

PD #124 525

**DEVELOPMENT SUPPORT TRAINING PROJECT
PAKISTAN**

Twelfth Sixth-Month Progress Report

**Reporting Period:
January 1 through June 30, 1990**

Prepared by:

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

Subcontractors:

The Experiment In International Living
Winrock International
Arthur D. Little, Inc.

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I. Executive Summary

The period from January through June 1990 was a period of exceptional transition and creation of new opportunities under DSTP, while continuing the highest level of program activity since the Academy began to support the Development Support Training Project in 1983. Some of the highlights of this period include:

Management Training

- Expansion of Pakistani professional and support staff in the Field Office Management Training Unit.
- Increased use of internships within AED to develop promising Pakistani professionals.
- A change in annual work planning for the management training component to encompass a fixed initial six month plan and a tentative subsequent six month plan, with a review and further development of plans every three months.
- Increasing emphasis of in-country management training on women's and private sector programs. (Details of this and the previous item will be found in the approved plan and proposal submitted to USAID/HRD for this period.)
- Development of new institutional relationships for in-country management training.

Participant Training

- Consolidation of most of the participant training functions previously carried out by USAID/HRT staff under AED's Field Office Participant Training Unit.
- Placement of increased numbers of private sector-based participants in tailored programs in the U.S.
- Shifting of participant training accounting from an external service bureau to in-house, improved participant financial reporting, and detailed planning to begin Training Cost Analysis Reporting as of 6/30/90.
- Combining and expansion of AED Field Office and the former USAID/HRT participant tracking data bases.

English Language Training

- Expanded cross cultural activities within the Center for Intensive English Language Studies.
- Development of a Pre-CIELS curriculum for eligible incoming candidates who did not make the minimum entry level proficiency scores for CIELS.
- Successful integration of younger Balochistan Scholarship Program participants with older Government of Pakistan participants in CIELS courses.
- Use of a Peace Corps Volunteer to assist with CIELS cross cultural training.
- Visits by the ELT program director to USAID/ARD-supported ELT programs.

Agricultural Training

- Addition of a professional Pakistani staff member to the Agricultural Training Unit.
- Preparation of a first draft, with support from Winrock International, of an assessment of the management of agricultural training and recommendations for the contract extension period.
- Completion of four workshops, two with technical assistance through AED subcontracts with U.S. institutions, related to irrigation issues.
- Completion of the Land O'Lakes Dairy Training Series with the final course on Dairy Production and Extension.

Administration

- Strengthening of the Field Office administrative staff to handle increased requirements.
- Visits to Pakistan by the Academy's Project Coordinator, in February for a general assessment of the field office, and in June to serve as Acting Chief of Party for two weeks.
- Visit by the Deputy Project Coordinator in April to work with the Management Training Unit on development of the Annual Work Plan for the period from July 1, 1990 through June 30, 1991.

- **Increased computerization of the Field Office and assistance to USAID in finalizing the planned computer purchase for DSTP offices.**
- **Development of plans to move to a more decentralized system of budgeting and cost reporting during the second semester of 1990.**
- **Transition from rupee advances from USAID to cover in-Pakistan costs to dollar advances from AED's Washington Office.**
- **Reorganization of participant finance and core budget management responsibilities in the home office.**
- **A Contractor Team meeting held at the Academy's home office, with participation of GOP and USAID representatives, held in April, including a special session on private sector/small business training activities with participation from the Overseas Education Fund and Development Alternative's team working on the Growth and Equity Through Microenterprise Investments and Institutions (GEMINI) Project.**

This report, like its predecessors, is organized by project component: Management Training, Participant Training, English Language Training, and Agricultural Training. In addition, the final section provides an administrative overview. While these component activities are most easily discussed independently, it is recognized by project staff that there are many ways in which they mutually interact with and support each other, and many of these connections have been drawn in the appropriate sections. At the end of each section are included sections dealing with problems and recommendations for addressing them. Appendices summarize the short term technical assistance provided and participant training activities supported during this period.

II. Management Training

Some of the highlights of this reporting period include:

- Expansion of Pakistani professional and support staff in the Field Office Management Training Unit. As a result of the signing of Amendments
- Increased use of internships within AED to develop promising Pakistani professionals.
- A change in annual work planning for the management training component to encompass a fixed initial six month plan and a tentative subsequent six month plan, with a review and further development of plans every three months.
- Increasing emphasis of in-country management training on women's and private sector programs. (Details of this and the previous item will be found in the approved plan and proposal submitted to USAID/HRD for this period.)
- Development of new institutional relationships for in-country management training.

A. Private Enterprise Training Initiative (PETI)

1. Turnaround Strategies for Sick Small Units

PIM began implementation of this program with the help of ADL consultant Ken Hoadly. Philip Lall, Chief Management Counsellor, PIM co-trained with Ken Hoadly with the objective of ultimately taking over the training capability.

The program was attended by 17 owners of small and medium business. The focus of the three day workshop was on strategic planning in the various functional areas of marketing, finance and production management. The case method was used to impart the training.

2. Strategic Human Resource Management Program (SHRM)

Dr. Lewis Rambo, Senior Vice President and Director of Personnel, ADL, delivered the SHRM program at PIM from May 5-10, 1990. PIM faculty member, Mohammad Hussain co-trained with Dr. Rambo to take over the training capability. This was the fifth delivery of the program and second of Dr. Rambo on board. Previously, two other consultants were tried but they were not considered satisfactory by PIM.

The program design was revised by Dr. Rambo to make it practice oriented. PIM found this

intervention useful and wanted to continue with Dr. Rambo despite this being the 5th program delivery. PIM was advised that more than the normal support for program development had been provided.

B. Women In Development (WID)

1. Training of Trainers in Managerial Skills

Four women interns were trained by AED consultant Dr. Cynthia McSwain through a 5-day workshop. The objective of this training was to train women trainers to design and deliver managerial skills workshop independently. Later, during program delivery, Dr. McSwain would serve as a shadow consultant to the trainers.

2. Management Overview for Career Women

A series of three-day workshops on Managerial Skills was held in Lahore. Each module of three days was designed to be an independent unit and focus on the following managerial skill areas:

1. Interpersonal Skills
2. Managerial Skills
3. Personal Development

The most important feature of the workshops was that they were conducted entirely by the WID interns trained by Dr. Cynthia McSwain. Dr. McSwain served as shadow consultant. The four women interns are now capable of conducting these programs without expected help. The individuals who have been elevated from the status of interns to entry level consultants are as follows:

1. Ms. Zahra Rahim, Karachi
2. Ms. Ayesha Bano, Karachi
3. Ms. Ambareen Farooqi, Karachi
4. Ms. Ayesha Menai, Karachi

3. Entrepreneurship Development Workshop

A four-week workshop on setting-up and managing small businesses was conducted in Islamabad. The workshop was co-sponsored by ECI (Entrepreneurship & Career Institute) and led by Ms. Shahnaz Kapadia Rahat. Ms. Hina Shah, AED consultant from India sat as a shadow consultant. WID interns, Ms. Pamela Rodrigues and Ms. Seema Tausif also co-trained with Ms. Shahnaz Kapadia Rahat.

C. Development Management Training Initiative (DMTI)

1. Executive Development Workshops - II & III

The second and third iterations of the "Executive Development Workshop" for senior managers was conducted in January and June 1990. In the case of the 3rd iteration, persons from the private sector were, for the first time, invited to participate in the program. Five representative from the Private Sector were fully involved in the training. The interaction between the participants of the private and public sectors was found very useful.

The capability to conduct this training program has been successfully transferred from AED consultant Dr. Henry P. Sims, Jr., to Mr Naeem Aslam of Pakistan Administrative Staff College (PASC).

2. Advanced Course Revision - NIPA, Karachi

Dr. Pauline Arneberg worked with eight NIPA-Karachi faculty members on the process of revising and improving the core management program of NIPA namely Advanced Course in Administrative and Development (ACAD). Dr. Arneberg used Action Research Methodology to interview participants and collect data - along with NIPA faculty members.

The technology of preparing modules and supporting training materials on current and updated issues was institutionalized at NIPA. NIPA faculty prepared nine modules which are currently being used in the Advanced Course. They pledged to prepare more modules.

3. Advanced Course Revision, NIPA-Peshawar

Dr. Pauline Arneberg started a project to revise the Advanced Course at Peshawar with the help of faculty members of NIPA-Peshawar. The NIPA faculty generated a set of action plans to review the Advanced Course, its contents and methodology. These will be implemented when Dr. Arneberg comes to Pakistan for the second phase of the program.

4. Case Development Workshop, NIPA-Lahore

AED consultant, Dr. Gary McLean conducted the second phase of the workshop on "Developing Pakistan Specific Cases" at NIPA, Lahore. With the conclusion of this phase, the technology stands fully transferred in local hands.

This consultancy also produced a number (12) of high quality cases, each supported by a trainer's guide. According to the AED consultant, these cases are of international standards and should be published in national and international journals, magazines, etc.

NIPA is planning to publish these cases and use them in various modules of their Advanced Course.

5. Consultancy Skills for Trainers

AED consultant, Ms. Elizabeth Kirkhart, conducted a four-day workshop for trainers to be

trained as consultants in Organizational Transitions.

This was part of an exercise to assist the Audit and Accounts Training Institute in managing change. The next step would be to arrange a combined workshop for the team of trainers and the team of audit and accounts managers to work on a number of pilot, organizational change projects. Senior managers of the Pakistan Audit Department and a number of trainers/consultants from the Audit & Accounts Training Institute are expected to participate in the program. Professor Viqar Ahmed of Pakistan Administrative Staff College has been identified as the local counterpart. Ms. Urusa Fahim and Mohammad Talha of AED will work on the project as external consultants.

D. Training of Training Professionals (TOTP)

1. Total Quality Management (TQM)

The second part of the TQM workshop was concluded during this period. AED consultant Dr. Orion White conducted the workshop and identified at least four local consultants (including Ajaz Rahim and M. Talha of AED) who have developed the capability to embark on this type of effort independently.

To make people aware of Edward Deming's philosophy of organizational change, a sunset seminar on TQM was conducted by Dr. White at Islamabad and Lahore. Both the seminars were widely attended and evaluated positively by participants.

E. Staff Changes

Ms. Urusa Fahim was hired on a permanent basis as Management Training Specialist April 1, 1990 to lead AED's Women in Development Program. This position was available immediately after signing the Contract Amendment with USAID. Since December 1989, she supported the WID program on a contract hire basis.

Mr. Ajaz Rahim was appointed as Deputy Management Training Specialist April 1990, to support AED's Private Sector Program. He had been working on a contract basis since November 1989.

Mr. Tariq Qurashi joined AED as Management Training Specialist April 9, 1990 to lead AED's Training of Training Professionals Program. His appointment overlapped with Ms. Zara Ahmad who changed roles and was appointed AED's Field Representative in Karachi July 1, 1990.

Mohammad Talha, Management Training Specialist (Public Sector) was promoted as Manager, Development Management Training Initiative from June 4, 1990. Mr. Talha's promotion was a result of his increased responsibilities and dedicated service to the Academy.

AED's TOTP Specialist Ms. Zara Ahmad was married on May 21, 1990. Congratulations to Zara!

F. Home Office Support

Nineteen consultants and subcontractors were in or traveled to Pakistan for management training consultancies during this six-month period. Some of these consultants traveled two or three times during this period to work on different phases of their assignments. Somewhat less consultant activity took place during this period due to Ramazan. Preparation of the July 1990 to June 1990 Management Training Work Plan was completed during this time.

Martha Malcolm Cooper visited Pakistan in April to contribute to the Work Plan preparation and visit some clients. In Lahore, she met with the Director of the Civil Services Academy and one of the directors of the Entrepreneurship Development Advisory Service. Management Training Unit staff conducted a general review of consultants with her.

Consultants are now paid a travel advance in dollars prior to their departure for Pakistan and are accountable for this to the home office. Until June all in-country per diem was issued in rupees and accounted for by Field Office finance staff. AED and Home Office staff are looking for ways to improve consultant travel arrangements and fee and expense reporting.

G. Problems, Constraints, Recommendations

1. **Problem:** Lack of interest and commitment from local trainers/consultants for all sectors of Management Training Unit continues to be a major stumbling block in accelerating the process of transferring training capability in the local hands.

Recommendation: The Project should consider giving special incentives to trainers who have acquired good processing skills through various in-country training programs. These incentives might include foreign scholarships for enhancement of their skills. These trainers and consultants should also be extensively used by other AED, MTU sections and given content specific training in their own area of expertise. Information on their skills and qualifications should be widely shared within USAID and with other potential clients.

2. **Problem:** Inadequate support from certain local sponsors for marketing DSTP programs and for improving the quality of program offerings.

Recommendation: AED/MTU should be even more explicit in drawing contractual agreements with sponsors. The agreements should clearly spell out the role of local sponsors in ensuring the most critical conditions necessary for the delivery of a quality program, including its marketing. Local sponsors should be encouraged to

see the programs as their program, not AED's.

3. **Problem:** When course programs last for more than one-week, it becomes difficult to get quality participants. Few organization are willing to spare good staff for a longer period.

Recommendation: Special incentives should be provided to organizations and participants to release good candidates for DSTP programs. During program marketing, more emphasis needs to be placed on the relevance of the training to on-the-job performance. More time needs to be spent informing the supervisors--who permit subordinates to attend programs--of the expected outcomes of the program and, the quality considerations and securing their views about desired impacts from the program. These same supervisors should be contacted after the program to ensure that the desired results are obtained and to encourage the supervisors to use the trainee's new capabilities.

4. **Problem:** Wherever fees are charged by local sponsors, it is construed as being charged by AED. Invariably organizations and participants get the wrong impression that AED is making a profit on these courses.

Recommendation: All program announcements/brochures, etc., should highlight the role of AED/USAID and clearly state that fees are being charged by local sponsors to defray costs relating to administrative and logistic support including teas and meals. They might also contain a statement concerning USAID's policy that program gradually become more self-supporting.

III. Participant Training

A. Field Office Coordination

1. New Nominations

During the reporting period, the field office received 730 PIO/P's for both long and short-term nominees, and public as well as private sector candidates. These 730 PIO/P's had a total of 810 participants. They are broken down as follows:

| | |
|----------------------|------------------|
| Long-term | 188 |
| Short term | 451 |
| <u>Third Country</u> | <u>171</u> |
| Total | 810 ¹ |

*Only 451 of these participant cases were forwarded to PPTP/Washington, D.C. for processing. The others are awaiting final clearances and funding authorizations.

During the same period last year, the field office received 430 PIO/P's. With the transfer of PIO/P preparation from HRD to AED/Islamabad. The work flow increased 59% in 1990 as compared to the same six months in 1989.

2. Participant Departures

A total of 216 participants departed between January and June of 1990.

3. Cancellations

A total of 26 participants canceled due to personal or official reasons.

4. Project Activity

a. New Hires

In the past six months, the Participant Training Unit hired eight new staff members. Four joined as Case Officers: Ms. Shahana Javed, Mr. Sam Khan, Mr. Abdul Hameed and Ms. Asma Sufi. Dr. Tom Rogers joined as the Counselor, Ms. Cindy Brown as the Deputy Manager, Ms. Barbara Rathor as Administrative Assistant, and Mr. Ibrar as Project Secretary.

¹ Only 451 of these participant cases were forwarded to PPTP/Washington, D.C. for processing. The others are awaiting final clearances and funding authorizations.

Ms. Javed has spent time in the United States and is very familiar with the U.S. educational system. She also has a strong background in computer training skills which are a great asset to the project. Shahana is working with two projects, ASSP (0492) Agriculture Support Services Sector and FSM (0491) Food Security Management.

Mr. Sam Khan has extensive experience in the U.S. with a master's degree in Public Administration from the University of North Carolina. He is working on DSTP project (0474) and is very involved with setting up programs for public sector participants in the area of public administration. Mr. Hameed worked with JICA, the Japanese International Cooperation Agency. He was the head of their overseas training program and joins us with a great deal of experience working with Pakistanis and overseas training in the development fields.

Ms. Asma Sufi joined the Participant Training Unit in April to serve as a Case officer for the MOST project, and to manage the Private Sector Scholarship Program. She previously worked with HRD/USAID on the DSTP training project. She has a wealth of experience in the field of training and is a great asset to the project.

Ms. Cindy Brown was hired part-time by the Participant Training Unit in January as the Deputy Manager. Cindy started by dividing her time between the Balochistan Scholarship Project III and the participant training office. In April she became full time with participant training. Ms. Brown has an in depth understanding of the Pakistan program. She previously worked on the private sector scholarship program and is very familiar with participant training and AID rules and regulations.

Dr. Tom Rogers was hired by the Participant Training Unit as a counselor. He works as the major advisor to the GOP, USAID, and AED on the choice of effective and appropriate M.A. and Ph.D. level education and on short-term training for USAID funded scholarship candidates. He counsels individual candidates about their choice of fields of study and U.S. or third country graduate institutions.

Mr. Ibrar joined the Participant Training Unit as a project secretary to assist Ms. Shahana Javed and Ms. Asma Sufi. Mr. Ibrar had worked on the project as a receptionist and is familiar with DSTP.

Ms. Barbara Rathor was hired in June as the Administrative Assistant to the Program Manager and the Deputy Manager, and as the supervisor of the support staff. Ms. Rathor spent ten years working in England as the Head Secretary, Administrative Assistant and Staff Supervisor for a branch of Barclay's Bank in Manchester.

b. Promotions

Two participant training staff members received promotions. Mr. S.M. Mahmud was promoted to Senior Case Officer and is now in charge of supervising the agriculture case

officers. Mr. Amjad Hafeez was promoted from grade five to grade six in recognition of the added responsibilities he has assumed in the merger of HRT and AED.

Two staff members resigned from the project. Mr. Raja Tarique, Senior Training Assistant, and Mr. Sheikh Talib Hussein. Mr. Tarique is involved in developing his own trucking business, and Mr. Talib returned to Lahore to set up his own law practice.

c. Organizational Integration

Meetings and discussions were held continuously regarding the transfer and consolidation of the HRT participant training office with AED's participant training office. AED's Participant Training unit worked on and submitted a proposal to HRD giving different options on assuming responsibility for the participant processing, monitoring, and reporting functions performed by HRT. The consolidation incorporated the TOEFL testing and follow up monitored by HRT, the two private sector scholarship programs for men and women, and the Balochistan private sector scholarship program.

On April 1st, AED assumed responsibility for all participant training processing, monitoring, and reporting functions previously performed by USAID/HRT. With the 59% increase of nominations in the past six months and the added responsibilities of the HRT office, the workload has more than doubled. The following responsibilities were assumed in the merger of USAID/HRT and AED participant training offices.

New Nominations: New Nominations are forwarded to AED upon receipt by HRD. They are checked against the annual USAID Participant Training plan, entered into the Participant Training Tracking System, and sent to the appropriate USAID project officer for approval. Upon approval the AED case officer sends a congratulatory letter to the nominee informing them of their selection and of all the documents and test scores they need to submit in order to proceed with placement. AED is responsible for follow-up on the case in order to secure all documents necessary for placement.

Medical: The AED case officer forwards the medical requirements to the participant only after a complete file has been obtained.

Counseling and PIO/P Writing: Case officers have the participants meet with the appropriate counselor to discuss their individual training objectives. The counselor writes a draft on the individual's objectives. The case officer uses this in drafting the second page of the PIO/P.

PIO/P's: AED case officers write all PIO/P's, do the budget according to length and type of training, and write a draft of training objectives from the counselor's notes.

The PIO/P in draft stage is sent to the project officer for addition or deletion and signature. After signing, the PIO/P is forwarded to the Office of Financial Management at USAID and

then sent to HRD for final approval.

With medical clearance, clearly written training objectives, and a signed PIO/P, the case officer coordinates and transmits all documents, and participant data to PPTP/Washington for placement.

After the Call Forward memo or Training Implementation Plan (TIP) is approved by the USAID Project Officer, the case officer will prepare and send for signature the IAP-56.

Correspondence with EAD: The case officer is responsible for drafting any correspondence to EAD/GOP related to the nomination. The letters are signed by HRD's Project Officer, C. David Esch.

Data Entry: The Participant Training Tracking System has been expanded significantly and includes many fields related to the receipt of the nomination and the collection of required documents. The case officers are responsible for keeping this system up-dated.

Monitoring: All action and informational memos come from Washington through AED/Islamabad. The AED case officer makes a recommendation on action memos to the USAID project officer. Memos for "buy in" training projects are sent direct to the project officer at USAID for approval and then to HRD for final approval. Memos for DSTP are sent to HRD. All memos are forwarded with a data base printout of the case history; this is a check to make sure all data entry is up-to-date. The memos are not acted on by HRD if the data entry is not up-to-date.

AED case officers are responsible for all dependent medicals and visas. After the academic participant has successfully completed the first term and wishes their dependents to join them, AED case officers, after receipt of the required documents from Washington, issue the medical to the dependents, ensure they are medically cleared and issue the dependent IAP-66 for the visa.

All the duties listed above are in addition to the duties performed before the merger.

d. Balochistan III Scholarship Program

The initial stages of the Balochistan III program were designed and implemented in a combined effort between the AED Participant Training Unit and English Language Services Unit.

During the selection process the BSP participants were split into three groups based on their English language ability. The first group, which arrived in January, were the mid-range participants. It was anticipated they would complete their language training and achieve the required TOEFL score of 500 within the first 10 week session. The second group achieved

the required TOEFL score without attending CIELS and were invited to attend a two-week interim session. This program included a scholarship orientation, placement counseling, cross cultural orientation, and sessions on personal finance, the U.S. educational system, and personal health issues. The curriculum of the two week interim session presented this group with information that Groups 1 and 3 received during their study at CIELS. The third group, the low scoring group, were invited to attend a required 10 week pre-CIELS program beginning in April followed by a regular 10 week CIELS program beginning in June. Participant training activities centered on placement counseling in addition to individual counseling of all participants in the program. Several group sessions were held.

e. Private Sector Scholarship Training Program

AED's participant training, agricultural training, and management training staff had several meetings with project officers from HRD, ARD and the new Private Enterprise Office to design the next private sector scholarship program. For the past three years the rationale for the private sector program was simply to focus on the private sector. From the meetings several areas were identified that needed to be addressed: (1) The direction the private sector is taking in Pakistan, (2) which development sectors and manpower needs will be important, (3) technical or vocational needs versus long term academic needs, and (4) how to get more involvement from women's development organizations and projects.

The Program Assistance Initial Proposal (PAIP), for the Private Sector Investment Expansion Program (PIE) is being used as a guide to develop the program in line with USAID's current and future endeavors in the private sector.

The private sector program training staff are working on a proposal to be presented to the Government of Pakistan for their approval. After GOP and USAID approval, an advertisement will be published in the local English language newspapers to generate nominations for these scholarships.

f. Counseling Section

On May 16th, Dr. Tom Rogers joined AED as an academic advisor and counselor. His role is to identify potential participant's training objectives, training programs, and write PIO/P's that help the Washington office place participants. To do this, Dr. Rogers reviews records and conducts personal interviews with nominees. He also counsels participants selected for long-term academic training. To conduct interviews, Dr. Rogers visits the four provinces on a regular schedule, establishes group contact, makes individual appointments and maintains contact with the Regional Affairs Offices. He meets with Government officials and project officers to help define training needs and expectations.

In June, Dr. Rogers met with over forty nominees in Quetta, most of whom are part of the Balochistan III Scholarship Program. In two days, Dr. Rogers conducted group orientations and individual academic advising, on potential programs, course-work, curricula, and non-

academic matters that concerned the prospective participants. Dr. Rogers also met with approximately 100 Ministry of Science and Technology scholars. The meeting was conducted as a four-hour group session. Subsequently these scholars met with Dr. Rogers individually to identify programs. During this time, close contact was maintained with Dr. Rehman, the Director of Training for the Ministry of Science and Technology, and his training staff.

Simultaneous with academic advising, Dr. Rogers is preparing a proposal for the Government of Pakistan to grant equivalency of the American Associate's degree with the Pakistan Bachelor's. This effort is in response to the Balochistan program which sends participants for training on the associate degree level. AED has learned this training could be more meaningful and productive for the participants if the Associate degree is recognized in Pakistan. Moreover, recognition on a par with the Pakistani Bachelor's degree would give the Balochistan participants more currency and opportunity when returning to Pakistan.

In the past two months, Dr. Rogers has computerized the resource library. This facilitates identifying programs through cross referencing and has helped to systematize the academic side of participant training.

g. Taxes

Mr. Randy Yamada visited the field office from AID/Washington's Office of International Training and discussed tax rules and regulations with the participant training staff. Participants may be liable for taxes on their maintenance allowances and certain other payments, depending on IRS interpretations and the applicability of the tax treaty between the U.S. and Pakistan. In light of this, all participants will be advised to file tax returns and continue to complete power of attorney forms on arrival in the U.S., authorizing AID/W/OIT to act on their behalf in tax related matters. For participants who returned to Pakistan before the implementation of procedures related to tax liability went into effect, the field office will send them power of attorney forms for them to complete and return. Statement of payments made for which their may be a tax liability will be forwarded to OIT which has assumed responsibility for completion of the appropriate tax forms for returnees.

h. Pre-Departure Orientation

CIELS staff, TOEFL team members, and participant training staff worked together to improve pre-departure orientation. Orientation for short term trainees was the focus. From previous experience, it was apparent short term trainees were not interested and therefore don't gain much from the extended orientations that are given to the long term academic participants. The participant training program manager worked with the CIELS staff and TOEFL team to design and present a short orientation on the rules and regulations of the scholarship. It was decided the TOEFL team would conduct the orientations during the same time period they were in the field giving the TOEFL test. During this orientation they will review the participants' individual programs and answer any questions they may have.

i. Regional Field Offices

The Lahore regional field office is providing support to all components of DSTP in the Punjab province. The regional representative, Mr. Mushtaq Ahmed, has established working relationships with The Government of Pakistan on the provincial level. He also established communication with U.S. government offices in the Punjab.

The program manager from the Participant Training Unit and the director of the Management Training Unit worked with Masood Khan, the Liaison Officer, USAID Karachi in setting up the Karachi regional representative office. Ms. Zara Ahmed was hired as the Karachi field representative for AED. Ms. Ahmed is responsible for the participant, agricultural and management training programs in the Sind province. She will have responsibility for the assistance and, in some cases, implementation of the various in-country courses and conferences conducted by agricultural and management training units. Communications and support for the participant training selection and placement system is the other key area of her work.

5. Computerization of the Field Office Participant Training Unit

Mr. Kanwar Nasir, AED's System Manager has merged HRD's FOXBASE database with AED's database. Mr. Nasir has done an excellent job in re-programming the entire system. In this merger of database, Mr. Nasir has added many new fields. A LAN network program was installed and is running successfully with five work-stations and a dedicated file server.

Some of the changes which have been made on the participant tracking system are:

- a. Addition of two relational files to the master data file. Both are for alternate nominees, one for academic and one for technical.
- b. Addition of 50-60 fields to the master file to have complete data on returnees, and dependents of academic participants.
- c. Ability to perform several counts at one time. For example, if we need to know how many participants departed in the month of May and those who have returned, we get this information simultaneously.
- d. The system is able to manipulate data through the menu to print many different reports.
- e. There are seven indices to sort and find database records.
- f. The system can generate statistical reports (showing number of records under different categories). For example, the "COP Report", which gives the Chief of Party

an up-date on all action taken by participant training in a given time frame.

- g. Can print (official or home) address labels for unique or selected records. This is menu driven.
- h. Ability to view on screen, or print, the Call Forward letter and its attachments (6 pages).
- i. Every user has his/her own unique password and limitation to access the database. One must "sign on" and be full time staff to have access to the data base. There is an additional password which can be used to access to a certain level but does not allow the user to edit. This will used by those who are not authorized to edit the data.

There are many changes to be made in the future. Some of those with top priority are:

- Ability to print the following form letters:
 - Congratulations letter to the participants.
 - Letter requesting missing documents (LT/ST)
 - Medical letter
 - PIO/P
 - Cover memo for PIO/P
 - IAP-66
 - Letter to dependents for pre-departure requirements
 - Three letters to confirm participants return to Pakistan
 - Close-out memorandum
- To print the following reports:
 - Return Status Report for OIT/AID/Washington
 - Status Report for Project Offices and GOP
 - Actual Expenditure Report
 - Monthly Status Report
- Tracking - printed reports:
 - Out-of-Status reports
 - Required TOEFL/GRE/GMAT
 - Medical validity period expiring.
 - Needs Call Forward letter
 - Pending because of incomplete documents
 - Required to send letter to confirm Return Status
 - Close out memorandum required

The programming of the participant training tracking system will be a continuous process.

6. Problems, Constraints, Recommendations

- a. **Problem:** Hotel rooms, airport meets, and timely enrollment in the health insurance continue to be made difficult when nominations are received by the Washington, D.C. office with only two or three days lead-time.

With a very short-lead time, the participant is expected to complete his/her medical examination, receive clearance from the GOP, get his/her visa, receive USAID allowance from the State Bank, make travel plans, and arrive in the U.S. Often, due to the time constraints, the participant requests deferral. Time and effort has then been wasted by both the field and home office and the participant remains very unsatisfied.

Recommendation: When a nomination for a specific course is received late, USAID and AED should agree to accept it, but with the condition the participant be placed in a similar course as soon as is possible.

- b. **Problem:** Several projects have project completion dates of December 1994. Some nominees are not qualified for placement and the scholarship will not be usable.

Recommendation: All long term nominations should be received by USAID/AED no later than October 30th, 1990 for placement in September 1991. If the participant is not placeable, there will be enough time to try placement for an alternate candidate.

- c. **Constraint:** Project officers/AID want more and more information on the status of the participants involved in their projects. AED doesn't have enough telephones and computers to meet their demands.

Recommendation: Give the mission training offices, once every two weeks, a computer disk with up-dated information on the participant training tracking system for their own access. Arrange monthly meetings between the case officers and the individual project officers and FSN training staff.

- d. **Problem:** With the distances between the field and home offices, both geographically and culturally, understanding each others' constraints, priorities, and procedures continues to be a challenge.

Recommendation: Regular staff exchanges should be implemented to increase the awareness and understanding of the two offices. Sufficient time should be planned to allow the visiting staff to actually work on cases and participate in daily operations.

B. Home Office Coordination

1. Statistics for Active Cases

During the six-month period from January through June 1990, a total of 1,536 participants were in some stage of placement or actual training. Sixty-one percent of these participants were academic and 39% were technical. In addition, 26 participants were canceled from USAID programs before their training began. This figure includes participants whose nominations had been received before January 1, 1990, as well as those received during this six-month period. Approximately 29% of all participants handled by PPTP were from the ARD projects. (Please see Appendix B for a more detailed statistical summary by project.)

A total of 451 new nominations were received by PPTP/Washington, D.C. between January and June 1990.

It should be noted that 63 files are not reflected in the appended statistical summary. These files do not have signed PIO/P's due to the funding problem. They are in pending, admitted or on-hold status.

2. Orientation

Arrival orientations were conducted in Washington, D.C. for 55% of all participants who began training programs in the U.S. between January and June 1990. (246 participants arrived to begin programs.) The Washington International Center (WIC) orientation program was used in January for academic and long-term technical participants but the majority of the participants were attending short-term technical programs and therefore, attending the one-day orientation program conducted by PPTP staff.

The PPTP arrival orientation handbook was revised and made into several versions to better address the differences that exist among the various types of training programs we administer. There are now 5 versions of the handbook: USAID/academic, short-term technical, long-term technical, MOE, and MOST. In the past, all technical participants received the same handbook and USAID/academic and MOST received the same handbook with special inserts to explain allowance rates.

3. Campus Visits

The staff of PPTP visited 52 colleges, universities, and training institutions during the January - June 1990 period. Academic progress, adjustment issues, and other personal concerns were discussed with 291 participants during these visits. Academic programs, participant's progress, and future training opportunities were discussed with advisors and other training institution officials. Campus visits continue to provide all involved parties with valuable opportunities to share information, ideas, and concerns. During the campus visit, PPTP staff often have learned of problems which the participant would not discuss

over the telephone or via letter but felt comfortable talking about face to face with the Program Specialist.

4. Staff Activities

a. Visitors

Approximately 10 training institutions sent representatives to meet with PPTP staff to discuss training options as well as to meet new staff and review new developments at their institutions.

Mr. C. David Esch, DSTP Project Officer/HRD/USAID-Islamabad, Dr. Curt Nissaly and Mr. Hameedullah of ARD/USAID-Islamabad, Mr. Saad Ashraf and Mr. Hassan Mahmood of EAD/Government of Pakistan, Ms. Janet Paz Castillo, DSTP-AED/Islamabad, and Dr. Roger Steele, Winrock-Arkansas visited the PPTP/Washington, D.C. office. They met with staff in various forums from formal presentations to organized meetings to "brown bag" lunch sessions. Participant training issues were discussed; specific cases were reviewed; and general discussions on how to improve on what we are presently providing to USAID and the participants took place.

Ms. Janet Paz Castillo worked in the PPTP/Washington, D.C. office for several weeks in June while on leave from Pakistan. Her visit was extremely helpful to the PPTP staff as they had the opportunity to hear the field office perspective on this project. In turn, she was able to reacquaint herself with the Washington, D.C. operations and to understand the issues and concerns of the home office. At the same time, Mr. Larry Bartlett, Deputy Program Manager/EIL, helped out in the field office in Islamabad. These types of visits and exchanges are valuable and should be continued. Communications are improved, procedures and policies are better understood and standardized between the two offices, and the entire operation runs more efficiently as a result.

b. Conferences, Workshops, Seminars

PPTP staff participated in the following activities:

- USAID/OIT Participant Tax Information Workshop
- B. Barhyte
- NAFEO Annual Conference: "Challenge in Change"
- B. Barhyte, K. Schieffer
- National NAFSA Conference, Portland, OR
- K. Peterson (presenter), D. Craun-Selka, D. Grammer
- DSTP Contractor Team Meetings - all staff

c. Administrative Procedures

Under the coordination of Dan Craun-Selka, Senior Program Specialist, the procedural manuals for academic and technical placement and monitoring were revised and updated. These manuals are set up in a loose leaf notebook format to allow for easy updating. Relevant sections from Handbook 10 are included as well as our own internal procedures and policies.

d. Participant Income Tax Filing

Bonnie Barhyte, Program Manager/EIL, worked with the PPTP Finance staff to put together information and instructions on 1989 income tax filing for participants. Packets containing information, instructions, and forms were mailed to all participants in training in the U.S. Expense statements and 1042S forms were sent to OIT for any participants who had already returned to Pakistan but had expenses in 1989.

5. Undergraduate Balochistan/Makran Programs

Thirteen Makran participants attended exit interviews with PPTP staff in the Washington, D.C. office between March and June 1990. These were the last of the original Makran group to complete their programs. The exit interview is a full-day program which covers program summary, program evaluation, and re-entry adjustment issues. One of the main concerns brought up by these participants is the lack of employment opportunities available to them upon their return to Balochistan.

Several of the returning Makran participants who had completed Associate degrees under the scholarship program, had gained admission to Bachelor's degree programs and intend to return to the U.S. on a university visa document to continue their education. They will be seeking a deferral of the two-year residency requirement stipulated by the USAID Exchange-Visitor visa program. In general, they are serious about their studies and they are concerned that the Associate level degree is not recognized in Pakistan and will not further their career opportunities.

Four of the Makran students who completed programs in this six-month period have not returned to Pakistan and were reported to USAID/Washington, D.C. as "non-returnees". From discussions PPTP had with these participants, we have concluded that most of them intend to complete a Bachelor's degree before returning to Pakistan.

During this period, a total of 8 BSP I participants requested program extensions to allow them to complete the Bachelor's degree. Two requested a full year's extension, 5 requested an additional semester, and 1 requested a 6-week extension. These requests are still being reviewed by USAID/Islamabad. One of the BSP I participants will complete her Bachelor's degree within the 24 months allotted.

Applications for Training and other credentials for 28 BSP III participants were received by PPTP in May and June 1990. Preliminary research into placement possibilities has been ongoing. However, PIO/P's have not been signed and formal applications cannot be submitted without the application fees. PPTP is hopeful that PIO/P's will be signed before September to allow sufficient time for the best possible placements.

