

PD-ABL-524

**DEVELOPMENT SUPPORT TRAINING PROJECT
PAKISTAN**

Fourteenth Semi-Annual Progress Report

**Reporting Period:
January through June 30, 1991**

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I. Executive Summary

Pakistan DSTP experienced a lot of upheaval and change during this reporting period, January through June 1991. The consequences of Congress' decision to authorize no FY 1991 funding to Pakistan as they implemented the Pressler Amendment were significant. The Gulf War, with its extensive evacuation of USAID and contractor staff, was the other major source of disruption. The projects' accomplishments during this period serve as a strong testimony to the high calibre of Pakistani staff, trainers and consultants working for AED, as well as, to the leadership of John Tabor and Thea Sierak, who remained in Pakistan during the evacuation period.

Preparing a written response to the Inspector General's audit of USAID/Pakistan's participant training program was the first task of the evacuees. Larry Kirkhart, Janet Paz Castillo, Patricia Johnson, Cynthia Brown and Tom Rogers worked intensely for six weeks with PPTP staff to respond to numerous issues raised by the IG's audit. The balance of the time they revised their work plans to fit the budget constraints faced and monitored filed office activity long distance.

Though slower, the participant flow continued during the war and speeded up rapidly afterwards. Many more participants are being nominated for training than had been anticipated during the spring.

The major reduction of the project budget caused many dramatic, unanticipated changes. Management Training was allowed to complete an orderly phase down with a very restricted budget. Its end date was set as September 30, 1991. MTU drafted a phase-out plan which C. David Esch approved. The Agricultural Training Unit was phased out June 30, 1991. Administration and participant training units in the U.S. and Pakistan were also cut significantly. Termination of the Winrock International subcontract was set for September 30, 1991. Other personnel reductions were planned in the home and field offices. Attrition has been a major source of reduction among home office staff.

CIELS responded most successfully to the adverse conditions. CIELS students and their instructors worked extremely hard and made some of the fastest gains in CIELS history. Teachers introduced new modules in academic English. Institutional testing slowed down during the war.

John Tabor, Chief of Party, and Janet Paz Castillo, Director of Participant Training, completed their assignments in Pakistan. Larry Kirkhart was promoted to Chief of Party through December 18, 1991. Cynthia Brown was promoted to the Director of Participant Training. Tom Rogers became the director of the Follow-up Unit to document and support returned participants.

II. Management Training

A. Impact of Gulf War

The period from January to June, 1991 was a period of uncertainty. The evacuation of the expatriates in January, followed by the Gulf war, and subsequently, the projected phase-out of the Management Training Unit by September 30, 1991, created an environment of instability and uncertainty.

Despite these unusual circumstances, Management Training offered fourteen programs during this period and developed a detailed phase-out plan that is being implemented. In view of the phase-out, special efforts were made to insure that a number of activities were brought to their logical conclusion.

B. Phase down Processes & Planning

Three-day Phase-out Planning Seminar:

Because of the need to phase-out the Management Training Unit (MTU) by September 30, 1991, a phase-out planning activity was undertaken during April 1991. This intense exercise produced a coherent strategy for an orderly phase-out that responds to the constraints faced by MTU and enables the unit to bring various initiatives to a successful conclusion by September 1991.

The outcomes of the planning activity were as follows:

- o A plan for programs to be delivered between May and September 30, 1991.
- o A plan/strategy for providing support to MTU clients in view of MTU phase-out.
- o An MTU staff career plan for a smooth transition into the next phase of their careers.
- o A plan for MTU records (Library database, MTU general database and non-computer based records).

C. Summary of Area Activities

Some of the important activities carried out during this period were:

- o How to Set-up a New Project: Two iterations of this program were offered during this period. With the last iteration, a Training of Trainers (TOT) program was held. In a short span of eleven months, about 200 participants were trained and three new

network groups in Karachi, Islamabad and Peshawar were established.

- o EDP Workshop for Women: An EDP workshop for women was held in Karachi with nineteen women participants. It was conducted by local trainers for the first time.
- o Career Planning for WID Interns: Because of the phase-out of the MTU, a career planning workshop was held for the interns of the Women in Development (WID) program. Seven WID interns participated in this program. They developed individual career plans during this three-day workshop.
- o Privatization Seminar: A three-day privatization seminar was conducted in Lahore at the Pakistan Administrative Staff College. The seminar brought together all the key senior stakeholders, GOP, private investors, professionals, and labor union representatives. They formulated a set of recommendations, representing the joint views of the participating groups, and presented them to the Finance Minister. The seminar was a resounding success.
- o Project Management Skills Workshop: Two iterations of this program were offered during this period. Both programs were offered by local consultants.
- o Project Management Skills Workshop for Women NGO's: The first ever such program was offered in Karachi. Twenty-two participants attended the program.
- o Training Needs Assessment Workshop: This program was attended by fifteen participants and was conducted at Service Industries Limited, Lahore. This was the first time that the program was run completely by local consultants.

1. Private Enterprise Training Initiative (PETI)

a. How to Set up a New Project (HSNP) Programs No. 4 & No. 5

'How to Set Up a New Project' is a program designed for business owners who want to start a new business. One of the target groups is Pakistani who recently returned from working in the Middle East They have the capital but no the know how for setting up a new business.

Two programs of the HSNP series were offered during the six months period, one in Peshawar and the other in Lahore. Like the previous three programs, these two programs were quite successful -- despite the constraints faced because of the Gulf war and the funding situation.

Twenty-seven participants attended the fourth HSNP in Peshawar. The course fee was Rs. 5000 (which was quite high for Peshawar). The quality of the program and a well executed marketing effort made the program a success.

The fifth HSNP in Lahore was also a big success. The course fee was Rs.8000. There were 38

participants in the program.

Because of the phase out of the MTU, this was the last program in the series of HSNP offered through AED. During the last eleven months, this program was offered five times -- once in each major city of Pakistan. Over 200 participants were trained and three EDAS-like business network groups were formed.

The EDAS faculty for this program received very favorable evaluations from the participants. The series of resounding successes that this program has had is perhaps without precedent. And, the program is poised to continue for a long time without AED's support.

b. Training of Trainers (TOT) program for How to Set up a New Project

In view of the long-term potential of this program, both in terms of participants to be trained and in facilitating the formation and evaluation of network groups, MTU's strategy was to support the development of faculty in all major cities of Pakistan. Due to the phase out of MTU, a contingent plan, the TOT of HSNP, was adopted.

The concept was to train potential trainers in all the major cities of Pakistan so as to enhance the possibility of this program being offered by local faculty in their respective cities.

The TOT program was offered in Lahore from May 20 to 26. Nine potential trainers were trained. They belonged to Network for Enterprising Women (NEW) from Karachi, and IDEAS, BITS, and BRD (the network groups) from Karachi, Peshawar, and Islamabad respectively.

c. Entrepreneurship Development Program (EDP) Follow-up

A follow-up was conducted on the EDP offered by MSI to assess the actual impact of the first workshop (delivered in Lahore between December 3-13, 1989). Data on the present state of companies owned by participants was gathered through questionnaires and personal interviews (conducted mainly on site). At the end of individual interviews, a collective session was organized in Lahore. Imtiaz Khalid and Ajaz Rahim facilitated this session. The participants' remarks were recorded on video. It was observed that in terms of annual turnover, business operations of all the participants had grown. Five new businesses had been set-up over the last one year. The results of the follow-up suggest that the program has been quite successful.

2. Women In Development (WID)

a. Small Business Workshop

The workshop on "How to Set-up and Manage a Small Business" was held in Karachi between March 2-14, 1991. Nineteen women attended the workshop. This is the first time this particular workshop was conducted by local trainers.

Mr. Afzal Muneef, Minister Planning and Development, Sindh, was the Chief Guest; he also distributed the certificates to participants.

b. Career Planning for WID Interns

A three-day workshop on Career Planning was conducted at the Services International Hotel, Lahore. The workshop was designed for the WID interns recruited for the intern training program in September, 1990.

Seven WID interns attended the workshop conducted by Dr. Najma Najam and Urusa Fahim.

3. Development Management Training Initiative (DMTI)

a. Seminar on Privatization

A three-day Seminar on Privatization was held at the Pakistan Administrative Staff College during May 13-15, 1991. This program was offered jointly by DMTI and PETI. The seminar received an overwhelming response from all over the country. The main objective of the seminar was to bring the following stakeholder groups on one platform and to enable them to share their perception of the consequences of privatization.

- Government of Pakistan officials
- Management of state owned enterprises
- Representatives of private sector
- Labor unions
- Professionals (bankers, accountants, consultants, etc.)

The program successfully achieved its objectives and the stakeholder groups were able to develop and produce a common set of recommendations which were presented to Government of Pakistan. The program was a resounding success and influential due to the presence of key people like, Lt. Gen. (Retd) Saeed Qadir, Chairman, Privatization Commission; Raja Abdur Rahman, President, Federation of Pakistan Chambers of Commerce & Industry; Khurshid Ahmed, Secretary General, Pakistan Federation of Trade Unions; and Sartaj Aziz, Finance Minister, who delivered the closing address.

There were 50 participants and about 150 additional people who attended the opening and closing sessions. The Governor of Punjab inaugurated the seminar. The seminar was also attended by many prominent industrialists, bankers, accountants and international consultants. A USIA Worldnet teleconference on satellite, featuring expert panels in the U.S. and Pakistan, was a very important feature of the seminar. The program received wide coverage in the media including TV, Press, and Radio.

b. Follow-up Clinic for Project Management Skills Workshop

A 3-day clinic was organized at Quetta during January 8-10, 1991 for the alumni of the first Project Management Skills Workshop. Due to the Gulf Crisis, the expat consultants that were training the local consultants to deliver the clinic had to leave early, which necessitated last minute changes in the schedule. Nonetheless, seven participants from the first workshop were still able to attend the follow-up session.

c. Project Management Skills Workshop, No. 3rd & No. 4

Two iterations of this program were offered.

The third Project Management Skills Workshop was conducted in Quetta from January 12-24, 1991. Although, the two expat consultants, Morris J. Solomon and Jack Star, had to leave due to the Gulf crisis, the four local consultants conducted the workshop entirely on their own. A total of 22 participants, including five women, attended the program. Participant feedback indicated that the local consultants did an excellent job.

The fourth Project Management Skills Workshop was concluded at NIPA, Karachi. A total of 19 participants attended the workshop, including four women. The workshop was delivered by four local consultants (Sadiqa Salahuddin, Simi Kamal, Haziq Siddiqi and Shahid Mir). Two interns (one male and one female) assisted the consultants and observed the workshop carefully with a view to taking over the training capability, if required to do so in future.

d. Project Management Skills Workshop for Women NGO's,
(February 24 - March 7)

The first Project Management Skills Workshop for Women NGO's was conducted at NIPA, Karachi. A local NGO, Raasta Development Consultants, co-sponsored this program. A total of 22 participants attended the workshop. Twelve (12) of the participants were women. To meet the specific needs of the target group, most of the instruction was done in Urdu. Ms. Simi Kamal and Ms. Sadiqa Salahuddin were the lead trainers of the workshop. Three WID interns assisted the consultants and observed the workshop with a view to training the program in the future.

e. Urdu Translation of Project Management Manual

Subsequent to the workshop for NGO's, AED received feedback from participants to translate the Project Management Manual into Urdu. To enhance the impact of AED training program and to provide a continuing assistance to project managers, AED embarked upon an Urdu translation of the Project Management Manual. Raasta Development Consultants, a Karachi based NGO, was contracted to do the translation. The final draft is being printed.

4. Training of Training Professionals (TOTP)

a. Training Needs Assessment Workshop

The workshop was conducted at Service Industries, Lahore on June 8-20, 1991 for district managers. Fifteen participants, including seven women, attended the workshop. This program was conducted very successfully for the first time by local consultants without expat assistance.

D. Home Office Support

Home office support for management training covered many different phases as the war unfolded, the budget crisis became clear and phasedown was mandated. The initial impact of the war was the early return of a number of consultants before they had completed their assignments. Howard and Sue Lamb was just about to implement their second training of trainers in Peshawar when they were ordered to return. Morris Solomon and Jack Star had made extensive preparations for the second iteration of their project management course. They were only able to train the trainers prior to their ordered departure. Numerous pending assignments were canceled including negotiations with ICECD for surveys, Consulting Skills with Edie Seashore, the NIPA/Lahore research skills for women.

A number of alternatives were explored for delivery of the Privatization Workshop at the Pakistan Administrative Staff College. Eventually it was clear the contract could not afford to use any U.S. based consultants except through satellite. A search began for appropriate participants, including trainers from INTRADOS, which had previously trained Pakistanis in privatization and potential speakers from USAID. Final arrangements were made directly by USIA.

After much negotiation Management Systems International (MSI) agreed to conduct the final training and certification of Entrepreneurship Development Program trainers at a substantially reduced cost in view of budget limitations. Due to scheduling difficulties the EDP will be delivered late September through October 10, 1991, after all other MTU activities have been completed.

The Home Office team worked closely with the MTU and Chief of Party in developing a fixed budget for the orderly phase out of the program by September 30, 1991, intended to allow MTU staff and consultants to develop alternative career options and maximize transfer of courses and skills to Pakistani organizations and individuals.

III. Participant Training

A. Field Office Coordination

1. Inspector General Audit Report

In January, 1991, the initial draft to the Inspector General's Audit Report was received (based on an audit of the Participant Training program which was conducted during 1990). There were many areas of concern that required a response. An AED/PPTP task force was formed to draft a response for USAID, during the evacuation period by both field staff and home office staff in Washington, DC, with frequent review by USAID staff. AED/PPTP staff were also invited by USAID to participate in a meeting with the Inspector General's staff in March to discuss the report. The official response was prepared by USAID/HRD and submitted in April. A revised report was prepared by the Inspector General's office and was resubmitted to USAID in June, 1991. As a result of the joint effort, a number of corrections were made in the report, substantially changing certain key recommendations.

2. Impact of Gulf War on Participant Training

Participant training field staff activities were critically disrupted during the period of January 1 to June 30, 1991, due to the Gulf war crisis and the evacuation of Janet Paz Castillo, Cynthia Brown and Tom Rogers to the home office in Washington DC. The evacuation period lasted from January 14 to mid April. During this time Kanwar Nasir served as Acting Program Manager with Shahana Javed as his Deputy. The field staff did an excellent job during the evacuation period and participants were still able to depart for training.

During the period of the evacuation Janet Paz Castillo, Cynthia Brown and Tom Rogers worked in the AED Home Office in Washington DC. Their scope of work included drafting a response to the audit report, working with PPTP staff to write Final Reports on participants, and meeting with AED Finance staff to discuss the closure of files, and better integration of home and field office tracking and reporting systems. They also assisted in participant placements, as needed.

3. Impact of Phasedown

Due to the uncertain USAID budget situation, the Economic Affairs Division (EAD), Government of Pakistan (GOP), did not release the USAID FY 91 training plan for many months. To resolve the situation the DST Project Officer conducted a comprehensive review and revision of the training plan in conjunction with USAID Project Officers to assure the GOP that adequate funds would be available to process the nominations in the plan. EAD ultimately released the plan to the provinces in June, 1991. This delay had severe consequences for many projects, since many anticipated new academic participants will be unable to complete lengthy programs prior to their sponsoring projects' Project Activity Completion Dates (PACD).

Due to budget constraints, an agreement was reached in meetings between HRD and the Ministry of Science and Technology and the Ministry of Education outlining a new relationship between the GOP's international training programs and USAID. It was determined that a ceiling of 25 new nominations would be administered by USAID for the Ministry of Science and Technology. A deadline of May 5 was instituted for the Ministry of Education, after which no new nominations would be accepted by USAID. A letter outlining the understanding has been forwarded to AED. Tom Rogers has been working with Saleem Razzaq and Abdul Hameed, AED Case Officers for the Ministry programs, to bring the administration of new nominations to a close.

4. Statistics - January 1, 1991 to June 30, 1991

New Nominations Received

Academic Participants	43
Technical Participants	82
Total	125

Participant Departures

Academic Participants	84
Technical Participants	324
Total	408

Participants Returned from Training During Reporting Period

Academic Participants	160
Technical Participants	371
Total	531

5. Database

During the reporting period the following database functions were designed and implemented:

- A module was developed to generate four different types of PIO/P amendments.
- A module was developed to mass print confirmation of return letters.
- The system was modified to enable the user to choose between the laser or dot matrix printer during the print request for database generated letters, forms, and PIO/P

amendments.

- A program was designed to print the "Return Status Report" for quarterly submission to the Office of International Training (OIT).
- A program was created to selected participants requiring TOEFL/GRE for CIELS use.
- The system was reprogrammed to change the computer number field to PDF (Participant Data File) numbers and to modify existing screens and printouts accordingly.

6. Regional Offices

During the reporting period the Regional Offices processed the following number of participant departures:

Lahore - 131 participants
Karachi - 99 Sindh participants plus 52 Balochistan participants
Quetta - 52 participants

Due to the budget cuts the Lahore Office was closed during the reporting period. Janet Paz Castillo and Cynthia Brown met with Mr. Chugtai, the Liaison Officer for USAID Lahore, to discuss arrangements for the Liaison Office staff to help support AED Islamabad, particularly in the sensitive area of submitting visa requests to the Lahore Consulate Office.

7. TOEFL Requirements for ARD Participants

A directive was given by ARD/USAID mandating that all ARD participants be tested for English language proficiency in order to qualify for overseas training. This directive applies to all new nominations received.

8. Project Activity

The following projects ended, either due to funding problems or Project Completion dates, during this period:

Road Resources Management (0480)
Primary Health Care (0475)
Food Security Management (0491)

The PACD of the Population Welfare Planning (0469) was extended from Sept. 30, 1991 to Sept. 30, 1992. The PACD of Development Support Training Project (0474) was extended to 12/31/94. The PACD of Agricultural Sector Support Training (0492) was shortened from 12/31/95 to 12/31/94.

Several Project Officers and/or Project staff that the AED participant training staff has worked with departed Pakistan during this period of time. The USAID staff that departed Pakistan are Pat Peterson/ARD, Tom Olsen/ARD, Heather Goldman/HPN, Richard Goldman/PIE, Dorothy Bazos/HPN and Curtis Nissley/ARD.

The new projects that AED was advised it would administer training for include Northwest Frontier Area Development (0485) with an end date of 8/9/93, Shelter Resource Mobilization Program (0507) with an end date of 6/30/94 and Private Investment Expansion (0514) with an end date of 8/19/97.

9. Finance Related Issues

a. Monitoring Finances

AED was given a new responsibility of monitoring participant finances. A system was established whereby all PIO/P allocations would be monitored by PIO/T by the Financial Officer of the field office's Administration Unit. A report indicating the current balance of the PIO/Ts would be prepared on a weekly basis for submission to the Participant Training Unit and the USAID Project Officers. To enhance the controls on the PIOP authorization system, the Systems Analyst was given the responsibility of reviewing all PIOPs for accuracy before submission to USAID.

b. DSTP (0474) Nominations

Nominations under the Development Support Training Project (0474) continued to remain on-hold due to the unavailability of funds, with very few participants going for training. USAID/HRD and AED conducted a review of all DSTP nominations which had been pending for over one year and canceled those which had not yet complied with the basic requirements. A total of 133 nominations were canceled and Economic Affairs Division was advised.

c. PIO/P Close-Out Amendments

Based on data provided in the Closed File Reports, a concerted effort was made by PTU staff in the preparation of PIO/P close out amendments for training expenditures. This effort will be on-going until the backlog of amendments are completed. Tom Rogers was designated to act as a "clearing office" through which closed file reports and PIO/P close out amendments were reviewed. This responsibility will revert back to the Program Manager since Rogers will no longer be a member of the PTU after June 1991.

10. Staffing

a. Staff Reductions

Due to budget constraints, the staff of the Participant Training Unit will be reduced dramatically.

Announcements were made to the field staff employees in May, specifying the projected date of termination of each position.

b. Lahore Office Closed

In June, 1990 the Lahore Regional Representative office was closed. Mushtaq Ahmad left AED after 7 years of service to join the British Council.

c. New Program Manager

During the reporting period, Cynthia Brown was approved by USAID for a US hire status for the Deputy Program Manager position. Subsequently, Janet Paz Castillo announced her resignation as Program Manager and intent to take a position with AED's AIDS Communications Project in Washington DC. Cynthia Brown will replace Janet Paz Castillo as Program Manager. The Deputy Program Manager position will be left vacant.

d. Establishing a Follow-Up Unit

Tom Rogers left the position of Academic Counselor for the Participant Training Unit in order to establish and direct a new Follow-up Unit. In this capacity he will report to the Chief of Party.

B. Home Office Coordination

1. I.G. Audit

Shortly after the arrival of evacuated AED/Islamabad expatriate staff from Pakistan, the draft report from an I.G. Audit of the field operation was issued. A number of serious questions were raised in the form of recommendations. As the majority of the recommendations related directly to participant training, presence of AED/Islamabad expatriate staff was critical in drafting a response. Bonnie Barhyte and Mark Ketcham, in addition to the others, contributed significant time and effort in drafting the response. PPTP staff were involved as information on specific project activities was needed. Dr. David Sprague and Mr. Chuck Aanenson from the USAID/Pakistan provided overall guidance. The result of the audit and recommendations has been a number of procedural changes which have strengthened the project's participant training reporting and cost monitoring.

2. Impact of the Gulf War

During the months of January, February and March, project activities were significantly affected by the evacuation ordered due to the Gulf War. Directly related to participant training activity was the evacuation of Janet Paz Castillo, Cindy Brown and Tom Rogers from the field office. Their evacuation gave PPTP staff the unexpected opportunity to work closely with the field team

on participant training matters. It allowed the three, as well, to learn about the procedures, constraints and daily routine of D.C.-based participant training staff. Staff were able to develop a better understanding of both D.C. and field office operations. Major activities undertaken during this time with field office staff help included review of participant budgets (with comparison to PIO/P allocation) and placement of participants. Significant time and effort was also devoted to the I.G. Audit response.

While participant training activity slowed during the evacuation period, participants continued to arrive for training, placements continued to be made and all routine activities of the project continued. Host country staff who manned the AED/Islamabad office during this period are to be credited for the success of their effort to keep operations running "business as usual".

3. Campus Visits

During the Spring, 1991, PPTP staff visited twenty-nine academic training institutions throughout the U.S. 143 participants were in attendance at these universities. Visits by staff included appointments with participants, academic advisors and international student office staff.

4. Statistics for Active Cases

During the six-month period from January through June, 1991, a total of 1522 participants were in some stage of placement or actual training. Forty-two percent of these were technical participants and fifty-eight were academic. Approximately twenty-eight percent of these were from ARD projects. In addition to these, sixteen files remain with staff in various stages of placement but without PIO/P authorization.

5. Program Completion

272 participants completed training during the period reported. Four reentry workshops were conducted by PPTP staff for academic participants departing the U.S. following successful completion of their program.

6. Staff Activities

a. Visitors

During the reporting period approximately twenty representatives from training institutions visited the PPTP offices to meet with project staff.

Visitors invited to speak with staff included Mr. Mark Parkinson, Country Director, Peace Corps/Pakistan, Ms. Sharon Epstein, Pakistan Desk Officer, USAID/Washington. Mr. Jan Karpowicz, Balochistan Refugee Education Project, and Ms. Darlene Wilkerson, Afghan Women's Income Generation Project, also spoke to staff.

During the past six months, two representatives from the Embassy of Pakistan met with staff. Dr. Shfaq Ahmed spoke to the staff about Islam. Dr. Sikander Hayat, the newly appointed Education Attache, visited the office to meet with staff and to learn more about the project, especially the Ministry-funded programs handled by PPTP.

b. In-House Workshops

Several in-house training sessions were provided for staff during the past six months. These included sessions on participant placement, interpretation of Handbook 10 for academic participant administration, and training for conducting Re-Entry/Exit Seminars.

During the month of June, Mr. C. David Esch, USAID/HRD, Pakistan, visited Washington for approximately two weeks. During this time he met with participant training staff to discuss both general training issues and individual participant concerns. One of the purposes of his visit was to gather information on training follow-up activities which might be appropriate to be used in Pakistan. A number of visits and appointments were arranged for him for assisting to accomplish this objective.

c. Professional Activities / Conferences / Workshops

During the past six months, several members of the staff represented the project on panels and in workshops. Kirk Peterson made a presentation at a NAFEO/NAFSA workshop on Internationalizing HBCU's. Dan Craun-Selka conducted a workshop NAFSA-sponsored workshop on technical training and also presented at a workshop on the same topic at the national NAFSA conference in May. Mark Ketcham participated as a panelist at the national Big 8 University conference; the topic was sponsored student training.

In addition to the above, PPTP staff participated in the following activities:

- International Development Conference (IDC) Anna Spielbauer
- NAFSA National Conference Dan Craun-Selka
Paul Loftus
Mark Ketcham
- "Development Programs, Women and Human Rights" (Society for International Development) Several Members

7. Arrivals/Orientation

A total of 316 participants arrived for training between January 1, 1991 and June 30, 1991. 239 of these arrived for technical training; seventy-seven arrived for academic programs. 220 participants attended orientation programs conducted by the PPTP staff. Thirty-three of these also attended orientation at the Washington International Center. Participants who arrived for

orientation in December 1990 are not included in these statistics They are reported under item 9 because their programs started in January 1991. This explains the discrepancy between the number of participants who arrived and the number who started programs during the reporting period.

8. Ministry Funded Programs

The chief concerns among the Ministry-funded participants are the duration allowed them for the completion of their M.S./Ph.D. degree and the availability of funds from sources other than the Ministry to allow them to continue in their program beyond the duration of their scholarship. The majority of students who have performed well in their programs during their period of funding have been successful in securing additional finances either through university assistantships or from other sources. There have been, however, some students for whom the unavailability of funds has required them to return to Pakistan without completing their degree.

