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**TRAINING OF TRAINING COORDINATORS:
PRINCIPLES AND TECHNIQUES OF
CONTINUING ADULT EDUCATION
(SESSION III)**

Report of a training course in the United States

by

Larry Littlefield

James White

Oklahoma State University

July and August, 1991

PARC • USAID • MART • WINROCK

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"As a child I was taught to believe in the supreme worth of the individual. I was taught that every right implies a responsibility; every opportunity an obligation, and every possession a duty."

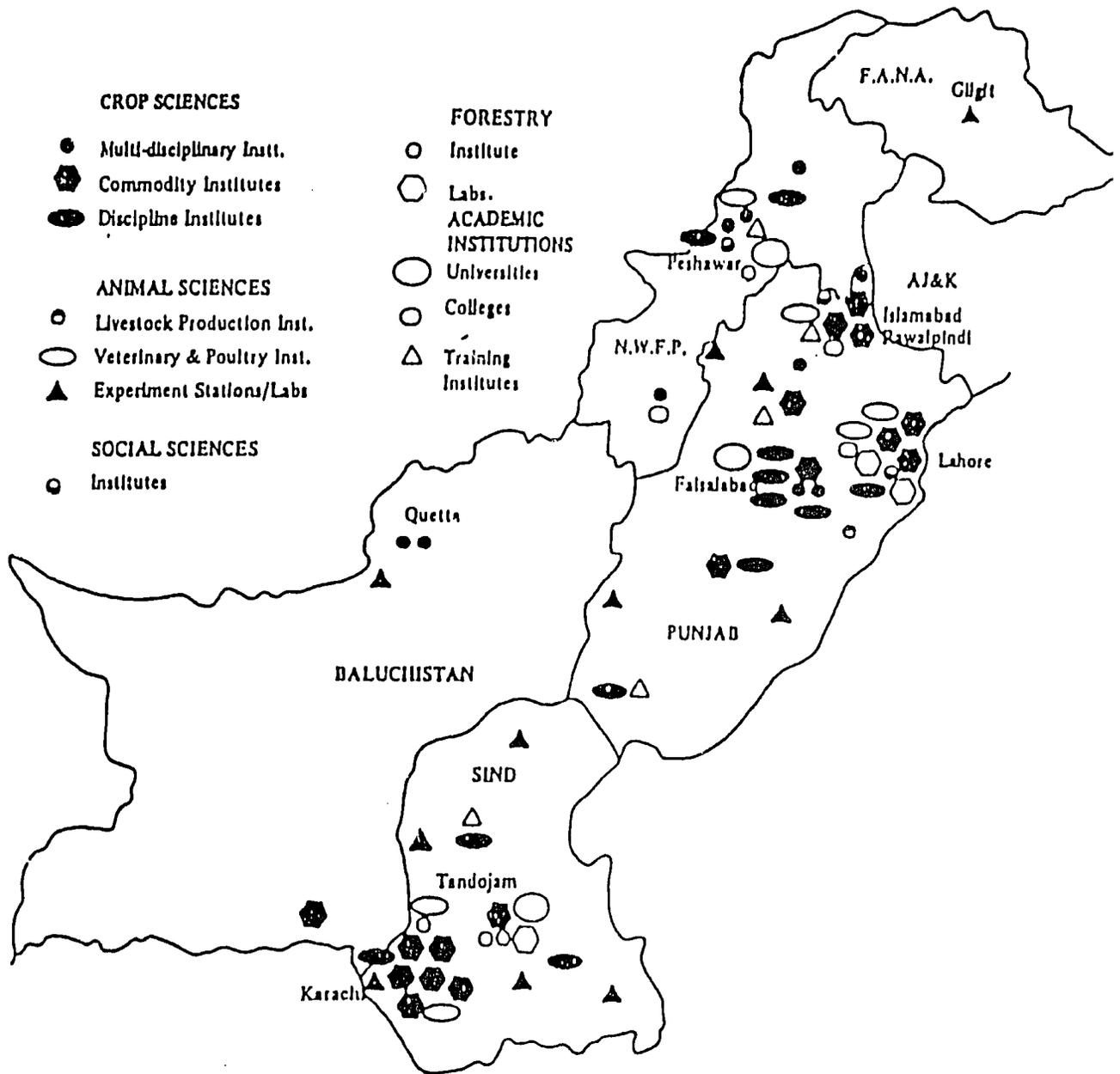
Winthrop Rockefeller

THE MART PROJECT

The MART (Management of Agricultural Research and Technology) Project is funded by the United States Agency for International Development (USAID). Its purpose is to assist the Pakistani agricultural research system to strengthen its research management capabilities, and to improve communications, training, farming systems research, arid zone research, and research in the rural social sciences. Winrock International, through a contract with USAID, has responsibilities to assist with the first four of these tasks. Two international agricultural research centers, the International Maize and Wheat Improvement Center (CIMMYT) and the International Center for Agricultural Research in Dry Areas (ICARDA), are responsible for the other two tasks.

The mission of Winrock International Institute for Agricultural Development is to help reduce poverty and hunger in the world through sustainable agricultural and rural development. Winrock International assists people of developing areas - in Asia, Africa and the Middle East, Latin America and the Caribbean, and the United States - to strengthen their agricultural institutions, develop their human resources, design sustainable agricultural systems and strategies, and improve policies for agricultural and rural development. As an autonomous, nonprofit organization, Winrock International provides services independently as well as in partnership with other public and private organizations. The institute is recognized as a private voluntary organization.

AGRICULTURAL RESEARCH SYSTEM OF PAKISTAN



FROM FACTS ABOUT PARC, 1986

BEST AVAILABLE DOCUMENT

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FOREWORD

This report is about Session III of the MART/PAKISTAN Training Course in the United States from June 30 to August 10, 1991. Session III was the capstone of an already successful venture initiated in Pakistan, after an intensive needs assessment study was conducted, during March, 1990 and January, 1991. The objective of the project was to "train the trainers" for the purpose of coordinating/conducting and providing leadership for the design and development of short-term training programs at the respective participating Agriculture Research Institutes (ARI's) and Agricultural Universities. The purpose of this session was to provide the participants a unique experiential encounter with on-going continuing adult education programs in cooperative extension, area vocational technical schools, state correctional centers, the U.S. military and federal agencies. The experiences of the participants resulting from their involvement in U.S. programs will provide an experiential base from which they can draw in conducting quality in-service and staff development education programs.

Both the participants and the trainers would do well to review the highlights of Session III as well as the major aspects of Sessions I and II to determine the value and necessity of the content covered. A post-analysis of the content covered would reveal strengths and weaknesses that should prove helpful in the further development of in-service training and staff development programs in Pakistan. The problem many times with continuing adult education and short-term training programs is that many people do not take it seriously enough. Frequently, training coordinators (TC's) are well qualified with both the knowledge base and leadership skills to coordinate/conduct outstanding training efforts, but for some reason have difficulty "doing the real thing". Many times the difference in success and failure of a program is the amount of encouragement and support one receives from his/her supervisors as well as the freedom to do the job for which one is trained. Short-term educational/training programs provide the unique opportunity for not only updating, but also learning new skills and techniques. Opportunities for hands-on experience, closely supervised instruction as well as self-paced instructional efforts, may prove most beneficial. As a result of their training, in conducting needs assessments, development of a short-term training model, principles of adult education, technical writing, grant and proposal writing, leadership development and development of their own "Five-Year Training Plan", the participants should be able to accomplish the goals and objectives of the MART Training Project... "Training The Trainers".

Hopefully, the ultimate beneficiaries of this training program and the participant's experiences will be the farmers as well as a higher standard of living for all the citizens of Pakistan.

ACKNOWLEDGEMENTS

This publication is more than a report, it reflects the efforts, experiences, talents, wisdom, and friendship of many individuals and organizations. Many deserve our appreciation and gratitude.

Specifically, we want to extend our thanks to Dr. & Mrs. Bill Wright for their encouragement, support, and gracious hospitality while helping us to adjust and making Pakistan "a home away from home". To the MART staff, Cordell Hatch, and Takumi Izuno, thanks for sharing your ideas, encouragement, and helping us with video equipment and teaching aids. To the Directors General and University Administrators, thanks for your patience and acceptance as well as your willingness to listen and sharing of your expertise. A special thank you to Dr. Amir Muhammed, former Director General of PARC, for his encouragement and support of the MART Training Project. Also to our Pakistani chauffeurs, our gratitude for getting us to all of the meetings on time and safely.

To our respective faculty members and colleagues in the College of Agriculture Sciences and Natural Resources who took up the slack in our departments so we could participate in such a valuable and worthwhile experience.

To Dr. Charles Browning, Dean of the Division of Agricultural Sciences and Natural Resources, Dr. Art Klatt and Conrad Evans, we extend our appreciation and gratitude for providing the opportunity to participate in this very unique and educational experience. Thanks gentlemen for your support and encouragement.

To Dr. Joe Alexander, Dean of the College of Veterinary Medicine, and his staff, thanks for your great hospitality and fantastic tour. It was a great educational experience for our group.

Our gratitude also goes to Jim Horne, Teresa Maurer, Heidi Carter, and all of the Kerr Center Staff for a fantastic Sustainable Agriculture Workshop and tour as well as allowing us to be a part of the Kerr Center Family and join your Fourth of July celebration.

