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IMPLEMENTING A PROJECT MANAGEMENT INFORMATION SYSTEM (PMIS) IN USAID/THAILAND

First Quarter Progress Report

(May-July, 1982)

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EXECUTIVE SUMMARY

Project Purpose and Outputs

The basic purpose of this project is to improve project implementation and management practices by USAID/Thailand and RTG project staff. The strategy for achieving this objective is to provide management assistance and training support to both USAID and RTG staff. Specific contractor outputs (from the scope of work) are to:

- conduct "action training" workshops with the implementing teams of 5 projects to develop credible implementation, evaluation, and reporting plans,
- provide training seminars in USAID to improve staff skills,
- set up display systems to monitor project progress/problems/prospects,
- identify cost-effective automation applications,
- strengthen internal project review/analysis practices,
- develop "sub-routines" to clarify complex, administrative procedures,
- develop project implementation handbooks and guidelines.

Several measures can be used to evaluate PMIS effectiveness. These include utilization of PMIS concepts by USAID project officers and RTG project teams, adaptation and innovation of concepts to project-specific circumstances by project staff, diffusion of

concepts to projects beyond the 5 priorities (and to other aspects of project management), internalization and sense of PMIS ownership by USAID staff at all levels, and demand for PMIS contractor services and support.

Project Background

During a Spring, 1981, TDY by ASIA/DP staff, discussions with USAID/Thailand management identified the opportunity to improve project implementation through better use of information. The lack of regular, reliable, valid reporting from RTG agencies was seen as a key obstacle to successful implementation.

In the Fall, Dr. Merlyn Kettering and Terry Schmidt of the USDA's Development Project Management Center (DPMC) were contracted for a three month consultancy to design a PMIS implementation strategy for USAID/Thailand. Their work included clarifying the scope and purpose of PMIS, identifying the planning/monitoring concepts for system design, demonstrating the value of these concepts by applying them to "sample' projects, analyzing the resource requirements for full implementation, and developing an implementation plan. (Their findings are in the document "Improving Project Monitoring and Implementation Systems: A Strategy and Plan for USAID/Thailand").

They concluded that the lack of reporting from RTG agencies was symptomatic of a greater problem -- the lack of solid, realistic implementation plans and the information "foundations" necessary to successfully carry out the project.

The strategy recommended was to develop 12 inter-related system components: four components were based within the RTG projects, eight within USAID. Three USAID components were recommended for immediate implementation by existing mission staff; the remaining nine required an additional resource commitment.

Technical Assistance

Mission management recognized that implementing PMIS required full-time staff with the right skills. AID/W funded a $175,000 budget request for a one year pilot effort to implement PMIS in USAID/T, and to develop guidelines to assist with similar efforts in other missions. The budget covers the cost of a resident PMIS advisor, TDY support from DPMC, and local costs for support staff, equipment, supplies, and travel. AID/W back-stop support is provided by Maureen Norton, ASIA/DP.

While the mission requested work to begin in January, the contract was not signed until April 17. The PMIS advisor (Terry Schmidt) began pre-work in Washington on May 1 and arrived in Thailand on May 9, 1982. The PMIS function has been administratively located in O/FIN. During this interim period, the mission followed the implementation recommendations for use of project officer monitoring plans, and formats for strengthening the project review process.

Present Status

PMIS implementation is on-course and proceeding according to the

contract scope of work; all outputs planned for the first quarter have been achieved.

Mission support for the effort has been positive at all levels. Field workshops with the NERAD and NESSI project staff have created some practical implementation products and management tools. (discussed in the main report). USAID-internal seminars have visibly improved the quality of project presentations and reviews. Other indicators of success include the requests for assistance by other project officers.

The major difficulty to date has been developing a firm workshop schedule for the 5 priority projects (NERAD, NESSI, DDMP, Mae Chaem, and Non-conventional Energy). Contracting difficulties with DDMP (since resolved) and more basic problems with Mae Chaem have complicated scheduling management assistance to the 5 priority projects. Several RTG-created delays have repeatedly postponed the major NESSI workshop.

Logistical difficulties concerning staff support, office space, and equipment, reduced the contractor's effectiveness the first 6 weeks of the project. These have been partially resolved: a PMIS secretary has been hired and a Thai management assistant will come aboard in August. Office furniture and typewriters are on order. Decisions concerning a permanent office location (physical and administrative) await the new Mission Director.

Future Prospects and Issues

First quarter operations have confirmed the validity of the implementation strategy and generated strong support at both the project and management levels. Plans for the next three quarters are to follow the implementation approach outlined in the work scope.

But as the project enters the second quarter, some adjustments and refinements are likely. Because of heavy recent staff turnover of top management and key staff (7 persons in 3 months), the mission is in essence a "new" mission. Any major management transition period requires examining and redefining mission strategy, organization structure, priorities, operational procedures, and management systems. The PMIS strategy must also be reviewed from that context, and refined to complement the broader management objectives, strategy, and style of the new management team.

Issues

Guidance is needed concerning the following issues:

- whether the 5 projects in the scope of work remain the highest priorities.
- how the advisor should respond to time-consuming requests to support other projects not included in the work scope.
- if such requests are supported, what should be given reduced emphasis.
- administrative and physical location of the PMIS function.

IMPLEMENTING A PROJECT MANAGEMENT INFORMATION SYSTEM (PMIS) IN USAID/THAILAND

FIRST QUARTER PROGRESS REPORT

A. SCOPE OF THIS REPORT

This quarterly report reviews progress to date, analyzes current status, and describes future plans. It contains the following sections:

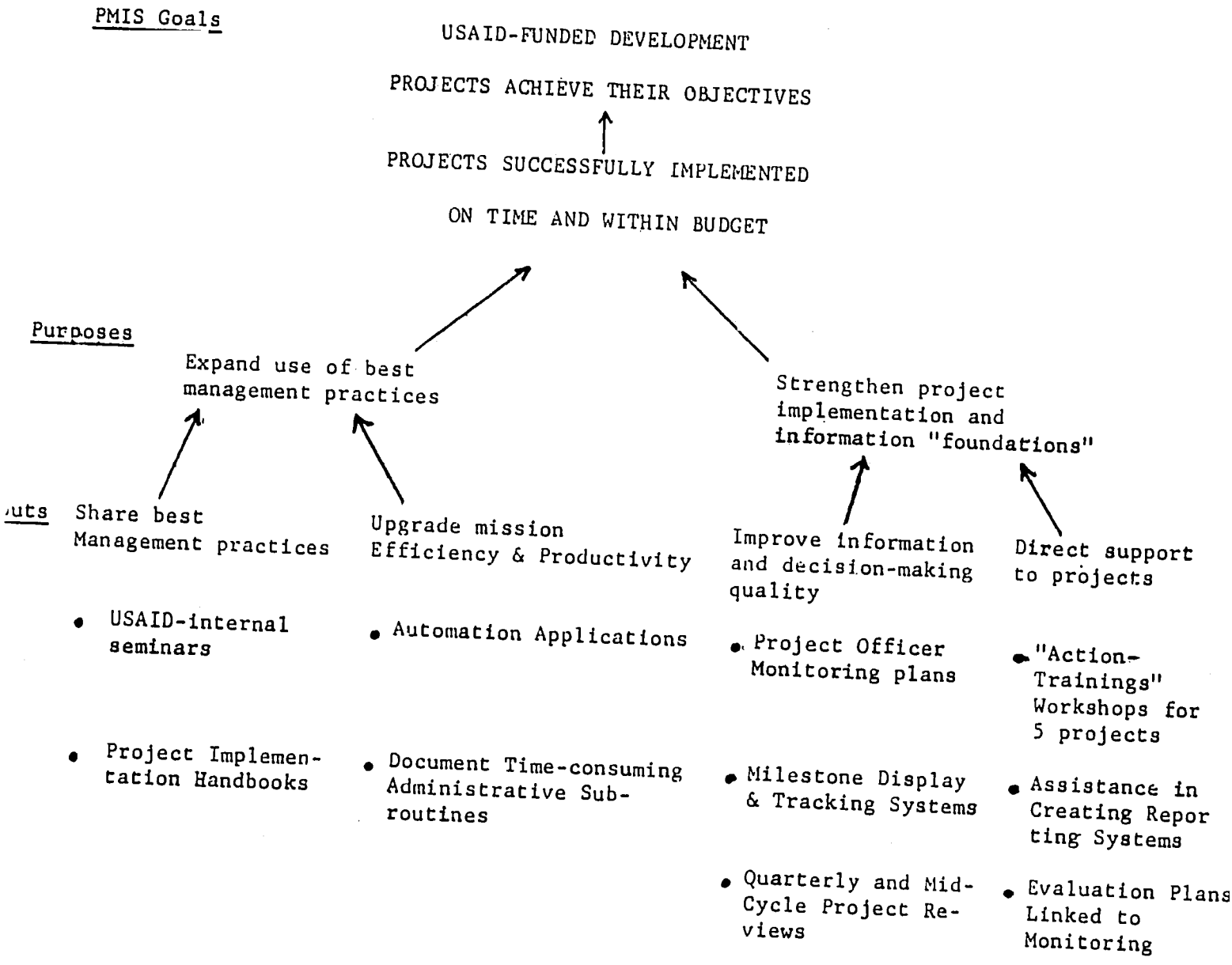
- PMIS objectives and implementation strategy
- First quarter accomplishments
- Work plan for remainder of project
- Second quarter work plan
- PMIS evaluation plan

