USAID Training for Pakistan Project

Year One Annual Report for May 2013 – May 2014

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Disclaimer:

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World Learning presents the following summary of Project activities in the stated period in accordance with Task Order contract section F.4.1. and D.5.

Executive Summary:

The USAID Training for Pakistan (TFP) Project began on May 24, 2013, following execution of the Task Order (TO) contract between USAID and World Learning under the FORECAST II-PT IDIQ. The Chief of Party (COP), Deputy Chief of Party (DCOP), Finance Director and Communications Specialist joined TFP immediately upon award. Three staff from World Learning in Washington, DC spent much of June 2013 in Islamabad to support administrative and programmatic aspects of start-up. In July 2013, the Project’s Islamabad-based staff moved into permanent office space.

With USAID consent, the Project signed a subcontract with the U.S. small business Risk and Strategic Management (RSM) to oversee security on the Project, and with LEAD Pakistan, a Pakistani organization that will support TFP and develop its capacity to administer USAID Participant Training programs.

The Project worked with the Mission Program Office and Development Objective (DO) teams throughout the year to develop, expand and/or amend a Training Plan that had been presented in draft form to TFP in June, 2013. TFP developed or contributed to 20 approved Training Requests for programs during the period (some of these activities will take place in Year Two).

The following trainings were successfully completed during Year One:

1. MIT Enterprise for Pakistan Conference (338 participants)
2. MIT Entrepreneurship Development Program (2 participants)
3. Gender Diversity Training (10 participants)
4. On-Farm Water Management and Command Area Development Training (8 participants)
5. Halal Meat Production and Marketing Study (8 participants)
6. Consumer Protection and Financial Literacy Workshop (CPFL) (121 participants)
7. Pakistan Institute of Fashion Design Trainings (PIFD) Menswear Design and Development Training (4 participants)

The following trainings were ongoing at the close of Year One:

1. U.S. PhD Program (35 participants; one was terminated)
2. FATA Scholars Program (80 participants; two withdrew)
3. Executive Certificate in Agribusiness Management Program (10 participants)
4. GAO International Auditor Fellowship Program (2 participants)
5. On-Farm Water Management and Command Area Development Training (10 participants)
6. PIFD Digital Printed Fabrics Training (2 participants)
7. Growing High Value Vegetables in a Controlled Environment Training (10 participants)

Development began for the following Year Two trainings during Year One:

1. Science, Technology, and Engineering for Development Conference (STED) (350 participants)
2. Insights into Regional Development – International Conference (12 participants)
3. PIFD Art of Traditional Shoemaking (2 participants)
4. PIFD Fashion Buying and Merchandising (1 participant)
5. PIFD CAD/CAM for Jewelry (2 participants)
6. Masters of Education Scholarship Program (MESP) (approximately 40 participants)
7. Master’s in Public Health Program (60 participants)

In May 2014, a series of workshops took place in which World Learning and LEAD Pakistan defined specific competencies needed by LEAD to administer Participant Training programs, following which a preliminary Capacity Development Plan for LEAD was submitted to the Mission. The discussions will continue and a comprehensive Capacity Development Plan will be finalized and submitted to the Mission early in the second Project year.

The Project’s Alumni Association Plan was approved by the Mission in February 2014. An inaugural Association meeting scheduled for May was postponed until Year Two due to security concerns. The Plan includes strategies for recruiting members through the Project’s website, Facebook page, Twitter feed and during events. 300 alumni were registered with the Association. The Project also created a Website Sustainability Plan to ensure the website remains in place as a tool for Alumni and others beyond the life of the Project.

The Communications and Participant Training Working Groups held inaugural meetings during the year. The groups provide an opportunity for USAID implementing partners to meet and discuss issues and ideas on these themes. Periodic meetings will continue in subsequent years.

The Project was short-staffed during parts of the year due to attrition and delays in the subcontracting process with LEAD Pakistan. Another challenge was the slow pace of World Learning’s organizational registration process in Pakistan, which appears to be a major contributing factor in delays in acquiring visas for international staff to travel to Pakistan. Programmatically, operating without a Mission Training Order led to some uncertainty about Mission protocols and policies. Collaboration with DO team members at the Mission was hindered by their busy schedules, leading to challenges in program development.

The Project made efforts to raise its public profile through the creation of online tools, brochures, standees, certificates, business cards, letterheads, fact sheets, presentations, press releases, success stories and other items. The Project pursued an aggressive media strategy to ensure coverage in print and radio media.

**Background:**

**Start up:**

TFP began on May 24, 2013, following the execution of a Task Order (TO) contract between USAID and World Learning under the FORECAST II-PT IDIQ. The four-year Project is designed to support USAID
Pakistan DOs with the full range of tools available through the mechanism of USAID Participant Training, including long- and short-term training, technical assistance, small grants and support for alumni.

Three staff from World Learning in Washington, DC spent much of June, 2013 in Islamabad on overlapping visits to support administrative and programmatic aspects of start-up. This engagement included a post-award conference and a Project kickoff meeting at USAID.

