

PD-HBD-252

73767

LAC REGIONAL FINANCIAL MANAGEMENT

IMPROVEMENT PROJECT

LAC RFMIP

WORK PLAN

January to September 1990

**Project No. 598-0658
Contract No. LAC-0658-C-00-9021-00**

February 1990

Price Waterhouse



April 10, 1990

**E. Cecile Adams
LAC Controller
U.S. Agency for International Development
Department of State
Washington D.C. 20523-0209**

**Re: LAC Regional Financial Management Project,
Contract No. LAC-0658-C-00-9021-00**

Dear Ms. Adams:

Enclosed is the final Work Plan for the period January through September 1990 incorporating your comments and observations from the draft we submitted to you in February.

The Work Plan includes the objectives and overall approach for achieving the goals of the project. It includes detailed estimates for timing, levels of effort and costs.

Your acceptance of the contents of the draft Work Plan has indicated your approval of our strategy during the next months.

We take this opportunity to confirm that the project will continue to gain momentum during this period and we look forward to providing concrete products and improvements in the area of financial management within the LAC region.

Very truly yours,

A handwritten signature in cursive script that reads "Price Waterhouse".

Price Waterhouse

Enclosure

**LAC REGIONAL FINANCIAL MANAGEMENT
IMPROVEMENT PROJECT
LAC RFMIP**

CONTENTS

<u>Chapters</u>		<u>Page</u>
I.	Introduction	2
II.	Objectives and Overall Strategic Approach	3
III.	Activities	12
 <u>Appendices</u>		
Appendix A	Level of Effort Chart	
Appendix B	Projected Expenses	
Appendix C	Time Schedule	

**LAC REGIONAL FINANCIAL MANAGEMENT
IMPROVEMENT PROJECT
LAC RFMIP**

WORK PLAN

JANUARY TO SEPTEMBER 1990

This Work Plan is organized in the following sections:

- o Introduction to the Work Plan**
- o Objectives and Overall Approach of the project**
- o Description of Work Plan Activities**

Attachments to the Work Plan include:

- o A level of effort chart in person-days covering the current nine-month period**
- o A cost projection for planned activities**
- o A time schedule for carrying out project activities during the nine-month period**

Section F.3. of the terms of reference of the contract between A.I.D. and Price Waterhouse for the LAC Regional Project for the Improvement of Public Sector Financial Management requires a work plan be submitted semi-annually for approval by the Project Officer. In order that the PW project reports coincide with A.I.D. semi-annual internal reporting requirements, Price Waterhouse will submit the work plans in February and August. This work plan covers the nine month period from January through September 1990 in order to synchronize the project work plan and A.I.D. internal reporting requirements.

I. INTRODUCTION

The Work Plan is based on the draft preliminary Regional Strategy for Improving Financial Management. The objective of the Work Plan is to implement activities which will further development of this regional strategy for improving financial management. Lessons learned from carrying out these tasks will be incorporated into the strategy. At the conclusion of the current three-year project, the strategy should present a realistic and pragmatic approach to improving public sector financial management.

In order to plan the work during the life of the project and in particular during the next nine months, Price Waterhouse would like to take the opportunity to present the objectives and overall strategy for the work plan. Planning and execution of project activities needs to be flexible, responding to the opportunities that arise during the project to test assumptions on what financial management improvement activities are, and are not, effective. The following overview includes all deliverables under the contract, whether activity is planned during this period or not, and also includes some modifications which should be incorporated in view of the experience gained during the first semester of the project.

II. OBJECTIVES AND OVERALL STRATEGIC APPROACH TO THE PROJECT

Strengthening lesser developed countries (LDC) public sector financial management has long been a keen interest of A.I.D. as well as other international donor agencies. Reports by the General Accounting Office (GAO), the Inspector General's Office (IG), Price Waterhouse (PW) and other institutions, have repeatedly revealed significant deficiencies in this important area.

Although concerted efforts have been made and significant financial resources have been expended to improve HC financial management, most people agree that it remains weak. Importantly, studies have shown that this situation exists throughout the developing world.

One of the reasons contributing to the ineffectiveness in improving HC financial management, despite the resources expended, is the lack of a cohesive strategy to address this pervasive problem. Projects carried out to improve public sector financial management have often been directed at isolated problems identified in specific institutions. These projects provide **ad hoc solutions** but do not address the underlying constraints to improving financial management, and so have little impact on the overall soundness of LDC public sector financial management.

The Sahel Region Financial Management Project was the first attempt to take a **regional** approach to improving financial management. Once again, however, the approach was **project by project**. To the contrary, the focus of the LAC Regional Financial Management Improvement Project (**LAC RFMIP**) is improvement of **overall HC financial management**.

A key product of the LAC RFMIP is the development of a coherent **regional strategy** to improve public sector financial management. The specific activities of the project are diverse but all tied to developing that strategy:

- o The newsletter, technical publications and regional and sub-regional conferences draw the attention of financial managers and decision makers to the need to improve financial management and provide opportunities to exchange experiences and ideas on how to do so
- o The Donor Working Group and the financial management activities data base identify what has been done and what is being done to improve financial management
- o Country assessments identify constraints to improving financial management, refine methodologies to assess constraints in other countries and identify new country strategies for improving public sector financial management
- o Evaluation of selected financial management data base activities identifies activities that are effective and those that are not, as well as the underlying reasons for their success or lack of success
- o Base line data gathering will permit the measurement of strategy implementation impacts
- o Country specific activities will provide the opportunity to test potential solutions identified in the regional strategy

The development of a realistic and pragmatic strategy for improving public sector financial management requires a thorough understanding of the related constraints. The preliminary Regional Strategy for Improving Financial management identifies the fundamental constraints as follows:

TECHNICAL CONSTRAINTS

- o Poor public sector organization

- o Lack of integrated financial management systems, including incomplete policies, procedures, practices, standards and computerized information systems
- o Antiquated financial management legislation
- o Inadequate personnel skill levels

POLITICAL AND SOCIAL FACTORS

- o Lack of understanding of the importance of financial management as well as the will and commitment to improve it
- o Unclear objectives and strategies
- o Low government wages
- o Politicization and patronage in the work environment
- o Corruption
- o Government administrative culture

The preliminary Regional Strategy for Improving Financial Management is the result of the first six months of the project and the accumulated experience of the project team and other knowledgeable individuals. The following is the approach by which the technical constraints may be addressed and therefore will be the key ingredients of the A.I.D. LAC Bureau strategy for improving public sector financial management:

- o Development of a **conceptual model** which establishes the fundamental concepts of integrated financial management systems
- o **Commitment** from the HC government and donors on long-term financial management improvement efforts as a precondition to financial assistance
- o Recommendations for reformulation of **legislation** based on the precepts of the conceptual model and integrated systems approach

- o **Training** linked directly to concrete reforms and **targeted** at the relevant needs of the participants
- o Financial management systems **modernization and implementation** based on the integrated financial systems conceptual model

The approach to strengthening financial management by overcoming the political and social constraints could include:

- o Improved **understanding and awareness** of the importance of financial management
- o Institutional strengthening of **professional associations** and other institutions that provide government financial **management education**
- o Minimizing the insidious effects of low government salaries, patronage, corruption and cultural factors

The technical execution of this strategy in both the hard (technical) and soft (political and social) financial management areas must carefully consider the political and economic environment both in Washington D.C. and in the LAC region, especially the current trend toward budget cutting and reallocation of foreign assistance to strategic geo-political areas.

Increased donor agency awareness of the critical role of strong financial management in the development process presents an important opportunity to make advancements. The approach taken to build on this opportunity and overcome the risk of a stalled effort due to a shortage of funding includes consideration of the following:

- o **Focus on countries** that have demonstrated **commitment and resolve** to improving public sector financial management
- o **Focus on host country (HC) institutions** such as the Ministry of Finance and Controller General's Office that have the **greatest potential for significantly impacting on the quality of HC financial management**

- o Exploitation of attention getting events to **communicate** the importance of financial management improvement efforts in a balanced A.I.D. development strategy
- o **Coordination** of donor agencies and all key HC institutions and individuals

The guiding principle in project planning will consist of responding to the following questions:

- o **What do we know about the constraints to improving public sector financial management?**
- o **What additional information will be obtained or what lessons will be learned by performing the proposed activity?**
- o **How does the proposed activity support the object of developing a long-term regional strategy?**

There are two concurrent tracks to this project: 1) development of a strategy for the LAC region and specific countries to improve financial management, and 2) activities to encourage HC improvement of public sector financial management.

A. Strategy Development

The development of a sound strategy for improving HC Financial Management in the LAC region has two fundamental elements: 1) assessment of the **status** of HC financial management and **identification of constraints** to achieving improved financial management and 2) **strategy** preparation, testing and redefinition.

1. Assessment of the Status of HC Financial Management and Identification of Constraints

Determination of the status of HC financial management in the LAC region is to be accomplished through two to four country specific assessments. These assessments will identify specific constraints to improving financial management and a long-term country

specific strategy for addressing these constraints, developing a standard assessment methodology, and identifying possible immediate activities which could be carried out by the HC or donors.

These assessments, combined with the studies and diagnostics performed by others, will provide sufficient information on the status of financial management in the region. The project team will collect assessment reports prepared by others and, in cases where information is incomplete, consider additional in-country assessment work. Follow-up analysis will be performed on a periodic basis to measure the effectiveness of the recommendations and review adjustments made.

Baseline data will be collected in ten countries in order to establish the present level of financial management capability in the countries selected. To collect this information a methodology for quickly measuring the financial management performance of HC's now and in the future will be prepared. Measurement of the current status of HC financial management will permit the evaluation of HC financial management improvement efforts subsequent to the implementation of HC financial management improvement efforts.

2. LAC Regional Strategy Preparation, Testing and Redefinition

The development of a proven and pragmatic regional strategy is a reiterative process. A preliminary strategy has been prepared and will be periodically revised throughout the remainder of the project, based on lessons learned in carrying out the other project activities. The development of a Financial Management Project Data Base and the evaluation of selected financial management success activities should provide objective indicators of what has and what has not led to financial management improvement.

Activities such as the development of a Latin American Operational Auditing training course and a standardized PC-based Accounting/Budgeting/Reporting system for A.I.D.

recipients provide the opportunity to test possible interventions which will result in overcoming identified constraints.

The preliminary strategy establishes the need for a conceptual model for integrated government financial management systems in the LAC region. Activities will be carried out to develop this conceptual model. The Organization Restructuring Project in Costa Rica will provide the basis for the model applicable to supreme audit institutions (SAI's) in the region. Technical assistance will be provided to USAID missions and HC's in designing and evaluating financial management improvement projects. The lessons learned in other RFMIP activities will be applied to these country specific projects and vice versa.

The above activities will result in a final LAC Bureau strategy for improving public sector financial management. Bi-products of the strategy development process will also include tested methodologies for collecting baseline information and performing country assessments and project evaluations. These products will assist A.I.D. and the HCs in determining how scarce resources will be applied in order to achieve more efficient and effective financial management. Training tools will also have been developed and tested and will be available for use in future improvement efforts in other countries. Success in standardizing a PC-based accounting/budgeting/reporting software package on a pilot basis will result in the potential for implementing this solution on a region-wide basis at a great number of A.I.D. implementing agencies.

B. Awareness and Commitment to Improving HC Financial Management

The Project Paper (PP) included a number of activities to increase awareness of the need for stronger HC financial management and HC commitment to improvement efforts. **Commitment** is a critical factor which must exist before improvement efforts can be initiated.

In order to continue to increase the awareness of the need for stronger public sector financial management and encourage commitment on the part of the host countries, participation in and attendance at regional, sub-regional and country specific conferences and professional gatherings is required. The project will present specific topic conferences, encourage the strengthening of senior level sub-regional conferences, promote the inter-exchange of ideas, test ideas and approaches informally, and maintain communication among the leaders in LAC public sector financial management. A newsletter will be published quarterly to provide updates on findings, results and progress being made in the region. Donor Working Group meetings will be organized and supported in order to increase donor agencies cooperation. Technical publications will be issued to communicate integrated financial management system concepts.

Although the Scope of Work only envisioned senior level training, this concept should be enlarged to include sponsoring training which supports the commitment of a HC to improved financial management. Likewise training and technical assistance should be made available to regional professional organizations which are committed to bringing about the necessary changes in this area.

C. Summation of the Objectives of the Next Nine Months

In conclusion, it is necessary to define where the project will be at the end of the nine month period and what will be the effect of activities implemented in order to plan the actions necessary to achieve the goals and objectives during the remainder of the project.

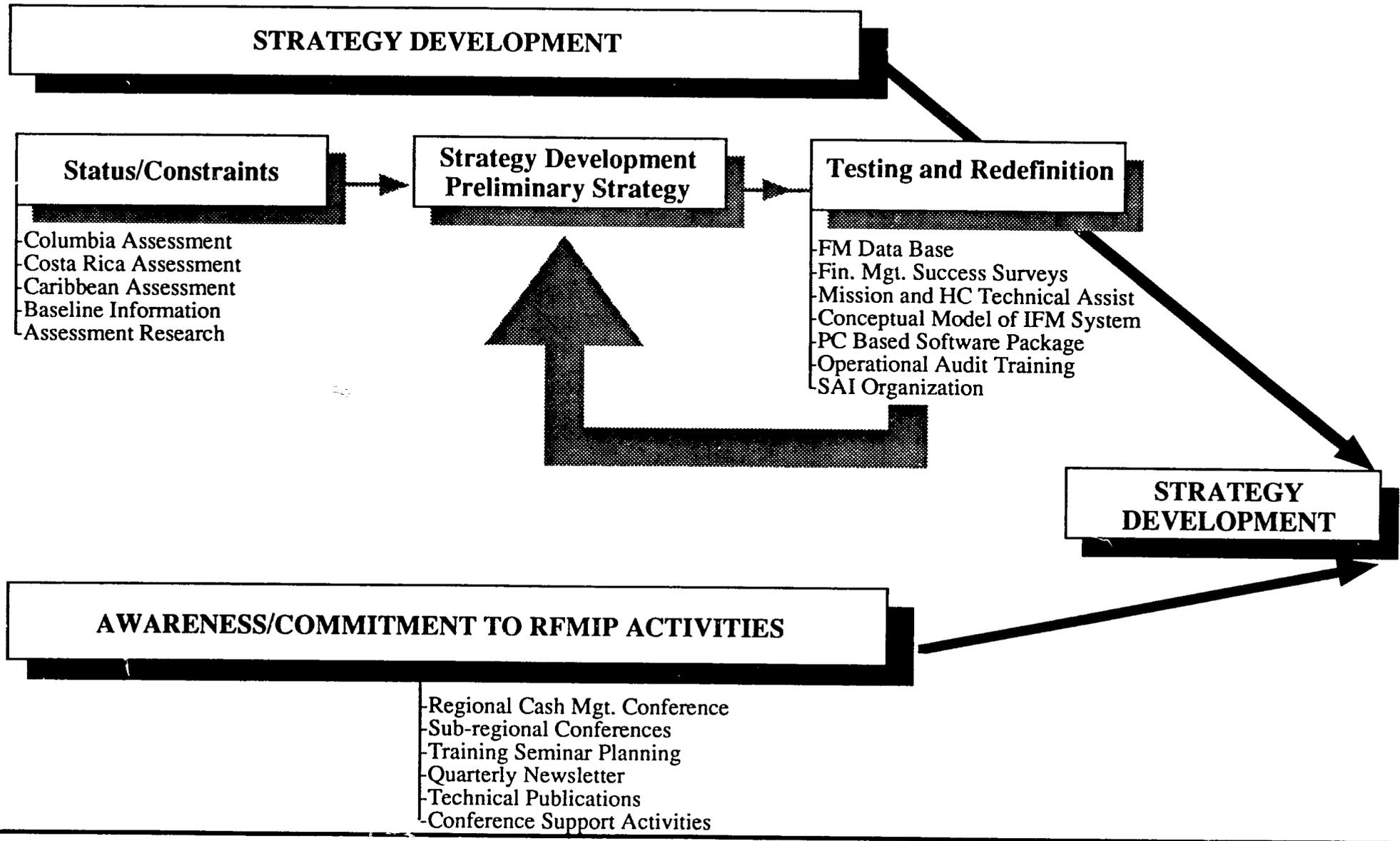
The contract was initiated in June 1989. By the end of September 1990, the status of financial management in selected countries and in the region as a whole will be generally defined, constraints identified and some testing of these constraints completed. Once the status of financial management capability is established, the duration of the project will

be aimed at the refining of and continued testing of constraints and approaches in order to develop the LAC regional financial management strategy.

It will include country specific activities which lead to the development of the models to be used in the organizational structures and processes. Models for the basic subsystems of integrated financial management in the areas of accounting, budgeting, cash management, debt management and related internal controls will be designed and implemented in selected countries. Activities which support awareness and commitment will continue during the entire life of the project with the emphasis placed on passing responsibilities over to the HCs and professional organizations for continuation in this area. Training, technical publications and policy dialogues will be implemented as determined necessary. All activities will be focused on achieving the goal of a realistic, pragmatic regional strategy.

The following section discusses the specific activities to be carried out in the two concurrent tracks identified: 1) strategy development and 2) awareness and commitment to improving HC financial management. Project management activities necessary to plan, direct, monitor and report on project execution are also described. These activities are presented graphically on the next page.

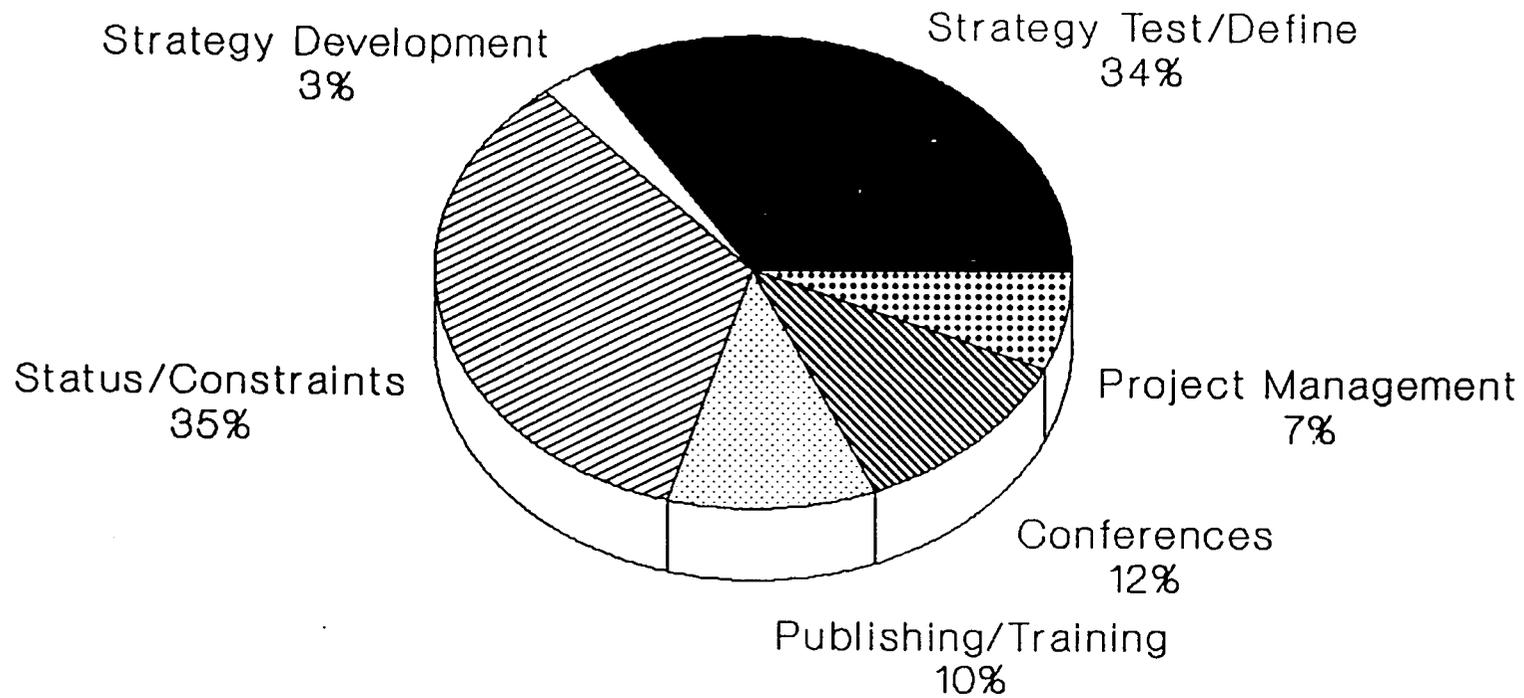
LAC Regional Financial Management Improvement Project Activities January-September 1990



1/a

LAC RFMIP

LEVELS OF EFFORT BY ACTIVITY



Segments are percent of 2538 person-days

III. ACTIVITIES

In order to achieve the objectives outlined in the long term project plan described in the previous section, we propose to carry out the following activities during the period from January to September 1990:

A. Strategy Development

1. Country Assessments (Contract C.2.B.2.b)

a. Objective

The objective of this task is to determine the actual level of financial management capability in two to four selected countries and to identify constraints and possible activities to be carried out to improve financial management capability, both country specific and to be used in developing the LAC strategy. A secondary objective is to develop, test and refine an assessment methodology which can be used in other countries.

b. Work Plan

An Executive Summary of the already performed assessment of Colombian HC financial management will be prepared by the Project Director. The Executive Summary will be translated to English by home office support staff, incorporated with the report already translated, and reproduced and distributed.

The Project Director will complete the draft report on the already performed assessment of Costa Rican HC financial management. The Executive Summary will be translated to English, distributed and discussed with A.I.D. and Costa Rican government officials. Comments will be reviewed and incorporated into a final report.

A third assessment is being planned for the English-speaking Caribbean region. This will provide a broader perspective on regional constraints and solutions and ensure that the assessment methodology could be used, with few adjustments, in all countries in the LAC region.

