

PDARL-406

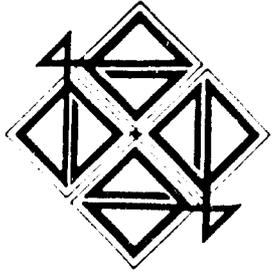
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ACADEMY FOR EDUCATIONAL DEVELOPMENT  
DEVELOPMENT SUPPORT TRAINING PROJECT  
MANAGEMENT TRAINING UNIT

**PHASE-OUT PLAN**

(May 1, 1991 -- September 30, 1991)

May 2, 1991



## Academy for Educational Development

Development Support Training Project

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To: David Esch, DST Project Manager

Thru: John Tabor, Chief-of-Party *JT*

From: *L.K.* Larry Kirkhart, Director  
Management Training

Date: 05/02/91

Subject: Phase-Out Program Planning

cc: MMC, PB

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### Introduction

Last week, the MTU staff and myself spent three days planning for the phase-out of our organization<sup>1</sup>. This work included 1) identifying and defining the training programs most important to the phase-out, 2) projecting the programs on a May-September, 1991 calendar, 3) planning how we would work with our clients to help them accommodate to the MTU phase-out and 3) establishing and planning for the desired conditions of MTU records (library data base, general data base, consultant reports and general files).

The material that follows will focus on program planning: Areas 1 and 2 above. This document represents an effort to share both what we did and the results that were produced--with emphasis on the latter. In keeping with our earlier conversation and in contrast to our normal workplan, we are submitting a considerably more informal document for your review and approval.

### Highlights of the MTU Workshop

Very briefly, the results of the workshop were produced through the following steps in which we:

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<sup>1</sup> Once we got through the "unfreezing" process on the first morning, everything proceeded well. This was probably the most thorough and detailed set of discussions we have ever had. While I am sure that are some ways we could have done some things differently, the final product and the quality and ownership of the final strategy is, in my opinion, quite high. It seems that the phase-out has been transformed from a depressing prospect to a positive achievement to be accomplished.

- 1) identified all of the programs we have been liscensed to deliver but have yet to deliver<sup>2</sup> (Attachment I),
- 2) formulated one new program<sup>3</sup> that we thought would be needed in the current context,
- 3) developed a set of criteria<sup>4</sup> to judge the relative worth of the proposed and liscensed programs,
- 4) prioritized programs in each area of MTU
- 5) reviewed the overall list of programs produced by the prioritization,
- 6) undertook several cycles of short listing of programs and revising budgets until we finally had a set of programs we agreed best met the various circumstances we face in phase down.
- 7) revised the budgets until we could do the desired programs within the overall budget.<sup>5,6</sup>

<sup>2</sup> PETI= 18 programs for a total of \$471,853; WID= 15 programs for a total of 464,780; DMTI= 17 programs for a total of \$471,983; TOTP= 20 programs for a total of \$414,886. Total projected budget of 70 liscensed but yet to be delivered programs= \$1,823,502

<sup>3</sup> The program is a three-day career planning session for the WID interns; it is intended to help them plan their future--rather than leave them without support (several quit their jobs to become interns at a time when we thought we would be able to fully develop them as trainers). We are trying to design the program so it can be conducted by MTU staff and done in Lahore prior to the beginning of the TNA Workshop--which many of the interns are planning to attend.

<sup>4</sup> There were two levels of criteria: Must and Want. The Must criteria had to be met by a program before it could be considered for the Phase-Out. The Want criteria enabled a relative assessment of programs and their contribution to the Phase-Out.

<u>CRITERIA DESCRIPTION</u>	<u>Criteria Value</u>
1. Support the Private Sector	MUST
2. Support WID	MUST
3. Transfers training capability	17%
4. Cost effective relative to other programs	13%
5. Brings prior management training work to closure	12%
6. Provides opportunities for professional develop.	11%
7. Opens professional and career opportunities	11%
8. Promotes financial sustainability	11%
9. Contrib.to development of trainers/consultants	8%
10. Benefits more than one component of MTU	7%
11. Promotes adaptation of materials to local cond.	6%
12. Breadth of geographical participation	4%

<sup>5</sup> If you are interested in more details about the design, Cf. Attachment II.

<sup>6</sup> April 19, 1991 memo from Martha Malcolm-Cooper to John Tabor, Larry Kirkhart and MTU staff. The overall budget, not including staff salaries and benefits, is \$184,000 for programs plus \$25,000 for staff travel, supplies, misc. expenditures--of which \$15,000 is estimated to be already incumbered. The overall operating budget, again excluding staff salaries and benefits, is therefore \$199,000.