The matter of duration of stay was discussed with Mr. C. David Esch during his visit in June. For many of the Ministry students who are enrolled in research programs, four years of funding and an additional year as a partially-financed participant is not sufficient for completion of a Ph.D., even in cases where a participant has worked especially hard to try to complete the degree within five years. Mr. Esch agreed that there may be cases where additional time is needed. Requests for additional time should be very strongly supported and approval will be considered very carefully.

Relating to the issue of duration of stay is the fact that the number of MOST students who have failed to return to Pakistan has continued to increase. During the reporting period, Ministry students comprised 29% of all academic trainees. Ministry students, however, comprised almost 60% of the participants reported during the same period as non-returnees. During their training, Ministry students often discuss their concern about the lack of employment on return to Pakistan. As these students are being trained to be highly skilled researchers and are presently conducting research at some of the most highly regarded research institutes in the U.S., it is difficult for them to imagine that they can appropriately use their skills and training after returning. Non-return of Ministry students is expected to be a continuing and increasing problem in the future.

9. Program Starts

A total of 411 participants began training programs during the reporting period. 370 began programs in the U.S. while 41 trained in third countries.

10. HBCU Initiative Activity

During the six-month period between January 1, 1991 and June 30, 1991, staff have increased their effort to place participants at HBCU's and have, as well, worked to develop an awareness of the needs of USAID-sponsored participants by HBCU's. In the spring, a member of the PPTP staff participated on a panel at a joint NAFEO/NAFSA Workshop, "Dynamics of Internationalizing HBCU's" held at Lincoln University in Pennsylvania. Also, staff met with Ms.

Brenda Thomas, the newly designated USAID/NAFEO liaison to discuss issues relating to participant placement and subsequent attendance at HBCU's. Dr. Ally Mack, Coordinator for the Mississippi Consortium for International Development, also met with staff during the spring. Several tailor-made programs have been arranged with the Consortium.

The majority of nominations for training received by PPTP are not appropriate for HBCU placement. Approximately 20% of the nominations pending during this six month period are for training which HBCU's can provide. In these cases, staff have attempted placement for more than 100% of these (where more than one HBCU appears to be able to provide appropriate training, staff has often submitted an application to more than one for a participant). For three of the last six months, detailed analyses of HBCU activity have been done on pending files. These indicate that over 50% of PPTP staff attempts to arrange programs at HBCU's have been successful. Additional to this is an attached summary of HBCU activity in relation to those participants who began programs between January 1 - June 30, 1991.

11. Training for Women

Training for women has been a stated priority for USAID. Of trainees administered by the Pakistan Program from January - June 1991, an average of 15% were women. Women have comprised an average of 18% of the participants being placed during this period.

12. Balochistan Scholarship Program

During the reporting period, the majority of students nominated through the Balochistan Scholarship Program III arrived and began their training. Of the 43 who arrived, four decided to return to Pakistan shortly after beginning their training. Seven scholarship recipients had yet to arrive to begin training.

As of June 30, 1991 there were seventy-one Balochistan students in academic programs. The last BSP I participant was nearing the completion of bachelor degree level training and was expected to graduate shortly. Of the remaining students, thirty-one were a part of the second Balochistan Scholarship Program.

In order to allow completion of their degree objective, several of the BSP students required extensions. Eighteen participants were granted extensions to remain in training beyond May, 1991. Several requests for extensions beyond August, 1991 were still pending. The average length of extensions needed is nine to twelve months.

Concerns raised by students are similar to those expressed in the past. Those in associate degree programs expressed interest in pursuing bachelor degrees and among the BSP III students, several indicated an interest in transferring from their associate-level program. Related to this concern are the opportunities for employment in Pakistan, especially if the highest degree achieved has been an associate degree.

13. Participant Finances

Finance had a very busy six-months. In February one financial assistant who is in the Marine reserves was called to two months of active duty. Another financial assistant took three months of maternity leave. Participant taxes, presence of the field office participant training staff, and relocation of the finance unit to the first floor contributed to the challenges facing the unit.

The participant taxes for 1990 were time consuming; IRS 1042 forms were sent to all the in-training participants by March 15th. By April 15th, AED sent USAID 12 large envelopes with tax information for participants that have left the country. Each envelope contained one of the following categories:

Number	Classification M/J/F (Length & type of training)	Power of Attorney on file YES/NO	Return Date to Pakistan prior to or after 6/21/91
<u>Job related training 24 months or longer</u>			
1	M: > 24 months	YES	AFTER
2	M: > 24 months	NO	AFTER
3	M: > 24 months	YES	BEFORE
4	M: > 24 months	NO	BEFORE
<u>Job related training less than 24 months duration</u>			
5	J: Job related < 24 months	YES	AFTER
6	J: Job related < 24 months. a) Net income > \$2,050.00 b) Net income < \$2,050.00	NO	AFTER
7	J: Job related < 24 months	YES	BEFORE
8	J: Job related < 24 months a) Net income > \$2,050.00 b) Net income < \$2,050.00	NO	BEFORE
<u>Balochistan Project (BlchF)</u>			
9	F: Scholarship/Fellowship	YES	AFTER
10	F: Scholarship/Fellowship	NO	AFTER
11	F: Scholarship/Fellowship	YES	BEFORE
12	F: Scholarship/Fellowship	NO	BEFORE

At the same time the finance unit responded to questions from the AED internal auditors and Janet Paz Castillo and Cindy Brown about PIO/P allocations.

In April the Participant Finance Unit started to monitor more closely the budget amounts, the PIO/P allocations and the check requests to verify that the participants' expenses would not exceed the PIO/P allocated amount. Finance also started to keep track of the different PIO/T allocations for each PIO/P.

Finance's latest project is to find out how much money was allocated in PIO/Ps for carry-over participants under DSTP (I) PIO/Ts, expenditures paid under DSTP (I), and expenditures paid under DSTP (II).

14. Home Office Computerization

The decision was made to purchase eight new computers and two printers for the project. This was in lieu of the LAN originally discussed, due to the limited funds available for the phase down period. The computers and printers were received on March 25, 1991. The cabling was completed by the second week in April and the installation of the computers and printers was finished by the end of April. Wordperfect and Lotus were then installed by Anna Spielbauer and David Seder.

Several training sessions in DOS and Lotus were conducted for PPTP staff during May and June. A training lab was set up with four computers and a printer. The classes were limited to four participants at once so everyone could have access to a computer without disrupting the normal work flow of the office.

A participant setup form and report was created on the Wang for the finance staff. This form is for finance to pull the information needed to give accounting to setup a new participant on their system. The Wang budget file was modified to calculate the expected taxes participants would have to pay during their program according to the different categories set up by the IRS.

Several other reports were downloaded to the Compaq and imported into Lotus to manipulate the data to get information needed by USAID about the project.

C. Problems, Constraints and Recommendations

1. **Problem:** The Islamabad Participant Training Unit continues to receive nominations for set programs with a very limited amount of time to process, often less than one working week. During this time the participant must clear the medical procedure and often a PIO/P has to be prepared. Then the participant must obtain clearance from the GOP, State Bank of Pakistan clearance, obtain traveler's checks from the Bank of America, complete visa formalities and obtain an airline ticket. PPTP cannot begin to make arrangements until the PIO/P and then ETA/Medcerts are received. With very short lead time the participants are often late in departing and have to forgo the Washington orientation. Their training program begins on a bad note, since they are given very little

time to prepare themselves and are pressured into completing their pre-departure formalities as well as their work and personal obligations in very little time.

Recommendation: USAID Project Officers need to understand the pre-departure procedures and ensure that AED is given adequate lead time to process nominations. If adequate time is not given, then the Project Officers should agree to defer the participant until the program is offered again.

2. **Problem:** The Consulates have been increasingly strict in processing all visa applicants, including J-1 and J-2 visas for participants. As a consequence they have increased the amount of time necessary to issue visas. This has particularly been a problem in Lahore and Islamabad.

Recommendation: The DST Project Officer and Participant Training Program Manager should meet with all new Consular Officers when they arrive to introduce them to the participant training program and the procedures which we use to select, monitor and confirm the return of each participant. Adequate lead time needs to be given to the PTU to process participants so that AED does not have to request the Consulates to process visas on an urgent basis.

3. **Problem:** With the new financial monitoring responsibility, it is essential that accurate data is maintained on all PIO/Ps and PIO/P amendments issued. Currently the Participant Training Tracking System can only monitor one PIO/P amendment and does not track amendments against different PIO/Ts.

Recommendation: During the next six month period AED's Systems Analyst will modify the database to provide additional fields to monitor all PIO/P amendments which are issued.

4. **Problem:** The number of non-returned participants has continued to gradually increase since the first were reported to USAID in 1988. PPTP staff have routinely reported cases of non-returnees to USAID/Office of International Training as required by Handbook 10 and has kept the AID Mission advised of these cases. Until 1988, no participants were reported as non-returned. Since then, however, the number of participants has gradually increased. In 1988, three participants were reported; in 1989, eight were reported; in 1990, 25 were reported; in the first six months of 1991, 17 have been reported. During the past six months participants reported as non-returnees comprised approximately 6% of those who completed training.

A number of factors can be used to explain this increase. The project is at the point where a large number of academic participants are completing training they began several years ago. Ministry participants comprise a larger percentage of non-returnees than any other group. As the Ministry program began in 1986, students have only begun to finish their initially funded or even partially-financed extension period during 1991. It is expected

that as a group, the Ministry programs will continue to comprise the largest percentage of non-returnees and that the numbers will increase.

Recommendation: PPTP, AED/Islamabad staff, USAID and the Ministries need to make a concerted effort to ensure all is being done which can be done to address the problem of non-returned participants. In relation to the Ministry programs, there continues to be an ambiguity of authority. PPTP staff administer programs in accordance to Handbook 10 guidelines and Mission directives. There are often cases, however, where the Ministry issues official statements allowing participants to do things which are not allowed by USAID guidelines. This confuses participants who consider that their government has the final authority over the way in which their training is administered. There have been several cases, for example, where the Ministry has asked PPTP staff to allow a MOST student to remain beyond the period USAID allows. This was discussed with Mr. Esch during his June visit. PPTP staff will forward copies of memos to MOST through USAID/HRD to ensure that HRD is aware of the issue. Clearer channels of communication between PPTP, AED, USAID and MOST continue to be needed. Also, It is recommended that USAID meet more frequently with MOST officials to ensure that MOST's directives are within what USAID regulations allow.

5. **Problem:** For both technical and academic participants the number of requests to arrange programs for participants without PIO/Ps has increased. For technical training, staff were asked to confirm program availability and at times arrange for programs with instructions that the PIO/P will be forwarded shortly. This has always created problems for programming staff. With the effects of the budget reduction, however, less staff are available to work on these requests. Related to this are the requests for add-ons to technical training. These are often requested by the participant or by the field once the participant has already begun training; nothing in the documentation submitted with the file or nomination for placement has indicated that add-on appointments would be expected to be arranged.

Recommendation: PIO/Ps are needed for PPTP staff to be able to take action on files. These should be forwarded in the form of nominating letters or actual PIO/P documentation. Where add-ons are to be a part of a technical program, this information should be submitted to PPTP with the participant nomination. Project Officers should again be advised of the placement process for both technical and academic participants. Requesting last minute arrangements for participants is disruptive and often leads to strained ties with training organizations or contacts with whom visits are requested.

6. **Problem:** During the evacuation period, a great deal of time was spent reviewing participant budget amounts to ensure that sufficient PIO/P funding was available. It was expected that PIO/P amendments to bring the allocation to the level of funding needed would be processed. As of June 30th it was still the case that a number of participants lack PIO/P funding adequate to cover estimated expenditures. This results in last minute requests for PIO/P amendments when actual costs reach the present allocation. As PIO/P

processing takes several days, these last minute requests result in delayed payments to participants and disruption to their program.

In many of these cases, the amounts needed have been approved by USAID by approval of the Training Implementation Plan (TIP) or in the form of an Action Request which included the budget information. In all cases, budgets were submitted either before or shortly after the participant began training as is required in Handbook 10.

While Mr. Esch was in Washington, he agreed to authorize our paying expenditures above the PIO/P allocation up to (\$250/technical; up to \$500/academic) in order to reduce the need for immediate amendments.

Recommendation: The best way to resolve this issue is to continue to make PIO/P amendments to cover estimated program expenses a priority.

7. **Problem:** Of major concern in relation to the reduced budget and staffing is the accuracy of projections on which staffing has been based. The numbers used were based on those nominations presently with contract staff in addition to those participants presently in-training. Added to those were the estimates of projected nominations provided by USAID/Pakistan.

As of June 30, the field office had received the number of nominations AED was told to expect from the FY91 Training Plan over the year. Staffing projected for the remainder of the contract will require greatly increased caseloads by staff and any nominations beyond those expected will be difficult to administer and the quality of the program may suffer.

Recommendation: There needs to be agreement on limits for the number of nominations, academic and technical, which can be accepted. The reduced staffing in all offices have demanded very careful planning in relation to case numbers. Any significant increase in the number of cases will compound difficulties already expected as a result of reductions.

IV. In-Country Agricultural Training/Follow Up Unit

A. Phaseout of Agricultural Training Unit (ATU)

Because of cutbacks in AED funding, the continuation of different units within AED was negotiated between USAID and AED administration. The ATU was originally planned to phaseout by the end of September 1991. However, during early June 1991, a directive from USAID asked for earlier closure of the unit and creation of a Follow-up Unit which AED decided to base on existing ATU and other staff from within AED's Field Office.

B. Follow-up Unit

The Follow-up Unit began its functions during last week of June 1991. Dr. Tom Rogers, as Head of this new Unit, prepared a proposal regarding the types of activities to be undertaken for following up on returned participants (including those under ARD projects).

C. Status of Agricultural Participants in ARD Projects

The status of the agricultural participants in six of the ARD Projects (including TAIPAN) as of 3rd June, 1991 is shown on the following page.

D. Reentry Plan for Returned Academic Participants

A reentry plan was prepared for academic participants in agricultural projects who either have returned to Pakistan or would be returning during the next 2-3 years. The purpose of the program plan was to assist returned participants in their readjustment to the local environment after a lapse of 2-4 years. The draft plan was sent to ARD/USAID for review. It included suggestions to organize the following activities under the reentry plan:

1. Seminars for returned participants focused on specific topics.
2. Publishing a Newsletter and its distribution to all returned participants.
3. Establishing and regularly updating a computerized database of all returned and returning participants to support the above activities.

NUMBER OF AGRICULTURAL PARTICIPANTS IN TRAINING AND PENDING PLACEMENT AS OF JUNE 3, 1991							
Project	Training Type	Training	Training Status				Total
			Admitted	Pending	Deferred	Hold	
0467	Ph.D.	9					9
	M.S.	21		3			24
	Non-Degree	4		8	6		18
	Total	34		11	6		51
0481	Ph.D.						
	M.S.	7		3			10
	Non-Degree	6		2	3		11
	Total	13		5	3		21
0488	Ph.D.	40					40
	M.S.	8					8
	Non-Degree						
	Total	48					48
0489	Ph.D.	47		2			49
	M.S.	3					3
	Non-Degree	2		1	1		4
	Total	52		3	1		56
0491	Ph.D.	5					5
	M.S.	7					7
	Non-Degree	3					3
	Total	15					15
0492	Ph.D.	48		10	1		59
	M.S.	55	6	11	2	1	75
	Non-Degree	15	17	50	9	3	94
	Total	118	23	71	12	4	228
ALL	Ph.D.	149		12	1		162
	M.S.	101	6	17	2	2	128
	Non-Degree	30	17	61	19	3	130
	Total	280	23	90	22	5	420

E. Directory of Returned Participants

The First Edition of the Directory of Returned Degree Participants brought out earlier (December 1990) was circulated to USAID/ARD project officers for their review and verification of information pertaining to their respective projects. This Directory will serve as a resource and networking mechanism both for Pakistani and international development professionals.

A total of 119 degree participants, whose programs were completed during the four year period from 1987 to 1990, were included in the Directory. Similarly, information was compiled for 914 non-degree public sector and 105 private sector participants who completed their programs during the six-year period from 1985-90.

Two versions of the Directory were approved for publication. The shorter version, meant for distribution to the participants, did not include a project based listing of returned participants. Two hundred copies of the larger version and 1500 copies of the smaller version of the Directory were produced for distribution.

Information on the following fields was included for each participant.

- * Present position, employer and address
- * Institution awarding the degree
- * Type of degree and year awarded
- * Major field of study
- * Program start and completion dates
- * USAID/ARD project sponsorship and PIO/P number
- * Province of home institution within Pakistan

Each version of the Directory was divided into two sections. Section A consisted of information on returned degree participants separately classified by name, training institution, field of training and USAID/ARD projects. Section B contained similar information on returned non-degree participants with separate listings for public and private sector participants.

F. Other Activities/Reports

1. Program Reviews for Short-Term Participants

The review process for short-term agribusiness participants continued during the reporting period. A total of 28 participants were contacted for detailed discussions of their training programs to ensure training plan's conformity to participant's interest and objectives.

2. 1990-91 Private Sector Agribusiness Scholarships

The final phase of the selection process for the 1990-91 Private Sector Agribusiness Scholarship

program (advertised in July 1990) which was to be held during early 1991 remained suspended because of budgetary uncertainties.

3. PIO/P's for Sindh Government Nominees

PIO/P training objectives (page 2's) were prepared for 19 (out of a total of 33) candidates who had performed well on TOEFL and GRE tests. The one-year intensive in-country academic upgrade training program for Sindh government officials had concluded earlier and nominations were received in USAID/ARD during the reporting period for their placement in academic institutions in USA.

4. Command Water Management Workshop

A two-week duration workshop on "Irrigation Scheduling" which had been planned for February, 1991 by Associates in Rural Development could not be held due to the security situation in the country.

5. Training of Training Coordinators/MART Project

Finalization of the U.S. portion of the Training Coordinator Training Program took place during the second training session in Pakistan, and AED was advised that the final session would take place in the United States.

Coordination between Winrock and AED facilitated the processing of approximately 18 participants for short term training in the United States. Considerable effort was made by the AED field office in Pakistan at the "nth" hour to obtain provincial approvals, prepare PIO/Ps, and obtain tickets at the last minute. This activity included diplomatic efforts by the AED field staff to get the Consular section of the U.S. Embassy to process in one day what by policy normally requires one week. Most of the 18 participants were on a plane to the U.S. by June 30th. The extra effort by AED's field office was appreciated by Pakistan Agricultural Research Council (PARC) Officials as well as provincial officials since the U.S. based training was to be the capstone of a multi-year activity to train training coordinators of universities, provincial agricultural departments, and PARC. It was the third and final course in a series of three modules.

G. Home Office Support

1. Impact of Gulf War

With the evacuation, consideration of hiring by Winrock of Dr. Sedlacek was put on indefinite hold, and the assignment of Joe Dale to Pakistan as Agricultural Training Coordinator, while approved, was put in abeyance until such a time that the evacuees would be returned to post. Budgetary constraints later resulted in cancellation of plans to send Dale to Pakistan.

2. Budgetary Constraints

The Pressler amendment impacted dramatically on agricultural training activities in the U.S. Plans which had grown out of an intensive review the previous semester of how services to ARD-sponsored participants could be strengthened had to be canceled. These included upgrading of the senior Winrock staff member in Washington, D.C., initiation of a newsletter to participants, special seminars at Winrock's headquarters, etc. The recruitment of Dr. Sedlacek to occupy the upgraded Washington position was canceled. Also canceled were plans to field Joe Dale to serve as the agricultural training coordinator in Pakistan.

V. English as a Second Language

A. Impact of Gulf War

1. On CIELS

The January evacuation of US personnel from Islamabad had a serious impact on the staffing at CIELS during Session XXIV. The ELSU Director, Patricia Johnson, and five full-time teachers (de Bruce, Dodd, Easter, Quigley, and Wetherbee) were evacuated. Another newly hired instructor Judith Howard did not return from Christmas leave. CIELS Coordinator Thea Sierak had assumed that position only the day before the evacuation. With six instructors absent, the remaining staff were reassigned, classes rearranged, and the schedule modified to assure maximum performance within existing parameters. CIELS was able during the evacuation period, through personal contacts, to locate and hire three new teachers to support the delivery of the program. Further, the remaining staff took on a multitude of extra duties to guarantee the success of the program. It was only through a high level of personal and professional support in the CIELS community that the program not only operated, but also produced final results that topped most of the performance standards set during previous sessions.

2. On the Testing and Evaluation Team

TOEFL activities continued despite the Gulf War evacuation because Susan Pairaudeau, a Canadian, remained in Islamabad. All other team members were evacuated and did not return until mid to late April. During the evacuation, Susan received help from Thea Sierak, CIELS Coordinator, with testing in Islamabad and the Sindh In-country Group in Karachi.

3. On Cultural Awareness Training and Pre-Departure Orientation

CAT Coordinator Meyen Quigley was also evacuated with her husband in January. In her absence, cultural awareness training at CIELS was conducted by Thea Sierak, CIELS Coordinator, from February to April. Ms. Sierak used the existing CAT modules, i.e. introduction to issues relating to cross-cultural exchange; identification of participants' expectations of the United States; people, shopping and transportation in the U.S.; comparison and contrast of male-female roles and relationships in the U.S. and in Pakistan; education in the United States; the USAID scholarship:an overview; foreign students in the United States; comparison and contrast of status relationships in Pakistan and the United States; and AIDS, were implemented. Existing slides (on people, shopping, and transportation) and videos (on studying in the U.S., foreign students in the U.S., and AIDS). As always, students were very receptive to the modules and participated well.

Cultural awareness training sessions were not included in predeparture orientations between January and May because there was no staff to conduct them.

B. Impact of Phase Down on Students/Staffing

1. On Students

Widespread publicity by the media concerning suspension of U.S. foreign aid to Pakistan created uncertainty and confusion about the on-going training program. This adversely affected the CIELS enrollment as most of the GOP departments were under the impression that AID money already obligated had also been stopped and with it all training. The situation was further aggravated by the delay in circulating the 1991 Training Plan.

2. On Staff

Though USAID had assured CIELS staff that CIELS would most likely continue through FY 92, some impact had already been felt by the staff. First, decreased enrollment in Session XXV (March-June) made it impossible to offer all staff full-time employment. The existing hours were shared among the staff with the maximum load being two-thirds time. By dividing the teaching hours in this way, with the agreement of the teaching staff, CIELS was able to maintain every teacher. It is hoped that Session XXVI (July-September) will have a larger enrollment, permitting all who want to work full-time to do so. The second impact is only slightly felt so far. This is resident teachers' concern about the future duration of their employment at CIELS and how many sessions there are going to be in FY '92.

C. Center for English Language Activities

1. Director of CIELS Activities

While in Washington, the Specialist was based at EIL Home Office headquarters but was frequently at the AED office. Her activities included: strong involvement in compiling and editing AED's response to the IG Audit of the field Participant Training Unit; writing file closeouts on participants who had completed training; writing the July-December 1990 Six Month Report and the 1991 Workplan of the English Language Services Unit and work on curriculum revision. This last was greatly enhanced by her opportunity to observe intensive English programs in the area and to discuss curriculum and effective materials with former colleagues at George Washington Univ., American Univ. and Georgetown University. The Specialist also attended the week-long annual convention of Teachers of English to Speakers of Other Languages, absorbing much for application to the CIELS program.

Upon returning to post, Ms. Johnson began to work closely with Ms. Thea Sierak who had become CIELS Coordinator only the day prior to the evacuation. Together with staff they reviewed intensively the impact of the evacuation: reduced staff, new staff, neither writing nor culture that session; and the effect of increased socializing with students during the evacuation. The impact of these, both positive and negative, was being translated into "peacetime" use at CIELS.

Ms. Johnson was called upon by USAID/ARD to visit and advise the Sindh In-country program instructors. She provided extensive written and taped materials to them in TOEFL training, reading comprehension, listening comprehension and grammar exercises.

2. Enrollment, Staffing, Innovations and Statistics

a. Staffing

Ms. Sierak and the "Gulf War faculty" were honored at the AED Awards ceremony in May for their adaptability to all the changes which were required of them and for maintaining a quality program against serious odds in an uncertain environment.

Some of the evacuated personnel (de Bruce, Dodd, and Easter) returned to CIELS for Session XXV, as did the ELSU Director. The newest members of the CIELS staff were able to continue, although on a part-time basis only. One of these additions, Carol Burki, is American, and another, Dr. Erica Dodd, a U.S. dependent. The staffing provides full coverage for all regular CIELS programming as well as a backup for substitute work. Further, CIELS has on file resumes of professional teachers ready to join the faculty.

b. Innovations

CNN is now available in all rooms occupied by CIELS participants at the Hotel Capital. Participants greatly benefitted from access to CNN during the Gulf War Session (XXIV). Their constant exposure to spoken English during news coverage of the war, supplemented by access to newspapers and magazines, contributed significantly to their learning.

For the first time, the PTU counselor, Tom Rogers, worked directly with CIELS participants on Application for Training forms required for placement files. His task was to provide specific details regarding courses required for various programs. Before his sessions, CIELS faculty had worked with participants for two days on completing all other pages of these forms. The goal to upgrade the quality of the forms presented to PTU and PPTP. The system to accomplish this goal will continue to be refined.

CIELS faculty availed themselves of the opportunity to work in small groups, with the CIELS Coordinator and ESLU Director, on methods to better implement the CIELS curriculum. The milieu provided feedback into the ongoing process of curriculum development and implementation. Questions and problems were addressed. The discussions generated a multitude of suggestions, solutions, and new strategies for delivery. The learning process was beneficial to all involved.

