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USAID Training for Pakistan Project Final Report June 23, 2018



USAID Training for Pakistan Project

Final Report

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Acronyms

CDA	Capital Development Authority
CMW	Community Midwifery Program
CPAR	Contractor Performance Assessment Report
DO	Development Objective
EAD	Ministry of Finance Economic Affairs Division
FATA	Federally Administered Tribal Areas
GAO	Government Accountability Office
GST	General Sales Tax
HSA	Health Services Academy
ICT	In-Country Training
IRU	International Road Transport Union
KMU	Khyber Medical University
KPK	Khyber Pakhtunkhwa
LGL	Let Girls Learn
LUMS	Lahore University of Management Sciences
M&E	Monitoring and Evaluation
MEd	Masters of Education
MOC	Ministry of Commerce
MSPH	Master of Science in Public Health
NEPRA	National Electric Power and Regulatory Authority
NOC	No Objection Certificate
NTDC	National Transmission and Dispatch Company
OSG	Office of Stabilization and Governance
PDO	Pre-Departure Orientation
PIFD	Pakistan Institute of Fashion and Design
PPO	Pre-Program Orientation
PTWG	Participant Training Working Group
SPS	Sanitary and Phytosanitary
TCT	Third Country Training
TEMSP	Teachers Education Masters Scholarship Program
TFP	Training for Pakistan
TIP	Training Implementation Plan
TR	Training Request
USACE	US Army Corps of Engineers
USAID	United States Agency for International Development
UST	United States Training (Training in the US)
WAPDA	Water and Power Development Authority
WCO	World Customs Organization
WIP	World Intellectual Property Organization
WTO	World Trade Organization

I. Country Context

Pakistan's many challenges include inefficiently managed public services, growing energy demands, and the lack of capacity to utilize existing resources to expand the economy and alleviate poverty. The country lacks the technically qualified, professional workforce needed to address these issues. It is generally understood that extremism is rooted in and interlinked with these challenges. The U.S. government, in partnership with the Government of Pakistan, seeks to address these challenges through assistance focusing on education, energy, agriculture, and economic growth. The role of the Training for Pakistan project was to address these needs by providing training, capacity building and other related services to support USAID's portfolio of assistance programming and the direct needs of major Pakistani stakeholders. In addition, through careful communications efforts, the Project also contributed to reducing negative perceptions of the U.S. on the part of Pakistanis.

The unique cultural context of Pakistan was an ever-present factor throughout implementation of Training for Pakistan. Opportunities for women are not always available as a result of the country's socio-cultural, political and security environment. When afforded the opportunity, Training for Pakistan applied thoughtful and strategic criteria and approaches in order to increase the numbers of women in programs and increase the impact on women. Similarly, creative outreach and design efforts allowed the Project to reach participants and communities in underserved areas.

Taken broadly, security concerns in Pakistan also influenced Project implementation. Day-to-day security concerns resulting from political volatility, Pakistan's NGO registration procedures, the Pakistan visa process, and USAID's partner vetting processes all contributed to delays on the Project.

Working in Pakistan brings numerous challenges, both logistical and cultural. However, with careful planning and an innovative approach to contingencies, it is possible to achieve great results. The 2013-2018 Training for Pakistan exceeded its goals and statistical targets, brought change, hope and inspiration to thousands of Pakistani men and women, and provided flexible, responsive services to USAID.

2. Goals and Results

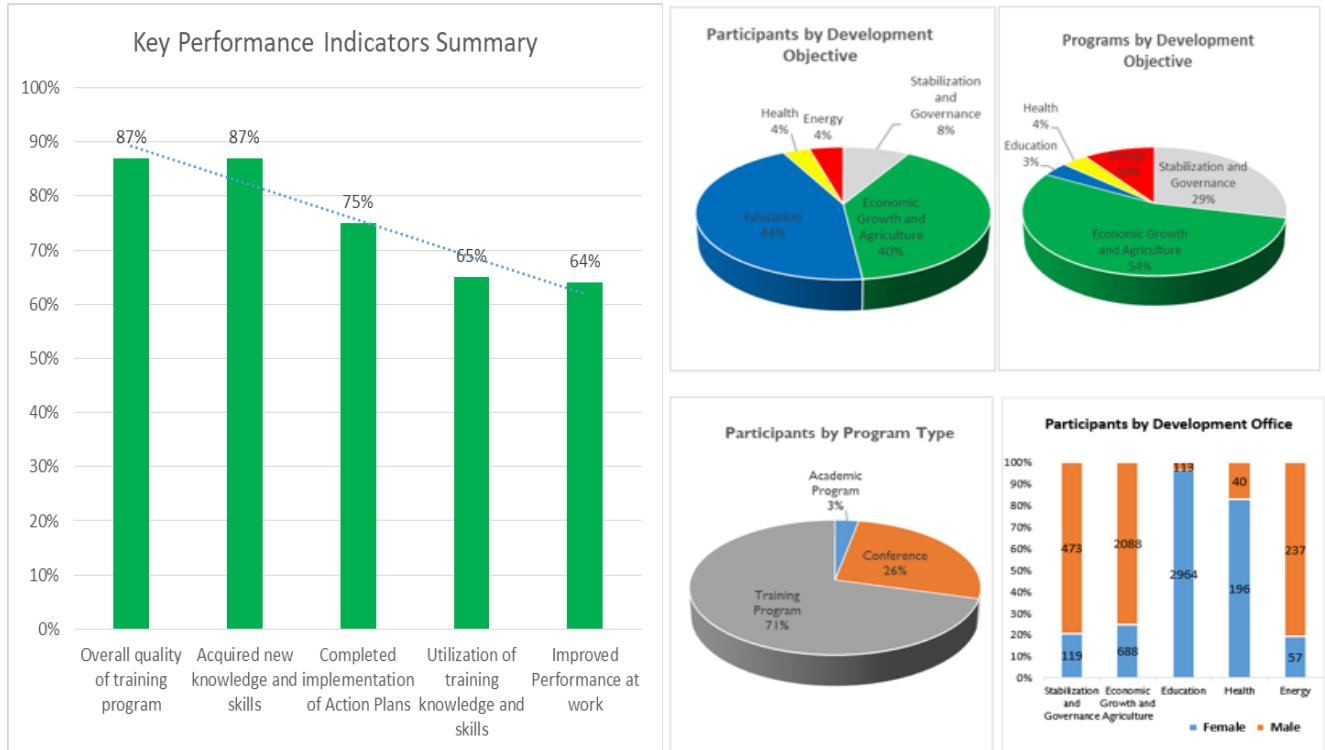
The overarching goal of TFP was to contribute to sustainable achievement of USAID Pakistan Development Objectives and to the people-to-people priorities of the Enhanced Partnership with Pakistan Act (the Kerry-Lugar-Berman bill), by providing the full range of training, capacity building and exchange services available under the FORECAST II IDIQ participant training mechanism. The Project pursued and achieved these goals by planning and arranging 112 training activities that reached nearly 7000 participants, and through other program components such as a small grants, support for USAID's alumni association, development of the capacity of a local Pakistani partner organization, and coordination of USAID's Participant Training Working group, all of which and more are discussed in this report. Project results exceeded anticipated outputs, outcomes, and impacts.

A selection of highlights of key achievements includes:

- TFP trained 6,975 participants, compared with the task order target of 6000. Of these, 4,024 participants were women, exceeding the 50% target by 16%.

- TFP arranged a total of 112 discreet training activities, with 50 taking place in Pakistan, 34 in the U.S. and 28 in 13 other countries.
- The major in-country activity “Pathways to Success” reached 2,935 adolescent girls in Peshawar, Karachi and Gotki with vocational training and related support. In addition to creating meaningful impact for the target communities, the strategies and approaches modelled and evaluated during the program have potential to inform and improve USAID’s future activities for education and workforce development.
- A series of trainings for the Department of Auditor General of Pakistan (DAGP), built the capacity of 506 DAGP staff in prioritized areas for improved accountability within government operations and procurement.
- A series of trainings for Pakistan’s Institute of Fashion and Design (PIFD) helped the institute to transform its curriculum for students by incorporating modern techniques and methods TFP training also helped PIFD faculty aid students in developing industry contacts.
- A TFP community midwifery program for 185 women from KP and FATA, contributing to improved access to reproductive healthcare services for women in those remote areas. Additionally, the women who graduated from the program and are now serving their communities as midwives are earning crucial income for their families.
- Many boys who had received scholarship support under the TFP FATA Scholarship activity went on to continue their education in engineering, medical and business studies, and some reported pursuing a career with the Armed Forces of Pakistan.
- TFP training and technical assistance to Pakistan’s Ministry of Commerce (MoC) helped the Ministry to improve and expand its operations, management and technical expertise. These investments will help improve the import and exports market as well as the business enabling environment in the country.
- Forty-four doctors, paramedics and other health professionals who completed their Masters of Public Health degrees with TFP scholarships are continuing their work with communities in remote areas of Sindh and KP for improved health outcomes.
- After a series of trainings in on-farm water management and temperature controlled farming farmers adapted international best practices for improved crop production. These trainings reached 120 small businesses and federal and provincial agriculture departments.
- The Information Technology based enterprises supported through TFP’s entrepreneurship programs at MIT strengthened participants’ business models, approaches and strategies, which in turn helped their enterprises achieve significant growth. One result is that the online store Symbios.pk and Sehat Kahani improved their business models and saw growth in services, products and revenue.
- TFP implemented a number of high-profile, logistically complex conferences and roundtables. These included the Sindh Development Forum, which gathered local and international stakeholders in Sindh development for a candid analysis of development needs and to strategize about future collaborations and partnerships.

- After completing master’s and PhD degrees in education in the U.S., 59 TFP scholars returned to Pakistan and are working at public and private educational institutions across Pakistan.
- The Project routinely arranged high-profile media events, and press releases showcasing the contribution of the U.S. to improving the lives of the people of Pakistan.
- Participant feedback on quality of training programs, acquiring new knowledge and skills, and utilization in their work remained overwhelmingly positive through the project, as highlighted below.