The Appendices include training materials developed during the first quarter, project officer adaptations of monitoring plans, training workshop products and critiques, and key portions of the contractor scope of work.

B. PMIS OBJECTIVES AND IMPLEMENTATION STRATEGY

Figure 1 summarizes the hierarchy of project objectives, using logical framework terminology. The over-arching goal of PMIS is to help USAID-funded development projects achieve their intended objectives. The sub-goal -- projects implemented on time and within budget -- contributes to goal achievement.

FIGURE 1: HIERARCHY OF PROJECT OBJECTIVES



Two key purposes will contribute to these goals--improved use of good management practices, and strengthened project implementation and information "foundations"

The 12 outputs in the scope of work can be grouped into four categories:

- share best management practices
- upgrade mission efficiency and productivity
- improve information and decision-making quality
- direct support to projects

Share Best Management Practices

Mission and RTG personnel vary widely in their managerial effectiveness. One can observe USAID project and support office staff who are "on top" of their responsibilities, and others who are hopelessly overwhelmed. The difference rests largely with the practices they use to set their priorities, control their time and manage their staff resources.

USAID - internal seminars will be held to share practical project managements concepts and general management techniques with all mission staff (and perhaps with RTG counterparts). Two seminars per quarter are planned. The contractor will conduct some of these, others will be conducted by mission staff who have particular skills and insights. The intent of involving others in training delivery is to establish a mission environment for mutual learning.

"Project Implementation Handbooks" will be written to capture effective techniques. These handbooks will be Thailand-specific, for use by both USAID and RTG personnel.

Upgrade Mission Efficiency and Productivity

Automation applications (especially microcomputers) have great potential for upgrading effectiveness. There is strong project officer interest in microcomputer applications, and the work scope calls for identifying and recommending cost-effective applications.

The Fall consultancy noted that time-consuming and complex (but essentially repetitive) "sub-routines" like procurement, were not well-understood. An important sub-routine will be"documented" in an attempt to simplify the process and increase procedural understanding

Improve Information and Decision-Making Quality

A standard format for project officer monitoring plans was introduced during the Fall, 81 consultancy, as a means of tracking key project events. This component provides a simple but consistent approach to internal monitoring.

Milestone displays and tracking systems provide an office-level overview of project progress and problems, and complement the more detailed monitoring plans for individual projects.

Improvements to internal project review procedures attempt to increase the decision-making value of such reviews, both for senior management, staff officers, and project officers

Direct Support to Projects

"Action-training workshops" to develop implementation plans are the heart of the PMIS effort. The Implementation Plans in Project Papers are no more than a starting point for project execution. They must be recreated in detail by those who carry out the project.

These workshops bring key project implementors together to discuss, negotiate, and decide critical factors related to project strategy, organization, management work technology, information, reporting, and evaluation.

Such workshops are "custom-designed" to the needs of the project. They follow a structured but flexible 5-step process to ensure that all necessary planning steps have occurred. The workshops emphasize developing practical products and management tools of immediate value to the implementing teams.

Creating project reporting systems is part of the 5-step process. Meaningful reports are those which alert management to project problems and needed actions, and highlight analytic, forward-looking information, rather than descriptive, historical data.

The 5-step process emphasizes developing evaluation plans and strategies during the implementation planning stage. Early attention to evaluation improves the chances of meaningful evaluation results by identifying key issues and data collection needs, and reduces the threat which project staff frequently perceive in evaluation.

PMIS: Not a Panacea

It would be naieve to presume that PMIS can resolve all the problems that frustrate implementation. Even the best PMIS cannot overcome such problems as overly complex project designs, the centralization of power in Bangkok, strong personality disputes, and limited authority of project managers. But it can build project team skills, create practical implementation tools, and promote an orientation to results.

A host of important priorities compete for the limited time of USAID staff. This emphasizes the need to keep PMIS practical and focused on real needs of USAID and RTG project staff. The PMIS effort cannot become an end in itself which imposes costs in excess of benefits. Rather, its value will be judged by the practical payoff and results-oriented management skills it transfers to USAID and RTG project implementers.

The basis tenets being used to guide implementation are:

- "KISS" -- (Keep It Simple, Schmidt).
- Make it practical and oriented to real needs.
- Build linkages and synergy among system components.
- Concentrate on serving projects and project teams; higher management is thus served best.
- Share the credit and the ownership.
- Operate as "broker", consultant, trainer, and learner.
- Work self out of a job -- promote internalization and institutionalization.

C. FIRST QUARTER ACCOMPLISHMENTS

The first quarter implementation strategy focused on reviewing interim progress, getting a rapid start on project workshops, and supporting mission management's immediate priorities.

Arrival at a new post always requires a "start-up" process. For logistical reasons, this was more difficult than anticipated. Contractor arrival was just before the Presidential Agricultural Mission, and there was no empty office space. The first 4 weeks were spent hopping from office to office to find a desk, which lowered productivity. Mission equipment was fully utilized, it was difficult to find a spare typewriter.

Despite start-up problems, all 8 first quarter outputs from the work scope were achieved. These are summarized in figure 2 and discussed below.

1. USAID Training Seminars

One briefing and one seminar were held; both were well attended and well-received. A July 1 explanatory briefing described the PMIS implementation approach, solicit ideas for future traning seminars, and solicit comments on how to measure success of the PMIS effort.

The primary intent was to begin creating a sense of ownership for the PMIS effort on the part of permanent staff. Their suggestions are included in the training and evaluation plans.

