIELS, TOEFL, Liaison Office, Admin Office and ESL Specialist has submitted Inventory list of his/her units. - By 11/7/91 PJ, TS, CW, Dr.J and CW confer and decide which items can be placed in storage, and which need to be moved. - By 11/14/91, 11/21/91 and 11/28/91 PJ, TS, CW, Dr. J and JI have been overseeing Asef Javed, Javed Iqbal and Durshan in boxing materials and reported progress ot TS on a twice weekly basis. - By 11/28/91 each section of the unit completes task.

Objective (7):	Dr. Jafar and the TOEFL Team moved into new office space and able to function normally.
Target Date:	12/7/91
Measurement:	Test of physical presence.
Action Plan:	- From Dec. 1 thru 5, "designated mover will have moved the offices of Dr. J, Asef and TOEFL team and they will be set up for full functioning, including computers, phones, lights, files and furniture.

Objective (8):	Office equipment and furniture moved and fully functioning (ie: computers, copiers, typewriters, files, and furniture).
Target Date:	12/19/91
Measurement:	ELSU Director, and CIELS Coordinator check physical presence, condition, ability to function properly and placement of all items moved.
Action Plan:	- From Sunday, Dec. 15 through Thursday December 19, the designated mover, under the direction of TS, assisted by JI from Sunday, Dec. 15 through Thursday, Dec. 19, the CIELS facility JI, TS,Faculty Room, Meeting Room, contents of PJ office as required, classrooms,kitchen) is moved on a daily incremental basis so that by Thursday of that week, facility is completely physically moved. - By Dec. 19, 1991, JI has checked that all electrical, lighting, plumbing and machinery related issues have been attended to and are in perfect working order. - From Sunday, Dec.22 onward, TS, JI, AJ and Faculty are able to re - organize work-space available to them and begin preparation work for next session.

GOAL (6): ***Public and private English language training entities in Islamabad have been evaluated as potential recipients of CIELS functions and materials.***

Time Period: ***October 1, 1991 - December 1, 1991***

Objective (1): Develop instrument for evaluating Pakistani English language teaching institutions.

Target Date: October 31, 1991

Measurement: ESL Specialist and CIELS Coordinator have finalized, with review by the Chief of Party, the evaluating instrument to use in evaluating English language training sites in Islamabad and elsewhere, as possible.

Action Plan:

- By October 15, 1991 have reviewed literature in the Specialist's library on evaluating language training programs.

- By October 22, ESL Specialist and CIELS Coordinator develop a first draft of evaluation instrument.

- By October 31, ESL Specialist and CIELS Coordinator agree on final form for instrument.

Objective (2):	All English training institutions in Islamabad have been evaluated.
Target Date:	December 15, 1991
Measurement:	Completed evaluation surveys on each.
Action Plan:	- By October 31, ESL Specialist draws up list of English language teaching institutions, including university programs, to be evaluated. - ESL Specialist and CIELS Coordinator visit and evaluate three programs together by November 30, 1991.

Objective (3):	ESL Specialist have completed initial, exploratory discussion with USIS on possible linkage of CIELS with USIS as a facility.
Target Date:	November 30, 1991
Measurement:	Memorandum of conversation of meeting(s)
Action Plan:	- By October 15, ESL Specialist has informed USIS/ English Teaching Officer and USIS Cultural Affairs Officer of closure of CIELS and initiated discussion of possible linkage along the lines of a binational center or of the Yemen American Language Institute. - By November 15, ESL Specialist has held a meeting, CIELS Coordinator, USAID/HRD Project Officer, AED COP and USIS Officers to learn the constraints of a linkage between USIAD/CIELS and USIS.

Follow-up Unit

STRATEGIC PLAN (Year: 1991)

November 5, 1991

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Strategic Plan (Year 1991)

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GOAL (1): ***Follow-Up data base devised.***

Time Period: ***July 25 to December 31, 1991.***

Objective (1): Follow-up needs determined with systems analyst.

Target Date: October 31, 1991. Data-base is in place.

Measurement: Data-base is operational and capable of generating information from returned surveys.

Action Plan: July 30, 1991. Fields for follow-up data-base are determined.

August 8, 1991. Director of Follow-Up and AED's systems analyst meet to determine follow-up needs and prospective data-base.

August 12, 1991. Needs are determined and a proposal is written including the interface of the FU data-base with the PTU data-base, indicating the replication of fields for updating PTD and the logistics of devising a new data-base for Follow-Up.

August 15, 1991. Proposal on the data-base is prepared indicating methods for interfacing Follow-Up data-base with Participant Training data-base. Proposal is presented to COP for approval.

GOAL (2): ***Improve quality of work life to promote a productive organizational culture through incentives provided in the unit for the secretary and the assistant. That will contribute to their professional development and enhance morale.***

Time Period: ***September 1, 1991 to December 31, 1991.***

Objective (1): In consultation with the secretary and assistant, areas of professional development are determined.

Target Date: December 31, 1991.

Measurement: Regular weekly and monthly meetings held with the staff.

Action Plan: December 31, 1991. Determine the feasibility of the areas requested by the staff to promote professional development and moral.

December 31, 1991. Determine means for addressing the areas while at the same time contributing to the unit's productivity.

December 31, 1991. Regular meetings are held to inform the staff of organizational developments and to seek feedback from staff.

GOAL (3): *In-country contacts*

Time Period: ***September 2, 1991 to December 31, 1991.***

Objective (1):	Organizations and institutions are identified that have generated participants, are in contact with former participants, or may provide support for former US-educated Pakistanis. This task concentrates on the identification of agriculture-related organizations or institutions in the Punjab.
Target Date:	December, 1991
Measurement:	Organizations are identified in major urban areas concentrating initially on the Punjab and eventually expanding country-wide. Organizations are identified that are able to host seminars or lectures by visiting experts for USAID participants.
Action Plan:	December 31, 1991. Organizations and institutions employing former USAID participants are contacted and requested to write testimonials on their institution and the achievements of former USAID participants. January 30, 1992. Testimonials and articles are reviewed and submitted to USAID for publication and appropriate publicity.

Objective (2):	Organizations and institutions are visited to interview former USAID participants and encourage institutional heads or participants to write articles on their successful experiences.
Target Date:	December, 1991.
Measurement:	The Director or his Assistant travel to the field to interview participants and establish contacts with appropriate institutions and organizations three to four times per month.
Action Plan:	August 7 to December, 1991. Arrangements are made for a follow-up representative to visit organizations and institutions. This includes preliminary contacts, appointments etc. October 20, 1991. Contacts at institutions are encouraged to discuss their work and submit a testimonial of their institutions achievements and the achievements of former USAID participants.

Objective (3):	Former USAID participants are contacted and seminars, discussions or lectures are planned with visiting experts as guests. This is accomplished within the structure of existing organizations or institutions.
Target Date:	December, 1991.
Measurement:	At least one possibly two seminars or lectures is held by December 1991. These will be held quarterly.
Action Plan:	November 14, 1991. Using existing institutions, former participants (perhaps no more than 10 initially) are contacted to meet for a round-table discussion or with visiting experts. November 28, 1991. The location of meetings is determined at existing institutions, using their facilities but offering to contact participants and provide what limited support USAID deems appropriate. November 14, 1991. Letter generated to acquaint former participants with USAID's interest in follow-up and continued professional development. December 12, 1991. USAID provided with briefs of seminars, discussions or lectures. Briefs are no longer than four pages and include participants' names, occupation, time and place of training, and other data commonly accumulated by surveys. Content of discussions, name of expert(s) and concluding observations are also included.

GOAL (4): ***Field interviews with former USAID participants.***

Time Period: ***September 9 to December 31, 1991.***

Objective (1):	Participants are identified from the PTU data-base, contacted, a time is established for a meeting and a member of the Follow-Up staff meets with participant. The objective of the meeting is to determine the applicability of training in Pakistan.
Target Date:	Interviews are conducted weekly outside of Islamabad and within the national capital.
Measurement:	A member of the Follow-Up staff is in the field conducting interviews approximately four days a week.
Action Plan:	December 31, 1991. The Follow-Up staff will interview former USAID participants to determine the impact of their overseas training in Pakistan. For each interview, a report of no longer than one page will be written for use by USAID.

GOAL (5): ***Survey questionnaire distributed to former USAID participants.***

Time Period: ***September 15 to December 31, 1991.***

Objective (1): Devise three surveys required by Hand-Book 10.

Target Date: July 30, 1991.

urement: Three surveys ready for initial approval by COP and distribution to focus group.

Action Plan: July 30, 1991. All questionnaires demonstrate continuity and measure similar areas over a period of time from predeparture expectations to return and post-training.

July 30, 1991. Areas of measurement determined.

August 30, 1991. Survey questionnaires interfaced with the Jaffer survey by assigning corresponding values as the present survey.

Objective (2):	Surveys submitted to focus group and USAID Project Officers for feedback.
Target Date:	September 12, 1991.
Measurement:	Results of focus study reported to Chief of Party for final approval.
Action Plan:	August 15, 1991. Random number generator devised and programmed for identifying the focus groups and the eventual distribution of questionnaires. August 15, 1991. Focus group of approximately 20 participants identified and contacted. August 30, 1991. Cover-letter designed and generated to introduce follow-up and inform participants that they are a control group requested to complete and comment on the survey and cover-letter. August 15, 1991. Random sample determined, contact and mail survey. August 30, 1991. Interviews scheduled and conducted with random sample in groups and individually.

Objective (3):	Surveys revised according to feedback.
Target Date:	September 5, 1991. Questionnaire is revised.
Measurement:	Revised questionnaire is approved by COP and HRD with the advise of PDM.
Action Plan:	Continuity established between questionnaires September 10, 1991. HRD approves revised questionnaire. September 10, 1991. Office of Program Design and Monitoring (PDM) approves questionnaire.

Objective (4):	Cover-letter is devised and generated to accompany participant surveys.
Target Date:	September 12, 1991. Letters are completed.
Measurement:	Letters submitted to HRD for approval.
Action Plan:	September 15, 1991. Cover letter revised according to HRD recommendations. September 15, 1991. Cover letters for each of three questionnaires are devised and generated. September 15, 1991. Cover letter submitted with each random sample survey.

Objective (5):	Surveys mailed to participants generated by random sample program.
Target Date:	Questionnaires mailed by September 12th.
Measurement:	Initial mailing of approximately 100 surveys the second week in September then routinely 5 to 10 surveys mailed per day until approximately 300 surveys are distributed. This process repeated quarterly or every three months.
Action Plan:	September 27, 1991. Departure survey distributed with call-forward letter mailed by PTU. September 27, 1991. Procedures determined for systematic mailing and recording mailed surveys.

GOAL (6): ***Follow-up assistant hired to assist the Director of the unit.***

Time Period: ***September 15 to October 1, 1991.***

Objective (1):	In consultation with AED's contract officer and the Chief of Party, determine the position's responsibilities and grade.
Target Date:	August 1, 1991.
Measurement:	The position is advertised, interviews are conducted and the position filled.
Action Plan:	September 30, 1991. Applicants interviewed and notified of decision. October 1, 1991. The new Assistant is in place and briefed on the goals and objectives of the Follow-Up effort.

GOAL (7): ***Staff development.***

Time Period: ***October 1 to December 31, 1991.***

Objective (1): The assistant and secretary learn the goals and objectives of the Follow-Up unit.

Target Date: December 31, 199.

Action Plan: December 31, 1991. Meetings with the assistant and secretary to inform them of the purpose of follow-up, the "public face" of the unit and follow-up activities. The assistant is also briefed on field interviews, the focus study which has been conducted and the survey questionnaire.

November 30, 1991. The assistant and secretary are conversant in the use of the participant training data-base and word processing.

October 31, 1991. The Director understands the secretary's and assistant's professional aspirations and attempts to meet these.

December 31, 1991. To develop staff, the secretary assumes responsibilities for the survey, the assistant assumes responsibilities for field interviews and soliciting articles and the director is responsible for arranging events and soliciting and editing articles.

GOAL (8): ***Use of visiting experts.***

Time Period: ***October 31 to December, 1991.***

Objective (1):	USAID Projects, USIS and Participant Training are contacted to determine if and when experts will be visiting Pakistan.
Target Date:	December, 1991. One possibly two visiting experts addresses former participants by December.
Measurement:	One possibly two visiting experts addresses former participants by December. This exercise will continue throughout the follow-up effort.
Action Plan:	October 31, 1991. Experts are identified and suitable fields of expertise are determined for addressing returned participants. November 15, 1991. Concentrations of participants are identified as an audience for visiting experts. December 15, 1991. Expert(s) address former USAID participants. suitable publicity is arranged for the event. December 31, 1991. USAID is provided with briefs of seminars, discussions, lectures or informal meetings with participants.

GOAL (9): ***Generate 100 returned surveys from Returned and Post-Training participants every three months or quarterly.***

Time Period: ***November 15, to December 31, 1991.***

Objective (1):	Prepare and mail appropriate surveys according to return status.
Target Date:	December 31, 1991.
Measurement:	It is estimated that approximately 300 surveys are mailed quarterly to generate 100 random surveys every three months or quarterly.
Action Plan:	December 31, 1991. Participants are identified using the random number generator. Return dates, addresses and phone numbers are used to distribute and follow-up on the distribution of survey questionnaires.

GOAL (10): ***Generate testimonials from Pakistani institutions that host or employe former USAID participants. The purpose of the testimonials is to highlight the achievements of former participants and the institutions themselves.***

Time Period: ***November 30 to December, 1991.***

Objective (1):	Appropriate institutions are identified and contacted through their directors. Directors are informed of the desired content of the testimonials.
Target Date:	December 30, 1991.
Measurement:	Articles or statements will be generated at the rate of one every three months or quarterly.
Action Plan:	October 31, 1991. Identify appropriate institutions and their heads. Arrange meetings with them and introduce the follow-up effort. Request that they provide an article or report on the achievements of their employees that have been former participants and the achievements of the institutions.

GOAL (11): ***Events are held to support the professional development of former USAID participants.***

Time Period: ***November 30 to December 31, 1991.***

Objective (1):	Coordinate with USAID and USIS an event such as a Worldnet program, Fulbright lectures or lectures by visiting scholars to Pakistan.
Target Date:	December 31, 1991.
Measurement:	An event will be held every three months or quarterly.
Action Plan:	October 6, 1991. Meet with USIS and USAID to determine the types of events USAID would like to have as a part of follow-up. Discuss with USIS their capabilities and resources that can be used to promote events. December 31, 1991. Visiting experts to Pakistan through Fulbright, USIS or USAID projects are identified and arrangements are made for them to meet former USAID participants in appropriate professional fields.

GOAL (12): ***Data from returned surveys generated.***

Time Period: ***November 30 to December 31, 1991.***

Objective (1):	As surveys are returned, information is put into the data-base.
Target Date:	October 31, 1991. Survey data is entered into data-base as surveys are returned.
Measurement:	It is estimated that approximately 300 surveys will be distributed to generate 100 returned and completed surveys required by USAID.
Action Plan:	October 15, 1991. After 10 to 20 returns, a meeting with the staff is scheduled and held to determine if logistics are adequate for data entry and if additional fields are necessary. September 30, 1991. Hard file system for returns is established and functioning. October 15, 1991. Separate computer file established for notes on narrative portion of surveys. December 31, 1991. Various types of analysis and cross-analysis provided for USAID.

Objective (2):	Briefs produced for USAID as data is accumulated.
Target Date:	October 30, 1991, Sufficient data exists to begin producing briefs.
Measurement:	One brief of approximately 5 to 10 pages per month is produced for USAID.
Action Plan:	December 31, 1991. Information generated by surveys is presented in graphs and tables. A narrative summarizing or analyzing the information is generated.

Management Information Systems

STRATEGIC PLAN (Year: 1991)

November 5, 1991

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Management Information Systems: Strategic Plan (Year 1991)

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GOAL (1): ***Participant Training Database (PTD) has been modified/revised.***

Time Period: ***1st Year (July 1 - December 31, 1991)***

Objective (1):	The PTD has been modified. All the new data fields have been added and unnecessary fields have been removed. The correspondence data has been restored.
Measurement:	A short report on the changes made to PTD on completion of database modification that is signed off by the Unit Head. An operational database system with all the changes.
Target Date:	December 31, 1991

Action Plan:

- By Sep 10: Kanwar will complete discussions with Cindy, Larry, Kazim, and Tanveer to revise the list of database fields and additional requirements, in terms of data outputs, of the two units of AED.

- By Oct 31: Kanwar analyzes the data to create the database structure and submits to the unit heads for their final review.

- By Nov 7: System design, program structure developed by Kanwar.

- By Dec 10: Kanwar will complete the program coding of the system.

- By Dec 31: Testing, debugging of the program and installation should be completed by Kanwar.

Objective (2): The PTD has been modified to hold all the PIO/P and its amendments related financial data and field access control system is developed. The financial reporting option has been added. Data has been restored.

Measurement: A short report on the changes made to PTD on completion of database modification that is signed off by the Unit Head.

An operational database system with all the changes.

Target Date: December 15, 1991

Action Plan:

- By Sep 12: Kanwar will complete his discussions with Cindy, Larry, Kazim, and Tanveer how financial fields should be dealt and what are the additional requirements, in terms of data outputs, of the two units of AED.

- By Oct 10: Kanwar analyzes the data to create the database structure and submits to the unit heads for their final review.

- By Oct 21: System design, program structure developed by Kanwar.

- By Nov 30: Kanwar will complete the program coding of the system.

- By Dec 15: Testing, debugging of the program and installation should be completed by Kanwar.

Objective (3): Computer generated Form Letters and New database reports have been created as per Field Office needs.

Measurement: A short report on the changes made to PTD on completion of database modification that is signed off by the Unit Head.

An operational database system with all the changes.

Target Date: December 15, 1991

Action Plan:

- By Sep 17: Kanwar will complete discussions with Cindy, Larry, Kazim, and Tanveer to develop a list of new form letters, reports and/or any additional format of data outputs.

- By Oct 10: Kanwar analyzes the data to create the structure and submits to the unit heads for their final review.

- By Oct 23: System design, program structure developed by Kanwar.

- By Nov 27: Kanwar will complete the program coding of the system.

- By Dec 15: Testing, debugging of the program and installation should be completed by Kanwar.

Objective (4):	All the PTD data input and output screens have been redesigned and program is modified to reflect the changes made to database structure. The computer functions checking the accuracy of data and uniform data entries has been implemented.
Measurement:	A short report on the changes made to PTD on completion of database modification that is signed off by the Unit Head. An operational database system with all the changes.
Target Date:	December 31, 1991
Action Plan:	- By Nov 7: Kanwar will complete designing all PTD input and output screens, and creates program structure. The designs are discussed with other staff members of AED when necessary. - By Dec 18: Kanwar will complete the program coding of the system. - By Dec 31: Testing, debugging of the program and installation should be completed by Kanwar.