Based on PPTP's recommendation, USAID/Islamabad approved a revision in the on-campus housing policy for the Balochistan participants. Participants will now be required to live on-campus during their first year but will have the option of moving off-campus their second year. If they opt for the off-campus housing, they will receive an allowance equivalent to what would have been paid in dormitory and meal plan fees to their college or university. It is expected that this change will greatly reduce the number of complaints PPTP regularly receives from this group of participants. We appreciate USAID's support of our recommendation.

6. Technical Tailor-Made Programs

The "Request for Proposal" letter used to solicit proposals for technical tailor-made programs was revised and now provides more detail to ensure appropriate proposals are received. PPTP is able to provide more detail in these requests, in part because we are receiving more explicit training objectives from the field.

EIL staff worked with Winrock staff to develop a set of evaluation criteria for proposals received for tailor-made agricultural programs. A system for reviewing the proposals and ensuring input from appropriate Winrock staff in Arkansas was designed. This system is still in the testing stage and will be revised in the next several months if necessary.

7. Ministry of Science and Technology (MOST)

Scholarships for the original MOST scholars expired during this period and those who have not completed their PhD's have submitted requests to continue on a partially-funded basis. USAID agreed to pay HAC premiums for these scholars beginning June 1, 1990, and a large number of them have been able to secure teaching or research assistantships to help pay for their tuition and living expenses. There are, however, several MOST scholars who have not been able to identify an alternative for financing their programs and will have to return to Pakistan without completing their Ph.D. degrees. By September 1990, PPTP estimates that 69 participants will have submitted requests for extensions and about 25-30% will be unable to find suitable financing.

There are a few MOST participants who will complete the Ph.D. degree in the allotted time. They have done exceptionally well in their programs and a number of them have published work based on their research or have presented their research at professional conferences. This is also true of many of the MOST participants who are not able to complete their degrees within the scholarship period. It should be noted that as a group, the MOST

participants are serious about their studies, cooperative with PPTP staff, and appreciative of the opportunity they have been given to further their education.

8. Participant Finance

During the six month period from January through June 1990, the DSTP Finance Office went through two major changes.

Daissy Moreno, Manager of Participant Finance recommended the implementation of case loads to pair up financial assistants with each training program team. Some members were promoted and some left the project during this period. It was fortunate that during this challenging period Carmen Falcon and Christiana Tumaku came on board as financial assistants and thanks to their dedication, team work, and expertise, the transitional period went smoothly and has been very successful.

The second major change took place in AED's central accounting system, to which the project participant accounting was changed over from a service bureau effective January 1, 1990. The project also changed from a six to ten digit participant number, in order to be able to produce the TCA and Quarterly Reports. The first two digits in the participant number refer to the PIO/T, the second two digits refer to the category, and the last six digits refer to the individual. We also have included a new field on the Cost Sheet Report which identifies a participant's actual status.

An on-going activity remains the reconciliation of participant financial files with program files and the closing out of completed participant files. During this six month period, DSTP Finance closed out 450 files. A file is considered closed by DSTP Finance after a reconciliation process is completed and an obligation or deobligation is sent to the field based on these figures. We do not wait for a final amendment to the participant's PIO/P obligating or deobligating the appropriate amount of funds for the subject participant's status to change.

During the second half of the year, DSTP Finance will be working together with PPTP and AED central accounting staff to develop and enter the line item budgets in to the accounting system. We will also be transferring the responsibility of closing out participant files from the core contract financial manager who has historical knowledge of the project, to the individual financial assistants who will be responsible for closing out their own caseloads.

9. Home-Office Computerization

The Wang motherboard was upgraded to a 386 system board and extra RAM was added. Three 4-port connector boards were added to allow the connection of twelve more terminals. Cables were purchased to finish the connection of the twelve Compaq's to the Wang for terminal emulation. The PC-2200 Emulation software was installed and the

footprints for the software finally arrived. All twelve Compaq's are now running Wang terminal emulation. This is an interim step in moving toward a PC-based network paralleling that being purchased for the Field Office.

EIL, finance, and management staff have to discussed the requirements for the planned new network and Kurt Moses is developing recommendations on system specifications and equipment needed. This meeting is scheduled for mid July. A proposal to USAID is expected to be forwarded by the end of August.

Training Support Technologies was retained to train the staff on Wordperfect 5.0. We have sent 24 staff to date for training. This seems to have assisted significantly in changing over from NBI to Wordperfect.

10. Problems, Constraints, Recommendations/D.C.

- a. **Problem:** Lack of Funding for PIO/P's. PPTP has received more than 60 "advance copy" PIO/P's. While it helps us plan and allows time to identify possible training programs, these advance copy PIO/P's do not have funds attached to them for application fees or tuition deposits. PPTP can only proceed so far with a placement and then the file is essentially "on-hold" until the signed PIO/P is available. This has created a problem because the participants are expecting action on their placement and call the AED/Islamabad staff regularly. The issue of funding is not discussed with the participants so they only understand that PPTP has the file but is doing nothing about the placement. Unfair blame is being attributed to the placement staff and once the funding is available, the participants will be forced to make last minute departure arrangements which we know is not a positive way to begin a training program.

Recommendation: USAID/HRD, GOP/EAD, and AED/Islamabad staff should work together to explain to participants when there is a delay in implementing some of the training plan so expectations are not raised. Perhaps the nomination letters should not go out until funding is assured or if they are sent, they should address the timeframe for the program and be realistic about the delays. PPTP will continue to work with advance copies of PIO/P's to identify possible programs and plan caseloads.

- b. **Problem:** Nonreturnees. During this past six-month period, PPTP has reported 16 participants as nonreturnees. This compares to a total of 30 since the beginning of the program (DSTP I/December 1983). Ten of those reported are MOST participants, 4 are Makran participants, and 2 are technical participants from the private sector. PPTP is aware of several more MOST and Balochistan participants who may become nonreturnees in the next six months. The main reason for this high rate of nonreturnees appears to be that program extensions to complete a degree were denied.

The Ministry of Science and Technology has terminated some scholarships for participants who have not completed the MS within a 2-year period and many of these participants fall into the nonreturnee status in order to complete the MS degree. Some of the PhD candidates have requested time to pursue post-doctoral research, clinical residencies, or internships and have been denied authorization to continue even on a partially-funded basis. Many of these participants become nonreturnees also.

The Makran and Balochistan participants who become nonreturnees are seeking Bachelor's degrees before returning to Pakistan and have not been granted extensions. Rather than returning to Pakistan with an I-20 or university IAP-66 and re-entering the U.S. to continue their studies, these participants have chosen to remain in the U.S., out of status.

Recommendation: There is no easy answer to the nonreturnee problem but we need to look closely at each of these cases, understand the circumstances, and identify ways to address duration and degree objective expectations at orientation and throughout a participant's program. In the case of the MOST participants, the Government of Pakistan needs to be made aware that this is a growing concern and reconsider the duration of their scholarship schemes. In the case of the Balochistan program, USAID, AED, and EIL should consider how realistic the duration and degree objectives are for the participants still in training programs and those awaiting placement. One way of ensuring the return to Pakistan of these participants might be to cut back on the total number of participants and allow longer training periods for those who are placed.

- c. **Problem: MOST PIO/P Amendments.** The amendment of the original PIO/P's for MOST from 40 to 48 months continues to be a problem and constrains the work of the PPTP Program Specialists. IAP-66 renewals and HAC enrollment cannot be processed without these amendments. Therefore, we find that many MOST participants are out of status due to no fault of theirs or PPTP's. There are between 30 and 40 MOST participants who are still lacking amendments authorizing the final 8 months of their funding.

Recommendation: A firm schedule needs to be established to complete this task and bring all MOST PIO/P's up to date. This has been an issue for over a year now and has reached an extremely critical level. All PIO/P amendments for MOST should be written, signed and sent to PPTP/Washington, D.C. by 1 September 1990.

- d. **Problem: Participant Taxes.** The status of Pakistani participants with respect to IRS reporting requirements remains unclear. Some Pakistani participants may be exempt up to \$10,000 due to the Pakistan-U.S. tax treaty. USAID/OIT is getting a determination from IRS on the liability of different kinds of Pakistani participants for taxes. In 1990 those administering USAID-funded participants are expected to

withhold taxes for those who are expected to be liable for taxes at the end of the year. Once the IRS determination is made, a major new accounting responsibility will be added.

Recommendation: Once a determination has been made, procedures should be established for 1) funding authorized for individual participants 2) informing the participants of the new requirements, 3) begin accounting in compliance with the determination.

IV. In-Country Agricultural Training

A. Dairy Series

The fourth and last workshop on "Dairy Production and Extension" was held at Faisalabad. It was implemented jointly by Land O'Lakes and the Livestock Management Department the of University of Agriculture. A total of 19 middle level officials from government departments and the milk processing industry participated in the 3-week program.

B. Irrigation Series

A series of four workshops on various aspects of irrigation were conducted during January to June, 1990.

1. Computer Applications in Irrigation

This course was successfully completed at the Water Management Training Institute, Niaz Baig, Lahore. This 4-week course concluded on March 29th. A total of 26 participants were trained in the operation of microcomputers and their use in technical applications related to On-Farm Water Management. The participants represented all four provinces and the federal district. The International Irrigation Centre of Utah State University conducted the course.

2. Statistics, Survey Techniques and Data Analyses in Water Management

This program was implemented from May 12 to 24th at the Water Management Research and Training Centre at the University of Agriculture, Faisalabad. A total of 18 participants from all four provinces attended the course. All four instructors were from the University of Agriculture. Dr. Hank Schumacher was the Chief Guest at the closing ceremony. He delivered a lecture on "A Vision Into Future Human Resources Needed To Promote Agriculture In Pakistan."

3. Technology Transfer in Irrigated Agriculture Production

A six day seminar was organized on this topic at the National Agriculture Research Centre, Islamabad. A group of seven Command Water Management Project Managers attended these sessions from May 7-12. This seminar was a preparatory discussion of technical issues for the Project Managers who had to participate in a technology transfer tour of Morocco, Spain and Italy during summer 1990.

4. Social Aspects of Irrigation

This course was held at the Water Management Training Institute, Niaz Baig, Lahore from

May 21 to June 11, 1990. Twenty-six official participants and 6 USAID Water User Association Development Specialists attended the program. Two special guests from Somalia, under the Pakistan Technical Assistance Program to Somalia, also attended the training course. Dr. John Wilkins Wells from USU was the lead Instructor. This course was organized in a team teaching mode with Professor Ashfaq Hussain Mirza from the Department of Rural Sociology, University of Agriculture at Faisalabad. A Sociologist from the Federal Water Management Wing of Ministry of Food, Agriculture and Cooperatives, and a Water User Association Development Specialist worked as team leaders in the field exercises.

C. Private Sector Agribusiness Scholarships 1989-90

A total of 124 interviews were conducted during March to May, 1990 and 72 candidates were selected by a team of MINFAC and USAID representatives. Dr. Hank Schumacher and Dr. Anjum participated in these interviews as observers to help develop training objectives appropriate to each candidate's professional experience and current job requirements. The following table depicts the selected candidates by province and field of training. Numbers in parentheses indicate female candidates.

| Private Sector Agribusiness Nominees for 1989-90 | | | | | | | |
|--|--------|-------|------|------|-----|-------|---------|
| Field of Training | Punjab | Sindh | ICT | NWFP | BAL | Total | % Dist. |
| Agribusiness/ Management | 17 | 4 | 2(1) | 0 | 0 | 23 | 32% |
| Food Processing/ Nutrition | 10(2) | 5(4) | 2(1) | 0 | 0 | 17 | 24% |
| Poultry | 6 | 2 | 2(1) | 0 | 0 | 10 | 14% |
| Marketing/ Ag Services | 6 | 2 | 0 | 0 | 0 | 8 | 11% |
| Production | 3 | 2(1) | 0 | 2(1) | 0 | 7 | 10% |
| Livestock/ Psychology | 2 | 2(1) | 0 | 0 | 0 | 4 | 5% |
| Agri Engineering | 0 | 1 | 0 | 1 | 1 | 3 | 4% |
| Total | 44 | 18 | 6 | 3 | 1 | 72 | 100% |
| % Regional Distribution | 62% | 25% | 8% | 4% | 1% | | 100% |
| Number Female | 2 | 6 | 3 | 1 | 0 | 12 | 17% |

D. Agriculture Economics

Work on the development of the in-country agriculture economics graduate level training course terminated. The implementation of this program was deemed too complicated using the current AED contract. USAID/ARD/EMPA decided to contract directly with Kansas State University to implement this program.

Earlier, from January to March, 1990, a series of meetings were held among representatives of USAID, AED, Quaid-i-Azam University to discuss the concept paper which was developed jointly by Dr. Hank Schumacher and Winrock's home office.

E. Status of Agriculture Participants

An annual report was prepared on the status of agricultural participants for the year 1989. This was the first annual report on both academic and non-degree short-term agricultural participants from all the eight USAID projects. During the year 1989, 86 academic and 163 short-term participants began their training in the United States. The 1989 training plan called for 277 academic and 356 short-term slots. Therefore, 39 percent of the target slots were actually filled during 1989.

F. Status of Agriculture Participants in ARD Projects

The status of the agricultural participants in six of the ARD Projects (including TIPAN) as of June 30, 1990 was as follows:

| Table | | | | |
|---|-------|-------|------------|-------|
| Number of Agricultural Participants as of June 30, 1990 | | | | |
| Project Area | Ph.D | M.S | Non-Degree | Total |
| 0467 (ISM) | 12 | 25 | 13 (1) | 50 |
| 0481 (FP&D) | - | 7 | 1 | 8 |
| 0488 (TAIPAN) | 41 | 12 | - | 53 |
| 0489 (MART) | 50(1) | 7 | 3 | 60 |
| 0491 (FSM) | 6 | 12 | 11 | 29 |
| 0492 (ASSP) | 36(3) | 15(4) | 25 | 76 |
| Total | 145 | 78 | 53 | 276 |

| Waiting For Training | | | | | |
|----------------------|----------|---------|----------|---------|-------|
| Projected Area | Admitted | Pending | Deferred | On-Hold | Total |
| 0467 (ISM) | 4 | 7 | 8 | 5 | 24 |
| 0481 (FP&D) | 3 | 1 | 1 | 1 | 6 |
| 0488 (TAIPAN) | 4 | 16 | - | - | 20 |
| 0489 (MART) | 2 | 10 | - | 1 | 13 |
| 0491 (FSM) | 5 | 3 | 2 | - | 10 |
| 0492 (ASSP) | 22 | 56 | 5 | 5 | 88 |
| Total | 40 | 93 | 16 | 12 | 161 |

G. Other Project Activity

1. New Staff

Dr. Muhammad S. Anjum joined the staff of the Agricultural Training Section as a Program Specialist. As an East West Center Scholarship recipient, Dr. Anjum received a Ph.D in Agricultural Economics from the University of Hawaii. He is working on program development, computerized database generation and maintenance, participant training program reviews and follow-up on returning participants.

2. Miscellaneous Reports

The final report on the Follow-up/Evaluation of the 1986 & 1987 USAID/MINFAC Private Sector Agribusiness Training Program was submitted to USAID. A presentation and discussion of the report's findings and recommendations was held with ARD and HRD staff. Later a compendium report was prepared including a listing of recommendations and actions. Based on the comments received from USAID/ARD Program Managers, the compendium report was revised several times during the reporting period.

Agriculture Training Assessment: Chronology of Events: September 1988 to April 1990.

Review of implementation of the In-Country Agriculture Training Program in Pakistan.

Winrock's In-Country Activities: 1989 Annual Report and update to April 1990.

Follow-up and evaluation report on Computer Applications in Irrigation and Water Management Courses.

Follow-up and evaluation reports on four workshop series regarding dairy subjects.

3. Program Reviews for Short-Term Participants

The review process for short-term agribusiness participants continued during the reporting period. A total of about 50 participants were contacted for detailed discussions of their training programs to ensure the training plan's conformity to the participant's interest and objectives.

H. AED Home Office Support

AED's home office, in addition to overall coordination of Winrock's subcontract and provision of administrative support to Winrock staff based in Washington, D.C., also is responsible for the following functions: A) Review of Winrock's RFP's for potential subcontracts for in-country training activities, to ensure that they are clear and will lead to proposals on the basis of which a clear technical ranking can be established and which will enable AED to proceed expeditiously with subcontracting; B) Review of Winrock's analysis and ranking of proposals; C) Preparation and obtaining approval of subcontracts resulting from the RFP process; D) Channeling country clearance requests to the field office; E) Serving as required as trouble shooter, facilitator, etc., as needs arise in getting people and support materials and equipment to the field.

I. Problems, Constraints, Recommendations

Problem: USAID/ARD requires still further improvements in services in support of ARD participants and has expressed in meetings with AED and Winrock, a willingness to support such services.

Recommendation: Following submission of the Academy's assessment of agricultural programs and recommendations for the extension period, USAID/HRD, USAID/ARD and AED/Winrock should come to a clear understanding of what improved services can be appropriately funded through the Academy's contract.

Note: Since the agricultural training assessment is being submitted as a separate documents, and contains its own set of recommendations, no further problems or recommendations are cited here.

J. Planned Activity (July - Dec, 1990)

1. Training Courses

The following two training programs for the Command Water Management Project are scheduled:

Training Techniques in Irrigation, Sept. 1-20, 1990 at Quetta in collaboration with the University of Illinois.

Irrigation Systems Management II, Sept. 29 - Oct. 24, 1990 at Sakrand, Sindh in collaboration with Colorado Institute for Irrigation Management.

2. 1990-91 Private Sector Agribusiness Scholarships

The selection process for the 1990-91 program will begin in July with interviews planned tentatively during Sept-Oct, 1990.

3. Other Activity

Database Development and Report Generation for Agricultural Participants under different ARD Projects.

Program reviews for departing participants (continuous activity).

V. English as a Second Language

A. Center For Intensive English Language Studies

1. Highlights and Trends at CIELS

In this six-month reporting period CIELS continued under its direct mandate to provide testing services and English Language Training to potential USAID-sponsored participants from the public and private sectors of Pakistan. Institutional TOEFL tests were administered in five cities to 1,015 potential participants and 358 entry/mid-term/exit TOEFLs were given at CIELS. A total of one hundred nine students studied English and received cross-cultural awareness training in two sessions at CIELS, Islamabad.

New on the scene in 1990 were the 55 students of the Balochistan Scholarship Program, the introduction of a pre-CIELS curriculum feeding into CIELS' regular English for Academic Purposes Program, and a program of extra-curricular activities developed and led by a Peace Corps Volunteer.

| Summary of CIELS Student Performance on TOEFL For Sessions XX-XXI (January-June 1990) | | | | | | |
|---|---|---|---|--|--|--|
| Session | Number of Students | Average Entry Score | Average Exit Score | % Reaching Qualifying TOEFL | Average Weekly Point Gain | % Achieving 3+ point Gain Per Week |
| XX January 8- March 15, 1990 | 54 8 returning GOP:38 BSP:471 | 478 combined GOP:481 BSP:471 | 517 combined GOP:515 BSP:522 | 52% combined GOP:42% BSP:75% | 4.53 combined GOP:3.9 BSP:6.0 | 66.6% combined GOP:57.8 BSP:87.5% |
| XXI April 2- June 14, 1990 | 55 8 returning *CIELS:4 1 PRE- CIELS:14 | CIELS 490 PRE- CIELS 407 | CIELS 532 PRE- CIELS 467 | CIELS 58% PRE- CIELS **86% | CIELS 5.30 PRE- CIELS 7.20 | CIELS 80% PRE- CIELS 86% |

- * This represents the traditional CIELS curriculum. Students must have a minimum entry score of 440 to participate. This group consisted of 36 GOP and 5 BSP (Subgroups 1 & 2).

The PRE-CIELS class was composed of 14 BSP participants (sub-group 3) whose English proficiency was too low for a regular CIELS curriculum. Therefore, they were placed in a separate class with a PRE-CIELS curriculum.

- ** The qualifying goal for the PRE-CIELS students was 440, enabling them to return for a second session to participate in a regular CIELS curriculum.

a. Development of a Pre-CIELS Curriculum

Because one-third of the incoming BSP candidates did not meet CIELS' minimum entry level proficiency standard, (average 407 TOEFL vs. 440 minimum), the ELT Specialist developed a pre-CIELS curriculum for grammar, writing, listening/speaking and reading. CIELS' most experienced teachers, one of whom had taught in the Makran Program and had also assisted in this selection process, were assigned to this course and worked with the ELT Specialist to modify the curriculum as needed. It was intended that by the end of this special, lower-level ten-week course these students would meet CIELS minimum requirement and be placed in regular CIELS classes for a second session of ELT to bring them up to the TOEFL 500 required for their U.S. training programs.

At the end of the first ten weeks, 13 students had reached the 440 score and were distributed among the regular CIELS Intensive English for Academic Purposes classes, three or four to a class.

This pre-CIELS, or "feeder" curriculum and materials can now be used for any subsequent special groups who do not meet CIELS entry requirements.

b. CIELS Students Move to Islamabad

Since April 1989, CIELS students have been housed, at USAID expense, in a hotel in Rawalpindi. They were experiencing and expressing discomfort with the bus ride back and forth and the noise at the hotel since it is situated at a major bus depot in the city. Once again, CIELS' management combed Islamabad and found a hotel of the same standard, only 15 minutes walk from CIELS and for the same rates. Accordingly, since May 1, CIELS students have been living happily ever after (we hope!) at the Hotel Capital.

c. CIELS Represented at Inter-Agency ELT Roundtable

Educators and others involved in English Language Training activities in Pakistan meet bi-monthly for information sharing and to discuss topics of mutual interest. In addition to the USAID/HRD representative, CIELS is now represented by the ESL Specialist. Other members are USIS; USAID/HRD; the Asia Foundation; the United States Education Foundation, Peace Corps, and a representative of the Ambassador.

d. CIELS - Peace Corps Cooperation

Having learned through the ELT Roundtable that Peace Corps Volunteer Kevin Clark was available for exactly the length of the next CIELS session, CIELS immediately saw an opportunity to enhance our program: a young American, recently part of U.S. academic life

to live with the students and to design and lead after hours activities. The Peace Corps Associate Director, who himself has volunteered for different CIELS cross-cultural activities, readily agreed to this "loan," stating that Peace Corps would profit, too, as Kevin would add to his teaching skills and cross-culture training techniques through close association with CIELS instructors. Kevin quickly developed a varied program of activities in the English-speaking community of Islamabad as well as a twice-weekly showing of documentaries on the United States (obtained from USIS) and feature films (obtained on the local market). The extra-curricular program ranged from Shakespeare in the gardens of the British High Commissioner to weekly games of sandlot softball between students and teachers. On end-of-session evaluations, students particularly cited this program as contributing to improvement in their listening/speaking skills, not to mention their pitching arms!

e. ELT Director Visits USAID/ARD ELT Programs

At the invitation of USAID/ARD, the ELT Director attended opening ceremonies of the Sindh in-country training program in Karachi, participated in an evaluation of the in-country training program at the University of the Punjab, evaluated an in-house technical writing course at USAID/Peshawar, and consulted with the ELT staff of the Univ. of Illinois TIPAN Project. All of CIELS' expertise and experience is available to be tapped by other USAID programs.

f. CIELS Enrollment Declines

A not-so-positive happening at CIELS in this reporting period is the continuous decline in GOP enrollment figures. New enrollments of GOP candidates in the three 1990 CIELS sessions to date have been 30, 29 and 30 as compared to a 1989 average of 50 new GOP enrollments per session. CIELS maximum effective capacity is 75, five classes of 15 each, with 10-12 being the preferred number.

Dr. Jafar, formerly of USAID/HRD and now CIELS Liaison Officer with all GOP agencies, posits several hypotheses for this significant decline:

1. Nominees for CIELS must already be nominated for a training program or in the process. Nominations lacking authentic certification to this effect are not accepted to CIELS.
2. In the past year, an increasingly larger number of GOP potential nominees for USAID participant training failed to meet the CIELS entry requirement of TOEFL 440; consequently, they were not eligible for CIELS as they could not be expected to improve by 60 points progress for non-degree training or 90-110 points for academic programs in the course of one CIELS session.
3. Recently, a number of GOP nominees for long-term training whose first TOEFL score did not qualify them for the long-term training,(i.e., it was less than 525 for

Master's and less than 550 for Ph.D.), opted for short-term training programs which do not require this level of TOEFL score. Hence, there was no need for them to take further English language training at CIELS.

4. Several GOP ministries and departments are reluctant to authorize the release time for full-time attendance (30 hrs./week) at CIELS.

2. Staffing and Staff Training

a. Staffing at CIELS

At the beginning of this reporting period, Patricia Johnson replaced Laurie Emel as Director of English Language Training. With the merger of USAID/HRT and AED/ Participant Training, CIELS was fortunate enough to add to its staff Dr. S.M. Jafar. Dr. Jafar has many years experience as a training coordinator in scholarship programs. A much-needed program secretary was also added to the CIELS staff. Two full-time staff members resigned; their positions were filled by two part-time new hires, including a Peace Corps Volunteer, and by some regular staff working full- rather than part- time. Efforts to fill long term (year-round) positions budgeted in the core AED contract proved unsuccessful

Throughout this reporting period, the ELT Director and the CIELS Coordinator were actively engaged in recruiting new, short-term teachers. This was in anticipation of the loss of nine experienced faculty members. Six were scheduled for home leave during the summer session; two were departing Pakistan with their respective spouses, who had been reassigned elsewhere; and one was pursuing other interests. Fortunately, a CIELS ad in the American Embassy newsletter generated an unusual number of inquiries and applicants. Of these, twelve with relevant educational background and work experience were interviewed and invited to observe classes. From this pool, the five strongest were offered one-session contracts for the summer. Although the staffing situation turned out much better than expected, it has become increasingly apparent that CIELS should routinely recruit EIL interns for both the winter and summer sessions. We were fortunate to find trainable ESL teachers during this particular period, but to ensure the continued excellence of the CIELS program, a core of trained ESL instructors is necessary.

b. Staff Training

Opportunities for wide-ranging staff training abounded in this reporting period. This is particularly important in the CIELS context as the majority of CIELS teachers have not formally studied ESL teaching theory or methodology and are eager to add to their classroom skills. Presentations for professional development from January to June are described below.

Special Orientation to Balochistan

In January, CIELS enrolled the first of three groups of participants of the Balochistan Scholarship Program. Since most of these Balochis differ from our traditional CIELS participants in age, educational background and employment history, the ELT Director and Coordinator felt it would be helpful to provide teachers with background information about Balochistan and its people. To meet this objective, Cultural Awareness Training Coordinator, Meyen Quigley, invited two Pakistani USAID officials knowledgeable about Balochistan to acquaint the teaching staff with the history, politics, ethnic composition, economic status and traditional cultural values of this region. Teachers were grateful for this information and impressed with the quality of the presentations; they expressed strong interest in future programs of this kind to further their knowledge of their students' country.

TESOL Convention Report

After having attended the 24th Annual Convention of Teachers of English to Speakers of Other Languages, the ELT Director organized a three-hour report to CIELS staff, the ELT staff of USAID programs in Lahore and Peshawar and of Pakistani institutions in Islamabad. USIS English Teaching Officer, Janet Miller also summarized a few presentations she had attended.

USAID consultant offers teaching reading discussion

In addition to her USAID/ARD-related tasks, visiting USAID consultant, Dr. Grace Burkhart of the Center for Applied Linguistics, graciously consented to make a presentation to CIELS staff. She demonstrated how to develop reading exercises from scientific and technical text. This is important to CIELS instructors because that is the type of reading our students will be dealing with in their U.S. training programs and in the course of their work here.

Curriculum review and modification

CIELS teachers gave up several precious hours of their weekend to attend a curriculum review workshop. They were grouped into skill areas teams, each headed by a teacher/facilitator with many sessions' experience in teaching that particular skill. Experienced teachers took the lead in clarifying and expanding course objectives, suggesting specific teaching activities and classroom management techniques, and in discussing appropriate sequencing of materials. Newer teachers suggested information to be included in the revised syllabus which they thought would be particularly helpful for teachers joining CIELS.

Overview of DSTP and PPTP

Instructors are often frustrated because they cannot answer their students questions about aspects of their U.S. training program. The TDY of Larry Bartlett, Deputy Program

Manager of PPTP/DC, provided an opportunity for teachers to become better informed about the participant training placement process, major USAID scholarship and visa regulation and personal issues such as taking families, driving, etc. Larry also asked teachers to take responsibility in writing classes to help nominees write specific training objectives on their Application for Training Form so as to ensure that they are placed in an appropriate training program.

New Text Reviews

Early in this reporting period, CIELS received a large backorder of reading, listening/speaking and cross-cultural texts. To acquaint teachers with these resource materials, the Coordinator organized a "book fair" in her office and asked teachers to select two or three to examine for ways in which they could be incorporated in our EAP program or its cross-cultural component. At a series of lunchtime meetings, teachers reported on level of difficulty, anticipated level of student interest in the content and variety and usefulness of the exercises. This exercise provided experienced instructors the opportunity to develop and practice text evaluation skills, and it gave inexperienced teachers guidance in selecting supplementary course materials.

3. Cultural Awareness Training (CAT)

The cultural awareness training component of CIELS curriculum, developed and instituted in the last reporting period has been continuously refined throughout its delivery since January. CAT Coordinator, Meyen Quigley, assisted by American members of the Testing and Evaluation team, delivered eight different modules to each class in Sessions XX and XXI. In addition, those Balochistan Scholarship Program candidates whose initial TOEFL scores enabled them to bypass CIELS, were brought to Islamabad for an intensive two-week program of cross-cultural orientation, educational counselling related to proposed training programs, and medical examinations. Ms. Quigley coordinated with Participant Training to organize and deliver the content of this intersession program.

While the rationale, basic content, and methodology of CAT remained unchanged (see Eleventh Six-Month Report for a full description), some modifications were made. These related to the audience, content, supplementary materials, methods, and evaluation. The recent addition of younger, less-educated students of the BSP necessitated providing more basic information on the United States and on higher education and developing additional handouts for reading at home. CAT is conducted via experiential and participant-centered techniques such as group discussion, visualization/projection, videos and slides, case studies, critical incidents and panel discussions with members of the American community. Evaluation instruments were developed for each separate group to refine the tools and to acknowledge issues or situations specific to a training group. Data from these evaluations is considered in planning for each subsequent training session. For example, responding to students' comments, a new module has been developed on education; it includes a compilation of related readings for at-home use.

A video and materials library has been started with offerings such as "What is Expected of a Graduate Student in the U.S.?" "Adjusting to Life in the United States," readings from cross-cultural texts and videos of panel discussions by members of the American community on social issues of the United States. In addition, the CAT Coordinator has developed U.S. culture-related worksheets for the use in CIELS language classes.

A wide cross-section of the American community has been involved as resource persons in various training activities.

The availability of "real live" Americans to interact with has been greatly appreciated by training groups. A similar effort needs to be made to involve the community of USAID scholars who have returned from the United States. These former participants are in a unique position to help prospective participants succeed in their own training programs.

B. Testing and Evaluation/Liaison Officer

The Testing and Evaluation Team and AED's "new" Liaison Officer, Dr. Jafar, (formerly of USAID/HRT) has continued to provide efficient and reliable TOEFL testing for USAID-funded scholarship candidates. During this reporting period the team administered and scored the TOEFL, did an in-depth comparison of the advantages and disadvantages of USAID's offering the Institutional or the International TOEFL, and served as co-facilitators of cultural awareness training activities.

1. Summary of TOEFL Tests Administered:

| Summary of TOEFL Tests Administered | | | |
|--|---------------|--|-----------------|
| Site | Number | Group | Month(s) |
| ISL | 336 | Agribusiness Mixed Public Sector | Feb., April |
| Peshawar | 141 | TIPAN, WAPDA Mixed Public Sector Agribusiness | March |
| Lahore | 206 | Mixed Public Sector Agribusiness | March |
| Quetta | 173 | Balochistan Sch. Prog Mixed Public Sector Agribusiness | January |
| CIELS | 358 | Mixed Public Sector | Jan. - June |
| Total | 1,373 | | |

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

Projects served included: the Development Support Training Project (DSTP); Agriculture Sector Support Project (ASSP); Irrigation Systems Management Research (ISM/R); TIPAN; Management of Agriculture Research and Technology (MART); Energy Planning and Development (E P& D); MOST; MOE; Balochistan Scholarship Program (BSP); Health, Population and Nutrition Office (HPN); Food Security Management (FSM); Forestry; Economic Policy Planning and Development.

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

P&D Departments, WAPDA (Water), WAPDA (Power), Irrigation and Power, Federal Bureau of Statistics, Ministry of Food and Agriculture, Agriculture and Livestock

Departments, Education Departments, Universities of Agriculture, Gomal University, Balochistan Development Authority, Ministry of Science and Technology, Pakistan Forest Institute, National Institute of Population Studies, Federal Seed Certification Department, Nuclear Institute of Agriculture and Biology, Ayub Agriculture Research Institute, Sindh Directorate General of Agriculture Research, Pakistan Agricultural Research Council, Oil and Gas Development Corporation, Geological Survey of Pakistan, Ministry of Food and Agriculture, Pakistan Council for Research in Water Resources, Drainage and Reclamation Institute of Pakistan, and the Rice Research Institute.

4. Comparison of the Institutional vs. International TOEFL

In response to a request from USAID, the TOEFL Coordinator analyzed the comparative costs of the Team's administering the Institutional TOEFL and USAID's paying for the same number of persons to take the International TOEFL. Other aspects of the Institutional versus the International were also highlighted. In sum, the Institutional is 33% less expensive, available on short notice, and scores can be obtained in one week vs. eight. These findings are detailed below.

| Factor | Institutional | International |
|----------------------------|---|---|
| Cost | * \$22 | \$33 test only |
| Utility | + Accepted by all but 131 US universities | + Accepted by all universities |
| Score Return | Within one week, often next day | 8-10 |
| Availability of Test Dates | 15 times yr in 6 also, on request | 6 times/yr, sites frequently overbooked |
| Registration Deadline | On request same day possible | 6 wks before test |

* inclusive of test cost, team salaries, travel, per diem

+ universities may also require their own English proficiency test

5. TOEFL team members and Cultural Awareness Training

The American members of the TOEFL team were all trained by the CAT Coordinator to co-facilitate sessions of cultural awareness training and they each assisted several times throughout Sessions XX and XXI.

C. The Balochistan Scholarship Program

The design of the BSP and selection of participants took place in the June-December 1989 period. Fifty-five students were selected and divided into three groups based on pre-TOEFL scores. The first group of 16 students arrived at CIELS January 8 for Session XX. The pros and cons of integrating these young, private sector people with CIELS regular students (mid-level GOP employees aged 35 on average) had been much discussed. Integration was the course chosen. Thus, candidates scoring 430-470 on the pre-TOEFL and 417-510 on the entry TOEFL at CIELS, were distributed among the five CIELS classes of GOP candidates, 3-4 to a class.

The efficacy of this arrangement was carefully monitored and deemed workable for the entire session. In fact, despite their tendency to be somewhat disruptive in class, the BSP students eclipsed the regular CIELS' students in gaining 6.0 points per week as contrasted with the GOP gain of 3.9 for the same period. These statistics support the contention that the younger a student and the lower his score on entry to a second language program, the faster and greater will be his progress. CIELS' management also credits the testing/selection process designed and conducted August-October by (then) ESL Specialist, Laurie Emel and the (then) BSP Coordinator Kay Huth, and Andra Herriott of HRD. (See Eleventh Six Month Report)

The second group of 16 students who had already reached the required TOEFL course were brought to CIELS between the teaching sessions for a two- week program of educational and cross-cultural counseling. Medicals for all were handled at this time, too. The third group, who had scored considerably below CIELS' minimum entry score were brought to CIELS for Session XXI and Session XXII. In the first ten weeks they worked through a pre-CIELS curriculum designed to feed into the regular English for Academic Purposes program which they were fitted into for the second ten weeks.