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ACCOMPLISHMENTS AGAINST WORK PLAN

Work Scope Requirements	Actual
1. USAID training seminars scheduled, plan submitted to USAID/T and initial seminar completed.	• 1 briefing and 1 seminar completed. • July 1 briefing, attended by 32 people, covered PMIS objective and solicited ideas for training topics and ways to measure PMIS success. • Seminars on "Organizing for project reviews and updating your monitoring plans" held on July 9, 14 and 16 and attended by 25 persons. • Plan and schedule for remaining seminars included in this report.
2. Interim monitoring plans developed for entire USAID/T project portfolio by USAID project officers.	• Monitoring plans developed/revised and updated by about 80% of project officers. • Plans reviewed during quarterly PIR's.
3. Project workshop conducted for first priority project, consisting of at least fifteen days, perhaps spread over 4-5 weeks.	• NERAD projects: 5 days workshop held June 14-18; preceded by 2 days planning session; 1 day of followup with NERAD project team. • NESSI project: 3 days workshop with consultant team held June 28-30; preceded by 3 days for site visit and preplanning; 2 days followup.
4. Project Workshop training materials developed in draft form, with exercises and illustrations from first workshop	• Training materials and participant evaluating included in appendices.
5. Plan submitted to USAID for use of Thai administrative/logistic support and DPMC TDY assistance.	• Plan included in this report.
6. Recommendations for Director's Project Reviews and Office-level Mid-cycle Project Reviews submitted to USAID/T.	• Discussions held with Acting Director concerning recommendations. Intensive reviews held for 4 projects. • USAID seminars geared to complying with project review requirements, included hand over to assist in preparation.
7. Scope of work for evaluation of PMIS consultancy submitted to USAID/T with plan for data collection and analysis.	• Included in this report. • Plan includes suggestions by Acting Director and USAID staff.
8. Quarterly Progress Report completed and submitted to USAID/T.	• Requirement met by this report

A series of seminars was held before the July PIR reviews; their scope was defined in conjunction with Acting Director Robert Queener. These "how to" seminars covered:

- preparing for project reviews
- organizing a project presentation
- auditing your own information and monitoring system
- updating your interim monitoring plan

The major theme these seminars conveyed was that project reviews were not just for the benefit of senior management. For project officers, they provide a stimulus rethink the project, its prospects, problems, and actions required. Training materials created for and distributed at this session (included in appendix A were:

- one dozen questions to use in preparing for (and to be asked at) project reviews
- questions to determine your monitoring practices
- a self-appraisal checklist of project information foundations
- general format for "action-oriented" written reports
- revised format for interim monitoring plans

To accomodate project officer schedules, this seminar was repeated on July 9, 14 and 16. Future seminars will also be repeated to give attendees choice in when to attend. (This also decreases group size and discussion).

2. Interim monitoring plans

Project officer monitoring plans were recommended in the Fall,

81 consultancy as an immediate step to improve monitoring practices. Project officers developed monitoring plans in January and February, 1982.

Based on staff comments on these forms, a modified form was introduced in July (see figure 3) which added the "action agent" and three dates -- the planned date, the latest possible occurrence date, and the actual date (for later use in tracking actual occurrence)

These monitoring plans provide a standard way to identify key project events upcoming in the next 3-9 months period. They can be used at project reviews to discuss upcoming events, for monitoring by project officers, and for use at subsequent reviews to review actual progress.

Compliance with the Director's request to update the monitoring plans in July was about 80%. Most project officers prepared new plans; a few merely updated their old one. Several project officers modified the suggested monitoring plan to add new information. Examples of project officer innovations are shown in Appendix B.

3. Project Workshops Conducted

"Action training" project workshops, conducted with the project implementing teams, develop a shared understanding of the project and build the technical and managerial baselines required for successful implementation. In the first quarter, workshops were held for the NERAD and NESSI projects.

FIGURE:3 PROJECT OFFICER MONITORING PLAN

Project:_____

Project Officer(s):_____

Date prepared:_____ Reviewed by:_____

Page ___ of ___

Covers period from ____ to _____

ACTIVITY/MILESTONE DESCRIPTION	ACTION AGENT	TIMING			COMMENTS/IMPLICATIONS FOR PROJECT
		Planned	Latest	Actual	

NERAD Project

A one-week NERAD project workshop attended by 35 representatives of the participating agencies was held on June 14-18. The consultants assisted by designing the workshop agenda, coordinating the workshop, and following-up. The workshop achieved these specific results:

- identification of monitoring and reporting needs at the provincial regional, national, and USAID levels
- agreement on evaluation needs, and creation of an evaluation subcommittee to guide the evaluation activities
- clarification and decisions on procedures for funds flow and disbursement
- development of a critical path and schedule of project events for the next 3 months.

Reaching agreement on standard definitions for evaluation, monitoring & reporting was an important workshop outcome. Following the workshops, Merlyn Kettering worked with participants to refine the evaluation design and focus it on priority project needs. (See Appendix C)

This workshop was a "model" of effective workshop procedures. Each day began with a clear statement of objectives; the progress and decisions were summarized at the end of each day. Overnight, the minutes were typed for distribution the next day. Two weeks later, a book of conference proceedings was published and distributed. This "put on record" the decisions and gives the project team some leverage in enforcing agreements made at the workshop.

NESSI Project

USAID Director Don Cohen assigned top priority to the NESSI project, instructing the consultant to develop a comprehensive PMIS package to demonstrate the methodology and produce typical products to use as examples. Accordingly, plans were made with Project Officer Frank Gillespie for a "full" workshop in mid-June.

But several RTG delays slipped the date to early July, mid-July, early August and, most recently, August 16-19. (The difficulty in pinning down firm dates highlights the need for an in-house delivery capability. Because of lead-time requirements for scheduling TDY support, an internal or local capacity is needed).

While the full workshop has not been held, a highly successful intensive workshop was held for the 14 members of the contracting conventure team (Parsons & TEAM). This 2 1/2 day workshop was hastily planned when it because obvious the consultants were working without a coherent plan. Morale was crumbling; there was little leadership. So, on short notice, a workshop was held which resulted in:

- definition and agreement on project strategy
- identification of project milestones & schedule
- clarification of individual tasks
- development of internal tools for scheduling and controlling consultants.

This workshop demonstrated the benefit of action training in addressing, immediate concerns, (in this case getting organized and

producing work plans). The timing was ideal, occurring shortly after the consultant team acquired some familiarization with the project. A strong "push" at this point is of big help: problems multiply without efficient startup. It also demonstrated the value of an outsider in dealing with sensitive topics like role clarification.

Participants reactions were highly favorably; their evaluations are included in Appendix D.

4. Project Workshop Training Materials

Workshop training materials were prepared to guide the NESSI contract team in developing individual action plans and schedules; these are also included in Appendix D.

5. Plan for Use of Thai Administrative/Support and TDY assistance from DPMC

A Thai secretary (Tanyawadi Sribhibhadh) was hired for the PMIS effort in early July. A capable Thai management assistant (Chamroen Tansomboon) selected from over 50 applicants begins in mid-August. He will perform an important role in "maintaining" the system, supporting workshop activities, and translating training materials into Thai.

A total of $30,075 has been earmarked for DPMC support . Dr. Merlyn Kettering of DPMC provided useful support in a 4 week, June TDY visit. The budget envisions a second DPMC TDY visit in about January, 1983. Key tasks are to support additional project

workshop, and conduct demonstration workshops with NIDA and other potential organizations with institutionalization capability.

6. Recommendations for Director Project Reviews

Discussions with Acting Director Robert Queener focused on ways that project reviews could be more useful, for mission management as well as project officers. One suggestion was to encourage project officers to begin with an organized presentation, followed by questions and discussion. This mode was used for four projects of special interest during the July PIR's

Mid-cycle reviews were not held in O/ARD, the office which could benefit most from them. Despite the desire of O/ARD office Director Dave Bathrick to hold these, his work schedule was severely limited by a slow recovery from hepatitis.

7. Evaluation Scope of Work

The scope of work for mid-term PMIS evaluation is included in a later section. In brief, it call for an ASIA/DP team to arrive in mid or late November to review progress and assist in directing the remainder of the project to the highest payoff activities.

8. Quarterly Progress Report Submitted

This quarterly progress report follows the outline in the contractor scope of work.

D. WORK PLAN FOR REMAINDER OF PROJECT

Time is the most critical project resource. The PMIS effort will last only one year; time must be wisely budgeted to achieve the dual objectives of making PMIS succeed in USAID/Thailand and capturing "lessons learned" for wider application. For planning future PMIS activities and controlling time, the contractor organizes his activities into four categories:

Project Assistance -- provide direct assistance to 5 priority projects, (planning, conducting, and following-up on action training workshops) and ad hoc assistance to other projects.

Internal PMIS -- support mission internal development of monitoring capability, conduct staff training workshops, assist project officers develop monitoring plans, set up milestone displays, support project reviews, and manage PMIS implementation.

Documentation/Automation -- capture insights from the PMIS, effort develop training and support materials, demonstrate automation applications, prepare implementation support materials, and document key sub-routines.