The key personnel positions of Chief of Party (COP), Deputy Chief of Party (DCOP), Finance Director and Communications Specialist were filled immediately on award of the TO. The fifth and final key personnel position, Training Manager, was vacant at start-up, as the person previously identified withdrew from the position at the last minute. A replacement was recruited, approved by USAID and on-boarded quickly, but resigned after a few weeks in order to pursue a more advanced position in his hometown. A short-term expatriate Participant Training Advisor, who was added to the team during final contract negotiations, arrived in Pakistan in June 2013, and was later transitioned to the Training Manager position, with the expectation that she will develop local staff capacity to assume her functions by the time of her scheduled departure at the end of calendar year 2014.

In July, 2013 the Project’s Islamabad-based staff moved into permanent office space. Space and security upgrades to the building and grounds were completed soon thereafter.

**Subcontracts:**

After receiving USAID’s consent to subcontract in June 2013, World Learning signed a subcontract with the U.S. small business Risk and Strategic Management (RSM) to oversee security on the Project.

After receiving USAID’s consent to subcontract and, later, final approval on a statement of work, World Learning signed a subcontract with the local Pakistani organization LEAD Pakistan in January 2014. LEAD staff quickly joined the Project team in the Project office and were seamlessly integrated into the implementation team. LEAD’s capacity to administer USAID participant training programs began to grow immediately through these steps.

**World Learning Registration in Pakistan:**

An application for the registration of World Learning as a legal entity in Pakistan was submitted to the Economic Affairs Division (EAD) of the Ministry of Finance early in the year, but remained pending due to local bureaucracy beyond World Learning’s control. However, provisional approval was obtained from the Pakistani Board of Investment (BOI) in October 2013 for World Learning to open and maintain liaison offices for USAID programming in Pakistan. A bank account was opened with Standard and Chartered Bank and a National Tax Number (NTN) was issued to World Learning during the period. The Project has been able to function effectively and legally in spite of incomplete registration.
**Additional Field Visits:**

The U.S. based Managing Senior Finance Officer traveled to Islamabad from January 20 – 31, 2014 to work with the in-country finance team to finalize financial and accounting systems and review various operational and financial policies and procedures.

RSM security consultant, [Name Redacted], spent much of August 2013 with the field office conducting security assessments and staff training.

The Project’s U.S.-based Task Order Manager and Senior Program Officer visited Islamabad from May 7 to May 22, 2014 to conduct training and quality control workshops for all program staff, to continue capacity building planning with LEAD, and to work with the Mission on a range of management and administration topics.

**Results Achieved:**

**Development of Consolidated Mission Training Plan and Budget:**

The Project worked with the Mission Program Office and DO teams to develop, expand and/or amend the draft Training Plan that was given to TFP in June, 2013. The original draft listed programs in support of three of the five DOs: Education (EDU), Economic Growth and Agriculture (EGA) and Democracy and Governance (later Stabilization and Governance, or OSG). Meetings were arranged for TFP staff with DO teams and several implementing partners to review proposed trainings throughout the year.

**Coordination with DO Teams:**

At the start of the Project, the Mission organized meetings between TFP and DO teams. However, follow-up was difficult because Project staff had limited direct access to the DO teams until contact persons in each DO were identified. Project staff initiated correspondence with contact persons to discuss trainings, offer assistance writing Training Requests, and confirm the continued need for programs in the Training Plan. Some proposed activities were time bound and/or had strict deadlines. In response to approved Training Requests, the Project implemented 10 programs with 613 participants in Year One, including two high-profile, large-scale, in-country conferences. Two long-term trainings (EDU/Teacher Education Master’s Scholarship Program and Health/Master of Science in Public Health) were added to the training plan. Four current programs (US PhD Scholars, LUMS Executive Certificate in Agribusiness Management, GAO International Auditor Program and FATA Scholarship Program) will continue into Year Two of the Project.

**Program Tracking:**

The Training Plan, a living document, was reviewed and updated throughout the year. The Project also designed tools to track training programs, which show the entire proposed TFP Participant Training
portfolio; the training portfolio for each DO with and without administrative costs; the approved TR and TIP budgets and final cost estimates for each program; the Point of Contact (POC) for each program; and other data.

Training Development:

TFP drafted or otherwise contributed to 20 approved Training Requests for programs during the year, some of which will take place in Year Two. TFP procured 3 competitively sourced Training Providers during the period. The Project also drafted Sole-Source or Non-Competitive Selection Justification Memoranda for Training Providers; Gender Justification Memorandums; Training Provider Recommendations Memoranda; Training Implementation Plans and Final Reports, as appropriate for each individual training.

Training Programs Completed or in Progress in Year One:

TFP began implementing 10 programs for USAID’s offices of EGA, EDU and OSG. The graph below shows that 60% of the total programs belong to EGA, whereas OSG and Education each had 20% of programs.

The total number of participants for the reporting period was 615 with 487 belonging to EGA, 116 to EDU and 12 to OSG. EGA participants represented 79% of all participants due to two large, one-day conferences on Consumer Protection and Financial Literacy and Business Entrepreneurship. EDU and OSG participants represented 19% and 2% of all participants respectively.
75% of all TFP participants attended one-day conferences, 20% participants attended academic programs and 5% attended short-term training programs in U.S. and third-countries. No in-country short-term training program were carried out, excluding the two conferences.
Six EGA programs were conducted, including three in-country programs, two third-country programs and one U.S. program; two EDU programs were conducted, include one U.S. program and one in-country program; and two OSG programs were conducted, including one U.S. and one in-country program. 40% of the programs were in-country programs, 30% percent of programs were third country programs and 30% of programs were U.S. programs.