The LAC RFMIP Director will document the methodology developed in the country assessments for identifying constraints to improving HC financial management, identifying solutions for overcoming the constraints, and developing a long-term country financial management improvement strategy. Home office personnel will review, translate, reproduce and distribute the draft assessment methodology report for comment. It will subsequently be modified to incorporate the experience gained from the Caribbean assessment.

c. Results

The work products for this activity will be:

- o Final reports on the assessments of the Colombian and Costa Rican HC financial management
- o Final report on the assessment of the English speaking Caribbean country
- o Draft Assessment Methodology for use by LAC region
- o Long-term strategies for improving financial management in the three countries assessed

d. Level of Effort

A total of sixty eight person days has been budgeted to complete and discuss the first two assessment reports. Two hundred and nineteen days have been assigned for the Caribbean assessment and sixteen are allocated for developing the assessment

methodology. Ten person days are budgeted for obtaining and analyzing assessment reports prepared by others.

2. Baseline (Contract C.2.B.2.a)

a. Objective

The objective is to develop a simple and easily implementable methodology for quickly evaluating the financial management performance of ten countries through September, 1990, as a benchmark against which the selected HC's can measure progress on financial management improvement efforts in the future.

b. Work Plan

- o Identify a limited number of easily measured baseline indicators (10) for the five principal financial management activities and discuss with A.I.D. Project Officer**
- o Design a simple and easy-to-use methodology to collect baseline information and present it to the A.I.D. Project Officer for approval**
- o Implement the data collection on a test basis in one country and revise the indicators and collection methodologies based on this experience**
- o Collect baseline data on the remaining countries, revising the indicators and methodology, as necessary**

Baseline information collection will be supervised by one on-site consultant who will spend time in each country to provide instructions to local personnel and ensure consistency in the execution of the collection methodologies and reporting from country to country. The Project Director and Deputy Project Director will provide overall supervision of this task.

c. Results

- o Report on the results of information collected, analyzed and evaluated as of September 30, 1990**
- o Methodology for quickly evaluating and implementing the financial management performance of a country and methods for updating information**

d. Level of Effort

- o Two hundred person days of local support for data collection and one hundred person days for the on-site consultant has been budgeted in the budget.**
- o Twenty two person days of home office support to enter data and prepare the final report on results and on methodology**

The responsibility for the Baseline Report and Methodology will be divided between the Project Director and the Deputy Project Director.

3. Financial Management Data Base (C.2.B.2.c)

a. Objective

The objective of this activity is to develop a data base on financial management improvement projects completed since September 1987, on-going and planned by A.I.D., other donor agencies and HC's.

b. Work Plan

The following activities will be carried out to complete the work initiated in the first semester of the project:

- o **Redistribute the data base information collection form to all donor agencies and perform follow-up actions to obtain the requested data base information**
- o **Review publications such as A.I.D. Country Strategy documents, UN Development Assistance Reports, and donor working group reports to identify financial management activities**
- o **Input data received, review for correctness and reasonableness, return and discuss with the donor agency officials, if necessary**
- o **Analyze the data base information and prepare a report to all interested A.I.D. personnel, donor agencies and HC officials**

c. Results

The specific product of this activity will be a Financial Management Information Data Base as recommended by the GAO. By September 30, 1990, an initial report will be available. However, this activity is viewed as on-going as new projects will be continually added.

d. Level of Effort

Approximately two hundred and forty two person days of effort have been budgeted for the collection, review, input, analysis, and evaluation of the data.

The financial management data base information collection and reporting will be the responsibility of Home Office personnel under the direction of the Deputy Project Director.

4. Financial Management Success Surveys (C.2.B.2.d)

a. Objective

The objective of this activity is to evaluate selected financial management activities which have demonstrated the ability to overcome identified constraints and have improved financial management. These activities will be compared to less successful activities to determine the key factors in overcoming constraints to strong financial management.

b. Work Plan

The financial management activities tentatively identified for evaluation during the next six months are

- o The Chilean Ministry of Finance's project data base will be evaluated to determine the reasons for this successful financial management activity
- o The Jamaica/World Bank Financial Management strengthening effort will be evaluated to determine reasons for implementation difficulties
- o The integrated financial management approach will be evaluated at the Bolivia/World Bank SAFCO Project
- o The Honduran Public Debt Office will be evaluated to determine the reasons for its success in managing and controlling the country's public debt and development projects
- o The Jamaica Finance and Accounts Training Center (FACT) will be evaluated to determine the key success factors in financial management training institutions
- o The results of implementing a financial management and control law will be evaluated through the Ecuadorian LOAFYC Project
- o The reasons for success and failure of PL-480 Programs will be examined in Ecuador, Bolivia and the Dominican Republic

- o **An evaluation of a successful professional organization in the LAC region will be conducted at the Panamanian Tax Administrators Center (CIAT)**

A.I.D. and other donor agency project evaluation methodologies will be reviewed and modified to develop an evaluation methodology appropriate for the LAC RFMIP evaluations.

- c. **Results**

These limited evaluations will be used to identify constraints and analyze solutions. The approaches used will be examined and tested to serve as part of the conceptual model.

- d. **Level of Effort**

The Deputy Project Director will have the responsibility for this activity. One hundred forty nine person days have been estimated.

- 5. **Latin American Operation Auditing Training Course (Contract C.2.B.1.d and Contract modification)**

- a. **Objective**

The objective of this activity is to test an approach to providing training and to measure its impact on improving financial management capability.

- b. **Work Plan**

A basic training course will be developed which can be offered to countries within the LAC region with a minimum of effort by LAC/RFMIP. The course will be developed and tested first in Costa Rica. The government of Costa Rica has requested assistance

in this area through USAID/Costa Rica, and has demonstrated interest and commitment to improving governmental financial management in Costa Rica.

This activity fulfills the following criteria for project sub-activities:

- o High impact on assuring control of use-of-funds
- o Demonstrated interest and commitment by the government of Costa Rica to improving HC financial management, and in particular, government auditing and control
- o High probability of replicability and transferability to other institutions and countries in the region due to interest in operational auditing
- o High probability of learning "lessons" from operational auditing training as a means of overcoming regional constraints to strong financial management. Few operational audits are currently performed in the LAC region.

c. Results

The product of this activity will be a basic training course in operational auditing which could be used by other countries in the LAC region. Peru and Ecuador have also expressed interest in developing or improving operational auditing capability.

d. Level of Effort

The technical assistance (during this nine month period) will be provided by two audit training consultants; one for seven and a half months and the other for approximately five months during this planning period. Home office support (budgeted at twenty eight person days) will be provided in the development of the portable training tool. The Project Director will be responsible for this training course.

6. Development of a Standardized PC-based Accounting/Budgeting/Reporting System for A.I.D. Implementing Agencies (Contract C.2.B.1.d and Contract modification)

a. Objective

The objective is to analyze the potential for implementing standardized automated accounting systems in government agencies or in institutions which are recipients of host country, A.I.D. or other donor agency funding. The constraint of inadequate professional skill levels has been identified at both the central and decentralized levels. This activity is testing the hypothesis that one way to overcome this constraint is through the use of simplified microcomputer based systems with built-in controls.

b. Work Plan

The principal activities to be executed under this task during the next nine months of the project include:

- o Analysis of a portfolio of projects to identify similarities and differences in operations and reporting requirements
- o Visits to a selection of A.I.D. financed projects to perform a high level analysis of user requirements
- o Final selection of projects to be included in the pilot project
- o Detailed documentation of user requirements
- o Evaluation of vendor accounting packages
- o Selection of one package to install in all of the projects included in the pilot project
- o Coordination with vendor to modify software package, if necessary.

c. Results

The product will be a standardized PC-based financial accounting/budgeting/reporting system which could be used on a wide-scale basis to improve public sector financial management.

d. Level of Effort

A level of two hundred twenty person days has been budgeted for this activity. The Deputy Project Director will have responsibility for the PC-based financial accounting/budgeting/reporting system development.

7. Organizational Restructuring of a Controller General' Office (to be included in contract modification)

a. Objective

The objective of this activity will be to develop an organization model for supreme audit institutions in the LAC region. This model will become one of the component models for the integrated financial management system part of the strategy.

b. Work Plan

The Costa Rica country assessment performed during the first six months of the project recommended reorganizing the Controller General's Office and strengthening its emphasis on professional auditing. The Comptroller General accepted this recommendation and USAID/Cost Rica has requested that limited technical assistance be included in the LAC RFMIP.

Limited technical assistance will be provided to reorganize the office according to the conceptual model. Once the organizational component is tested, the organizational restructuring model will be available to be applied in other Latin American supreme audit institutions.

c. Results

The result of this activity will be the development of a conceptual model for the organization of a Supreme Audit Institution.

d. Level of Effort

Ninety six person days are planned for this task. The Project Director has responsibility and direct involvement in this activity. One consultant has been budgeted for three months and another for one half month.

8. Assistance to Regional Professional Groups (To be included in Contract Modification)

a. Objective

The objective of this activity is to support the premise of the preliminary regional strategy that professional associations provide important support to members in continuing education, professional development and in ethical matters and can be instrumental in providing leadership in the development of clear objectives and strategies.

b. Work Plan

The Institute of Chartered Accountants of the Caribbean (ICAC) unites the professional accounting associations of its member countries in the Caribbean sub-region. The ICAC

has an established headquarters in Jamaica and is now attempting to initiate services to members. One of these services is research on specific accounting matters. The ICAC has requested LAC RFMIP to provide technical assistance in research and curriculum development in the area of Government Accounting.

c. Results

The product of this activity will be the development of governmental accounting standards and practices in the Caribbean region.

d. Level of Effort

Very little effort would be required directly by the project team to provide this assistance. Technical assistance would be provided through a subcontract to a qualified consultant to perform research activities in accounting, audit and control matters for twelve months. The Deputy Director will have responsibility for subcontracting this assistance.

9. Identification of Potential Activities (Contract C.2.B.2.e)

a. Objective

Throughout the life of the project, A.I.D. and the contractor will identify and prioritize potential activities to improve HC financial management. The contractor will coordinate with the missions, HCs or the Project Officer activities that should be undertaken.

b. Work Plan

As assessments and baseline data are collected, possible activities will be identified. Once analyzed, information on these activities will be provided to the missions, HCs or Project Officer as deemed appropriate.

c. Results

The product of this activity will be the identification of potential activities for further development and funding.

d. Level of Effort

Eighteen person days for the nine month period have been budgeted. The Project Director and Deputy Project Director will share responsibility for this activity.

10. LAC RFMIP Strategy

a. Objective

The objective of the development of the LAC RFMIP strategy is to provide A.I.D. with a realistic, pragmatic and focused strategy to help increase the ability of Latin American and Caribbean governments to more efficiently utilize their scarce public resources.

b. Work Plan

Based upon the activities carried out during this nine month period, revise the preliminary draft strategy to incorporate lessons learned, constraints identified, approaches tested and any other activities which have an impact on the development of a realistic, pragmatic and focused strategy.

c. Results

- o Revision to preliminary draft strategy**
- o Planning tool for next phase of project**

d. Level of effort

A level of effort of fifty person days has been budgeted. The Project Director will have the primary responsibility for this activity.

B. Awareness/Commitment to Improving Financial Management

1. Regional Conferences (Contract C.2.B.1.a)

a. Objective

There are two objectives for this activity:

- o Increase the awareness of senior level financial officers of the need to improve public resource management
- o Promote a debate on the more practical and viable solutions to overcome the obstacles that hinder the efficiency of public resource administration

b. Work Plan

- o Prepare and present for approval of the Project Officer, a specific program for an Inter-American "Cash and Debt Management" conference.

In planning the conference, the following should be considered:

- o The conference will be three days and is planned for October 1990.
- o Using lessons learned at the Inter-American Conference of the Problems of Fraud and Corruption in Government, structure the program to obtain the greatest participation and support.
- o Encourage support of regional professional organizations to institutionalize these conferences on a yearly basis.

- o Invite participants, speakers, moderators and observers. Plan to include senior level financial managers such as national Treasurer, Debt Managers, etc., and others interested in cash management.
 - The project officer and the A.I.D. missions in the LAC region will work with Price Waterhouse in the identification and selection of participants.
- o Implement all preparations necessary to holding the conference.
- o Prepare and present final report

c. Results

From the execution of the above mentioned activities, the following results will be obtained:

- o Specific program of activities for the Cash and Debt Management Conference
- o All necessary activities implemented to hold the conference in October 1990

d. Level of Effort

The estimated level of effort will be ninety three staff person days and 10 days for the Project Director and Deputy Director. Although the sponsoring institutions will be encouraged to assume more responsibility, LAC RFMIP will still have the lead role at this conference.

2. Key Financial Executive Conferences (C.2.B.1.b)

a. Objective

The purpose of the meetings for key financial management executives is "to provide an interactive information exchange program with representatives of all countries in the sub-region". The following specific objectives are planned:

- o Provide the top level executives directly responsible for budgeting, cash and debt management, accounting and auditing with a suitable forum to carry out discussions, analyses and a search for solutions to the common issues affecting all of them.
- o Increase participant awareness that the various areas of governmental financial management need to be integrated and administered in a fully coordinated manner.
- o Improve participant skills in exchanging information about their own experiences and, on the basis of those discussions, to seek alternate solutions.

These conferences play an integral role in developing and refining the LAC RFMIP strategy for a number of reasons. First, the conferences provide an excellent forum to identify the special financial management problems facing financial executives and to compare these problems across a range of countries. Second, the conferences provide an excellent opportunity to identify realistic, pragmatic solutions to financial management constraints. Third, the conferences provide an opportunity for financial managers to work together to improve financial management. This latter point was an important conclusion of the Conference on the Problem of Fraud and Corruption in Government.

A Central American sub-regional conference has been planned to be held in Nicaragua. The LAC RFMIP will seek to have government public debt officials participate in this event for the first time. We will determine the best way to support this activity once the final dates are decided. The Project Director will attend in representation of the LAC RFMIP.

The LAC RFMIP will not support a Southern Cone sub-regional conference because A.I.D. does not have USAID missions in these countries. In lieu of this conference, the

LAC RFMIP will provide limited support to the XX Inter-American Regional Accounting Seminar to be held in Uruguay in July, 1990 at which time Key Financial Management executives in attendance will be encouraged to initiate communication perhaps leading to a sub-regional conference.

b. Work Plan

- o Prepare and present for A.I.D.'s approval, detailed programs for the Second Annual Meetings of Key Financial Executives of the Andean Region and the Second Annual Meeting Key Financial Executives of the Caribbean Region.

Consideration should be given to:

- o Each conference will be two days long and should include plenary sessions as well as small working group sessions.
- o The Andean conference is planned for August 1990 in Peru and the Caribbean conference is planned for November in Jamaica.
- o Identify and invite the participants, observers, moderators, and speakers.
- o Make all necessary arrangements as requested by the host country. It is anticipated that HCs will assume more of this burden in the future. The LAC RFMIP will encourage greater participation by the HC organizations.
- o Prepare and publish the final reports of the Conference and distribute to participants and other interested parties.

c. Results

The products which should result from the activities described above include:

- o Detailed programs of necessary activities in order to hold the Second Annual Andean Conference and the Second Annual Caribbean Conference

- o **Final Report on the Conferences**

- d. **Level of Effort**

One hundred fifty three person days are budgeted for this activity. The LAC RFMIP Conference Coordinator, in cooperation with the host country, will have responsibility for these conferences under the direction of the Deputy Project Director.

- 3. **Participation at Regional Financial Management Conferences**

- a. **Objective**

The objective of participating at the various regional financial conferences, as pointed out in the overview section of this report, is to have:

- o **Informal discussions with the leaders of the region, especially with regards to the LAC RFMIP objectives and activities**
- o **Knowledge of the themes and events which are considered important as evidenced by the program**
- o **Identification of outstanding efforts and ideas of the various professional interest groups in the region**
- o **Communication of the LAC RFMIP's objectives and activities**
- o **Access to the material prepared and presented by the delegates and exhibitors**

- b. **Work Plan**

The LAC RFMIP will participate in and support the following conferences:

- o **XVII Interamerican and Iberian Public Budgeting Seminar to be held in Guatemala City, Guatemala, May 8-11, 1990. LAC RFMIP will sponsor**

the presentation of the Executive and Legislative Budget Process of the U.S. Federal Government for the first time at such a conference

- o "New Developments in Government Financial Management" presented by the International Consortium on Governmental Financial Management in Miami, Florida March 26-28, 1990. LAC RFMIP has supported this conference through funding of portions of its program development, travel and expenses of speakers and translation services.
- o The XII Congress of Latin American Supreme Audit Institutions to be held in Buenos Aires, Argentina in October, 1990. While no direct LAC RFMIP support for this event is anticipated, it is very important that the project be presented at this triennial event since this is the only such Congress which will be held during the project period.

c. Results

- o Knowledge and involvement with organizations and groups which are working to improve financial management in the LAC region
- o Familiarization with the principal problems and achievements of financial managers in the LAC region
- o Personal contact with the American leaders of public budgeting
- o Examination of the role of the various organizations in the LAC RFMIP project

d. Level of Effort

Approximately twenty five person days have been budgeted for attendance at the various conferences. Participation decisions will be the responsibility of the Project Director.

4. Donor Working Group

a. Objective

The objective of this activity is to encourage communication among and evaluate experiences of donor institutions in financing and carrying out financial management improvement projects.

b. Work Plan

Three meetings of the Donor Working Group will be supported during the nine-month period. The LAC RFMIP will continue to assist in planning and support of the host donor agency in planning and organizing the meetings.

Financial Management Data Base input forms will also be provided to all donor agencies for collection of data. The meetings will provide an opportunity to provide feedback to the donor agencies and to follow-up with donor agencies.

c. Results

- o Formal communication and exchange of information with other donor agencies
- o Data for the Financial Management Data Base activity
- o Coordination of financial management projects by the various international donor agencies

d. Level of Effort

Twenty four person days have been planned for this activity for the January and April meetings. Participating and planning decisions will be the responsibility of the Deputy Project Director.

5. Newsletter

a. Objective

The basic objective of a newsletter is to create a mechanism within the project which will provide information to governmental financial officials, the A.I.D. missions, regional professional organizations, international donor organizations and other interested professionals. The newsletters serve to provide:

- o Notice of specific activities of the LAC RFMIP
- o Dissemination of information on various components or specific areas of financial management (projects, courses, conferences and other professional events sponsored by regional and international professional organizations, A.I.D. and other donors, and reunions, conferences, seminars and other meetings of the different professional associations in the region.

This activity is geared to fostering awareness of and commitment to improving public sector financial management.

b. Work Plan

In order to achieve the objective above, the following tasks will be implemented:

- o Gather information on regional activities and events
- o Compile a list of financial officials and others to be on the mailing list
- o Prepare, edit and distribute quarterly newsletters
- o Encourage articles from other donor agencies, financial managers, missions and other interested parties

c. Results

Three newsletters during the January through September 1990 period.

d. Level of Effort

Seventy three person days have been planned for this task. The Newsletter Editor will have responsibility for this activity under the direction of the Deputy Project Officer.

6. Technical Publications

a. Objective

There are two objectives to this activity:

- o To provide technical level literature and information to financial managers in the LAC region
- o To test an approach to overcome the technical constraint of inadequate personnel skill levels

b. Work Plan

In order to promote the importance of integrated financial management systems and to focus on standardization of practices and standards, the project will publish various types of technical literature. This will include a technical journal, brochures, extracts and other types of technical publications.

c. Results

- o A quarterly technical journal expected to continue beyond the project life
- o Improved levels of professional performance in various selected areas of financial management
- o Dissemination of technical literature to professionals and educators in the financial management area in order obtain feedback and a wide consensus on the integrated financial management concept for the LAC region.

d. Level of Effort

During the pilot phase of this activity, one hundred ten person days have been planned. This type of activity will be continued during the next phase of the project.

7. Senior Level Training and Professional Development (Contract C.2.B.1.c)

a. Objective

The objective of the financial managers training will be to:

- o Make financial managers aware of the need to improve and modernize their financial management systems
- o Provide financial managers a more solid base of knowledge on the modern concepts of integrated financial management with which to improve financial management activities in their country

The concept of training senior level financial managers should be expanded to include financial management training for non-financial managers such as legislators, Executive Office personnel, etc. so that this influential subgroup understands the importance of financial management. Terminology used frequently by financial managers such as "audit", internal control", "accrual and cash basis accounting", integrated financial management systems", etc., are not understood or are misunderstood by many non-financial managers. In order for these individuals to give political support to financial management improvement projects, they must understand the terminology and the importance of strong financial management to successful development.

Creating greater awareness of the need for improved financial management among host country officials and others is a fundamental concept included in the LAC RFMIP draft preliminary strategy for improving public sector financial management. This awareness must be developed among both financial and non-financial managers.

b. Work Plan

The first three-day training seminar will be held in November 1990 for approximately 20-25 non-financial managers, at a location to be determined. The project team will contact USAID missions to identify HC senior level non-financial managers who may be influential in making decisions on, or supporting efforts to improve financial management improvement efforts in their country.

c. Results

- o Seminar developed for non-financial managers on the importance of financial management**
- o Awareness of improving public sector financial management by non-financial managers**

d. Level of effort

Seventy six person days have been identified during the planning stage of this activity. Only twenty six of this total will directly involve the project team. Fifty days have been allocated to the subcontractor for providing the training.

C. Project Management

1. Project Planning

a. Objective

Project planning is essential in order to ensure the proper timing of activities and availability of resources when needed.

b. Work Plan

To ensure the proper timing of activities and availability of resources the following sub-tasks will be performed:

- o Preparation of a Life of Project (LOP) Plan
- o Revision of the nine-month (adjusted) Work Plan and preparation of the third six-month Work Plan
- o Bi-weekly planning meetings with project officials

Planning of project activities needs to be flexible, responding to the opportunities that arise during the project to test assumptions on what financial management improvement activities are, and are not, effective.

Project planning is expected to utilize both LOTUS 1-2-3 and Harvard Project Management software to ensure the proper timing of activities and availability of resources.

c. Results

- o Project resources are used efficiently and effectively
- o Consensus between LAC Project officials and the project staff as to the activities to be carried out

d. Level of Effort

In order to ensure thorough yet efficient cover an estimated eighty three person days have been budgeted.

2. Project Direction, Administration and Reporting (Contract F.3)

a. Objective

To comply with the requirement of Section F.3 of the contract between A.I.D. and Price Waterhouse.

b. Work Plan

Paul Lohneis, Project Partner, and Regis Cunningham, Deputy Project Director will provide on-going project direction and supervision in the Caribbean sub-region from Washington D.C. Paul Lohneis, Project Partner, and Remigio Duran, Project Director, will provide on-going project direction and supervision for the Latin American activities. Quarterly, or more frequently, A.I.D., home office and field staff project meetings will be held in Washington, D.C. to monitor and coordinate project activities. Bi-weekly meetings of A.I.D. and home office staff will be held.

c. Results

Quarterly Progress Reports will be prepared in January, April and July for the preceding quarter. The December 31, 1989 Progress Report will be modified, if necessary, incorporating A.I.D. observations.

d. Level of Effort

Twenty seven (27) person days have been budgeted for the reporting activity. Project communication, direction and administration is estimated at 60 person days during the nine month period.