### Proposed Training Programs

Except for #15 below, the WID Career Planning for Interns, all of the programs listed below have been licensed by you for delivery (Cf. Table I: Original USAID licensed). However, in reorienting these programs for phase-out, some changes in estimated budgets have occurred as well as infrastructure.<sup>7</sup> Initially we had a short list of 15 programs that survived several rounds of deliberation (Cf. Attachment III for a description of the 15 programs). As a team, we prioritized this list (using the same criteria as explained in footnote 3). When we initially ranked the programs and compiled cumulative costs, it was clear that we could do no more than ten (10) programs and still remain within our budget (Cf. Table I: Revised Budget).

We struggled with this list during several meetings. Finally, we invented a way to alter the list and form a new one. This new list (Cf. Table I: Final Budget) met all of the prior objections and was, simultaneously, acceptable to the entire team.

It was at this point the team decided that from now on there would be no area boundaries--just MTU programs that everyone helped to market and insure effective delivery.<sup>8</sup>

Until the new list was formed, the struggle had been to cut the costs of programs above #11 and extend the list beyond ten programs. Through debate and discussion we realized the futility of this strategy and that:

1. While we were eager to continue to introduce Total Quality Management (TQM), doing the TQM workshop (#11 on our list), would not produce individuals who could actually do TQM consulting--because they would not have participated in the final seminar in the TOTP series, the month-long Enhancing Overall Organizational Performance (EOOP). Further, by offering the TQM seminar without the subsequent EOOP workshop, we might encourage people to believe they could do TQM when in fact they would not be able to do so professionally.

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<sup>7</sup> This term is used for want of a different one. Nothing else came to mind that might communicate internal changes in design, personnel or duration.

<sup>8</sup> The only tie to the old area structure will be that, at the minimum, the person in whose unit the program originally was formulated would serve as the lead when the program was being formulated and implemented. Others may share the leadership role.

TABLE I: PROGRAMS INCLUDED IN FINAL ROUNDS OF PRIORITIZATION

RANK	PROGRAM DESCRIPTION	ORIGINAL USAID LICENSE		REVISED BUDGET		FINAL BUDGET	
		BUDGET LEVEL	ACCUMULATIVE	BUDGET LEVEL	ACCUMULATIVE	BUDGET LEVEL	ACCUMULATIVE
1	WID: MANAGERIAL SKILLS TOT	\$37,250		\$25,000		\$25,100	
2	PETI: HOW TO SET-UP A PROJECT & TOT	\$29,000	\$66,250	\$22,000	\$47,000	\$22,000	\$47,100
3	TOTP: CONSULTING SKILLS	\$46,300	\$112,550	\$18,500	\$65,500	\$25,200	\$72,300
4	TOTP: TRAINING NEEDS ANAL. WORKSHOP	\$35,500	\$148,050	\$16,500	\$82,000	\$24,100	\$96,400
5	DMTI: PROJECT MGMT. FOR PVT. SECTOR	\$15,000	\$163,050	\$15,000	\$97,000	\$14,000	\$110,400
6	TOTP: EFFECTIVE TRAINING EVALUATION	\$30,000	\$193,050	\$16,500	\$113,500		\$110,400
7	PETI: MSI TRAINING OF TRAINERS	\$40,000	\$233,050	\$20,000	\$133,500		
*8	PETI: STR PLAN FOR SSE'S & TOT #1	\$11,000	\$244,050	\$16,000	\$149,500	*** \$23,300	\$133,700
9	DMTI: FIN. MGMT. FOR ENTREPRENEURS	\$15,000	\$259,050	\$13,000	\$162,500		\$133,700
10	DMTI: PRIVATIZATION SEMINAR	\$53,200	\$312,250	\$19,000	\$181,500	\$19,000	\$152,700
11	TOTP: TOTAL QUALITY MGMT. SEMINAR	\$40,240	\$352,490	\$18,400	\$199,900		
12	PETI: STR PLAN FOR SSE'S & TOT #2	\$11,000	\$363,490	\$12,000	\$211,900		
13	WID: SCHOOL MANAGEMENT NEEDS ID	\$20,000	\$383,490	\$13,000	\$224,900		
14	PETI: STRATEGIC PLANNING FOR BRD	\$7,000	\$390,490	\$7,000	\$231,900		
15	WID: CAREER PLANNING FOR INTERNS		\$390,490	\$9,000	\$240,900	\$7,352	\$160,052
	<b>TOTAL:**</b>	<b>\$390,490</b>		<b>\$240,900</b>		<b>\$160,052</b>	

\* Does not include MTU staff travel for program development, MTU supplies, or phase-down report writing.

