

BALAD 2.92

BALAD II PLANNING WORKSHOP

MAY 21 - 23, 1990

WORKSHOP REPORT

Prepared by

**The Coverdale Organization, Inc.
under contract to
Louis Berger, International, Inc.**

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INTRODUCTION

The BALAD II Planning Workshop was sponsored by USAID in order to enhance the participation and involvement of line agencies, other members of the original project and members of the private sector in establishing the framework, goals and objectives of any future BALAD project.

The workshop was organized by USAID project staff. All logistical arrangements were made by Louis Berger, International. The workshop was designed and facilitated by the Coverdale Organization in consultation with USAID program offices in Islamabad and Quetta.

The workshop was held May 20 - 23, 1990 in Karachi at the Holiday Inn.

WORKSHOP GOALS

The workshop was designed to involve the various participants in the substantive issues of possible future directions of BALAD. Also it familiarized a core group of decision makers with the issues and processes of selection, organization and implementation and evaluation of BALAD projects. (See Appendix B) Additionally the workshop provided participants an opportunity to establish relationships outside the normal day-to-day working mode, tap the ideas of the private sector and identify some possible directions for future BALAD work.

PREWORKSHOP ACTIVITIES

Familiarization and workshop preparation. Coverdale staff spent several days in the U.S. and Islamabad reading project documents provided by Louis Berger and USAID/Islamabad and familiarizing themselves with the history of BALAD, inter-agency procedures and working relationships as well as the technical aspects of the project.

Briefings and workshop design. A series of pre-workshop briefings were held with as many invitees as possible. The purposes of these were to familiarize participants with the workshop methodology, to establish a relationship between staff and participants; to familiarize workshop staff with participant perceptions of project and management issues and to provide information so staff could more precisely design the workshop. These briefings were held in Islamabad, Quetta and Karachi between May 6 and May 17.

During this period workshop staff developed a preliminary workshop design and reviewed it with Frank Pavich and Karim Nayani. The workshop purposes were also reviewed with Additional Chief Secretary for Development, Ata Mohammad Jafar. (See Appendix B) Subsequent to the briefings, while final arrangements were underway the workshop design was completed.

WORKSHOP

On arrival at the Holiday Inn, workshop participants were greeted with briefing packages that included aims, assumptions, agenda and a collection of reading material dealing with the BALAD project and development in Balochistan and the project area. (See Briefing Package, Appendix B)

The workshop methodology was designed to maximize organized group interaction producing specific products of importance to future directions for BALAD project work. Approximate 10% of the time was spent in formal didactic presentations. The balance was devoted to small groups carrying out tasks designed to meet training or substantive workshop objectives. The small teams produced products, reviewed their progress and discussed results under the guidance of workshop staff. (See Methodology, Appendix C)

The first day of the workshop introduced participants to and gave them practice in using a systematic approach to working together. Tasks unrelated to the BALAD project were assigned, reviewed and lessons summarized. (See Appendix C for a record of the actual workshop schedule)

After an initial presentation on the history of BALAD (Appendix D), the second day was devoted to a series of tasks designed to:

- take account of project experience, any information that might influence a possible future BALAD II project, and ways of involving the private sector (See Appendices E, F and G),
- explore criteria for assessing possible BALAD II directions (See Appendix H) and
- generate ideas for possible BALAD II projects (See Appendix I).

At the end of the day the ideas were organized into eight sector clusters: savings and finance, transportation and communication, environment, water, training, agriculture, industries and support to the private sector. (See Appendix J)

During the third day of the workshop, teams were created to develop a project concept and action plan for a project within each idea cluster. The participants signed up for the cluster that interested them. They then applied their understanding of the criteria to select and develop a project concept and action plan using the systematic approach introduced the first day.

Eight concepts and plans were developed (See Appendix K):

Training	Training plan for public sector agencies involved in BALAD II
Agriculture	Date improvement program
Private Sector Support	A portfolio of feasible projects for private sector investment in Makran
Industries	Project plan for a dairy farm
Savings and Finance	Credit for small businesses
Transportation and Communications	Improved Market Access Roads in Makran
Environment	Sewage treatment plant for Turbat
Water	Plan to maximize floodwater utilization

Additionally during this period a splinter group created a schedule to develop project documentation for any BALAD II project. (See Appendix L)

The concepts, plans and schedules were presented and discussed in a general session.

Workshop participants were then asked to indicate high priority projects in the face of limited resources. Participants selected the plan to maximize flood water utilization, the date industry improvement program and the portfolio of projects for private sector investment. (See Appendix M)

The workshop was ended with words of thanks and an evaluation.

WORKSHOP DEBRIEFING

Immediately after the workshop a debriefing was held in the conference room. Present at the debriefing were Pat Peterson, Frank Pavich, Karim Nayani, Asif Bhattee, Lynn Carter, Tariq Durrani, Bill Hanson and Reid Melton.

The discussion centered on the successes of the workshop and next steps. It was generally agreed that all the various participants were receptive to participating in this type of planning workshop and would be predisposed to sending staff to this type of workshop in the future, as well as using a systematic approach in their own work. Perhaps most important, it was felt that the learning and momentum from the workshop must be actively supported both immediately and for the long run.

EVALUATION

The evaluation results indicate the general success of the workshop. Modes, means and specific responses are noted in Appendix N. While some participants did not complete and some completed incorrectly the evaluation form, the results are generally positive. The lowest (still above the mid-point) indicates the participants did not think we had been as successful laying specific written plans as in the other areas. This is an expected result. Workshop coaches certainly did not expect written plans of the quality to meet formal government requirements, especially from such a short and broad exercise.

More important perhaps are the written responses that indicate the participants:

- appreciate the use of a systematic approach in developing concepts and planning projects,
- value the workshop approach to generate ideas and create momentum in a project, and
- feel they have generated some useful ideas for BALAD II.

RECOMMENDATIONS AND NEXT STEPS

Based on the response to the workshop in the evaluation and debriefing, we underscore the importance of supporting and following up the workshop. This can take several forms:

1. Early distribution of the workshop report.
2. Frequent contact between the program office and participants to keep all informed of new information and progress.
3. Use of a systematic approach framework and terminology in steering committee communication.
4. Use of a systematic approach to organize the agenda and conduct BALAD steering committee meetings.
5. Training of select departmental staff supporting the steering committee members (perhaps 2-3 per steering committee member).

APPENDIX A: PARTICIPANT LIST

PARTICIPANTS

BALAD II PLANNING WORKSHOP MAY 21-23, 1990

KHALIFA TAHIR AHMAD	General Manager, Shahnawaz, Ltd.
KAMAL-UD-DIN AHMAD	Managing Partner, Razee Trading Corp.
MOHAMMED AMIN	Chief Engineer, Irrigation and Power
AKRAM BALOCH	Member, Provincial Assembly
BASHIR BALOCH	Director Development Planning and Development Turbat
RAZA MOHAMMAD BARRECH	Private Sector
ASIF BHATTEE	Program Specialist, USAID
LYNN CARTER	Rural Development Specialist, USAID
SALEEM CHISHTI	Additional Secretary Planning and Development
ABDUL SALIM DURRANI	Secretary Communications and Works
TARIQ DURRANI	Project Officer, USAID
SAYED HASHMI	Minister, Agriculture, Law and Parliamentary Affairs
IBRAHIM ACHAKZAI	General Manager, B. Z., National Agro & Credit Co- operative, Ltd.
IRFAN KASI	Director, Local Government
MIRZA MASOOD	Deputy Director, Program Planning and Management Unit
SAADULLAH MARRI	Secretary, Industries
VIRGIL MIEDEMA	Deputy Chief, Program Office USAID
TAJ NAEEM	Secretary, Agriculture
KARIM NAYANI	Project Officer, USAID
ZAHID NOOR	Chief Engineering Advisor, USAID
FRANK PAVICH	Chief, Rural Development Division, USAID
JAMES SCHOOF	Chief of Party, BALAD, Louis Berger, International
GORDON WEST	Chief, Office of Project Development and Monitoring
ANWAR ZAMAN	Secretary, Livestock

JOINING ON MAY 23, 1990:

**YOUSAF NIAZI
PAT PETERSON**

**Secretary, Finance
Chief, Office of
Agriculture and Rural
Development, USAID**

WORKSHOP STAFF

WILLIAM HANSON

M. IQBAL

REID MELTON

**Senior Associate,
Coverdale Organization
Executive Officer, BALAD
Louis Berger,
International
Vice President,
Coverdale Organization**

APPENDIX B: BRIEFING PACKAGE MEMO

DATE : MAY 20, 1990
FROM : REID MELTON AND BILL HANSON
TO :
SUBJECT : BALAD II PLANNING WORKSHO.}

For those of you we have met, thank you for taking the time from your busy schedules to talk with us and to come to this workshop. Your ideas, observations and your commitment have contributed to what we believe will be a productive three days.

For those of you we have not met we look forward to meeting you.

Enclosed are some Aims, Operating Assumptions and a brief Workshop Agenda to give you some idea of what we will be doing.

Also to provide a common frame of reference, enclosed are:

- The May 1989 BALAD II Steering Committee Meeting Briefing Papers,
- The October 1989 Concept Paper and
- Some background material on Makran District and USAID in Balochistan.

Please read the Aims, Operating Assumptions and Agenda before coming to the first session. Read the BALAD material before Tuesday morning.

The workshop will start promptly each morning at 8:30 AM and end at 5:00 PM. Lunch and tea breaks will be scheduled.

If you have any questions about accommodations, transportation or per diem, please see Mr. Iqbal.

WORKSHOP AGENDA

BALAD II PLANNING WORKSHOP MAY 21-23, 1990

May 21, 1990

- Welcome.
- Workshop administrative detail.
- Aims, operating assumptions and methodology.
- Introduction to a systematic approach.
- Practice application of a systematic approach.

May 22, 1990

- History and current status of BALAD.
- Discuss lessons learned.
- Brainstorm criteria for any development project in Balochistan.
- Brainstorm opportunities and possible directions.
- Assess designs and operating constraints.
- Assess designs and operating facilities factors.
- Select most promising approaches.
- Further develop promising approaches selected.

May 23, 1990

- Continue to develop promising approaches.
- Organize and lay plans to produce Concept, PID, PC-1 and Project Papers.
- Prepare presentations.
- Present recommendations and plans.
- Comment on recommendations.
- Evaluation.
- Closing Remarks.