Cindy Brown, Deputy Manager of the Participant Training Unit, worked with each group to compile their documents, determine their training objectives and to suggest possible training programs for them.

D. EIL Home Office Support to CIELS and Participant Training

1. General Overview

The Participant Training and English Language components of the Development Support Training Project continue to be very fast paced and challenging activities to support and back-stop. Thanks to the highly effective systems in place for both the ESL and the Participant Training components and the exceptional leadership of Patricia Johnson and Bonnie Barhyte, both activities have continued to run smoothly and efficiently during the past six months.

EIL Home Office Coordinator (HOC), Kevin Schieffer, provided general support to the two project components during the past six months-- budget oversight, coordinating EIL services such as personnel, and acting as a sounding board for issues and problems as they arise. An important function played by the HOC in the past six months has been as sounding board to the Participant Training Manager and the ESL Specialist. As someone outside the day-to-day process of managing activities, the HOC is useful as an external point of reference and as a respondent to innovations and critical issues. Beyond this general support role the following represents HOC activities of the past six months.

a. Transition in Home Office Coordinator

January marked a change in the Home Office Coordinator as Patricia Johnson went to the field as the ESL Specialist and Kevin Schieffer came on board as the Home Office Coordinator. A brief overlap period facilitated this transition during which time Patricia Johnson briefed Kevin Schieffer about current issues and on-going operational requirements.

b. Intensive English Language Activities

TOEFL and Instructional Materials

Procurement of materials for the ESL operation continues to be an important responsibility of the HOC. During early January orders were placed for institutional TOEFLs, as well as for instructional materials for the entire six month period.

CIELS Summer Instructor

A summer instructor was recruited for CIELS in the spring. Thea Sierak, a recent graduate of the School for International Training's MAT program, arrived in Pakistan in late June to begin instruction in CIELS summer term. Ms. Sierak, while a recent graduate, is hardly a neophyte to the field of ESL. She returned to school for a second master's in ESL after years of ESL teaching experience in Puerto Rico and Japan. Ms. Sierak also holds a master's in Public Administration from Seattle University.

c. General Support

The HOC provides general support to the ESL Specialist, including liaison with EIL services. Through regular correspondence, fax and telephone the HOC responds to needs or issues identified by the ESL Specialist. These support activities range from tracking down books or articles of interest/value to CIELS to discussing project related concerns and operational needs.

E. Problems, Constrains, Recommendations

- 1. Problem: Recruitment of new CIELS Coordinator.** By far the most significant problem facing CIELS is recruiting a CIELS Coordinator to replace Lynne Elliott who departs in September after four years at CIELS, two as Coordinator. A proposal has been put forward to USAID/HRD to make this position a second (in addition to the ELT Director) U.S.-hire, expatriate position so that 1) ELT activities would have additional, fully trained professional input and 2) CIELS stability and quality would not be tied to the availability of a reasonably qualified spouse. This recommendation was continuously made by the previous ELT Director and vigorously upheld in the 1988 Five Year Evaluation.

Recommendation: Authorize recruitment of a U.S.-hire expatriate for the position of CIELS Coordinator as soon as extension of the AED prime contract is in place.

- 2. Problem: Need for on-going host country orientation for CIELS staff.** An effective teacher must be culturally attuned to the values, traditions and accepted behaviors of the students as well as versed in the content and methodology of the subject matter. While CIELS addresses the latter through pre-service and in-service training and a well-stocked library of teacher-training references, the cultural orientation of teachers to Pakistan and Pakistanis has been largely overlooked. This has become increasingly apparent in light of the cross-cultural training to prepare Pakistani students for academic and daily life in the United States. Teachers are seeking resource persons and references for their development in this regard; the orientation to Balochistan by two USAID officials in January was well-received as have been the CAT Coordinator's suggestions for reading. Unfortunately, other Pakistani scholars approached to speak at CIELS have declined due to the lack of honorarium.

Recommendation: Permit CIELS to offer a suitable honorarium to Pakistani scholars for presentations to CIELS staff, which might be budgeted as part of the center's operational costs. These orientation sessions would be held at night in the CIELS Lounge and would be open to other members of the American Mission.

3. **Problem: Need for funding for entrance fees and transportation for some extra-curricular activities.** Students could not avail themselves of several of the extra-curricular activities scheduled in the community last session because of the need for transportation and/or entrance fees. While several of the teachers assisted with the transportation when required, they cannot be expected to do this always or to take 50 students as their guests to theatrical productions and the like. At the same time, students cited this program as having helped improve their listening skills, their knowledge and appreciation of social aspects of America and Americans and as having relieved some of their anxiety about studying in the United States.

Recommendation: Add to CIELS budget a funded line item for program-related activities.

4. **Problem: Decline in CIELS GOP enrollment.** The gradual but steady decline of GOP enrollment in CIELS, previously mentioned, is of real concern. CIELS capacity is underutilized; yet, we constantly hear that the pool of language -qualified candidates for training is shrinking. As the number of participants for long-term training (MA/PhD) diminishes with remaining time available in the DST Project for them to finish their studies, the necessity for CIELS as trainer of this group will also diminish. At the same time, there are now and increasingly may be in the future, other USAID related English language training needs: (for participant training and for in-house staff development) where CIELS experience, expertise and materials would be useful.

Recommendation: Alert Project Officers to the opportunity available at CIELS for language training and encourage them to make a concerted effort to ensure that their projects take full advantage of this opportunity.

Keep CIELS capabilities in mind for future ELT endeavors the Mission supports.

5. **Problem: Equipment needs.** Very recently the ELT Director has acquired "first rights" use of one computer on the second floor. However, the program secretary, CIELS Coordinator, Liaison Officer, Testing and Evaluation Team, Administrative Coordinator and eight teachers remain computer-less on the first floor. CIELS looks forward to the arrival and readiness for use of three computers on order for the ELT Program.

CIELS' copying machine is limping along on its last legs, frequent bedside visits by the repairman notwithstanding. CIELS will have to purchase new copying machines very soon. The Administrative Coordinator is investigating options.

Recommendation: Approve CIELS upcoming request to purchase two small copying machines.

F. Planned Activity

In the next six month period, CIELS plans will be focussed on the following efforts.

- **Recruiting a new CIELS Coordinator: as discussed**
- **Continuing extracurricular activities**

Although CIELS has lost its Peace Corps Volunteer leader of extra-curricular activities, the program will continue when the expatriate community programs commence in the early Fall. This will include sports events at/with the International School of Islamabad, presentations by the American Center, the British Council and the Asian Studies Group, hikes and visits to places of interest in Islamabad.

- **Arranging a two-week EIL/ESL Teacher Training Seminar**

The budgeted annual EIL/ELT seminar, which usually takes place in the spring intersession, was postponed until Fall 1990 to permit the new ELT Director to become familiar with the professional development needs of the staff and program needs. CIELS statistics show that students make only marginal gains in reading proficiency as measured by the TOEFL. Accordingly, a two-week seminar on the teaching of reading and developing reading materials from texts in the science and technology fields is being arranged for the September intersession. In addition to CIELS staff, the staff of other USAID ELT programs and selected staff from Pakistani ELT institutions will be invited.

- **Developing and piloting a GRE prep course**

The TOEFL is but one hurdle would-be participants must jump for acceptance into MA/PhD programs in the United States. Another is the Graduate Record Exam (GRE). CIELS proposes to offer, on a fee-paying basis to cover costs, a GRE prep course, similar to those in the United States, for GOP/USAID candidates in Islamabad who are fully nominated and TOEFL-qualified, but have not passed the GRE. The course will address test-taking strategies, the GRE format and practice with the three sections of the test: verbal, quantitative and analytical (logic). The pilot course will be held six hours per week (2-3 hours each) for the six weeks preceding the October 13 GRE administration.

VI. Personnel and Administration

A. Core Budget and Finance

One of the positions created by Lynda Gilboy's departure, the manager of core contract budget and finance, became better defined during this reporting period. Robert Sienkiewicz was promoted to this position in January 1990. His responsibilities include preparing internal and external financial reports on both a regular and an ad hoc basis, reviewing core contract cost reports prepared by central accounting for appropriateness of allocations and adjustments, analyzing the project budget and finances, preparation of reports on budget implementation, supervising the reconciliation of and reviewing monthly field office dollar and local currency imprest fund reports, facilitating wire transfers to the field office and to third country participants and training institutions, preparing and monitor processing payments to AED staff, subcontractors and consultants and preparing quarterly TCA reports.

During the past six months, Robert Sienkiewicz prepared seven PIO/T summary reports for use by both the AED home and field staff. He presented seven monthly MOST summary reports accompanied by seven MOST detailed reports. Two quarterly participant reports were delivered to the field offices in March and in May. Reports he prepared on an ad hoc basis include a MART participant report as well as an off-site storage bid for voluminous DSTPI participant files which have been closed.

From January through June, several budget implementation and financial analysis projects were undertaken. These include a pipeline funding analysis for the overall project and a combined PIO/T summary comparison of known funding already in the contract versus amount already spent.

Six wire transfers were made from AED Washington to AED Islamabad totaling \$618,000.00. For the most part, these were intended to serve as advance per diem or as advance AMA to participants who were departing Pakistan. However, starting in June, U.S. funds were also used to fund the field office operations.

In May, AED's DSTP office automated its payment processing using a program on dBase developed by Randy Prosser. This allowed for more timely payments of subcontractors and consultants as well as a greater degree of accuracy in the allocation and auditing of these expenses.

In May, the core contract budget office started preparation for the delivery of its first TCA report to cover the period ending June 30, 1990. The report is presently in its final stages of preparation is expected to be completed by mid August.

B. Subcontractor Liaison

1. The Experiment In International Living

a. Personnel Changes

As PPTP has grown in size, the senior staff have found more and more of their time dedicated to recruiting and hiring new personnel. In an effort to reduce the time and effort involved in the recruitment process, HOC has taken on responsibility for job postings, receipt and preliminary review of applications, as well as recording all applicants with EIL's Personnel Office and processing rejection letters. It is hoped that this arrangement will allow senior staff to devote more time to participant issues.

b. Senior Staff Meetings

As part of the EIL team for DSTP, the HOC attends the weekly PPTP Senior Staff meetings, as well as other project related meetings as needed. In addition, the HOC periodically attends the weekly DSTP meetings with AED staff. Attendance at these meetings has been particularly important during the past six months as the HOC became reacquainted with the project.

2. Winrock International

In May Bonnie Barhyte and Kevin Schieffer attended a meeting in Arkansas at Winrock headquarters to discuss organizational problems related to Winrock's participation in the Participant Training component of DSTP. The 1 1/2 day meeting focused on how the current Winrock arrangement could be modified to make it more responsive to the project and generally less cumbersome. As a result of these meetings a model was developed and agreed upon by AED, Winrock and EIL for a modified Winrock role. The revised Winrock model is still pending review and concurrence by USAID.

C. Contracting Actions (Inception through 6/30/90)

[Please See Appendices]

D. Summary of Contract Expenditures Through June 30, 1990

| Category | Budget | Year End Revised Cumulative To June 30, 1990 ² |
|--------------------------------|----------------------------|---|
| Salaries | \$ 1,885,965 | \$ 718,014.34 |
| Benefits | 300,462 | 186,683.60 |
| Consultants | 634,237 | 264,456.50 |
| Travel/Transportation | 784,435 | 191,433.54 |
| Other Direct Costs | 1,504,266 | 472,524.65 |
| Indirect Costs | | |
| Dollar Expense | 1,239,069 | 513,480.54 |
| Rupee Expense | 0 | 125,442.33 |
| Sub-Contracts | 5,087,105 | 3,297,464.19 |
| General & Administrative | 101,743 | 65,949.20 |
| Allowances | 160,748 | 85,002.11 |
| Equipment | 324,800 | 96,687.37 |
| Participants | 52,357,758 | 22,571,548.82 |
| Fixed Fees | 106,770 | 28,634.06 |
| TOTAL | <u>\$66,487,358</u> | <u>\$28,617,321.25</u> |

E. Field Office Administration

1. Field Office Personnel

Syed Ansar Haider was hired as a Clerk/Driver in April, 1990 to work as a third driver. In addition to his driving duties, he also performs clerical jobs like assisting the account clerk in maintaining the cash book, preparing check vouchers and other accounting work, keeping records of mail sent through courier and by post, issuing bills for personal use of car by expatriate staff, and other miscellaneous duties as required by the Administrative Officer. In the absence of the Administrative Clerk, he also performs the latter's duties.

² This represents only U.S. dollar costs. In addition, AED has incurred rupee costs against the contract line items. Rupees to pay for some of these costs have been advanced to AED by USAID/Pakistan and accounted back to USAID/Pakistan. Others have been expended directly by USAID. As of the close of the reporting period, USAID was preparing an accounting to AED of rupee expenditure chargeable to the contract. This is expected to substantially increase the expenditure column for some of the line items.

Kanwar M. Nasir joined as a Systems Manager on April 8, 1990. He assists in the MIS upgrading of the HRD/AED MIS operation, analyzing and designing software programs, maintaining the entire data base management programs for Participant Training and AED's accounting system, and is also responsible for designing and managing computer training programs for AED staff and is responsible for maintenance/ service and trouble shooting of computers.

Tanveer Alam joined as a Finance Officer. He is responsible for all accounting matters, including paying all bills received for goods and services received, preparing staff payrolls and paying salaries, preparing monthly expenditure reports for submission to AED, Washington and USAID, Islamabad, monitoring the balance in different bank accounts and requesting replenishment of funds from AED, Washington, maintaining all necessary accounts books and supervising two accounts clerks.

The telephone exchange, which was until recently in USAID/HRD's charge, was transferred to AED in June, 1990. Consequently the two positions of Telephone Operator and Receptionist who were on HRD/USAID payroll were transferred to AED in June, 1990.

2. Problems and Constraints

- a. **Problem: Telephone Exchange.** USAID has transferred the existing telephone exchange to AED. The present exchange does not provide satisfactory service. It often fails to function properly. The response from the phone company for its repair is very poor. Frequent breakdown of the exchange and the non-availability of prompt repairs seriously affects the performance of the entire AED organization. The present exchange, with six outside lines and forty internal extensions is far below the requirements of AED and HRD. The outside lines are constantly fully in use. It is exceedingly difficult to receive or to make an outside call. Moreover, the majority of extension lines are shared by two, and in a few cases by three persons.

Recommendation: A more sophisticated exchange with at least 10 outside lines and 80-100 extensions is immediately needed. It should be procured on priority basis.

- b. **Problem: Photocopiers.** At one time, AED had five photocopiers. With the withdrawal of one photocopier by USAID in April 1990, we are left with four copiers. These are not at all sufficient to meet the photocopying demands associated with the ever increasing activity of AED.

Recommendation: Have one photocopier in each of the six wings of the AED offices. Accordingly, two small photocopiers of 15 copies per minute should be purchased as soon as possible.

- c. **Problem: Furniture.** With the increase in staff and re-organization of AED/Isla-

mabad, office furniture is immediately needed.

Recommendation: Bids should be invited from five firms and order placed for urgent supply of furniture.

F. DSTP Personnel Matrix

[See Next Page]

F. DSTP Personnel Matrix

Field Office: U.S. Staff (AED)

| <u>Name</u> | <u>Position</u> | <u>Start Date</u> | <u>End Date</u> | <u>Remarks</u> |
|---------------------|-------------------------------------|-------------------|-----------------|--|
| Tabor, John | Chief of Party | 1/1/90 | 6/30/90 | |
| Kirkhart, Larry | Dir. of Mgt. Trg. | 1/1/90 | 6/30/90 | |
| Paz Castillo, Janet | Dir. of Partic Trg. | 1/1/90 | 6/30/90 | Promotion to this position effective April 1, 1990 |
| Elliott, Lynne | CIELS Coordinator | 1/1/90 | 6/30/90 | |
| Rogers, Tom | Pakis. Trg. Counselor | 5/16/90 | 6/30/90 | |
| Brown, Cindy | Dep. Manager Partic. Trg. | 4/1/90 | 6/30/90 | Worked as consultant from Jan to April |
| Hiponia, Meyen | Cultural Awareness Trg. Coordinator | 1/1/90 | 6/30/90 | |

Field Office: Pakistani Staff (AED)

Administration

| | | | | |
|--------------------|------------------------|---------|---------|---|
| Kazim Ali Khan | Deputy Chief-of-Party | 1/1/90 | 6/30/90 | |
| Arshad Mahmood | Administrative Officer | 1/1/90 | 6/30/90 | Promoted from Supervisory Asst. Management to Admin Officer June 1, 1990. |
| Kanwar M. Nasir | Systems Manager | 4/8/90 | 6/30/90 | Appointed April 4, 1990 |
| Tanveer Alam | Finance Officer | 5/13/90 | 6/30/90 | Appointed May 13, 1990 |
| M. Sarfraz Mirza | Executive Secretary | 1/1/90 | 6/30/90 | Promoted from Senior Secretary to Executive Secretary May 5, 1990 |
| Irene Bowers | Senior Secretary | 1/1/90 | 6/30/90 | Promoted from Secretary to Senior Secretary May 24, 1990 |
| Mehdi Hassan Zaidi | Admin. Clerk | 1/1/90 | 6/30/90 | Promoted from Junior Clerk to Admin. Clerk May 24, 1990 |

| | | | | |
|-------------------|--------------------|---------|---------|-------------------------|
| Abbas Raza | Clerk Typist | 1/1/90 | 6/30/90 | |
| Mohammad Abdullah | Driver Clerk | 1/1/90 | 6/30/90 | |
| Syed Ansar Haider | Clerk Driver | 2/27/90 | 6/30/90 | Appointed Feb 27, 1990 |
| Tahir Mahmood | Telephone Operator | 6/25/90 | 6/30/90 | Appointed June 25, 1990 |
| Rehan Bhatti | Receptionist | 6/26/90 | 6/30/90 | Appointed June 26, 1990 |

Management Training

| | | | | |
|---------------------|-------------------------------|---------|---------|---|
| Rahat Saghir | Manager PETI | 1/1/90 | 6/30/90 | |
| Ajaz Rahim | Dy. Management Training Spec. | 4/1/90 | 6/30/90 | Appointed April 1, 1990 |
| Mohammad Talha | Manager, DMTI | 1/1/90 | 6/30/90 | Promoted from Management Training Spec. to Manager, DMTI June 4, 1990 |
| Urusa Fahim | Management Training Spec. | 4/1/90 | 6/30/90 | Appointed April 1, 1990 |
| Zara Ahmed | Management Training Spec. | 1/1/90 | 6/30/90 | |
| Tariq Qurashi | Management Training Spec. | 4/9/90 | 6/30/90 | Appointed April 8, 1990 |
| Tariq Bhatti | Management Training Assoc. | 1/1/90 | 6/30/90 | |
| Naeem Qaiser | Secretary | 4/1/90 | 6/30/90 | Appointed April 1, 1990 |
| Aisha Bashir | Intern | 4/15/90 | 6/30/90 | Temp. hire April 15, 1990 |
| Ayesha Mirza | Intern | 6/1/90 | 6/30/90 | Temp. hire June 1, 1990 |
| Fouzia Jabeen | Intern | 6/11/90 | 6/30/90 | Temp. hire June 11, 1990 |
| Farah Hussain | Intern | 6/4/90 | 6/30/90 | Temp. hire June 4, 1990 |
| Ghalia Bisma Bhatti | Intern | 6/24/90 | 6/30/90 | Temp. hire June 24, 1990 |

Participant Training

| | | | | |
|-----------------|------------------------------|--------|---------|--|
| Mahmud Ahmed | Senior Case Officer | 1/1/90 | 6/30/90 | Promoted from Training Assistant to Senior Case Officer April 1, 1990 |
| Raja M. Tarique | Senior Training Assistant | 1/1/90 | 1/14/90 | Resigned January 14, 1990 |
| Ashfaq Hussain | Case Officer | 1/1/90 | 6/30/90 | Promoted from Training Assistant to Case Officer June 6, 1990 |
| Sheikh Talib | Case Officer | 1/1/90 | 6/7/90 | Promoted Training Assistant to Case Officer April 1, 1990 |
| Shahana Javed | Case Officer | 1/3/90 | 6/30/90 | Appointed Jan 3, 1990 and promoted from Training Assistant to Case Officer April 1, 1990 |
| Mohammad Ashraf | Sr. Supervisory Admin. Asst. | 1/1/90 | 6/30/90 | |

| | | | | |
|----------------------|--------------------|---------|---------|--|
| Amjad Hafeez Malik | Secretary | 1/1/90 | 6/30/90 | Promoted Secretary Gr. 5/3 to 6/1 due to changed scope of work |
| Iftikhar Hussan Shah | Secretary | 1/1/90 | 6/30/90 | |
| Syed H.M. Naqvi | Clerk Typist | 4/1/90 | 6/30/90 | Appointed April 1, 1990 |
| Ibrar Ahmed Mir | Clerk/Stenographer | 4/15/90 | 6/30/90 | Appointed May 15, 1990 |
| S.M. Samir Khan | Case Officer | 5/6/90 | 6/30/90 | Appointed May 6, 1990 |
| S. Abdul Hamid | Case Officer | 5/15/90 | 6/30/90 | Appointed May 15, 1990 |
| Barbara N. Rathore | Admin. Assistant | 5/20/90 | 6/30/90 | Appointed May 20, 1990 |
| Muneeb Ullah Khan | Clerk Typist | 4/23/90 | 6/30/90 | Temp. hire April 23, 1990 |
| M. Iftakhar Ch. | Clerk Typist | 5/22/90 | 6/30/90 | Temp. hire May 22, 1990 |
| Zia Asad Khan | Clerk Typist | 5/21/90 | 6/30/90 | Temp. hire May 21, 1990 |
| Sarwat Aftab | Intern | 6/26/90 | 6/30/90 | Temp. hire June 26, 1990 |

Agriculture Training

| | | | | |
|----------------|---------------------------|---------|---------|------------------------|
| Dr. M.S. Anjum | Senior Program Specialist | 1/28/90 | 6/30/90 | Appointed Jan 28, 1990 |
| Asif Barlas | Agri Training Associate | 1/1/90 | 6/30/90 | |
| Zahid Russain | Secretary | 1/1/90 | 6/30/90 | |

Regional Office

| | | | | |
|---------------|---------------------|---------|---------|----------------------------------|
| Mushtaq Ahmed | Regional Rep/Lahore | 1/1/90 | 6/30/90 | |
| Shaheen Afza | Secretary Lahore | 1/28/90 | 6/30/90 | Appointed Secretary Jan 28, 1990 |

Center for Intensive English Language Study (CIELS)

| | | | | |
|-----------------|----------------------------|--------|---------|--|
| Dr. S.M. Jafar | Participant Training Spec. | 4/8/90 | 6/30/90 | Appointed April 8, 1990 |
| Javed Iqbal | Admin. Coordinator | 1/1/90 | 6/30/90 | |
| Angelina Joseph | Clerk Messenger/Bearer | 1/1/90 | 6/30/90 | Promoted from Bearer Clerk to Clerk Messenger/Bearer June 20, 1990 |
| Asif Javed | Secretary | 5/2/90 | 6/30/90 | Appointed May 2, 1990 |
| Mohammad Rafaz | Driver | 1/1/90 | 6/30/90 | Promoted Driver to Driver Clerk April 1, 1990 |

Home Office: AED Staff

| | | | | |
|------------------------|---------------------------------|---------|---------|--|
| Boynton, Peter | Project Director | 1/1/90 | 6/30/90 | |
| Malcolm Cooper, Martha | Dep. Project Coordinator | 1/1/90 | 6/30/90 | |
| Hatfield, Randy | Program Associate | 1/1/90 | 6/30/90 | Promoted effective 1/1/90 |
| Moreno, Daissy | Manager for Participant Finance | 1/1/90 | 6/30/90 | Promoted effective 1/1/90 effective 1/1/90 |
| Prosser, Randy | Systems Manager | 1/1/90 | 6/30/90 | Promoted 6/1/90 |
| Sheldon, Martha | Admin. Assistant | 1/1/90 | 6/30/90 | Promoted 1/1/90 |
| Bui, Loan | Deputy Director of Finance | 1/1/90 | 1/26/90 | Resigned effective 1/26/90 |
| Boesch, Carl | Financial Assistant | 1/1/90 | 6/30/90 | Part-time |
| Falcon, Carmen | Financial Assistant | 2/20/90 | 6/30/90 | Started full time 3/1 |
| Tumaku, Christiana | Financial Assistant | 4/9/90 | 6/30/90 | Hired 4/9 |
| Dunn, Donn | Financial Assistant | 1/1/90 | 6/30/90 | |
| Fasolo, Tom | Financial Assistant | 1/1/90 | 6/30/90 | |
| Rojas, Mirtha | Financial Assistant | 6/25/90 | 6/30/90 | Hired 6/25 |
| Carolina, Letitia | Financial Assistant | 1/1/90 | 2/18/90 | Resigned 2/18 |
| Sienkiewicz, Robert | Manager of Contract Budget | 1/1/90 | 6/30/90 | Promoted effective 1/1 |

Field Office: U.S. Staff (EIL)

| | | | | |
|-------------------|----------------|--------|---------|------------------|
| Johnson, Patricia | ESL Specialist | 1/1/90 | 6/30/90 | Effective 1/1/90 |
|-------------------|----------------|--------|---------|------------------|

Home Office: EIL Staff

| | | | | |
|---------------------|---------------------------|--------|---------|--|
| Scheiffer, Kevin | Program Coordinator | 1/1/90 | 6/30/90 | |
| Barhyte, Bonnie | Participant Training Mgr. | 1/1/90 | 6/30/90 | |
| Bartlett, Lawrence | Deputy Program Manager | 1/1/90 | 6/30/90 | |
| Treleven, Laurie | Senior Program Specialist | 1/1/90 | 6/30/90 | |
| Ketchum, Mark | Senior Program Specialist | 1/1/90 | 6/30/90 | |
| Craun-Selka, Daniel | Senior Program Specialist | 1/1/90 | 6/30/90 | |
| Bolcik, Bridget | Program Specialist | 1/1/90 | 6/30/90 | |

| | | | |
|-------------------|-----------------------|---------|---------|
| Dirie, Amina | Program Specialist | 1/1/90 | 6/30/90 |
| Peterson, Kirk | Program Specialist | 1/1/90 | 6/30/90 |
| Kurtz, Lori | Program Specialist | 1/1/90 | 6/30/90 |
| Uglum, Lars | Program Specialist | 1/1/90 | 6/15/90 |
| Coffey, Janet | Program Specialist | 1/1/90 | 6/30/90 |
| George, Rikki | Program Specialist | 1/1/90 | 6/30/90 |
| Chubin, Linden | Program Specialist | 1/1/90 | 6/30/90 |
| Bowman, Gretchen | Program Specialist | 1/1/90 | 6/30/90 |
| Messner, Linda | Program Specialist | 1/1/90 | 6/30/90 |
| Loftus, Paul | Program Specialist | 1/1/90 | 6/30/90 |
| Smith, Alison | Program Specialist | 1/1/90 | 6/30/90 |
| Singer, Alex | Program Specialist | 1/1/90 | 6/30/90 |
| Grammar, Deborah | Program Specialist | 1/1/90 | 6/30/90 |
| Spencer, Lisa | Program Specialist | 1/1/90 | 6/30/90 |
| Wilbon, Lisa | Prg. Asst. for Admin. | 1/1/90 | 6/30/90 |
| Miller, Karen | Program Assistant | 1/1/90 | 6/30/90 |
| Peter, Carline | Program Assistant | 1/1/90 | 3/31/90 |
| Rothblum, Corrine | Program Assistant | 1/1/90 | 6/30/90 |
| Seider, David | Program Assistant | 1/1/90 | 6/30/90 |
| Gridley, Margaret | Program Assistant | 1/1/90 | 6/30/90 |
| Targan, Dollene | Program Assistant | 1/1/90 | 6/30/90 |
| Livingston, Gale | Program Assistant | 1/1/90 | 6/30/90 |
| Dale, Laura | Program Assistant | 2/20/90 | 6/30/90 |
| Hughes, Justine | Program Assistant | 4/11/90 | 6/30/90 |
| Kass, Amy | Program Assistant | 4/13/90 | 6/30/90 |
| Barnes, Dina | Secretary | 1/1/90 | 6/30/90 |
| Musse, Marian | Secretary | 1/1/90 | 6/30/90 |

Promoted to this position 3/12/90

Field Office: U.S. Staff (Winrock Int'l)

Schumacker, Hank Agricultural Training Advisor 1/1/90 6/30/90

Home Office: Winrock Staff

| | | | |
|------------------|-----------------------------|--------|---------|
| Martinez, Andy | Sr. Ag. Training Specialist | 1/1/90 | 6/30/90 |
| Dale, Joe | Ag. Training Specialist | 1/1/90 | 6/30/90 |
| Nowakowski, Stan | Ag. Training Specialist | 1/1/90 | 6/30/90 |
| Clayton, Millie | Secretary | 1/1/90 | 6/30/90 |
| Capouya, Laure | Ag. Placement Specialist | 6/1/90 | 6/30/90 |

Consulted from Jan 18 to June 9

Appendix A

**Short-Term Technical Assistance
DSTP II**

DSTP II TECHNICAL ASSISTANCE

CONTRACT #391-0474-C-00-9154-00

| TASK ORDER # | DATE APPROVED | DESCRIPTION OF TASK | CONSULTANT | AFFIL |
|--------------|---------------|---|--------------------|-------|
| 1 | 02-23-89 | TOTP/Assess. & Dev't of Trng Competencies Wrkp | Nancy Swing | AED |
| 2 | 02-26-89 | Wrkshp on Approaches to Language Teaching | Kathleen Graves | EIL |
| 3 | 02-22-89 | 3rd IPSM Wrkshp for Grade 17 Officers/PAD | Elizabeth Kirkhart | AED |
| 4 | 02-22-89 | Trng Obs/Design for 2 Wrkps on Inst Strth'g | Larry Kirkhart | AED |
| 5 | A 02-26-89 | 3rd Phase Wrkshp on Comp. Based Trng & MIS | Fouad M. Nader | ADL |
| 5 | B 02-26-89 | 3rd Phase Wrkshp on Comp. Based Trng & MIS | Luis Jimenez | ADL |
| | 05-05-89 | Dev of Trnrs Manual for PAD (See T.O. #92) | Henry Sims | AED |
| 6 | 02-26-89 | Strategic Hum'n Resource Dev. Workshop | Lewis Rambo | ADL |
| 7 | 03-07-89 | Dev Strats for Instit'n of Family Bus Prog in Pak | John Ward | AED |
| 8 | A 04-12-89 | TOTP/Dev of Wom Trnrs for Wom in Manag Wrkshps | Hortense Dicker | AED |
| 8 | B 04-12-89 | TOTP/Dev of Wom Trnrs for Wom in Manag Wrkshps | Nancy Swing | AED |
| 9 | 04-12-89 | 3rd Wrkshp-Instruc'l Systems Design AATI/PAD | Harold Bergsma | |
| 10 | A 04-27-89 | Module A: Dairy Science | Thomas Winn | --- |
| 10 | B 04-27-89 | Module A: Dairy Science | Lisa Powell | LOL |
| 10 | C 04-27-89 | Module A: Dairy Science | Art Hansen | LOL |
| 11 | 05-15-89 | Budg Proj's for ADL Assist/2nd Strat Plng Module | Robert Terry | ADL |
| 12 | 04-17-89 | 2nd Workshop on Effectiv's of Supervisory Off's | Elizabeth Kirkhart | AED |
| 13 | 05-16-89 | Assessment of Require's for Integrated MIS | Kurt Moses | AED |
| 14 | A 05-25-89 | Phase I of Master Trnr Dev Prog. | Ian Mayo-Smith | |
| 14 | B 05-25-89 | Phase I of Master Trnr Dev Prog. | Heather Sutherland | |
| 15 | 04-27-89 | Pak Case Study Dev Wrkshp NIPA/Lahore | Gary McLean | AED |
| 16 | A 06-07-89 | Module B: Dairy Product Marketing | Thomas Winn | LOL |
| 16 | B 05-31-89 | Module B: Dairy Product Marketing | Peter Lytle | LOL |
| 17 | 04-11-89 | On the Job Assist to PAD Officers | Nina Powell | AED |
| 18 | 05-05-89 | Manag't Servc Div/Review Prog for Senior Exec's | Henry Sims | AED |
| 19 | 06-06-89 | Strategic Planning for Business Enterprises | Sabahat Rafiq | AED |
| 20 | 06-07-89 | CIELS Instructor | Dottie Steward | AED |
| 21 | 06-07-89 | CIELS Instructor | Judy Sharkey | AED |
| 22 | A 06-09-89 | Family Business Seminar | Junaid Ahmad | AED |

DSTP II TECHNICAL ASSISTANCE

CONTRACT #391-0474-C-00-9154-00

| TASK ORDER # | | DATE APPROVED | DESCRIPTION OF TASK | CONSULTANT | AFFIL |
|--------------|---|---------------|--|--------------------|--------|
| 22 | B | 06-09-89 | Family Business Seminar | Rahat Saghir | AED |
| 23 | | 06-13-89 | Adv Course NIPA Wrkshp with Foreign Trav Content | Richard Fehnel | AED |
| 24 | | 07-20-89 | Consultancy Development/PIM | Robert Wilson | ADL |
| 25 | | 07-21-89 | Network for Enterprising Women | Alessandra Stewart | AED |
| 26 | | 07-21-89 | Project Management for NGO's | Yvonne Hubbard | AED |
| 27 | | 07-22-89 | Strategic Financial Management/PIM | John Edmonds | ADL |
| 28 | | 07-22-89 | FTOT and TNA Workshop | Heather Sutherland | AED |
| 29 | | 07-22-89 | Research Skills; NIPA/Karachi | Herb Davis | AED |
| 30 | A | 08-20-89 | On Farm Drainage Training | Willardson | UT St. |
| 30 | B | 08-20-89 | On Farm Drainage Training | Skogerboe | UT St. |
| 31 | | 10-09-89 | FTOT and Effective Training Evaluation | Ian Mayo-Smith | AED |
| 32 | | 10-13-89 | Strategic Marketing Program/PIM | Ed Felton | ADL |
| 33 | A | 10-16-89 | Irrigation I Course | Rick Allen | UT St. |
| 33 | B | 10-16-89 | Irrigation I Course | Kern Stutler | UT St. |
| 34 | | 10-17-89 | Project Paper for DSTP II | Robert LaPorte | AED |
| 35 | | 10-25-89 | KMC Assessment | Gerald Brown | AED |
| 36 | | 10-25-89 | Needs Assess. & Design of Trg. of Mgrs for GOP | Robert Terry | ADL |
| 37 | | 10-26-89 | Introduction to Entrepreneurship for Women | Hina Shah | AED |
| 38 | A | 12-05-89 | Master Entrepreneurship Training | David Schrier | MSI |
| 38 | B | 12-05-89 | Master Entrepreneurship Training | Alan Hurwitz | MSI |
| 39 | | 10-29-89 | Diagnosing Organizational Performance Wkshp. | Orion White | AED |
| 40 | | 11-01-89 | Women in Development Training | Cynthia McSwain | AED |
| 41 | | 11-89 | Consultancy Skills in OD-AATI/Lahore | Elizabeth Kirkhart | AED |
| 42 | | 12-13-89 | New ESL Coordinator | Patricia Johnson | EIL |
| 43 | | 11-28-89 | Advanced Course Curriculum Revision NIPA | Pauline Arneberg | AED |
| 44 | | 09-27-89 | Executive Development Workshop PASC/Lahore | Hank Sims | AED |
| 45 | | 12-11-89 | Intensive ESL Teacher Trg. Short Courses | Grace Burkhart | AED |
| 46 | | 12-13-89 | Case Development Workshop-NIPA/Lahore | Gary McLean | AED |
| 47 | A | 11-30-89 | Plant Maintenance Training | Thomas Winn | LOL |
| 47 | B | 12-10-89 | Plant Maintenance Training | Zaheer Babar | LOL |
| 48 | A | 01-21-90 | Dairy Production and Extension Course | Thomas Winn | LOL |
| 48 | B | 01-21-90 | Dairy Production and Extension Course | Leroy Koppendraye | LOL |

