

**MART TRAINING REVIEW  
PHASE II**

**PARC RE-ENTRY PROGRAMME  
NARC TRAINING INSTITUTE PROGRAMME**

**A Consultancy Report**

**by**

**Dr. John L. Woods**

**October 1990**

**PARC • USAID • MART • WINROCK**

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**The MART (Management of Agricultural Research and Technology) Project is funded by the United States Agency for International Development (USAID). The MART Project's chief link to the Government of Pakistan is through the Pakistan Agricultural Research Council (PARC). A MART Project Coordination Committee composed of federal, provincial, and university representatives coordinates and guides project activities. 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.**

# ABBREVIATIONS

1. ARD - Agriculture & Rural Development
2. ARI - Agricultural Research Institute
3. ARP - Agricultural Research Projece
4. CIDA - Canadian International Development Agency
5. CSO - Chief Scientific Officer
6. DD - Deputy director
7. DRU - Development Resources Unit
8. DSTP - Development Support Training Program
9. DTCP - Development Training and Communications
10. EC - Executive Committee
11. GOP - Government of Pakistan
12. JICA - Japan International Cooperation Agency
13. MART - Management of Agricultural Research & Technology
14. NARC - National Agricultural Research Centre
15. NARS - National Agricultural Research System
16. NILTA - national & International Liaison, Training and Technical Association
17. PARC - Pakistan Agricultural Research Council
18. PC1 - Planning Commission Program No. 1.
19. PD - Project Director
20. PI - Project Incharge
21. PP - Project Paper
22. TI - Training Institute
23. TIPAN - Transformation and Integration of (NWFP) province Agricultural Network
24. UNDP - United Nations Development Program
25. USAID - United States Agency for International Development

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# OVERVIEW CONTENTS

This Contents page provides an overview for the report which is divided into three sections: (1) PARC Re-Entry Programme review; (2) NARC Training Institute review; and (3) Annexes for the overall report. Sections one and two have a series of attachments supporting those particular review. The reason for organizing the report in this manner is that sections I and II can be separated for use by particular officials.

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# I. PARC RE-ENTRY PROGRAMME

by

Dr. John L. Woods  
MART Training Consultant

October 1990

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# PARC EN-ENTRY PROGRAMME

## 1. INTRODUCTION

During the last trip to Pakistan, the consultant reviewed the re-entry programme for participants returning from overseas long-term degree programmes. The review focused on all returnees in the National Agricultural Research System (NARS) funded by all donors. The purpose of the review was to strengthen PARC's capabilities to support the participant training programme and to ensure that the returnees are integrated into the NARS research programme and make contributions to the agricultural productivity in Pakistan.

The Government of Pakistan and donors make a major investment in participants who go on long-term training abroad. The cost of a PhD participant is \$80,000-\$100,000 each. Also, the NARS loses the services of the person for approximately four years. When these costs--money and time--are multiplied by the overall number of participants from NARS that are sent abroad, it is a very significant investment. The overall participant training programme is now moving towards the phase where many of the participants will begin returning to Pakistan. Therefore, there is an urgent need to make sure the re-entry programme is operating effectively.

During the last visit of the consultant, the National/International Liaison and Training/Technical Assistance (NILTA) Directorate in PARC was without a Director. During the interim period, Mr. Bashir Ahmad Khan was appointed to the position of NILTA Director. The last visit focused on interviewing returnees, government and donor officials, and other persons to gain a broad understanding of the problems that exist and possible actions that could be taken. Annex #2 of the consultant's March 1990 report gives an overview of the re-entry problems and opportunities, and served as the base for this review. Prior to returning to Pakistan, the consultant also worked with the TIPAN project officials in Illinois to help conduct a re-entry workshop for seven Pakistanis who will be returning home within one year. With the appointment of Mr. Bashir Ahmad Khan, this trip could focus on identifying priority problems and develop specific actions that should be taken. The consultant wants to thank Mr. Bashir Ahmad Khan and his staff, the PARC Chairman, PARC Members, the many returnees met, MART Advisers, USAID Officials and the many others who have made significant contributions to the information contained in this report. The ideas and recommendations presented are a synthesis of the thinking of many people who are concerned with re-entry.

## 2. TERMS OF REFERENCE

The TOR (Annex #1) specifies that the consultant was to follow up on the recommendations made in March 1990 for a re-entry programme for Pakistanis returning from overseas training. Working with NILTA, PARC, MART, and USAID officials a detailed Scope of Work was prepared (Annex #2, Section 1) listing specific activities that would be done as part of this review.

## 3. ACTIVITIES

The Scope of Work listed 15 activities for the review of the re-entry programme. For the most part, these activities have been done. A couple of the meetings were not held because of problems in scheduling. However, these meetings have been scheduled with Mr. Bashir Ahmad Khan after the consultant departs Pakistan.

Much of the time was spent in brainstorming discussions between the consultant and Mr. Bashir Ahmad Khan. The consultant feels that this time was extremely productive and should serve as a base for future programme development of the re-entry programme. The involvement of others, such as Mr. Majid, Director, Personnel Administration and the PARC Members, in some of the brainstorming sessions helped to focus the review onto priority problems. The detailed review held with 25 returnees also provided a base for identifying critical problems that must be addressed and ideas on how to overcome the problems. Attachment #1 is the "Note for Record of the Meeting with NARC Returnees" and contains an overview of the problems and suggestions, many of which are summarized in the next section of this report.

#### 4. RECOMMENDATIONS

These recommendations emerged from extensive discussions with Mr. Bashir Ahmad Khan and the PARC National/International Liaison and Training/Technical Assistance (NILTA) Directorate staff; PARC/NARC returnees; Chairman, Members, Director Personnel Administration and other PARC/NARC officials; USAID, MART, DSTP, and TIPAN personnel; and representatives from other donors. They are selected to address the most urgent re-entry problems identified. The PARC re-entry programme, for which NILTA is responsible, serves the entire National Agricultural Research System (NARS) including PARC/NARC, Provincial ARIs and the agricultural universities and include participants funded by all donors. The recommendations are divided into those which should be initiated immediately and those in which further design work is required before operationalizing:

##### I. TO BE INITIATED IMMEDIATELY

###### a. ADMINISTRATIVE/FINANCIAL

Priority needs to be given to overcoming the administrative and financial problems that exist for returnees. These problems are currently over-shadowing the integration of the returnees into the research programme. The first problem applies only to PARC/NARC personnel. The remaining apply to NARS personnel in general. There is a special desire on the part of PARC to link the re-entry programme to the manpower planning tasks of NARS and to ensure the allocation and reallocation of personnel, including returnees to priority research programmes throughout the Pakistan research establishment.

- i. Terminate PARC Rule Requiring Extraordinary Leave -- The PARC Executive Committee (EC) must reconsider the 1982 decision and 1986 amendment requiring PARC/NARC participants involved in long-term study abroad to take Extraordinary Leave (EOL) which is contrary to GOP and Provincial policies which provide "on duty" status for such personnel. It is recommended that the EC (1) immediately change the PARC rules to comply to GOP training policies; (2) participants currently studying abroad and returnees have their training treated as "on duty" without retroactive payment of salary and benefits; and (3) during the six months conduct a thorough analysis of how possible retroactive payments for salary and benefits can be made for personnel who studied abroad under the current rules. It is recommended that the first actions be taken as soon as possible, even if it is not possible at the current time to address the retroactive payments issue. Attachment #2 is a memo which was sent to the PARC Chairman with these recommendations. The NILTA Director will follow up with the Chairman and others in preparing a proposal for the EC.

- ii. Designate a NILTA Staff Member as the Focal Point for Re-Entry Administrative Matters -- It is recommended that a NILTA Deputy Director be designated as the "Re-Entry Administrative" officer and be the link between the participants and PARC/NARC administrative units for the administrative/financial/personnel needs of the returnees. This person would be responsible for the participant data base, implementing the re-entry check list, initiating "personnel action papers," and helping the returnees overcome any administrative problems that still exist after they return. The overall responsibility for the re-entry programme and policies will be of the NILTA Director working with the PARC Chairman, Members, institute directors and P.I.s. Attachment #3 is a suggested job description for this position. This job description needs to be reviewed and refined during the consultant's next visit.
- iii. Continuous Up-Dating of the NILTA Participant Data Base -- New procedures, including using standard data input forms and output packages, must be implemented to ensure that the NILTA participant data base is constantly up-dated and is accurate. The NILTA data base should also be compared with information maintained on donor agency data bases and procedures worked out for sharing information. It is recommended that once a month a print out be made identifying participants who are scheduled to return in one year. The donor agency and participant should be contacted to confirm the return date and the data base be up-dated if the schedule has changed. The NILTA Computer Programmer position must be filled to ensure the data base is properly maintained. During the next visit of the consultant more work is needed to develop the systems, forms and procedures for ensuring the data base is constantly up-to-date and accurate. An input form must be created and NILTA staff trained how to use it. Attachment #4 is a suggested Re-Entry Printout format, which also needs to be tested and refined.
- iv. Developing a Re-Entry Check List for Returnees -- Once it is confirmed that a participant is returning within one year, a Re-Entry Check List of "actions for/by returnees" must be implemented. The check list will give specific actions to be taken by whom at what time. The NILTA Deputy Director for Re-Entry Administration will be responsible for implementing the check list and ensuring that each action is completed. The check list should cover from one year prior to return through the first six months after returning. Attachment #5 is a draft of a Re-Entry Check List. It is recommended that this draft be reviewed by NILTA staff and the appropriate administrative/finance units at PARC/NARC and refinements made. It is then suggested that the revised check list be shown to a group of returnees for their suggestions. During the next trip of the consultant additional work should be devoted to ensuring that the check list is complete and to establish procedures for integrating it into the computer data base tracking of the participants.
- v. Implement Procedures for Administrative Arrangements for Returnees -- In order to successfully implement the Re-Entry Check List, procedures and forms will have to be prepared for each item. These forms and procedures will be finalized with the appropriate PARC/NARC administrative unit. It is recommended that the NILTA Director and Deputy Director for Re-Entry Administration begin to identify the forms, personnel actions, letters, etc. that need to be created (or drawn from other units) to implement the Re-Entry Check List. These should be assembled in a folder and discussed with the appropriate administrative/finance units and with returnees. These materials should be reviewed by the consultant during the next visit and refined as necessary.

vi. Review Job Assignment for Returning Participant -- As mentioned above, there is a desire to link the re-entry programme to overall manpower planning for the NARS. While the re-entry programme is not directly involved in the research priority setting and manpower planning activities, it does affect the allocation and reallocation of personnel in various programmes and institutes--federal and provincial. Therefore, there are three specific recommendations where the re-entry programme can contribute to this allocation of personnel in the NARS:

- (1) Approximately 10 months before the scheduled return of each participant, a review should be made of what position he/she will assume. This review should be initiated by the NILTA Director and involve the PARC Chairman, appropriate Technical Member, Institute Director and other appropriate officials. The participant should be consulted to see if he/she has any preferences. This review should consider research priorities, number of staff and returnees in a unit, availability of resources and other factors. As part of the job assignment, the P.I. should be identified.
- (2) As the manpower programme progresses, it is recommended at some stage the positions for all overseas participants be reviewed and assignments be made. There is an advantage in making the assignments of position and P.I. early in the study period so the participant can mould his/her studies and research to the known assignment at home. This will also give a longer period to have communication between the participant and the P.I.
- (3) As recommended below, all future participants will be selected for specific "research focal points" in which the manpower planning has already taken place in advance.

These reviews should be repeated periodically. The details of how the review can be done for returnees from provincial ARIs and universities will have to be worked out with those officials. The concept of having a "manpower pool" should be reactivated. It is recommended that the NILTA Director visit the provinces to review these procedures as well as the overall re-entry programme. If appropriate, a visit to one or more provinces can also be made when the consultant returns.

#### b. INTEGRATION INTO RESEARCH PROGRAMME

The goal of the re-entry programme is to integrate the returnee into the NARS research programme as soon as possible and to enable him/her to quickly become involved in a productive research programme.

- i. Communication Between Participant and P.I. -- Many problems related to integrating participants into the home research programme stem from the lack of communication between the participant while abroad and his/her P.I./Programme Leader/Coordinator. It is recommended that the participants be required to prepare "technical briefs" (one page in length) for his/her P.I. at the end of each semester summarizing course activities and research directions. These reports should be copied to the overseas adviser, Institute director, and the Director of NILTA (who will monitor this activity). The

P.I. should respond to the reports copying the same people. During the consultant's next visit a format and guidelines should be developed and pre-tested with several returnees. The letter and instructions for sending to participants who are currently overseas need to be drafted. Briefing materials for new participants also need to be developed for this activity. This should also be a subject for the orientation programme of P.I.s.

ii. Import and Institutionalize the Winrock Professional Enhancement Short Courses --

Winrock International has conducted two professional enhancement short courses-- proposal writing and management--for Pakistani participants in the United States and may develop additional enhancement short courses in the future. It is recommended that Winrock be given the necessary funds for also conducting these courses at the NARC Training Institute and in the process train Pakistanis to conduct the courses in the future for existing NARS scientists, new employees in the NARS, and returnees who have not participated in the U.S. courses. It is recommended that discussions be held in the U.S. among Winrock DSTP, TIPAN and MART personnel. In Pakistan, the programme being developed by USAID/ARD/DRU and DSTP/Winrock needs to be coordinated with the NILTA efforts being supported by the USAID/Winrock/MART project.

c. PSYCHOLOGICAL INTEGRATION INTO NARS

i. PARC Officials Visit Participants in U.S. -- It is recommended that the Director of NILTA and the PARC Chairman and/or a Technical Member visit NARS participants who are studying in the U.S. This two-three week visit should be organized along the same lines as the Indonesia visits which Winrock organizes. The best time for this visit would be during the Christmas/New Years vacation period. That timing would allow the NILTA Director to participate in the Winrock professional enhancement short course held during that period, and for those participants to remain a couple extra days for consultations with the PARC officials.

ii. Orientation Seminars for P.I.s -- It is recommended that a one day orientation seminar on "how to deal effectively with returnees" be organized for P.I.s who will have returning participants during the next year. This seminar should include briefings by the Chairman, Technical Members who have worked with returnees, P.I.s who have been successful in integrating returnees, administrative personnel, NILTA staff and selected returnees. This should be one of a series of actions to encourage the P.I. to help the returnees. Further details need to be worked out on the specific content of these orientation programmes and also how to involve provincial ARIs and university personnel. However, it is recommended that these orientation activities begin with PARC/NARC P.I.s to develop the procedures and content. Provincial personnel can be invited to attend the initial seminars.

iii. Orientation for Returnees -- Within the first month after returning, each of the participants should meet the PARC Chairman, Technical Member and NILTA Director. These discussions should include briefings on the returnees research interests, re-entry problems being encountered, expectations of the returnees, and suggestions on how the returnee can most effectively work with his/her peers who did not have the same study abroad opportunity. All returnees, federal and provincial, should meet the PARC

Chairman, Technical Member and NILTA Director. The orientation should also include meetings with Institute Directors and other officials at NARC or their provincial institution.

