

84317

USAID Mission to Pakistan

**Development Support Training Project
Semi-Annual Work Plan
July 1 to December 31, 1993**

Prepared by:

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

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GOAL (1): *Ongoing Reporting Requirements Met*

Time Period: 7/1/93 - 12/31/93

Objective (1): Meet Home Office Requirements for Reporting

Measurement: Reports required are submitted within Deadline

Target Date: December 31, 1993

- Action Plan:**
- Reporting of participant expenditures by PIO/P will be submitted quarterly and semi-annually as required.
 - Reporting of participant expenditures by PIO/T will be submitted quarterly and semi-annually as required.
 - Copies of invoices/vouchers will be submitted monthly to Project Officer.
 - Summaries of monthly management, financial and training activity including statistics on training of women and at HBCUs will be submitted to Field Office by the fifth of each month.
 - Summaries of semi-annual management, financial and training activity including statistics on training of women and at HBCUs will be submitted to Field Office by the fifteenth of each sixth month.

GOAL (1): *Placement of Pending Participant Caseload*

Time Period: 7/1/93 - 12/31/93

Objective (1): Project requirements met in the placement of pending participant cases

Measurement: 450 technical participants actioned by target date

Target Date: December 31, 1993

Action Plan: - PPTP staff will conduct research into appropriate training opportunities for present Home Office pending caseload and for participants whose PIO/Ps are received within the semi-annual period.

- At the beginning and on the 15th of each month, the Program Coordinator will review database printout of placement activity to monitor actions taken by Program Specialists.

- Pending cases nominated from the following projects will be placed to ensure program completion by PACD, as indicated:

NWFP Area Development (0485):	August 31, 1993
Child Survival (0496):	September 30, 1993
Private Investment Expansion (0514):	December 31, 1993
Energy Planning and Development (0478):	July 31, 1993

GOAL (2): *Participants Arrive for Training*

Time Period: 7/1/93 - 12/31/93

Objective (1): Ensure USAID project goals for participant arrivals and program starts are met

Measurement: 250 technical participants arrive by target date

Target Date: December 31, 1993

Action Plan:

- Program Specialists will ensure that Training Implementation Plans (TIP) are submitted within USAID guidelines in all cases possible. Call Forwards will be issued on approval.
- Twice each month a report of all participants Called Forward is prepared and orientations scheduled accordingly.
- On a monthly basis an average of 41 technical participants will arrive for training.

GOAL (3): *Project Requirements for In-training Academic Participants Fulfilled*

Time Period: 7/1/93 - 12/31/93

Objective (1): All actions necessary for monitoring and administering in-training academic participants implemented

Measurement: 387 USAID funded academic participants in-training during time period

Target Date: December 31, 1993

Action Plan:

- As requested by participants, requests for extensions, changes in programs, research requests, or any other issue related to an in-training participant will be prepared and submitted to the field office via courier or fax for review and a decision by USAID/Pakistan.
- Based on approvals and/or official increases in allowances, PIO/P amendments will be requested, as required.
- Grades will be processed and forwarded to the field office.
- Dependent requests will be reviewed on receipt and if conditions for dependent certification are met, they will be forwarded to the field office.
- Standard allowances will be issued without interruption and in accordance with Handbook 10 regulations. Requests for periodic or exceptional allowances will be reviewed and processed.

GOAL (4): *Completed Participants Return*

Time Period: 7/1/93 - 12/31/93

Objective (1): Confirmation of program completion and logistics for participant returns will be conducted.

Measurement: 150 academic participants and 250 technical participants confirmed as returning during period

Target Date: December 31, 1993

- Action Plan:**
- Each month, a projection of participants to complete during the future six months will be printed from the database. Based on this Program Specialists will send Departure Packets to participants instructing them of their responsibilities prior to returning and also of the logistical procedures involved in purchasing their airline ticket, ensuring required tax information is on file, and ensuring appropriate final payments.
 - At the beginning of each month a printout of participants who have completed training will be sent to the field office so that they can be entered into the PTDS and their return followed-up.
 - Where staff is aware of participants who have not returned, the Program Specialist will notify the field office and on instruction or after thirty days will submit a non-returnee report to USAID/WDC.
 - Program Staff will ensure all participants under the Irrigation Systems Management Project and the Population Welfare Project return by June, 1993 as required by the Project Activity Completion Dates of the two projects.
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GOAL (1): *Ongoing Financial Administration Provided*

Time Period: 7/1/93 - 12/31/93

Objective (1): Financial disbursements will be processed expeditiously, within government regulations and will be appropriately charged within accounting

Measurement: Check requests are promptly and correctly processed

Target Date: December 31, 1993

Action Plan:

- Financial Assistants are assigned to work with a team of Specialists and will process requests resulting from their program monitoring.
- Financial Assistants will review requests to ensure correct back-up has been attached, will note the correct accounting elements of cost and will submit the requests to accounting.
- Financial Supervisor will work closely with Financial Assistants to redistribute work, follow-up with questions or problems.
- Monthly, Financial Supervisor will review accounting printouts to ensure appropriate allocations of expenses.