DSTP II TECHNICAL ASSISTANCE

CONTRACT #391-0474-C-00-9154-00

| TASK ORDER # | | DATE APPROVED | DESCRIPTION OF TASK | CONSULTANT | AFFIL |
|---------------------|---|----------------------|---|-------------------|--------------|
| 49 | A | 02-28-90 | Computer Applications for Irrigation | Carlos Martinez | UT St. |
| 49 | B | 02-28-90 | Computer Applications for Irrigation | Edwint Olsen | UT St. |
| 50 | | 01-22-90 | Turn Around Strategies for Small Businesses | Kenneth Hoadley | ADL |
| 51 | | 02-11-90 | Diagnosing Organizational Performance Consultancy | Orion White | AED |
| 52 | | 02-20-90 | Women in Development Consultancy | Cynthia McSwain | AED |
| 53 | | 05-09-90 | Diagnosing Organizational Performance | Orion White | AED |
| 54 | | 05-09-90 | Management Overview for Career Women | Cynthia McSwain | AED |
| 55 | A | 05-21-90 | Entrepreneurship Development Program-WID | Hina Shah | AED |
| 55 | B | 05-21-90 | Entrepreneurship Development Program-WID | Shahnaz Rahat | AED |
| 56 | | 04-29-90 | Advanced Course NIPA/Peshawar and Lahore | Pauline Arneberg | AED |
| 57 | | 05-02-90 | Social Aspects of Irrigation | John Wells | CSU |
| 58 | | 05-06-90 | Strategic Management of Human Resources | Lewis Rambo | ADL |
| 59 | | 03-11-90 | Executive Development Workshop/PASC | Hank Sims | AED |
| 60 | | 06-06-90 | Entrepreneurship Workshop | Bonnie Daniels | MSI |
| 61 | A | 06-11-90 | Advanced Training of Trainers | Gary McLean | AED |
| 61 | B | 06-11-90 | Advanced Training of Trainers | Barbara Arney | AED |

Appendix B

**Participant Training Statistical Summary
By Project and Status**

January through June 1990

| Project Name & Number | A. IN-TRAINING Status as of <u>June 30, 1990</u> | | | B. PENDING/ADMITTED/ DEFERRED/ON-HOLD as of <u>June 30, 1990</u> | | | C. COMPLETED/CANCELLED/ TERMINATED/SELF-TERM/ TRANSF. TO EMBASSY during six-months <u>January-June 1990</u> | | | D. ALL ACTIVE CASES Between <u>January 1, 1990</u> and <u>June 30, 1990</u> (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] | 214 /1 | 45 /1 | 261 | 53 /0 | 158 /1 | 212 | 46 /1 | 57 /61 | 165 | 315 | 323 | 638 |
| Irrigation Systems Mgmt 391-0467 | 38 | 12 | 50 | 10 | 14 | 24 | 2 | 18 | 20 | 50 | 44 | 94 |
| Population Welfare Planning 391-0469 | 5 | 0 | 5 | 0 | 19 | 19 | 1 | 5 | 6 | 6 | 24 | 30 |
| Tribal Areas Development 391-0471 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 2 | 2 | 0 | 2 | 2 |
| Malaria Control II 391-0472 | 6 | 0 | 6 | 0 | 3 | 3 | 2 | 0 | 2 | 8 | 3 | 11 |
| Rural Electrification 391-0473 | 5 | 0 | 5 | 0 | 2 | 2 | 1 | 0 | 1 | 6 | 2 | 8 |
| Primary Health Care 391-0475 | 0 | 0 | 0 | 0 | 2 | 2 | 0 | 0 | 0 | 0 | 2 | 2 |
| Energy Planning & Development 391-0478 | 14 | 22 | 36 | 1 | 11 | 12 | 7 | 13 | 20 | 22 | 46 | 68 |

(Continued)

| Project Name & Number | A. IN-TRAINING Status as of <u>June 30, 1990</u> | | | B. PENDING/ADMITTED/ DEFERRED/ON-HOLD as of <u>June 30, 1990</u> | | | C. COMPLETED/CANCELLED/ TERMINATED/SELF-TERM/ TRANSF. TO EMBASSY during six-months <u>January - June 1990</u> | | | D. ALL ACTIVE CASES Between <u>January 1, 1990</u> and <u>June 30, 1990</u> (total of A + B + C) | | |
|---|--|------------|------------|---|------------|------------|---|------------|------------|---|------------|-------------|
| | Acad | Tech | TOTAL | Acad | Tech | TOTAL | Acad | Tech | TOTAL | Acad | Tech | TOTAL |
| Baluchistan Area Development 391-0479 | 1 | 0 | 1 | 0 | 0 | 0 | 8 | 0 | 8 | 9 | 0 | 9 |
| Forestry Planning & Development 391-0481 | 7 | 1 | 8 | 1 | 5 | 6 | 2 | 1 | 3 | 10 | 7 | 17 |
| Mgmt Agric Research & Tech 391-0489 | 57 | 3 | 60 | 3 | 10 | 13 | 3 | 0 | 3 | 63 | 13 | 76 |
| Food Security Management 391-0491 | 18 | 11 | 29 | 2 | 8 | 10 | 2 | 12 | 14 | 22 | 31 | 53 |
| Agric Support Services Project 391-0492 | 72 | 10 | 82 | 39 | 57 | 96 | 0 | 33 | 33 | 111 | 100 | 211 |
| Road Resources Management 391-0480 | 0 | 0 | 0 | 1 | 0 | 1 | 0 | 0 | 0 | 1 | 0 | 1 |
| Ministry of Science & Technology | 239 | - | 239 | 9 | - | 9 | 6 | - | 6 | 254 | - | 254 |
| Ministry of Education | 4 | - | 42 | 20 | - | 20 | 0 | - | 0 | 62 | - | 62 |
| TOTALS | 719 | 105 | 824 | 139 | 290 | 429 | 81 | 202 | 283 | 939 | 597 | 1536 |

Appendix C

Winrock International Six-Month Report

A Report

Submitted to

The Academy for Educational Development

**PAKISTAN DEVELOPMENT SUPPORT
TRAINING PROJECT II**

**Six-Month Report
and
Monthly Report No. 18
June 1990**

**Winrock International Institute for Agricultural Development
Petit Jean Mountain
Morrilton, Arkansas 72110**

July 1990

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INTRODUCTION

The Academy for Educational Development (AED) and Winrock International are prime contractor and subcontractor, respectively, in the implementation of the USAID-funded Pakistan Development Support Training Project II (DSTP II). This project has been approved for two years with a possible extension of an additional three-year period. The life of the subcontract between AED and Winrock extends from December 19, 1988, through December 18, 1990. During this period, Winrock will provide 144 person-months of technical services in agricultural training and related fields. The cost of the services and support activities assigned to Winrock is estimated at close to 1.2 million dollars.

This report summarizes the activities conducted in support of DSTP II by Winrock staff during the first six months of 1990. Highlights are presented in four sections -- project description, progress to date, financial status, and plans for the next six-months.

PROJECT DESCRIPTION

This section of the report presents the objectives of the subcontract between AED and Winrock, the scope of work and the level of effort verbatim from the subcontract document. The purpose of this section is to serve as a comparative guide to the progress made to date.

I. OBJECTIVES OF THE SUBCONTRACT

The overall objective of this subcontract is to provide appropriate U.S.-based personnel and a staff resident in Pakistan to:

- a. support and arrange for the placement, orientation, counseling, backstopping of USAID-funded participant trainees in fields related to agricultural development in Pakistan; and
- b. plan and arrange for implementation of agricultural training programs offered in Pakistan.

II. DETAILED SCOPE OF WORK

The subcontractor shall provide technical and administrative assistance in:

- a. the placing and support of Pakistani participants and trainees who are in fields related to agricultural development and who are programmed by the Pakistan Participant Training Program (PPTP) in training programs in the U.S. and, as appropriate, third countries; and
- b. the planning and implementation of agricultural training programs in Pakistan.

This technical assistance will be in support of the implementation of the following Articles of the Prime Contract:

- Article II.A. In-Country Management Training and Institutional Strengthening (especially unnumbered paragraphs 5 and 6);
- Article II.D. Agricultural Training Advisor - Long Term;
- Article IV.F. Short-Term Consultants;
- Article V. Reports; and
- Article VI. General.

The technical assistance to be provided shall include, but not be limited to the following:

- a. Identify, hire, and provide technical and logistical home office support to a U.S. agricultural training specialist resident in Pakistan.
- b. Identify U.S. and third country agricultural training institutions offering training programs that support training objectives identified by USAID/Pakistan.
- c. Arrange for and manage the training programs for Pakistanis in agricultural training courses in the U.S. and third countries and monitor their progress.
- d. Provide information and advice to other staff of the Pakistan Participant Training Program to assist them in placing Pakistani agricultural participants in appropriate training and in monitoring their programs effectively.
- e. Identify and assist in the selection of individuals or firms for the delivery of agricultural nondegree training programs in Pakistan, based on technical directives defined by USAID/ARD/Pakistan.
- f. Participate in Contractor Team meetings.....

V. LEVEL OF EFFORT

The long- and short-term technical assistance required to accomplish what is described in Article II, during the Subcontract period of two years as well as during the optional period of additional three years, is estimated as follows:

| <u>Position</u> | <u>Yrs. 1-2</u> (p/months) | <u>Yrs. 3-5 (entire)</u> (p/months) |
|---|-------------------------------|--|
| Sr. Agricultural Training Specialist (1) 24 | 36 | |
| Program Specialists (2) | 48 | 72 |
| Agricultural Training Advisor (1) | 24 | 36 |
| Placement Advisors | 24 | 36 |
| Secretary | 24 | 36" |

PROGRESS TO DATE

The period covered in this report extends from December 22, 1989, through June 30, 1990. It represents the third semester of operation of the DSTP II subcontract and it is referred to as the first six months of 1990. The accomplishments attained during the six months are presented under four broad categories -- administration and personnel, participant training, in-country training, and support activities. These represent the major DSTP II components assisted by Winrock staff assigned to the project.

Administration and Personnel

Winrock's subcontract with AED is administered by the Senior Agricultural Training Specialist/Project Coordinator from the institution's headquarters in Arkansas. The Project Coordinator's principal administrative responsibilities include: (1) financial accountability; (2) personnel supervision and coordination; (3) institutional coordination with AED, the Experiment for International Living (EIL) and other collaborators; and (4) liaison with training institutions. Approximately 30% of the Project Coordinator's time was spent in administrative matters during the reporting period.

Time allocated by Winrock staff to DSTP II's agriculture component is summarized in Table 1. Approximately 40 person-months (PM) were allotted to various project activities during the last six months for a total to date (June 30, 1990) of 102 PM. This leaves about 42 PM available for the remaining six months of the project. All full-time positions except for the secretary, are within 0.75 to 1.25 PM of the 18 PM targeted for June 30, 1990. This is a positive indication of an unlikely overrun on personnel costs at the end of the project.

Participant Training

Participant training is the largest component of the AED/Winrock subcontract in terms of personnel and person months assignments. During the past six months, Winrock's staff provided approximately 29 PM of

Table 1. Time Allocations in Person-Months (PM) to Winrock's BSTP II Component.

| Location/ Position | Name | PM Contracted 12/19/88-12/18/90 | PM Allocated First 12 Months 12/19/88-12/22/89 | PM Allocated Last 6 Months 12/22/89-6/30/90 | PM Allocated To Date 12/19/88-6/30/90 | PM Remaining For Last 6 Months 7/1/90-12/18/90 |
|--|---------------|------------------------------------|--|---|---|--|
| Winrock Headquarters | | | | | | |
| -Senior Agric. Training Specialist/Project Mgr. | A. Martinez | 24 | 11.25 | 5.46 | 16.91 | 7.89 |
| -Project Secretary | J. Jenkins | 24 | 8.00 | 5.37 | 13.37 | 10.63 |
| AED/Washington Headquarters | | | | | | |
| -Senior Agric. Program Specialist | J. Dale | 24 | 11.00 | 6.25 | 17.25 | 6.75 |
| -Agric. Program Specialist | S. Bouskconi | 24 | 10.50 | 6.25 | 16.75 | 7.25 |
| AED/Islamabad | | | | | | |
| -Agric. Training Adviser | H. Schumacher | 24 | 11.50 | 6.25 | 17.75 | 6.25 |
| All Locations | | | | | | |
| -Short-term Staff/Consultants | Various | 24 | 10.86 | 9.40 | 20.20 | 3.80 |
| :Winrock Headquarters | | | (2.62) | (1.11) | (3.73) | |
| :AED/Washington Placement Specialists | R. Schwartz | | (3.59) | (0.41) | (4.00) | |
| | L. Capoue | | | (5.50) | (5.50) | |
| :AED/Pakistan | P. Upreti | | (4.59) | (0.52) | (5.11) | |
| | G. Burkhart | | | (1.86) | (1.86) | |
| TOTAL | | <u>144</u> | <u>63.05</u> | <u>39.18</u> | <u>102.23</u> | <u>61.77</u> |

technical and administrative assistance to support and arrange for the placement, orientation, counseling, and backstopping of participants involved in agricultural training. The 29 PM represents close to 74% of the total time allocated to the project last semester. The assistance was provided as follows:

| <u>Location</u> | <u>Person-Months</u> | | <u>Participant Training Activity</u> |
|-----------------|----------------------|---------------|--|
| | <u>Proposed</u> | <u>Actual</u> | |
| AED/Pakistan | N/A | 1.5 | Participant selection; training objectives preparation; and global participant tracking |
| PFTP/Washington | | | |
| Program Staff | 12.0 | 12.0 | Placement; orientation; technical and financial monitoring; |
| Short-Term | 6.0 | 6.0 | counseling; and predeparture arrangements and debriefing |
| Winrock | | | |
| Headquarters | | | |
| Manager | 3.0 | 3.0 | Degree participants: placement; |
| Short-Term | N/A | 1.1 | monitoring (special groups); and |
| Secretarial | 6.0 | 4.8 | review/evaluation of programs of study and research programs. Non-degree participants: maintenance of database on nondegree training opportunities; placement in tailor-made programs; and review/evaluation of proposals for tailor-made training programs. |

The proposed and actual patterns of delivery of the assistance, as represented above, are similar and follow the general trends set during the first year of the project's operation. Specific contributions of Winrock staff at each project location are summarized below.

PFTP/Winrock Staff

Winrock employees assigned to AED/Washington form part of the Pakistan Participant Training Program (PFTP) staff. The responsibilities of Winrock's personnel are similar to those of PFTP equivalent positions. During the reporting period, the following staff members were assigned to PFTP:

| <u>Position</u> | <u>Name</u> | <u>PM</u> |
|-----------------------------------|-----------------|-----------|
| Senior Agric. Training Specialist | Joe Dale | 6.0 |
| Agric. Training Specialist | Stan Nowakowski | 6.0 |
| Agric. Placement Specialist | Laure Capouya | 5.5 |

The three Winrock specialists provided 17.5 PM during the past six months in the general areas of participant placement, monitoring and scholarship administration. Specific activities within each are summarized below.

Placement -- The Placement Specialist position was continued from January 16 to May 31, 1990, as a short-term consultant position. On June 1, 1990, this position became full time as part of the subcontract. The position was added in view of the heavy work load on the Program Specialists. Knowledge of placement opportunities is now consolidated in one position so that more effective placements can be made. Laure Capouya has held this position throughout the reporting period.

During the last six months, ten academic participants began programs while placement activity continued for about 60 additional participants. These participants are in various stages of the placement process ranging from those that were unable to gain admission last year to those whose documents are not yet complete. It is anticipated that approximately 30 of these participants will begin academic programs this fall.

Monitoring -- Approximately 120 academic participants were continuously monitored by Winrock staff during the first half of 1990. Joe Dale monitored 40 participants in the period. As Senior Specialist for the agriculture unit, he is a member of PFTP management team and oversees the placement and monitoring conducted by other Winrock and EIL. Other duties include coordination with personnel from headquarters, EIL, and the Academy for Educational Development. Joe Dale presently monitors correspondence with the field office in Islamabad when it concerns academic agriculture programs. In May, Mr. Dale traveled to Winrock headquarters in Arkansas for consultation and to Kansas State University for a campus visit where he interviewed seven agriculture participants and their advisors.

Stan Nowakowski monitored approximately 80 participants throughout the reporting period. These included special groups such as nine participants from the University of Agriculture, Faisalabad, and six participants from Balochistan. Mr. Nowakowski also conducted campus visits to Washington State University, the University of Idaho, Montana State University, and the University of Montana. He interviewed 20 participants and their advisors while visiting these campuses.

Formulation of Agriculture Team -- A major development involving Winrock staff at AED in Washington was restructuring of the PFTP/Winrock staff in Washington. Beginning February 1, 1990, a unit was formed within PFTP/Washington to work on academic agriculture programs. The unit is made up of both Winrock staff and staff of the Experiment in International Living. Joe Dale, a Winrock employee, was promoted to Senior Specialist and charged with heading the agriculture team. Other Winrock employees in the unit are Stan Nowakowski, Program Specialist, and Laure Capouya, Placement Specialist. EIL staff members in the agriculture unit are Alex Singer, Program Specialist, and Corinna Rothblum, Program Assistant. Laure Dale, a half-time Program Assistant employed by EIL is also a member of the unit.

Other Activities -- Winrock personnel made arrangements for and coordinated the attendance of 30 participants to two courses held at Winrock International headquarters in Morrilton, Arkansas. The courses were on developing and writing research proposals and management of agricultural research.

Winrock staff participated in meetings held in the FFTP/Washington's office for representatives of training institutions such as the University of Kentucky, Virginia Polytechnic and State University, Texas Tech University, Texas A&M University, and Iowa State University. The purpose of these meetings was to discuss potential collaboration in training programs.

Winrock Headquarters Staff

During this reporting period, the Project Coordinator and various staff members provided 3.0 and 1.1 PM, respectively, of technical assistance and support to the participant training component of the project. The estimated 4.1 PM were distributed among the following activities.

Placement -- Assistance in placing degree and nondegree participants continued to be provided by headquarters staff (primarily by the Project Coordinator) throughout the first six months of 1990. A total of 57 participants were processed for placement at headquarters (Table 2) including groups from Faisalabad University, Balochistan and AJK provinces, and the private sector.

Table 2. Degree and Nondegree Participants Processed at Winrock's Headquarters for Placement Recommendations January-June 1990

| Name | Degree | Area of Study |
|-------------------------|---------------|---|
| Muhammad Abdullah | Ph.D. | Environmental Physiology and Management |
| Malik Taniver Ahmad | Ph.D. | Biotechnology |
| Rashid Ahmad | Ph.D. | Crop Physiology and Water Use |
| Nagana Pakeem Akhlar | Ph.D. | Inorganic Chemistry |
| Muhammad Akram | Ph.D. | Forest Service |
| Syed Faizan Haider | Ph.D. | Crop Weather Relationships |
| Muhammad Yousuf Hussain | Ph.D. | Electronics and Solar Physics |
| Muntas Hussain | Ph.D. | Taxonomy of Angiosperms (grasses) |
| Muzamil Iqbal | Ph.D. | Veterinary Clinical Medicine/Surgery |
| Zafal Iqbal | Ph.D. | Parasitology |
| Muhammad Ishaque | Ph.D. | Range Ecology |
| Nisar Ahmad Jamil | Ph.D. | Fabric Finishing |
| Muhammad Arif Khan | Ph.D. | Veterinary Radiology/Anesthesiology |
| Muhammad Aslam Khan | Ph.D. | Plant Disease Epidemiology |
| Muhammad Muntas Khan | Ph.D. | Physiology of Citrus Trees |

Table 2. Degree and Nondegree Participants Processed at Winrock's Headquarters for Placement Recommendations January-June 1990 (continued)

| Name | Degree | Area of Study |
|--------------------------|--------|--------------------------------|
| Javed Rashim | Ph.D. | Clinical Pathology |
| Muhammad Altaf Sabri | Ph.D. | Insect Physiology |
| Anwar Saeed | Ph.D. | Reproductive Physiology |
| Nasir Ahmad Chaudhary | N/D | Sheep and Goats |
| Nadeem Iqbal Khan | N/D | Sheep and Goats |
| Ahmad Haroon Rasheed | N/D | Sheep and Goats |
| Atiq Ur Rehman | N/D | Sheep and Goats |
| Naseem Hussain Tafree | N/D | Sheep and Goats |
| Abdul Aziz | N/D | Poultry |
| Syed Shamimul Hasan | N/D | Poultry |
| Muhammad Asim Siddiqi | N/D | Poultry |
| Shahid Azeez Zia | N/D | Poultry |
| Uma Bashir | N/D | Poultry Production |
| Sultan Ali Barq | N/D | Poultry Production/Marketing |
| Tahseen Khalid Khan | N/D | Poultry Production |
| Salahuddin Khan | N/D | Poultry Farm Management |
| Syed Asim Zafar | N/D | Poultry Production |
| Victor Nathaniel | N/D | Poultry Pathology |
| Syed Maqsood H. Jaffery | M.S. | Poultry Science |
| Hamid Jalal Mian | Ph.D. | Poultry Science |
| Abdul Mannan | N/D | Poultry Farm Management |
| Raja Abdul Latif | N/D | Poultry Pathology |
| Pervez Ahsan Khan | N/D | Poultry Science |
| Syed Salman Andrabi | N/D | Poultry Pathology |
| Sardar Shafiqur Rahman | M.S. | Forestry |
| Parvez Akbar Abbasi | M.S. | Plant Pathology |
| Mr. Mukhtar Ahmed | M.S. | Horticulture |
| Dr. Javaid Hyat | M.S. | Animal Science/Poultry Science |
| Khawaja Sajjad Ahmad | M.S. | Forestry |
| Khawaja Ashfaq Ahmad | M.S. | Forestry |
| Syed Reshad Hussain Shah | M.S. | Forestry |
| Muhammad Haseer | M.S. | Agriculture Extension |
| Shakeel Babar | M.S. | Animal Science |
| Muhammad Anwar | M.S. | Animal Science |
| Farhat Abbas | M.S. | Animal Science |
| Adnan Attigus | M.S. | Animal Science |
| Khalilullah Khan | M.S. | Animal Science |
| Javaid Rezaq | M.S. | Animal Science |
| Sohail Sajid | M.S. | Animal Science |
| Abdul Quddus | M.S. | Animal Science |
| Saadullah Khan | M.S. | Animal Science |
| Syed Faisal Hassan | N/D | Agribusiness/Rice Processing |

Monitoring -- A total of 18 participants (Table 3) attending Oregon and Oklahoma State Universities were visited by Martinez during this reporting period. The group at Oklahoma was visited twice because the participants were having serious academic problems. Although 5 of the 7 participants at Oklahoma are on academic probation, improvements in grades were made by all participants during the spring semester. One participant at Oregon State is currently on probation and may not be admitted next Fall. The remaining 10 participants had no pressing academic problems as of the end of May.

Table 3. Participants Visited January-June 1990.

| Participant | Institution | Area of Study |
|------------------|---------------------------|------------------------|
| Abdul B. Punwar | Oklahoma State University | Parasitology |
| Asif H. Changezi | Oklahoma State University | Virology |
| Saheed Tanver | Oklahoma State University | Agricultural Economics |
| Mohammad Aslam | Oklahoma State University | Dairy Science |
| Altaf H. Bhatti | Oklahoma State University | Agricultural Economics |
| Hidayat U. Khan | Oklahoma State University | Agricultural Economics |
| Anjad Ali | Oklahoma State University | Agricultural Education |
| Mohammad Ashraf | Oregon State University | Crop Science |
| Zaheer Uddin | Oregon State University | Poultry Science |
| Indad H. Mizra | Oregon State University | Animal Science |
| Shaukat Ali | Oregon State University | Forest Science |
| Muzaffar Bhatti | Oregon State University | Agriculture Economics |
| Ikram Saeed | Oregon State University | Agriculture Economics |
| Aftab Hussain | Oregon State University | Entomology |
| Abdul Wahid | Oregon State University | Rangeland Resources |
| Abdul Majid | Oregon State University | Entomology |
| Zeb Aurang | Oregon State University | Forest Science |
| Mohammad Nawaz | Oregon State University | Animal Science |

Research Program Review -- Ten doctoral research proposals were reviewed/evaluated during the first six months of 1990. The participants and areas of study are listed in Table 4. The proposals were reviewed by Winrock staff specializing in the participant's area of study. A secondary review was usually conducted by the Project Coordinator before the recommendations were submitted to PFTP.

Table 4. Research Proposals Reviewed January-June 1990

| Participant | Degree | Area of Study |
|------------------|--------|-----------------------------|
| Mohammad Akram | Ph.D. | Agronomy |
| Qadir Bux Baloch | Ph.D. | Plant Breeding/Crop Science |
| Abdul Hameed | Ph.D. | Agronomy |
| Aftab Hussain | Ph.D. | Grain storage |

**Table 4. Research Proposals Reviewed January-June 1990
(continued)**

| Participant | Degree | Area of Study |
|---------------------|--------|--|
| S.M. Imtiaz Hussain | Ph.D. | Veterinary Science/Veterinary Medicine |
| Babar Razi Kazi | Ph.D. | Range Science |
| Mohammad Sarwar | Ph.D. | Dairy Science |
| Mohammad Ashraf | Ph.D. | Plant Physiology/Crop Science |
| Ghulam Muhammad | Ph.D. | Veterinary Medicine |
| Niaz Ahmed | Ph.D. | Agricultural Engineering |

Tailor-Made Programs -- A total of 7 proposals were reviewed through June 1990 for 3 tailor-made programs involving 7 participants (Table 5). In addition to the written reviews, information and advice has been provided over the phone during the past six months to PPTP specialists on matters related to identification and/or selection of training institutions and/or training programs.

Table 5. Review/Evaluation of Tailor-Made Proposals.

| Participant | Area of Interest | Proposal Submitted by |
|------------------|------------------|--|
| Ayaz Ahmad | Food processing | Cornell University University of Idaho |
| Azim Adil Sheikh | Food Processing | INTSOY/University of Illinois Ohio State University |
| N. A. Chaundry | Sheep and Goat | Land O'Lakes |
| N. I. Khan | Production | University of Wyoming |
| A. H. Rashaed | | Florida A&M University |
| A. U. Rehman | | |
| N. H. Tafree | | |

AED/Winrock Pakistan

The Agricultural Training Advisor, Dr. Henry Schumacher, assigned to AED/Pakistan by Winrock assists the project's participant training component in: (1) participant selection; (2) training objectives preparation; and (3) global participant tracking. During the reporting period, the Training Advisor allocated an estimated 1.5 PM of his time to participant training. Details on the role of the Training Advisor are presented in the next section of this report.

In-Country Training

Winrock International's Agriculture Training Advisor posted in Islamabad provides technical and administrative leadership to AED/Pakistan's Agriculture Training Unit. This unit is responsible for implementing a variety of in-country agricultural training activities under the overall DSTP II contract between AED and USAID. In addition to the Advisor, Winrock headquarters staff assist and backstop many of the in-country training activities. This section summarizes the activities conducted during the last six months at each project location.

AED/Pakistan

AED/Pakistan's Agricultural Training Unit was formed in early 1989 with two Pakistani staff and Winrock's Training Advisor. Dr. Muhammad S. Anjum joined the unit early this year. His responsibilities encompass project development, computerized database generation and maintenance, participant training program reviews, and follow-up on returning participants.

During the first six months of 1990, the unit's leader and personnel concentrated their efforts in: (1) planning and implementing five short courses; (2) supporting participant training; and (3) conducting various discrete training related activities. Specific accomplishments included:

- Delivery of short courses -- A total of five courses were delivered as follows:
 - Dairy Production and Extension -- 3-week course held in Faisalabad for 19 participants
 - Computer Applications in Irrigation -- 4-week course held in Lahore for 26 participants
 - Statistics, Survey Techniques, and Data Analysis in Water Management -- 2-week course held in Faisalabad for 12 participants
 - Technology Transfer in Irrigated Agriculture Production -- 6-day course held in Islamabad for seven project managers
 - Social Aspects of Irrigation -- 3-week course held in Lahore for 32 participants
- Participant training support -- The following activities were conducted under this project component:
 - interviews of 124 candidates for the Private Sector Agrobusiness Scholarships Program
 - preparation of an annual report for 1989 on the status of the agriculture participants

- review of over 50 training programs for short-term participants
- **Related activities/reports**
 - conducted a study on the feasibility of conducting post graduate work in Pakistan in agricultural economics
 - completed the final report on the "Follow-up/ Evaluation of the 1986-87 USAID/MINFAC Private Sector Agrobusiness Training Program"
 - **Agriculture Training Assessment: Chronology of Events: September 1988 to April 1990 -- a report**
 - **Review of Implementation of the In-Country Agriculture Training Program in Pakistan -- internal report**
 - **Winrock's In-Country Activities: 1989 Annual Report and Update to April 1990**
 - follow-up and evaluation report on the Computer Applications in Irrigation and Water Management course
 - follow-up and evaluation reports on the four workshop series on dairy.

Winrock Headquarters Staff

During this reporting period, headquarters staff, primarily the Project Coordinator, assisted in-country training in the procurement of training services from US sources for the following courses: (1) Computer Applications in Irrigation; (2) Social Aspects of Irrigation; (3) Training Techniques in Irrigation; and (4) Irrigation II. The procurement services included identification of training institutions, issuance of requests for proposals, evaluation of proposals, and delivery of final recommendations to AED/Washington.

Headquarters staff assisted the Agriculture Advisor in the preparation of a concept paper on the feasibility of implementing a postgraduate training program in agricultural economics in Pakistan. The report was submitted on January 31, 1990, to AID/ARD for consideration. Subsequently, the proposed project was awarded to Kansas State University for implementation beginning in the fall of 1990.

In response to a request from AID/ARD, Winrock provided the services of a consultant, Dr. Grace Burkart, for a period of 1.86 PM to conduct various intensive teacher training short courses. The work was completed in late February 1990. The following reports were submitted to ARD on March 26 through AED/Washington:

- Report on Writing Skills Workshop
- Syllabus and Notes for a Course in the Writing of Short Documents
- Syllabus and Notes for a Course in the Writing of Long Reports
- Report on Visit to the Balochistan III Program in Lahore
- Report on Visits to the Sindh Government Officers Program in Karachi

The direct channels of communication between Winrock's Training Advisor in Islamabad and Headquarters/Arkansas, established in late 1989, worked very well during the reporting period for all activities related to in-country training support. Direct communication should be encouraged in the future for activities related to participant training.

Level of Effort

The time allocated during the last six months (January - June 1990) in support of in-country training activities by Winrock headquarters and Pakistan-based staff is estimated at about 5.0 PM distributed as follows: Training Advisor/Pakistan, 3.5 PM; Project Coordinator/Arkansas, 1.0 PM; and short-term staff/Arkansas, 0.5 PM

Support Activities

Winrock Headquarters staff supports the goals and objectives of DSTP II through the execution of various activities mandated directly or indirectly by the subcontract or requested directly by AED and/or AID/ARD. Some of these activities involve a continuous process throughout the life of the project, while others are discrete and require one-time effort. During the last six months the following support activities have been conducted.

Short-Term Training Database

Work continued throughout the reporting period on maintaining and updating this database. Its contents were printed in May 1990 in the form of a directory entitled "Global Nondegree Training Opportunities in Agriculture." The 338-page directory contains the title, description, institution, dates of course, fees, address, contact person and other pertinent information on 913 short courses given throughout the world. The directory has been well received by PPTP and field staff. It has become an important tool in identifying open enrollment courses as well as institutions capable of delivering tailor-made courses.

HBCUs Database

The purpose of this database is to provide an up-to-date profile of degree and nondegree training capabilities in agriculture of 17 Histori-

cally Black Colleges and Universities (HBCU). A draft of a directory was produced during this reporting period for use by PPTP and Winrock staff.

Placement Aids

Work continued at headquarters throughout the first quarter of 1990 on the development of participant placement aids. The purpose of the aids is to reduce the time spent in identifying universities offering specific degrees in agriculture. A series of lists of universities arranged according to field of study, academic department, area of specialty and crops/species are now in use in the placement process. Lists of key contact persons along with addresses and phone numbers by university, department, and area of specialty were also completed during this reporting period. Use of the training aids have reduced the time spent by the specialists in research and identification of universities from several hours to a few minutes for each participant.

Training in Agricultural Economics

At the request of AID/ARD, Winrock's headquarters and Pakistan-based staff prepared a concept paper on postgraduate agricultural economics training in Pakistan. The 19-page paper identified the problem, the target population, and the collaborating Pakistani and US institutions and developed a plan of action for implementing the recommended training program. This task was initiated and completed in January 1990.

DSTP II Agriculture Component Assessment

At the request of AED, Winrock International staff conducted an informal self-assessment of the agricultural component of DSTP II. The purpose of the assessment was to identify project modifications that would result in: (1) increased overall project efficiency; (2) improved utilization of technical resources; and (3) enhanced custom services to agriculture participants. A 25-page concept paper entitled "Restructuring of the Agriculture Training Component" was delivered to AED/Washington on May 16, 1990. The paper recommends a number of structural, administrative, and content changes in the basic project. While the paper addresses the project's extension period, 1991-1993, the restructuring is scheduled to begin as early as August, 1990.

Travel

About 30% of the Project Coordinator's time was allocated to travel during April and May 1990. A brief report for each location visited follows:

- Washington, D.C. -- April 13-14. Martinez traveled to Washington, D.C. en-route to Pakistan. On April 13, Steve Moseley (AED), Peter Boynton (AED), and Andy Martinez (Winrock) met with Pat Peterson (AID/ARD/Pakistan) to discuss matters related to project progress and project personnel. During this meeting Pat Peterson informed AED and Winrock of AID's decision

to modify Winrock's agricultural advisor position in Pakistan. As a result of these modifications, Hank Schumacher would be replaced by a junior-level, training administrator.

- Pakistan -- April 16-24. The objectives of Martinez' trip to Pakistan were to: (1) review project progress; (2) discuss areas of project restructuring with AED and AID/ARD; and (3) inform Hank Schumacher of AID's decision to modify his position after December 1990. These objectives were accomplished through extensive meetings with officials from AED/Pakistan, AID/ARD, AID/HRD, and Hank Schumacher. The results of most of the discussions were incorporated into the concept paper on project restructuring mentioned earlier.
- Washington, D.C. -- April 26-28. On the return trip from Pakistan, Martinez stopped over in Washington, D.C., to participate in the DSTP II Annual Consortium meeting.
- Oklahoma State University, Stillwater -- March 28-29 and May 21-23. The purpose of these campus visits was to monitor the group of 7 Balochi participants attending OSU. Separate reports have been prepared and submitted to PPTP.
- Oregon State University, Corvallis -- May 30 through June 6. The objectives of this campus visit were to: (1) monitor 11 participants; and (2) discuss with various departments the enrollment of 17 participants in fall 1990. Separate reports on the results of this campus visit have been submitted to PPTP.

Visitors

Mr. Robert E. Lee, Vice President, Sparks Commodities, Inc., visited Winrock on March 6. The objective of the visit was to explore the potential for providing training services to DSTP II. Ms. Bonnie Barhyte (EIL), Mr. Kevin Schieffer (EIL), Mr. Peter Boynton (AED), and Mr. Joe Dale, (PPTP/Winrock) visited Winrock May 7 and 8. The purpose of the visit was to discuss the restructuring of the DSTP II/Winrock project component.

Conclusions

Substantial progress was made during the past six months in achieving and maintaining appropriate, high quality degree training in agriculture that meets the needs of the participants. The establishment of the Agriculture Unit at PPTP has been a key action in facilitating effective processing and administration of agriculture degree participants. Inputs made by the unit's staff in the areas of appropriate placements, continuous technical counseling/monitoring, and maintenance of pertinence between the participant's objectives and the research/study programs available are reflected in a high degree of satisfaction expressed by the participants interviewed this year. As the unit assumes additional technical and administrative responsibilities during

the next six months, its impact on the overall quality of agriculture training will increase significantly.