The Listening/Speaking curriculum was revised with more structure providing definition for teachers sharing this skill area. The revisions made distinct the skill areas addressed by both teachers, and expanded the curriculum to include work with note-taking in an academic setting. Teachers noted, with appreciation, the clarity of the approach, and benefits to the participants.

Materials introduced reinforced skill development in note-taking from academic lectures and supported learning in the other skill areas as well.

The CIELS faculty combined resources and now conduct an exit TOEFL "PEP RALLY" to alleviate pre-test anxiety. The students lose sleep, get sick, and revert to study patterns consistent with an external exam system. They tend specifically to cram TOEFL-like questions, a tendency that the faculty has viewed as detrimental to their performance on a test that measures proficiency. The faculty conceived of the idea of combining the cross-cultural aspects of a "PEP RALLY" with valid TOEFL test taking tips. A variety of study strategies introduced to students during the session, and considered effective in a U.S. academic environment, are reviewed during the event. The pep rally adds a note of levity to the final days of the session which is captured on video and shown to participants at the closing luncheon held by the Hotel Capital.

The CIELS faculty invited participants in both of the past sessions to take part in activities similar to those they might informally encounter in stateside training. In Session 24, a hike was organized, lunch served, and picnic games played. That hike, held during the Gulf War, served to soothe and solidify rapport during the session. Photos at CIELS capture the event well. Session 25 responded to the call to "Play Ball". A softball game and lunch were organized by CIELS faculty. Participants, faculty (with family members joining), and members of the AID/AED/USIS community took part in the game, and a cross between cricket and softball resulted. Everyone enjoyed the afternoon, and it served to reinforce feelings of community in the program. Participants particularly valued the inclusion of family and people from the extended AID/AED/USIS community. Lunch was served at the Coordinator's house, and since faculty car-pooled to transport students, tea at the Hotel Capital followed.

D. Statistics of CIELS Students' Proficiency Gains

1. Summary of CIELS Student Performance on TOEFL for Sessions XXIV - XXV (January - June 1991)

		Session XXIV	Session XXV	Score Distribution:			
Number of Students	Total:	47	27				
	CIELS:	44	21				
	RET:	3	6				
Average Entry Score	Total:	479	489	ENTRY			
	CIELS:	476	483	<440	Total:	5	1
	RET:	503	514		CIELS:	5	1
Average Exit Score	Total:	518	523		RET:	0	0
	CIELS:	517	525	440-469	Total:	12	6
	RET:	535	520		CIELS:	12	6
% Achieving 3+ Point Gain Per Week	Total:	72%	66%		RET:	0	0
	CIELS:	73%	81%	470-500	Total:	17	10
	RET:	67%	17%		CIELS:	16	8
Average Weekly Point Gain	Total:	5	4.3		RET:	1	2
	CIELS:	5.1	5.4	>500	Total:	13	10
	RET:	4	1.1		CIELS:	11	6
% Reaching Qualifying TOEFL Score	Total:	32%	37%		RET:	2	4
	CIELS:	32%	38%	EXIT			
	RET:	33%	33%	<500	Total:	10	6
					CIELS:	10	4
				RET:	0	2	
<u>% Qualifying by Nomination:</u>							
Session XXIV				500-529	Total:	20	7
Total	CIELS	RET			CIELS:	18	6
ND	100%	100%	N/A		RET:	2	1
MS	35%	32%	100%	530-549	Total:	13	5
PHD	11%	12%	0%		CIELS:	12	4
					RET:	1	1
Session XXV				550+	Total:	4	9
Total	CIELS	RET			CIELS:	4	7
ND	100%	100%	N/A		RET:	0	2
MS	33%	50%	0%				
PHD	31%	23%	67%				

2.* Interpretation of Above Score Distribution

A distinction is made between the score distribution of those who have been nominated for

training and others in the program who have not been nominated.

3. Testing and Evaluation/Liaison Office

a. General News

Upon the return of the TOEFL team members, groups were tested in Lahore, Peshawar, Quetta and Islamabad between late April and early June.

Susan Pairaudeau, the TOEFL Team Coordinator, resigned effective 06-01-91 because she and her husband are departing post. Cynthia White, a TOEFL team member for the past two years has assumed the position. Susan's contributions to the team in creating ever more efficient procedures for orientation, testing and scoring and in bringing the TOEFL administration Handbook up-to-date were invaluable.

b. Introduction of registration system for institutional TOEFL

Throughout 1990 and to date in 1991 only approximately half the number of people whose names were received from their departments as enrolled for the Institutional TOEFL actually take the exam at each site. This impinges on the cost-effectiveness of the testing program in two ways. First, unused tests from opened boxes must be returned and shipping costs absorbed by USAID. Secondly, the number of tests to be administered governs the number of days at each site. If there are fewer candidates, they could be tested in fewer days than scheduled, based on the lists sent. Thus, per diem costs could be held down. To remedy this situation and maintain cost-effectiveness, a registration system similar to that of the International TOEFL has been devised and will be put into effect with the next round of testing, now scheduled for Fall 1991. Each department will continue to forward the list of names nominated to take the TOEFL. In addition, the department will forward the registration or "Confirmation of Intent to Appear" to each nominee. They in turn will sign and forward these to the CIELS Liaison Officer who will then schedule the number of test papers and test sessions based on these signed registrations.

c. International TOEFL Registrations

Between January and May, a system enabling CIELS to register persons directly for the International TOEFL and provide payment from the field was attempted. For several reasons, not the least of which are limitations in the way the ETS International TOEFL office can respond to queries and the 9 hour time difference, the field and home offices have decided to return to the former system whereby the field sends the registrations to Washington office which in turn, sends them on to ETS and handles the payment.

4. Cultural Awareness Training (CAT)

These activities were conducted by Patricia Johnson, ESL Specialist, May to June while M. .en Quigley was on maternity leave in Manila. There Meyen Quigley was able to secure cultural

orientation materials from the Intensive English Language and Cultural Orientation program run by the International Catholic Migration Commission at the Philippine Refugee Center in Bataan. These materials include the Cultural Orientation Curriculum for adult Southeast Asian refugees and a separate curriculum for refugee youth. Meyen also requested copies of cultural orientation videos; delivery is awaited.

CAT programming is underway for the 26th session of CIELS starting in July. This includes a review of existing CAT materials, preparation of supplementary culture readings, and culture displays. Culture sessions are also being scheduled. Plans for predeparture orientation are on hold pending news on the budget.

E. Institutional TOEFL Testing and Evaluation

1. Summary of TOEFL Tests Administered (Jan-June, 1991)

Summary of TOEFL Tests Administered			
Site	Number	Groups	Month(s)
Islamabad	116	WAPDA(P), OGDC, MOE, MOST, PCRWR, Forest Dept., NARC, Min. Petroleum of Natural Resources, Sui Northern Gas, AJK Univ., Min. of Finance	March June
Karachi	131	Sindh Agri.Univ., Mehran Eng. Univ., MOST, DRIP, Sindh In-Country Trainees, KESC, Agri.Dept., Ed. Dept., PCSIR, FBS, P&D Dept.	April
Lahore	78	Balochistan In-Country Trainees, UAF, WAPDA(P), GSP Indust.& Mineral Dev., Ayub Ag. Res. Inst., Livestock Dept.	May
Peshawar	69	TIPAN, NWFP Agric. Univ., Agric. Dept., GSP, Health Dept., P&D, Finance Dept., Forest Inst., Gomal Univ.	May
Quetta	59	Agric. Dept., P&D, Pop. Welfare Dept. WASA, Forest Dept. Services & General Adm. Dept., Balochistan Dev. Authority	May
Total	483		

2. USAID Projects and Clientele served by Testing and Evaluation Team.

Projects served included: Development Support Training Project (DSTP), Agriculture Sector Support Program (ASSP), Irrigation Systems Management (ISM), Population Welfare Planning, On Farm Water Management, Transformation and Integration of Provincial Information Network (TIPAN), Management of Agric. Research and Management (MART), Energy Planning and Development (E.P. & D.), Food Security Management (FSM), Forestry Planning and Development (F.P. & D.), Malaria Control-II, Primary Health Care, Balochistan Area Development, Tribal Area Development, MOST, MOE, Sindh In-Country Trainees, Balochistan In-Country Trainees, Primary Health Care, Rural Electrification.

3. Candidates tested belonged to the following departments/organizations:

Agriculture Departments, Irrigation and Power Departments, P & D Departments, Livestock and Dairy Development Departments, Min. FAC, Education Departments, Population and Welfare Department, Ministry of Science and Technology, Ministry of Education, Geological Survey of Pakistan, Pakistan Council for Research in Water Resources, Drainage and Reclamation Institute of Pakistan, Provincial Forest Departments, University of Agriculture, Faisalabad, Sindh Agriculture University, Mehran University of Engineering and Technology, Gomal University, AJK University, Punjab University, Pakistan Council for Sc. and Industrial Research, Pakistan Agriculture Research Council, WAPDA, Karachi Electric Supply Corporation (KESC), Oil and Gas Development Corporation (OGDC), Sui Northern Gas Company, Provincial Health Departments, Federal Bureau of Statistics (FBS), Ministry of Finance, Ministry of Petroleum and Natural Resources, Pakistan Forest Institute, Balochistan Development Authority.

F. Home Office Support

Thea Sierak was hired as CIELS coordinator just one day prior to the mandatory evacuation of most U.S. personnel. Marilyn Hiponia Quigley was evacuated. She worked in Thailand and the Philippines prior to her maternity leave during this period. The circumstances proved administratively rather complicated.

A budget through the summer of 1992 was prepared for CIELS staff using David Esch's specifications.

G. Problems, Constraints, Recommendations

1. **Problem:** Wide-spread publicity on the media to suspension of USAID to Pakistan created uncertainty and confusion about the on-going training program. This adversely affected the CIELS enrollment as most of the GOP departments were under the impression that AID money already in the pipeline has been cut off. The situation has been further aggravated due to delayed circulation of 1991 USAID Training Plan.

2. **Problem:** International TOEFL.

As mentioned above, the 1991 innovation of having International TOEFL handled strictly between the field and ETS proved unworkable. The former system was reinstated in May. Further, the field is now registering people for test dates at least two months from the date of mailing the applications. This is to provide time for the considerable mail delays and the fact that ETS makes up the packets of tests based on the number of applications in hand before the deadline given in the literature. While ETS does include a few extra tests for subsequent applications received (before the deadline), there is never a sufficient number to accommodate additional CIELS candidates for the major centers.

3. **Problem:** Institutional TOEFL.

In late 1990 and early 1991, several boxes containing the institutional TOEFL were opened by unknown individuals and items (test booklets, tape) removed. In some cases, all the materials were there but it was obvious they had been tampered with. For test security reasons, these test boxes and all other boxes of the same test form thus compromised were returned at USAID shipping expense to ETS. ETS requested that AED find an alternative to the DHL method of shipping so as to insure test security. They claimed that these tests were now unusable to them as they had been assigned to us. However, having found answer sheets completed by Asian students in two boxes, it would appear that tests can be and are recycled. The use of the APO for these materials was explored with our HRD Project Officer. He suggested that ETS follow suggestions AED had made for increasing security: stuffing the boxes so that they do not burst open in transit; stapling test booklets shut on three sides so that they can not be read by peeking inside, etc. The alternative method of shipping would be via State Department pouch. This method was used some years ago but proved so problematic that AED is reluctant to return to that mode. The present delivery through DHL will be continued with packages marked "For USAID" and therefore, not subject to customs inspection. If the tampering continues, AED will be forced to use the pouch.

4. **Problem:** Lack of solid data from which to make enrollment projections.

a. With the phasedown of USAID projects, there will be fewer participants either from the existing 1990 Training Plan or the recently promulgated 1991 (and final) Plan. To maximize the use of CIELS while it remains fully staffed and continuously functioning, ESLU management is working directly with the Participant Training Unit to get people whose nominations are pending TOEFL (and probably requiring CIELS training) into CIELS. However, only 16 potential candidates were able to be identified through an analysis of TOEFL scores of nominees in the PTU data base and in consultation with project officers.

b. USAID's response to the IG Audit indicates that only candidates fully nominated will be eligible for English training at CIELS. This situation creates uncertainty in making decisions about accepting applications for enrollment received.

c. USAID's response to the IG Audit indicates that there will be a Mission Order stating that all persons going for training, regardless of the length of that training, must be tested for English language proficiency. The ESLU needs a minimum of two months lead time to order and receive TOEFL tests and/or to be certified by OIT as oral interviewers. Further, given the drop-off by nearly half in numbers appearing for the regularly scheduled TOEFL testing in the field, this testing program has been halved for the remainder of 1991 and CIELS has been budgeted accordingly. If there is to be a significant increase in the need for TOEFL testing for short-term, non-degree candidates, the TOEFL testing program budget will rise significantly and AID needs to be informed of and approve the additional cost.

VI. Administration and Personnel

A. Field Office Administration

Details of various support services provided during the period are as follows:

- 517 checks for a total amount of Rs 11,434,783.22 (US \$505,987.34) were issued for field office operations.
- 35 checks for Rs 616,839.40 (\$28,040.00) were issued for various activities.
- 381 cases of issuance of travellers checks to participants were processed involving a total amount of US \$412,091.60. (34 outstanding cases were canceled).
- Cost of air tickets issued for the participants' international travel amounted to US \$733,405.23.
- Amount spent by CIELS for English language classes was US \$148,916.44.
- 49 claims of Returning Participants were processed.
- 93 cases of travel advances were processed.
- 93 travel expense claims were settled and final amounts paid/received.
- 179 travel requests for travel within country were received and all were processed.
- 1,813 final pages were produced on word processor.
- 382,736 photocopies were made during the period.
- 1,573 packages were sent to various destinations in Pakistan through courier service; 40 were sent by International courier.
- 125 telegrams were sent to the participants.
- 1,941 letters were sent through the postal service.

Entire inventory of different AED offices was updated and separate lists for each individual as well as a Master Inventory prepared.

Revolving Fund Advance of Rs 2,000,000.00 from USAID was reconciled and a final adjustment statement prepared on Form 1034 for submission to USAID.

USAID transferred to AED the responsibility for arranging the medical examination of participants. In this connection, bids were invited by doctors from ten major cities of Pakistan. The bids were screened and new rates were fixed for medical examination. The revision of rates was necessary because the USAID rates were almost four years old. There was a general demand from the doctors for a revision of the rates. The revised rates were fixed with a 10% increase. A performance evaluation was also conducted to determine which of the doctors on USAID panel qualify for including in the new AED's panel of doctors. Thirty-five (35) doctors were selected and issued the Blanket Purchase Agreement. Twenty-two (22) doctors have already signed the Agreements; four have declined to do so due to their pre-occupation with their own practice; nine doctors have not yet replied. AED will now assume responsibility for arranging the medical examination towards the end of July 1991.

1. Field Office Personnel

To enable a transition from Dr. John Tabor, Chief-of-Party who was scheduled to depart from Post in early July 1991, Dr. Larry J. Kirkhart took over June 10, 1991 as Chief-of-Party. Dr. Tabor provided coaching and other support during the period

2. Staff Changes Due to Phase-down

Shaheen Afza, Secretary, Regional Representative Office, Lahore, resigned February 15, 1991.

Abbas Raza, Accounts Assistant, resigned March 12, 1991.

Ajaz Rahim, Deputy Training Specialist (Management Training Unit), resigned June 7, 1991.

Mushtaq Ahmad, Regional Representative, Lahore, resigned June 20, 1991.

B. Home Office Administration

1. During this period \$1,845,000 was sent via wire transfer to the field office.

2. A new procedure now speeds up the reconciliation of field imprest reports. The field office sends a diskette with each report. This allows the home office to reformat the data and produce reports that are input into the AED Accounting System.

3. Phase-Down Budgeting

A series of drastically reduced budgets were prepared at USAID's request. This was due to mandate to phaseout U.S. government activity in Pakistan based on the provisions of the Pressler amendment and Congress' decision not to authorize any FY 1991 funds.

Preparing the budgets was an arduous process which required major staff reductions. EIL and Winrock also had to make many difficult decisions to meet the budget limitations. The in-country agricultural training was terminated as of June 30, 1991. The management training unit was terminated as of September 30, 1991. The final budget submitted to USAID was accepted.

4. Evacuation activities

Five expatriate field office staff joined AED/Washington staff during the evacuation period. They were Larry Kirkhart, Janet Paz Castillo, Cynthia Brown, Tom Rogers and Patricia Johnson. All five initially formed a team with key PPTP staff to respond to the Inspector General's Audit of Pakistan participant training. They subsequently focused on their areas of responsibility. A major thrust was updating participant financial status and files. Close contact was maintained with the Management Training Unit in Pakistan.

C. Summary of Contract Expenditures Through June 30, 1991

Category	Budget	Cumulative to 6/30/91
Labor	3,064,261.00	1,735,481.28
Fringe Benefits	522,957.00	407,299.84
Consultants	1,062,695.00	538,173.89
Travel	1,596,320.00	562,159.65
Other Direct	2,441,983.00	1,067,574.71
Overhead	2,138,347.00	1,217,071.52
Subcontractors	7,991,037.00	6,004,541.09
G & A	188,860.00	146,461.12
Overseas Allowances	281,231.00	145,262.18
Equipment	345,800.00	131,404.47
TOTAL CORE EXPENSES	19,633,491.00	11,955,429.75
Participant Expenses	76,241,738.00	39,683,205.53
Fixed Fees	174,888.00	78,220.05
Rupee Expenses	0.00	125,442.20

D. Subcontractor Liaison

1. The Experiment In International Living

Much of the activity of the PPTP Program Manager and Project Coordinator has been related to revising budgets and staffing as a result of the significant decrease in funding for the contract. The affects of the reduced funding have already been seen in the reduction of PPTP staff. A great deal of time has been spent discussing the consequences of the reductions with staff and in discussing how to meet the challenge of increased workloads by changing the ways staff work.

2. Winrock International

Ray Carpenter was nominated to replace Dr. Martinez, and began participating in DSTP II meetings in anticipation that he would assume the responsibilities held by Dr. Martinez. Drs. Martinez and Carpenter visited the AED/W office during the last week of March. They met with AED staffs and Ray Carpenter was introduced to the Winrock staff. Dr. Carpenter assumed Dr. Martinez's Home Office Coordinator responsibilities on the first of April.

Winrock, anticipating a 30-month extension, was involved in the recruitment and selection of a

replacement for Joe Dale, it's senior agricultural program specialist directing the WI staff working in the AED head office in Washington. In anticipation of Mr. Dale filling the Pakistan resident position that was vacated by Dr. Schumacher in January, an intensive search was conducted and Dr. James Sedlacek was identified. AED forwarded his nomination to USAID for their review and approval to fill the senior staff position in the AED/W office.

Winrock, however, was notified, via facsimile on 5/17, by Dr. Hans P. Peterson, Chief, O/ARD, USAID Pakistan that Winrock activities, the ASSP in Pakistan, and the enrichment activities in the U.S. were to be terminated by the end of the fiscal year, September 30, 1991.

Given the shortened life of the project, the component continued to operate under a monthly extension of the contract with a complete re-direction of objectives to wind down and close out the activity by September 30, 1991. With the notification from USAID and through discussions with AED/W, the decision to eliminate the Pakistan (Islamabad) Training position was final.

3. Arthur D. Little, M.E.I.

The possibility of using ADL consultants to work on the Privatization Conference at the Pakistan Administrative Staff College was explored in some detail. It was not feasible due to serious budget constraints. No further ADL activity with DSTP is anticipated.

F. Problems, Constraints, Recommendations

Over the six month period the project has been operated under a great deal of uncertainty. Major reductions in staff allowed some streamlining of services but also delayed the delivery of services and reports. This needs to be closely monitored and priorities specified and negotiated periodically.

Appendix A

**Contracting Actions
Inception through June 30, 1991**

PRIME CONTRACT ACTIONS

During the previous reporting period the following amendments were issued (listed in the last six-month report, but not in full detail):

AMENDMENT 1, January 10, 1989, established incremental budget amount for participant training costs at \$392,823 as follows:

- PIO/T #391-0474-3-80046/A2 earmarked \$50,000 to cover the 16th 8-week session of Intensive English Language (CIELS) instruction to prepare 68 GOP candidates for graduate studies in the United States.
- PIO/T #391-0474-3-60105/A11 earmarked \$342,823 for participant training placement applications, tuition fees, books and maintenance allowance for Ministry of Science and Technology (MOST)-funded participants of the Government of Pakistan.

AMENDMENT 2, February 14, 1989, increased incremental funding for participant training by \$20,378,910 as follows:

- PIO/T #391-0474-3-70209/A4 \$9,610,805
- PIO/T #391-0492-3-70290 870,000
- PIO/T #391-0492-3-70291/A2 2,255,000
- PIO/T #391-0474-3-80032/A4 5,827,000
- PIO/T #391-0489-3-80036 127,000
- PIO/T #391-0478-80044 430,000
- PIO/T #391-0491-3-60267/A3 140,000
- PIO/T #391-0469-3-30482/A2 60,105
- PIO/T #391-0469-3-70401 59,000
- PIO/T #391-0469-3-70269 1,000,000

AMENDMENT 3, February 26, 1989, increased incremental funding for participant training by \$1,498,977 as follows:

- PIO/T #391-0474-3-60105 increased by \$1,841,800 the earmark for participant training placement applications, tuition fees, books and maintenance allowance for Ministry of Science and Technology (MOST)-funded participants of the Government of Pakistan (This increase included the \$342,823 of Amendment 1, above, earmarked for such costs, the bank draft for which had been lost in transit).

AMENDMENT 4, March 2, 1989, increased incremental funding for participant training by \$7,087,577 as follows:

- PIO/T #391-0474-3-80046/A3 increased by \$10,000 funding for the 16th 8-week session of Intensive English Language (CIELS) instruction to prepare 68 GOP candidates for graduate studies in the United States.
- PIO/T #391-0474-3-80083 provided \$77,577 for procurement of instructional material and cost of tests for FY-89.
- PIO/T #391-0474-3-90001 provided \$7,000,000 for participant training under the

Development Support Training (DST) Project to cover estimated participant training and international travel costs for the period December 1988 through December 1990 (\$6,103,000 training, \$897,000 travel).

AMENDMENT 5, March 2, 1989, increased incremental funding for participant training by \$1,258,684 as follows:

- PIO/T #391-0473-3-30321 and PIO/T #391-0473-3-70320 earmarked \$11,050 and \$258,850, respectively, to cover anticipated costs of out-of-country participant training.
- PIO/T #391-0481-3-30323 and PIO/T #391-0475-3-40389 earmarked \$558,000 and \$95,920, respectively, for participant training under the Development Support Training (DST) Project.
- PIO/T #391-0472-3-40437 earmarked \$7,072 to fund observational visits of Government of Pakistan officials under the Malaria Control Project, under the Development Support Training (DST) Project.
- PIO/T #391-0472-3-40467 earmarked \$327,792 to fund short- and long-term training of Government of Pakistan officials under the Malaria Control II Project, under the Development Support Training (DST) Project.

AMENDMENT 6, April 6, 1989, provided incremental funding for long-term technical assistance by \$1,000,000 as follows:

- PIO/T #391-0474-3-90002 \$1,000,000

AMENDMENT 7, March 30, 1989, increased incremental funding for participant training by \$330,000 as follows:

- PIO/T #391-0474-3-90004 added \$330,000 in funds to cover the 17th and 18th 8-week sessions of the Intensive English Language (CIELS) instruction to prepare 130 GOP candidates for graduate studies in the United States.

AMENDMENT 8, April 27, 1989, created an additional budget line item, "In-Country Agricultural Training"; and provided \$400,000 for incremental funding of in-country agricultural training as follows:

- Changed Itemized Budget to include "In-Country Agricultural Training" and "Other Direct Costs" as separate line items.
- PIO/T #391-0467-3-90003 \$ 400,000

AMENDMENT 9, May 21, 1989, increased incremental funding for participant training by \$500,000 as follows:

- PIO/T #391-0492-3-70290/A1 increased funds by \$500,000 for about 15 long-term and 20 short-term private sector training participants under the Agriculture Sector Support Program (ASSP).

AMENDMENT 10, June 13, 1989, increased incremental funding for participant training by \$1,339,994 as follows:

- PIO/T #391-0474-3-60105/A12 increased funding by \$1,339,994 for participant training placement applications, tuition fees, books and maintenance allowance for Ministry of Science and Technology (MOST)-funded participants of the Government of Pakistan.

AMENDMENT 11, June 28, 1989, increased incremental funding for participant training by \$1,000,000 as follows:

- PIO/T #391-0492-3-70291/A3 increased funding by \$1,000,000 for public sector participant training under the Agriculture Sector Support Program (ASSP).

AMENDMENT 12, June 26, 1989, increased incremental funding for participant training by \$325,339; and provided \$646,000 as ASSP's contribution for the Winrock contract as follows:

- PIO/T #391-0491-3-50288/A2 increased funding by \$325,339 to cover the cost of participant training made available to the public sector under the three components of the FSM project.
- PIO/T #391-0492-3-70441 earmarked \$646,000 as ASSP's contribution in support of Winrock's subcontract with AED.

During the present reporting period, the following amendments were issued:

AMENDMENT 13, September 17, 1989, increased incremental funding for participant training by \$11,251,987 as follows:

- PIO/T #391-0491-3-60267 and PIO/T #391-0491-3-80119 increased by \$239,887 and \$40,000, respectively, the funds earmarked for participant training made available to the public sector under the three components of the FSM Project.
- PIO/T #391-0469-3-70401/A1 increased by \$572,100 funds for participant training under the Development Support Training (DST) Project to finance training costs of anticipated participants against the Population Welfare Planning Project through PACD.
- PIO/T #391-0467-3-90015 and PIO/T #391-0489-3-90014 earmarked \$2,000,000 and \$1,400,000, respectively, for participant training under the Development Support Training (DST) Project.
- PIO/T #391-0492-3-90008 earmarked \$4,500,000 for public sector participants under the Agriculture Sector Support Program (ASSP).
- PIO/T #391-0492-3-90009 earmarked \$2,500,000 for private sector participants under the Agriculture Sector Support Program (ASSP).