Administration/Coordination -- manage PMIS staff and handling necessary paperwork, correspondence, and logistical items.

Figure 4 provides a greater breakdown of these activity categories. This numerical coding system is used by the PMIS staff to monitor time utilization. As a planning exercise, projected activities for the next quarter are budgeted against each line item. Daily time logs are kept for monthly and quarterly analysis.

Figure 4 shows actual first quarter time allocation, as well as projected use of the PMIS advisor's time for the next three quarters, assuming 60 working days per quarter. (Time allocations of the Thai management assistant will mirror this profile)

Project Assistance to the 5 priority projects will reach peak levels in the second and third quarters, and taper down to a modest level in the fourth quarter. This category accounts for 33%-45% of time in the second and third quarters, and 15% in the fourth. Internal PMIS will average about 18% of time, with a slight second quarter increase to reflect installation of the monitoring display boards. Documentation/Automation will build gradually over the life of the project, and commands nearly 65% of fourth quarter resources, when the emphasis is on developing handbooks, automation applications, and writing final reports. Administration/Coordination drops from the first quarter 33% to about 18% in subsequent periods, to reflect completion of one-time start-up and logistical activities (Embassy processing, finding housing, etc.).

The summary implementation plan in Figure 5 highlight key activities planned for the next 3 quarters. The following discussion reflects current priorities, but the new mission management team may choose to revise these priorities.

FIGURE 4: PMIS ACTIVITY CODES

(For planning and measuring resource use)

		MAN-DAYS			
		1st. Qtr. Actual (May-July)	2nd. Qtr. Planned (Aug.-Oct.)	3rd. Qtr. Planned (Nov.-Jan.)	4th Qtr. Planned (Feb.-Apr.
1000 Project Assistance					
1100	NERAD (A = general meeting & site visits)	8	5	3	1
1200	NESSI (B = workshop planning/prep.)	8	7	2	1
1300	Mae Chaem (C = workshop implementation)	0	4	6	1
1400	Energy (D = workshop follow up)	1	3	6	1
1500	DDMP	1	7	5	1
1900	Other projects (Further breakdown of assistance by M = misc.)	2	2	1	0
	Sub-total	20	25	23 + 12*	5
2000 Internal PMIS					
2100	Coordination Meetings	1	1	1	1
2200	P.O.'s Monitoring Plans	2	2	2	1
2300	Quarterly & mid-cycle project reviews	2	2	2	1
2400	Milestone displays	1	3	2	1
2500	Training seminars	2	2	2	2
2600	Project management (planning/budgeting/scheduling)	1	1	1	1
	Sub-total	9	11	10	7
000 Documentation/Automation					
3100	PMIS progress reports and briefings	5	5	5	10
3200	Training materials preparation	3	3	3	3
3300	PMIS evaluation and institutionalization	2	2	4	6
3400	Wang Training & microcomputer applications	1	3	3	8
3500	Documenting administrative sub-routines	0	1	1	5
3600	Project implementation handbooks	0	0	1	6
	Sub-total	11	14	17 + 8*	38
000 Administration/Coordination					
4100	Staff Interviewing/Hiring/Maintenance	5	3	3	3
4200	Memos/Correspondence/Cables	3	3	3	3
4300	General staff meetings	1	1	1	1
4400	Office set up (filing system, etc.)	4	1	0	0
4500	Start-up logistics & processing (medical, housing, etc.)	5	0	0	0
4600	Routine paperwork (travel vouchers, etc.)	2	2	2	2
	* = DPMC Assistance				
	Sub-total	20	10	10	10
	TOTAL	60	60	60	60

Project Assistance

The specific nature and sequence of workshop activities are difficult to pinpoint, as each project has its own unique timing and requirements. Initial project workshops have been held with NERAD and NESSI. "New starts" with DDMP and Mae Chaem are planned for the second quarter; start-up on the Non-Conventional Energy Project will be third quarter. Third quarter project emphasis will be on evaluation designs for these projects. Fourth quarter support will be modest

Internal PMIS

The strategy here is to promote internalization of improved monitoring practices. The second quarter call for installing individual and office level monitoring display boards, tracking key events. In the third quarter, these may be automated.

FIGURE 5: SUMMARY IMPLEMENTATION PLAN FOR REMAINDER OF PROJECT

	Second Quarter (Aug.-Oct.)	Third Quarter (Nov.-Jan.)	Fourth Quarter (Feb.-Apr.)
1000 Project Assistance			
1100 NERAD 1200 NESSI 1300 Mae Chaem 1400 Energy 1500 DDMP	• Continue support NESSI & NERAD • Start 1 or 2 new projects	• Start 2 or 1 new projects • Emphasize evaluation in project support	• Modest support to all projects
2000 Internal PMIS			
2200 Monitoring Plans 2400 Milestone Displays	• Assist in updating • Set up office level & individual	• Assist in updating • Maintain display boards	• Train office staff to maintain
2500 Training Seminars	• Conduct 2 seminars	• Conduct 2 seminars	• Conduct 2 seminars
3000 Documentation/Automation			
3100 Reports 3200 Training Materials	• Quarterly report • Reproduce/distribute DPMC management modules	• Quarterly report • Adapt to Thai context	• Final report • Translate into Thai
3300 PMIS Evaluation & Institutionalization		• Mid-term evaluation • Demonstration sessions at NIDA, elsewhere	• Implement institutionalization recommendation
3400 WANG Training & Microcomputer Applications	• Basic Wang training • Procure microcomputer software	• Develop applications	• Demonstrate applications
3500 Document Administrative Subroutines		• Identify key subroutine	• Document
3600 Project Implementation Handbooks	• Develop outline	• Draft handbook	• Complete handbook
4000 Administration/Coordination	• Routine activities	• Routine activities	• Routine activities

Two USAID-internal training seminars are planned each quarter; the topics are shown in figure 6. This topic list includes staff suggestions.

The arrival of the management team in August is an opportunity for the mission to examine an redefine its priorities, organization structure, and operational procedures. Indeed, it may be a requirement, as key staff turnover during the past three months (Cohen, Queener, Tenant, Grandstaff, McDonald, McKeithen and Bathrick) coupled with only partial replacement implies a serious need for a fresh look at how to improve mission productivity & effectiveness.

Many of the "action-training" methods used in project workshops to clarify priorities, roles/responsibilities, and operational procedures, can be adapted for mission use. Coordinating such activities would be a natural adjunct to PMIS activities. The PMIS team is prepared to support any such activities that new management may request.

FIGURE 6: TOPICS PLANNED FOR
USAID INTERNAL SEMINARS

(2 per quarter, to be selected from following topics)

Second Quarter (Aug. - Oct.)

- Five Steps of Implementation Planning -- overview of the information "foundations" needed for project success; how to analyze projects for gaps and how to plug them.

- Techniques for Clarifying Responsibilities -- how to use Linear Responsibility Charting to reach consensus among individuals/organizations on the shared responsibilities for project actions.

- Practical Monitoring Methods -- Methods for monitoring project progress/problems, including use of display boards.

Third Quarter (Nov. - Jan.)

- Planning for Evaluation Design -- techniques for identifying the need timing/approach to formative and summative evaluations, integrating monitoring and evaluation.

- Increasing Personal Productivity -- techniques for setting work priorities, reducing non-productive tasks, and increasing personal efficiency/effectiveness.

- Conquering the Thai Bureaucracy -- methods for getting things down through DTEC and ministries, and working effectively with counterparts.

Fourth Quarter (Feb. - Apr.)

- Putting Microcomputers to Work -- Practical applications of the Wang WP and OIS (beyond simple word processing), as well as non-Wang microcomputer applications.

- Action Training Methods -- How to use action training methods with project teams to develop implementation plans, evaluation designs, etc.

- Coping with Stress and Burnout -- Ways to reduce personal/organizational stressors, and preventive devices against burnout.

Documentation/Automation

These activities increase substantially in the third and fourth quarters. The objective is to ensure that lessons learned are captured in a form for continued mission use, and use in other missions.