The first table above indicates the number of participants that have attended TFP training programs, disaggregated by DO, training location, and gender, whereas the second table provides a summary of participants by training type and year, per the Task Order format.

- Ninety-two percent of respondents reported training or sharing knowledge, skills, and methods gained from their training with over 12,043 people, including colleagues, peers, and others in their professional networks.
- Sixty-four percent of respondents reported that their performance has significantly improved as a result of the training they attended.
- Sixty-five percent of respondents reported utilizing a significant amount of knowledge and skills acquired from their training program.
- Seventy-five percent of respondents reported having completed a good amount of the action plan they developed during their training programs.

3. Performance Against Task Order Technical Requirements

Task Order (TO) prime implementer World Learning performed as follows according to requirements set forth in the scope of work:

C.4.1 Training Planning/Program Development: The Project collaborated with USAID’s DO teams and other stakeholders to develop training plans for each DO, strategize for effective development of participant training and capacity building services, and deliver training and capacity building services in observance of best practices in participant training and compliance with ADS 252 and 253 as well as with the USAID Pakistan Mission Order on Participant Training and all other policies, directives and protocols.

C.4.2 Training Implementation: The Project provided the USAID Pakistan Program Office and DO teams a full range of participant training and capacity development services. The table below presents numbers of trainings delivered by venue.

Table 1: Summary of Training Programs

Training Location	No. of Trainings	Male	Female	Total
In-Country	50	2576	3897	6473
Third-Country	28	181	51	232
U.S	34	194	76	270
Total	112	2951	4024	6975

Of the 112 activities, ten were long-term:

- PhD Scholarship Program
- Teachers Education Masters Scholarship Program (TEMSP)
- FATA Scholarship Program
- Pathways to Success Program (PTS)
- Masters of Public Health (KP)
- Masters of Science in Public Health (Batch-I and II), Sindh
- Community Midwifery Program
- Capacity Building Support to the Ministry of Commerce (MoC)
- Executive Certificate in Agribusiness Management (ECAM)

The Project demonstrated flexibility and responsive to the Mission’s needs and priorities, while utilizing lessons learned for improved delivery of services to USAID.

Table 1: Summary of participants disaggregated by DO and training location

Development Objective	Participants											
	In-Country			U.S			Third-Country			Total		
	M	F	Total	M	F	Total	M	F	Total	M	F	Total
Economic Growth and Agriculture	1895	631	2526	71	25	96	119	31	150	2085	687	2772
Education	80	2935	3015	33	29	62	0	0	0	113	2964	3077

Energy	185	52	237	40	5	45	15	1	16	240	58	298
Health	40	196	236	0	0	0	0	0	0	40	196	236
Stabilization and Governance	376	83	459 ⁱ	50	17	67	47	19	66	473	119	592
Total	2576	3897	6458	194	76	270	181	51	232	2951	4024	6975

Table 2: Summary of participants disaggregated by training type and year (as per Task Order format)

Type of Training Programs	Number of Participants ⁱⁱ					
	Year 1	Year 2	Year 3	Year 4	Year 5	Cumulative ⁱⁱⁱ
U.S Short-term program	4	23	45	53	83	208
U.S Long-term Academic	35	27	0	0	0	62
3 rd Country short-term program	26	48	30	65	63	232
3 rd Country long-term academic programs	0	0	0	0	0	0
In-country training	90	282	427	648	3192	4639
Partnerships and faculty exchanges	0	0	0	0	0	0
Follow-on programs, seminars, conferences workshops, etc.	440	228	561	151	454	1834
Grand Total	595	608	1,063	917	3,792	6,975

C.4.3 Data Management: As required by the task order, the Project ensured the following tasks which were completed and delivered on an ongoing basis.

- Systematically entered training data into USAID’s TraiNet system per ADS 253 requirements.
- Collected and consolidated training program results, such as the number of training programs, participants (male and female), findings from follow-up activities, and impact of training programs through the performance period. Impacts and lessons learned from trainings implemented in earlier years informed the design and implementation of future trainings.
- The Project strategically used the Participant Training Working Group (PTWG) platform to expand its reach to USAID Participant Training Partners and engaged with them to improve their data management by providing training and technical assistance.

C.4.4 Evaluation and Follow-up: Training for Pakistan worked with the TOCOR, DO teams and the Performance Management Unit at the USAID Program Office to develop relevant Mission’s Strategic Framework (MSF) indicators for the Project. These indicators were included in TFP’s Monitoring, Evaluation and Learning (MEL) Plan and necessary tools and systems were created for effective evaluation, tracking and reporting of training programs. Where relevant and possible, the Project used information from these systems to improve delivery of training and capacity building services. Refer to Annex-I for summary of results for all the MSF and custom indicators.

As part of the follow-up support, the Project provided 28 small grants of approximately \$10,000 each to alumni of TFP and other USAID projects to support the achievement of their training objectives and create meaningful impact in their workplaces and communities.

Working closely with the TOCOR and DO teams, TFP formed the USAID/Pakistan Alumni Association and developed policies and procedures for the Association, discussed further below.

C.4.5. Branding Strategy and Marking Plan: In accordance with ADS-320, Training for Pakistan

developed a Branding Strategy and Marking Plan, which was reviewed and approved by the TOCOR and USAID/Pakistan's Development Outreach and Communication (DOC) office. Throughout the Project, TFP continuously worked with DOC and made necessary revisions to ensure compliance with new or additional guidelines. TFP exceeded the targets for submission of photos, success stories and conducting media events.

C.4.6 Performance Management Plan: TFP developed a Performance Management Plan (PMP) / Monitoring Evaluation and Learning (MEL) Plan that was approved by the TOCOR and regularly revised to remain consistent with the updated Results Framework of the DO teams. The MEL Plan included the USAID Standard Foreign Assistance indicators as well as custom indicators developed by TFP. Included in the MEL Plan were the Performance Indicator Reference Sheet (PIRS) developed for each of the custom indicators. PIRS were provided by the Mission for USAID Standard Indicators.

The Project cooperated with the TOCOR and USAID/Pakistan's third-party contractor for performance management on its Data Quality Assessment (DQA) for the Project, which found no issues of concern to data quality.

C.4.7 On-Going Expert Consultation: The Project provided on-going expert consultation services to the Mission and its implementing partners as needed, including guidance on PT regulations and policies to staff of approximately 25 other USAID implementing partners.

C.4.8 Local Capacity Development: In addition to developing the capacity of training participants, the Project developed a local partner's specific capacity to administer a USAID participant training programs. The Project and the local organization LEAD Pakistan, working under a subcontracting arrangement, collaboratively developed a capacity building plan, which provided structure and accountability for the capacity development process. The bulk of capacity development came about through the embedding of six LEAD Pakistan staff within Training for Pakistan's Islamabad office. Staff of LEAD worked side by side with prime implementer, World Learning, staff to learn the ins and outs of administering participant training programs. The Project's COP and other senior staff met regularly with LEAD's HQ managers to track and discuss the process. Most of the embedded LEAD staff remained with the Project for the entire Project period and became fully proficient at managing participant training programs. Unfortunately, at the end of the Project, LEAD did not re-absorb its embedded staff into LEAD, which means that the knowledge of those staff members will not become an integral part of LEAD's capacity.

C.4.9 Windows of Opportunity: On several occasions evolving circumstances led USAID to request Project support for important but unforeseen opportunities to address training-related needs, often based on special requests from USAID's key partners. For example:

- The Science Technology, Engineering, and Development Conference (STED) was a one-day conference on Pakistan's development challenges and ongoing efforts to harness science and technology to address them through research and entrepreneurship. This was requested by the U.S. Embassy in collaboration with National University of Science and Technology (NUST).
- Climate Regional Circulation Modeling and Water and Sediment Management trainings were requested by USACE with public sector energy entities such as WAPDA.
- The three-day Youth Engagement in Agriculture workshop was requested by USDA and aimed to increase youth engagement in agriculture. The workshop emphasized the 4-H model of 'Positive Youth Development.'
- The Sindh Development Forum was a one-day conference requested by the Chief Minister of Sindh to coordinate and sustain donor investments in the province. The conference brought

together development partners from the international community, local stakeholders, the business community and the Government of Sindh.

C.5. Contract and Grants Management: TFP prime implementer World Learning had two security subcontracts under this task order-- one with the U.S. small business Risk and Strategic Management Consulting, and one with the local firm Ghouri Security. These subcontracts were managed by the home office in close coordination with field senior management. Regular visits and check-in phone calls helped identify and address any issues before they could grow into larger problems, and overall the services provided were good in spite of a very challenging security and risk environment. TFP's other long-term subcontract was with the organization LEAD Pakistan, as discussed earlier.

C.6. Financial Management: World Learning worked in collaboration with the following grantees to implement various aspects of the Training for Pakistan Project.

1. LEAD Pakistan
2. Ghouri Security Services
3. RSM International
4. PEAD Foundation
5. ENGRO Foundation

C.6.1 Summary of Implementation: The summary table below shows financial status of the Project as of the Project end date of May 23, 2018. It should be noted that the status does not include expenses approved by USAID post May 23, 2018. Additional expenses will be included in the final financial report due 90 days from the award end date.

Prime	Funds Obligated	Disbursement	Obligation Balance
World Learning	\$27,086,640	\$27,055,046	\$31,593.55

C.6.2 Summary of Implementation by Partners: Subcontractors' financial status as of the Project end date of May 23, 2018 is outlined below.

S/N	Subcontractor	Funds Obligated	Disbursement	Obligation Balance
1.	LEAD	\$548,648	\$548,648	\$0
2.	RSM International	\$389,349	\$384,355	\$4,994
3.	Ghouri Security Guards	\$196,679	\$196,679	\$0
4.	PEAD Foundation	\$731,612	\$619,823	\$111,789
5.	ENGRO Foundation	\$1,004,492	\$792,397	\$212,095
	TOTAL	\$2,870,780	\$2,541,902	\$328,878

C.6.3 Problems Encountered with Budget

- Given that the Project had no line item budget flexibility, TFP exceeded the year 2 equipment and supplies budget line item and went through a budget modification process before USAID allowed the cost. In addition, all other budget changes required prior approval, which was a time consuming process.
- The lengthy process involved in requesting and obtaining GST exemptions from the government of Pakistan affected the project's burn rate. Some activities were delayed or cancelled because some vendors were not willing to wait for the GST exemption process to complete before services/activities were performed.
- At the end of the agreement term, subcontracted partner LEAD Pakistan's actual expenses exceeded their obligated budget by \$8,326. The Project disallowed the cost because LEAD did not request prior approval.

