

A.I.D. EVALUATION SUMMARY

PD-444-573
PART I
588-2

(BEFORE FILLING OUT THIS FORM, READ THE ATTACHED INSTRUCTIONS)

IDENTIFICATION DATA

<p>A. REPORTING A.I.D. UNIT: <u>USAID/Thailand</u> (Mission or AID/W Office) (ES#)</p>	<p>B. WAS EVALUATION SCHEDULED IN CURRENT FY ANNUAL EVALUATION PLAN? yes <input checked="" type="checkbox"/> slipped <input type="checkbox"/> ad hoc <input type="checkbox"/> Eval. Plan Submission Date: FY <u>8703</u></p>	<p>C. EVALUATION TIMING Interim <input type="checkbox"/> final <input checked="" type="checkbox"/> ex post <input type="checkbox"/> other <input type="checkbox"/></p>												
<p>D. ACTIVITY OR ACTIVITIES EVALUATED (List the following information for project(s) or program(s) evaluated; if not applicable, list title and date of the evaluation report)</p> <table border="1" style="width: 100%; border-collapse: collapse;"> <thead> <tr> <th style="width: 10%;">Project #</th> <th style="width: 40%;">Project/Program Title (or title & date of evaluation report)</th> <th style="width: 10%;">First PROAG or equivalent (FY)</th> <th style="width: 10%;">Most recent PACD (mo/yr)</th> <th style="width: 10%;">Planned LOP Cost ('000)</th> <th style="width: 10%;">Amount Obligated to Date ('000)</th> </tr> </thead> <tbody> <tr> <td>Mae Chaem Watershed Development (493-0294)</td> <td>Second Evaluation of the Mae Chaem Watershed Development Project, Thailand. June 1987.</td> <td>1980</td> <td>6/89</td> <td>\$10 Mn Grant</td> <td>\$9.2 Mn.</td> </tr> </tbody> </table>			Project #	Project/Program Title (or title & date of evaluation report)	First PROAG or equivalent (FY)	Most recent PACD (mo/yr)	Planned LOP Cost ('000)	Amount Obligated to Date ('000)	Mae Chaem Watershed Development (493-0294)	Second Evaluation of the Mae Chaem Watershed Development Project, Thailand. June 1987.	1980	6/89	\$10 Mn Grant	\$9.2 Mn.
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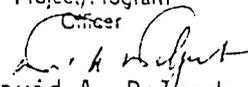
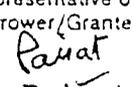
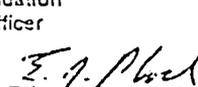
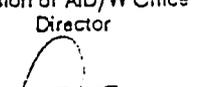
ACTIONS

<p>E. ACTION DECISIONS APPROVED BY MISSION OR AID/W OFFICE DIRECTOR</p> <p style="text-align: center;">Action(s) Required</p> <p><u>Recommendations and Actions</u></p> <p>1. The project should be extended for three more years. The full \$10 million authorized for the project should be obligated to provide adequate funding for the remaining years. In addition, USAID should consider a follow-up project that is oriented to hilltribe education, especially formal education in the lowlands for children to complete high school. The limited education they receive in the villages does not adequately prepare them for full participation in the Thai economy.</p> <p><u>Action</u></p> <p>The project has already been extended for 2 years with a total commitment of \$9.2 million. Extension of one more year within the existing \$9.2 million would be desirable from the RTG's view point, but only with respect to:</p>	<p>Name of officer responsible for Action</p> <p>MOAC, POU, DTEC, & USAID</p>	<p>Date Action to be Completed</p>
<p>(Attach extra sheet if necessary)</p>		

APPROVALS

F. DATE OF MISSION OR AID/W OFFICE REVIEW OF EVALUATION: mo 5 day 27 yr 1987

G. APPROVALS OF EVALUATION SUMMARY AND ACTION DECISIONS:

Project/Program Officer	Representative of Borrower/Grantee	Evaluation Officer	Mission or AID/W Office Director
Signature 	Signature 	Signature 	Signature 
Typed Name <u>David A. Delgado</u>	<u>Gov. Pairat Decharin</u>	<u>Edward J. Ploch</u>	<u>Lee Twentymen, Acting Dir</u>
Date: <u>4/22/88</u>	Date: <u>4/17/88</u>	Date: <u>4/25/88</u>	Date: <u>4/25/88</u>

E. <u>ACTION DECISIONS APPROVED BY MISSION OR AID/W OFFICE DIRECTOR - (cont'd)</u>	Name of officer responsible for Action	Date Action to be Completed
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- (1) continued decentralization of administration to the District; and
- (2) continuing social development programs.