Microcomputer applications have great potential, and there is strong interest on the part of project officers (some of who have purchased their own machines) But the potential for demonstration is clouded by hardware/software issues. The mission WANG system will not support the most interesting applications (e.g.milestone tracking, data-bases for evaluation expenditure tracking), nor is it the best system for use by field project teams. AID/W is currently developing a policy on hardware/software, to avoid the proliferation of non-compatible systems. The contractor plans to use his own micro-computer(NEC-8000)for some demonstration work, and DPMC has been requested to provide modest software support as part of its R & D budget..

Administration/Coordination

This is a level-of-effort administrative activity with no specific project outputs.

E. SECOND QUARTER WORK PLAN

During the second quarter, emphasis will shift to increased support for projects, and work on the mission internal PMIS. Specific plans are described under the four categories.

Project Support

Second quarter plans call for continuing support to the NERAD and NESSI projects, limited support to the Non-Conventional Energy project, and start-up on the DDMP project. Depending on the status of the Mae Chaem project (currently slated for de-obligation), some activity may be involved here. Specific support planned for these projects are:

NESSI Project (8 days)

The major activity will be coordinating and conducting a major project workshop the week of August 16-20, devoted to building integrated project plans, evaluation strategy, and reporting. This workshop will be large: 42 persons from the RTG (25), USAID(5), and the consulting teams(9) will attend the first three days. On the final day, briefings will be given to an additional 30 persons. Other NESSI support will include:

- Team - building and role clarification exercises to improve organization effectiveness of Parsons - Team consultants.
- Follow-up on implementation plans; develop methods for controlling/monitoring consultant progress.

- Help define issues and data needs for the base-line survey; work with the contract sociologist to ensure practical project needs are addressed and evaluations actually occur.

NERAD Project(8 days)

The planned activities here follow-up work already initiated:

- Complete steps already taken to build a reporting system.
- Help project manager plan for best utilization of new professional resources (U Ky team, Dave Thomas, Dave Korten).
- Push forward work started to develop a practical evaluation strategy.
- Develop a micro-computer compatible coding structure which links activity and financial codes.

Non-Conventional Energy Project (3 days)

Support may be less useful in this project, as operating methods are firmly established and there is apparent resistance to change. This project is slated for a major evaluation in September. Until the evaluation is completed, support will be limited to:

- Attending and presenting project management session at the implementation workshop (Aug. 27-29).
- Assist in overcoming resistance to USAID reporting request; develop and "sell" reporting format.

DDMP (6 days)

DDMP is approaching the ideal time for an intensive implementation planning workshop. Contracts will be signed with consultants in early August. The PMIS team will work with Gerry Wood to develop a start-up procedure.

Internal PMIS

Emphasis on this category will increase in the second quarter, with the following activities.

Set up Monitoring Display Boards

Monitoring display boards will be provided to all project officers who want (and will use) them; office-level displays will also be set up in ARD and other offices which request them.

Display boards take the next step forward in monitoring by creating a more useful visual display to track milestone events and project officer plans for the quarter. They complement the paper monitoring plans currently in use.

The technology selected for these monitoring displays is the "white-board", a large, porcelain-like substance on which colored marking pens can be used. This technology was chosen over alternative display methods (blackboards, magnetic boards, Ozaloid process paper prints) because of the ease of revision and updating, low cost, portability, and their availability in Thailand. Several sample design formats have been developed; these will be discussed with project officers and division chiefs. PMIS staff will work initially set up the displays and provide guidance in maintaining them. Office secretaries will be trained to maintain the displays in the third quarter.

These display boards will track key project milestones, and serve as a useful learning experience in establishing procedures prior to automated tracking of milestones.

Training Workshops

Two training seminars will be held during the second quarter. Each will be videotaped to accomodate staff who could not attend. Second quarter workshop topics will be two of the the following:

- The Five Steps of Implementation Planning
- Techniques for Clarifying Responsibilities
- Practical Monitoring Methods

Attendance at some of these sessions may be broadened to include participation by RTG counterparts and project team members.

Support New Management Initiatives

The PMIS staff is also prepared to assist new management (as requested) in such areas as:

- o functional analysis of mission priorities, operational procedures roles, and responsibilities.
- o internal reporting and project review methods.
- o "brokering" and applying action-training methods to mission management purposes.

Documentation/Automation

This entails documenting "best practice" for use in implementation manuals, and capturing "lessons learned" for evaluation and replication purposes.

Produce Videotapes

A series of videotapes will be produced on the use of social science techniques in conjunction with Dr. Terry Grandstaff, USAID's behaviorial scientist. Dr. Grandstaff will be depart in mid-August, and since this position is being eliminated, these tapes will be useful in orienting other social scientists (AID/W TDY, U.S. contractors, Thai social scientists) to Thailand specific methodologies. Some 6 hours of video tape modules are planned on topics including:

- The Role of Social Scientists in USAID/Thailand (for USAID staff and RTG personnel)
- The Role of Social Science Analysis in USAID Program and Project Planning (for social scientists)
- Household Survey Techniques
- Project Evaluation and Implementation
- Resource Systems Analysis
- Rapid Rural Reconaissance & Semi-Structured Interviewing
- Measuring Benefit Distribution

Reprint/Disseminate Training materials

Permission has been received from DPMC to reprint and use the 34 module "Project Management Series". These will initially by reproduced in English and used in workshops and other applications. As experience and user feedback is gained, and as Thai specific examples are developed, key modules will be adapted and translated into Thai.

Microcomputer Applications

During the second quarter, PMIS staff will receive basic orientation on the Wang WP and OIS (Office Information System). This will be a prelude to more detailed analytic applications in later quarters. There is strong potential in microcomputers, but the problem of hardware/software selection and compatibility remains.

Prepare for PMIS Evaluation

A mid-term formative evaluation is planned for late November. Planning activities include clarifying the evaluation issues and identifying data sources and methods.

F. PMIS EVALUATION PLAN

The purpose of evaluation is project improvement. This project will be evaluated in about late November, and will address such questions as:

- Do project officers prepare and maintain project monitoring plans, i.e., a list of project milestones and indicators. Are these posted and available for review? Are these used and updated periodically? Are these realistic and useful?

- Has the utilization of existing data improved during the past year? Have operational data requirements been identified and is information being systematically screened for significance (problems and opportunities)? Are analysis and the implications of the analysis being used in USAID management decision making?

- Are Director's Quarterly Review Meetings being conducted around clearly identified guidelines, issues and formats which are related to monitoring plans and which are agreed upon by the total Missions management team?

- To what extent have the project workshops already conducted been successful in producing selected management documents, e.g., activity plans, organization plans, monitoring and information systems, etc. Have the workshops been well accepted by project teams and are there opportunities for follow-up and consultation?

- What progress has been made on Thailand-specific adaptation of training and project implementation materials? To what extent have persons other than the consultant been willing to assist in this effort, both in USAID and RTG?

- Have logistic problems been quickly solved so that the consultant is able to spend the majority of time on the actually carrying out project activities, e.t., office space, travel arrangements, workshop times and spaces, meetings with relevant USAID and RTG officials?

- Who are the primary supporters of the project at this time, and what do they envision for the project over the next six months? year? two years?

- Are project officers adapting PMIS concepts and are they making innovative modifications to fit their own projects?

- Is there demand for contractor services and support? Are requests for assistance being made by project officers other than the 5 priority projects? Do the project officers of the priority projects welcome assistance?

These issues are related more to process improvement than to impact measurement. The primary purpose is to refine the implementation approach for the remainder of the project. The final evaluation will examine purpose and goal project effects, and means of maintaining PMIS benefits when the advisor departs.