To Dr. Bob Havener, Glenna Howell, Rhonda Burch, and all the Winrock staff who conducted an outstanding Grant and Proposal Writing Workshop, a special thank you for a fantastic week, your patience and gracious hospitality. To all of the very special people in Iowa, Arkansas, and Oklahoma who adjusted your schedules to support efforts to make this program a resounding success. Thanks to all of you in The College of Agricultural Sciences and Natural Resources, Cooperative Extension, College of Veterinary Medicine, Oklahoma Vocational-Technical Education, OSU Department of Statistics, Mabel Bassett Correction Center, The National Postal Training Center, Federal Aeronautical Administration, and the U.S. Army's Artillery Training Center at Ft. Sill that went out of your way to make this program a most enjoyable and beneficial experience.

To all of our Washington, D.C. friends and acquaintances whose contribution made this phase of the U.S. Session a most satisfying and unforgettable experience. To Wes Watkins, Phyllis Kreis, Dale Moore, Julie Paradis, Fred McClure, Susan Schayes, Joseph Duster, Veronica Priddy, James Johnson, Rita Wollmering, Karen Goff, and many others at USDA, World Bank, The White House, House of Representatives, BARC, and PPTP who contributed to the success of the MART Training Program, thanks for your support, patience, and hospitality.

And last, but not least, to the 17 scientists and gentlemen who gave their time and efforts to represent agriculture, science, their institutes and universities, their provinces and the Government of Pakistan, We Say Congratulations And Thanks For A Job Well Done. Most of all thanks for your loyalty, devotion, and friendship.

**TRAINING OF TRAINING COORDINATORS
PRINCIPLES AND TECHNIQUES OF CONTINUING ADULT
EDUCATION
(June 30 - August 10)**

BACKGROUND:

A major component of the PARC/MART Project supported by USAID is to provide technical training that will contribute to research and technology transfer programs essential to Pakistan's agricultural development. These training programs include sending participants abroad for advanced academic degrees, short-term technical training and continuing education and in-service training programs in Pakistan. This course is directed specifically toward continuing adult education and the design and development of in-service education programs.

The Training Coordinators (TC's) identified by the Directors and Chancellors of the participating institutions, are essential to the success of this program. Their leadership in organizing and coordinating training activities will provide a systematic approach for developing and conducting continuing adult and in-service education programs in the Agriculture Research Institutes (ARI's) and Universities.

The Training Coordinators who participate in this course are expected to return to their home institutions and initiate training programs needed by their peers, colleagues, and support staff. Their creativity, initiative, and organization skills will be the major factor in the ultimate success of the MART Project.

The goal of this program (The Training of Training Coordinators), which has required three phases over a two year period to complete, is to equip the training coordinators with skills necessary to identify training needs, to organize, plan, and coordinate sessions to fulfil those needs, and to evaluate the quality and success of the programs.

OVERALL OBJECTIVE:

The overall objective of the MART/PAKISTAN Training Project was to assist the participating scientists in developing and upgrading their competencies and skills in order to provide the necessary leadership for coordinating and/or conducting continuing adult and in-service education programs.

SPECIFIC OBJECTIVES:

- * To provide the basic concepts and methods of arranging, designing, developing, conducting, and evaluating continuing adult and in-service education programs.
- * To provide opportunities for the participants to observe the mission of the land-grant university in action and how the components of instruction, research, and extension complement each other.
- * To provide the opportunity for the participants to observe how the USDA (ARS and CSRS) works with the "several" states to operate and conduct state and federal agriculture experiment station programs as well as cooperate (ES) with state and local governments to conduct viable extension education programs.

- * To provide hands-on experience for the participants to participate in a grant and proposal writing workshop.
- * To provide the opportunity for the participants to participate in an updating workshop session regarding Experimental Design (Biometrics/Applied Statistics).
- * To provide hands-on experience for the participants in the area of computer updating: word processing, spreadsheet, graphics, and statistical software packages.
- * To provide the opportunity for the participants to observe and appreciate the process of representative government in the United States.
- * To provide appropriate learning-by-doing opportunities to assist the participants in completing the "Five Year Training Program" for their respective Agricultural Research Institutes (ARI's) and Universities.

THE TRAINERS:

Dr. Larry J. Littlefield, Head, Department of Plant Pathology, Oklahoma State University. Dr. Littlefield is a native of Spiro, Oklahoma and has degrees from Cornell University and the University of Minnesota. His experience background includes being a faculty member in the Department of Plant Pathology at North Dakota State University and the USDA's Office of International Cooperation and Development (OICD) in Washington, D.C. In addition, he is widely traveled with international experiences in England, Sweden, Morocco, Kenya, and Pakistan.

Dr. James D. White, Professor, Department of Agricultural Education, Oklahoma State University. Dr. White is a native of Lindsay, Oklahoma and holds degrees from Oklahoma State University. He has served as a faculty member and advisor of student organizations at Oklahoma State University as well as a Legislative Liaison for the National Future Farmers of America in Washington, D.C. His international experience includes service in Mexico, Honduras, and Pakistan.

FINAL REPORT (SESSION III)

TRAINING COURSE: "Training of Training Coordinators: Principles and Techniques of Continuing Adult Education" (Session III)

DATES: June 30 to August 10, 1991

LOCATION: Iowa State University, University of Arkansas, The Kerr Center For Sustainable Agriculture, Winrock International, Oklahoma State University, and Washington, D.C.

PARTICIPANTS:

Seventeen Training Coordinators from Agricultural Universities and Agricultural Research Institutes (See Appendix A).

TRAINING MATERIALS:

Each participant was provided training materials by the respective institutions which served as their host as well as by individual trainers. Handouts, training materials, notebooks, charts, class notes, outlines, and extension fact sheets (over 800 pages of technical and training materials) were made available to all 17 participants. In addition, vinyl briefcases were made available by Winrock International as well as the usual array of promotional materials from Iowa State University, University of Arkansas, Oklahoma State University, The Kerr Center for Sustainable Agricultural Research, and Winrock. Representatives from each of the provinces and the CDA received a copy of the Principles and Procedures of Statistics by Steel and Torrie.

MAJOR PROGRAM OBJECTIVES:

- * To provide basic concepts and methods for conducting continuing adult education programs.
- * To provide appropriate learning-by-doing opportunities to accomplish the purpose and intent of the MART/PAKISTAN Project.

ACCOMPLISHMENTS:

The purpose and objectives of the MART/PAKISTAN Training Program were accomplished. Specifically, each participant completed a "Five Year Training Program" for the respective Agriculture Research Institute's (ARI's) or Universities (See Appendix F for details).

COURSE OUTLINE:

The course/topical outline is a brief synopsis of the disciplines and materials covered in the U.S. phase of the training program (Session III).

COURSE OUTLINE:

- * An Overview of graduate, extension, adult, and in-service education programs in agricultural education at Iowa State University.
- * On-site Visit to Iowa State Corn/Soybean/and Beef Cattle farm.
- * An Overview of Cooperative Extension in Arkansas
 - Needs Assessment
 - Determining Training Methods/Techniques
 - Delivery Methods for Training
 - Serving Non-Traditional Clientele
- * On-site Visit of Arkansas Agricultural Experiment Station (Fayetteville).
- * On-farm Research in Sustainable Agriculture (Kerr Center)
 - The Mission
 - Needs Analysis
 - Educational Programs for Small Producers (Farms)
 - Introducing Technology and Management Practices
 - Using Budgets
 - Factors Influencing Profit Potential
 - The Farm Consultation Program
 - Breakeven Analysis
- * Developing and Writing Grant Proposals (Winrock International Workshop)
 - Lateral Thinking
 - The Perspective of a Donor
 - Building Collaborative Relationships
 - Using Graphics in Proposals
 - What is a Proposal
 - Proposal Budgeting
 - Analyzing an RFP
 - Preparing Resumes for Proposals
 - Guidelines for Linkages
 - Managing the Proposal Development Process

- * **On-Site Visit to Heifer International**
 - **The Sustainable Farming Unit**
 - . Zero Grazing Unit
 - . Biogas Digester
 - . "The Chicken Tiller"
 - . Underground Rabbitry
 - . "The Yatta Upward Flow Water Filter"
 - . "The Lorena Stove"
 - . Solar Rice Dryer
 - . PVC Pipe Poultry-Mobile (Chicken House)
 - . Manual Block Presses
 - . Solar Box Cooker

- * **"OSU Training Program"**
 - OSU Program Inauguration
 - Presentation and Critique of Proposed "Five Year Training Programs"

- * **Organizing and Conducting Workshops and Shortcourses In Research Methods and Techniques**

- * **On-Site Visit to OSU College of Veterinary Medicine - An overview of Clinical and Educational Programs**

- * **Agricultural Communications at Oklahoma State University**
 - On-site Visit of Facilities...
 - . Printing and Publications
 - . Production and TV Broadcast of the State Farm Show-"Sunup"
 - . Satellite Educational Programs
 - . Satellite Downlink Program for Cooperative Extension Centers in Oklahoma

- * **An Overview of Cooperative Extension in Oklahoma**
 - The Clientele
 - Program Planning
 - Staff Development
 - In-Service Education

- * **Experimental Design**
 - Biometrics/Applied Statistics

- * **On-Site Visits to...**
 - Catfish Farm
 - Fish Processing Facility
 - Horticulture Research Station
 - County Extension Center
 - . Training Programs, Methods, and Techniques
 - . Working with Advisory Committees and Policy Makers
 - . Utilizing Extension Clientele Groups (Support Groups - Extension Homemakers)
 - . On-Site Visit to Extension Clientele Farm (Commercial Horticulture Operation)

- * **Overview of Vocational Training Program**
 - On-Site Visit to Indian Meridian Area Vocational-Technical School
 - . Training Programs
 - . Adult Program Enrollment
 - . Tuition and Fees
 - . Special Programs ("Police Academy")
 - . Partnership Training Programs with Business and Industry
 - In-Service Education and Staff Development (Statewide Vo-tech Program)
 - . Professional and Personal Development
 - . In-Service Education
 - . Training Strategies
 - . Performance Evaluation