GOAL (2): *PDFs and Revisions Submitted*

Time Period: 7/1/93 - 12/31/93

Objective (1): PDF information for newly processed participants and revisions for those in-training and completed will be electronically transmitted to OIT twice weekly.

Measurement: OIT Statistical Data (derived from PDF information) is accurate

Target Date: July 1, 1993 - December 31, 1993

Action Plan:

- Administrative staff will review PDF data derived from PTDS three times a week and process it for transmission to OIT.
- Administrative staff will print information on a PDF form and distribute this to the appropriate Program Specialist for filing in the individual participant file.
- Twice a week (Wednesday and Friday), Administrative staff will format PDF information and directly transmit it to OIT via E-Mail.
- Following transmission, OIT will send a fax listing records which were not accepted due to irregular data. Administrative staff will review these, correct any erroneous data, and prepare for re-transmission to OIT.
- Following re-transmission, corrected PDFs will be given to Program Specialists for filing in the participant case file.

GOAL (3): *Close-Out Reports Completed*

Time Period: 7/1/93 - 12/31/93

Objective (1): 80 - 100 Close-Out Reports submitted to field office each week

Measurement: 2,000 - 2,600 Close-Out Reports submitted to field office during time period

Target Date: December 31, 1993

Action Plan:

- Two Close-Out Assistants will complete and submit each week a minimum average total of 80 Close-Out Reports each week.
- Close-Out Reports will be reviewed by the Financial Supervisor and the Participant Finance Manager for correctness and accuracy. These will be submitted to the field office on a weekly basis for purposes of drafting close-out PIO/P Amendments.
- For projects which are nearing or have exceeded the PACD, Close-Out Reports will be submitted by the Home Office to the Field Office at least two months in advance of the Final Billing Deadline.

GOAL (1): *Ongoing Computer Support Provided*

Time Period: 7/1/93 - 12/31/93

Objective (1): Computer support will be provided to Home Office staff in support of DSTP

Measurement: Adequate support provided for DSTP Home Office information systems

Target Date: Ongoing during period

Action Plan:

- Information Systems coordinator will provide routine and regular assistance to program staff in use of information systems.
- Information systems coordinator will respond to requests for development of information systems programs, forms, etc., made in relation to DSTP work.
- Routine and regular maintenance and back-up will be provided for DSTP information systems.

GOAL (2): *PTDS Installed and in Use*

Time Period: 7/1/93 - 12/31/93

Objective (1): Home Office staff will integrate the PTDS into their daily casework and administrative routine.

Objective (2): Feedback about PTDS usage and required or helpful modifications will be communicated to Field Office Information Systems Manager.

Measurement: PTDS is operational, well integrated into staff case and administrative activity.

Target Date: December 31, 1993

Action Plan:

- Staff will have begun using PTDS at the beginning of the period and will communicate needs for additional training and/or helpful modifications to the Field Office Information Systems Manager during his TDY.

- Additional training will be provided to staff as needed. Modifications will be evaluated and made if they are assessed to improve the program.

- By the end of the period, increased use of the PTDS will be apparent as staff use the system to support their ongoing work, generate reports and forms, etc.

GOAL (3): *Computer System Purchased and Installed for Embassy of Pakistan, Office of Education**

Time Period: 7/31/93 - 12/31/93

Objective (1): Computer system and PTDS will be installed within Embassy of Pakistan for administration of GOP-funded programs

Measurement: System is installed; PTDS installed; staff trained in use

Target Date: August 30 for installation and training;

Action Plan:

- On approval by USAID, DSTP will purchase computer system for Office of Education.
- Field office systems manager will design modified PTDS for Embassy use.
- Embassy training staff will be trained in system and PTDS use for administration of the MOST/MOE training programs.

*** This objective was a part of the 1- 6/93 Workplan. Accomplishment was not possible as a result of delayed issuance of authorization for computer equipment purchase.**

FIELD OFFICE PARTICIPANT TRAINING

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Participant Training Unit: Semi-Annual Work Plan (July-December 1993)

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GOAL (1): *Pending Participants Case Load Administered*

Time Period: 7/1/93 - 12/31/93

Objective (1): Project requirements addressed in the administration of the pending case load

Measurement: 450 technical participants actioned by target date

Target Date: December 31, 1993

Action Plan:

- PTU staff will maintain contact with all pending participants, ensure their files are up to date, obtain medical clearances and TOEFL result when required, and issue PIC/Ps. Action Requests and Training Implementation Plans (TIPs) forwarded to Project Officers for decision.