C.7. Gender Considerations: Training for Pakistan trained 4,024 women, representing 58% of all participants, thereby exceeding the gender target of 50% women. The target was exceeded because of the Pathways to Success (PTS) program, which reached approximately 3,000 adolescent girls in Sindh and Khyber Pakhtunkhwa. In all the other training programs, the Project made efforts to include 50% women participants. In many cases the target of 50% women was not met for group composition, and in those cases the Project worked with the DO teams to ensure that a Gender Justification Memo signed by the DO team was placed on file, as required. In most cases, participant recruitment was conducted by USAID directly, which means that achieving the target gender percentage was to a large extent out of the Project's hands. In the section on challenges below, we recommend a larger Project role in recruitment as a way to relieve Mission personnel of the burden of identifying women participants.

Examples of programs in which the Project was able to meet or exceed gender targets are listed below:

- All three iterations of Women in Trade activities in collaboration with USAID's PRIEA project, by design called for overwhelming women participation. Creative outreach to regional branches of the Chamber of Commerce to nominate business women as well as advertising to local chapters of trade related organizations resulted in impressive numbers of women participating. The numbers for each event are as follows:
 - Women Leadership in Trade Policy Roundtable (11 men, 100 women)
 - Women Leadership in Trade Policy - Advocacy, and Proposal Development (5 men, 30 women)
 - Women Leadership in Trade Policy - Analyzing Trade Policy through Gender Lens (3 men, 27, women)
- Dairy Value Chains (9 men, 17 women) – this program initially received only 3 female nominees which was alarming considering USAID has done extensive training through other technical projects for women to increase their employability in the dairy sector. Hence this program was postponed and USAID regional offices were requested to re-nominate and reach out to their beneficiaries which eventually resulted in the gender numbers reflected above.

For trainings in which TFP was responsible for the selection of participants, the Project took care to ensure extensive female participation, although the 50-50 gender ratio was not always met even in these cases. For Teacher Education Masters Scholarship Program (16 men, 11 women), the Project's selection criteria had a gender consideration component built into it. In the energy sector where women are employed at a mere 2%, the Project was able to recruit 31% female interns for the Energy Sector Internship Program (107 men, 49 women).

C.8. Staffing and Organization: A field office was established in Islamabad for Training for Pakistan and sub-contractor staff, and dedicated staff in the U.S headquarters in Washington, D.C. supported TFP from there. Occasionally, the Project procured short-term technical consultants to support the ongoing needs of the portfolio.

4. Contribution to USAID DOs:

I. Economic Growth and Agriculture

The Economic Growth and Agriculture team at USAID was the most frequent user of TFP throughout the life of the Project. The Project executed ambitious training plans under this portfolio involving a wide variety of activities including technical, short term agriculture exposure tours to high profile conferences, seminars and workshops. The Project worked with other technical USAID projects such as Pakistan Regional Economic Integration Activity (PREIA) to extend on the job and technical assistance to government officials responsible for boosting trade and economic growth. A total of 60 programs were designed and implemented under this DO, providing new or improved knowledge and skills to 2,772 participants (2,085 men and 687 women).

Activities Supporting Economic Growth and Agriculture DO			
Training Location	Male	Female	Total
In-Country	1895	631	2526
U.S	71	25	96
Third-Country	119	31	150
Total	2085	687	2772

All training activities under this DO were short-term except for a one-year diploma in agribusiness delivered by University of Management Sciences (LUMS) in 2014. The focus of TFP under this DO was to build capacity in highly technical areas for individuals already serving their respective sectors. Included in the short-term training programs were seven major in-country conferences. Below are the lists of trainings with participant numbers for in-country, third country and US trainings respectively.

In-Country Programs

Training Name	Male	Female	Total
Training Programs			
Capacity Building Support and Training for the Government of Pakistan's Ministry of Commerce (MOC)	46	16	62
Executive Certificate in Agribusiness Management (ECAM)-LUMS	8	2	10
Research Study and Exposure Visit for PIFD College of Design, Hala (Sindh)	9	2	11
Exposure Visit - Vegetable Production in a Controlled Environment	16	4	20
Exposure Visit and Training of Livestock Farmers in Modern Feedlot Fattening Practices	16	11	27
Exposure Visit on Drip Irrigation for Farmers and Members of FSC from KP/FATA	45	0	45
Exposure Visit on Drip Irrigation for Farmers of Gomal Zam Command Area	25	0	25
Dairy Value Chains	9	17	26
Water Management and Climate Change	33	8	41

National Workshop Implementing the WTO Trade Facilitation Agreement	31	9	40
Women Leadership in Trade Policy Roundtable	11	100	111
National Seminar on the World Trade Organization (WTO) Agreement on Sanitary and Phytosanitary Measures (SPS)	42	7	49
Women Leadership in Trade Policy, Advocacy, and Proposal Development Training	5	30	35
Mergers and Acquisition – Pakistan	21	1	22
Private Equity Follow-on In-country Training	34	14	48
Investment Strategies and Portfolio Management Follow-on In-country training	15	15	30
Hands-On Training for Pakistan Customs, PNC-ICC and Transport Operators with Simulation of TIR Procedures	108	71	179
Women Leadership in Trade Policy - WLTP Phase III, Training on Analyzing Trade Policy through Gender Lens	3	27	30
Youth Engagement in Agriculture workshop	17	15	32
Conferences			
Sindh Development Forum	233	87	320
Conference on Innovation and Entrepreneurship – 2013	284	32	316
Consumer Protection and Financial Literacy Conference, World Bank (CPFL, WB)	100	24	124
Science Technology, Engineering, and Development Conference (STED)	180	48	228
Entrepreneurial Capacity Building Program MIT EFP (2015)	268	48	316
Non-Bank Finance Sector and Capital Markets Conference Challenges and Opportunities	217	28	245
National Single Window Conference	119	15	134
Sub-total (26 In-Country Trainings)	1895	631	2526

Third-Country Programs

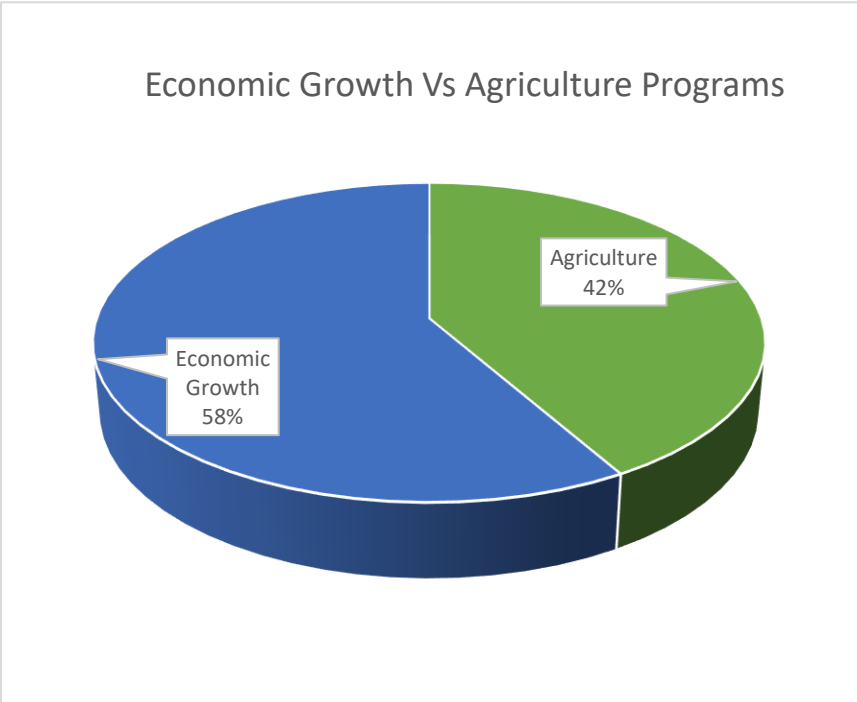
Training Name	Male	Female	Total
Fashion Buying and Merchandising: Intensive	0	1	1
Growing High Value Vegetable in Controlled Environment-I (2015)	9	0	9
Growing High Value Vegetable in Controlled Environment-II (2015)	7	2	9
Growing High Value Vegetables in a Controlled Environment – 2014	6	4	10
Halal Meat Production and Marketing Study Tour - Malaysia (2014)	6	2	8
Menswear Collection Management and Techniques Training in Paris, France	2	2	4
On Farm Water Management Training – Australia (2014)	7	1	8
Study of Meat Export Certification and Establishment of Business to Business Contacts, Malaysia (2015)	6	3	9
World Trade Organization (WTO) Negotiations Week/Trade In Services Agreement Cluster Meeting (Geneva)	1	1	2
World Custom Organization (WCO) Data Model Project Team (Brussels)	3	2	5
Exposure Visit: Compliance of SPS Requirements – Netherlands	6	4	10
WCO - Information Management Sub-Committee	5	0	5
Drip Irrigation Equipment Production Industry, Turkey	13	0	13
International Training and Exposure Visit to Feedlot Fattening Operations – Australia	9	1	10
On Farm Water Management – Turkey	7	1	8

TIR Training for Customs Officials By The Union of Chambers and Commodity Exchange Visits Turkey (TOBB), Ankara Chambers of Commerce and International Road Union (IRU)	7	0	7
World Trade Institute, Courses for Ministry of Commerce Officials	13	4	17
Training on WTO Laws at Advisory Centre on World Trade Organizations Law	12	3	15
Sub-total (18 Third-Country Trainings)	119	31	150