USAID will not likely extend the project.

In accordance with changing MOE policy, increasing educational opportunities will be provided within the District under a coordinated MOE project using Mae Chaem as the test site for a wider scale effort including all hill tribes throughout the north.

MOE, POJ,
& CMTC

Recommendations and Actions

- 2. The project should dispense with its assistance to paddy farmers and focus on the needs of the uplands. Extension workers' time should be divided as follows:
 - 50 percent rainfed rice;
 - 30 percent annual cash crops; and
 - 20 percent tree and perennial cash crops.

The Department of Agricultural Extension (DOAE) is encouraged to use its 15 IF team members to bolster the upland extension program. The DOAE's regular and temporary staff should be a part of the upland program to ensure continuity after the project. The extension program should bolster and expand the current Accelerated Impact Program, (AIP). More rigorous analysis of the results of the extension programs should be carried out with attention focused on extension methodology, adoption rate to new technology, socioeconomic and technical constraints, and sustainability.

The project should provide some financial assistance and five IF team members to CARE International. This private voluntary organization has developed a viable strategy to provide agricultural extension services to Karen villages in the Mae Chaem watershed, and the evaluation team would like to see this work continued and strengthened.

E. ACTION DECISIONS APPROVED BY MISSION OR AID/W
OFFICE DIRECTOR - (cont'd)

Name of officer responsible for Action	Date Action to be Completed
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Action

The project has already placed increased emphasis on upland farmers, especially the production of upland rainfed rice. The project has focused on extension and training regarding this as well as cash crops.

DOAE

A total of 9 IF members have been transferred to DOAE to bolster upland extension efforts. DOAE tambon agricultural extension officers have been reassigned from the two lowland tambons to the three upland tambons to assist this program.

Oct 1987

There has never been any agreement to support CARE in this manner and it would be extremely difficult to divert personnel resources to a private agency in this manner. Instead, the project and its IF members continue to provide support to CARE in all requested areas.

POU

Oct 1987

Recommendation and Actions

3. The project should hire a marketing advisor to improve marketing communications and promote and improve the access of private merchants to upland areas. No further assistance should be provided to the cooperative.

Action

Instead, the POU is supporting increased training for both staff and farmers especially with regard to increasing the hill tribe membership of the cooperative. No material assistance is now being provided to the cooperative other than funds for training and four tambon level storage facilities. The cooperative has been informed that it must stand on its own.

DOCP

Oct 1987

Recommendation and Action

4. No more bench terraces should be constructed by the project. The targets for new road construction should be reduced, and no more large

E. ACTION DECISIONS APPROVED BY MISSION OR AID/W
OFFICE DIRECTOR - (cont'd)

Name of
officer
responsible
for Action

Date Action
to be
Completed

Recommendation and Action (cont'd)

waterworks should be constructed. The focus should be on repair of completed, poor quality construction and on the development of a maintenance capacity among the local population.

The project should work with villagers to adopt low-cost, effective soil conservation measures such as hillside ditches and contour grass strips. Estimating that about 17 person-days will be needed per rai, the project should pay 15 baht per day (cost sharing) or about 255 baht per rai. Small agricultural water-delivery systems should be constructed for upland areas already using soil conservation methods.

Action

No more bench terraces will be constructed and both road and water resource construction has been scaled down measurably, with emphasis on reduced-standard feeder roads and small scale water resource development projects which can be maintained locally.

POU, RFD
& DLD

Oct 1987

Project staff visited the grass strip sites in the HASD Project in Mae Hong Sorn and found uncertainty among government officials as to the success and future of grass strips. Furthermore, the project is concentrating on training and support of farmers in the maintenance and proper use of existing bench terraces constructed under the project.

DLD

Oct 1987

Recommendation and Actions

5. The Department of Land Development (DLD) and the RFD should develop a capacity to work with villagers to maintain waterworks and roads using help from former IF team members they hire (5 and 15 people, respectively). This will require a revamping of strategy and method to deal with upland villages in a collaborative manner.

E. ACTION DECISIONS APPROVED BY MISSION OR AID/W
OFFICE DIRECTOR - (cont'd)

Name of
officer
responsible
for Action

Date Action
to be
Completed

Recommendation and Actions (cont'd)

The agencies will need to move away from using quantitative targets and start assessing quality, maintenance and sustainability. These changes will not be easy for them to make and will require a strong commitment by the project.