\*\* Combines programs #8 and #12.

\*\*\* \$23,300 -- an either/or choice - MSI TOT or Strategic Planning with TOT.

2. The two Strategic Planning programs for SSE's and the accompanying TOT could be combined into one modified program that would cost less than the two programs, still accomplish the objective of training people from BRD, IDEAS, etc. and produce nearly the same overall results.
3. The MSI TOT and the Strategic Planning for SSE's w/TOT were in our unresolvable either/or position -- either MSI or Strategic Planning, not both. If the MSI TOT funds are not available, we could finance the Financial Management seminar and probably have enough left over to support the last part of the Strategic Planning program for BRD. This would produce two trainers who can train the Financial Management Seminar and put in place a model for strategic planning with

BRD that would not only help BRD but could be used with IDEAS and the other EDAS like organizations that are now coming into existence.

4. Although the School Management Program (#13 on the list) addressed an extremely important area, primary education, and might, after MTU was closed, provide employment opportunities to MTU staff and people in training, it would not produce results at other levels and was unattractive to support during the phase out. This was a particularly hard conclusion to reach.
5. The money set aside for the MSI certification of entrepreneurship trainers would be reserved for that highly important purpose until June 1. If, at that time, an implementation strategy had not been worked out with MSI, the funds would be used to support the Strategic Planning seminar for SSE's and TOT for same.
6. The ETE workshop, although it made the top ten in our prioritization, would not produce enough new persons to be certified as trainers to make doing the program worthwhile-- as compared to other options. By not doing this program we would save \$16,500 that could be used otherwise.
7. The financial management workshop, again close to our hearts because we have had many calls for it, is positioned in such a way that there are fairly good odds that trainers we have been working with will go ahead and risk designing and delivering the program on their own. We would prefer to insure that the program is implemented by supporting it but we cannot.

#### SUMMARY

By implementing the programs in the last column of Table I, we expect to have accomplished the following:

1. Sharply expanded the number of trainers who can conduct "How to Set-Up a Project," the private sector based "Project Management Workshop" and the trainers who could deliver MSI's Entrepreneurship Program or trainers who could deliver Strategic Planning for SSE's.
2. Certified approximately 12 people as HSD Trainers, 4 as HSD Trainers of Trainers and 8 as HSD Consultants.
3. Filled the management and organization theory conceptual gap that exists with many of our trainers, and enhanced the process skills of about 25 people.

4. Provided additional training to the WID interns and helped them plan their careers.

5. Brought a good deal more attention to privatization and built bridges of understanding between a number of the key actors who influence policy and will shape events as the GOP proceeds with the privatization process.

6. Helped the MTU staff plan their careers, further develop their competencies and, in many instances, secure new jobs.

7. Built a thorough and high quality set of records of MTU efforts through both DSTP I and II, a highly functional general database, an up-to-date library data base and have a complete set of consultant reports.

8. Completed the phase-out within our budget.

Approved:

David Esch, Project Manager, DSTP

\_\_\_\_\_  
Date

Disapproved:

David Esch, Project Manager, DSTP

\_\_\_\_\_  
Date

<b>LICENSED PROGRAMS</b>
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**PETI**

<b>PROGRAM</b>	<b>AMOUNT (US\$)</b>
PROJECT IDENTIFICATION PROGRAM *	58,612
NEED ASSESSMENT FOR RURAL AREAS *	43,596
STRATEGIC PLANNING FOR BRD GROUP	7,000
STRATEGIC PLANNING FOR INDUSTRY ASSOC.	7,000
IN-COMPANY STRATEGIC PROFILING #2 AND TOT	50,000
STRATEGIC PLANNING FOR SSEs #4	11,000
IN-COMPANY STRATEGIC PROFILING #3	11,000
MSI EDP #2	20,000
HOW TO SET-UP A NEW PROJECT #5	29,000
MSI EDP #3	20,000
MANAGING GROWTH TRANSITION (PIM)	36,000
EXPORT DEVELOPMENT PROGRAM	72,000
<b>SUB-TOTAL</b>	<b>\$ 365,208</b>
MSI EDP #2 AND TOT	57,281
MSI EDP #3	49,364
<b>TOTAL:</b>	<b>\$ 471,853</b>

