

PD-062-516

USAID Mission to Pakistan

Development Support Training Project
Semi-Annual Work Plan
January 1 to June 30, 1992

Prepared by:

Academy for Educational Development
Contract No. 391-0474-C-00-9154-00

Home Office

SEMI-ANNUAL WORK PLAN

January 1 to June 30, 1992

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GOAL (1): *Complete PPTP Staff Integration under AED Management*

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

- Objectives:**
- (1) Complete employment formalities
 - (2) Enroll in AED benefit plans
 - (3) Provide orientation to AED
 - (4) Develop AED job descriptions and performance evaluation criteria
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- Action Plan:**
- By January 31 all AED job descriptions finalized
 - By January 31, AED orientation completed
 - By February 5, all staff enrolled in AED benefits plan
 - During March and April, supervisors and supervisees agree on performance evaluation criteria and forward to personnel office.
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GOAL (2): *Re-organize home office, as necessary, for remaining life of project*

- Objectives:**
- (1) All staff understand process for organizational planning
 - (2) Meetings held to plan approach to reorganization
 - (3) Meeting held to develop reorganization plan
 - (4) Reorganization plan shared with all project staff and AED management
 - (5) Reorganization fully implemented
-

Target Date: May 31, 1992

- Action Plan:**
- During January and February exploratory meetings held of senior project staff to develop options
 - During March, consult full staff on concerns and objectives and explain plans
 - April 1, hold facilitated senior management meeting resulting in reorganization plan
 - During April, disseminate information to staff on overall reorganization and how it affects them
 - Mid-May, hold full staff retreat to build teamwork and deal with issues in implementing changes.
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GOAL (3): *Submit Initial Case Load and Staffing Plan (CSP) development*

- Objectives:**
- (1) Criteria for contents and format established
 - (2) First plan submitted by home office for HRD review and comment
 - (3) Revised first plan submitted by field office based on consultation with home office and USAID/HRD feedback.
-

- Action Plan:**
- During January, Chief of Party and home office staff develop basic framework for CSP
 - January 31, first CSP submitted by home office to Project Officer
 - By March 15, field office and USAID/HRD agree on definitive format.
-
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GOAL (4): *Develop Process for dealing with Change Orders for Participant Training*

- Objectives:**
- (1) Budgets developed by those closest to the projects
 - (2) AED's Contract Office concurs with process
 - (3) USAID/P/OCC receives proposals with appropriate content and format
-

- Action Plan:**
- During January and February, consultants between field and home office and with USAID to understand purpose and requirements for the new change order process.
 - Draft budgets prepared by field office with home office input on past costs during January and February.
 - Formal delegation of authority in February from AED/Washington to Chief of Party to submit budgets after their review in Washington.
 - Proposals submitted and amendments signed for all pending Change Orders by April 30.
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GOAL (5): *Complete transfer of funds from DSTP I to DSTP II contract to fund "unfunded" PIO/T's and participants*

Objectives:

- (1) Clarify steps required
- (2) Review proposed DSTP I contract amendment when received
- (3) Sign proposed DSTP II amendment and take other required action
- (4) Process transfers of participants to different PIO/T's as required

Action Plan:

- January/February, Deputy Project Coordinator visit to Pakistan to meet with USAID to review situation.
- March/April, review/sign proposed contract amendments.
- April-June, process transfers of participants based on documentation received from the field office.

GOAL (6): *Meet requirements for financial reporting by home office*

- Objectives:**
- (1) Submit required reports of participant expenditures by PIO/P
 - (2) Submit required PIO/T reports of expenditures by PIO/T
 - (3) Submit required copies of invoices/vouchers to Project Officer
 - (4) Mail IRS tax filing information to participants by March 15
 - (5) Provide required participant tax information to OIT by March 31
 - (6) Speed up reporting of final expenditures per participant
 - (7) Develop with the field office efficient system for Final PIO/P Amendments or AID approved alternative.
 - (8) Monitor spending versus PIO/P commitment of funds insure that all PIO/Ps are fully funded.
 - (9) Monitor PIO/P allocations against funds by project and PIO/T.
 - (10) Insure all transactions paid including taxes for projects with 1991 and 1992 PACDs.
-

- Action Plan:**
- Submit required reports on schedule.
 - BY end of May design and implement new "close out" procedures to insure speedy close out of old academic files especially for carryover participants.
 - Coordinate with field office on assignment of PIO/T numbers for PIO/P amendments for effective monitoring.
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GOAL (7): *Insure smooth delivery of TOEFL testing materials and information to field office*

Objectives/Actions:

- (1) Pay ETS invoices and TOEFL/GRE application fees
 - (2) Follow-up on problems as required
-
-

GOAL (8): *Maintain and upgrade computer support to PPTP and other DSTP staff*

- Objectives:**
- (1) Maintain WANG (participant files) system making necessary changes when malfunctioning or too slow.
 - (2) Maintain PCs and insure they stay virus free
 - (3) Upgrade hardware and software as needs and funds permit
 - (4) Design programs to simplify production of forms and reports
 - (5) Train staff on use of existing and new programs to meet their needs.
-

- Action Plan:**
- Set priorities with project staff and develop implementation plan.
 - Continuously monitor status of all hardware and software.
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GOAL (9): *Smooth transition of MOST participants as directed by USAID/HRD*

Objectives/Action:

- (1) Prepare a comprehensive transfer plan that is least disruptive to MOST scholars
 - (2) Plan for project staff responsible for their placement, monitoring and finances.
-

Participant Training Unit

SEMI-ANNUAL WORK PLAN

January 1 to June 30, 1992

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Year 1992: Goal 1: Objective 1:

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 summer 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 4 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.

Action Plan: <> - During January approximately 46 academic participants depart for training. This large volume of departures requires a high level of effort from the 4 Case Officers and their respective support staff.

<> - September 1992 is the revised deadline for all 0492 ASSP participants to depart for academic training programs of 24 months duration. The ASSP PACD date has been extended to March, 1995.

Year 1992: Goal 3: Objective 1:

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: 673 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 1991. 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.

Action Plan: + -PIO/P Amendments required for in-training participants are prepared, circulated for signature and distributed.

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.

Action Plan: + -Ministry of Education participants who have not met the TOEFL/GRE requirements are transferred back to the Ministry for administration. AED closes their files.

<> -During the month of January approximately 7 MOST participants

GOAL (6): Final PIOP Close Out Amendments Completed

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

Objective (1): <> The target of 15 PIO/P 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.

+

Objective (1): <> Procedure to initiate the preparation of PIO/P close out amendments initiated during time frame.

Measurement: <> 600 close out amendments processed from March 1 to June 30, 1992¹

Action Plan: <> - Financial Assistant or Case Officers prepare close out amendments based on information provided by AED/Washington and OFM/USAID.

+ - Procedure to reconcile carryover participants from DSTP1 to DSTP2 established and implemented.

1

The measurement presumes that the Financial Assistant, who would work full time for 12 months in the Participant Training Unit, will begin by March 1. The Assistant would prepare 50 amendments per week. If the Assistant is not approved, Case Officers would only be capable of preparing a total of 30 per week, given the current case load.

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Year 1992: Goal 7: Objective 1:

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

<> - Phone conversations between the Program Manager/PTU/Islamabad and the Program Manager/PPTP will take place as needed, not on a regular basis.

Year 1992: Goal 7: Objective 2:

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

+ - In January DSTP Project Coordinator Martha Malcolm Cooper visits Islamabad and hold a series of meetings with PTU Manager and staff.

Year 1992: Goal 7: Objective 3:

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 Officers holds frequent meetings held with Project Officers to resolve pending issues.

+ - Meetings with DSTP Project Officer take place every other Wednesday.

Year 1992: Goal 7: Objective 4:

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

+ - During the first week of every month Zara Ahmad Hyder travels to Islamabad to take part in the Senior staff meeting and to meet individually with PTU 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.

+ - PTU staff scopes of work are updated in February to reflect any changes in responsibility.

English Language Services Unit

SEMI-ANNUAL WORK PLAN

January 1 to June 30, 1992

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**English Language Services Unit:
Work Plan January 1 to June 30, 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

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GOAL (6): All closeout procedures as defined by USAID and AED are completed. 7-15

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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.

Year 1992: Goal 1: Objective 2:

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.

<ELSU Manager> Language reflects organizational changes in effect since 12/18/91.

Year 1992: Goal 2: Objective 1:

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 extend 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.

<ELSU Manager> Language reflects organizational changes in effect since 12/18/91.

Year 1992: Goal 2: Objective 2:

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.

<ELSU Manager> Language reflects organizational changes in effect since 12/18/91.

Year 1992: Goal 2: Objective 3:

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 6/15/92, at the end of each session, CAT Coordinator will administer survey instrument, tabulate results and prepare report to <CIELS Coordinator>.

<ELSU Manager> Language reflects organizational changes in effect since 12/18/91.



Year 1992: Goal 3: Objective 1:

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.)

<ELSU Manager> Language reflects organizational changes in effect since 12/18/91.