- On the 15th of each month Unit Director reviews database printout of pending case load to monitor actions of Case Officer.

- By July 30 Unit Director conducts a review of projects PACD and advises Case Officer to recommend cancellation or downgrade for those participants not able to complete training within the remaining time frame.

- Nominees from the following projects will be processed to complete training prior to the Project Activity Completion Date (PACD). Any nominee pending after the project PACD will be cancelled:

North West Frontier Area Development Project:	August 31, 1993
Child Survival Project:	September 30, 1993
Private Investment Expansion:	December 31, 1993
Energy Planning and Development:	July 31, 1993

GOAL (2): *Participants Depart for Training*

Time Period: 7/1/93 - 12/31/93

Objective (1): Ensure USAID project goals for participant departures are met

Measurement: 250 technical participants departed by target date

Target Date: December 31, 1993

Action Plan:

- Case Officers will ensure that the call forward letter is prepared in a timely manner; including notification of program and predeparture processing information for the participant, issuance of visa, airline ticket and traveler's checks. Estimated Time of Arrival (ETA) and medical certification information will be conveyed to PPTP to ensure that airport meet is arranged and the participant Health and Accident Coverage (HAC) is activated.
- On the first of each month a report of all participants departing is prepared and pre-departure orientations are scheduled, accordingly.
- On a monthly basis an average of 41 technical participants will depart for training.

GOAL (3): *Project Requirements for In-training Academic Participants Fulfilled*

Time Period: 7/1/93 - 12/31/93

Objective (1): All actions necessary for in-training academic participants implemented

Measurement: 387 USAID funded academic participants in-training during time period

Target Date: December 31, 1993

Action Plan:

- On a weekly basis requests for extensions, changes in-programs, research requests, or any other issue related to an in training participant are received in courier or via fax. Case Officers will submit requests to USAID for consideration.
- PIO/P amendments processed, as required.
- Grades entered in PTDS and forwarded to Project Officers for review.
- Request for the participants' families to join them in the U.S. will be processed. Non objection certificates will be obtained from the Government of Pakistan, medical clearance and visa formalities will be completed.

GOAL (4): *Return of All Completed Participants Confirmed*

Time Period: 7/1/93 - 12/31/93

Objective (1): All available resources used to verify return of participants' to Pakistan after completion of training.

Measurement: 150 academic participants and 250 technical participants confirmed as returning during period

Target Date: December 31, 1993

- Action Plan:**
- On the first of each month Program Manager directs Administrative Assistant to print a database generated report of all participants who returned during the previous month. Based on this report Case Officers send out confirmation of return letters.
 - On a quarterly basis Program Manager conducts a random check of completed files to ensure that hard copies of confirmation of return letters are on file. (9/30/93, 12/31/93)
 - On a case by case basis, HRD Project Officer is notified by the Unit Director or PTU staff of participants who failed to return from training.
 - As time allows, PTU staff continues to confirm the return of participants who returned prior to 1988 who currently have a return status of "N/A" on the PTDS.
 - Confirmation of return activities coordinated with Follow-up Unit.
 - All participants under the Northwest Frontier Area Development Project, Energy Planning and Development, Child Survival Project and Private Investment Expansion Project must return home prior to their respective Project Activity Completion Dates of the two projects.
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GOAL (5): *Carryover and Close Out Amendments Completed*

Time Period: 7/1/93 - 12/31/93

Objective (1): 200 PIO/P amendments per month from July 1 to December 31, 1993

Measurement: 1,200 PIO/P amendments processed during time period

Target Date: December 31, 1993

Action Plan:

- Finance Assistant, Administrative Assistant and Case Officers will complete approximately 200 PIO/P amendments per month.
- Close Out Reports will be received weekly from AED/Finance staff and the data are entered on the PTDS. These reports are the source for close out amendments.
- Carryover amendments completed specifying which DSTP2 PIO/T to be charged for participants who began their training programs under DSTP1. Participants in training under both contracts are referred to as "carryover" participants.