\* Licensed in the Third Quarter Workplan

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## LICENSED PROGRAMS

### WID

PROGRAM	AMOUNT (US\$)
NEEDS ASSESSMENT	18,498
SURVEY FOR EDP	56,113
TOT-EDP	55,113
PROJECT PROFILES	23,260
TOT - MANAGERIAL SKILLS	37,250
MANAGERIAL SKILLS	32,834
HOW TO SET UP A SMALL BUSINESS (JUNE)	43,022
MGMT. OF CO-OPS AND SMALL ENTERPRISE	20,000
SCHOOL MANAGEMENT	13,000
MANAGERIAL SKILLS, JULY	32,834
MANAGERIAL SKILLS, AUGUST	32,834
HOW TO SET UP A SMALL BUSINESS, AUGUST	43,022
STRATEGIC PLANNING (UNITS MANAGED BY WOMEN ENTREPRENEURS)	22,000
STRATEGIC PLANNING - WOMEN NGOs, PHASE I	20,000
STRATEGIC PLANNING, PHASE II	15,000
<b>TOTAL:</b>	<b>\$ 464,780</b>

## LICENSED PROGRAMS

### DMTI

PROGRAM	AMOUNT (US\$)
PROJECT MANAGEMENT SKILLS WORKSHOP, PSR	23,614
PROJECT MANAGEMENT SKILLS WORKSHOP, QTA	23,614
CONSULTING SKILLS IN O/D PAD - 2 PHASES	14,872
RESEARCH METHODOLOGY WORKSHOP, LAHORE	26,584
ENHANCING TRAINING TECHNIQUES - CSA	19,982
MANAGERIAL SKILLS WORKSHOP FOR SCIENTISTS, NIST	49,611
ENVIRONMENTAL MANAGEMENT, NIPA	32,868
PRIVATIZATION SEMINAR	53,200
MANAGING ORGANIZATIONAL TRANSITION, PEDP QUETTA	44,678
MANAGING ORGANIZATIONAL TRANSITION, PEDP, PESHAWAR	44,678
TNA POPULATION WELFARE PROGRAM	21,094
TNA FAMILY PLANNING PROGRAM	21,094
TNA CHILD SURVIVAL PROJECT	21,094
FINANCIAL MANAGEMENT FORM - FINANCIAL MANAGERS	15,000
MANAGERIAL SKILLS FOR HEALTH PLANNING MANAGERS	20,000
MANAGEMENT TRAINING SEMINAR (PRIVATE SECTOR) FOR PRIMARY SCHOOL MANAGERS/OWNERS	20,000
UPGRADING OF HOSPITAL ADMN COURSE, NIPA, PESHAWAR	20,000
<b>TOTAL:</b>	<b>\$ 471,983</b>

## LICENSED PROGRAMS

### TOTP

PROGRAM	AMOUNT (US\$)
FTOT #2	64,391
PD&IT	40,240
SUNSET SEMINAR	8,949
SUNSET SEMINAR #2	8,949
CONSULTING SKILLS	46,322
SEMINAR ON STRATEGIC PLANNING	14,431
TRAINING NEEDS ASSESSMENT	35,546
TRAINING NEEDS ASSESSMENT #2	35,546
DEVELOPMENT OF A DIRECTORY OF LOCAL TRAINERS AND TRAINING ORGANIZATIONS	11,928
SEMINAR ON MANAGING & DEVELOPING THE WORK UNIT	14,431
STRATEGIC PLAN FOR SETTING UP AN HSD INSTITUTE	10,000
IDENTIFY AND PLAN TO SUPPORT A LOCAL MANAGEMENT CONSULTANCY/TRAINING CO.	NIL
EOOP	64,391
TOTP CONSORTIUM (AED TIME ONLY)	NIL
AWARD CEREMONY/SEMINAR	NIL
TQM FOLLOW-UP SEMINAR	14,431
SEMINAR ON MANAGING THE TRAINING FUNCTION	14,431
EFFECTIVE TRAINING EVALUATION	12,500
TOTAL QUALITY MANAGEMENT WORKSHOP	18,400
<b>TOTAL:</b>	<b>\$ 414,886</b>

MTU Workshop Design: 22-24 April 91

Opening

- o Review the Desired Outcomes of the 3-day Workshop:
  1. Develop a plan for programs to be delivered between now and September 30, 1991 (including a calendar of events and budgets--both program and staff travel).
  2. Develop a plan for how we will help our clients as MTU is phased-out.
  3. Develop a plan to help the MTU Staff do career and life planning and prepare for the next phase of their careers.
  4. Develop a plan for MTU Records--the library data base (books, films, and consultant reports), the MTU general data base and non-computer based records.
- o Clarify expectations for the 3 days and set operating norms.