OPERATING ASSUMPTIONS

BALAD II PLANNING WORKSHOP MAY 21-23, 1990

- Problems stated as information describe the past. Problems stated as aims or objectives describe a vision for the future. Aims and objectives linked to specific plans lead to improvement.
- Swallowing an apple whole can make one choke. It is better to eat an apple a bite at a time. Similarly, tackling large problems or ambitious objectives whole can lead to frustration. Progress can be achieved by identifying where to begin (the first bite of the apple) and developing specific plans with built-in reviews of progress.
- Our ideas are like our children. When our ideas are attacked we protect them as we would protect our children when they are attacked. Rather than finding what is wrong with an idea, attacking and defending it, we are often more effective and use less time when we find the good in any idea and add to it.

AIMS
BALAD II PLANNING WORKSHOP
MAY 21-23, 1990

Purposes:

The BALAD II Planning Workshop is being held in order to:

- Define possible directions and strategies for continuing BALAD work.
- Assess new information, GOB, USAID and the project experience as well as other factors that will influence the direction of any BALAD II project.
- In light of the new information, lay action plans and organize to revise the October 1989 BALAD II Concept Paper and subsequently produce a Project Identification Document, Project Paper and PC-1.
- Build effective team practices and techniques to use in future BALAD Steering Committee meetings.
- Include the perceptions and ideas of the private sector.

Criteria:

The workshop will be considered a success if:

- We all attend full time and on time.
- We actively contribute, explore and develop our ideas.
- We leave with an understanding and commitment to the action plans we create.
- We have taken account of new information, past experience and other factors that will influence the form of BALAD II.
- We have identified the most promising activities to consider for inclusion in BALAD II. Concept, PID, PC-1 and Project Paper.
- We have laid specific written plans for the writing and production of the papers.
- We have learned a few practice to use in future steering committee work.

APPENDIX C: WORKSHOP AGENDA AND METHODOLOGY CHARTS

**BALAD WORKSHOP SCHEDULE
DAY ONE(ACTUAL)**

8:40 GS Welcome, Introductions, Administrative Details
Aims, Assumptions, Agenda, Methodology
9:15 Teams Prepare to work together
9:45 GS Introduction to A Systematic Approach
10:15 Teams TASK 1
11:00 Teams TASK 1, Process Review
11:30 -----BREAK-----
11:40 GS Reports, Comments
12:00 Teams TASK 2
12:45 Teams TASK 2, Process Review
1:10 -----LUNCH-----
2:10 GS Reports, Comments, Aims, Purposes
2:45 Teams TASK 3, Individual S/A
4:00 -----BREAK-----
4:10 Teams Task 4, Prepare
5:00 GS Task 4, Action and Review
Summary Comments
5:30 -----FINISH-----

DAY TWO

8:30 GS Review Day Two Schedule, Prepare Individually
Report on History and Status of BALAD I
9:00 Original Round One Tasks
Teams - Lessons learned
- New information, other factors
constraints
- Private sector involvement
10:45 -----BREAK-----
11:00 Self Round Two
Select - Finish lessons learned
Teams - Finish new information, other
factors, constraints
- Finish private sector
12:30 GS Reports and Comments
1:00 -----LUNCH-----
2:00 Original Develop criteria on project design selection
Teams
3:00 -----BREAK-----
3:10 Original Brainstorm project concepts
Teams
4:00 GS Reports, select priority criteria and create
project concept clusters
5:00 -----FINISH-----

DAY THREE

8:40 GS Comments, Select project concept area teams
9:20 Action Prepare project concept action plans
 Plan
 Teams
11:00 -----BREAK-----
11:10 Action Prepare project concept action plans
 Plan
 Teams
1:00 -----LUNCH-----
2:00 GS Presentations and discussion of project
 concept action plans
 Select priority areas
 Final words
 Evaluation
3:30 -----FINISH-----
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WORKSHOP METHODOLOGY

- WORKING IN TEAMS.
- CARRYING OUT TASKS THAT CAN BE COMPLETED WELL WITHIN TIME GIVEN.
- CHARTING PROGRESS AND RESULTS.
- OBSERVING WHAT IS HAPPENING IN THE TEAMS (SUCSESSES, DIFFICULTIES..... AND HOW THESE DIFFICULTIES ARE MANAGED AND RESOLVED).
- REVIEWING WHAT HAPPENED AFTER COMPLETION OF EACH TASK IN ORDER TO LEARN WHAT WILL HELP THE TEAM IMPROVE AND DEVELOP IN SUCCEEDING TASKS.
- REPORTING RESULTS AND DISCUSSING TEAM EXPERIENCE/LESSONS LEARNED IN A GENERAL SESSION.
- WORKING WITH A COACH.

APPENDIX D: HISTORY OF BALAD CHARTS

B A L A D
HISTORY OF
BALOCHISTAN AREA DEVELOPMENT PROJECT
PRESENTED BY KARIM NAYANI

- PROJECT SIGNED - AUG 1984.
- TECHNICAL ASSISTANCE FULLY MOBILIZED - APRIL 1986.
- IMPLEMENTATION BEGUN.

PROJECT COMPONENTS

A. ROADS:

- REHABILITATION 347 KM / 37 LOW WATER CROSSING
- MAINTENANCE 1575 KM
- CONSTRUCTION (INCLUDING KECH RIVER BRIDGE)

B. WATER:

- KAREZE REHABILITATION/IMP. (107)
- WATER COURSE IMPROVEMENT (42)
- DIVERSION DAMS (1)
- CHECK DAMS (16)
- INFILTRATION GALLERIES. (11)

C. SPECIAL DEVELOPMENT ACTIVITIES (SDAs)

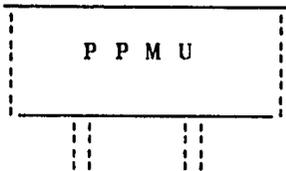
- SCHOOLS 52: 16 GIRLS, 36 BOYS
- MATERNITY HOME (1)
- POTABLE WATER SCHEMES (1)
- TOWN ROADS (5)

D. INSTITUTIONAL DEVELOPMENT (HUMAN RESOURCE DEVELOPMENT)

- TRAINING (170 EMPLOYEES TRAINED)
- PLANNING & DEVELOPMENT DEPT
- PROJECT PLANNING & MANAGEMENT UNIT. (PPMU)

OTHER A.I.D PROJECTS	BALAD OBJECTIVES	BALAD RESOURCES	NEW IDEAS	OTHER DONORS
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- INFORMATION
- PLANS
- CRITERIA
- RATIONALITY



- COORDINATION
- STUDIES
- TROUBLE SHOOTING

IMPROVED ROADS.
 IMPROVED AGRICULTURE PRACTICES
 BETTER DELIVERY OF SOCIAL SERVICES
 INCREASED PRODUCTION
 INCREASED ECONOMIC ACTIVITY, WATER INFRASTRUC-
 TURE PRIVATE SECTOR PROMOTION, WOMENS
 ACTIVITY ETC.

APPENDIX E: LESSONS LEARNED

PREPARE A CHARTED LIST OF LESSONS LEARNED FROM BALAD I EXPERIENCE (SUCCESSES AND DIFFICULTIES)

CRITERIA: THE LIST MUST REFLECT BOTH G.O.B. AND USAID EXPERIENCE

LESSONS LEARNED (DIFFICULTIES) - FINAL LIST

- MANAGEMENT

USAID:

PROCEDURES WERE NOT CLARIFIED WITH GOB, CAUSED DELAY & CONFUSION - LACK OF ADEQUATE PLANNING FOR INSTITUTION BUILDING

GOB:

- LACK OF PROPER COORDINATION BETWEEN GOB AGENCIES INVOLVED (RESPONSIBILITY) IN PROJECT IMPLEMENTATION
- LACK OF EMPHASIS ON ROLES OF STEERING COMMITTEE, PPMU, LINE AGENCIES
- LACK OF EMPHASIS ON INSTITUTION BUILDING

- RESOURCES

MANPOWER:

- LACK OF EXPERIENCE & CAPABILITY IN MAKRAN (CONTRACTOR & GOVERNMENT)
- NON-DEGREE STUDENTS WERE NOT ABLE TO FIND WORK IN RELEVANT FIELDS

EQUIPMENT

- LATE ARRIVAL OF HEAVY EQUIPMENT
- NON-AVAILABILITY OF NEEDED EQUIPMENT IN MAKRAN
- NO MAINTENANCE ON EQUIPMENT

- PROJECT DESIGN

- ABSENCE OF MASTER PLAN
- MORE EQUITABLE DISTRIBUTION OF PROJECT RESOURCES AMONG SECTORS
- BENEFICIARY PARTICIPATION IN PROJECT PLANNING
- LINE DEPT PARTICIPATION IN PROJECT PLANNING
- ACCESS TO THE PROJECT AREA IS FUNDAMENTAL TO THE SUCCESS OF THE PROJECT.

LESSONS LEARNED (POSITIVE) - FINAL LIST

- AREA DEVELOPMENT PROJECTS EXPOSE USAID & OTHER DONORS TO THE SPECIFIC PROBLEMS (SOCIAL & ECONOMIC) ON THE GROUND IN THE PROJECT AREA.
- AREA DEVELOPMENT PROJECTS HELP TO BRING ISOLATED AREAS INTO THE DEVELOPMENT MAINSTREAM.
- SUB PROJECTS HAVE HELPED TO IMPROVE SOCIAL ECONOMIC CONDITIONS IN PROJECT AREA.
- TECHNOLOGY TRANSFER & IMPROVEMENT IN CAPABILITY OF LOCAL CONTRACTORS.
- DEMONSTRATION & ASSISTANCE AT VILLAGE LEVEL WAS WELL RECEIVED & EFFECTIVE.
- EMPLOYMENT OPPORTUNITIES INCREASED.
- LOCAL MANPOWER TRAINED.

