

PD-ABU-441

U-307

AIRGRAM

DEPARTMENT OF STATE

PAKISTAN

PK
630.711
P1526

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CLASSIFICATION

12-660-146-NSU
Report U-307

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TO - AID/W TOAID A- 732

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FROM - Karachi

SUBJECT - Evaluation of Contractor's Performance (U.307)
Washington State University Contract AIDc-2144

REFERENCE - M. O. 1244.1

391-12-660-0097

Delay in forwarding the subject report is regretted.

I. Evaluation of Contractor's Performance (U. 307)

- A. Washington State University
- B. AIDc-2144
- C. Pakistan (West Pakistan)
- D. Inter-College Exchange 391-2A-66-AU
- E. July 1, 1963 to January 1, 1964
- F. West Pakistan Agricultural University, Lyallpur
- G.
 - 1. Dr. S. P. Swenson, Chief of Party
 - 2. Dr. Alfred O. Shaw, Chief of Party and Animal Scientist
 - 3. Dr. R. L. Boyd, Business Manager
 - 4. Dr. E. Schneider, Animal Nutrition
 - 5. Dr. J. B. Edlefsen, Rural Sociology
 - 6. Mr. Otis Miller, Campus Services and Maintenance Advisor
 - 7. Dr. Carl A. Larson, Irrigation Agronomy
 - 8. Dean Ernest C. Stone, Veterinary Scientist
 - 9. Mr. Kenneth L. Gross, Agricultural Extension Advisor
 - 10. Dr. Bruce L. Brooks, Agricultural Economist
 - 11. Mr. Walter Friberg, Agricultural Engineer
 - 12. Mr. Carl O. Loreen, Agricultural Education Advisor

A.I.D. Reference Center Eugene W. Whitman, Food and Agriculture Officer,
Room 1656 NS US AID/Lahore

OTHER AGENCY

State
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PAGE 1 OF 13 PAGES

DRAFTED BY E. Whitman (in draft)/ra	OFFICE Agriculture	PHONE NO.	DATE 9/28/64	APPROVED BY: C. M. Elkinton Food and Agriculture Officer
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AID AND OTHER CLEARANCES

JERobinson: AD/DP
HLCarr: AD/M

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Washington State Univ. ~~PD-ABU-441~~ WITHDRAWN

PK
630.711 USAID/Pakistan.
P152b West Pakistan Agricultural University
Project. Evaluation of Contractor's
(Washington State Univ.) Performance.
For holdings see shelf.
Proj. 391-12-660-009.
AIDc-2144.

- 1. Agricultural education - PK. 2. Evaluation -
- Agricultural education - PK. 3. Project evaluation
- Agricultural education - PK. 4. Agricultural col-
- leges - PK. I. Contract. II. Title. III. Washing-
- ton State Univ.

II. Evaluation of Contractor's Performance

A. Understanding of Objectives

The University Scheme after review and approval by the Provincial Development Working Party and Central Planning Commission was further approved by the Economic Committee of the Central Government Cabinet of Ministers as a major project of the Second Five-Year Plan. This approval on September 27, 1961, followed shortly after the notification establishing the University was issued by the Government of West Pakistan on September 1, 1961. The University Ordinance was promulgated on September 28, 1961. The University actually got under way in February, 1962, when staff and facilities of the old Agricultural College were transferred.

Both the University Scheme and the University Ordinance provided for a broad-gauged Agricultural University to include all disciplines related to agriculture in its broadest sense. Provision was made for five faculties: Agriculture; Animal Husbandry; Veterinary Science; Agricultural Engineering and Technology; and Agricultural Economics and Rural Sociology; for a Division of Basic Sciences and Arts and for an Institute of Teacher Training and Extension. Teaching research and extension (teaching off-campus) -- all were included as functions and responsibilities of the University.

Several of the members of the Washington State University staff were present and assisted during the deliberation and early development of the University and were thoroughly cognizant of the objectives.

The choice of an American Land-Grant College institution as the Contractor and the choice of a Pakistani Vice-Chancellor, graduate of a U.S. Land-Grant institution are evidence of directing the institution toward this type of system.

There have been nine administrative visits by Washington State University personnel including the President, the Campus Coordinators, and members of the Board of Regents. The present and the immediately-retired Campus Coordinators were both Chiefs of Party, the present one during the formation of the University.

The majority of the Washington State University staff are both graduates and faculty members of similar institutions in the United States.

The Contractor clearly understands the major objectives as set forth above.

B. Short-Term Goals

The Contractor has established short-term goals.

A major contribution to an understanding of the short-term goals and the time of the contract has been worked out jointly by the Washington State University personnel and representatives of US AID/Lahore. This projects the advisory staff and the training program through 1970*. It should be noted that as trained staff return to fill the responsible positions, the Advisory Staff is reduced.