Action

This has been accomplished with: (1) the transfer of 5 IF members to DLD and 15 to RFD; (2) emphasis on small scale and more locally maintained construction; and (3) increased participation by the communities.

POU, DLD,
& RFD

Oct 1987

Recommendation and Action

6. New self-help projects should be assisted only in a small number of upland villagers that exhibit strong need and a willingness to make a considerable effort of their own. The focus should be on villagers using their own inputs to help themselves. Self-help capability should be improved by more local participation in the continuing activities of the project's implementing agencies. The mobile IF team will help with village organization, while the project should provide technical assistance and some inputs through agricultural extension (DOAE), community forestry (RFD), road maintenance (RFD), and soil conservation methods (DLD and DOAE). All sub-projects should include considerable villager inputs and instruction for local maintenance to achieve sustainability. The IF teams should be divided up as follows: mobile teams, 15; DOAE, 15; CARE, 5; RFD, 10; DLD, 5; and Department of Non-Formal Education, 20.

E. ACTION DECISIONS APPROVED BY MISSION OR AID/W
OFFICE DIRECTOR - (cont'd)

Name of
officer
responsible
for Action

Date Action
to be
Completed

Action

This is currently in practice, with IF members transferred as follows: CMTC/DNFE(20); RFD(15); DOAE(9); DLD(5); DOCP(3); and IF Mobile Teams(20). In addition, the social development component of the project has been strengthened considerably, with focus on villager leadership training, coordinated formal-non-formal-vocational education, and community development, especially that initiated by villagers.

POU & CMTC

Oct 1987

Recommendation and Action

7. The change in emphasis from structures to people will require the field staffs of the implementing agencies to have some training in how to carry out this kind of development assistance. There will also be a need to continue training villagers. The IF team members who are hired by the implementing agencies will need technical training. The project should continue the services of the training advisor through the next two years to plan and supervise this training.

Action

See previous items: training is a very important component of the extension phase of the project for both staff and villagers. All IF members have received additional training, especially the 20 under CMTC/DNFE and the 20 under Mobile IF Teams.

All
agencies

Oct 1987

Recommendation and Action

8. The role of the district office should be increased in POU meetings to help start the transition to the post-project period. The participating organizations should not be pressured to hire, at project completion, large numbers of IF team members who may not be as qualified as other job candidates. The IF team members should not be given the impression that the best future for them is in government service. They now have considerable technical, organizational, and leadership skills that will be valuable to the private sector and their home villages.

E. ACTION DECISIONS APPROVED BY MISSION OR AID/W
OFFICE DIRECTOR - (cont'd)

Name of
officer
responsible
for Action

Date Action
to be
Completed

Action

The District Office is presently playing a much larger and increasing role which will result in complete decentralization of administration to the district level by the PACD, including: replacement of the present Deputy Project Director for Administration by the Mae Chaem District Officer and replacement of the present Chief of Project Administration by the ranking Deputy District Officer (this is in progress, having been agreed to be the Provincial Committee and awaiting concurrence by the Central Committee).

MOAC &
POU

Feb 1988

Recommendation and Action

9. The project activities require more careful monitoring of socio-economic change and of watershed characteristics. The project should incorporate the necessary information systems and use them for evaluations in 1989 and 1994.

Action

The project is attempting to establish a more responsive and comprehensive information system and would also like to include contracting of outside persons/agencies to gather and analyze information on specific topics. The project agrees wholeheartedly with the concept of post-project evaluations (1989 & 1994), but the possibility of implementing this practice is still unclear.

POU

Jun 1988

Recommendation & Action

10. RFD should adopt a policy of not planting trees on land that has already undergone soil conservation intervention and is being properly maintained. The policy should be clearly announced to the watershed population.

E. ACTION DECISIONS APPROVED BY MISSION OR AID/W
OFFICE DIRECTOR - (cont'd)

Name of
officer
responsible
for Action

Date Action
to be
Completed

Recommendation & Action (cont'd)

This would ensure farmers that their soil conservation efforts would be to their benefit over the long term. The policy would not necessarily entail granting rights of ownership (land use certificates or other as farmers generally fear losing their land to the RFD tree-planting program and not to others, given the traditional ownership practices of the area.

Action

There seems to be a misunderstanding here as this is not RFD policy.