APPENDIX A: Training Materials Developed During Quarter

A CHECKLIST OF PROJECT IMPLEMENTATION INFORMATION

Project _____

Document(s)	Meaning clear?	Available for project?
Project Strategy Statement		
Project Charter or Synopsis		
Project Approval Processes/Levels		
Budget Submissions		
Loan Agreement(s)		
Project Implementation Letters		
AID Correspondence on CP's and PIO's		
Specifications for Project Outputs		
Project Implementation Plans		
Annual Implementation Plans		
Financial Plan (Annual)		
Manpower and Resource Plans		
Organization Charts (Parent & Sponsoring)		
Project Organization Chart		
Authority Guidelines (Organizations)		
Job Descriptions (Personnel)		
Linear Responsibility Charts		

Best Available Document

PERIODIC REPORTING FORMAT
(Emphasizing analytic and actionable information)

A. IMPLEMENTATION PROGRESS SINCE LAST REPORT (activities started/completed, outputs produced, etc., based on monitoring plan.

B. CURRENT OR POTENTIAL PROBLEMS (and steps being taken or needed to resolve problems)

C. ACTIONS REQUIRED AND REQUESTED

Action Required	By Whom	Date to be taken

CHANGED TO PROJECT APPROACH TAKEN OR RECOMMENDED (discuss any changes to most recent project design implementation plan.)

D. IMPLEMENTATION TARGETS OR ACTIONS PLANNED FOR NEXT SIX MONTHS

Planned action or target	By Whom	Date expected

E. OTHER ISSUES OF INTEREST OR IMPORTANT

QUESTIONS ON PROJECT MONITORING/REPORTING SYSTEM

1. When was the project implementation plan most recently developed/updated?

2. How (and by whom) was this plan developed?

   Did the parties responsible for implementation participate in its development?

3. Does the implementation plan(s)
   - cover all major components of the project?
   - describe planned accomplishments, milestones, or targets by specific time periods (monthly or quarterly)?
   - designate who is responsible for each task/activity?
   - describe costs and funding sources for each task/activity?

4. Is the plan reasonably accurate and realistic?

5. How is the implementation plan used by the RTG? How is it updated?

6. How do you monitor what is happening in the project?

   How do you get your information or project work progress and schedule?

7. Does USAID receive written progress reports from the RTG (and/or contractors)?

   If so, is the content and format useful?

   If not, what can be done to overcome this?

8. When was the last time your own monitoring plan was updated?

   Did your RTG counterparts participate?

ONE DOZEN PROJECT REVIEW QUESTIONS

(To be used in preparing for PIRs, and/or to be asked at PIRs)

1. Where does the project stand now? What is the status of each component?

2. What have been the most significant accomplishments in the last 3 months? What have been the unexpected but welcome signs of progress?

3. What have been the major problems? How have these been (or how are they being) resolved?

4. What do you expect the project to look like a year from now?

5. What is the strongest aspect of the project? The weakest? What should/can be modified?

6. What evidence do we have that project purpose is (or will be) achieved? Is the project purpose still valid? Realistic?

7. Is the project implementation approach still valid? What changes should be made?

8. What are the basic budget cost categories of the project? Is their evidence of potential cost-overruns or significant underruns?

9. What are the activities and accomplishments planned over the next 6 months?

10. What potential problems do you forsee in the next 6 months? What can be done to reduce or avoid these?

11. What are <u>your</u> plans and priorities for the coming quarter?

12. What support/assistance do you need from others? (O/Dir., other USAID offices, AID/W, RTG etc.)

Documents		Project? for
Drawdown/Disbursement Procedures -donor agency -host agency		
Drawdown Schedules & Records		
Contracts		
Personnel Records		
Technical Assistance Plans		
Procurement Plans		
Procurement Procedures		
Procurement Schedules & Records		
Monitoring System Plans		
Evaluation Strategy		
Evaluation Plans		
Reporting Schedules		
Reporting Formats		
General Project Files		
Technical Project Files		
Internal Project Communication		
USAID Correspondence		

APPENDIX B: Examples of Project Officer Innovations to Monitoring Plan Formats

DISCUSSION PAPER

True False

----- ----- 1. The NESSI project will be relatively easy to implement.

----- ----- 2. It is necessary to carry out the project exactly as described in the project paper.

----- ----- 3. The canal design and construction component is the most difficult part of the project.

----- ----- 4. Increases in farmer income is the best way to measure success of the project.

----- ----- 6. Each person in this room would describe the objectives of the NESSI project in the same way.

----- ----- 7. If necessary, the extension and marketing components can be delayed until the canals are rebuilt without harming the project.

----- ----- 8. We can be certain that farmers will be willing to pay for O&M costs after the system provides reliable water.

----- ----- 9. The most difficult problems the project team will face will be the technical problems of canal design.

----- ----- 10. The best way to ensure the project is implemented successfully is for one man to tell the others what jobs to do, when to do them, and how to do them.

----- ----- 11. Because this is Thailand, the project team should mostly use the Thai language in speech and writing.

----- ----- 12. Because each man is a technical expert, he needs to understand only his part of the project and not the total project.

----- ----- 13. We cannot begin to measure success of the project until three or four years from now.

----- ----- 14. Farmer participation in Water User Associations is desireable but not really necessary.

----- ----- 15. The next year is the most important period of the entire project.

PROJECT OFFICER MONITORING PLAN

covers period
4/1/82 to 7/1/8

Project: Remote Sensing Technology for Development.493-0314

Project Officer(s) Vanchai Jaisin

Date Prepared: 7/7/82 Reviewed by: [signature]

Mintara Silawatshananai

Activity/Milestone	Planned Achievement Date	Planned Achievement Quantity	Progress to date	Potential Problem	Action Required	by whom	date to be taken
1) Equipment ($103,117)							
- procurement paper works	6/82	100%	95%	additional photographic Commodity was lately decided to purchase	put further efforts on this matter	O/EST O/FIN DTEC	8/82
- commodities arrival	9/82	100%	50%	some confusions in contact document's details	clarify promptly when necessary	O/EST O/FIN DTEC	
2) Training ($143,063)							
- long-term	6/82	2 persons		a) conflicts between NRC and DTEC arised due to misunderstanding each others.	a) professional coordinator to seek for the best possible way of amelio-rating the un-satisfactory situation.	USAID	6/82
				b) university's place-ment is not yet achieved	b) a special effort by AID/W should be requested so that place-ment in Fall Semester will be achieved	O/HRT	6/82-9/82

PROJECT OFFICER MONITORING PLAN (Cont'd)

Activity/Milestone	Planned Achievement Date	Planned Achievement Quantity	Progress to date	Potential Problem	Action Required	by whom	date to be taken
				c) Project will be terminated on 6/31/83 (PACD) and master degree program request two years duration	c) If master degree placement is achieved, another year of project extension will be required	O/DIR	9/82
- short-term	12/82	5	3	a) same as (a) afore mentioned b) well communication between NRC and DTEC was not yet observed	a) same as (a) aforementioned b) a middle man should be involved	O/HRT, O/EST	ASAP
3) Technical Assistance ($38,820)	10/82	2 trip	1	The trip is depended upon the arrival of commodities and some short-term training program as well as his availability	prepares all necessary paper works and seeks for a proper period of time	O/EST NRC	9/82

Remark: Contingency fund = $5,000

Total project budget = $290,000

Project Officer Monitoring Plan

oject: Anti-Malaria
oject Officer(s): Narintr Tima/David Oot
te Prepared: 7/16/82 Reviewed by: _____

Covers period from 7/82 to 9/83

TIVITY/MILESTONE DESCRIPTION	ACTION AGENT*	TIMING Planned	Latest	Actual	Target	Achieved as of 6/30/82	COMMENTS
Technical Assistance							
1.1 Project monitors	DTEC	Until 9/30/83				2	One resigned 5/82 replacement being recruited
1.2 Consultants, shorterm	DTEC	4/82		4/82	6	6	
1.3 Health education materials procured	DTEC	1/83			400 39	-	Charts Exhibition sets
1.4 Evaluation - Mid-term - Final	DTEC DTEC	7/81 8/83		7/81	1 1	1 -	
Participant Training							
2.1 U.S. academic, graduated	DTEC	2/83			2	1	1-yr MPH
2.2 In-country academic, graduated	DTEC	9/83		3/84	8	4	2-yr M.S.
2.3 U.S. observation tour	DTEC	9/82			12	9	6-week
2.4 Third country obs. tour	DTEC	11/82 2/83 5/83			) 37)	12	2-week
Training, Short-term							
3.1 Malaria clinic workshop	M. Div.				50	54	5-day
3.2 Malaria clinic workers	MTC	6/83			330	187	10-week
3.3 MCW, refresher	RMC	9/83			350	148	5-day