- iv. In-Country Network Building -- While overseas, participants often lose track of what research is being done in Pakistan in their field. Therefore, it is recommended that funds be made available for returnees to visit research institutes and universities in Pakistan which are involved in similar or related research. These visits should focus on (1) the returnee learning what research is underway in Pakistan; (2) present briefing seminars and hand out information on their thesis/dissertation research; and (3) explore how to establish in-country networks for collaborative research, sharing information, etc. Donors should be requested to provide funds for this activity. The NILTA Director, Technical Member and P.I. should help the returnee organize the visits and contact the appropriate people.

## II. ACTIVITIES REQUIRING FURTHER DESIGN WORK

The following recommendations require more planning and consultation with NARS officials and, in some cases, donor agencies. It is recommended that NILTA begin investigating the feasibility of these recommendations and determine if further design work should be done by the consultant during his next visit or by other persons.

- d. "Take Off" Research Grants -- It is recommended that donors be asked to provide funds for start up research activities for returnees. There should be proposals prepared in advance by the participants and simplified screening procedures put into place. The details of how this programme would operate and the possibilities for funding needs to be investigated in more detail.
- e. Returnees Teach Research Methods Enhancement Courses -- The returnees should be among the best in Pakistan in terms of knowing the latest research methods (experimental design, statistics, advanced computer applications for research, etc.) and other basic research knowledge (math, chemistry, etc.). There is a major need to strengthen the understanding of these subjects among new employees in NARS, existing scientists, and participants who are selected to study abroad. It is recommended that returnees be utilized during their first six months, on a part-time basis, to conduct these courses. This activity should give the returnees visibility and recognition for their newly acquired knowledge and, at the same time, encourage them to adapt their knowledge to fit Pakistan conditions and needs. Work is needed to identify the subjects that should be taught and how to most effectively utilize the returnees. NILTA and NARC/TI should be involved in this planning.
- f. Link Overseas Training to NARS Human Resources Development/Utilization Priorities -- It is recommended that the long-term overseas degree programme be more carefully integrated into the strategic planning, development of institute master plans, establishment of research priorities, and long-term manpower planning activities. Specific "research focal points" should be identified to meet long-term NARS goals and they become the base for selecting participants (on a competitive basis); identifying the overseas university, courses, adviser and dissertation research topic; and the re-entry programme focuses on the returnee providing leadership in this particular research area. Everyone concerned--participant, overseas university adviser, P.I., etc.--will know in advance what is expected of the

participant and what he/she will be doing upon return. This approach would overcome many of the re-entry problems. More work is needed to link participant training to institutional research priority setting and manpower planning. This analysis should include learning more about the TIPAN approach to programme priority setting and manpower planning as a base for determining training slots. Attachment #6 provides some more information on changing the basic approach for long-term overseas training with the research focal points being utilized.

- g. Determine How to Build International Networks Around Participants Selected for Study Abroad -- Participants should be encouraged to establish long-term professional links with their overseas university and other research institutions (International Agricultural Research Centres, government research institutions, etc.). They should also participate in professional society meetings and identify journals and other sources of information (international data bases, etc.) which they should continue to interact with after returning to Pakistan. Funds should be provided to facilitate development of these institutional networks, or "twinning arrangements," in which the returnees will become the focal points. A major problem in the future will be keeping the returnees, and other Pakistani scientists, up-to-date in their research field. The communication exchanges provided through the networking arrangements will make a major contribution to this continuous professional development process. Work needs to be done on how to institutionalise networking and fund it.
- h. Complete Review of NILTA Role and Responsibilities -- Time did not permit during this consultancy to do an overall review of the NILTA role, functions, responsibilities and staff assignments. The analysis done focused on the re-entry programme. NILTA has a wide variety of programme development and administrative responsibilities which require it to interact with many other units within the NARS and outside. At the current time, NILTA staff are preparing draft job descriptions. During the next visit of the consultant, the NILTA responsibilities should be carefully reviewed and matched with existing manpower capabilities and recommendations be made on possible restructuring the Directorate and for staffing requirements, including training for staff. Attachment #7 is a memo to the Director of NILTA with an outline of the review process and suggested formats for job descriptions and bio-data sheets for all the staff. The job descriptions and bio-data sheets should be filled out prior to the consultant's return and used as a starting point in the review of NILTA. One element of the review should include the need for bringing in an additional person, who is a returnee, to help with the overall programme development of the re-entry programme.

## 5. FUTURE ACTION

There are several other follow up activities that are recommended in addition to those listed above. They are:

- a. Winrock DSTP/TIPAN/MART Review -- It is recommended that the TIPAN Training Coordinator (Dr. John Santas, University of Illinois at Urbana-Champaign), TIPAN Re-Entry Consultant (Dr. Oval Myers, TIPAN Campus Coordinator, Southern Illinois University at Carbondale) and the consultant visit Winrock International Headquarters to meet with Pakistan DSTP and MART Program Officers and the staff who are involved in the enhancement courses. The purpose of this visit would be to share information on enhancement courses being conducted in the U.S. by Winrock DSTP and TIPAN projects, explore how they can be exported to Pakistan, and to share information on the re-entry

programmes being developed by DSTP, TIPAN and MART projects. If possible, the ideal time would be when the NILTA Director and PARC Chairman/Member is visiting Winrock so they could be included in the discussions. Action is needed to be taken on the NILTA and PARC Official's visit very quickly. As part of this it is recommended that MART, USAID and TIPAN officials work out the arrangements for the review with Santas, Myers and this consultant visiting Winrock Headquarters for a couple of days.

- b. Link With TIPAN Re-Entry Programme -- Dr. Oval Myers is scheduled to visit Pakistan in November to follow up on the TIPAN Re-Entry Workshop held at Southern Illinois University in August 1990 and other re-entry activities initiated in the U.S. and Pakistan. It is recommended that Dr. Myers also brief MART, USAID, NILTA/PARC, DSTP and other officials on the re-entry activities being initiated through the TIPAN project and explore where links can be made. It is also recommended that Mr. Bashir Ahmad Khan visit NWFP Agricultural University while Dr. Myers is there and join in on some of the discussions providing a briefing on what PARC NILTA is developing for re-entry and exploring how these efforts can be linked with the TIPAN supported activities.
- c. Return of the Consultant -- It is recommended that the consultant return to Pakistan around mid January 1991. This would allow NILTA (and NARC/TI) to move forward the above recommended activities. It would also, hopefully, be after the visit of the NILTA Director and a PARC Official to NARS participants in the U.S. and after the NILTA Director's participation in the Winrock enhancement short course. Dr. Myers visit would also be completed and information known to all interested parties. Also at that time the follow up Winrock DSTP programme would be better developed. It is recommended that the consultant spend the first two weeks with NARC/TI followed by two weeks with NILTA. The following activities would be focused on for the re-entry programme:
  - i. Review the status of the administrative procedures and help develop any needed materials.
  - ii. Conduct the review of the role, functions, and job assignments of NILTA
  - iii. Explore how to strengthen the domestic and international networking of which returnees would be the focal points
  - iv. Further review how to implement the "take off" research grant programme
  - v. Begin to develop an operational plan for the research enhancement courses which returnees would conduct
  - vi. Continue to explore how to strengthen the overall human resources development approach (looking at the broad policy issues related to improving performance of personnel) for which PARC should provide the leadership in the NARS.
  - vii. If appropriate, participate in an orientation seminar for P.I.s and possibly returnees

## NOTE FOR RECORD MEETING WITH NARC RETURNEES

**DATE:** Monday 1 October 1990, from 9am to Noon  
**VENUE:** NARC Training Institute  
**PARTICIPANTS:** 24 Returnees from Long-Term Overseas Training

### SUMMARY OF DISCUSSIONS:

The consultant along with Mr. Bashir Ahmad Khan and Mr. Sana ullah Khan, NILTA, met with the returnees to review problems they had faced and to identify actions that should be taken to make the re-entry programme more effective in the future. Since there had been previous discussions with returnees by the consultant and NILTA staff, this session used a focused approach asking the participants to concentrate on three categories of problems--administrative/finance, research, and psychological. The following is a summary of the problems identified and recommendations which emerged from the discussions:

PROBLEMS	RECOMMENDATIONS
<b>I. ADMINISTRATIVE/FINANCIAL</b>	
1. Salary	Many of the returnees reported having to wait for up to six months to begin receiving their salary. The papers regarding salary should be processed beginning six months prior to their return. The Director NILTA; Director Administration; and Director Accounts need to work out procedures for processing the papers prior to return in order to avoid this problem.
2. Housing	This is a similar problem as salary. If a returnee does not already have housing, processing should be initiated six months in advance of returning. The Director of NILTA should initiate the papers (after hearing from the participant). The procedures should be worked out by Director NILTA; P.D. Works; NARC CSO (Operations); and PARC/NARC Director Accounts.
3. Office Space	Several returnees reported problems with having no office space. It was agreed that some programmes had major problems with adequate office space and that in some cases it would be necessary for returnees to share office space or use office space set aside in laboratories. Work on allocating office space should be initiated 3-6 months in advance by the Project In-Charge (P.I.)/Programme Leader/Coordinator working with NARC CSO for Operations. The Director NILTA should keep the

P.I. and CSO (Operations) Informed of the expected date of return of the participant and any special space needs he/she may have.

4. Regularization of Study Leave

PARC/NARC participants are required by PARC rules, established in 1982 by the Executive Committee, to take extraordinary leave while studying abroad which means they lose salary, benefits (insurance, retirement, etc.), housing, and accumulation of time-in-grade for promotion. This is counter to GOP rules for overseas training and is discriminatory to PARC/NARC staff as compared with agricultural scientists from the provinces who go on overseas training as "on duty" staff members. A proposal must be presented to the Executive Committee to reverse its earlier rules. The Director of NILTA, Director Personnel Administration and Director Accounts should draft a proposal for the Chairman and Executive Committee.

5. Regularization of Legitimate Overstay

Currently PARC/NARC participants in PhD programmes are allocated 36 months with the possibility of a single six month extension with funding and further extension is possible on a self financed basis for up to five years. Most scientific PhD programmes take an average of 48 months. The current rules on duration need to be reviewed and up-dated by the PARC Chairman and Executive Committee. The Director of NILTA should draft a proposal for the Chairman and Executive Committee. The USAID ARD/DRU Manager, DSTP/Winrock Agricultural Training Advisor, and the TIFAN Chief of Party should be asked for supporting documentation of their experience in the duration required for technically oriented PhD programmes.

6. Promotion Procedures

Participants while overseas on training should accumulate time-in-position credit which counts toward promotion. There is a need to also revise the promotion criteria to include more merit/performance considerations rather than seniority by length of service. The promotion procedures should be part of an overall review of manpower planning, utilization of human resources, and performance reviews/supervision techniques.

7. PhD Dissertation Research Funds Allocation

Several participants commented that the existing procedures for handling these funds are too cumbersome causing delays and wasted time in conducting dissertation research in Pakistan by participants studying abroad. The funds should be allocated through the overseas university to the participant.

#### 8. Focal Point for Admin. & Financial Issues

The returnees felt that working with the "system" was confusing in terms of who to contact for the various administrative and financial matters--especially while they are overseas studying. It is recommended that the Director of NILTA become the focal point for the participants to contact for initiating action on the administrative and financial matters for returnees. This process should start six months prior to the scheduled return. This will require the participants to keep NILTA fully informed on their projected return date and to communicate their specific administrative and financial needs. NILTA must keep the participant training data base up-to-date and once a month prepare a print out of the participants' projected return dates. A check list of actions to take should be made operational so that participants scheduled to return are contacted one year prior to return and then periodically are contacted for specific actions.

#### 9. Streamline Admin./ Financial Procedures

The returnees recognized that some of the problems they faced were directly linked to the overall sluggishness of the administrative and financial rules, regulations and procedures of PARC/NARC. Therefore, they recommended that a continuous effort be made to simplify and streamline the overall financial and administrative procedures to better support creative and productive research efforts of scientists.

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## PROBLEMS

## RECOMMENDATIONS

### II. RESEARCH

#### 1. Communication with P.I.

It was agreed that many problems could be overcome if there was periodic communication between the participant and his/her P.I. (two way communication) regarding the participant's degree programme, courses being taken, research interests, priorities in Pakistan, etc. This communication should be copied to the Institute Director, overseas University Adviser, and the Director of NILTA. It is recommended that the participants be required to submit a technical report of their training progress and research interests at the end of each semester. The Director NILTA should monitor the programme to ensure that it is being done and to encourage the P.I. to respond to the participant technical reports (which should be copied also to same group). The donors should be informed of this new requirement and their support enlisted. Participants who are currently overseas should be informed of this new requirement and future participants briefed prior to their departure. The Director of NILTA should prepare an outline and suggested format for this technical report and distribute it to all participants

with instructions/guidelines on how to prepare and who to provide copies.