**BALAD LESSONS LEARNED
(INITIAL BRAINSTORM LIST)**

1. PROBLEMS WITH USAID PROCEDURES AND COORDINATION - MANY AGENCIES PROJECT STEERING COMMITTEE (PSC), DISTRICT/DIVISIONAL WORKING COMMITTEES (DWC) PC-1 COMMITTEE, AND LINE AGENCIES) - DIFFICULTY
2. WORK PROGRESS WAS SLOW DUE TO LACK OF GOOD CONTRACTORS & TECH PERSONAL - DIFFICULTY
3. THERE WAS CONFUSION ON CERTAIN PROCEDURES BETWEEN USAID & THE GOB WHICH CAUSED DELAY, "OCTROI" TAX EXAMPLE - DIFFICULTY
4. ALL LINE DEPTS WERE NOT INVOLVED IN THE PLANNING OF THE PROJECT - DIFFICULTY
5. THE "COMMITTEE" THAT WAS TO IDENTIFY PROJECT SCHEMES WAS NOT ABLE TO COMMUNICATE SYSTEMATICALLY WITH US AID, THIS CAUSED CONFUSION & DELAY - DIFFICULTY
6. HEAVY EQUIPMENT FOR PROJECT USE IN MAKRAN WAS NOT PROCURED ON TIME, CAUSED DELAY - DIFFICULTY
7. THERE WAS NOT ADEQUATE FLEXIBILITY IN THE PROJECT PAPER TO ADJUST TO THE ACTUAL SITUATION ONCE THE PROJECT BEGAN IN MAKRAN -DIFFICULTY
8. LACK OF EXPERIENCE IN MAKRAN WHEN THE PROJECT STARTED CAUSED PROBLEMS - DIFFICULTY
9. LACK OF ADEQUATE PLANNING FOR INSTITUTION BUILDING IN THE PROJECT AREA - DIFFICULTY
10. WORKING RELATIONSHIP BETWEEN THE PPMU & CONTRACT TEAM WERE/ARE NOT AS GOOD AS THEY SHOULD BE - DIFFICULTY
11. GOOD NUMBER OF SUB-PROJECTS HAVE BEEN COMPLETED WHICH HAVE IMPROVED THE ECONOMIC & SOCIAL CONDITIONS IN THE PROJECT AREA - SUCCESS
12. C & W DEPT INSTITUTIONAL IMPROVEMENTS - SUCCESS
13. NUMBER OF STUDENTS TRAINED ABROAD HAS ENHANCED THE CAPACITY FOR PLANNING & DEVELOPMENT AND ADDED JOB OPPORTUNITIES - SUCCESS
14. VALUED NEW TECHNOLOGIES & SKILLS TRANSFERRED TO C & W AND OTHERS SUCCESS; COMPUTERIZATION OF P & D.
15. STUDENTS SHOULD HAVE BEEN SENT TO THE US FOR DEGREE COURSES - DIFFICULTY

16. HAS EXPOSED USAID TO THE DEVELOPMENT PROBLEM IN MAKRAN & WILL AID USAID & THE GOB TO PLAN BALAD II - SUCCESS
17. SCOPE OF WORK OF THE PROJECT WAS CHANGED AFTER PROJECT APPROVAL (ELECTED GOV 1985) DIFFICULTY SHOULD STICK WITH THE ORIGINAL SCOPE OF WORK
18. ROLE OF STEERING COMMITTEE, PROJ DIR AND THE PPMU ARE WEAK & SHOULD BE IMPROVED - DIFFICULTY
19. FURTHER STRENGTHENING OF UNITS IN # 18.
20. ABILITY TO CHANGE EMPHASIS ALLOWED THE PROJECT TO BE MORE SUCCESSFUL.
21. BALAD HAS BEEN ABLE TO BRING MAKRAN INTO DEVELOPMENT MAINSTREAM (NEW PROJECTS, DONORS) BY ADDING INFRASTRUCTURE
22. USE OF LOCAL PRIVATE CONTRACTORS HAS HELPED IN IMPROVING THEIR CAPABILITY(24, THE PROJECT HAS STIMULATED COMMUNITY PARTICIPATION.)
23. MORE WORK SHOULD BE DONE ON THE WATER SECTOR WITH KAREZ EXTENSION & REHABILITATION & DIVERSION DAMS.
24. THE PROJECT SHOULD SUPPORT AGRI BUSINESS & CROPS FOR EXPORT, DOMESTIC & FOREIGN.
25. NEED FOR LOCAL PARTICIPATION IN THE PREPARATION OF A MASTER PLAN FOR THE DEVELOPMENT OF THE DIVISION.
26. COMPLETE THE USAID COMPLEX IN TURBAT.
27. THE ROLES OF THE LINE AGENCIES NEEDS TO BE CLARIFIED AND FORMALIZED IN THE PROJECT.
28. DETERMINE WAYS/MEANS TO SUSTAIN PROJECT OUTPUT AFTER END OF PROJECT.
29. ACCESS-(I.E THE ROAD & POWER IS FUNDAMENTAL TO THE SUCCESS OF THE PROJECT.)
30. DEMONSTRATIONS & ASSISTANCE AT VILLAGE LEVEL IS WELL RECEIVED.
31. JOBS FOR LOCAL POPULATION PROVIDED BY BALAD.
32. ABSENCE OF MASTER PLAN.

APPENDIX F: NEW INFORMATION, OTHER FACTORS, CONSTRAINTS

PREPARE A CHARTED LIST OF NEW INFORMATION AND OTHER FACTORS THAT WILL INFLUENCE THE APPROACH TAKEN FOR ANY FUTURE BALAD II WORK.

CRITERIA: THE LIST MUST INCLUDE BOTH OPPORTUNITIES AND CONSTRAINTS

OPPORTUNITIES

1. TO BUILD ON EXISTING ENVIRONMENT FOR COOPERATION AND/OR TO EXPAND BEYOND MAKRAN;
2. TO EFFECTIVELY USE TRAINED MANPOWER AND OTHER RESOURCES, TO TRAIN & USE TRAINEES MORE EFFECTIVELY;
3. TO FIX PRIORITIES & PLAN MORE EFFECTIVELY;
4. TO INVOLVE PRIVATE SECTOR MORE EXTENSIVELY;
5. TO MAXIMIZE RETURN ON INVESTMENT IN ROAD BY SUPPORT TO OTHER SECTORS;
6. TO STRENGTHEN LINE DEPARTMENTS (ADMINISTRATIVELY, TECHNICALLY, FINANCIALLY AND IN TERMS OF BEING ABLE TO PLAN ACTIVITIES ATTRACTIVE TO OTHER DONOR;
7. TO INVOLVE BENEFICIARIES IN DEVELOPMENT;
8. TO COORDINATE WITH OTHER DONORS (TO AVOID OVERLAP, ETC)
9. TO DEVELOP LESS INTENSIVE IMPLEMENTATION MODALITY.

CONSTRAINTS

1. FUNDING;
2. THIN MANAGEMENT/MANPOWER (BOTH US & GOB);
3. LACK OF COORDINATION BETWEEN BUREAUCRACY AND POLITICIANS, AND DIFFERENT PERSPECTIVES (OFTEN CONFLICTING);
4. POLITICAL PRESSURE FOR WIDE DISTRIBUTION OF MONEY;
5. LACK OF INCENTIVES FOR PRIVATE SECTOR & LACK OF EXPERIENCE WORKING WITH BUREAUCRACY;
6. LACK OF MASTER PLAN AND LACK OF DATA BASE; RESOURCE BASE;
7. POOR COMMUNICATION AND WEAK;
8. HIGH POPULATION GROWTH RATE, LOW LITERACY, TRIBAL RIVALRIES
9. LOW TAX BASE AND RELUCTANCE OF BENEFICIARIES TO ACCEPT FINANCIAL RESPONSIBILITY TO SUPPORT ACTIVITIES;
9. RELUCTANCE OF BENEFICIARIES TO ACCEPT NEW APPROACHES;
10. SHORTAGE OF QUALIFIED CONTRACTORS;

APPENDIX G: PRIVATE SECTOR INVOLVEMENT

PREPARE A CHARTED LIST OF: WAYS THE PRIVATE SECTOR CAN BE INVOLVED IN ANY POSSIBLE BALAD II WORK.

CRITERIA: THE LIST MUST REFLECT GOB AND USAID, AS WELL AS PRIVATE SECTOR CONTRIBUTIONS.

WAYS TO INVOLVE PRIVATE SECTOR

- TAX RELIEF/GOVERNMENT CONCESSIONS
- FINANCE MOBILIZATION (PRIVATE SECTOR)
- TECHNICAL ASSISTANCE (JOINT VENTURES)
- CONTRACT/FACILITIES (MOBILIZATION OF LOCAL CONTRACTORS, EQUIPMENTS ETC)
- CREDIT FACILITIES/ LOANS
- USER FEES
- TRAINING AND TECHNICAL KNOW HOW
- CONSULTANCY - ON RATIONAL PRIVATE SECTOR PARTICIPATION
- GRANTS
- MARKET DEVELOPMENT, PROMOTION AND RESEARCH
- ONE WINDOW OPERATION FACILITY FOR ESTABLISHMENT OF INDUSTRIES.
- DEVELOPMENT OF BORDER TRADE WITH ADJACENT COUNTRIES
- INDUSTRIAL ESTATES WITH PACKAGE FACILITIES.
- DEVELOPMENT OF COMMUNICATIONS (TELEPHONE) IN THE REMOTE AREAS
- UTILIZATION OF AVAILABLE RESOURCES/INFRASTRUCTURE IN OTHER AREAS OF BALOCHISTAN
- BUSINESS INCUBATOR
- TRADE AND INVESTMENT SERVICES

AREAS OF DEVELOPMENT

1. COTTAGE INDUSTRIES

EMBROIDERY & NEEDLE, MARKET RESEARCH, DESIGN.

2. AGROBASED INDUSTRIES

1. AGRICULTURE
2. PRODUCTION OF SEEDS
3. FISH & FISH PRODUCTS
4. CATTLE FARMING/LIVESTOCK
5. INDUSTRIES BASED ON LIVESTOCK BY PRODUCTS
6. FOOD INDUSTRIES
7. ALKALOID INDUSTRIES

3. MINERAL BASED INDUSTRIES

4. INDUSTRIES BASED ON RECYCLING OF WASTE.

5. PHARMACEUTICAL (PREVENTIVE PRODUCTS)

6. TOURISM

1. RELIGIOUS/ARCHEOLOGICAL SITES
2. BEACH RESORTS

APPENDIX H: CRITERIA FOR ASSESSING BALAD II DIRECTIONS

CRITERIA

TAKING INTO ACCOUNT INFORMATION ON:

- HISTORY AND CURRENT STATUS OF BALAD I
- LESSONS LEARNED IN BALAD I
- NEW INFORMATION AND FACTORS THAT WILL INFLUENCE A POSSIBLE BALAD II, AND
- POSSIBLE WAYS OF INVOLVING THE PRIVATE SECTORS

BRAINSTORM A LIST OF CRITERIA FOR ASSESSING POSSIBLE BALAD II DIRECTION(s)

CRITERIA SUMMARY LIST

1. MECHANISM FOR SMOOTH FLOW OF FUNDS
2. PRIVATE SECTOR DRIVEN (MARKET LED)
3. MASTER PLAN
4. STRONG STEERING COMMITTEE
5. BENEFICIARIES INVOLVED
6. WOMEN INVOLVED
7. HUMAN RESOURCE DEVELOPMENT
8. LIMIT PROJECT TO MAKHRAN OR BALOCHISTAN WIDE?
9. SECTORAL BALANCE
10. CONSISTENCE WITH GOB/GOP POLICIES AND PRIORITIES
11. STREAMLINED PROCEDURES (MANAGEMENT)