AMENDMENT 14, October 2, 1989, increased incremental funding for participant training by \$302,680 as follows:

- PIO/T #391-0474-3-90004/A1 added \$302,680 to cover the 19th and 20th 8-week sessions of the Intensive English Language (CIELS) instruction to prepare 150 GOP candidates for graduate studies in the United States.

AMENDMENT 15, October 26, 1989, increased incremental funding for participant training by \$1,650,000; for

in-country training by \$415,000; and for long-term technical assistance by \$4,500,000 as follows:

- PIO/T #391-0474-3-90001/A1 increased funds by \$1,650,000 for participant training and international travel costs for the period September 1989 through December 1989 (\$1,431,600 training, \$218,000 travel, \$400 unallocated).
- PIO/T #391-0492-3-90011 added \$415,000 in funds for in-country training courses under the Agriculture Sector Support Program (ASSP).
- PIO/T #391-0474-3-90002/A1 added \$4,500,000 in incremental funding for long-term technical assistance.

AMENDMENT 16, October 23, 1989, increased incremental funding for participant training by \$811,150 as follows:

- PIO/T #391-0473-3-70320/A1 and PIO/T #391-0473-3-80145 earmarked \$10,150 and increased by \$534,000, respectively, funds for the short- and long-term training plan of the Power Distribution Program.
- PIO/T #391-0480-3-70443 earmarked \$267,000 for long-term degree training in the United States for up to five (5) individuals from the Government of Pakistan agencies at the Federal and Provincial (Sindh) levels under the Road Resources Management (RRM) Project.

AMENDMENT 17, November 6, 1989, increased incremental funding for participant training by \$2,522,213 as follows:

- PIO/T #391-0474-3-60105/A13 increased by \$2,242,213 the earmark for participant training placement applications, tuition fees, books and maintenance allowance for Ministry of Science and Technology (MOST)-funded participants of the Government of Pakistan.
- PIO/T #391-0474-3-90052 established incremental funding of \$280,000 for Agency-mandated Health and Accident Coverage (HAC) premiums for GOP Ministry of Science and Technology (MOST)- and Ministry of Education (MOE)-financed scholars while they are under USAID sponsorship.

AMENDMENT 18, December 7, 1989, increased incremental funding for participant training by \$1,487,480 as follows:

- PIO/T #391-0474-3-90056 earmarked \$177,480 for disbursement by USAID/Pakistan to cover the costs incurred during the processing and staging phase for 50 recipients of the 1989 Balochistan Scholarship Program.
- PIO/T #391-0481-3-60318 earmarked funds of \$1,310,000 for participant training under the Development Support Training (DST) Project for the period FY-88 to FY-93.

AMENDMENT 19, May 22, 1990, incorporated the revised final overhead rates through December 31, 1988 to the subject contract as follows:

- Delete the Provisional rates, Period and Base applicable to AED in their entirety and restate as follows:

- AED Final Overhead from 12/19/88 to 12/31/88 as 27.84%
- AED Final G & A from 12/19/88 to 12/31/88 as 1.32%
- AED Provisional Overhead from 1/1/89 to until amended as 27.84%
- AED Provisional G & A from 1/1/89 to until amended as 1.32%

AMENDMENT 20, February 19, 1990 modified the scope of work to include additional activities and increase Level of Effort by 273.50 person months and provided for an equitable adjustment in the total cost of the contract in the amount of \$818,349 as follows:

- Modified the objectives stated in Section C by stating the objectives of the contract modification to include joining HRD/AED field offices, increasing staff at AED/EIL Home Offices, and increasing the in-country management skills training component.
- increased the "Level of Effort" by 273.50 Person Months as separate line items
- PIO/T # 391-0474-3-90002/A2 added \$818,349 to the contract.

AMENDMENT 21, March 11, 1990, adjusted "Level of Effort" from 273.50 to 311.50 person months and increased the contract's obligated funds by \$181,651 as follows:

- Increased "Level of Effort" by 66 Person Months as separate line items
- PIO/T # 391-0474-3-90002/A2 added \$181,651 to the contract.

AMENDMENT 22, April 24, 1990, increased incremental funding for participant training by \$2,032,000 as follows:

- PIO/T #391-0492-3-90095 earmarked \$1,570,000 to include 50 short-term and 14 long-term participants under the Agriculture Data Collection Project (ADC) Phase II.
- PIO/T #391-0474-3-90097 earmarked \$462,000 to include 14 short-term and 5 long-term participants under the Development Support Training Project.

AMENDMENT 23, May 10, 1990 corrected the revised final and provisional overhead rates contained in amendment 19 as follows:

- Delete the Provisional rates, Period and Base applicable to AED in their entirety and restate as follows:
 - AED Final Overhead from 12/19/88 to 12/31/88 as 27.84%
 - AED Final G & A from 12/19/88 to 12/31/88 as 1.32%
 - AED Provisional Overhead from 1/1/89 to until amended as 28.00%
 - AED Provisional G & A from 1/1/89 to until amended as 2.00%

AMENDMENT 24, May 17, 1990 revised Article Nos. IV and V of the prime contract concerning "contract financing and expenditure" and "method of payment - local currency" in Section H "Special Contract Requirements" as follows:

- Modified Article IV to state that funds to finance requirements represented in this contract have not been fully allotted and is subject to the limitation of funds clause.
- Modified Article V by authorizing AED's purchase of local currency via authorized commercial banks in Pakistan and claim reimbursement at actual costs through monthly

dollar invoices.

AMENDMENT 25, June 11, 1990, increased incremental funding for participant training by \$187,890 as follows:

- PIO/T #391-0496-3-80174 earmarked \$100,000 to include 35 short-term participants under the child survival project.
- PIO/T #391-0471-3-80175 earmarked \$87,890 to include 7 short-term participants under the Tribal Areas Development Project.

AMENDMENT 26, June 19, 1990, increased incremental funding for participant training by \$1,651,394 as follows:

- PIO/T #391-0474-3-60105/A14 increased funding by \$1,651,394 for participant training placement applications, tuition fees, books and maintenance allowance for Ministry of Science and Technology (MOST)-funded participants of the Government of Pakistan.

AMENDMENT 27, June 28, 1990 revised the base for the computation of overhead to include local (Pakistani) salaries as follows:

- the second sentence of the note under Article XXIII, Budget, in section H was deleted.

AMENDMENT 28, July 19, 1990, increased incremental funding for participant training by \$18,000 as follows:

- PIO/T #391-0479-3-70476 earmarked \$18,000 to include six short-term participants for project and planning monitoring unit under the Balochistan Area Development Project.

AMENDMENT 29, August 7, 1990 modified the reporting requirements of the contract with respect to:

- Monthly Progress Reports
- Semi-annual Reports
- Short-Term Consultants' Reports
- Trip Reports
- End of Tour Reports
- Special Reports

AMENDMENT 30, July 31, 1990, increased incremental funding for participant training by \$4,555,000 as follows:

- PIO/T #391-0474-3-00027 earmarked \$4,555,000 to include \$1,380,000 for training of 30 long-term participants, \$2,627,400 for training of 290 short-term participants, \$392,600 for CIELS training and testing, \$122,400 for MOST/MOE Health and Accident Coverage, and \$32,000 for placement of MOST/MOE participants and \$600 unallocated.

AMENDMENT 31, September 20, 1990, increased incremental funding for participant training by \$165,795 as follows:

- PIO/T #391-0480-3-70444 earmarked \$67,000 for training of 20 participants for short-term courses under the Road Resources Management Project.

- PIO/T #391-0480-3-70444/A2 increased funding by \$4,295 under the Road Resources Management Project.
- PIO/T #391-0480-3-70444 earmarked \$94,500 under the Road Resources Management Project.

AMENDMENT 32, October 28, 1990, increased incremental funding for participant training by \$100,000 as follows:

- PIO/T #391-0497-3-00033 earmarked \$63,600 for training of six short-term participants in the U.S.A. and earmarked \$36,000 for the training of six short-term participants in a third country under the Primary Education Development Program. The remaining \$400 was left unallocated.

AMENDMENT 33, November 28, 1990, increased incremental funding for participant training by \$116,400 as follows:

- PIO/T #391-0478-3-80192 earmarked \$51,200 for training of 16 short-term participants for courses under the Energy Planning and Development Project.
- PIO/T #391-0485-3-70486 earmarked \$65,200 for training of 4 short-term participants for courses under NWFP Area Development Project.

AMENDMENT 34, November 14, 1990, increased incremental funding for participant training by \$1,050,506 as follows:

- PIO/T #391-0474-3-60105/A15 increased funding by \$1,050,506 to partially fund 38 long-term MOST participants under the Development Support Training Project.

AMENDMENT 35, November 25, 1990, increased incremental funding for participant training by \$1,200,000 as follows:

- PIO/T #391-0467-3-00060 earmarked \$1,200,000 for the training of 14 long-term participants and 20 short-term participants for courses under the Irrigation Systems Management Project.

AMENDMENT 36, November 13, 1990, increased incremental funding for participant training by \$400,000 as follows:

- PIO/T #391-0496-3-80174/A1 increased funding by \$400,000 to include 35 short-term participants for observational tours under the Child Survival Project.

AMENDMENT 37, December 11, 1990, increased incremental funding for participant training by \$3,157,000 as follows:

- PIO/T #391-0474-3-00027/A1 increased funding by \$2,857,000 to include 40 long-term participants and 74 short-term participants under the Development Support Training Project.

- PIO/T #391-0507-3-90163 earmarked \$300,000 to include 59 short-term participants for observational tours and courses and 1 long-term participant under the Shelter Resource Training Mobilization Program.

AMENDMENT 38, December 16, 1990, provided a one-year extension as per the options clause, increased the budget by an award of \$7,678,779 and increased the funding for the core contract as follows:

- PIO/T #391-0474-3-00081 earmarked \$1,000,000 for non-participant expenditures.

AMENDMENT 39, December 31, 1990, increased incremental funding for participant training by \$1,741,000 as follows:

- PIO/T #391-0492-3-90008/A1 increased funding by \$1,741,000 for long- and short-term participants under the Agriculture Support Services Project.

AMENDMENT 40, January 14, 1991, increased incremental funding for participant training by \$420,000 as follows:

- PIO/T #391-0514-3-00070 earmarked \$420,000 for 34 short-term participants under the Private Investment Expansion Project.

AMENDMENT 41, February 6, 1991, increased incremental funding for participant training by \$50,000 as follows:

- PIO/T #391-0484-3-00067 earmarked \$50,000 for 8 short-term participants under the Social Marketing of Contraceptives Project.

AMENDMENT 42, February 27, 1991, increased incremental funding for participant training by \$6,471,335 as follows:

- PIO/T #391-0474-3-60105/A16 increased funding by \$2,009,335 for MOST participants under the Development Support Training Project.
- PIO/T #391-0474-3-00027/A2 increased funding by \$3,258,000 for participants under the Development Support Training Project.
- PIO/T #391-0478-3-80192/A1 increased funding by \$100,000 for participants under the Energy Planning and Development Project.
- PIO/T #391-0496-3-90182 earmarked \$477,000 for long-term and short-term participants under the Child Survival Project.
- PIO/T #391-0469-3-00103 earmarked \$627,000 for short-term participants under the Population Welfare and Planning Project.

AMENDMENT 43, April 15, 1991, increased incremental funding for technical assistance and core costs by \$1,000,000 as follows:

- PIO/T #391-0474-3-00081/A1 increased incremental funding by \$1,000,000.

AMENDMENT 44, April 14, 1991, increased incremental funding for participant training by \$304,000 as follows:

- **PIO/T #391-0474-3-00027/A3 increased funding by \$44,000 for participants under the Development Support Training Project.**
- **PIO/T #391-0474-3-00108 earmarked \$260,000 for CIELS costs under the Development Support Training Project.**

AMENDMENT 45, May 6, 1991, increased incremental funding for participant training by \$390,000 as follows:

- **PIO/T #391-0472-3-40467/A1 increased funding by \$30,036 for participants under the Malaria Control II Project.**
- **PIO/T #391-0472-3-80205 earmarked \$359,964 for short-term participants under the Malaria Control II Project.**

AMENDMENT 46, May 21, 1991, increased incremental funding for participant training by \$93,550 as follows:

- **PIO/T #391-0471-3-80175/A1 increased funding by \$33,550 for short-term participants under Tribal Areas Development Project.**
- **PIO/T #391-0485-3-80208 earmarked \$60,000 for one long-term participant under the NWFP Area Development Project.**

Appendix B

Summary Of HBCU Activity: January 1 -June 30, 1991 Participant Placements

STATISTICAL SUMMARY OF HBCU PLACEMENT ACTIVITY
January 1 - June 30, 1991 Participant Placements

The following summarizes placement activity for those participants who were placed to begin training between January 1 - June 30, 1991.

TOTAL PARTICIPANTS PLACED: 411

Total where HBCU placements were not possible because:

-Participant Self-Placed:	39
-Field of Study or Degree Objective not offered:	174
-PIO/P or USAID Specified Program:	93
-Third Country Nomination:	41
-IIE Placement or other contract arrangement (e.g.ISMR):	21
-Other:	7

Total where HBCU not possible: **375**

Total where HBCU submissions possible: 36

Total where Applications submitted: 35

Total where Admissions secured: 29

-HRD Approved: 10

-HRD Disapproved: 9

-HBCU Rejects: 4

Total where Participants enrolled: 12

During the period from January 1 - June 30, 1991, 25 participants were enrolled at HBCU's.

Appendix C

Participant Training Statistical Summary January 1, 1991 to June 30, 1991

Project Name & Number	A. IN-TRAINING Status as of June 30, 1991			B. PENDING/ADMITTED/ DEFERRED/ON-HOLD as of June 30, 1991			C. COMPLETED/CANCELLED/ TERMINATED/SELF-TERM/ TRANSF. TO EMBASSY during six-months June 30, 1991			D. ALL ACTIVE CASES Between January 1, 1991 and June 30, 1991 (total of A + B + C)		
	Acad	Tech	TOTAL	Acad	Tech	TOTAL	Acad	Tech	TOTAL	Acad	Tech	TOTAL
Development Support Trng Prgm 391-0474 [U.S./3rd ctry]	215/0	67/0	282/0	36/0	134/3	170/3	50/1	83/24	133/25	302	311	613
Irrigation Systems Mgmt 391-0467	29	2	31	3	19	22	1	2	3	33	23	56
Population Welfare Planning 391-0469	4	10	14	0	20/2	20/2	0	6/4	6/4	4	42	46
Tribal Areas Development 391-0471	0	0	0	0	0	0	0	0	0	0	0	0
Malaria Control II 391-0472	0	2	2	0	0/6	0/6	0	12/2	12/2	0	22	22
Rural Electrification 391-0473	1	0	1	1	3	4	0	0	0	2	3	5
Primary Health Care 391-0475	0	0	0	0	0	0	0	0	0	0	0	0
Energy Planning & Development 391-0478	8	1	9	1	28	29	3	23	26	12	52	64

Project Name & Number	A. IN-TRAINING Status as of <u>June 30, 1991</u>			B. PENDING/ADMITTED/ DEFERRED/ON-HOLD as of <u>June 30, 1991</u>			C. COMPLETED/CANCELLED/ TERMINATED/SELF-TERM/ TRANSF. TO EMBASSY during six-months <u>June 30, 1991</u>			D. ALL ACTIVE CASES Between <u>January 1, 1991</u> and <u>June 30, 1991</u> (total of A + B + C)		
	Acad	Tech	TOTAL	Acad	Tech	TOTAL	Acad	Tech	TOTAL	Acad	Tech	TOTAL
Balochistan Area Development 391-0479	0	0	0	0	1	1	0	0	0	0	1	1
Road Resources Management 391-0480	1	0	1	0	0	0	1	0	1	2	0	2
Forestry Planning & Development 391-0481	6	1	7	3	3/2	6/2	2	3	5	11	9	20
NWFP Area Development 391-0485	0	0/1	0/1	0	0	0	0	0	0	0	1	1
Mgmt Agric Research & Tech 391-0489	46/1	1	47/1	4	21	25	7	2	9	58	24	82
Food Security Management 391-0491	10	3	13	1	0	1	2	0	2	13	3	16
Agric Support Services Project 391-0492	103/1	24	127/1	46	67	113	9	8	17	159	99	258
Child Survival Programs 391-0496	1	0	1	0	11	11	0	8	8	1	19	20

Project Name & Number	A. IN-TRAINING Status as of <u>June 30, 1991</u>			B. PENDING/ADMITTED/ DEFERRED/ON-HOLD as of <u>June 30, 1991</u>			C. COMPLETED/CANCELLED/ TERMINATED/SELF-TERM/ TRANSF. TO EMBASSY during six-months <u>June 30, 1991</u>			D. ALL ACTIVE CASES Between <u>January 1, 1991</u> and <u>June 30, 1991</u> (total of A + B + C)		
	Acad	Tech	TOTAL	Acad	Tech	TOTAL	Acad	Tech	TOTAL	Acad	Tech	TOTAL
Primary Education Development 391-0497	1	0	1	0	1	1	0	0	0	1	1	2
Shelter Resource Mobilization 391-0507	0	0	0	0	0	0	0	5	5	0	5	0
Private Enterprise Investment 391-0514	0	1	1	0	9	9	0	9	9	0	19	19
Ministry of Science & Technology	191		191	9		9	17		17	217		217
Ministry of Education	49		49	22		22	2		2	73		73
TOTALS	667	113	780	126	330	456	95	191	286	888	634	1522

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Development Support Training Project USAID Mission to Pakistan

Semi-Annual Progress Report July-December 1991

Prepared by:

Academy for Educational Development, Inc.
Islamabad, Pakistan / Washington, D.C.

Contract No. 391-0474-C-00-9154-00

Submitted to:

Office of Human Resources Development
U.S. Agency for International Development / Pakistan

April 1992

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INTRODUCTION

The present *Semi-Annual Report of the Development Support Training Project* (DSTP) incorporates a number of changes designed to make the report more responsive to our readers' information requirements.

In the interest of strengthening our focus on participants and skills-transfer --- the primary beneficiaries and output of DSTP --- we have included an annex entitled *New Participants and Programs*. Participants have been listed alphabetically by project as an aid to project supervisors wishing to review employer and training data.

Further to meet the reporting requirements of development managers and to provide a profile of DSTP's activities among and within sectors, our traditional annex, *Participant Training Statistics*, groups projects by USAID Mission technical office and provides summary statistics for the Mission as a whole, as well as for participating Government of Pakistan entities.

As in the past, our annex, *English Language Services*, provides statistics on DSTP's Center for Intensive English Language Studies (CIELS) and Testing and Evaluation Unit, serving the project's pre-training language needs. At the opposite end of the training spectrum, DSTP's Follow-Up Unit began recently a two-year series of surveys of returned participants; a copy of the unit's survey tool appears in the annex entitled *Post-Training Questionnaire*.

The body of the report, entitled *Highlights*, provides an overview of program accomplishments for the reporting period. The annex *Prime Contract* summarizes cumulative project expenditures and contract amendments for the six-month period. An *Issues* annex deals with implementation questions currently confronting the project.

Finally, the end of in-country management training and specialized agricultural training services during the past six months are covered respectively in the annexes *Management Training* and *Agricultural Training*.

Readers interested in greater detail on DSTP operations and future plans are referred to our Monthly Progress Reports and Semi-Annual Workplans submitted to the Office of Human Resources Development, USAID/Pakistan.

We welcome your suggestions as we seek to continue to improve our reporting.

Peter L. Boynton
Vice President
Management Development Services
Academy for Educational Development
Washington, D.C.

HIGHLIGHTS

In-Country Management Training

DSTP's ***Management Training Unit (MTU)***, USAID's largest-ever in-country management training program, ended its activities September 30th.

Over a period of seven years, MTU worked with upwards of ***4000 trainees*** and over ***40 private and public organizations***.

MTU was composed of four subunits:

Entrepreneurship Training
Women in Development
Training of Training Professionals
and
Development Management Training Initiative

Through these 4 subunits, MTU contributed to the formation of a sizable cadre of Pakistani management trainers, trainers of trainers and consultants.

During its last three months, MTU played a leadership role in the establishment of the ***Professional Association of Consultants and Trainers (PACT)***, a pioneering step in the formation of collegial ties among Pakistani management professionals.

MTU also conducted a last session of its highly successful ***Consulting Skills Workshop***. Consultants-in-training honed their skills through real-world problem solving in 18 organizations who subscribed to the workshop as clients.

Training for the certification of trainees to conduct the Entrepreneurship Development Program of Management Systems

International (MSI), through a subcontract between AED and MSI, was completed during this period.

MTU bequeathed to DSTP a ***trainee and program database*** covering the period of its activity, 1984-1991, and a ***Resource Center*** comprised of over 600 professional volumes, video tapes, and training curricula.

The closure of MTU, mandated by the phase-out of USAID/Pakistan activity, marked the ***end of in-country management training under DSTP***.

A ***final report*** on MTU activities, by Dr. Larry Kirkhart, former DSTP Chief of Party and MTU Director, appears as an annex to this report under the title ***Management Training***.

Participant Training

During the six-month period, close to ***2000*** participants or nominees were in ***active status***---ie, in training or pre-training processing.

By the close of the period, ***nominations*** had been received for 70% of planned public sector slots against a Mission expectation of 10-15% six months earlier.

The unexpected upturn in training volume was a function of additions to the project's ***public sector training plan***, approval of a ***private sector training plan*** and, most significantly, ***extension of activity completion dates*** for a number of cooperating projects

which proceeded with the nomination of longer term academic participants.

Participants under *scholarships* from the *Government of Pakistan* who are administered by DSTP accounted for **20%** of the active status total.

Women accounted for **19%** of USAID-sponsored Jefferson Fellows and Associates departing for training during the period and **12%** of those in training at the close of the period.

During the reporting period, **10%** percent of Associates concluded training in countries other than the U.S. or Pakistan (so-called "*third country training*"). Programs in health in Bangladesh, regional development in the Philippines and Thailand, and attendance of the World Forestry Conference, Paris, by senior government forestry officials, were highlights of third country activity.

269 AID-funded participants departed for training in the United States.

Sixty-four new Fellows, along with **40 new, GOP-funded scholarship recipients**, brought to **654** the number of *DSTP-administered participants in U.S. institutions of higher education* at the close of the reporting period.

Of **18 USAID/Pakistan projects** utilizing DSTP to administer their out-of-country training, projects of the *Office of Agriculture and Rural Development* (ARD) were most active. ARD's eight cooperating projects accounted for **77%** of the buy-in, active-status total; the *Office of Health, Population and Nutrition*, with four cooperating projects, accounted for an additional **14%**.

At the project level, the *Agricultural Sector Support Project* (ASSP) with **397** active status participants and nominees accounted for **42%** of the buy-in active-status total. ASSP was followed by the *Irrigation Systems Management Project* with **155** in active status (**16.5%** of the buy-in total) and the

Population Welfare Planning Project with **71** in active status (**7.5%** of the buy-in total).

Participants and nominees funded by DSTP accounted for over *one third* of all active-status USAID participants and nominees.

USAID revised its agency wide target for provision of *training at historically black U.S. colleges and universities* (HBCUs) from 10% of stateside participants to 10% of stateside participant months of training. DSTP, which had focused for the greater part of the year on meeting the participant percentage target, closed FY91 with a rate of 2.4% of new-start stateside training months programmed at HBCUs.

Participant training staff of the Washington office met with officers from HBCUs Tougaloo College, Jackson and Alcorn State Universities, and the Mississippi Consortium for International Development, as well as HBCU representatives attending the USAID/Contractors Workshop held in Jackson, Mississippi, to discuss opportunities and tactics to increase the share of stateside training provided by HBCUs.

Two annexes to this report, Participant Training Statistics and New Participants and Programs, provide additional information on participant training.

Cutback in Services

While initial projections by USAID/Pakistan in late May indicated a sharp drop in training activity, actual numbers of trainees and nominees far exceeded projections. Between January-December 1991, while staff were reduced close to 50%, the number of fellows and associates handled dropped only 26%

Additionally significant has been the impact of the termination of the Winrock subcontract (see Contract Activity below). About thirty percent of the fellows and associates handled

during the period reported are from the Office of Agriculture and Rural Development projects. The amount of attention and expertise expected by USAID/Pakistan - and which DSTP was able to provide in the past - can no longer be provided given present caseloads and the absence of agricultural expertise on staff.

There have been a number of areas where cut-backs in services to participants have been necessary due to higher caseloads. These have included the D.C. office taking no phone calls on Wednesday, requiring that requests are submitted in writing, requiring more advance notice of the need for administrative action, and expectation of complete information with requests to reduce processing time.

Another cut this fall was the Mid-Winter Seminar. The amount of work required for enrolling fellows in and administering the Seminars could not be done given the present workload. Final Reports summarizing programs completed which had been submitted to USAID/Pakistan for academic fellows were also discontinued because of increased workload and because their writing delayed file closure. The Re-Entry Seminar which was developed within the past year has also been discontinued. Campus visits will be limited in the future to those absolutely necessary, as the budget will not allow for the associated costs.

In sum, these measures allowed staff additional time to devote to administrative work, but reduced the time staff could spend discussing concerns with participants and their advisors.

IG Audit Response

While all of the directives of the IG Audit relating to contractor participant training activity had been responded to during Spring

1991, work on specific recommendations continued through late summer.

Recommendations which continued to be addressed included those relating to the contractor's providing clearer and more frequent notification of participant program changes to USAID/Pakistan and providing notification to USAID/Pakistan of successful program completion by technical trainees as well as recommendations relating to cost containment in the selection of academic training sites.