## 2. "Take Off" Research

Returnees commented that they as well as their P.I.s, had difficulties in initiating new research during the first 12-18 months after returning. It is recommended that donors be requested to include provisions in the training package for funds to help returnees purchase small amounts of necessary equipment, supplies, travel, etc. needed to initiate their research programme. It was agreed that this funding should not be automatic--before returning home the participants should submit "mini proposals" which will go through a special screening process and quick approvals given. The channel for the mini proposals should be from the participant to his/her P.I. (recommendation for approval) and copied to NILTA Director (to monitor process), to the technical Member (recommendation for approval), to the Chairman (for approval), and finally to the Member Finance (to implement the financial arrangements) and to the P.I. (to help the returnee implement the research). These "take off research grants" are to be given with the understanding that the returnees must immediately begin preparing proposals for long-term funding of their research programme. The Director of NILTA should review this recommendation with the PARC Chairman and, if acceptable, discuss it with donor agencies, institute directors, and P.I.s.

## 3. Research Support

Returnees expressed concern about the difficulties in securing laboratory space, test plots, transport, technicians, and other resources needed for their research. These needs must be communicated to the P.I. as soon as possible prior to returning. The Director of NILTA should be given copies of these communications.

## 4. Preparing Proposals

Returnees felt that they needed training and assistance in identifying sources of research funds available to them and how to prepare and submit proposals. It is recommended that the overseas participants in the U.S. should enroll in the Winrock Proposal Writing Workshop and to seek assistance and advice from their advisers. Winrock should be encouraged to conduct the same workshop in Pakistan for returnees and other interested scientists (with the possibility that NARC Training Institute would institutionalize this workshop in Pakistan).

NILTA or some unit in PARC should assign a staff member, and train him/her, in proposal writing methods and to develop a data base on sources of funds available to Pakistan agricultural scientists. This person would provide the leadership in conducting in-country training for scientists in proposal writing and provide advisory assistance to scientists who are preparing proposals. This person should also be aggressive in pursuing

additional sources of funding and encouraging donors (domestic and international) to provide additional funds for agricultural scientists.

#### 5. Research Focal Points

Returnees commented that ARP-1 participants were selected to pursue degree programmes focusing on specific research topics. This research topic became the focal point for the selection of the participants (on a competitive basis); identifying the most appropriate university, adviser and courses; thesis research focused on the topic; and the re-entry process focused on the participant providing leadership in the particular research area. It is recommended that future long-term degree training be built around the "research focal point" concept. The participants should know in advance the specific fields of research they will be involved with upon return, the institutions and job they will return to, and what types of contacts and information they should focus on while overseas.

#### 6. Domestic & International Twinning Arrangements

While overseas, participants should be encouraged to build an international network (starting with their primary adviser) at the university they are studying and other research institutions, and to identify journals and other information that they should continue to interact with after returning to Pakistan. Immediately upon return they should visit other institutions in Pakistan to establish in-country networks. Information on twinning should be included in orientation programmes for participants prior to their departure and upon their return. The twinning arrangements--focusing on building bridges between institutions--utilizing the participants as the focal point should be reviewed with the donors and necessary funds included in the training budgets. The Director of NILTA should be responsible for developing this domestic and international twinning programme.

### PROBLEMS

### RECOMMENDATIONS

#### III. PSYCHOLOGICAL

##### 1. Orientation of P.I.s

Returnees reported that a considerable amount of variation exists in how their P.I.s treat them and how research resources are allocated. Often there is jealousy shown toward the returnees by the P.I.s and their peers. It is recommended that P.I.s be given an orientation on how to work with returnees. The PARC Chairman and Members should be involved in this orientation. Successful P.I.s should be asked to describe how they help returnees re-enter the Pakistan culture and the research system. It is recognized that the returnees often have expectations that are not realistic and this needs to be handled properly. P.I.s may need assistance from higher administrators

to help secure financial and other support required by the returnees. If problems exist between the returnees and their P.I.s the technical Member concerned, Director of NILTA and others should devise procedures for overcoming these difficulties.

## 2. In-Country Travel for Internal Networking

As part of the re-entry and in-country twinning it is recommended that returnees visit research institutes which are involved in research in his/her field. The overall purpose of these visits is to build a network of scientists working in the same area. The visits should specifically involve: (1) the returnee learning what research is currently under way in Pakistan in his/her field; (2) returnee conducting briefings/seminars on his/her research; and (3) exploring how research collaboration and information exchange can be established in the future. This should help establish the returnee as a professional in his/her field.

## 3. Conducting Research Methods Courses

A major need in Pakistan for participants preparing to go abroad for graduate degrees, new staff in the NARS, and existing scientists is to up-grade their basic research skills--research methodology, statistics, computer utilization in research analysis, math, chemistry, etc. Returnees should be among the most qualified in these areas since they have just completed courses and rigorous dissertation research. Therefore, it is recommended that the NARC/Training Institute initially (and other research institutes in the future) organize these courses, to be conducted by returnees, for participants preparing for overseas degree programmes (for example currently 10 Sindh participants are in special training) and interested scientists. The returnees could spend 1-2 days a week or 1-3 weeks full-time conducting the course. In addition to the payoff for the trainees in the courses, it would also give the returnees visibility and recognition of the new skills/knowledge they have acquired. It is recommended that the NILTA Director and the Director of NARC/Training Institute prepare a proposal for this programme. If special funds are needed, the proposal should be submitted through the MART project to USAID, or to other donors as appropriate.

ATTACHMENT #2

9 October 1990

TO: Dr. C.M. Anwar Khan, Chairman, PARC

THROUGH: Dr. Bill C. Wright, Chief of Party, MART

FROM: Dr. John L. Woods, MART Training Consultant

SUBJECT: Extra Ordinary Leave for Overseas Long-Term Trainees

While reviewing the overall re-entry programme, it has become obvious that there is one critical issue which must be addressed before other activities can be successfully initiated. That issue is the 1982, amended in 1986, Executive Committee (EC) policy decision that PARC/NARC personnel on long-term training abroad would be required to be on Extra Ordinary Leave (EOL) status, which is contrary to the Government of Pakistan (GOP) training policy that enables personnel to be "on duty" while participating in long-term training. These EC actions are causing major difficulties for PARC/NARC participants while they are overseas and after their return. The financial and administrative problems are preoccupying the returnees. Until these PARC EC decisions are revised the re-entry programme will not move forward.

I recommend that the EC be requested to take three actions: (1) immediately change the EOL policy for PARC/NARC personnel selected for future long-term training abroad to comply with your PARC New Guidelines (Number 4.4), "improve the prevailing training policy so that it is at least comparable to that of Federal Government, if not more favourable within the overall Ordinance, rules, regulations of PARC"; (2) trainees currently abroad and returnees have their training treated "on duty" without retroactive financial benefits; and (3) within the next six months conduct a thorough review on how possible retroactive benefit payments can be made for personnel who studied abroad under the current rules.

The retroactive issue will have to be carefully analyzed in terms of available finances, or securing additional finances. Therefore, this issue will involve more time to determine the alternatives available to the EC than the initial decision to restore the GOP training policies for future participants.

If you want, I would be pleased to discuss this with you and your colleagues in more details.

Best regards.

cc: Director NILTA  
Director Personnel Administration  
Dr. Bill C. Wright

ATTACHMENT #3**DRAFT JOB DESCRIPTION**

1. **TITLE OF POSITION:** Deputy Director for Re-Entry Administration
2. **PARC UNIT:** National and International Liaison and Training/Technical Assistance (NILTA) Directorate
3. **TITLE OF SUPERVISOR:** Director, NILTA
4. **OVERALL RESPONSIBILITIES:** Under the guidance of the PARC Chairman and NILTA Director, this person will be responsible for the administrative elements of the re-entry program for the Pakistan agricultural research establishment for participants returning from overseas educational programmes. He/she will serve as a link between the participants and appropriate PARC/NARC support units, with full involvement of the directors and programme leaders at the participants' home research institutes, and in cooperation with the involved donor agencies and their contractors.
5. **PRIMARY JOB RESPONSIBILITIES AND EXPECTED ACCOMPLISHMENTS PER YEAR:**
  - a. Provide leadership in implementing the Re-Entry Check List to be initiated one year prior to a participant's return and continue for six months thereafter.
  - b. Prepare draft letters for Chairman to send to participants and, working with the communication support units, prepare periodic newsletters for distribution to the participants. During the first year, this person will be responsible for sending to all overseas participants (degree and non-degree) one letter with attachments from the PARC Chairman and three newsletters.
  - c. Working with the data base personnel of NILTA and the donors, maintain a tracking of participants, with special emphasis on their projected return date and mailing addresses (including their advisors and department heads). Once a month a list should be prepared of returnees anticipated during the next year with their estimated time of arrival. This list should be circulated to the PARC Chairman and appropriate administrative support units; the home research institute directors, programme leaders and administrative units; and donor agencies (and contractors).
  - d. Ensure that the home research institute and administrative units are informed at least six months prior to a participant's return and oversee the administrative arrangements. Special notices will be given with follow up discussions to the appropriate administrative units at PARC and the home research institute six months prior to a participant's return and upon confirmation of his/her actual arrival date.
  - e. Organize a re-entry seminar at least twice a year and ensure all returnees during that period are involved (make sure the administrative and financial arrangements are completed). The first re-entry seminar will be organized within 9 months after the person assumes the position and at least two seminars will be organized each year thereafter.

- f. Maintain constant contact with the donor agency contractors who are responsible for placement and back stopping participants overseas and the officials responsible for follow up monitoring of returnees. Ensure there is a constant exchange of data between the PARC and donor agencies data bases. Collect the information from USAID follow up surveys and provide the information to PARC and home research institutes. There should be formal reviews of the status of participants and follow up surveys at least every three months with each of the donors and contractors.
  - g. Be responsible for other activities in the re-entry programme and organize the semi-annual review of the programme. Prepare a semi-annual report on activities completed, statistical data, problems encountered and propose new work plan for the coming year. Organize, with the NILTA Director serving as chairman, a formal review every six months involving appropriate PARC and institute personnel, a sample of returnees, donors and, if available, an outside recurring consultant. This review will look at the progress made in the re-entry program and make suggestions for the coming year's work plan.
6. SPECIAL SKILLS/TRAINING/EXPERIENCE NEEDED FOR THIS POSITION:
- a. A dedication to improving the quality and relevance of Pakistan's agricultural research system.
  - b. An efficient and effective manager who can work with administrative support units at PARC and at federal and provincial research institutes.
  - c. Effective communicator through written correspondence and reports and skills for organizing meetings and seminars.
  - d. Ability to work with senior management, scientists, institute directors and programme leaders, data processing staff, communication support units, donor agencies and their contractors, and others who will be involved in implementing the re-entry programme. This will require skills needed to plan programmes and administrative/financial arrangements, to delegate authority, and to monitor and evaluate a series of activities for the re-entry programme.
  - e. Ability and willingness to take the initiative, under the guidance of the PARC Chairman and NILTA Director, to develop new activities, secure funding, and ensure they are implemented.

ATTACHMENT #4

**RE-ENTRY PRINTOUT**

**1 RETURNED OVERSEAS PARTICIPANTS:**

**1.1 Group by Donor Agency**

**1.2 Information Categories**

1.2.1 Degree

1.2.2 Subject

1.2.3 Date Returned

1.2.4 Duty Station

**SUGGESTED LAYOUT:**

-----  
RETURNED OVERSEAS PARTICIPANTS

I. (donor agency)

NAME	DEGREE	DATE SUBJECT	DUTY RETURNED	STATION
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**2 OVERSEAS PARTICIPANTS-- TO RETURN IN NEXT 12 MONTHS**

**2.1 Group by Donor Agency**

**2.2 Information Categories**

2.2.1 Degree

2.2.2 Subject

2.2.3 University

2.2.4 Estimated Return Date

2.2.5 Home Institution

**SUGGESTED LAYOUT:**

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OVERSEAS PARTICIPANTS--TO RETURN IN NEXT 12 MONTHS

I. (donor agency)

NAME INSTITUTION	DEGREE	OVERSEAS SUBJECT	ESTIMATED UNIVERSITY	HOME RETURN DATE
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ATTACHMENT #5

15 October 1990

**RE-ENTRY CHECK LIST**

<u>MONTHS</u>	<u>ACTION TO BE TAKEN</u>	<u>RESPONSIBLE PERSON(S)</u>
-12 months	Confirm with Participant Estimated Return Date	NILTA D.D. Re-Entry Admin.
-12	Participant Provides Technical Report of Research Interests	Participant to NILTA D.D. to Institute and Technical Member
-10	Initiate Job Assignment Review and Designation of P.I.	NILTA Director to PARC Chairman, Technical Member, Institute Director and Consultation with Participant
-8	Inform Participant Job assignment and P.I. and encourage two-way communication be initiated	NILTA D.D.
-6	Participant provides report of research plans and needs for research support	Participant to NILTA to P.I., Member & Inst. Director
-6	Initiate administrative/financial procedures for personnel action, etc. (must be detailed and exact timing be worked out with appropriate NARS administrative units)	NILTA in consultation with appropriate NARS administrative units
-3	Participant provide mini proposal for his/her "Take Off" research	NILTA to P.I. for review to Technical Member to Chairman for approval
-.25 (1 wk)	Arrange airport pick up and family participation in welcoming home	NILTA D.D.
0	Meet and welcome home	NILTA Director, P.I. and others (and family)
0 to +1	Leave with family	Participant

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+ 1	Briefings	Chairman, Technical Member, NILTA Director, Institute Director & P.I.
+ 1	Approval of "Take Off" research grant	NILTA, Chairman & P.I.
+ 2	Seminar at home institute	Institute Director and P.I.
+ 2	In-country tour of appropriate research institutions & universities	NILTA Director, Technical Member & P.I.
+ 1-5	Conduct Research Methods Enhancement Short Course and advise nominees selected for long-term training abroad	NILTA Director and NARC/TI Director
+ 6	Review status of returnee and evaluate re-entry process	NILTA Director and Technical Member

ATTACHMENT #6

## RECOMMENDED APPROACH TO LONG-TERM OVERSEAS TRAINING FOR NARS PERSONNEL

It is recommended that the basic thinking related to long-term overseas participant training be modified:

- 1 At the current time the primary concern is on the processing of "X" number of participants in "Y" disciplines. Having "X" number of participants with advanced degrees is the goal.
- 2 Future participant training efforts should concentrate on developing in the Pakistan National Agricultural Research System (NARS) "research focal points"--specific researchable topics addressing priority problems in Pakistan--in which the participant will be expected to provide the leadership in the future. This approach will require
  - 2.1 participant positions be identified for specific researchable subjects--based upon research priorities established through strategic planning and the development of research institute master plans
  - 2.2 participants be selected for specific "research focal points" and the overseas degree programmes--university, adviser, subjects, attending professional meetings/workshops, and thesis/dissertation research--will be designed to meet the requirements needed for developing these agreed upon research focal points
  - 2.3 the returnees will be recognized as being responsible for providing the leadership in the development of the "research focal points" within the context of a broader commodity/discipline research programme (this is part of implementing the Chairman's guidelines on delegation of authority and accountability)
  - 2.4 the training packages for overseas participants will include funds for "start up research" activities (maybe first year's efforts) including basic equipment and supplies needed, journals, travel, etc.
  - 2.5 promoting internal and external "twinning arrangements" will also be included in the training packages--travel within Pakistan to meet scientists working in related fields, communications and travel for maintaining links with overseas universities, etc.