Desired Outcome # 1: Prog. Assessment and Prog. Planning

- o Define the characteristics of high quality criteria that could be used to assess training programs during phase-out planning.
- o Define criteria by which we could assess the various programs we were licensed to do but had not been delivered or proposed/unlicensed programs.
- o Develop weights for each assessment criteria
- o Assess Programs
  1. Distribute list of licensed programs in each area (PETI, WID, DMTI, TOTP) and estimated budget for each program.
  2. Each area individually prioritizes their own particular list of programs and identifies the programs that will be recommended to the rest of the MTU Team for the overall set of programs that will be prioritized later.
  3. Each area reports the results of their prioritization and discusses why their recommended programs should be included in the final list of programs to be prioritized by the entire staff. (Included discussions about how programs could be modified for greater impact in the phase-out context, how costs could be minimized, etc.)
  4. Compilation of the final list of programs to be prioritized. (15 programs made the list.)
  5. Team prioritization of the aggregated list and discussion of the results.
    - a. Assessment of the results: Were the results of the technique we used sensible? How could we improve upon the listing? Are there any ways we could

enhance the results of the phase-out that we have not discussed? Etc. Etc.

6. Sequencing the programs on the calendar from 1 May through 30 September, 91. (Particular attention was given to which programs needed to go before other programs in order to provide maximum developmental opportunities for program participants and training staff.)

#### **Desired Outcome #2: Working With Clients**

- o How to help our client organizations and individuals in various stages of development as trainers secure maximum development opportunities during the phase-down. (How this would occur was an integral part of the decisions about how to sequence the programs in our calendar. An informal strategy was evolved with the understanding that we would invent additional steps as we went along.)

#### **Desired Outcome #3: MTU Staff Career and Life Planning**

- o Define what kind of help would be helpful and formulate an implementation strategy. (Discussed a wide range of developmental opportunities and decided to hold a 2-day career planning workshop, based on Richard Bolles, "How to Create a Picture of Your Ideal Job or Next Career." Program to begin in morning and run until late each evening. One day of holiday and one day of work time will be involved.)

#### **Desired Outcome #4: MTU Records**

- o Define the condition of the records and database we want to exist, develop plan to achieve the condition and specify when each step of the plan is to be accomplished. (The MTU overall database is, for all practical purposes, complete; these are only one or two bits of missing information. Program information and evaluation data will need to continue to be input with each additional training event. The titles of books and their classification by topical area is to be in the Library Database by the end of April. The organization of the library by topical areas, consultant report identification and entry in the Library Database is to occur by the end of June--this will entail obtaining any missing reports from the Washington office or, if not available there, checking with the consultant(s) to see if a copy has been retained.)

## ATTACHMENT III

### DMTI: PROJECT MANAGEMENT SKILLS WORKSHOP

Surprised that this came out as one of top DMTI recommendations. Is focused on private sector. Capability to do the program exists now. Program needs to be recalibrated to serve the private sector--where there seems to be a good demand. Recalibrating the program and delivering it with the private sector will sharply increase the overall sustainability. Current trainers will not recalibrate the program unless we support it. Trainers from other areas of MTU could be trained to do this through this iteration. The budget is principally for training fees. There is no special funds for recalibration itself.

### DMTI: PRIVATIZATION SEMINAR

Program will be institutionalized; offers opportunities for MTU staff for future jobs. High impact because critically important decision makers and stakeholders from govt, pvt. sector, unions, public sector will be directly involved. It will also receive a lot of visibility. Local materials will be produced that can be used again. Seminar will reduce resistance to privatization. A joint effort between DMTI and PETI. It will use video conferencing techniques for the first time publically. GOP has indicated that they will follow this event with several other initiatives.

### DMTI: FINANCIAL MANAGEMENT

Redesigned for private sector. Is to be offered to people who have financial management responsibilities but have not been trained. The is a joint effort between PETI and DMTI. It uses local consultants, not expats. Materials will be indigenously developed. The need is strong in both private and public sector for this program. After this delivery, the program is expected to be self-sustaining.