APPENDIX A - LEVEL OF EFFORT CHART

LAC RFMIP
SEMI-ANNUAL WORK PLAN
LEVEL OF EFFORT

LEGEND

PL = Paul Lohneis
RD = Remigio Duran
RC = Regis Cunningham
LH = Leonard Horwitz
LA = Lynnette Asselin
PP = Patricia Parera
JZ = John Zemko
EE = Edison Estrella
JP = Jorge Piñeyros
OT = Oldemar Tello
RF = Rafael Fabre
HP = Hugo Perez
AJ = Alvaro Jaikel

LAC RFMIP
SEMI-ANNUAL WORK PLAN: JANUARY - JUNE 1990
LEVEL OF EFFORT IN WORK DAYS

TASK DESCRIPTION	PW OFFICE OF GOVERNMENT SERVICES													PW LOCAL		CONSULTANT/ SUBCONTRACT		TOTAL
	PL	RD	RC	LH	LA	PP	JZ	EE	JP	OT	RF	HP	STAFF	AJ	Other	WPI	OTHER	

A. STRATEGY DEVELOPMENT																		

COUNTRY ASSESSMENTS (C.2.B.2.b)																		

COLOMBIA	1	0	5	0	15	0	3							0				24
Prepare and translate Executive Summary, discuss and revise, if necessary.																		
COSTA RICA	1	20	4	0	3	2	14							0				44
Prepare draft report. Translate report, reproduce and distribute. Discuss and revise, if necessary.																		
CARIBBEAN	1	0	10	0	3	0	2							0	51		152	219
Plan assessment Fieldwork Prepare draft Report Review & Approval Reproduce and distribute Discuss and revise, if necessary																		
OTHER ASSESSMENTS	0	0	0	0	4	0	6							0				10
ASSESSMENT METHODOLOGY	1	10	1	0	2	0	2							0				16
Prepare draft assessment methodology. Translate report, reproduce and distribute.																		

SUB-TOTAL COUNTRY ASSESSMENTS	4	30	20	0	27	2	27	0	0	0	0	0	0	0	51	0	152	313

49

TASK DESCRIPTION	PW OFFICE OF GOVERNMENT SERVICES													PW LOCAL		CONSULTANT/ SUBCONTRACT		TOTAL
	PL	RD	RC	LH	LA	PP	JZ	EE	JP	OT	RF	HP	STAFF	AJ	Other	WPI	OTHER	
BASELINE INFO ON FM PERFORMANCE (C.2.B.2.a)	2	2	0	5	8	0	5	0					0	100	200			322
Identify key indicators to evaluate HC FM performance. Present to Project Officer. Prepare forms and instructions for implementation. Identify 10 countries to collect baseline data. Select one country to implement on test basis. Collect data in one country on test basis. Revise data, collection procedures based on experience. Collect baseline information in approx. 5 other countries. Prepare draft on countries for which information has been collected.																		
SUB-TOTAL BASELINE INFORMATION	2	2	0	5	8	0	5	0	0	0	0	0	0	100	200	0	0	322

411

TASK DESCRIPTION	PW OFFICE OF GOVERNMENT SERVICES													PW LOCAL		CONSULTANT/ SUBCONTRACT		TOTAL
	PL	RD	RC	LH	LA	PP	JZ	EE	JP	OT	RF	HP	STAFF	AJ	Other	WPI	OTHER	
FINANCIAL MANAGEMENT DATA BASE (C.2.B.2.c)	3	3	6	0	12	44	88						66		20			242
Prepare data base conceptual design and methodology to collect and report on FM activities. Present to Project Officer. Collect data by distributing information forms to donor agencies and HC officials; follow-up Review collected data Data input Analyze FMDB information Prepare and distribute reports.																		
SUB-TOTAL FM DATA BASE	3	3	6	0	12	44	88	0	0	0	0	0	66	0	20	0	0	242

412

TASK DESCRIPTION	PW OFFICE OF GOVERNMENT SERVICES													PW LOCAL		CONSULTANT/ SUBCONTRACT		TOTAL
	PL	RD	RC	LH	LA	PP	JZ	EE	JP	OT	RF	HP	STAFF	AJ	Other	WPI	OTHER	
EVALUATION OF SELECTED FM ACTIVITIES (C.2.B.2.d)																		
DEVELOP STANDARD EVALUATION METHODOLOGY	1	0	1	0	0	0	0	0				5			0			7
CHILEAN MINISTRY OF FINANCE	0	0	1	0	1	0	0	0				10			0			12
JAMAICA WORLD BANK PROJECT	1	0	2		2	0	0	0				0			0		15	20
BOLIVIA SAFCO PROJECT	0	0	1		2	0	0	0				5			0		20	28
HONDURAS PUBLIC DEBT OFFICE	0	0	1		1	0	0	0				3			10			15
JAMAICA FM TRAINING CENTER	0	0	2		2	0	0	0				0			0		8	12
ECUADOR LOAFYC PROJECT	0	0	1		1	0	0	0				3			0		10	15
PL-480 PROGRAM COMPARISON	0	0	10		20	0	0	0				0			0			30
PANAMA CIAT EVALUATION	0	0	1		1	0	0	0				0			8			10
SUB-TOTAL FM ACTIVITY EVALUATIONS	2	0	20		30	0	0	0	0	0	0	26	0	0	18	0	53	149

43

TASK DESCRIPTION	PW OFFICE OF GOVERNMENT SERVICES													PW LOCAL		CONSULTANT/ SUBCONTRACT		TOTAL
	PL	RD	RC	LH	LA	PP	JZ	EE	JP	OT	RF	HP	STAFF	AJ	Other	WPI	OTHER	
T.A SUPPORT TO MISSIONS, HCs AND PROF ORGANIZATIONS (C.2.B.1.d)																		
LATIN AMERICAN OPERATIONAL AUDIT TRAINING	4	14	4	0	4	0	2	161	110	0	0							299
Design course and audit guides. Prepare teaching material. Select training participants. Give audit training and evaluate results. Provide field training. Develop as portable tool																		
STANDARDIZED PC-BASED ACCTG SYS	2	5	15	0	4	0	0	0	0	128	66							220
Determine insititution for pilot study. Analyze project portfolio and make preliminary project selection. Visit projects selected and perform high- level user requirements definition. Pe-evaluate projects and perform detailed user requirements definition. Evaluate vendor accounting software packages. Select software package.																		

544

TASK DESCRIPTION	PW OFFICE OF GOVERNMENT SERVICES													PW LOCAL		CONSULTANT/ SUBCONTRACT		TOTAL
	PL	RD	RC	LH	LA	PP	JZ	EE	JP	OT	RF	HP	STAFF	AJ	Other	WPI	OTHER	
MODEL ORGANIZATIONAL RESTRUCTURING OF A SUPREME AUDIT INSTITUTION	1	10	0	0	4	0	0	15	66									96
Review the Assessment Report and TOR Interview GCR personnel. Prepare draft reorganization and discuss. Finalize reorganization. Document new organization, including job responsibilities and functions Assist in implementation.																		
INSTITUTE OF CHARTERED ACCOUNTANTS OF THE CARIBBEAN																		
Provide technical assistance in research of accounting matters			2														88	90
SUB-TOTAL T.A. TO MISSIONS, HC, AND PROF. ORGANIZATIONS	7	29	21	0	12	0	2	176	176	128	66	0	0	0	0	0	88	705

45-

TASK DESCRIPTION	PW OFFICE OF GOVERNMENT SERVICES													PW LOCAL		CONSULTANT/ SUBCONTRACT		TOTAL
	PL	RD	RC	LH	LA	PP	JZ	EE	JP	OT	RF	HP	STAFF	AJ	Other	WPI	OTHER	
IDENTIFICATION OF POTENTIAL ACTIVITIES (C.2.B.2.e)	1	6	3	0	2	2	4											18
Prepare LAC RFMIP brochure. Discuss project designs developed in country assessments.																		
SUB-TOTAL POTENTIAL ACTIVITIES	1	6	3	0	2	2	4	0	0	0	0	0	0	0	0	0	0	18
LAC RFMIP STRATEGY	3	22	4	10	2	4	0						5					50
Revise preliminary strategy and discuss with LAC/CONT																		
SUB-TOTAL LAC RFMIP STRATEGY	3	22	4	10	2	4	0	0	0	0	0	0	5	0	0	0	0	50

46

TASK DESCRIPTION	PW OFFICE OF GOVERNMENT SERVICES													PW LOCAL		CONSULTANT/ SUBCONTRACT		TOTAL
	PL	RD	RC	LH	LA	PP	JZ	EE	JP	OT	RF	HP	STAFF	AJ	Other	WPI	OTHER	

B. AWARENESS/COMMITMENT TO IMPROVING FINANCIAL MANAGEMENT	-----																	

REGIONAL CONFERENCES	-----																	
CASH AND DEBT MANAGEMENT (10/90)	3	5	5	0	5	55	0	0					30			0	0	103
-----	-----																	
Arrange hotel facilities.																		
Order conference materials.																		
Prepare publicity.																		
Obtain participant nominations.																		
Prepare and send invitations.																		
Confirm speakers, participants and administrative arrangements.																		
Send acknowledgements.																		

SUB-TOTAL REGIONAL CONFERENCES	3	5	5	0	5	55	0	0					30			0	0	103

47.

TASK DESCRIPTION	PW OFFICE OF GOVERNMENT SERVICES													PW LOCAL		CONSULTANT/ SUBCONTRACT		TOTAL
	PL	RD	RC	LH	LA	PP	JZ	EE	JP	OT	RF	HP	STAFF	AJ	Other	WPI	OTHER	

KEY FINL EXECUTIVES CONFERENCES(C.2.B.1.b)	-----																	
ANDEAN SUB-REGION (8/90) PERU	2	5	10	0	10	30	0	0						20				77

Arrange hotel facilities.																		
Order conference materials.																		
Prepare program.																		
Obtain participant nominations.																		
Mail invitations.																		
Confirm speakers, participants and administrative arrangements.																		
CARIBBEAN SUB-REGION (11/90) JAMAICA	2	4	10	0	10	30	0	0						20				76

Arrange hotel facilities.																		
Order conference materials.																		
Prepare program.																		
Obtain participant nominations.																		
Mail invitations.																		
Confirm speakers, participants and administrative arrangements.																		
TOTAL KEY FINL EXEC CONF	4	9	20	0	20	60	0	0	0	0	0	0	40	0	0	0	0	153

12

TASK DESCRIPTION	PW OFFICE OF GOVERNMENT SERVICES													PW LOCAL		CONSULTANT/ SUBCONTRACT		TOTAL
	PL	RD	RC	LH	LA	PP	JZ	EE	JP	OT	RF	HP	STAFF	AJ	Other	WPI	OTHER	
CONFERENCE AND PROFESSIONAL ORGANIZATION SUPPORT																		
XVII ASIP BUDGET MEETING		5															3	8
Attend meeting to promote LAC FM project.																		
XII CLADEFS CONFERENCE IN BUENOS AIRES			5															5
Attend meeting to promote LAC FM project.																		
NEW DEVELOPMENTS IN GOVERNMENT FINANCIAL MANAGEMENT (03/90)		3	3					3									3	12
Prepare Program																		
Travel/expenses of speakers																		
Translation Service																		
SUB-TOTAL CONFERENCE SUPPORT	0	13	3	0	0	0	0	3	0	0	0	0	0	0	0	0	6	25

49

TASK DESCRIPTION	PW OFFICE OF GOVERNMENT SERVICES													PW LOCAL		CONSULTANT/ SUBCONTRACT		TOTAL
	PL	RD	RC	LH	LA	PP	JZ	EE	JP	OT	RF	HP	STAFF	AJ	Other	WPI	OTHER	
DONOR WORKING GROUP MEETINGS																		
JANAUARY MEETING	1	0	5	0	2	0	0	0										8
Attend meeting to obtain info on other donor agency FM activities. Prepare summary on meeting and distribute to meeting participants.																		
APRIL/MAY MEETING	1	0	5	0	2	0	0	0										8
Help promote and organize meeting. Attend meeting to obtain info on other donor agency FM activities. Prepare summary on meeting and distribute to meeting participants.																		
SEPTEMBER MEETING	1	0	5	0	2	0	0	0										8
Help promote and organize meeting. Attend meeting to obtain info on other donor agency FM activities. Prepare summary on meeting and distribute to meeting participants.																		
SUB-TOTAL DONOR WORKING GROUP	3	0	15	0	6	0	0	0	0	0	0	0	0	0	0	0	0	24

50

TASK DESCRIPTION	PW OFFICE OF GOVERNMENT SERVICES													PW LOCAL		CONSULTANT/ SUBCONTRACT		TOTAL
	PL	RD	RC	LH	LA	PP	JZ	EE	JP	OT	RF	HP	STAFF	AJ	Other	WPI	OTHER	
PUBLICATIONS																		
NEWSLETTER	0	3	4	0	0	6	40	0					20					73
Publish and distribute three editions of the newsletter in English and Spanish.																		
TECHNICAL PUBLICATIONS		5											95	15				110
Gather information Discuss subjects to be covered Prepare draft Circulate for comments Publish																		
SUB-TOTAL PUBLICATION ACTIVITIES	0	8	4	0	0	6	40	0	0	0	0	95	35	0	0	0	0	188

51

TASK DESCRIPTION	PW OFFICE OF GOVERNMENT SERVICES													PW LOCAL		CONSULTANT/ SUBCONTRACT		TOTAL
	PL	RD	RC	LH	LA	PP	JZ	EE	JP	OT	RF	HP	STAFF	AJ	Other	WPI	OTHER	
SENIOR LEVEL TRAINING (C.2.B.1.c)																		
TRAINING SESSION NO. 1 (11/90)	1	10	3	0	2	0	0						10			50	0	76
Arrange hotel facilities.																		
Prepare training materials.																		
Prepare program.																		
Obtain participant nominations.																		
Send invitations.																		
Confirm instructors, participants and administrative arrangements.																		
Plan additional training																		
SUB-TOTAL TRAINING	1	10	3	0	2	0	10	0	0	50	0	76						

52

TASK DESCRIPTION	PW OFFICE OF GOVERNMENT SERVICES													PW LOCAL		CONSULTANT/ SUBCONTRACT		TOTAL
	PL	RD	RC	LH	LA	PP	JZ	EE	JP	OT	RF	HP	STAFF	AJ	Other	WPI	OTHER	
C. PROJECT MANAGEMENT																		
DEVELOP LOP PLAN Plan activities and timing. Estimate work effort. Estimate cost. Estimate equipment needs. Prepare plan.	1	2	10	0	10	2	0											25
REVISE SEMI-ANNUAL PLAN 1/90-9/90 Present and discuss Plan with A.I.D. Incorporate A.I.D. observations in Work Plan.	2	2	10	0	10	0	0											24
PREPARE SEMI-ANNUAL PLAN 10/90-03/91 Plan activities and timing. Estimate work effort. Estimate cost. Estimate equipment needs. Prepare and present plan to A.I.D.	2	2	5	0	5	1	1											16
BI-WEEKLY AND QUARTERLY MEETINGS	4	4	4	0	4	1	1											18
PROGRESS REPORTS																		
Report #2 Oct.-Dec. 1989	1	1	3	0	4	0	0											9
Report #3 Jan.-March 1990	1	1	3	0	4	0	0											9
Report #4 April-June 1990	1	1	3	0	4	0	0											9
COMMUNICATION, DIRECTION, ADMINISTRATION	5	30	10	0	15	0	0											60
SUB-TOTAL PROJECT MANAGEMENT	17	43	48	0	56	4	2	0	0	0	0	0	0	0	0	0	0	170
GRAND TOTAL	50	180	172	15	182	177	168	179	176	128	66	121	186	100	289	50	299	2538

59

APPENDIX B - PROJECTED EXPENSES

**LAC RFMIP
SUMMARY OF PROJECTED EXPENSES
JANUARY-SEPTEMBER 1990**

	<u>PW-OGS</u>	<u>PW-LOCAL</u>	<u>TOTAL PROJECTED</u>
TOTAL SALARIES AND WAGES	\$ 291,610	\$ 50,750	\$ 342,360
TOTAL OVERHEAD	510,876	70,278	581,154
SUBCONTRACTOR/CONSULTANT	102,250	0	102,250
TRAVEL, TRANS & PERDIEM	100,000	23,000	123,000
TRAINING	0	0	0
OTHER DIRECT COSTS	100,000	10,000	110,000
	-----	-----	-----
TOTAL COST	1,104,736	154,028	1,258,764
	-----	-----	-----
FIXED FEE	39,554	8,554	48,108
	-----	-----	-----
TOTAL	<u>\$1,144,290</u>	<u>\$ 162,582</u>	<u>\$ 1,306,872</u>

55

**LAC RFHIP
PROJECTED FEES AND EXPENSES
PW OFFICE OF GOVERNMENT SERVICES**

	ACTUAL PROJECT TO DATE		BUDGET FOR THE NINE MONTH PERIOD ENDED SEPTEMBER 30, 1990		PROJECTED FOR THE PROJECT TO DATE AS OF SEPTEMBER 30, 1990	
	P/M	AMOUNT	P/M	AMOUNT	P/M	AMOUNT
FULL-TIME EMPLOYEES						
P. Lohneis	1.57	\$ 9,826	2.27	\$ 14,250	3.84	\$ 24,076
R. Duran	6.77	34,808	8.18	45,000	14.95	79,808
R. Cunningham	4.78	21,938	7.82	36,464	12.60	58,402
L. Horowitz	0.18	848	0.68	4,275	0.86	5,123
L. Asselin	0.20	774	8.27	32,214	8.47	32,988
P. Parera	0.00	0	8.05	23,895	8.05	23,895
J. Zemko	0.00	0	7.64	23,856	7.64	23,856
E. Estrella	0.37	1,154	8.14	25,776	8.51	26,930
J. Pineyros	0.00	0	8.00	24,288	8.00	24,288
O. Tello	0.00	0	5.82	12,800	5.82	12,800
R. Fabre	0.00	0	3.00	13,926	3.00	13,926
H. Perez	0.00	0	5.50	11,616	5.50	11,616
Staff	9.70	32,169	8.45	23,250	18.15	55,419
	23.57	101,517	81.82	291,610	105.39	393,127
INTERMITTENT EMPLOYEES	0.00	0	0.00	0	0.00	0
TOTAL SALARIES AND WAGES	23.57	101,517	81.82	291,610	105.39	393,127
FRINGE BENEFITS	12%	10,866		33,283		44,286
OVERHEAD	90%	101,145		292,404		393,671
G & A	30%	64,058		185,189		
	23.57	277,586	81.82	802,486	105.39	831,084
SUBCONTRACTOR/CONSULTANTS	7.64	91,074	15.86	102,250	23.50	193,324
TRAVEL/TRANSPORT/PERDIEM		177,283		100,000		277,283
TRAINING		0		0		0
OTHER DIRECT COSTS		44,326		100,000		144,326
TOTAL COSTS AND P/M	54.78	590,269	179.50	1,104,736	234.28	1,446,017
FEE	6%	16,655		39,554		56,209
TOTAL	54.78	\$ 606,924	179.50	\$ 1,144,290	234.28	\$ 1,502,226

56

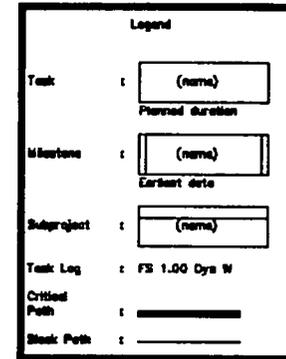
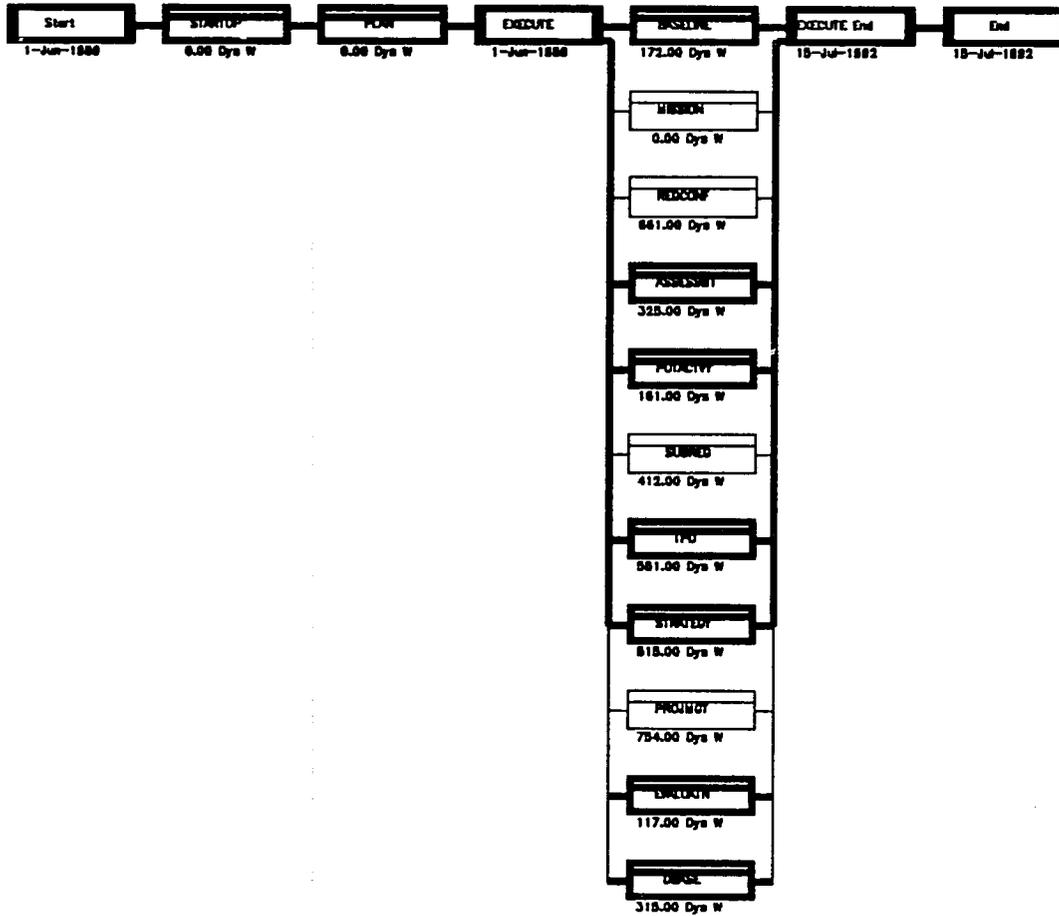
LAC RFMIP
PROJECTED FEES AND EXPENSES
PW LOCAL