While this approach will cost more per participant, it is envisioned that the long-term impact on Pakistani agricultural research will be greatly enhanced, which is the object of the participant training programme.

ATTACHMENT #7

2 October 1990

TO: Mr. Bashir Ahmad Khan, Director, NILTA

FROM: John L. Woods, MART Consultant

SUBJECT: Review of NILTA Role, Functions, and Staff Responsibilities

The portion of my assignment related to the Re-Entry programme is focusing on the activities you and your staff are responsible for in developing this new programme. Since this is a new activity within PARC and for your Division, there is a need to determine how the resulting extra work load can be effectively handled by NILTA. Therefore, I am recommending we initiate a review of NILTA's role, functions, programmes and staffing. The purpose of this review is to provide us information for forming recommendations to PARC administrators on how to strengthen your operations. As part of this review I suggest that we, along with your staff, discuss the following items in some detail:

1. The accomplishments, achievements, and outputs of NILTA for the past 6-12 months. Is there available a semi-annual report for NILTA? Should one be prepared? This can be used as a base for an analysis of "strengths, needs and opportunities" for NILTA.
2. The current and future role of NILTA within PARC and the overall National Agricultural Research System (NARS) of Pakistan. This should reflect the overall role of PARC and the needs in the primary responsibility areas of NILTA which exist now and in the future. We can suggest further assessments if needed. It should also reflect the needs that emerged in these fields in the NARC strategic planning exercise and were articulated in the Master Plan.
3. The recommended primary functions of NILTA and its linkages with other units in the NARS in which interaction is needed to perform these functions successfully.
4. The plans and targets for the coming year. Is there an Annual Work Plan for NILTA? Are the plans in a quantifiable form which can be objectively evaluated at the end of the year? If such a Work Plan does not exist, should it be prepared?
5. The responsibilities and specific tasks assigned to each of the staff. Are there job descriptions for the staff? If not, Attachment #1 is a suggested draft format for preparing job descriptions. Attachment #2 is an example of a job description. It is also a draft for the re-entry position.
6. The capabilities, skills and interests of the staff. I would like to have resumes/professional vitae prepared for each of the NILTA staff. Attachment #3 is a suggested format for the professional vitae.

Based upon the above analysis, I suggest the following steps be completed:

7. Prepare a staff development plan for each NILTA staff. The resumes for each staff member should be compared with the job descriptions to see if there is a match. This comparison should be used as the base for developing staff development plans for each of the staff--in service training by consultants or local training opportunities, study tours abroad, securing literature and other types of training materials for self study, etc.

8. Design a performance review programme for NILTA staff. This should take in consideration the official requirements by GOP/PARC for reviewing staff performance as well introducing additional elements which will facilitate communication between staff member and supervisor, identify staff development needs and opportunities, needs for revising job descriptions, etc.

I will be pleased to discuss these ideas at your convenience.

With best regards.

## SUGGESTED JOB DESCRIPTION FORMAT

It is suggested that the following information be prepared for each of the positions in PARC NILTA:

1. NAME OF STAFF MEMBER: \_\_\_\_\_

2. TITLE OF POSITION: \_\_\_\_\_

3. NAME AND TITLE OF SUPERVISOR: \_\_\_\_\_

4. PRIMARY JOB RESPONSIBILITIES AND TASKS (please list in outline form):

- a.
- b.
- c.
- d.
- e.
- f.

5. PROJECTED OUTPUT/ACCOMPLISHMENTS PER YEAR (in same order as given in #4):

- a.
- b.
- c.
- d.
- e.
- f.

6. SPECIAL SKILLS/TRAINING/EXPERIENCE NEEDED FOR THIS POSITION:

- a.
- b.
- c.

## EXAMPLE JOB DESCRIPTION

1. TITLE OF POSITION: Deputy Director for Re-Entry Administration
2. PARC UNIT: National and International Liaison and Training/Technical Assistance (NILTA) Directorate
3. TITLE OF SUPERVISOR: Director, NILTA
4. OVERALL RESPONSIBILITIES: Under the guidance of the PARC Chairman and NILTA Director, this person will be responsible for the administrative elements of the re-entry program for the Pakistan agricultural research establishment for participants returning from overseas educational programmes. He/she will serve as a link between the participants and appropriate PARC/NARC support units, with full involvement of the directors and programme leaders at the participants' home research institutes, and in cooperation with the involved donor agencies and their contractors.
5. PRIMARY JOB RESPONSIBILITIES AND EXPECTED ACCOMPLISHMENTS PER YEAR:
  - a. Provide leadership in implementing the Re-Entry Check List to be initiated one year prior to a participant's return and continue for six months thereafter.
  - b. Prepare draft letters for Chairman to send to participants and, working with the communication support units, prepare periodic newsletters for distribution to the participants. During the first year, this person will be responsible for sending to all overseas participants (degree and non-degree) one letter with attachments from the PARC Chairman and three newsletters.
  - c. Working with the data base personnel of NILTA and the donors, maintain a tracking of participants, with special emphasis on their projected return date and mailing addresses (including their advisors and department heads). Once a month a list should be prepared of returnees anticipated during the next year with their estimated time of arrival. This list should be circulated to the PARC Chairman and appropriate administrative support units; the home research Institute directors, programme leaders and administrative units; and donor agencies (and contractors).
  - d. Ensure that the home research institute and administrative units are informed at least six months prior to a participant's return and oversee the administrative arrangements. Special notices will be given with follow up discussions to the appropriate administrative units at PARC and the home research Institute six months prior to a participant's return and upon confirmation of his/her actual arrival date.
  - e. Organize a re-entry seminar at least twice a year and ensure all returnees during that period are involved (make sure the administrative and financial arrangements are completed). The first re-entry seminar will be organized within 9 months after the person assumes the position and at least two seminars will be organized each year thereafter.

- f. Maintain constant contact with the donor agency contractors who are responsible for placement and back-stopping participants overseas and the officials responsible for follow up monitoring of returnees. Ensure there is a constant exchange of data between the PARC and donor agencies data bases. Collect the information from USAID follow up surveys and provide the information to PARC and home research institutes. There should be formal reviews of the status of participants and follow up surveys at least every three months with each of the donors and contractors.
  - g. Be responsible for other activities in the re-entry programme and organize the semi-annual review of the programme. Prepare a semi-annual report on activities completed, statistical data, problems encountered and propose new work plan for the coming year. Organize, with the NILTA Director serving as chairman, a formal review every six months involving appropriate PARC and Institute personnel, a sample of returnees, donors and, if available, an outside recurring consultant. This review will look at the progress made in the re-entry program and make suggestions for the coming year's work plan.
6. SPECIAL SKILLS/TRAINING/EXPERIENCE NEEDED FOR THIS POSITION:
- a. A dedication to improving the quality and relevance of Pakistan's agricultural research system.
  - b. An efficient and effective manager who can work with administrative support units at PARC and at federal and provincial research institutes.
  - c. Effective communicator through written correspondence and reports and skills for organizing meetings and seminars.
  - d. Ability to work with senior management, scientists, institute directors and programme leaders, data processing staff, communication support units, donor agencies and their contractors, and others who will be involved in implementing the re-entry programme. This will require skills needed to plan programmes and administrative/financial arrangements, to delegate authority, and to monitor and evaluate a series of activities for the re-entry programme.
  - e. Ability and willingness to take the initiative, under the guidance of the PARC Chairman and NILTA Director, to develop new activities, secure funding, and ensure they are implemented.

**SUGGESTED BIO-DATA FORM**

NAME: \_\_\_\_\_ TITLE: \_\_\_\_\_

CURRENT ADDRESS (Office): \_\_\_\_\_  
\_\_\_\_\_

## ACADEMIC TRAINING:

<u>Degree</u>	<u>School</u>	<u>Year</u>
_____	_____	_____
_____	_____	_____
_____	_____	_____
_____	_____	_____

CAREER GOALS (summarize in one sentence your career goals--what job you want in the future):

WORK EXPERIENCE/JOBS HELD (list current job first and others in reverse order):

<u>Dates</u>	<u>Title and Brief Description</u>
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RESEARCH AND OTHER SPECIAL GRANTS RELEVANT TO POSITION:

PUBLICATIONS/PAPERS PRINTED (Title, Publishers, Date, etc.):

SPECIAL QUALIFICATIONS FOR CURRENT POSITION HELD (Licenses, Continuing Education certificates, etc.):

SPECIAL HONORS/AWARDS:

**PERSONAL INFORMATION:**

Birth Date

Birth Place

Home Address

Home Phone Number

Married Status (name of spouse)

Children (names and birth dates)

Special Interests/Hobbies

## II. NARC TRAINING INSTITUTE PROGRAMME

by

**Dr. John L. Woods**  
**MART Training Consultant**

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## NARC TRAINING INSTITUTE PROGRAMME

### 1. INTRODUCTION

During the consultant's last two trips to Pakistan he was involved in reviews of the NARC Training Institute (TI). The first trip was part of the MART project review. The second trip was done in conjunction with the re-entry review. This assignment is a direct follow up to the consultant's second trip.

Three other activities sponsored by the MART project are related to this consultant's assignment. Dr. Frank Byrnes' September 1988 consultancy provided many useful insights into the problems and opportunities for the NARC/TI. Dr. James Barnett, in his September 1989 consultancy, provided a series of recommendations on how the NARC/TI can better serve the National Agricultural Research System (NARS) as a whole. MART is also sponsoring a series of training events conducted by Oklahoma State University to create a Training Coordinators Network within the NARS. All of these activities have/are making important contributions to the development of the NARC/TI.

During the last visit of the consultant, the NARC/TI had no Director. Therefore, the review focused on overall issues that must be addressed once the director's position was filled. During the interim period since the last visit of the consultant, Dr. C.A. Ozair was appointed Director, NARC/TI. During the first two weeks of this visit, Dr. Ozair was attending a Training of Trainers course at UNDP/DTCP Manila (an organization created and operated for 11 years by this consultant). Therefore, sufficient time was not available to finish many aspects of the review as had been hoped. However, the consultant does want to express his thanks to Dr. Ozair, Mr. Tariq Hassan (Training Officer) and other TI staff for the generous amount of time and information they provided to this review. It is felt that a base has been established for follow up work by the NARC/TI staff and the consultant during the next visit to make major contributions to the training programme.

### 2. TERMS OF REFERENCE

The TOR (Annex #1) specifies that the consultant was to assist the new NARC/TI Director to plan for the future development of the Training Institute. Working with the NARC/TI and MART advisers, a Scope of Work was developed (Annex #2) which specified that the following activities would be done:

- a. Review the role, functions and specific responsibilities of NARC/TI.
- b. Identify current constraints to effective operation of the NARC/TI.
- c. Review the process for selecting topics for courses to be offered by NARC/TI.
- d. Finalize the matrix format for developing a NARC/TI Master Training Plan.
- e. Review the staff development/training needs of the NARC/TI staff.
- f. Review the plans made for procurement of training related equipment to be used in the new combined AV Communications and Training Centre at NARC.

### 3. ACTIVITIES

Most of the review was done through extensive "brainstorming sessions" with the NARC/TI Director and staff followed by the consultant preparing draft discussion papers. The NARC/TI staff also provided information from the files to clarify the situation and provide more information where needed. The consultant also prepared an outline and proforma forms for a continuing review of the NARC/TI role, functions, and staffing responsibilities including formats for job descriptions and bio-data sheets.

### 4. RECOMMENDATIONS

The recommendations are presented in the same order as outlined in the Scope of Work.

#### a. NARC/TI Role, Functions and Staff Responsibilities

The following information emerged from a brainstorming session with Dr. C.A. Ozair, Director, NARC Training Institute (NARC/TI). The purpose of this information is to serve as a base for developing specific job descriptions for NARC/TI staff, formulating procedures for identifying and organizing NARC/TI courses, identifying constraints in the current operations, and determining how to strengthen the NARC/TI to serve NARC and the entire National Agricultural Research System (NARS) in Pakistan.