Oct 1987

H. EVALUATION ABSTRACT (do not exceed the space provided)

The purpose of the Mae Chaem Watershed Development project (MCWDP) is to establish a self-sustaining upward trend in the real income and access to socioeconomic services for the rural households of Mae Chaem, with emphasis upon the landless poor while reversing deterioration in environmental quality within the watershed.

The project has completed seven years of implementation in FY 1987. The first three years were troublesome, and little was accomplished. However, many of the problems that held back progress were resolved and the past four years have been active and productive.

The project completed 81 percent of target on land terracing or 2,600 hectares. Eighty-two water resource structures developed (47 percent of target) and 153 kilometers of road construction/rehabilitation completed (more than 100 kms. of target). Besides, 4,000 land use certificate issued (95 percent target) and 4 new extension training centers completed as target.

The watershed is located in an area that, until the start of this project, had received little development attention. Now that a decent road links the area with Chiang Mai, Mae Chaem has begun to participate more fully in Thailand's economic and political life. This shows most clearly in the main town, which has grown considerably since the early 1980s and now has shops selling televisions and refrigerators.

The diverse ethnic groups living in the watershed, and the many different ecological zones, present a challenge to any development effort. This project has used a phased approach, first working with the sub-districts (tambons) near the town that have a preponderance of lowland Thais, then moving to the more remote areas. An unusual feature of the project is the provision of assistance to the lowland, upland, and highland (above 800 meters) populations. Most other development projects in northern Thailand do not include all three groups and therefore create hard feeling from the ignored groups. The more difficult to reach areas with mainly Karen hill-tribe villages were saved until last. The Christian Karen villages have had some successful development experience with missionaries, whereas the Karen who remain animists are not well organized and are strongly risk averse.

ABSTRACT

I. EVALUATION COSTS

1. Evaluation Team Name	Affiliation	Contract Number OR TDY Person Days	Contract Cost OR TDY Cost (US\$)	Source of Funds
Dr. Alan D. Roth	Development Alternatives, Inc.	PDC-1096-I-17-5049-00		
Mr. Paul Liou			\$82,000	Project Grant Funds
Dr. Chaiwat Roongruangsee				
Dr. Tse (Ted) Cheng Sheng				
Dr. Benchaphun Shinawatra				
Dr. Aniruth Tongchai				
2. Mission/Office Professional Staff Person-Days (estimate)		3. Borrower/Grantee Professional Staff Person-Days (estimate)		
30		45		

COSTS

A.I.D. EVALUATION SUMMARY PART II

J. SUMMARY OF EVALUATION FINDINGS, CONCLUSIONS AND RECOMMENDATIONS (Try not to exceed the 3 pages provided)

Address the following items:

- Purpose of activity(ies) evaluated
- Purpose of evaluation and Methodology used
- Findings and conclusions (relate to questions)
- Principal recommendations
- Lessons learned

Mission or Office: Office of Program

Date this summary prepared: November 23, 1987

Title and Date of Full Evaluation Report: Second Evaluation of the Mae Chaem Watershed Development Project, Thailand.

1. Purpose of Project Activities

The project seeks to attain self-sufficiency in rice, increased real income, higher quality of life standards of inhabitants, improved environmental conditions, increased capacity of local management and the refinement of a replicable model for watershed development.

2. Purpose and Methodology of Evaluation

This is the second evaluation. The project was first evaluated in 1983. This current evaluation intends to provide a framework for the remaining years of the project. The purpose of the evaluation was to assess progress, examine constraints and provide guidance for decision-making. The team spent a week in the fields to illustrate general perceptions and discussed with project leaders and implementers. The evaluation is mainly qualitative, drawing on data where possible.

3. Findings and Conclusions (Major Conclusions)

Quality of Life

Overall, the quality of life of the watershed population has improved. Income has increased significantly in the Phase I area. The project has yet to have an appreciative impact on the hill-tribe villages of the Phase II area although work has been going on there for more than three years. Most of the physical work has been done in the two Phase I tambons near to Mae Chaem town. Effecting change in the hill-tribe areas is more difficult than in the lowlands, and, to make any changes sustainable, the project will need at least the planned two-year extension.

Agriculture

The project has succeeded in achieving rice self-sufficiency for the project area as a whole. Through the Accelerated Impact Program (AIP), the project has increased irrigated rice yields in selected villages by 18 percent in 1985 and by 18.5 percent in 1986, the latter covering 1,500 rai. The AIP has had even more success in the uplands, increasing rice yields by 31 percent in 1985 and by 33 percent in 1986, the latter covering 3,000 rai. It will now be a challenge to the project to extend this success to other area farmers. The uplands will be the most difficult due to the remote locations and the cultural barriers that must be overcome when working with the hill-tribes who comprise the large majority of upland farmers. These farmers have had little to no education and are risk averse. The AIP has shown that change can occur in these villages with the right extension strategy and an appropriate technology package.