	ACTUAL PROJECT TO DATE		BUDGET FOR THE NINE MONTH PERIOD ENDED SEPTEMBER 30, 1990		PROJECTED FOR THE PROJECT TO DATE AS OF SEPTEMBER 30, 1990	
	P/M	AMOUNT	P/M	AMOUNT	P/M	AMOUNT
FULL-TIME EMPLOYEES						
A. JAIKEL	0.00	\$ 0	4.55	\$ 14,615	4.55	\$ 14,615
OTHERS	0.00	0	13.14	36,135	13.14	36,135
	-----	-----	-----	-----	-----	-----
	0.00	0	17.69	50,750	17.69	50,750
	-----	-----	-----	-----	-----	-----
INTERMITTENT EMPLOYEES	0.00	0	0.00	0	0	0
	-----	-----	-----	-----	-----	-----
		0		0		0
	-----	-----	-----	-----	-----	-----
TOTAL SALARIES AND WAGES		0		50,750	17.69	50,750
FRINGE BENEFITS	18.5%	0		9,389		9,389
OVERHEAD	108%	0		60,889		60,889
G & A	0%	0		0		0
	-----	-----	-----	-----	-----	-----
		0		121,028		121,028
SUBCONTRACTOR/CONSULTANTS		0	0	0	0	0
TRAVEL, TRANSPORTATION AND PERDIEM		0		23,000		23,000
TRAINING		0		0		0
OTHER DIRECT COSTS		0		10,000		10,000
	-----	-----	-----	-----	-----	-----
TOTAL COSTS		0	17.69	154,028	17.69	154,028
FEE	6%	0		8,554		8,554
	-----	-----	-----	-----	-----	-----
TOTAL		\$ 0	17.69	\$ 162,582	17.69	\$ 162,582
	=====	=====	=====	=====	=====	=====

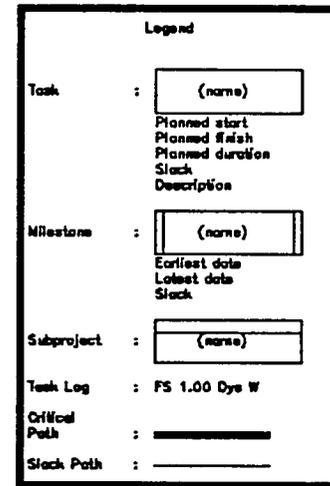
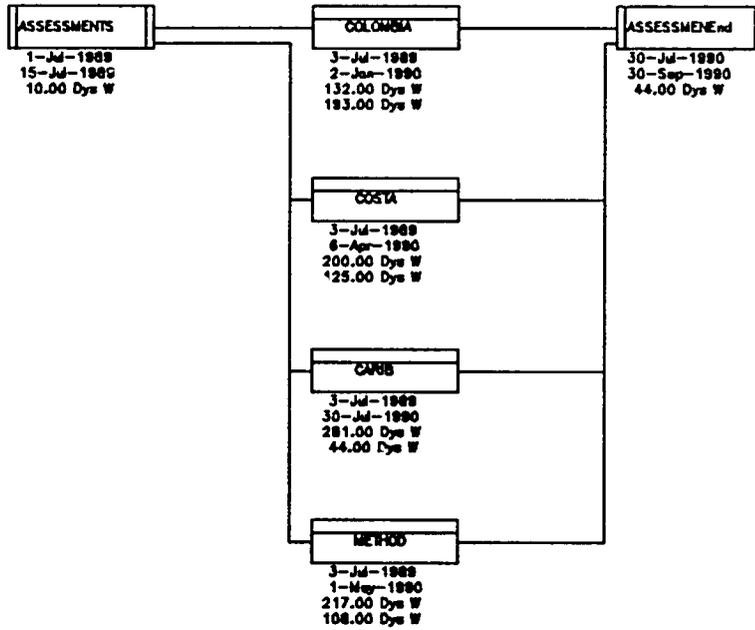
51

APPENDIX C - TIME SCHEDULE

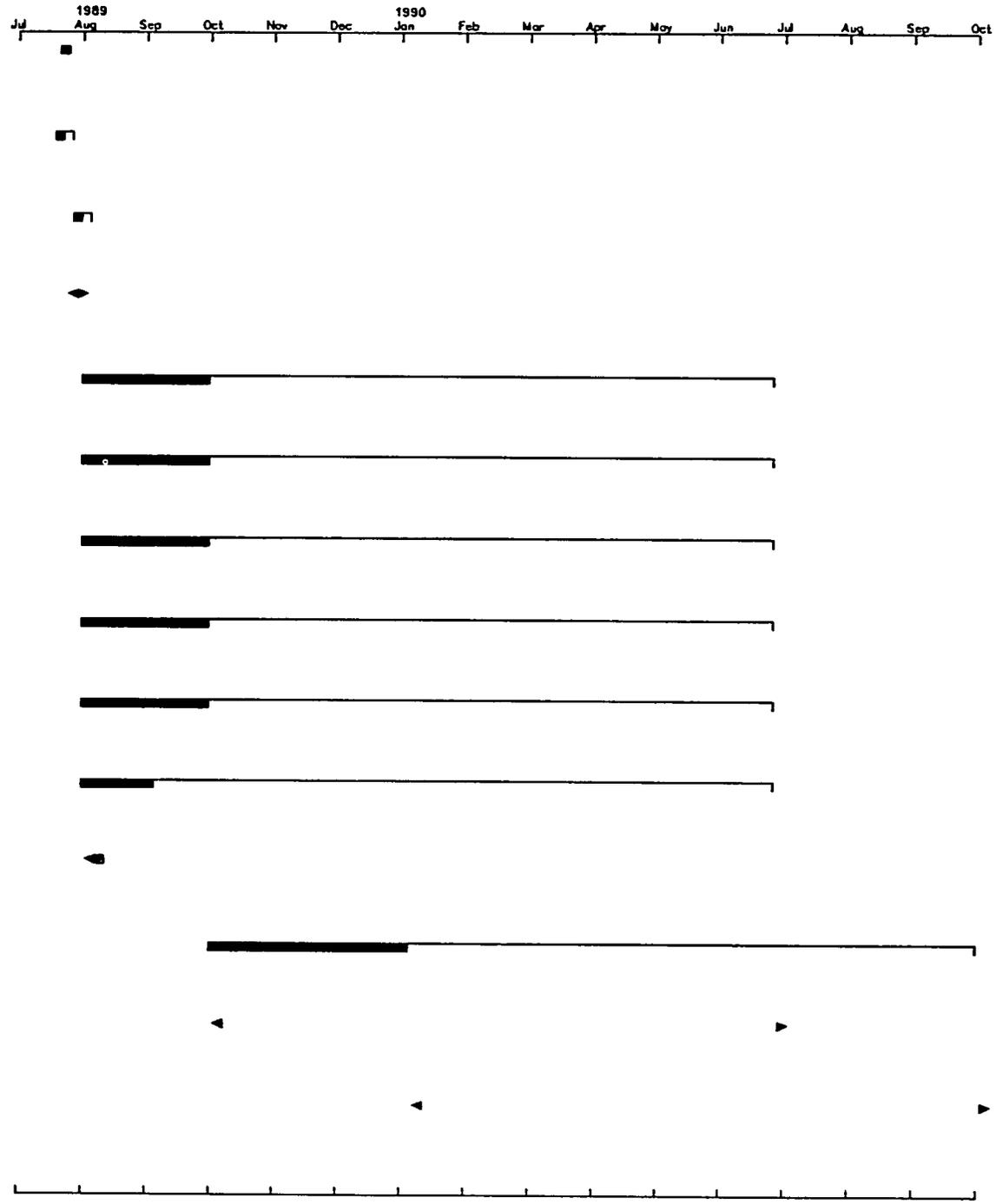
SB



55

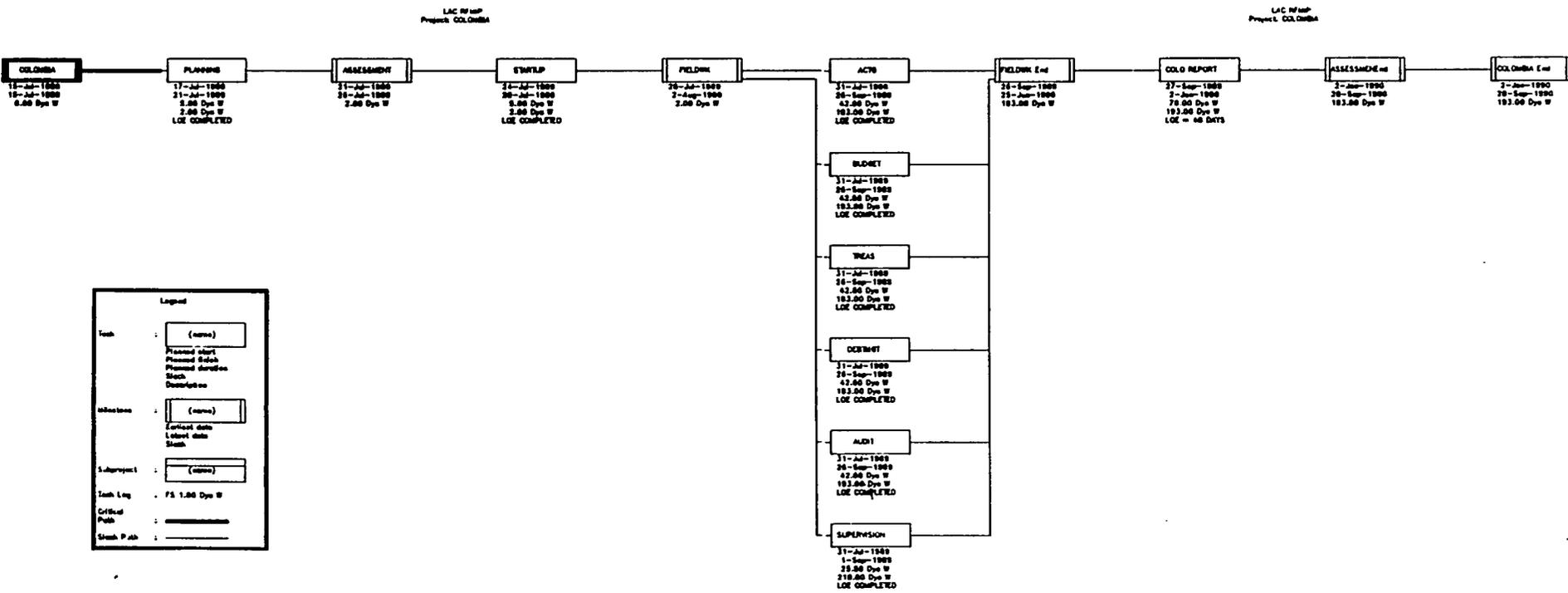


69

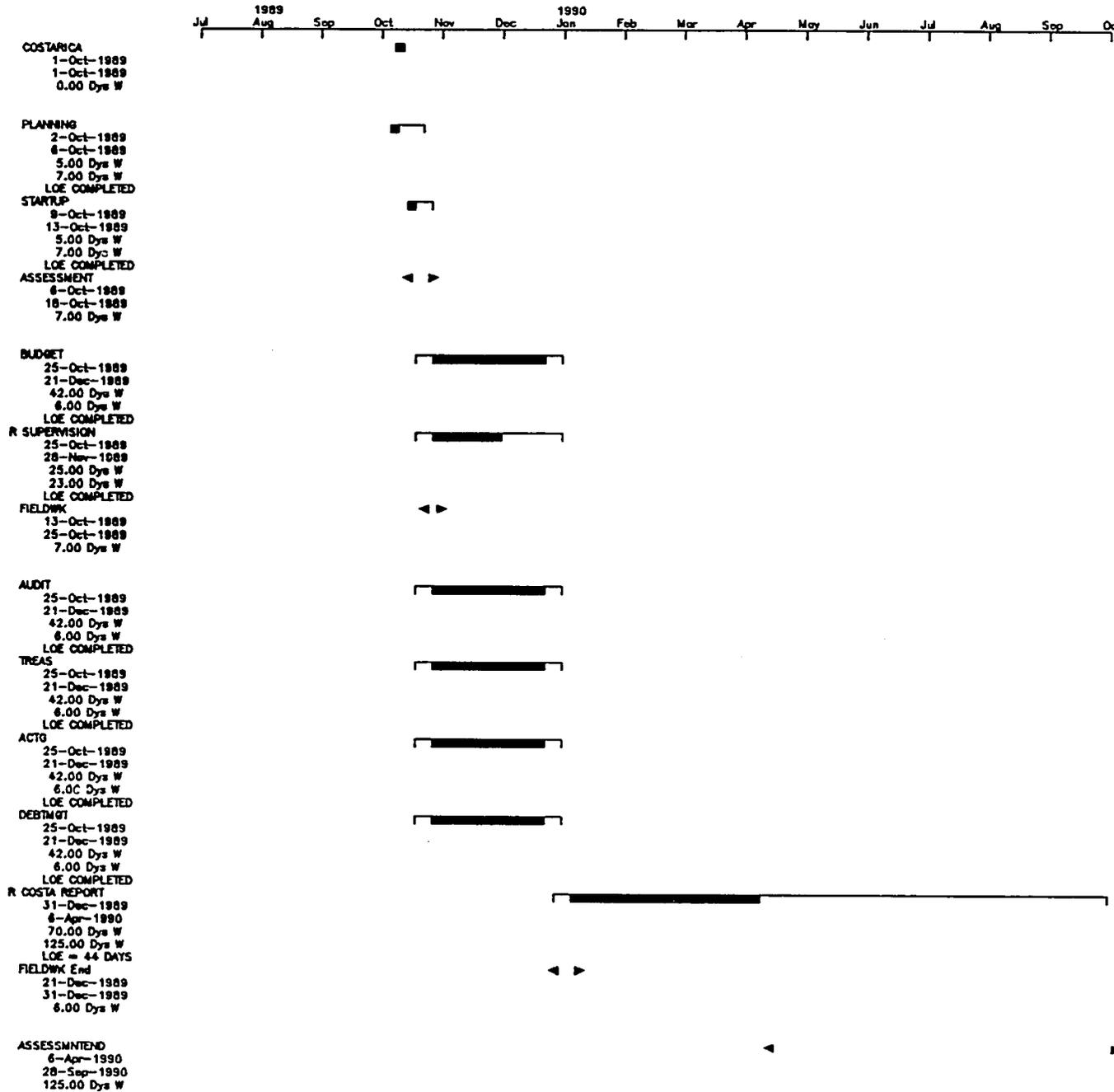


Legend	
Tasks	
Planned Duration	: [Solid Bar]
Planned & Actual Duration	: [Patterned Bar]
Slack	: [Bar with Right Arrow]
Negative Slack	: [Dashed Bar]
Baseline	: [Dotted Bar]
Overallocated	: R
Tags	: Planned start Planned finish Planned duration Slack Description
Milestones	
No Slack	: [Diamond]
Slack	: [Left Arrow] [Right Arrow]
Negative Slack	: [Right Arrow] [Left Arrow]
Completed	: [Triangle]
Constraints	: [Square] [Square]
Tags	: Earliest date Latest date Slack

61



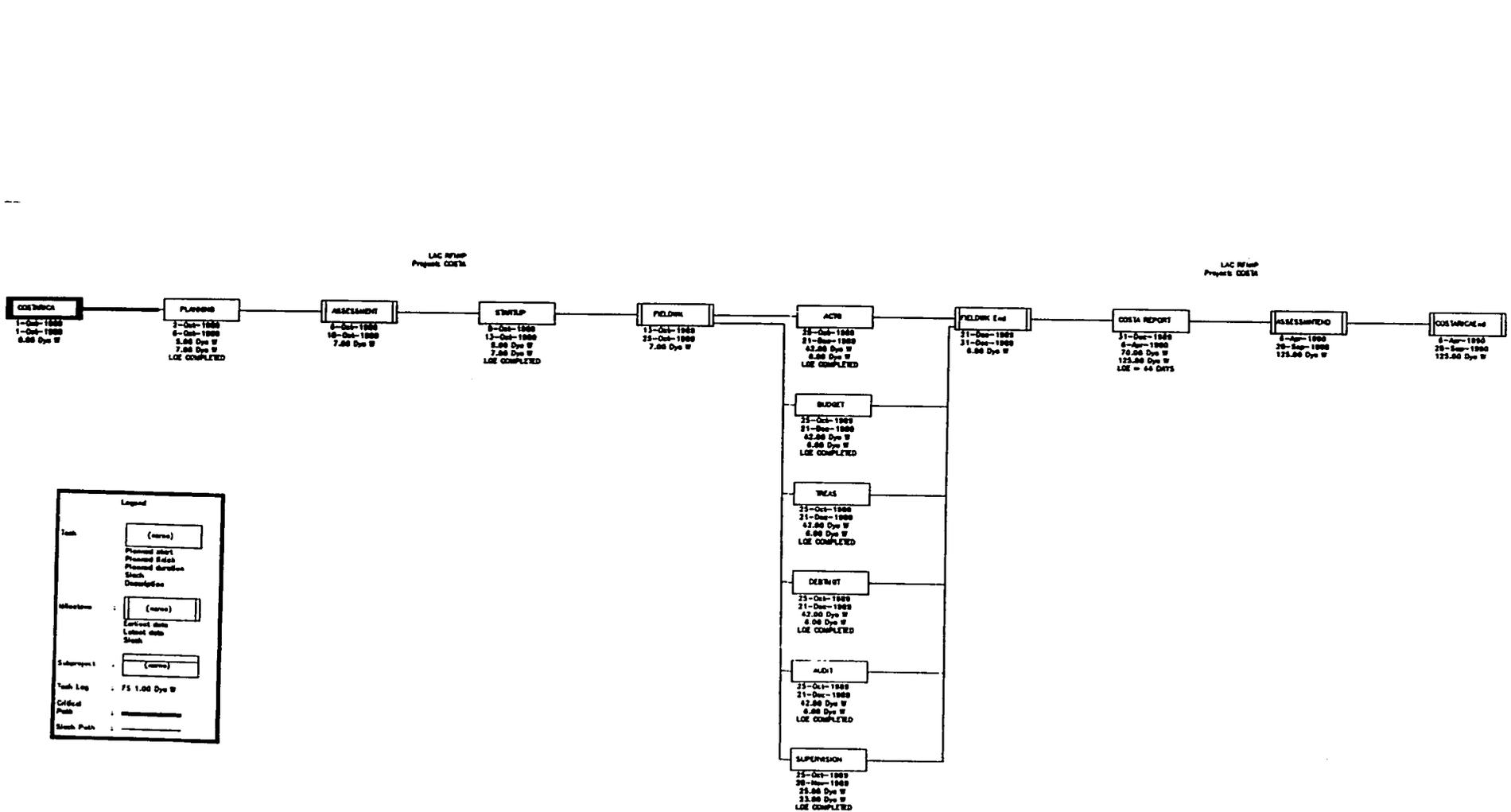
62.



Legend

- Tasks
- Planned Duration : [Solid bar]
- Planned & Actual Duration : [Solid bar with internal line]
- Slack : [Bar with arrowheads]
- Negative Slack : [Dashed bar]
- Baseline : [Dotted bar]
- Overallocated : R
- Tags : Planned start, Planned finish, Planned duration, Slack, Description
- Milestones
- No Slack : [Diamond]
- Slack : [Bar with arrowheads]
- Negative Slack : [Bar with arrowheads]
- Completed : [Triangle]
- Constraints : [Square]
- Tags : Earliest date, Latest date, Slack

63



Legend

Task: (name)

Planned start

Planned End

Planned duration

Start

Description

Milestone: (name)

Linked date

Linked date

Start

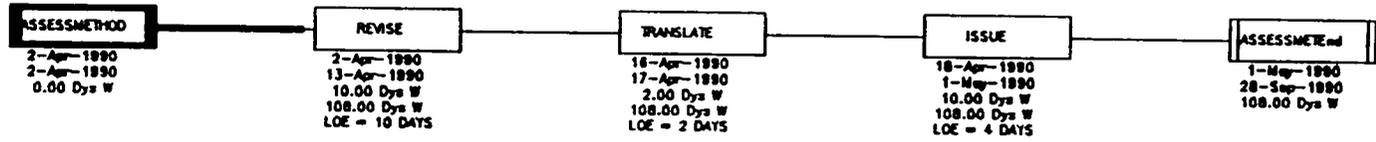
Subtype: (name)

Task Log: 75 1.00 Dye W

Critical Path: =====

Block Path: _____

64.