#### I. NARC/TI CLIENTELE/TRAINEE GROUPS

The NARC/TI has two primary clientele groups for which to organize training programmes--NARS personnel and non-NARS officials. Being an in-house training institute, it must give priority to organizing training for improving the capabilities of NARC and NARS staff (scientists, administrators, and support personnel). The following are specific groups for which training should be organized:

<u>Group</u>	<u>Contact Point</u>	<u>Subject Categories</u>
*NARC & NARS Scientists	P.I./Coordinators/ Programme Leaders	Technical/Scientific Enhancement Research Management Research Methods Enhancement
*Administrators: Senior Admin.-- Instit. Directors Dept. Heads, Finance & Personnel Directors, Operations Chiefs, Research Admin., P.I.s Support Unit Heads, etc.	Senior Administrators & Outside Consultants	Management Techniques Admin. (finance, personnel, etc.) Planning & Resource Allocation Monitoring & Evaluation

*Support Personnel: Programme Support Technical Support Administrative Support Operations Personnel	Administrators & P.I.s	Skills Training & other subjects determined through training needs assessments
*NARS Training Network	Provincial Training Coordinators	Training of Trainers Management of Training Units

NOTE: The following groups will be lower priority than the above groups.

*Technology Transfer Personnel: Subject Matter Specialists Agri-Business Marketing NGO Technical Specialists School Teachers Mass Media Agric. Officers Other Intermediaries	Technology Transfer Agencies & P.I.s	Mature Technologies
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(The training for technology transfer programmes will be the primary responsibility of the provincial ARIs and universities, with NARC/TI supporting their efforts through training in specialized subjects, development and distribution of special training modules which could be used by several institutions, and training trainers.)

*Special Groups: Domestic International	Upon Request	To be Determined by Client
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(Training in this category will be primarily done upon request. It will not be a programme area where a major effort will be made to take initiatives to expand.)

## ii. ROLE OF NARC/TI

In order to best serve the clientele identified, the role of the NARC/TI will be:

- (1) Strengthen NARC/NARS Personnel Capabilities -- The NARC/TI will focus on improving the job performance of NARS personnel by organizing training in the scientific, technical and administrative areas.
- (2) Facilitate and Support the NARS Training Network -- The NARC/TI will never have the capacity to organize all the staff development/training activities required for the National Agriculture Research System (NARS). Therefore, as the premier training unit in the NARS, it has an important responsibility to ensure that the ARIs, universities and other institutions (such as NIPA) build their capabilities to train NARS personnel and that this network develops a comprehensive and interactive programme.

- (3) Staff Development/Training Advocate -- The NARC/TI will be an advocate for expanding job oriented training and improving its quality throughout the NARS.

### iii. NARC/TI FUNCTIONS

To perform the roles described above for the clientele identified, the NARC/TI will need to focus on the following primary functions:

- (1) Promoting Staff Development -- This is an advocacy role which the NARC/TI should perform helping PARC, NARC and all NARS institutions devote attention and resources to training and other human resources development activities which will enhance the performance of NARS personnel. The NARC/TI training programme should be a model of high quality, cost effectiveness, relevance, and should achieve maximum impact in terms of increasing work performance.
- (2) Determining Training Needed/Identifying Courses -- The NARC/TI should provide leadership with NARC and NARS officials to continually assess training needs. This should be linked with strategic planning, development of master plans, identifying research priorities, manpower planning, and the deployment/redeployment of personnel (including the training needs of personnel being promoted to higher level/management positions).
- (3) Organizing Courses -- NARC/TI should provide the leadership for organizing courses in which NARC personnel are involved (conducted at NARC or other locations) or courses taught at NARC by outside experts. In most cases, NARC/TI staff will not serve as the instructors, but will be responsible for ensuring that the quality and relevance of the training is of high standards and that it is cost effective as compared with alternatives. This will involve the NARC/TI staff providing inputs into the following elements of planning and conducting of the courses:
- (a) training needs assessment of the trainees
  - (b) preparation of curriculum/lesson plans
  - (c) selection of teaching methods
  - (d) designing and arranging the production of teaching materials
  - (e) course evaluation
- (4) Provide Administrative Support for Courses Held at NARC -- The NARC/TI will ensure that the administrative support (hostel, food, facilities, finances, transport, etc.) is provided for local and international courses held at NARC.
- (5) Training of Trainers for the NARS Training Network -- The NARC/TI should be the premier training institute in the National Agricultural Research System and have the expertise to train trainers at provincial ARIs and universities and other institutions in the NARS. The NARC/TI should also organize specialized training, utilizing their expertise and outsiders, for NARS training managers and other training staff, as needed.

- (6) Clearinghouse for the NARS Training Network -- Using the Provincial Information Transfer Committee programme as a possible example, the NARC/TI should provide the leadership in developing the NARS Training Network utilizing the Provincial Training Coordinators. The purpose of this NARS Training Network Committee would be to promote the need for professionally qualified training personnel at ARIs and universities, assist in developing their programmes (providing advisory assistance), disseminate copies of annual master training plans of all institutions, identify teaching materials which can be shared with others, maintain a roster of specialized training personnel which other institutions in the network can draw upon, etc.

#### iv. NARC/TI STAFF Responsibilities

This section will focus on the programme development and creative functions of the NARC/TI. The major responsibilities will be:

- (1) NARC/TI Director -- will be responsible for:
- (a) overall NARC/TI operations and programme
  - (b) staff development/training advocate within NARS
  - (c) development and overseeing the support of the NARS Training Network
  - (d) overseeing the identification of courses and other course related services provided by the Training Officers
- (2) Training Officers (5 positions) -- The primary work assignments will be clientele focused, and eventually will also include secondary assignments as training specialists (for example, one specializing in evaluation techniques assisting the other Training Officers as needed). Each will be assigned a primary clientele group to serve with the following responsibilities:
- (a) help identify courses to be offered by NARC/TI
  - (b) conduct training needs assessments on trainees
  - (c) help with the curriculum development and preparation of lesson plans
  - (d) advise on teaching methods to be used and provide on-the-job training of the instructors
  - (e) help in the design and production of teaching materials (printed, AV, samples, field trips, etc.)
  - (f) design the evaluation instruments and help in the course evaluation process
  - (g) ensure that administrative support is provided

v. Adjust the Current Responsibilities of NARC/TI Staff

At the current time the NARC Training Institute has responsibilities outside those outlined above which consume a considerable amount of their time. This is time which otherwise could be used organizing new courses. These non-training activities include hosting visitors, handling administrative arrangements for foreign trainees, operating the hostel, managing the cafeteria, producing publications, etc. Two training officers are almost full time involved in conducting the computer courses. Another staff member is almost full time on the Africa programme. A considerable amount of time is also devoted to producing the annual report (with little or no assistance from the PARC Publication Division). It also appears that too much staff time is devoted to course evaluation with little feed back into improving future courses.

Attachment #1 is a memo and forms provided to the Director of the NARC/TI to be used to help review the role, functions and specific responsibilities of the staff. The PP/PC1 lists 14 positions (two English Language staff were later removed) and two staff are on the Non-Development budget, for a current total of 14. The following are recommendations regarding staffing:

vi. Immediate Personnel Actions Required

The following action needs to be taken immediately:

- (1) Fill Vacant Posts -- At the current time the following positions are not filled and should be: 1 Scientific/Training Officer; 1 Administrative Assistant; and 2 Junior Administrative Assistants..
- (2) Positions Assigned Elsewhere -- The following NARC/TI positions listed in the PC1 are hired, but assigned to other units: 1 Administrative Assistant and 4 Drivers. It is recommended that the Administrative Assistant and 1 Driver be reassigned to the NARC/TI immediately. The three additional drivers who are assigned to the pool should be made available to NARC/TI as needed--currently two vehicles are on order for the NARC/TI.
- (3) Complete the NARC/TI Review and Staffing Assignments -- It is recommended that the NARC/TI staff complete drafting the job descriptions and bio-data sheets provided in the memo to the NARC/TI Director and hold internal reviews before this consultant returns. During the next visit of the consultant, priority should be given to completing the NARC/TI programme review, job descriptions and specific recommendations be made on job responsibilities for all staff. At that time recommendations can also be made on long-term staffing needs of the NARC/TI as related to projections in the work plans.

## b. CONSTRAINTS TO THE CURRENT NARC/TI PROGRAMME

During the review of the NARC/TI current activities, clientele, role, functions and responsibilities, several problems or constraints became obvious that are holding back the organizing of additional courses and improving the quality and relevance of existing courses. The most important constraints which need to be addressed immediately include:

i. NARC/TI Manpower Utilization -- At the current time little of the NARC/TI staff time is devoted to organizing new courses to serve NARC and NARS personnel. Three specific actions should be taken to better utilize the manpower and increase output for the positions currently sanctioned for the NARC/TI:

- (1) Better define the role of the NARC/TI and specific responsibilities of the staff and ensure the staff thoroughly understand the mission of the Training Institute and their particular responsibilities. At the moment there is little overall focus of the institute or assignment of creative programme development responsibilities given to the staff.
- (2) Remove as many non-training tasks as possible from TI staff. As mentioned above, a considerable amount of NARC/TI staff time is devoted to non-training development activities such as escorting visitors, handling administrative arrangements for foreign trainees, etc. These should be shifted to more appropriate units so that the TI staff can concentrate on the creative aspects of identifying and organizing courses.
- (3) Fill the vacant positions and reassign to NARC/TI the staff who are in the PP/PC1 but who have been assigned to other units (except at the current time the three drivers). It is felt that at the current time the positions given in the PP/PC1 are adequate if focus and delegation of responsibilities are given to them. As the programme emerges additional staffing should be considered based upon demonstrated demand for training services.

ii. Liaison Mechanisms Between TI and NARC Programmes and Provincial Institutions --

Currently there is no mechanism for the NARC/TI to continually interact with the NARC Institutes and programmes to identify courses and other educational activities which their staff need or they can provide to others. This is at the heart of the problem of the decision making process for identifying new courses to offer. It must be a joint process between the NARC units and the NARC/TI. It is recommended that each NARC unit assign a person to be the liaison with the TI and to provide leadership in a continuous training needs assessment for his/her unit. The same problem exists with the provincial ARIs and universities, in which case the Training Coordinators can serve as the liaison.

It is strongly recommended that the existing Training Evaluation Committee be immediately dismantled as it is making no contributions to identifying new courses that should be offered and is interfering with the organizing of courses now being proposed, which should be the responsibility of the technical unit and NARC/TI. There may be a need in the future for a training policy advisory body, BUT IT SHOULD NOT BE INVOLVED IN THE ORGANIZATION OF SPECIFIC TRAINING COURSES.

- iii. Diversify Funding Sources for Training Programmes -- At the current time most of the courses offered by the NARC/TI are funded through the MART project. These funds are supposed to be used to improve the management of the NARS and, therefore, focus only on one aspect of the overall continuing education/training needs which the NARC/TI programme is to address. There is an urgent need to identify other sources of training funds (such as World Bank, CIDA, JICA, etc.) which can also be drawn upon so that a broad based training programme can be implemented. As part of this activity, there is a need to prepare guidelines and proforma outlines for requests for funds from the donors. The NARC units and NARS training network should understand what the various donors will and will not fund in order to avoid the problem which currently exists with the requests for MART funds.
- iv. Financial/Administrative Support Mechanisms -- The NARC/TI staff spend an inordinate amount of time in needless processing of financial matters. This must be immediately addressed and the concerned financial/administrative units made to realize that they are to support the training programme, not restrict it, and that they must streamline their procedures to reduce wasted time and delays in implementing the training programme. The NARC/PARC financial units should not be involved in any way in the programme decision making process for training. Their role is to support the implementation of the training programme. NARC/TI needs an Administrative Assistant be assigned to financial matters and trained to oversee finances within the TI and to liaise with the financial units in NARC and PARC. A detailed analysis is required to develop modern and effective financial systems for the NARC/NARS training programmes.
- v. Broadening the Training Horizon -- At the current time NARC/TI considers its role to be to organize training courses. As mentioned above, this needs to be more focused with priority given to upgrading the capabilities of NARC and NARS personnel. There are a number of other staff development techniques that can be implemented which will also enhance the knowledge, skills and attitudes of NARS personnel. These include briefing seminars by staff or visitors--formal series or the more informal "brown bag luncheons." Other techniques include networking for information exchanges, etc. The NARC/TI should begin to look at a wide range of professional enhancement activities that could be initiated which will contribute to improving the performance of NARS personnel.

c. Process of Identifying Courses to be Organized by NARC/TI

Unfortunately, sufficient amount of time was not available to review the course identification process in detail. However, a considerable amount of discussion was devoted to the role and functions of the NARC/TI which will serve as a very good base for designing a set of procedures for identifying courses in the future. Several issues emerged during these discussions:

- i. Who Is to Benefit from the NARC/TI Programme? -- In the past the identification of training courses was done on an ad hoc manner with little thought given to why the NARC/TI exists. Why is the course being offered? In almost every case, an in-house training institute has as its highest priority to train staff in the institution in which it is based--in this case NARC and the NARS as a whole. It appears that many courses were organized by NARC/NARS staff for the benefit of others. This must be clarified and, the consultant feels, should be changed. There is an urgent need to initiate a programme for upgrading the capabilities of NARS personnel--scientists, administrators, and support personnel.
- ii. Interaction with NARC Units and NARS Training Network -- If the NARC/TI is to help the NARC/NARS units upgrade the capabilities of their staff (and as a secondary priority to organize courses for others), then mechanisms must be instituted to facilitate effective collaboration in the process of conducting training needs assessments and assigning priorities for courses to be organized. This has led to the recommendation that Training Coordinators/Liaison Officers be assigned in each NARC institute/unit and the NARS Training Coordinators be utilized for this purpose.
- iii. Role of NARC/TI Training Officers -- At the current time there is little logic to the assignment of responsibilities for the Training Officers in NARC/TI. They are involved in a mixture of activities, most of which are not related to working with NARC/NARS units to identify and organize new courses. It is recommended that they be assigned by clientele group and be delegated the authority to work with the clients to identify new courses to be offered and they follow through in all aspects of organizing the courses (training needs assessment, curriculum/lesson plan development, teaching methods, teaching materials, and evaluation). They will need training to perform these duties successfully. In most cases, the NARC/TI Training Officers will be responsible for the training process and the staff from the NARC/NARS units will be responsible for the content and actually teaching the course (or using outside experts as instructors).
- iv. NARC Training Evaluation Committee -- It appears that the Training Evaluation Committee performs no useful role in the development of the NARC/TI programme. It should be replaced with the Training Coordinators/Liaison Officers and NARS Training Coordinators who will focus on identifying new courses to be organized. At some stage some type of a body might be established to help provide overall policy guidance to NARC/TI and the NARS Training Network, but not to be involved in operational decision making.