J. Summary of Evaluation Findings, Conclusions and Recommendations (cont'd)

An intention of the project was to promote annual cash crops for 50 percent of the upland area under cultivation. The upland farmers prefer to plant rice for subsistence although some grow soybeans, corn, and some other annual cash crops for diversity. Lowland farmers have more readily adopted cash crops and grow a considerable quantity during the dry season.

Agricultural technology is available for tropical, sub-tropical, and temperate fruit tree crops, but extension to hill-tribe villages is only beginning. These crops have considerable potential for sustainable growth. They provide economic benefits and protect the watershed, but they take a number of years to mature and require extension services to reach the more remote areas of the watershed. It will be a challenge to the project to make enough progress in the next two or three years so that agricultural growth for these crops can be sustained in the uplands in the post-project period.

For soil conservation, the project has constructed over 15,000 rai of terraces. Activities were limited to construction of bench terraces, which have a positive benefit/cost ratio when benefits are calculated over 20 years. However, the terraces are too expensive for farmers to build on their own. The project has not provided farmers with available lower-cost, effective methods that would more likely produce a spread effect from this activity. Many of the bench terraces constructed are of poor quality, and farmers have not been trained in how to use and maintain them.

Marketing

The project has provided marketing assistance focusing solely on the Mae Chaem Cooperative, which now performs well. However, it has only 556 members (out of 6,338 families in the project area), and almost all are lowland Thais. The cooperative purchases only in large quantities in areas near to the town and has a viable operation only if USAID-subsidized assets.

Infrastructure

The project's physical achievements (with the exception of waterworks) generally surpassed planned targets. Project-constructed or -rehabilitated roads have facilitated implementation of other project activities and are already starting to benefit the project villages. However, the quality of construction of roads and terraces was such that many of them may rapidly deteriorate and benefits may not be sustainable without additional assistance. The waterworks have a high benefit/cost ratio (3.1) as a result of increases in irrigation water for paddy production. Village potable water supplies and sanitation facilities were successfully constructed and are being well used.

Project Management

The project has provided a number of valuable lessons in project management that will help other projects. One important element is the administrative jurisdiction of the project area. The project was originally to be implemented in two districts, as one tambon was in another district. However, this tambon was not included in Phase I and was removed from the project before implementation there could begin, mainly

J. Summary of Evaluation Findings, Conclusions and Recommendations (cont'd)

because of the potential difficulties of working in two districts. Some of the other area development projects in northern Thailand have been implemented across district boundaries and were more difficult to coordinate than MCADP.

The project's management system has been effective in directing field activities and in providing for their coordination. This is a significant accomplishment. However, this success was heavily influenced by the personal interest and enthusiasm of the Project Director (The Governor) and his deputy for administration. Their organizing and leadership skills are exceptional. Although it is unlikely that this combination would be available for other projects and thus cannot serve as a model for other donor-funded projects, the province/district structure would be valuable for other projects to consider.

Although the management system was effective in achieving most of the project's physical targets, it was not successful in promoting the project strategies for achieving social and economic improvements. The implementing agencies remained concerned with the physical targets and not the effects of infrastructure on the local population. Many activities were not implemented in a way that enhanced local participation, self-reliance, and sustainability.

Despite the project's decentralization from the original management center in Bangkok to the Chiang Mai Governor's office, project management authority depended on an outside source of funds to provide leverage for coordination. The project has not succeeded in establishing an overall model for RTG-financed operations. The lessons learned are that the personal capabilities of the leaders and purse-string control are what count. Structure is of minor importance.

The project has been plagued by poor implementation of financial procedures. In its early stages, the problems were complicated due to multiple sources of funding and different financial systems, compounded by RTG difficulties in meeting the conditions precedent. Many of these problems were resolved just prior to the 1983 evaluation, but the procedures of the Department of Technical and Economic Cooperation (DTEC) have remained extremely slow, and this situation continues to cause serious delays in implementation.