It is anticipated that PPTP's Agriculture Unit and Winrock's headquarters staffs will increase their active roles in the operation of the agriculture nondegree training component. Although a framework was established early this year for provision of technical inputs to this component, the total volume of assistance rendered was low. A request and a plan for reviewing Winrock's role in agriculture nondegree training will be submitted to AED/Washington by Winrock's Project Coordinator in the near future.

Overall, activities conducted during the last six months under the major components -- participant training, in-country training, and support services -- met the terms of reference and scope of work of the subcontract. The level of effort as well as the project outputs are within planned project targets. It is anticipated that the proposed structure of the project for the extension period, 1991-1993, will resolve some persistent communications problems, streamline a number of redundant processes, and facilitate overall project administration.

FINANCIAL STATUS

The financial status of Winrock's DSTP II component, as of June 30, 1990, is presented in Table 6. Approximately 60% of the budgeted funds were spent during the first 1.5 years of the 2-year project. Some expenditures incurred in May and June 1990 may not appear in Table 6; however, these expenditures are not expected to increase the total percent spent by more than 1 or 2%.

All budget categories in Table 6 are well within the expected ranges of expenditures -- that is, between 60 and 70% -- except consultants and travel/transportation/per diem. The latter category shows a level of expenditures of about 56%. It is expected that this category will exceed the budgeted amount by about 5% given the following assumptions:

| | | |
|---|---------------|----------------|
| - Total travel, transportation and per diem budgeted | | \$114,682 |
| - Reported expenditures through June 30, 1990 | 63,670 | |
| - Budgeted expenditures for field personnel | 40,194 | |
| - Estimated expenditures for US personnel for campus visits and administrative travel | <u>16,800</u> | |
| Total | \$120,664 | |
| Difference | | <u>(5,982)</u> |

Table 6. Financial statement of Winrock's DSTP II Component -- June 30, 1990¹.

| Budget Category | Budget | June 1990 Expenses | Expenses To-Date | Percent Expended | |
|--------------------------------------|------------------|--------------------|-------------------|------------------|--------|
| Salaries | 388,466 | 14,739.73 | 250,203.21 | 64.37% | |
| Fringe Benefits | 136,672 | 4,451.63 | 83,586.89 | 61.16% | |
| Consultants | 131,262 | 3,050.59 | 60,472.53 | 46.08% | |
| Overhead | 328,290 | 12,120.97 | 197,162.05 | 60.06% | |
| Travel, Transportation, and Per Diem | | 114,682 | 5,870.07 | 43,670.50 | 55.52% |
| Allowances | 62,590 | 1,557.37 | 42,322.72 | 67.62% | |
| Other Direct Costs | <u>31,812</u> | <u>1,033.56</u> | <u>19,320.54</u> | <u>60.76</u> | |
| Total | <u>1,193,953</u> | <u>44,823.92</u> | <u>716,746.44</u> | <u>60.63%</u> | |

¹From Winrock's July 11, 1990 monthly invoices to AED.

The consultants/short-term personnel category in Table 6 shows that approximately 46% of the amount budgeted has been disbursed to date. As indicated in the personnel section of this report, close to 85% of the person-months assigned to this category have been provided to date. The surplus funds are a result of utilizing consultants requiring lower daily fees than those budgeted.

Assuming that the project is restructured as proposed in the May 16, 1990 concept paper submitted to AED by Winrock, funds remaining in the short-term staff and consultants category will be used during the next six months for the following activities and/or positions:

- Participant Placement Specialist 6 PM
- Enrichment activities/seminar design and preparation of training materials 3 PM
- Participant training backstopping by Winrock staff 3 PM
- Overlap for new positions (Agricultural Coordinator and Training Administrator) 3 PM
- Miscellaneous 1 PM

In general, the financial status of the project at the conclusion of the first 18 months is excellent. All budget categories are at levels slightly lower than projected. No overruns are expected in any category by the end of the project, except for the travel/transportation/personnel category which is expected to exceed the budgeted amount by about 5 to 7%. Overall expenditures, however, are not anticipated to exceed the total subcontract cost.

NEXT SIX-MONTHS PLAN

The concept paper on restructuring the agricultural component of DSTP II submitted to AED on June 16 by Winrock International proposes a series of modifications in the current structure, content, and administration of the project. Although the modifications are targeted for DSTP II's extension period, 1991-1993, substantive changes must be initiated within the next six-months period. New activities that must take place within the next two to five months include:

I. Personnel

- A. Hire an Agriculture Coordinator to be posted at PPTP/Washington.
- B. Hire a Training Administrator to be posted in Islamabad -- this position replaces the Agricultural Training Advisor position.

- C. Change the Placement Specialist position at PPTP from temporary to permanent.

II. Administrative

- A. Transfer most technical and administrative responsibilities from the current Project Coordinator's position at headquarters to the proposed Agriculture Coordinator posted at PPTP's offices.
- B. Transfer appropriate administrative and technical responsibilities to the Training Administrator to be posted in Islamabad.

III. Technical

- A. Design enrichment seminars and ancillary activities to be conducted at Winrock headquarters for about 70 participants each year.
- B. Design a re-entry program to be conducted in Pakistan beginning in 1991.

In addition to the above, Winrock's DSTP II staff will continue to conduct the following major project activities in support of: (1) participant training; (2) in-country training; and (3) support activities:

I. Participant Training

A. Winrock Headquarters' staff

1. Degree training

- a. increase counseling of special participants through campus visits
- b. review/evaluate programs of study and research programs of all degree participants studying agriculture
- c. assist with participant placement
- d. continue development of placement aids
- e. respond to requests from PPTP and/or Pakistan

2. Nondegree training

- a. increase the services provided through the non-degree training database

- b. continue updating the placement aids
- c. review/evaluate tailor-made training proposals
- d. respond to requests from PPTP and Pakistan

B. PPTP/Winrock Staff

1. Degree training

- a. continue to refine placement and monitoring of participants
- b. increase counseling of participants with special problems
- c. increase the overall level of technical inputs to DSTPII
- d. continue the monitoring process of agriculture participants

2. Nondegree training

- a. assist with participant placement
- b. coordinate placement and proposal evaluation activities between PPTP and Winrock headquarters

C. AED/Winrock Pakistan

- 1. Continue writing the training objectives of participants in the agribusiness sector
- 2. Support AID/ARD project officers
- 3. Review training implementation plans
- 4. Initiate follow-up studies for returned participants
- 5. Respond to requests from client and collaborators

II. In-Country Training

A. AED/Winrock Pakistan

- 1. Arrange for and conduct during the next six months the following training courses at various locations in Pakistan:
 - a. Training Techniques in Irrigation, August-September

b. Irrigation II: Improved Systems Management, October

2. Develop new programs at the request of AID/ARD
3. Respond to new training opportunities

B. Winrock Headquarters

1. Backstop, as necessary, the irrigation courses
2. Other
 - a. Consultants -- identify, hire, and mobilize short-term personnel as required
 - b. respond to requests from AID/Pakistan and/or ARD
 - c. backstop collaborating organizations in agricultural training matters

III. Support Activities (Winrock Headquarters)

1. Nondegree training database
 - a. increase number of courses and update inputs
 - b. publish one updated directory
 - c. establish on-line search capabilities
2. HBCU database
 - a. augment and refine information in database
 - b. publish one updated directory
 - c. establish on-line search capability
 - d. explore possible transfer of information in diskettes to PPTP offices
3. Placement aids
 - a. review and refine information on degree placement lists
 - b. prepare a series of lists on nondegree training institutions by area of specialty
4. Design and implement additional support activities

Appendix D

**Contracting Actions
Inception through June 30, 1990**

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 to USAID/Pakistan) .

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.

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).
- PIO/T #391-0474-3-90002/A1 increased by \$4,500,000 incremental funding for long-term technical assistance.
- PIO/T #391-0492-3-90011 added \$415,000 in funds for in-country training courses under the Agriculture Sector Support Program (ASSP).

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.**

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

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 # 391-0474-3-90002A2.....\$6,318,349

AMENDMENT 21, March 11, 1990, adjusted "Level of Effort" from 273.50 to 311.50 person months and increased the total cost of the contract by \$965,701 as follows:

- Increased "Level of Effort" by 66 Person Months as separate line items
- PIO/T # 391-0474-3-90002A2.....\$6,500,000

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 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.

PD-HBL-525

**DEVELOPMENT SUPPORT TRAINING PROJECT
PAKISTAN**

Thirteenth Semi-Annual Progress Report

**Reporting Period:
July 1 through December 31, 1990**

Prepared by:

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

Subcontractors:

The Experiment In International Living
Winrock International
Arthur D. Little, Inc.

Submitted to:

Office of Human Resource Development,
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Contract No. 391-0474-C-00-9154-00

May 1991

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Appendix A: Short-Term Technical Assistance Summary

Appendix B: Participant Training Statistical Summary

Appendix C: Contracting Actions

Appendix D: Summary of HBCU Activity: 1990 Placements

I. Executive Summary

The period from June through December 1990 was a period of intense activity under DSTP. International travel increased in cost and difficulty due to tensions in the Persian gulf in response to Iraq's invasion of Kuwait. In December the contract was renewed through December 18, 1991 but without full funding. Some of the highlights of this period include:

Management Training

- Implementation of a new comprehensive and residential "Foundation Training of Trainer's" program in which 18 of the 27 trainees were women.
- Launching a series of successful training programs under Private Enterprise Training Initiative for small investors setting up new businesses.
- Development and implementation of the first Assessment Center in Pakistan to select interns for the WID program to enable more women to be successfully trained as professional trainers.
- Local women trained by AED delivered WID programs entirely on their own, without support from expatriates.
- Preparation, design, and delivery of a series of "Project Management Skills Workshop" under Development Management Training Initiative and development of a cadre of local trainers to deliver the program.
- A number of fully developed Trainer's Manuals were generated to promote transfer of training capability to local hands at an enhanced pace.
- AED/DSTP assistance to NIPA's has been brought to closure through a retreat of NIPA faculty at Swat.
- Nurture of business advisory groups in Islamabad, Karachi, Peshawar similar to the Entrepreneurship Development Advisory Services in Lahore.
- Recruitment of Pakistani professional staff in the Management Training Unit thus bringing the staffing to the level allowed by contract amendments.

Participant Training

- The USAID auditors from the Regional Inspector General's Office conducted a management audit of USAID/Islamabad's participant training during the summer of 1990.
- Merger of USAID/HRT and AED Field Office participant Training was completed.

- Major expansion of field office computer system and data base.
- Janet Paz Castillo, Cindy Brown and Tom Rogers all visited PPTP in Washington D.C. Bonnie Barhyte and Judy Jenkins visited Pakistan in November for three weeks.
- Judy Jenkins replaced Larry Bartlett as the Deputy Manager for PPTP. The Manager, Bonnie Barhyte, resigned effective January 1991. Mark Ketcham chosen as her replacement.
- A total 1788 participants were in active status during the reporting period. Balochistan III participants were placed for winter and spring semesters.

English Language Training and Testing

- Despite many changes in CIELS staff, two Sessions were run with students making excellent improvement in their TOEFL scores. CIELS also offered a pilot 39-hour GRE preparation course after hours.
- Thea Sierak was chosen as director of CIELS to replace Lynne Elliott. Patricia Johnson served as interim director until the appointment of the CIELS coordinator was made.
- The students of the Balochistan III Scholarship Program were integrated in regular CIELS classes and improved their TOEFLS sufficiently to be placed in certificate and two-year programs in the U.S.

In-Country Agricultural Training

- A proposal for expanded technical support to agricultural participants and reentry follow-up was approved by USAID but no additional funds were added to the contract to conduct it. Joe Dale was nominated as the Agriculture Training Administrator in Islamabad to follow-up on returning ag participants.
- A three-week "Training Techniques in Irrigation Course" was offered in Quetta through a subcontract with the University of Illinois.
- A four-week "Irrigation Systems Management" course was offered at the Agricultural University in Tandojam through a subcontract with Colorado State University.
- An evaluation and follow-up report on "Training Techniques for Irrigation and Water Resources Management" was submitted to USAID.
- Hank Schumacher, Director of In-country Agricultural Training left the project as of December 18, 1990.

Administration

- A long-awaited computer system including a local area network (LAN) was installed in the Field Office.
- Peter Boynton served as acting Chief of Party during John Tabor's home leave last summer.
- Approval for a home office LAN, designed to parallel that used in the field, was received, but funds were insufficient to purchase it.
- An expanded budgeting and cost reporting system was implemented to better monitor the costs of different components of the project.
- All new funds for local currency disbursements in the field began to originate from dollars transferred by AED/Washington, rather than rupee advances from USAID/Pakistan.

II. Management Training

A. Private Enterprise Training Initiative (PETI)

1. Micro Enterprise Development Program (PSIC, Faisalabad)

The first phase of the Micro-enterprise Development Program was conducted in Faisalabad from July 18, to 29, 1990. Mr. Majeed Sheikh, AED consultant, worked with seven district development officers of the Punjab Small Industries Corporation (PSIC) to conduct research and compile data for the development of regional economic profiles in Faisalabad. The information compiled in the first phase was used as input in the workshop held at Faisalabad July 21-29, 1990.

2. Family Business Seminar

The seminar was delivered August 5 - 7, 1990 at Pearl Continental Hotel, Rawalpindi. Members from eight business families participated in this program. Dr. John Tabor and Dr. Larry Kirkhart participated in the closing of the program and debriefing session with the consultant. The program materials and design were well received by the participants. However, the marketing and financial viability of the program and some changes in the design are under review.

3. How to Set-up a New Project I, II, & III

This is a new addition in the training programs offered under the PETI project to support private sector activity in Pakistan.

The concept of this program was developed and refined by AED management in collaboration with the consultants from EDAS. The program provides consolidated information and basic entrepreneurial and managerial skills to entrepreneurs seeking to set-up new industrial projects in the private sector.

This program is very popular among the target group. In view of overwhelming response from potential participants, three programs were offered in Islamabad, Rawalpindi, and Karachi. With the delivery of this program, AED's PETI project has received a lot of visibility within the business community in these regions. The success of this program has given encouragement to the newly formed voluntary organization in Islamabad/Rawalpindi known as Business Resource Development (BRD). Formation of this organization has been facilitated by AED. In many ways BRD is deliberately similar to the Entrepreneurial Development Advisory Services (EDAS) in Lahore.

4. Strategic Planning Workshop - EDAS

The second workshop on Strategic Planning for small and medium sized business was held at the Avari Hotel in Lahore September 18 - 20, 1990.

The workshop was facilitated by local faculty from EDAS. Twenty owner/managers of private firms participated in the workshop. Dr. Larry Kirkhart participated in the closing ceremony of the program. AED sponsored three interns for this program as potential faculty to proliferate this program.

5. Strategic Marketing Conference (PTM)

The third iteration of the program with PIM was concluded in Lahore. The program was held at the Avari Hotel in Lahore November 11 - 15, 1990. Thirty-six senior managers from public and private companies participated in this workshop. Dr. Brizio Biondi-Morra from ADL facilitated the program delivery along with PIM counterpart Mr. Philip Lall. In addition, two other PIM faculty members participated in various aspects of the program delivery.

B. Women In Development (WID)

1. Managerial Skills Development for Women Managers

This was the first time the Managerial Skills Development Workshop was conducted in Islamabad. The program consisted of two (3-day) workshops on Interpersonal Skills and Managerial Skills and a one-day Introductory session.

This program has a special significance to the Management Training Unit as this was the first time it was conducted by AED trained women without supervision from expat consultants.

The program was conducted in collaboration with the Network for Enterprising Women. Nine women from Islamabad attended the Interpersonal Skills and 13 attended the Managerial Skills sub-programs. The trainers in these workshops were M. Ambareen Farooqi and Ms. Hazreh Hussain.

2. Assessment Centers

Three Assessment Centers were held; one each in Islamabad, Karachi and Lahore. This was a form of standardized assessment of individuals' behavior in situations that simulated what a trainer would be faced when doing training. The point was to select women with an aptitude for training so they can become trainers at an enhanced speed.

The Assessment Centers were designed by Dr. Debbie Cutchin for the WID program. The panel of assessors were Ambareen Farooqi, Ms. Salma Ali Khan, Ms. Huma Waheed, Mr. M. Zaheer

and the WID program manager, Urusa Fahim. The panel developed the dimensions after they were trained by Dr. Cutchin.

A total of 21 women attended the center. Fourteen have been selected for professional development under the WID training program.

3. Setting-up and Managing a Small Business

The third iteration of this program was delivered in Lahore. It was conducted by Carol Adoum and Pamela Rodrigues, the local counterpart. The workshop was attended by 7 women from Lahore. Two WID interns, who are being trained to deliver this program, also attended. The workshop was co-sponsored by Institutional Development Associates and the Network for Enterprising Women. The major finding was that December is not the right time of the year to hold workshops for women.

4. Interpersonal Skills & Managerial Skills Development for Women Managers

The above two were the first WID workshops to be offered in Peshawar. The effort consisted of two (3-day) workshops on Interpersonal Skills and Managerial Skills. The first workshop was attended by 17 women; the second by 15 women. The program also included eight WID interns being trained to be professional trainers.

C. **Development Management Training Initiative (DMTI)**

1. Advanced Course Evaluation -- NIPA, Lahore

AED consultant Dr. Elizabeth Kirkhart conducted a 6-day workshop at Murree for 18 participants of the NIPA, Advanced Course in Management. The objective of the workshop was to evaluate the Advanced Course and identify critical areas for the improvement of the contents and methodology of the course. NIPA, Lahore and Peshawar faculty, who are responsible for the Advanced Course, worked with Dr. Elizabeth Kirkhart to design, develop and facilitate this retreat.

Secretary of the Establishment Division, Mr. M. I. Khalil was the Chief Guest at the closing ceremony. In his speech, Mr. Khalil emphasized the need to evaluate and improve the Advanced Course on a regular basis.

2. Project Management Skills Workshop -- Quetta & Peshawar

The first "Project Management Skills Workshop" was conducted at the Railway Accounts Academy, Quetta, August 5 - 19, 1990. Chief Secretary of Balochistan, Mr. S.R. Poonigar and Additional Chief Secretary, Planning & Development Department, Govt. of Balochistan attended the opening ceremony.

There were 42 participants in the two workshops from Health, Education and Planning & Development Departments. Four local trainers successfully conducted the workshop while the two expat trainers acted as shadow consultants and resource persons to local trainers and trainees. The local trainers were:

Ms. Sadiqa Salahuddin
Ms. Simi Kamal
Mr. Shahid Mir
Mr. Jalaluddin Qureshi

Two expat consultants, Morris J. Solomon and Jack Star, provided support as resource persons and shadow consultants.

A trainers manual, including lesson plans, instructor's reading materials, and participants handbook, was generated by the trainers to promote transfer of training capability to local hands.

3. Strategic Planning Seminar - Pakistan Audit Department

Dr. Elizabeth Kirkhart conducted two strategic Planning Seminars for the top management of Pakistan Audit Department. The first one-day seminar was conducted to identify a project for the organizational development. The second strategic planning workshop was conducted after the identification of O/D project. PAD has now decided to work on the computerization of Accounts as a part of the O/D project.

4. Training Needs Assessment - Scientists as Managers

Dr. Elizabeth Kirkhart carried out a training needs assessment of scientists as managers with the help of two local consultants: Ms. Ayesha Bano and Mr. Shahid Mir. The consultants made a formal presentation of their findings to the management of the National Institute of Silicon Technology.

5. Managerial Skills Workshops at the Karachi Metropolitan Corporation (KMC)

Dr. Gerry Brown designed and delivered two managerial skills workshops for senior and mid-level managers of Karachi Metropolitan Corporation. He was assisted by two local consultants, Ms. Sadiqa Salahuddin (NIPA Karachi) and Mr. Muhammad Azim (NIPA Peshawar). The workshop for the senior officers focused on Leadership. The second workshop concentrated mainly on strategic planning. The Mayor of Karachi, Dr. Farooq A. Sattar, also participated fully in the first workshop for senior management.

6. Advanced Course Revision - NIPA, Peshawar

Dr. Pauline Arneberg conducted the following three workshops during her December assignment in Pakistan:

- Developing objectives and writing modules for NIPA, Peshawar faculty.
- Retreat for Advanced Course Coordinators and Directors of NIPA's at Swat.
- Strategic Planning Workshop for NIPA, Peshawar.

With the above interventions, AED/DSTP assistance to NIPA's comes to a close. However, we will still be working with them as institutional sponsors for some of our programs.

D. Training of Training Professionals (TOTP)

1. Advanced Trainers Development Workshop (ATDW)

The Advanced Trainers Development Workshop was held at the Audit and Accounts Training Institute in Islamabad July 7 - 26. Nineteen participants attended this workshop. They learned to train trainers to deliver three workshops, namely the Training Needs Assessment workshop, the Program Design and Instructional Techniques workshop and the Effective Training Evaluation workshop. AED consultant, Dr. Gary McLean and Ms. Barbara Arney delivered the program. With the help from the AED consultants, the participants developed Training Manuals and Participants Manuals for all three workshops. The participants who performed well in the ATDW have been asked to deliver one of the above mentioned three workshops as lead trainers. In each case, one of the expatriates will serve as a shadow trainer. This workshop is a Level 2 program in the overall TOTP Certification System. Upon successful delivery of one workshop and one three-day seminar, the trainers will be certified as an Human System Development Trainer of Trainers.

2. Foundation Trainer of Trainers Course - Serena Hotel, Saidu Sharif, Swat -- November 3 - 22, 1990

This was the first iteration of the redesigned and recalibrated FTOT; it was conducted by Dr. Howard Lamb and Ms. Sue Lamb, consultants from the National Training Laboratories. The workshop was especially significant in that for the first time in a TOTP program the numbers of women participants exceeded the number of men. Since the workshop was residential, the attendance of women was all the more significant. Ten of the women participants were WID interns from cities as far away as Karachi and Lahore.

There were a total of 27 trainees. Despite the high number, the consultants were able to deliver a very high quality program. This is perhaps best reflected in the fact that the vast majority of the participants expressed a desire to continue through the series of eight workshops in the TOTP certification scheme. The group as a whole was rated by the consultants at a B+ level by American standards.

3. Seminar on Presentation Skills - Karachi -- Nov 20 - 22, 1990

This seminar was held in the conference room at the Pearl Continental Hotel, Karachi. It was conducted by Ms. Barbara Arney and coordinated by Mr. Nadeem Shafi. The Manager TOTP, Mr. Tariq Qurashi was attending the FTOT in Swat.

Twenty participants attended, most were senior and middle managers from the private sector.

The standard of participants was considered to be high and their involvement in the workshop enthusiastic

4. Seminar on Presentation Skills - Lahore -- Nov 26 - 28, 1990

There were 12 participants in this seminar; the advantage of having fewer numbers than in Karachi was that the participants had more time to practice and perfect their presentations.

5. Program Design & Instructional Techniques

This workshop was run at the Audit & Accounts Training Institute at Lahore December 1 - 11, 1990. There were 22 participants of which eleven were women.

This workshop consisted of a "live" project in which the participants developed three training manuals for the host organization on "Report Writing Skills", "Interviewing Skills" and "Presentation Skills" respectively. It was significant that for the first time the PD&IT was trained by local consultants, Ms. Urusa Fahim and Mr. Mohammad Zaheer with Barbara Arney, the foreign consultant, in the shadow consulting role.

E. Home Office Support

This was a period of intense consultant activity for the management training unit. All the agreements, travel and procurement for each of the following consultants was completed by the Home Office. As tensions in the Middle East mounted air travel reservations became more difficult and the cost of tickets jumped. Negotiations with ICECD in Ahmedabad, India were not successfully concluded due to numerous factors beyond our control.

The Home Office coordinated work of a total of sixteen expatriate consultants: four for Private Enterprise Training Initiative, two for Women in Development, five for the Development Management Training Initiative, and five for the Training of Training Professionals.

F. Problems, Constraints, Recommendations

1. **Problem:** Lack of coordination and communication between Home Office and Field Office. A few programs have been canceled at the 11th hour because of the lack of proper communication with the Field Office. This created considerable embarrassment for AED, because the programs had been announced, participants recruited, sponsors lined up, and USAID approvals obtained for consultants international travel. This may also reflect the tremendous volume of programs being offered.

Recommendation: In the future, the Home Office should keep the Field Office more fully in the picture about developments, including the issuance of contracts. The Field Office might be more restrained in its advertising until there is a green light to proceed.

2. **Problem:** Frequent rescheduling of programs. This happened because of some unforeseen events especially the national and provincial elections. The rescheduling adversely affected the quality of programs both in terms of marketing and the recruitment of consultants who fall below AED's normal standards.

Recommendation: AED Field Office and Home Office should be able to take a "NO GO" decision if all of the key circumstances are not in place and avoid sacrificing the quality of the programs.

III. Participant Training

A. Field Office Coordination

1. Project Achievements

a. Orientations

Ms. Janet Paz Castillo, Program Manager, visited Karachi to conduct pre-departure orientations and oversee the Regional Liaison Office. The orientation was directed specifically to the Baluchistan scholars who were departing for Oregon State University's Fall, 1990 term. The orientation was conducted with Dr. Mohammad Saeed from ARD/USAID. Mr. Saeed's participation was particularly helpful for the insights he brought and the information he drew upon as a former PhD student in the US. A two-day cultural orientation was also provided by Ms. Meyen Hponia and Ms. Cheryl Rogers.

Ms. Paz Castillo and Field Representative, Ms. Zara Ahmad Hyder, also conducted a pre-departure orientation for twenty participants departing for Thailand.

b. Participant Administration with MOST and MOE

Meetings and workshops were organized for the Ministry of Science and Technology, the Ministry of Education, and the individual project officers in USAID to review the training procedures, improve communications, review the new fiscal year training plan, and discuss how to use the data from AED's participant training tracking system.

c. IG Audit of Participant Training

Auditors from the Inspector General's office in Singapore, Mr. Terry Baskins and Mr. Elango Perisamy spent approximately three months in Islamabad and at the Regional Offices to study the administration of AED participant training.

d. Baluchistan Participants

Ms. Cynthia Brown, along with Ms. Riffat Gillani in Quetta and Ms. Zara Ahmad Hyder in Karachi, coordinated the departure of participants of the Baluchistan Scholarship Program. Ms. Gillani traveled to Islamabad to obtain visas for the group of 41 participants and address their banking needs in Quetta; Ms. Hyder coordinated the group reservations with the USAID travel office and airline representatives in Karachi; and Ms. Brown worked with PPTP and the Project Officer to address last minute placement issues.

Ms. Brown, along with Tom Rogers, spent two days in the Washington office of AED on their return to Pakistan from home-leave in the US. This was helpful in forging communications

between the home and field offices, and exchanging information on procedures in Washington and Islamabad.

e. Ministry Projects

Ministry projects MOST, MOE and MOE/DSTP were administered with few changes. Dr. Tariq ur Rehman, from the Ministry of Science and Technology left his Islamabad post to take a position with the Pakistan embassy in Beijing as Science Advisor. Dr. Mohammad Hujatullah has assumed the duties of education advisor at MOST. The transition took approximately three months as Dr. Hujatullah learned his new position. However, by December he was working well with Asma Sufi, Tom Rogers and eventually Saleem Razaque at AED. The transition created some additional gaps and lapses in the MOST scholarship program but these are being addressed.

f. MOE Scholarships

Ms. Janet Paz Castillo, Ms. Bonnie Barhyte, Mr. Abdul Hameed, and Dr. Tom Rogers met with Mr. Solangi and Mr. Siffatullah to exchange ideas on the administration of MOE scholars. Most productive, were ideas for facilitating the administration of scholarships. This included the suggestion to accept nominations only from those that have completed requisite tests such as TOEFL, GMAT and/or GREs. The relationship between the MOE and AED continues to develop and facilitate the administration of GOP and MOE/DSTP scholars. Mr. Solangi, himself, completed a two-week study-tour in the U.S. during the month of December.

Ms. Paz Castillo also spent two and a half weeks in the Washington office of AED working with the staff. She spent time concentrating on the placement process in Washington and discussed the problems the Washington staff encountered when working with the field office. While in Washington, she also arranged for PPTP staff to meet with two USAID Project officers who were attending a training program; Dr. Curt Nissly, Project Officer for MART/ARD and Mr. Hameed Ullah Khawaja, Project Officer for Forestry/ARD.

g. CIELS Seminars

Dr. Tom Rogers conducted five seminars at CIELS. These consisted of orientations addressing the formalities of USAID scholarships, the procedures that must be completed to gain a placement and the ramifications of advanced studies in the US. He also conducted a two-day seminar for GOP officials involved in the Forestry Planning and Development Project of GOP/AID. The seminars informed participants of the necessary documentation needed to complete files and proceed on academic placements. Dr. George Blake, Tahir Malik and Hamid Ullah Khawaja attended. Musserrat Haidrey, the 0481 Case-Officer at AED also participated.

Rogers conducted meetings, counseled participants and offered predeparture orientations at the regional field offices in Karachi and Lahore. The sessions were particularly useful for determining the discrepancies between training objectives defined on the AFT and objectives defined in interview.

h. Case Officer Supervision

Dr. Tom Rogers is now supervising Mr. Hameed, MOE Case Officer and Mr. Saleem Razaque, MOST Case Officer. Dr. Rogers has been the liaison between the two Government of Pakistan training programs, MOE and MOST, since September of 1990. Rogers, Hameed and Razaque met with the two Ministries for introductions and to continue to develop regular communications between the Ministries and DSTP.

i. MIS Development

AED Washington hired a management information systems consultant, Jane Schuler-Repp, to work with the field office participant training Program Manager, Deputy Program Manager, and AED's MIS Manager to design a new tracking system. Ms. Repp spent three weeks working closely with the Participant Training Unit on the design of an extensive program for monitoring participants' training programs and related finances. A database dictionary and the initial outline for the program were drafted.

j. Computerization of Resource Room

Dr. Rogers computerized the library/resource room to facilitate cross-referencing with "keyword" entries on the data-base. An alphabetized system for academic and technical training simplified the resource index and made it more accessible to users. A separate "vertical file" was devised for technical training courses and contains nearly two hundred institutions and programs. As the resource room developed, HRD tended to refer more questions to Rogers regarding potential suitable programs and to compile references for various projects and offices. Laura Lindskog of the Private Enterprise Office (PEO) contacted AED to develop a resource data-base. Rogers identified approximately thirty institutions offering technical courses and provided the PEO with course descriptions in business administration, management, banking and related fields. Rogers and Lindskog discussed the future training needs of the PEO and the placement of nominees.

k. Participation in MTU Programs

Ms. Paz Castillo opened the first Women's Managerial Skills Workshop in the Northwest Frontier Province in December. This course was run by the Management Training Unit in AED.

Paz Castillo closed the New Project Start-Up Course in Karachi in December. This was MTU's most successful course of this kind. It had an overwhelming response from Pakistanis currently living in Pakistan and many who had recently returned from the Gulf, looking to start up new business ventures.

2. Regional Offices

Along with the Lahore regional office of AED, Ms. Paz Castillo established Regional Field offices in Quetta and Karachi during the six-month period from July to December, 1990.

a. Lahore

One hundred and fifteen (115) participants were processed for departure. Approximately 250 were oriented or otherwise provided with information on various facets of USAID Participant Training. Two pre-departure orientations were conducted during this time: one by Ms. Meyen Hiponia and Ms. Cheryl Rogers in August and another by Dr. Tom Rogers in December.

Mr. Mushtaq Ahmed assisted and helped coordinate a number of programs during the six-month period. These included a two-day "Women in Development Interns" project, a three-day "Presentation Skills" workshop, a twelve-day "How to Setup and Manage a Small Business" seminar and a nine-day program on "Systematic Design and Instructional Techniques." Mr. Mushtaq also participated in the marketing of workshops, the administration of TOEFL tests, support for CIELS activities in Lahore, and support for Agriculture Training programs.

b. Karachi

Ms. Zara Ahmad Hyder, David Esch, HRD/Project Officer, and Ms. Nargis Sethi, Section Officer, Economic Affairs Division (EAD) met with the Provincial Government, Ministry of Health, Population Welfare Division. They discussed participant training and how best to work together so participants could get government nominations and clearance to attend training programs.

Ms. Zara Ahmad Hyder and David Esch, HRD/USAID met with the American Consular Officers in Karachi to arrange a system where Ms. Ahmad Hyder could gain participant visas without the participants themselves visiting the consular section.

Zara held meetings with officials of the State Bank of Pakistan, Bank of America, Trans World Airlines and American Airlines to facilitate pre-departure formalities for participants.

c. Quetta

Ms. Janet Paz Castillo worked with USAID to develop a Regional Field Office in Quetta meant to address the growing needs of the Baluchistan province. Eventually a staff person joined AED in Quetta and an office has been established on the premises of USAID.

3. New Staff and Transitions

a. Mussarrat Haidery

Ms. Mussarrat Haidery joined the Participant Training staff in July as a case officer. She is currently administering four projects; Malaria Control, Health and Population, Primary Education and Forestry. Ms. Haidery was a former participant under DSTP and attended an Educational Management program at Lesley College in Boston. She came to Participant Training with experience from both Pakistan and the US.

b. Zara Ahmad Hyder

Ms. Zara Ahmad Hyder joined Participant Training in the past six months. She was previously with the Management Training unit as head of the TOT program and is now the regional representative in Karachi for the province of Sindh. She is a former participant and is familiar with rules and regulations of the program. With her strong experience she has established a very active regional office.

c. Saleem Razaque

Mr. Saleem Razaque joined the Participant Training staff as a Case Officer. He began working with the Private Sector Scholarship Program and will soon be administering the MOST program. Mr. Razaque graduated with a Masters degree in political science and history from the Government College of Lahore. He comes to AED with previous experience with AID and a familiarity with AID rules and regulations.

d. Riffat Gillani

Ms. Riffat Gillani has assumed the position of regional representative for the province of Baluchistan. She began in the early part of October, is posted in Quetta and is responsible for all DSTP components in the region. She previously assisted the Management Training Unit with in-country training projects and is well-grounded in the functions of DSTP.

e. Asma Sufi

Ms. Asma Sufi, HRD/USAID Senior Case Officer, resigned effective January 31, 1991. Ms. Sufi has been working with the AED field office staff since the merger in April of 1990. Mr. Saleem Razaque officially assumed her case-load as MOST Case Officer.

4. Merger

The merger of HRD and AED was completed during the previous six months. A temporary staff was hired to in-put data and physically merge files. Two full-time temporary staff merged approximately 16,000 files. Along with the merger, Kanwar Nasir, AED's Systems Analyst,

reprogrammed the participant tracking system to meet the demands of the merger. By programming a PIOP generator, PIOPs will be automated off the system.

5. Data-base

Janet Paz Castillo and Kanwar Nasir worked to re-design the Participant Training Tracking System to make the project more efficient in meeting job demands. They are in the process of redesigning the program to report all obligations to individual PIOPs against PIOTs in order to monitor the individual PIOTs. OFM/AID has requested AED advise them when a PIOT is close to exhausting funds. This will enable the Participant Training staff to create PIOPs from the data-base. It will ensure that all information related to the PIOP is entered in the data-base, as well as decreasing the staff time involved in preparing the document.

An automatic Call Forward letter generator was programmed into the Participant Training Tracking System, enabling the Participant Training staff to create the five-page letter more easily and ensuring that all data related to the letter was input into the data-base. The Call Forward letter is the official letter sent to the participant notifying them of their placement and program dates, their allowances, and generates a bank letter and a travel authorization request.

A series of three letters sent to participants to confirm return were programmed into the data-base. This provides for increased efficiency in processing letters as well as ensuring that the necessary information related to confirmation of returnees entered into the data-base. In addition, the following reports were created for internal use to help manage the Participant Training process: (A) On-hold/Pending Participant Report; (B) Report for Field Offices; (C) Confirmation of Return Report; (D) PIOP Allocation Report.

Janet Paz Castillo and Kanwar Nasir have also worked to develop a close-file report that will indicate outstanding amendments. This has been in response to USAID Project Officers' requests for current information on the financial status of their projects. The staff is reviewing each project for all amendments to make sure they are on the system. These reports are generated on a monthly basis for Washington D.C. to cross reference that amendments are entered into the Washington system.