GROUP ONE

1. INVOLVE PRIVATE SECTOR
2. INVOLVE PUBLIC REPRESENTATIVE
3. LIMIT IMPLEMENTATION TO MAKRAN OR CONTIGUOUS REGIONS
4. EMPHASIZE INFRASTRUCTURE
5. LIMIT AID CONTRIBUTION TO \$ 35 M
6. LOCALLY TRAINED MEMBER OF PARLIAMENT TO BE UTILIZED
7. BENEFICIARY CONTRIBUTION CASH/KIND
8. STRATEGIC PLANNING/IMPLEMENTATION IN LOCAL GOVERNMENTS
9. GENDER/WID - (INVOLVE WOMEN)
10. SUSTAINABILITY COSTS (OPERATION AND MAINTENANCE) ACTUAL AVAILABILITY
11. AVOID OVERLAP
12. MARKET RESEARCH
13. COORDINATION WITH OTHER DONORS
14. COVER ENTIRE BALOCHISTAN - IN PHASES
15. FOCUS ON PRODUCTIVE SECTORS
16. HUMAN/SKILL TRAINING
17. SOCIAL SERVICES
18. IRRIGATION }
19. AGRICULTURE } DETERMINE / BALANCE
20. INDUSTRY }
21. COMMUNICATION
TELEGRAPH & TELEPHONE, ROADS, TRANSPORTATION
22. LIAISE WITH GOVT
23. PROMOTE OPPORTUNITIES/FOR PRIVATE SECTORS
24. INVOLVE COMMUNICATION ORGANIZATION COOPERATIVES, LOCAL GOVT
25. DO MORE WITH LESS
26. REALISTIC TIME SCHEDULES
27. ACCOUNTABILITY
28. ESTABLISH CRITERIA FOR SUCCESS
29. REGULAR/PROPER/STRICT MONITORING
30. DEVELOP SELECTION CRITERIA FOR SUB-PROJECT
31. SOCIAL/RATE OF RETURN/DEV INTERNAL, ECONOMIC, FISH/PROMOTE
32. AGRO-BASED INDUSTRY
33. PROJECT BOARD FOR IMPLEMENTATION
34. PC-I PROPER FOR IMPLEMENTATION
35. ELIMINATE PC-1
36. EXPEDITE CONCEPT CLEARANCE
37. IDENTIFICATION OF POSSIBLE PROJECTS FOR INVESTMENT

GROUP TWO

TOPIC: BALAD II DIRECTIONS "CRITERIA"

- THERE SHOULD BE PARTICIPATION OF THE LOCAL PEOPLE IN THE PLANNING AND FUTURE MAINTENANCE
- WHICH AREAS TO BE COVERED? (WHERE ARE WE GOING? STAYING WITH CONTIGUOUS AREAS)
- PLANNING UNIT INTEGRATED
- IDENTIFY NEEDS, THEN ACCORD PRIORITY... PUT THE QUESTION TO THE POPULACE
- SECTOR & SUB-SECTOR SELECTION (PRIORITIZE !)
- SYSTEMATIC DEVELOPMENT METHODOLOGY BE EMPLOYED
- MANPOWER REQUIREMENTS ASSESSED
- EQUIPMENT " "
- FINANCIAL " "
- PROCEDURES STREAMLINED
PPMU TO & TA TEAM; GOB TO USAID
- EQUIPMENT MAINTENANCE TRAINING
- INSTITUTIONAL BUILDING DONE THROUGH DEVELOPMENT PROCEDURES
- DEVELOP PROCEDURES FOR PUBLIC, PRIVATE & VOLUNTARY INSTITUTION BUILDING. (HOW TO DO IT ATTENTIVELY)

CRITERIA

- PREQUALIFY CONTRACTORS
- SYSTEMATIC PLAN OF ALL COMPONENTS AND IDENTIFY CONSTRAINTS
- STEERING COMMITTEE INVOLVEMENT THROUGHOUT PLAN & IMPLEMENTATION PROCESS (MINIMUM QUALITY)
- MASTER PLAN BE DEVELOPED
- MASTER PLAN BE FLEXIBLE TO ALLOW NEW IDEAS TO BE INCORPORATED
- TRAINING OF STUDENTS UPGRADED TO DEGREE LEVEL (WHO ARE THE STUDENTS ? WHAT CAN THEY DO ? WHERE CAN THEY WORK ? HOW SHOULD THEY BE FURTHER TRAINED ?)
- INVOLVEMENT OF PRIVATE SECTOR IN PLANNING (PREPARATION OF PC-I PROJECT IDENTIFICATION THROUGH WORK SHOP)
- PRIVATE SECTOR REPRESENTATION ON STEERING COMMITTEE
- INTEGRATE WOMEN IN DEVELOPMENT INTO MASTER PLAN.... ADD WOMEN IN DEVELOPMENT TO STEERING COMMITTEE
- FOCUS ON INDUSTRIAL POTENTIAL
- FOCUS ON FEEDER ROADS (FARM)
- PPMU INTEGRATED INTO P & D
- HIRE TA FOR SPECIALIZED JOB NEEDS

GROUP THREE

CRITERIA FOR POSSIBLE DIRECTIONS

1. BENEFICIARY CONTRIBUTION (CASH OR KIND/INVOLVEMENT)
2. CONSISTENT W/GOP PRIORITIES & POLICIES
3. SHOULD BE A MAJOR SOCIAL OR ECONOMIC BENEFIT
4. SHOULD INVOLVE PUBLIC FROM VILLAGE LEVEL TO COUNCILS TO PARLIAMENT MEMBERS ACCORDING TO THEIR FELT NEEDS
5. SHOULD TAKE INTO ACCOUNT ALL LESSONS LEARNED IN BALAD I
6. SHOULD EMPHASIZE INSTITUTION BUILDING
7. SHOULD RUN UNDER THE COOPERATIVE SOCIETIES & GIVE SOME ROOM TO THE PRIVATE & PUBLIC PEOPLE
8. SHOULD EFFECTIVELY UTILIZE AVAILABLE RESOURCES
9. BEFORE STARTING, MUST BE A COMPLETE PLAN
10. SHOULD EXTEND TO OTHER AREAS OF BALOCH WHERE EXIST POSSIBILITY FOR BETTER RESULTS FROM LESS INVESTMENT
11. SHOULD CONCENTRATE ON BUILDING PRODUCTIVE POTENTIAL OF MAKRAN
12. PROJECTS SHOULD FIT LOCAL CONDITIONS
13. MISTAKES SHOULD NOT BE REPEATED
14. EQUALLY BACKWARD AREA IN NORTHERN BALOCHISTAN SHOULD BE TAKEN UP
15. BASE IN QUETTA & SUB OFFICES SHOULD OPERATE IN S & N AREAS
16. APPOINT PERSONNEL BEFORE EMBARKING ON THE PROJECT
17. NO DUPLICATION OF PROJECTS UNDER TAKEN BY OTHER DONORS/DEPTS
18. TIMELY FLOW OF FINANCE
19. TOP PRIORITY SHOULD BE GIVEN TO EDUCATION
20. PROJECTS SHOULD ASSIST OR BE NEUTRAL TO PRIVATE SECTOR DEVELOPMENT
21. TRAINING & STRENGTHENING OF AVAILABLE LOCAL ADMINISTRATION MACHINERY SHOULD BE CONSIDERATION
22. MANAGEMENT SUPERVISORY & ADMINISTRATIVE TRAINING IS IMPORTANT & SHOULD BE GIVEN AT ONE TIME TO WHOLE STAFF (TOGETHER)
23. RETAIN MEANS OR FLEXIBILITY FOR TESTING & DEMONSTRATING NEW APPROACHES OR IDEAS
24. INVESTMENT IN DIFFERENT SECTORS SHOULD BE BALANCED - AND COORDINATION (IE AGRICULTURE & IRRIGATION EFFORTS TOGETHER)
25. ANTICIPATE DEFICIENCIES TO AVOID REVISION OF PC-1
26. SHOULD BE IMPLEMENTABLE
27. USER TAX SHOULD BE CLEARLY SPELLED OUT & RECOVERED EFFECTIVELY
28. SHOULD NOT GO MORE THAN 2 YEARS
29. PROJECTS SHOULD BE A SEEDING OPERATION
30. SEE IF THE PROJECT INTERVENTIONS ARE APPLICABLE
31. SHOULD GIVE FAST RESULTS
32. BENEFICIARIES & IMPLEMENTORS SHOULD BE MOTIVATED

APPENDIX I: IDEAS FOR BALAD II

I D E A S
HURRICANE OF IDEAS !

BRAINSTORM A LIST
OF
IDEAS FOR BALAD II
PROJECT DESIGNS

GROUP-A

POSSIBLE DIRECTION CRITERIA

1. FORMATION OF A BOARD:
PARTICIPATION OF PRIVATE SECTOR, PUBLIC REPRESENTATIVES,
GOVERNMENT AGENCIES, WOMEN.

FIT IN PAKISTAN 5 YEAR PLAN

1. TRAINING FUND
2. FUNDS FOR CREDIT/INVESTMENT FOR THE PRIVATE SECTOR
3. BOTH TAKE ADVANTAGE OF THE INFRASTRUCTURE AND EXPAND INTO
ADJACENT AREAS/AT THE SAME TIME
INVESTIGATE/PROMOTE PRIVATE SECTOR ACTIVITY ON A WIDER AREA
(ALL OF BALOCHISTAN)
4. IDENTIFY IN THE ADJACENT AREAS DEVELOPMENT CONSTRAINTS/GAPS
5. LOOK AT WAYS OF ADDRESSING THE CONSTRAINTS - IN THE
DIFFERENT SECTORS
6. PARTICIPATE WITH COUNTERPARTS AND BENEFICIARIES; DIVIDE
RESPONSIBILITIES BENEFICIALLY WITH/GOP/PRIVATE SECTOR/OTHER
DONORS TO IMPLEMENT PROJECTS
7. BENEFICIARY CONTRIBUTION CASH/KIND

T. D.

1. BALAD-II ON BALAD-I SUCCESSES; LEARN FROM SUCCESSES /
FAILURES
2. CANT DO ALL: IDENTIFY SECTORS: IDEAL MIX
3. BALAD-II COMPLEMENT GOB PLANS
4. PURPOSEFUL LINKAGES WITH DIFFERENT SECTORS

VM: DEVELOP CRITERIA FOR SELECTION

K: PRIORITY AREAS/PROJECTS IDENTIFIED AND FINANCIAL
SUPPORT BY PROJECT/GOB (+)