d. Master Training Plan Matrix

Using the matrix developed during the last consultancy as a base, the following categories of clientele and training information are recommended creating a NARC/TI Master Training Plan:

i. Horizontal Lines (from the left column):

- (1) NARS Personnel
  - (a) Scientists
  - (b) Administrators
  - (c) Training Network
  - (d) Programme Support
- (2) NARC Personnel (only)
  - (a) Technical Support
  - (b) Administrative Support
  - (c) Operations Personnel
- (3) Non-NARS Personnel

ii. Vertical Columns (along the top):

- (1) Trainees (Clientele Group)
- (2) Estimated Number of Trainees
- (3) Home Institutions
- (4) Course Subject
- (5) Starting Date
- (6) Duration
- (7) Course Coordinator
- (8) NARC/TI Training Officer
- (9) Venue
- (10) Funding Agency
- (11) Special Remarks

It is recommended that the above categories (or a similar list) be used to prepare a NARC/TI Master Training Plan for the wall of the Director's office. Once it is completed the Master Training Plan should be used to brief PARC/NARC senior administrators, NARC unit heads, NARS Training Coordinators (during their January 1991 training course), and donor agency representatives.

e. TRAINING OF NARC/TI STAFF

The PP/PC1 provides for 9 long-term and 10 short-term training slots for Federal personnel in the "Training for the Agricultural Research Network" component. Only one short-term training activity has been utilized for NARC/TI staff (Dr. C.A. Ozair, Director, to UNDP/DTCP Training of Trainers short course in September 1990). None of the NARC/TI staff have been sent on long-term training, even though one has been nominated (Mr. Tariq Hassan, Training Officer). Several of the NARC/TI staff have been involved in the MART sponsored "Training of Training

Coordinators' course and two (Dr. Ozair and Mr. Hassan) are scheduled to participate in the follow up course to be held in Pakistan in January 1991 and the third session to be held in the United States in the summer of 1991.

There is an urgent need to provide training for the NARC/TI staff. If this Institute is to become the premier training programme in the NARS and the focal point for the provincial training network, then its staff must be given professional training in the adult/continuing education discipline. The following are the recommendations for training of NARC/TI staff, in addition to the two being involved in the training coordinators training programme:

- i. Long-Term Training -- It is recommended that Mr. Tariq Hassan be nominated again for a M.S. degree programme in adult/continuing education. Dr. Violet Malone, University of Illinois (who has conducted several training of trainers courses in Pakistan and is a leader in continuing education in the U.S.) should be consulted on what degree programmes in the U.S. would be the most suitable. This training should start no later than the fall of 1991.
- ii. Short-Term Training -- It is recommended that two Training Officers be selected for the June 1991 University of Illinois INTERPAKS Training of Trainers short course (conducted by Dr. Violet Malone) and the two remaining Training Officers (assuming that the fifth position is filled) be selected for the next UNDP/DTCP Training of Trainers short course. Both of these courses follow the same basic approach while at the same time provide a variety of training examples and experiences to draw upon which would be good for the staff to be exposed to and share upon return.
- iii. In-Country Training -- It is recommended that one Administrative Assistant be given training in financial procedures and the other in office management procedures.

According to information gathered by the consultant, the 9 long-term training slots identified in the PP/PC1 for Federal Training in the Agricultural Research Network have been used. It is not understood how all these slots could be used and not one NARC/TI staff member was sent for training. This needs to be investigated. The training and human resources development field is too important to the future growth of the NARC and NARS to not have professionally trained personnel in the field. It is recommended that there be a review of the utilization of the training slots for the MART project in the process fields--Research Management and Administration, Information Transfer and Training for the Agricultural Research Network--to see how many people with those responsibilities have actually been sent for overseas training.

As part of the review of the role, functions and responsibilities of NARC/TI the staff development/training needs of the TI staff should once again be reviewed. The NARC/TI Director should be sent in the future for a short course on training institute management. As the TI programme emerges, the Training Officers will probably begin to specialize in various training areas (such as needs assessment, curriculum development, teaching methods, evaluation techniques, etc.) and at that time they should be sent for specialized training. It is also recommended that additional courses be conducted in the future for the training network on training management and specialized training methods subjects utilizing outside specialists teamed with NARC/TI staff, which would give them further exposure to these methods and practice with experienced trainers.

f. Procurement of Equipment for the NARC/TI

Additional equipment is being procured by the MART project for NARC/TI use in the new combined AV-training center. The consultant reviewed procurement with Dr. Cordell Hatch, MART Communications Adviser, and the NARC/TI staff, and went through the procurement list. The NARC/TI staff have provided Dr. Hatch several suggestions in a 4 September 1990 memo which should be discussed. Otherwise, there does not appear to be much problem with the equipment, assuming that the procurement will actually be done in a timely manner.

It is recommended that with the equipment, and programme support wise, there should be closer operating links between the NARC/TI and the AV Center, PARC Publications Unit, and the Library/Documentation services. More work needs to be done on this issue.

g. FUTURE ACTIONS

It is recommended that the following activities be undertaken during the next several months and that this consultant return early in 1991 to continue the NARC/TI programme review process. During the next visit of the consultant it is recommended that he begin with the NARC/TI and the continuation of the Re-Entry review be done secondly.

- i. Review of Responsibilities and Job Assignments -- During the next couple months the NARC/TI staff should complete their job descriptions and bio-data sheets and these be discussed with the TI Director. They should be reviewed in relationship to institutional priorities for NARC/TI. One of the first activities of the consultant during the next trip is to continue the review of the NARC/TI role, functions and staff responsibilities.
- ii. Prepare Master Training Plan for NARC/TI -- The NARC/TI should prepare a Master Training Plan and present it to PARC/NARC senior management. During the follow up review this Plan will become the base for determining overall capacity of the NARC/TI.
- iii. Identify Training Coordinators/Liaison Officers Within NARC -- It is recommended that each major unit/institute within NARC be requested to designate a staff member to be their liaison with the NARC/TI and provide the leadership for identifying training needs for their unit. The NARC/TI Director should request the PARC Chairman to send a notice to the Institute Directors, and other unit heads as feasible, requesting them to nominate persons to serve as their Training Coordinator/Liaison Officer. During the next visit of the consultant, orientation seminars should be conducted for the Training Coordinator/Liaison Officers and the NARC/TI Training Officers on how to identify courses and begin developing operational procedures for identifying new courses and organizing courses.
- iv. Continue the Review by the Consultant -- Based upon what has been accomplished during the interim period, the consultant will continue to work with the NARC/TI Director and staff in developing their programme, refining the operating procedures, and strengthening the interface with the NARS training network.

NARC/TI ATTACHMENT #1

11 October 1990

TO: Dr. C.A. Ozair, Director, NARC Training Institute

FROM: John L. Woods, MART Training Consultant

SUBJECT: Review of NARC/TI Role, Functions, and Staff Responsibilities

The portion of my assignment related to the NARC/Training Institute programme is focusing on the activities you and your staff are responsible in developing this important programme. Since the assumption is that there is a need to expand the amount and quality of training in your Institute, there is a need to determine how the resulting extra work load can be effectively handled. Therefore, I am recommending we initiate a review of NARC/TI's role, functions, programmes and staffing. The purpose of this review is to provide us information for forming recommendations to PARC/NARC administrators on how to strengthen your operations. As part of this review I suggest that we, along with your staff, discuss the following items in some detail:

1. The accomplishments, achievements, and outputs of NARC/TI for the past 6-12 months. Is there available a monthly, semi-annual or annual reports for NARC/TI? Should they be prepared? This can be used as a base for an analysis of "strengths, needs and opportunities" for NARC/TI.
2. The current and future role of NARC/TI within PARC/NARC and the overall National Agricultural Research System (NARS) of Pakistan. This should reflect the overall role of NARC and the needs in the primary responsibility areas of NARC/TI which exist now and should exist in the future. We can suggest further assessments if needed. It should also reflect the needs that emerged in these fields in the NARC strategic planning exercise which are articulated in the Master Plan.
3. The recommended primary functions of NARC/TI and its linkages with other units in the NARS needed to perform these functions successfully. Is the role and functions articulated so that NARC/TI staff, clients, PARC/NARC administrators and donors understand the criteria you use in establishing priorities for allocating staff and other resources.
4. The plans and targets for the coming year. Is there an Annual Work Plan for NARC/TI? Are the plans in a quantifiable form which can be objectively evaluated at the end of the year? Does it reflect the priority role and functions? If such a Work Plan does not exist, should it be prepared?
5. The responsibilities and specific tasks assigned to each of the staff. Are there job descriptions for the staff? If yes, do they clearly spell out delegated responsibilities and quantify expected outputs? The first attachment is a suggested draft format for preparing job descriptions.
6. The capabilities, skills and interests of the staff. I would like to have resumes/professional vitae prepared for each of the NARC/TI staff--Director, Scientific/Training Officers, Administrative Assistants, and Junior Assistants. The second attachment is a suggested format for the professional vitae.

Based upon the above analysis, I suggest the following steps be completed:

7. Prepare a staff development plan for each NARC/TI staff. The resumes for each staff member should be compared with the job descriptions to see if there is a match. This comparison should be used as the base for developing staff development plans for each of the staff--in service training by consultants or local training opportunities, study tours abroad, securing literature and other types of training materials for self study, etc.
8. Design a performance review programme for NARC/TI staff. This should take in consideration the official requirements by GOP/PARC/NARC for reviewing staff performance as well as introducing additional elements which will facilitate communication between staff member and supervisor, identify staff development needs and opportunities, needs for revising job descriptions, etc.

I look forward to revising these items with you as soon as possible.

With best regards.

cc: Dr. Bill C. Wright  
Dr. Cordell Hatch  
Dr. Curtiss Nissly

## SUGGESTED JOB DESCRIPTION FORMAT

It is suggested that the following information be prepared for each of the positions in NARC/TI:

1. NAME OF STAFF MEMBER: \_\_\_\_\_
2. TITLE OF POSITION: \_\_\_\_\_
3. NAME AND TITLE OF SUPERVISOR: \_\_\_\_\_
4. PRIMARY JOB RESPONSIBILITIES AND TASKS (please list in outline form):
  - a.
  - b.
  - c.
  - d.
  - e.
  - f.
5. PROJECTED OUTPUT/ACCOMPLISHMENTS PER YEAR (in same order as given in #4):
  - a.
  - b.
  - c.
  - d.
  - e.
  - f.
6. SPECIAL SKILLS/TRAINING/EXPERIENCE NEEDED FOR THIS POSITION:
  - a.
  - b.
  - c.

**BIO-DATA FORM**

NAME: \_\_\_\_\_ TITLE: \_\_\_\_\_

CURRENT ADDRESS (Office): \_\_\_\_\_  
\_\_\_\_\_

## ACADEMIC TRAINING:

<u>Degree</u>	<u>School</u>	<u>Year</u>
_____	_____	_____
_____	_____	_____
_____	_____	_____
_____	_____	_____

CAREER GOALS (summarize in one sentence your career goals--what job you want in the future):

WORK EXPERIENCE/JOBS HELD (list current job first and others in reverse order):

<u>Dates</u>	<u>Title and Brief Description</u>
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RESEARCH AND OTHER SPECIAL GRANTS RELEVANT TO POSITION:

PUBLICATIONS/PAPERS PRINTED (Title, Publishers, Date, etc.):

SPECIAL QUALIFICATIONS FOR CURRENT POSITION HELD (Licenses, Continuing Education certificates, etc.):

SPECIAL HONORS/AWARDS:

**PERSONAL INFORMATION:**

Birth Date

Birth Place

Home Address

Home Phone Number

Married Status (name of spouse)

Children (names and birth dates)

Special Interests/Hobbies

## **ANNEXES**

This section contains the Annexes for the consultancy assignment involving both the re-entry and NARC/TI reviews. The following Annexes are contained in this section:

1. Terms of Reference for the Consultant
2. Scope of Work for the Assignment
3. Consultant's Schedule
4. Handouts
5. Brief Vitae of Consultant

ANNEX #1Terms of Reference**ST Consultant for Training**

The principal purposes for this ST consultancy are: (1) To assist the new NARC Training Institute Director to plan for the future development of the Training Institute; and (2) to follow up on recommendations made in March 1990 for a re-entry program for Pakistanis returning from overseas training.

Specifically the consultant will work with the Director, NARC Training Institute and his staff to review the previous activities of the TI and previous recommendations made by previous consultants (Buila, Byrnes, Woods, especially) regarding the mandate for the TI, the types of courses that the TI should be offering and training for the TI staff. Also the consultant and the TI staff will update themselves on the on-going training courses for ARI Training Coordinators in order to determine how the NARC TI staff can take better advantage of this training and, also, how the TI staff can help support this training activity.

The consultant will also interact with the Director International Cooperation and Training of PARC to follow up on the recommendations made in March 1990 for the initiation of a re-entry program for Pakistani students returning after completing training overseas.

The result of this ST consultancy should include a plan for the further training of NARC's TI staff, a plan for the development of its curricula in the future, and a statement of the mandate for the NARC Training Institute. Also, clear plans for concrete steps to be taken by specific individuals should be prepared for the initiation of a re-entry program for returning Pakistani students.

This consultancy will require about four weeks duration beginning in September 1990 (date to be specified at the convenience of the consultant, Director TI NARC, and Director Training, PARC). A draft report must be prepared before the consultant departs Pakistan.