GOAL (6): *Maintain strong communication between the Participant Training Unit and other AED/Islamabad Units, PPTP, AED/Washington, and USAID/Islamabad*

Time Period: 7/1/93 - 12/31/93

Objective (1): A high level of communication maintained between the Participant Training Unit and PPTP/Washington DC

Measurement: Memos, faxes and telexes on file

Target Date: On-going

Action Plan:

- Every Thursday past weeks participant training faxes and documents pouched from Director, PTU Islamabad to Program Manager/PPTP. Every Friday past weeks participant training faxes and documents pouched from Program Manager/PPTP to Director, PTU
- As required, the Director PTU/Islamabad communicated by phone with Program Manager/PPTP to discuss issues related to both parties
- On a daily basis, Case Officers/PTU and Program Specialists/PPTP exchange faxes

Objective (2): Maintain Strong Communication between the Participant Training Unit and USAID

Measurement: Regular meetings held, correspondence between offices on file

Target Date: On-going

Action Plan:

- Attend regular meetings with DSTP Project Officer and HRT staff
- Memos exchanged regularly between offices
- Phone conversation between PTU staff and Project Officer on a frequent basis
- PTU Director and concerned Case Officer hold meetings, as required, with Project Officers to resolve pending issues.
- Electronic mail used to facilitate communication with DSTP Project Officer.

Year 1993: Goal 6: Objective 3:

Objective (3): Maintain strong communication between the Participant Training Unit and other units of AED/Islamabad

Measurement: Memos circulated as required

Target Date: On-going

Action Plan:

- Memos exchanged between units as required
- Meetings held weekly with Unit Heads
- The first Monday of every month a meeting is held with Senior Staff

GOAL (7): *Staff Development*

Time Period: 7/1/93 - 12/31/93

Objective (1): Enhance the condition of work life and the development of Participant Training staff, to promote professional development, high morale, and a productive work climate

Measurement: Informal meeting held on a daily basis with Case Officers and on a weekly basis with support staff

Target Date: On-going throughout time period

Action Plan:

- On a daily basis PTU Director meets with Administrative Assistant and Case Officers to discuss the priorities of the day. Information is shared and exchanged, policy issues are discussed and problem solving occurs.
- Continual effort to address concerns of PTU staff in order to maintain high morale.

FOLLOW-UP

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**Follow-Up Unit:
Semi-Annual Work Plan (July-December 1993)**

GOAL (1): *Quarterly Reports are submitted to USAID documenting training accomplishments of particular projects and providing related feedback from returned participants on training appropriateness and utilization.* 1

GOAL (2): *Participant return to Pakistan is confirmed and contact information updated.* 3

GOAL (3): *Events are organized in the interest of honoring returned participants and promoting professional networking.* 5

GOAL (4): *Follow-up database is maintained and updated on a continuing basis.* 6

GOAL (1): *Quarterly Reports are submitted to USAID documenting training accomplishments of particular projects and providing related feedback from returned participants on training appropriateness and utilization.*

Time Period: 7/1/93 - 12/31/93

Objective (1): Two reports completed based on information generated from PTDS, staff research, returned surveys and interviews of returned Participants.

Measurement: Reports including, data, data analysis, graphs, narrative accounts of returnees, and commentary.

Target Date: September 30 and December 31, 1993

Action Plan:

- MIS used to profile project-by-project participant training accomplishments and to generate statistics and graphs reflecting responses to assertions in the survey.
- Narrative statements of returned participants and interview records screened and edited for inclusion in the report.
- Input from concerned USAID project staff solicited and included in report as appropriate.

Year 1993: Goal 1: Objective 2:

Objective (2): Information on returned participants is provided to GOP and USG officials on request.

Measurement: Information dissemination

Target Date: On-going on an *ad hoc* basis

Action Plan: - Respond in a timely fashion to requests or occasional requirements.

GOAL (2): *Participant return to Pakistan is confirmed and contact information updated.*

Time Period: 7/1/93 - 12/31/93

Objective (1): Confirm return of participants to Pakistan or inform USAID/OIT of non-return.

Measurement: Number of participants whose return is unconfirmed reduced to that of participants recently concluding programs.

Target Date: December 31, 1993

Action Plan:

- Undertake contacts by phone or otherwise to confirm participant returns.

- Utilize resources of GOP/EAD and USAID/Project Officers to assist in confirmation of return.

Year 1993: Goal 2: Objective 2:

Objective (2): Update contact information for returned participants in PTDS.

Measurement: Reliability of contact information for purposes of mailings is increased as indicated by decline in the number of returned mailings.

Target Date: On-going

Action Plan:

- Mail contact-information update form and list of member firms of the American Business Council to all returned participants.
- Enter updated contact information in PTDS.

GOAL (3): *Events are organized in the interest of honoring returned participants and promoting professional networking.*

Time Period: 7/1/93 - 12/31/93

Objective (1): Facilitation of receptions and other gatherings of returned participants in cooperation with USAID and local public and private organizations.

Measurement: One or two events per year.

Target Date: *Ad hoc*

Action Plan: - Follow-up unit will cooperate with USG officials and representatives of local public and private organizations in organizing gatherings of returned participants.