S. C. MAXIMIZE LINKAGES; SUPPORT LOCALLY PRODUCED

VM: CREATION OF LOAN FUNDS FOR PRIVATE SECTOR INVESTMENT:

A: LOAN

B: GRANT

C: REVOLVING FUNDS

(DETAILS TO BE WORKED OUT IN THE DETAILED DESIGN)

IDENTIFY SECTORS: POWER, FOOD PROCESSING

ALL ADD A MEMBERS TO THE PROJECT STEERING COMMITTEE FROM
THE PRIVATE SECTOR TO BE NOMINATED FROM THE CCI&E/C OF
AG

GROUP-B

IDEAS FOR BALAD II DESIGNS

1. COORDINATE W/USAID-FUNDED PRIMARY EDUCATION & MCH PROJECTS TO ENSURE THEIR EARLY INTERVENTION IN MAKRAN
2. FORESTRY/AGRO-FORESTRY/SOIL CONSERVATION IN MAKRAN
3. RANGELAND MANAGEMENT IMPROVED BREEDS - ARTIFICIAL INSEMINATION, SALE OF SHEEP/GOATS, POULTRY PRODUCTION IN MAKRAN
4. WOMEN'S CENTERS - NON-FORMAL EDUCATION & INCOME GENERATION/KITCHEN GARDENS & POULTRY/HEALTH EDUCATION IN MAKRAN
5. EXPERIMENT W/DIFFERENT APPROACHES TO BENEFICIARY SHARING OF FINANCIAL & MAINTENANCE RESPONSIBILITIES IN MAKRAN
6. CASH CROPS, ESPECIALLY WHERE IRRIGATION WATER HAS BEEN IMPROVED/INCREASED: VARIETY TESTING, INPUTS AVAILABLE IMPROVED TECHNIQUES & FARM MANAGEMENT, MARKETING IN MAKRAN
7. TRAINING IN PLANNING, MONITORING & EVALUATING
 - IN MAKRAN
 - IN QUETTA TO HELP GOB PLAN FOR PROVINCE & ATTRACT NEW DONORS
8. TRAINING FOR MAINTAINANCE (LINE AGENCIES AND BENEFICIARIES) IN MAKRAN
9. FEASIBILITY STUDIES FOR AGRO-PROCESSING, COTTAGE INDUSTRIES & LARGER SCALE INDUSTRIES IN MAKRAN/IMPROVE MAKRAN MARKETS.
10. TRAINING & CREDIT FOR VOCATIONAL TRAINING STUDENTS TO START SMALL BUSINESSES WERE THERE IS A DEMAND FOR THE SKILL IN MAKRAN OR ELSEWHERE IN BALOCHISTAN IF TRAINED BY PROJECT

GROUP-C

IDEAS FOR BALAD II (DESIGN)

- EXTEND/EXPEND EDUCATIONAL FACILITIES (MAXIMIZE RATE OF EDUCATION (LITERACY))
- EXTEND PROFESSIONAL SKILLS AND PROVIDE MORE PROFESSIONAL INSTITUTIONS
- PROVIDE AND PATRONIZE INDUSTRIALIZATION TO CREATE MORE JOB OPPORTUNITIES HENCE INCREASE STANDARD OF LIFE
- EDUCATE PEOPLE ON FAMILY-PLANNING TO MATCH THE NATIONAL GROWTH RATE
- PROVIDE TRADE FACILITIES AND MARKET TO THE GROWERS
- PROVIDE UP-TO-DATE INFORMATION AND APPROACH ON SOCIAL, ECONOMICAL, TECHNICAL AND SCIENTIFIC ISSUES

IDEAS FOR BALAD II

1. BALAD-II SHOULD COME IN THE FIELD OF EDUCATION WHICH IS THE MOST IMPORTANT SUBJECT FOR ANY UNDEVELOPED AREAS.
2. BALAD-II MUST START PROJECTS ALL OVER THE PROVINCE WHERE THE POTENTIALS ARE ALREADY AVAILABLE.
3. BALAD-II PROJECTS MUST BE STARTED WHERE THE RAW MATERIAL AVAILABLE
4. BALLAD-II MUST COME IN THE FIELD OF MARKETING (EXPORT)
 - THE BALAD-II MUST COME IN CONSTRUCTION OF SLOW ACTION DAMS
 - AGRICULTURE INDUSTRY, MINING INDUSTRY IS ALSO WAITING FOR THE ACTION IN BALOCHISTAN
 - PRIMARY ROADS TO ALL WEATHER CONDITION
 - ACCESS ROADS TO ALL VILLAGES
 - CONSTRUCTION SUPPORT INDUSTRIES SUCH AS CULVERT PIPE
 - PRIVATE POWER COMPANIES FOR ISOLATED VILLAGES
 - MARKETING FACILITIES FOR PRIVATE TRADERS
 - ASSIST DATE INDUSTRY
 - FLOOD WATER UTILIZATION SYSTEMS
 - WATER MANAGEMENT SYSTEMS FOR WELLS
 - KAREZ STABILIZATION & EXTENSIONS
 - ASSIST AG SUPPLY & PROCESSING BUSINESSES
 - GROUNDWATER HYDROLOGY DATA
 - VILLAGE DRINKING WATER
 - TEMPORARY VILLAGE SCHOOL BUILDING
 - VILLAGE MEDICAL FACILITIES
 - VILLAGE COMMUNITY ACTIVITY CENTERS
 - WOMEN'S TRAINING & ACTIVITIES CENTERS

IDEAS FOR BALAD II DESIGNS

1. DEVELOPMENT OF PASTURES THROUGH HARNESSING FLOOD WATER/DIVERSION OF FLOOD WATER (LONG WEIRS)
2. TO PROVIDE SOFT LOANS TO THE PRIVATE SECTOR SO THAT THEY MAY SET UP VARIOUS TYPES OF FARMS; EMPHASIS ON POULTRY FARMS TO BE RUN BY WOMEN
3. INTENSIVE HEALTH CARE THROUGH STATIC MOBILE UNITS
4. DISEASE INVESTIGATION CENTRES
5. ESTABLISHMENT OF AGRO-BASED COTTAGE INDUSTRIES BASED ON LIVESTOCK BY-PRODUCTS LIKE SKIN, HIDE AND WOOL
6. PROVISION OF MODERN EQUIPMENT LIKE WOOL SHEARS WITH MEANS TO RUN THEM THROUGH POWER
7. MOBILE DISPENSARIES WITH MINI LABS: FOR ON THE SPOT DIAGNOSIS
8. INTRODUCTION OF NEW BREEDS OF LIVESTOCK WITH EMPHASIS ON MORE MEAT, MILCH ETC
9. RESEARCH LABS: ON NUTRITION - VACCINE PRODUCTION
10. ESTABLISHMENT OF A.I. CENTRES
11. PROVISION OF LIFE SAVING DRUGS
12. PROVISION OF MODERN SLAUGHTERHOUSES

IDEAS FOR BALAD II DESIGN

- I. INFRASTRUCTURE DEVELOPMENT
 - ROADS
 - IRRIGATION STRUCTURES
 - SCHOOLS
 - HOSPITALS
- II. HUMAN RESOURCE DEVELOPMENT
 - TRAINING
 - CAPABILITY TO PLAN, DESIGN, IMPLEMENT, MONITOR DEVELOPMENT ACTIVITIES
- III. IMPROVED AGRICULTURE PRACTICES
- IV. PRIVATE SECTOR DEVELOPMENT
 - SUPPORT TO DESIGN, AND APPRAISE PROJECTS
 - TRAINING
 - CREDIT
 - INDUSTRIAL ESTATE
- V. WOMEN IN DEVELOPMENT
 - COTTAGE INDUSTRIES
 - INCOME GENERATING ACTIVITIES
 - EDUCATION

RURAL AREAS

1. FARM TO MARKET ROADS CONST: (SHINGLE)
2. WATER SUPPLIES - WELLS - HAND - PUMPS - DIESEL ENGINES - GRAVITY FLOW CHANNELS/PIPES
3. WIND MILLS/SOLAR ENERGY BASED WATER SUPPLIES
4. SANITATION PROGRAMME FOR VILLAGES
5. CONSTRUCTION OF WEIRS
6. SMALL STORAGE DAMS
7. IMPROVEMENT OF EXISTING WEIRS DAMS
8. ESTABLISHMENT OF SMALL SCALE INDUSTRIES I.E. MATCH FACTORY, WOOL SPINNING - HANDICRAFTS
9. PORTABLE STEEL BRIDGES

IDEAS FOR BALAD II DESIGN

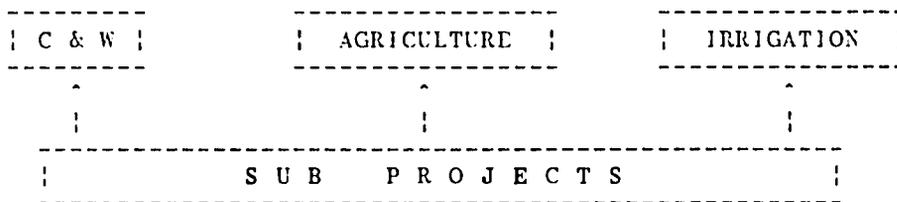
COMMUNITY BASED PROJECTS THROUGH THE LOCAL COUNCILS

URBAN AREAS

1. LAYING OF SEWERAGE SYSTEMS FOR MAJOR TOWNS/WATER TREATMENT PLANTS
2. DRAINS
3. SANITATION (POUR FLUSH RATLINES)
4. BLACK TOPPED ROADS
5. MECHANICAL SWEEPERS/DUMPER TRUCKS
6. STREET ELECTRIFICATION
7. DEVELOPMENT OF PARKS
8. ESTABLISHMENT OF LIBRARIES
9. STADIUMS/SPORTS COMPLEXES
10. EXTENSION OF EXISTING WATER SUPPLIES
11. T.V. BOOSTERS
12. TOWN PLANNING

TOPIC: IDEAS FOR BALAD II

- TECH ASSISTANCE }
 - TRAINING } FIVE YEARS
 - COMMODITIES }
 - MONEY }
- WHAT WILL THE PROJECT INCLUDE?
- ROADS, IRRIGATION, AGRIC, POWER, EDUCATION, HEALTH, INDUSTRY
- START HANDICRAFT & COTTAGE INDUSTRIES
- LIVESTOCK COMPONENT
- FISHERY
- PACKING & PRESERVATION OF PRODUCE
- MARKET DEVELOPMENT
- INDUSTRIAL PILOT PROJECT
- INDUSTRIAL INCUBATORS
- CONSULTANCY SERVICE
- PUBLIC HEALTH ENGINEERING
- MODEL SCHOOLS & IMPROVEMENT IN QUALITY OF EDUCATION
- TRANSPORT & COMMUNICATIONS
- AREA DEVELOPMENT STUDIES & PLANS FOR DEV FOR EACH DISTRICT
- TA TEAM INTEGRATED INTO (P& D/PPMU) IRRIGATION DEPT
- AGRICULTURE DEPT, C & W.
- ANNUAL ASSESSMENT & FUTURE PLANNING EXERCISE TO SET PRIORITIES FOR FOLLOWING YEAR