- * **On-Site Visits to Special Training Programs**
 - Women's Correctional Center (Mabel Basset Center, Oklahoma City)
 - . Horticulture/Job Training Program
 - U.S. Postal Service, National Training Center (Norman, OK)
 - . Operation and Repair of Automated Mail handling Equipment
 - . Computer Training
 - . Teaching Aids and Equipment
 - . Hands-on-Experience in Equipment Repair

- U.S. Federal Aeronautical and Aviation Center (FAA, Oklahoma City)
 - . Job-Centered Training (Air Traffic Controllers)
 - . Teaching Methods, Instructional Aids and Equipment
 - . Simulated Exercises
- U.S. Army's Artillery Training School (Ft. Sill, OK)
 - . Training Methods and Strategies
 - . Planning, Analysis, Design, Development, Implementation, and Evaluation
 - . Communications
 - . Simulated Exercises and Hands-on-Practice
- * Computer Training Workshop
(Participants were divided into Beginning & Advanced IBM Groups)
 - Hands-on-Practice
 - . Word Processing
 - . Data Base
 - . Spreadsheet
 - . Harvard Graphics
 - . Statistical Software Programs
 - . Preparation of "Five Year Training Programs" on the Word Processor
- * Participant Visits to Departments in OSU Division of Agricultural Sciences and National Resources
 - Graduate Programs
 - Updating
 - Fact Sheets
- * Washington, D.C. Program
 - World Bank Briefing (Pakistan)
 - . Lending Policy
 - . Problems
 - . Project Loans
 - Irrigation
 - . Training Programs - Agriculture Development Bank
 - . Training and Technical Assistance
 - White House Tour

- Agriculture Subcommittee Briefing
 - . Developing National Agriculture Policy
 - . The Legislative Process
 - . Serving the Constituents
- Visit Congressional Office
 - . Briefing Concerning Congressmen Responsibilities and a Tour of Office Facilities
- Visit USDA's Foreign Agriculture Service (FAS)
 - . Briefing Concerning Exports and Market Development
- Visit Chamber of the U.S. House of Representatives and Speaker of the House Press Room
 - . Briefing by former Congressman Wes Watkins (Oklahoma)
- Briefing, USDA Office of International Cooperation and Development (OICD)
 - . Management and Course Development
 - . Needs Assessment
 - Culture, Expectations, and Demographics
 - . Planning/Design
 - . Teaching Methods
 - . Course Organization (Logistics/Development)
 - . Evaluation
 - . Program Analysis
- On-Site Visit/Tour to USDA Agricultural Research Center at Beltsville, MD
 - . Briefing - USDA/Agriculture Research Service (ARS)

EVALUATION OF SESSION III:

Seventeen (100 percent) participants returned evaluation opinionnaires. A summary of the "OSU Evaluation Survey" revealed a high level of satisfaction with the U.S. phase of the course (See Appendix C). Over 70 percent of the participants indicated the University (Iowa State & Arkansas) and Foundation (Kerr Center and Winrock International) portion of the course ranged from "excellent" to "outstanding", while less than 29 percent disclosed the course range from being "worthwhile" to "interesting, but not really helpful". The participants indicated by a rather wide margin (77.7 percent) that the Oklahoma State University portion of the program was rated in the "excellent" and "outstanding" categories. Seventy-eight percent of the participants rated the Washington, D.C. portion of Session III in the "excellent" and "outstanding" categories. However, with regard to accommodations, over 85 percent rated lodging and facilities in the categories of "excellent" to "outstanding", while tours, weekend activities, etc. were rated "excellent" to "outstanding" by 94.7 percent of the participants. .

Details of both the OSU evaluation and the Pakistan Participant Training Program (AED) surveys are shown in Appendix C.

RECOMMENDATIONS:

The original Terms of Reference (2 April, 1988) did not specify a U.S. program session. However, as a result of the needs assessment conducted in November, 1989 and subsequent negotiations concerning curriculum, program content, and relevant experiences an agreement was concluded (18 November, 1989) with PARC/USAID/MART/WINROCK to include a U.S. session in lieu of third and fourth in-country (Pakistan) sessions. Discussions concerning the U.S. portion of the program resulted in recommendations for a four-week U.S. study tour, however due to an abbreviated Session II during January, 1991 at Faisalabad and Islamabad it was agreed that two weeks would be added to the U.S. portion of the program. Details of recommendations from Session I conducted at Islamabad during March, 1990 are included in Appendix D.

Results and participant input from Session III (U.S. portion of program) revealed that a follow-up evaluation of the Pakistan "Five-Year Training Programs" be conducted in the next 12 months by the consultants (White and Littlefield). The participants indicated that a follow-up evaluation would strengthen program expectations, result in higher quality programs and meet the conditions of Terms of Reference (2 April, 1988).

- A. Forward follow-up letters to the respective supervisors and Director General of the ARI's and Universities indicating that their designated Training Coordinator's (TC's) have completed the prescribed MART Training Program. Specifics should include the participants qualifications to conduct needs assessment analyses regarding the need for training, to organize, coordinate and conduct in-service education and staff development training programs as well as budget development for training needs.
- B. Conduct an in-country follow-up evaluation of all MART/Pakistan Training Programs ("The Five-Year Plan") in the next 12 to 18 months.
 - 1) The above recommendation is strongly supported by all 17 participants. The rationale is a follow-up will emphasize the need for viable on-going institutional training programs.
 - 2) The consultants/trainers should conduct the follow-up evaluation since they (a) conducted the needs assessment for the program, (b) designed and developed the curriculum, (c) scheduled and conducted the training sessions, (d) have an understanding of the personalities involved, and (e) have designed and developed the final reports for each of the respective sessions (I - III).
- C. It is essential that the training coordinators (TC's) completing the respective Pakistan and U.S. training sessions continue in the position(s) for which they were trained (TC's - MART Training Project) and proceed with the planned training program ("Five-Year Training Plan").
 - 1) Implementation of in-service education/training is essential if the benefits of training training coordinators (TC's) are to be fully realized as well as compliance with the Terms of Reference (2 April, 1988).

A REVIEW OF THE TRAINING PROGRAM

SESSION I

The first session of this program was conducted from March 11-27, 1990 at NARC Training Institute, Islamabad. The two-week session included topics on needs assessment, teaching adult learners, effective seminar presentation, photography, audio visual equipment and techniques, program planning and implementation, planning and conducting meetings, etc. At the conclusion of the session, assignments were made concerning the needs assessment process and the need for them to practice these techniques at their respective institutions. Expectations were for the participants to conduct an in-service education needs assessment survey among their colleagues and report the results during Session II.

SESSION II

Session II was conducted January 4-11, 1991 at the Serena Hotel in Faisalabad and January 14-18 at the National Academy of Higher Education in Islamabad. The second session (Session II) was designed to include reports and critiques of needs assessment surveys conducted by the participants representing their respective Agriculture Research Institutes (ARI's) and Agriculture Universities. Video equipment furnished by USAID/MART/WINROCK and courtesy of the Training Institute at NARC provided a unique opportunity for the participants to acquire hands-on experience using the camcorder in filming presentations and operating the VCR playback unit and monitor. To assist the participants in developing their proposed "Five-Year Training Plans", several class sessions were utilized to present the components of the Short-Term Training Model as well as introducing the Characteristics of Effective Technical Writing. To further assist the participants in development of their writing skills, a comprehensive technical writing course was conducted at the National Academy for Higher Education (NAHE) in Islamabad. Regarding assignments, the participants were instructed to bring copies of their "Five-Year Training Plans" to the Session II for review and presentation.

SESSION III

Session III was conducted in the United States from June 30 to August 10, 1991. Session III consisted of a review of departmental graduate programs, cooperative extension, and experiment station activities at three U.S. Land-Grant Universities in Iowa, Arkansas, and Oklahoma. On-site visits were made to observe several types of training programs in extension, vocational-technical education, correctional centers, military, and federal agencies. In-service education and updating were conducted in the areas of experimental design (biometrics) and computer operation and the use of statistical software packages and graphics. A week-long workshop was conducted by Winrock International, Morrilton, AR concerning "Grant and Proposal Writing". The Washington, D.C. portion of Session III included visits to the World Bank, USDA's Foreign Agriculture Service (FAS), Office of International Cooperation and Development (OICD), and Beltsville Agriculture Research Center (BARC) and The White House, as well as an Agriculture and Policy Briefing by Legislative Staff, and a visit to the Speaker's Press Office and Chamber of the House of Representatives.

The participants completed outlines of their "Five-Year Training Plan" (See Appendix F) prior to their Washington, D.C. departure.

Overall Report Outline

- I. **Needs Assessment/Participant Recruitment Trip (November, 1989)**
 1. Meet D.G.'s & V.C.'s - to create an awareness of program objectives and to request they designate TC's from their organizations.
 2. Seek input from same regarding their perceived needs for course content and direction.
 3. Visit and evaluate potential training sites and facilities in Pakistan.
 4. Determine appropriate content and training approach, as well as training locations.