Short-term goals have also been established to employ competent local personnel for which training will not be necessary. Another short-term goal is reorienting, where possible, to better serve the needs of the Indus Basin program.

It was planned during this report period to relieve all U.S. personnel of administrative responsibilities.

Continuation and increase of extension activities at village levels, where possible, in cooperation with Government of West Pakistan agency personnel (Extension, Animal Husbandry, Cooperative etc.) is an additional short-term goal.

The continuation of basic in-depth socio-economic studies in six villages within and adjacent to SCARP I is also included.

It is recommended that teacher training and short course activities with special consideration to SCARP personnel be expanded. This would include work for special groups; Peace Corps, estate managers, and private individuals interested in various projects. Goals included completion of the Master Plan for Campus and farm and obtaining of additional funds for foreign exchange needs from International Development Bank or other sources.

C. Progress Toward Achievement of Goals

During the period the Master Plan was completed and accepted for use in developing Campus, buildings, and the farm.

The position of Agricultural Engineer (Irrigation) was added to the Washington State University Staffing Pattern to emphasize problems of the Indus Basin. Recruitment is held up pending extension of the contract.

* See Appendix A Future years subject to fund availability.

Students were enrolled in a Curriculum for Doctor of Veterinary Medicine degree for the first time in Pakistan.

First students were enrolled in classes for Bachelor of Science in Agricultural Engineering.

First classes for M.Sc. degree in Vocational Agriculture were started.

Faculties of Agricultural Engineering and Technology; and Agricultural Economics and Rural Sociology were established.

Pakistani personnel were employed as Deans of the Faculties of Agriculture and Veterinary Medicine. Only one senior position in the University is now held by a U.S. technician.

Staff persons including one each in Veterinary Medicine Agricultural Economics, Botany, and Agricultural Extension were employed directly.

Audit No. 878 ICAC 2144, dated December 27, 1963, for Project No. 391-N-66-AA (Former 009), was made on Washington State University Contract by the Office of the AD/Controller US AID/P for the period of January 1, 1962 - December 31, 1962.

Considerable progress was made during the period in altering and remodeling present buildings and making additional space formerly in offices into classrooms and laboratories. Some difficulties in choosing and approving candidates for training were apparently amicably settled, so that the twelve participants help up can now join 17 new participants to start training. An I.D.A. (IBRD) loan for foreign exchange for materials and equipment was under final consideration at the end of the report period.

Progress in development of Extension Field Activities has not been as rapid as seems desirable. There has been no designation of a pilot rural area for this purpose. The Pakistani staff with the help of the Washington State University advisors have established extension projects in specialized fields in several villages, particularly in Animal Husbandry. These are carried out through the Union Councils or the Basic Democracies.

D. Difficulties Hindering Achievement of Objectives

1. Reluctance on the part of the old-line agencies (most notably the Department of Agriculture) within the Government of West Pakistan to support University development through transfer of staff, materials and equipment and housing needed.

2. Establishment by the Agriculture Department (within a short distance of University campus and farm) of a competing rather than joint or cooperating research organization.

3. Administrative bodies within the University itself, while for the most part made up of dedicated persons, cannot seem to arrive at timely decisions. This brings about delay in appointments, approval of pay scales, and in the delegation of authority and responsibility. These delays in some cases have made it impossible to have a qualified staff and some University functions have been inefficient.

4. It appears that there has ~~been~~ not been sufficient decisive support at high levels of Government to insure and continue reasonable development of the University.

5. It is doubtful if AID has been able to give enough time and attention to this project to work with the responsible Government persons for a greater contribution to accomplishing the objectives of the program.

E. Contractor's Staff

Leadership is competent but adding leadership duties to a technician's responsibilities has some disadvantages.

The contractor's staff is technically competent throughout.

Staff is probably minimum in size for the developments needed but considering imminent return of trainees and direct employment of qualified personnel indicates that proposed staffing patterns by years are of proper size.

F. Contractor's Relationship

The Contractor in general maintains good relationships with the Government of Pakistan, West Pakistan Agriculture University and AID officials. No particular difficulty has been experienced with local workers. These are handled by Pakistani personnel wherever possible.

Contractor's staff has been most cooperative with US AID personnel during this report period. A few minor difficulties in procedures have been cleared up. Isolation makes contacts with other contractors rather infrequent.

Backstopping from the parent institution in the U.S. is adequate.

G. Training Program

Staffing pattern and training program projections are set up to have nationals of Pakistan take over as the contractor withdraws.

During this period the selection and orientation of participants has been excellent. The mortality rate for participants in this program is below average for graduate students in the institutions involved.