Objective (5):	All the users of Participant Training Database have been trained on the new PTD system.
Measurement:	All the staff of Participant Training Unit are fully trained to operate the Participant Training Database.
Target Date:	December 31, 1991
Action Plan:	- By Dec 24: Kanwar will train Cindy, Barbara and accounts officer on new PTD system to explain all new features, screens, input and output formats of the system. - By Dec 31: Barbara will further train all of the participant training unit staff as soon as she learns the new system (Dec 18).

GOAL (2): ***The New Database Modules have been added to PTD.***

Time Period: ***1st Year (July 1 - December 31, 1991)***

Objective (1): A database module for Follow-up Unit to hold follow-up data and to generate reports in conjunction with PTD has been developed.

Measurement: A short report on completion of database module that is signed off by the Unit Head.

An operational database system with added module.

Target Date: November 7, 1991

Action Plan:

- Kanwar and Tom will meet on Aug 19 & 20 to discuss the setup of follow-up database and will submit a proposal by August 22 to Larry.

- By Sep 29: Kanwar will meet with Tom to discuss all the unit's database needs and will design the database structure. The follow-up unit staff will start input data into the database file while Kanwar will complete the programming part of the module.

- By Oct 3: Kanwar will complete his system analysis of the data to create the structure and will submit his report to the unit heads for their final review.

- By Oct 15: System design, program structure completed by Kanwar.

- By Nov 7: Program coding, testing, debugging of the program and installation should be completed by Kanwar.

Objective (2):	A financial module for participant training PIO/Ts has been developed to monitor PIO/Ts balances and its correspondence PIO/Ps and their amendments. Financial reports to submit to AID project offices and AED Washington D.C. have been developed.
Measurement:	A short report on completion of database module that is signed off by the Unit Head. An operational database system with added module.
Target Date:	December 15, 1991
Action Plan:	- By Sep 10: Kanwar will complete discussions with Cindy, Larry, Kazim, and Tanveer to develop a list of AED's needs in terms of participant training PIO/Ts and its financial reporting. - By Oct 10: Kanwar analyzes the data to create the structure and submits his report to the unit heads for their final review. - By Oct 17: System design, program structure developed by Kanwar. - By Nov 21: Kanwar will complete the first phase of the system development (Program coding) and will test it before starting the 2nd phase. - By Dec 15: 2nd phase of program coding, testing, debugging of the program and installation should be completed by Kanwar.

Objective (3):	A database module to hold participants' travel information has been developed. The module is developed to monitor travel expense, billing/payments and for financial reporting to AED Home Office.
Measurement:	A short report on completion of database module that is signed off by the Unit Head. An operational database system with added module.
Target Date:	December 20, 1991
Action Plan:	- On September 4,5,8& 9 Kanwar will meet to discuss the system with Larry, Kazim, and Tanveer to develop a list of AED's needs in terms of participants' travel data for reporting and accounting purpose. - By Oct 24: Kanwar analyzes the data to create the structure and submits his report to the unit heads for their final review. - By Oct 31: System design, program structure developed by Kanwar. - By Nov 21: Kanwar will complete the first phase of the system development (Program coding) and will test it before starting the 2nd phase. - By Dec 20: Program coding, testing, debugging of the program and installation should be completed by Kanwar.

Objective (4):	A database module to hold participants' medical related information has been developed. The module is developed to monitor medical test expense, billing/payments and for reporting purpose.
Measurement:	A short report on completion of database module that is signed off by the Unit Head. An operational database system with added module.
Target Date:	December 24, 1991
Action Plan:	- Kanwar will have discussions on September 8 & 9 with Kazim, and Tanveer to develop a list of AED's needs in terms of participants' medical data for reporting and accounting purpose. - By Oct 24: Kanwar analyzes the data to create the structure and submits his report to the unit heads for their final review. - By Nov 4: System design, program structure developed by Kanwar. - By Nov 21: Kanwar will complete the first phase of the system development (Program coding) and will test it before starting the 2nd phase. - By Dec 24: 2nd phase of program coding, testing, debugging of the program and installation should be completed by Kanwar.

Objective (5):	A Document Monitoring Database module has been developed to monitor and observe work load of incoming and outgoing telex, fax & DHL information of participant training unit.
Measurement:	A short report on completion of database module that is signed off by the Chief of Party. An operational database system.
Target Date:	September 19, 1991
Action Plan:	- Last week of August: Kanwar Discussed the system with Larry to develop a database structure to be used on trial basis. - By Sep 5: Kanwar analyzed the system and submitted a proposal to Larry, Kazim and Cindy for their final review. - By Sep 17: Kanwar designed and developed the system. The program has been installed and Irene Bowers has been shown how to use the system to input the data. The database has been developed (September 17) on trial basis to observe the productivity of having this system before we link the system to PTD on permanent basis.

GOAL (3): ***The New LAN Setup and Re-allocation of Computer System is completed.***

Time Period: ***1st Year (July 1 - December 31, 1991)***

Objective (1):	The new setup of LAN system with hard disk mirroring and upgrade operating system is installed on File Server.
Measurement:	An operational LAN system with physically installed hard drive.
Target Date:	September 30, 1991
Action Plan:	- Completed: Kanwar worked with LANTECH people during the first week of September and installed the upgrade Netware Operating System and another hard disk of 300 MB in the File Server to do the Mirroring of the original hard disk.

Objective (2):	The computer resources have been re-allocated after reduction in staff on September 30, 1991.
Measurement:	A revised Inventory list and physically re-located equipment.
Target Date:	October 31, 1991
Action Plan:	- After the reduction in staff of AED Field Office, Administration will re-allocate the office space in the building and most of the remaining staff will be shifting from one place to another during the month of October. During the same period Kanwar will work with LANTECH people and move the computers and their peripherals to the new locations of the staff. The equipment shifting will involve the re-cabling and re-distribution of power supply.

GOAL (4): *AID Project Offices and Home Office systems are updated with PTD.*

Time Period: *1st Year (July 1 - December 31, 1991)*

Objective (1):	Four Project Offices (ARD, ENR, HPN, HRD) and AED Home office were provided with update of PTD system.
Measurement:	Update Installed PTD Systems at various offices.
Target Dates:	September 12, 1991 September 26, 1991 October 10, 1991 October 24, 1991 November 7, 1991 November 21, 1991 December 5, 1991 December 19, 1991 December 31, 1991
Action Plan:	- Masood from HRD will make backup of PTD from AED's network system after every two weeks and will restore it to the Project Offices of USAID Islamabad. - Barbara from AED will backup the Participant Training Database for PPTP and will DHL every two weeks during this period. - Kanwar will support the two persons when necessary.

GOAL (5): ***AED Filed Office has been provided with computer support.***

Time Period: ***1st Year (July 1 - December 31, 1991)***

Objective (1):	The Field Office was provided with all the computer support and help on time to time basis such as, Trouble Shooting, Training, Solutions to the computer problems, Management, Maintenance etc.
Measurement:	95% UP and Running System, Trained computer operators.
Target Date:	December 31, 1991
Action Plan:	- Kanwar will train Barbara and Tahir to fix the daily computer software problems, on time to time basis, so that they can solve common computer software problems themselves and can further train the other staff members of AED Field Office. - The problems and things which could not be dealt by Barbara or Tahir will be communicated to Kanwar by either of the two. Kanwar will try to resolve the problem and will explain/train both the operators for future solutions.

GOAL (6): ***936 PIO/Ps and/or PIO/P Amendments have been checked and signed.***

Time Period: ***1st Year (July 1 - December 31, 1991)***

Objective (1):	192 original un-funded PIO/Ps for participants were reviewed for accuracy of data and were signed. Printouts of database records were reviewed before signature.
Measurement:	Database Record and hard copies of signed PIO/Ps.
Target Date:	December 31, 1991
Action Plan:	- 8 PIO/Ps per case officer per month (counting 4 case officers) shall be prepared and forwarded by participant training unit. Kanwar will review the file, PIO/P and database record print-out and verify the accuracy of financial and computer data before signing off the document.

Objective (2):	264 un-funded PIO/P amendments for participants were reviewed for accuracy of data and were signed. Printouts of database records were reviewed before signature.
Measurement:	Database Record and hard copies of signed PIO/P amendments.
Target Date:	December 31, 1991
Action Plan:	- 11 PIO/P amendments (for active PIO/Ps) per case officer per month (counting 4 case officers) shall be prepared and forwarded by participant training unit. Kanwar will review the file, PIO/P and database record print-out and verify the accuracy of financial and computer data before signing off the document.

Objective (3):	480 un-funded close-out PIO/P amendments for participants were reviewed for accuracy of data and were signed. Printouts of database records were reviewed before signature.
Measurement:	Database Record and hard copies of signed close-out PIO/P amendments.
Target Date:	December 31, 1991
Action Plan:	20 PIO/P amendments (close-out) per case officer per month (counting 4 case officers) shall be prepared and forwarded by participant training unit. Kanwar will review the file, PIO/P and database record print-out and verify the accuracy of financial and computer data before signing off the document.

GOAL (7): ***Office of International Training (OIT) provided through HRD/USAID with Quarterly Reports on Return Participants.***

Time Period: ***1st Year (July 1 - December 31, 1991)***

Objective (1): Office of International Training (OIT) has been provided the two report, through HRD/USAID, of Returned Participants on a quarterly basis.

Measurement: Hard copies of reports and memorandums.

Target Dates: October 15, 1991
December 31, 1991

Action Plan:

- By Oct 10 and December 20: Kanwar will prepare the draft reports on return participants using Participant Training Database and will circulate to Cindy, Chief of Party, and DST Project officer for their review.

- The report should be circulated to the case officers by Cindy, if corrections are to be made, before draft report move on to Chief of Party.

- The corrections will be made, if necessary, and the final reports will be prepared by Kanwar on October 15 and December 31 and will be sent to OIT through DST Project Officer.

GOAL (8): ***Home Office provided with Progress Reports.***

Time Period: ***1st Year (July 1 - December 31, 1991)***

Objective (1):	Home office was provided with Monthly Progress Report on monthly basis (6 reports).
Measurement:	Hard copies of monthly progress reports.
Target Dates:	July 31, 1991 August 31, 1991 September 30, 1991 October 31, 1991 November 30, 1991 December 31, 1991
Action Plan:	- Kanwar will prepare his draft report for M.I.S.on 28th of each month for chief of party review. Chief of party will make corrections if necessary. - The final draft will be given to the executive secretary (Mirza) who will combine all the portions of the report from different unit to produce the final monthly progress report.

Objective (2):	Six-Monthly Progress Report was prepared and provided to the Home Office.
Measurement:	Hard copy of six-month report.
Target Date:	December 31, 1991
Action Plan:	- By Dec 23: Kanwar will prepare his draft report for M.I.S. (during the 2nd last week of the month of December 91) for chief of party review. Chief of party will make correction if necessary. - By Dec 31: The final draft will be given to the executive secretary (Mirza) who will combine all the portions of the report from different unit to produce the final six-monthly progress report.

GOAL (9): ***The Local Area Network (LAN) and Computer Systems have been installed at the new office building of AED.***

Time Period: ***1st Year (July 1 - December 31, 1991)***

Objective (1): The locations of the computer systems have been decided. Power and Network cabling have been completed.

Measurement: A of map showing locations of computer equipment signed off by the Chief of Party and Section Heads.

A complete installation of cables both for Electric Power and Network connections.

Target Date: December 31, 1991

Action Plan:

- By the last week of November, Kanwar will work with Unit Heads and Kazim Ali Khan to plan the computer system setup at the new building of AED field office.

- When plan has been approved by Chief of Party, Kanwar will work with LANTECH (contractor for Field Office's computer system) people to plan the dates and install the cables for Network connections at the site. The cabling should be completed on December 31, 1991.

- Arshad Mahmood will work with BMS office, USAID to plan the dates and install the power cables for computer systems at the new building. The cabling should be completed on December 31, 1991.

Objective (2): The computer equipment have been properly shifted/moved, installed at the new locations and tested before implementation.

Measurement: An installed Network System at the new locations.

A job completion report from LANTECH signed off by Kanwar.

Invoice and Payment voucher of Installation charges from LANTECH.

Target Date: January 15, 1992

Action Plan:

- By Dec 5: Two computers with 40 MB hard drive and one Laserjet III printer will be shifted to the new location for CIELS use.

- During the first week of January 1992, Kanwar and Admin staff will make sure that all the remaining computer equipment have been detached from the Network, packed properly and shifted to the new building.

- The equipment will be unpacked at their installation place and will be installed by LANTECH engineers during the same week of shifting.

- After installation is completed, the systems will be tested by LANTECH engineers before users are authorized to use.

Participant Training Unit

STRATEGIC PLAN (Year: 1991)

November 5, 1991

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GOAL (1): ***Pending Participants Case Load Administered***

Time Period: ***7/1/91 - 12/31/91***

Objective (1): Project requirements addressed in the administration of the pending case load

Measurement: 325 academic and 449 technical participants actioned by target date

Target Date: December 31, 1991

Action Plan:

- On the 15th of each month Program Manager reviews database printout of pending case load to monitor actions of Case Officers.

- By August 31 Program Manager conducts a review of projects PACD and advise six Case Officers to recommend cancellation for those participants not able to complete training within the remaining time frame.

- By deadline of September 15 all PIOPs for winter placement forwarded to PPTP. After deadline, all participants advised by Case Officers to self-admit.

- By September 4 a case load analysis is completed by Program Manager to determine the reallocation of case load for two departing Case Officers. A meeting is held with Case Officers to include them in the planning process.

- During October and November PTU Case Officers Shahana Javed and Abdul Hameed are under extreme pressure from Project Officers to assist participants in obtaining self-placements for the winter term, due to the PACD date of 0492 (6/30/94) and 0467 (6/4/93).

- During October discussions are held between Program Manager, ISM Project Officers and HRD Project Officer to discuss need for OIT waiver to the rule that participants must return 6 month prior to PACD date, in order to place pending ISM participants in 18 month MS programs beginning January, 1991 and ending no later than May, 1991. HRD staff send cable requesting waiver from OIT.

- In November a PIOT for approximately $1 million is received. This enables Case Officers Ashfaq Hussain and Saleem Razaque to fund many of the DSTP participants who had been pending funding and Case Officers have a large number of PIOPs to prepare. This activity is coordinated with HRD to ensure that priority cases are funded.

- During October, November and December Case Officer Saleem Razaque receives 15-20 last-minute nominations and places all pending BALAD participants, due to the PACD date of 12/31/91. All BALAD participants must return from training by this date. The Program Manager holds series of meeting with BALAD staff (Karim Nayani and Asif Bhatti) to discuss training programs and time constraints.

GOAL (2): *Participants Depart for Training*

Time Period: *7/1/91 - 12/31/91*

Objective (1):	Ensure USAID project goals for participant departures are met
Measurement:	115 academic and 200 technical participants departed by target date
Target Date:	December 31, 1991
Action Plan:	- During August and September approximately 100 academic participants depart for training. This large volume of departures requires a high level of effort from the 6 Case Officers and their respective support staff. - During December approximately 40 academic participants depart for training, primarily under the Projects 0492, 0467 and 0474. - In November a PIOT for DSTP of approximately $1 million is received. This enables Case Officers Ashfaq Hussain and Saleem Razaque to fund many of the DSTP participants who had been pending funding and increases the number of self-placements to be administered for the December/January period.

GOAL (3): ***Project Requirements for In-training Academic Participants Fulfilled***

Time Period: ***7/1/91 - 12/31/91***

Objective (1):	All decisions that are required for in-training academic participants are carried out
Measurement:	469 academic participants in-training during time period
Target Date:	December, 1991
Action Plan:	- During the month of August over one dozen requests for program extensions are received. All requests are processed on an urgent basis for decision prior to the beginning of the Fall term. - During the month of July and August approximately 20 request for dependent visas are received, for participant that began training programs in Spring 1991. Case Officers process these requests and obtain GOP and USAID approval. - During the month of December approximately one dozen requests for program extensions are received. All requests are processed on an urgent basis for decision prior to the beginning of the winter term.

GOAL (4): ***Return of All Completed Participants Confirmed***

Time Period: ***7/1/91 - 12/31/91***

Objective (1):	All necessary actions required to verify return of participants successfully completed. Any non-returnees reported to USAID and OIT.
Measurement:	228 academic participants and 240 technical participants confirmed as returning during period
Target Date:	December, 1991
Action Plan:	- One the first of each month Program Manager directs Administrative Assistant to print a database generated report of all participants who have returned during the previous month. Based on this report Case Officers send out confirmation of return letters. - On a quarterly basis Program Manager conducted a random check of completed files to ensure that hard copies of confirmation of return letters are on file. (3/31/91, 6/30/91, 9/30/91, 12/31/91) - On a case by case basis, HRD Project Officer is notified by Program Manager of participants who failed to return from training.

GOAL (5): ***GOP Ministry Requirements Fulfilled***

Time Period: ***7/1/91 - 12/31/91***

Objective (1):	Based on USAID's agreement with the Government of Pakistan for the placement and monitoring of MOST participants, all requirements specific to Ministry participants fulfilled.
Measurement:	GOP Participants Depart for Training and Complete Programs during time period
Target Date:	December, 1991
Action Plan:	- Within two days of receipt of PPTP's weekly courier, Case Officer Saleem Razaque submits all requests for MOST consideration to the Ministry. - By October 6 AED receives a PIOT for $828,000 which provides additional funding for pending MOST PIOPs as well as funding in-training participants. - During July, August and September 1991 discussion are held between Program Manager and DSTP Project Officer regarding the level of MOST funding. Due to AED concerns, HRD drafts a letter to MOST in October advising the ministry of the need for additional funds. - By October, 1991 HRD holds a meeting with MOST to discuss the turn-over of MOST participants to the Pakistan Embassy for monitoring at the end of AEDs contract.

GOAL (6): ***Final PIOP Close Out Amendments Completed***

Time Period: ***7/1/91 - 12/31/91***

Objective (1):	The target of 15 PIOP amendments per week per case officer from September 1 through December 31 underway.
Measurement:	960 close out amendments processed during time period
Target Date:	December, 1991
Action Plan:	- During October an employee from the PDM roster begins working with the Program Manager on close out amendments to help sort out the problem of training vs. travel expenditures. - Beginning September 1, 1991 Case Officers Shahana Javed, Saleem Razaque, Ashfaq Hussain and Abdul Hameed completes 15 close out amendments per week each.