- II. **Session I (Islamabad; March 11-27, 1991)**
 - * Needs Assessment
 - * Teaching Adult Learners
 - * Program Planning and Implementation
 - * Effective Seminar Presentations
 - * Practical Photography
 - * Audio/Visual Equipment
 - * Planning and Conducting Meetings

- III. **Session II (Islamabad; January 4-11, 1991)**
 - * Review of Session I
 - * The Short-Term Training Model
 - * Applied Operation of Video Equipment
 - * Evaluation Abstracts and Proposals
 - * Technical Writing

- IV. **Session III (USA; June 30-August 10, 1991)**
 - * An Overview of Agricultural Education and Extension Programs at Iowa State University
 - * An Overview of Cooperative Extension at the University of Arkansas
 - * Research Programs in Sustainable Agriculture
 - * Grant and Proposal Writing

- * Presentation of "Five Year Training Programs" in Pakistan
- * Vocational Training Programs in Oklahoma
- * Professional and Personal Development
- * Communications: Publications, Broadcast Media, and Satellite Educational Programs
- * Conducting Cooperative Extension Programs (Panel Discussion)
- * Fish Farming and Processing
- * Horticulture Research
- * Conducting a County Extension Program: An On-Site Evaluation
- * Experimental Design
- * Training Programs in Area Vocational Education Schools, Correctional Centers, U.S. Postal Training Center, Flight/Air Traffic Control (FAA), and the U.S. Army's Artillery School
- * The U.S. Legislative Process
- * Briefing By the World Bank
- * A Review of Short-Term Training Programs (OICD)
- * Agricultural Research in the U.S.: National Priorities

V. Five year training plan(s)

- A. Individual ones - in appendix
- B. Consolidated plan (by J.W. and L.L.) - here

VI. Recommendations:

- A. Follow-up visit
- B. Philosophical and financial support is essential

VII. Appendix

- A. Individual training plans
- B. Budget Summary
- C. Training Materials (See Curriculum Notebook(s))

APPENDICES

APPENDIX A

ACRONYMS

ACRONYMS

AED	Academy For Educational Development
ARI	Agricultural Research Institute
ARS	Agriculture Research Service
BARC	Beltsville Agriculture Research Center
CSRS	Cooperative States Research Service
ES	Extension Service
FAA	Federal Aeronautical Administration
FAS	Foreign Agriculture Service
MART	Management of Agricultural Research and Technology
NAHED	National Academy of Higher Education
NARC	National Agricultural Research Center
OCES	Oklahoma Cooperative Extension Service
OICD	Office of International Cooperation and Development
OSU	Oklahoma State University
PARC	Pakistan Agricultural Research Council
PPTP	Pakistan Participant Training Program
USAID	United State Agency for International Development
USDA	United States Department of Agriculture
WINROCK	Winrock International Institute for Agricultural Development

APPENDIX B

The Pakistan Training Participants

Session III, June 30 to August 27, 1991

Training Coordinators (TC's) Participating in the U.S. Session

- * Dr. Muhammad Akhtar, Chairman, Department of Entomology, University of Agriculture, Faisalabad
- * Mr. Muhammad Ali Bhutto, Agricultural Chemist, Rice Research Institute at Larkana, Dokri
- * Dr. S.S. Bukhari, Assistant Professor, Department of Agricultural and Extension Education and Short-courses, Sindh Agricultural University, Tandojam
- * Mr. Bilal Chowdry, Communication Specialist, Arid Zone Research Institute, Quetta
- * Mr. Tariq Hassan, Assistant Training Director, National Agriculture Research Center Islamabad
- * Mr. Taj Mohammad Hassani, Project Manager, Livestock Department, Quetta
- * Mr. Abdul Majeed Iqbal, Economic Botanist, Regional Agricultural Research Institute, Bahawalpur
- * Dr. Mohammad Ismail, Agriculture Chemist, SARIAB Agricultural Research Institute, Quetta
- * Mr. Iftikhar Hussain Khalil, Plant Breeder, TARNAB Agricultural Research Institute, Nowshera
- * Mr. Fazal Mahmood, Biochemist, Nuclear Institute of Agriculture Research, Tarnab, Nowshera
- * Dr. Yameen Memon, Assistant Professor, Department of Agricultural and Extension Education and Short Courses, Sindh Agricultural University, Tandojam
- * Mr. S.H. Nankani, Communication Specialist, Agriculture Research Institute, Tandojam
- * Dr. C.A. Ozair, Director of Training, National Agriculture Research Center, Islamabad
- * Mr. Fazal Karim Rajput, Chairman, Department of Agricultural and Extension Education and Short Courses, Sindh Agricultural University, Tandojam
- * Mr. Muhammad Saeed, Agriculture Chemist, AYUB Agriculture Research Institute, Faisalabad
- * Dr. Muhammad Saleem, Maize Breeder, Cereal Grains Research Institute at Pirsabak, Nowshera
- * Mr. Anwar Hussain Shah, Forage Specialist, Fodder Research Institute, Sargodha

APPENDIX C

Evaluation Summaries (Participant Evaluation Opinionnaire)

EVALUATION

TRAINING OF TRAINING COORDINATORS -
SESSION III; JULY 29-AUGUST 10, 1991

We would appreciate your completing this evaluation in Washington, D.C., after our programs there are finished, August 8, but before you leave, on August 10, 1991. Please give your completed form to Dr. Ozair, who will collect and mail them to us in Stillwater.

We hope to offer this course, or a condensed version of it, again in other countries. We value your evaluations, suggestions and comments on how the course can be improved.

Please respond to the following statements, based on the scale of values listed below, as they relate to their value for you.

- 1 - truly outstanding
- 2 - excellent
- 3 - worthwhile
- 4 - interesting, but not really helpful
- 5 - not useful; better to omit

IOWA STATE PORTION

	1	2	3	4	5
A. Day's session, overall	<u>1</u>	<u>8</u>	<u>7</u>	<u>1</u>	<u>0</u>
B. Visit to student farm	<u>1</u>	<u>7</u>	<u>6</u>	<u>1</u>	<u>0</u>

UNIVERSITY OF ARKANSAS PORTION

A. Day's session, overall	<u>2</u>	<u>8</u>	<u>6</u>	<u>1</u>	<u>0</u>
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KERR CENTER PORTION

A. Ranch tour and demonstrations	<u>4</u>	<u>7</u>	<u>6</u>	<u>0</u>	<u>0</u>
B. Afternoon lecture and discussion session	<u>1</u>	<u>13</u>	<u>2</u>	<u>1</u>	<u>0</u>

WINROCK PORTION

A. Interactive Seminar	<u>9</u>	<u>7</u>	<u>1</u>	<u>0</u>	<u>0</u>
B. Heifer International tour	<u>6</u>	<u>9</u>	<u>1</u>	<u>1</u>	<u>0</u>

OKLAHOMA STATE UNIVERSITY PORTION

	1	2	3	4	5
A. Research training portion, Dr. Fletcher	<u>2</u>	<u>7</u>	<u>6</u>	<u>0</u>	<u>2</u>
B. Statistics/biometrics portion, Dr. Claypool	<u>3</u>	<u>13</u>	<u>1</u>	<u>0</u>	<u>0</u>
C. Extension workers group discussion	<u>4</u>	<u>8</u>	<u>3</u>	<u>2</u>	<u>1</u>

24
 59
 29
 5
 0 ¹¹⁷
20.5%
 50.4%
 24%
 4%
 7%

continued...

	1	2	3	4	5
D. Tour of Ag. Communications and Telecommunications Center	<u>5</u>	<u>9</u>	<u>2</u>	<u>1</u>	<u>0</u>
E. Tour of Veterinary Medicine College	<u>8</u>	<u>6</u>	<u>3</u>	<u>0</u>	<u>0</u>
F. Site visits in Oklahoma City					
1. Women's prison	<u>1</u>	<u>8</u>	<u>6</u>	<u>0</u>	<u>0</u>
2. U.S. Postal Service Training Center	<u>5</u>	<u>8</u>	<u>3</u>	<u>0</u>	<u>0</u>
3. F.A.A. Training Center	<u>6</u>	<u>10</u>	<u>0</u>	<u>0</u>	<u>0</u>
G. Site visits, S.E. Oklahoma					
1. Catfish training program and facilities	<u>1</u>	<u>7</u>	<u>9</u>	<u>0</u>	<u>0</u>
2. OSU Research and Extension Center, Lane, OK	<u>0</u>	<u>12</u>	<u>4</u>		
3. Bryan County Extension Office and Programs	<u>7</u>	<u>8</u>	<u>1</u>	<u>1</u>	<u>0</u>
H. Site visit, Ft. Sill, U.S. Army	<u>6</u>	<u>8</u>	<u>1</u>	<u>1</u>	<u>0</u>
I. Site visits, Vo-Tech Schools					
1. Stillwater, Indian Meridian Vo-Tech	<u>11</u>	<u>5</u>	<u>1</u>	<u>1</u>	<u>0</u>
2. State Office, program	<u>2</u>	<u>14</u>	<u>1</u>	<u>0</u>	<u>0</u>
J. Computer training program	<u>4</u>	<u>9</u>	<u>3</u>	<u>1</u>	<u>0</u>
K. Visits with OSU faculty	<u>3</u>	<u>7</u>	<u>5</u>	<u>1</u>	<u>0</u>
L. Presentation and critiquing of proposed training programs	<u>3</u>	<u>10</u>	<u>4</u>	<u>0</u>	<u>0</u>
	<u>71</u>	<u>149</u>	<u>53</u>	<u>2</u>	<u>2</u> 2.2%
	25.1%	52.6%	18.7%	3.0%	0.7%

WASHINGTON, D.C. PORTION

A. White House visit	<u>10</u>	<u>15</u>	<u>1</u>	<u>0</u>	<u>0</u>
B. Congressman Brewster visit	<u>5</u>	<u>3</u>	<u>5</u>	<u>2</u>	<u>0</u>
C. Senator Dole visit	<u>5</u>	<u>6</u>	<u>2</u>	<u>0</u>	<u>0</u>
D. USDA/OICD, Short-Courses and Training Office	<u>6</u>	<u>9</u>	<u>2</u>	<u>0</u>	<u>0</u>
E. USDA/Beltsville visit					
1. Research farm tour	<u>6</u>	<u>7</u>	<u>4</u>	<u>0</u>	<u>0</u>
2. ARS International Programs Office	<u>5</u>	<u>5</u>	<u>4</u>	<u>0</u>	<u>0</u>
F. World Bank visit	<u>3</u>	<u>9</u>	<u>2</u>	<u>2</u>	<u>1</u>
	<u>40</u>	<u>55</u>	<u>20</u>	<u>6</u>	<u>1</u> 1.2%
	33.0%	45.0%	16.5%	5.0%	0.8%