U.S Training Programs

Training Name	Male	Female	Total
Entrepreneurship Development Program at MIT, USA (2014)	2	0	2
Study of Horticulture Value Chains for Growing Table Grapes	7	2	9
On-Farm Water Management Training – Colorado (2014)	5	3	8
The Art of Traditional Shoemaking	1	1	2
On-Farm Water Management Training – I (2015)	8	1	9
Digital Printed Fabric Course	1	1	2
Comprehensive Computer-aided Design and Computer-aided Manufacturing (CAD/CAM) for Jewelry Training	2	0	2
PIFD - Fundamentals of Oil Painting and Materials, Methods and Concepts	1	0	1
On Farm Water Management Training - II (2015)	4	2	6
Dairy Expo Tour and Training for Dairy Leaders of Pakistan	10	6	16
Entrepreneurial Capacity Building Program MIT EDP and Road Shows - US 2016	2	1	3
Exposure and Study Tour: Cold Storage and Transportation	8	2	10
Investment Strategies and Portfolio Management	3	2	5
Mergers and Acquisition, USA	2	0	2
Private Equity: Investment and Creating Value, Philadelphia, U.S.	3	1	4
Exposure Visit to Study Modern Practices for Chili Production and Post-Harvest Handling	12	3	15
Sub-total (16 U.S Trainings)	71	25	96

This portfolio can be divided into two categories; a) Agriculture and b) Economic Growth. The chart presents percentage of trainings implemented under each category, while the narrative under each heading will reflect the spotlights and achievements.



a) Agriculture

A total of 25 trainings were implemented to support the Agriculture Office, focusing on the following key industries within this sector:

- Water Management
- High Value Fruits and Vegetables/ Horticulture Value Chain
- Halal Meat Production and Marketing
- Dairy Development

Water Management

With water scarcity becoming a growing problem and the effects of changing demographics, development and climate change on the rise, there was a strong focus on water management programs. Ten trainings were executed in Pakistan, U.S., Australia and Turkey, training farmers and federal and provincial representatives of relevant government departments in on-farm water management techniques. Some of these trainings also focused on connecting importers with international suppliers of modern equipment and technologies so that the introduction of modern techniques learned from other countries would be fully supported by availability of needed technologies within country. The programs also served to expose Pakistani farmers to the rapidly advancing world of agriculture. Some of the impacts of these trainings are listed below:

- A 50-member water user association was formed, with the collaboration of farmers and the USAID-funded Sadpara Development Project (SDP).
- Alumni disseminated their knowledge and conducted informal training sessions for large numbers of farmers on drip irrigation.
- An alumna from FATA started installation of drip irrigation in Federally Administered tribal areas like in South Waziristan and North Waziristan, where investment in infrastructure is desperately needed. Another alumna installed a drip irrigation plant in eight small farms and tunnel farming

in Khyber Agency and helped in meeting irrigation needs in South Waziristan and Khyber Agency, resulting in a 50% increase in profit.

- An alumnus conducted consultative meetings with the farmers on the importance of land levelling for water use efficiency and increased productivity in all districts of Gilgit Baltistan.

High Value Fruits and Vegetables/Horticulture Value Chain

Horticulture represents a key segment of Pakistan's economy, accounting for 21% of GDP. Despite its vital significance to the economy, the sector is unable to produce high value agricultural products for domestic or international sale. USAID identified the need for training programs and exposure visits to regions practicing modern agricultural practices. In collaboration with the Mission, the Project designed and implemented seven programs focusing on the entire value chain of high value fruits and vegetables, mainly including tomatoes, cucumbers, chilies, table grapes and oranges. These international and local exposure tours focused on the following:

- Exposure to and adoption of modern techniques and technologies for year-round production of high-value fruits and vegetables including greenhouses and their construction, hydroponics and aquaponics.
- Better crop handling and cold storage operations for improved shelf life of the yield and reduced wastage, thereby increasing the profit margin.
- Increased awareness and exposure to international trade standards and regulations, including technical knowledge to ensure compliance for improved trade and investment outcomes.
- Connections among stakeholders of the industry: growers, processors, traders and compliance organizations.

These trainings were well received and appreciated by participants. Below is a selection of significant outcomes from these trainings:

- Three participants successfully introduced tunnel farming of tomatoes in their farms.
- Over 30 participants reported increased yields after implementing the techniques learned during the trainings.
- One participant experimentally introduced aquaponic farming.

Meat Production and Marketing and Dairy Development

A key strategic focus of USAID is to improve the economic conditions of stakeholders of the meat and dairy production industry. The aim of these trainings was to increase meat and dairy production, improve marketing techniques and to create market linkages.

Programs on halal meat were strategically conducted in Malaysia, which is one of the biggest halal meat markets in the region. Participants were mainly from the government and private sector entities engaged with the USAID Agribusiness Project.

As a result of these trainings, the participants from the meat producers/exporters were able to understand the growing scope and demand for export of halal meat production and related regulations and requirements. The programs had a particular focus on building business to business contacts, which resulted new linkages with importers from other countries in the region. The feedlot fattening programs in Australia and Pakistan helped the participants from the meat industry to improve their management practices for better animal health management and increased production. As a result of these trainings, the participants created a feedlot farmers association. This program was featured on the Roshan Pakistan radio show in April, 2017.

An important element was a focus on creating an improved export business enabling environment by streamlining or simplifying the government permit issuance mechanism, which at times poses challenges to the halal meat export industry.

The Project conducted one international and one local training for dairy sector development for 18 and 26 participants, respectively. The international training targeted owners of urban dairy farms and representatives of multinational and national milk production companies such as Nestle and Olpers. The local training was for livestock farmers from Khyber Pakhtunkhwa and Balochistan provinces. The purpose of this training was to educate farmers about organic milk production, market segmentation, pasture management, quality assurance, packaging and marketing.

b) Economic Growth

Under this category, USAID focused on capacity building and technical assistance to GOP partners to regulate and boost Pakistan's trade and improve the ease of doing business in the country. The Project worked extensively with the EG team to design and implement a total of 35 programs for public and private sector officials to leverage improved collaboration and impact. Many of these programs were conducted to support the Pakistan's Ministry of Commerce (MoC) and its sub-departments and related institutions, via close collaboration with USAID projects on trade and economic development.

Key government functionaries of the following organizations were provided assistance:

- State Bank of Pakistan (SBP)
- Securities and Exchange Commission of Pakistan (SECP)
- Privatization Commission (PC) of Pakistan
- Pakistan Customs
- Pakistan National Committee of International Chamber of Commerce (PNC-ICC)
- Trade Development Authority of Pakistan
- Trade Dispute Resolution of Pakistan
- Federal Board of Revenue (FBR)

The Project's programs benefited these organizations by improving their technical expertise and management, which contributed to a more business-friendly environment in Pakistan. Programs for the MoC and Pakistan Customs helped these entities to strategize their collaboration with international regulators, such as the World Trade Organization (WTO) and the World Customs Organization (WCO). The Project also conducted in-country programs to mainstream women in trade policy development through a series of workshops titled 'Women Leadership in Trade Policy.' These sessions focused on creating awareness among the budding business women of policy formulation and evidence based advocacy for their businesses. Another set of programs for Pakistan's Institute of Fashion and Design (PIFD) focused on print-design, oil-painting, fashion-buying and merchandising, menswear, and shoemaking. Through these programs, the PIFD was able to enrich its existing curriculum for many courses, as well as introduce a new curriculum for Masters in Menswear Design. A long term impact of these programs, as envisaged by USAID, is to bring Pakistan's apparel industry on par with global fashion industry, boosting trade and the economy.

In addition to technical training programs, the Project also conducted the seven high-profile in-country conferences on the following areas of strategic importance to USAID:

- Innovation and Entrepreneurship
- Science Technology, Engineering and Development
- Consumer Protection and Financial Literacy
- Non-Bank Finance Sector and Capital Markets

- Partnership for Development (Sindh Development Forum)

These conferences were of great strategic value to USAID Pakistan and provided opportunities to USAID and a wide range of stakeholders from public and private sectors to reflect on the priorities in the sectors and seek opportunities for collaborative approach to economic growth and development.

II. Education

The USAID Education team focused on long-term academic programs under TFP. This included the PhD Scholarship Program and the Teacher’s Education Masters Scholarship Program (TEMSP) in the U.S. and the FATA Scholarship Program, and Pathways to Success (PTS) program in Pakistan. The PhD and FATA Scholarship programs were begun by other implementing partners and transferred to TFP at Project launch. The tables below reflect participant numbers disaggregated by gender by location.

Activities Supporting Education DO			
Training Location	Male	Female	Total
In-Country	80	2935	3015
U.S.	33	29	62
Third-Country	0	0	0
Total	113	2964	3077

Summary of In-country Trainings

Training Name	Male	Female	Total
FATA Scholarship Program	80	0	80
Pathways to Success (PTS) Sindh and KP	0	2935	2935
Sub-total (2 In-country Trainings)	80	2935	3015

Summary of U.S Trainings

Training Name	Male	Female	Total
PhD Scholars	17	18	35
USAID Teacher’s Education Masters Scholarship Program (TEMSP)	16	11	27
Sub-total (2 U.S Trainings)	33	29	62

Achievements and impacts of each program are narrated below:

FATA Scholarship Program

This activity provided educational opportunities for talented students living in an underdeveloped region of Pakistan, with poor financial resources and limited access to quality education. This program was crucial to raise literacy and increase employability in FATA. A total of 76 boys from FATA agencies successfully completed the two-year Higher Secondary School Certification with majors in Engineering and Medical. The scholars had been selected on merit prior to TFP and enrolled in nine renowned institutions across KPK and Punjab. As a result of this program, scholars were able to complete 12 years of basic education with good grades and a developed interest, motivation and mindset for further higher studies.