(delete) Move cancelled.

Year 1992: Goal 3: Objective 2:

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 made regarding skill area coordination.)

<ELSU> Unit staffing affects CIELS faculty directly.
<1/31/92 ELSU Manager and unit personnel> Language reflects organizational changes in effect since 12/18/91. Unit staffing affects CIELS faculty directly.
(delete) Staffing changes and reassignment affect support staff of the unit, not CIELS faculty.

Year 1992: Goal 3: Objective 3:

Objective (3): Resumes of CIELS faculty + so desiring (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.

+ "so desiring" added This is not an action appropriate for all faculty members as many will be reposted.
(delete) Typo.
<ELSU Manager> Language reflects organizational change in effect since 12/18/91.

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.

Year 1992: Goal 4: Objective 2:

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.

<ELSU Manager> Language reflects organizational change in effect since 12/18/91.

Year 1992: Goal 5: Objective 1:

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.

<ELSU Manager> Language reflects organizational changes in effect since 12/18/91.

Year 1992: Goal 5: Objective 2:

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.

<ELSU Manager> Language reflects organizational changes in effect since 12/18/91.

Year 1992: Goal 6: Objective 1:

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.

<ELSU Manager> Language reflects organizational changes in effect since 12/18/91.

Year 1992: Goal 6: Objective 2:

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.)

(Action not completed)

(Action not allowed by COP 11-12/91)

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Year 1992: Goal 6: Objective 3:

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.)

(Action not allowed by COP 11-12/91. Without MIS support, this task seems impossible. Hand-checking printouts of PPTP database against CIELS files, given the similarity of names and inconsistent presentation of them on forms, would be a very time-consuming task destined to be fraught with error.)

Year 1992: Goal 6: Objective 4:

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 compiles above report from program records and submits to <CIELS Coordinator>.

<ELSU Manager> Language reflects organizational changes in effect since 12/18/91.

Year 1992: Goal 6: Objective 5:

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.

Year 1992: Goal 6: Objective 6:

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 archive materials to AED/DC.

<ELSU Manager> Language reflects organizational changes in effect since 12/18/91.

Follow-up Unit

SEMI-ANNUAL WORK PLAN

January 1 to June 30, 1992

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Work Plan January 1 to June 30, 1992**

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Year 1992: Goal 1: Objective 1:

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.

<>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 for the second quarter of 1992 (April - June).

Year 1992: Goal 2: Objective 1:

GOAL (2): Generate testimonials from Pakistani institutions that host or employ 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.

<>Objective Appropriate institutions and individuals are identified and contacted. They are requested to provide a narrative documenting their achievements since returning from training. Testimonials are also retrieved from the narrative portion of returned surveys.

+Action Plan: Interviews will conform to a pro forma designed by the Director of Follow-Up

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.

<>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 and to determine the participant's achievements since returning to Pakistan.

Year 1992: Goal 4: Objective 1:

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.

+Action Plan: Venues are determined based on institutions that host returned participants.

+Action Plan: Arrangements are made through USAID and USIS for press releases describing the events.

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 morale.

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.

Year 1992: Goal 6: Objective 1:

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.

+Action Plan: Relevant Project Officers are provided with the itinerary of visiting experts.

SD

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.

Year 1992: Goal 7: Objective 3:

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.

<>Measurement: At least two briefs are prepared for USAID Project Officers every six months summarizing data generated from surveys.

<>Action Plan: April 1, 1992. Data is analyzed in terms of averages of responses to surveys. Information is presented in narratives, charts and graphs for USAID Project Officers.

Year 1992: Goal 9: Objective 1:

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.

<>Target Date: During the six-month period of January to June, 1992, a lecture will be conducted by a returned participant.

<> March 30, 1992. A seminar or lecture will be delivered by a returned participant having recently earned an advanced degree or having recently completed short-term, technical training.

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

SEMI-ANNUAL WORK PLAN

January 1 to June 30, 1992

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

Time Period: *2nd Year (January 1 - June 30, 1992)*

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: April 15, 1992

Action Plan:

- By Feb 20: Kanwar analyzes the data to create the database structure and submits to the unit heads for their final review.
- By Feb 27: System design, program structure developed by Kanwar.
- By Apr 9: Kanwar will complete the program coding of the system.
- By Apr 15: Testing, debugging of the program and installation should be completed by Kanwar.