In response to these recommendations and USAID/Pakistan's directives requesting specific information, the following was done:

a. Notification of Significant Program Changes

Memo formats used by program staff were redesigned to better highlight significant program information. Use of these was implemented in June.

b. Notification of Technical Program Completion

A form to be completed by technical training providers at the end of each training program was devised. This is sent by the training provider to the Washington office participant training unit (the Pakistan Participant Training Program or PPTP) for submission to USAID/Pakistan. Completion of the form is explained to participants as a requirement of the scholarship. Use of the form was implemented in June.

c. List of Frequently Used Academic Programs with Cost Information

A directive was issued by USAID/Pakistan for the contractor to develop a list of the most frequently used training institutions with related tuition cost information. In response to this directive, three lists were developed: one listing institutions with cost (alphabetical), one listing institutions by

State, and one listing institutions by field of study. Academic institutions where ten or more participants had been placed were listed. This list was forwarded to USAID/Pakistan where it was distributed to project officers for reference in relation to participant placement. The list was submitted in July, 1991. An updated list will be provided to the Mission in Summer, 1992.

d. **Procedures for Selection of Training Institutions and Cost containment Strategies**

Also in response to IG concerns, the contractor was asked to submit its procedures for selecting training sites. These were submitted to USAID/Pakistan along with procedures used to ensure payment of allowable expenses.

e. **Highlighting Expensive Academic Programs selected for Placement**

During the summer, PPTP reviewed procedures for notifying USAID/Pakistan of the tuition costs anticipated for training at a given site. A result of this was the establishment of procedures to ensure that when academic tuition exceeds \$10,000/year USAID/Pakistan is aware of this and of efforts which have been made to make placement at a lower cost institution.

English Language Services

The *Center for Intensive English Language Study* (CIELS) conducted its 26th and 27th sessions during the reporting period.

Eighty-four students attended the two sessions. Over half achieved the target progress level of 3 or more points per week as measured by scores on the Institutional TOEFL (Test of English as a Foreign Language); average exit scores exceeded 500. Twenty-seven students, *one third* of those in training, achieved levels of

proficiency required for entry into master's and doctoral programs.

The Cross-Cultural Awareness Training (CAT) program of English Language Services continued to evolve with the innovation of a new unit entitled "Readings on American Culture". As usual CAT also featured get-togethers with returned participants, discussions with representatives of local offices of US government agencies, and video tapes on aspects of American life and the process of acculturation. An orientation package to CIELS, a "Self-Study Guide" and a quantitative tool for participant evaluation of CAT were also initiated.

The Testing and Evaluation component of English Language Services conducted institutional TOEFLs for over 750 prospective participants in 13 sessions in Islamabad, Karachi, Lahore and Quetta.

Data on Sessions 26 and 27 and testing by the Testing and Evaluation Unit are presented in the annex entitled *English Language Services*.

Follow-Up

DSTP's newly established Follow-Up unit tested, refined and finalized three *evaluation questionnaires* for use with participants *prior to training, upon return from training, and post-training* (at a minimum interval of six months). The latter questionnaire which figures prominently in the unit's quarterly evaluation surveys appears in the annex entitled **Post-Training Questionnaire**.

During the period October-December, the Follow-Up Unit was successful in obtaining a targeted 100 responses to its Post-Training Questionnaire. These responses will form the basis of the unit's first *quarterly follow-up survey*. Responding participants were randomly selected from the training database.

The Follow-Up Unit is projected to survey 10% of returned participants by December 1993.

An initial professional networking program was conducted during December. *Dr. William Greenfield*, a curriculum specialist, spent five days in Pakistan during which he met with the Minister of Education, other senior educators, educational development experts and several dozen returned participants specializing in education. The visit, jointly supported by DSTP, USIS and the US Education Foundation in Pakistan, was widely covered in the local press.

Additional networking activities, in the fields of agriculture and international relations are planned for the first quarter of 1992.

Contract Activity

Core contract expenses stood at \$14m at the close of the reporting period against a budget of \$22m; participant expenses stood at \$48m against a budget of \$78m.

Seven amendments were made to DSTP's contract (Nos. 47-53). Contract Amendment No. 53 provided additional funding for sharply reduced technical assistance for Years 4 and 5 of the project (December 19, 1991 - December 18, 1993).

Details on contract expenditures through December 31, 1991 and contract amendments enacted during the reporting period are contained in the annex entitled *Prime Contract*.

A subcontract with *Winrock International Institute for Agricultural Development* for provision of training services ended September 30th and Winrock's final voucher was processed.

Over a period of 33 months, Winrock directed **13 in-country programs** attended by **400**

trainees and placed and monitored **91 Jefferson Fellows** and **46 Associates** training in agricultural specializations in stateside institutions.

Excerpts from Winrock's Final Report detailing contributions to the project are found in the annex entitled *Winrock: Agricultural Training 12/88 - 09/91*. The decision to terminate the subcontract was made by USAID in light of the phase-out of the Mission to Pakistan.

A fixed price contract was executed with *Management Systems International* for a final entrepreneurship training workshop and training of trainers for accomplishing the certification of Pakistani trainers (see *Management Training* annex).

A final voucher for management training services performed by *Arthur D. Little* was processed during the period.

Finally, AED reached an agreement with the *Experiment in International Living* (EIL) to reduce EIL's share of home office staff to two participant training positions, effective February 1, 1992. Other EIL staff in positions scheduled to continue beyond December 31, 1991 were offered and have accepted on-going positions with AED.

Administration

DSTP's Chief of Party, Dr. Larry Kirkhart, guided field unit directors in joint formulation of a strategic plan defining goals, objectives and actions for Years 4 and 5 of the project.

DSTP's field office *management information system* continued its rapid evolution, with additional fields opened and applications developed in response to new project responsibilities in the areas of financial tracking. An 84-field training follow-up database was designed, programmed and placed in operation.

Staff

In response to a lower projected workload no less than 25 positions were cut in Washington and Islamabad. This represented an approximate halving of level of effort, with other staff going on reduced schedules.

In Washington, Robert Sienkiewicz, Manager of Core Contract Finance and Budget, resigned late August. His duties were absorbed by Martha Malcolm Cooper, Deputy Project Coordinator and Carl Boesch, Finance Associate. Randy Hatfield resigned from the project due to the termination of the Management Training Unit.

In Islamabad, **Mahmud Ahmed** assumed the newly created position of Follow-Up Assistant and **Tahir Mahmood**, that of Follow-Up Secretary. Mr. Ahmad will conduct interviews of returned participants and assist in the arrangement and implementation of professional networking activities. Mr. Mahmood will maintain and operate the Follow-Up information system and collate and format survey data.

Patricia Johnson, Director of English Language Services, resigned in December and was replaced by **Thea Sierak**, former CIELS Coordinator; the positions of ELS Director and CIELS coordinator were consolidated.

John Tabor completed his tour as Chief of Party in early July. Mr. Tabor was succeeded by **Dr. Larry Kirkhart**, Director of the Management Training Unit, who completed his six-month tour as Chief of Party, in December. In December, following a two week overlap, Dr. Kirkhart was succeeded by **Lance Lindabury**, a former Chief of Party with the Scholarship and Training Project of the Omani-American Joint Commission.

A list of individuals who were released, resigned, hired or transferred internally, and their positions, appears in the table **DSTP Staff Changes: June-December 1991** below.

Issues

The major challenge confronting DSTP during the next six months is the **procurement of additional funds to sustain an expanded implementation effort and avoid cutbacks in planned training.**

Current projections of implementation capabilities under a **zero-based budget** indicate **shortfalls in planned training** on the order of **700 participants** and **1000 person months** of training.

This and other issues, related background and recommended actions are set forth in the annex entitled Issues.

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DSTP Staff Changes - June-December 1991

Islamabad

The following were released due to termination of positions:

Management Training Unit

- Imtiaz Khalid, Director/PETI
- Mohammad Talha, Manager/DMTI
- Naeem Qaiser, Secretary
- Shahab Qureshi, Deputy Manager/DMTI
- Tariq Bhatti, Training Associate
- Tariq Qurashi, Manager/TOTP
- Urusa Fahim, Manager/WID

Agriculture Training Unit

- Dr. Mohd. S. Anjum, Senior Program Specialist
- Zahid Hussain Abbasi, Secretary

Participant Training Unit

- Mohammad Ashraf, Admin. Assistant
- Musarrat Haidery, Case Officer

English Language Services Unit

- Patricia Johnson, Director

Administration Unit

- Mohammad Abdullah, Driver/Clerk

Quetta Regional Representative

- Riffat Gillani, Regional Representative

The following resigned:

- Arshad Mahmood, Admin. Officer, Administration Unit
- Asif Barlas, Accounts Assistant, Administration Unit
- Larry Kirkhart, Chief of Party
- Muneebullah Khan, Clerk Typist, Participant Training Unit
- Tanveer Alam, Finance Officer, Administration Unit
- Zaib-un-Nisa, Secretary, Participant Training Unit

The following were hired:

- Athar M. Khan, Finance Officer, Administration Unit
- Jamal Yousuf, Secretary, Participant Training Unit
- Lance Lindabury, Chief of Party

The following were assigned new positions:

- Mahmud Ahmad, Assistant, Follow-Up Unit
- Tahir Mahmood, Secretary, Follow-Up Unit
- Thea Sierak, Director, English Language Services Unit

Washington

The following were released due to termination of positions:

- Dr. Judith Jenkins, Deputy Program Manager
- Joe Dale, Sr. Program Specialist

The following were hired:

- Carolyn Lobron, Program Specialist
- Corrie Rothblum, Placement Specialist
(budgeted temporary position 10/91-12/91)
- Jon Prevatt, Program Assistant
- Tamara Kribbs, Secretary/Receptionist
- Ron Malveaux, Program Assistant

The following resigned and were replaced:

- Felicia January, Secretary/Receptionist
- Julie Lace, Program Assistant
- Margaret Gridley, Program Specialist
- Molly Davis, Program Assistant
- Sara Hurwitch, Program Assistant

The following resigned and their positions terminated:

- Beth Rivelis, Program Assistant
- Chonita Tillmon, Program Specialist
- Christiana Tumaku, Financial Assistant
- Dan Craun-Selka, Program Coordinator
- Elizabeth O'Malley, Program Assistant
- Gretchen Bowman, Program Specialist
- Jesse Burke, Program Assistant
- Laure Capouya, Program Specialist
- Linden Chubin, Program Specialist
- Lisa Laumann, Program Specialist
- Normand Viere, Participant Finance Assistant
- Randy Hatfield, Program Associate
- Rikki George, Program Specialist
- Robert Sienkiewicz, Manager of Core Contract Finance & Budget
- Ruth Rosenberg, Program Assistant
- Stan Nowakowski, Program Specialist

Martha Sheldon's position was reduced to 80% time.

Annexes

MANAGEMENT TRAINING

PARTICIPANT TRAINING STATISTICS

NEW PARTICIPANTS AND PROGRAMS

ENGLISH LANGUAGE SERVICES

POST-TRAINING QUESTIONNAIRE

WINROCK: AGRICULTURAL TRAINING

PRIME CONTRACT

ISSUES

MANAGEMENT TRAINING

Final Report

Prepared by Larry Kirkhart

This represents the final report of the efforts of the Management Training Unit (MTU) in Pakistan. MTU began its efforts in 1984. Through the years over 4,000 people participated in in-country training programs and over 40 different organizations served as sponsors of programs. In all, this was the largest and most complex in-country management development effort that USAID has mounted anywhere in the less developed countries.

II. Project Achievements

1. Private Enterprise Training Initiative

a. Entrepreneurial Development and Advisory Service (EDAS)

1) Entrepreneurship Training--MSI

Participant orientation sessions were conducted by EDAS on September 2 & 3, 1991. The orientation was followed by interviews with prospective participants.

On September 28-October 9, the second Management Systems International training program on entrepreneurship was delivered. Ms. Maria Fanning served as the lead trainer with training support from Ms. Bonnie Daniels and program coordination assistance from Ms. Gloria Fauth.

Two EDAS trainers, Mr. Almas Hyder and Mr. Imtiaz Khalid and one trainer from the Entrepreneurship and Career Institute, Ms.

Shahnaz Kapadia Rahat were certified as MSI approved trainers to deliver the program in Pakistan. Their nomination as MSI professional trainers will be made to the MSI certification board. A positive result in all three cases is expected. MSI is seeking additional ways to provide these three with additional experience training the program with the support of licensed trainers.

A total of twenty-eight (28) people attended the program. All but one achieved MSI's entrepreneurship certification.

2. Women in Development

a. Advanced Theory and Practice of Management

Originally conceived as a response to the need for WID interns to receive training in organizational behavior, the mission of this program was expanded significantly and the design altered accordingly due to the exigencies of the phase-out of the unit. Instead of an entry level program, the design called for the most experienced WID trainees and was opened to the most advanced trainees that were available from the other three areas of the MTU. In all six women and 10 men attended the program. The program emphasized theory-in-practice, was highly experiential and stressed how each participant's actions expressed particular theories of organization or management or change. Individuals who did well in the program were informed that they would be

allowed to participate in the Consulting Skills Workshop to be offered subsequently and that if they did well in that program also they could be certified as Human Systems Development Consultants. Of the sixteen senior consultants and trainers that participated in the program, eleven later attended the Consulting Skills program.

During the course of the program, the Professional Association of Consultants and Trainers (PACT) was formed. A mission statement, set of membership rules and election of officials was completed before the end of the program. The purpose of PACT is to provide a means for keeping these advanced trainers and consultants interconnected with each other and promote the development of client-centered consulting and training in Pakistan. Recruitment of additional members from among the larger network of people who had been associated with MTU was planned and initiated. A directory showing the areas of professional expertise was compiled and distributed. Finally, a commitment was made by the officers of PACT to produce a quarterly newsletter.

The trainers for the program were Dr. Elizabeth Kirkhart, Lead Trainer, Dr. Barbara Robinson, trainer. The program was delivered in Islamabad on June 29-July 18, 1991.

3. Training of Training Professionals

a. Emmay's and Associates

On August 3-12 and September 13-17, 1991, the Consulting Skills workshop was delivered in Karachi. This was the first time this particular program had been offered as part of the Human Systems Development Scheme. A total of 15 people attended the program. Some came to the program with experience from other courses in the TOTP sequence; some came directly from the Advanced Theory and Practice Workshop.

Practical experience providing consulting services to a real client was at the core of the

program design. A total of eighteen (18) different organizations were involved as clients during the training, fourteen (14) organizational change processes were initiated, three (3) of the consultancies were successfully completed before the end of the workshop, two (2) failed and were terminated and nine (9) were proceeding successfully and scheduled to continue for some time.

In all, 13 of the people demonstrated the relevant competencies to be certified as Human Systems Consultants--the most advanced level of proficiency achieved through the TOTP certification program.

The trainers for the program were Dr. Elizabeth Kirkhart, Lead Trainer, Dr. Barbara Robinson, trainer.

This was the third and final TOTP program to be sponsored by Emmay's Associates of Karachi.

4. Development Management Training Initiative

a. Pakistan Development Banking Institute

1) Advanced Project Management Skills Workshop for the Private Sector

Through the sponsorship of the Pakistan Development Banking Institute, the Project Management program was offered for a fourth and final time. This time, however, the program was redesigned to serve the private sector. The program was delivered on August 31 to September 10, 1991 by Mr. Shahid Mir, private consultant and Mr. Dawer Hussain, senior faculty member of NIPA Karachi. There were nine participants. Approximately half were from private sector organizations; the others were from Development Financial Institutions. With this delivery, the program has been successfully modified to serve the private sector, the Pakistan Development Banking Institute has made the commitment to continue to offer the course and the training staff are fully able to deliver the program

autonomously.

5. Additional Achievements

a. Open House on the Occasion of the Closing of the Management Training Unit.

On September 19, a special two (2) hour open house was provided by the Management Training Unit. The purpose of the Open House was to provide long-standing collaborators, program participants and officials of the Government of Pakistan and of USAID to meet with the staff, review the accomplishments of the unit and say their goodbyes. Despite the fact that participants had to pay for their own travel expenses and despite the fact that the post office was horribly late delivering invitations to the event, over a dozen people from Karachi, Lahore and Peshawar attended the event. Approximately sixty (60) people attended the event.

The offices were specially decorated with pictures, graphs and documentation that enabled everyone to rapidly assimilate what each of the four units had achieved with the financial support of USAID. Despite the fact this event marked the ending of the life of unit, the Open House had a decided festive air and provided an occasion for the expression of mutually held respect and appreciation.

2. Awards Ceremony

From 2:30-5:30 on September 19, 1991, a special awards ceremony was provided. The program was attended by approximately 70 people. Dr. David Sprague, Chief, HRD, USAID, David Esch, DSTP Project Officer, Dr. Larry Kirkhart, DSTP Chief-of-Party and the staff of the Management Training Unit made short speeches. A total of thirty-two (32) awards were given to people who had been outstandingly supportive of MTU efforts and fourteen (14) awards were given to representatives of institutions for a similar reason.

Within the stringent set of requirements of

the Human Systems Development Program, fifty-two (52) people were awarded certificates. In order of increasing difficulty to achieve, twenty-nine (29) were certified as HSD Trainers, eleven (11) as HSD Trainers of Trainers and twelve (12) as HSD Consultants.

After the awards had been distributed, the mike was turned-over to the attendees for comments. What followed was a remarkable series of spontaneous testimonials about the organizational, professional and personal benefits of experience working with MTU. All of this was video taped and can be viewed by anyone that desires to do so.

3. Program Database

By September 30, 1991, the MTU database was completed. This data base includes information about every program offered by MTU since the beginning of its efforts in 1984. The name of the program, its duration, where it was conducted, the sponsoring organization, the names of participants, their job title, the total number of participants and the names of the ex-pat and local consultants are all recorded on the database.

4. MTU Resource Center Database

The database of books, films, videos and other training materials was completed prior to the closing of MTU. This database will be the vehicle enabling continued use (to the projected end of the project in December, 1993) of the library of over 600 volumes, video tapes and other materials. Anyone may use the library and check out up to four (4) items for a period of two weeks. Ms. Irene Bowers serves as the librarian for the Resource Center.

PARTICIPANT TRAINING STATISTICS

All Training
Government of Pakistan Academic Participants and Nominees
Women
Third Country
USAID Jefferson Fellows, Associates and Nominees

Notes to Statistics

Nominations Received	For the six-month period, the number of nominations for academic training, technical training, and total. The head of the Islamabad office participant training pipeline.
Departures	For the six-month period, the number of academic participants, technical participants, and total departing for training and the number departing to training institutions in Third Countries. Additions to the support and monitoring caseload.
Unfunded Nominations	At the close of the reporting period, the number of nominees for academic training, technical training, and total whose nominations were not yet funded by a Project Implementation Order (PIO). The Islamabad office pre-training caseload.
Funded Nominations	At the close of the reporting period, the number of PIO-funded nominees for academic training, technical training, and total for whom pre-training arrangements were in process. The Washington office pre-training caseload.
Concluded Programs	For the six-month period, the number of participants who successfully concluded programs and, among them, the number who successfully concluded programs in Third Countries. Attrition in the support and monitoring caseload; the head of the follow-up pipeline.
In Training	At the close of the reporting period, the number of participants in training. The support and monitoring caseload.
Active Status Total	The sum of the number of participants concluding programs during the six-month period and the number of nominees (funded and unfunded) and participants in training at the close of the period. A measure of the caseload of the Islamabad and Washington participant training units for the reporting period as a whole.
Third Country	A country other than Pakistan or the United States.

All Training

USAID Mission to Pakistan and Government of Pakistan

A, B, and D as of 12/31/91. All other for the six month period.

Funding Agency	Trainee Group	Pre-Training				Training		All Participants and Nominees Active Status A+B+C+D
		Nominations Received	Islamabad Departures	Washington		U.S. and Third Country Concluded Programs C	D In Training	
A Unfunded Nominations	B Funded Nominations							
USAID Mission to Pakistan	Fellows	129	64	149	71	104	396	720
	Associates	207	205	300	151	312	18	781
	Total	336	269	449	222	416	414	1501
Government of Pakistan	Academic	4	40	92	20	21	258	391
USAID and Government of Pakistan	All Groups	340	309	541	242	437	672	1892

Government of Pakistan

Academic Participants and Nominees

A, B, and D as of 12/31/91. All other for the six month period.

Funding Agency	Pre-Training				Training		Academic Participants and Nominees Active Status A+B+C+D
	Nominations Received	Islamabad		Washington		U.S. and Third Country	
		Departures	A Unfunded Nominations	B Funded Nominations	C Concluded Programs	D In Training	
Ministry of Science and Technology	4	22	15	9	18	194	236
Ministry of Education		18	77	11	3	64	155
Total	4	40	92	20	21	258	391

Women

Project Number – Title Participant Group	Pre-Training		Training	
	Nominations Received	Departures	Concluded Programs	In Training
Office of Human Resources Development Fellows Associates	1	5 27	3 15	37 3
Office of Health, Population, & Nutrition Fellows Associates	1 13	14	5	1
Office of Agriculture & Rural Development Fellows Associates	2 3	4	3 5	7 1
Office of Private Enterprise & Energy Fellows Associates				
Office of Engineering Fellows Associates				
USAID Fellows Associates Total	3	5	6	45
	25%	8%	6%	11%
	17	45	25	4
	8%	22%	8%	22%
	20	50	31	49
	6%	19%	7%	12%
Government of Pakistan MOST MOE Total	1	2	1	10
	25%	5%	6%	16%
	1	2	1	19
	25%	5%	33%	7%

Third Country Training

Funding Agency	Departures	Concluded Programs				
Trainee Group	Number Of Mission Total	Number Of Mission Total				
USAID Mission to Pakistan		<table border="1"> <tr> <td>32</td> <td>10%</td> </tr> <tr> <td>32</td> <td>8%</td> </tr> </table>	32	10%	32	8%
32	10%					
32	8%					
Total						

USAID Mission to Pakistan Office of Human Resources Development

Jefferson Fellows, Associates and Nominees

A, B, and D as of 12/31/91. All other for the six month period.

Project Number – Title	Participant Group	Pre-Training					Training			Fellows Associates and Nominees Active Status A+B+C+D
		Nominations Received	Islamabad		Washington		U.S. and Third Country		D In Training	
			Departures	A Unfunded Nominations	B Funded Nominations	C Concluded Programs	D In Training			
		Third Country	Total	Total	Total	Third Country	Total	Total		
0474 – Development Support Training Project	Fellows		1	15	26	18		52	179	275
	Associates		3	89	79	50		149	7	285
	Total		4	104	105	68		201	186	560
0497 – Primary Education Development	Fellows								1	1
	Associates			1	2	1		1		4
	Total			1	2	1		1	1	5
All Projects	Fellows		1	15	26	18		52	180	276
	Associates		3	90	81	51		150	7	289
	Total		4	105	107	69		202	187	565

USAID Mission to Pakistan Office of Health, Population & Nutrition

Jefferson Fellows, Associates and Nominees

A, B, and D as of 12/31/91. All other for the six month period.

Project Number – Title	Participant Group	Pre-Training				Training			Fellows Associates and Nominees Active Status A+B+C+D		
		Nominations Received	Islamabad		Washington		U.S. and Third Country				
			Departurees	A	B	C	D				
		Third Country	Total	Unfunded Nominations	Funded Nominations	Concluded Programs Third Country	Total	In Training			
0469 – Population Welfare Planning	Fellows			7				2	1	3	
	Associates			13		24	23	31	1	68	
	Total			20		24	23	2	33	2	71
0472 – Malaria Control II	Fellows			1						2	
	Associates			5			24		1	1	30
	Total			6			24		1	1	32
0484 – Social Marketing of Contraceptives	Fellows										
	Associates			2		2		2	2	2	
	Total			2		2		2	2	2	
0496 – Child Survival	Fellows			5		2	5			1	8
	Associates			16		8	8	4	8		18
	Total			21		10	13	4	8	1	26
All Projects	Fellows			13		2	5			3	13
	Associates			36		34	55	6	41	1	118
	Total			42		36	60	6	44	4	131

USAID Mission to Pakistan Office of Agriculture & Rural Development

Jefferson Fellows, Associates and Nominees

A, B, and D as of 12/31/91. All other for the six month period.

Project Number – Title	Participant Group	Pre-Training				Training			Fellows Associates and Nominees Active Status A+B+C+D
		Nominations Received	Islamabad		Washington		U.S. and Third Country		
			Departures	A	B	C	D		
		Third Country	Total	Unfunded Nominations	Funded Nominations	Concluded Programs	In Training		
		Third Country	Total	Third Country	Total	Third Country	Total		
0467 – Irrigation Systems Management	Fellows	22	2	11	5		10	22	48
	Associates	73	13	67	27		13		107
	Total	95	15	78	32		23	22	155
0471 – Tribal Areas Development	Fellows								4
	Associates			3	1				4
	Total			3	1				4
0479 – Balochistan Area Development	Fellows								
	Associates	27		20	7	2	21	21	30
	Total	27		20	7	2	21	21	30
0481 – Forestry Planning & Development	Fellows	12	4	23	3		2	9	37
	Associates	21	5	6	2	4	6		14
	Total	33	9	29	5	4	8	9	51
0485 – North West Frontier Area Development	Fellows			1					1
	Associates		1	1		1	1		2
	Total		1	2		1	1		3

USAID Mission to Pakistan Office of Agriculture & Rural Development, continued

Jefferson Fellows, Associates and Nominees

A, B, and D as of 12/31/91. All other for the six month period.