PhD Scholarship Program

Recognizing an acute need for Pakistan’s universities to have highly trained faculty teaching future educators and administrators, USAID supported 35 PhD students for study at U.S. higher education

institutions. These students received training in the latest pedagogy and research methods to serve as a catalyst to modernize teaching faculties and education policymaking in Pakistan. All 35 participants were recruited, selected, and placed at their U.S. training institutions by previous implementers of USAID training programs. The Project monitored and supported the scholars' academic progress and well-being through to their graduation by monitoring their academic progress and personal well-being. Of the 35 participants transferred to TFP on launch, 31 completed their programs and returned to Pakistan. In the remaining four cases, USAID terminated students' status as sponsored participants. This programming led to positive impacts in participants' career trajectories. Nine participants were promoted from their previous positions in the same organization, six accepted new positions or promotions at other organizations, and five remain in the same positions they occupied prior to pursuing their PhD.

Teacher Education Masters Scholarship Program

TEMSP was designed to recruit, place and support a single cohort of master's degree scholars at U.S. universities, with the purpose of facilitating the development of a cadre of research scholars and education leaders in Pakistan who would further education reforms. After a major recruitment and selection effort that yielded preliminary applications from over 3000 candidates, a cohort was identified of 27 students who met eligibility requirements as well as minimal standards for placement in university programs. Of the 27 scholars, 25 returned to Pakistan by December 2017 with master's degrees in education-related subject areas including Educational Administration and Policy, Educational Leadership and Management, Educational Measurement and Assessment, Teacher Education, Early Childhood Education, Literacy Education, Curriculum Development, Special and Inclusive Education, and Behavior and Applied Analysis. In the other two cases, USAID terminated scholars' status as sponsored students.

Pathways to Success (PTS)

The PTS activity supported 2,935 adolescent girls between the ages of 13 and 19 in completing technical and vocational education and trainings (TVET) and developing work readiness skills to support their transition to employment, and provided entrepreneurship training and basic tool kits for a select group of girls to start their own small business. Activities focused on Sindh and Khyber Pakhtunkhwa. Gender equality, girls' empowerment and promoting positive images of girls and women in leadership through local and national mentorship components were cross-cutting themes through all program activities.

The program provided three training and support components:

- Component 1: Formal technical training in public and private schools
- Component 2: Entrepreneurship and income generation training
- Component 3: Complementary programs to develop work readiness skills (soft skills, life skills, ICT skills) and promote awareness of career pathways for women in the workplace

III. Energy

On TFP's launch, USAUD's Energy Office was undergoing major staffing changes. As a result, for the first two years of the Project there was no training plans developed and no trainings requested for this Office. In 2015, a request to conduct an internship program for young graduates within the energy sector kicked off the trainings for this DO, which was followed by a request to conduct a rapid training needs assessment (TNA) for one of the largest organizations, Water and Power Development Authority (WAPDA). The aim was to identify capacity gaps within WAPDA and develop a training plan which, if implemented, would build the public sector's capacity in this sector. The eventual training plan included 70% of the trainings proposed by this TNA conducted by TFP consultants and 30% of trainings included by the DO on request of their government partners in the sector. The tables below present participant and training information by location, while the narrative will cover some of the highlights and flagship programs under this portfolio.

Activities Supporting Energy DO			
Training Location	Male	Female	Total
In-Country	185	52	237
U.S	40	5	45
Third-Country	15	1	16
Total	240	58	298

Summary of In-country Trainings

Training Name	Male	Female	Total
Energy Sector Internship Program	107	49	156
Project Management Training	10	0	10
Communication and Leadership Skills	20	0	20
Utilities Management Training	48	3	51
Sub-total (4 In-Country Trainings)	185	52	237

Summary of Third-Country Trainings

Training Name	Male	Female	Total
Advancing the Use of Wind and Solar Forecasting to Facilitate the Integration of Variable Renewable Energy to the Grid	2	0	2
Renewable Energy Regulation – Budapest, Hungary	3	1	4
Supervisory Control and Data Acquisition (SCADA)	10	0	10
Sub-total (3 Third-Country Trainings)	15	1	16

Summary of U.S Trainings

Training Name	Male	Female	Total
Legal Aspects of Project Finance Documenting, Drafting and Negotiation Techniques	3	1	4
Environment and Social Impact Assessment (ESIA)	8	2	10
Climate Regional Circulation Modeling	2	0	2
Water and Sediment Management	10	0	10
Energy Regulations and Regularity Affairs	17	2	19
Sub-total (5 U.S Trainings)	40	5	45

The trainings implemented for Energy Office can be grouped into three broad categories:

- Management
- Regulation
- Technical Capacity Development

TFP trainings supporting this DO are outlined below.

Mangement

A series of trainings exposed public sector employees to techniques and strategies in managing energy sector projects. Trainings on *Project Management* and *Communication and Leadership skills* developed participants' skills in defining projects, tasks, deliverables, negotiation, planning and leading teams. *Utilities Management* training provided mid- and senior-level managers an opportunity to learn best practices from power and gas utilities regarding customer service, combined cycle power plant management, utility management and liquefied natural gas operations through a combination of classroom instruction and site visits. Seven of the alumni trained 140 engineers from government energy sector entities on resource planning and the development of mechanisms for more cost-effective delivery of electricity, as well as improved power supply reliability, quality, and safety. The highly technical program *Legal Aspects of Project Finance Documenting, Drafting and Negotiation Techniques* assisted lawyers and investment officers in understanding the legal issues that arise in limited resource and non-resource financing situations.

Regulation

Two trainings were designed to increase the institutional capacity of the National Electric Power Regulatory Authority (NEPRA), the Oil and Gas Regulatory Authority (OGRA) and the Water and Power Development Authority (WAPDA) with respect to regulatory and structural reform. The overall goal of these trainings was to assist the Government of Pakistan in its efforts to attain better governance and more efficient performance in the energy sector. Four senior officials from NEPRA went to Hungary to attend a renewable energy workshop where they learned about aspects of renewable energy regulation and examined a case study of Germany's experience incorporating renewables into their energy supply. A training program on *Energy Regulation and Restructuring* in Gainesville, Florida and then Houston, Texas included customized sessions on oil and gas related topics for officials of OGRA, NEPRA and WAPDA.

Technical Capacity Development

A number of other trainings for the energy sector developed technical capacities of public officials. An *Environment and Social Impact Assessment* training taught participants about cutting-edge practices and technologies. These participants went on to conduct the following activities:

- Trained 232 engineers from WAPDA, NTDC, and Distribution Companies (DISCOs).
- Delivered presentations and lectures at the WAPDA Academy on the importance of ESIA to hydropower projects, the impact of climate change on hydropower, global warming and its adverse impacts on the environment to the junior engineers.
- Incorporated the knowledge gained through the ESIA training in revising 13 social safeguard standards; worked with the Soni Diamer Organization to engage on the environmental and social impact assessment for 100 individuals who will be affected by the dam construction; and developed eight case studies on improved environmental and social practices in hydropower and transmission projects in Pakistan.

Supervisory Control and Data Acquisition (SCADA) was a training to improve the understanding and utilization of this system to help participants perform better in areas of fault analysis and localization, load scheduling, system efficiency improvement, power balance planning, and handling emergency situations. This helped participants to better evaluate the existing system and determine the need for upgrades. More training sessions by alumni were arranged at various grid systems and power dispatch centers, and electric supply companies' participants submitted recommendations to their authorities for installation of updated SCADA at 132 kV and 66 kV transmission networks.

As part of their capacity building efforts with WAPDA, USACE working through USAID, requested TFP's assistance to execute trainings on *Climate Regional Circulation Modeling* and *Water and Sediment Management*. In the former case, two officials from Global Change Impact Studies Centre attended a two-

week training conducted by National Center for Atmospheric Research in Boulder, Colorado. As a result of this training, the participants planned to apply the Weather Research and Forecasting (WRF) model for high resolution (4km) climate simulations using a re-analysis dataset over Pakistan. The latter training took place at Hydrology Engineering Center, Davis, California. Officials from WAPDA and the Indus River System Authority developed advanced technical capabilities and tools to evaluate the overall Indus River Basin as an integrated system and guide the ministry and stakeholders in better management.

IV. Health

In Pakistan, public health planning and management capacity at the provincial and district agency level needs long-term strengthening. USAID’s priority within the health sector has been to address this critical need by improving administration and keeping maternal and neonatal child health as its top focus. The Project was tasked with managing only long-term academic programs under this portfolio. Two masters programs in Public Health Management and one diploma course in Community Midwifery were completed, producing 40 qualified and trained public health professionals and 177 skilled community midwives. All of these programs were in-country with Khyber Pakhtunkhwa (KP) and Sindh as the geographic target areas for beneficiary selection and capacity building; the table below shows participant numbers disaggregated by gender by location.

Activities Supporting Health DO			
Training Location	Male	Female	Total
In-Country	40	196	236
U.S.	0	0	0
Third-Country	0	0	0
Total	40	196	236

Summary of In-Country Trainings

Training Name	Male	Female	Total
Community Midwifery Program	0	185	185
Masters of Public Health Program	11	0	11
USAID Master of Science in Public Health (MSPH) / Sindh - Batch-I	15	9	24
USAID Master of Science in Public Health (MSPH) / Sindh - Batch-II	14	2	16
Sub-total (4 In-Country Trainings)	40	196	236

Achievements and impacts within each program are narrated below:

Master of Science in Public Health – Health Services Academy

This program was co-funded and co-implemented by TFP and the USAID’s Health System Strengthening (HSS) Project. TFP covered tuition for two cohorts of 24 and 16 public health officials, HSS covered their thesis preparation, accommodation, and travel and per diem expenses. This two-year Master’s program was custom designed by the Health Services Academy (HSA) for in-service public health officials. The Sindh province was the focus of USAID Health Office because of their large but poorly managed health infrastructure and for this purpose this program was targeted towards staff members of the Health Department, Government of Sindh. The students’ research focused on some of the gravest health sector issues Sindh is facing, such as malnutrition, mother and neonatal child health, health systems, and service delivery. The program trained these health professionals in policy development with the expectation that they would be in public sector positions in which they would plan for districts and/or institutions, determine key performance indicators, set targets for each indicator, review progress against set targets,

identify issues and challenges and take corrective measures to improve the performance of a district and/or institution.