GOAL (4): *Follow-up database is maintained and updated on a continuing basis.*

Time Period: On-going

Objective (1): Follow-up database stores information from immediate post-return survey of opinion of all participants and a post-training survey (six months or more post-return) of a sample of participants, not to be less than 100 per quarter.

Measurement: Database is up to date on post-return and post-training survey responses.

Target Date: On-going.

Action Plan:

- Return-from-training questionnaires will be issued to participants soon immediately after their return.
- Post-training questionnaires will be issued to a random sample of participants, who returned six months or more prior to the survey date.
- Information from the questionnaires will be entered in the database.

TESTING AND EVALUATION

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- GOAL (2): *A system is devised for adjusting TOEFL testing plans to accomodate changes in AID Mission requirements related to English language testing.* 4
- GOAL (3): *TOEFL database is maintained and updated regularly to serve the requirements of users in AID, AED, and GOP.* 6

Year 1993: Goal 1: Objective 1:

GOAL (1): *TOEFL tests are administered to public and private candidates nominated/selected under AID training programs in USA and third countries.*

Time Period: 7/1/93 - 12/31/93

Objective (1): All public sector candidates nominated by GOP/Provincial government/AID Project Officers are administered TOEFL test at Islamabad and provincial capitals.

Measurement: Number of candidates tested/locations served.

Target Date: December 31, 1993

Action Plan:

- Liaison Officer consults with relevant Project Officers/Departments to determine the extent of TOEFL testing required.
- TOEFL team Coordinator orders test materials from ETS.
- Liaison Officer draws up test schedule as required by the various Project Officers.
- TOEFL team administers TOEFL tests in Islamabad or provincial capitals depending on the situation of the candidates.
- Within 2 days after each test administration, TOEFL Team Coordinator prepares unofficial score reports and delivers report to Liaison Officer, who transmits the scores to concerned Project Officers/Case Officers/Departments/candidates.

Objective (1)Contd: - TOEFL Team Coordinator sends TOEFL answer sheets and test books to ETS for official scoring.

- Upon receipt of official score reports from ETS, TOEFL Team Coordinator checks handscored TOEFL scores against official scores, notes any discrepancies and delivers official score reports to Liaison Officer, who issues score cards to the candidates.

- Within one week of receipt of official score reports from ETS, Liaison Officer's Secretary enters TOEFL scores of candidates in the TOEFL database.

Objective (2): TOEFL tests are administered to candidates selected under AID private sector programs at Islamabad or in the provinces.

Measurement: Number of candidates tested/projects served.

Target Date: December 31, 1993

- Action Plan:**
- Project Officer concerned requests the Liaison Officer to arrange TOEFL test for candidates selected/short listed under the project.
 - Liaison Officer checks availability of TOEFL team members, test center and other TOEFL commitments and indicates feasible dates for the test to the Project Officer.
 - TOEFL team travels to the test site and administers TOEFL test according to the schedule agreed upon.
 - TOEFL Team Coordinator prepares unofficial score report and delivers to Liaison officer, who forwards it to the Project Officer.
 - TOEFL Team Coordinator forwards answer sheets and test books to ETS for official scoring.
 - Official score reports received from ETS (within about 8 weeks) are checked by TOEFL Coordinator and delivered to Liaison Officer, who forwards score cards to candidates by mail.
 - Liaison Officer's Secretary enters official scores in TOEFL database.
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GOAL (2): *A system is devised for adjusting TOEFL testing plans to accomodate changes in AID Mission requirements related to English language testing.*

Time Period: 7/1/93 - 12/31/93

Objective (1): TOEFL tests are administered to individual candidates and small groups (10 or less) at AED in Islamabad on a regular schedule of once each month

Measurement: Number of candidates tested/projects served.

Target Date: December 31, 1993

Action Plan:

- TOEFL Coordinator has secured testing materials from ETS which includes sets of 10 tests each.
- Project Officers nominate candidate/candidates for TOEFL test and indicate the latest date by which TOEFL test must be administered.
- Liaison Officer schedules TOEFL test.
- Unofficial scores are conveyed to Project Officer/Case Officer within 2 days of the test.

Objective (2): Respond to requests from Project Officers to arrange TOEFL tests in provincial capitals for small groups of participants in emergency situations requiring early testing.

Measurement: Number of candidates tested/projects served.

Target Date: December 31, 1993

Action Plan:

- TOEFL Coordinator has secured sets of 10 tests each from ETS for testing upto December 31, 1993.
- Project Officers nominate candidates for TOEFL test at least one week before the proposed test date.
- Special TOEFL test is arranged for the group at the earliest possible date by Liaison Officer.
- Administration of TOEFL and follow-up actions are taken as usual.