Legend

Task : (name)
 Planned start
 Planned finish
 Planned duration
 Slack
 Description

Milestone : (name)
 Earliest date
 Latest date
 Slack

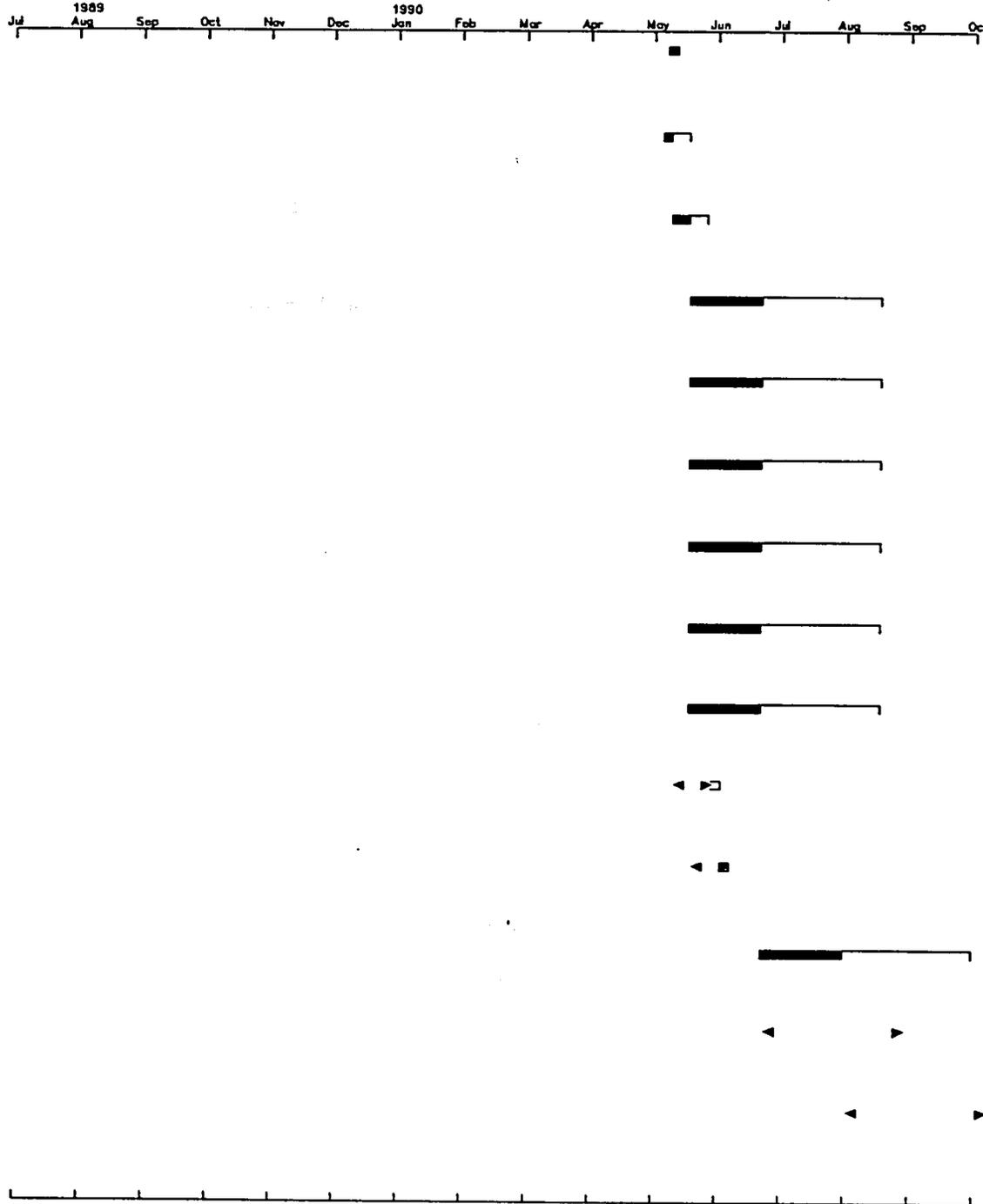
Subproject : (name)

Task Log : FS 1.00 Dys W

Critical Path :

Slack Path :

Handwritten mark

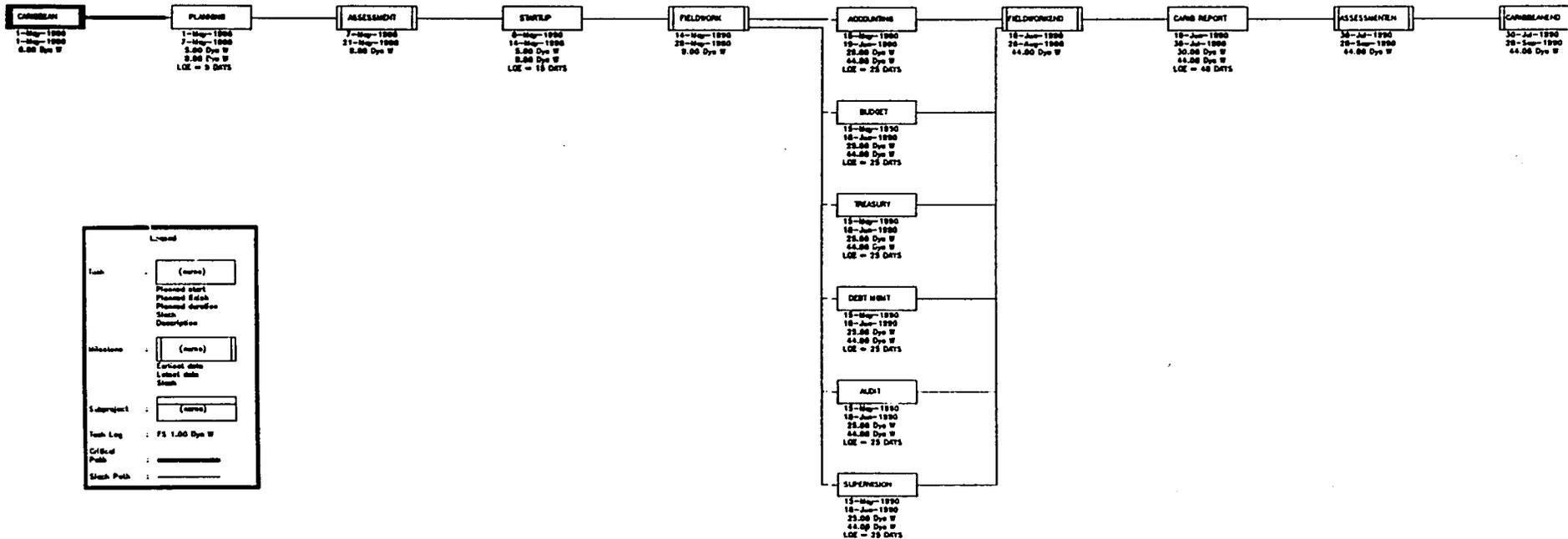


Legend

- Tasks
- Planned Duration : [Solid bar]
- Planned & Actual Duration : [Solid bar with vertical line]
- Slack : [Bar with arrowheads]
- Negative Slack : [Dashed line]
- Baseline : [Dotted line]
- Overallocated : R
- Tags : Planned start, Planned finish, Planned duration, Slack, Description
- Milestones
- No Slack : [Diamond]
- Slack : [Bar with arrowheads]
- Negative Slack : [Bar with arrowheads]
- Completed : [Triangle]
- Constraints : [Square]
- Tags : Earliest date, Latest date, Slack

66

LAC R/W/SP
Project: CMBE



Legend

Task: (name)
 Planned start
 Planned finish
 Planned duration
 Slack
 Description

Milestone: (name)
 Earliest date
 Latest date
 Slack

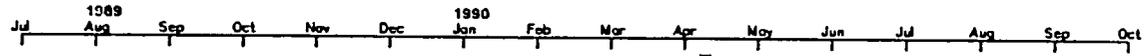
Subproject: (name)

Task Lag: FS 1.00 Dns W

Critical Path: _____

Slack Path: _____

67

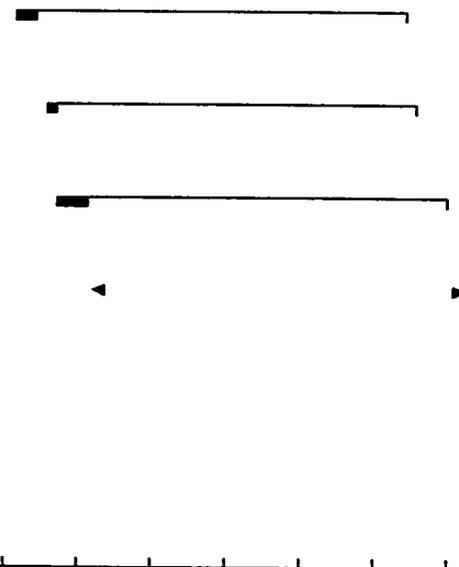


ASSESSMETHOD
2-Apr-1990
2-Apr-1990
0.00 Dya W

R REVISE
2-Apr-1990
13-Apr-1990
10.00 Dya W
108.00 Dya W
LOE = 10 DAYS

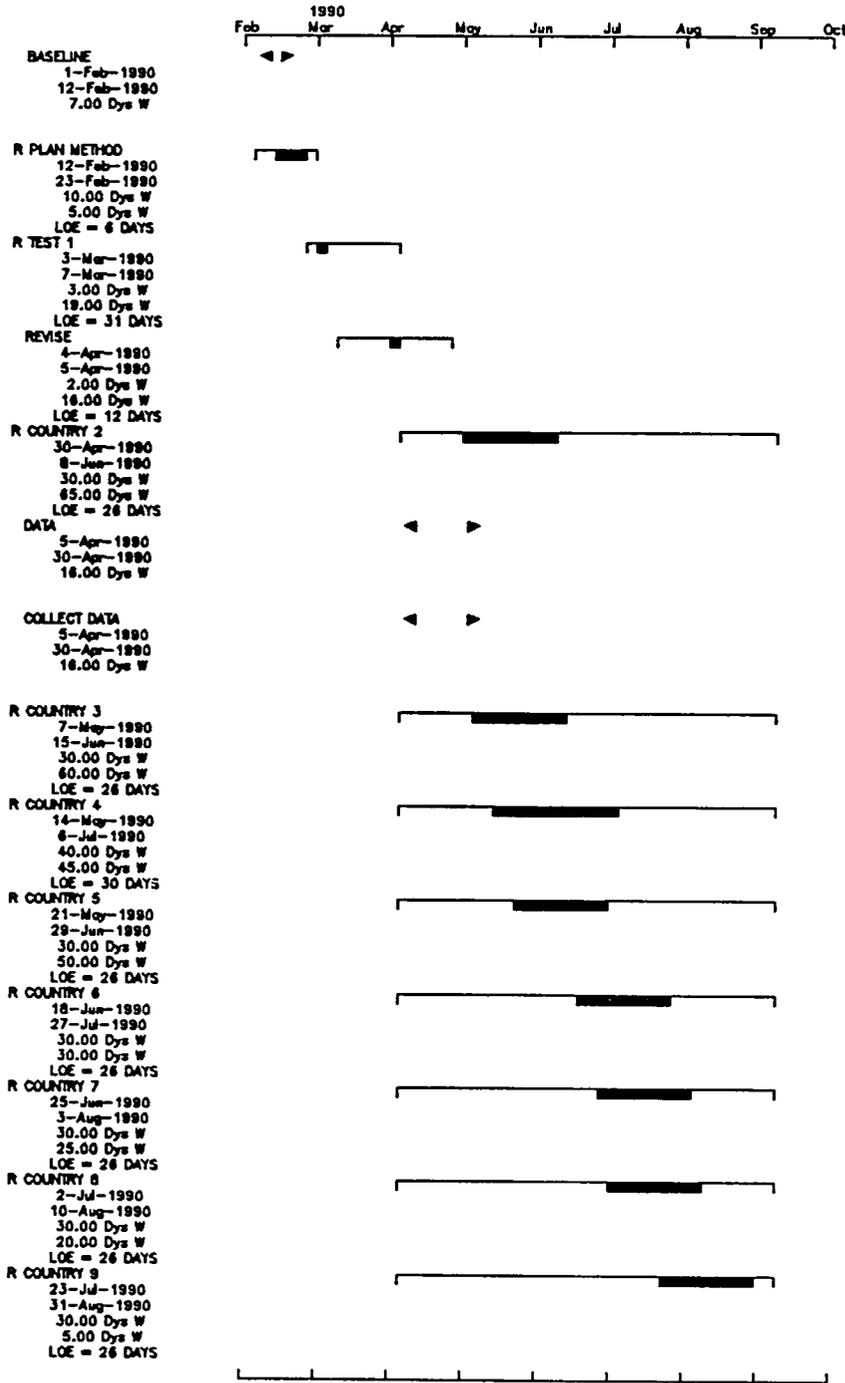
R TRANSLATE
18-Apr-1990
17-Apr-1990
2.00 Dya W
108.00 Dya W
LOE = 2 DAYS

R ISSUE
18-Apr-1990
1-May-1990
10.00 Dya W
108.00 Dya W
LOE = 4 DAYS
ASSESSMETHOD
1-May-1990
28-Sep-1990
108.00 Dya W



Legend	
Tasks	
Planned Duration	: [Solid black bar]
Planned & Actual Duration	: [Bar with vertical line]
Slack	: [Bar with horizontal line]
Negative Slack	: [Dashed line]
Baseline	: [Dotted line]
Overallocated	: R
Tags	: Planned start Planned finish Planned duration Slack Description
Milestones	
No Slack	: ◆
Slack	: ◀ ▶
Negative Slack	: ▶ ◀
Completed	: ▲
Constraints	: □ □
Tags	: Earliest date Latest date Slack

68



Legend

Tasks

Planned Duration : [Solid bar]

Planned & Actual Duration : [Solid bar with internal lines]

Slack : [Bar with arrowheads]

Negative Slack : [Dashed bar]

Baseline : [Dashed line]

Overallocated : R

Tags : Planned start, Planned finish, Planned duration, Slack, Description

Milestones

No Slack : [Diamond symbol]

Slack : [Left and right arrowheads]

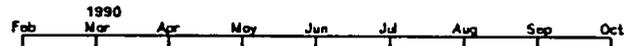
Negative Slack : [Right and left arrowheads]

Completed : [Triangle symbol]

Constraints : [Square symbols]

Tags : Earliest date, Latest date, Slack

69



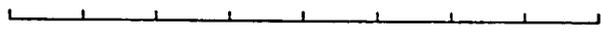
R COUNTRY 10
 30-Jul-1990
 7-Sep-1990
 30.00 Dya W
 0.00 Dya W
 LOE = 26 DAYS
 DATA End
 7-Sep-1990
 8-Sep-1990
 0.00 Dya W

COLLECT DEnd
 7-Sep-1990
 8-Sep-1990
 0.00 Dya W

R REPORT
 8-Sep-1990
 28-Sep-1990
 15.00 Dya W
 0.00 Dya W
 LOE = 30 DAYS
 BASELINE End
 28-Sep-1990
 30-Sep-1990
 0.00 Dya W



70

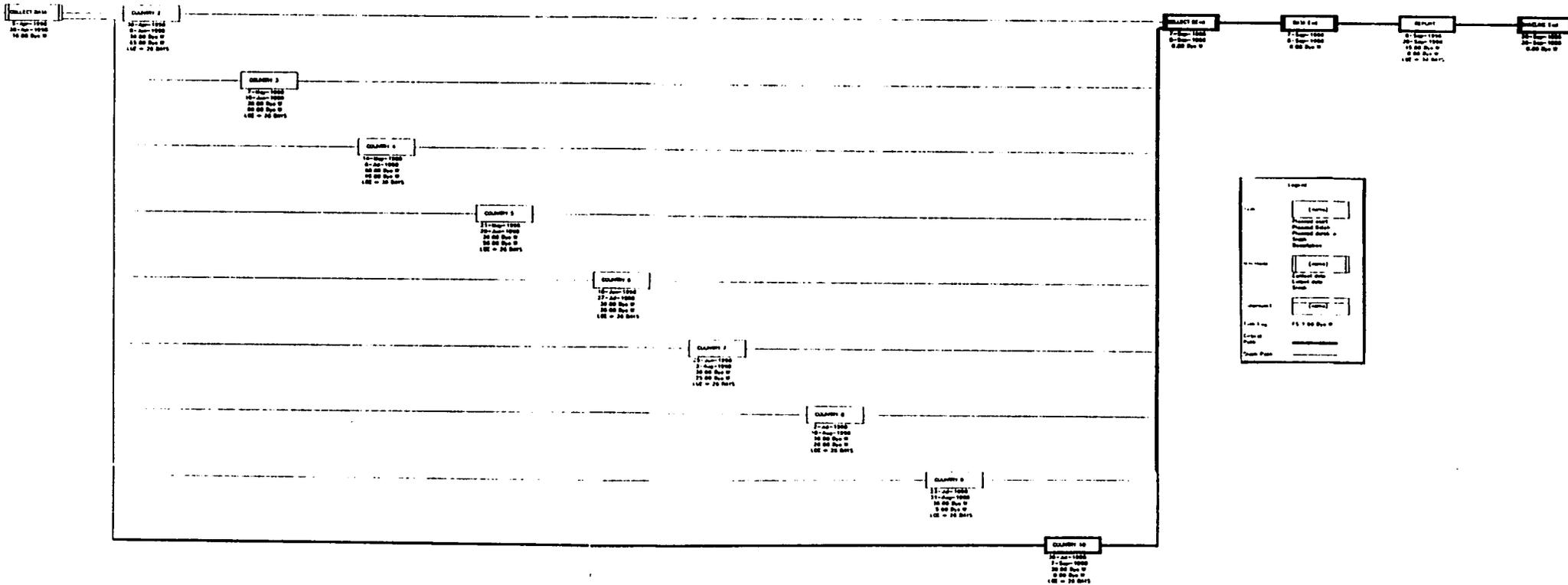


WEST CLIFF

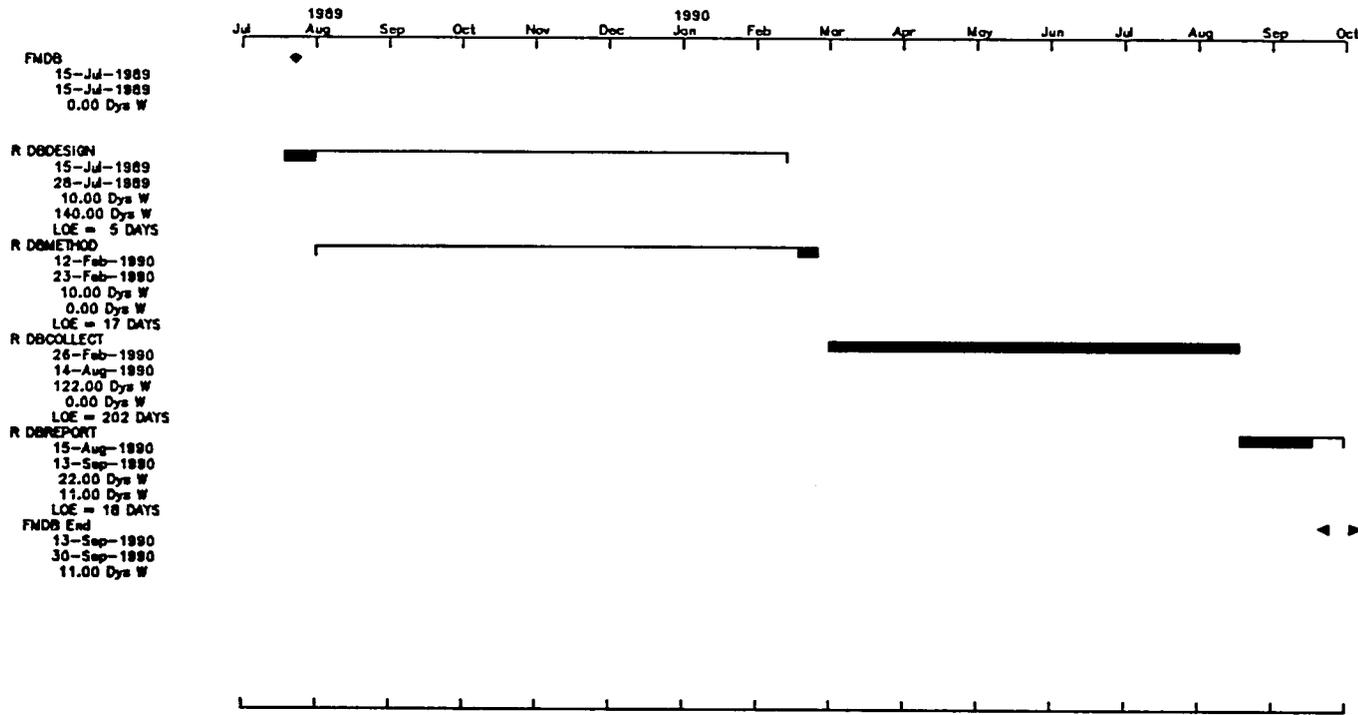
LAC WASH
PUNYA DISTRICT

LAC WASH
PUNYA DISTRICT

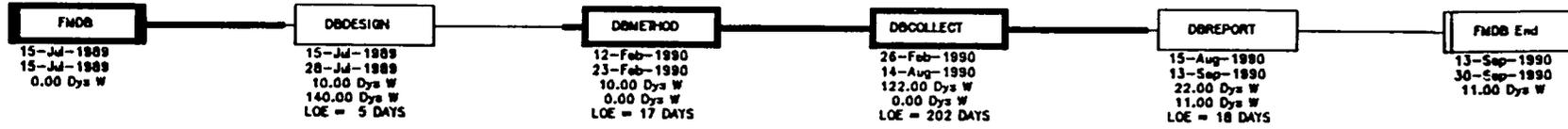
LAC WASH
PUNYA DISTRICT



71



Legend	
Tasks	
Planned Duration	: [Solid Bar]
Planned & Actual Duration	: [Dashed Bar]
Slack	: [Line with Arrow]
Negative Slack	: [Dashed Line]
Baseline	: [Dotted Line]
Overallocated	: R
Tags	: Planned start Planned finish Planned duration Slack Description
Milestones	
No Slack	: ◆
Slack	: ◀ ▶
Negative Slack	: ▶ ◀
Completed	: ▲
Constraints	: □ □
Tags	: Earliest date Latest date Slack



Legend

Task : (name)
 Planned start
 Planned finish
 Planned duration
 Slack
 Description