- FORESTRY & CONSERVATION PROJECT COMPONENT
- REQUIREMENT FOR LOCAL PEOPLE CONTRIBUTION TO SUB-PROJECTS
- RANGELAND DEVELOPMENT THROUGH SPATE IRRIGATION
- PROTECTION OF IRRIGATED LANDS
- IMPROVEMENT OF KEREZES
- REGULAR POWER SUPPLY
- INTRODUCTION & STRENGTHENING OF SAVINGS
- SANITATION MANAGEMENT
- MANAGEMENT OF FEMALE EDUCATION & FACILITIES & PROVISION OF RESIDENCE FACILITIES
- GROUND WATER RECHARGE
- STORAGE DAMS
- POPULATION CONTROL

APPENDIX J: IDEA CLUSTERS

IDEA CLUSTERS

SAVINGS & FINANCE

- USER FEES
- COOPS
- LOANS
- DEVELOPMENT FUNDS (THROUGH BANKS)
- CREDIT FOR TRAINED SMALL BUSINESSES

TRANSPORTATION & COMMUNICATIONS

- PRIMARY ROADS
- ACCESS ROADS
- CONSTRUCTION SUPPORT
- OTHER (NON ROAD) COMMUNICATIONS

ENVIRONMENT

- PROTECTION
- FORESTRY
- SOIL EROSION
- HABITANT (URBAN & VILLAGE)
 - SANITATION
 - STREETS
 - WATER SUPPLIES
 - TOWN PLANNING
 - ACTIVITY CENTERS

WATER

- RECHARGE WELLS
- DAMS
- IRRIGATION
- KAREZES
- MANAGEMENT SYSTEMS
- FLOOD CONTROL
- DATA COLLECTION
- VILLAGE DRINKING
- SEA/MARINE

TRAINING

- PUBLIC SECTOR (INSTITUTION BUILDING)
 - PLANNING
 - MANAGEMENT
 - AREA DEVELOPMENT STUDIES (MAKRAN & GOB)
 - LINE AGENCIES
- PRIVATE SECTOR
 - PROFESSIONAL
 - WOMEN
 - HEALTH
 - COTTAGE INDUSTRIES
 - AG (KITCHEN GARDENS.....)
 - POULTRY

AGRICULTURE

- FISHERIES
- GRAINS
- DATES
- LIVES STOCK
 - DRUGS
 - RESEARCH
 - NEW BREEDS
 - PASTURE MGT
 - POULTRY
 - WOMEN'S INVOLVEMENT
 - HEALTH CARE
 - COTTAGE INDUSTRY
 - HEALTH CARE
 - RANGE MANAGEMENT

INDUSTRIES

- AGRO-BASED / PROCESSING
- SUPPORT } TECH
- } FINANCE
- COTTAGE INDUSTRIES
- INCUBATORS/PARKS
- MINING
- COORDINATION WITH OTHER PROGRAMS

SUPPORT TO PRIVATE SECTOR

- PROJECT DESIGN
- MARKET PLANS
- FEASIBILITY STUDIES

APPENDIX K: PROJECT CONCEPTS AND ACTION PLANS

CONCEPT DEVELOPMENT AND PLANNING TEAMS

TRAINING

LYNN
TARIQ
NOOR
MASUD
DURRANI

AGRICULTURE

AMIN
JIM
CHISHTI
AKRAM
FRANK

INDUSTRIES

TAHIR
KAMAL
IBRAHIM
KARIM
IRFAN
ZAMAN

PRIVATE SECTOR SUPPORT

ASIF
YUSUF
BASHIR
VIRGIL
RAZA
PAT

SAVINGS AND FINANCE

YUSUF
FRANK
KARIM
KAMAL
RAZA
TARIQ

TRANSPORTATION AND COMMUNICATION

VIRGIL
SALIM
MIRZA
BASHIR
IBRAHIM
TAHIR

ENVIRONMENT

ZAMAN
PAT
IRFAN
LYNN
AKRAM

WATER

AMIN
CHISHTI
NOOR
JIM
ASIF
TAJ

SCHEDULE

KARIM
MIRZA
JIM
ASIF

**PROJECT - TRAINING IN PLANNING FOR PUBLIC SECTOR AGENCIES INVOLVED
IN BALAD II PROJECT**

- PURPOSE (WHY):**
- PUBLIC SECTOR BEARS MORE RESPONSIBILITY
 - NEEDS STRENGTHENING
 - IMPROVE PROJECT
 - IMPLEMENTATION
 - JUDICIOUS USE OF SCARCE RESOURCES
 - PEOPLE RELY ON PUBLIC SERVICES
 - MOVE FROM CRISIS MANAGEMENT TO RATIONAL SELECTION
 - CHOOSE APPROPRIATE INTERVENTIONS & DETERMINING BETTER PRIORITIES

END RESULT TRAINING PLAN

- CRITERIA/
STANDARDS**
- THOSE TRAINED SHOULD BE INVOLVED IN BALAD II
 - BOTH DOMESTIC & 3RD COUNTRY (PRIORITY TO MIX OF SHORT & LITTLE LONG TERM IN COUNTRY) TRAINING
 - PRIORITY TO AGENCIES MOST INVOLVED IN BALAD II

- INFORMATION
RESOURCES**
- PREVIOUS/EXISTING TRAINING & PLANS
 - TRAINING PLANS IN TRANSIT
 - WHO HAS BEEN TRAINED AND WHAT TYPE OF PLANNING (AED P&D)
 - TRAINING FACILITIES AVAILABLE

WHAT HAS TO BE DONE (HOW?)

1. DETERMINE HOW MUCH TRAINING CAN BE DONE WITH AVAILABLE RESOURCES
2. SELECT LINE AGENCIES ACCORDING TO DEGREE OF INVOLVEMENT IN BALAD II
3. ASSESS NEEDS FOR TRAINING IN PLANNING
4. SELECT TRAINEES/ASSESS QUALIFICATIONS DETERMINING AMOUNT OF TIME TRAINEES CAN BE SPARED FROM WORK
5. DETERMINE DURATION SPECIFIC SUBJECTS, PHASING, EVALUATION CRITERIA/BUDGET TRAINING
6. DETERMINE WHO WILL DO THE TRAINING
 - PAKISTANI OR EXPAT TRAINING FIRMS
 - HIRE INDIVIDUALS
 - IDENTIFY UNIVERSITIES OR 3RD COUNTRY INSTITUTIONS
 - ASSESS TRAINING INSTITUTIONS FOR CAPABILITY
7. HIRE TRAINERS TO DO TRAINING ENROLL IN INSTITUTIONS
 - TRAINING HAPPENS

EVALUATION

- REPORTS FROM TRAINEES
- ARE TRAINEES USING PLANNING SKILLS ON THE JOB - NEW PLANS/ PLANS IN PROCESS

WHO PPMU APPROPRIATE LINE AGENCY PERSONNEL

<u>ACTIVITY</u>	<u>WHO</u>	<u>WHEN</u>
1. RESOURCE ASS.	P.O./P.D.	ONE M1
2. SELECT LINE AGENCIES	P.O./PD/P&D LINE AGENCIES	M1
3. ASSESS TRAINING NEEDS	PD/CONTRACT/CONSULTNACY/LINE AGENCY	M3
3a LANGUAGE PROFICIENCY	CONTRACTOR PO/PD	LIFE OF PROJECT AT QUETTA/TURBAT
4. TRAINEE SELECT	LAs/PD/CONTRACTOR	PROJECT LIFE BEGIN M4
5. TRAINING PLAN PREPARATION	CONSULT. PD, P.O., CONTRACTOR L.A.S.	M4 - M5
6. WHO DOES TRAINING	CONTRACTOR	M4
7. HIRE TRAINEES	PD/PO/ CONTRACT	M6

A I M S

PURPOSE: IN ORDER TO INCREASE INCOME OF AGRICULTURALISTS GROWING DATES IN MAKRAN DIVISION
WE PROPOSE TO IMPROVE DATE PRODUCTION IN MAKRAN

END PRODUCT: DATE IMPROVEMENT PROGRAM

STANDARDS

- QUALITY OF DATES IMPROVED
- CULTIVATION PRACTICES IMPROVED
- PROCESSING IMPROVEMENT
- INCREASE PRODUCTION

INFORMATION:

BACKGROUND

- MOST IMPORTANT ECONOMIC COMPONENT OF AGRICULTURE IN MAKRAN
- VITAL TO SUBSISTENCE
- WEAK/DOMESTIC MARKETS
- PROCESSING/TRANS/PROD WEAK
- NO MARKETING
- NO MODERN FACILITY FOR PROCESSING TRADITIONAL PRACTICES NOT GOOD
- NO CREDIT FACILITIES
- CULTIVATING PRACTICES WEAK
- POOR POLLINATION
- LITTLE FERTILIZERS
- POOR PRUNING PRACTICES
- POOR COLLECTION AND DRYING
- POOR WATER MANAGEMENT
- LITTLE USE OF PEST CONTROL PESTICIDE/INSECTICIDE

<u>ACTIVITY</u>	<u>WHO</u>	<u>WHEN</u>
ESTABLISHMENT OF FARMERS ASSOCIATION	COOPERATIVES DEPARTMENT	
PROVISION OF CREDIT	COOPERATIVE DEPTT/ ADBP/NCBs	
RESEARCH	CONSULTANTS	
1. ASSESS PRESENT PRACTICES		
2. ASSESS PRESENT POTENTIAL FOR PRODUCTION		
3. ESTABLISH STANDARDS		
3 YEARS PROGRAM OF EXTENSION SERVICES	AGRICULTURE DEPTT FARMERS CONSULTANTS	
PLAN FOR FLOOD PROTECTION	IRRIGATION DEPARTMENT/ CONST	
PLAN FOR ON FARM WATER MANAGEMENT	AGRICULTURE DEPARTMENT/ CONST	
PLAN FOR GROUND WATER RECHARGE	IRRIGATION DEPARTMENT/ CONST	
BUDGETING	GOVERNMENT/USAID	
APPROVAL	GOVERNMENT/USAID	

P L A N

!-----!
!J YR 1 D!J YR 2 D!J YR 3 D!