Community Midwifery Program – FATA-KP Health Program

This diploma program imparted skills to students to assist at births, conduct normal deliveries in a community setting and assure the ability of the midwife to recognize danger signs for timely referral to a health facility. This program was originally a joint venture between USAID FATA-KP Health Program (FKHP), and KP Health Department, and was transferred to TFP for monitoring and completion. It was fundamental for health department needs to have availability of skilled birth attendance. This program produced 177 skilled community midwives, who were selected on merit and enrolled in six government nursing schools across KP. Deployment kits were also distributed upon completion of this program to these midwives. Most of the midwives are self-employed with home-based clinics from which they provide services to their local communities. Twenty women reported earning monthly incomes ranging from 5,000 to 15,000 PKR. Other women work on a voluntary basis and receive no significant or fixed income, but still provide important services to their communities.

Master of Public Health Program

This program was also initiated by FKHP program and then transferred to TFP. Eight scholars were trained from FATA agencies and Malakand divisions. The scholars were selected on merit and enrolled in renowned Institute of Public Health and Social Sciences, Khyber Medical University.

V. Stabilization and Governance

For the Office of Stabilization and Governance (OSG), the Project implemented only six trainings in the first three years of the contract. One was in-country training for 50 employees of the Ministry of Law, Justice and Human Rights. A subset of this group was also sent to Indonesia to study how ministries and human rights organizations are functioning in other countries with contexts similar to Pakistan. Another unconventional, but highly successful program was a training on Gender Diversity which took 10 participants from the LGBT community in Pakistan to Istanbul, Turkey for a customized training which introduced participants to best practices and strategies of LGBT communities to implement programs and advocacy initiatives. The tables below present the DO training and participant data by gender, by location.

In October, 2016 the Project finalized a training plan for Department of Auditor General of Pakistan (DAGP). With the finalization of this training plan, the Project began implementing many programs for DAGP under this DO.

Activities Supporting Stabilization and Governance DO			
Training Location	Male	Female	Total
In-Country	376	83	459
U.S	50	17	67
Third-Country	47	19	66
Total	473	119	592

Summary of In-country Trainings

Training Name	Male	Female	Total
Strengthening the Rights and Justice Framework and Agenda	28	18	46

Certified Information System Auditor (CISA) – Islamabad,	17	1	18
Certified Information System Auditor (CISA) – Lahore	21	1	22
Certified Information Security Management (CISM) – Lahore	16	6	22
Certified Information Security Management (CISM)- Karachi	7	4	11
Certified Information Security Management (CISM)- Islamabad	15	8	23
IPSAS – Islamabad	72	6	78
IPSAS – Lahore	43	18	61
IPSAS – Karachi	24	8	32
IPSAS – Peshawar	22	1	23
Occupational Health Safety Management System (Batch 1)	17	1	18
Certified Information System Auditor (CISA) – Karachi	16	6	22
Cyber Security & Computer Hacking Forensic Investigator	27	2	29
Financial Debt Management	51	3	54
Sub-total (14 In-Country Trainings)	376	83	459

Summary of Third-Country Trainings

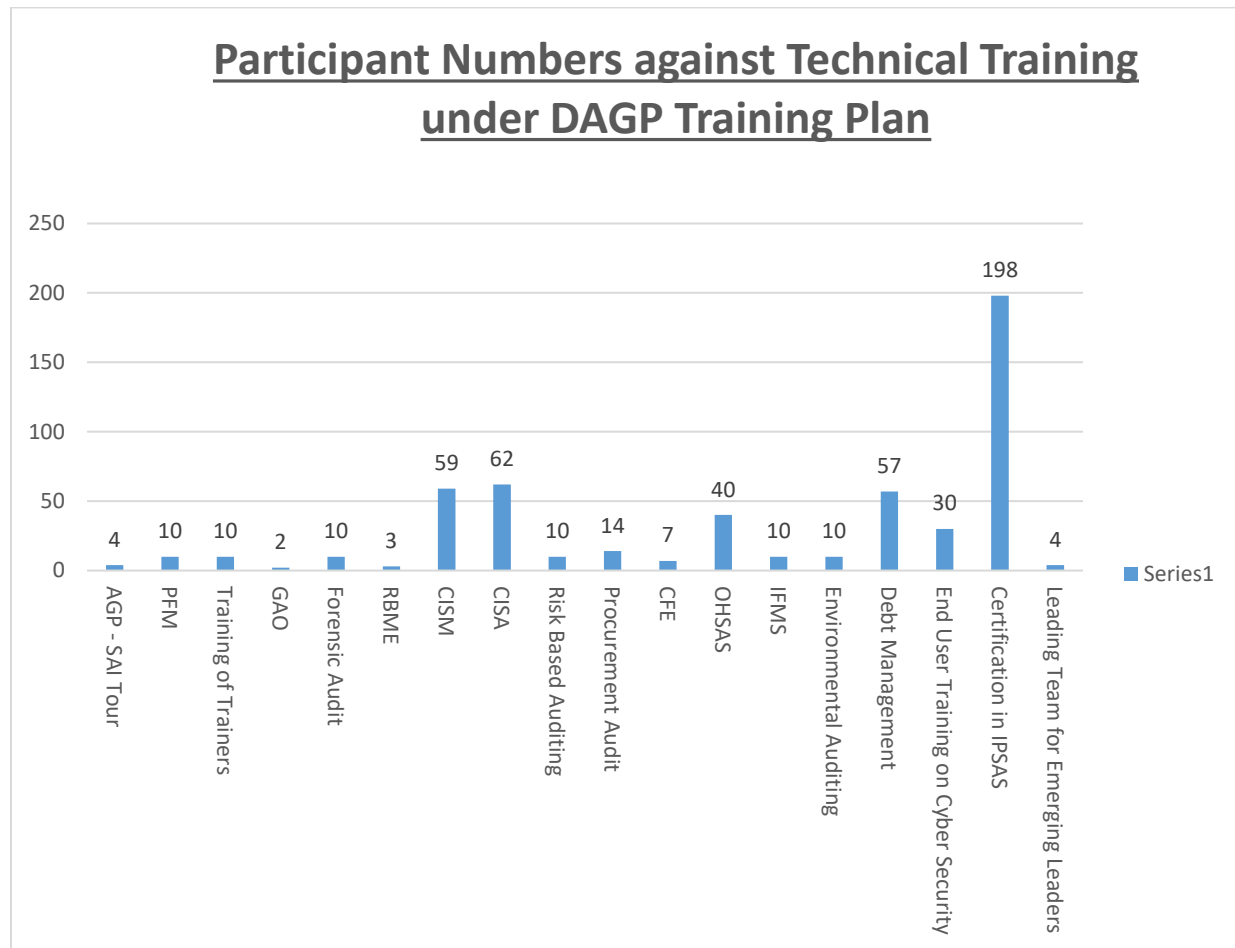
Training Name	Male	Female	Total
Gender Diversity Training, Istanbul Turkey	9	1	10
Insight into Regional Development, Almaty International Conference	6	6	12
Strengthening the Rights and Justice Framework and Agenda - Indonesia	12	3	15
Urban Futures Workshop and Meetings	1	2	3
Strategic Tours to Supreme Audit Institutions - United Kingdom	2	0	2
Diploma in Financial Crime Management	6	4	10
Procurement Management in Public Sector	11	3	14
Sub-total (7 Third-Country Trainings)	47	19	66

Summary of U.S Trainings

Training Name	Male	Female	Total
International Auditors Fellowship Program – U.S Government Accountability Office (US - GAO)	2	0	2
Supreme Audit Institution Tour, USA	2	0	2
Public Financial Management in a Changing World (USA)	9	1	10
Training of Trainers (USA)	7	3	10
Driving Government Performance: Strategies that produce results	3	1	4
GAO Fellowship Program – 2017	1	1	2
Results Based Monitoring and Evaluation Session	2	1	3
Certified Fraud Examiner	5	2	7
Risk Based Auditing	8	2	10
Integrated Financial Management Systems: Strategies and Implementation	5	3	8
Environmental Auditing	6	3	9
Sub-total (11 U.S Trainings)	50	17	67

Department of Auditor General of Pakistan

This training plan was primarily a product of a performance and capacity assessment of DAGP conducted in 2009 and then again in 2012, in collaboration with other technical USAID projects. As a result of this assessment, DAGP created a Strategic Plan 2015 – 2019 which included institutional capacity development as one of its five components. The development of a training plan to be implemented by TFP was a consultative process involving the human resource department of DAGP, TFP and USAID’s Office of Financial Management (OFM). Eighteen trainings were identified and implemented in a period of 1.5 years.



In order to ensure a fair and transparent selection of candidates for trainings, selection criteria were developed by DAGP’s senior management which included relevant experience, satisfactory service record and no disciplinary proceedings. Published articles of an officer were given extra consideration and officers were only nominated if they had not participated in training opportunities over the past two years. The Office of Stabilization and Governance placed an emphasis on meeting the gender balance mandate which obligated DAGP to nominate at least 30% female candidates for every training if not 50%. Where these targets were not met, USAID demanded a detailed justification before signing off on a training, and guided DAGP to propose trainings for the skills enhancement of the existing female workforce. This conscious emphasis resulted in increased efforts by DAGP to ensure female participation.

Improving public financial management was a main focus of DAGP’s training plan. The training programs included exposure tours of senior DAGP management to Supreme Audit Institutions (SAIs) of the U.S.

and U.K.; short-term, technical, off-the-shelf and customized programs; long-term fellowships; and in-country certification preparation courses. The international programs under this plan mostly took groups of 10-15 middle to senior level officials to the U.S. and Europe for executive, off-the-shelf courses which presented opportunities of global networking and the sharing of ideas and best practices from around the world. This exposure played an essential role for Pakistani officials in recognizing the gaps of their SAI and audit practices. As a result, many alumni of these trainings introduced newly learned concepts and approaches in their work places and revised the curriculum taught at the Pakistan Audit and Accounts Academies (PAAA) across Pakistan in an effort to institutionalize effective audit techniques. A number of new courses have been introduced and are now being delivered by participants who attended a 'Training of Trainers' course in the U.S.