GOAL (7): ***Participant Training Staff Reduced***

Time Period: ***7/1/91 - 12/31/91***

Objective (1):	In compliance with phase out, three Case Officer and one secretary position eliminated. The case loads of the departing Case Officers efficiently redistributed
Measurement:	Three Case Officers and one Secretary complete services by September 30, 1991
Target Date:	September 30, 1991
Action Plan:	- By September 4 a case load analysis is completed by Program Manager to determine the reallocation of case load for the two departing Case Officers. A meeting is held with Case Officers to include them in the planning process.

GOAL (8): ***Case Officers Trained to Hold Pre-Departure Orientations***

Time Period: ***07/01/91 - 12/31/91***

Objective (1):	Case Officers successfully trained to perform orientations and orientations held on a regular basis
Measurement:	Case Officers trained and pre-departure orientations held on a regular basis
Target Date:	December, 1991
Action Plan:	- By October 15 Program Manager designs an outline for use in conducting orientations. - Program Manager conducts orientations, as needed, and Case Officers participated. Pre-departure orientations are held in Islamabad, Lahore and Karachi during the November/December time period based on the number of participants departing from each location on a given dates. Tentative dates are November 28 - Lahore; December 5 - Karachi; December 12 - Islamabad. - Case Officers used, as needed, to conduct orientations.

GOAL (9): ***Maintained Strong Communication between the Participant Training Unit and other AED/Islamabad Units, PPTP, AED/Washington, and USAID/Islamabad***

Time Period: ***07/01/91 - 12/31/91***

Objective (1): A high level of communication maintained between the Participant Training Unit and PPTP/Washington DC

Measurement: Memos, faxes and telex on file

Target Date: On-going

Action Plan:

- Every Thursday memos are sent from Program Manager AED/Islamabad to Program Manager/PPTP. Every Friday memos are sent from Program Manager/PPTP to Program Manager/AED

- Every other Wednesday Program Manager PTU/Islamabad has a phone conversation with Program Manager/PPTP to discuss issues related to both parties

- On a daily basis, Case Officers/PTU and Program Specialists/PPTP exchange faxes

Objective (2):	Maintained Strong Communication between the Participant Training Unit and AED/Washington DC
Measurement:	Memos, faxes and telex on file
Target Date:	On-going
Action Plan:	- Memos exchanged regularly between offices, particularly in relation to finances. - Phone conversation between Office Managers and AED/Washington as requested by COP

Objective (3):	Maintained Strong Communication between the Participant Training Unit and USAID
Measurement:	Regular meetings held, correspondence between offices on file
Target Date:	On-going
Action Plan:	- Every Wednesday PTU Program Manager attends meetings with DSTP Project Officer and HRT staff - Memos exchanged regularly between offices - Phone conversation between PTU staff and Project Officer on a frequent basis - PTU Program Manager and concerned Case Officer holds frequent meetings held with Project Officers to resolve pending issues.

Objective (4):	Maintained strong communication between the Participant Training Unit and other units of AED/Islamabad
Measurement:	Memos circulated on regular basis Minutes of monthly senior staff meetings distributed
Target Date:	On-going
Action Plan:	- Memos exchanged regularly between units - Every Monday meetings held with Unit Heads - The first Monday of every month meetings held with Senior Staff

GOAL (10): ***Staff Development***

Time Period: ***7/1/91 - 12/31/91***

Objective (1):	Enhance the condition of work life and the development of Participant Training staff, to promote professional development, high morale, and a productive work climate
Measurement:	Informal meeting held on a daily basis with Case Officers and on a weekly basis with support staff
Target Date:	On-going throughout time period
Action Plan:	- On a daily basis Program Manager and Administrative Assistant meet with Case Officers to discuss the priorities of the day. Information is shared and exchanged, policy issues are discussed and problem solving occurs. - By July Case Officers and Administrative Assistant included for the first time in Monthly Senior Staff meetings. - By November 15 strategy for providing professional developmental support to Case Officers completed. - Continual effort to address concerns of PTU staff in order to maintain high morale.

GOAL (11): ***Plan for moving office to new location***

Time Period: ***7/1/91 - 12/31/91***

Objective (1):	Preliminary plan for new office space devised.
Measurement:	Plan completed
Target Date:	November 7, 1991
Action Plan:	- Meetings held to develop floor plan and to design a strategy for the move to new location.

Administration Unit

STRATEGIC PLAN (January-June 1992)

November 5, 1991

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Administration Unit:
Strategic Plan (Year 1992)

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GOAL (6): Efficiency of Admin. Staff maintained 6-9

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GOAL (8): A properly functioning library available to support socio-economic development 6-14

GOAL (9): Inventories updated 6-15

GOAL (10): Files and record of departing staff kept safely 6-16

GOAL (1): ***Optimum efficiency achieved in the control and management of finances.***

Time Period: ***January 1, 1992 thru June 30, 1992***

Objective (1): Revolving Fund Reports ready for despatch to AED/DC by the 5th of each month.

Target Date: 5th working day of each month

Measurement: Instructions and formats of reports received from AED/DC.

Action Plan: On the January 1, 1992 thru June 30, 1992:

- Checked thoroughly all bills payable with the relevant supporting documents before payment.

- Prepared the monthly Pay Roll after thoroughly checking the staff salaries, annual increases and promotions, etc.

- Entered the checks in the Revolving Fund Reports immediately after payment.

- Got all paid bills photocopied immediately after they were paid by the bank.

- Collected the Bank statements from the bank on the 1st working day of each month and reconciled the bank balances with our record.

- Prepared the monthly Revolving Fund Reports latest by the 3rd working day of each month and passed on to COP for signature.

- Despatched the Revolving Fund Report to AED/DC by the 5th working day of each month.

Objective (2):	Termination dues paid to the departing staff
Target Date:	One week before the last working day of the employee
Measurement:	Statement of accounts prepared per USAID guidelines duly approved by COP.

Action Plan:

- Apr 1, 1992: Issued termination letters to the departing staff three months in advance (done by KAK under LJK's signature.)

- May 20, 1992: Issued letters to the departing staff (thru their Unit Heads) requesting them to inform the Admin. of the date proposed for handing over the inventory to Admin. and the office record to the person designated by the respective Unit Head. Copies of inventories signed by the departing staff members attached with the said letter. (Letters issued by KAK)

- Jun 1992: Arshad Mahmood has checked and received the inventory etc. from the departing staff and stored it.

- Jun 1992: Athar/Mahmood prepared statement of accounts for settlement of termination dues of departing staff one week in advance. KAK reviewed and passed them on to the COP for his approval. After approval by the COP, one copy filed in staff member's personnel file and two copies given to Athar/Mahmood who retained one copy for record and gave the other to the staff member along with the check.

- Jun 1992: Statements of outstanding advances and the bills receivable checked to make sure that all outstanding dues of the departing staff stood settled.

- Jun 1992: Prepared checks for settlement of termination dues of departing staff. The checks were given to the departing staff only after Mahmood gave his clearance of having received the inventory and office record, etc. from the respective staff members.

Objective (3):	All outstanding advances settled and bills receivable collected.
Target Date:	15th of each month
Measurement:	Receipts of advances signed by the staff member and the bills receivable due from the staff member.
Action Plan:	- 10th of each month: Updated the Advances Register by checking the Imprest Fund Reports to make sure that no advances were left unregistered (in the Advances Register). - 10th of each month: Updated the Bills Receivable Register by checking the Imprest Fund reports to make sure that bills were issued for all personal telephone calls, faxes, telexes, cables, postage and the use of automobiles etc. - 10th of each month: Compared the Bills Receivable Register with the Receipt Book to confirm that all payments were noted in the Bills Receivable Register. - 15th of each month: Prepared statements of outstanding bills and advances for each staff and issued reminders for their settlement. - 15th of each month: Checked the notations made in the statements of outstanding bills and advances of the payment received from each staff member.

Objective (4):	Updated, monitored and reported the PIO/Ts balances to the relevant persons/project managers.
Target Date:	Every week
Measurement:	Fresh PIO/Ps and the contract amendments
Action Plan:	- Entered in data base all fresh PIO/Ps and the amendments received from PTU on daily basis. - Entered in data base all contract amendments obligating/deobligating funds in the various PIO/Ts as and when received from contracts office of USAID. - Issued PIO/T balance summary to all concerned including Project officers by the 4th of every month. - Advised PTU Program Manager of the PIO/Ts with balance around $20,000.00 so that the concerned Project officer could be informed accordingly.

GOAL (2): ***Staff accommodated in the new office premises in the most efficient way***

Time Period: ***January 1, 1992 thru June 30, 1992***

Objective (1): The configuration of the new office space. Storage and reception areas have been created through collaboration with COP and the Unit Heads.

Target Date: January 15, 1992

Measurement: Consensus of all Unit Heads on space requirements

Action Plan:

- Jan 2, 1992: Followed up closely with USAID to make sure that all offices are ready for occupancy by January 15, 1992

- Jan 2, 1992: Requested USAID to have arrangements reaffirmed with the telephone department for transferring the telephone lines on the day the actual move took place.

- Jan 9, 1992: Wiring for the computers and telephone completed.

- Jan 9, 1992: Electrical wiring for lights, ceiling and wall fans and air conditioners done. Used the correct load-bearing wire.

- Jan 12, 1992: Arrangements completed with USAID to provide labour and the appropriate vehicle to move furniture etc to the new office premises.

GOAL (3): ***A properly functioning library available to support socio-economic development***

Time Period: ***January 1, 1992 thru June 30, 1992***

Objective (1):	An updated and accurate inventory of resources reflected in the Resource Center database and remedial steps taken to correct any discrepancies.
Target Date:	15th of each month
Measurement:	Data base of books, reports, video/audio cassettes, software and manuals, etc.
Action Plan:	- Maintained the books in chronological order and put them properly in the shelves. - Prepared a fresh list of available books and compared that with the data base. - Updated the database and entered the new books and identified the missing ones by noting the word "Missing" against such books. - Kept updated the data base of consultants reports. Database of video and audio cassettes also updated likewise. - Kept Consultants Report separated and placed in the shelves according to the different Management Training Units they pertained to.

GOAL (4): ***Inventories updated***

Time Period: ***January 1, 1992 thru June 30, 1992***

Objective (1):	Took back the inventory from the departing staff and updated the inventory list
Target Date:	One week before the departure of the employee
Measurement:	Inventory lists signed by the departing staff

Action Plan:

- June 1992: Checked the inventory items with the inventory lists of the departing staff in their presence. Made notes of any missing items and reported them to Kazim who investigated the matter and appropriately settled it per the instructions of the COP.

- June 1992: If any of the remaining staff members wished to use the items of inventory received from a departing staff, it was given to him/her after checking with KAK. Such items entered in the data base and acknowledged by the staff members receiving them. (Mahmood done this).

- June 1992: All the inventory items and the office record received from the departing staff stored and kept under lock and key. Mahmood responsible for the safe keeping of the entire inventory until its final disposal.

- As and when required: Handed over the inventory and the office record to the person identified by USAID and got a receipt signed by him/her.

- Within a week after handing over the inventory: Copies of the above acknowledged inventory sent to HRD/USAID and AED/DC

- June 30, 1992: The data base updated and copies sent to AED/DC (Mahmood sent).

GOAL (5): ***Files and record of departing staff kept safely***

Time Period: ***January 1, 1992 thru June 30, 1992***

Objective (1):	Took back files and other records from departing staff
Target Date:	5 working days before the departure of any staff member for good.
Measurement:	List of files and reports available with the departing employee.
Action Plan:	- June 1992: Mahmood provided cardboard boxes to the departing staff 2 weeks prior to their last working day. - A list of contents with dates covered pasted on each box by the departing staff - June 1992: Mahmood stored the boxes safely and in a way that these can be located without problem when they are needed.

GOAL (6): ***Efficiency of Admin. Staff maintained***

Time Period: ***January 1, 1992 thru June 30, 1992***

Objective (1): Work of departing staff re-assigned

Target Date: June 19, 1992

Measurement: Scope of work of departing staff

Action Plan: - Asif Barlas departed June 30, 1992. His duties distributed between the Accountant and Mahmood.

English Language Services Unit

STRATEGIC PLAN (January-June 1992)

November 5, 1991

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English Language Services Unit: Strategic Plan (Year 1992)

GOAL (1): Up to 100 GOP employees nominated for technical training in the U.S. have completed a 10-week intensive English for Academic Purposes program which included three Tests of English as a Foreign Language (TOEFL) and eight cultural awareness training modules. 7-1

GOAL (2): The quality of all aspects of CIELS' instructional program is consistent with, or better than, historical measurements. 7-3

GOAL (3): CIELS faculty are fully vested in its policies, procedures and program. 7-6

GOAL (4): TOEFL testing is provided to GOP employees nominated by their departments in test sites at 5 major cities. 7-9

GOAL (5): Alternative scenarios for the continuation of English language training opportunities have been presented to USAID. 7-11

GOAL (6): All closeout procedures as defined by USAID and AED are completed. 7-13

GOAL (1): ***Up to 100 GOP employees nominated for technical training in the U.S. have completed a 10-week intensive English for Academic Purposes program which included three Tests of English as a Foreign Language (TOEFL) and eight cultural awareness training modules.***

Time Period: ***January 1, 1992 - June 30, 1992***

Objective (1): CIELS has available curriculum, faculty and materials for 10-week intensive English for Academic Purposes program, including 8 different culture modules.

Target Date: 1/7/92 and 4/1/92

Measurement: Materials in faculty binders, master files and on shelves.

Action Plan:

- By 1/7/92 and 4/7/92 CIELS management completes curriculum modifications and updates teacher binders for sessions which begin one week after the target date.

- By 1/7/92 and 4/7/92 CIELS management assembles qualified faculty for sessions which begin one week after the target date.

- By 1/7/92 and 4/7/92 CIELS management orders supplies locally and has confirmed that sufficient texts are on hand for sessions which begin one week after the target date.

Objective (2):	Each CIELS student will have taken 3 TOEFLs (entry, mid-term and exit) for a total of up to 300 TOEFLS given.
Target Date:	3/15/92; 6/15/92
Measurement:	Number of TOEFLS given
Action Plan:	- By 2/28/92 ESL Specialist confirms numbers of TOEFLs on hand and, if necessary, orders, through the AED Home Office, sufficient TOEFLS for CIELS. - By 3/15/92 CIELS Coordinator meets with Dr. Jafar and TOEFL Team Coordinator and sets dates for CIELS TOEFLS for session beginning in April.

GOAL (2): ***The quality of all aspects of CIELS' instructional program is consistent with, or better than, historical measurements.***

Time Period: ***January 1, 1992 - June 30, 1992***

Objective (1):	At least two-thirds of CIELS participants gain an average of three points per week on the TOEFL.
Target Date:	End of sessions: 3/21/92; 6/18/92
Measurement:	TOEFL results compared to previous sessions
Action Plan:	- By 3/21/92 CIELS management compares entry and exit TOEFL scores and number of weeks of instruction in each session to determine point gain and compares this against extand statistics. - By 3/31/91 CIELS management and senior faculty review gains in each skill area on the TOEFL and modify syllabus to address lagging areas, if necessary.

Objective (2):	On an -end-of-session evaluation of curriculum, faculty and materials, 80% of CIELS students will indicate satisfaction with the program to at least an average of 3 on a 1-5 Likert scale.
Target Date:	End of each session: 3/18/92; 6/15/92
Measurement:	Tabulation of results of Program Evaluation Questionnaire
Action Plan:	- By 4/7/92 ESL Specialist will modify evaluation instrument with input from CIELS faculty. - On 3/17/92 and 6/14/92 CIELS students will complete questionnaire in last writing class at end of each session: - By 3/21/92 and 6/18/92 CIELS Coordinator will tabulate results and prepare summary report. - By 4/1/92 CIELS Coordinator will call curriculum review meeting to discuss any program modifications for ensuing session as necessary as indicated by evaluation results.

Objective (3):	At least 75% of all participants will rank the usefulness of the Cultural Awareness Training program at or above 80% on a 4-point scale on the end-of-session evaluation instrument.
Target Date:	End of each session: 3/17/92 and 6/15/92
Measurement:	Tabulation of results from CAT Evaluation Survey of eight cultural awareness modules presented and of student preferences for presentation mode.
Action Plan:	- By 4/7/92 CAT Coordinator and CIELS Coordinator will schedule CAT for ensuing session, including inviting guest speakers. - From 1/14/92 to 3/18/92 and from 4/13/92 to 6/15/92, CAT Coordinator will deliver or arrange all CAT modules. - By 3/10/92 and 6/10/92 CAT Coordinator will modify CAT Evaluation survey instrument, using input from CIELS faculty. - On 3/17/92 and 12/14/92, at the end of each session, CAT Coordinator will administer survey instrument, tabulate results and prepare report to CIELS Coordinator.

GOAL (3): ***CIELS faculty are fully vested in its policies, procedures and program.***

Time Period: ***Continuously, January 1, 1992 - June 30, 1992***

Objective (1): All CIELS staff included in planning for CIELS ever-changing future.

Target Date: Continuous

Measurement: Informal discussion; feedback to CIELS Coordinator.

Action Plan:

- From 1/14/92 to 3/19/92 and from 4/13/92 to 6/16/92, at regularly scheduled bi-weekly staff meetings, CIELS management conveys all news relating to CIELS/AED/USAID, such as state of contract negotiations, AID determinations about participant training, staff changes throughout AID and AED, etc.

- By 1/7/92 CIELS Faculty has been moved into new building and listed changes needed in physical environment.

- By 1/8/92 CIELS COORDINATOR has reported changes required to appropriate person(s).)

- By 1/13/92 CIELS Coordinator has worked with appropriate person(s) to ensure that all changes required by CIELS have been attended to.

Objective (2):	Two-way communication regarding changes affecting CIELS staffing and reassignment of responsibilities is maintained.
Target Date:	Continuously, January 1, 1992 - June 30, 1992
Measurement:	Staff meeting minutes
Action Plan:	- By 1/7/92 CIELS Coordinator and appropriate faculty will have written description of their responsibilities for skill area coordination will discuss possible ways to divide CIELS and other ELSU responsibilities post-December 1992. - On March 22, CIELS COORDINATOR and faculty will meet to discuss effectiveness of skill area coordination and make any changes necessary. - By April 1, CIELS Coordinator will issue a memo to faculty incorporating any new decisions make regarding skill area coordination.