Project Number – Title	Participant Group	Pre-Training				Training			Fellows Associates and Nominees Active Status A+B+C+D	
		Nominations Received	Islamabad		Washington		U.S. and Third Country			
			Departures	A	B	C	D			
		Third Country	Total	Unfunded Nominations	Funded Nominations	Third Country	Total	In Training		
0489 – Management of Agricultural Research & Technology	Fellows		5		1		11	39	51	
	Associates			1	2		19		22	
	Total		5	1	3		30	39	73	
0491 – Food Security Management	Fellows		1				3	9	12	
	Associates		2				3		3	
	Total		3				6	9	15	
0492 – Agricultural Sector Support	Fellows	81	29	81	42		18	123	264	
	Associates	27	19	52	45		36		133	
	Total	108	48	133	87		54	123	397	
All Projects	Fellows	115	41	116	51		44	202	413	
	Associates	148	60	137	79	26	99		315	
	Total	263	101	253	130	26	143	202	728	

USAID Mission to Pakistan Office of Private Enterprise & Energy

Jefferson Fellows, Associates and Nominees

A, B, and D as of 12/31/91. All other for the six month period.

Project Number – Title	Participant Group	Pre-Training				Training			Fellows Associates and Nominees Active Status A+B+C+D
		Nominations Received	Islamabad		Washington		U.S. and Third Country		
			Departures Third Country	Total	A Unfunded Nominations	B Funded Nominations	C Concluded Programs Third Country	D In Training Total	
0473 – Rural Electrification	Fellows Associates Total	2 2	2 2	3 3	2 3	2 2	2 2	2 5 7	
0478 – Energy Planning & Development	Fellows Associates Total	8 8	6 18 24	2 24 26	2 24	5 10 15	8 10 18	15 44 59	
0507 – Shelter Resource Mobilization	Fellows Associates Total								
0514 – Private Investment Expansion	Fellows Associates Total	10 10	1 1	1 1	1 1	10 10	10 10	10 10	
All Projects	Fellow Associate Total	20 20	6 21 27	2 27 29	2 27	5 22 27	10 10 20	17 59 76	

USAID Mission to Pakistan Office of Engineering

Jefferson Fellows, Associates and Nominees

A, B, and D as of 12/31/91. All other for the six month period.

Project Number – Title	Participant Group	Pre-Training				Training		Fellows Associates and Nominees Active Status A+B+C+D	
		Nominations Received	Islamabad		Washington		Concluded Programs		In Training
			Third Country	Total	A Unfunded Nominations	B Funded Nominations			
0480 – Road Resources Management	Fellows Associates Total						1	1	
All Projects	Fellows Associates Total						1	1	

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NEW PARTICIPANTS AND PROGRAMS

By participating project, the name, position and employer of each new Jefferson Fellow or Jefferson Associate and his/her program title, site and dates of training.

USAID Mission to Pakistan

Program Data: New Jefferson Fellows

Project No.	Name and Position	Employer	Dates	Program Title & Institute
0467	Ali Hussain Sajid Asstt Water Mngt Engineer	Water Management Wing, M/O Food & A	Dec 91 Apr 93	Irrigation Agriculture En North Dakota State Univer
0467	Aman Ullah Sub Divisional Officer	Rajawal Sub Division	Aug 91 Aug 93	Civil Engineering University of Arizona, Tu
0473	Muhammad Javed Sahi SDO	PDC Office, WPADA	Jul 91 Dec 92	Instructional Technology West Virginia University
0474	Arahad Nadeem Senior System Engineer	Hardware Professionals	Jan 92 Jan 94	Computer Science Howard University
0474	Ghulam Hussain Assistant Professor	Department of Statistics,	Aug 91 Aug 93	MS in Statistics Kansas State Univ
0474	Hashim Hussain Assistant Chief	Ministry of Industries	Aug 91 Aug 93	Development Economics Virginia St University
0474	Javed Ahmed Deputy Secretary (Tech),	Finance Department,	Aug 91 Aug 92	Management Carnegie Mellon Univ
0474	Mohammad Salahuddin Khan unemployed		Sep 91 Sep 92	Civil Engineering Techno Columbus St Comm College
0474	Naila Chawdri Coordinator Counsellor	UNHCR	Aug 91 Aug 93	Human Resources Mgmt Dev Western Carolina Univ, NC
0474	Nina Aziz Ahmad Product Manager	ICI Pakistan Ltd.	Aug 91 Aug 93	MBA Univ. of Southern Califor
0474	Parvez Khuroo Malik Assistant Commissioner,	Government of the Punjab,	Jan 92 Dec 92	Management Colorado St University
0474	Rashid Siddique Kaukab Deputy Secretary (Budget)	Government of Sindh	Sep 91 Sep 93	MBA Yale University
0474	Rumana Reza Executive Office Manager	Client Executive, 80-B Margalla Road	Aug 91 Aug 93	Business Administration Cal State, Sacramento
0474	Saleh Muhammad Bangash Manager (E.A.)	Ministry of Production	Aug 91 Aug 93	MBA Indiana University S Bend
0474	Syed Iqbal Anwar Kidwai Deputy Project Director	Development Project, Govt. of NWFP	Aug 91 Aug 93	Development Economics W. Michigan University
0474	Zahid Majeed Deputy Director,	Management Services Division,	Jan 92 Apr 93	Business Management U. of New Haven
0478	Aamir Naseem Distribution Engineer	Sui Northern Gas Co. Ltd.	Sep 91 Dec 92	Mechanical Engineering Texas A&M University

USAID Mission to Pakistan

Program Data: New Jefferson Fellows

Project No.	Name and Position	Employer	Dates	Program Title & Institute
0478	Ghulam Ahmad Junior Engineer	O.G.D.C., Planning Division	Sep 81 Dec 82	Petroleum Engineering University of Southwestern
0478	Muhammad Aslam Principal Reservoir Engr.	O.G.D.C., Kashi Plaza	Sep 81 Dec 82	Petroleum Engineering Univ. of Southwestern
0478	Raza Ahmed Principal Geochemist	G & A Labs, Expl. (S & R) Dept.,	Sep 81 Dec 82	Petroleum Geology University of Southwestern
0478	Syed Haider Ali Shah Deputy Chief Geologist	Oil & Gas Development Corporation	Sep 81 Dec 82	Petroleum Geology Univ. of Southwestern
0478	Syed Shabbir Hassan Rizvi Acting Project Engineer	Sui Southern Gas Company Limited	Sep 81 Dec 82	Mechanical Engineering Texas A&M University
0481	Amjad Mahmood Chima Divisional Forest Officer	Publicity Forest Division	Sep 81 Sep 83	Social forestry Auburn Univ, Alabama
0481	Manzoor Ahmed Divisional Forest Officer	Forest Department,	Aug 81 Aug 83	Farm Forestry Mississippi St Univ
0481	Mohammad Siddique Khan Divisional Forest Officer	Forestry Preinvestment Centre	Sep 81 Sep 83	Forestry Research & Ed Auburn Univ, Alabama
0481	Mohammad Tahir Laseq Assistant Silviculturist	Pakistan Forest Institute	Aug 81 Aug 83	Trng & Administration Mississippi State
0489	Fida Mohammad Asstt. Research Officer	Cereal Crops Research Institute	Aug 81 Aug 84	Plant Breeding & Genetics University of Idaho, Moscow
0489	Ghulam Akbar Deputy Director	Arid Zone Research Sub-Station	Sep 81 Sep 84	Range Science Utah State University
0489	Muhammad Akhter Asst. Research Officer	Pulses Research Institute	Aug 81 Aug 84	Genetics & Plant Breeding University of Arkansas,
0489	Sheikh Suleman Divisional Forest Officer	Wording Plan, Unit IV	Aug 88 Jun 92	Forestry New Mexico St Univ
0489	Tariq Masood Khan Planning Officer	Agriculture Department	Aug 81 Aug 84	Agricultural Economics University of Kentucky
0492	Abdul Fatah Tunio Assistant Director	c/o Directorate General Agriculture	Jan 82 Jan 84	Agricultural Engineering Oregon State University, C
0492	Adnan Zahoor Sub Divisional Forest Off	C/o Chief Conservator of Forests	Aug 81 Aug 83	Forestry Mississippi State Univers
0492	Aftab Bashir Scientific Officer	Nuclear Instt. for Agri. & Biology	Sep 81 Sep 84	Genetic Engg(Cells) University of Illinois,

USAID Mission to Pakistan

Program Data: New Jefferson Fellows

Project No.	Name and Position	Employer	Dates	Program Title & Institute
0492	FJAZ AHMAD RESEARCH SPECIALIST	GOP/USAID/DWRC, NARC, F-LAB, ROOM 2	Sep 81 Sep 94	PH.D WILDLIFE BIOLOGY COLORADO STATE UNIV IV. FO
0492	Ilfamuddin Research Officer	Sub-Station (INSRD), Agriculture	Aug 91 Aug 93	Seed Technology Mississippi State Unvers
0492	Javed Rashid Lecturer	College of Veterinary Sciences	Sep 91 Sep 94	Veterinary Pathology University of Minnesota S
0492	Khizar Hayat Javed Research Officer	Planning & Development Dept.	Jan 92 Jan 94	Agricultural Economics North Carolina A&T Univer
0492	Maqsood Hussain Agriculture Officer	Economics & Marketing	Aug 91 Aug 93	Agricultural Economics Mississippi State Unvers
0492	Masood Khan Khattak Assistant Professor	Gomal University D I Khan	Aug 91 Feb 94	Toxicology Kansas State University
0492	Mian Muhammad Mukhtar Associate Chief	Agricultural Prices Commission	Aug 91 Aug 94	Agricultural Economics Mississippi State Unvers
0492	Mohammad Mushtaq Research Officer	(AB&G) BLPRI Tanaza Dam	Sep 91 Jun 94	Animal Reproduction Ohio State University, Co
0492	Muhammad Akram Lecturer	University of Agriculture	Aug 91 Aug 94	Agro Forestry Texas A & M University,
0492	Muhammad Naeem Statistical Investigator	Barani Agri. Development Project	Aug 91 Aug 93	Agricultural Statistics Cal State/Chico
0492	Muhammad Javed Iqbal Asstt. Scientific Officer	National Institute of Biotechnology	Sep 91 Sep 94	Biotechnology Univ of Illinois, C
0492	Muhammad Shafqat Ejaz Assistant Director	Agriculture & Livestock Deptt.	Sep 91 Sep 93	Irrigation Engineering Utah State University, Lo
0492	Muhammad Zahid Khan Veterinary Officer	Veterinary Research Institute,	Aug 91 Aug 93	Animal Reproduction West Texas State Unvers
0492	Mukhtar Ahmed Chaudhry Assistant Chief of Sect.	Govt. of Punjab	Oct 91 Oct 94	Agriculture Related Sub Auburn University,
0492	Mumtaz Hussain Lecturer	University of Agriculture	Oct 91 Oct 94	Botany Oklahoma State University
0492	Natig Hussain Project Director	Agriculture Department	Jan 92 Jan 94	AGRICULTURE ECONOMICS North Carolina A&T State
0492	Rashid Ahmad Lecturer	University of Agriculture	Aug 91 Aug 94	Plant Physiology University of Idaho, Mosc

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Program Data: New Jefferson Fellows

Project No.	Name and Position	Employer	Dates	Program Title & Institute
0492	Salman Sabir Statistical Officer	C/o Chief Conservator of Forests	Aug 81 Dec 83	Statistics Cal State, Chico
0492	Syed Hamid Ali Scientific Officer	National Institute of Biotechnology	Jan 82 Jan 84	Biotechnology & Genetic SUNY, Buffalo, N
0492	Syed Navaid Raja Water Management Officer	Planning & Monitoring Cell	Jan 82 Jan 84	Civil Engineering Oregon State University,
0492	Tayyab Jamil Ji Research Officer	National Seed Registration Depart.	Aug 81 Aug 83	Seed Technology Mississippi State Unvers
0492	Umar Hayat Documentation Officer	Barani L.P.R.I Kherimurat	Aug 81 Aug 83	Animal Nutrition mississippi State Unversy
0492	Umer Qiaz Khan Lecturer	Gomal University Dera Ismail Khan	Aug 81 Feb 84	Plant Breeding & Genetics Mississippi State Unversy
0492	Weheed Ahmad Bhutta Assistant Chief of Sect.	Planning & Development Deptt.,	Aug 81 Aug 84	Economics Mississippi State Unvers
0496	Altaf Hussain Qureshi Principal	College of Medical Technology	Jan 82 May 83	Public Health Tulane University, New Or
0496	Munir A. Abro Asst. Direc. Gen. Health	Ministry of Health	Jan 82 May 83	Public Health Tulane University, New Or
MOE	Aamer Rehman Consulting Engineer	Rupali Polyester Limited	Sep 81 Aug 95	Industrial Engineering University Wisconsin, Mad
MOE	Abid Kemal Production Engineer	Carrier Telephone Ind. (Pvt) Ltd	Sep 81 Sep 85	Mechanical Engineering Stanford University,
MOE	Akbar Ali Student	Nil	Aug 91 Aug 95	Microbiology Iowa State University
MOE	Amjad Ali Associate Director (MKT)	Australian Business & Management	Aug 91 Aug 95	Business Administration University Arkansas
MOE	Bhamro Lecturer in Chemistry	Govt. Degree Science & Cornmerce	Sep 81 Sep 85	Physical Chemistry University of Toledo, Ohi
MOE	Maaz Ullah Student	Nil	Aug 91 Aug 95	Agricultural Engineering Mississippi State Unvers
MOE	Muhammad Saleem Mughal Student	Nil	Aug 81 Aug 85	Parasitology Tulane University,
MOE	Nadeem Ahmad Shaikh Student	Nil	Aug 81 Aug 83	Civil Engineering University Texas Austin

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Program Data: New Jefferson Fellows

Project No.	Name and Position	Employer	Dates	Program Title & Institute
MOE	Qasir Hayat Assistant Director	Project Management Unit	Sep 91 Sep 96	Construction En University of Maryland, B
MOE	Rashida Khatoon Lecturer	Bahauddin Zakariya University	Sep 91 Sep 93	Economics Western Michigan Universi
MOE	Sajid Ali Barlas Agricultural Officer	Attock Soil & Water Testing	Aug 91 Aug 96	Soil Science University of Arizona, Tu
MOE	Seema Ansari Lecturer	Dawood College of Engineering	Aug 91 Aug 96	Computer Science University of Missouri, K
MOE	Shabbir Hussain Kotmoman Mohallah	Post Office Distt. Sargodha	Sep 91 Sep 96	Veterinary Preventive Med Ohio State University
MOE	Syed Tauqeer Ahmad Lecturer	Deptt. of Business Administration	Sep 91 Sep 96	Business Administration University of Bridgeport,
MOE	Tahir Khurshid Account Officer	Faysal Islamic Bank of Bahrain,	Aug 91 Aug 96	Business Administr University of Arkansas, F
MOE	Zahid Ahmad Siddiqi Assistant Professor	University of Engg. & Tech.	Jan 92 Dec 96	Civil Engineering University of Oklahoma, O
MOE	Zulfiqar Ali Sutendt	Nil	Aug 91 Aug 93	Mechanical Engineering Illinois Institute of Teh
MOST	Abdul Khaliq Trainee Engineer	Siemens (Pak) Engg Co. Ltd.	Sep 91 Sep 93	Electrical Engineering Georgia Inst. of Technolo
MOST	Aleem Arshad Assistant Engineer	Suparco	Sep 91 Sep 96	Aerospace Engineering Univ. of Texas Austin
MOST	Atta Mohammad Assistant Engineer	Suparco Plant	Aug 91 Aug 96	Chemical Engineering Univ. of Pittsburgh PA
MOST	Babar Saeed Technical Consultant	AIMS	Sep 91 Sep 96	Computer Science U of S California LA
MOST	Farrukh Kamran Design Engineer	HIPO Electronics (Pvt) Limited	Sep 91 Sep 96	Electrical Engineering Georgia Inst. of Technolo
MOST	Haroon Rafique Research Officer	National Institute of Electronics	Sep 91 Sep 96	Systems Engineering Georgia Inst of Tech,Atla
MOST	Iqbal Mahmud Dar Avionics Engineer	PIA Engineering	Sep 91 Sep 96	Electrical Engineering Georgia Inst. of Technolo
MOST	Muhammad Akbar Khan Afzal Junior Engineer	WAPDA	Aug 91 Aug 96	Lasers & Fibre Optics IOWA St. Univ.,Ames,IOWA

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Program Data: New Jefferson Fellows

Project No.	Name and Position	Employer	Dates	Program Title & Institute
MOST	Mud-Ur-Rahman Mufti System Engineer	Technical Coordination, Carrier	Sep 91 Sep 96	Electrical Engineering Georgia Inst. of Tech. Atlanta
MOST	Saadullah Tareen Student		Aug 91 Aug 96	Computer Science, Engg Univ. of Miami, Coral Gable
MOST	Saeed-Ur- Rehman Field Engineer	EGS (Pvt) Limited	Sep 91 Sep 96	Electrical Engineering Georgia Inst. of Technolo
MOST	Shabbir Ahmed Jungea Assistant Engineer	WASA Office	Sep 91 Sep 96	Environmental Engineering Georgia Inst. of Technolo
MOST	Shahid Mahmood Executive Systems	Carrier Telephone Industries	Dec 91 Dec 93	Telecommunication, Microv Rochester Inst. of Tech. NY
MOST	Shahid Ali Lutfi Unemployed		Sep 91 Sep 96	Environmental Engineering Georgia Inst. of Technolo
MOST	Shahnawaz Shaikh MOST Scholar		Aug 91 Aug 96	Computer Science, Engg Louisiana St. Univ. Baton Rouge
MOST	Shoukat Ali S & T Scholar		Sep 91 Sep 96	Industrial Engineering University of Minnesota
MOST	Syed Ismail Shah Electronic Engineer	Siemens Pakistan Engg. Co. Ltd	Aug 91 Aug 96	Electrical Engineering University of Pittsburgh
MOST	Talat Mahmood Assistant Engineer	P & D PHED	Sep 91 Sep 96	Environmental Science Georgia Inst. of Technolo
MOST	Tariq Perwez Unemployed		Aug 91 Aug 96	Microbiology Univ. of Texas, Austin
MOST	Waqar Mahmood Service Engineer	Siemens Pakistan Engg. Co. Ltd.	Sep 91 Sep 96	Electrical Engineering Georgia Inst. of Tech
MOST	Zainul Abadin Student		Aug 91 Aug 96	Mechanical Engineering University of Illinois, UC

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Program Data: New Jefferson Associates

Project No.	Name and Position	Employer	Dates	Program Title & Institute
0467	Ahsan Husain Zaidi Additional Secretary	Irrigation & Power Department	Nov 91 Nov 91	Irrigation Water Managemen American Water Foundation
0467	Azjad Imtiaz Ali Asstt. Engineering Adviser	O/O CEA/FFC, M/O Water & Power	Nov 91 Nov 91	Irrigation Water Quality American Water Foundation
0467	Faizul Hasan Usmani Federal Co-Ordinator	ISM Project.	Nov 91 Nov 91	Irrigation Water Quality American Water Foundation
0467	Inayat Ali Deputy Secretary	Ministry of Water and Power,	Nov 91 Nov 91	Irrigation Water Quality American Water Foundation
0467	Mohammad Zafarullah Khan Senior Engineer Civil,	Combined Cycle Project, WAPDA,	Aug 91 Sep 91	Irrigation and Fertilizer Intl Fertilizer Developm
0467	Muhammad Ashraf Chief Engineer	Coordination, Irrigation & Power	Nov 91 Nov 91	Irrigation Water Mgt American Water Foundation
0467	Muhammad Naseem Executive Engineer/A.S.	Engineer (PP&D) Irrigation & Power	Jul 91 Aug 91	Research Methodology University of Idaho
0467	Nasrullah Khan Deputy Director	Pakistan Council of Research in Wat	Jul 91 Aug 91	Research Methodology University of Idaho, Pull
0467	Raqib Khan Superintending Engineer	Govt of NWFP, Irrigation and Public	Nov 91 Dec 91	Irrigation System Rehabil Colorado State University
0467	Syed Shah Ali Naqi Deputy Director	Small Dams Directorate, 327 Paracha	Jul 91 Aug 91	Research Methodology University of Idaho, Pull
0467	Syyed Muhammad Yaseen Director	Drainage & Reclamation Inst. of Pak	Aug 91 Sep 91	Irrigation and Fertilizer International Fertilizer
0467	Tariq Masood Project Director	Hydrology & Research WAPDA	Jul 91 Aug 91	Research Methodology University of Idaho, Pull
0467	Waryam Ali Mohsin Project Director	LIM Project WAPDA	Jul 91 Aug 91	Research Methodology University of Idaho, Pull
0469	Jehanzeb Dep. Dist. Pop Wlfr Offcr	Ministry of Health, Soc Wel & Pop Pl	Sep 91 Oct 91	Proj Mngt & Supervision West'n Consortium Pub Hlt
0469	Abdul Ghafoor Senior Instructor	Population Training Welfare Inst.	Sep 91 Nov 91	Innov in Cur Dev/Mas Tran Univ of Connecticut
0469	Allah Baksh Bhatti Director (Planning)	Population Welfare Program	Sep 91 Oct 91	Family Planning Eval. San Jose, California
0469	Bamillah Mussarat Director (Technical)	Population Welfare Department	Aug 91 Aug 91	Reproductive Health Surg Dhaka

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Program Data: New Jefferson Associates

Project No.	Name and Position	Employer	Dates	Program Title & Institute
0469	Chaudhry Hidayat Ullah Director	Population Welfare Division	Jul 91 Aug 91	Supervision & Evaluation Mngt CEDPA, DC
0469	Fahmida Ruby Anwar Abbasi Medical Officer	Karachi Metropolitan Corp	Aug 91 Aug 91	Reproductive Health Surgery Dhaka
0469	Fareeda Anwar Zahid Prime Minister House	Islamabad	Aug 91 Sep 91	Programming, Designing, Imp USDA, WDC
0469	Farhat Ajmal Hussain Deputy Director (Medical)	National Research Institute	Nov 91 Nov 91	Needs Assessment for and Mahdol University
0469	Kamran Masud Assistant Director	Ministry of Health	Aug 91 Aug 91	Demographic & world Health Washington DC
0469	Khalida Latif Medical Officer	Federal Government Servcs. Hospital	Aug 90 Aug 91	Reproductive Health systems Dhaka
0469	Khawaja Ashfaq Ahmad Dist. Pop. Welfare Officer	Population Welfare Department	Sep 91 Oct 91	Project Mngt & Supervision San Jose, California
0469	Khurshid Anwar Medical Officer Incharge	Lahore General Hospital	Aug 91 Aug 91	Reproductive Health Surgery Dhaka
0469	Mohammad Saad Subhani Director	Ministry of Population & Welfare	Aug 91 Aug 91	Int. Conf. on Demographic Washington DC
0469	Muhammad Asghar Suleri Distt. Population Welfare	Officer	Jul 91 Aug 91	Supervision & Evaluation mngt CEDPA, WDC
0469	Muhammad Siddique Qureshi Distt. Pop. Wlfr. Officer	D/G Population Welfare Dept. Punjab	Dec 91 Dec 91	Planng & Mng. A Nat. Family BKKBN, Indonesia
0469	Mussarrat Pasha Senior Instructor	Population Welfare Trng. Instt.	Sep 91 Nov 91	Innov in Curriculum dev/M Univ of Connecticut
0469	Nighat Ataulah Medical Officer	Nishtar Hospital	Aug 91 Aug 91	Reproductive Health System Dhaka
0469	Qayyum Nawaz Khan Instructor, Govt. of Pak	Population Welfare Training Inst.	Sep 91 Nov 91	Innovations in curriculum Univ of Connecticut Hlth
0469	Safia Ghous Deputy Director (RHS)	16-A, Muhammad Ali Housing Society	Aug 91 Aug 91	Reproductive Health systems Dhaka
0469	Salahuddin Jaffar Deputy Director (Tech.)	Population Welfare Department	Sep 91 Nov 91	Prgrm mngt & Supervision Univ of Conn
0469	Surraya Mokhzan Bokhari Medical Officer	RHS-A Centre, United Christian Hosp	Aug 91 Aug 91	Reproductive Health Systems Dhaka

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Program Data: New Jefferson Associates

Project No.	Name and Position	Employer	Dates	Program Title & Institute
0469	Tauseef Ahmed Principal Investigator	Nat Institute of Population Studies	Aug 91 Aug 91	Int. Conf on Demographic Washington DC
0469	Zarina A. Hassan Khan Director (Planning)	Population Welfare Division	Aug 91 Sep 91	Prog /Designing Implemntn USOA Graduate School WDC
0469	Zohra Sayeed Medical Officer	Civil Hospital	Aug 91 Aug 91	Reproductive Health System BAVS Dhaka
0474	Abdul Rasheed Director	Department of Supplies	Jul 90 Jul 90	Public Administration Lorston
0474	Abdul Qayyum Kazi Joint Scientific Advisor	Ministry of Science & Technology	Nov 91 Nov 91	Study Tour Washington D C
0474	Abdul Wasir Qureshi Deputy Secretary	Government of Sindh	Sep 91 Nov 91	Taylor Made Program in Ed University of Massachusetts
0474	Adnan Javeid Ali Engineer-in-Charge	Habib Woolen Mills, Lahore	Aug 91 Dec 91	Taylor Made Program in Ma North Carolina A & T Stat
0474	Ahmad Nawaz Shinwari Commissioner	Government of NWFP	Oct 91 Nov 91	Strategic Mgmt. Sr. Offcl USDA, Grad. Schol WDC
0474	Aijaz Ali Baig Mirza Principal	NJV Govt. Higher Secondary School	Jul 91 Aug 91	Project Analysis Hartford/Connecticut
0474	Ali Raza Secretary	Sports, Culture and Tourism Deptt.	Jul 91 Aug 91	Project Analysis Program Hartford/Connecticut
0474	Ali Akbar Qureshi Financial Advisor	Pakistan Railways Headquarters Off.	Sep 91 Nov 91	Performance Auditing Univ. of Connecticut, IPS
0474	Almas Hyder Managing Director	Synthetic Products Pvt. Ltd.	Jul 91 Aug 91	Advance Management Stanford University, Ca
0474	Asad Ahmed Mirza Manager Systems,	Computrade Services,	Aug 91 Dec 91	MIS Econ Inst/Boulder, Colorado
0474	Askara Latif Public Relations Manager	Pearl Continental Hotel	Aug 91 Nov 91	Hospitality Management Johnson & Wales Univ
0474	Azhar ud Din Bhatti Chief Executive	National Cargo (Pvt) Ltd.	Sep 91 Dec 91	Freight Forwarding Prog. Suny Maritime College, NYC
0474	Bashir Ahmad Chief Economist	Govt. of Punjab	Sep 91 Oct 91	Rural Development USDA/OICD
0474	Ch. Nazir Ahmad Joint Director	Labour Welfare,	Aug 91 Aug 91	Economic Data 4 Coll Barg Intl Lbr Stat Pgmt Cen