APPROVAL
BUDGET
ESTABLISHMENT
OF FARMERS
ASSOCIATIONS

RESEARCH

PROVISION OF
CREDIT (NO SUBSIDY)
EXTENSION WORK

COMPLETE PLANS
FOR
FP/OFWM/GW
RECHARGE

MONITOR M

M

M

M

EVALUATE

PURPOSE: TO SUPPORT EXPANSION OF PRIVATE SECTOR IN MAKRAN IN ORDER TO HELP ASSURE BALANCED AND SUSTAINABLE GROWTH

END PRODUCT: A PORTFOLIO OF FEASIBLE PROJECTS TO BE UNDERTAKEN BY THE PRIVATE SECTOR IN MAKRAN.

STANDARDS

- ENHANCED EMPLOYMENT OPPORTUNITIES FOR MAKRANIS
- EMPHASIS ON SMALL SCALE PROJECTS
- ADEQUATE RATE OF RETURN
- LOCALLY GENERATED INVESTMENT

INFORMATION

- WHAT ARE EXISTING INVESTMENTS AND WHO ARE MAKING THEM
- WHAT ARE THE CURRENT CONSTRAINTS
- WHAT ARE THE PLANS/OPPORTUNITIES TO ALLEVIATE CONSTRAINTS

WHAT HAS TO BE DONE?

- COLLECT AVAILABLE DATA
- UNDERTAKE ADDITIONAL RESEARCH AS REQUIRED
- ANALYZE DATA
- DEVELOP FEASIBLE PROJECTS AND MARKET PORTFOLIOS

PLANS

- T/A COLLECTS THE BASE LINE DATA AND ANALYZE IN THE FIRST SIX MONTHS
- BASED ON RESULTS T/A TEAM WORKS WITH INVESTORS TO DEVELOP INVESTMENT PORTFOLIOS WHICH MATCHES STANDARDS
- "SELL" FEASIBLE PROJECT WITHIN ONE YEAR FROM THE START OF WORK

PURPOSE: TO STIMULATE ECONOMIC ACTIVITIES OF THE PRIVATE SECTOR

CRITERIA/STANDARDS

- SET CREDIT LIMITS AND DURATION/TERMS
- IDENTIFY SECTORS OF INVESTMENTS
- MODE OF RE-PAYMENT
- BORROWER SERVICE (TO HELP AND EDUCATE THE END USER)
- INTERMEDIATE CREDIT INSTITUTIONS

END PRODUCT: CREDIT FOR SMALL BUSINESS

WHAT HAS TO BE DONE?

1. COLLECT INFORMATION ON CREDIT NEEDS OF SMALL BUSINESS
2. INVESTIGATE CURRENT CONSTRAINTS
3. INVESTIGATE AVAILABLE RESOURCES LOCAL
4. INVESTIGATE THE CURRENT AVAILABLE FACILITIES
EXTERNAL/INTERNAL
5. IDENTIFY AGRICULTURE RELATED OPPORTUNITIES REQUIRING CREDIT
6. IDENTIFY INTERMEDIATE CREDIT INSTITUTIONS
7. IDENTIFY SOURCE OF CAPITAL
8. TRAINING OF CREDIT UNIONS MEMBERS

P L A N S

<u>ACTIVITY</u>	<u>WHO</u>	<u>WHEN</u>
1. COLLECT INFORMATION ON CREDIT NEEDS	CONTRACTOR	YEAR1
2. INVESTIGATE CREDIT CONSTRAINTS	PPMU	
3. INVESTIGATE AVAILABLE RESOURCES LOCAL		
4. INVESTIGATE AVAILABLE RESOURCES INTERNAL/EXTERNAL		
5. IDENTIFY AGRICULTURE OPPORTUNITIES		
6. IDENTIFY INTERMEDIATE CREDIT		
7. IDENTIFY SOURCE OF CAPITAL		
8. TRAINING OF CREDIT UNION MEMBERS INSTITUTIONALIZE TRAINING OF CREDIT UNION MEMBERS	PPMU	PROJECT

BY
PROJECT
END

PURPOSE: TO PROVIDE ADEQUATE SUPPLY OF DAIRY PRODUCTS TO THE CONSUMERS

END PRODUCT: A PROJECT PLAN FOR DAIRY FARM

STANDARDS: ACHIEVE PRODUCTION EQUAL TO THE NATIONAL PER CAPITA UTILIZATION AVERAGE IN THE PROJECT AREA

INFORMATION

1. POPULATION (CONSUMERS)
2. NO CATTLE AVAILABLE
3. KINDS OF BREEDS
4. AMOUNT OF MILK BEING PRODUCED PRESENTLY IN THE AREA
5. SHORT FALL/DEMAND
6. IMPORT OF MILK IN THE AREA
7. RESOURCES AVAILABLE I.E.
 - a. MANPOWER
 - b. SKILLS
 - c. INPUT
 - d. INFRASTRUCTURE
8. RESOURCES NEEDED
 1. EQUIPMENT & MACHINERY/VEHICLES/PLANT
 2. IMPROVED CATTLE BREEDS (DAIRY STOCK)
 3. PREVENTIVE DRUGS & MEDICINE
 4. MEDICAL COVER
 5. FINANCES

WHAT HAS TO BE DONE

1. ANALYZE INFO -----> END PROJECT
2. CHANNELIZE TO COLLECTION OF EXISTING AVAILABLE PRODUCE IN THE AREA
3. TRANSPORTATION OF THE PRODUCT TO PACKAGING UNIT FOR PROCESSING
4. IMPORT OF DAIRY STOCK/SEMEN

PLAN

- | | | |
|---|---|--------------|
| 1. SELECT/APPOINT CONSULTANT | } | AUG 90 |
| 2. SURVEY AREA/COLLECT INFO | } | |
| | } | OCT 90 |
| 3. SELECT PREFERRED PROJECT SITE | } | |
| 4. MOBILIZE RESOURCES (HUMAN/FINANCIAL) | } | MAR 91 |
| 5. CONTRACTOR/A/E FIRM APPOINTED | } | APR 91 |
| 6. CONSTRUCTION BEGINS | } | MAY |
| 7. L.C. FOR IMPORT (EQUIPMENTS, STOCK, SEMEN ETC) | } | |
| 8. TRAINING: PERSONAL | } | APR 91 |
| 9. COMMISSIONING OF THE INDUSTRY | } | NOV / DEC 91 |

TASK CONSTRUCT / DEVELOP A SEWERAGE TREATMENT PROCESS
PLANT IN TURBAT

PURPOSE: (WHY) NO DISPOSAL SYSTEM; DECREASE DISEASE; IMPROVE
ATMOSPHERE & AVOID CONTAMINATION; MAKE CITY
CLEAN;
ENHANCE INVESTMENT ENVIRONMENT; MODEL FOR OTHER
TOWNS IN MAKRAN

END RESULT: TIME PHASED PROCESS FOR DEVELOPING SEWAGE PROCESS

STANDARDS: AFFORDABILITY, MAINTAINABILITY, DESIGNED TO ACCOMPLISH
POPULATION GROWTH/INDUSTRIAL GROWTH

INFORMATION

RESOURCES IDEAS

- POPULATION: COLLECT INFORMATION OR ALTERNATIVE
APPROACHES
LAYOUT OF TOWN
- DEMAND: EXISTING INFRASTRUCTURE - DRAINS ROADS,
INDUSTRIES MARKETS
- WATER SOURCES: CURRENT & FUTURE/POTENTIAL DISPOSAL SITE,
EQUIPMENT AVAILABILITY & CONSTRUCTING
MATERIALS, ESTABLISHMENT OF WHAT PEOPLE
CAN AFFORD, WHAT EXPERTISE IS
AVAILABLE, SKILL, MONEY AVAILABLE,
RISK, GOVERNMENT PRIORITIES

WHAT HAS TO BE DONE

1. SURVEY OF POPULATION & TOWN HOUSES, ETC)
2. PROJECT FUTURE GROWTH
3. COLLECT AVAILABLE DATA DETERMINE GAPS UPDATE & FILL GAPS
4. ENGAGE CONSULTANTS TO ASSESS INFORMATION & PRESENT ALTER
DESIGNS/COSTS & MANAGEMENT NEEDS
5. SELECT APPROP DESIGN W/BENEFICIARY
6. COMMIT FROM BENEFITS TO O & M / PAY COSTS
7. ACQUIRE LAND & WATER RIGHTS
8. IDENTIFY MANAGEMENT W/BENEFICIARIES
9. IDENTIFY MANAGEMENT'S & COMMUNITY TRAINING NEEDS
10. PREQUALIFY CONTRACTORS, INVITE BIDS, SELECT CONTRACTOR
11. CONSTRUCTION STARTS TRAINING STARTS
12. CONSTRUCT COMPLETED; TRAINING
13. IMPLEM MANAGEMENT SYSTEM
14. INITIATE TREATMENT PROCEDURES
15. MONITOR BUILDING PROCESSES & O & M PLANT PROCEDURES FOR
DISPOSAL & REVISE AS NECESSARY

P L A N

<u>STEP</u>	<u>WHO</u>	<u>WHEN</u>
1. & 2. POPULATION SURVEY	PROJECT/CONSULTANT/ CONTRACTOR/ MUNIC CORP	WEEKS 1-8
3. INFORMATION COLLECTION	LINE AGENCY	WEEKS 1-12
4. ENGAGE A & E FIRM PRESENT ALTERN DESIGNS	PROJECT A & E FIRM	WEEKS 9-12 MONTHS 4-10/2
5. SELECT DESIGN	COMMUNITY & PROJECT	MONTHS 11-12
6. BENEF COMMITM	COMMUNITY & PROJECT	MONTHS 11-12
7. LAND & WATER RIGHTS	PROJECT/LOCAL ADMIN	MONTHS 13-14
8. IDENTIFY MANAGEMENT	PROJECT/COMMUNITY	MONTHS 11-12
9. TRAINING NEEDS	PROJECT	MONTHS 13-14
10. PREQUALIFY BIDS SELECT	PROJECT	MONTHS 13-14 MONTHS 15-16
11. START CONSTRUCTION TRAINING	CONTRACTOR PROJECT	MONTHS 17
12. FINISH	PROJECT	MONTHS 29
13. MANAGEMENT SYSTEM	COMMUNITY/PROJECT/ MANAGEMENT ENTITY	MONTHS 30
14. TREATMENT	MANAGEMENT ENTITY	MONTHS 31 ONWARD
15. MONITOR	PROJECT/COMMUNITY/ MANAGEMENT ENTITY	MONTHS 31 ONWARD