Training under the contract for personnel of the West Pakistan Agricultural University is in line with the objectives and is projected jointly with the technical assistance positions on the Washington State University staff pattern. Participants who now are sent for training for specific positions on the University staff are placed in these positions when they return.

H. Commodity Procurement

Commodity procurement through AID has been at a minimum in the report period. Direct observation indicates that during this period space has been made available and equipment installed in an effective manner. Provision for commodity purchases under the contract were reduced to a bare minimum, and future purchases will depend upon foreign exchange and loan funds from other sources (IERD or local purchases).

I. Government of West Pakistan

GOWP Planning and Development and Finance Departments have been willing to provide adequate budgets. Old-line agencies, especially Agriculture, have evidenced more interest in cooperation.

J. Contractor's Reports

The contractor has submitted required reports. All requests for information for USOM (US AID) have been complied with. Similar reports have been supplied to the cooperating country. The contractor has agreed to make individual technician reporting more objective.

K. Cooperating Country

The cooperating country has provided agreed-upon financial support. Opportunity to develop in the extension field has been delayed and blocked, as well as full opportunity to develop research to its needed extent.

L. No additional comments.

WSU/AID WPAU PROJECT
ESTIMATED REQUIREMENTS, ADVISORS
(MAN-MONTHS BY CALENDAR YEARS)

APPENDIX A

Position	1964	1965	1966	1967	1968	1969	1970
Chief of Party - (Animal Science)	12	12	12	12	12		
Business Manager	12	12	12	12	12		
Campus Services	6	-	-	-	-		
Agricultural Engineer (General)	12	12	12	12	12		
Agricultural Engineer(Irrigation)	4	12	12	12	12		
Agricultural Education	12	12	12	12	12		
Agricultural Extension	12	12	12	12	12		
Irrigation Agronomy	12	12	12	12	8		
Veterinary Science	12	12	12	12	12		
Dairy and Food Technology	4	12	12	12	8		
Reproduction and Physiology	-	12	12	-	-		
Soil Science	6	12	6	-	-		
Agricultural Economics	12	12	12	-	-		
Rural Sociology	8	-	-	-	-		
Animal Nutrition	8	-	-	-	-		
Total Man-Months	132	156	138	108	100	72	36

Six positions to be determined
 Three positions to be determined

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WSU/AID WPAU PROJECT
ESTIMATED REQUIREMENTS, TRAINEES
(MAN-MONTHS BY CALENDAR YEARS)

APPENDIX A

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In Position Jan. 1964 (Degree)	Field	No. of Trainees	1964	1965	1966	1967	1968	1969	1970
			D	M					
-	11	Agronomy	2	11	12	12	1	-	-
				4	12	12	8	-	-
2	9	Entomology	2	7	-	-	-	-	-
				12	7	-	-	-	-
-	-	Forestry, Range Mgt., Wild Life	3	11	12	8	-	-	-
				4	12	12	8	-	-
-	9	Horticulture	4	12	9	-	-	8	-
				6	-	-	-	-	-
				6	12	12	6	-	-
				-	-	4	12	12	8
2	10	Plant Breeding, Genetics	2	6	-	-	-	-	-
				4	12	12	8	-	-
1	7	Plant Pathology	2	4	12	12	8	-	-
				-	4	12	12	8	-
-	6	Soil Science	2	4	12	12	8	-	-
				-	4	12	12	8	-
-	-	Agricultural Engineering	8	8	-	-	-	-	-
				8	-	-	-	-	-
				12	12	8	-	-	-
				11	12	12	2	-	-
				11	12	2	-	-	-
				4	12	8	-	-	-
				-	4	12	8	-	-
				-	-	4	12	8	-

D = Ph.D. M = M.S.

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9	In Position Jan. 1964		Field	No. of Trainees	1964	1965	1966	1967	1968	1969	1970	
	D	M										
UNCLASSIFIED	1	1	Food Technology	2	11	12	8	-	-	-	-	
	-	-		-	-	-	4	12	12	8	-	
	-	-	Dairy Technology	2	11	12	12	2	-	-	-	
	-	-		-	-	-	4	12	12	8	-	
	-	1	Animal Breeding, Genetics	4	12	12	8	-	-	-	-	
	-	-		-	12	12	8	-	-	-	-	
	-	-		-	4	12	12	8	-	-	-	
	-	-		-	-	4	12	12	8	-	-	
	1	-	Animal Nutrition	2	6	-	-	-	-	-	-	-
	-	-		-	-	4	12	12	8	-	-	
	-	2	Livestock Management	3	4	12	12	8	-	-	-	
	-	-		-	-	4	12	12	8	-	-	
	-	-		-	-	-	4	12	12	8	-	
	-	1	Poultry Husbandry	3	-	-	-	-	-	-	-	
-	-		-	-	4	12	12	8	-	-		
-	-		-	-	-	4	12	12	8	-		
-	1	Anatomy	2	4	12	12	8	-	-	-		
-	-		-	-	-	4	12	12	8	-		
-	-	Medicine, Surgery	3	12	12	6	-	-	-	-		
-	-		-	11	12	12	2	-	-	-		
-	-		-	-	4	12	12	8	-	-		
-	-	Pathology, Microbiology	3	12	12	2	-	-	-	-		
-	-		-	11	12	12	2	-	-	-		
-	-		-	4	12	8	12	-	-	-		

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APPENDIX A (Contd.)