6. Table 1--Departed Participants

The following participants departed for training during the period 06/01/90 to 12/31/90:

| Project | | Long Term | Short Term | Total | Women | Third Country |
|-------------------|------|-----------|------------|-------|-------|---------------|
| ISM | 0467 | 4 | 22 | 26 | 0 | 9 |
| Population | 0469 | 1 | 12 | 13 | 0 | 2 |
| Tribal Areas | 0471 | 0 | 0 | 0 | 0 | 0 |
| Malaria Control | 0472 | 1 | 1 | 2 | 0 | 0 |
| Rural Elec. | 0473 | 0 | 1 | 1 | 0 | 1 |
| DSTP | 0474 | 86 | 168 | 254 | 29 | 71 |
| Primary Health | 0475 | 0 | 16 | 16 | 3 | 11 |
| E & E | 0478 | 1 | 28 | 29 | 0 | 0 |
| Road Construction | 0480 | 1 | 19 | 20 | 0 | 19 |
| Forestry | 0481 | 1 | 15 | 16 | 0 | 0 |
| MART | 0489 | 5 | 12 | 17 | 0 | 2 |
| FSM | 0491 | 1 | 14 | 15 | 0 | 0 |
| ASSP | 0492 | 31 | 38 | 69 | 5 | 4 |
| Child Survival | 0496 | 1 | 14 | 15 | 9 | 2 |
| M/O Sci & Tech | MOST | 12 | 0 | 12 | 1 | 0 |
| M/O Education | MOE | 19 | 1 | 20 | 3 | 0 |
| Others | | 7 | 5 | 12 | 0 | 2 |
| Total | | 171 | 366 | 537 | 50 | 123 |

7. Table 2--New Nominations

New Nominations Received during 06/01/90 to 12/31/90:

| Project | | Long Term | Short Term | Total | Women |
|-----------------|------|------------|------------|------------|-----------|
| ISM | 0467 | 4 | 27 | 31 | 0 |
| Population | 0469 | 2 | 61 | 63 | 12 |
| Tribal Areas | 0471 | 0 | 2 | 2 | 0 |
| Malaria Control | 0472 | 0 | 26 | 26 | 0 |
| Rural Elec. | 0473 | 0 | 0 | 0 | 0 |
| DSTP | 0474 | 56 | 242 | 298 | 31 |
| Primary Health | 0475 | 0 | 20 | 20 | 1 |
| E & E | 0478 | 10 | 50 | 60 | 0 |
| Road Constr. | 0480 | 1 | 30 | 31 | 0 |
| Forestry | 0481 | 9 | 5 | 14 | 0 |
| MART | 0489 | 0 | 7 | 7 | 0 |
| FSM | 0491 | 0 | 4 | 4 | 0 |
| ASSP | 0492 | 62 | 13 | 75 | 1 |
| Child Survival | 0496 | 4 | 44 | 48 | 15 |
| M/O Sci & Tech | MOST | 36 | 0 | 36 | 1 |
| M/O Education | MOE | 59 | 1 | 60 | 5 |
| Others | | 0 | 13 | 13 | 4 |
| Total | | 243 | 545 | 788 | 70 |

8. Table 3--Cancellations.

The following participants did not go due to personal or official reasons:

| Project | | Canceled |
|-----------------|------|------------|
| ISM | 0467 | 60 |
| Population | 0469 | 13 |
| Tribal Areas | 0471 | 2 |
| Malaria Control | 0472 | 11 |
| Rural Elec. | 0473 | 32 |
| DSTP | 0474 | 50 |
| Primary Health | 0475 | 17 |
| E & E | 0478 | 16 |
| Road Constr. | 0480 | 7 |
| Forestry | 0481 | 2 |
| MART | 0489 | 6 |
| FSM | 0491 | 32 |
| ASSP | 0492 | 25 |
| Child Survival | 0496 | 10 |
| M/O Sci & Tech | MOST | 1 |
| M/O Education | MOE | 7 |
| Others | | 3 |
| Total | | 294 |

9. Problems, Constraints, Recommendations

- a. **Problem:** The necessity for providing Project Officers information regarding allocations against PIOTs and allocations to date continue to increase.

Recommendation: Implement the recommendation of consultant Jane Repp and modify the Participant Training Tracking System to expand the financial tracking capabilities.

- b. **Problem:** When files were transferred to AED in the merger of HRD and AED, the responsibility for preparing PIOP amendments fell on AED. Since HRD had not been preparing amendments, there is a backlog of literally thousands of amendments which must now be made. This will take the dedication of an intense effort in order to make all the projects current.

Recommendation: Dedicate staff necessary in order to perform this task. Work with Kanwar Nasir to design a PIOP Amendment generator for the Participant Training Tracking System in order to automate this procedure and ensure that the necessary data is input into the database for tracking purposes. The files under DSTP II should be the first priority.

- c. **Problem:** The current system to confirm the return of participants relies on each individual Case Officer to track the end date of their participants and to use the new Confirmation of Return letter generator to prepare the letters. This system is not infallible, since it relies on each individual Case Officer to monitor.

Recommendation: A program should be written for the Participant Training Tracking System to generate batches of letters for any participants who were due to return during a given month. This program could then be run by one person, such as the Administrative Assistant, to ensure that every participant receives the letter in a timely manner.

- d. **Problem:** The amount of time required by the Consulates to process participant visas has increased. Problems have also arisen due to the misunderstanding of Consular Officers related to problems that have arisen with participants.

Recommendation: Meet with all new Consular Officers when they arrive at post to orient them to the Participant Training Program and procedures.

- e. **Problem:** Most of the delays in placing participants stem from the fact that participants do not submit required documents in a timely fashion.

Recommendation: Project seminars with project officers and participants could be systematized to inform nominees of THEIR responsibilities. The seminars conducted with the 0481 Forestry Planning and Development Project was useful in informing participants

of their responsibilities and demonstrating to the project officer the requirement for complete files and successful placement.

- f. **Problem:** Personal communications, counseling and orientations with participants in outlying areas.

Recommendation: Continue regular visits to field offices and extend visits to other cities (Hyderabad, Multan) and regions (Makran).

- g. **Problem:** The most debilitating factor in administering the MOST and MOE scholarships is the length of time needed by the GOP, particularly with regard to extensions and other amendments. There also continues to be a misunderstanding on the part of MOE (to a lesser extent MOST) regarding standard exams such as TOEFL, GMAT and GRE and their impact on admissions.

Recommendation: Continue to communicate and work closely with MOST and MOE. Regular meetings to update the status of scholars in training and those pending placement. Reenforce the importance of standard exams. It has also been suggested that those wishing to apply for scholarships do so only after completing TOEFL, GRE or GMAT exams. This would save time in the placement phase and would allow time to retake exams if necessary.

B. Home Office Coordination

1. Statistics for Active Cases

During the six-month period from July through December 1990, a total of 1788 participants were in some stage of placement or actual training. Forty-nine percent of these were technical participants and fifty-one percent academic. Approximately twenty-seven percent of all participants handled by PPTP were from ARD projects. In addition to these, 20 participants were canceled from USAID prior to the commencement of training.

2. Orientation

A total of 325 participants arrived in the U.S. for training between July and December 1990. Of these, 136 were academic and 189 technical. Fifty percent of the academic participants arriving to begin programs in the U.S. attended orientation at the Washington International Center with a segment conducted by PPTP staff. Twenty-nine of these students were Balochistan Scholarship Program participants who attended the longer five-day program offered by WIC to international participants from a variety of countries.

An addition to the orientation program provided by PPTP staff to technical participants was a video, "Crossroads", prepared for international participants arriving in the U.S. to attend technical training programs. The video was written, directed and produced by a member of the PPTP staff in September and included interviews with USAID participants from Pakistan and PPTP staff, as well as other international technical trainees and institutional representatives. While videos directed to academic participants exist and have been used in international student orientations for years, there was a recognized need for one directed to non-degree technical participants. Funding for the project was provided through a grant from The Experiment in International Living. The video has been well received by participants and those who work with international trainees.

3. Campus Visits

During the six-month period covered by this report, 54 training sites were visited by PPTP staff. They met with 250 participants and their advisors to discuss academic progress and address personal or cultural concerns. Many of the issues discussed are those which have been raised by participants in the past. For Ministry-funded students, issues of program duration, low maintenance rates and employment restrictions as well as a lack of employment opportunities for them in Pakistan are major concerns. Generally, problems relating to health insurance coverage and reimbursement as well as dependent certification requirements were raised. For the most part, participants are doing well and are pleased with the training they are being provided. Advisors generally enjoy working with the Pakistani participants and are pleased by the high caliber of a large number of them.

4. Program Completion

During the period covered by this report, 403 technical participants and 83 academic participants successfully completed their training programs.

While all academic participants completing programs are strongly encouraged to attend an exit interview in Washington, D.C., few do for a number of reasons, including family obligations and personal scheduling. During the fall, the exit interview format was redesigned to encourage attendance by more participants and to accommodate groups rather than individuals. PPTP staff is making a greater effort to stress the importance of attending an exit interview program.

The four-hour program is planned around the academic calendar. It is offered once a week during those months when academic participants are expected to complete their programs. The first part of the session focusses on program evaluation. This is followed by a discussion of re-entry issues and possible follow-up activity for participants after they have returned to Pakistan. The exit/re-entry session is an improvement over the one-on-one exit interviews which have been conducted in the past. Five exit programs were conducted in December 1990 for a total of nine participants. It is expected that a larger number of participants will attend these sessions in May and August 1991.

5. Mid-Winter Community Seminars

During September, information relating to Mid-Winter Seminar registration was distributed to approximately 160 USAID participants who had not previously attended a seminar. In December, 110 participants attended the seminars. They enrolled for programs at 38 different sites, including two new sites this year in Hawaii and at Lincoln University in Pennsylvania. Topics at the various sites ranged from health care and environmental issues to small business management and leadership skills. Feedback from the participants was positive and indicated that the seminar information was interesting and helpful. Participants also enjoyed the activities that were planned in conjunction with the seminars such as the Christmas homestay.

As an alternative to the Mid-Winter Community Seminars, Winrock International offers seminars for graduate students studying various fields of agriculture. The programs are being offered during the summer and over the Christmas holiday break. Thirty-eight Pakistani participants attended these programs: "Developing, Writing, and Marketing Agricultural Research Proposals" and "Management Skills for Agricultural Research: Preparation for Re-Entry." These seminars were also well received by the participants.

6. Staff Activities

a. Visitors

During the past six months there were approximately 20 representatives from universities and training institutions who visited the PPTP office and met with staff to discuss their programs.

Most were associated with International Program or Services offices. Many were from institutions where participants are enrolled and the visit provided our staff the opportunity to answer questions or address concerns relating to the programs we administer or specific participants and programs.

In September, the staff had the opportunity to meet with Cindy Brown and Tom Rogers from the AED/Islamabad office who were in the U.S. on home leave. They spent two days in the office and met with different groups of the staff to discuss the activity of the AED/Islamabad office, communication between AED/Islamabad and PPTP, as well as issues relating to specific cases or programs. It also provided a chance for them to learn more about PPTP staff activity and procedures.

In late Summer, PPTP senior staff and representatives from AED met with staff from West End Travel, the agency through which participant tickets are arranged. The purpose of the meeting was to discuss questions and concerns our staff had regarding the purchase of tickets for participants either departing or travelling from their training site to seminars or field trips. The importance of being able to purchase tickets at the lowest cost while allowing the flexibility needed by participants was discussed. There was also some discussion in anticipation of the large number of tickets for Mid-Winter Community Seminars which would be needed later in the fall.

b. Conferences, Workshops, Seminars

PPTP staff participated in the following activities:

- NCIV Mid-Winter Seminar Information Workshop
-L. Treleven
- Washington Counselling Center, "Cross Cultural Counselling/Cultural Similarities and Differences" -B. Bolcik, M. Gridley
- USAID/OIT Contractor Workshop
-J. Jenkins, M. Ketcham, B. Bolcik

c. Visit to Pakistan

Bonnie J. Barhyte, Program Manager, and Judy Jenkins, Deputy Program Manager, travelled to Pakistan for two weeks in late November. The trip was to provide an orientation to the field operation for Judy and to allow for a debriefing with field staff for Bonnie. Meetings with USAID project officers, Ministry of Education and Ministry of Science & Technology officials, and AED/Islamabad staff were arranged by Janet Paz Castillo.

The meetings with USAID project officers involved introductions when necessary, review of the participant training process and the role of the project officers in that process, discussion of future directions for the various USAID projects, and review of specific participant cases as

necessary. The meetings were productive and helped to further a better understanding of participant training among all concerned.

Tom Rogers and Asma Sufi accompanied Bonnie and Judy to the MOE and MOST meetings. A review of each of these projects and discussion of concerns and constraints were the focus areas of these meetings. The need for increased communication and more timely responses from each of the Ministry offices was stressed. Everyone agreed that periodic meetings such as these are helpful in clarifying concerns.

During the second week of the visit, Bonnie travelled to Quetta with Cindy Brown to meet with the Balochistan Scholarship III participants. Their placements for January 1991 were discussed as well as departure procedures and what to expect upon arrival in the U.S. Information was shared in a group meeting as well as on an individual basis as appropriate. Riffat Gilani, AED/Quetta, assisted with the group meeting and explained her role in the departure procedures.

Judy remained in Islamabad during that time and worked with individual AED staff to learn more about the daily operation of the field office. She provided the home office perspective for many of the new AED staff and helped with specific participant cases when she could.

7. Balochistan Scholarship Programs

In late summer, 1990, the last of the students funded through the Makran Program completed training and returned to Pakistan after having completed requirements for Associates' degrees. Six students funded through the Balochistan Scholarship Programs completed training and returned after completing undergraduate degree requirements. Five completed Bachelor's degree programs and one completed an Associate's degree program. During the period covered by this report, three Baloch students were granted program extensions beyond 24 months to allow Bachelor's degree completion.

The students returning to Pakistan continue to express serious concerns over the lack of employment opportunities in their region and many who have completed the Associate's degree requirements express the desire to return to the U.S. to pursue Bachelors' degrees. All students, however, have expressed their appreciation for the scholarship and the opportunity it has allowed them to live and study in the U.S.

During the Fall, all Baloch students enrolled for training were sent "Mid-Program Scholarship Progress" forms to be completed with their advisors and returned to PPTP. The form requests information on the number of credits completed and those remaining to be completed for degree award. The information has been and will continue to be useful for assessing the numbers of students who may need program extensions in the future to complete their degree requirements.

During the period between July and December 1990, files for the BSP III group of students were received, admissions secured and TIPs forwarded to the field for review. It was originally expected that the group would be placed to begin training in September 1990. Documentation

on most students was received during the summer and in time for fall placement. Delays in funding, however, made it necessary to postpone all admissions to January 1991. Although documentation to complete some files was not received until the last week of November 1990, all BSP III nominees targeted for Bachelors or Associates' degrees were placed in programs to begin January 1991. Nine participants remain to be placed in certificate programs of twelve months or less.

8. Ministry-Funded Programs

Prior to December 1990, approximately 70 Ministry-funded participants (either through the Ministry of Education or the Ministry of Science & Technology program) had reached the end of their funded period and have been approved to remain as partially-financed participants. The large majority of students nearing the expiration of their funding have been able to secure financing through sources approved by Handbook 10 (income from assistantships, fellowships, scholarships or grants).

In late November, visits to the U.S. were made by Mr. Mohammad Iqbal Solangi, Deputy Educational Advisor, Ministry of Education and by a delegation of four officials from the Ministry of Science & Technology.

During his visit, Mr. Solangi and Dr. G.A.K. Niazi, Education Attache, Embassy of Pakistan, met with Laurie Treleven and Bridget Bolcik to discuss issues relating to the Ministry of Education Program. Among the concerns discussed were the lack of timely responses on requests directed to the MOE, employment by participants and its relation to their holding a USAID IAP-66, and the four-year duration of the MOE scholarship. PPTP staff also explained the orientation provided to participants when they arrive in the U.S. for training. As late arrivals are common for MOE participants because of late receipt of nominations, MOE participants are often unable to attend orientation. The importance of pre-program orientations was stressed.

The members of the Ministry of Science & Technology delegation also visited the AED/PPTP offices and met with Mr. Peter Boynton. During their discussions issues relating to the MOST Scholarship Program were raised. These included the appropriateness of student programs, the need to incorporate management of research coursework into programs and the issue of employment by MOST scholars.

9. Participant Finance

DSTP Finance welcomed four new staff members: Jose Aviles, Mirtha Rojas, Junius Simon and Normand Viere who came on board as financial assistants. Each assistant was assigned to a case load. Jose Aviles works with the USAID and MOE team, Carmen Falcon works with the USAID Balochistan and MOST team, Junius Simon works with the Technical and Third Countries team, Normand Viere works with the Agriculture team, Christiana Tumaku works on HAC and taxes for all the participants, Mirtha Rojas updates the Wang and Accounting System, and Carl Boesch works with West End Travel and Panta Rhei invoices.

AED was informed at the USAID/OIT Participant Training Contractors' Conference that the tax treaty between the U.S. and Pakistan will not be in effect for 1990. This has kept Christiana Tumaku very busy, and with help from Accounting, she has developed a system to keep track of all participants that should be taxable and the different categories of expenses that are subject to withholding.

Daissy Moreno and Mirtha Rojas have been very busy updating the information for the Quarterly Report in a timely manner. The investment in time that it takes to produce this report is worth the effort because this is the only report that keeps track of expenses by PIO/P amount. This enables AED and Project Officers to know when 80% of the PIO/P amount has been spent. A total of 313 participant files were closed for completed participants.

10. Home Office Computerization

Randy Prosser, MIS manager, coordinated the training of eleven new staff in Wordperfect 5.0 at Training Support Technologies. TST also provided Lotus 123 training to three staff members who are responsible for managing the HAC payments for participants. Any additional training needs were met by the MIS manager especially in handling tax and HAC data bases.

Technical support to PPTP and Finance staff included the design of report forms and data bases. A regular maintenance schedule of the PCs and terminal was implemented. All orders and rental of hardware and software were coordinated by the MIS manager.

The WANG budget files were adjusted to include the current budget categories and provide more reliable information on projected monthly maintenance allowance costs.

Preparation for the proposed home office local area network (LAN) continued. Kurt Moses finished the specifications for the proposed computer system. USAID/W and USAID/Pakistan granted the necessary approvals including approval to use GSA pricing to purchase the equipment. A number of RFPs were prepared for the whole LAN, and another for maintenance, installation and training only.

11. Problems, Constraints, Recommendations/D.C.

For the purposes of this six-month report, we have chosen a few problem areas or issues which continue to arise and which directly affect our effort or the participants with whom we work.

- a. **Problem:** A large number of MOE and MOST-funded students have reached or are near reaching the end of their Ministry funded period and are requesting approval to remain as partially-financed students. Ideally, requests for partial-financing will be submitted to AID and the Ministry concerned well before the end of the funded period and the expiration of the IAP-66. Because universities often do not award assistantships until very near the start of the semester, students are unable to confirm that they have been awarded an assistantship prior to their IAP-66 expiration. For this reason, requests

from participants are often received after their IAP-66 has lapsed. As a consequence, students are out of visa status and their health insurance coverage has ceased. Delays are frequently encountered in obtaining MOST or MOE decisions, further extending the time in which a participant is considered "out of status". While it usually takes USAID only a week or two to make decisions on extensions, when the MOE or MOST are involved, decisions often take several months to be made.

PPTP has implemented a system of notifying participants 3 months in advance of their funding end date. A letter is sent explaining the proper procedure to follow if they want to request a "partially-funded" extension including deadlines for submitting such requests. Students are urged to submit requests as early as possible but as mentioned above, are not always able to do so. Students who have not submitted requests for extensions within one month following the end of their funding will receive notification that they are out of status and must return to Pakistan immediately or risk being reported as nonreturnees.

Recommendation: PPTP will continue to follow deadlines for submission of extension requests by MOST and MOE participants in an effort to reduce the numbers of participants who are out of visa status. In order to reduce "out of status" numbers for those participants who adhered to the deadlines and await Ministry decisions, the importance of timely decisions on partial-funding requests needs to be impressed upon Ministry officials. They need to understand the consequences faced by the participants as well as the contractor. If Ministry responses to partial-funding requests are not received by PPTP within 2 or 3 weeks of the submission date, USAID/Islamabad should authorize PPTP to send the participants to Pakistan immediately or report them as nonreturnees.

- b. **Problem:** IAP-66 Renewals for Extended Programs--Both partially funded program extensions and funded program extensions require renewal of the IAP-66 by USAID/OIT. OIT will no longer sign the renewal IAP-66 based on the AED/Islamabad telex notification to PPTP. A hard copy document with a USAID/Islamabad signature must be submitted with the renewal form. This restriction greatly delays the IAP-66 renewal process putting many participants in a precarious visa status position.

Recommendation: 1) AED/Islamabad should fax the signed extension approval memo to PPTP rather than telexing the approval. 2) USAID/Islamabad should cable yJudy McKeever, USAID/OIT, to verify that AED/Islamabad telexes represent the USAID decisions and should be honored as confirmation of authorized program extensions.

- c. **Problem:** MOST / MOE Compliance with Handbook 10--The involvement of both USAID and the Government of Pakistan in setting policy for administration of the Ministry of Education and Ministry of Science & Technology programs continues to raise situations where Ministry directives to PPTP or to students directly are not consistent with what is allowed by USAID Handbook 10 regulations. Examples of the kinds of student requests which have been approved by the Ministry of Science & Technology include:

transfer of IAP-66 sponsorship from USAID to that of another sponsor; approval to accept non-program related employment for the purposes of partial-funding; approval for recommencement of administration of a participant's program after the participant has been reported as a non-returnee.

If student requests are made through PPTP staff can advise the participant whether or not the request is allowed per Handbook 10 regulations. Students often forward requests directly to the Ministry, however, and the directive to PPTP is received without prior knowledge of the request. Students often recognize the Ministries as bodies able to make binding policy, however, and do not recognize USAID's authority in the administration of their program.

The result of this situation is that action on particular cases is often delayed while Ministry directives in relation to particular cases are made consistent with Handbook 10 policy.

Recommendation: Periodic meetings should take place between USAID and the Ministries which fund participants. At these meetings, USAID administrative regulations can be discussed. Handbook 10 should be provided to Ministry officials and questions relating to it should be discussed and clarified. If exceptions to AID regulations are made, PPTP should be informed so program administration can proceed accordingly.

- d. **Problem:** Receipt of Files for Participants without Funded PIO/Ps-During late Spring, through Summer and continuing through early Fall, PPTP continued to receive documents for participants who had not yet been funded. These were submitted to PPTP with "unsigned" PIO/P's to allow for research into the possibilities for training. PPTP has been holding the files of 56 of these for more than one month. Many of those originally sent with unsigned PIO/Ps who have received authorization have expressed objectives for training different from those stated in the documentation our office received earlier. Research on potential programs is often not a possibility for this reason. It is also often important when discussing the possibility of arranging training with an institution to be able to provide at least an estimate to when the training will take place. Both of these factors affect our ability to work with these files in anticipation of their being funded.

Recommendation: Unless it is known that a PIO/P will be authorized within the near future, having an advance unsigned PIO/P and documents does not help to speed the time it will take to place the participant. PPTP should not be provided documentation unless it is known for certain that funding will be approved for the participant within the very near future.

IV. In-Country Agricultural Training

AED/Pakistan's agricultural training unit is composed of a team of four full-time employees. Three of the four staff members are AED employees -- Dr. M. S. Anjum, Mr. Zahid Hussain, and Mr. Asif Barlas. Dr. Hank Schumacher, Winrock's Agricultural Training Advisor through December 18, 1990, provided administrative and technical leadership to the unit.

During the last six months of 1990, the agricultural team concentrated on: (1) planning and implementing two short courses on irrigation; (2) supporting participant training; (3) developing a participant re-entry program; and (4) preparing a directory of returned agricultural participants. Highlights of specific accomplishments are summarized below.

A. Irrigation Workshop Series

A series of two workshops on various aspects of irrigation were conducted during July to December, 1990.

1. Training Techniques in Irrigation, Quetta

The National Training Course on "Training Techniques in Irrigation" was successfully completed at the Balochistan Agriculture College and Training Institute at Quetta. This 3-week course concluded on September 20, 1990. A total of 27 participants were trained by two instructors (Drs. Violet Malone and Marvin Redditt) from the University of Illinois. The participants represented all four provinces of Pakistan.

2. Irrigation Systems Management, Agricultural University at Tandojam

The National Training Course on "Irrigation Systems Management" was originally planned to be conducted September 29 - October 20, 1990. Because of Elections in the country, this course had to be rescheduled. It was conducted November 10 - December 6, 1990. The course site was Agricultural University at Tandojam instead of Sakrand. This 4-week short course was conducted by Colorado State University's Institute for Irrigation Management.

Twenty-two participants from the Command Water management and On-Farm Water Management Projects were enrolled in the course. Nine of these were from Sindh, five from Punjab, three each from Balochistan and NWFP and two were from the Federal Irrigation Cell in Islamabad. In addition, five faculty members from the Agricultural University, Sindh and one visiting faculty member from Sudan also attended the course.

B. Directory of Returned Participants

The First Edition of the Directory of Returned Participants was issued December, 1990. The purpose of producing this Directory was to serve as a resource and networking mechanism both for Pakistani and international development professionals. All participants whose programs were completed during the four year period from 1987 to 1990 were included in the Directory.

All base information for the directory was derived from the AED participant training database in Islamabad. The first edition of the directory included the following information on 119 academic program participants:

- 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

C. Status of Ag Participants in ARD Projects

The agriculture unit monitors and reports on a monthly basis the status of agricultural participants sponsored by the six USAID/ARD projects (including TAIPAN). The following tables show the number of participants in training and/or pending as of December 7, 1990.

1. Table 4--Number of Ag Participants

| Number of Agricultural Participants as of December 7, 1990 | | | | |
|--|------|-----|------------|-------|
| Project Area | Ph.D | M.S | Non-Degree | Total |
| 0467 (ISM) | 11 | 26 | 2 | 39 |
| 0481 (FP&D) | - | 7 | - | 7 |
| 0488 (TAIPAN) | 42 | 12 | 2 | 56 |
| 0489 (MART) | 47 | 6 | 1 | 54 |
| 0491 (FSM) | 5 | 9 | 3 | 17 |
| 0492 (ASSP) | 39 | 56 | 12 | 107 |
| Total | 144 | 116 | 20 | 280 |

2. Table 5--Ag Participants Waiting for Training

| Waiting For Training | | | | | |
|----------------------|----------|---------|----------|---------|-------|
| Projected Area | Admitted | Pending | Deferred | On-Hold | Total |
| 0467 (ISM) | 1 | 2 | 8 | 3 | 14 |
| 0481 (FP&D) | 1 | 4 | 3 | - | 8 |
| 0488 (TAIPAN) | 3 | 5 | - | - | 8 |
| 0489 (MART) | 1 | 8 | - | - | 9 |
| 0491 (FSM) | - | - | - | - | 2 |
| 0492 (ASSP) | 3 | 93 | 4 | 4 | 108 |
| Total | 9 | 112 | 21 | 7 | 149 |

D. Re-entry Plan for Returned Academic Participants

A re-entry 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 obvious purpose of the re-entry program plan is to assist returned participants in their readjustment to the local environment after a lapse of 2 to 4 years. The draft plan was discussed with ARD senior staff and subsequently a budget estimate was also prepared for the proposed re-entry activities. The draft re-entry plan will be finalized in consultation with Joe Dale, Training Administrator, Agricultural Training Section/AED upon his proposed arrival in Pakistan in January, 1991. The types of activities that may be included in the re-entry plan are given below:

- Deliver seminars for returned participants focused on specific topics.
- Publish and distribute a newsletter to all returned participants.
- Establish and regularly update a computerized database of all returned and returning participants to support the above activities.

E. 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 about 35 participants were contacted for detailed discussions of their training programs to ensure training plan's conformity to participant's interest and objectives.

2. Presentation on American System of Higher Education

A presentation was made on the American system of higher education to the 33 candidates of the Sindh USAID scholarship training program at the Institute of Business Administration of the University of Karachi. The USAID/AED placement process was also discussed and all 33 candidates were interviewed concerning their training objectives and potential training institutions.

3. Evaluation and Follow-up Report

An evaluation and follow-up report on the National Training Course "Training Techniques for Irrigation and Water Resources Management" was submitted to USAID. This course was conducted in Quetta during September, 1990.

F. Ag. Training Advisor's End of Tour

Dr. Hank Schumacher completed his assignment as Agriculture Training Advisor on December 18, 1990. At the request of USAID/ARD the advisor position has been changed to an agriculture training administrator position. This position will serve better ARD's needs during the one-year extension of the project. A training administrator, Mr. Joe Dale, has been nominated for this position after preliminary clearances were obtained from AED/Washington and USAID/Pakistan. Approval of Dale's salary and travel to post are pending.

G. AED Home Office Support

AED negotiated subcontracts for two in-country agricultural training workshops under the Command Water Management Project. A subcontract for the first workshop, Training Techniques in Irrigation, was negotiated with the University of Illinois. The course was conducted in Quetta September 1-20, 1990. The second subcontract was negotiated with the Colorado Institute for Irrigation Management for the Irrigation Systems Management II Workshop conducted November 6 to December 6, 1990 at Agricultural University in Tandojam. AED also worked closely with Winrock on the proposal for improved monitoring and follow-up of ARD participants.

V. English as a Second Language

A. Center For Intensive English Language Studies

1. ESL Specialist Activities

Following the September resignation of L. Elliott as CIELS Coordinator, the ESL Specialist undertook this additional responsibility for the day-to-day administration of CIELS for three months until the position was filled in January 1991. Efficient CIELS' operating systems and an experienced and helpful faculty eased her burden in filling both positions though of necessity some program enhancement activities scheduled for this period had to be put on hold until the Specialist was freed of administrative duties. Yet the high quality of CIELS was maintained in every regard. Indeed, CIELS student achievement was among the highest in our history, a new course was added (see Pilot GRE Course below) and the Specialist was able to continue responding to ELT needs from other members of the U.S. Mission family and the Pakistan community. These are summarized below.

a. For the U. S. Mission

- at the request of USAID / Agriculture and Rural Development, a two-day intensive evaluation of Year One of the ARD-sponsored Sindh In-country Training Program
- also at the request of ARD, two days of intensive teacher training for the two Pakistani ESL instructors of the Sindh In-country Training Program
- for a USIS sponsored teacher-training seminar in Pehsawar, a presentation on teaching listening
- for USIS, organization of an inter-agency meeting on access to student counseling in Islamabad with a visiting USIS expert in this area
- continuing contributions to the inter-agency English Language Teaching Roundtable

b. For the Pakistani English-teaching Community

- presentation at the Fourth Annual Conference of Society of Pakistani English Language Teachers (SPELT) on "Evaluating and Adapting Language Lessons". The Conference was attended by 400 teachers; most of the presentations were by Pakistanis with other by English Language instructors from the British Council, which is very active in this field in Pakistan
- workshop on "The Qualities of a Good Language Lesson" for 45 Master's level teachers at the 4-month course offered by the National Association for Higher Education/University Grants Commission of Pakistan

2. Enrollment, Staffing, Innovations, and Statistics

a. Enrollment

The declining enrollment trend reported in the Twelfth Sixth-Month Report reversed in the last six months of 1990. This is largely attributable to the additional efforts of CIELS' Liaison Officer Dr. Jafar in "advertising" the CIELS opportunity to first-time TOEFL examinees in the field.

In the two 10-week CIELS sessions between July and December 1991, CIELS participants came from the following projects:

| Breakdown of CIELS Participants by Project | |
|---|-----|
| Ministry of Education (MOE) | 11 |
| Irrigation Systems Mgt. (ISM 0467) | 17 |
| Population Welfare Planning (0469) | 4 |
| Malaria Control | 2 |
| Balochistan Scholarship Program III | 48 |
| Energy, Power, & Development (0478) | 18 |
| Forestry, Planning, & Development (0841) | 8 |
| Mgt. of Ag. Research & Technology (0489) | 20 |
| Food Security Mgt. (0491) | 16 |
| Agriculture Sector Support Project (0492) | 45 |
| Child Survival Project (0496) | 1 |
| Development Support Training Project (0474) | 30 |
| Total | 220 |

In its present space, CIELS can accommodate 75 students; efforts will continue to ensure maximum use of the Program.

b. Staffing

As always, CIELS underwent a series of staff changes during these six months, and, again as

always, emerged with a fine faculty. In June, CIELS lost 2 permanent staff and 4 for the summer months, an annually recurrent problem. We were fortunate in recruiting 3 new staff locally and in bringing in Thea Sierak from EIL (funded by AID) for the summer session. It must be underscored that for this period, Ms. Sierak was the only American instructor. Fall saw the return of 4 regular staff from leave; this was fortunate because with the CIELS Coordinator position vacant, the ESL Specialist needed additional staff assistance in maintaining the quality program CIELS is known to be.

c. Innovations

Peer observation and exchange program--CIELS instructors have always shared ideas and materials. This cooperation has now been taken further through a regularized teacher peer observation program. The ELT Specialist has made herself available to cover an instructor's class while s/he observes another. In this way, instructors may learn first-hand, rather than only through the report of the Specialist's observations, a variety of classroom approaches to class management, presentation of activities, etc. Instructors can also use this opportunity to decide if they would like to teach in a new skill area in the subsequent session and to gain ideas for doing so. All teachers are taking advantage of this occasion for self-development.

Modifications in reading program delivery--CIELS end-of-session TOEFL statistics repeatedly indicate that students make the least gains in reading proficiency. Yet, on a daily basis, they report no difficulty in reading. From their comments, it is apparent that they mistake their ability to read the words and understand them (or to look them up) with the extensive, highly academic reading which will be demanded of them in their graduate programs. An initial measure undertaken at CIELS to accelerate gains in reading proficiency has been the consolidation of skill-building reading activities under one instructor rather than two as heretofore. Moreover, new materials are being introduced into the curriculum. These are more academic in nature, that is, they deal with longer pieces of text, often on technical subjects, which focus on the relationship of the ideas expressed therein.

CIELS Bookmobile--Seventy-three new books were added to CIELS lending library; these are mainly short American classics and contemporary fiction accessible to CIELS population. Instructors share the "Marian, the Librarian" role 3 days weekly during lunch-hour.

CNN comes to CIELS and Hotel Capital--With the advent of CNN in Islamabad in mid-summer, CIELS invested (200 rupees only!) in an aerial with which to capture it. This live television newscast is played at tea-times and lunch-hour daily. Students report an increasing ability to follow the broadcasts and appreciate being in touch with world happenings. Teachers and students watching and talking about events casually together as equal world citizens has added another dimension to CIELS generally high teacher/student rapport. At CIELS management request, the Hotel Capital has made CNN available in some participants' rooms to date, but not all. The Hotel has also initiated a daily English-language film on its in-house movie system and is providing daily English language newspapers to our students.

AID and PPTP Staff brief instructors and students--On separate occasions, C. David Esch, DSTP Project Officer and visiting EIL/PPTP Program Manager and Deputy Program Manager met with instructors and students to clarify various points regarding the Participant Training Program. J. Jenkins, Deputy Program Manager stressed, as had her predecessor, the very useful role CIELS instructors can play in leading students through the complete "Application for Training" process.

d. Statistics of CIELS Students' Proficiency Gains

| Summary of CIELS Student Performance on TOEFL For Sessions XXII-XXIII (July-December 1990) | | | | | | |
|--|----------------------------|-------------------------------|-------------------------------|------------------------------------|-------------------------------|-----------------------------|
| Session | Number of Students | Average Entry Score | Average Exit Score | % Achieving 3+ Point Gain Per Week | Average Weekly Point Gain | % Reaching Qualifying TOEFL |
| XXII July 9- Sept. 20, 1990 | 44 GOP:31 BSP:13 | 470 GOP:475 BSP:459 | 503 GOP:512 BSP:482 | 58% GOP:64% BSP:41% | 3.8 GOP:4.3 BSP:2.7 | *93% |
| XXIII Oct. 9- Dec. 13, 1990 | 63 | 470 | 511 | 77% | 5.3 | **73% |

| Session | Below 500 | 500-524 | 524-549 | 550+ |
|---------|-----------|---------|---------|------|
| *XXII | 6.7% | 58% | 21.7% | 14% |
| **XXIII | 27% | 33% | 20% | 20% |

3. Cultural Awareness Training (CAT)

Classroom CAT activities continued as usual; however, extra-curricular and evening activities diminished with the departure in June of the Peace Corps Volunteer on loan to CIELS who had developed and implemented this program. Nor was the ESL Specialist able to continue this active program as she had anticipated due to her additional responsibilities as CIELS Coordinator.