ANNEX #2

**SCOPE OF WORK  
FOR JOHN L. WOODS  
MART TRAINING CONSULTANT**

This paper was prepared after the Consultant arrived in Pakistan and is based upon the T.O.R. prepared in advance and following a series of discussions with the PARC Chairman, MART Chief of Party, Director and Deputy Director of the PARC of National, International Liaison and Training/Technical Assistance (NILTA) Directorate, Director of NARC/TI, USAID officials, and others. Throughout the consulting period this Scope was reviewed and revised. The Consultant was asked to focus on four areas related to Human Resources Development (HRD)/training in the National Agricultural Research System (NARS) in Pakistan:

1 Re-Entry Programme:

Objective -- Prepare an operational plan for the re-entry programme and begin involving appropriate PARC and NARC officials.

Activities -- The following activities will be undertaken with Mr. Bashir Ahmad Khan, Director, NILTA, and his staff during the consultant's visit:

- 1.1 Review structure, job assignments, and job descriptions of NILTA and make recommendations on who will be responsible for the re-entry programme. (BAK, NILTA STAFF AND JLW) Initial Action: NILTA provide the Consultant copies of existing job descriptions and organizational charts and programme plans for the Directorate.
- 1.2 Develop a check list for preparing the re-entry of participants returning within the next year. (BAK, STAFF AND JLW) Initial Action: NILTA prepare computer printout of returned participants and those scheduled to return during the next one year.
- 1.3 Meet returnees and seek their advice on developing an action plan for the re-entry programme. (BAK TO ARRANGE)
- 1.4 Meet with the PARC Members (crops, livestock, social sciences, natural resources, and finance) to review the re-entry and related programmes. (BAK TO ARRANGE)
- 1.5 Meet with NARC Programme Leaders/Coordinators, who have or expect to have returnees, for their assessment of re-entry problems and recommendations. (BAK TO ARRANGE)
- 1.6 Meet with PARC Member Finance and appropriate staff to discuss re-entry issues, particularly--
  - 1.6.1 possibilities of improving benefits for long term participants
  - 1.6.2 how to overcome financial problems participants have immediately upon return to Pakistan  
(BAK TO ARRANGE)

- 1.7 Meet PARC Director of Personnel Administration and appropriate staff to discuss administrative problems in the re-entry programme, personnel record system and benefit issues related to returning participants. Review in detail the situation with the PARC rule of Extra Ordinary Leave for long-term participants going abroad. (BAK TO ARRANGE)
- 1.8 Help prepare a draft proposal for the Executive Committee to consider for changing the benefit terms for participants on long-term study leave. (BAK, STAFF AND JLW)
- 1.9 Meet with Dr. John Swanson, Dr. Curt Nissly, and Dr. Mohammed Saeed, USAID/ARD, to review participant training, re-entry and human resource development issues for the NARS. (JLW TO ARRANGE)
- 1.10 Meet with Dr. Hank Schumacher and Dr. Janet Paz Castillo, DSTP, to review their participant training programmes, brief them on PARC training programme, and discuss how to link the programme for the re-entry and data base programmes. (JLW TO ARRANGE)
- 1.11 Meet with Ms. Patricia Miller and Mr. Ahmad Jameel, USAID/ARD Training Unit, to review participant training and re-entry issues. (JLW TO ARRANGE)
- 1.12 Meet with Dr. David Esch, USAID/HRD, to review participant training and re-entry issues. (JLW TO ARRANGE)
- 1.13 Make recommendations on visit of PARC official(s) to the United States to visit participants from the NARS. (BAK, STAFF AND JLW)
- 1.14 Review the links between NILTA and NARC/T and define the roles and responsibilities of each. (JLW ARRANGE MEETING OF NILTA AND NARC/TI STAFFS)
- 1.15 Make preliminary recommendations on how PARC can better focus on overall human resources development issues for the NARS and potential role of NILTA. (JLW IN CONSULTATION WITH BAK, NILTA STAFF AND OTHERS)

## 2 NARC Training Institute:

Objective -- Begin to define the role and functions of the NARC/TI, develop a master training plan, and recommend a plan for training NARC/TI staff.

Activities -- Using the Terms of Reference as the base, these activities were identified in consultation with Dr. C.A. Ozair, Director, NARC/TI and his staff; Dr. Bill C. Wright, MART Chief of Party; and Dr. Cordell Hatch, MART Communications Adviser:

- 2.1 Review the role, functions and specific responsibilities of NARC/TI.
- 2.2 Identify current constraints to effective operation of NARC/TI.
- 2.3 Review the process for selecting topics for courses to be offered by NARC/TI.
- 2.4 Finalize the matrix format for developing a NARC/TI Master Training Plan.

2.5 Review the staff development/training needs of the NARC/TI staff.

2.6 Review the plans made for procurement of training related equipment to be used in the new combined AV Communications and Training Centre at NARC.

### 3 Job Descriptions:

Objective -- To develop a preliminary plan for PARC/NARC preparing meaningful job descriptions for staff.

Activities -- These activities will be finalized in consultation with Dr. Bill Wright and other appropriate officials:

3.1 Prepare a draft job description format.

3.2 Test draft job description format on NILTA and NARC/TI staffs.

3.3 Prepare an outline of process to follow in preparing job descriptions for NARC senior staff

### 4 Manpower Planning:

Objective -- Make preliminary recommendations on how to link strategic planning, research priority setting with manpower allocation/reallocation and HRD/training programmes.

Activities -- These activities will be finalized in consultation with Dr. Bill Wright and other appropriate officials:

4.1 Review the overall elements/steps required to link NARC Strategic Plan with manpower planning, deployment/redeployment of staff and training.

### 5 Technology Transfer:

Objective -- Share information on technology transfer programme being developed with the Bangladesh Agricultural Research Council through the USAID supported Agricultural Research Project--Phase II.

Activities -- This is a minor element in the consultant's assignment, thus very little time was allocated for it:

5.1 Provide copies of policy paper and conceptual framework for the programme with MART and USAID officials.

5.2 Brief MART officials on the organizational structure and action programme being developed in BARC.

ANNEX #3**CONSULTANT'S SCHEDULE**

The following is a detailed schedule for the consultant during the entire period of this assignment:

Wednesday 19 September 1990

3:15pm Depart residence for airport

4:30pm Depart Champaign TWA7435 for St. Louis and London

Thursday 20 September 1990

11:00am Arrive London

1:25pm Depart London on BA119

Friday 21 September 1990

4:10am Arrive Islamabad, Pakistan

9:30am Breakfast with Bill and Willy Wright

3:00pm Read documentation from previous assignment

Saturday 22 September 1990

8:00am Continue reading trip report and other documentation from previous assignment

10:00am MART Office to review assignment with Dr. Bill Wright, Chief of Party

11:00am Meeting with PARC Chairman, Dr. C.M. Anwar Khan and Mr. Bashir Ahmed Khan, Director, PARC National, International Liaison & Training/Technical Assistance (NILTA) Division, and Dr. Bill Wright

12:30pm Mr. Bashir Ahmed Khan to set schedule

1:00pm Dr. Bill Wright to review the assignment activities

2:00pm Administrative arrangements with MART staff

3:00pm Read documents and prepare ideas for assignment scope of work

8:00pm Dinner with MART staff

Sunday 23 September 1990

8:00am PARC and prepare for meeting

8:15am Mr. Bashir Ahmed Khan, Director, and Mr. Sana ulla Khan, Deputy Director for Training, NILTA to discuss scope of work for assignment

10:30am Bill Wright to review administrative arrangements and schedule

10:45am Draft scope of work, print and distribute to NILTA and Bill Wright

1:00pm Lunch with Bill Wright

2:00pm Edit scope of work and study previous report

4:00pm Visit USAID/ARD with Dr. Bill Wright

## Monday 24 September 1990

- 8:00am PARC and review materials gathered
- 9:00am Holiday Inn to attend AVRDC workshop opening ceremonies with Dr. Bill Wright
- 11:00am Revise Scope of Work
- 12:00pm Lunch with Dr. Bill Wright and Dr. Curt Nissly, MART Project Officer, USAID/ARD
- 1:30pm Airport to pick up lost suitcase
- 3:30pm Mr. Timothy Carroll, Director, Peace Corps

## Tuesday 25 September 1990

- 7:00am Breakfast with Ms. Wendy Quarry, CIDA Islamabad, and Ms. Wendy Miller, CIDA, Hull, Canada
- 8:00am PARC to finalize schedule for the day and make copies of materials
- 9:00am Ms. Patricia Miller, Manager, and Mr. Ahmad Jameel, Program Officer, USAID/ARD/ARD to review re-entry in future agricultural projects
- 11:30am Mr. Arnold Radi, Deputy Chief, USAID/ARD
- 12:00pm Lunch with Mr. Arnold Radi, Dr. Murray Dawson (MART), and Dr. Bill Wright
- 1:30pm Dr. Bill Wright to review schedule and briefing on meetings
- 2:00pm Up date schedule and prepare for meeting
- 2:30pm Meet with Mr. Bashir Ahmad Khan, Dr. Hank Schumacher, Dr. Muhammad S. Anjum, AED/Winrock DSTP to review the participant training program
- 4:00pm Review DSTP discussions and implications with Mr. Bashir Ahmad Khan
- 6:30pm Dinner with Bill and Willy Wright and others

## Wednesday 26 September 1990

- 8:00am PARC to assemble names of contacts
- 9:00am Review Scope of Work with Mr. Bashir Ahmad Khan, Director, NILTA
- 11:30am Meet with Dr. Murray Dawson and Dr. Bill Wright to review manpower planning and preparing job descriptions
- 12:30pm Lunch with Dr. Bill Wright and Dr. Murray Dawson
- 1:00pm Meeting with Dr. Curt Nissly to review linking PARC re-entry program with other USAID projects
- 1:30pm Dr. Bill Wright and Mr. Bashir Ahmad Khan to review progress made
- 2:00pm Mr. Bashir Ahmad Khan and Mr. Talib Hussain Sial, Deputy Secretary, Agricultural Research Directorate
- 3:00pm Mr. Bashir Ahmad Khan to review scope of work and organization of NILTA
- 4:15pm Revise Scope of Work Paper

**Thursday 27 September 1990**

- 8:00am PARC to prepare for meeting
- 9:00am Mr. Talib Hussain Sial, Mr. Bashir Ahmad Khan, and NILTA staff to brainstorm on priorities for re-entry program
- 11:00am Prepare Data Base Printout format
- 11:15am Contact people for schedule next week
- 11:30am Up-date schedule and address data base and print out
- 12:00pm Brief Dr. Bill Wright on brainstorming session
- 12:30pm Summarize Discussion of basic concept of re-entry programme and priorities
- 3:30pm Review basic re-entry approach with Mr. Bashir Ahmad Khan
- 7:30pm PARC Dinner for AVRDC Workshop

**Friday 28 September 1990**

- 8:00am Weekend

**Saturday 29 September 1990**

- 8:00am PARC to print materials
- 9:00am Meet with Mr. Sana ullah, NILTA, to review priorities and future needs for participant training
- 10:30am Edit NARS Re-Entry Priorities and Printout papers
- 12:00pm Lunch with Dr. Bill Wright
- 2:00pm Continue reviewing documents and data base materials

**Sunday 30 September 1990**

- 7:00am Breakfast with Ms. Hiroko Tanaka, JICA Islamabad consultant
- 8:00am PARC and have materials duplicated for briefing seminars
- 8:30am Telephone calls to arrange meetings
- 9:30am Draft job descriptions formats for possible use with NARC senior staff
- 10:30am Mr. Bashir Ahmad Khan and Mr. Sana ulla Khan, NILTA, to review Scope of Work and Draft Re-Entry Priorities papers
- 1:00pm Lunch with Mr. Bashir Ahmad Khan, NILTA, Mr. Ashraf Tanvir, Director PARC Scientific Information/PR, and Mr. Sarwar Munir, News Reporter, PTV
- 2:00pm Revise the Scope of Work and Re-Entries Priorities papers and print

## Monday 1 October 1990

- 8:00am Distribute papers
- 8:30am Continue working on Job Description forms and information for NILTA and NARC
- 9:15am Briefing Dr. Bill Wright on progress being made
- 9:45am Meet with 24 returnees at NARC with Mr. Bashir Ahmad Khan and Mr. Sana ullah Khan, NILTA to summarize problems faced and recommendations
- 12:00pm Lunch with Mr. M.M.I. Nizami, NARC, Director of Administration, Mr. Bashir Ahmad Khan and Mr. Sana ullah Khan
- 1:30pm Follow up discussion with Mr. Bashir Ahmad Khan on actions to be taken and summarizing returnee discussions
- 3:00pm Meet with Mr. Bashir Ahmad Khan and Mr. Ahmad Jameel, USAID/ARD/DRU

## Tuesday 2 October 1990

- 8:00am Prepare for meetings and duplicate materials
- 8:00am Mr. Bashir Ahmad Khan to prepare for meetings with PARC Members
- 9:00am Dr. M. Hanif Qazi, PARC Member (Crops) and Mr. Bashir Ahmad Khan
- 9:45am Dr. Muhammad Rafiq, PARC Member (Natural Resources) and Mr. Bashir Ahmad Khan
- 10:30am Dr. Agha Sajjad Haider, PARC Member (Social Sciences) and Mr. Bashir Ahmad Khan
- 11:15am Prof. M.A. Sial, PARC Member (Animal Sciences) and Mr. Bashir Ahmad Khan
- 12:00pm Lunch with Mr. Arnold Radi, Deputy Chief, ARD, USAID
- 2:00pm Dr. Hank Schumacher and Dr. Muhammad Anjum, DSTP, and Ms. Patricia Miller, USAID/ARD/DRU, and NILTA staff
- 4:30pm Dr. Hank Schumacher and Mr. Bashir Ahmad Khan

## Wednesday 3 October 1990

- 8:00am Up Date Schedule and names of people met and review notes
- 9:30am Draft report of meeting with returnees outlining problems and recommendations
- 2:30pm Afternoon tea with Mr. Arnold Radi and family
- 4:30pm Edit report on returnees
- 5:30pm Begin drafting Participant Data Base System Up Dating