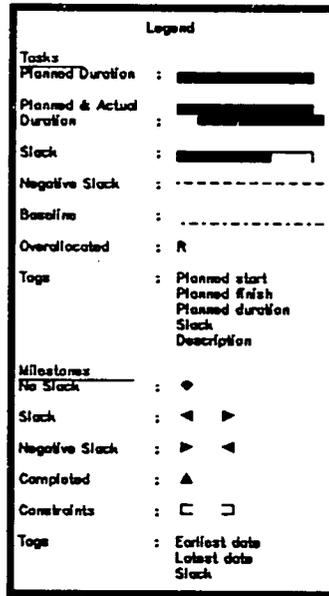
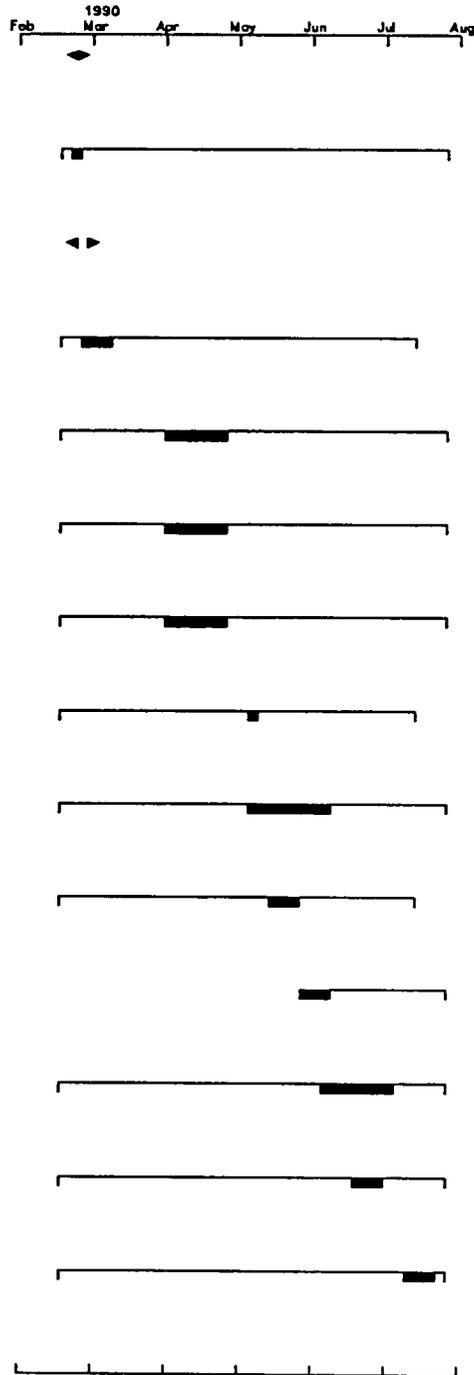
Milestone : (name)
 Earliest date
 Latest date
 Slack

Subproject : (name)

Task Log : FS 1.00 Dys W

Critical Path :

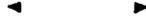
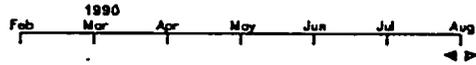
Slack Path :



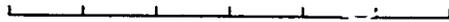
74

EVALUATROEnd
20-Jul-1990
30-Jul-1990
5.00 Dye W

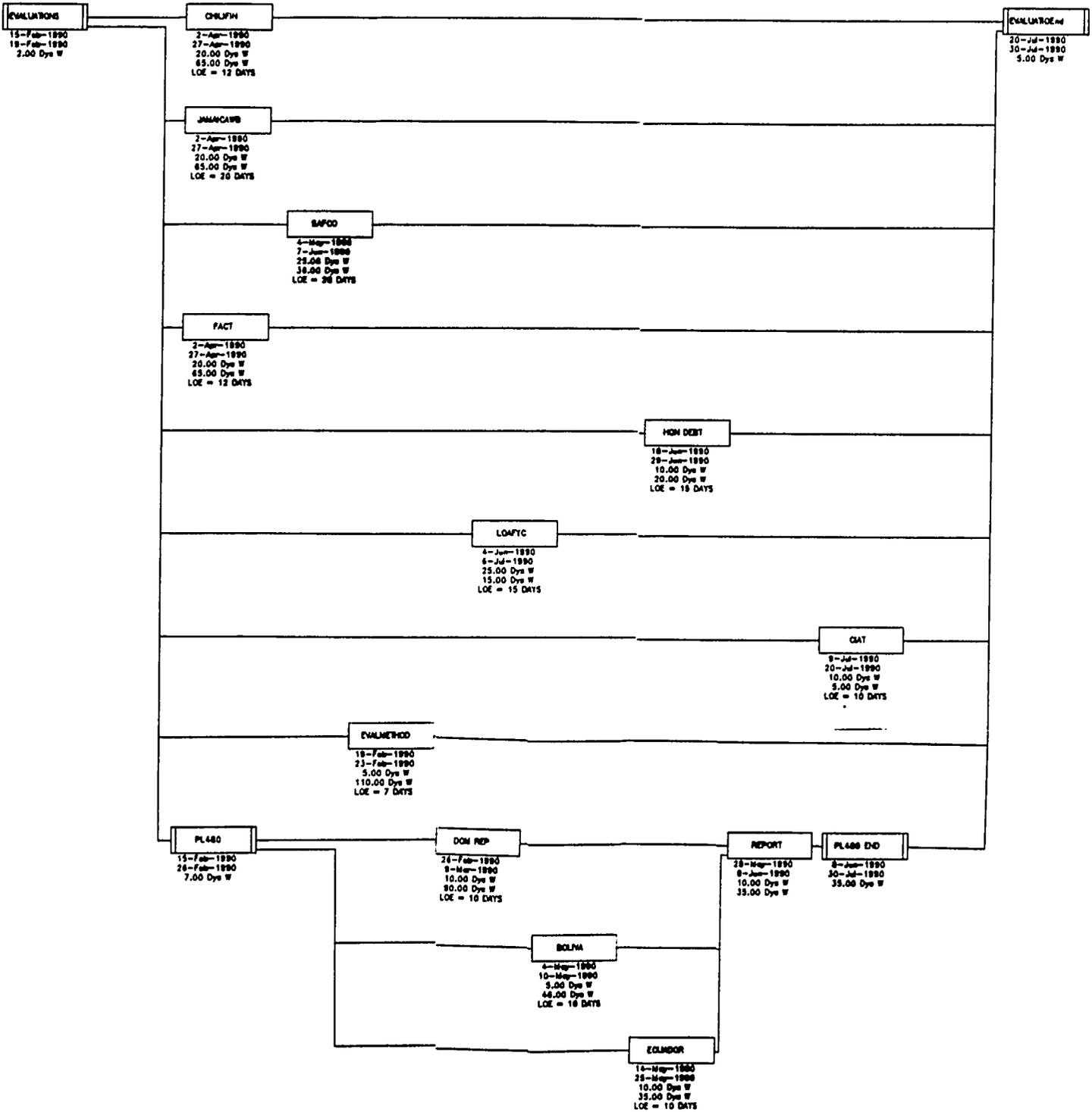
PL480 END
6-Jun-1990
30-Jul-1990
35.00 Dye W

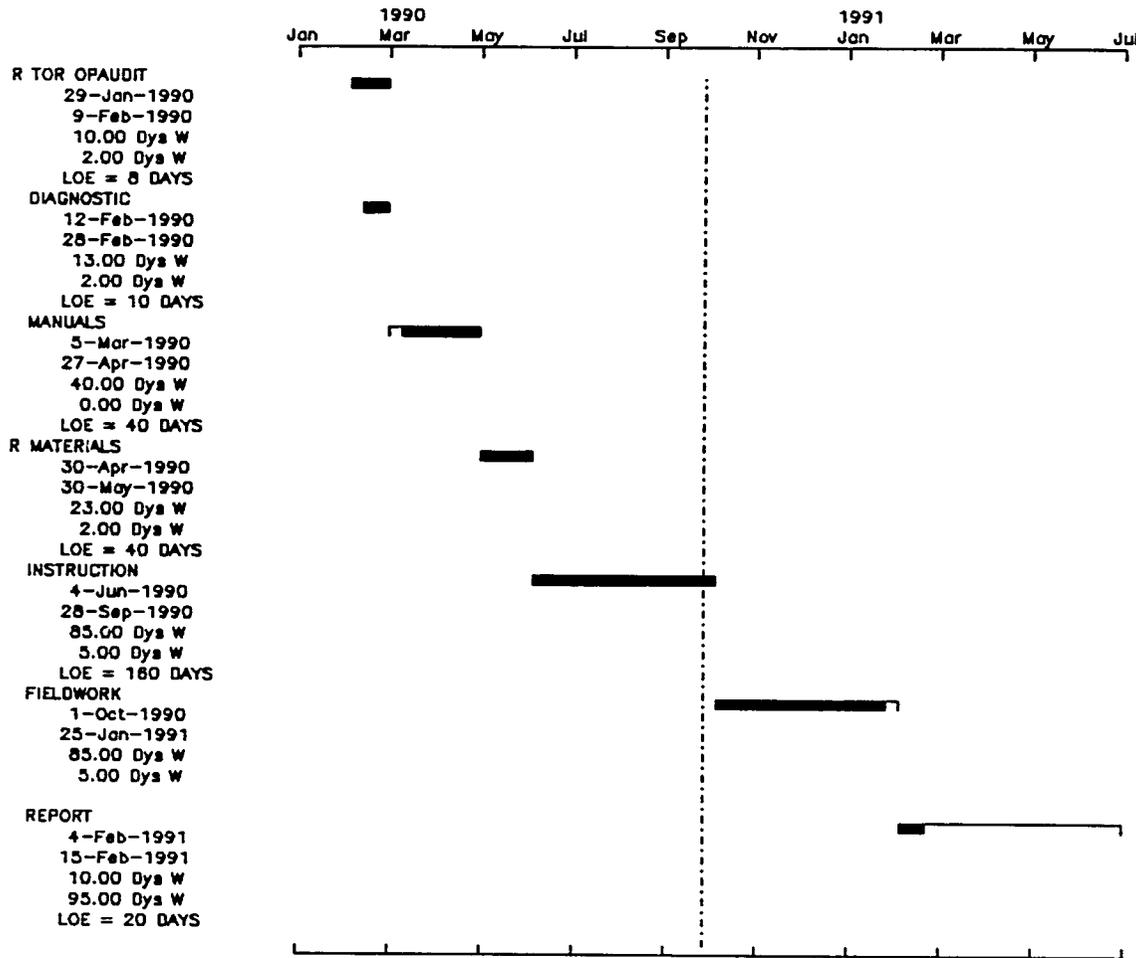


6/



LAC R/WUP
Project EVALUATN





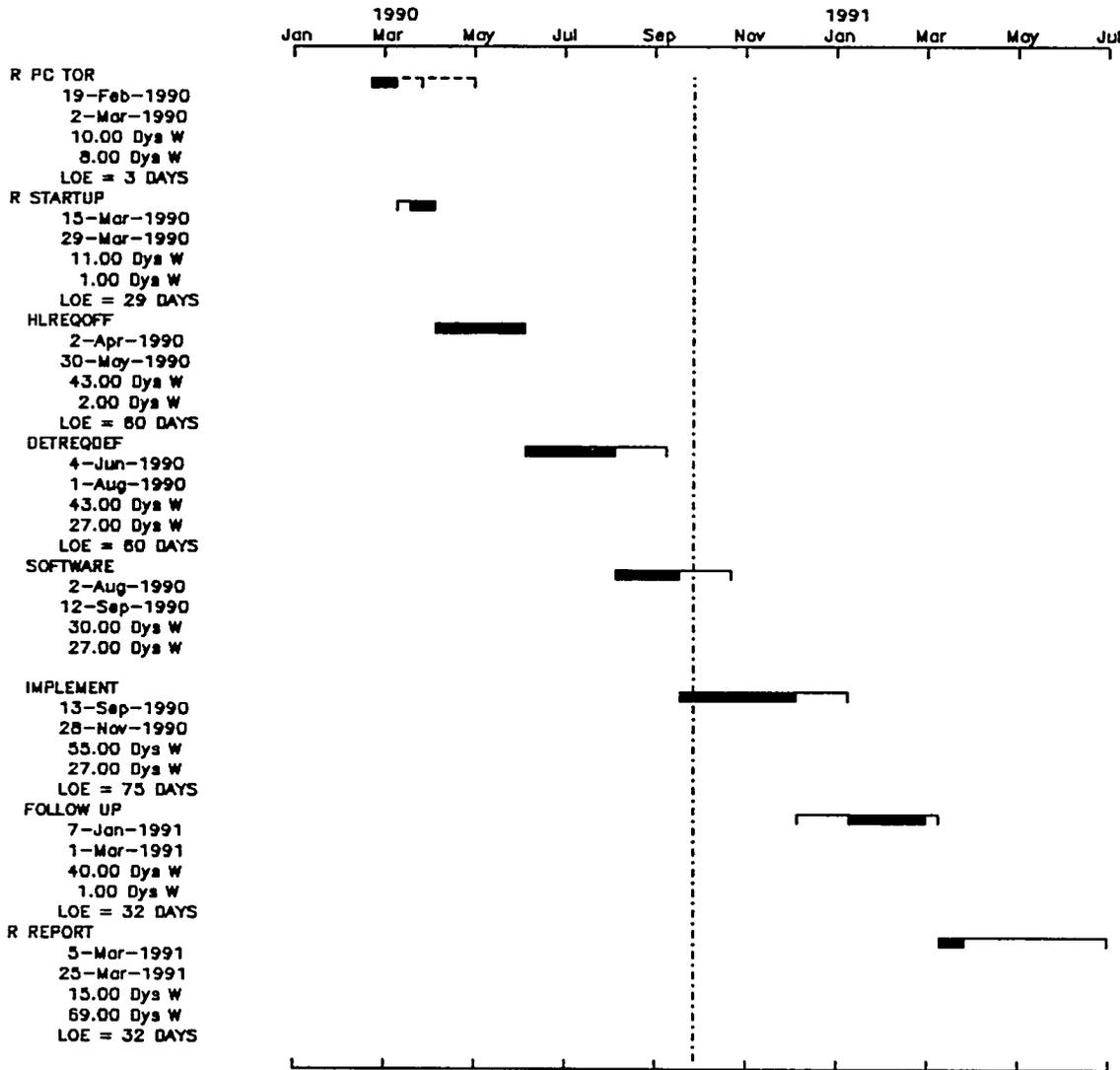
Legend	
Tasks	
Planned Duration :	—————
Planned & Actual Duration :	—————
Slack :	—————
Negative Slack :	-----
Baseline :	-----
Overallocated :	R
Tags :	Planned start Planned finish Planned duration Slack Description
Milestones	
No Slack :	◆
Slack :	◀ ▶
Negative Slack :	▶ ◀
Completed :	▲
Constraints :	□ □
Tags :	Earliest date Latest date Slack

77

Gantt Chart

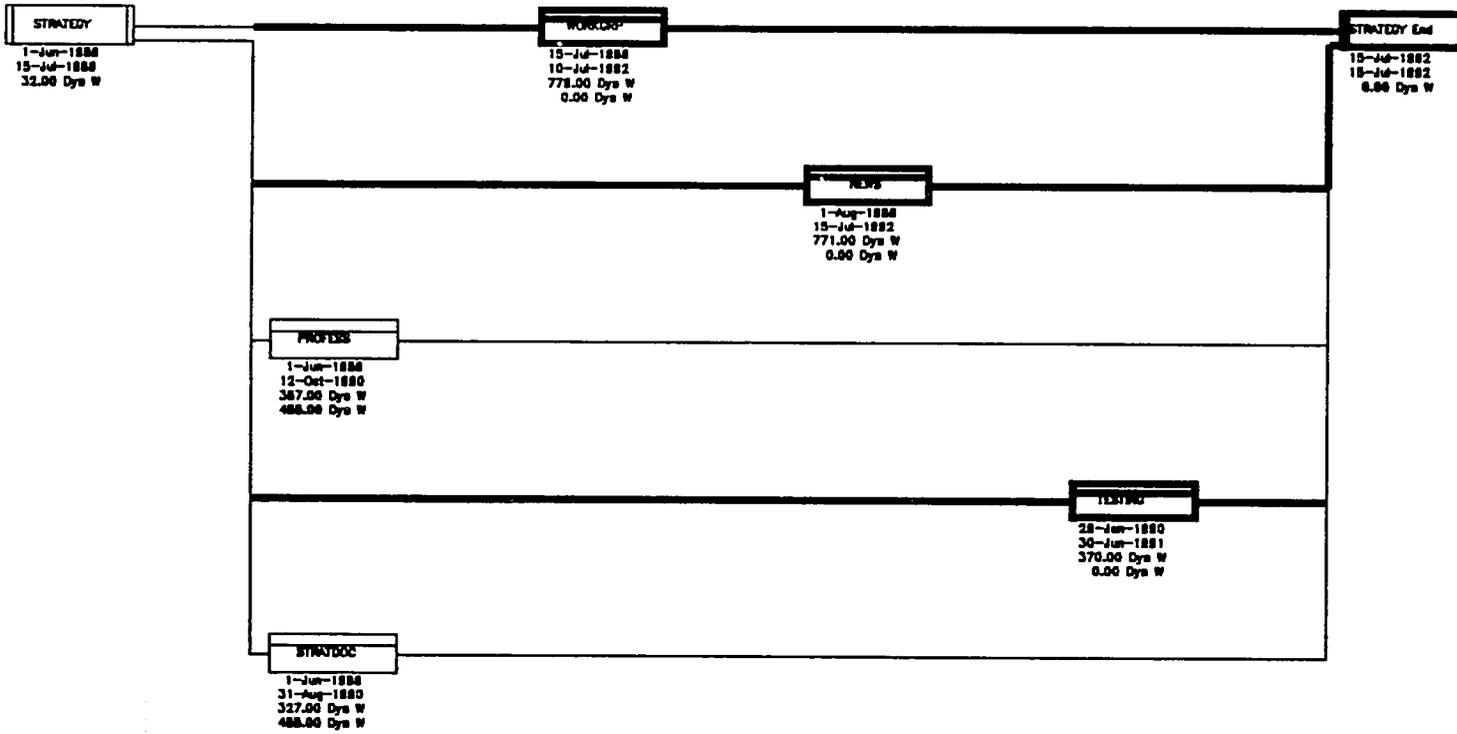
LAC RFMIP
Project: PFACTG

13-Feb-1990



Legend	
Tasks	
Planned Duration :	
Planned & Actual Duration :	
Slack :	
Negative Slack :	
Baseline :	
Overallocated :	R
Tags :	Planned start Planned finish Planned duration Slack Description
Milestones	
No Slack :	
Slack :	
Negative Slack :	
Completed :	
Constraints :	
Tags :	Earliest date Latest date Slack

78



1/19

WORKING GRP
15-Jul-1989
17-Jul-1989
0.00 Dya W

DWG2
17-Jul-1989
17-Jul-1989
0.00 Dya W

R PREPARATION
17-Jul-1989
2-Aug-1989
13.00 Dya W
1.00 Dya W
LOE = 2 DAYS

R EVENT
4-Aug-1989
4-Aug-1989
1.00 Dya W
5.00 Dya W
LOE = 2 DAYS

R MINUTES
14-Aug-1989
31-Aug-1989
14.00 Dya W
65.00 Dya W
LOE = 2 DAYS

DWG END
31-Aug-1989
1-Dec-1989
65.00 Dya W

PREPARATION
1-Dec-1989
14-Dec-1989
10.00 Dya W
24.00 Dya W
LOE = 10 DAYS

DWG3
1-Dec-1989
1-Dec-1989
0.00 Dya W

R EVENT
18-Jan-1990
18-Jan-1990
1.00 Dya W
2.00 Dya W
LOE = 3 DAYS

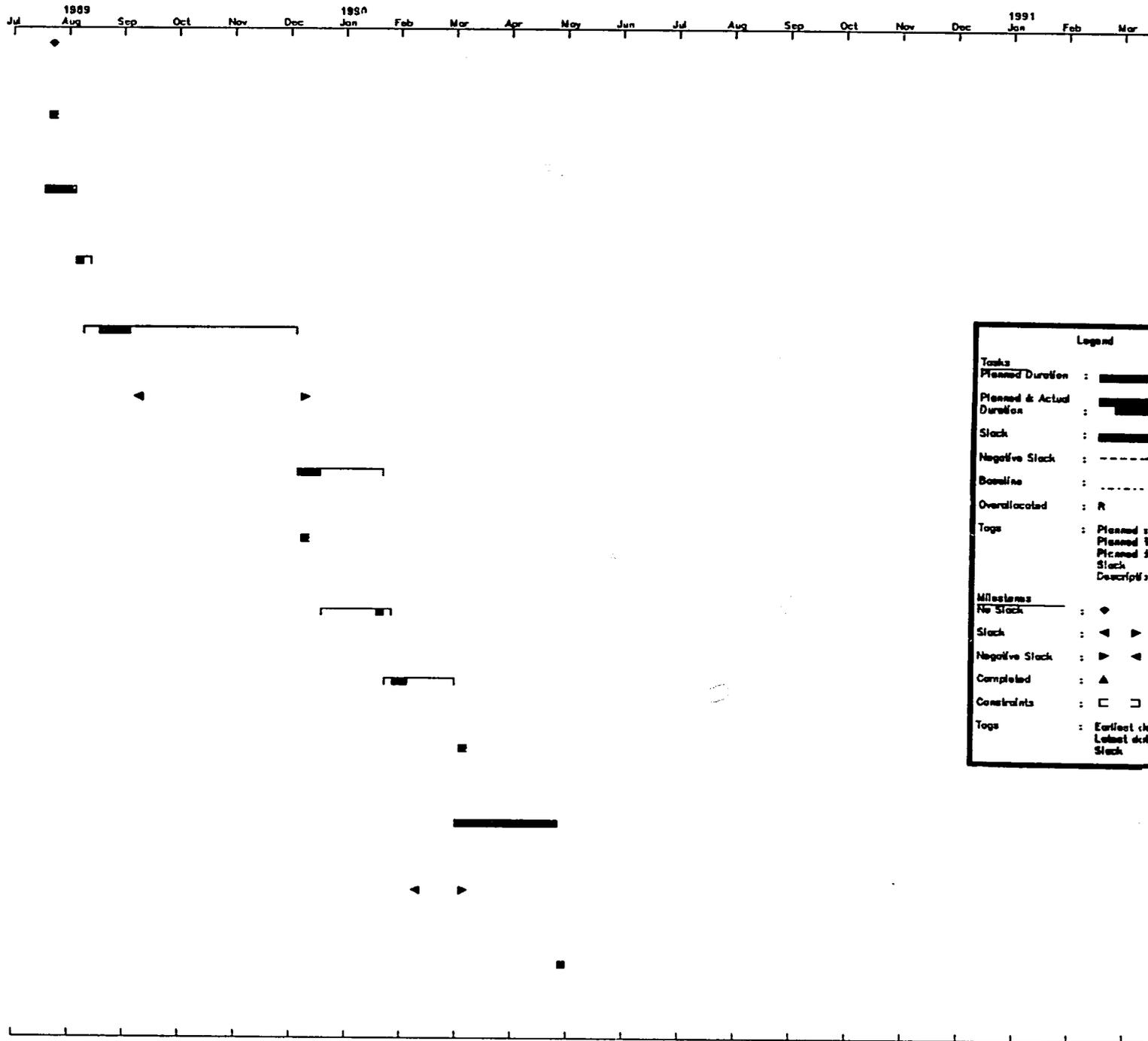
MINUTES
23-Jan-1990
30-Jan-1990
6.00 Dya W
21.00 Dya W
LOE = 2 DAYS