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Program Data: New Jefferson Associates

Project No.	Name and Position	Employer	Dates	Program Title & Institute
0474	Fatima Nooruddin Esmail Associate Dean's Office	The Agha Khan University School of	Aug 91 Dec 91	General Management Arkansas State State Univ
0474	Ghulam Kadir Dakhan Joint Secretary	Economic Affairs Division	Aug 91 Sep 91	Project Management L.T. Associates, W.D.C
0474	Ghulam Mustafa Awan Chief	Planning & Development Division	Oct 91 Dec 91	Budgeting & Finance Mgmt UPITTS/IMDI
0474	Haji Muhammad Akram Managing Director	Punjab Industrial Development Board	Dec 91 Dec 91	Management U. of Pennsylvania, Ph.
0474	Hassan Ali Dawood Jiwani Mngr.General Accountig	Aga Khan Univ. Hospital	Aug 91 Dec 91	Financial Management Cal St Univ/Northeridge
0474	Hidayat Ullah Deputy Secretary	Min. of Local Govt & Rural Dev.	Sep 91 Oct 91	Des & Managing Rural Dev USDA,GRADUATE SCHOOL,WDC
0474	Humayun Bashir Director	MAK International	Aug 91 Dec 91	Management Training St Univ. NY/Suny, Buffalo
0474	Irfan Saeed Systems Manager	Sayyed Engineers (Pvt) Ltd.	Aug 91 Dec 91	Computer Science Econ. Inst. Boulder, Color
0474	Iqani Ghulam Kadir Director General	University Grants Commission	Jul 91 Aug 91	College Management Progra Carnegie Mellon Universit
0474	Jamil Ahmed Qureshi Senior Instructor	NIPA, Peshawar	Jul 91 Aug 91	Management Training Carnegie Mellon Univ.
0474	Jehangir Aftab Akhtar Manager (MIS)	Expert Advisory Cell	Aug 91 Dec 91	Management Info. System Economics Institute
0474	Kehkashan Awan Editor, Women weekly mag	The NEWS	Jul 91 Dec 91	Marketing Babson College, Ms
0474	Khadija Nazir Computer Programmer	The City School (pvt) Ltd. Head Off	Aug 91 Dec 91	Computer Sciences Colorado St. University
0474	Khalid Idrees Deputy Secretary	Prime Minister's Secretariat	Aug 91 Oct 91	Project Analysis:Prjt Mgt USDA Graduate School WDC
0474	Khalid Saeed Secretary,	Food Department,	Aug 91 Sep 91	Advanced Management Univ. of Pittsburgh
0474	Khalid Ali Shah Director,	Performance Evaluation Cell,	Aug 91 Nov 91	Mgmt Info Systems USDA, Graduate School
0474	Khalid-U-Rehman Mughol Director,	Planning and Development,	Sep 91 Nov 91	Education Management University of Connecticut

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Project No.	Name and Position	Employer	Dates	Program Title & Institute
0474	Komal Pervez Shahid Project Architect	Habib Fida ali Associates	Aug 91 Dec 91	Architecture Rhode Island Sch'l Design
0474	Mahmood Ahmad Commissioner of I.Tax	Income Tax Department,	Jul 91 Aug 91	Tax Fraud Administration ITA, Los Angeles
0474	Mahmud Athar Zaka Additional Secretary	M/O Women Division	Sep 91 Oct 91	Advance Management University of Houston
0474	Mohammad Manzoor Hussain General Manager	Kohinoor Soap & Detergents	Jul 91 Aug 91	Advance. Mgmt. Program Penn. State University
0474	Mohammad Siddique Mashori Dep. Sec. Gen/Educ. Advsr	Pak Net Com for UNESCO	Sep 91 Nov 91	Tailor-Made Program in Ed University of Massachuset
0474	Muhammad Alam Administrative Officer	Baluchistan Enggeering College	Sep 91 Nov 91	Education Management University of Connecticut
0474	Muhammad Azam Additional Secretary	Home & Tribal Affairs Department.	Oct 91 Dec 91	Human Resources Mgmt. U of Pittsburgh-IMDI
0474	Muhammad Ismail Memon Officer on Special Duty	Government of Sindh	Sep 91 Nov 91	Education Management, Dev Connecticut/IPSI
0474	Muhammad Shafique Awan Superintending Engineer	Education Works Circle	Aug 91 Oct 91	Proj. Anal./Proj. Mngmt. USDA Grad Sch/WDC
0474	Muhammad Zahrudin Jeddy Deputy Auditor General	Office of Auditor General of	Oct 91 Nov 91	Strategic Management USDA/Graduate School
0474	Nadeem Akhtar Aziz Senior Programmer	M/s Shahnawaz Ltd.	Aug 91 Dec 91	Computer Science Econ Inst Boulder/Colorado
0474	Naheed Aziz Programme officer	UNICEF	Aug 91 Dec 91	Communication Cornell University:NY
0474	Naheed Haider Financial Advisor	Karachi Metropolitan Corp.	Sep 91 Oct 91	Mgmt of Govt Organization Rutgers University
0474	Najam Riaz Managing Director	Highcom International	Sep 91 Dec 91	Business Administration Texas A & M University
0474	Najam-Ud-Din Mangrio Dep. Educ. Advsr & P.S.	Ministry of Education	Sep 91 Nov 91	Education Management Connecticut/IPSI
0474	Nargis Rashid Professor	Govt. Islamic Arts & Commerce Coll.	Oct 91 Dec 91	Human Resourse Management Univ of Pittsburgh
0474	Nargis Sethi Section Officer	Economic Affairs Division	Jul 91 Aug 91	Human Resrcs. Personnel Ml Western Michigan Universi

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Program Data: New Jefferson Associates

Project No.	Name and Position	Employer	Dates	Program Title & Institute
0474	Naveed Halai NIL	Care Saifudin & Brothers	Aug 91 Dec 91	Marketing Management Cal St. Univ/Northeridge
0474	Nawaz Ali G. Bhutto Inspector of Colleges	University of Sindh, Jamshoro	Aug 91 Nov 91	Management Systems and Me Mississippi Consortium fo
0474	Oasim Muhammad Niaz Section Officer	Government of Pakistan,	Sep 91 Oct 91	Project Management USDA/Grad School
0474	Oudratullah Inspecting Asstt. Commar	of Income Tax, Range-VI Companies	Jul 91 Aug 91	Tax Fraud Administration Inst. of Tax Admin, LA
0474	Rasool Bakhsh Baloch Unemployed		Sep 91 Sep 92	Agriculture Abraham Baldwin College
0474	Rayeena Rehman Computer Science Teacher	Sacred Heart School	Aug 91 Dec 91	Computer Sciences Colorado St. University
0474	Rehana Gill Joint Secretary	Planning and Development Div. Pak	Jul 91 Aug 91	Proj Implementation USDA/Graduate School
0474	Riaz Ahmad Systems Analyst	Systems (Pvt) Ltd.	Aug 91 Dec 91	Computer Science Econ Inst. Boulder/Colorado
0474	Riaz Khalil Client Manager	North Computers	Aug 91 Dec 91	Finance/Accounting Cal St Univ/Northeridge
0474	Rubina Ali President	Pakistan Computing Consultants	Aug 91 Dec 91	Computer Science Econ Inst Boulder/Colorado
0474	Rukan Abdullah Gardezi Deputy Secretary,	States & Frontier Regions Div.,	Oct 91 Nov 91	Development Economics INTRADOS
0474	Rukhsana Shah Dy. Director	Export Promotion Bureau	Sep 91 Oct 91	Human Resources Develop. USDA Graduate School
0474	Saadullah Marri Secretary	Industries Dept.	Oct 91 Nov 91	Strategic Mgt. fr Sen Off USDA Graduate School W/D
0474	Sabiha Feroze Credit Manager	Philips Pak Limited,	Aug 91 Dec 91	Management Information U. Illinois/Urbana Champn
0474	Sabreena Shameem Sr. Analyst Programmer	Digital Communications (pvt) Ltd.	Aug 91 Dec 91	M.I.S. Systems Analysis Econ Inst. Boulder/Colorado
0474	Sadiq Ali Khan Deputy Managing Director	Utility Stores Corporation of Pak.	Jul 91 Aug 91	Marketing Management Prgm Int'l Marketing Inst
0474	Safia Agha Professor	Govt. College for women, Govt. of	Jul 91 Aug 91	Project Mgmt & Eval. Connecticut/Hartfort

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Project No.	Name and Position	Employer	Dates	Program Title & Institute
0474	Sakhawat Ali Secretary/Dir.General	Government of the Punjab	Aug 91 Sep 91	Advanced Management Orgs University of Pittsburgh
0474	Salim Mohammedali Amlani Finance & Admin. Manager	American President Lines	Aug 91 Dec 91	General Mgmt/MIS COURSE UIILL/Urbana/Champaign
0474	Salma Iftikhar Ali Principal	Iaid Sch. of Arts & Sciences	Aug 91 Oct 91	Management Sciences USDA Grad Sch. Ms
0474	Sandra Clare Cordiero Manager Software Develop.	Peat Marwick Associates	Aug 91 Dec 91	Computer Sciences Econ Inst/Boulder, Colorado
0474	Sania Majid Principal	Govt. Girls Degree College	Sep 91 Nov 91	Education Management UCONN/IPS
0474	Sardar Mohammad Senior Research Officer	Pakistan Secretariat	Aug 91 Aug 91	Economic Data 4 Coll Barg Intl. Lbr. Stat. Prgm. Cn
0474	Sardar Akhtar Khan Mngt. Plann. & Development	Atlas Autos Ltd.	Sep 91 Nov 91	Vendor Development Univ of Houston/Texas
0474	Seema Namazi Product & Finance Manager	Defence Housing Authority	Aug 91 Dec 91	Business Management N. Carolina State Unvers
0474	Shaheena Rizvi Assistant to MD	M/S Autocraft	Aug 91 Dec 91	Business Admin/Management U. of Pittsburgh/IMDI
0474	Shahid Nazir Ahmad Secretary (Food)	Food & Cooperation, Govt. of Sindh,	Aug 91 Sep 91	Project Management USDA/Graduate School
0474	Shahida Ahmad Research Executive	August Brothers (pvt) Ltd.	Sep 91 Dec 91	Market Research U. of San Frans, McLaren
0474	Shahnawaz G. Naich Administrative Officer	Dawood College of Enggeering	Jul 91 Jul 91	College Management Progra Carnegie Mellon Universt
0474	Shahzadi Inayat Owner,	Shades & Tones Boutique,	Aug 91 Dec 91	Sales/Marketing U. of Illinois
0474	Sherali Jamal Hassan Asstt. Program Officer	Aga Khan Foundation	Aug 91 Nov 91	General Management USDA Grad. Sch/Ms
0474	Shoreen Masood Husain Senior Partner	Masud Law Associates, 6 Dayal Singh	Sep 91 Dec 91	Prgm for Devel. Executive Simmons Col. Boston Mass.
0474	Sultan Hameed Administrator, Govt. of	Pak, Central Zakat Admin.,	Aug 91 Sep 91	Strategic Mngt. 4 Sen Off USDA Graduate School, W/DC
0474	Syed Haris Hanif Territory Sales Manager	American Express, Trv Related Servs	Aug 91 Nov 91	Marketing Johnson & Wales Univ/RI

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Project No.	Name and Position	Employer	Dates	Program Title & Institute
0474	Syed Tanweer Ahmad Deputy Director,	Management Services Division,	Aug 91 Dec 91	Computer Development Prgm Carnegi Mellon University
0474	Syed Zafar Nasir Assistant Professor	BCCI Inst. of Computer Sci.	Aug 91 Dec 91	Computer Programming Econ. Inst./Boulder, Colo
0474	Syeda Feroza Bokhari Deputy Director General,	Pakistan National Center,	Aug 91 Dec 91	Budgeting N Finan Mgmt UPitts/IMDI
0474	Tahir Azim Assistant Chief(T&C)	Planning & Development Department	Aug 91 Oct 91	Proj Analysis/Proj Mgmt USDA/Grad School
0474	Waheed Alam Shahid Regional Director	Punjab Small Industries Corporation	Nov 91 Dec 91	Private Sector Devel. USDA, Wash:D C
0474	Younus Ali Section Officer	Information Department,	Aug 91 May 92	General Management Cal St. Univer/Northridge
0474	Zaka Ferooz Sheikh Deputy Secretary	Government of Pakistan	Feb 91 Apr 91	Project Analysis Mgmt. USDA Grad. Schil W.D C
0478	Aftab Ahmad Shah Senior Engineer	Thermal Power Station	Jul 91 Sep 91	Mechanical Maint of Power Gen Physic Co, Tempa FL
0478	Altaf Hussain Chandio Assistant Director	Geological Survey of Pakistan	Aug 91 Sep 91	Coal Reap USGS Reston, Virginia
0478	Ashfaq Mahmood Senior Chief	Energy Wing, Planning & Development	Dec 91 Jan 92	Energy Finan Analysis Study Tour
0478	Intizar Hussain Khan Assistant Director	Geological Survey of Pakistan	Jul 91 Sep 91	Coal Resource Assessment USGS Denver F. C. CO
0478	Jan Mohammad Mengal Assistant Director	Geological Survey of Pakistan	Jul 91 Sep 91	Coal Resource Assessment USGS Denver, FC, CO
0478	Mohammad Abdul Qayyum Senior Engr. (Reservoir)	Exploitation Deptt., OGDC	Aug 91 Nov 91	Oil & Gas Exploration crs PTRI, Tulsa, Oklahoma
0478	Mohammad Azam Malik Deputy Manager	Oil & Gas Development Corporation	Aug 91 Nov 91	Oil & Gas Exploration crs PTRI, Tulsa, Oklahoma
0478	Mohammad Riaz Khan Sr. Engineer (Production)	Production Deptt. OGDC,	Aug 91 Nov 91	Oil & Gas Exploration crs PTRI, Tulsa, Oklahoma
0478	Muhammad Yasin Mir Senior Engineer	Gas Turbine Power Station,	Jul 91 Sep 91	Mechanical Maintenance of Gen Physics co. Tempa FL
0478	Sadeqat Ali Baig Research Officer	Energy Wing, Planning & Development	Aug 91 Nov 91	Oil & Gas Exploration crs PTRI, Tulsa, Oklahoma

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Project No.	Name and Position	Employer	Dates	Program Title & Institute
0478	Saleem Uddin Ahmad Deputy Director	Dams Safety Organisation, WAPDA	Sep 91 Nov 91	Internship Harza Engg. Chicago, IL
0478	Shafique Ahmed Khan Assistant Director	Geological Survey of Pakistan	Aug 91 Sep 91	Coal Reso USGS Reston Virginia
0478	Shahid Ahmad Director General Oil	M/O Petroleum & Natural Resources	Sep 91 Dec 91	Strategic Plan for Oil & Petro. Fin. Co. Arlington
0478	Shahid Hasan Khan Deputy Director	Geological Survey of Pakistan	Jul 91 Sep 91	Coal Resource Assessment USGS Denver Co.
0478	Syed Farah Fatmi Assistant Director	Geological Survey of Pakistan	Jul 91 Sep 91	Coal Resource Assessment USGS Denver F. C. CO
0478	Syed Jamal Ahmed Maintenance Engineer	Karachi Electric Supply Corporation	Jul 91 Sep 91	Maintenance of Electric P General Physics Co. Tampa
0478	Tahir Mahmood Qureshi Jr. Engineer (Production)	Pirkoh Gas Development Project OGDC	Aug 91 Nov 91	Oil & Gas Exploration crs PFR, Tulsa, Oklahoma
0478	Waseem Khalid Janjua Jr. Engineer (WAPDA)	Load Despach System (WAPDA)	Jul 91 Sep 91	Maintenance of Electric P General Physics Co. Tampa
0479	Abdul Rahman Tareen Additional Secretary	Planning & Development Deptt	Dec 91 Dec 91	Planning & Development Study Tour
0479	Abdul Raahid Tareen Officer on Special Duty	Government of Balochistan	Dec 91 Dec 91	Planning & Development Study Tour
0479	Abdul Salim Khan Durrani Managing Director	Water & Sanitation Authority	Dec 91 Dec 91	Planning & Development Study Tour
0479	Ahmed Khan Khajjak Chief of Section	Planning & Development Department	Nov 91 Dec 91	Planning & Development AIM, Manila
0479	Arif Hussain Deputy Secretary (Devlpt)	Government of Balochistan	Oct 91 Dec 91	Planning & Development AIT, Bangkok
0479	Bashir Ahmed Baloch Director (Development)	Planning & Development Dept	Oct 91 Dec 91	Rural Physical Infrastruc AIT, Bangkok, Thailand
0479	Fazal Muhammad Sub Divisional Officer	B/R Machinery	Nov 91 Dec 91	Communication & Works AIT, Bangkok
0479	Ghous Uddin Ahmed Commissioner	Government of Balochistan	Dec 91 Dec 91	Planning & Development Study Tour
0479	Ghulam Mohayud-Din Marri Chief Monitoring & Evalua	Planning & Development Department	Nov 91 Dec 91	Planning & Development AIM, Manila

USAID Mission to Pakistan

Program Data: New Jefferson Associates

Project No.	Name and Position	Employer	Dates	Program Title & Institute
0479	Habibullah Khan Section Officer	Planning & Development Deptt.	Oct 91 Dec 91	Planning & Development AIT, Bangkok
0479	Mohammad Akbar Khan Tareen Agriculturist		Dec 91 Dec 91	Planning & Development Study Tour
0479	Mohammad Irfan Kasi Managing Director	Govt. of Baluchistan.	Dec 91 Dec 91	Planning & Development Study Tour
0479	Muhammad Asif Mengal Director	Pasni Harbour Authority	Dec 91 Dec 91	Planning & Development Study Tour
0479	Nargis Sethi Section Officer	Government of Pakistan	Dec 91 Dec 91	Planning & Development Study Tour
0479	Rukhsana Malik Research Officer	Government of Balochistan	Oct 91 Dec 91	Rural Infrastructure Prgm AIT, Bangkok
0479	Salma Bano Planning Officer	Women Co-ordination Cell, P&D Dept	Oct 91 Dec 91	Rural Infrastructure Prgm AIT, Bangkok
0479	Shah Mohammad Kasi Executive Engineer	Provincial B/F. Division	Nov 91 Dec 91	Communication & Works AIT, Bangkok
0479	Shahbaz Khan Mandokhel Director Development	Planning and Development Deptt.	Dec 91 Dec 91	Planning & Development Study Tour
0479	Tariq Janjua Secretary	Government of Balochistan	Dec 91 Dec 91	Planning & Development Study Tour
0479	Tariq Ahmed Baloch Sub Divisional Officer	B/R Sub-Division	Nov 91 Dec 91	Communication & Works AIT, Bangkok
0481	Anwar Masrur Ch. Conservator of Forest	Government of Punjab	Sep 91 Oct 91	World Forestry Congress Paris, France
0481	Bahauddin Sirhindi Secretary	Government of Sindh	Sep 91 Oct 91	World Forestry Congress Paris
0481	Habib Ullah Mirza Divisional Forest Officer	Off of the Chief Conservator Forest	Jul 91 Aug 91	Tech. Forestry Training Univ of Arizona, Tucson
0481	Khalid Mahmood Siddiqui Director General	Pakistan Forest Institute	Sep 91 Oct 91	World Forestry Congress Paris
0481	Yar Mohammed Khan Ch. of Conservtr. of Forest	Department of Forest	Sep 91 Oct 91	World Forestry Congress Paris, France
0484	Bashiruddin Ahmed Director	Ministry of Population Welfare	Sep 91 Oct 91	Observational/Study Tour

USAID Mission to Pakistan

Program Data: New Jefferson Associates

Project No.	Name and Position	Employer	Dates	Program Title & Institute
0484	Saifullah Khan Marketing Manager	W.Woodward Pakistan (PVT) LTD	Sep 81 Oct 81	Observational/Study Tour
0485	Zahid-Ur- Rahman Zonal Engineer	Gadoon Amazar Area Development	Oct 81 Dec 81	Planning & Development AIT, Bangkok
0492	Aized Nasim Agriculturist	Self - Bagga Farm	Aug 91 Nov 81	Food Processing-Juice Pla California State University
0492	Baha Uddin Arif Asstt Director	Extension & Adaptive Research	Aug 81 May 82	Farm Management California St Univ/Chico
0492	Ghulam Mustafa Awan Partner/ Agriaid Industri	Agriaid Ind, 2/3 Patiala Compl.	Aug 81 Nov 81	Ag Business Kansas State University
0492	Iftikhar Hussain Syed Managing Director	Self-Buturab Farms & Agri. Services	Jul 81 Aug 81	Crop Prod. - Vegetable Mississippi State University
0492	Iqbal Hussain Qureshi Deputy Registrar	University of Agriculture	Sep 81 Sep 81	University Administration Center for Skills Develop
0492	Javed Hussain Data Processing Officer	Federal Bureau of Statistics	Aug 81 Dec 81	Computer Science Carnegie Mellon Universit
0492	Javed Anver Qureshi Senior Scientific Officer	N.I.B.G.E, P.O. Box:577,	Sep 81 Aug 82	Molecular Biology Univ of Calif/Davis
0492	Jawed Maqbool Arain Owner	Self - Village Haji Abdul Aziz	Aug 81 Nov 81	Livestock California State University
0492	Manzoor Ahmad Assistant Professor	College of Veterinary Sciences	Sep 81 Sep 81	Academic Administration Devel Admin of Agric Uni
0492	Mohammad Jahangir Khan Agriculturalist	Self Employed	Aug 81 Nov 81	Farm Services California State University
0492	Mohammad Saeed Naeem Manager Production	Sadeq Enterprises	Aug 81 Aug 81	Crop Production - Seed University of Idaho
0492	Mohammad Sarwar Mirza Technical Manager	Usman Flour Mills,	Dec 81 Feb 82	Flour Milling Technology American Institute for B
0492	Muhammad Aslam Chaudhri Asst Director,	Advanced Studies,	Sep 81 Sep 81	University Administration Center for Skills Develop
0492	Muhammad Hashim Khan System Analyst/Programmer	Federal Bureau of Statistics	Jan 92 May 92	Computer Data System U.S. Bureau of Census, US
0492	Nasim Reza Farm Owner	PO Box 51, Burewala	Aug 81 Aug 81	Crop Production Seed University of

USAID Mission to Pakistan

Program Data: New Jefferson Associates

Project No.	Name and Position	Employer	Dates	Program Title & Institute
0492	Rashida Khanum Project Management Asstt.	USAID/PAK	Jul 91 Aug 91	Vegetable Crop Production USDA/University of Florida
0492	Riaz Ahmad Khan Controller of Examination	University of Agriculture	Sep 91 Sep 91	University Administration Center for Skills Develop
0492	Salahuddin Khan Poultry Farm Manager	Mozang Poultry Farm, Wafaqi Colony	Sep 91 May 92	Poultry - Farm Management Bramerd Technical Colleg
0492	Shaheen Asad Assistant Scientific Offr	NIAB	Jan 92 Jan 93	Plant Biotechnology University of California
0492	Sheikh Muhammad Akram Registrar	University of Agriculture	Sep 91 Sep 91	University Admin Center for Skills Develon
0492	Sikander Javaid Khan Product Manager	Hoescht Pakistan Ltd., Agri Div.	Sep 91 Nov 91	Marketing of Pesticides Texas A&M University
0492	Sulaiman Shah Mian Deputy Secretary	Ministry of Food & Agriculture	Aug 91 Sep 91	Fertilizer Marketing Mngt International Fertilizer
0492	Tariq Javed Poultry Pathologist	Prime Feed Industries,	Jul 91 Jan 92	Clinical Toxicology Univ. of Illinois
0492	Tariq Mahmood Bhatti Scientific Officer	National Inst. for Biotechnology &	Oct 91 Sep 92	Biotechnology/Biohydromet Ohio State University
0492	Umar Burki Farm Manager	Burki's Farm.	Aug 91 Nov 91	Ag Management - Farm California State Universi
0496	Gulzar Begum Staff Nurse	Lady Reading Hospital	Aug 91 Sep 91	Lactation Management San Diego
0496	Lala Rukh Professor - Obs. & Gynae	Khyber Medical College	Aug 91 Sep 91	Lactation Management San Diego
0496	Mehar Taj Roghani Prof. of Paediatrics	Hayat Shaheed Teaching Hospital	Aug 91 Sep 91	Lactation Management San Diego Management
0496	Mohammad Imran Prof. & Head of Dept.	Postgraduate Medical Institute	Aug 91 Sep 91	Lactation Management San Diego
0496	Mohammad Rafique Prof. of Paediatrics	Bolan Medical College, B.M. College	Nov 91 Dec 91	Lactation Management Wellstart Institute
0496	Perveen Begum Head Nurse	Hayat Shaheed Teaching Hospital	Aug 91 Sep 91	Lactation Management San Diego
0496	Rehana Qazi Inspectress Health Servs.	New Health Directorate	Nov 91 Dec 91	Lactation Management Wellstart Institute

ENGLISH LANGUAGE SERVICES

CIELS

Center for Intensive English Language Studies

Sessions 26 and 27

TESTING AND EVALUATION

Progress and Achievement Indicators

For each session, the number in each group of trainees and total, the number and percentage of trainees achieving a qualifying TOEFL score by the end of the session, average entry and exit scores and weekly per capita point gain, and the percentage of trainees gaining three or more points per week. An average per capita gain of three points or more per week is the target progress rate.