)ject: Anti-Malaria
)ject Officer(s): Narintr Tima/David Oot
:e Prepared: 7/16/82 Reviewed by: _____

Covers period from 7/82 to 9/83

'IVITY/MILESTONE DESCRIPTION	ACTION AGENT*	TIMING Planned	Latest	Actual	Target	Achieved as of 6/30/82	COMMENTS
3.4 Malaria I, Sector Chiefs	MTC	9/83			300	33	3-week
3.5 Malaria II	M Div.	6/81		6/81	200	188	1-week
3.6 Training of Trainers	M Div.	9/80		9/80	600	614	5-day
3.7 Village Malaria Collaborators	Sectors	3/82		3/82	20,000	22,083	2-day
3.8 VMC refresher	Sectors	4/83			2,500		
3.9 Health Education Workshop	M Div.	4/80		4/80	55	45	2-week
3.10 H. Ed. Techniques	M Div.	4/82		4/82	55	50	2-week
3.11 A.V.Equip.Use/Maintenance	MTC	12/82			55	32	5-day
3.12 Research workshop	M Div.	7/81		7/81	50	54	2-day
3.13 Financial management	M Div.	10/80		10/80	30	39	2-day
3.14 Automotive Repair	M Div.	5/80		5/80	60	60	5-week
3.15 Electrical Equip. Repair	M Div.	9/81		9/81	3	3	
Research							
4.1 Treatment Regimens	M Div.		Completed		1	1	
4.2 Efficiency/Biological Control	M Div.		Completed		1	1	
4.3 Biology-Larvivorous Fish	M Div.		Completed		1	1	
4.4 Malaria Anti-body	M Div.	8/82			1	-	

ject: Anti-Malaria
ject Officer(s): Narintr Tima/David Oot
e Prepared: 7/16/82 Reviewed by: _____

Covers period from 7/82 to 9/83

IVITY/MILESTONE DESCRIPTION	ACTION AGENT*	TIMING Planned	Latest	Actual	Target	Achieved as of 6/30/82	COMMENTS
Capital Investment							
5.1 Research Lab, H.Q	M Div		Completed		1	1	
5.2 Research Lab, Reg.II	M Div.		Completed		1	1	
5.3 Research Lab, Reg. I	M Div.	1/83			1	-	
5.4 Research Lab, Reg. 3,4,5	M Div.	9/83			3	-	
5.5 MTC, Reg. I	M Div.	2/83			1	-	
5.6 MTC, Reg. II	M Div.		Completed		1	1	
5.7 Improvement of Existing MTC	M Div.	10/82			1	1	
5.8 Insectary, H.Q.	M Div.		Completed		1	1	
5.9 Insectary, Reg. I	M Div.		Completed		1	1	
Commodities							
Spraying/Lab/AV Equip.& Furniture	M Div.	6/83			90% Completed		
Vehicle Overhauls	RMC	10/82			170	151	
Health Education Material	M Div.	12/82			90% Completed		
Motorcycles	M Div.	4/82		4/82	800	800	

APPENDIX C: Preliminary Evaluation Plan for NERAD

APPENDIX D: Workshop Critiques

NESSI Workshop Evaluation

(Consolidated, unedited comments from workshop participants, June 28-30)

1. What did you learn in the workshop that will help you do your job?

I got a lot more useful on many toppics in the workshop especially how to work as a team, how to organize the project, how to manage project and how to do a good job on your task as well as a team.

Do project planning and management in a very well organized way.

- Background of the project
- Scope of work of the project
- Purpose of the project

The most important would be how to identify tasks. How to chart tasks. How to best utilize time available. How to coordinate people with minimum confusion.

I learnt many things from the workshop, such as: nature of the project, how to conduct our job, our role & status in this project, how to cooperate & coordinate with our team members, and how to implement this project with the most efficiency.

- Project management practice
- Planning of project & task schedule
- Coordination procedure among team members
- Better understanding of NESSI project
- Know the elephant

Project organization and management by practice
Setting the project tasks schedule
Method of setting the group of work (man power)
Method of co-ordinater and Method of communication
Better knows a lot of project

Objective expectations, project management, individual and task work plans.

Management of the project. Team work is the best for such project.

I have gaining more knowledges on the management and the method to deal with the person involving in the work.

1. Implementation outline
2. Skills matrix
3. Teamwork

I learnt many things in owrkshop. Thus background of this project, purpose of project, how to manage the project, communication, problem solving.

The organization and management proceedures are excellent. The timing proceedures are especially appreciated.

57

2. How will this help you in your job?

It help us to create more idea in conducting research as a team work, cooperations, flexibility, etc.

Do project planning and management in a very well organized way

This workshop helps me very much in doing my work plan, better cooperation and communication with other's

Make easier
Make more efficient
Less costly through maximum use of time & people.

It will help me in clarifying my job description and understand my job and my responsibility well. And this workshop also help me to work together with other team's member, such as planning, implementing and so on

- Know whom to contact for information
- Clearer understanding of the assignment
- Foresee future problems

The work shop will help me in many ways. I know many new method to collect datas.

1. This will help me in preparing individual work plans, and the project task plan.
2. This information helps me much better understanding the job.

Do not to work so lonely (because working as a team)

This shall help me in deciding precisely to operate with the project.

1 & 2 - Save time in formulating by trial and error and gives a good profile of each members skills.
3. Helped break the ice somewhat.

This workshop help me to create idea to set plans of work in series and all details.

It will help me to be more organized and efficient in my work and time.

3. What part of the workshop was most helpful?

Work plan.

Working together, sharing each other idea.

Project management

How to create charts and schedules that will force a team effort willingly

I recognized the topic of "work schedule", I learnt a lot from this workshop.

Practical exercise.

Every part of this work shop.

All parts that concern and to be used in the preparation of work plans.

Task assignment, (plan).

The organization and duty clarification is very helpfull.

Creating a sense of teamwork..

Project management.

Every part was excellent.

4. What part was not useful?

Elephant example.

-

None

-

None

None

Terry speaks too fast.

None, except some jokes.

Did not see any.

None

None

None

Really None

5. What topics would be useful in the next workshop?

Resources management.

Identify definit scope of participants (every departments and project staff)

The evaluation of the work, in general.

Review of past workshop (short).
Continuation deeper into management and time uses.

All of the topics are useful for the next workshop.

Every topic.

Should add some criteria for engineering.

The project task plan.

Protocol.

I think that it should have a course of the approach method a specific subject which concerning in this job.

Need time to make a list.

Any additional timing proceedures.

WORK PLAN

Prepared by: _____ Date: _____

Reviewed by: _____ Date: _____

SUNDAY	MONDAY	TUESDAY	WEDNESDAY	THURSDAY	FRIDAY	SATURDAY

KEY TASKS/ACTIVITIES DURING PERIOD

Task/activity	Completion Date	Man-days required
1.		
2.		
3.		
4.		
5.		
6.		
7.		

S6

PROJECT ACTION PLAN

Prepared by: _____ Date: _____

Task Title: _____ Reviewed by: _____ Date: _____

Approved by: _____ Date: _____

Purpose of Task: _____

_____

Task Specifications _____

_____

Must be Finished by (date): _____

Activities (What)	Responsibility (Who)	Timing/When		Resources Needed	
		Start	Finish	Man-days	Equip.or Supplies
1.					
2.					
3.					
4.					
5.					
6.					
7.					
8.					
9.					
0.					
1.					
2.					