GOAL (3): *TOEFL database is maintained and updated regularly to serve the requirements of users in AID, AED, and GOP.*

Time Period: 7/1/93 - 12/31/93
(Continuing activity since Oct. 1987)

Objective (1): TOEFL database is programmed to store information on latest TOEFL records as well as historical data on all candidates taking Institutional TOEFL test since Oct. 1987.

Measurement: TOEFL records on 5758 candidates are available in the database. Additional input of data is done after each TOEFL administration.

Target Date: On-going

Action Plan:

- TOEFL database programmed by the Systems Manager, AED.
- Secretary of Liaison Officer trained by Systems Manager to input information and retrieve as required.
- Secretary maintains and updates database regularly after receipt of official score reports from E.T.S.
- Secretary supplies TOEFL scores, print-outs and photocopies of score cards through Liaison Officer to all users in AID, AED, and GOP.
- Secretary checks TOEFL scores of participant nominees as and when required by Case Officers/Project Officers.

Objective (2): Tabulation and analysis of TOEFL data, preparing summary reports and computing achievement indicators is done on a continuing basis.

Measurement: Accuracy and number of reports, tabulation of data and computation of TOEFL statistics.

Target Date: On-going

Action Plan:

- Liaison Officer conveys to Secretary requests for TOEFL reports, print-outs and statistics required for six-monthly, annual and special reports requested by Project Officers.

- Secretary tabulates, analyses and prepares reports from the database under the guidance of the Systems Manager.

MANAGEMENT INFORMATION SYSTEMS

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Management Information Systems Unit: Semi-Annual Work Plan (July-December 1993)

+GOAL (1): <i>Home Office database module of the PTDS in operation</i>	1
+GOAL (2): <i>A computer program to electronically update the data of the home office and the field office modules developed and electronic mailing system begun</i>	2
GOAL (3): <i>Electronic Transmission of Participant Data File (PDF) to OIT/USAID.</i>	4
GOAL (4): <i>PTDS integration with AED's accounting system (DEC) on VAX computer.</i>	5
GOAL (5): <i>AED Field Office and Home Office have been provided with computer support</i>	6
+GOAL (6): <i>Computer hardware, software and database PTDS installed, participant data transferred to the Pakistan Embassy in Washington D.C. staff trained.</i>	8
GOAL (7): <i>Office of International Training (OIT) provided through HRD/USAID with Quarterly Reports on Return Participants.</i>	9
GOAL (8): <i>Home Office provided with Progress Reports.</i>	10

+GOAL (1): *Home Office database module of the PTDS in operation*

Time Period: 7/1/93 - 12/31/93

Objective (1): The Home Office database module of the PTDS analyzed, designed, and programmed.

Measurement: System up and running

Target Date: March 10, 1993

- Action Plan:**
- February 28, 1993: Kanwar will compile and analyze the information, collected from the home office staff, to create preliminary database structure for the home office module.
 - March 31, 1993: All data input & output screens, report formats, form letters, labels, and statistical tables will be designed and finalized. Database structure will be revised, if necessary.
 - April 30, 1993: Program coding of the home office module will be completed.
 - May 15, 1993: Program codes will be compiled and debugged. The module will be tested, and final adjustment will be made before network installation.
 - May 31, 1993: The home office database module installed on local area network system and tested. Setup files created for each user to assign system access rights and default settings of the system. Action completed.
 - June 30, 1993: Data transfer from WANG database system to the PTDS.
 - June 30, 1993: All PPTP staff trained in the use of participant training database system.
 - July 31, 1993: Database operations in the home office observed closely for accuracy and fine tuning of the system.

+GOAL (2): *A computer program to electronically update the data of the home office and the field office modules developed and electronic mailing system begun*

Time Period: 6/31 - 12/13/93

Objective (1): Program developed for electronic transfer and update of participant data between the two network systems (home and field office).

Measurement: Data transfer operations

Target Dates: July 31, 1993

Action Plan:

- March 31, 1993: System analysis completed to create a data transfer program to update the two databases. Action completed.
- April 30, 1993: Data transfer program designing, coding, testing, debugging and installation completed in the field office. Action completed.
- May 31, 1993: Data transfer program testing and installation completed in the home office. Action completed.
- July 31, 1993: Home Office counterpart trained.

Objective (2): E-Mail system and modem installed in the home office for electronic communication (messages and data transfer).

Measurement: Installed E-Mail system and its operation

Target Date: 7/31/93

Action Plan:

- June 15, 1993: Arrangements made to install a compatible E-Mail system and a modem in the home office. Action completed.
- June 30, 1993: Experiment to transfer participant data and electronic messages completed.
- July 31, 1993: Training completed and E-Mail system between the home and field office network system in operation.