### DMTI: MANAGEMENT - PRIMARY SCHOOLS

For private sector school managers and owners. Will bring people together to articulate the issues they face and produce output that informs donors about what needs to be done in primary education. Most of the participants would be women--90% of the private sector schools are managed and owned by women. Could open opportunities for future work for MTU staff. It is a joint effort between DMTI and WID.

### **WID: MANAGERIAL SKILLS TOT**

A three week program on the theory and practice of management. The purpose is to provide background knowledge, skills and techniques to trainers who have already undergone some training and have some experience delivering programs. Most of our trainers lack the basic background knowledge of the theory and practice of management. The program will also transfer the training capability. The target group will include senior executives from private sector who are serving as trainers but do not have this background. This program is open to all sectors of MT. The same deficiency has been found in all our trainers. The program will involve trainers from all areas of MTU and MTU staff.

### **WID: CAREER PLANNING**

For the WID Interns. Five from Karachi, three Lahore. All the others are in Islamabad. The program will help them plan their future and develop options for themselves--given that MTU/WID is phasing out. It brings the WID interns to a form of closure--although not what was originally expected. The program is for three days.

### **TOTP: CONSULTING SKILLS**

Level 3 of the TOTP program--the consulting level. It is THE workshop that will enable certification of a number of people as HSD Consultants. If the TNA workshop is done before, it is possible others will advance in the TOTP program. Program in two phases: 4 days of theory on consulting and conflict res. and a 3-day Gestalt lab. Phase 2 will involve approx. four host organizations will send managers who will return to their organizations to work on a conflict resolution activity with the help of the TOTP participants. Because TQM will not be done again, a 1-day special Program needs to be offered to get participants with the proper background. MTU staff will attend. The program will bring to closure the TOTP certification of 5-6 as HSD consultants.

### **TOTP: TRAINING NEEDS ASSESSMENT**

Offers the one additional program that about 20-25 people need to be certified as HSD trainers. It is a 12 day program. An organiz. has agreed to host the program and serve as the client organization. Conducted by two experienced TOTP trainers and two who will be training the program for the first time. The program is keyed to a private sector organization.

### **TOTP: TQM SEMINAR**

The logical workshop after Consulting Skills. Two phases with a pilot project in between. It would certify those who did consulting skills but had not done TQM. It would enable more to move into the field of consulting as certified HSD consultants. Would require an expat consultant. There will be no transfer of capability to train the TQM workshop but will enable people to do TQM. Some of the people previously trained in TQM workshop would be interns this time.

### **PETI: HOW TO SET-UP & TOT**

Has strong market demand. This would be the 5th iteration. The program could be run at regular intervals in each of the major cities (Karachi, Islamabad, Lahore & Peshawar). The local groups that are "EDAS clones" are developing further with each program delivery. The TOT will build in-house training capability in the four network groups--a max of three from each group. Five WID interns are proposed to be included to be trained. The idea is to run a TOT before the program and then continue the training in the program. We are paying for the pre-program 6-day TOT and the interns during the program. We are not paying the trainers fee or other costs for the implementation of the program. This will help to reduce the number of outside trainers required to run the program and thereby increase sustainability. This will enable the program to be run in 4 cities.

### **PETI: STRATEGIC PLANNING FOR SSE'S & TOT**

Former ADL program institutionalized with one organization in Lahore. TOT for the program will move toward institutionalization of capability in three other cities. Twelve trainers would be trained in the six day TOT; they would participate in the subsequent 3-day strategic planning program. Budget is supporting the TOT component, not the strategic planning course.

### **PETI: STRATEGIC PLANNING #2 & TOT**

Same concept as previous strategic planning program with TOT; this program is to be run in Karachi. The program would take the 12 trainers to the point of being able to autonomously train the program. Three networks of trainers in three different cities would be able to perpetuate the program. This would be the 1st time the strategic planning course will be offered to SSE's in Karachi.

### **PETI: MSI - EDP**

This money is budgeted to pay for travel and per diem to a location that would enable completion of the MSI entrepreneurship training of trainers. The feasibility of this is unclear. The idea is to reserve funds in case it is possible. If it is not, the funds would be used for other training program.

### **PETI: STRATEGIC PLANNING FOR BRD GROUP**

This is a special 3-day program designed to help the BRD group plan its future in terms of determining the functions of the organization and commitment of its members in drawing up a plan to achieve the objectives of the group. This exercise will define the training function of the BRD group and the resources the group needs. This exercise will help to formalize the group. Same exercise will be used for other groups later as well as with private sector companies.