549 participants attended in-country programs, 40 participants attended U.S. programs and 26 participants attended third-country programs.
87% of participants were men and 13% were women.
Of the 615 participants who started programs in Year One, of 126 will continue into Year Two.

End of Training Survey Results for all Completed Trainings

31 out of 33 participants (from the MIT Entrepreneurship Development Program – U.S.; On-Farm Water Management Training – Australia; the Halal Meat Production Study – Malaysia; and the Gender Diversity Training – Turkey) completed End of Training Surveys, which measured participant satisfaction with logistics, housing, food, instruction, trainers, training facilities, and the extent to which expectations were met on a 1-5 Likert scale (1 = strongly disagree, 2 = disagree, 3 = neither agree nor disagree, 4 = agree, 5 = strongly agree). Overall, the participants responded very positively to the trainings.
Participants also indicated satisfaction with specific aspects of the trainings on a 1-5 Likert scale (1 = strongly dissatisfied, 2 = dissatisfied, 3 = neither dissatisfied nor satisfied, 4 = satisfied, 5 = strongly satisfied). Participants satisfaction scored below 4 on only one theme, length of training, because participants felt training days were long and they did not have time for independent excursions and/or networking. Those who had one or two days to stay at the training site after the training reported greater satisfaction.
Participants were asked a question about the overall quality of the training, responses to which were also largely satisfactory with an overall average of 4.4. Looking at both graphs, the overall aggregate score is highly satisfactory for all categories.

Averages shown for the categories above are slightly lower than they could have been, due to a number ‘neither satisfied nor dissatisfied’ or ‘dissatisfied’ responses of Halal Meet Production and Marketing Study participants. They felt the training was not designed with their needs in mind, and mostly covered technical aspects of Halal Meat Production, while participants were more interested in business development and networking. Full evaluation of the Study was provided to the Mission in the Final Training Report.

**Programmatic Activities:**

**Stability and Governance:**

**Gender Diversity Training Program (February 2014; Istanbul, Turkey; 10 Participants)**

A PDO for the Gender Diversity training was hosted on March 15, 2014, and the training was administered by the Training Provider CREA in Turkey from March 16 to 23, 2014. A debrief session was held on June 12, 2014. Participants indicated that the training was successful in End of Training Surveys, and that they intend to complete their Action Plans in the months ahead.

“"The training on sexual orientation and gender identity that I participated in has definitely changed my life. I now look at SOGI issues with a more ‘outside the box’ perspective. The knowledge gained is not only being used for work but also on a personal level on a day to day basis."

[Executive Director, NAZ Male Health Alliance – Participant, Gender Diversity Training Turkey]

“Coordination and facilitation from TFP staff was impressive. We were clearly communicated what to do, by when to do it. It was flawless!”

[Coordinator, NMH – Participant, Gender Diversity Training Turkey]

“I was particularly amazed at how generously participants commended the coordination and facilitation of TFP Program staff. Being termed ‘flawless’ is a big deal! Keep up the good work”

[USAID/Pakistan, Gender Diversity Training Turkey]

**GAO International Auditor Fellowship Program (March – July 2014; Washington, D.C.; 2 Participants)**

A PDO was conducted for the GAO training on March 19, 2014 with Mission staff in attendance. Two participants arrived in Washington, DC on March 24, 2014. The participants posed a number of challenges to the Project, including dissatisfaction with the GAO-recommended lodging arrangements and per diem rates; reluctance to participate in program monitoring with Project staff; and contacting the Mission
rather than the Project about perceived problems. The Mission approved an increase to the participant’s per diem rate effective May 14, 2014. Difficulties continued through the end of the year, however the participants reported that they were enjoying the training program very much and are active participants. Project staff will continue to work with the participants to help them understand the Project’s role in their training and to support their needs.

**Education:**

**U.S. PhD Program (Ongoing; United States; 34 Participants, one was terminated)**

The handover of support for 28 U.S. PhD scholars enrolled in Education PhD programs at 15 U.S. universities from the previous Training for Pakistan implementer, the Institute for International Education, was accomplished within days of TO award and students felt minimal impact of the transition. Shortly thereafter, the U.S. scholar portfolio grew by seven when the Project assumed responsibility for additional students from a closing project implemented by Education Development Center; these students, also pursuing PhDs in Education, were enrolled at three other U.S. universities.

The scholar [student name] successful defended her dissertation, was awarded a doctoral degree from Michigan State University and returned home to Pakistan in November 2013. [student name] completed his program at American University at the end of the year and was scheduled to return to Pakistan early in June 2014. [student name] and [student name] participated in graduation ceremonies at Michigan State University, and will be completing their PhD programs in July 2014. [student name] and [student name] successfully completed their dissertation proposal defenses at the University of Memphis in May, 2014. Nine scholars at Dowling College also successfully defended their portfolios in May, 2014. On scholar, [student name], enrolled at Illinois State University, was terminated from the program on January 30, 2014 because he was unable to return to the U.S. from Pakistan to complete his PhD program. The Project will continue supporting the remaining students in the coming year.