PURPOSE: IN ORDER TO INCREASE AGRICULTURAL PRODUCTION SOUTH BALOCHISTAN, WE WILL "HARNESS" FLOOD WATER

END PRODUCT: PLAN FOR MAXIMIZING FLOOD WATER UTILIZATION

STANDARDS: PRACTICABLE/WORKABLE PLAN FOR FLOOD WATER UTILIZATION IN SOUTH BALOCHISTAN

- COST EFFECTIVE
- FARMER MAINTAINABLE
- TECHNICALLY SOUND

INFORMATION

- FLOODS OCCUR OCCASIONALLY AND FLOOD WATER OFTEN GOES WASTE
- HYDROLOGY DATA NOT AVAILABLE
- MOST STREAMS HAVE CRUDE HARVESTING ATTEMPTS
- NO LAND PREPARATION DONE CURRENTLY
- POOR AGRICULTURAL PRACTICES IN VOGUE
- RUN OFF DATA N/A
- CURRENTLY BUNDS NOT PROPERLY ENGINEERED

WHAT HAS TO BE DONE

- HIRE HYDROLOGY CONSULTANT
- CALCULATE ANTICIPATED RUN OFF & INITIATE MORE FORMAL HYDROLOGY INVESTIGATIONS
- ESTABLISHMENT SYSTEMS TO IDENTIFY AND SELECT PROJECTS
- IDENTIFY POTENTIAL SITES
- DESIGN PROJECTS
- FUNDING
- IMPLEMENTATION
- IMPROVE AGRONOMIC PRACTICES

P L A N

<u>ACTIVITY</u>	<u>WHO</u>	<u>WHEN</u>
HIRE HYDRO CONSULTANT	USAID	M 1
CALCULATE RUNOFF	CONSULTANT	M 2, 3
HYDRO INVESTIGATION	CONSULTANT	M 2, 3
ESTABLISH SYSTEM TO	PPMU/AGRI ENG/	M 4
IDENTIFY SELECT PROJECTS	LOCAL ADMN	
IDENTIFY POTENTIAL SITES	PPMU/AGRI ENG/ LOCAL ADMN	M 5.....
DESIGN CRITERIA	CONSULTANT	M 2 3
DESIGN PROJECTS	TA TEAM/AGRI ENG	M 4.....
FUNDING	USAID / GOB	M 1.....
IMPLEMENTATION	TA TEAM/AGRI ENG	M 1.....
AGRONOMIC PRACTICES	AGRI EXT	M 5.....

PURPOSE: IMPROVE AND EXPAND ROADS WITHIN MAKRAN DIVISION IN ORDER TO ENHANCE ACCESS TO MARKET AND SERVICE FACILITIES

END PRODUCT: IMPROVED AND EXPANDED ROADS IN MAKRAN.

STANDARDS

- MUST FOLLOW ROAD CLASSIFICATION STANDARDS FOR MAXIMUM BENEFICIARIES (AS IN BALAD-I)
- MAXIMIZE RATE OF RETURN
- MAXIMIZE USE OF LOCAL LABOR

INFORMATION

- ADEQUATE MAINT CAPABILITY (EQUIPMENT AVAILABLE, FUNDS, STAFF, MATERIAL)
- POPULATION DATA ANALYSIS
- TRAFFIC COUNT ANALYSIS
- ADEQUATE SECURITY

WHAT HAS TO BE DONE

<u>WHAT</u>	<u>WHO</u>	<u>WHEN</u>
1. COLLECT DATA	PROJECT	1 M
2. ANALYZE DATE COLLECTED	PROJECT	1 M
3. DEVELOP A PLAN	PROJECT	2 M
4. ASSURE AVAILABILITY OF FUNDS	PROJ/GOB	1 M
5. PROJECT IMPLEMENTATION	PROJ/CON/C & W	5 YRS

**APPENDIX L:
DRAFT SCHEDULE FOR PROJECT DEVELOPMENT DOCUMENTATION**

1990

1991

1992

USAID

Pid Review and Approval	• 9/30		
Scope of Work Finalized for TA Team Design	• 12/31		
TA Team on Board to Design Project	• 3/31		
Project Paper Review and Approval		• 11/15	
Project Agreement Signed			• 3/31
Implementation Starts			• 4/30

Government of Balochistan

Concept Paper Approved	• 3/15		
PC-1 Approved			• 3/15

NOTE: Dates are approximate.

APPENDIX M: PRIORITIES

PRIORITIES

IF GIVEN LIMITED RESOURCES YOU AS A POLICY MAKER HAD TO SELECT HIGH PRIORITY AREAS ON WHICH TO FOCUS, IN WHICH OF THE EIGHT AREAS/PROGRAMS WOULD YOU PUT YOUR RESOURCES?

<u>RANK</u>	<u>VOTE</u>	<u>AREA</u>
1	14	WATER HARVESTING
2	12	DATE INDUSTRY
3	11	INDUSTRIAL INVESTMENT

APPENDIX N: WORKSHOP EVALUATION RESPONSE

RESPONSES TO QUESTION ON ACHIEVEMENTS OF WORKSHOP

First

- Learning introduction to S A
- Possible directions
- Better planning
- Group interaction modifying individual ideas
- Teamwork
- Setting directions for BALAD II
- Teamwork
- I have given some knowledge and experience
- Systematic approach
- Personal participation was practiced
- Systematic approach
- Proposals for BALAD II
- Introduction to Coverdale's systematic approach and practice
- Working together with the private sector, public and government representatives

Second

- Explain and understand the processes in developing plans
- Sharing ideas about BALAD II directions
- Training in project preparation
- Teamwork
- Sharing views/information of others
- Logical analysis
- We have identified several promising approaches for BALAD II
- Clarification of planning process
- Better understanding by GOB officials and private sector individuals of USAID role in development
- New information
- Airing different thinking
- Possible directions
- Coordination
- Interaction with experts of other fields

Third

- Interaction with people of the private sector
- Team spirit
- Teamwork
- Many ideas onto paper
- Workshop methodology
- Learning from each other's experience
- Familiarization of BALAD
- The workshop methodology aided us in achieving our purpose
- Clarity of concepts
- Kept all the time alive and busy
- Systematic planning
- Introduction to good people
- Get players accustomed to working together and planning together
- The difficulty in projects

WORKSHOP EVALUATION

In order of importance (1 being the highest), the achievements of the workshop are:

- 1.
- 2.
- 3.
- 4.
- 5.

Rate the following from 1 - 5 --- (1 being the highest)

MODE	MEAN	
1	1.14	___ I attended full time and on time.
2	1.71	___ I actively contributed, explored and developed ideas.
2	1.96	___ We have taken account of new information, past experience and other factors that can influence the form of a BALAD II.
2	1.96	___ We have identified several promising approaches for a future BALAD project.
3	2.68	___ We have laid specific written plans.
1	1.53	___ I learned a few useful team practices for the future.
1	1.21	___ Coaches were prepared.
1	1.21	___ Coaches were sensitive to participants' needs.
1	1.36	___ Coaches listened to what participants said.
1	1.71	___ The workshop methodology aided us in achieving our purposes.
1	1.93	___ All things considered, I would recommend using the Holiday Inn for future workshops.

PLEASE INCLUDE ADDITIONAL COMMENTS, USING THE BACK IF NECESSARY.

RESPONSES TO QUESTION ON ACHIEVEMENTS OF WORKSHOP

First

- Learning introduction to S A
- Possible directions
- Better planning
- Group interaction modifying individual ideas
- Teamwork
- Setting directions for BALAD II
- Teamwork
- I have given some knowledge and experience
- Systematic approach
- Personal participation was practiced
- Systematic approach
- Proposals for BALAD II
- Introduction to Coverdale's systematic approach and practice
- Working together with the private sector, public and government representatives

Second

- Explain and understand the processes in developing plans
- Sharing ideas about BALAD II directions
- Training in project preparation
- Teamwork
- Sharing views/information of others
- Logical analysis
- We have identified several promising approaches for BALAD II
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- Better understanding by GOB officials and private sector individuals of USAID role in development
- New information
- Airing different thinking
- Possible directions
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Third

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- Learning from each other's experience
- Familiarization of BALAD
- The workshop methodology aided us in achieving our purpose
- Clarity of concepts
- Kept all the time alive and busy
- Systematic planning
- Introduction to good people
- Get players accustomed to working together and planning together
- The difficulty in projects

Fourth

- Information need and requirements is a lot
- Convey the importance of planning
- Introduction to a systematic approach
- Discipline
- The instructors/coaches were fantastic
- Evaluation
- I attended full time and on time
- Ideas for development
- Benefits of teamwork
- Off-hours discussion
- Expression of independent opinion
- Exchange of ideas and experiences
- Guidelines, plan for BALAD II

Fifth

- Future strategies
- Continued [Hummi ?]
- Some defining of priorities
- Benefits of teamwork
- Exposure to workshop methodology
- I learned a few useful team practices for the future
- Teamwork
- Lighting and seating arrangements was not good
- Evaluation
- Introduction to workshop methodology (How to run a good workshop)
- Learned something about teamwork and how to proceed
- Indication of the possible directions

COMMENTS AT END OF EVALUATION

- A workshop may also be arranged in Turbat.
- A very good workshop. Thank you.
- I attended full time all three days. It was interesting, knowledgeable. I wish some sort of workshop should have been done while designing BALAD I.
- I'm not sure we ended up with a useable product/products, but we understand each other's viewpoints better, we were able to see across our various interests (i.e. USAID's in planning), we gained experience working together (useful in design and implementation) and we began to learn an approach to accomplishing any kind of work ---those accomplishments, to me, are enough. I think the workshop was useful preparation for later design discussions.

COMMENTS ON COVERDALE'S END-OF-COURSE CARDS IN RESPONSE TO
"PLEASE LIST PRACTICES/PRINCIPLES/USEFUL ASPECTS OF COURSE YOU
PLAN TO USE."

1. - workshop good and interesting
2. - the systematic approach
3. - the workshop format for review and design of projects
3. - planning process
3. - workshop methodology
3. - ideas for BALAD II
4. - systematic approach
5. - group focusing technique
6. - a systematic approach for getting things done
7. - the same sort of workshop on these principles some of them I remember should be followed for future planning
8. - the workshop was very informative and much effective in all aspects, especially created sense of self-participation
9. - systematic approach
10. - all aspects of programme planning and deficiencies in BALAD I
11. - "Systematic" approach for project planning and implementation
12. - S. A.
13. - all of for project design for the tribal areas development project
14. - systematic approach
15. - systematic approach