Interface Teams

The project intended to use the IF teams to develop a self-help capability in the project villages. This has been accomplished in the lowland Thai villages but not effectively in the hill-tribe villages, where a dependency on the IF teams has been created. The evaluation team believes that the IF teams stayed too long in lowland Thai villages at the expense of the hill-tribe villages. This was due, in part, to the phasing of the project and its slow start, which had the IF teams spending years in the lowland Thai villages where, in most cases, they were needed for no more than a year. The few years they have spent in the Phase II hill-tribe villages are still not enough to achieve the desired sustainability. Also, the focus has been on core villages and too little attention has been devoted to satellite villages. The IF team concept has proven to be valid for many project villages and is worthy of replication in other donor-funded projects.

J. Summary of Evaluation Findings, Conclusions and Recommendations (cont'd)

The POU has requested the implementing agencies to hire 49 IF team members for the project extension period. The salaries will continue to be paid by USAID. The objective is to give the IF people permanent positions with technical agencies. The POU has asked the agencies to make these positions available. The evaluation team sees value in providing the implementing agencies with personnel who can work closely with the project population.

Forests and Watershed

Forest protection and reforestation activities have been relatively successful. The Royal Forestry Department (RFD) has the technical capability to continue to carry out the fire-control work but may not have the budget to do so in the future. The evaluation team observed the following positive factors: the watershed does not have large contiguous tracts of destroyed forest; very few forest fires, if any, reached crown level; and the project has initiated a new activity for range management. However, many of the project's forest protection activities will be significantly reduced when project funds are no longer available. The issuance of land use permits has exceeded the planned target, but the evaluation team did not find that they were having a significant effect on farming practices. They covered an average of only 2.3 rai, which is insufficient for household self-sufficiency, and some permits were only for residences, not farmland.

The hydrology (watershed) research and monitoring activities have not yet obtained conclusive results because of the short time that these have been under way. The monitoring of land use changes is important and is not being done.

Opium and Drug Addiction

The Narcotic Detoxification Center, opened in early 1986, has treated 341 opium addicts. Despite a 35-percent recidivism rate only two months after treatment, the evaluation team considers this activity to be successful and important. The center's service is in strong demand by the Karen population it serves and has a long waiting list.

The opium-producing area in Mae Chaem amounted to 2,168 rai (363 ha) in 1986. The production level was about 16 percent of the total opium crop for all of Chiang Mai Province. However, 60 percent of this crop was eradicated before it could be harvested. The eradication campaign will decrease opium production in the area by increasing the risk to farmers. However, the potential for crop replacement remains low for the near future as adequate substitutes have yet to be extended to the current opium farmers.

4. Principle Recommendations (See in E)

J. Summary of Evaluation Findings, Conclusions and Recommendations (cont'd)

5. Lesson Learned

This project is considered to be an important experiment in using development strategies that are new to Thailand. The main innovation is the use of special teams of project-trained field workers who have no institutional home outside the project. The teams help coordinate the actions of the line agencies and facilitate communications between government agencies and project villages. These IF teams were designed to leave a sustainable level of activity at the village level.

Another innovation is the issuance of land use permits to hill-tribe farmers. This was a condition precedent that was not quickly fulfilled. The project funds were frozen by USAID for nearly a year before the RTG complied through a Cabinet resolution.

Still another innovation of the project was to move its management to the Chiang Mai Governor's office, with operational management in the hands of the full-time deputy. This institutional structure is considered part of the model this project represents. The term "model" is used frequently by USAID and RTG officials in regard to the project. It is not clear, however, whether all use the same definition of it. Its meaning for most may be less a model for others to emulate and more a shorthand way of referring to the innovative structure and strategy of the project. Although the project as a whole is difficult to use as a model, some of this components can provide replicable strategies for other projects to use.

K. ATTACHMENTS (List attachments submitted with this Evaluation Summary; always attach copy of full evaluation report, even if one was submitted earlier)

Second Evaluation of the Mae Chaem Watershed Development Project, Thailand.
June, 1987.

L. COMMENTS BY MISSION, AID/W OFFICE AND BORROWER/GRANTEE

This is a competent and reasonably thoroughly professional evaluation given the nature of the project and the time constraint on the evaluation team. The work is responsive to the points in SOW. Despite the inadequate representation of beneficiaries' view on project success, the team drew a number relevant conclusions and made numerous recommendations which provide guidance for the time remaining in the project.

The "lessons learned" in Mae Chaem are being applied in other donor-funded development projects in Thailand. The Mission - Natural Resource and Environmental Management program builds upon successful elements of the Mae Chaem project.

∴ As a "model" for watershed development the Mae Chaem project continues to draw interest and attention from RTG and foreign donor officials.

ATTACHMENTS

MISSION COMMENTS ON FULL REPORT