Innovations in the CAT program included:

- the development of many reading packages on the subject matter of CAT sessions; these are for follow up use in the reading and/or listening speaking classes and for take-home use by students
- establishment of two bulletin boards with continuously changing displays, one on education in the United States and one on cultural aspects

B. Testing and Evaluation Program and Liaison Officer

TOEFL Coordinator Cheryl Rogers resigned October 1 to accompany her husband to his new duty station, Buenos Aires; she was replaced by Susan Pairaudeau, a three-year member of the TOEFL team. Other departures necessitated the hiring of two new team members, Gabrielle Summa and Brette Monagle, both spouses of U.S. direct hire employees in Islamabad who anticipate two-year tours.

The TOEFL team traveled to five cities administering TOEFL tests, explaining the CIELS opportunity and responding to general questions concerning the USAID participant training team. On some trips, the TOEFL Coordinator delivered pre-departure orientation at the request of the Participant Training Unit, an arrangement which has been working successfully for the past eighteen months. At home, TOEFL team members continued to co-facilitate Cultural Awareness Training sessions at CIELS.

C. Summary of TOEFL Tests Administered

| Summary of TOEFL Tests Administered July-December 1990 | | | |
|--|--------|---|---|
| Site | Number | Group | Month(s) |
| ISL | 59 | Mixed Public Sector | September |
| Peshawar | 147 | Mixed Public Sector Agribusiness Private Sector TIPAN | July December |
| Lahore | 301 | Mixed Public Sector Agribusiness Private Sector Balochistan In-Country Trg. Program | July November |
| Quetta | 81 | Mixed Public Sector Agribusiness Private Sector | October |
| Karachi | 344 | Mixed Public Sector Sindh In-Country Trg. Program Agribusiness Private Sector | September October November |
| Faisalabad | 79 | Mixed Public Sector | August |
| Total TOEFLs In Field July-Dec. | 1,011 | | |
| CIELS | 660 | | July, Aug., Sept., Oct., Nov., Dec. |
| 1990 Total TOEFL Tests Administered | 1,671 | | |

1. USAID Projects and Clientele Served

Projects served by the Testing and Evaluation team are: the Development Support Training Project (DSTP), under which it is funded; the Agriculture Sector Support Training Project (ASSP); Irrigation Systems Management Research (ISM/R); TIPAN; Management of

Agriculture Research and Technology (MART); Energy Planning and Development (EP&D); Ministry of Science and Technology (MOST); Ministry of Education (MOE); Balochistan Scholarship Program (BSP); Health, Population and Nutrition Office (HPN); Food Security Management (FSM); Forestry; Economic Policy Planning and Development.

2. Distribution of Candidates Tested

Candidates tested in the field and at CIELS belonged to the following departments or organizations:

P&D Departments, WAPDA (Water); WAPDA (Power); Irrigation and Power; Federal Bureau of Statistics, Ministry of Food and Agriculture; Agriculture and Livestock Departments; Education Departments; Universities of Agriculture; Gomal University; Balochistan Development Authority; Ministry of Science and Technology; Pakistan Forest Institute; National Institute of Population Studies; Federal Seed Certification Department; Nuclear Institute of Agriculture and Biology; Ayub Agriculture Research Institute, Sindh Directorate General of Agriculture Research; Pakistan Agricultural Research Council; Oil and Gas Development Corporation; Geological Survey of Pakistan, Ministry of Food and Agriculture; Pakistan Council for Research in Water Resources, Drainage and Reclamation Institute of Pakistan; and the Rice Research Institute.

D. **The Balochistan Scholarship Program**

The third group of the Balochistan Scholarship Program, for whom a special pre-CIELS curriculum had been developed and delivered in Session XXI, achieved sufficient gains in English language proficiency to be mainstreamed into CIELS' regular Intensive English for Academic Purposes curriculum and classes at the outset of Session XXII in early July. They interacted well with their significantly older, professional GOP classmates and made satisfactory, though not outstanding, statistically measurable gains. Their outstanding improvement in communicative competency, that is, their ability to function and interact at all levels in the language far exceeded actual "point" gains. All achieved TOEFL scores acceptable for one- or two-year training programs in the United States and the teaching staff is certain that they will profit maximally from these opportunities. Their graduation in September marks the end of the Balochistan Scholarship Program with which CIELS management and faculty have greatly enjoyed their involvement since mid-1989, from the program design period through testing and selection, the classroom and many out-of-class social activities.

This third and last group of BSPIII participants were those whose initial scores on the TOEFL component of the selection battery of tests were the lowest of all those selected based on a consideration of all factors. It is for that reason that a pre- CIELS curriculum was developed to bring them up to the standard to follow CIELS regular English Language training program. Proficiency statistics (as measured only by the TOEFL) on this group of BSP III participants

are entered on the chart CIELS Students Proficiency Gains, 2. d, above.

E. Outreach to Pakistani ELT community

In addition to the ESL Specialist's direct activities (see 1, above) in this arena, other CIELS faculty cooperated with CIELS management in responding to requests from the local environment.

In response to a request from USIS for assistance with their annual teacher training seminar for 35 secondary school teachers of the Northwest Frontier Province, CIELS management organized, and staff delivered a day of classroom observations and discussion and teacher training workshops on experiential learning (presented by Imrana Shafiqi) and Total Physical Response (done by Thea Sierak).

Ms. Shafiqi also traveled to Quetta at USIS request to make presentations at a similar conference for Balochistan English Language teachers.

F. (Pilot) Graduate Record Exam Course

Achieving the minimum TOEFL score required for admission to a graduate program is only one of the two academic hurdles USAID participants face worldwide. The other is obtaining a score on the Graduate Record Exam which is acceptable to the universities to which they apply. CIELS management has long believed that assistance in succeeding on the GRE is the logical extension to preparation for the TOEFL and focus on English for Academic Purposes activities. In September 1990, USAID/HRD approved CIELS' offering a 39-hour pilot GRE Prep Course as an adjunct to its ESL activities.

The purpose of the course was to prepare USAID participants for the GRE so that they might obtain scores acceptable to universities' graduate programs. Eligibility for the course was limited to participants who were: 1) nominated for a degree training program; 2) had obtained the minimum required TOEFL score for their proposed training program (M.S., 525; Ph.D., 550); and 3) had never taken the GRE or who needed to raise their score.

The course was developed jointly by the ESL Specialist and the two instructors. Dr. Jafar, Liaison Officer, advised course developers on the academic needs of the student group vis-a-vis the GRE, notified GOP departments and participants of the course offering and handled registration. Held after-hours at CIELS, classes addressed the verbal, quantitative and analytic sections of the test. A comparison of pre- and post- course results on a practice GRE were, at first glance, disappointing: an average of 3 points gained per instructional hour. However, this result is less surprising when taking into account that this exam is 1) for native speakers of English with 16 years of a U.S. education behind them and, 2) designed so that only academically superior persons in this category succeed. Course management proposed a

second course, residential and based on the CIELS model, with 120 hours of instruction but this was not accepted by USAID, primarily for budgetary and level of effort reasons. In the 1991 Workplan, CIELS management will propose a third GRE Prep Course model as a component of CIELS Intensive English for Academic Purposes program.

G. ESL Home Office Support

A number of staff changes occurred with the CIELS staff. Lynne Elliott completed her tour as director of CIELS September 30, 1990. Hannah DeBruce, Doris Wetherbee and Thea Sierak were converted to the U.S. dollar appointment agreements. This means AED/Washington is now paying them in dollars.

Part of a new PIO/T , 391-0474-3-00027, earmarked \$392,600 for all CIELS and TOEFL testing expenses except three teachers salaries covered in core contract funding.

TOEFL and GRE applications continued to be processed and forwarded to ETS.

H. Problems, Constraints, Recommendations

1. **Problem:** Variances in use of "in-house" and Institutional TOEFLs among USAID-funded English Language Training Programs. The Development Support Unit of USAID/ Pakistan Agriculture and Rural Development Office, the Sindh and the Balochistan In-Country Training Programs of the same office and TIPAN/University of Illinois are currently using at different times their own in-house TOEFLS (taken from commercially available TOEFL practice books) and the standardized administration of the Institutional TOEFL implemented by the Testing and Evaluation Team. Further, some of these programs are not in compliance with the USAID/ Pakistan policy which states that the TOEFL may only be administered three times to each potential participant.

This has caused three significant problems. First, USAID/HRD and CIELS candidates complain that others are being given more chances to take the TOEFL than are they. For a client group which believes that success on an examination is directly proportionate to the number of times the test is attempted, this is seen as discriminatory. Secondly, firm procedures based on ETS directions for administering the Institutional TOEFL are followed by the Testing and Evaluation team and have been for the past several years. These tests are procured from ETS and the locally-scored answer sheets are forwarded to ETS for validation. The practice occasionally followed by ARD/DRU of one person giving an "in-house" TOEFL, locally scored (indeed, in one instance the examinees scored their papers themselves) with such scores not validated by ETS creates a further call of discrimination on the part of potential participants. Moreover, if these in-house scores are entered on a

participant's file, their validity cannot be attested to and this may threaten the validity of all TOEFL test scores emanating from this Mission. Third, and of less potential damage but causing considerable aggravation is that when examinees take the in-house TOEFL and later take the Institutional TOEFL, they are confused about AID's use of each, the need to take both, as it were, and the validity of the results of each.

Recommendation: All USAID TOEFL testing should be conducted by the Testing and Evaluation Team following established policy.

2. **Problem:** "Loss" of TOEFL materials enroute from ETS. For the first time in our administration of the ETS Institutional TOEFL, one test box, one key and one tape were missing from a shipment received from ETS. These items were not all in the same box. Pilferage is suspected. All test booklets and related materials of the two test forms affected were returned to ETS. Only those test forms (4) of whose security we can be certain are being used for the remainder of this test year (through June 1991). Luckily, we do have four test forms we can use; however, that this can happen creates anxiety about the safe arrival of future tests.

Recommendation: Obtain permission to have Institutional TOEFL test materials only sent to HRD via APO.

3. **Problem:** Lack of certainty about what funds remain for TOEFL testing. Due to the long lag-time between the field's ordering TOEFLs, our returning those not used, ETS's billing periods and ETS's reimbursements for tests returned, it cannot currently be definitely determined how many tests have been paid for, how much is outstanding and what funds remain in the TOEFL administration budget.

Recommendation: The ESL Specialist and the EIL Home Office Coordinator will work with EIL Home Office and AED Finance Office in finalizing TOEFL costs and remaining funds.

4. **Problem:** Lack of certainty about funding available for CIELS materials and resulting in the non-purchase of badly needed new materials. The ESL Specialist has received conflicting memoranda from AED concerning funds allocated from the purchase of texts and related materials from CIELS.

Recommendation: The ESL Specialist and the EIL Home Office Coordinator will work with AED Finance Office and will obtain copies of the funding PIO/T.

VI. Personnel and Administration

A. Core Budget and Finance

From July through December 1990, the level of activity of the core budget and finance office increased substantially. In that six month period, five wires and one check totaling \$1,260,209 were sent to the field. This 103% increase in money sent to the field over the previous six month period represents AED/Washington responsibility for funding field office management as well as CIELS operations.

The increase in activity is also reflected in imprest reporting. During the last half of 1990, AED/Islamabad forwarded and AED/Washington processed \$1,563,128.99 worth of expenses.

From July through December, six PIO/T summary reports for use by both the AED home and field staff were prepared. Six monthly MOST summary reports were also presented.

In August, the first Training Cost Analysis (TCA) was prepared. This report included statistics for the period April 1990 through June 1990. An amended version of this report which included all expenses incurred under Contract 391-0474-C-00-9154-00 was sent to C. David Esch in late September. A TCA which included the period July through September 1990 was prepared and forwarded in early November. The TCA will continue to be produced on a quarterly basis.

In November, a complete set of PIO/T and PIO/P summary statistics for Contract 391-0474-C-00-3050-00 was sent to Islamabad to be used for that contract's closeout.

Several ad hoc reports were also prepared. They include an assessment of MOST finances, an assessment of participant finances, and several pipeline analyses covering different components of the project's funding position.

The additional activity was also reflected in one staff change. In October, Carl Boesch started to work with Robert Sienkiewicz. Carl formerly worked with Daissy Moreno's participant group as a financial assistant. His contributions in core budget were made immediately as he is responsible for processing both check requests and consultant reimbursement requests in addition to maintaining CIELS and participant travel records.

B. Subcontractor Liaison

1. The Experiment In International Living

a. EIL General Home Office Support

Participant training and ESL budgets for the DSTP contract extension were prepared and submitted to AED for a projected 3-year extension. Revisions were made and resubmitted based on the one-year extension approved by USAID.

Regular on-going administrative and managerial support for PPTP staff and the ESL Specialist continue to be a major function of the Home Office Coordinator (HOC). He provides input on policy matters, is a ready resource for a wide variety of questions or needs identified by project staff, and coordinates the flow of information to and from other EIL departments in the areas of participant training and ESL.

b. Participant Training

With the departure of Larry Bartlett, Deputy Program Manager, in July and Bonnie Barhyte's announced departure from the Program Manager position for the end of the year, recruitment and hiring for these positions was coordinated by the HOC. Approximately 150 applications were screened for the Deputy position; 8 candidates were interviewed and a final selection was made in August 1990. Dr. Judy Jenkins began as the new Deputy Program Manager in September 1990. Approximately 200 applications were screened for the Manager position with follow-up telephone screening for 12 candidates. Three candidates were invited for interviews and Mark Ketcham was proposed to AED and USAID in late December 1990.

The HOC attended the weekly PPTP senior staff meetings to discuss operational and policy issues. As part of this process, the HOC reviewed current hiring mechanisms for the Program Assistant and Program Specialist positions and recommended changes including greater centralization of the interviewing and hiring responsibility with the Deputy Program Manager.

In September, the HOC along with the PPTP Program Manager, Deputy, and Peter Boynton met with the Director and staff of Partners in International Education and Training (PIET) to discuss the possible use of the Entrepreneurs International (EI) program for some of the private sector participants from Pakistan. The discussions resulted in a subcontract agreement with DSTP which will allow PPTP to use EI for approximately 20 - 40 participants over the course of the next year, provided they meet the EI requirements. It is expected that most of these participants will be in the agribusiness field.

Monthly participant training meetings conducted by the HOC involve PPTP management staff as well as other EIL participant training projects. These meetings serve as a forum to discuss current participant training issues, to share problems and solutions that may be common to a

variety of participant training programs, and to plan for staff development activities that are relevant to the field of participant training.

c. English Language Training

In addition to providing general support for Patricia Johnson, ESL Specialist in the field office, the HOC continued his facilitation of the procurement of ESL materials and TOEFL tests for use in the field. A one-day visit to the Educational Testing Service (ETS) office in Princeton, New Jersey, helped the HOC become better acquainted with new developments in TOEFL services and allowed him the opportunity to meet with the staff who support the Institutional TOEFL program.

The HOC conducted research for the ESL specialist on GRE testing including the GRE requirements of many U.S. graduate institutions and the availability of GRE preparation materials. This information was used to plan the GRE Preparation Program to be conducted in Islamabad. The HOC also procured and shipped the materials to be used for the program.

2. Winrock International

Winrock's subcontract with AED is administered by the Senior Agricultural Training Specialist/Project Coordinator (Dr. Andy Martinez) from the institution's headquarters in Arkansas. The Project Coordinator's principal administrative responsibilities include: (1) financial accountability; (2) personnel supervision and coordination; (3) institutional coordination with AED, the Experiment for International Living (EIL) and other collaborators; and (4) liaison with training institutions. Approximately 40% of the Project Coordinator's time was spent in administrative matters during the reporting period.

a. Participant Training Support

During this reporting period, the Project Coordinator (A. Martinez) and various staff members provided technical assistance and support to the participant training component of the project for the following activities.

Placement -- Assistance in placing degree and non-degree participants was provided throughout the last six months of 1990. A total of 31 participants were partially processed for placement at headquarters. These participants were from the public and the private sector.

In July, final recommendations were submitted to PPTP on 12 participants desiring training in various aspects of poultry production and diseases. Coordination and assistance was continuously provided from early 1990 through September by the Project Coordinator in the placement process of the Balochi and Azad Kashmiri groups of participants scheduled to initiate training in the fall of 1990. As part of his coordinating role, Martinez traveled to Oklahoma State University August 22-30 and to Oregon State University September 18-26 to

assist new Balochi and Kashmiri participants with the orientation process. These groups did not attend the Washington, D.C. orientation program because of late departure from Pakistan. Martinez conducted orientation, Departmental, and administrative meetings at these universities.

Monitoring -- A total of 30 participants attending Oregon and Oklahoma State Universities were partially monitored by Martinez from Winrock headquarters during this reporting period. Both universities were visited twice -- at the beginning and at the end of the fall term. At the beginning of the term, new students were oriented while old students were counseled. In general, new participants (primarily from Balochistan and Azad Kashmiri) attending Oregon State have adapted more rapidly to the university environment and are performing better academically than those enrolled during the past 1.5 years at Oklahoma State. Poor academic performance -- which has led to academic probation -- has been a problem with some of the participants that enrolled in Fall 1989 and Spring 1990 at Oklahoma. Extensive counseling by the Project Coordinator as well as frequent meetings with advisors, professors, and department heads have been key factors in keeping those participants with academic difficulties enrolled in school.

Research Program Review -- During this reporting period, two doctoral research proposals in the areas of veterinary medicine and agricultural engineering were reviewed/evaluated by Winrock staff specializing in the participant's area of study. A secondary review was conducted by the Project Coordinator before the proposals were returned to PPTP.

Tailor-Made Programs -- A tailor-made, training/observation tour of Arkansas and California's agribusiness/rice production/processing was designed for Mr. Syed Faisal Hassan in early July. The Arkansas portion was implemented during August 9 and 10. Martinez escorted Mr. Hassan during the two-day tour of eastern Arkansas. Late arrival of the participant reduced the tour period from five to two days.

b. Support Activities

Winrock Headquarters staff supports the goals and objectives of DSTP II through the execution of various activities mandated directly or indirectly by the subcontract or requested by AED and/or USAID/ARD. Some of these activities involve a continuous process throughout the life of the project, while others are discrete and require one-time effort. During the last six months the following support activities have been conducted.

Short-Term Training Database -- Work continued throughout the reporting period on maintaining and updating this database. Its contents were printed in December 1990 in the form of a directory entitled "Global Non-degree Training Opportunities in Agriculture." The over 450-page directory contains the title, description/summary, institution, dates of course, fees, address, contact person and other pertinent information on 1,056 agriculture-related short courses offered throughout the world. The directory is distributed to DSTP II collaborators and to USAID/Pakistan staff. It has become an important tool in identifying

open enrollment courses as well as institutions capable of delivering tailor-made courses. The system can be used to conduct on-line searches using key words.

Placement Aids -- Work continued at headquarters throughout 1990 on the development of participant placement aids. A series of lists of universities arranged according to field of study, academic department, area of specialty and key contact persons along with addresses and phone numbers by university, department, and area of specialty, has been completed. Use of the placement aids have reduced the staff time spent in research and identification of universities from several to a few hours for each participant.

DSTP II Agriculture Component Assessment -- At the request of AED, Winrock International staff conducted in early 1990, an informal self-assessment of the agricultural component of DSTP II. The purpose of the assessment was to identify project modifications that would result in: (1) increased overall project efficiency; (2) improved utilization of technical resources; and (3) enhanced custom services to agriculture participants. A 25-page concept paper entitled "Restructuring of the Agriculture Training Component" was delivered to AED/Washington on May 15, 1990. The paper recommended a number of structural, administrative, and content changes in the basic project. While the paper addressed the project's extension period, 1991-1993, the restructuring was scheduled to begin as early as August, 1990.

A preliminary review of the restructuring paper conducted by AED and USAID/Pakistan resulted in minor modifications in the proposed level of effort and the training enhancement seminars. The paper was resubmitted on August 15, 1990 to AED for further review by USAID and negotiation of the terms of reference and scope of work. The working document basically proposed to:

- Expand the scope of PPTP's agriculture unit to encompass responsibility for all academic agriculture participants and to undertake new activities.
- Increase the level of effort at PPTP to four program staff members and one secretary.
- Upgrade the Senior Agricultural Specialist position to Agriculture Training Coordinator.
- Transfer most of the day-to-day technical and administrative responsibilities assigned to the Project Coordinator at Winrock headquarters to the Agriculture Training Coordinator posted at PPTP.
- Produce and distribute three annual newsletters for the agricultural participants.
- Deliver two enhancement seminars each year at Winrock headquarters for a total of 70 Pakistani doctoral candidates.

- Reduce the headquarters Project Coordinator's level of effort to 3 PM per year.
- Change the position of Agriculture Training Advisor at AED/Pakistan to Agriculture Training Administrator.

Training Enhancement Seminars -- The restructuring document mentioned earlier proposed the allocation of up to 3 PM during the last six-months of 1990 to the development of the curriculum of two training enhancement seminars for Ph.D. candidates. After authorization was obtained from AED to conduct this work, Winrock assigned three staff members -- Drs. Roger Steele, Frank Byrnes, and David Mattocks -- to develop a comprehensive manual for the seminars to be conducted at Winrock headquarters for about 70 participants (30 to 35 participants each). Drafts of the manuals were completed in mid-December 1990 and are currently undergoing an internal institutional review. Following this review, the manuals will be submitted to AID/ARD/Pakistan through AED/Washington for further review and comments.

The titles, descriptions, and objectives of the two seven-day seminars are:

"Planning Projects and Developing Collaboration in Agricultural Research" is a seminar designed to assist agricultural scientists in making research decisions and working with colleagues. Most scientists seldom receive the tools necessary for effective planning and dealing with the dynamics of working jointly with other scientists. As a consequence, many agricultural research scientists do not possess needed skills with respect to establishing a research agenda, collaborating within a team, assessing research dilemmas, or thinking through ethical and equality issues.

"Leadership and Communication in Agricultural Institutions" is a seminar designed to assist agricultural scientists in comprehending the many complicated dynamics existing in the organizations for which they work. Although scientists are often highly trained in specific disciplines, they seldom receive the education necessary to provide effective direction in the institutions for which they are expected to furnish scientific leadership. Newly trained scientists often return to their respective institutions with unrealistic expectations concerning not only how the institution operates, but also how they might be most effective in working within the institution. Consequently, many scientists are often frustrated with their inability to exercise influence, communicate effectively, work in teams, and develop linkages with the private sector.

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

Activity by Arthur D. Little, Inc., during these six months was limited to two consultancies - one by Dr. Brizio Biondi-Morra to conduct the third and final Strategic Marketing Conference with PIM/Lahore's Philip S. Lall, and the other by Robert Terry to assist Imtiaz Khalid and Ajaz Rahim of AED/Islamabad in identifying new opportunities and tasks for PETI in 1991 and beyond.

Both tasks were conducted in November. Detailed reports for both were submitted orally and in writing. Both were successful in achieving their stated objectives.

No special or unusual problems occurred beyond normal uncertainties related to future funding and finding appropriate local partners or clients for new PETI efforts. The transition in managing PETI from Rahat Saghir to Imtiaz Khalid appears to be smooth.

During the next six months, January-June 1991, only two tasks appear firm at this time: Dr. Kenneth Hoadley, Dean of the Arthur D. Little Management Education Institute, will assist the Pakistan Administration Staff College in Lahore to design and conduct a three-day conference for top business and government managers on privatization, in February; Dr. Biondi-Morra will return to PIM/Lahore in Late May or June to assist Philip Lall to conduct the second "Growth Transitions Conference" for leaders of medium-size enterprises.

We expect programming to go forward for new PETI efforts in 1991-93. One possibility, suggested by USAID's Dick Goldman, is a briefing on privatization methods for Pakistan's new cabinet and legislative leaders. Others are in export development, strengthening capabilities and services of industry associations, and entrepreneurship training with the Institutes of Business Administration in Karachi and Lahore. Mr. Terry and other ADL consultants are ready to assist further in PETI programming in whatever ways possible.

We welcome the long-delayed sabbatical by AED's PETI Manager Rahat Saghir. He completed Phase I of our Master of Science in Management program very successfully. This year's class is especially varied in experience, strong and cohesive in character. Mr. Saghir's value is shown by his recent election as a class representative. He has already, during Phase I, begun to discuss with faculty how to make best use of his sabbatical to prepare to resume his leadership of PETI when he returns to Pakistan in September, 1991. We shall increase our attention to this during Phase II and especially during Phase II, which allows participants time to pursue individual needs and topics.

C. Contract Management.

A long, iterative process between USAID/Islamabad, AED and its subcontractors resulted in the extension of the project until December 18, 1991 with an additional \$1,000,000 obligated. This is significantly less than the approved budget of \$7,678,779 for the same period. The amendment extending the project was finally signed on December 17, 1990.

This amendment, No. 38, included a revision of the Winrock's technical support in agriculture. No new funding has been added to the contract for Winrock's contribution to participant and in-country ag training. Amendment 38 calls for an agricultural advisor with a doctorate to be based in Washington, D.C. with the PPTP staff. The role of the Winrock staff member assigned to Pakistan, in lieu of Hank Schumacher, was revised to focus on follow-up of returned participants. The new position, in-country agricultural training

administrator, will insure that participants in the agriculture sector are using their training on the job.

The reporting requirements for the contract were also amended.

The home office within a week fielded Jane Schuler-Repp to review the computer system that had recently arrived in the field office.

D. Contracting Actions (Inception through 12/31/90)

[See Appendix C]

E. Summary of Contract Expenditures Through December 31, 1990

| Category | Budget | Year End Revised Cumulative To December 31, 1990 |
|----------------------------|----------------------|--|
| Labor | 3,064,261.00 | 1,312,141.05 |
| Fringe Benefits | 522,957.00 | 303,715.67 |
| Consultants | 1,062,695.00 | 487,117.33 |
| Travel | 1,596,320.00 | 426,590.29 |
| Other Direct Costs | 2,441,983.00 | 857,456.50 |
| Overhead | 2,138,347.00 | 944,589.44 |
| Subcontractors | 7,991,037.00 | 5,148,658.51 |
| G & A | 188,860.00 | 120,784.69 |
| Overseas Allowances | 281,231.00 | 126,355.49 |
| Equipment | 345,800.00 | 99,297.11 |
| Total Core Expenses | 19,633,491.00 | 9,826,706.08 |
| Participant Expenses | 66,771,853.00 | 31,538,462.77 |
| Fixed Fees | 174,888.00 | 57,787.74 |
| Rupee Expense | 0.00 | 125,442.33 |

F. Field Office Administration

1. Detailed Account of Support Services

Detail of various support services provided during the six months are as follows:

- Dollar Imprest fund, 853 checks involving a total amount of Rs. 15,854,664.56 (US\$728,412.55) were issued for various activities.
- 540 participants were issued travellers checks involving a total amount of US\$1,338,872.90. Twenty five claims of returning participants were also processed.
- 329 cases for travel advances were processed. 123 travel expense claims were settled

and final amount paid.

- 329 travel requests for travel within Pakistan were received and all were processed.
- 1,387 final pages were produced by word processing.
- 422,180 photocopies were produced during the period.
- 2,243 packages were sent to various destinations in Pakistan through courier service whereas 38 were sent by international courier, and 169 telegrams were sent to participants.
- 2,455 letters were sent through the postal service.

2. Detailed Account of Expenditures on the CIELS Program

- Rs.1,144,215 paid for per diem and travelling expenses to 107 participants.
- Rs.1,048,625 paid for hotel bills for 94 participants.
- Rs.1,848,062 paid for salaries to teachers, TOEFL staff, and the local staff.
- Rs.212,319 paid for TOEFL staff travel expenses.
- Rs.152,019 paid for newspapers, magazines, office stationery, etc.

3. Problems, Constraints, Recommendations

- a. **Problem:** As indicated in the last six monthly report (for the period January 1990 through June 1990) three of our present photocopiers need to be replaced because they are too worn out to be repaired properly to provide an adequate number of copies.

Recommendation: The following new photocopiers should be purchased to cope with the increased demand of photocopying averaging at more than 70,000 copies per month: (1) a photocopier with a speed of 20-25 copies per minute for CIELS and (2) two photocopiers with speeds of 25 and 50 copies per minute for the Participant Training Unit.

- b. **Problem:** The volume of work for the Finance Section has tremendously increased and it is in no way manageable by the present staff of two people. The increase in workload can be measured with the increase in payments from \$112,192.00 in December 1989 to \$460,088.00 in December, 1990. This may, however, begin to decline.

Recommendation: One more support staff of grade 6 to be provided as soon as possible until volume decreases later this year.

G. DSTP Personnel

| Field Office: U.S. Staff (AED) | | | |
|--------------------------------|-------------------------------------|--------------------|---------|
| Name | Position | Effective Dates | Remarks |
| John Tabor | Chief of Party | 7/1/90 to 12/31/90 | |
| Kirkhart, Larry | Dir. of Mgt. Trg. | 7/1/90 to 12/31/90 | |
| Paz Castillo, Janet | Dir. of Partic Trg. | 7/1/90 to 12/31/90 | |
| Elliott, Lynne | CIELS Coordinator | 7/1/90 to 9/90 | |
| Rogers, Tom | Pak. Trg. Counselor | 7/1/90 to 12/31/90 | |
| Brown, Cindy | Dep. Manager Partic. Trg. | 7/1/90 to 12/31/90 | |
| Hiponia, Meyen | Cultural Awareness Trg. Coordinator | 7/1/90 to 12/31/90 | |

| Field Office: Pakistani Staff (AED) | | | |
|-------------------------------------|-----------------------|---------------------|-------------------|
| Name | Position | Effective Dates | Remarks |
| Administration: | | | |
| Kazim Ali Khan | Deputy Chief-of-Party | 7/1/90 to 12/31/90 | |
| Arshad Mahmood | Administr. Officer | 7/1/90 to 12/31/90 | |
| Kanwar M. Nasir | Systems Mgr. | 7/1/90 to 12/31/90 | |
| Tanveer Alam | Finance Officer | 7/1/90 to 12/31/90 | |
| M. Sarfraz Mirza | Exec. Secretary | 7/1/90 to 12/31/90 | |
| Irene Bowers | Senior Secretary | 7/1/90 to 12/31/90 | |
| Mehdi Hassan Zaidi | Admin. Clerk | 7/1/90 to 12/31/90 | |
| Abbas Raza | Account Assit. | 7/1/90 to 12/31/90 | |
| Mohammad Abdullah | Driver Clerk | 7/1/90 to 12/31/90 | |
| Syed Ansar Haider | Clerk Driver | 7/1/90 to 12/31/90 | |
| Tahir Mahmood | Telephone operator | 7/1/90 to 12/31/90 | |
| Rehan Shaukat Bhatti | Receptionist | 7/1/90 to 12/31/90 | |
| Management Training: | | | |
| Intiaz Khalid | Manager, PETI | 9/27/90 to 12/31/90 | Appointed 9/27/90 |
| Rahat Saghir | Manager, PETI | 7/1/90 to 12/31/90 | Resigned 8/8/90 |
| Ajaz Rahim | Dy Mgmt Trg Spec. | 7/1/90 to 12/31/90 | |
| Mohammad Talha | Manager, DMTI | 7/1/90 to 12/31/90 | |
| Shahab Qureshi | Dy Mgmt Trg Spec. | 8/13/90 to 12/31/90 | Appointed 8/13/90 |

| | | | |
|--|--------------------|---------------------|-------------------|
| Urusa Fahim | Mgmt Trg Spec. | 7/1/90 to 12/31/90 | |
| Tariq Qureshi | Mgmt Trg Spec. | 7/1/90 to 12/31/90 | |
| Tariq Bhatti | Mgmt Trg Associate | 7/1/90 to 12/31/90 | |
| Naeem Qaisar | Secretary | 7/1/90 to 12/31/90 | |
| Participant Training: | | | |
| Mahmud Ahmad | Sr. Case Officer | 7/1/90 to 12/31/90 | |
| Ashfaq Hussain | Case Officer | 7/1/90 to 12/31/90 | |
| Musarrat Haidery | Case Officer | 7/1/90 to 12/31/90 | Appointed 7/15/90 |
| Shahana Javed | Case Officer | 7/1/90 to 12/31/90 | |
| S. Abdul Hamid | Case Officer | 7/1/90 to 12/31/90 | |
| Syed Najam Saeed | Case Officer | 8/5/90 to 12/31/90 | Appointed 8/5/90 |
| Saleem A. Razaque | Case Officer | 8/19/90 to 12/31/90 | Appointed 8/19/90 |
| Mohammad Ashraf | Sr Sup Admin Asst | 7/1/90 to 12/31/90 | |
| Amjad Hafeez Malik | Secretary | 7/1/90 to 12/31/90 | Resigned 8/12/90 |
| Iftikhar Hussain Shah | Secretary | 7/1/90 to 12/31/90 | |
| Zebun Nissa Ch | Secretary | 8/21/90 to 12/31/90 | |
| Syed H.M. Naqvi | Clerk Typist | 7/1/90 to 12/31/90 | |
| Ibrar Ahmed Mir | Clerk/Stenographer | 7/1/90 to 12/31/90 | |
| Barbara N. Rathor | Admin. Asst. | 7/1/90 to 12/31/90 | |
| Muneeb Ullah Khan | Clerk Typist | 7/1/90 to 12/31/90 | |
| Zia Asad Khan | Clerk Typist | 7/1/90 to 12/31/90 | |
| Agriculture: | | | |
| Dr. S.M. Anjum | Sr. Prog. Spec. | 7/1/90 to 12/31/90 | |
| Zahid Hussain | Secretary | 7/1/90 to 12/31/90 | |
| Asif Barlas | Agri Trg Spec | 7/1/90 to 12/31/90 | |
| Center for Intensive English Language Study (CIELS): | | | |
| Dr. S.M. Jafar | Partic. Trg. Spec. | 7/1/90 to 12/31/90 | |
| Javed Iqbal | Admin. Coordinator | 7/1/90 to 12/31/90 | |
| Angelina Joseph | Clerk msg/bearer | 7/1/90 to 12/31/90 | |
| Asif Javed | Secretary | 7/1/90 to 12/31/90 | |
| Mohammad Rafaz | Driver | 7/1/90 to 12/31/90 | |

| Field Offices: | | | |
|-----------------------|--------------------|----------------------|-------------------|
| Mushtaq Ahmad | Reg. Rep. Lahore | 7/1/90 to 12/31/90 | |
| Shaheen Afza | Secretary | 7/1/90 to 12/31/90 | |
| Zara Ahmad Hyder | Reg. Rep. Karachi | 7/1/90 to 12/31/90 | |
| Tazeem Hussain | Secretary | 7/1/90 to 12/31/90 | |
| Riffat Gillani | Reg. Rep. Quetta | 10/1/90 to 12/31/90 | Appointed 10/1/90 |
| Temporary: | | | |
| Muneeb Ullah Khan | Clerk Typist | 7/1/90 to 12/31/90 | |
| Mohammad Iftikhar Ch. | Clerk Typist | 7/1/90 to 11/21/90 | |
| Zia Asad Khan | Clerk Typist | 7/1/90 to 12/31/90 | |
| Nazar Mohammad | Secretary | 9/23/90 to 12/31/90 | |
| Imtiaz Ahmed | Driver/Clerk | 11/21/90 to 12/31/90 | |
| Naseem Akhtar | Asst. Programmer | 11/12/90 to 12/31/90 | |
| Ayesha Mirza | Intern/Coordinator | 7/1/90 to 9/30/90 | |
| Aisha Bashir | Intern/Coordinator | 7/1/90 to 8/15/90 | |
| Farah Hussain | Intern | 7/1/90 to 8/30/90 | |
| Ghalia Bisma Bhatti | Intern/Coordinator | 7/1/90 to 8/23/90 | |
| Sarwar Aftab | Intern | 7/1/90 to 8/31/90 | |
| Abbas Bukhari | Coordinator | 7/1/90 to 8/30/90 | |
| Nadeem Shafi | Intern/Coordinator | 9/25/90 to 12/31/90 | |
| Humara Hayat | Temporary Support | 11/18/90 to 12/31/90 | |
| Saba Khan | Intern/Coordinator | 11/25/90 to 12/31/90 | |