### **TOTP: EFFECTIVE TRAINING EVALUATION WORKSHOP**

This workshop follows in sequence from the TNA and PD&IT workshops. It would give approximately 20-25 people the opportunity to certify at the level 1 HSD trainers level. This workshop would be conducted in a private sector host organization.

# May 1991

## MTU PHASE-OUT PLAN

SATURDAY

SUNDAY

MONDAY

TUESDAY

WEDNESDAY

THURSDAY

FRIDAY

				1	2	3
4	5	6	7	8	9	10
11	12	13	14	15	16	17
		PRIVATIZATION SEMINAR (LAHORE)				
18	19	20	21	22	23	24
		HOW TO SET-UP/TOT (LAHORE)				
25	26 HOLIDAY	27	28	29	30	31
HOW TO SET-UP/TOT (LAHORE)		HOW TO SET-UP A PROJECT (LAHORE)				

April

S	S	M	T	W	T	F
		1	2	3	4	5
6	7	8	9	10	11	12
13	14	15	16	17	18	19
20	21	22	23	24	25	26
27	28	29	30			

June

S	S	M	T	W	T	F
1	2	3	4	5	6	7
8	9	10	11	12	13	14
15	16	17	18	19	20	21
22	23	24	25	26	27	28
29	30					

# June 1991

## MTU PHASE-OUT PLAN

SATURDAY	SUNDAY	MONDAY	TUESDAY	WEDNESDAY	THURSDAY	FRIDAY
1	2	3	4	5	6	7
			WID CAREER PLANNING (LAHORE)			
HOW TO SET-UP (CONTINUED)						
8	9	10	11	12	13	14
TNA WORKSHOP (LAHORE)						
15	16	17	18	19	20	21
TNA WORKSHOP (LAHORE) - CONTINUED						
22	23	24	25	26	27	28
HOLIDAY						
29	30					
MANAGERIAL SKILLS TOT (ISLAM- ABAD)						

— May —

S	S	M	T	W	T	F
			1	2	3	
4	5	6	7	8	9	10
11	12	13	14	15	16	17
18	19	20	21	22	23	24
25	26	27	28	29	30	31

— July —

S	S	M	T	W	T	F
			1	2	3	4
5	6	7	8	9	10	11
12	13	14	15	16	17	18
19	20	21	22	23	24	25
26	27	28	29	30	31	

# July 1991

## MTU PHASE-OUT PLAN

SATURDAY

SUNDAY

MONDAY

TUESDAY

WEDNESDAY

THURSDAY

FRIDAY

1	2	3	4 HOLIDAY	5
MANAGERIAL SKILLS TOT (ISLAMABAD)				

6	7	8	9	10	11	12
MANAGERIAL SKILLS TOT (ISLAMABAD) - CONTINUED						

13	14	15 MSI DECISION!	16	17	18	19
MANAGERIAL SKILLS TOT (ISLAMABAD) - CONTINUED						

20	21	22	23	24	25	26
MANAGERIAL SKILLS TOT (ISLAM- ABAD) - CONTINUED		HOLIDAY				

27	28	29	30	31	
STRATEGIC PLANNING FOR SSE'S (KARACHI)					

June						
S	S	M	T	W	T	F
1	2	3	4	5	6	7
8	9	10	11	12	13	14
15	16	17	18	19	20	21
22	23	24	25	26	27	28
29	30					

August						
S	S	M	T	W	T	F
					1	2
3	4	5	6	7	8	9
10	11	12	13	14	15	16
17	18	19	20	21	22	23
24	25	26	27	28	29	30
31						

# August 1991

## MTU PHASE-OUT PLAN

SATURDAY

SUNDAY

MONDAY

TUESDAY

WEDNESDAY

THURSDAY

FRIDAY

					1 STRATEGIC PLANNING FOR SSE'S (KARACHI)	2
3	4	5	6	7	8	9
CONS. SKILLS PHASE 1 (KARACHI)						
10	11	12	13	14 HOLIDAY	15	16
CONS. SKILLS PHASE 1 (KARACHI)						
17	18	19	20	21	22	23
PROJECT MANAGEMENT WORKSHOP (KARACHI)						
24	25	26	27	28	29	30
PROJECT MANAGEMENT WORKSHOP (KARACHI) - CONT'D						
31						