**FATA Scholars Program (Ongoing; FATA Pakistan; 80 Participants, two withdrew)**

During this period, the Project assumed responsibility for more than 80 in-country secondary school scholars from the FATA region, placing them at institutions in multiple (non-FATA) regions of Pakistan. The Project signed contracts with seven institutions to host the students who began their studies. In some cases the Project was unable to sign contracts with the institutions, and instead signed agreements directly with students’ guardians, who the Project will

> "I come from a poor family but it is my ambition to receive good education as I believe it is only education which brings evolution in the life of a person and makes him capable of bringing positive changes in the society."

[Name], Peshawar Model Degree College, Peshawar - Student, FATA scholarships.

> "I feel so lucky to be provided this scholarship which allows me to receive my education from a quality institute. The school in my village had no adequate facilities to educate us, teachers were not serious about their job and no effort was made to maintain any standard. But over here, I enjoy the supervision and guidance of talented teachers and proper facilities"

[Name], Hitec Taxilla – Student, FATA scholarships.
reimburse for costs associated with the program. Throughout the year, Project staff conducted monitoring visits with the institutions to ensure that all relevant players understood their role and relationship to the Project, that they were providing adequate support to the students, and that the students are able to successfully achieve their academic goals. This included conducting orientation sessions with students and focal persons. Two students dropped out of the program; one failed his exams and the other decided to pursue Islamic studies at a madrassa. The Project will continue supporting the remaining students in the coming year.

**Masters of Education Scholarship Program (MESP) (June 2015 – May 2017; US)**

The Mission approved an extensive national advertising campaign for the MESP on radio and in newspapers throughout Pakistan in May 2014. The reporting period ended during the early stages of recruitment, but by the end of the reporting period the Project had received over 190 hard copy applications (53 from women), nearly 900 phone inquiries, and over 950 email inquiries about the program. The deadline for submitting applications is June 4, 2014 (after the reporting period). The Project began the process of prescreening the applications, which will continue into the coming program year. 40 or more participants will be selected.

**Health:**

**Master’s in Public Health Program (June 2014 – May 2016; Islamabad, Pakistan; 60 Participants)**

The Project received an approved Training Request for the MSPH on May 14, 2014. The Project will be responsible for paying student tuition fees and liaising with Health Sciences Academy (HSA) about student performance, while John Snow International (JSI) will be responsible for all other aspects of program development. One TFP representative will participate in a participant selection committed. A Letter of Understanding (LoU) defining the roles and responsibilities of HSA, JSI and the Project was signed during the month. Testing and interviews for 50 master’s candidates were held during the June. The candidates represent 20 districts of Pakistan and include 19 women.

**Energy:**

Project staff met with the Energy DO on a number of occasions throughout the year to discuss training needs. Near the year’s end, Project staff met with representatives of USAID, the U.S. Embassy and the U.S. Army Corps of Engineers (USACE) to discuss potential U.S. training programs for Water and Power Development Authority (WAPDA) employees. USACE is expected to conduct two trainings: one for river and water basin modeling and water systems management, and the other for all phases of dam design and management/operations.
Economic Growth and Agriculture:

Executive Certificate in Agribusiness Management Program (January – December 2014; LUMS Lahore; 10 Participants)

A Pre-Program Orientation took place at LUMS in Lahore in January 2014, for nine participants. The Program began shortly thereafter and continued for the remainder of the Project year. One participant dropped out of the program in February, but was replaced in April at no additional cost to the Project. The replacement nominee joined the program from the start of the new term and received assistance catching up to the group. This problem prompted the Project to submit to the Mission variants of language that could be added to the existing Stakeholders’ Compact specifying that participants understand they may be called upon to reimburse the Project for costs associated with any training activity they fail to complete.

MIT Enterprise for Pakistan Conference (November 2013; Islamabad, Pakistan; 338 Participants)

The MIT Business Acceleration Program’s Conference on Innovation and Entrepreneurship was successfully conducted on November 17, 2013. The conference represented the culmination of a two-month training program (not arranged by the Project) for Pakistani entrepreneurs and was attended by 338 participants. The Project received praise from attendees and USAID staff following the conference. At the conference’s close, two individuals were awarded the opportunity to travel to the U.S. to attend the MIT Entrepreneurship Development Program and a series of road shows organized by the Organization of Pakistani Entrepreneurs in North America (OPEN).
MIT Entrepreneurship Development Program (MIT EDP)/OPEN Road Shows (January – February 2014; Cambridge, MA; Washington, D.C.; Silicon Valley, CA; 2 Participants)

A PDO was conducted on January 23, 2014 for the two participants, and was attended by USAID’s Economic Growth Advisor. The participants began their MIT course on January 26, 2014, which they successfully completed on January 31, 2014. The participants completed the second half of their Intensive Entrepreneurship Training by attending three entrepreneurship road shows in Boston, Silicon Valley, and Washington, DC which were organized by OPEN. DC based Project staff attended the DC road show for monitoring purposes. The participants returned to Pakistan in early February and attended a debrief session on May 29, 2014.