Objective (3):	Resumes of CIELS faculty letters have been forwarded, with cover letters of recommendation to English language teaching institutions in Islamabad, U.S. Embassy Personnel Office, USAID Training Office, British Council, Quaid-i-Azam and Allama Iqbal universities.
Target Date:	June 30, 1992
Measurement:	Copies of resumes and cover letters in personnel individual personnel files.
Action Plan:	- By 4/15/92 CIELS Coordinator has made resume writing books and models of resumes available to CIELS faculty. - By 4/30/92 CIELS Coordinator has held an onward placement workshop in which CIELS faculty critiqued their resumes and shared ideas for other aspects of the job search. - By 5/15/92 CIELS faculty have finalized their resumes. - By 6/15/92, CIELS Coordinator has sent resumes to above listed places.

GOAL (4): ***TOEFL testing is provided to GOP employees nominated by their departments in test sites at 5 major cities.***

Time Period: ***January 1, 1992 - June 30, 1992***

Objective (1): All GOP candidates nominated by their departments to take the TOEFL, and who have done so not more than twice previously, have been tested in Karachi, Islamabad, Quetta, Peshawar and Lahore.

Target Date: June 30, 1992

Measurement: Number of candidates tested/tests given/locations served.

Action Plan:

- By 4/15/92 Liaison Officer consults with DSTP Project Officer to determine the extent of field TOEFL testing USAID requires for ensuing 6-month periods.

- By 4/30/92 TOEFL Coordinator and Liaison Officer draw up test schedule.

- By 4/20/92 TOEFL Coordinator orders sufficient tests from ETS.

- TOEFL team travels to Quetta, Peshawar, Lahore and Karachi and administers TOEFLs, according to schedule as set in (2).

- Within one week after each test administration, TOEFL Coordinator provides handscored reports to Liaison Officer for entry into database.

- Within ten days after each test administration, Liaison Officer secretary enters scores into database and mails score to each candidate.

- Within one week after each test administration, TOEFL team Coordinator sends unused TOEFL tests from each administration and answer sheets to ETS, Princeton for refund on tests and for official scores.

- Within eight weeks after each test administration, official score reports have been checked against handscored scores for accuracy, database corrected as requires and sent to each candidate.

Objective (2):	A system is in place for continuing country-wide TOEFL testing after the closing of CIELS.
Target Date:	6/1/92
Measurement:	Detailed memorandum of personnel and procedures for continuing the TOEFL testing program is available in the Chief of Party's office and in HRD Project Officer's files.

Action Plan:

- By 4/1/92 Liaison Officer has met with Mr. Iftikar and Mr. Amjad of USAID/HRD to determine extent of countrywide TOEFL Testing which USAID will require through the end of the Project.

- By 4/8/92 Liaison Officer has presented a proposed schedule of testing through 12/31/92 to USAID/HRD, including number of tests required per administration.

- By 4/30/92 CIELS Coordinator, Liaison Officer and HRD Project Officer have agreed on TOEFL testing schedule through 12/31/92 and have discussed the need for TOEFL testing beyond that date.

- By 5/15/92 Liaison Officer and TOEFL Coordinator will have ensured that there is sufficient TOEFL team staff available and sufficient tests on hand for schedule through 12/31/92 and will have 1) ordered more tests if necessary and 2) advertised for staff if necessary.

- By 5/15/92, Liaison Officer and TOEFL Coordinator will have updated/revised the TOEFL team manual as needed and presented it to CIELS Coordinator for review.

- By 5/20/92 CIELS Coordinator will have reviewed manual and indicated changes needed.

- By 5/31/92 CIELS Coordinator will have presented revised TOEFL manual and schedule of testing to HRD.

- By 5/31/92 CIELS Coordinator, Liaison Officer and TOEFL Coordinator will have set in place procedures for TOEFL team to arrange travel, ordering of tests, shipment of tests being returned,etc.

Follow-up Unit

STRATEGIC PLAN (January-June: 1992)

November 5, 1991

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GOAL (1): ***Generate 100 returned surveys from Returned and Post-Training participants every three months or quarterly.***

Time Period: ***January 1 to March 14, 1992.***

Objective (1):	Prepare and mail appropriate surveys according to return status.
Target Date:	March, 1992.
Measurement:	It is estimated that approximately 300 surveys are mailed quarterly to generate 100 random surveys every three months or quarterly.
Action Plan:	March, 1992. Participants are identified using the random number generator. Return dates, addresses and phone numbers are used to distribute and follow-up on the distribution of survey questionnaires.

GOAL (2): ***Generate testimonials from Pakistani institutions that host or employe former USAID participants. The purpose of the testimonials is to highlight the achievements of former participants and the institutions themselves.***

Time Period: ***January 1 to June 30, 1992.***

Objective (1):	Appropriate institutions are identified and contacted through their directors. Directors are informed of the desired content of the testimonials.
Target Date:	June, 1992.
Measurement:	Articles or statements will be generated at the rate of one or more every three months or quarterly.
Action Plan:	June, 1992. Identify appropriate institutions and their heads. Arrange meetings with them and introduce the follow-up effort. Request that they provide an article or report on the achievements of their employees that have been former participants and the achievements of the institutions.

GOAL (3): ***Field interviews with former participants.***

Time Period: ***January 1 to June 30, 1992.***

Objective (1):	Participants are identified from the PTU data base, contacted, a time is established for a meeting and a member of the follow-up staff meet with participant. The objective of the meeting is to determine the applicability of training in Pakistan.
Target Date:	June, 1992.
Measurement:	A member of the follow-Up staff is in the field conducting interviews approximately four days a week and preparing briefs on the meetings.
Action Plan:	June, 1992. The Follow-Up staff will interview former USAID participants to determine the impact of their overseas training in Pakistan. For each interview, a report of no longer than one page will be written for use by USAID.

GOAL (4): ***Events are held to support the professional development of former USAID participants.***

Time Period: ***January 1 to June 30, 1992.***

Objective (1):	Coordinate an event with USAID, USIS or other agencies. These may include Worldnet, Fulbright lectures or lectures by visiting scholars to Pakistan. This may also include recently-returned USAID participants.
Target Date:	June, 1992.
Measurement:	An event will be held every three months or quarterly.
Action Plan:	June, 1992. Arrangements are made for visiting experts to Pakistan to meet former USAID participants.

GOAL (5): ***Improve the quality of work life to promote a productive organizational culture through incentives provided in the unit for the secretary and the assistant. This is anticipated to contribute to their professional development, enhance morale and improve productivity.***

Time Period: ***January 1 to June 30, 1992.***

Objective (1): In consultation with the secretary and assistant, areas of professional development and satisfaction are determined.

Target Date: June, 1992.

Measurement: Regular weekly and monthly meetings held with the staff, encouraging feedback.

Action Plan: June, 1992. Determine the feasibility of the areas requested by the staff to promote professional development and moral.

June, 1992. Determine means for addressing the areas while at the same time contributing to the unit's productivity.

June, 1992. Regular meetings are held to inform the staff of organizational developments and to seek feedback.

GOAL (6): ***Use of visiting experts.***

Time Period: ***January 1 to June 30, 1992.***

Objective (1):	USAID projects, USIS and other agencies are contacted to determine availability of visiting experts to Pakistan.
Target Date:	June, 1992.
Measurement:	One possibly two visiting experts addresses former participants by June, 1992.
Action Plan:	June, 1992. USAID is provided with briefs of seminars, discussions, lectures or informal meetings with participants.

GOAL (7): ***In-country contacts.***

Time Period: ***January 1 to June 30, 1992.***

Objective (1):	Organizations and institutions are identified that have generated participants, are in contact with former participants, or may provide support for former US-educated Pakistanis.
Target Date:	June, 1992.
Measurement:	In major urban areas organizations are identified that host former participants.
Action Plan:	June, 1992. Organizations and institutions employing former USAID participants are contacted and requested to write testimonials on their institutions and the achievements of former USAID participants. June, 1992. Testimonials and articles are reviewed and submitted to USAID for publication and appropriate publicity.

Objective (2):	Organizations and institutions are visited to interview former USAID participants and encourage institutional heads or participants to write articles on their successful experiences.
Target Date:	June, 1992.
Measurement:	The Director or his assistant travel to the field to interview participants and establish contacts with appropriate institutions and organizations three to four times per month.
Action Plan:	January, 1992. Arrangements are made for a follow-up representative to visit organizations and institutions. This includes preliminary contacts, appointments etc. January, 1992. Contacts at institutions are encouraged to discuss their work and submit a testimonial of their institutions achievements and the achievements of former USAID participants.

Objective (3):	Former USAID participants are contacted and seminars, discussions or lectures are planned with visiting experts as guests. This is accomplished within the structure of existing organizations or institutions.
Target Date:	June, 1992.
Measurement:	At least one possibly two seminars or lectures is held by June, 1992.
Action Plan:	January, 1992. Former participants are contacted to meet for a round-table discussion or with visiting experts. June, 1992. USAID is provided with briefs of seminars, discussions or lectures. Briefs are no longer than four pages.

GOAL (8): ***Data from returned surveys generated.***

Time Period: ***January 1 to June 30, 1992.***

Objective (1):	Data from returned surveys is put into data-base.
Target Date:	April 1, 1992.
Measurement:	Two briefs are prepared for USAID every six months summarizing data from surveys.
Action Plan:	April 1, 1992. Data is analyzed in terms of averages, and means of responses to surveys. Information is presented in narratives, charts and graphs for USAID.

GOAL (9): ***Use returned participants to address former participants in the same field.***

Time Period: ***January 1 to December 31, 1992.***

Objective (1):	A recently returned participant is identified to deliver a lecture on his latest research to an audience of former participants in the same or similar field.
Target Date:	January 30, 1992. The first lecture or seminar will be conducted by December 30th.
Measurement:	A lecture or seminar is conducted.
Action Plan:	December 31, 1991. Recently returned participants are identified and contacted. Former participants in the same or similar field are identified and contacted to attend a lecture or seminar. January 30, 1992. A seminar or lecture will be delivered by a returned participant having recently earned an advanced degree.

GOAL (10): ***Generate 100 returned surveys from Returned and Post-Training participants every three months or quarterly.***

Time Period: ***April 1 to June 30, 1992.***

Objective (1):	Prepare and mail appropriate surveys according to return status.
Target Date:	June, 1992.
Measurement:	It is estimated that approximately 300 surveys are mailed quarterly to generate 100 random surveys every three months or quarterly.
Action Plan:	June, 1992. Participants are identified using the random number generator. Return dates, addresses and phone numbers are used to distribute and follow-up on the distribution of survey questionnaires.

Management Information Systems

STRATEGIC PLAN (January-June 1992)

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Management Information Systems: Strategic Plan (Year 1992)

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GOAL (4): AED Filed Office has been provided with computer support. . 9-4

GOAL (5): 2,640 PIO/Ps and/or PIO/P Amendments have been checked and signed. 9-6

GOAL (6): Office of International Training (OIT) provided through HRD/ USAID with Quarterly Reports on Return Participants. 9-9

GOAL (7): Home Office provided with Progress Reports. 9-10

GOAL (8): AED Filed Office has been provided with computer support. 9-12

GOAL (9): 2,640 PIO/Ps and/or PIO/P Amendments have been checked and signed. 9-14

GOAL (10): Office of International Training (OIT) provided through HRD/ USAID with Quarterly Reports on Return Participants. 9-17

GOAL (11): Home Office provided with Progress Reports. 9-18

GOAL (1): ***Developed Strategy for Acquisition of AED's database by USAID.***

Time Period: ***2nd Year (January 1 - December 31, 1992)***

Objective #1:	Strategy is developed and approved that specifies how HRD wants to involve concerned AID staff (ADP and/or HRT) to work with AED on participant training database & learn.
Measurement:	A written, approved strategic plan for AED's database acquisition by AID.
Target Date:	April 30, 1992
Action Plan:	- During the month of January Ray Cruze, ADP/USAID will visit AED office to learn our database system and MIS setup. - On return of David Esch (end of March) a meeting will be arranged between AED, ADP and HRT computer staff to decide who should be using PTD system after December 1993 and to set dates when and how AID will acquire the database system. - Once transition procedures are set (mid-April, 1992), a report will be prepared by AED to use as a reference at the time of actual transition.

GOAL (2): ***Developed Finance Database System for Field Office Accounts Section.***

Time Period: ***2nd Year (January 1 - December 31, 1992)***

Objective (1):	A Financial System has been developed for AED Field Office which uses all the financial codes developed by AED Washington D.C. office.
Measurement:	A report on completion of system development signed off by the Unit Head. An operational Finance Database System
Target Date:	March 31, 1992
Action Plan:	- By Jan 15, 1992: Kanwar will complete system discussions with Accounts officer, Chief and Deputy Chief of party and will develop a list of AED's needs to create data structure. - By Jan 20: Accounts people will work with AED Home office and will prepare a final list of all Financial Codes to be used in Islamabad office. - By Jan 31: Kanwar will design and create a preliminary data structure, input/ output screen and report formats for final review by accounts people. - System design, development of the program structure will take place during the month of February 1992 and should be completed on Feb 20 by Kanwar. - March 31, 1992: Program coding, testing, debugging of the program and installation will be completed by Kanwar.

GOAL (3): ***An Inventory Database System has been developed for Field Office.***

Time Period: ***2nd Year (January 1 - December 31, 1992)***

Objective (1):	An Inventory Database System has been developed for AED's Field Office to monitor all the Field Office equipment, reporting and counting purposes.
Measurement:	A report on completion of system development signed off by the Unit Head. An operational Inventory Database System
Target Date:	April 30, 1992
Action Plan:	- By Apr 5: Kanwar will complete system discussions with Administrative officer and Deputy Chief of party and will develop a list of AED's needs to create data structure of the database system. - By Apr 10: Kanwar will design and create a preliminary data structure, input/output screen and report formats for final review by admin staff. - By Apr 16: System design, development of the program structure will be completed by Kanwar. - By Apr 30: Program coding, testing, debugging of the program and installation will be completed by Kanwar.

GOAL (4): ***AED Filed Office has been provided with computer support.***

Time Period: ***2nd Year (January 1 - December 31, 1992)***

Objective (1):	The Field Office was provided with all the computer support and help on time to time basis such as, Trouble Shooting, Training, Solutions to the computer problems, Management, Maintenance etc.
Measurement:	95% UP and Running System, Trained computer operators.
Target Dates:	June 30, 1992
Action Plan:	- Kanwar will train Barbara and Tahir on How to solve the computer software problems such as printing, formatting etc., on time to time basis, so that they can solve computer problems themselves and can further train the other staff members of AED Field Office. - The problems and things which could not be dealt by Barbara or Tahir will be communicated to Kanwar by either of two. Kanwar will try to resolve the problem and will explain/train both the operators for future solutions.

Objective (2):	The database systems are modified to meet the Field Office and AID needs. Additional reports have been added to the system.
Measurement:	Modified Database Systems
Target Dates:	June 30, 1992
Action Plan:	- All the changes requested from the database users shall be discussed with the unit head and will be tested for its feasibility. - For necessary changes, the database system will be redesigned/ reprogrammed by Kanwar. The reprogramming will include: Program coding, testing, debugging of the program and installation.

GOAL (5): ***2,640 PIO/Ps and/or PIO/P Amendments have been checked and signed.***

Time Period: ***2nd Year (January 1 - December 31, 1992)***

Objective (1):	192 original un-funded PIO/Ps for participants were reviewed for accuracy of data and were signed. Printouts of database records were reviewed before signature.
Measurement:	Database Record and hard copies of signed PIO/Ps.
Target Dates:	June 30, 1992
Action Plan:	8 PIO/Ps per case officer per month (counting 4 case officers) shall be prepared and forwarded by participant training unit. Kanwar will review the file, PIO/P and database record print-out and verify the accuracy of financial and computer data before signing off the document.

Objective (2):	240 un-funded PIO/P amendments for participants were reviewed for accuracy of data and were signed. Printouts of database records were reviewed before signature.
Measurement:	Database Record and hard copies of signed PIO/P amendments.
Target Date:	June 30, 1992
Action Plan:	10 PIO/P amendments (for active PIO/Ps) per case officer per month (counting 4 case officers - for 6 months i.e. Jan - Jun 1992) shall be prepared and forwarded by participant training unit. Kanwar will review the file, PIO/P and database record print-out and verify the accuracy of financial and computer data before signing off the document.

Objective (3):	960 un-funded close-out PIO/P amendments for participants were reviewed for accuracy of data and were signed. Printouts of database records were reviewed before signature.
Measurement:	Database Record and hard copies of signed close-out PIO/P amendments.
Target Dates:	June 30, 1992
Action Plan:	40 PIO/P amendments (close-out) per case officer per month (counting 4 case officers) shall be prepared and forwarded by participant training unit. Kanwar will review the file, PIO/P and database record print-out and verify the accuracy of financial and computer data before signing off the document.

GOAL (6): ***Office of International Training (OIT) provided through HRD/USAID with Quarterly Reports on Return Participants.***

Time Period: ***2nd Year (January 1 - December 31, 1992)***

Objective (1):	Office of International Training (OIT) has been provided with four reports, through HRD/USAID, on Return Participants on quarterly basis.
Measurement:	Hard copies of reports and copies of covering memorandums.
Target Dates:	March 31, 1992 June 30, 1992
Action Plan:	- 10 days earlier than above target dates, Kanwar will prepare the draft reports on return participants using Participant Training Database and will circulate to Cindy, Chief of Party, and DST Project officer for their review. - The report should be circulated to the case officers by Cindy, if corrections are to be made, before draft report move on to Chief of Party. - The corrections will be made, if necessary, and the final reports will be prepared by Kanwar on above target dates and will be sent to OIT through DST Project Officer.

GOAL (7): ***Home Office provided with Progress Reports.***

Time Period: ***2nd Year (January 1 - December 31, 1992)***

Objective (1):	Home office was provided with Monthly Progress Report on monthly basis (12 reports).
Measurement:	Hard copies of monthly progress reports.
Target Dates:	January 31, 1991 February 28, 1992 March 31, 1992 April 30, 1992 May 31, 1992 June 30, 1992
Action Plan:	- Kanwar will prepare his draft report for M.I.S. two days earlier than the above target dates of each month for chief of party review. Chief of party will make correction if necessary. - The final draft will be given to the executive secretary (Mirza) who will combine all the portions of the report from different unit to produce the final monthly progress report.

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Objective (2):	Six-Monthly Progress Reports were prepared and provided to the Home Office. (2 reports)
Measurement:	Hard copy of six-month report.
Target Dates:	June 30, 1992
Action Plan:	- Kanwar will prepare his draft report for M.I.S. five days earlier than the above target dates for chief of party review. Chief of party will make correction if necessary. - The final draft will be given to the executive secretary (Mirza) who will combine all the portions of the report from different unit to produce the final six-monthly progress report.