DWG4
1-Mar-1990
1-Mar-1990
0.00 Dya W

R PREPARATION
1-Mar-1990
25-Apr-1990
40.00 Dya W
0.00 Dya W
LOE = 4 DAYS

DWG3 END
30-Jan-1990
1-Mar-1990
21.00 Dya W

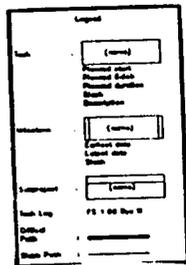
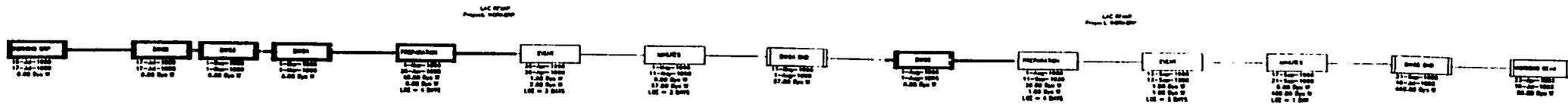
EVENT
26-Apr-1990
26-Apr-1990
1.00 Dya W
2.00 Dya W
LOE = 3 DAYS



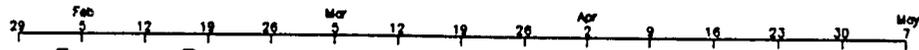
Legend	
Tasks	
Planned Duration	▬
Planned & Actual Duration	▬
Slack	◀ ▶
Negative Slack	▶ ▶
Baseline	- - - -
Overallocated	R
Tags	Planned start Planned finish Planned duration Slack Description
Milestones	
No Slack	◆
Slack	◀ ▶
Negative Slack	▶ ▶
Completed	▲
Constraints	□ □
Tags	Earliest date Latest date Slack

BB

PERT Chart



81



NEWSLTR3
1-Feb-1990
15-Feb-1990

MODIFY LIST
1-Feb-1990
30-Mar-1990
2.00 Wks W
18.00 Dys W
LOE = 2 DAYS
DRAFT
1-Feb-1990

R WRITE/EDIT
9-Feb-1990
8-Mar-1990
18.50 Dys W
16.50 Dys W
LOE = 16 DAYS
PREPARE
1-Feb-1990
15-Feb-1990

R TRANSLATE
16-Feb-1990
1-Mar-1990
10.00 Dys W
21.00 Dys W
LOE = 2 DAYS
PROOF

1-Mar-1990
7-Mar-1990
5.00 Dys W
17.00 Dys W
LOE = 3 DAYS

PUBLISHER
8-Mar-1990
22-Mar-1990
2.00 Wks W
16.50 Dys W
LOE = 0 DAYS

PRINT
22-Mar-1990
4-Apr-1990
9.00 Dys W
16.50 Dys W
LOE = 0 DAYS
DRAFT END
8-Mar-1990

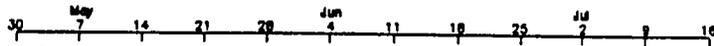
DISTRIBUTE
4-Apr-1990
6-Apr-1990
2.00 Dys W
16.50 Dys W
LOE = 2 DAYS

NEWSLTR3 End
6-Apr-1990

PREPARE End
6-Apr-1990

Legend	
Tasks	
Planned Duration	: [Solid bar]
Planned & Actual Duration	: [Dashed bar]
Slack	: [Bar with arrow]
Negative Slack	: [Dashed bar]
Baseline	: [Dotted bar]
Overallocated	: R
Tags	: Planned start Planned finish Planned duration Slack Description
Milestones	
No Slack	: [Diamond]
Slack	: [Triangle]
Negative Slack	: [Triangle]
Completed	: [Triangle]
Constraints	: [Square]
Tags	: Earliest date Early constraint





NEWSLET4
1-May-1990

R MODIFY LIST
1-May-1990
27-Jun-1990
2.00 Wks W
11.00 Dns W
LOE = 2 DAYS

R TRANSLATE
1-May-1990
14-May-1990
10.00 Dns W
24.00 Dns W
LOE = 2 DAYS

R WRITE/EDIT
1-May-1990
14-Jun-1990
32.50 Dns W
1.50 Dns W
LOE = 16 DAYS

DRAFT
1-May-1990

PREPARE
1-May-1990

R PROOF
15-May-1990
21-May-1990
5.00 Dns W
18.00 Dns W
LOE = 3 DAYS

PUBLISHER
14-Jun-1990
26-Jun-1990
2.00 Wks W
1.50 Dns W
LOE = 10 DAYS

DRAFT End
14-Jun-1990

PRINT
26-Jun-1990
11-Jul-1990
8.00 Dns W
1.50 Dns W
LOE = 8 DAYS

DISTRIBUTE
11-Jul-1990
12-Jul-1990
1.00 Dns W
1.50 Dns W
LOE = 2 DAYS

NEWSLET4 End
12-Jul-1990

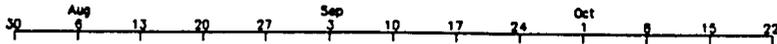
PREPARE End
12-Jul-1990

Legend	
Tasks	
Planned Duration :	
Planned & Actual Duration :	
Slack :	
Negative Slack :	
Baseline :	
Overallocated :	R
Tags :	Planned start Planned finish Planned duration Slack Description
Milestones	
No Slack :	
Slack :	
Negative Slack :	
Completed :	
Constraints :	
Tags :	Earliest date



82

LAC FINANCIAL PROJECT
Project: NEWSLETS



NEWSLETS
1-Aug-1990
0.00 Dya W

R WRITE/EDIT
1-Aug-1990
24-Aug-1990
3.50 Wks W
15.50 Dya W
LOE = 15 DAYS

TRANSLATE
1-Aug-1990
14-Aug-1990
10.00 Dya W
23.00 Dya W
LOE = 2 DAYS

R PROOF
1-Aug-1990
7-Aug-1990
5.00 Dya W
29.00 Dya W
LOE = 3 DAYS

R MODIFY LIST
1-Aug-1990
27-Sep-1990
2.00 Wks W
10.00 Dya W
LOE = 2 DAYS

PREPARE
1-Aug-1990
15-Aug-1990
1-Aug-1990
10.00 Dya W

DRAFT
1-Aug-1990
15.50 Dya W

PUBLISHER
24-Aug-1990
7-Sep-1990
2.00 Wks W
15.50 Dya W

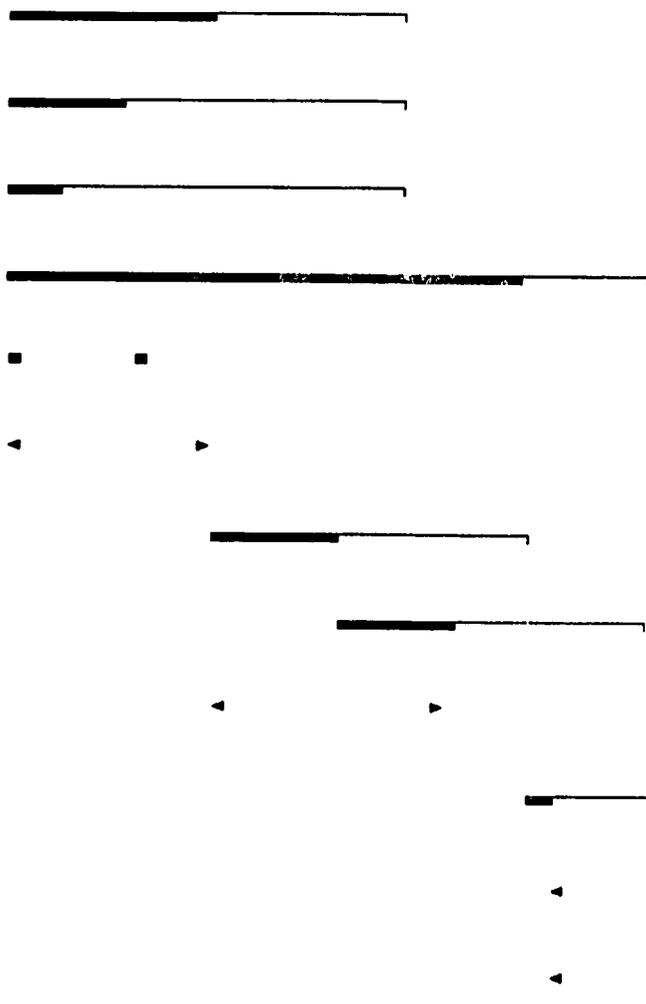
PRINT
7-Sep-1990
20-Sep-1990
9.00 Dya W
15.50 Dya W

DRAFT End
24-Aug-1990
15.50 Dya W

DISTRIBUTE
28-Sep-1990
1-Oct-1990
2.00 Dya W
10.00 Dya W
LOE = 2 DAYS

NEWSLETS End
1-Oct-1990
10.00 Dya W

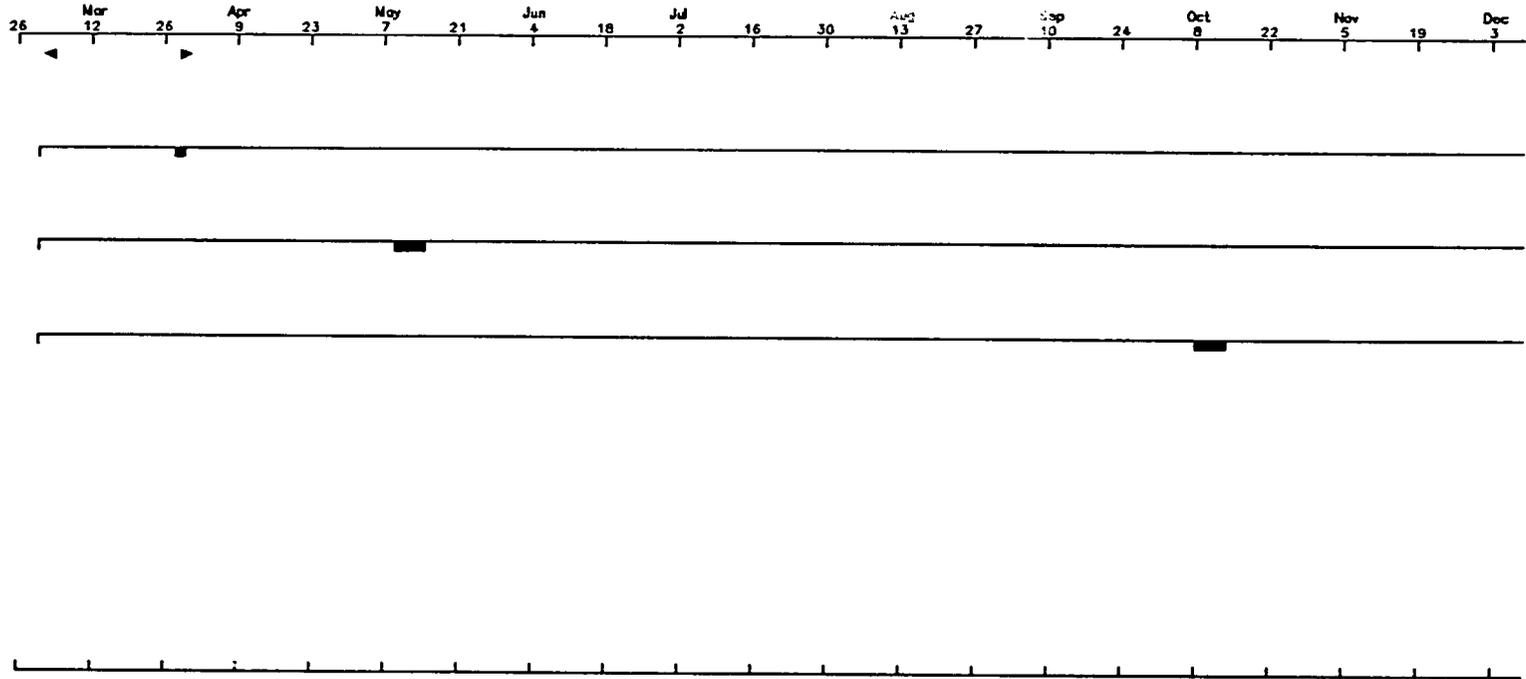
PREPARE End
1-Oct-1990
10.00 Dya W



Legend	
Tasks	
Planned Duration	—————
Planned & Actual Duration	—————
Slack	—————
Negative Slack	- - - - -
Baseline	- - - - -
Overallocated	R
Tags	Planned start Planned finish Planned duration Slack Description
Milestones	
No Slack	◆
Slack	◀ ▶
Negative Slack	▶ ◀
Completed	▲
Constraints	◀ ◻ ▶
Tags	Earliest date Early constraint Late constraint Slack



84

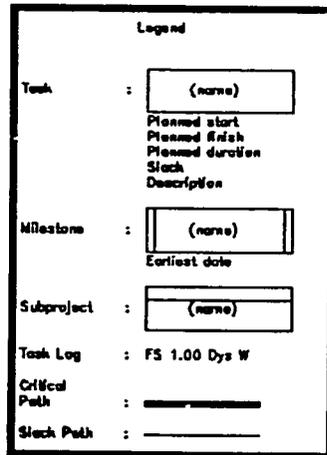
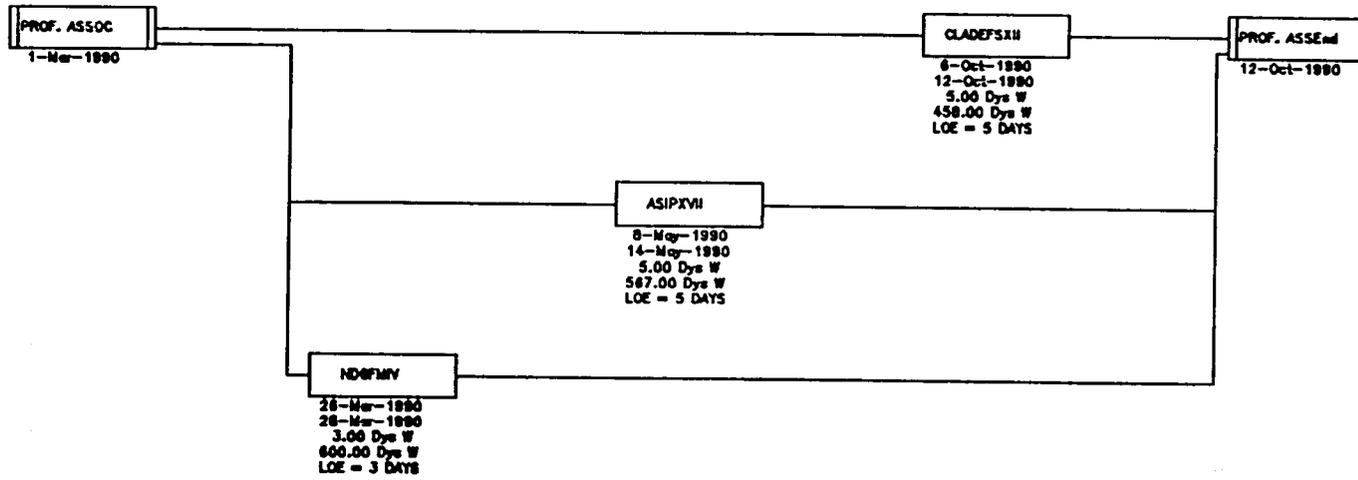


PROF. ASSOC
1-Mar-1989

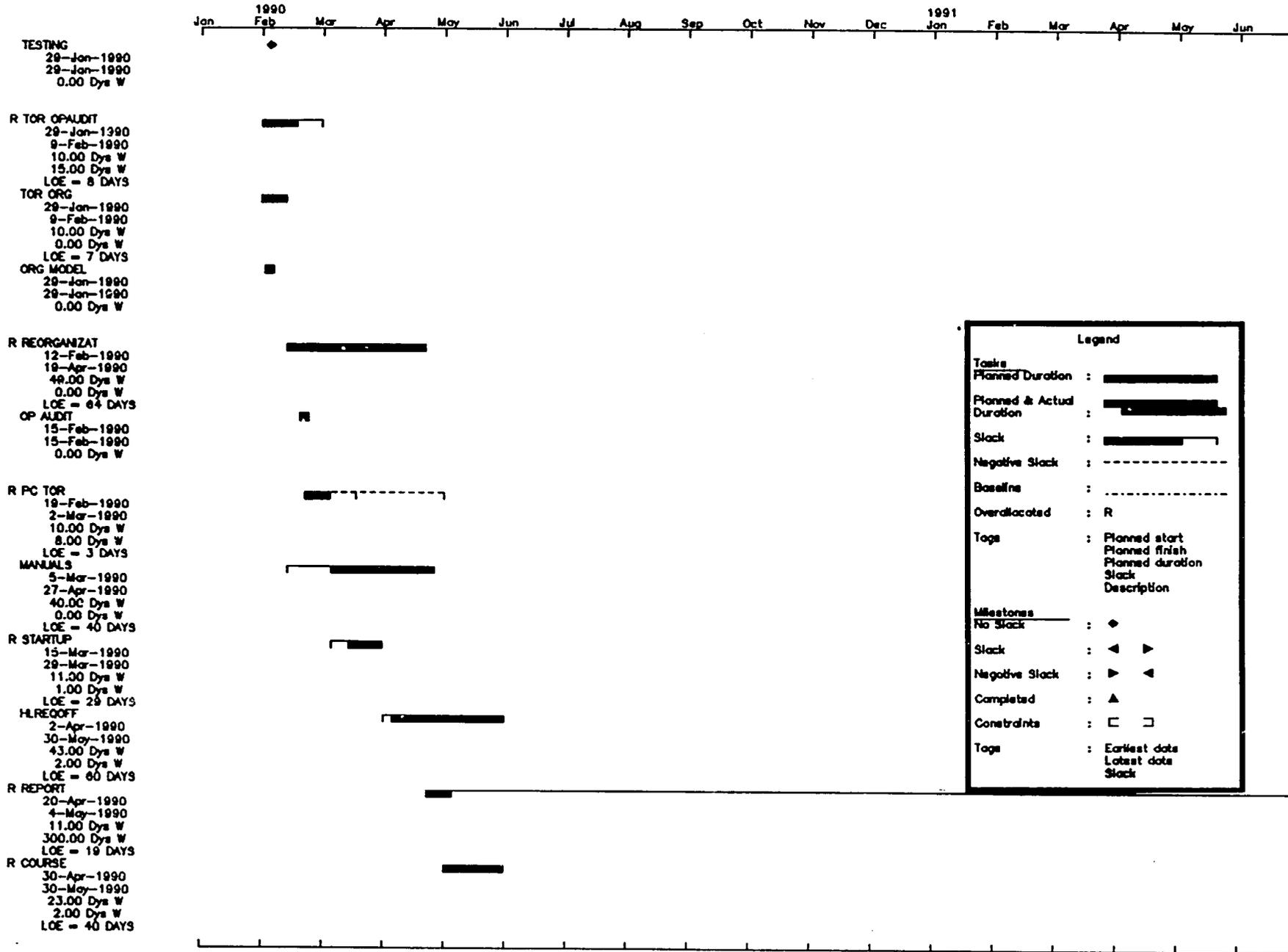
NDGFIV
26-Mar-1989
28-Mar-1989
3.00 Dys W
600.00 Dys W
LOE = 3 DAYS

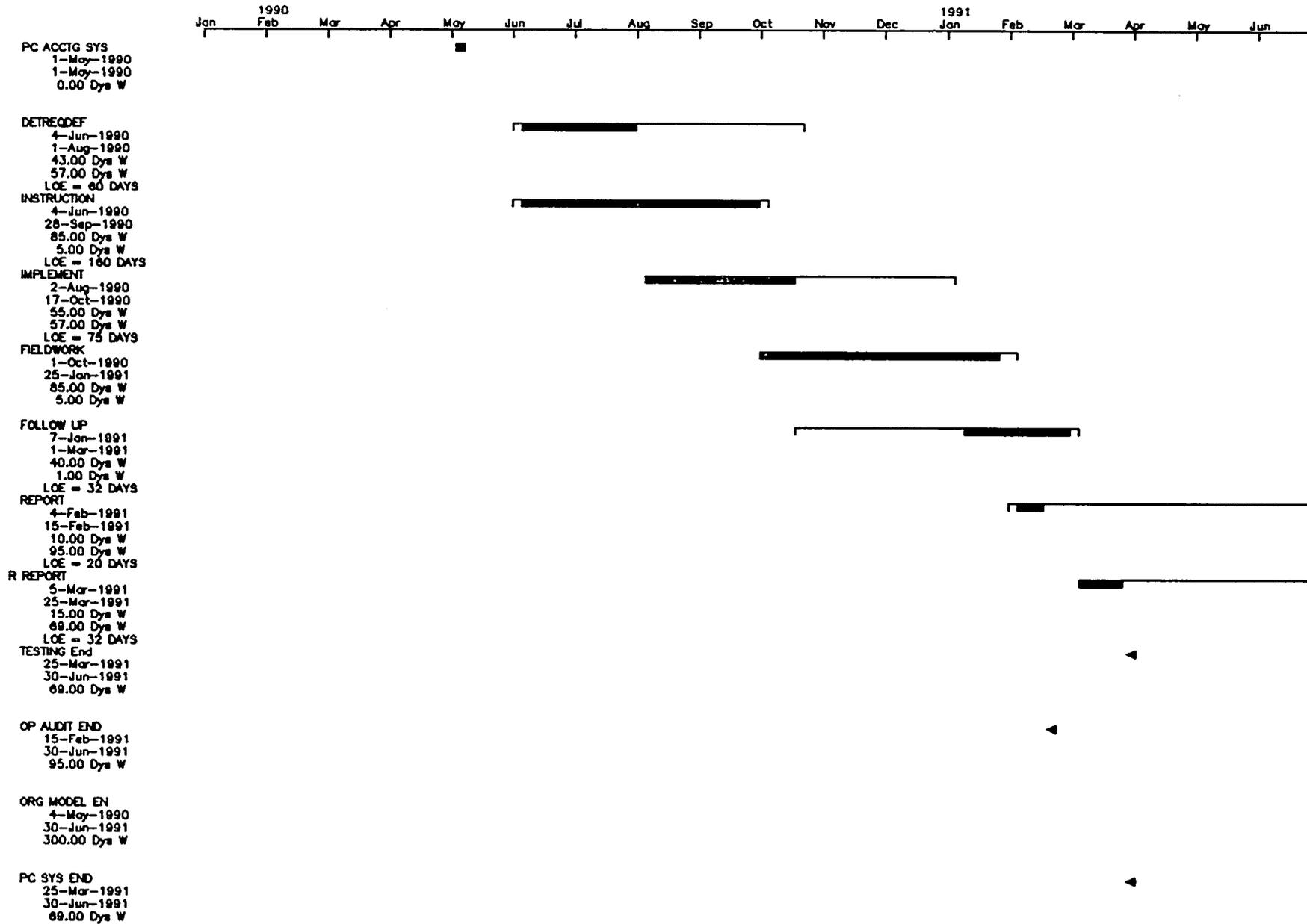
R ASIPXVI
8-May-1989
14-May-1989
5.00 Dys W
567.00 Dys W
LOE = 5 DAYS