“Thanks for your support and help. Also I would like to thank USAID for organizing the visit to USA, to attend MIT EDP and Open Road Shows.”

Participant, MIT EDP

“Special thanks to Troy and his team for hospitality throughout the trip. I am back at home and already started working on connections I made during the trip.”

[Name] CTO Ingenious Zone – Participant, MIT EDP

[Name], the CEO of Symbios.pk and participant of the MIT Entrepreneurship Development Program – U.S. at debrief session, TFP Project Office – May 29, 2014
On-Farm Water Management and Command Area Development Training (January 2014; Australia; 8 Participants)

A PDO was conducted on January 10, 2014 in Islamabad for eight participants, and was attended by USAID officials. The participants departed for Australia on January 12, 2014. During the training, Project staff conducted three monitoring calls with the participants, who commented positively about the training program but were dissatisfied with double occupancy rooms and limited access to South Asian food. The Project brought the concern to the Training Provider’s attention, which swiftly secured single occupancy rooms for those who did not have them. During monitoring calls, participants and the USAID observer expressed overall satisfaction with the program. A debrief was attended by all training participants, the USAID observer, representatives of the Mission, representatives of the media and Project staff on February 21, 2014. A Final Report was submitted to the Mission on March 14, 2014 and work began on an event coverage video.

“I was impressed by the involvement of Australian university professors with the community to promote agricultural development. It was one of the most inspiring aspects for us, which we have decided to replicate in Pakistan.”

Managing Director, Meat Tech, Lahore – Participant, Halal Meat Training Malaysia

“I would like to explore ‘crop for every drop’ when I go for my training to Australia. There are few women in this field because culturally farming is male dominated. This is why I am particularly glad to be part of this training by USAID Training for Pakistan.”

Former – OFWM Australia training participant

Farmer – OFWM Australia training participant
COTOR addresses participants at a Pre-Departure Orientation for the On-Farm Water Management Training – Australia, Marriott Hotel Islamabad – January 10, 2014

Participants of the On-Farm Water Management Training – Australia pictured with USAID officials at a debrief session, Serena Hotel Islamabad – February 21, 2014
Participants fill programmatic forms at the Pre-Departure Orientation for the On-Farm Water Management Training – Australia, Marriott Hotel Islamabad – January 10, 2014

Participants in On-Farm Water Management Training – Australia visit a cane farm in Bundaberg, January 2014
Halal Meat Production and Marketing Study (January 2014; Kuala Lumpur, Malaysia; 8 participants)

A PDO took place on January 25, 2014 at the Pearl Continental Hotel in Lahore. Eight participants attended the PDO, as well as a USAID observer accompanying the group on the training. Monitoring calls were held with members of the group during the week long training. The participants raised issues about site visits, which were promptly conveyed to the Training Provider for immediate attention. Five participants, the Project’s TOCOR and EGA Representatives attended a debrief session on May 20, 2014. The participants related pros and cons of the program and presented their Action Plans, which were forwarded to EGA representatives at the Mission.
Consumer Protection and Financial Literacy Workshop (CPFL) (April 2014; Islamabad, Pakistan; 121 Participants)

I just want to thank you (Amy), Giness, Haroon, Ivaana and Shehzad and the rest of the TFP team for organizing such a successful event, which has a concrete follow up plan as well. USAID’s support was duly acknowledged. Our Mission Director was very happy and the event has caught good media coverage as well. Thank you, once again. I look forward to having more professional interactions with you and the TFP team.

“Sounds like a good event. Reports from the USAID attendees are good. Kudos to all of you.”

A joint USAID-World Bank Consumer Protection and Financial Literacy workshop was hosted in Islamabad for 121 people on April 29, 2014. During the workshop, Ann Rennie, author of the diagnostic study on Consumer Protection and Financial Literacy, presented the study’s findings to Pakistani financial sector stakeholders. The event’s recommendations were summed up and presented during a closing session. The Deputy Governor of the State Bank of Pakistan voiced appreciation for the study and endorsed the recommendations. Strategic and educational meetings were also held after the workshop with representatives of Pakistani governmental and non-governmental institutions. The Project will submit a report on the conference and associated activities to the Mission early in the coming year.
On-Farm Water Management and Command Area Development Training (June 2014; CSU Colorado; 10 Participants)

Colorado State University (CSU) was approved as the Training Provider by the Mission on February 3, 2014, and the Project executed a Service Provider Agreement with CSU early in April, 2014. A representative of CSU visited Islamabad on unrelated business in April 2014, and at the Missions request, the Project organized an informal orientation session with six participants, and two Mission representatives. The representative presented the training schedule in detail to the participants and urged them to start working on their Action Plans. Prior to the training, which will begin in late June, 2014, a PDO will be conducted for the participants.