Session 26

Trainee Group	Number of Trainees	Reaching Qualifying TOEFL Score		Average Entry Score	Average Exit Score	Average Weekly Point Gain Per Session	Trainees Gaining 3+ Points Per Week
		No.	%				
CIELS	43	14	33	484	513	4	59%
Returnees	6	4	67	526	525	0.9	0%
Total	49	18	37	493	514	3.9	56%

Session 27

Trainee Group	Number of Trainees	Reaching Qualifying TOEFL Score		Average Entry Score	Average Exit Score	Average Weekly Point Gain Per Session	Trainees Gaining 3+ Points Per Week
		No.	%				
CIELS	21	6	29	474	505	3.8	71%
Returnees	4	2	50	495	526	2.8	50%
ARD	10	1	10	489	486	0.6	20%
Total	35	90	26	473	504	2.9	54%

Distribution of TOEFL Scores

For each group of trainees and total, the distribution of entry and exit level TOEFL scores.

Session 26

Score Distribution				
	CIELS	RETURNEES	ARD	TOTAL
ENTRY <440	5%	0%	N/A	4%
440-469	37%	0%	N/A	33%
470-500	35%	17%	N/A	33%
>500	23%	83%	N/A	31%
EXIT <500	35%	0%	N/A	33%
500-529	32%	50%	N/A	33%
530-549	19%	50%	N/A	21%
550+	14%	0%	N/A	13%

Session 27

Score Distribution				
	CIELS	RETURNEES	ARD	TOTAL
ENTRY <440	17%	0%	10%	14%
440-469	26%	25%	20%	24%
470-500	44%	0%	40%	39%
>500	13%	75%	30%	24%
EXIT <500	43%	25%	70%	52%
500-529	24%	25%	20%	23%
530-549	10%	25%	10%	11%
550+	24%	25%	0%	14%

Qualifying Trainees

For each group of trainees and total, the percentage of trainees achieving qualifying TOEFL scores and the type of training for which they qualified.

Session 26

Trainee Group	Number of Trainees	Qualifying for Master Level Study		Qualifying for Doctoral Study	
		No./out of	of total	No./out of	of total
CIELS	43	11/29	38%	3/13	23%
Returnees	6	1/2	50%	3/4	75%
Total	48	12/31	39%	6/17	35%

NB - 1 CIELS trainee was non-degree and did not qualify

Session 27

Trainee Group	Number of Trainees	Qualifying for Master's Level Study	
		No. of total	%
CIELS	21	6	29%
Returnees	4	2	50%
ARD	10	1	10%
Total	35	9	26%

**TOEFL TESTS
JULY - DECEMBER 1991**

GROUP TESTED	# OF CANDIDATES	TEST SITE	TEST DATE	DATE SCORE REPORTS MAILED
CIELS Entry TOEFL	50	Islamabad	07/08/91	Sept. 91
Sindh In-Country	27	Karachi	07/29/91	Sept. 91
CIELS Mid-Term TOEFL	52	Islamabad	08/15/91	Oct. 91
Public Sector	98	Karachi	09/03/91 09/04/91	Nov. 91
CIELS Exit TOEFL	41	Islamabad	09/18/91	Nov. 91
Public Sector	67	Lahore	10/01/91 10/02/91	Nov. 91
CIELS Entry TOEFL	42	Islamabad	10/07/91	Dec. 92
Public Sector	97	Peshawar	10/22/91 10/23/91	Jan. 92
CIELS Mid-Term TOEFL	37	Islamabad	11/07/91	Jan. 92
Public Sector	88	Quetta	11/20/91	Feb. 92
CIELS Exit TOEFL	36	Islamabad	12/11/91	Feb. 92
Agribusiness (Pvt) Ltd. & Mixed Public	60	Islamabad	12/16/91	Feb. 92
Agribusiness (Pvt) Ltd. & Mixed Public	64	Karachi	12/19/91	Feb. 92

TOTAL NO. OF TESTS

13

TOTAL # OF CANDIDATES

759

100

POST-TRAINING QUESTIONNAIRE

PDF #:
PIO/P #:

POST-TRAINING QUESTIONNAIRE

USAID has made a considerable investment in your future. Please complete the following questionnaire to help USAID improve the future of its international training programs. We are most interested in any academic training you have attended on a USAID scholarship. If you have not attended an academic program we are interested in the last technical program you have attended on a USAID scholarship.

1. Name and Designation:
2. Gender: Male _____ Female _____
3. Date of birth:
4. Mailing address:
5. Telephone; Residence _____ Work _____
6. Public or Private sector:
7. Current employer address:
8. Type of USAID training: Academic _____ Technical _____
9. Length of your training program:
10. Title of your training course:
11. Institution and country of training:
12. Number of USAID training programs you have attended:
13. Number of months since you returned from USAID training:
14. As a result of your USAID training, are you a member of a professional organization?
15. Have you had a promotion since returning from training? Yes _____ No _____

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Please rate the following statements on a scale of 1 to 5

1 NOT TRUE

2 MARGINALLY TRUE

3 TRUE

4 VERY TRUE

5 EXTREMELY TRUE

16. In your judgement, placement in an appropriate training program was successful.
1 2 3 4 5
17. You have been able to use most of your training in Pakistan.
1 2 3 4 5
18. Your training has contributed to professional advancement such as a promotion, greater responsibilities, increased pay or a change to a better job.
1 2 3 4 5
19. Your training has had an impact on your enterprise (such as increased profits or better management).
1 2 3 4 5
20. You feel your training has helped to improve your personal status in Pakistan either socially or professionally.
1 2 3 4 5
21. The cultural and social experience of your training abroad has been more important professionally than the information you gained from your course(s).
1 2 3 4 5
22. You have maintained social or professional contacts made while you were in training.
1 2 3 4 5
23. Information from your training program is still relevant to you and the work you do.
1 2 3 4 5
24. Your training has become more relevant as time passes.
1 2 3 4 5
25. Your training has become less relevant as time passes.
1 2 3 4 5
26. Your training has become out-dated.
1 2 3 4 5
27. You believe your training will be useful five (5) years from now.
1 2 3 4 5
28. You believe your training will be useful ten (10) years from now.
1 2 3 4 5
29. You have not been able to utilize your training as much as you wished but you expect to use it more in the future.
1 2 3 4 5
30. If you have not been able to use your training, it has been due to bureaucratic impediments.
1 2 3 4 5

31. If you have not been able to use your training, it has been due to lack of technology.
1 2 3 4 5
32. If you have not been able to use your training, it is because you have encountered resistance to new ideas or change.
1 2 3 4 5
33. If you have not been able to use your training, it has been due to lack of working capital.
1 2 3 4 5
34. Your training was satisfactory, however, you have been transferred or professionally placed so that your training has become less relevant.
1 2 3 4 5
35. You feel that your training contributes to Pakistan's development.
1 2 3 4 5
36. You believe that your training and similar efforts will facilitate the transfer of technology and know-how to Pakistan.
1 2 3 4 5
37. (If you wrote a thesis or dissertation) All or a portion of your research is being published in Pakistan.
1 2 3 4 5
38. (If you wrote a thesis or dissertation) You have been satisfied that the research you conducted has contributed to Pakistan's well-being or development.
1 2 3 4 5
39. (If you wrote a thesis or dissertation) The subject of your thesis or dissertation was a topic relevant to conditions in Pakistan.
1 2 3 4 5
40. Your supervisors have been receptive to new ideas you gained from training.
1 2 3 4 5
41. Your co-workers have been interested in new ideas you gained from training.
1 2 3 4 5
42. You have been able to introduce new ideas and concepts from USAID training to your co-workers.
1 2 3 4 5
43. You have experienced resentment or jealousy because of your USAID scholarship.
1 2 3 4 5

Narrative

The back of this page should be used to make comments and observations. Your critique will be useful for evaluating international training programs. USAID is particularly interested in understanding how you feel your training contributed to Pakistan's development or improved your circumstances. We would also like to know about your most significant achievement related to your USAID training.

WINROCK: AGRICULTURAL TRAINING

12/88 - 09/91

(excerpted from the final report of the Winrock International Institute for Agricultural Development)

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WINROCK ACTIVITIES

The period covered in this report is from December 19, 1988 to September 30, 1991. It represents the entire length of the subcontract agreement. The activities are presented under four categories - home office administration, participant training, in-country training, and support activities. These represent the major DSTP II components assisted by Winrock staff assigned to the project.

Home Office Administration

Winrock's subcontract with AED was originally administered by the senior agricultural training specialist/project manager from the institution's headquarters in Arkansas. The project manager's principal administrative responsibilities included: 1) financial accountability; 2) personnel supervision and coordination; 3) institutional coordination with AED and other collaborators; and 4) liaison with training institutions. Internally, the project manager reported to Winrock's Asia Division director. Contractually, the project manager reported to AED's DSTP II project coordinator.

In late 1990, home office administration of the subcontract began a gradual shift to the program officer within the Asia Division responsible for backstopping the other Winrock contracts in Pakistan. This was a result of the self-assessment conducted in May 1990 by Winrock International at the request of AED. In the process of the self-assessment, it was determined that much of the project administrative and technical expertise should be shifted from headquarters to the PPTP office in Washington. This was to increase administrative efficiency and improve utilization of Winrock's agricultural technical resources. Because of the reduced duration of the subcontract, the change was never fully implemented.

Participant Training

Participant training was the largest component of the Winrock subcontract. Under the terms of reference, Winrock provided technical and administrative assistance to support and arrange for the placement, orientation, counseling, and backstopping of USAID funded participants receiving training in agriculture in the U.S.

Winrock Staff at PPTP

The two Winrock staff at PPTP were originally assigned as program specialists, one each to the academic and technical units. Following the resignation of one of the staff members in April, 1989, the configuration was changed so that both Winrock staff were on the academic team. These two specialists were responsible for a caseload of about 80 participants. Approximately 60 to 65 of the cases were in-training while the remaining 15 to 20 were in various stages of the placement process.

The Winrock staff held equivalent positions of other PPTP program specialists. Monitoring tasks included review of academic enrollment term reports (AETR), programs of study (POS), and research proposals and follow-up conversations with participants and advisors as necessary. Other duties included authorizing payment of tuition and other financial obligations covered by the scholarship, arranging for participants to attend conferences and seminars, reporting participant related information to USAID/Pakistan and arranging for participants' departure.

The Winrock staff at PPTP was increased in September of 1989 by using consultant time allocated to Winrock for a short-term position to assist in the placement of academic participants. The position was initiated to allow the two Winrock staff to devote full attention to monitoring. It also consolidated knowledge of placement opportunities in one position in order to make placement more effective and efficient. The original consultant period of four months was extended by five months to a total of nine months. The position was so successful that in June 1990 it was made a full time position as part of the subcontract. The placement specialist position was also duplicated by PPTP for the non-agricultural academic placement activities.

In February, 1990 the agricultural unit, which up to then had been a loose knit group of specialists working with agricultural files, was restructured as the Agriculture Team. The team was made up of three Winrock employees; a senior specialist, the monitoring specialist and the placement specialist. Two full time and one half time PPTP staff were also part of the agriculture team. The agriculture team formation concentrated efforts on academic agriculture participants on fewer people which facilitated the exchange of information among staff.

Winrock/Arkansas

A major contribution Winrock made to the project was the involvement of agricultural professionals posted at Winrock headquarters in Arkansas. Headquarters staff supported the activities at PPTP by assisting with placement, reviewing research proposals and conducting campus visits.

Winrock headquarters staff assisted with a total of 91 academic and 46 non-degree placements over the life of the project. Academic files were forwarded to headquarters from PPTP. Headquarters staff assigned the files and identified appropriate training institutions. They would then contact 3 to 5 universities; heads of departments and potential advisors, to determine compatibility. A minimum of three placement recommendations were then returned to PPTP staff for submission of applications.

Likewise, non-degree participants files were forwarded to headquarters and assigned to staff. Appropriate training institutions were identified and contacted to determine interest. Request for proposals (RFP) were sent to at least 3 interested institutions. Proposals were reviewed and recommendations made to PPTP for most appropriate placement.

Twelve research proposals were reviewed by headquarters personnel. In-depth comments were made by Winrock professionals on the strengths and weaknesses of the proposals and the applicability of the research programs to Pakistan. These were then returned to PPIP staff for submission to USAID/Pakistan or further discussion with the participant and his advisor.

In addition to the campus visits regularly made by Winrock staff at PPIP, the project manager also made 5 campus visits; three to Oklahoma State University and two to Oregon State University. A total of 55 participants were seen during these visits. The purpose of the campus visits by the project manager was to counsel participant from Balochistan and AJK as well as provide an orientation for a group of newly arrived participants.

AED/Pakistan

A part of the duties of Winrock's agricultural training advisor assigned to AED/Pakistan was to provide technical support and facilitate placement and monitoring of participants supported by USAID/ARD projects. In fulfilling this role, the agricultural training advisor conducted the following activities throughout the project.

- Assisted USAID/ARD project officer and the Development Resources Unit with writing page two of the PIO/P's. The advisor and his staff prepared training objectives for many of the agribusiness scholarship program candidates.
- Reviewed training implementation plans (TIP) for both academic and nondegree training. These were discussed with ARD project officers to identify and resolve problems.
- Review the annual agricultural program plan.
- Prepare for follow-up activities upon participants' return.
- Meet with and counsel potential participants and advise them on program options.

In-Country Training

A major component of Winrock's subcontract on DSTP II was the implementation of various in-country training activities. Winrock's agricultural training advisor posted in Islamabad was responsible for providing technical and administrative leadership to AED/Pakistan for the implementation of authorized programs. In addition to the advisor, Winrock headquarters staff assisted and backstopped many of the in-country training activities.

AED/Pakistan

AED/Pakistan's Agricultural Training Unit was ultimately made up of four staff members. These were Winrock's agricultural training advisor and three Pakistani staff hired by AED; a senior program specialist, a training assistant and a secretary.

Activities of the unit include planning and implementing 13 short courses with a total of 399 participants. They were:

- Dairy Science Workshop: 17 participants
- Dairy Products Marketing Workshop: 14 participants
- Dairy Engineering and Plant Maintenance Workshop: 15 participants
- National Focus Forum on the Dairy Industry: 150 participants
- National On-Farm Drainage Course: 27 participants
- National Irrigation I: Water Management Course: 25 participants
- Dairy Production and Extension: 19 participants
- Computer Applications in Irrigation: 26 participants
- Statistics, Survey Techniques and Data Analysis in Water Management: 12 participants
- Technology Transfer in Irrigated Agriculture Production: 7 participants
- Social Aspects of Irrigation: 32 participants
- Training Techniques in Irrigation: 27 participants
- Irrigation Systems Management: 28 participants

Also completed in December, 1990 by the agriculture training advisor and his staff was a directory of 119 returned agricultural participants. The purpose of the directory is to serve as a resource and networking mechanism for Pakistani's and international development professionals.

In addition, the agricultural training advisor and his unit worked on a participant re-entry plan for graduates returning from study. The purpose of the re-entry program is to assist returning participants in their readjustment to the local environment. The plan, once approved, would have gone into effect in 1991. However, the agricultural training advisor completed his assignment in December of 1990. Although there were plans to replace him, the early discontinuation of the subcontract made this impossible and the plan was not implemented under Winrock's direction.

Winrock Headquarters Staff

Winrock headquarters staff, primarily the project manager, was also involved in many of the in-country activities. The project manager was involved in aspects of contracting with other institutions to conduct in-country training. This included:

- Identifying potential institutions interested in conducting training programs in Pakistan
- Preparing requests for proposals (RFP) for the technical directive issued by USAID/ARD and submitting them to qualified institutions
- Reviewing proposal submitted and making recommendations to AED/Washington and USAID/Pakistan

The project manager also assisted in the procurement of services of two short term consultants. Dr. B. P. Upreti evaluated the MINFAC/USAID Private Sector Agribusiness Scholarship Program. Dr. Grace Burkhardt was contracted to conduct intensive teacher training short courses for the Sindh In-Country Preparatory Program and wrote workshops for foreign service nationals.

Support Activities

Winrock Headquarters staff supported the goals and objectives of DSTP II through the execution of various activities mandated by the subcontract or requested by AED and/or USAID/ARD. Some of these activities involved a continuous process throughout the life of the project, while others required one-time effort. During the tenure of the subcontract the following support activities were conducted.

Short-Term Training Database

A contractual provision allowed Winrock staff to update and maintain a computerized database of short-term training opportunities in agriculture that Winrock had developed in 1986. The "Global Nondegree Training Opportunities in Agriculture" database was used as an aid in placing DSTP non-degree participants. It was printed at least twice a year and distributed to PPTP, AED/Washington, AED/Pakistan and USAID/Pakistan staff. The final printing was in June 1991 in which information on 1052 opportunities for short-term training were listed.

HBCU Placement Aids

Development of a directory of historically black colleges and universities was completed under the project. The purpose of the database was to provide a relatively complete profile of degree and nondegree training capabilities in agriculture of 17 HBCU's. The directory was used by DSTP II staff to identify degree and nondegree programs at HBCU's and facilitate the contact of appropriate institutions.

Degree Participant Placement Aids

Placement aids were developed to assist in identifying institutions with appropriate programs that would meet participants' training needs. A series of lists of

universities organized by field of study was prepared. Information included in the aid was key contact persons with address and phone numbers, department, and area of specialty. This aid helped reduce staff time spent researching and identifying appropriate universities and helped ensure quality placement.

DSTP II Agriculture Component Assessment

Winrock, at the request of AED, conducted in 1990 a self assessment of the agricultural component of the DSTP II. The purpose of the assessment was to recommend modifications to the subcontract which would result in increased project efficiency, improvement in utilization of technical resources and enhance services to agriculture participants funded by ARD projects. A concept paper entitled "Restructuring the Agriculture Training Component" was produced from the self assessment. The document made recommendations on restructuring the contract to meet the previously stated objectives for the extension period of 1991 through 1993.

Major recommendations included increasing the level of effort provided by Winrock at PPP and redefining the Winrock field staff position assigned to AFD/Pakistan. Another major proposal was to offer at least two enhancement seminars and publish a participant newsletter. Because of the reduction in funding and eventual discontinuation of the subcontract, the recommendations could not be fully implemented.

Training Enhancement Seminars

As mentioned above, enhancement seminars were planned for agriculture participants in the extension period of 1991 - 1993. AED authorized up to 3 person months months of work on the preparation of the seminars. Design for two seminars was completed. The titles are "Planning Projects and Developing Collaboration in Agricultural Research", and "Leadership and Communication in Agricultural Institutions." Both seminars were designed to meet specific needs for participants preparing for their return to work in their institutions in Pakistan. A description of the courses is found in appendix II.

PRIME CONTRACT

Summary of Contract Expenditures Through December 31, 1991

Category	Budget	Cumulative to 12/31/91
Labor	4,511,143	2,220,774.23
Fringe Benefits	884,290	482,660.60
Consultants	1,062,695	593,400.26
Travel	1,669,088	638,873.18
Other Direct Costs	1,640,054	1,285,883.77
Overhead	2,853,576	1,475,044.63
Subcontractors	9,336,487	7,038,276.57
G & A	188,860	167,276.83
Overseas Allowances	329,165	162,247.31
Equipment	345,800	132,812.82
TOTAL CORE EXPENSES	22,821,158	14,107,250.20
Participant Expenses	78,584,294	47,970,226.30
Fixed Fees	238,641	100,662.45

Contracting Actions (7/1/91-12/31/91):

Amendment 47, August 11, 1991, provided incremental funding in the amount of \$2,000,000 for core contract expenses under PIO/T # 391-0474-3-00081/A2.

Amendment 48, August 22, 1991, increased incremental funding for participant training by \$152,500, under PIO/T No. 391-0479-3-70498 for the Baluchistan Area Development Project.

Amendment 49, September 1991, deobligated \$230,000 for participant training as follows:

- PIO/T No. 391-0480-3-70443 decreased funding by \$200,000 for participant training under the Road Resources Management Project.
- PIO/T No. 391-0485-3-70486 decreased funding by \$30,000 for participant training under the NWFP Area Development Project.

Amendment 50, October 8, 1991, increased incremental funding for participant training by \$828,556 under PIO/T No. 391-0474-3-60105/A17 for the Ministry of Science and Technology scholars.

Amendment 51, October 30, 1991, increased incremental funding for participant training by \$1,250,000 as follows:

- PIO/T No. 391-0467-3-10008 increased funding by \$1,200,000 for participant training under the Irrigation Systems Management Project.
- PIO/T No. 391--0478-3-80192/A3 increased funding by \$50,000 for participant training under the Energy Planning Project.

Amendment 52, December 8, 1991, increased incremental funding for participant training by \$341,500 under PIO/T No. 391-0474-3-10012 for the Development Support Training Project. These funds were earmarked for CIELS sessions No. 26-29.

Amendment 53, December 17, exercised USAID/P's option to extend the contract for two additional years, increased the level of effort, and provided a billing budget pending a review of actual incurred costs through December 18, 1991. It also obligated an additional \$1.0 million for core contract expenses under PIO/T # 391-0474-3-00081-A3.

ISSUES

Following are six issues confronting the Development Support Training Project, background to each issue and proposed action to address the issue.

Issue 1. Caseload to Staffing Ratio

Background In May 1991, it was considered likely that less than half of the training previously planned would be implemented in the remaining life of the project. The remaining life-of-project extended at that time to a third and fourth year for DSIP II, from December 1991 to December 1993. At the time of the writing of this report, we are challenged by the opportunity to implement over 90% of planned training, a doubling of the expectations which governed funding for the staffing of DSTP II Years 3 and 4.

Action In the interest of maintaining critical implementation momentum and confident in the Mission's commitment to fulfill as much as possible of the training plans of 17 projects subscribing to DSTP administrative support, AED has maintained in Washington and Islamabad staffing levels necessary to meet demand.

AED will submit to the Mission a proposal to provide supplementary funding necessary to sustain a staffing level capable of handling the implementation of presently projected training.

Issue 2. Training at Historically Black Colleges and Universities

Background In 1991, the ten percent target for training in HBCUs shifted from a percentage of participants to a percentage of training months, a more difficult target given the preponderance of academic participants in the tally of training months.

Action AED has long cultivated and will continue to cultivate relationships with HBCUs through campus visits, reception of HBCU representatives, and participation in get-togethers of any kind contributive to enhanced awareness of mutual opportunity between international educators and HBCUs.

Issue 3. Confirmation of Participant Returns

Background The Inspector General's Audit of DSTP has challenged the Mission to undertake confirmation of the return to Pakistan of over 2000 participants.

Action AED continues a four-pronged effort to ascertain the return of participants. Program concluded-participants are tracked for exit from the United States by the Participant Training Unit, Washington and followed up assiduously if arrangements for departure are not communicated. Recently presumed-returned participants are contacted by the Participant Training Unit, Islamabad, as many as three times by computer generated letter, requesting, with increasing urgency, confirmation of return. The Follow-Up Unit, Islamabad, confirms or enters in the participant training database participant return confirmed through response to follow-up surveys or direct contact. Finally, the GOP, through the office of the Economic Affairs Division, has agreed to assist in confirmation of participants for whom confirmation is

lacking. AED has transferred to EAD an initial tranche of participant data--providing participant name, last known place and title of employment, program title, dates and venue of training--for distribution to concerned personnel offices. These efforts will continue in the interest of complete and on-going coverage.

Issue 4. Disposition of Surplus Commodities

Background The longer-term reduced level of project effort, the closure of CIELS (6/92), the project's Management Training Unit and regional offices, and an anticipated shift into smaller quarters, present the Islamabad office with the question of the disposition of unutilized commodities.

Action In the next quarter, AED and HRD must assess the relative desirability of warehousing, transferring or otherwise disposing of surplus commodities and agree on a course of action to be implemented by 06/30/92.

Issue 5. Onward Funding of DSTP II Participants

Background A large number of so-called "carry-over" participants bridge the 1988-89 transition between DSTP I and II. Close-out or amendment of their PIO/Ps and ascription of their costs by PIO/T are in suspension as a result of the undetermined state of training PIO/Ts at the end of DSTP I. In addition, lack of certainty as to the extent of transferable balances from these Ts inhibits further implementation of training or planning thereof with respect to a number of project.

Action In the context of the closure of DSTP I accounts, the Mission should seek to provide, at the earliest opportunity, an accounting of PIO/Ts dedicated to training during the first phase of the project, and reobligate available balances for use under the current project.

Issue 6. Transfer of Accounts

Background An issue related to the foregoing is that of the transfer of accounting for PIO/T balances and travel costs from AID to AED in 1991. AED cannot close out pre-1991 PIO/Ps for which AID handled travel, without an accounting for such costs from AID. Similarly AED can not reach a reconciliation with AID on transferred PIO/T balances without the opportunity to review AID's accounting for these Ts, to which AID made ascriptions which AED cannot otherwise know.

Action The Mission should seek to provide, at the earliest opportunity, an accounting, by PIO/P number, of all participant travel costs incurred by the Mission and the PIO/Ts to which they were ascribed. Similarly, the Mission should seek to provide a detailed accounting behind the balances of the Ts transferred to AED's responsibility in May 1991.