GOAL (3): *Electronic Transmission of Participant Data File (PDF) to OIT/USAID.*

Time Period: 7/93

Objective (1): System study, design and program development of electronic transmission of PDFs.

Measurement: Data transmission.

Target Date: 7/31/93

Action Plan:

- July 1, 1993: System study and design of system.
- July 15, 1993: Program development, testing, debugging and installation.
- July 31, 1993: Data transmission and training of staff.

GOAL (4): *PTDS integration with AED's accounting system (DEC) on VAX computer.*

Time Period: 8/93

Objective (1): PTDS integrated with accounts system and producing financial reports for DSTP participant training program.

Measurement: Integrated system.

Target Date: August 1993

Action Plan:

- System study, design and program development.
- Data conversion from VAX to PC format.
- Design and development of reports.

GOAL (5): *AED Field Office and Home Office have been provided with computer support*

Time Period: 7/1/93 - 12/31/93

Objective (1): Field office provided with all computer support and help on basis such as, trouble shooting, training, solutions to timely computer problems, management, maintenance etc.

Measurement: 100% UP and Running System, Trained computer operators.

Target Date: On-going

Action Plan: - Kanwar will continue his efforts to solve computer problems, on time to time basis and training of other staff members of AED Field Office.

Year 1993: Goal 5: Objective 2:

Objective (2): Database systems modified to meet the field office, home office and AID needs. Additional reports added including Close-out reports, Financial reports, Statistical reports etc.

Measurement: Modified Database Systems

Target Date: 7/31/93

Action Plan:

- All changes requested by database users discussed with unit head and tested for feasibility.

- As required the database system will be redesigned/reprogrammed by Kanwar. The reprogramming will include: Program coding, testing, debugging of the program and installation.

+ GOAL (6): *Computer hardware, software and database PTDS installed, participant data transferred to the Pakistan Embassy in Washington D.C. staff trained.*

Time Period: *July - August, 1993*

Objective (1): Computer hardware & software and the participant training database system installed in the Pakistan Embassy in Washington D.C.; staff trained.

Measurement: Systems installed and operational and users trained.

Target Date: August 31, 1993

Action Plan:

- Computer network system installed in the Educational Division of the Pakistan Embassy in Washington D.C. Two standard software applications WordPerfect version 5.1 and Lotus 1-2-3 version 2.2 installed on the network system.
- PTDS modifications discussed with the staff and system analyzed, redesigned and programmed to meet the Embassy needs.
- Database system installation, GOP participant data transferred and system tested.
- Training of the Embassy staff in the use of participant training database and transfer of system.

GOAL (7): *Office of International Training (OIT) provided through HRD/USAID with Quarterly Reports on Return Participants.*

Time Period: *July - December, 1993*

Objective (1): Office of International Training (OIT) provided with quarterly reports, through HRD/USAID, on Returned Participants.

Measurement: Timely Reports

Target Date: September 30, 1993
December 31, 1993

Action Plan:

- Five days earlier than above target dates, Kanwar will prepare the draft reports on return participants using Participant Training Database and will circulate to Cindy, Chief of Party, and DST Project officer for their review.
- The report should be circulated to the case officers by Cindy for review before draft report as submitted to Chief of Party.
- Corrections made, if necessary, and the final report prepared and sent to OIT through DST Project Officer.

GOAL (8): *Home Office provided with Progress Reports.*

Time Period: *July - December, 1993*

Objective (1): Home office provided with Monthly Progress Report on timely basis

Measurement: Timely and thorough

Target Dates: July 7, 1993
August 7, 1993
September 7, 1993
October 7, 1993
November 7, 1993
December 7, 1993

Action Plan:

- Kanwar will prepare draft report for M.I.S. two days prior to target date of each month for Chief of Party review. Chief of Party will make corrections if necessary.

- The final draft will be given to the executive secretary (Mirza) who will combine all the portions of the report from different units to produce the final monthly progress report.

Year 1993: Goal 8: Objective 2:

Objective (2): Six-Monthly Progress Reports prepared and provided to the Home Office.

Measurement: Timely and thorough progress reporting

Target Date: July 31, 1993

Action Plan:

- Kanwar will prepare draft report for M.I.S. five days prior to the above target dates for Chief of Party review. Chief of Party will make corrections if necessary.

- The final draft will be given to the executive secretary (Mirza) who will combine all the portions of the report from different units to produce the final six-monthly progress report.

ADMINISTRATION

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GOAL (1): *Optimum efficiency achieved in the control and management of finances.*

Time Period: 7/1/93 - 12/31/93

Objective (1): Revolving Fund Reports ready for despatch to AED/DC by the 5th of each month.