Pakistan Institute of Fashion Design Trainings (PIFD) (June – October 2014; 13 Participants)

The Project worked closely with PIFD and the EGA DO to develop five trainings for staff of PIFD on digital printed fabrics (June-August, 2014; Rhode Island; 2 Participants); traditional shoemaking (July, 2014; New York; 2 Participants); menswear design and development (June 2014; Paris, France; 4 Participants); fashion buying and merchandising (July 2014; London, United Kingdom; 1 Participant); and CAD/CAM for jewelry (August-October, 2014; California; 2 Participants). By the end of the year all six participants were registered for these courses and preparations for their attendance were completed with the exception of one participant’s visa, which was delayed because he was traveling to the U.S. on another program. The courses will begin in the coming year.
Insights into Regional Development International Conference (June 2014; Almaty, Kazakhstan; 12 Participants)

An approved TR and TIP were received from the Mission to send 14 participants to an Insights into Regional Development Conference in Kazakhstan in June, 2014. However, two participants received visa invitation letters containing errors that could not be fixed in time for them to receive visas. A PDO took place on May 30, 2014 at the Islamabad Marriott Hotel for 12 participants.

A participants conducts a SWOT analysis at a Pre-Departure Orientation before the Insights into Regional Development Conference – Kazakhstan, Marriott Hotel Islamabad – May 30, 2014

Growing High Value Vegetables in a Controlled Environment Training (June 2014; Netherlands; 10 Participants)

The Project received an approved TR and Training Provider Recommendation Memo on April 3, 2014 and May 22, 2014, respectively. A contract will be executed with the approved Training Provider, DLV Plant, early in the coming year. A PDO will be arranged for the participants before the program begins in late June, 2014.

Science, Technology, and Engineering for Development Conference (STED) (June 2014; 350 Participants)

The Project met with EGA and Embassy representatives on May 9, 2014 to discuss a one day conference in Islamabad to take place on June 3, 2013. The Project collected RSVPs and coordinated with conference speakers to arrange their travel and lodging. A teleconference took place on May 23, 2014 with Mission, the U.S. Embassy and Project staff to share updates on logistical arrangements made for the conference.
Additional Programmatic Activities:

LEAD Pakistan Capacity Development

On January 22, 2014 the Project received full and final approval for the Statement of Work for the subcontractor LEAD Pakistan. The purpose of the subcontracting relationship is (a) for the Project to benefit from the local knowledge and skills of a qualified local organization, and (b) to develop the capacity of that organization to administer USAID participant training. To these ends, six LEAD staff are embedded in the Project’s field office, where they are seamlessly integrated into the overall Project team and supporting programmatic activities, and a formalized Capacity Development Plan for LEAD, still under development, will ensure that capacity is being developed in a planned and measurable manner. Even though the formalized Plan is not yet in place, LEAD’s capacity at the level of both implementation staff and governance/management are already well under way. The Capacity Development Plan itself was delayed largely because personnel from World Learning in Washington, DC were hindered in their Pakistani visa process and unable to work in person with LEAD in the field before May 2014. At that time the Project’s Task Order Manager and Senior Program Officer traveled to Islamabad and held three highly collaborative, participatory workshops with LEAD’s senior management and the Project’s COP to design the Plan. These workshops generated a thorough list of specific competencies that both sides agreed were essential to LEAD’s overall capacity to administer participant training, including programmatic and administrative competencies for implementation staff and LEAD’s governance and management. A draft of the Capacity development Plan was shared with the Mission and a final version will be submitted early in the next Project year.

Alumni Association

An Alumni Association Plan detailing the formation, strategy and sustainability of the Association was approved in February 2014. An alumni database was established which includes an alumni portal on the Project’s website through which 300 alumni registered for the Association. A kick-off meeting was planned for May 2014 but was postponed due to security concerns. The meeting will be conducted early in the coming year. 50 of the Project’s 300 alumni are expected to attend the meeting. The Project will promote the Association at all PDOs and training debrief sessions to attract more members. A blog that a participant wrote while on a training in Kazakhstan was published online and featured on the Project Alumni portal: http://sustainableinitiativespk.wordpress.com.

An Alumni Association Facebook page was created in September 2013 and received 350 “likes” by the end of the program year.
USAID Training for Pakistan Project, Year One Annual Report, May 24, 2013-May 31, 2014

Page Likes

- Total Page Likes: 258
  - 46.6% from last week

- New Page Likes: 82
  - 20.6%

Post Reach

- Total Reach: 2.8K
  - 156.3% from last week

- Post Reach: 401
  - 427.6%

Net Likes: What Changed

Likes - unlikes = net likes

The people who like your Page

<table>
<thead>
<tr>
<th>Country</th>
<th>Your Fans</th>
<th>City</th>
<th>Your Fans</th>
<th>Language</th>
<th>Your Fans</th>
</tr>
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<tbody>
<tr>
<td>Pakistan</td>
<td>90</td>
<td>Lahore, Punjab, Pakistan</td>
<td>21</td>
<td>English (US)</td>
<td>90</td>
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<tr>
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<td>Peshawar, Khyber Pakhtoo...</td>
<td>16</td>
<td>English (UK)</td>
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<tr>
<td>Afghanistan</td>
<td>1</td>
<td>Faisalabad, Punjab, Pakistan</td>
<td>5</td>
<td></td>
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</tr>
</tbody>
</table>
The Project developed a strategy to live tweet during future events via Twitter to attract Twitter followers and encourage more alumni to share their experiences during trainings.