| Home Office: AED Staff | | | |
|------------------------|---------------------------------|--------------------|-----------|
| Name | Position | Effective Dates | Remarks |
| Boynton, Peter | Project Director | 7/1/90 to 12/31/90 | |
| Malcolm Cooper, M. | Dep. Project Coordinator | 7/1/90 to 12/31/90 | |
| Hatfield, Randy | Program Associate | 7/1/90 to 12/31/90 | |
| Moreno, Daissy | Manager for Participant Finance | 7/1/90 to 12/31/90 | |
| Prosser, Randy | Systems Manager | 7/1/90 to 12/31/90 | |
| Sheldon, Martha | Admin. Assistant | 7/1/90 to 12/31/90 | |
| Sienkiewicz, Robert | Manager of Contract Budget | 7/1/90 to 12/31/90 | |
| Boesch, Carl | Finance Assistant | 7/1/90 to 12/31/90 | Part-time |

| | | | |
|--------------------|-------------------|---------------------|----------|
| Falcon, Carmen | Finance Assistant | 7/1/90 to 12/31/90 | |
| Tumaku, Christiana | Finance Assistant | 7/1/90 to 12/31/90 | |
| Dunn, Don | Finance Assistant | 7/1/90 to 9/30/90 | Resigned |
| Fasolo, Tom | Finance Assistant | 7/1/90 to 8/30/90 | Resigned |
| Aviles, Jose | Finance Assistant | 8/31/90 to 12/31/90 | New Hire |
| Rojas, Mirtha | Finance Assistant | 6/21/90 to 12/31/90 | |
| Simon, Junius | Finance Assistant | 9/10/90 12/31/90 | New Hire |
| Viere, Normand | Finance Assistant | 7/30/90 to 12/31/90 | New Hire |

| Field Office: U.S. Staff (EIL) | | | |
|--------------------------------|--------------------------------|--------------------|---------|
| Name | Position | Effective Dates | Remarks |
| Johnson, Patricia | Dir. English Language Services | 7/1/90 to 12/31/90 | |

| Home Office: EIL Staff | | | |
|------------------------|--------------------------|--------------------|----------|
| Name | Position | Effective Dates | Remarks |
| Sheiffer, Kevin | Program Coordinator | 7/1/90 to 12/31/90 | |
| Barhyte, Bonnie | Participant Trg. Manager | 7/1/90 to 12/31/90 | |
| Bartlett, Lawrence | Deputy Program Manager | 7/1/90 to 7/21/90 | Resigned |
| Jenkins, Judith | Deputy Program Manager | 9/4/90 to 12/31/90 | New Hire |
| Treleven, Laurie | Sr. Program Specialist | 7/1/90 to 12/31/90 | |
| Ketchum, Mark | Sr. Program Specialist | 7/1/90 to 12/31/90 | |
| Craun-Selka, Dan | Sr. Program Specialist | 7/1/90 to 12/31/90 | |
| Bolcik, Bridget | Program Specialist | 7/1/90 to 12/31/90 | |
| Amina, Dirie | Program Specialist | 7/1/90 to 9/4/90 | Resigned |
| Peterson, Kirk | Program Specialist | 7/1/90 to 12/31/90 | |
| Kurtz, Laurie | Program Specialist | 7/1/90 to 8/3/90 | Resigned |
| Coffey, Janet | Program Specialist | 7/1/90 to 9/19/90 | Resigned |
| George, Rikki | Program Specialist | 7/1/90 to 12/31/90 | |
| Chubin, Linden | Program Specialist | 7/1/90 to 12/31/90 | |
| Bowman, Gretchen | Program Specialist | 7/1/90 to 12/31/90 | |
| Messner, Linda | Program Specialist | 7/1/90 to 12/31/90 | |
| Loftus, Paul | Program Specialist | 7/1/90 to 12/31/90 | |
| Smith, Alison | Program Specialist | 7/1/90 to 12/1/90 | Resigned |
| Singer, Alex | Program Specialist | 7/1/90 to 8/21/90 | Resigned |
| Grammer, Deborah | Program Specialist | 7/1/90 to 12/31/90 | |

| | | | |
|--------------------|------------------------|----------------------|---------------------------------|
| Speilbauer, Ann | Program Specialist | 7/23/90 to 12/31/90 | New Hire |
| Neile, Whitney | Program Specialist | 7/1/90 to 12/31/90 | |
| Tillmon, Chonita | Program Specialist | 9/24/90 to 12/31/90 | New Hire |
| Dorman, Ilse | Program Specialist | 10/1/90 to 12/31/90 | New Hire |
| Miller, Karen | Program Specialist | 9/18/90 to 12/31/90 | Promoted from Program Assistant |
| Laumann, Lisa | Program Specialist | 12/1/90 to 12/31/90 | New Hire |
| Wilbon, Lisa | Prg. Asst. for Admin. | 7/1/90 to 10/30/90 | Out on Sick Leave |
| Rothblum, Corrine | Program Assistant | 7/1/90 to 8/3/90 | Resigned |
| Seider, David | Program Assistant | 7/1/90 to 12/31/90 | |
| Gridley, Margaret | Program Assistant | 7/1/90 to 12/31/90 | |
| Targan, Dollene | Program Assistant | 7/1/90 to 12/31/90 | |
| Livingston, Gale | Program Assistant | 7/1/90 to 9/28/90 | Resigned |
| Dale, Laura | Program Assistant | 7/1/90 to 9/25/90 | Resigned |
| Hughes, Justine | Program Assistant | 7/1/90 to 8/24/90 | Resigned |
| Kass, Amy | Program Assistant | 7/1/90 to 7/13/90 | Resigned |
| Hurwitch, Sara | Program Assistant | 7/1/90 to 12/31/90 | |
| Gilbert, Sara | Program Assistant | 7/16/90 to 11/2/90 | New Hire, Resigned |
| France, David | Program Assistant | 9/5/90 to 12/31/90 | New Hire |
| Lace, Julie | Program Assistant | 9/4/90 to 12/31/90 | New Hire |
| Wildman, Katherine | Program Assistant | 9/10/90 to 9/28/90 | New Hire, Resigned |
| Clark, Catherine | Program Assistant | 9/26/90 to 12/31/90 | New Hire |
| Rivelis, Beth | Program Assistant | 9/24/90 to 12/31/90 | New Hire |
| Elliot, Lynne | Program Assistant | 11/14/90 to 12/31/90 | New Hire |
| Itskovich, Yana | Program Assistant | 10/1/90 to 10/4/90 | Temporary |
| Rosenburg, Ruth | Program Assistant | 10/15/90 to 12/31/90 | New Hire |
| Smith, Maria | Program Assistant | 10/15/90 to 12/31/90 | New Hire |
| Coleman, Sharon | Secretary/Receptionist | 7/1/90 to 8/10/90 | Resigned |
| Stevenson, Estelle | Secretary | 7/1/90 to 9/30/90 | Resigned |
| January, Felicia | Secretary/Receptionist | 8/6/90 to 9/30/90 | New Hire, Resigned |
| January, Orlando | Secretary/Receptionist | 8/13/90 to 12/31/90 | New Hire |
| Gaskins, Pamela | Secretary/Receptionist | 10/1/90 to 12/31/90 | New Hire |
| Wimbush, Melanie | Secretary/Receptionist | 9/26/90 to 9/30/90 | Temporary |

| Field Office: U.S. Staff (Winrock International) | | | |
|--|----------------------|--------------------|----------|
| Name | Position | Effective Dates | Remarks |
| Schumacher, Hank | Ag. Training Advisor | 7/1/90 to 12/18/90 | Resigned |

| Home Office: Winrock Staff | | | |
|----------------------------|------------------------|--------------------|---------|
| Name | Position | Effective Dates | Remarks |
| Martinez, A. | W.I. Project Manager | 7/1/90 to 12/31/90 | |
| Hankins, J. | Project Secretary | 7/1/90 to 12/31/90 | |
| Dale, Joe | Sr. Ag. Program Spec. | 7/1/90 to 12/31/90 | |
| Nowakowski, Stan | Ag. Program Specialist | 7/1/90 to 12/31/90 | |
| Capouya, Laure | Placement Specialist | 7/1/90 to 12/31/90 | |

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Appendix A

**Short-Term Technical Assistance
DSTP II**

DSTP II TECHNICAL ASSISTANCE
CONTRACT #391-0474-C-00-9154-00

| TASK ORDER # | DATE APPROVED | DESCRIPTION OF TASK | CONSULTANT | AFFIL |
|--------------|---------------|--|--------------------|-------|
| 1 | 02-23-89 | TOTP/Assess. & Dev. of Trng Competencies Wrkp | Nancy Swing | AED |
| 2 | 02-26-89 | Wrkshp on Approaches to Language Teaching | Kathleen Graves | EIL |
| 3 | 02-22-89 | 3rd IPSM Wrkshp for Grade 17 Officers/PAD | Elizabeth Kirkhart | AED |
| 4 | 02-22-89 | Trng Objs/Design for 2 Wrkps on Inst Strength | Larry Kirkhart | AED |
| 5 | A 02-26-89 | 3rd Phase Wrkshp on Comp. Based Trng & MIS | Fouad M. Nader | ADL |
| 5 | B 02-26-89 | 3rd Phase Wrkshp on Comp. Based Trng & MIS | Luis Jimenez | ADL |
| -- | 05-05-89 | Dev of Trnrs Manual for PAD (See T.O. #92) | Henry Sims | AED |
| 6 | 02-26-89 | Strategic Hum'n Resource Dev. Workshop | Lewis Rambo | ADL |
| 7 | 03-07-89 | Strategies for Inst. of Family Bus. Prog | John Ward | AED |
| 8 | A 04-12-89 | TOTP/Dev of Wom Trnrs for Wom in Management | Hortense Dicker | AED |
| 8 | B 04-12-89 | TOTP/Dev of Wom Trnrs for Wom in Management | Nancy Swing | AED |
| 9 | 04-12-89 | 3rd Wrkshp--Instruc'l Systems Design AATI-/PAD | Harold Bergsma | AED |
| 10 | A 04-27-89 | Module A: Dairy Science | Thomas Winn | LOL |
| 10 | B 04-27-89 | Module A: Dairy Science | Lisa Powell | LOL |
| 10 | C 04-27-89 | Module A: Dairy Science | Art Hansen | LOL |
| 11 | 05-15-89 | Budget for ADL Assist/2nd Strat Plng Module | Robert Terry | ADL |
| 12 | 04-17-89 | Phase II: Effectiveness of Supervisory Off. | Elizabeth Kirkhart | AED |
| 13 | 05-16-89 | Assessment of Require's for Integrated MIS | Kurt Moses | AED |
| 14 | A 05-25-89 | Phase I of Master Trnr Dev Prog. | Ian Mayo-Smith | AED |
| 14 | B 05-25-89 | Phase I of Master Trnr Dev Prog. | Heather Sutherland | AED |
| 15 | 04-27-89 | Pak Case Study Dev Wrkshp NIPA/Lahore | Gary McLean | AED |
| 16 | A 06-07-89 | Module B: Dairy Product Marketing | Thomas Winn | LOL |
| 16 | B 05-31-89 | Module B: Dairy Product Marketing | Peter Lytle | LOL |
| 17 | 04-11-89 | On the Job Assist to PAD Officers | Nina Powell | AED |
| 18 | 05-05-89 | Mgt. Serv. Div/Review Prog for Senior Exec's | Henry Sims | AED |
| 19 | 06-06-89 | Strategic Planning for Business Enterprises | Sabahat Rafiq | AED |
| 20 | 06-07-89 | CIELS Instructor | Dottie Steward | AED |
| 21 | 06-07-89 | CIELS Instructor | Judy Sharkey | AED |
| 22 | A 06-09-89 | Family Business Seminar | Junaid Ahmad | AED |
| 22 | B 06-09-89 | Family Business Seminar | Rahat Saghir | AED |
| 23 | 06-13-89 | Adv Course/NIPA with Foreign Trav Content | Richard Fehnel | AED |
| 24 | 07-20-89 | Consultancy Development/PIM | Robert Wilson | ADL |

DSTP II TECHNICAL ASSISTANCE
CONTRACT #391-0474-C-00-9154-00

| TASK ORDER # | | DATE APPROVED | DESCRIPTION OF TASK | CONSULTANT | AFFIL |
|--------------|---|---------------|--|--------------------|-------|
| 25 | | 07-21-89 | Network for Enterprising Women | Alessandra Stewart | AED |
| 26 | | 07-21-89 | Project Management for NGO's | Yvonne Hubbard | AED |
| 27 | | 07-22-89 | Strategic Financial Management/PIM | John Edmonds | ADL |
| 28 | | 07-22-89 | FTOT and TNA Workshop | Heather Sutherland | AED |
| 29 | | 07-22-89 | Research Skills; NIPA/Karachi | Herb Davis | AED |
| 30 | A | 08-20-89 | On Farm Drainage Training | Willardson | UT St |
| 30 | B | 08-20-89 | On Farm Drainage Training | Skogerboe | UT St |
| 31 | | 10-09-89 | FTOT and Effective Training Evaluation | Ian Mayo-Smith | AED |
| 32 | | 10-13-89 | Strategic Marketing Program/PIM | Ed Felton | ADL |
| 33 | A | 10-16-89 | Irrigation I Course | Rick Allen | UT St |
| 33 | B | 10-16-89 | Irrigation I Course | Kern Stutler | UT St |
| 34 | | 10-17-89 | Project Paper for DSTP II | Robert LaPorte | AED |
| 35 | | 10-25-89 | KMC Assessment | Gerald Brown | AED |
| 36 | | 10-25-89 | Needs Assess. & Trg. Design of Mgrs for GOP | Robert Terry | ADL |
| 37 | | 10-26-89 | Introduction to Entrepreneurship for Women | Hina Shah | AED |
| 38 | A | 12-05-89 | Master Entrepreneurship Training | David Schrier | MSI |
| 38 | B | 12-05-89 | Master Entrepreneurship Training | Alan Hurwitz | MSI |
| 39 | | 10-29-89 | Diagnosing Organizational Performance Wkshp. | Orion White | AED |
| 40 | | 11-01-89 | Women In Development Training | Cynthia McSwain | AED |
| 41 | | 11-89 | Consultancy Skills in OD--AATI/Lahore | Elizabeth Kirkhart | AED |
| 42 | | 12-13-89 | New ESL Coordinator | Patricia Johnson | EIL |
| 43 | | 11-28-89 | Advanced Course Curriculum Revision NIPA | Pauline Arneberg | AED |
| 44 | | 09-27-89 | Executive Development Workshop PASC/Lahore | Hank Sims | AED |
| 45 | | 12-11-89 | Intensive ESL Teacher Trg. Short Courses | Grace Burkhart | AED |
| 46 | | 12-13-89 | Case Development Workshop--NIPA/Lahore | Gary McLean | AED |
| 47 | A | 11-30-89 | Plant Maintenance Training | Thomas Winn | LOL |
| 47 | B | 12-10-89 | Plant Maintenance Training | Zaheer Babar | LOL |
| 48 | A | 01-21-90 | Dairy Production and Extension Course | Thomas Winn | LOL |
| 48 | B | 01-21-90 | Dairy Production and Extension Course | Leroy Koppendrayer | LOL |
| 49 | A | 02-28-90 | Computer Applications for Irrigation | Carlos Martinez | UT St |
| 49 | B | 02-28-90 | Computer Applications for Irrigation | Edwin Olsen | UT St |
| 50 | | 01-22-90 | Managing Growth Transitions/PIM | Kenneth Hoadley | ADL |
| 51 | | 02-11-90 | Diagnosing Org. Performance Consultancy | Orion White | AED |

DSTP II TECHNICAL ASSISTANCE
CONTRACT #391-0474-C-00-9154-00

| TASK ORDER # | DATE APPROVED | DESCRIPTION OF TASK | CONSULTANT | AFFIL |
|--------------|---------------|---|--------------------|-------|
| 52 | 02-20-90 | Women In Development Consultancy | Cynthia McSwain | AED |
| 53 | 05-09-90 | Diagnosing Organizational Performance | Orion White | AED |
| 54 | 05-09-90 | Management Overview for Career Women | Cynthia McSwain | AED |
| 55 | A 05-21-90 | Entrepreneurship Development Program--WID | Hina Shah | AED |
| 55 | B 05-21-90 | Entrepreneurship Development Program--WID | Shahnaz Rahat | AED |
| 56 | 04-29-90 | Advanced Course NIPA/Peshawar and Lahore | Pauline Arneberg | AED |
| 57 | 05-02-90 | Social Aspects of Irrigation | John Wells | CSU |
| 58 | 05-06-90 | Strategic Management of Human Resources | Lewis Rambo | ADL |
| 59 | 03-11-90 | Executive Development Workshop/PASC | Hank Sims | AED |
| 60 | 06-06-90 | Entrepreneurship Workshop | Bonnie Daniels | MSI |
| 61 | A 06-11-90 | Advanced Training of Trainers | Gary McLean | AED |
| 61 | B 06-11-90 | Advanced Training of Trainers | Barbara Arney | AED |
| 62 | A 04-10-90 | Project Implementation & Mgt. Skills Wkshp. | Morris Solomon | AED |
| 62 | B 04-10-90 | Project Implementation & Mgt. Skills Wkshp. | Jack Star | AED |
| 63 | 08-19-90 | Assessment Ctrs. for Potential Women Trnrs. | Debbie Cutchin | AED |
| 64 | A 08-23-90 | Irrigation TOT | Violet Malone | UI |
| 64 | B 08-23-90 | Irrigation TOT | William Reditt | UI |
| 65 | 09-10-90 | AATI/Consultancy Skills Workshop | Elizabeth Kirkhart | AED |
| 66 | 08-31-90 | NIST/Managerial Skills Workshop | Elizabeth Kirkhart | AED |
| 67 | A 09-03-90 | Foundation Training of Trainers | Howard Lamb | AED |
| 67 | B 09-03-90 | Foundation Training of Trainers | Sue Lamb | AED |
| 68 | 10-18-90 | Advanced Course Revision/NIPA-Peshawar | Pauline Arneberg | AED |
| 69 | A 09-25-90 | Irrigation Systems Management | David McWhorter | CSU |
| 69 | B 09-25-90 | Irrigation Systems Management | Jerry Schaack | CSU |
| 69 | C 09-25-90 | Irrigation Systems Management | Ranchand Oad | CSU |
| 70 | | Planning with MTU on PETI | Robert C. Terry | ADL |
| 71 | 10-11-90 | Strategic Marketing Program/PIM Lahore | Brizio B.-Morra | ADL |
| 72 | 10-20-90 | KMC: Urban Planning and Metro. Management | Gerry Brown | AED |
| 73 | 09-03-90 | EPS & Program Design & Instructional Tech. | Barbara Arney | AED |
| 74 | A 11-07-90 | Entrepreneurial Development Workshop/WID | Carol Adoum | AED |
| 74 | B Local | Entrepreneurial Development Workshop/WID | Pamela Rodrigues | AED |
| 75 | 11-29-90 | Information Systems Consultancy | Jane Schuler-Repp | AED |
| 76 | A 12-04-90 | Project Management Skills Workshop | Morris Solomon | AED |

DSTP II TECHNICAL ASSISTANCE

CONTRACT #391-0474-C-00-9154-00

| TASK ORDER # | DATE APPROVED | DESCRIPTION OF TASK | CONSULTANT | AFFIL |
|--------------|---------------|---|------------|-------|
| 75 | B | 12-04-90 Project Management Skills Workshop | Jack Star | AED |

Appendix B

**Participant Training Statistical Summary
By Project and Status**

July through December 1990

| Project Number | Name & | A. In-Training Status as of <u>December 31, 1990</u> | | | B. Pending/Admitted/Deferred/On-Hold as of <u>December 31, 1990</u> | | | C. Completed/Cancelled/Terminated/Self-Term/ Transfer to Embassy during six-months <u>December 31, 1990</u> | | | D. All Active Cases Between <u>July 1, 1990</u> and <u>December 31, 1990</u> (Total of A + B + C) | | |
|----------------|--|---|-------|--------|---|-------|-------|---|--------|--------|--|------|-------|
| | | Acad | Tech | TOTAL | Acad | Tech | TOTAL | Acad | Tech | TOTAL | Acad | Tech | TOTAL |
| | Development Support Training Program 0474 US/3rd Country | 265/1 | 29/43 | 294/44 | 57/0 | 244/1 | 301/1 | 50/0 | 121/70 | 171/70 | 373 | 508 | 881 |
| | Irrigations Systems Mgmt 0467 | 38 | 2 | 40 | 3 | 13 | 16 | 0 | 28 | 28 | 41 | 43 | 84 |
| | Population Welfare Planning 0469 | 3 | 1 | 4 | 0 | 12 | 12 | 0 | 17 | 17 | 3 | 30 | 33 |
| | Tribal Areas Development 0471 | 0 | 0 | 0 | 0 | 1 | 1 | 0 | 0 | 0 | 0 | 1 | 1 |
| | Malaria Control II 0472 | 0 | 1 | 1 | 0 | 9 | 9 | 4 | 0 | 4 | 4 | 10 | 14 |
| | Rural Electrification 0473 | 2 | 0 | 2 | 0 | 3 | 3 | 2 | 0 | 2 | 4 | 3 | 7 |

| Project Number | Name & | A. In-Training Status as of <u>December 31, 1990</u> | | | B. Pending/Admitted/Deferred/On-Hold as of <u>December 31, 1990</u> | | | C. Completed/Cancelled/Terminated/Self-Term/ Transfer to Embassy during six-months <u>December 31, 1990</u> | | | D. All Active Cases Between <u>July 1, 1990</u> and <u>December 31, 1990</u> (Total of A + B + C) | | |
|----------------|--|---|------|-------|---|------|-------|---|------|-------|--|------|-------|
| | | Acad | Tech | TOTAL | Acad | Tech | TOTAL | Acad | Tech | TOTAL | Acad | Tech | TOTAL |
| | Primary Health Care 0475 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 9 | 9 | 0 | 9 | 9 |
| | Energy Planning & Development 0478 | 14 | 5 | 19 | 0 | 18 | 18 | 1 | 36 | 37 | 15 | 59 | 74 |
| | Baluchistan Area Development 0479 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 2 | 2 | 0 | 2 | 2 |
| | Road Resources Management 0480 | 1 | 0 | 1 | 1 | 0 | 1 | 0 | 19 | 19 | 2 | 19 | 21 |
| | Forestry Planning & Development 0481 | 7 | 0 | 7 | 2 | 5 | 7 | 0 | 17 | 17 | 9 | 22 | 31 |
| | Mgmt Agric Research & Tech 0489 | 53 | 1 | 54 | 5 | 5 | 10 | 0 | 8 | 8 | 58 | 14 | 72 |

| Project Number | Name & | A. In-Training Status as of <u>December 31, 1990</u> | | | B. Pending/Admitted/Deferred/On-Hold as of <u>December 31, 1990</u> | | | C. Completed/Cancelled/Terminated/Self-Term/ Transfer to Embassy during six-months <u>December 31, 1990</u> | | | D. All Active Cases Between <u>July 1, 1990</u> and <u>December 31, 1990</u> (Total of A + B + C) | | |
|----------------|--|---|------|-------|---|------|-------|---|------|-------|--|------|-------|
| | | Acad | Tech | TOTAL | Acad | Tech | TOTAL | Acad | Tech | TOTAL | Acad | Tech | TOTAL |
| | Food Security Management 0491 | 14 | 3 | 17 | 0 | 1 | 1 | 5 | 9 | 14 | 19 | 13 | 32 |
| | Agric Support Services Project 0492 | 97 | 15 | 112 | 31 | 78 | 109 | 1 | 47 | 48 | 129 | 140 | 269 |
| | Child Survival Programs 0496 | 0 | 0 | 0 | 1 | 6 | 7 | 0 | 14 | 14 | 1 | 20 | 21 |
| | Ministry of Science & Technology | 159 | | 159 | 14 | | 14 | 12 | | 12 | 185 | | 185 |
| | Ministry of Education | 48 | | 48 | 19 | | 19 | 5 | | 5 | 72 | | 72 |
| | TOTALS | 702 | 100 | 802 | 133 | 396 | 529 | 80 | 397 | 477 | 915 | 893 | 1808 |

Appendix C

**Contracting Actions
Inception through December 31, 1990**

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 to USAID/Pakistan) .

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.

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 (IELS) 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).
- PIO/T #391-0474-3-90002/A1 increased by \$4,500,000 incremental funding for long-term technical assistance.
- PIO/T #391-0492-3-90011 added \$415,000 in funds for in-country training courses under the Agriculture Sector Support Program (ASSP).

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 # 391-0474-3-90002A2 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 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.

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

AMENDMENT 28, July 19, 1990, increased incremental funding for participant training by \$18,000.00 as follows:

- PIO/T #391-0479-3-70476 earmarked \$18,000.00 to include six short-term participants for project and planning monitoring unit under the Baluchistan 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 \$4,555,000.00 as follows:

- PIO/T #391-0474-3-00027 earmarked \$4,555,000.00 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 \$165,795.00 as follows:

- PIO/T #391-0480-3-70444 earmarked \$67,000.00 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 \$4,295.00 under the Road Resources Management Project.
- PIO/T #391-0480-3-70444 earmarked \$94,500.00 under the Road Resources Management Project.

AMENDMENT 32, October 28, 1990, increased incremental funding for participant training by \$100,000.00 as follows:

- PIO/T #391-0497-3-00033 earmarked \$63,600.00 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 \$400.00 was left unallocated.

AMENDMENT 33, November 28, 1990, increased incremental funding for participant training by \$116,400.00 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

for long- and short-term participants under the Agriculture Support Services Project.

Project.

AMENDMENT 34, November 14, 1990, increased incremental funding for participant training by \$1,050,506.00 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 \$1,200,000.00 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 \$400,000.00 as follows:

- PIO/T #391-0496-3-80174/A1 increased funding by \$400,000.00 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 \$3,157,000.00 as follows:

- PIO/T #391-0474-3-00027/A1 increased funding by \$2,857,000.00 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 \$7,678,779.00 and increased the funding for the core contract as follows:

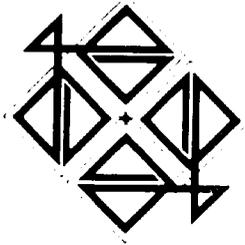
- PIO/T #391-0474-3-00081 earmarked \$1,000,000.00 for non-participant expenditures.

AMENDMENT 39, December 31, 1990, increased incremental funding for participant training by \$1,741,000.00 as follows:

- PIO/T #391-0492-3-90008/A1 increased funding by \$1,741,000.00

Appendix D

**Summary of HBCU Activity:
1990 Placements**



Pakistan Participant Training Program

1255 23rd Street, N.W., #400 □ Washington, D.C. 20037 □ (202) 467-8700

SUMMARY OF HBCU ACTIVITY: 1990 PLACEMENTS

The following summarizes efforts by Pakistan Participant Training Program staff to meet the objective of placing 10% of participants at HBCU's. It outlines activity in relation to those participants placed to begin programs in 1990, the constraints faced in meeting the HBCU objective, and strategies for increasing the number of HBCU placements in 1991. Future monthly reports and Six-Month Reports submitted by EIL to AED will include statistical information on HBCU placement activity.

PPTP EFFORTS TO ACHIEVE 10% PLACEMENT GOAL:

The result of strategies implemented since 1986 is that PPTP staff routinely considers applying to, or arranging programs with, HBCU's. While a large majority of participants nominated for training could not be placed at HBCU's for the reasons described below, admissions were secured for 71% of the participants who could be. Of the participants where HBCU applications were evaluated as possible, 30% of these enrolled at HBCU's.

Through placement research and queries by staff to HBCU's, staff have developed rapport with a number of institutions which have resulted in repeated use. Through the experience with this program and other USAID contractors, these institutions have developed a familiarity and responsiveness meeting contractor needs in placement, enrollment and subsequent program monitoring. We have been successful in identifying at some of the HBCU's particular program strengths and have used these when placing students with very specific training objectives. An example of this is PPTP's use of University of Maryland, Eastern Shore for participants whose objectives relate to poultry science. Another example of this is the use of universities associated with the Mississippi Consortium for International Development for technical training.

Apart from routine queries about specific nominations received by PPTP, activities to increase the number of HBCU institutions familiar with our program and the possibility of placements included the following:

Attendance at the annual NAFEO Conference: Bonnie Barhyte and Kevin Schieffer both attended the 1990 NAFEO Conference which allowed them to meet representatives from HBCU's in relation to the possibility of placing participants at their institution. The result of this was increased familiarity on the part of both this project and the HBCU's.

During 1990, PPTP staff incorporated visits to presently used and prospective HBCU's within their campus visits. Department Heads, Admissions Office staff and International Student Office staff were visited and programs for possible future placements were identified.

CONSTRAINTS IN MEETING THE HBCU GOAL:

The largest constraint in PPTP's meeting the goal of 10% of all placements being at HBCU's is the fact that the number of nominations received where HBCU placement is possible is much less than the number of total nominations received. For 1990, a total of 820 participants were placed to begin programs. Arranging programs at HBCU's was not possible for the majority of these for the following reasons:

1. Lack of Programs Appropriate for meeting the Participant's Training Objectives: A large number of nominations received by PPTP are for fields of study, specializations within fields or for degree objectives which are not offered by HBCU's. 195 of the participants placed for 1990 could not be placed at HBCU's because institutions did not offer the field of study or specialization requested or the degree level specified in the nomination. About 30% of the academic nominations received and placed for 1990 programs were for Ph.D. programs; the number of these offered by HBCU's is very limited. Also, 166 of the participants for whom programs were arranged in 1990 are in fields of agriculture; a large number of these have highly specialized objectives which cannot be met by programs offered by HBCU's.
2. A large number of enrollments by Pakistan participants are the result of Self-Placements: In these cases, PPTP staff is requested to follow-up on applications which have been submitted by the participant directly from Pakistan. If an admission results and is evaluated to be appropriate, it is usually approved by USAID/Pakistan and the participant arrives to attend that institution. In these cases, little is done by PPTP staff in the selection of institutions. These requests for action on self-placement are usually received very close to enrollment dates making research into other programs impossible. The number of self-placements processed for participants placed to begin in 1990 was large, accounting for 76 of the participants placed.
3. USAID/Pakistan often specifies the program for which a participant has been nominated: This factor is especially important in relation to technical participant nominations. For technical participants who were placed in 1990 to begin training, USAID directed placement at specific sites or for specific programs for at least 253 of the participants nominated.

A large number of these technical placements have been made in response to nominations requesting program content and duration that are met by widely publicized open-enrollment courses offered by training institutions throughout the U.S. While the specific institution offering the course may not be specified, a course title illustrative of a number of similar open-enrollment courses is. These placements are often requested with little lead-time before a participant is expected to come to the U.S. and the nominations do not allow time for the development of special programs to meet the training needs. In these cases, staff researches those pre-scheduled programs which meet the training objectives. HBCU's have not developed the kinds of "off-the-shelf" courses which can be used in these cases.

4. Third Country Nominations: Also affecting the number of participants who could be placed at HBCU's is the large number of nominations for training in a country other than the U.S. Of those who were placed for training in 1990, 198 were placed for third country training.
5. IIE Placements: PPTP administers programs for a number of participants whose placement was made through IIE. Of participants with programs arranged to begin in 1990, 46 of the placements were IIE placements.

Additional to the constraints which reduce the number of possible HBCU placements is the fact that over half of the participants who are admitted to programs did not attend HBCU's. The reasons for this are several. Among the admissions received, several had conditions for admission which could not be met prior to the requested term of enrollment. These included the need for test scores and admissions which required additional coursework. These kinds of conditions are common to admissions generally, and are based on the individual institution's admission standards and the participant's credentials. There were also cases where admission to an HBCU was secured, but admission to another program which was better able to meet the participant's training objectives was also secured. Approval was granted for attendance at the institution which was considered to offer the better program. Another factor is the overall program cost. Cost is a consideration in the selection of the training program and the lower cost institution will be chosen unless other factors (quality, broader course offerings, etc.) outweigh cost as a deciding factor.

STRATEGIES FOR INCREASING HBCU PLACEMENTS IN THE FUTURE:

In March, 1991, PPTP staff met with the newly designated NAFEO/USAID liaison, Ms. Brenda Thomas, to discuss PPTP's efforts at placing at HBCU's. The successes staff has had, as well as some of the difficulties, were discussed. One of the roles Ms. Thomas will play in the future will be to assist our office in arranging programs with HBCU's. Judy Jenkins, PPTP Deputy Program Manager, will be working closely with her in discussing any problems we might have in arranging programs at specific institutions or those constraints we have generally. As a part of her role in working with Ms. Thomas, Dr. Jenkins will be reviewing HBCU activity monthly to ensure that we have attempted placement at HBCU's in all cases where it is possible. Of special concern will be those cases where we have secured admission, but where approval has been for the participant to enroll at an institution other than the HBCU.

During the discussion with Ms. Thomas, suggestions were also made for some things HBCU's could do to increase their visibility and ability to provide training which meets the needs of the this and other projects. Some of these suggestions included:

- Staff Visits: Visits by institutional staff who travel to Washington is one important way of establishing a rapport which leads to a greater understanding of both the sponsoring organization and an institution's training capabilities. PPTP welcomes and routinely schedules meetings for university staff who visit Washington. There have been no visits to the PPTP offices by HBCU staff in the past. It was recommended that HBCU staff who come to Washington for business, such as during the NAFEO Conference, arrange for meetings with USAID contractor staff. In May, 1991, a visit to PPTP by a representative from the Mississippi Consortium for International Development has already been scheduled.

- Development of Professional Development Courses to meet the needs of participants nominated for open-enrollment courses. Ms. Thomas agreed that this would increase the possibilities for using HBCU's by participant contractors.

- Identification of Specialized Training Capabilities: We have been able to use a number of HBCU's because they provide highly specialized training. Identification of those very specialized capabilities at HBCU's will help those researching institutions for placement and will also result in a confidence by participants of the program into which they are being placed.

Where it is possible and appropriate programs are offered, PPTP staff will continue to research and submit applications to HBCU's. This will include the submission of one application in each case. Staff will continue in its effort to increase the number of HBCU institutions which have a familiarity and working rapport with PPTP. One example of this effort was the participation of PPTP staff at a recent NAFSA/NAFEO Conference at Lincoln University. At that conference, in March 1991, Kirk Peterson, Academic Program Specialist, spoke about sponsoring organizations and how HBCU's can work with them to increase sponsored student enrollments. As a result of his participation in the workshop, several staff involved with international students at HBCU's have contacted PPTP with interest in arranging programs for participants. During 1991, staff will also continue to incorporate visits to HBCU's within their annual campus visits.

STATISTICAL SUMMARY OF HBCU PLACEMENT ACTIVITY
1990 Participant Placements

The following summarizes placement activity for those participants who were placed to begin training during 1990.

TOTAL PARTICIPANTS PLACED IN PROGRAMS STARTING IN 1990: 820

Total where HBCU placements were not possible because:

| | |
|---|-----|
| - Participant Self-Placed: | 76 |
| - Field of Study or Degree Objective not offered: | 195 |
| - PIO/P or USAID Specified Program: | 253 |
| - Third Country Nomination: | 198 |
| - IIE Placement: | 46 |

Total where HBCU not possible: 768

Total where HBCU submissions possible: 52

Total where Applications submitted: 47

Total where Admissions secured: 37

Total where Participants enrolled: 16

In addition to this, seventeen participants who began programs prior to 1990 were in attendance at HBCU's during 1990.