## Thursday 4 October 1990

- 8:00am PARC and print and duplicate reports for further review
- 9:30am Mr. Abdul Majid, Director, PARC Personnel Administration, and Mr. Bashir Ahmad Khan, to review entitlement long-term study leaves
- 12:30pm Begin drafting memo on PARC leave entitlement for long-term degree programmes
- 1:30pm Dr. Gil Kroening, Chief of Party, TIPAN, and Dr. Hank Schumacher at DSTP to review re-entry activities of TIPAN and Winrock International
- 3:15pm Briefing Dr. Bill Wright on progress made and planned activities
- 3:45pm Finish drafting memo on leave policies for long-term study leave for PARC/NARC personnel
- 4:30pm Discuss memo with Mr. Bashir Ahmad Khan and Mr. Abdul Majid
- 7:00pm Dinner with Dr. Gil Kroening, TIPAN project

## Friday 5 October 1990

- 7:30am Breakfast with Dr. Gil Kroening, TIPAN
- 9:00am Up date calendar
- 10:00am Weekend

## Saturday 6 October 1990

- 8:00am PARC to edit memo
- 9:30am Meet Mr. Bashir and Mr. Abdul Majid to finalize memo and notes on meeting with returnees
- 11:00am Dr. Bill Wright and Dr. Murray Dawson to review job descriptions and manpower planning
- 1:00pm Dr. Cordell Hatch to review NARC training & communication situation
- 1:30pm Lunch with Dr. Bill Wright and Dr. Cordell Hatch
- 2:30pm PARC to review Extra Ordinary Leave memo
- 3:00pm Mr. Bashir Ahmad Khan to review EOL memo and returnees Note for Record
- 5:00pm Dr. Hank Schumacher's for dinner

## Sunday 7 October 1990

- 8:00am PARC to redraft memo on changing Extra Ordinary Leave policy of PARC
- 9:00am Mr. Sahibzada Muhammad Ayaz, Member (Finance) and Mr. Bashir Ahmad Khan to review administrative & financial issues related to re-entry
- 10:30am Dr. M. Rafiq, Member (Natural Resources) to follow up on earlier discussions
- 12:00pm Up date calendar and name data base
- 12:30pm Mr. Bashir Ahmad Khan to review new memo and the Note for Record of meeting with returnees

## Monday 8 October 1990

- 8:00am PARC to print materials
- 8:15am Dr. Bill Wright to review progress on assignment
- 9:00am Dr. Shahid Ahmad, Head, Water Resources; Mr. Munir Ahmad, Water Resources; Mr. Faqui A. Raza, Agro-Ecological Zoning Project; Dr. Rakhshan Roohi, P.I., Ecology to review environmental projects
- 11:00am Mr. Tariq and staff at NARC/Training Institute
- 12:00pm Dr. Cordell Hatch to review the MART training and communication elements and to tour building
- 1:00pm Lunch with Dr. Hatch
- 2:00pm Mr. Bashir Ahmad Khan to finalize note for record for returnee meeting
- 5:30pm Up date calendar

## Tuesday 9 October 1990

- 8:00am PARC to begin to revise Note for Record of meeting with trainees
- 9:15am Mr. Bashir Ahmad Khan to finalize memo on Extra Ordinary Leave
- 10:00am Dr. C.A. Ozair, NARC/TI staff and Dr. Cordell Hatch to review scope of work for second half of consultancy assignment
- 12:30pm Dr. Ronald S. Senykoff, USAID to follow up on meeting with PARC Member (Natural Resources)
- 2:00pm Finish editing and print Note for Record of returnee meeting, Extra Ordinary Leave memo, and revised Scope of Work

## Wednesday 10 October 1990

- 8:00am PARC to distribute the memos and papers
- 8:30am NARC/Training Institute to prepare for meeting with TI staff
- 9:00am Dr. C.A. Ozair, Director, and Mr. Tariq Hassan, Training Officer, NARC/TI to begin review
- 1:00pm Lunch with Dr. Bill Wright and Dr. Murray Dawson to review job description procedures and approaches
- 2:00pm Draft memo to Dr. Ozair and attachments for review of role and functions of NARC/TI and responsibilities of staff, including job descriptions
- 3:30pm Mr. Bashir Ahmad Khan to prepare for meeting with Dr. Curtis Nissly
- 4:30pm Print memo to Dr. Ozair and make copies
- 5:00pm Hank Schumacher to review follow up activities in re-entry

**Thursday 11 October 1990**

- 8:00am Meeting with Dr. Curtis Nissly, MART Project Officer, USAID/ARD, Dr. Bill Wright, and Mr. Bashir Ahmad Khan to review progress made with re-entry program
- 9:15am Dr. C.A. Ozair and Mr. Tariq Hassan, NARC/TI to continue review
- 2:00pm Call Patricia Johnson, DSTP --819-511 or at home 825-205
- 8:00pm Char calling--her time

**Friday 12 October 1990**

- 8:00am Work on outlining report
- 11:00am Weekend

**Saturday 13 October 1990**

- 8:00am NARC to gather materials for NARC/TI review
- 9:00am NARC/TI to continue review with Dr. C.A. Ozair
- 11:30am Prepare draft paper on NARC/TI role, functions and responsibilities
- 3:00pm Draft immediate and future recommendations for Re-Entry program
- 5:30pm Patricia Johnson, Director, English Language Training, DSTP project

**Sunday 14 October 1990**

- 8:00am PARC to edit and print NARC/TI and Re-Entry papers and distribute
- 8:45am Mr. Bashir Ahmad Khan to review recommendations for Re-Entry program
- 10:00am Dr. Gil Kroening, TIPAN, and Mr. Bashir Ahmad Khan
- 11:45am Dr. Gil Kroening and Dr. Hank Schumacher for lunch
- 1:00pm Further review with Mr. Bashir Ahmad Khan on re-entry program and recommendations
- 3:30pm Edit Re-Entry Recommendations for presentation to USAID and PARC Chairman
- 5:00pm Draft Re-Entry Check List
- 7:30pm Dinner by Mr. Khawaja Nazir Ahmed, General Manager, Holiday Inn

## Monday 15 October 1990

- 8:00am PARC print Re-Entry Recommendations and distribute
- 9:00am Continue review of NARC/TI with Dr. C.A. Ozair
- 11:30am Dr. Hank Schumacher, Dr. C.A. Ozair and NARC/TI staff to review enhancement training courses
- 2:00pm Meeting with Mr. Arnold Radi, Ms. Patricia Miller, Dr. Curtis Nissly, Dr. Mohammad Saeed, USAID/ARD, and Dr. Bill C. Wright to review recommendations for re-entry program
- 3:45pm Dr. Bill Wright to review final stages of consultancy and recommendations
- 5:15pm Outline recommendations for NARC/TI program

## Tuesday 16 October 1990

- 7:30am Begin writing summary of NARC/TI program review recommendations for PARC Chairman
- 9:00am Begin writing NARC/TI review main report
- 12:30pm Print draft reports
- 1:00pm PARC to review recommendation and NARC/TI summary recommendations with Dr. C.A. Ozair
- 2:30pm Edit NARC/TI summary and print
- 3:00pm Begin writing Re-Entry program review main report
- 7:00pm Dinner with Dr. Bill and Willy Wright

## Wednesday 17 October 1990

- 7:30am Continue writing reports
- 12:00pm Exit meeting with PARC Chairman on Re-Entry Program with Mr. Bashir Ahmad Khan, Dr. Bill Wright and Dr. Curtis Nissly
- 1:00pm Lunch with Curt Nissly
- 2:00pm Check recommendations with Dr. C.A. Ozair, NARC/TI, and Mr. Bashir Ahmad Khan, PARC/NILTA
- 4:00pm Edit report

## Thursday 18 October 1990

- 8:00am PARC Dr. Bill Wright for exit administrative arrangements
- 8:15am Begin printing report
- 9:00am Via telephone brief Dr. Gil Kroening on the Re-Entry Program review
- 9:30am Continue printing report
- 11:30am Exit meeting with PARC Chairman for NARC/TI with Dr. Ozair, Dr. Bill Wright and Dr. Curtis Nissly
- 12:30pm Lunch with Mr. Bashir Ahmad Khan and Dr. C.A. Ozair
- 2:00pm Exit meeting with USAID for NARC/TI review with Dr. John Swanson, Dr. Curtis Nissly, Dr. M. Saeed, Dr. Wright and Dr. Ozair
- 2:00pm Finish printing report and making duplicate copy of computer disk
- 4:30pm Brief Dr. Hank Schumacher on Re-Entry discussions

Friday 19 October 1990

9:10am Depart Islamabad on BA118

2:25pm Arrive London

Saturday 20 October 1990

1:45pm Depart London TWA721

5:15pm Arrive St. Louis

7:15pm Arrive Champalgn

8:10pm Arrive at residence

ANNEX #4**HANDOUTS**

The following materials were brought by the consultant and shared with PARC, NARC, MART, and USAID officials:

**1 PARC NILTA**

- 1.1 MART Training Review--March 1990 consultant report
- 1.2 Manpower Demand Plan for 5 Years--example from Thailand
- 1.3 Training Institute Master Plan Format
- 1.4 Training Master Plan--example from Thailand
- 1.5 Training Master Plan--example from Philippines
- 1.6 Training Master Plan--example from Swaziland
- 1.7 Workshop Course Book for "A Workshop for Managers of Training" (approximately 85 pages)
- 1.8 Training Analysis Checklist--a consulting aid (15 pages)
- 1.9 1989 MART Review--Training for Agricultural Research Network section
- 1.10 MART Training Review--March 1990 consultant report

**2 NARC/TI**

- 2.1 MART Training Review--March 1990 consultant report
- 2.2 1989 MART Review--Training for Agricultural Research Network section
- 2.3 Training Analysis Checklist--a consulting aid (15 pages)
- 2.4 Reference materials and work sheets on training needs assessment and curriculum development (approximately 300 pages)
- 2.5 Manpower Demand Plan for 5 Years--example from Thailand
- 2.6 Training Institute Master Plan Format
- 2.7 Training Master Plan--example from Thailand
- 2.8 Training Master Plan--example from Philippines
- 2.9 Training Master Plan--example from Swaziland
- 2.10 Example Lesson Plan
- 2.11 Training Needs Assessment Instruments (5 forms)
- 2.12 Training Evaluation Instruments (9 examples)
- 2.13 Master Training Monitoring and Evaluation matrix from Philippines
- 2.14 Workshop Report, "Training of Trainers and Media Production"
- 2.15 Workshop Course Book for "A Workshop for Managers of Training" (approximately 85 pages)

### 3 MART

- 3.1 Reference materials and work sheets on training needs assessment and curriculum development (approximately 300 pages)
- 3.2 Manpower Demand Plan for 5 Years--example from Thailand
- 3.3 Training Institute Master Plan Format
- 3.4 Training Analysis Checklist--a consulting aid (15 pages)

### 4 USAID

- 4.1 Training Analysis Checklist--a consulting aid (15 pages)

ANNEX #5**BRIEF VITAE OF CONSULTANT**  
**Dr. John L. Woods**

Dr. Woods grew up on a farm and received the following degrees at the University of Illinois: BS in agriculture; MS in mass communications and marketing/advertising; and a Ph.D. in adult education management. Dr. Woods brought to this assignment a broad background spanning the globe in the fields of agriculture, education and management. His professional career has focused on management information systems, organizational communications, human resources development, and institutional change.

His career started working for the Illinois agricultural extension service as radio-TV coordinator during which time he received many national awards. In 1965-66 his international career began with an assignment in Jordan. This was followed in 1967 in Columbia, South America. From 1968 to early 1970 he was Chief of Party for a project in Malawi followed by assignments in India and Australia. In mid-1971 he rejoined the University of Illinois back stopping programs for the Midwest Universities Consortium for International Activities (MUCIA) and as a program development specialist in the Vice Chancellor's Office for Continuing Education and Public Service. Beginning in 1975 Dr. Woods spent 11 years as Director of the Bangkok-based UNDP Asia and Pacific Programme for Development Training and Communication Planning, commonly called DTCP. DTCP, which he founded, is a unique in-house management consulting unit for the entire U.N. development system focusing on improving rural development projects and programs. In mid-1985 Dr. Woods once again rejoined the University of Illinois as Director of the International Program for Agricultural Knowledge Systems (INTERPAKS). In August 1988 he shifted to the College of Veterinary Medicine as Director, Office of International Collaboration which oversees twinning arrangements with overseas institutions, international graduate students, collaborative research and other international activities.

Dr. Woods has written numerous articles and monographs on the subjects of rural development, training and management. He has served on consulting missions, sectoral reviews, training assignments, and project formulation exercises throughout the world. During the past year he has been involved in conducting a major case study of the Taiwan agricultural technology system; team leader for preparing technical paper for the Government of Egypt and USAID outlining a new approach to agriculture extension/technology transfer; team leader for a major study for the Government of Bangladesh and the World Bank on the organization and role of the Bangladesh Agricultural Development Corporation (BADC); and assisting the University of Illinois College of Veterinary Medicine, 35 Illinois community colleges, and other universities review their approach to international programs.

Since the beginning of 1975, he has visited Pakistan many times working with various agricultural, health, population, and other rural development programs. He has a broad understanding of the Pakistan agricultural sector, how organizations function and interact, and how international donor agencies function. Since 1988 Dr. Woods has been directly or indirectly involved with the MART project three previous times. He served as team leader in mid-1988 to formulate the proposal for creating a Regional Economic Development Centre at Vehari. In early 1989 he served as a member of the team to review the MART project--he was responsible for the training and information transfer components. In February/March 1990 he served as a training consultant to do the initial reviews of the re-entry and NARC/TI programmes which this assignment is a direct follow up.

Dr. Woods brings to this assignment an understanding of the agricultural sector in Pakistan, considerable understanding of the training activities and needs for the research system, and extensive experience overseas working with training programs and participant training, and as an administrator in an American university responsible for international programs and students.