Tweets vs Followers

Project tweet regarding USAID’s Mission Director
Working Groups

Communication Working Group:

The USAID Communication Working Group (CWG) is a platform where all USAID IP representatives gather to discuss rules, procedures and guidelines of USAID’s Department of Communications on branding and marking, learn about new Projects and create a consolidated USAID/Pakistan event calendar. The USAID Training for Pakistan Project was presented to the group in November, 2013 which resulted in a number of queries on the Project following the presentation.

Participant Training Working Group (PTWG):

The Participant Training Working Group (PTWG) held its first meeting in March 2014 to discuss ways to create a more training-focused environment and share information. Over 20 representatives of USAID projects attended. The working group will continue to meet on a quarterly basis.

PTWG meeting, March 20, 2014

Small Grants Program

A Small Grants Application Kit including eligibility criteria, application procedures, proposal development guidelines, program and financial templates, and proposal evaluation criteria, was developed during this period and will be submitted early in the next Project year.

Challenges and Actions Taken

Field staffing:

The Project’s original DCOP was terminated in consultation with the Mission. A satisfactory replacement was not identified in spite of intense recruitment efforts. However, the responsibilities of the DCOP were effectively distributed among the COP, Finance Director and others, and the lack of a DCOP did not significantly hinder the Project. Modifications to the staffing structure that permanently remove the DCOP position are under discussion with the Mission. The withdrawal of the originally proposed Training
Manager and the resignation of the replacement Training Manager were frustrations to the project, and the challenge was made more intense by the scarcity of in-country professionals with direct experience with USAID participant training. Fortunately, Project’s expatriate Training Advisor agreed and was approved to extend her tenure in the role of Training Manager, through calendar year 2014. The Mission approved elevating the field office’s Senior Program Officer to the new position of Assistant Training Manager. The expatriate Training Manager is working closely with the rest of the senior management team to develop the capacity of the Assistant Training manager and other staff in order to increase the likelihood that local staff will be prepared to fill all training positions upon the expatriate’s departure, with Mission approval.

**Pakistani Visas:**

The start-up team had obtained visas in advance and traveled to Pakistan immediately after award. However, all subsequent staff travel to Pakistan was severely hindered by delays on the part of the Pakistani Embassy in Washington, DC in issuing visas. World Learning communicated with multiple Embassy personnel and, ultimately, all necessary visas were granted, but at the end of the year it remained unclear why some visas were granted quickly and others slowly. It is hoped that when World Learning’s registration status is fully resolved, visa requests will be honored more quickly and consistently.

**Local Partnership:**

World Learning proposed to subcontract with a Pakistani organization, LEAD Pakistan, in response to language in the task order Request for Proposals regarding a local partnership. Finalization of the partnership was delayed after award by several factors: the Mission raised questions about World Learning’s selection of the local organization; collaboration of this depth between two organizations that have not previously worked together is a slow process; and the Mission asked to approve a detailed Statement of Work for the subcontractor, which took time to develop collaboratively during a period of major competing priorities. However, a Statement of Work was completed and then approved by the Mission in January 2014, after which within a few days six LEAD staff were fully embedded in the project field office and seamlessly involved in programming. As discussed elsewhere in this report, during this period LEAD and World Learning developed and shared with the Mission a preliminary Capacity Development Plan for LEAD; and a final version will be submitted early in the next project year.

**Collaboration with DO Teams:**

Communication with DO team members is essential to developing training plans and Training Requests. During this period the Project found it difficult to meet with the right Mission personnel for this purpose. DO team representatives were often busy and had competing priorities. Delays in collaboration led to delays in overall program development, contributing to end-of-year programming statistics that were lower than anticipated. The Project has discussed this challenge with the Mission and strategies are emerging to increase Project access to DO team members.
“Lead time:"

USAID guidance and best practices suggest that three months be allowed between USAID’s approval of a formal Training Request and the training start date. World Learning knows that exceptions are inevitable and is committed to providing the best possible client-driven service to USAID. However, lead time was short for several programs requested during this period, causing some anxiety and leading to imperfect processes in some cases. However, in the interest of delivering strong programs and providing effective overall support, the Project will seek ways to streamline communication processes with DO teams so that the need for accelerated program development is reduced to a minimum.

Participant Recruitment and Selection:

In several cases, nominated candidates declined to participate in programs after being nominated by USAID late in the program development process. Generally, this happened before expenses were incurred, but group sizes were smaller as a result. In a smaller number of cases, approved participants for whom arrangements and financial commitments had been made dropped out of their groups, either by choice or because of issues related to Non-Objections Certificates or supervisor approval. The Project did its best to minimize the financial impact of such situations and is actively working with the Mission to modify nomination and selection processes to reduce the risk of participants’ declining or dropping out. The Project believes that greater involvement of project personnel in the process will help in this regard.

Mission Policy on Incurring Program Expenses:

There was an initial lack of clarity about which approval steps authorize which direct program expenses, leading to frustrations in program management. By the end of the period the Mission had confirmed a policy of the expense approval functions of key approval documents (Training Requests, Recommendation Memos and Training Implementation Plans).
Communication:

The Project’s Branding and Marking Plan was approved in October 2013. Based on the Plan, ADS 320 and the USAID Graphics Standard Manual, a binder of templates was prepared and approved in October 2013. This included templates for certificates, business cards, letterheads, fact sheets, presentations, press releases, success stories and training plans.