EVALUATION OF FACILITIES (Value for your money, conveniences, quality, etc.)
AND "NONPROFESSIONAL" ACTIVITIES

- 1 - outstanding
2 - excellent
3 - good
4 - OK, but could be better
5 - poor; do not repeat

<u>LODGING</u>	1	2	3	4	5	
Iowa State University	<u>2</u>	<u>10</u>	<u>4</u>	<u>0</u>	<u>0</u>	-
University of Arkansas	<u>1</u>	<u>10</u>	<u>4</u>	<u>0</u>	<u>0</u>	-
Kerr Center	<u>6</u>	<u>10</u>	<u>0</u>	<u>0</u>	<u>0</u>	-
Winrock International	<u>6</u>	<u>11</u>	<u>0</u>	<u>0</u>	<u>0</u>	-
Oklahoma State University	<u>5</u>	<u>11</u>	<u>1</u>	<u>0</u>	<u>0</u>	-
Washington, D.C.	<u>3</u>	<u>9</u>	<u>3</u>	<u>2</u>	<u>0</u>	-
	<u>23</u>	<u>61</u>	<u>12</u>	<u>2</u>	<u>0</u>	98
<u>TOURS, VISITS, ETC. (ON WEEKENDS)</u>	<u>23.5%</u>	<u>62.2%</u>	<u>12.2%</u>	<u>2.0%</u>		
A. Spiro Mounds	<u>1</u>	<u>7</u>	<u>8</u>	<u>0</u>	<u>1</u>	-
B. OK State Capitol	<u>8</u>	<u>5</u>	<u>4</u>	<u>0</u>	<u>0</u>	-
C. OK Historical Museum	<u>4</u>	<u>10</u>	<u>2</u>	<u>1</u>	<u>0</u>	-
D. Shopping Expeditions	<u>8</u>	<u>8</u>	<u>1</u>	<u>0</u>	<u>0</u>	-
	<u>20</u>	<u>30</u>	<u>15</u>	<u>1</u>	<u>1</u>	67
	<u>29.9%</u>	<u>44.9%</u>	<u>22.4%</u>	<u>1.5%</u>	<u>1.5%</u>	

Please state any problems related to course content, planning, implementation, the facilities or anything else that you believe needs to be improved before the course is taught again (think of all three sessions, not just Session III, please).

Please write any comments you have about the overall course (all three sessions) that might not be included in the above sections.

Thank you for your help and your time in making this evaluation --
James White and Larry Littlefield

EVALUATION

TRAINING OF TRAINING COORDINATORS -
SESSION III; JULY 29-AUGUST 10, 1991

We would appreciate your completing this evaluation in Washington, D.C., after our programs there are finished, August 8, but before you leave, on August 10, 1991. Please give your completed form to Dr. Ozair, who will collect and mail them to us in Stillwater.

We hope to offer this course, or a condensed version of it, again in other countries. We value your evaluations, suggestions and comments on how the course can be improved.

Please respond to the following statements, based on the scale of values listed below, as they relate to their value for you.

- 1 - truly outstanding
- 2 - excellent
- 3 - worthwhile
- 4 - interesting, but not really helpful
- 5 - not useful; better to omit

<u>IOWA STATE PORTION</u>	1	2	3	4	5
A. Day's session, overall	_____	_____	_____	_____	_____
B. Visit to student farm	_____	_____	_____	_____	_____
 <u>UNIVERSITY OF ARKANSAS PORTION</u>					
A. Day's session, overall	_____	_____	_____	_____	_____
 <u>KERR CENTER PORTION</u>					
A. Ranch tour and demonstrations	_____	_____	_____	_____	_____
B. Afternoon lecture and discussion session	_____	_____	_____	_____	_____
 <u>WINROCK PORTION</u>					
A. Interactive Seminar	_____	_____	_____	_____	_____
B. Heifer International tour	_____	_____	_____	_____	_____
 <u>OKLAHOMA STATE UNIVERSITY PORTION</u>					
A. Research training portion, Dr. Fletcher	_____	_____	_____	_____	_____
B. Statistics/biometrics portion, Dr. Claypool	_____	_____	_____	_____	_____
C. Extension workers group discussion	_____	_____	_____	_____	_____

continued...

	1	2	3	4	5
D. Tour of Ag. Communications and Telecommunications Center	_____	_____	_____	_____	_____
E. Tour of Veterinary Medicine College	_____	_____	_____	_____	_____
F. Site visits in Oklahoma City	_____	_____	_____	_____	_____
1. Women's prison	_____	_____	_____	_____	_____
2. U.S. Postal Service Training Center	_____	_____	_____	_____	_____
3. F.A.A. Training Center	_____	_____	_____	_____	_____
G. Site visits, S.E. Oklahoma	_____	_____	_____	_____	_____
1. Catfish training program and facilities	_____	_____	_____	_____	_____
2. OSU Research and Extension Center, Lane, OK	_____	_____	_____	_____	_____
3. Bryan County Extension Office and Programs	_____	_____	_____	_____	_____
H. Site visit, Ft. Sill, U.S. Army	_____	_____	_____	_____	_____
I. Site visits, Vo-Tech Schools	_____	_____	_____	_____	_____
1. Stillwater, Indian Meridian Vo-Tech	_____	_____	_____	_____	_____
2. State Office, program	_____	_____	_____	_____	_____
J. Computer training program	_____	_____	_____	_____	_____
K. Visits with OSU faculty	_____	_____	_____	_____	_____
L. Presentation and critiquing of proposed training programs	_____	_____	_____	_____	_____

WASHINGTON, D.C. PORTION

A. White House visit	_____	_____	_____	_____	_____
B. Congressman Brewster visit	_____	_____	_____	_____	_____
C. Senator Dole visit	_____	_____	_____	_____	_____
D. USDA/OICD, Short-Courses and Training Office	_____	_____	_____	_____	_____
E. USDA/Beltsville visit	_____	_____	_____	_____	_____
1. Research farm tour	_____	_____	_____	_____	_____
2. ARS International Programs Office	_____	_____	_____	_____	_____
F. World Bank visit	_____	_____	_____	_____	_____

**EVALUATION OF FACILITIES (Value for your money, convenience, quality, etc.)
AND "NONPROFESSIONAL" ACTIVITIES**

- 1 - outstanding
- 2 - excellent
- 3 - good
- 4 - OK, but could be better
- 5 - poor; do not repeat

LODGING

	1	2	3	4	5
Iowa State University	_____	_____	_____	_____	_____
University of Arkansas	_____	_____	_____	_____	_____
Kerr Center	_____	_____	_____	_____	_____
Winrock International	_____	_____	_____	_____	_____
Oklahoma State University	_____	_____	_____	_____	_____
Washington, D.C.	_____	_____	_____	_____	_____

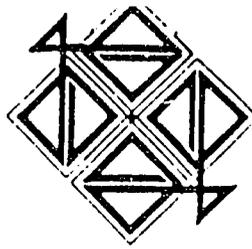
TOURS, VISITS, ETC. (ON WEEKENDS)

A. Spiro Mounds	_____	_____	_____	_____	_____
B. OK State Capitol	_____	_____	_____	_____	_____
C. OK Historical Museum	_____	_____	_____	_____	_____
D. Shopping Expeditions	_____	_____	_____	_____	_____

Please state any problems related to course content, planning, implementation, the facilities or anything else that you believe needs to be improved before the course is taught again (think of all three sessions, not just Session III, please).

Please write any comments you have about the overall course (all three sessions) that might not be included in the above sections.

Thank you for your help and your time in making this evaluation --
James White and Larry Littlefield



Pakistan Participant Training Program

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

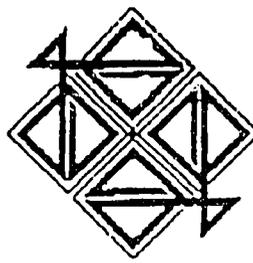
TO: All Pakistani Training Participants
FR: The Staff of PPTP
RE: Program Evaluation

As the administrators for academic and technical training programs sponsored by the United States Agency for International Development and the Government of Pakistan, we are constantly trying to improve the quality of training for our participants. We view the training process of orientation, implementation and evaluation to be very important.

We are requesting that you take a few minutes to complete the attached program evaluation. Please give us your comments on the program in which you participated, the services provided by your university or training facility and PPTP as well as you own thoughts and philosophies on education and this training process. The information you provide will be shared with all parties involved in the training process as appropriate and relevant. Your sincere and thorough evaluation of the program will assist us in improving the quality of programming services and education for your colleagues and compatriots in the future.

We have included a self-addressed stamped envelope for your convenience. Please complete and mail this evaluation to the PPTP office upon completion of your program.

Thank you for your cooperation and assistance in this evaluation. We wish you much luck and good fortune in the future. Have a safe journey back to Pakistan.



Pakistan Participant Training Program

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

PROGRAM EVALUATION

Please complete the following background information:

Training Institution: WINROCK/MART/Oklahoma State University

Course Title or Field of Study: MART Training Project - Training Training Coordinators

Course Dates: June 30 to August 10, 1991

Your date of birth: _____ Sex: M F
(month/day/year)

Your Employer: _____

Your Name (Optional) _____

I. ORIENTATION

1. Please rate the usefulness of any orientation programs you attended by circling the appropriate numbers. If you did not participate in a particular orientation, please circle "0" for Not Applicable.