July

S	S	M	T	W	T	F
		1	2	3	4	5
6	7	8	9	10	11	12
13	14	15	16	17	18	19
20	21	22	23	24	25	26
27	28	29	30	31		

September

S	S	M	T	W	T	F
		1	2	3	4	5
		6	7	8	9	10
11	12	13	14	15	16	17
18	19	20	21	22	23	24
25	26	27	28	29	30	

# September 1991

## MTU PHASE-OUT PLAN

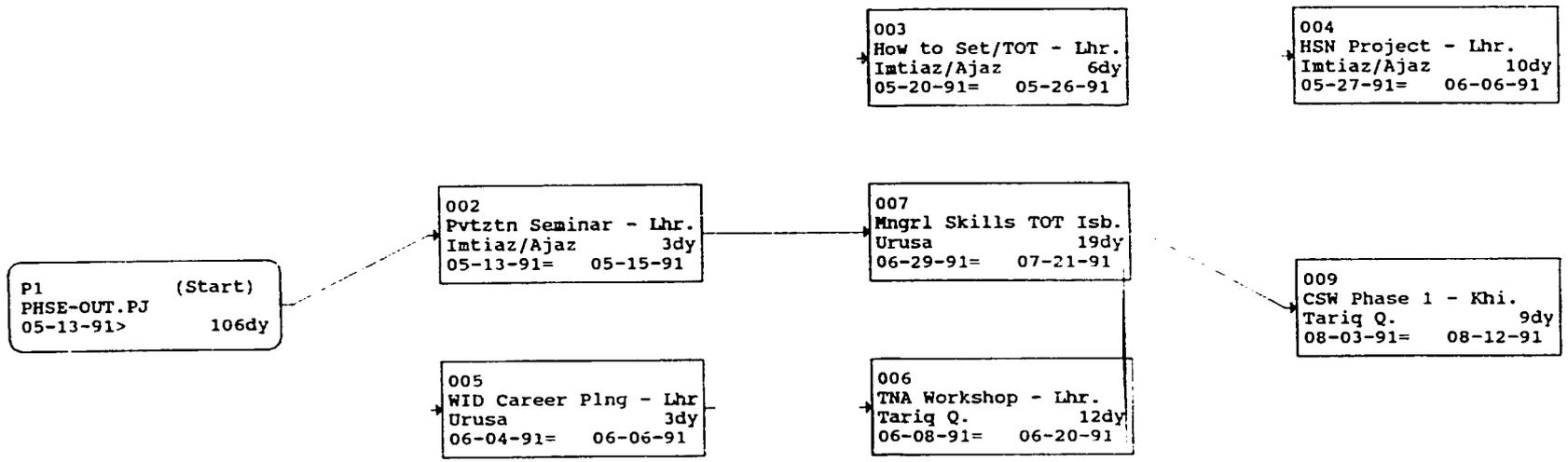
SATURDAY	SUNDAY	MONDAY	TUESDAY	WEDNESDAY	THURSDAY	FRIDAY
	1 HOLIDAY	2	3	4	5	6
7	8	9	10	11 HOLIDAY	12	13
14	15	16	17	18	19	20
CONS. SKILLS PHASE II (KARACHI)						
21	22	23	24	25	26	27
MTU STAFF ISLAMABAD CLOSING DOWN						
28	29	30				
MTU STAFF ISLAMABAD CLOSING DOWN						

August

S	S	M	T	W	T	F
					1	2
3	4	5	6	7	8	9
10	11	12	13	14	15	16
17	18	19	20	21	22	23
24	25	26	27	28	29	30
31						

October

S	S	M	T	W	T	F
			1	2	3	4
5	6	7	8	9	10	11
12	13	14	15	16	17	18
19	20	21	22	23	24	25
26	27	28	29	30	31	



k box	: Crit	: NonCr	Crit link	: ----
ding box	:	:	Noncrit link	: -.-
estone box	:	:		
project box	:	:		

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008  
MSI Workshop  
Imtiaz/Ajaz 6dy  
07-27-91= 08-01-91

010  
PMSW - Khi.  
Talha/Shahab 12dy  
08-17-91= 08 29-91

011  
CSW Phase 2 - Khi.  
Tariq Q. 5dy  
09-14-91= 09-18-91

012  
Closing Down  
MTU Staff 0dy  
09-30-91= 09-30-91

P1 (End)  
PHSE-OUT.PJ  
09-30-91 106dy

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