Numerous press releases were created throughout the year to effectively highlight TFP results in providing “modern skills for a brighter Pakistan.” 28 newspapers (17 Urdu, 7 English) featured stories on the Project or Project advertisements. Seven of these were online news sources. 10 events were held during the year, including two public events for over 500 people. Members of the press attending each event were briefed on the event and the Project prior to the event. Project collateral including a facts sheet and brochure, backdrops, standees, mugs, keychain, card holder, leather folders, bags, pens, pen holders, key chains and USB drives were created throughout the year.

The Project registered the domain trainingforpak.org, on which the website and email accounts were setup. The website went live in February 2014. Its traffic is currently ranked 13,156 in Pakistan. The site was visited 60,000 times since launch.

The site was visited and average of 1.8 times a day for an average duration of 8 minutes and 16 seconds. About 85.1% of visitors were from within Pakistan.
Information architecture of the Project’s website

A video documentary was initiated by the Project to cover up to 10 training events and highlight a diverse range of the Project’s activities including the experience of a participant from the time s/he begins a training until s/he becomes an alumni. Two out of the 10 events were filmed during the program year.

Before the year’s end, a media campaign for the USAID Teacher Education Master’s Scholarship Program (MESP) was launched in English and Urdu. The campaign’s combined impressions, or readership, reached 70,178,000 by the end of Year One.
MESP recruitment advertisement
Public Event Calendar:

<table>
<thead>
<tr>
<th>Event Type</th>
<th>Date</th>
<th>Communications Activity</th>
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<tbody>
<tr>
<td>Conference on Innovation and Entrepreneurship MITEFP</td>
<td>Public</td>
<td>Branding and Marking with Collateral</td>
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<tr>
<td>PDO - Insights Into Regional Development Conference</td>
<td>10-Jan-14</td>
<td>Branding and Marking with Collateral</td>
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<tr>
<td>USAID Teacher Education Master’s Scholarship Program – (Pre-App Media Campaign)</td>
<td>17-Nov-13</td>
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<tr>
<td>Consumer Protection &amp; Financial Literacy Workshop</td>
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<tr>
<td>Debrief Session On-Farm Water Management Training Program</td>
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<tr>
<td>Project Launch</td>
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<tr>
<td>Event Briefing Memo; Talking Points</td>
<td>Photography; Videography; Interviews with participants</td>
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<tr>
<td>Pre-Departure Orientation On-</td>
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<tr>
<td>Farm Water Management Training</td>
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<tr>
<td>Program, Australia</td>
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<tr>
<td>3 Pre-Program Orientation</td>
<td>17-Jan-14</td>
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<tr>
<td>Executive Certificate in</td>
<td>Branding and Marking with Collateral</td>
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<tr>
<td>Agribusiness Management</td>
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<td>4 Pre-Departure Orientation Halal</td>
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<td>Meat Production and Marketing Study,</td>
<td>Branding and Marking with Collateral</td>
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<td>Malaysia</td>
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<td>5 Pre-Departure Orientation MIT</td>
<td>23-Jan-14</td>
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<td>Entrepreneurship Development</td>
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<td>Program, US</td>
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<td>6 Debrief Session On-Farm Water</td>
<td>21-Feb-14</td>
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<tr>
<td>Management Training Program,</td>
<td>Media Coverage: Press release published in various</td>
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<tr>
<td>Australia</td>
<td>newspapers and web links. Adequate media coverage on</td>
<td></td>
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<tr>
<td></td>
<td>event day including print, electronic (TV) and online</td>
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<td>7 Pre-Departure Orientation Gender</td>
<td>15-Mar-14</td>
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<td>Diversity Training, Australia</td>
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<td>8 Pre-Departure Orientation</td>
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<td>9 Participant Training Working Group</td>
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<td>USAID internal event</td>
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<td>10 Consumer Protection &amp; Financial</td>
<td>29-Apr-14</td>
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<tr>
<td>Literacy Workshop</td>
<td>Media Coverage: Press release published in various</td>
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<tr>
<td></td>
<td>newspapers and web links. Adequate media coverage on</td>
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<td></td>
<td>event day including print, electronic (TV) and online</td>
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<td></td>
<td>media</td>
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<tr>
<td>11 Debrief Session Halal Meat</td>
<td>20-May-14</td>
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<tr>
<td>Production and Marketing Study</td>
<td>Branding and Marking with Collateral</td>
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**Success Stories:**

A success story entitled “Help for Dreaming Big” about a young student in the FATA Scholars Program was submitted to the Mission. (See Attached.) The Project began work on a second success story, which will be submitted to the Mission early in the coming year.
Data Quality Control, PakInfo and TraiNet Data:

The Project submitted routine TFP data but remained in discussion with the Mission to formalize a way forward for Mission-wide data quality control.

Annexes:

a) Success Story: “Help for Dreaming Big”
Bibliographic Information:

Contract No. AID-OAA-I-12-00008

Task Order Number: AID-391-TO-I-13-00004

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Washington, DC 20005

Cover Photo: On-Farm Water Management Participants in training session in Australia.