Year 1991: Goal 1A: Objective 2:

+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: April 15, 1992

Action Plan:

- By Feb 23: System design, program structure developed by Kanwar.
- By Apr 2: Kanwar will complete the program coding of the system.
- By Apr 14: 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: April 15, 1992

Action Plan:

- By Feb 23: System design, program structure developed by Kanwar.
- By Mar 27: Kanwar will complete the program coding of the system.
- By Apr 15: Testing, debugging of the program and installation should be completed by Kanwar.

Year 1991: Goal 1A: Objective 4:

+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: April 15, 1992

Action Plan:

- By Mar 31: Kanwar will complete the program coding of the system.
- By Apr 15: Testing, debugging of the program and installation should be completed by Kanwar.

Year 1991: Goal 1A: Objective 5:

+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: April 15, 1992

Action Plan:

- By Apr 11: Kanwar will train the Program Manager, Administrative Assistant and accounts officer on new PTD system to explain all new features, screens, input and output formats of the system.
- By Apr 15: The trained persons will further train all of the participant training unit staff as soon as they learn the new system (Feb 15).

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

Time Period: *2nd Year (January 1 - June 30, 1992)*

+Objective (1): 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: April 15, 1992

Action Plan:

- By Feb 17: System design, program structure developed by Kanwar.
- By Apr 5: Kanwar will complete the first phase of the system development (Program coding) and will test it before starting the 2nd phase.
- By Apr 15: 2nd phase of program coding, testing, debugging of the program and installation should be completed by Kanwar.

Year 1991: Goal 1B: Objective 2:

+Objective (2): 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: April 30, 1992

Action Plan:

- By Feb 27: System design, program structure developed by Kanwar.
- By Mar 31: Kanwar will complete the first phase of the system development (Program coding) and will test it before starting the 2nd phase.
- By Apr 30: Program coding, testing, debugging of the program and installation should be completed by Kanwar.

+Objective (3): 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: April 30, 1992 ,

Action Plan:

- By Mar 15: System design, program structure developed by Kanwar.
- By Apr 9: Kanwar will complete the first phase of the system development (Program coding) and will test it before starting the 2nd phase.
- By Apr 30: 2nd phase of program coding, testing, debugging of the program and installation should be completed by Kanwar.

Year 1992: Goal 1: Objective 1:

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.

<> - During the month of March 1992, Mr. Ray Cruze, ADP/USAID will visit the AED office to learn its database system and MIS setup.

Year 1992: Goal 2: Objective 1:

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.

<>Target Date: May 31, 1992

continue. . .

Year 1992: Goal 2: Objective 1:

<>Action Plan: The new target dates for each action plan are:

- March 26:
- April 2:
- April 9:
- May 21:
- May 31:

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.

Year 1992: Goal 5: Objective 1:

() 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.

() The Participant Training Unit has been returned the responsibility of signing the PIO/Ps and/or PIO/P amendments with effect from February 10, 1992.

Year 1992: Goal 5: Objective 2:

()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.

() The Participant Training Unit has been returned the responsibility of signing the PIO/Ps and/or PIO/P amendments with effect from February 10, 1992.

Year 1992: Goal 5: Objective 3:

()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.

() The Participant Training Unit has been returned the responsibility of signing the PIO/Ps and/or PIO/P amendments with effect from February 10, 1992.

Year 1992: Goal 6: Objective 1:

() 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.

() The Participant Training Unit has been returned the responsibility of signing the PIO/Ps and/or PIO/P amendments with effect from February 10, 1992.

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.

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.

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Administration Unit

SEMI-ANNUAL WORK PLAN

January 1 to June 30, 1992

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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.
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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:<>1- 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)

<>2 - Jun 1992: Arshad Mahmood has checked and received the inventory etc. from the departing staff and stored it.

<>2 - 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.

<>2 - 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.

<>1 Replace LJK's name with COP's

<>2 Replace Mahmood's name with Ansar

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.

Year 1992: Goal 1: Objective 4:

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.

<> Delete the whole entry



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.

Delete the whole page

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.

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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.

<>1 (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.

<>2 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

<>3 (Mahmood sent).

<>1 Delete (done). <>2 Replace Mahmood's name with Ansar.
<>3 Delete (sent)

Year 1992: Goal 5: Objective 1:

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.

<> Replace Mahmood's name with Ansar

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: <>1 June 19, 1992

Measurement: Scope of work of departing staff

Action Plan: <>2 - Asif Barlas departed June 30, 1992. His duties distributed between the Accountant and Mahmood.

<>1 Change June 19 with Jan. 12

<>2 Arshad Mahmood and Asif Barlas departed January 21, 1992. These positions have been amalgamated into one position of Admin. Assistant for which Javed Iqbal from CIELS has been taken.

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 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)

- 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.

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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.

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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.

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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).

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.