The local trainings primarily trained staff from DAGP and related supporting organizations such as Controller General of Accounts (CGA) and Military General Accounts. These programs were preparation courses for obtaining globally accepted certifications such as Certified Information System Auditor (CISA), Certified Information Security Manager (CISM) and International Public Sector Accounting Standards (IPSAS). Having a pool of certified audit professionals is not only a global best practice but also the demand of the audit clients who want international standards met and expertise that can help them identify critical issues to get best value from information systems as well as appropriate security management of the information.

Some of the programs under this plan also explored modern concepts and approaches such as Cyber Security, Occupational Health and Safety Management Systems and Environmental Auditing. These trainings enabled DAGP to not only secure its cyber and cloud based data but also expand DAGP's audit operations empowering participants to learn the performance evaluation standards of any given project in Pakistan against internationally-recognized environmental standards. Through TFP, DAGP officials gained training and international certification in financial crime management and fraud examination. One alumnus delivered a training on the subject in Vietnam as part of an initiative of International Organization of Supreme Audit Institutions.

5. Additional Programmatic Activities

ALUMNI ASSOCIATION

As a result of TFP support and outreach, the USAID Alumni Association includes 1,714 training alumni. Under TFP, 12 events were organized by the nine board members of the association, including women's summits in major cities, economic development workshops, a seminar on Poverty Alleviation through Skills Development, and a Panel Discussion on Key Issues and Challenges in the Education Sector. These events provided alumni members the opportunity to network and connect to build linkages for the future. The events served as a platform to discuss various social and professional challenges, and to brainstorm how individuals can personally play a role in addressing these societal hurdles.

Although registration for the Alumni Association was voluntary, the Project encouraged TFP participants as well other USAID alumni to become part of the association and attend alumni events. Those who attended U.S. programs, were encouraged to join the "*State Alumni – Your Global Community*" to connect to a broader network of alumni from around the globe.

SMALL GRANTS

The TFP small grants program was open to alumni of all USAID programs. The Project developed and implemented the *Small Grants Manual* to manage the grants in accordance with ADS 303 and other applicable U.S. government policies and guidelines. In the early years of the Project, TFP did not receive many quality applications. To encourage alumni to apply, the Project conducted Small Grants Proposal Writing Workshops in Islamabad and Karachi. Ultimately, the Project awarded 28 small grants to USAID alumni, as listed below:

Awardee Name	Project title	Grant Awarded Date	Grant Completion Date	Location
██████████	Youth Life and Entrepreneur Skills Program	20-Aug-15	15-Feb-16	Rahim yar Khan
██████████ ██████████	Project for Capacity Building of Education Officers on Procurement Management	11-Nov-15	19-Jan-16	Balochistan
██████████ ██████████	International Conference on Research and Practices in Education	29-Jan-16	20-Jul-16	Islamabad
██████████ ██████████	Teachers Training Program on School Improvement Plans (SIPs)	8-Feb-16	7-11-16	Multan
██████████ ██████████	Project for Capacity Building Clerk Junior Clerk and Account officers on Accounting and Financial Management	3-Feb-16	3-Nov-16	Balochistan
██████████ ██████████	Youth and Women Skill Development Program	10-Nov-2016	5-Apr-17	Faisalabad
██████████ ██████████	Socio-economic, politic-cultural, equality of Persons with Disabilities (PWDs) through awareness of disabilities rights with reference to UN Convention on the Rights of people with Disabilities.	27-Jan-17	29-Aug-17	Karachi
██████████ ██████████	Approach, Design and Methodology for Capacity Building of Civil and Social Organizations' staff on Project Management Professionalism/ Result Based M&E for Result Based Management	27-Jul-17	21-Sep-17	Islamabad, Peshawar
██████████ ██████████ ██████████	Excellence Training Program: Enhance Teacher's Learning, Skills and Knowledge	10-Aug-17	8-Dec-17	Shah Faisal & Malir Town - Karachi
██████████ ██████████ ██████████	Project Cycle Management Training Program	25-Sep-17	26-Sep-17	District Muzaffargarh
██████████	Challenges to Female Educational Leaders in Khyber Pukhtunkhwa	10-Aug-17	May 2018	Peshawar
██████████ ██████████	Data Analysis Training and Establishment of Resource Room for Data analysis	18-May-17	May 2018	Islamabad

██████████ ██████████	Strengthening Capacity and Developing Monitoring and Evaluation Plan for Youth Catalyst Pakistan	30-Oct-17	19-Dec-17	Islamabad
██████████	Hawa Ki Bati	21-Nov-17	May 2018	Peshawar
██████████	Training Workshop on “Effective Tools and Techniques on International Trade”	16-Nov-17	March 2018	Islamabad
██████ ██████████	(Development in Literacy), Library Management Training	14-Dec-17	May 2018	Rawalpindi Islamabad, Dir, Manshera, Sheikupura,, Khairpur and Orangi
██████████ ██████████	Enhancing Research Competency for Social Science Faculty	3-Oct-17	May 2018	Wah Cantt, AJK & Islamabad
██████ ██████████	Operations Focused Training	11-Dec-17	May 2018	Islamabad & Peshawar
██████████ ██████	Social Entrepreneurial Course for Youth	9-Jan-18	May 2018	Peshawar
██████████ ██████	Enhance Teachers Learning Skill and Knowledge	9-Jan-18	May 2018	Peshawar
██████ ██████████	Qualitative Research Matters and Academic Writing	9-Jan-18	May 2018	Islamabad
██████ ██████████ ██████████	Hands-on Workshop on the Design and Development of Surveys	14-Feb-18	May 2018	Karachi & Hyderabad
██████████ ██████	Standard Based Teacher Education and Quality Assurance	14-Feb-18	May 2018	Islamabad & Rawalpindi
██████████ ██████████	Entrepreneurship trainings for youth	14-Feb-18	May 2018	Hunza Gilgit
██████ ██████	Empowering Teachers Through Technology: Capacity Building in Learning Technologies	22-Feb-18	May 2018	Faisalabad
██████████	Weekly School Based Professional Development Sessions	22-Feb-18	May 2018	Jandrote, Gupis, Gilgit Baltistan
████ ██████████ ██████	Training Workshop Series for Faculty and M.Phil. Research Students of Universities and Education Department of Balochistan	6-Mar-18	May 2018	Quetta

PARTICIPANT TRAINING WORKING GROUP

TFP coordinated and facilitated quarterly sessions of the PTWG. A total of 18 PTWG meetings, 13 in Islamabad and five in Karachi, were conducted with a total of 150 representatives. These meetings provided a platform for USAID participant training implementers to receive guidance on ADS 252 and

253, share best practices, and create synergies across the network of implementing partners to achieve Mission objectives through PT activities.

The following are the key thematic areas for the PTWG meetings:

- Capacity building on ADS 252 and 253 and best practices in Participant Training.
- Training, orientation, and technical assistance on TraiNet data collection, entry, and participant tracking for in-country, third country and U.S. trainings using mock data techniques and TraiNet demo sessions, examples and best practices from the field.
- Providing opportunities to PT partners to connect and network for shared learning and ongoing improvement of PT activities.

This working group proved to be crucial in ensuring compliance of training procedures, solving training related problems, and updating the group.

DATA QUALITY MANAGEMENT

The Project ensured adherence to the USAID Data Quality Standards (DQS) and regularly checked the M&E system to ensure data quality. As a standard practice, TFP conducted in-house data quality assessments (DQAs) during the year to review the Project's records against participant numbers reported in programmatic reports and updated the hard files by correcting errors and inconsistencies in the data and determined ways for improving the M&E system. The Project provided the indicator progress data to Mission every quarter through quarterly performance reports as well as PakInfo.

6. Communications

The Project's communications team was integral to the Project's success. The communications team worked closely with USAID and partner organizations to organize publicity events which enhanced the awareness of U.S. assistance and promoted the Project's activities to various audiences, including the Government of Pakistan, USAID and USG stakeholders, and local organizations. These events were appropriately branded and marked and yielded various finished products such as a profile book of returned PhD and masters scholars, short videos and official photos. Branding and marking also extended to TFP Alumni Association seminars in Karachi, Lahore and Islamabad. A list of major media and outreach events is below.

The communications team also developed a quarterly alumni e-newsletter which promoted alumni activities. In addition, in coordination with the M&E and program teams, they identified potential success stories and reached out to participants to inquire about their training, its impact, and positive change in the community; see list of submitted success story titles below.

Media and Outreach Events

1. Conference on Innovation and Entrepreneurship (2013)
2. Consumer Protection and Financial Literacy Workshop (2014)
3. Media Event for On Farm Water Management Training (2014)
4. Media Event for Pakistan Institute for Fashion Design (PIFD) trainings (2015)
5. Media Event for PHD Scholars (2015)
6. Media Event for TEMSP (Teachers Educational Masters Scholarship Program) (2015)
7. Media Event for Energy Internship Program (2016)

8. Media Event for Community Midwifery Program (2016)
9. Master and PhD Scholars Event (2016)
10. Pathways to Success Panel Discussion held in September (2017)
11. Pathways to Success Panel Discussion 2 (2018)
12. National Single Window Conference (2018)
13. Sindh Development Forum held in March 2018

Success Stories

1. "Help for Dreaming Big," ██████████ (2014). A young man from Federally Administered Tribal Areas (FATA) participated in the FATA scholarship program, and hopes to become a doctor one day.
2. "Better Thinkers Make Better Teachers," ██████████ (2015). A participant in the PhD program at Michigan State University, ██████████ revised her teaching methods upon her return and now serves on the Faculty of the Allama Iqbal Open University.
3. "Together Fighting for Basic Human Rights," ██████████ (2016). ██████████ is a visually impaired professor teaching at the University of Karachi who attended the workshops on democracy organized by Training for Pakistan. After the program, ██████████ conducted a workshop on Rights of Persons with Disabilities in Pakistan with 20 officials from the Ministry of Special Education.
4. "USAID Helps build Pakistan's Urban Cities," ██████████ (2016). Upon his return from a workshop in Thailand titled "Urban Futures," ██████████ rewrote the policy and design for urban planning in Lahore.
5. "Controlled Farming in Pakistan is no Longer Just an Aspiration," ██████████. After attending Growing High Value Vegetables in a Controlled Environment training in the Netherlands, ██████████ implemented new water irrigation techniques to his land which has drastically increased yield.
6. "USAID Scholarship Improves Teaching Methods," ██████████ (2017). After receiving his master's degree from the University of Colorado through the Teacher Education Masters Program, ██████████ went from being a local school teacher, to a trainer and professor in one of Sindh's most prestigious Universities, IBA.
7. "Cultivating Agricultural Reforms," ██████████ (2017). After attending On Farm Water Management Training at Kansas State University, ██████████ implemented new irrigation techniques on his farm which led to an increase in strawberry production by 25%. His unique farming technique was covered by Pakistan Television Network.
8. "Sehat Kahani," ██████████ (2018). ██████████ attended an MIT Entrepreneurship Development Program in 2016, and formed a telemedicine company, *Sehat Kahani* upon her return. She aims to reform healthcare access in Pakistan.
9. "Changing Lives Through Innovative Farming Techniques," ██████████ (2018). After attending On Farm Water Management training, ██████████ implemented a drip irrigation system on her farms and become a model for the farming community because of her increased crop production.