10	In Position		No. of Trainees	1964	1965	1966	1967	1968	1969	1970
	Jan. 1964									
	D	M								
UNCLASSIFIED	1	- Parasitology	1	-	4	12	12	8	-	-
	-	1 Physiology/ Pharmacology	2	11	12	12	2	-	-	-
				-	4	12	12	8	-	-
	1	4 Agricultural Economics	5	12	8	-	-	-	-	-
				12	8	-	-	-	-	-
				12	8	-	-	-	-	-
				4	12	12	8	-	-	-
				-	4	12	12	8	-	-
	1	2 Rural Sociology	3	8	-	-	-	-	-	-
				12	8	-	-	-	-	-
				-	4	12	12	8	-	-
	1	6 Botany	2	4	-	-	-	-	-	-
				12	9	-	-	-	-	-
	1	2 Zoology	1	4	12	12	8	-	-	-
-	4 Chemistry	2	4	12	12	8	-	-	-	
			-	4	12	12	8	-	-	
4	1 Physics	1	-	4	12	12	8	-	-	
-	3 Math/Statistics	2	-	4	12	12	8	-	-	
			-	-	4	12	12	8	-	
-	1 Teacher Training	4	6	12	12	5	-	-	-	
			4	12	12	8	-	-	-	
			-	4	12	12	8	-	-	
			-	4	12	12	8	-	-	

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APPENDIX A (Contd.)

In Position Jan. 1964		Field	No. of Trainees	1964	1965	1966	1967	1968	1969	1970
<u>D</u>	<u>M</u>									
-	2	Extension	3	11	12	2	-	-	-	-
				4	12	8	-	-	-	-
				-	4	12	12	8	-	-
-	-	Library	1	6	-	-	-	-	-	-
-	5	Social Sciences, Humanities	-	-	-	-	-	-	-	-
Total Manpower				385	517	576	438	236	56	-

D == Ph. D.

M == M.S.

NOTE: Other requirements may be met by recruitment rather than training programs. New Staff already employed for joining in 1964 are one, each, in Veterinary Medicine, Agricultural Economics, Botany, and Agricultural Extension.

APPENDIX A (Contd.)

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FIELD	1964	1965	1966	1967	1968	1969	1970
Agronomy	15	24	24	9	-	-	-
Entomology	19	7	-	-	-	-	-
Forestry, Range Management	15	28	32	20	8	-	-
Horticulture	24	27	16	18	12	8	-
Plant Breeding, Genetics	10	12	12	8	-	-	-
Plant Pathology	4	16	24	20	8	8	-
Soil Science	4	16	24	20	8	-	-
Agricultural Engineering	54	52	46	22	8	-	-
Food Technology	11	12	12	12	12	8	-
Dairy Technology	11	12	16	14	12	8	-
Animal Breeding, Genetics	28	40	40	20	8	8	-
Animal Nutrition	6	4	12	12	8	-	-
Livestock Management	4	16	28	32	20	8	-
Poultry Husbandry	-	4	16	24	20	8	-
Anatomy	4	12	16	20	12	8	-
Medicine, Surgery	23	28	30	14	8	-	-
Pathology, Microbiology	27	36	22	2	-	8	-

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APPENDIX B-Contd.

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FIELD	1964	1965	1966	1967	1968	1969	1970
Parasitology	4	4	12	12	8	-	-
Physiology, Pharmacology	11	16	24	14	8	-	-
Agricultural Economics	40	40	24	20	8	-	-
Rural Sociology	20	12	12	12	8	-	-
Botany	18	9	-	-	-	-	-
Zoology	4	12	12	8	-	-	-
Chemistry	4	16	24	20	8	-	-
Physics	-	4	12	12	8	-	-
Math/Statistics	-	4	16	24	20	8	-
Teacher Training	10	32	48	37	16	-	-
Extension	15	28	22	12	8	-	-
Library	6	-	-	-	-	-	-
Social Sciences, Humanities	-	-	-	-	-	-	-
TOTAL MAN-MONTHS	395	517	576	438	236	56	-

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