Participant Training Unit

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GOAL (1): ***Pending Participants Case Load Administered***

Time Period: ***1/1/92 - 06/30/92***

Objective (1):	Project requirements addressed in the administration of the pending case load
Measurement:	285 academic and 457 technical participants actioned by target date
Target Date:	June 30, 1992
Action Plan:	- On the 15th of each month Program Manager reviews database printout of pending case load to monitor actions of Case Officers. - By January 31 Program Manager conducts a review of projects PACD and advise six Case Officers to recommend cancellation for those participants not able to complete training within the remaining time frame. - By deadline of April 30 all PIOPs for winter placement forwarded to PPTP. After deadline, all participants advised by Case Officers to self-admit. - During January PTU Case Officers Shahana Javed and Abdul Hameed are under extreme pressure from Project Officers to process participants departing during the month due to the PACD date of 0492 (6/30/94) and 0467 (6/4/93) participants will not be able to defer.

GOAL (2): ***Participants Depart for Training***

Time Period: ***1/1/92 - 6/30/92***

Objective (1): Ensure USAID project goals for participant departures are met

Measurement: 65 academic and 190 technical participants departed by target date

Target Date: June 30, 1992

Action Plan:

- During January approximately 40 academic participants depart for training. This large volume of departures requires a high level of effort from the 6 Case Officers and their respective support staff.

- June is deadline for all 0492 ASSP participants to depart for academic training programs of 18 months duration, due to the PACD date.

- On the first of each monthly a report of all participants departing is prepared and pre-departure orientations are scheduled, accordingly.

GOAL (3): ***Project Requirements for In-training Academic Participants Fulfilled***

Time Period: ***1/1/92 - 06/30/92***

Objective (1): All decisions that are required for in-training academic participants are carried out

Measurement: 463 academic participants in-training during time period

Target Date: June 30, 1992

Action Plan:

- During the months of December and January approximately 20 request for dependent visas are received, for participant that began training programs in Fall 1992. Case Officers process these requests and obtain GOP and USAID approval.

- On a weekly basis requests for extension and/or research received in courier. Requests are submitted to USAID and/or GOP for consideration.

GOAL (4): ***Return of All Completed Participants Confirmed***

Time Period: ***1/1/92 - 06/30/92***

Objective (1):	All necessary actions required to verify return of participants successfully completed. Any non-returnees reported to USAID and OIT.
Measurement:	71 academic participants and 210 technical participants confirmed as returning during period
Target Date:	June, 1992
Action Plan:	- One the first of each month Program Manager directs Administrative Assistant to print a database generated report of all participants who have returned during the previous month. Based on this report Case Officers send out confirmation of return letters. - On a quarterly basis Program Manager conducted a random check of completed files to ensure that hard copies of confirmation of return letters are on file. (3/31/91, 6/30/91, 9/30/91, 12/31/91) - On a case by case basis, HRD Project Officer is notified by Program Manager of participants who failed to return from training.

GOAL (5): ***GOP Ministry Requirements Fulfilled***

Time Period: ***1/1/92 - 06/30/92***

Objective (1):	Based on USAID's agreement with the Government of Pakistan for the placement and monitoring of MOST participants, all requirements specific to Ministry participants fulfilled.
Measurement:	GOP Participants Depart for Training and Complete Programs during time period
Target Date:	On-going
Action Plan:	- Within two days of receipt of PPTP's weekly courier, Case Officer Saleem Razaque submits all requests for MOST consideration to the Ministry. - During the month of January approximately 15 MOST participants depart for training.

GOAL (6): ***Final PIOP Close Out Amendments Completed***

Time Period: ***1/1/92 - 06/30/92***

Objective (1):	The target of 15 PIOP amendments per week per case officer from January 1 to June 30, 1992
Measurement:	1,560 close out amendments processed during time period
Target Date:	June 30, 1992
Action Plan:	- On a weekly basis Case Officers Shahana Javed, Saleem Razaque, Ashfaq Hussain and Abdul Hameed completes 15 close out amendments per week each.

GOAL (7): ***Maintained Strong Communication between the Participant Training Unit and other AED/Islamabad Units, PPTP, AED/Washington, and USAID/Islamabad***

Time Period: *01/01/92 - 06/30/92*

Objective (1): A high level of communication maintained between the Participant Training Unit and PPTP/Washington DC

Measurement: Memos, faxes and telex on file

Target Date: On-going

Action Plan:

- Every Thursday memos are sent from Program Manager AED/Islamabad to Program Manager/PPTP. Every Friday memos are sent from Program Manager/PPTP to Program Manager/AED

- Every other Wednesday Program Manager PTU/Islamabad has a phone conversation with Program Manager/PPTP to discuss issues related to both parties

- On a daily basis, Case Officers/PTU and Program Specialists/PPTP exchange faxes

Objective (2):	Maintained Strong Communication between the Participant Training Unit and AED/Washington DC
Measurement:	Memos, faxes and telex on file
Target Date:	On-going
Action Plan:	- Memos exchanged regularly between offices, particularly in relation to finances. - Phone conversation between Office Managers and AED/Washington as requested by COP

Objective (3):	Maintained Strong Communication between the Participant Training Unit and USAID
Measurement:	Regular meetings held, correspondence between offices on file
Target Date:	On-going
Action Plan:	- Every Wednesday PTU Program Manager attends meetings with DSTP Project Officer and HRT staff - Memos exchanged regularly between offices - Phone conversation between PTU staff and Project Officer on a frequent basis - PTU Program Manager and concerned Case Officer holds frequent meetings held with Project Officers to resolve pending issues.

Objective (4):	Maintained strong communication between the Participant Training Unit and other units of AED/Islamabad
Measurement:	Memos circulated on regular basis Minutes of monthly senior staff meetings distributed
Target Date:	On-going
Action Plan:	- Memos exchanged regularly between units - Every Monday meetings held with Unit Heads - The first Monday of every month meetings held with Senior Staff

GOAL (8): ***Staff Development***

Time Period: ***1/1/92 - 6/30/92***

Objective (1):	Enhance the condition of work life and the development of Participant Training staff, to promote professional development, high morale, and a productive work climate
Measurement:	Informal meeting held on a daily basis with Case Officers and on a weekly basis with support staff
Target Date:	On-going throughout time period
Action Plan:	- On a daily basis Program Manager and Administrative Assistant meet with Case Officers to discuss the priorities of the day. Information is shared and exchanged, policy issues are discussed and problem solving occurs. - By July Case Officers and Administrative Assistant included for the first time in Monthly Senior Staff meetings. - Continual effort to address concerns of PTU staff in order to maintain high morale.

Administration Unit

STRATEGIC PLAN (July-December 1992)

November 5, 1991

GOAL (7): ***Optimum efficiency achieved in the control and management of finances.***

Time Period: ***July 1, 1992 thru December 31, 1992***

Objective (1): Revolving Fund Reports ready for despatch to AED/DC by the 5th of each month.

Target Date: 5th working day of each month

Measurement: Instructions and formats of reports received from AED/DC.

Action Plan: On the July 1, 1992 thru December 31, 1992:

- Checked thoroughly all bills payable with the relevant supporting documents before payment.

- Prepared the monthly Pay Roll after thoroughly checking the staff salaries, annual increases and promotions, etc.

- Entered the checks in the Revolving Fund Reports immediately after payment.

- Got all paid bills photocopied immediately after they were paid by the bank.

- Collected the Bank statements from the bank on the 1st working day of the each month and reconciled the bank balances with our record.

- Prepared the monthly Revolving Fund Reports latest by the 3rd working day of each month and passed on to COP for signature.

- Despatched the Revolving Fund Report to AED/DC by the 5th working day of each month.

Objective (2):	Termination dues paid to the departing staff
Target Date:	One week before the last working day of the employee
Measurement:	Statement of accounts prepared per USAID guidelines duly approved by COP.

Action Plan:

- Oct 1, 1992: Issued termination letters to the departing staff three months in advance (done by KAK under LJK's signature.)

- Nov 1992: Issued letters one month in advance to the departing staff (thru their Unit Head.) requesting them to inform the Admin. of the date proposed for handing over the inventory to Admin. and the office record to the person designated by the respective Unit Head. Copies of inventories signed by the departing staff members attached with the said letter. (Letters issued by KAK)

- Dec 1992: Arshad Mahmood has checked and received the inventory etc. from the departing staff and stored it.

- Dec 1992: Athar/Mahmood prepared statement of accounts for settlement of termination dues of departing staff one week in advance. KAK reviewed and passed them on to the COP for his approval. After approval by the COP, one copy filed in staff member's personnel file and two copies given to Athar/Mahmood who retained one copy for record and gave the other to the staff member along with the check.

- Dec 1992: Statements of outstanding advances and the bills receivable checked to make sure that all outstanding dues of the departing staff stood settled.

- Dec 1992: Prepared checks for settlement of termination dues of departing staff. The checks were given to the departing staff only after Mahmood gave his clearance of having received the inventory and office record, etc. from the respective staff members.

Objective (3):	All outstanding advances settled and bills receivable collected.
Target Date:	15th of each month
Measurement:	Receipts of advances signed by the staff member and the bills receivable due from the staff member.
Action Plan:	- 10th of each month: Updated the Advances Register by checking the Revolving Fund Reports to make sure that no advances were left unregistered (in the Advances Register). - 10th of each month: Updated the Bills Receivable Register by checking the Revolving Fund reports to make sure that bills were issued for all personal telephone calls, faxes, telexes, cables, postage and the use of automobiles etc. - 10th of each month: Compared the Bills Receivable Register with the Receipt Book to confirm that all payments were noted in the Bills Receivable Register. - 15th of each month: Prepared statements of outstanding bills and advances for each staff and issued reminders for their settlement. - 15th of each month: Checked the notations made in the statements of outstanding bills and advances of the payment received from each staff member.

Objective (4):	Updated, monitored and reported the PIO/Ts balances to the relevant persons/project managers.
Target Date:	Every week
Measurement:	Fresh PIO/Ps and the contract amendments
Action Plan:	- Entered in data base all fresh PIO/Ps and the amendments received from PTU on daily basis. - Entered in data base all contract amendments obligating/deobligating funds in the various PIO/Ts as and when received from contracts office of USAID. - Issued PIO/T balance summary to all concerned including Project officers by the 4th of every month. - Advised PTU Program Manager of the PIO/Ts with balance around $20,000.00 so that the concerned Project officer could be informed accordingly.

GOAL (8): ***A properly functioning library available to support socio-economic development***

Time Period: ***July 1, 1992 thru December 31, 1992***

Objective (1): An updated and accurate inventory of resources reflected in the Resource Center database and remedial steps taken to correct any discrepancies.

Target Date: 15th of each month

Measurement: Data base of books, reports, video/audio cassettes, software and manuals, etc.

Action Plan:

- Maintained the books in chronological order and kept them properly shelved.

- Prepared a fresh list of available books and compared that with the data base.

- Updated the data base and entered the new books and identified the missing ones by noting the word "Missing" against such books.

- Kept updated the data base and of consultants reports. Database of video and audio cassettes also updated.

- Kept Consultants Report separated and placed in the shelves according to the different Management Training Units they pertained to.

GOAL (9): ***Inventories updated***

Time Period: ***July 1, 1992 thru December 31, 1992***

Objective (1): Took back the inventory from the departing staff and updated the inventory list

Target Date: One week before the departure of the employee

Measurement: Inventory lists signed by the departing staff

Action Plan:

- Dec 1992: Checked the inventory items with the inventory lists of the departing staff in their presence. Made notes of any missing items and reported them to Kazim who investigated the matter and appropriately settled it per the instructions of COP.

- Dec 1992: If any of the remaining staff members wished to use the items of inventory received from a departing staff, it was given to him/her after checking with KAK. Such items entered in the data base and acknowledged by the staff members receiving them. (Mahmood done this).

- Dec 1992: All the inventory items and the office record received from the departing staff stored and kept under lock and key. Mahmood responsible for the safe keeping of the entire inventory until its final disposal.

- As and when required: Handed over the inventory and the office record to the person identified by USAID and got a receipt signed by him/her

- Within a week after handing over the inventory: Copies of the above acknowledged inventory sent to HRD/USAID and AED/DC

- Dec 31, 1992: The data base updated and copies sent to AED/DC (Mahmood sent).

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GOAL (10): ***Files and record of departing staff kept safely***

Time Period: ***July 1, 1992 thru December 31, 1992***

Objective (1):	Took back files and other records from departing staff
Target Date:	5 working days before the departure of any staff member for good.
Measurement:	List of files and reports available with the departing employee.
Action Plan:	- Dec 1992: Mahmood provided cardboard boxes to the departing staff 2 weeks prior to their last working day. - A list of contents with dates covered pasted on each box by the departing staff - Dec 1992: Mahmood stored the boxes safely and in a way that these can be located without problem when they are needed.

English Language Services Unit

STRATEGIC PLAN (July-December 1992)

November 5, 1991

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GOAL (5): ***Alternative scenarios for the continuation of English language training opportunities have been presented to USAID.***

Time Period: ***July 31, 1992***

Objective (1): A report has been written summarizing findings of the evaluations of English language training institutions in Islamabad, including Quaid-i-Azam and Allama Iqbal Open University.

Target Date: June 1, 1992

Measurement: Report available

Action Plan:

- By March 1, 1992 CIELS Coordinator prepares summary report of findings of evaluation survey of English teaching institutions in Islamabad and sends copies to USAID/HRD; the USIS Cultural Affairs Officer, the Asia Foundation representative, the Peace Corps Director and the Director of English Training of the British Council and the Director of the U.S. Educational Foundation. She has requested that they digest the findings and prepare to discuss alternatives at the March ELT Roundtable meeting.

- By April 1, the CIELS Coordinator has received input from above listed persons regarding continuation of U.S. "sponsored" English language teaching in Islambad.

- By April 15, CIELS Coordinator has formed a small committee of herself and one CIELS faculty member and two persons from above-listed group to devise scenarios.

- By May 10, group, under direction of CIELS Coordinator has rough draft of at least two alternatives for continuing English language training in Islamabad post-CIELS.

- By June 1, CIELS Coordinator has finalized report and presented it to USAID.

Objective (2):	Make recommendations to USAID for disposition of English Language program materials and equipment and obtain USAID's decision.
Target Date:	By May 30, 1992
Measurement:	Proposal to USAID
Action Plan:	- By 5/15 CIELS Coordinator prepares recommendations for disposal of CIELS equipment with pros and cons of each and submits to USAID/HRD Project Officer. - By 5/31/92 CIELS Coordinator and AED COP meet with USAID to reach decision about disposition of program equipment and materials.

GOAL (6): ***All closeout procedures as defined by USAID and AED are completed.***

Time Period: ***1/1/92 - 9/30/92***

Objective (1): Write historical, chronological report of program, highlighting achievements.

Target Date: 9/30/92

Measurement: Completed report

Action Plan:

- By 1/1/92 CIELS Coordinator has assembled all historical documents (program evaluations, Six Month Reports, Workplans, program statistics printouts, special program (such as Makran and Baluchistan Scholarship Programs) in one place.

- By 5/30/92, Coordinator has reviewed all the above and prepared an outline for the Final Report.

- Coordinator completes one-third of report by 6/30/92; one-third by 7/31/92 and has finalized it by 8/31/92.

- Coordinator has report bound by 9/7/92 and sent to Washington by 9/16/92.

Objective (2): All CIELS program statistics for years 1983-1992 are compiled and accessible.

Target Date: 7/30/92

Measurement: Printout of all program statistics commonly used: average entry and exit scores; point gains per wk and hr; numbers/percentages of persons meeting goal; etc.

Action Plan:

- By 11/15/91 ESL Specialist prepares memo for CIELS Coordinator on what statistics should be included in Final Report.

- By 1/31/92 CIELS Coordinator meets with MIS Specialist and Liaison Office secretary to determine what statistics can be generated with present program and what new programming will have to be installed to generate other required statistics.

- By 2/28/92 MIS Specialist installs program required.

- By 3/15/92 MIS Specialist instructs Liaison Office secretary on how to use program.

- By 3/31/92 L.O. secretary generates report to date to indicate ability to operate program.

- By 6/30/92 Liaison Office secretary generates Final Report statistics and submits to Coordinator.

Objective (3):	Report on all CIELS students, their departments and provinces and whether or not they went for U.S. training is available.
Target Date:	7/31/92
Measurement:	Report exists
Action Plan:	- By 1/1/92 MIS Specialist has created a program on the CIELS database to generate a report giving the information required. - By 2/1/92 Program secretary has generated a report of students to date. - By 2/15/92 Program secretary and CIELS Coordinator have noted bugs in program and reported to MIS Specialist. - By 2/28/92, the MIS Specialist has debugged the program. - By 6/21/92, the Program Secretary has compiled complete report and submitted to CIELS Coordinator.

Objective (4):	Report listing all CIELS instructors and their period of employment is available.
Target Date:	7/31/92
Measurement:	Report
Action Plan:	- Admin Coordinator compliles above report from program records and submits to CIELS Coordinator.

Objective (5):	Report is available of all field TOEFL testing by province, department and number of candidates tested.
Target Date:	8/31/92
Measurement:	Report
Action Plan:	- Liaison Officer prepares from records and submits.

Objective (6): All ELSU materials and equipment have been accounted for and disposed of per USAID/AED requirements.

Target Date: 8/15/92

Measurement: Signed receipts accounting for all.

Action Plan:

- By 5/31/92 CIELS Coordinator and Admin Officer consult with HRD Project Officer and AED Deputy COP as to requirements for disposition of goods.

- By 6/10/92 Admin Officer has obtained necessary packing materials.

- By 6/30/92 all CIELS books, tapes and tape recorders have been packed with labels designating destination and inventory list prepared for each box.

- By 7/15/92 materials have been transferred to destination.

- By 7/15/92 CIELS televisions and VCRs have been transferred per USAID directive.

- By 8/15/92 CIELS Coordinator has packed all CIELS archive materials and transferred to destination directed by USAID.

- By 8/15/92 CIELS Coordinator has shipped all pertinent arachive materials to AED/DC.

Follow-up Unit

STRATEGIC PLAN (July-December: 1992)

November 5, 1991

GOAL (11): ***Generate 100 returned surveys from former participants.***

Time Period: ***July 1 to September 30, 1992.***

Objective (1):	Surveys mailed to former participants.
Target Date:	July 30, 1992.
Measurement:	Approximately 300 surveys mailed.
Action Plan:	July 30, 1992. Surveys and cover-letters are prepared by the Unit Secretary, information is entered in the data-base and arrangements are made for posting.