Cumulative social media and website statistics for the Project are as follows:

- Number of unique visitors on TFP's Website in the final year: 26,543
- Total Facebook Likes: 26,627
- Total Twitter followers: 371
- Total tweets posted: 817

7. Challenges and Lessons Learned

- **Pakistan Regulatory Landscape:** Various circumstances related to the Pakistan regulatory landscape caused some delays and obstacles for the Project. Prime contractor World Learning was ultimately able to obtain and maintain local INGO registration status, but doing so through the Ministry of Interior and related administrative entities was a slow and opaque process. In the Project's 3rd year, the Capital Development Authority of Islamabad began enforcing zoning laws which required the relocation of the Project's Islamabad based office. This change went into effect immediately after the announcement and the Project had to take quick action to find a suitable new space. Governmental No-Objection Certificates (NOCs) were sometimes difficult for partners and participants to obtain. Pathways to Success (to name one example) was delayed and forced to reduce its original scope because local partners had difficulty obtaining NOCs allowing them to travel.
- TFP had difficulties obtaining Pakistani visas for U.S. based staff throughout the life of the Project. The application process was unpredictable both in duration and requirements, making it difficult to plan HQ staff visits. To compensate, field staff traveled to the U.S. a bit more than had been planned, in order to maintain strong communications and processes. A number of U.S. staff obtained second U.S. passports so that they could travel on other business (or for personal reasons) while their other passports were with the Pakistani authorities for visa processes lasting several months.
- USAID partner vetting timelines caused significant delays in training implementation. In addition, the information required was extensive and in several cases training providers were apprehensive or unwilling to provide it because of privacy concerns. The Project developed a strategy of requesting the vetting information from training providers at a much earlier stage.
- The Project exceeded the 50% target for women participants, thanks in large part to several programs that emphasized women. However, many groups of trainees fell short of the target. Generally, this challenge was beyond the control of the Project, as the DO teams preferred to handle most participant recruitment directly. Knowing that recruitment in general and recruiting women specifically can be time-consuming for Mission staff, we suggest that for future iterations of TFP the Mission consider handing off more responsibility to the Project for recruitment.

Annex-I: Performance Indicator Tracking Table (PITT)

Performance Indicator Tracking Table (PITT), May 23, 2018

S. No	Indicator Name	Target	Progress		On-Track Signal ^{iv}	Remarks
			Quarterly (Jan-Mar)	Cumulative		
MSF 2.1.2b	Number of persons receiving training on skill development	NA	-	1,087		Achieved
MSF 2.1.2c	Number of person-days of training on skill development	NA	-	1,8147		Achieved
MSF 4.1.2a	Number of students receiving U.S.-funded scholarships to attend Pakistani institutions of higher education	NA	-	52		Achieved
MSF 4.1.2b	A number of students receiving the U.S. funded scholarships to attend U.S. institutions of higher education	NA	-	62		Achieved
MSFF 4.1.c	Number of individuals who completed workforce development or tertiary education programs	NA	-	99		Achieved
MSF LGL 3a	Number of adolescent girls receiving skill development training	NA	-	2,935		Exceeded target.
MSF 4b	Percentage of graduates from USG-supported workforce development or tertiary education programs reporting themselves as employed	NA	-	89%		Achieved
MSF. 1.2.1b	Number of people trained in technical energy fields supported by USG assistance (EG7.3-2)	NA	-	51		Achieved

S. No	Indicator Name	Target	Cumulative Progress	On-Track Signal	Remarks
I-a	Percentage of participants who reported utilization of new knowledge, skills, and methods acquired as result of participant training	70%	65%		Slightly lower than the target
I-b	Percentage of participants who reported improvement in their work performance as result of participant training	60%	64%		Achieved
I-c	Percentage of participants who reported to have trained others (skills multiplication) on what they learned or experienced during the training	70%	92%		Achieved
I-d	Number of people who benefited from skills multiplication activities carried out by TFP participants	N/A	12,043		Achieved On average, 40 people per participant. Following is the breakdown of the people by each DO: EGA: 9,740 OSG: 1,644 Energy: 659
I-e	Percentage of small grants projects successfully completed	100%	100%		Achieved. All grant activities were completed.
Sub-Objective-Ia	Percentage of programs for which a PDO and a debrief session is organized	90%	100%		Achieved
Sub-Objective-Ib	Percentage of participants who started and completed their programs on schedule	85%	99%		Achieved
Sub-Objective-Ic	Percentage of participants who reported satisfaction (4 on a Likert scale of 5) with the quality of information provided on pre-training essentials	90%	78%		Slightly lower than the target, because of participants unsure of their tax liabilities. VWL files taxes (for US trainings) on behalf

					of participants.
Sub-Objective-1d	Percentage of participants who rate the quality of the overall training program as at least a 4 on a 5-point Likert scale	75%	80%		Achieved
Sub-Objective-1e	Percentage of participants who report (at least 4 on a 5-point Likert scale) that they will use knowledge/skills/methods acquired from the program in their work	75%	87%		Achieved
Sub-Objective-1f	Percentage of participants who developed action plans for utilization of knowledge and skills after the training	90%	92%		Achieved
3 Sub-Objective-1g	Percentage of U.S long-term training participants who reported to have the opportunity to see how American society works	90%	93%		Achieved
Sub-Objective-2a	Percentage of participants who reported to have acquired new or improved knowledge/skills/methods from participant training program	75%	87%		Achieved
Sub-Objective-2b	Percentage of participants who developed action plans reported progress (at least 3 on a Likert scale of 5) on the implementation of their Action Plans	70%	75%		Achieved
Sub-Objective-2c	A number of person/days of training on skills development for adolescent girls.	N/A	60,459		Achieved
Sub-Objective-2d	Number of capacity assessments, training needs assessments, organizational assessments (standalone or linked to HICD) carried out	1 ^v	1		Achieved

Sub-Objective-2e	Number of staff of Lead Pakistan trained in participant training systems and procedures	6	6		Achieved
Sub-Objective-3a	Percentage of PTWG members who report (4 on a Likert scale of 5) that the PTWG is a useful platform for information and experience sharing related to participant training and exchange visitor's programs (C.4.1.c)	75%	91%		Achieved
Sub-Objective-3b	Percentage of alumni who report (4 on a Likert scale of 5) that the USAID/Pakistan Alumni Association is a useful platform for networking, learning, and information and experiences sharing	60%	84%		Achieved
Sub-Objective-3c	Number of alumni who registered for USAID/Pakistan Alumni Association	NA	1,714		Achieved
Sub-Objective-3d	Average number of partner staff attending PTWG meetings	15	15		Achieved
I- Indicator I.1	Annual Participant Training Plan completed	5	5		Achieved
I- Indicator I.2	Number of PDO/PTOs organized	N/A	163		Achieved
I- Indicator I.3	Number of debrief sessions organized	N/A	131		Achieved
I- Indicator I.4	Training Providers' database developed and updated	1	1		Achieved
I- Indicator I.5	Number of training and academic programs implemented	N/A	112		Achieved
2- Indicator 2.1	Number of attendees completing training events in the US, third countries and in Pakistan (F.4.10)	5,885	6,951		Achieved

2- Indicator 2.2	Number of participants completed academic programs [Target = U.S.: 75, IC: 40]	115	171		Exceeded the target
2- Indicator 2.3	The frequency of monitoring calls made to participants during their training programs [Target = once every week for short-term programs, monthly for long-term programs]	Once every week for short programs of duration (15-30 days), and monthly call for a longer-term program of duration longer than one month.	Achieved		Achieved
2- Indicator 2.4	Number of small grants disbursed to participants Alumni and organizations	15 ^{vi}	28		Exceeded the target.
3- Indicator 3.1	Number of platforms formed for information and experience sharing for USAID/Pakistan Alumni	1	1		Achieved
3- Indicator 3.2	Number of USAID/Pakistan Alumni quarterly meetings organized	10	12		Exceeded the target. No further meetings are planned for the remainder of the Project.
3- Indicator 3.3	Number of platforms for USAID/Pakistan Participant Training partners formed	1	1		Achieved.
3- Indicator 3.4	Number of quarterly meetings of PTWG held	12	18		Exceeded the target. Thirteen meetings were held in Islamabad, and 5 meetings were held in Karachi.

3- Indicator 3.5	A number of success stories, photographs, and media events that positively represent USAID training and its results.	Success Stories: 8. Photographs: 96. Media events: N/A	Success Stories: 13 Photographs: 135 Media events: 10		Exceeded the target.
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ⁱ This number was erroneously reported as 444 in the Annual report 2018. The revised correct number is 459.

ⁱⁱ Participants are disaggregated as per the Task Order year i.e. May to May.

ⁱⁱⁱ As of May 23, 2018.

^{iv} Green represents 'On track', orange represents 'Slight under achievement or slow progress'.

^v Only one TNA was requested by USAID.

^{vi} The target was revised to 15 in the last contract modification.

Bibliographic Information:

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