Target Date: 5th working day of each month.

Measurement: Instructions and formats of reports received from AED/DC.

Action Plan: July 1, 1993 thru December 31, 1993:

- Check thoroughly all bills payable with the relevant supporting documents before payment.
 - Prepare the monthly Pay Roll after thoroughly checking the staff salaries, annual increases and promotions, etc.
 - Enter the checks in the Revolving Fund Reports immediately after payment.
 - Get all paid bills photocopied immediately they were paid by the bank.
 - Collect the Bank statements from the bank on the 1st working day of each month and reconciled the bank balances with our record.
 - Prepare the monthly Revolving Fund Reports latest by the 3rd working day of each month and passed on to COP for signature.
 - Despatch the Revolving Fund Report to AED/DC by the 5th working day of each month.
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Objective (2): Termination dues paid to the departing staff

Target Date: One week before the last working day of the employee

Measurement: Statement of accounts prepared per USAID guidelines duly approved by COP.

- Action Plan:**
- Oct 1, 1993: Issue termination letters to the departing staff three months in advance (done by KAK under LL's signature).
 - Nov 1993: Issue letters one month in advance to the departing staff (thru their Unit Heads) requesting them to inform the Admin. of the date proposed for handing over the inventory to Admin. and the office record to the person designed by the respective Unit Head. Copies of inventories signed by the departing staff members attached with the said letter. (Letters issued by KAK)
 - Nov 1993: Statements of outstanding advances and the bills receivable checked to make sure that all outstanding dues of the departing staff are settled.
 - Dec 1993: Athar/Javed prepare statement of accounts for settlement of termination dues of departing staff one week in advance. KAK review and pass them on to the COP for his approval. After approval by the COP, one copy filed in staff member's personnel file and two copies given to Athar/Javed who retain one copy for record and gives the other to the staff member along with the check.
 - Dec 1993: Prepare checks for settlement of termination dues of departing staff. The checks were given to the departing staff only after Ansar gave his clearance of having received the inventory and office record, etc. from the respective staff members.
-

Objective (3): All outstanding advances settled and bills receivable collected.

Target Date: 15th of each month

Measurement: Receipts of advances signed by the staff member and the bills receivable due from the staff member.

Action Plan:

- 10th of each month: Update the Advances Register by checking the Revolving Fund Reports to make sure that no advances are left unregistered (in the Advances Register).
- 10th of each month: Update the Bills Receivable Register by checking the Revolving Fund reports to make sure that bills were issued for all personal telephone calls, faxes, telexes, cables, postage and the use of automobiles etc.
- 10th of each month: Compare the Bills Receivable Register with the Receipt Book to confirm that all payments were noted in the Bills Receivable Register.
- 15th of each month: Prepare statements of outstanding bills and advances for each staff and issued reminders for their settlement.
- 15th of each month: Check the notations made in the statements of outstanding bills and advances of the payment received from each staff member.

Year 1993: Goal 1: Objective 4:

Objective (4): Update, monitor and report PIO/Ts balances to the Project Officer, HRD/USAID, PTU Program Manager and AED/Wash. DC

Target Date: Every month

Measurement: PIO/Ps within allocational limits and timely incremental funding through contract modification

Action Plan:

- Enter in data base all fresh PIO/Ps and their amendments received from PTU on daily basis.
- Enter in data base all contract amendments obligating/deobligating funds in the various PIO/Ts as and when received from Contracts Office of USAID.
- Issue PIO/T balance summary to all concerned by the 4th of every month.
- Advise PTU Program Manager of the PIO/Ts with balance around \$20,000.00 so that the concerned Project officer could be informed accordingly.

GOAL (2): *Inventories updated*

Time Period: 7/1/93 - 12/31/93

Objective (1): Check the inventory items and update the inventory list

Target Date: July 24, 1993

Measurement: Inventory lists signed by the staff

Action Plan:

- July 1993: Check the inventory items with the inventory lists of the staff in their presence. Make notes of any missing items and report them to Kazim who will investigate the matter and appropriately settle it per the instructions of COP.
- Dec 1993: Updated data base and copies sent to AED/DC (Ansar to send).
- Dec 1993: Receipt of copies of the above acknowledged.

GOAL (3): *Files and record of departing staff kept safely*

Time Period: 7/1/93 - 12/31/93

Objective (1): Safe keeping files and other records of departed staff

Target Date: N/A

Measurement: List of files and reports received from the departed employees.

Action Plan:

- A list of contents with dates covered pasted on each box.
- July 1993: Ansar/Javed store the boxes safely in a locked room in a way that these can be located without problem when they are needed.