GOAL (12): *Field interviews with former USAID participants.*

Time Period: *July 1 to December 31, 1992.*

Objective (1):	Participants are identified from the PTU data-base, contacted, a time is established for a meeting and a member of the Follow-Up staff meets with the participant. The objective of the meting is to determine the applicability of training in Pakistan.
Target Date:	December, 1992.
Measurement:	A member of the Follow-Up staff is in the field conducting interviews approximately four days a week.
Action Plan:	October, 1992. The Follow-Up staff will interview former USAID participants to determine the impact of their overseas training n Pakistan. For each interview, a report of no longer than one page will be written for use by USAID.

GOAL (13): ***Generate testimonials from Pakistani institutions that host or employe former USAID participants. The purpose of the testimonials is to highlight the achievements of former participants and the institutions themselves.***

Time Period: ***July 1 to December 31, 1992.***

Objective (1):	Appropriate institutions are identified and contacted through their directors. Directors are informed of the desired content of the testimonials.
Target Date:	December, 1992.
Measurement:	Articles or statements will be generated at the rate of one every three months or quarterly.
Action Plan:	December, 1992. Identify appropriate institutions and their heads. Arrange meetings with them and introduce the follow-u effort. Request that they provide an article or report on the achievements of their employees that have been former participants and the achievements of the institutions.

GOAL (14): ***Events are held to support the professional development of former USAID participants.***

Time Period: ***July 1 to December 31, 1992.***

Objective (1):	Coordinate an event with USAID, USIS or other agencies. These may include Worldnet, Fulbright lectures or lectures by visiting scholars to Pakistan. This may also include recently-returned USAID participants.
Target Date:	November, 1992.
Measurement:	An event will be held every three months or quarterly.
Action Plan:	November, 1992. Arrangements are made for visiting experts to Pakistan to meet former USAID participants.

GOAL (15): *Improve quality of work life to promote a productive organizational culture through incentives provided in the unit for the secretary and the assistant. It is anticipated that this effort will contribute to their professional development, enhance morale and improve productivity.*

Time Period: *July 1 to December 31, 1992.*

Objective (1):	In consultation with the secretary and assistant, areas of professional development are determined.
Target Date:	December, 1992.
Measurement:	Regular weekly and monthly meetings held with the staff to elicit feedback.
Action Plan:	December, 1992. Determine the feasibility of the areas requested by the staff to promote professional development and morale. December, 1992. Determine means for addressing the areas while at the same time contributing to the unit's productivity. December, 1992. Regular meetings are held to inform the staff of organizational developments and to seek feedback from staff.

GOAL (16): *Use of visiting experts.*

Time Period: *July 1 to December 31, 1992.*

Objective (1):	USAID projects, USIS and other agencies are contacted to determine availability of visiting experts to Pakistan.
Target Date:	September, 1992.
Measurement:	One possibly two visiting experts addresses former participants by November, 1992.
Action Plan:	December, 1992. USAID is provided with briefs of seminars, discussions, lectures or informal meetings with participants.

GOAL (17): *Data from returned surveys generated.*

Time Period: *July 1 to December 31, 1992.*

Objective (1):	Data from returned surveys is put into data-base.
Target Date:	October 1, 1992.
Measurement:	Two briefs are prepared for USAID every six months summarizing data from surveys.
Action Plan:	October 1, 1992. Data is analyzed in terms of responses to surveys. Information is presented in narratives, charts and graphs for USAID.

GOAL (18): *In-country contacts.*

Time Period: *July 1 to December 31, 1992.*

Objective (1):	Organizations and institutions are identified that have generated participants, are in contact with former participants, or may provide support for former US-educated Pakistanis.
Target Date:	December, 1992.
Measurement:	Organizations are identified in major urban areas.
Action Plan:	December, 1992. Organizations and institutions employing former USAID participants are contacted and requested to write testimonials on their institution and the achievements of former USAID participants. December, 1992. Testimonials and articles are reviewed and submitted to USAID for publication and appropriate publicity.

Objective (2):	Organizations and institutions are visited to interview former USAID participants and encourage institutional heads or participants to write articles on their successful experiences.
Target Dates:	December 1992.
Measurement:	The Director or his Assistant travel to the field to interview participants and establish contacts with appropriate institutions and organizations three to four times per month.
Action Plan:	July to December, 1992. Contacts at institutions are encouraged to discuss their work and submit a testimonial of their institution's achievements and the achievements of former USAID participants.

Objective (3):	Former USAID participants are contacted and seminars, discussions or lectures are planned with visiting experts as guests.
Target Date:	December, 1992.
Measurement:	At least one possibly two seminars or lectures is held between July and December, 1992.
Action Plan:	October 31, 1992. Former participants are contacted to meet for a round-table discussion or with visiting experts. October 31, 1992. The location of meetings is determined at existing institutions, using their facilities. December, 1992. USAID provided with briefs of seminars, discussions or lectures. Briefs are no longer than four pages.

GOAL (19): ***Generate 100 returned surveys from former participants.***

Time Period: ***October 1 to December 31, 1992.***

Objective (1):	Surveys mailed to former participants.
Target Date:	October 30, 1992.
Measurement:	Approximately 300 surveys mailed.
Action Plan:	October 30, 1992. Surveys and cover-letters are prepared by the Unit Secretary, information is entered in the data-base to document that surveys have been sent and arrangements are made for posting.

GOAL (20): ***Along with the entire organization, move the Follow-Up Unit to the new premises.***

Time Period: ***October 31 to January 31, 1992.***

Objective (1):	New premises are assessed for space and structure, and the needs of Follow-Up are determined.
Target Date:	November 30, 1991.
Measurement:	Follow-Up Unit is moved to the new premises, is in place and functioning.
Action Plan:	October 31, 1991. Administration Unit is informed of Follow-Up needs in terms of space and proximity. October 31, 1991. The needs of the Unit are discussed with the staff. November 31, 1991. The new premises are visited with the staff. January 1, 1992. Review administrative decisions on the placement of the Follow-Up unit. January 30, 1992. The Unit is moved to the new premises.

GOAL (21): *Follow-up staff trained to assume responsibilities after the Director leaves the unit.*

Time Period: *November 1 to December 31, 1992.*

Objective (1):	The unit secretary is in place and operative, able to fulfill functions needed to meet the requirements of follow-up.
Target Date:	September 30, 1991.
Measurement:	The secretary is capable of generating information necessary to fulfill the requirements of follow-up.
Action Plan:	October 31, 1991. The secretary fully understands the goals of follow-up. October 1, 1991. The secretary is able to produce graphs and charts demonstrating the contours of DSTP and survey responses. He is also capable of establishing contacts with former participants and understands participant training sufficiently to research files and add follow-up information to the participant training data-base.

Objective (2):	The Unit Assistant is in place and operative, able to fulfill functions needed to meet the requirements of Follow-Up.
Target Date:	September 30, 1991.
Measurement:	The Assistant is capable of generating information necessary to fulfill Follow-Up requirements, conduct interviews, arrange events and solicit articles on development training as needed by USAID.
Action Plan:	October 31, 1991. The Follow-Up Assistant is able to perform all functions of the Director's position.

Management Information Systems

STRATEGIC PLAN (July-December 1992)

November 5, 1991

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GOAL (8): ***AED Filed Office has been provided with computer support.***

Time Period: ***2nd Year (January 1 - December 31, 1992)***

Objective (1):	The Field Office was provided with all the computer support and help on time to time basis such as, Trouble Shooting, Training, Solutions to the computer problems, Management, Maintenance etc.
Measurement:	95% UP and Running System, Trained computer operators.
Target Dates:	December 31, 1992
Action Plan:	- Kanwar will train Barbara and Tahir on How to solve the computer software problems such as printing, formatting etc., on time to time basis, so that they can solve computer problems themselves and can further train the other staff members of AED Field Office. - The problems and things which could not be dealt by Barbara or Tahir will be communicated to Kanwar by either of two. Kanwar will try to resolve the problem and will explain/train both the operators for future solutions.

Objective (2):	The database systems are modified to meet the Field Office and AID needs. Additional reports have been added to the system.
Measurement:	Modified Database Systems
Target Dates:	December 31, 1992
Action Plan:	- All the changes requested from the database users shall be discussed with the unit head and will be tested for its feasibility. - For necessary changes, the database system will be redesigned/ reprogrammed by Kanwar. The reprogramming will include: Program coding, testing, debugging of the program and installation.

GOAL (9): ***2,640 PIO/Ps and/or PIO/P Amendments have been checked and signed.***

Time Period: ***2nd Year (January 1 - December 31, 1992)***

Objective (1):	192 original un-funded PIO/Ps for participants were reviewed for accuracy of data and were signed. Printouts of database records were reviewed before signature.
Measurement:	Database Record and hard copies of signed PIO/Ps.
Target Dates:	December 31, 1992
Action Plan:	8 PIO/Ps per case officer per month (counting 4 case officers) shall be prepared and forwarded by participant training unit. Kanwar will review the file, PIO/P and database record print-out and verify the accuracy of financial and computer data before signing off the document.

Objective (2):	192 un-funded PIO/P amendments for participants were reviewed for accuracy of data and were signed. Printouts of database records were reviewed before signature.
Measurement:	Database Record and hard copies of signed PIO/P amendments.
Target Date:	December 31, 1992
Action Plan:	8 PIO/P amendments (for active PIO/Ps) per case officer per month (counting 4 case officers - for 6 months i.e. Jul - Dec. 1992) shall be prepared and forwarded by participant training unit. Kanwar will review the file, PIO/P and database record print-out and verify the accuracy of financial and computer data before signing off the document.

Objective (3):	960 un-funded close-out PIO/P amendments for participants were reviewed for accuracy of data and were signed. Printouts of database records were reviewed before signature.
Measurement:	Database Record and hard copies of signed close-out PIO/P amendments.
Target Dates:	December 31, 1992
Action Plan:	40 PIO/P amendments (close-out) per case officer per month (counting 4 case officers) shall be prepared and forwarded by participant training unit. Kanwar will review the file, PIO/P and database record print-out and verify the accuracy of financial and computer data before signing off the document.

GOAL (10): ***Office of International Training (OIT) provided through HRD/USAID with Quarterly Reports on Return Participants.***

Time Period: ***2nd Year (January 1 - December 31, 1992)***

Objective (1):	Office of International Training (OIT) has been provided with four reports, through HRD/USAID, on Return Participants on quarterly basis.
Measurement:	Hard copies of reports and copies of covering memorandums.
Target Dates:	September 30, 1992 December 31, 1992
Action Plan:	- 10 days earlier than above target dates, Kanwar will prepare the draft reports on return participants using Participant Training Database and will circulate to Cindy, Chief of Party, and DST Project officer for their review. - The report should be circulated to the case officers by Cindy, if corrections are to be made, before draft report move on to Chief of Party. - The corrections will be made, if necessary, and the final reports will be prepared by Kanwar on above target dates and will be sent to OIT through DST Project Officer.

GOAL (11): ***Home Office provided with Progress Reports.***

Time Period: ***2nd Year (January 1 - December 31, 1992)***

Objective (1):	Home office was provided with Monthly Progress Report on monthly basis (12 reports).
Measurement:	Hard copies of monthly progress reports.
Target Dates:	July 31, 1992 August 31, 1992 September 30, 1992 October 31, 1992 November 30, 1992 December 31, 1992
Action Plan:	- Kanwar will prepare his draft report for M.I.S. two days earlier than the above target dates of each month for chief of party review. Chief of party will make correction if necessary. - The final draft will be given to the executive secretary (Mirza) who will combine all the portions of the report from different unit to produce the final monthly progress report.

Objective (2):	Six-Monthly Progress Reports were prepared and provided to the Home Office. (2 reports)
Measurement:	Hard copy of six-month report.
Target Dates:	December 31, 1992
Action Plan:	- Kanwar will prepare his draft report for M.I.S. five days earlier than the above target dates for chief of party review. Chief of party will make correction if necessary. - The final draft will be given to the executive secretary (Mirza) who will combine all the portions of the report from different unit to produce the final six-monthly progress report.

Participant Training Unit

STRATEGIC PLAN (July-December 1992)

November 5, 1991

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GOAL (9): ***Move of Participant Training Unit to new location***

Time Period: ***7/1/91 - 12/31/91***

Objective (1):	Efficiently move the offices of PTU to new location.
Measurement:	Occupy new offices
Target Date:	January 31, 1992
Action Plan:	- Systematically box all files into project/status category and move to new location. - PTU library boxes and moved to new locations and incorporated to central library, to include Management Training Library. - Ensure that all PTU staff are satisfied with the new accommodations.

GOAL (10): ***Pending Participants Case Load Administered***

Time Period: ***7/1/92 - 12/31/92***

Objective (1):	Project requirements addressed in the administration of the pending case load
Measurement:	246 academic and 380 technical participants actioned by target date
Target Date:	Dec 31, 1992
Action Plan:	- On the 15th of each month Program Manager reviews database printout of pending case load to monitor actions of Case Officers. - By Sept. 30 Program Manager conducts a review of projects PACD and advise six Case Officers to recommend cancellation for those participants not able to complete training within the remaining time frame.

GOAL (11): ***Participants Depart for Training***

Time Period: ***7/1/92 - 12/31/92***

Objective (1):	Ensure USAID project goals for participant departures are met
Measurement:	42 academic and 180 technical participants departed by target date
Target Date:	Dec 31, 1992
Action Plan:	- During August and September approximately 40 academic participants depart for training. This large volume of departures requires a high level of effort from the 6 Case Officers and their respective support staff. - On the first of each monthly a report of all participants departing is prepared and pre-departure orientations are scheduled, accordingly.

GOAL (12): ***Project Requirements for In-training Academic Participants Fulfilled***

Time Period: ***7/1/92 - 12/31/92***

Objective (1):	All decisions that are required for in-training academic participants are carried out
Measurement:	347 academic participants in-training during time period
Target Date:	December 31, 1992
Action Plan:	- During the month of January and February approximately 10 request for dependent visas are received, for participant that began training programs in Fall 1992. Case Officers process these requests and obtain GOP and USAID approval. - On a weekly basis requests for extension and/or research received in courier. Requests are submitted to USAID and/or GOP for consideration.

GOAL (13): ***Return of All Completed Participants Confirmed***

Time Period: ***7/1/92 - 12/31/92***

Objective (1):	All necessary actions required to verify return of participants successfully completed. Any non-returnees reported to USAID and OIT.
Measurement:	158 academic participants and 185 technical participants confirmed as returning during period
Target Date:	December 31, 1992
Action Plan:	- One the first of each month Program Manager directs Administrative Assistant to print a database generated report of all participants who have returned during the previous month. Based on this report Case Officers send out confirmation of return letters. - On a quarterly basis Program Manager conducted a random check of completed files to ensure that hard copies of confirmation of return letters are on file. (3/31/91, 6/30/91, 9/30/91, 12/31/91) - On a case by case basis, HRD Project Officer is notified by Program Manager of participants who failed to return from training.

GOAL (14): ***GOP Ministry Requirements Fulfilled***

Time Period: ***7/1/92 - 12/31/92***

Objective (1):	Based on USAID's agreement with the Government of Pakistan for the placement and monitoring of MOST participants, all requirements specific to Ministry participants fulfilled.
Measurement:	GOP Participants Depart for Training and Complete Programs during time period
Target Date:	On-going
Action Plan:	- Within two days of receipt of PPTP's weekly courier, Case Officer Saleem Razaque submits all requests for MOST consideration to the Ministry. - During the months of August and September approximately 5 MOST participants depart for training.

GOAL (15): ***Final PIOP Close Out Amendments Completed***

Time Period: ***7/1/92 - 12/31/92***

Objective (1):	The target of 15 PIOP amendments per week per case officer from June 1 to Dec. 31, 1992
Measurement:	1,560 close out amendments processed during time period
Target Date:	December 31, 1992
Action Plan:	- On a weekly basis Case Officers Shahana Javed, Saleem Razaque, Ashfaq Hussain and Abdul Hameed completes 15 close out amendments per week each.

GOAL (16): ***Maintained Strong Communication between the Participant Training Unit and other AED/Islamabad Units, PPTP, AED/Washington, and USAID/Islamabad***

Time Period: ***07/01/92 - 12/31/92***

Objective (1): A high level of communication maintained between the Participant Training Unit and PPTP/Washington DC

Measurement: Memos, faxes and telex on file

Target Date: On-going

Action Plan:

- Every Thursday memos are sent from Program Manager AED/Islamabad to Program Manager/PPTP. Every Friday memos are sent from Program Manager/PPTP to Program Manager/AED

- Every other Wednesday Program Manager PTU/Islamabad has a phone conversation with Program Manager/PPTP to discuss issues related to both parties

- On a daily basis, Case Officers/PTU and Program Specialists/PPTP exchange faxes

Objective (2):	Maintained Strong Communication between the Participant Training Unit and AED/Washington DC
Measurement:	Memos, faxes and telex on file
Target Date:	On-going
Action Plan:	- Memos exchanged regularly between offices, particularly in relation to finances. - Phone conversation between Office Managers and AED/Washington as requested by COP

Objective (3):	Maintained Strong Communication between the Participant Training Unit and USAID
Measurement:	Regular meetings held, correspondence between offices on file
Target Date:	On-going
Action Plan:	- Every Wednesday PTU Program Manager attends meetings with DSTP Project Officer and HRT staff - Memos exchanged regularly between offices - Phone conversation between PTU staff and Project Officer on a frequent basis - PTU Program Manager and concerned Case Officer holds frequent meetings held with Project Officers to resolve pending issues.

Objective (4):	Maintained strong communication between the Participant Training Unit and other units of AED/Islamabad
Measurement:	Memos circulated on regular basis Minutes of monthly senior staff meetings distributed
Target Date:	On-going
Action Plan:	- Memos exchanged regularly between units - Every Monday meetings held with Unit Heads - The first Monday of every month meetings held with Senior Staff

GOAL (17): ***Staff Development***

Time Period: ***7/1/92 - 12/31/92***

Objective (1):	Enhance the condition of work life and the development of Participant Training staff, to promote professional development, high morale, and a productive work climate
Measurement:	Informal meeting held on a daily basis with Case Officers and on a weekly basis with support staff
Target Date:	On-going throughout time period
Action Plan:	- On a daily basis Program Manager and Administrative Assistant meet with Case Officers to discuss the priorities of the day. Information is shared and exchanged, policy issues are discussed and problem solving occurs. - Continual effort to address concerns of PTU staff in order to maintain high morale.