<u>Orientation</u>	<u>N/A</u>	<u>Very Useful</u>	<u>Somewhat Useful</u>	<u>Not very Useful</u>	<u>Not Useful at all</u>
AED in Pakistan	0 (13)	1 (1)	2	3	4
PPTP in Washington	0 (11)	1 (3)	2	3	4
Training Site	0 (3)	1 (10)	2	3	4
OTHER - specify:	0 (6)	1 (1)	2	3	4

3. Who was involved in the selection of your training course or program of study?
Please check all parties involved in this selection of your program.

<u>1</u>	Myself (no outside influence)
<u>-</u>	A relative
<u>14</u>	My employer
<u>9</u>	Government of Pakistan
<u>10</u>	USAID/Pakistan
<u>4</u>	AED/Islamabad
<u>1</u>	PPTP/Washington
<u>1</u>	Other (please specify) <i>MART COP; Res. Dir.</i>

In your opinion, was this training program selection appropriate and a beneficial one to you?

YES 16 NO -

Why or Why not? _____

Would you recommend this program to other participants from Pakistan?

YES 16 NO 1

4. Please indicate the extent to which each of the following program objectives were accomplished by circling the appropriate numbers.

	<u>Accomplished</u>	<u>Partly Accomplished</u>	<u>Not Accomplished</u>
Increasing and updating your general knowledge in your field.	1 (12)	2 (5)	3
Learning new procedures appropriate to your profession.	1 (12)	2 (5)	3
Establishing professional contacts & relationships.	1 (13)	2 (3)	3 (1)
Exchanging ideas with other international students.	1 (6)	2 (9)	3 (1) NA(1)
Seeing the United States.	1 (14)	2 (3)	3
Forming friendships with Americans.	1 (3)	2 (12)	3 (2) limited

5. Please check to what extent you agree or disagree with the following statements as they relate to your training program.

	<u>Strongly Agree</u>	<u>Agree</u>	<u>Disagree</u>	<u>Strongly Disagree</u>
My expectations of this program were adequately met.	1 (6)	2 (10)	3 (1)	4
Subject matter was appropriate for my background and experience.	1 (10)	2 (6)	3 (1)	4
This training will greatly assist me in my profession.	1 (12)	2 (5)	3	4
Program duration was adequate to cover all material.	1 (7)	2 (9)	3 (1)	4
Program was challenging and interesting to me.	1 (10)	2 (5)	3 (1)	4
Administrative support of PPTP staff was adequate.	1 (3)	2 (13)	3	4
The training Institution's staff was helpful and supportive.	1 (15)	2 (2)	3	4

Comments:

6. Which of your specific training objectives for this program have been met, if any?

7. In what way will you apply the benefits from the course to your work in Pakistan? Please explain and be as specific as possible.

III. TRAINING METHODOLOGY

1. In order to better develop training programs appropriate for Pakistani participants, we need to know which teaching methods are the most effective for you in learning the material presented. Please rate which of the following teaching methods are most helpful in your learning. (0 = Not Applicable - do not know; 1 = Very helpful method; 2 = Somewhat helpful; 3 = Not very helpful; 4 = Do not learn at all)

	<u>N/A</u>	<u>Very Helpful</u>	<u>Somewhat Helpful</u>	<u>Not very Helpful</u>	<u>Do not learn at all</u>
Lectures	0	1 (12)	2 (5)	3	4
Handouts	0	1 (13)	2 (3)	3	4
Visual Aids	0	1 (17)	2	3	4
Course outlines	0 (1)	1 (10)	2 (4)	3 (2)	4
Computer programs	0 (1)	1 (11)	2 (5)	3	4
Field trips	0	1 (14)	2 (3)	3	4
Laboratory work	0 (6)	1 (7)	2 (2)	3 (2)	4
Group discussion	0 (14)	1 (3)	2	3	4
Role plays	0 (10)	1 (5)	2 (2)	3	4
Group/team work	0 (3)	1 (10)	2 (4)	3	4
Guest speakers	0 (4)	1 (7)	2 (5)	3	4
Videos	0 (11)	1 (2)	2 (4)	3	4
Internships	0 (17)	1	2	3	4
Homework	0 (2)	1 (8)	2 (4)	3 (1)	4 (1)
Observational visits	0 (1)	1 (14)	2 (2)	3	4

2. In your opinion, how often did the trainers/instructors use the following methods of instruction. Please check one for each method below:

	<u>Not Enough</u>	<u>Sufficiently</u>	<u>Too Often</u>	<u>Never</u>
Lecture	<u>1</u>	<u>15</u>	<u>1</u>	<u>—</u>
Group Discussion	<u>1</u>	<u>11</u>	<u>—</u>	<u>2</u>
Group Work	<u>4</u>	<u>11</u>	<u>—</u>	<u>2</u>
Independent Study	<u>3</u>	<u>11</u>	<u>—</u>	<u>—</u>
Homework	<u>7</u>	<u>8</u>	<u>2</u>	<u>—</u>
Computers	<u>8</u>	<u>8</u>	<u>1</u>	<u>—</u>
Field trips	<u>—</u>	<u>14</u>	<u>2</u>	<u>—</u>

3. Please comment on the time you were required to attend classes. Was the daily time spent in the classroom... (please check one only)

Too Short _____ About Right 14 Too Long 3

IV. LOGISTICAL AND ADMINISTRATIVE SUPPORT

1. While in the United States did you have any serious problems with any of the following? Circle only one for each.

	<u>Serious Problems</u>	<u>Minor Problems</u>	<u>No Problems</u>
English Language	1	2 (3)	3 (13)
Finding adequate housing	1	2 (2)	3 (15)
Adjusting to the climate	1	2 (2)	3 (15)
Getting appropriate foods	1 (1)	2 (5)	3 (8)
Getting around (local travel)	1	2 (2)	3 (15)
Medical/Health problems	1	2 (2)	3 (12)
Filing a Health Insurance claim	1 (1)	2	3 (12)
Personal Problems (i.e homesickness loneliness, etc.)	1	2 (6)	3 (11)
Living on your maintenance allowance	1	2 (2)	3 (15)
Satisfying academic regulations	1	2 (1)	3 (16)
Forming friendships	1	2 (1)	3 (15)
OTHER - Please specify:	1	2	3 (12)

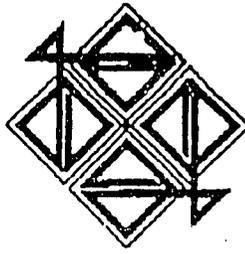
2. The purpose of the PPTP programming staff is to administer your program as well as provide support services. Please indicate your satisfaction with the following PPTP services:

	<u>Very Satisfied</u>	<u>Partly Satisfied</u>	<u>Not Satisfied</u>
Regularity of Allowance payments	1 (17)	2	3
Health Insurance assistance	1 (10)	2 (4)	3
Arrival assistance/arrangements (to Washington D.C./U.S.)	1 (13)	2 (1)	3 (1)
Arrival assistance/arrangements (to training site)	1 (13)	2 (1)	3
Response to general questions made to this office	1 (15)	2 (2)	3
Handling of special requests (i.e. dependent certification)	1 (7)	2 (2)	3
Counselling services	1 (8)	2 (3)	3

If you indicated that you were dissatisfied with any of the services that PPTP provides, please comment on how we can improve our services for future participants:

Thank you very much for spending time to complete this evaluation thoroughly. We ask that you mail this to the PPTP office, using the self-addressed stamped envelope, that we have provided, before you depart to Pakistan.

If you have any additional comments, suggestions or advice, please use the remaining space on this page. Good luck to you in the future.



Pakistan Participant Training Program

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

PROGRAM EVALUATION

Please complete the following background information:

Training Institution: _____

Course Title or
Field of Study: _____

Course Dates: _____

Your date of birth: _____ Sex: M. F
(month/day/year)

Your Employer: _____

Your Name (Optional) _____

I. ORIENTATION

1. Please rate the usefulness of any orientation programs you attended by circling the appropriate numbers. If you did not participate in a particular orientation, please circle "0" for Not Applicable.

<u>Orientation</u>	<u>N/A</u>	<u>Very Useful</u>	<u>Somewhat Useful</u>	<u>Not very Useful</u>	<u>Not Useful at all</u>
AED in Pakistan.	0	1	2	3	4
PPTP in Washington	0	1	2	3	4
Training Site	0	1	2	3	4
OTHER - specify:	0	1	2	3	4

BEST AVAILABLE DOCUMENT

2. If you attended the PPTP orientation in Washington, D.C., did you receive adequate information about the following:

	<u>Yes</u>	<u>No</u>
Conditions of your USAID scholarship	_____	_____
Maintenance allowance	_____	_____
Health insurance	_____	_____
Association membership	_____	_____
U.S. culture	_____	_____
U.S. education system	_____	_____
Your training program	_____	_____
Your training institution	_____	_____
The role of your Program Specialist	_____	_____
Your responsibilities as a USAID-sponsored scholar	_____	_____

3. Did you attend the pre-departure orientation in Pakistan?

YES: _____ NO: _____

If you did attend this orientation at the AED Islamabad Office, please check whether or not you agree or disagree with the following statements:

	<u>Agree</u>	<u>Disagree</u>
This orientation helped me in my departure from Pakistan and arrival in the United States	_____	_____
The information I received about my program and scholarship was accurate and beneficial	_____	_____
The information I received on U.S. culture benefitted me in adapting to my new environment	_____	_____
This orientation should be required of all Pakistani participants	_____	_____

II. TRAINING OBJECTIVES and COURSE CONTENT

1. What was the highest level of education you completed in Pakistan? Please write your university and degree achieved.

University: _____ Degree: _____

2. To what degree do you feel your previous academic training prepared you for your training in the United States? Please check one answer only.