Type of Information: _____

Possible Sources: _____

Related Tasks: _____

A SUMMARY OF DISCUSSION

Working Group--NERAD Project

Subject: Design of Baseline Study

June 29-30, 1982 at USAID/Bangkok

Participants:

Participants were representatives of OAE, NERAD, USAID and DOC including Banterng, Decha, Waewchak, Grandstaff, Kettering, Montri, Suphachai, Visanou. (for final copy, please put full name and organization on this list.)

The purpose of the workshop is to determine the focus for the baseline study of the NERAD project and design the survey and questionnaire.

Discussion of evaluation and its specific purposes for NERAD project resulted in an identification of major project components and/or activity areas and the goals, outputs and assumptions related to these areas. This provided a general framework for understanding the function of the baseline survey to be conducted.

At an earlier meeting (on 6/24) between NERAD, USAID and OAE, the working group had been identified and given the assignment to design the survey and questionnaire. Several guidelines were given to the working group from that meeting:

* the survey should be relatively short and focussed upon specific needs and characteristics of the NERAD projects, rather than a general, comprehensive survey.

* although early tabulation will be done manually, it should be designed for automatic computation and analyais.

* Controls would be based upon villages in concentric circles and would be selected relative to only one of the NERAD areas, e.g., Sisaket, as part of a strategy to use the control tambons to test range of impact as well as technological variables and spread. The controls should have proximity, similarity of resource base and utilization, and other critical characteristics

* the field work must be done by September, but two months will be given for tabulation of data and another month for analysis and publication.

* Dr. Grandstaff, the NERAD team and OAE should work closely together in the design of the survey and questionnaire.

In a discussion of the various activities under the Monitoring and Evaluation Plan for the project, the working group concluded that:

* monitoring should involve the tracking of activities and outputs (e.g., training, contact farmers, technology introduction, etc.) and follow-up on project activities and decisions

* mini-evaluations should focus upon the agricultural technologies being introduced through the project and their adoption, effectiveness and adaptation, e.g., rice varieties, cropping practices, fish, chicken, livestock care, fertilizer and pesticide use, sericulture, etc.

* in-depth evaluation will focus on assessment of the achievements of the project, using the basic project hypotheses and assumptions as the basis for lessons learned for this and future efforts.

* Special studies and research should be used to examine specific problems, such as those related to the history of group formation in the villages, marketing and credit variations, and so on.

The baseline survey should provide background and baseline information relative to mini-evaluations and to in-depth evaluations, but not to the special studies. Some elements of monitoring may be related by the project team to baseline data.

To guide the development of the questionnaire, several areas for data and information were identified:

1. Information on knowledge, organization, utilization for problem-solving, capacity for problem solving, organization variations & initiatives

2. Information on income, assets, expenditures, yields (production)

3. Information on satisfaction, own goals & standards, strength of subsistence systems

4. Information on existing situation and distributive characteristics of things likely to change, e.g., land use and efficiency, credit, cropping, agriculture practices, seed varieties, marketing activities, etc. basic areas (i) resource base changes (ii) practice changes (iii) pay-off changes.

5. Information for mini-evaluations of technological uses and changes

6. Information for Yr. 4,7 evaluations on "lasting, sustaining, contact, endurance, of technology and organization and to see if "the people" take responsibility for maintenance and development

7. Information to measure farm systems combinations of technological uses and organization (esp. Yr 4,7) the range of variations and how they affect each other.

The design for the questionnaire requires questions in the following categories and on the specified variables:

Personal and Family Data

Age, sex, size of household and characteristics, education, labor force, membership in groups (BAAC, Coops, etc) with positions held now or in past or positions desired to be held in future, and benefits from being a member of the group.

Resource Base and Technology

Crops

Land (owned, rented)
Paddy Land
Up land
Garden, Orchard
etc.

Crops (some of the questions must go back over the past 3 years, e.g., production or shortfall, reserve, surplus)

Type	Season	Land Type	#rai	yield/ production	seed	source	consumption/ sales/reserves
____	_____	____	____	_____	____	_____	_____

(type of paddy land too)

Question re: "shortfalls" of rice in past 3 years, consumption in each year, surplus for sale each year.
Any changes in past years, where was knowledge/advice obtained?

Livestock

Type	#animals	#sold last year	consumed	uses (shared, rented/ plowing, pulling)
____	_____		_____	____

Do you have enough labor animals?
How about health care? what diseases, problems? How were these solved? Where was knowledge obtained?

Chicken/Poultry/Fowl

same questions as above, generally for livestock.
on consumption--How often is chicken eaten each week?
Would you like more? For what purpose--sale, consume?
Why do you not have more, e.g., disease, market difficulty, price?

Fish

Type Where, e.g., canal, tank, pond, public, community, private Consumption how often, how much Sale

Source of fingerlings
Technology: timing, selection, care, what practices, source of information

Use of Fertilizers and Pesticides and other control practices

Types Application crops, strengths frequency prices source source of information

How long have you used?
How valuable is it?
Will you continue to use?
Have you encouraged others to use?

Composting

How much manure purchased? application and uses--what crops, what land, how strong, how long

Do you have compost? How large, use? how long? learned from where?

Sericulture

Mulberry area --location: yard or upland. Variety and care (technology)?

Is there enough to feed silkworms?

Source/kind of worms. How many trays each season? Where worms raised-special area or in house equipment? problems and diseases, how solved, source of information?
Use of silk e.g., self, gift, etc.

Credit

Amount of debt? To whom? Interest rates? Terms of loan (e.g. land collateral)
Uses of loans e.g., seed, equipment---annual, seasonal, special occassion.
When taken? What alternatives as sources of credit? Sources of information?
Do you ever see yourself as being free of debt?

Marketing

Where are products marketed--which commodities (fish, rice, chicken, etc.)

Do you deliver or are these collected at farm gate--costs of transport?

What are the alternatives, and are these realistic?

Where do you get market information re: price, timing, purchaser etc.

Is quality control a problem for selling?

Do you market alone or with others?

Assets

Farm Assets--if not owned, where procured for use, e.g., rent, from whom

cart
plow--what type
equipment--types
water pump--small or medium
rice miller
small tractor
sewing machine
weaving loom
pickup truck
motorcycle
tv
buildings -- rice storage and capacity, silkworm, chicken
deposits in bank and cash on hand

Knowledge

agriculture technology and production

living and infrastructure, e.g., electricity, skills, nutrition

What are the most important things you have learned in the past three years regarding agricultural practices (up to five) From whom? How useful now?

Ask questions relative to technology and resource base areas about knowledge and where to go in case of problems, and who would go?

It was decided that it would be unnecessary to get information on household expenditures such as clothing, health care, school, food, etc. as such information would be available from the Farm Records Survey and was not critical to the technological change bias of the evaluation effort.

It was noted that general income categories could be derived from the wealth and status questions of land, production, assets, and so on.

The area of organization needs more attention, as to what people can and do do in groups, what types of groups are most active and seen as beneficial, which groups are best for what activities andpurposes, and to what extent do people begin to organize to solve problems. The area of satisfaction and goals is not addressed and will be given attention later

Tentative Schedule of activities NEXT STEPS

1.	Type up workshop summary and questionnaire area sheets	USAID	July 2
2	Devise questionnaire: some standard questions and some new questions	Decha review with T. Grandstaff	July 9
3.	Copy and distribute questionnaire USAID--Terry, Charles NEROAC--Uthai, Waewchak OAE--Decha, Banterng	Decha	July 11
4.	Discuss and Revise (maybe at Khon Kaen)	Decha to convene	July 12-14
5.	Establish Analytic Framework and Plan	Decha with T. Grandstaff	July 9-15
6.	Pre-test questionnaire (one week)	Decha	July 19-23
7.	Finalize and Reproduce Questionnaire (two weeks)	Decha	July 26 -- Aug. 6
8.	Train Interviewers (one week)	Decha	Aug. 9-13
9.	Develop Survey Plan and Sample (two weeks)	Decha	Aug. 2-13
10.	Conduct Survey (1--1½ month)	Decha	Aug. 16-- Sept.
11.	Tabulation & Analysis (two months)		
12.	Analysis & Publication (one month)		