GOAL (18): ***Participant Training Staff Reduced***

Time Period: ***7/1/92 - 12/31/92***

Objective (1):	In compliance with phase out, two Case Officers and two secretary positions eliminated. The case loads of the departing Case Officers redistributed
Measurement:	Two Case Officers and two Secretary complete services December, 1992
Target Date:	December 31, 1992
Action Plan:	- Notification of termination of services distributed - Accounts of departing staff members settled by AED/Administration - Analysis of Case Load completed in order to efficiently redistribute case load to remaining Case Officers

GOAL (19): ***Strategy Developed for Transfer of Participant Training Responsibilities to HRT/USAID and by December, 1993***

Time Period: ***07/01/92 - 12/31/92***

Objective (1):	Establish plan to archive and transfer all completed files by target date
Measurement:	Meetings with HRD held and action plan completed and agreed upon
Target Date:	December 31, 1992
Action Plan:	- During the first week of September meet with HRT/USAID officials to discuss plans to transfer all completed files, with action plan for implementation.

Objective (2):	Established plan to transfer all active files of in-training or pending participants
Measurement:	Meetings with HRD held during time period and action plan completed and agreed upon
Target Date:	December 31, 1992
Action Plan:	- During the first week of September meet with HRT/USAID officials to discuss plans to transfer all active files, with plan for implementation.

Objective (3):	Established plan to transfer all active files of in-training or pending GOP/Ministry participant files
Measurement:	During the first week of September meetings with HRD and GOP held and action plan completed and agreed upon
Target Date:	December 31, 1992
Action Plan:	- Meet with HRT/USAID and GOP/Ministry officials to discuss plans to transfer all active files, with plan for implementation

GOAL (20): ***Participant Training Staff Reduced***

Time Period: ***7/1/92 - 12/31/92***

Objective (1):	In compliance with phase out, two Case Officers and two secretary positions eliminated. The case loads of the departing Case Officers redistributed
Measurement:	Two Case Officers and two Secretary complete services December, 1992
Target Date:	December 31, 1992
Action Plan:	- Notification of termination of services distributed - Accounts of departing staff members settled by AED/Administration - Analysis of Case Load completed in order to efficiently redistribute case load to remaining Case Officers

GOAL (21): ***Strategy Developed for Transfer of Participant Training Responsibilities to HRT/USAID and by December, 1993***

Time Period: ***07/01/92 - 12/31/92***

Objective (1):	Establish plan to archive and transfer all completed files by target date
Measurement:	Meetings with HRD held and action plan completed and agreed upon
Target Date:	December 31, 1992
Action Plan:	- During the first week of September meet with HRT/USAID officials to discuss plans to transfer all completed files, with action plan for implementation.

Objective (2):	Established plan to transfer all active files of in-training or pending participants
Measurement:	Meetings with HRD held during time period and action plan completed and agreed upon
Target Date:	December 31, 1992
Action Plan:	- During the first week of September meet with HRT/USAID officials to discuss plans to transfer all active files, with plan for implementation.

Objective (3):	Established plan to transfer all active files of in-training or pending GOP/Ministry participant files
Measurement:	During the first week of September meetings with HRD and GOP held and action plan completed and agreed upon
Target Date:	December 31, 1992
Action Plan:	- Meet with HRT/USAID and GOP/Ministry officials to discuss plans to transfer all active files, with plan for implementation

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Administration Unit

STRATEGIC PLAN (January-June 1993)

November 5, 1991

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GOAL (1): ***Optimum efficiency achieved in the control and management of finances.***

Time Period: ***January 1, 1993 thru June 30, 1993***

Objective (1): Revolving Fund Reports ready for despatch to AED/DC by the 5th of each month.

Target Date: 5th working day of each month.

Measurement: Instructions and formats of reports received from AED/DC.

Action Plan: On the January 1, 1993 thru June 30, 1993:

- Checked thoroughly all bills payable with the relevant supporting documents before payment.

- Prepared the monthly Pay Roll after thoroughly checking the staff salaries, annual increases and promotions, etc.

- Entered the checks in the Revolving Fund Reports immediately after payment.

- Got all paid bills photocopied immediately they were paid by the bank.

- Collected the Bank statements from the bank on the 1st working day of each month and reconciled the bank balances with our record.

- Prepared the monthly Revolving Fund Reports latest by the 3rd working day of each month and passed on to COP for signature.

- Despatched the Revolving Fund Report to AED/DC by the 5th working day of each month.

Objective (2):	Termination dues paid to the departing staff
Target Date:	One week before the last working day of the employee
Measurement:	Statement of accounts prepared per USAID guidelines duly approved by COP.

Action Plan:

- Apr 1, 1993: Issued termination letters to the departing staff three months in advance (done by KAK under LJK's signature.)

- Jun 1993: Issued letters one month in advance to the departing staff (thru their Unit Heads) requesting them to inform the Admin. of the date proposed for handing over the inventory to Admin. and the office record to the person designated by the respective Unit Head. Copies of inventories signed by the departing staff members attached with the said letter. (Letters issued by KAK)

- Jun 1993: Arshad Mahmood has checked and received the inventory etc. from the departing staff and stored it.

- Jun 1993: Athar/Mahmood prepared statement of accounts for settlement of termination dues of departing staff one week in advance. KAK reviewed and passed them on to the COP for his approval. After approval by the COP, one copy filed in staff member's personnel file and two copies given to Athar/Mahmood who retained one copy for record and gave the other to the staff member along with the check.

- Jun 1993: Statements of outstanding advances and the bills receivable checked to make sure that all outstanding dues of the departing staff stood settled.

- Jun 1993: Prepared checks for settlement of termination dues of departing staff. The checks were given to the departing staff only after Mahmood gave his clearance of having received the inventory and office record, etc. from the respective staff members.

Objective (3):	All outstanding advances settled and bills receivable collected.
Target Date:	15th of each month
Measurement:	Receipts of advances signed by the staff member and the bills receivable due from the staff member.
Action Plan:	- 10th of each month: Updated the Advances Register by checking the Revolving Fund Reports to make sure that no advances were left unregistered (in the Advances Register). - 10th of each month: Updated the Bills Receivable Register by checking the Revolving Fund reports to make sure that bills were issued for all personal telephone calls, faxes, telexes, cables, postage and the use of automobiles etc. - 10th of each month: Compared the Bills Receivable Register with the Receipt Book to confirm that all payments were noted in the Bills Receivable Register. - 15th of each month: Prepared statements of outstanding bills and advances for each staff and issued reminders for their settlement. - 15th of each month: Checked the notations made in the statements of outstanding bills and advances of the payment received from each staff member.

Objective (4):	Updated, monitored and reported the PIO/Ts balances to the relevant persons/project managers.
Target Date:	Every week
Measurement:	Fresh PIO/Ps and the contract amendments
Action Plan:	- Entered in data base all fresh PIO/Ps and their amendments received from PTU on daily basis. - Entered in data base all contract amendments obligating/deobligating funds in the various PIO/Ts as and when received from contracts office of USAID. - Issued PIO/T balance summary to all concerned including Project officers by the 4th of every month. - Advised PTU Program Manager of the PIO/Ts with balance around $20,000.00 so that the concerned Project officer could be informed accordingly.

GOAL (2): ***A properly functioning library available to support socio-economic development***

Time Period: ***January 1, 1993 thru June 30, 1993***

Objective (1): An updated and accurate inventory of resources reflected in the Resource Center database and remedial steps taken to correct any discrepancies.

Target Date: 15th of each month

Measurement: Data base of books, reports, video/audio cassettes, software and manuals, etc.

Action Plan:

- Maintained the books in chronological order and kept them properly shelved.

- Prepared a fresh list of available books and compared that with the data base.

- Updated the data base and entered the new books and identified the missing ones by noting the word "Missing" against such books.

- Kept updated the data base of consultants reports. Database of video and audio cassettes also updated.

- Kept Consultants Report separated and placed in the shelves according to the different Management Training Units they pertained to.

GOAL (3): ***Inventories updated***

Time Period: ***January 1, 1993 thru June 30, 1993***

Objective (1): Took back the inventory from the departing staff and updated the inventory list

Target Date: One week before the departure of the employee

Measurement: Inventory lists signed by the departing staff

Action Plan:

- Jun 1993: Checked the inventory items with the inventory lists of the departing staff in their presence. Made notes of any missing items and reported them to Kazim who investigated the matter and appropriately settled it per the instructions of COP.

- Jun 1993: If any of the remaining staff members wished to use the items of inventory received from a departing staff, it was given to him/her after checking with KAK. Such items entered in the data base and acknowledged by the staff members receiving them. (Mahmood done this).

- Jun 1993: All the inventory items and office record received from the departing staff stored and kept under lock and key. Mahmood responsible for the safe keeping of the entire inventory until its final disposal.

- As and when required: Handed over the inventory and the office record to the person identified by USAID and got a receipt signed by him/her.

- Dec 1993: Copies of the above acknowledged inventory sent to HRD/USAID and AED/DC

- Dec 1993: T2 he data base updated and copies sent to AED/DC (Mahmood sent).

GOAL (4): ***Files and record of departing staff kept safely***

Time Period: ***January 1, 1993 thru June 30, 1993***

Objective (1):	Took back files and other records from departing staff
Target Date:	5 working days before the departure of any staff member for good.
Measurement:	List of files and reports available with the departing employee.
Action Plan:	- Jun 1993: Mahmood provided cardboard boxes to the departing staff 2 weeks prior to their last working day. - A list of contents with dates covered pasted on each box by the departing staff. - Jun 1993: Mahmood stored the boxes safely and in a way that these can be located without problem when they are needed.

Management Information Systems

STRATEGIC PLAN (January-June 1993)

November 5, 1991

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GOAL (5): AED Filed Office has been provided with computer support. 12-9

GOAL (6): AID has acquired AED's Database Systems including PTD. . 12-11

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GOAL (8): Office of International Training (OIT) provided through HRD/ USAID with Quarterly Reports on Return Participants. 12-16

GOAL (9): Home Office provided with Progress Reports. 12-17

GOAL (1): ***AED Filed Office has been provided with computer support.***

Time Period: ***3rd Year (January 1 - December 18, 1993)***

Objective (1):	The Field Office was provided with all the computer support and help on time to time basis such as, Trouble Shooting, Training, Solutions to the computer problems, Management, Maintenance etc.
Measurement:	95% UP and Running System, Trained computer operators.
Target Dates:	June 30, 1993
Action Plan:	- Kanwar will continue training Barbara on How to solve computer problems, on time to time basis, so that she can solve computer problems herself and can further train the other staff members of AED Field Office. - The problems and things which could not be dealt by Barbara will be communicated to Kanwar by her. Kanwar will try to resolve the problem and will explain/train her for future solutions.

Objective (2):	The database systems are modified to meet the Field Office and AID needs. Additional reports have been added to the system which include Close-out reports, Financial Reports, Statistical Reports etc.
Measurement:	Modified Database Systems
Target Dates:	June 30, 1993
Action Plan:	- All the changes requested from the database users shall be discussed with the unit head and will be tested for its feasibility. - For necessary changes the database system will be redesigned/ reprogrammed by Kanwar. The reprogramming will include: Program coding, testing, debugging of the program and installation.

GOAL (2): ***864 PIO/Ps and/or PIO/P Amendments have been checked and signed.***

Time Period: ***3rd Year (January 1 - December 18, 1993)***

Objective (1):	42 original un-funded PIO/Ps for participants were reviewed for accuracy of data and were signed. Printouts of database records were reviewed before signature.
Measurement:	Database Record and hard copies of signed PIO/Ps.
Target Dates:	June 30, 1993
Action Plan:	7 PIO/Ps per case officer per month (counting 1 case officers for 12 months) shall be prepared and forwarded by participant training unit. Kanwar will review the file, PIO/P and database record print-out and verify the accuracy of financial and computer data before signing off the document.

Objective (2):	60 un-funded PIO/P amendments for participants were reviewed for accuracy of data and were signed. Printouts of database records were reviewed before signature.
Measurement:	Database Record and hard copies of signed PIO/P amendments.
Target Dates:	June 30, 1993
Action Plan:	10 PIO/P amendments (for active PIO/P's) per case officer per month (counting 1 case officers for 12 months) shall be prepared and forwarded by participant training unit. Kanwar will review the file, PIO/P and database record print-out and verify the accuracy of financial and computer data before signing off the document.

Objective (3):	330 un-funded close-out PIO/P amendments for participants were reviewed for accuracy of data and were signed. Printouts of database records were reviewed before signature.
Measurement:	Database Record and hard copies of signed close-out PIO/P amendments.
Target Dates:	June 30, 1993
Action Plan:	55 PIO/P amendments (close-out) per case officer per month (counting 1 case officers for 12 months) shall be prepared and forwarded by participant training unit. Kanwar will review the file, PIO/P and database record print-out and verify the accuracy of financial and computer data before signing off the document.

GOAL (3): ***Office of International Training (OIT) provided through HRD/USAID with Quarterly Reports on Return Participants.***

Time Period: ***3rd Year (January 1 - December 18, 1993)***

Objective (1): Office of International Training (OIT) has been provided the four report, through HRD/USAID, on Return Participants on quarterly basis.

Measurement: Hard copies of reports and memorandums.

Target Dates: March 31, 1993
June 30, 1993

Action Plan:

- Five days earlier than above target dates, Kanwar will prepare the draft reports on return participants using Participant Training Database and will circulate to Cindy, Chief of Party, and DST Project officer for their review.

- The report should be circulated to the case officers by Cindy, if corrections are to be made, before draft report move on to Chief of Party.

- The corrections will be made, if necessary, and the final reports will be prepared by Kanwar on the above target dates and will be sent to OIT through DST Project Officer.

GOAL (4): ***Home Office provided with Progress Reports.***

Time Period: ***3rd Year (January 1 - December 18, 1993)***

Objective (1):	Home office was provided with Monthly Progress Report on monthly basis (11 reports).
Measurement:	Hard copies of monthly progress reports.
Target Dates:	January 31, 1993 February 28, 1993 March 31, 1993 April 30, 1993 May 31, 1993 June 30, 1993
Action Plan:	- Kanwar will prepare his draft report for M.I.S. on two days earlier than above target dates of each month for chief of party review. Chief of party will make correction if necessary. - The final draft will be given to the executive secretary (Mirza) who will combine all the portions of the report from different unit to produce the final monthly progress report.

Objective (2):	Six-Monthly Progress Reports ware prepared and provided to the Home Office. (2 reports)
Measurement:	Hard copy of six-month report.
Target Dates:	June 30, 1993
Action Plan:	- Kanwar will prepare his draft report for M.I.S. on five days earlier than above target dates for chief of party review. Chief of party will make correction if necessary. - The final draft will be given to the executive secretary (Mirza) who will combine all the portions of the report from different unit to produce the final six-monthly progress report.

Participant Training Unit

STRATEGIC PLAN (January-June 1993)

November 5, 1991

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GOAL (1): ***Pending Participants Case Load Administered***

Time Period: ***1/1/93 - 06/30/93***

Objective (1):	Project requirements addressed in the administration of the pending case load
Measurement:	243 academic and 252 technical participants actioned by target date; mainly cancellations
Target Date:	June 30, 1993
Action Plan:	- On the 15th of each month Program Manager reviews database printout of pending case load to monitor actions of Case Officer. - By January 31 Program Manager conducts a review of projects PACD and advise Case Officer to recommend cancellation for those participants not able to complete training within the remaining time frame.

GOAL (2): ***Participants Depart for Training***

Time Period: ***1/1/93 - 6/30/93***

Objective (1):	Ensure USAID project goals for participant departures are met
Measurement:	3 academic and 170 technical participants departed by target date
Target Date:	June 30, 1993
Action Plan:	- On the first of each monthly a report of all participants departing is prepared and pre-departure orientations are scheduled, accordingly. - On a monthly basis an average of 28 technical participants will depart for training.

GOAL (3): ***Project Requirements for In-training Academic Participants Fulfilled***

Time Period: ***1/1/93 - 06/30/93***

Objective (1):	All decisions that are required for in-training academic participants are carried out
Measurement:	269 academic participants in-training during time period
Target Date:	June 30, 1993
Action Plan:	- On a weekly basis requests for extension and/or research received in courier. Requests are submitted to USAID and/or GOP for consideration.

GOAL (4): ***Return of All Completed Participants Confirmed***

Time Period: ***1/1/93 - 06/30/93***

Objective (1):	All necessary actions required to verify return of participants successfully completed. Any non-returnees reported to USAID and OIT.
Measurement:	81 academic participants and 165 technical participants confirmed as returning during period
Target Date:	June, 1993
Action Plan:	- One the first of each month Program Manager directs Administrative Assistant to print a database generated report of all participants who have returned during the previous month. Based on this report Case Officers send out confirmation of return letters. - On a quarterly basis Program Manager conducted a random check of completed files to ensure that hard copies of confirmation of return letters are on file. (3/31/91, 6/30/91, 9/30/91, 12/31/91) - On a case by case basis, HRD Project Officer is notified by Program Manager of participants who failed to return from training.

GOAL (5): ***GOP Ministry Requirements Fulfilled***

Time Period: ***1/1/93 - 06/30/93***

Objective (1):	Based on USAID's agreement with the Government of Pakistan for the placement and monitoring of MOST participants, all requirements specific to Ministry participants fulfilled.
Measurement:	GOP participants complete programs during time period
Target Date:	On-going
Action Plan:	- Within two days of receipt of PPTP's weekly courier, Case Officer Saleem Razaque submits all requests for MOST consideration to the Ministry.

GOAL (6): ***Final PIOP Close Out Amendments Completed***

Time Period: ***1/1/93 - 06/30/93***

Objective (1):	The target of 15 PIOP amendments per week per case officer from January 1 to June 30, 1993
Measurement:	730 close out amendments processed during time period
Target Date:	June 30, 1993
Action Plan:	- On a weekly basis two remaining Case Officers complete 15 close out amendments per week each.

GOAL (7): ***Maintained Strong Communication between the Participant Training Unit and other AED/Islamabad Units, PPTP, AED/Washington, and USAID/Islamabad***

Time Period: ***01/01/93 - 06/30/93***

Objective (1): A high level of communication maintained between the Participant Training Unit and PPTP/Washington DC

Measurement: Memos, faxes and telex on file

Target Date: On-going

Action Plan:

- Every Thursday memos are sent from Program Manager AED/Islamabad to Program Manager/PPTP. Every Friday memos are sent from Program Manager/PPTP to Program Manager/AED

- Every other Wednesday Program Manager PTU/Islamabad has a phone conversation with Program Manager/PPTP to discuss issues related to both parties

- On a daily basis, Case Officers/PTU and Program Specialists/PPTP exchange faxes

Objective (2):	Maintained Strong Communication between the Participant Training Unit and AED/Washington DC
Measurement:	Memos, faxes and telex on file
Target Date:	On-going
Action Plan:	- Memos exchanged regularly between offices, particularly in relation to finances. - Phone conversation between Office Managers and AED/Washington as requested by COP

Objective (3):	Maintained Strong Communication between the Participant Training Unit and USAID
Measurement:	Regular meetings held, correspondence between offices on file
Target Date:	On-going
Action Plan:	- Every Wednesday PTU Program Manager attends meetings with DSTP Project Officer and HRT staff - Memos exchanged regularly between offices - Phone conversation between PTU staff and Project Officer on a frequent basis - PTU Program Manager and concerned Case Officer holds frequent meetings held with Project Officers to resolve pending issues.