- Very well _____
- Moderately well _____
- Not very well _____
- Made no difference _____

3. Who was involved in the selection of your training course or program of study?
Please check all parties involved in this selection of your program.

Myself (no outside influence)
 A relative
 My employer
 Government of Pakistan
 USAID/Pakistan
 AED/Islamabad
 PPTP/Washington
 Other (please specify)

In your opinion, was this training program selection appropriate and a beneficial one to you?

YES _____ NO _____

Why or Why not? _____

Would you recommend this program to other participants from Pakistan?

YES _____ NO _____

4. Please indicate the extent to which each of the following program objectives were accomplished by circling the appropriate numbers.

	<u>Accomplished</u>	<u>Partly Accomplished</u>	<u>Not Accomplished</u>
Increasing and updating your general knowledge in your field.	1	2	3
Learning new procedures appropriate to your profession.	1	2	3
Establishing professional contacts & relationships.	1	2	3
Exchanging ideas with other international students.	1	2	3
Seeing the United States.	1	2	3
Forming friendships with Americans.	1	2	3

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5. Please check to what extent you agree or disagree with the following statements as they relate to your training program.

	<u>Strongly Agree</u>	<u>Agree</u>	<u>Disagree</u>	<u>Strongly Disagree</u>
My expectations of this program were adequately met.	1	2	3	4
Subject matter was appropriate for my background and experience.	1	2	3	4
This training will greatly assist me in my profession.	1	2	3	4
Program duration was adequate to cover all material.	1	2	3	4
Program was challenging and interesting to me.	1	2	3	4
Administrative support of PPTP staff was adequate.	1	2	3	4
The training institution's staff was helpful and supportive.	1	2	3	4

Comments:

6. Which of your specific training objectives for this program have been met, if any?

7. In what way will you apply the benefits from the course to your work in Pakistan? Please explain and be as specific as possible.

III. TRAINING METHODOLOGY.

1. In order to better develop training programs appropriate for Pakistani participants, we need to know which teaching methods are the most effective for you in learning the material presented. Please rate which of the following teaching methods are most helpful in your learning. (0 = Not Applicable - do not know; 1 = Very helpful method; 2 = Somewhat helpful; 3 = Not very helpful; 4 = Do not learn at all)

	<u>N/A</u>	<u>Very Helpful</u>	<u>Somewhat Helpful</u>	<u>Not very Helpful</u>	<u>Do not learn at all</u>
Lectures	0	1	2	3	4
Handouts	0	1	2	3	4
Visual Aids	0	1	2	3	4
Course outlines	0	1	2	3	4
Computer programs	0	1	2	3	4
Field trips	0	1	2	3	4
Laboratory work	0	1	2	3	4
Group discussion	0	1	2	3	4
Role plays	0	1	2	3	4
Group/team work	0	1	2	3	4
Guest speakers	0	1	2	3	4
Videos	0	1	2	3	4
Internships	0	1	2	3	4
Homework	0	1	2	3	4
Observational visits	0	1	2	3	4

2. In your opinion, how often did the trainers/instructors use the following methods of instruction. Please check one for each method below:

	<u>Not Enough</u>	<u>Sufficiently</u>	<u>Too Often</u>	<u>Never</u>
Lecture	—	—	—	—
Group Discussion	—	—	—	—
Group Work	—	—	—	—
Independent Study	—	—	—	—
Homework	—	—	—	—
Computers	—	—	—	—
Field trips	—	—	—	—

3. Please comment on the time you were required to attend classes. Was the daily time spent in the classroom... (please check one only)

Too Short _____ About Right _____ Too Long _____

IV. LOGISTICAL AND ADMINISTRATIVE SUPPORT

1. While in the United States did you have any serious problems with any of the following? Circle only one for each.

	<u>Serious Problems</u>	<u>Minor Problems</u>	<u>No Problems</u>
English Language	1	2	3
Finding adequate housing	1	2	3
Adjusting to the climate	1	2	3
Getting appropriate foods	1	2	3
Getting around (local travel)	1	2	3
Medical/Health problems	1	2	3
Filing a Health Insurance claim	1	2	3
Personal Problems (i.e homesickness, loneliness, etc.)	1	2	3
Living on your maintenance allowance	1	2	3
Satisfying academic regulations	1	2	3
Forming friendships	1	2	3
OTHER - Please specify:	1	2	3

2. The purpose of the PPTP programming staff is to administer your program as well as provide support services. Please indicate your satisfaction with the following PPTP services:

	<u>Very Satisfied</u>	<u>Partly Satisfied</u>	<u>Not Satisfied</u>
Regularity of Allowance payments	1	2	3
Health Insurance assistance	1	2	3
Arrival assistance/arrangements (to Washington D.C./U.S.)	1	2	3
Arrival assistance/arrangements (to training site)	1	2	3
Response to general questions made to this office	1	2	3
Handling of special requests (i.e. dependent certification)	1	2	3
Counselling services	1	2	3

If you indicated that you were dissatisfied with any of the services that PPTP provides, please comment on how we can improve our services for future participants:

Thank you very much for spending time to complete this evaluation thoroughly. We ask that you mail this to the PPTP office, using the self-addressed stamped envelope, that we have provided, before you depart to Pakistan.

If you have any additional comments, suggestions or advice, please use the remaining space on this page. Good luck to you in the future.

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APPENDIX D

Recommendations From Session I and II

SESSION I

PARTICIPANTS' RECOMMENDATIONS FOR SUBSEQUENT SESSIONS:

The original Terms of Reference (2 April, 1988) stated that in-country training should consist of three training sessions, each about 6 weeks long, over an 18 month period. MART officials and consultants (J. White and L. Littlefield), following the initial visit and needs assessment study (November 1989) concluded that in-country training sessions should remain three in number, but be reduced to three, two and two weeks duration, respectively. The three week session has now been completed (March 1990). We recommend the two remaining 2-week session in-country be restructured as follows:

- A. Have only one session rather than two; that session would be lengthened to 3-4 weeks. In addition to regular course contents (lectures, discussions, assignments, etc.) a major component would be a "traveling seminar" to visit agricultural universities and Agricultural Research Institutes in Pakistan. The purpose of such a trip would be to see first-hand the facilities, equipment and personnel available for staff training by the national network of training coordinators. It would also provide a meaningful teaching tool, as different TCs would be assigned responsibility for organizing and coordinating travel, lodging, local training and all other arrangements. Such a program (one, 3-4 week session) would be more cost effective than two, 2-weeks programs, in addition to the greater educational/organizational opportunities it would provide.
- B. The USA session of the course (summer 1991) could also be extended a few days, if necessary, to further increase the instructional component of that session. A major emphasis of the USA session will be program planning and implementation, in greater breadth and depth than was covered in the in-country portions of the course. Several case studies will be utilized.
- C. The above recommendations to change the format of the remaining in-country portion of the course is supported strongly by the 18 participants, who now constitute the association of Agricultural Training Coordinators of Pakistan.
- D. It is essential that the same participants, i.e., Training Coordinators, attend all subsequent sessions of this course, since course content builds on information presented in the previous sessions. There must no be a change in nominees from session to session.
- E. Physical amenities (adequate hot water, clean rooms, etc.) really need to be improved at the hostel. That is true apparently for all training courses at NARC, not just this one.

SESSION II

RECOMMENDATIONS FOR THE FINAL SESSION:

Basically the recommendations from Session I remain appropriate and are important for any training activity. However, in the light of recent developments and the resultant brevity of Session II due to the Persian Gulf crisis, the following recommendations were added:

1. Extend the U.S. portion of the training program to five weeks beginning June 24 and terminating August 3. This allows accommodation for the portions omitted in Session II.
2. All participants participate in all U.S. training sessions and all participants adhere to training schedules regarding time and location as well as meals functions, evening and week-end activities, etc.
3. The major emphasis of the five week training session in the U.S. will be as follows: 1) a visit to the USDA Research Center at Beltsville, Maryland, with emphasis on on-going research and training activities; 2) attendance at a Grant and Proposal Writing Workshop for Project Funding at Winrock's International Headquarters at Morrilton, Arkansas; 3) development by the participants of a five-yea. short-term training program for their respective ARI's and Agricultural Universities; 4) study tours and direct observation of adult training programs currently in progress at Area Vocational School Adult Education Program, Cooperative Extension, Extension Field Days, OSU Training Program, as well as Industry and Federal agencies, etc.; 5) an on-site visit to a U.S. farming operation and a county extension office; 6) tour of privately funded experiment stations of foundations as well as university research facilities; and 7) development of computer skills in utilizing graphics and word processing.

APPENDIX E

Short-Term Training Model

MART/PAKISTAN TRAINING PROJECT

SHORT-TERM TRAINING PROGRAMS:

*AGREEMENT/CONTRACT*DESIGN*DEVELOPMENT*CONDUCTING*EVALUATION

AGREEMENT/CONTRACT:

* Where is your agreement? Include a short paragraph explaining the training agreement with your director or dean.

* Where will you get the funding to conduct short-term training?

- Registration fees
- PARC or NARC
- The university
- Agriculture Research Institutes
- World Bank
- Ford Foundation
- Other

* Budgets

- Per diem & travel allowances
- Transportation (field trips, etc.)
- Meal functions and facilities
- Hostel accommodations
- Labs, lecture rooms, etc.
- Equipment
- Supplies & materials
- Teaching aids
- Handout materials
- Certificates of completion
- Receptions
- Cafeteria (meals)
- Tea breaks
- Other

(If no out-of-pocket costs are incurred, indicate as a non-cash expense.)