Objective (4):	Maintained strong communication between the Participant Training Unit and other units of AED/Islamabad
Measurement:	Memos circulated on regular basis Minutes of monthly senior staff meetings distributed
Target Date:	On-going
Action Plan:	- Memos exchanged regularly between units - Every Monday meetings held with Unit Heads - The first Monday of every month meetings held with Senior Staff

GOAL (8): *Staff Development*

Time Period: *1/1/93 - 6/30/93*

Objective (1):	Enhance the condition of work life and the development of Participant Training staff, to promote professional development, high morale, and a productive work climate
Measurement:	Informal meeting held on a daily basis with Case Officers and on a weekly basis with support staff
Target Date:	On-going throughout time period
Action Plan:	- On a daily basis Program Manager and Administrative Assistant meet with Case Officers to discuss the priorities of the day. Information is shared and exchanged, policy issues are discussed and problem solving occurs. - Continual effort to address concerns of PTU staff in order to maintain high morale.

Administration Unit

STRATEGIC PLAN (July-December 1993)

November 5, 1991

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GOAL (5): ***Optimum efficiency achieved in the control and management of finances.***

Time Period: ***July 1, 1993 thru December 18, 1993***

Objective (1): Revolving Fund Reports ready for despatch to AED/DC by the 5th of each month.

Target Date: 5th working day of each month

Measurement: Instructions and formats of reports received from AED/DC.

Action Plan: On the July 1, 1993 thru December 18, 1993:

- Checked thoroughly all bills payable with the relevant supporting documents before payment.

- Prepared the monthly Pay Roll after thoroughly checking the staff salaries, annual increases and promotions, etc.

- Entered the checks in the Revolving Fund Reports immediately after payment.

- Photocopies all paid bills immediately after they were paid by the bank.

- Collected the Bank statements from the bank on the 1st working day of each month and reconciled the bank balances with our record.

- Prepared the monthly Revolving Fund Reports latest by the 3rd working day of each month and passed on to COP for signature.

- Despatched the Revolving Fund Report to AED/DC by the 5th working day of each month.

Objective (2):	Termination dues paid to the departing staff
Target Date:	One week before the last working day of the employee
Measurement;	Statement of accounts prepared per USAID guidelines duly approved by COP.

Action Plan:

- Oct 1, 1993: Issued termination letters to the departing staff three months in advance (done by KAK under LJK's signature.)

- Nov 1993: Issued letters one month in advance to the departing staff (thru their Unit Heads) requesting them to inform the Admin. of the date proposed for handing over the inventory to Admin. and the office record to the person designated by the respective Unit Head. Copies of inventories signed by the departing staff members attached with the said letter. (Letters issued by KAK)

- Nov 1993: Statements of outstanding advances and the bills receivable checked to make sure that all outstanding dues of the departing staff stood settled.

- Dec 1993: Arshad Mahmood has checked and received the inventory etc. from the departing staff and stored it.

- Dec 1993: Athar/Mahmood prepared statement of accounts for settlement of termination dues of departing staff one week in advance. KAK reviewed and passed them on to the COP for his approval. After approval by the COP, one copy filed in staff member's personnel file and two copies given to Athar/Mahmood who retained one copy for record and gave the other to the staff member along with the check.

- Dec 1993: Prepared checks for settlement of termination dues of departing staff. The checks were given to the departing staff only after Mahmood gave his clearance of having received the inventory and office record, etc. from the respective staff members.

Objective (3):	All outstanding advances settled and bills receivable collected.
Target Date:	15th of each month
Measurement:	Receipts of advances signed by the staff member and the bills receivable due from the staff member.
Action Plan:	- 10th of each month: Updated the Advances Register by checking the Revolving Fund Reports to make sure that no advances were left unregistered (in the Advances Register). - 10th of each month: Updated the Bills Receivable Register by checking the Revolving Fund reports to make sure that bills were issued for all personal telephone calls, faxes, telexes, cables, postage and the use of automobiles etc. - 10th of each month: Compared the Bills Receivable Register with the Receipt Book to confirm that all payments were noted in the Bills Receivable Register. - 15th of each month: Prepared statements of outstanding bills and advances for each staff and issued reminders for their settlement. - 15th of each month: Checked the notations made in the statements of outstanding bills and advances of the payment received from each staff member.

Objective (4):	Updated, monitored and reported the PIO/Ts balances to the relevant persons/project managers.
Target Date:	Every week
Measurement:	Fresh PIO/Ps and the contract amendments
Action Plan:	- Entered in data base all fresh PIO/Ps and their amendments received from PTU on daily basis. - Entered in data base all contract amendments obligating/deobligating funds in the various PIO/Ts as and when received from contracts office of USAID. - Issued PIO/T balance summary to all concerned including Project officers by the 4th of every month. - Advised PTU Program Manager of the PIO/Ts with balance around $20,000.00 so that the concerned Project officer could be informed accordingly.

GOAL (6): ***A properly functioning library available to support socio-economic development***

Time Period: ***July 1, 1993 thru December 18, 1993***

Objective (1): An updated and accurate inventory of resources reflected in the Resource Center database and remedial steps taken to correct any discrepancies.

Target Date: 15th of each month

Measurement: Data base of books, reports, video/audio cassettes, software and manuals, etc.

Action Plan:

- Maintained the books in chronological order and kept them properly shelved.

- Prepared a fresh list of available books and compared that with the data base.

- Updated the data base and entered the new books and identified the missing ones by noting the word "Missing" against such books.

- Kept updated the data base of consultants reports. Database of video and audio cassettes also updated.

- Kept Consultants Report separated and placed in the shelves according to the different Management Training Units they pertained to.

GOAL (7): ***Inventories updated and handed over to the person identified by USAID***

Time Period: ***July 1, 1993 thru December 18, 1993***

Objective (1): Took back the inventory from the departing staff and updated the inventory list

Target Date: One week before the departure of the employee

Measurement: Inventory lists signed by the departing staff

Action Plan:

- Jul 93: Follow up closely with USAID by reminding them every two weeks to identify the person who was supposed to receive the inventory.

- Nov 93: Checked the inventory items with the inventory lists of the departing staff in their presence. Made notes of any missing items and reported them to Kazim who investigated the matter and appropriately settled it per the instructions of COP.

- Dec 93: All the inventory items and the office record received from the departing staff stored and kept under lock and key. Mahmood responsible for the safe keeping of the entire inventory until its final disposal not later than December 18, 1993.

- Dec 93: Handed over the inventory and the office record to the person identified by USAID and got a receipt signed by him/her.

GOAL 8: ***Files and record of departing staff kept safely***

Time Period: ***July 1, 1993 thru December 18, 1993***

Objective (1):	Took back files and other records from departing staff
Target Date:	5 working days before the departure of any staff member for good.
Measurement:	List of files and reports available with the departing employee.
Action Plan:	- Nov 1993: Mahmood provided cardboard boxes to the departing staff 2 weeks prior to their last working day. - A list of contents with dates covered pasted on each box by the departing staff - Dec 1993: Mahmood kept these boxes ready for handing over to the person identified by USAID for this purpose.

Management Information Systems

STRATEGIC PLAN (July-December 1993)

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GOAL (5): ***AED Filed Office has been provided with computer support.***

Time Period: ***3rd Year (January 1 - December 18, 1993)***

Objective (1):	The Field Office was provided with all the computer support and help on time to time basis such as, Trouble Shooting, Training, Solutions to the computer problems, Management, Maintenance etc.
Measurement:	95% UP and Running System, Trained computer operators.
Target Dates:	December 18, 1993
Action Plan:	- Kanwar will continue training Barbara on How to solve computer problems, on time to time basis, so that she can solve computer problems herself and can further train the other staff members of AED Field Office. - The problems and things which could not be dealt by Barbara will be communicated to Kanwar by her. Kanwar will try to resolve the problem and will explain/train her for future solutions.

Objective (2):	The database systems are modified to meet the Field Office and AID needs. Additional reports have been added to the system which include Close-out reports, Financial Reports, Statistical Reports etc.
Measurement:	Modified Database Systems
Target Dates:	November 30, 1993
Action Plan:	- All the changes requested from the database users shall be discussed with the unit head and will be tested for its feasibility. - For necessary changes the database system will be redesigned/ reprogrammed by Kanwar. The reprogramming will include: Program coding, testing, debugging of the program and installation.

GOAL (6): *AID has acquired AED's Database Systems including PTD.*

Time Period: *3rd Year (January 1 - December 18, 1993)*

Objective (1):	Acquisition of AED database systems by AID has been completed.
Measurement:	Transfer of Databases and Acknowledgement from AID.
Target Date:	December 10, 1993
Action Plan:	- AID staff will be involved to work with AED's staff in computer related activities and will be trained in AED database systems before physical transition of AED's database systems will take place.

Objective (2):	Acquisition of AED computer hardware systems by AID has been completed.
Measurement:	Transfer of Computer systems and Acknowledgement from AID.
Target Date:	December 10, 1993
Action Plan:	AID staff will be involved to work with AED's staff in computer related activities and trained before computer systems (hardware and software) are physically transferred to AID.

GOAL (7): ***864 PIO/Ps and/or PIO/P Amendments have been checked and signed.***

Time Period: ***3rd Year (January 1 - December 18, 1993)***

Objective (1):	42 original un-funded PIO/Ps for participants were reviewed for accuracy of data and were signed. Printouts of database records were reviewed before signature.
Measurement:	Database Record and hard copies of signed PIO/Ps.
Target Dates:	December 18, 1993
Action Plan:	7 PIO/Ps per case officer per month (counting 1 case officers for 12 months) shall be prepared and forwarded by participant training unit. Kanwar will review the file, PIO/P and database record print-out and verify the accuracy of financial and computer data before signing off the document.

Objective (2):	60 un-funded PIO/P amendments for participants were reviewed for accuracy of data and were signed. Printouts of database records were reviewed before signature.
Measurement:	Database Record and hard copies of signed PIO/P amendments.
Target Dates:	December 18, 1993
Action Plan:	10 PIO/P amendments (for active PIO/Ps) per case officer per month (counting 1 case officers for 12 months) shall be prepared and forwarded by participant training unit. Kanwar will review the file, PIO/P and database record print-out and verify the accuracy of financial and computer data before signing off the document.

Objective (3):	330 un-funded close-out PIO/P amendments for participants were reviewed for accuracy of data and were signed. Printouts of database records were reviewed before signature.
Measurement:	Database Record and hard copies of signed close-out PIO/P amendments.
Target Dates:	December 18, 1993
Action Plan:	55 PIO/P amendments (close-out) per case officer per month (counting 1 case officers for 12 months) shall be prepared and forwarded by participant training unit. Kanwar will review the file, PIO/P and database record print-out and verify the accuracy of financial and computer data before signing off the document.

GOAL (8): ***Office of International Training (OIT) provided through HRD/USAID with Quarterly Reports on Return Participants.***

Time Period: ***3rd Year (January 1 - December 18, 1993)***

Objective (1):	Office of International Training (OIT) has been provided the four report, through HRD/USAID, on Return Participants on quarterly basis.
Measurement:	Hard copies of reports and memorandums.
Target Dates:	September 30, 1993 December 10, 1993
Action Plan:	- Five days earlier than above target dates, Kanwar will prepare the draft reports on return participants using Participant Training Database and will circulate to Cindy, Chief of Party, and DST Project officer for their review. - The report should be circulated to the case officers by Cindy, if corrections are to be made, before draft report move on to Chief of Party. - The corrections will be made, if necessary, and the final reports will be prepared by Kanwar on the above target dates and will be sent to OIT through DST Project Officer.

GOAL (9): ***Home Office provided with Progress Reports.***

Time Period: ***3rd Year (January 1 - December 18, 1993)***

Objective (1):	Home office was provided with Monthly Progress Report on monthly basis (11 reports).
Measurement:	Hard copies of monthly progress reports.
Target Dates:	July 31, 1993 August 31, 1993 September 30, 1993 October 31, 1993 November 30, 1993
Action Plan:	- Kanwar will prepare his draft report for M.I.S. on two days earlier than above target dates of each month for chief of party review. Chief of party will make correction if necessary. - The final draft will be given to the executive secretary (Mirza) who will combine all the portions of the report from different unit to produce the final monthly progress report.

Objective (2):	Six-Monthly Progress Reports ware prepared and provided to the Home Office. (2 reports)
Measurement:	Hard copy of six-month report.
Target Dates:	December 18, 1993
Action Plan:	- Kanwar will prepare his draft report for M.I.S. on five days earlier than above target dates for chief of party review. Chief of party will make correction if necessary. - The final draft will be given to the executive secretary (Mirza) who will combine all the portions of the report from different unit to produce the final six-monthly progress report.

Participant Training Unit

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GOAL (9): ***Pending Participants Case Load Administered***

Time Period: ***7/1/93 - 12/18/93***

Objective (1):	Project requirements addressed in the administration of the pending case load
Measurement:	175 technical participants actioned by target date
Target Date:	Dec 18, 1993
Action Plan:	- On the 15th of each month Program Manager reviews database printout of pending case load to monitor actions of Case Officers. - By Sept. 30 Program Manager conducts a review of projects PACD and advise six Case Officers to recommend cancellation for those participants not able to complete training within the remaining time frame.

GOAL (10): ***Participants Depart for Training***

Time Period: ***7/1/93 - 12/18/93***

Objective (1):	Ensure USAID project goals for participant departures are met
Measurement:	101 technical participants departed by target date
Target Date:	Dec 18, 1993
Action Plan:	- On the first of each month a report of all participants departing is prepared and pre-departure orientations are scheduled, accordingly. - On a monthly basis an average of 17 participants will depart for training.

GOAL (11): *Project Requirements for In-training Academic Participants Fulfilled*

Time Period: *7/1/93 - 12/18/93*

Objective (1):	All decisions that are required for in-training academic participants are carried out
Measurement:	144 academic participants in-training during time period
Target Date:	December 18, 1993
Action Plan:	- On a weekly basis requests for extension and/or research received in courier. Requests are submitted to USAID and/or GOP for consideration.

GOAL (12): *Return of All Completed Participants Confirmed*

Time Period: *7/1/93 - 12/18/93*

Objective (1):	All necessary actions required to verify return of participants successfully completed. Any non-returnees reported to USAID and OIT.
Measurement:	125 academic participants and 80 technical participants confirmed as returning during period
Target Date:	December 18, 1993
Action Plan:	- One the first of each month Program Manager directs Administrative Assistant to print a database generated report of all participants who have returned during the previous month. Based on this report Case Officers send out confirmation of return letters. - On a quarterly basis Program Manager conducted a random check of completed files to ensure that hard copies of confirmation of return letters are on file. (3/31/91, 6/30/91, 9/30/91, 12/31/91) - On a case by case basis, HRD Project Officer is notified by Program Manager of participants who failed to return from training.

GOAL (13): ***GOP Ministry Requirements Fulfilled***

Time Period: ***7/1/93 - 12/18/93***

Objective (1):	Based on USAID's agreement with the Government of Pakistan for the placement and monitoring of MOST participants, all requirements specific to Ministry participants fulfilled.
Measurement:	GOP Participants Depart for Training and Complete Programs during time period
Target Date:	On-going
Action Plan:	- Within two days of receipt of PPTP's weekly courier, Case Officer submits all requests for MOST consideration to the Ministry.

GOAL (14): ***Final PIOP Close Out Amendments Completed***

Time Period: ***7/1/93 - 12/18/93***

Objective (1):	The target of 15 PIOP amendments per week per case officer from June 1 to Dec. 18, 1993
Measurement:	390 close out amendments processed during time period
Target Date:	December, 1992
Action Plan:	- On a weekly basis Case Officer Shahana Javed completes 15 close out amendments.

GOAL (15): ***Maintained Strong Communication between the Participant Training Unit and other AED/Islamabad Units, PPTP, AED/Washington, and USAID/Islamabad***

Time Period: ***07/01/93 - 12/18/93***

Objective (1): A high level of communication maintained between the Participant Training Unit and PPTP/Washington DC

Measurement: Memos, faxes and telex on file

Target Date: On-going

Action Plan:

- Every Thursday memos are sent from Program Manager AED/Islamabad to Program Manager/PPTP. Every Friday memos are sent from Program Manager/PPTP to Program Manager/AED

- Every other Wednesday Program Manager PTU/Islamabad has a phone conversation with Program Manager/PPTP to discuss issues related to both parties

- On a daily basis, Case Officer/PTU and Program Specialists/PPTP exchange faxes

Objective (2):	Maintained Strong Communication between the Participant Training Unit and AED/Washington DC
Measurement:	Memos, faxes and telex on file
Target Date:	On-going
Action Plan:	- Memos exchanged regularly between offices, particularly in relation to finances. - Phone conversation between Office Managers and AED/Washington as requested by COP

Objective (3):	Maintained Strong Communication between the Participant Training Unit and USAID
Measurement:	Regular meetings held, correspondence between offices on file
Target Date:	On-going
Action Plan:	- Every Wednesday PTU Program Manager attends meetings with DSTP Project Officer and HRT staff - Memos exchanged regularly between offices - Phone conversation between PTU staff and Project Officer on a frequent basis - PTU Program Manager and concerned Case Officer holds frequent meetings held with Project Officers to resolve pending issues.

Objective (4):	Maintained strong communication between the Participant Training Unit and other units of AED/Islamabad
Measurement:	Memos circulated on regular basis Minutes of monthly senior staff meetings distributed
Target Date:	On-going
Action Plan:	- Memos exchanged regularly between units - Every Monday meetings held with Unit Heads - The first Monday of every month meetings held with Senior Staff

GOAL (16): ***Transfer of all files to USAID and GOP***

Time Period: ***07/01/93 - 12/18/93***

Objective (1): Transfer all in-training, pending and completed files to USAID or the designated party for administration

Measurement: Files successfully transferred by target date

Target Date: December, 1993

Action Plan:

- Print lists of all participant files
- Box files and label contents
- Ensure that database is up-dated
- Transfer library to designated party