* Do you have a contract/agreement to conduct training?

- A formal contract
- A letter requesting and/or authorizing training
- A verbal agreement
- Who authorizes the training program to be conducted?

DESIGN:

* Needs Assessment - Explain your justification for the training program you plan to conduct. How did you determine the need or demand for the particular courses that were planned? (This is your training proposal.)

* Do you have an advisory committee?

* Who is the target audience?

* How many participants are to be involved?

* What is the duration of the program?

**Will training be in a "block" (e.g. two consecutive weeks in one block of time) or a "series" (e.g. spread out over an uneven time period.) type of schedule. **

* Priority for training courses and number of training programs needed?

* Other?

DEVELOPMENT:

* Curriculum Development

-Selection of subject matter/topics

.Needs of the learners

.Needs of the industry, institution, society

.Nature of the discipline

(Based on a needs assessment)

-Development of teaching materials

(Notes, transparencies, video tapes, charts, job sheets, lab exercises, handouts, notebooks, etc.)

-Teaching methods and strategies

-Learner activities

-Teaching aids

-Equipment needed

-Selection of resource people

-Other?

CONDUCTING:

- * A detailed inventory of equipment, materials, etc.
- * Inauguration
- * "First day of class" (Your approach - "Lets get started right")
- * Starting time
- * Meal & tea breaks
- * Time of adjournment each day
- * Announcements, expectations, directions, etc.
- * Seating & seating arrangements
- * Presentations - "Today's program is ..." (An itinerary, program, etc.)
- * Group discussion
- * Individual & group participation
- * Media involvement
- * Other?

EVALUATION:

- * When, frequency, how, what?
 - Daily, weekly, at the end of the course, etc.
 - Based on course objectives:
 - Based on the instructor's performance
 - Based on learner outcomes
 - A combination: the subject matter, the instructor, the learner.
 - Survey, opinionnaire, personal interview, etc.
 - Number of participants
 - Other?

APPENDIX F

**SESSION III
ITINERARY**

Revised, July 10,⁵⁰ 1991

Alterations: July 13,
14, 15, 18, 19, 23
(To accommodate requests
of participants)

SESSION III

TRAINING OF TRAINING COORDINATORS COURSE,

USAID PAKISTAN/WINROCK MART PROJECT.

OKLAHOMA STATE UNIVERSITY

(JUNE 29 TO AUGUST 10, 1991)

MAJOR COMPONENTS

- * ON-SITE EDUCATIONAL STUDY TOURS (UNIVERSITIES,
GOVERNMENT AGENCIES, MILITARY, INDUSTRIES)
- * GRANT & PROPOSAL WRITING WORKSHOP
- * AGRICULTURAL & EXTENSION EDUCATION PROGRAM REVIEWS
- * EXTENSION IN-SERVICE EDUCATION PROGRAMS
- * COMPUTER TRAINING
- * CONGRESSIONAL, U.S. DEPARTMENT OF AGRICULTURE &
WORLD BANK VISITS

JAMES D. WHITE & LARRY J. LITTLEFIELD
INSTRUCTORS

SESSION III

SCHEDULE

7/10/91 Revision

- June 29 (Sat.) - Arrive Des Moines, IA; drive to Ames; check in to hotel (Iowa State University Student Union); rest
- June 30 (Sun.) - Tour a commercial farm and a functioning, historic farm exhibit (Living History Farm)
- July 1 (Mon.) - Iowa State University training program (Agricultural Education Dept. Staff, Drs. Williams and Brecklesberg) - overview of graduate program, adult and extension education in-service programs
- July 2 (Tue.) - Drive to Fayetteville, AR; check in to hotel (Mountain Inn)
- July 3 (Wed.) - University of Arkansas training program (Dept. of Agriculture and Extension Education) - lectures and panel discussion on Assessing Training Needs, How to Provide Training, Extension Techniques, Practical Considerations in Reaching Individual Learners in a Rural Community; tour of university farm, time permitting
- July 4 (Thur.) - Drive to Poteau, OK; check in to Kerr Center Lodge; free time; evening fireworks display
- July 5 (Fri.) - Training program, Kerr Center for Sustainable Agriculture; emphasis on adult education in principles and techniques of sustainable agriculture
- July 6 (Sat.) - A.M. - Tour and lecture, Spiro Mounds State Park (ancient Indian cultural/trade center and burial mounds); outdoor lunch (Kerr Center pool/patio); afternoon, Ft. Smith, AR shopping
- July 7 (Sun.) - Drive to Winrock International, Petit Jean Mt., Morrilton, AR; check in to guest quarters; free time
- July 8 (Mon.) -) Winrock training course, "Developing,
- July 9 (Tue.) -) Writing and Marketing Grant Proposals";
- July 10 (Wed.) -) break Wednesday afternoon; visit Heifer
- July 11 (Thur.) -) International Project nearby; complete
- July 12 (Fri.) -) course Friday afternoon; Friday night banquet
- July 13 (Sat.) - Drive to Stillwater, OK (OSU); check in to University lodgings
- July 14 (Sun.) - Free day; orientation to local shopping, laundry, etc.
- July 15 (Mon.) - OSU "inauguration"; overview of OSU training program; campus tour; visit local mosque

- July 16 (Tue.) -) TCs present and critique proposed 5-year
 July 17 (Wed.) -) training plans
 July 18 (Thur.) - A.M. - two presentations; Dr. Jacqueline
 Fletcher (research workshops/shortcourses);
 Dr. Larry Claypool (first of three sessions
 on applied statistics/biometrics)
 P.M. - On-site visit of OSU College of
 Veterinary Medicine; overview of clinical
 and educational programs
- July 19 (Fri.) - Overview of Oklahoma Cooperative Extension
 Service (OCES); emphasis on staff training
 and development; also OCES print and tele-
 communications facilities, including
 graphics, set design and construction,
 program planning and production (tour
 facilities); also, second session on applied
 statistics
- July 20 (Sat.) - Free day; excursion to Oklahoma City
 July 21 (Sun.) - Free day
 July 22 (Mon.) - On-site visits to out-state research and
 extension center; rural development program
 (catfish farming; emphasis on training
 techniques); county extension/education
 center; commercial horticulture producer
 (emphasis on training required in
 production, economics and marketing) (leave
 Stillwater 6:30 A.M.)
- July 23 (Tue.) - On-site visits, in Stillwater: an adult
 vocational/technician training school, and
 the headquarters for the state's
 vocational/technical training system
- 10:00 A.M. - Indian Meridian Vocational Technical
 School; emphasis on adult education and
 training programs
- 1:15 P.M. - State Department of Vocational and Technical
 Education; program on staff development and
 in-service training strategies and practices
- 3:30 P.M. - Third session on applied statistics
- July 24 (Wed.) - On-site visits, in Oklahoma City (leave
 Stillwater 7:30)
- A. Mabel Bassett Women's Correctional
 Center (i.e. prison); successful
 horticulture/job training program
 (8:30-9:30)
- B. U.S. Postal Service, National Training
 Center; extensive training programs for
 operation and repair of automated mail
 handling machinery, computers, etc.
 (three U.S.-trained Pakistani
 instructors, engineers, on staff)
 (10:00-12:00; lunch in their cafeteria)

- C. U.S. Federal Aviation Training Center; internationally known center for training ground operations personnel, air traffic controllers, (1:15-3:00)
 - D. Dana Corporation; a national manufacturer of automobile parts; emphasis on training and implementation of employee participatory management procedures and teamwork production programs (3:30-5:00)
- July 25 (Thur.) - On-site visit to Ft. Sill, U.S. Army artillery training base; emphasis on large scale training procedures (planning and implementation) (leave Stillwater 7:00)
- July 26 (Fri.) - Finalize individual 5-year training plans, based on critiques and suggestions, July 16-18
- July 27 (Sat.) - Free day; excursion to Tulsa, OK
- July 28 (Sun.) - Free day
- July 29 (Mon.) - (Computer training, with assignment to
- July 30 (Tue.) - (complete the preparation, writing and
- July 31 (Wed.) - (printing of individual 5-yr training plans
- Aug. 1 (Thur.) - Arranged, individual visits of TCs to OSU departments and faculty members, as most appropriate for individual TCs
- Aug. 2 (Fri.) - Final day, for tying up loose ends, packing bags, last minute local shopping, etc. Evening - final dinner, with presentation of certificates
- Aug. 3 (Sat.) - Vans to Tulsa airport; leave Stillwater 10:00; fly to Washington, D.C.; check in to hotel
- Aug. 4 (Sun.) - Free day; sightseeing
- Aug. 5 (Mon.) - Lunch at World Bank followed by an all afternoon briefing session
- Aug. 6 (Tue.) - A.M. - White House tour; group visit with Rep. Bill Brewster (D.- Oklahoma)
- Aug. 7 (Wed.) - A.M. - Group visit with Rep. Charles Stenholm (D.- Texas); emphasis on international programs affecting agriculture
P.M. - Foreign Agricultural Service (FAS)/USDA; South Asia Section
- Aug. 8 (Thur.) - A.M. - Office of International Cooperation and Development (OICD)/USDA; International Short Course and Training Programs (9:00 A.M., tentatively)
P.M. - Beltsville Research Center Tour (1:15 P.M.); ARS International Agricultural Research Programs Office (3:30 P.M.)

Aug. 9 (Fri.) - Final free time
Aug. 10 (Sat.) - Depart for Pakistan (TCs)
 Depart for Oklahoma (White & Littlefield)