CLADEFSXII
6-Oct-1989
12-Oct-1989
5.00 Dys W
458.00 Dys W
LOE = 5 DAYS
PROF. ASSEnd
12-Oct-1989



SP

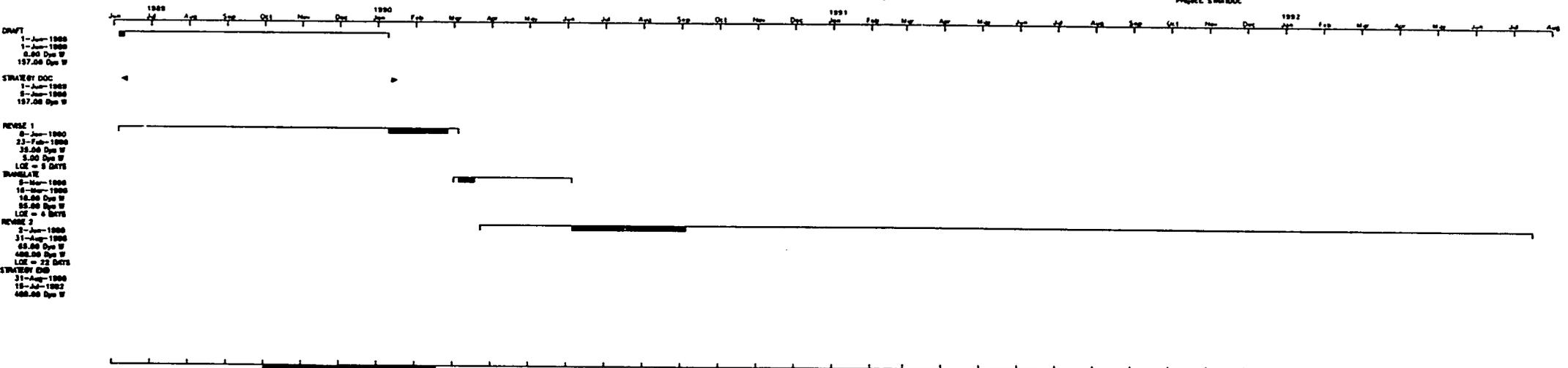




SP

LAC RFP#
Project STRADOC

LAC RFP#
Project STRADOC



DRAFT
1-Jun-1988
1-Jun-1989
0.00 Dns W
197.00 Dns W

STRATEGY DOC
1-Jun-1989
2-Jun-1989
0.00 Dns W
197.00 Dns W

REVISION 1
8-Jun-1990
23-Feb-1990
3.00 Dns W
55.00 Dns W
LGE = 8 DAYS

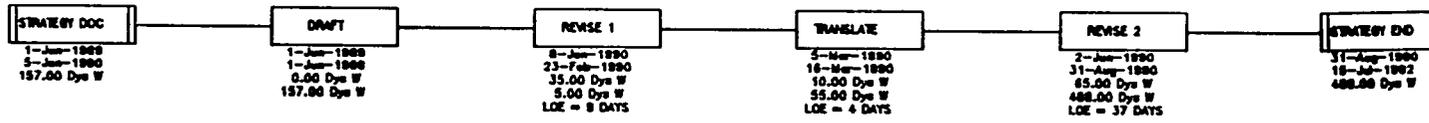
REVISION 2
2-Jun-1990
31-Aug-1990
3.00 Dns W
498.00 Dns W
LGE = 22 DAYS

Legend	
Tasks	
Planned Duration	▬
Planned & Actual Duration	▬
Slack	▬
Negative Slack	- - - - -
Baseline	⋯
Overlapped	R
Tags	Planned start Planned End Planned Duration Slack Description
Milestone	◊
NO Work	◊
Slack	◀ ▶
Negative Slack	▶ ◀
Completed	▲
Constraints	□ □
Tags	Earliest date Latest date Slack

PS

PERT Chart

LAC RFMP
Project STRATDOC



Legend

Task	: (none)
	Planned start
	Planned finish
	Planned duration
	Slack
	Description
Milestone	: (none)
	Earliest date
	Latest date
	Slack
Subject	: (none)
Task Lag	: FS 1.00 Dye W
Critical Path	: —————
Slack Path	: —————

09

Gantt Chart

NEWACBMT
 16-Feb-1990
 19-Feb-1990
 1.50 Day W

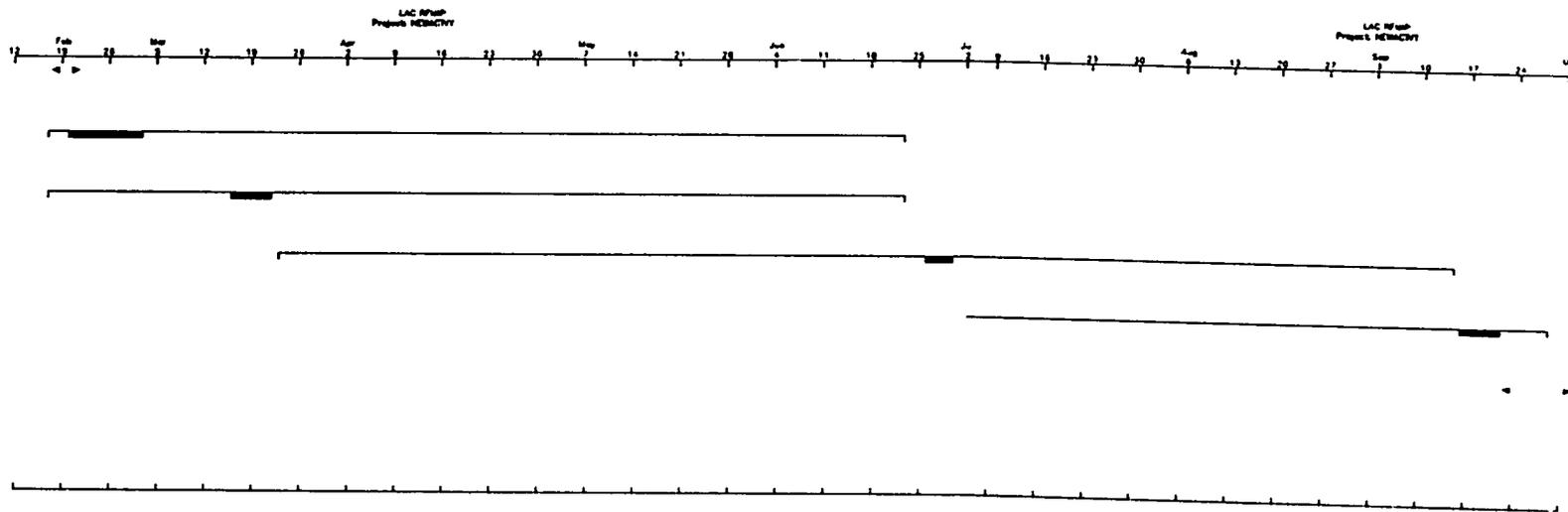
R SPOCKLRE
 19-Feb-1990
 3-Mar-1990
 14.00 Day W
 08.00 Day W
 LOE = 7 DAYS

NEWV 1
 19-Mar-1990
 21-Mar-1990
 3.00 Day W
 07.00 Day W
 LOE = 3.5 DAYS

R NEWV 2
 29-Jun-1990
 29-Jun-1990
 5.00 Day W
 55.00 Day W
 LOE = 3.3 DAYS

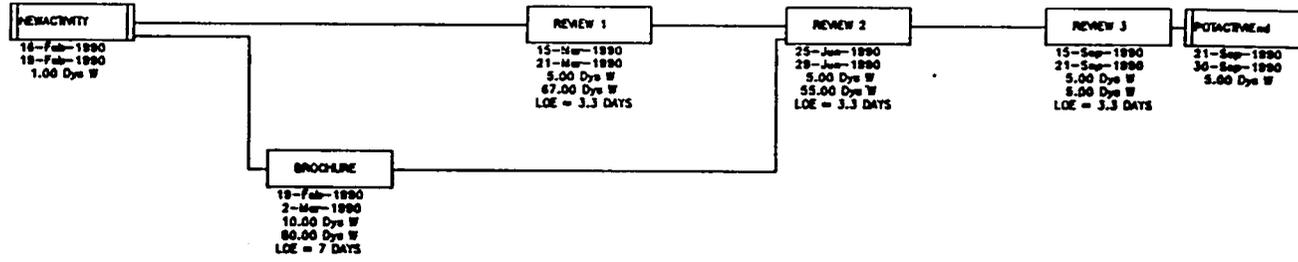
R NEWV 3
 15-Sep-1990
 21-Sep-1990
 6.00 Day W
 5.00 Day W
 LOE = 3.3 DAYS

POINACBMT
 21-Sep-1990
 26-Sep-1990
 5.00 Day W



Legend	
Task	—
Planned Duration	▬
Planned & Actual Duration	▬
Slack	—
Negative Slack	- - - -
Resource	- - - -
Overallocated	A
Tags	Planned start Planned finish Planned duration Slack Description
milestone	○
IC/Start	○
Slack	○ ○
Negative Slack	○ - ○
Completed	▲
Constraints	C □
Tags	Earliest date Latest date Slack

10



Legend

Task : (none)
 Planned start
 Planned finish
 Planned duration
 Slack
 Description

Milestone : (none)
 Earliest date
 Latest date
 Slack

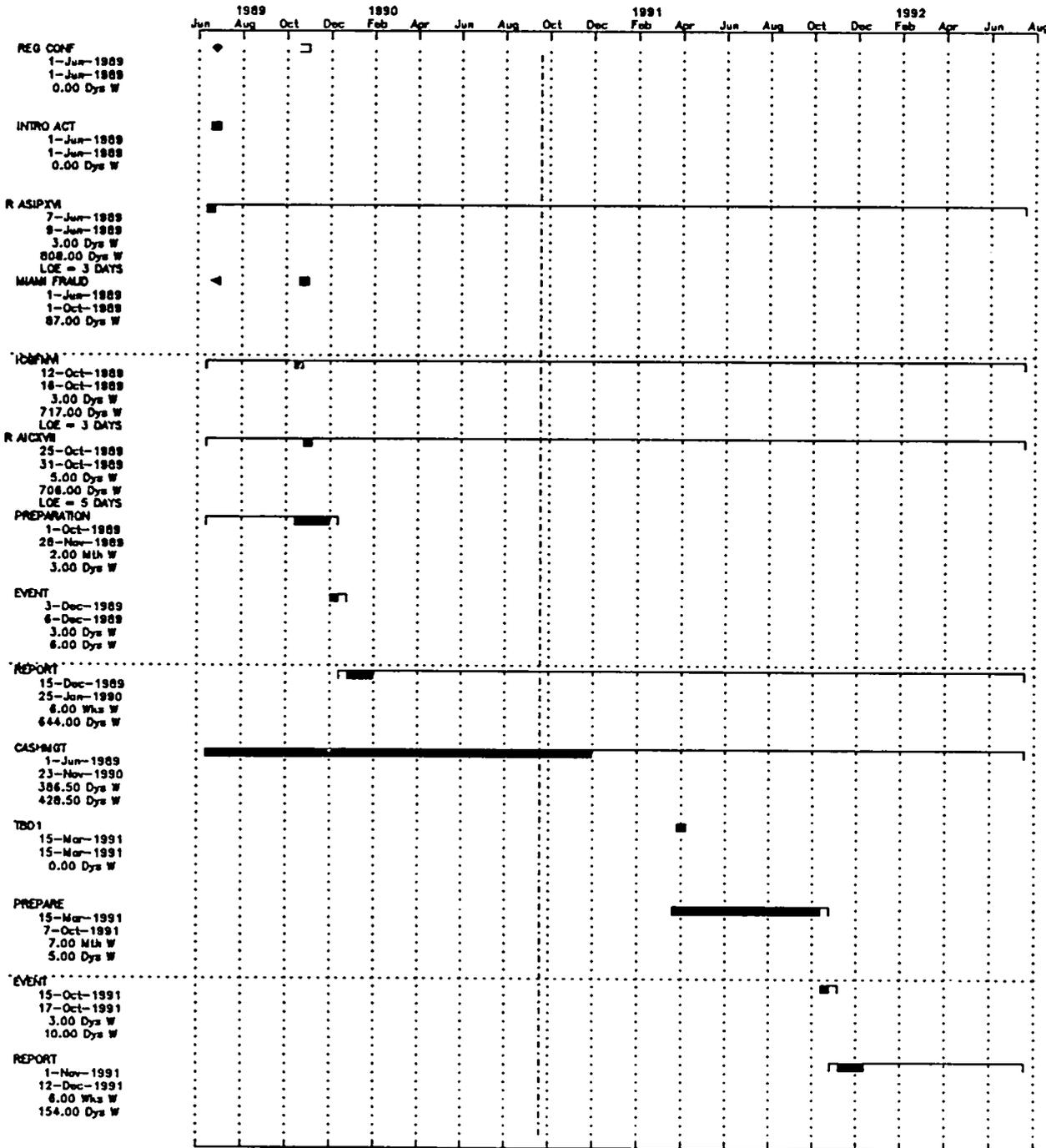
Subproject : (none)

Task Lag : FS 1.00 Dye W

Critical Path :

Slack Path :

92



Legend

Tasks

Planned Duration : [Solid bar]

Planned & Actual Duration : [Thick solid bar]

Slack : [Thin solid bar]

Negative Slack : [Dashed line]

Baseline : [Dotted line]

Overallocated : R

Tags : Planned start
Planned finish
Planned duration
Slack
Description

Milestones

No Slack : ◆

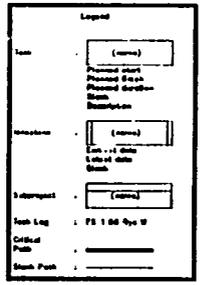
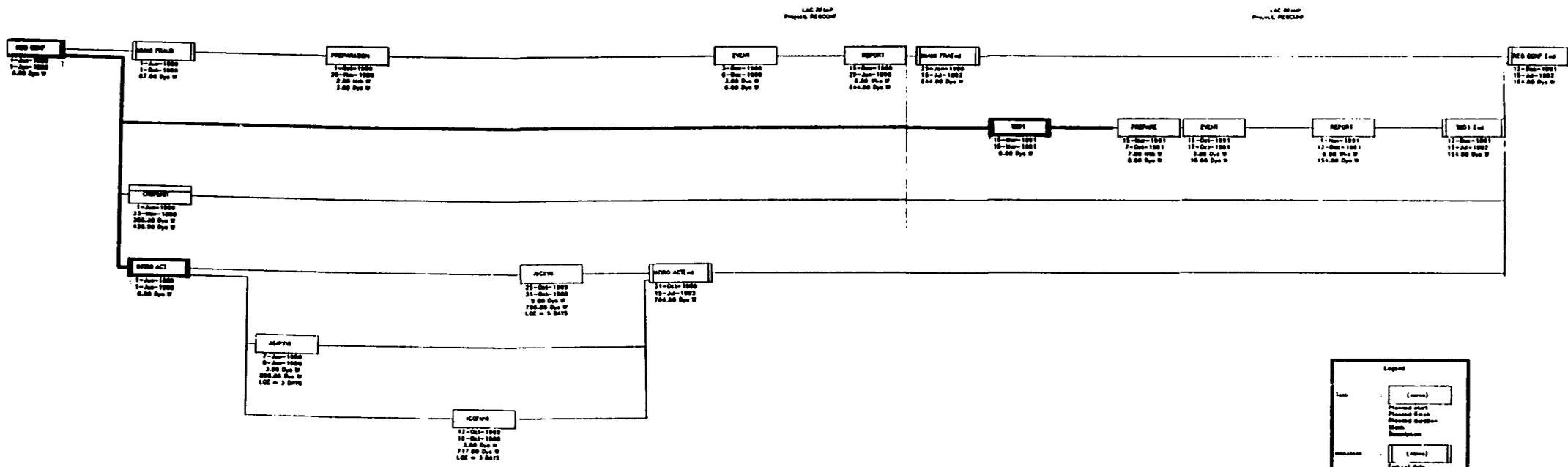
Slack : ◀ ▶

Negative Slack : ▶ ◀

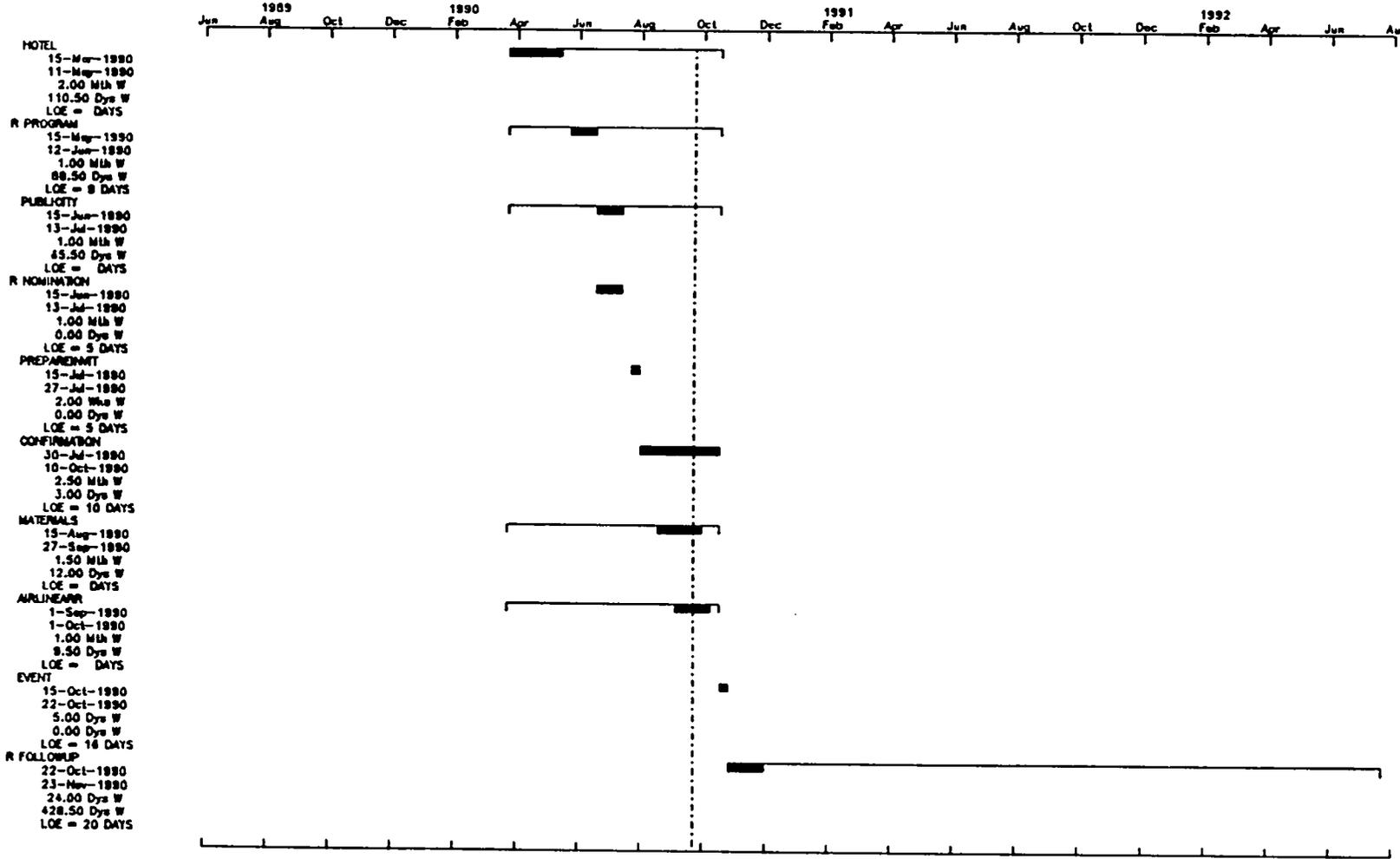
Completed : ▲

Constraints : □ □

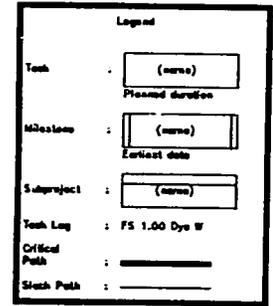
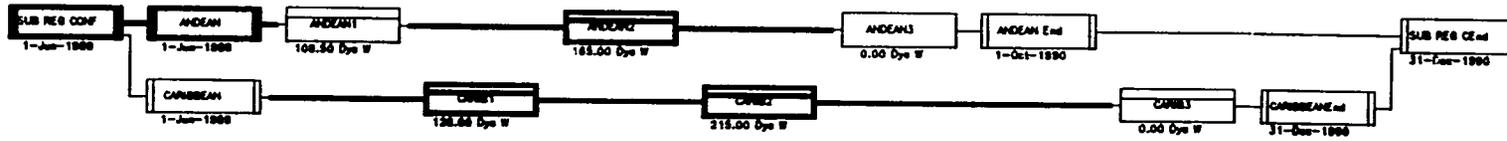
Tags : Earliest date
Latest date
Slack



OK



Legend	
Tasks	
Planned Duration	: [Solid bar]
Planned & Actual Duration	: [Solid bar with internal lines]
Slack	: [Bar with right-pointing arrow]
Negative Slack	: [Dashed bar with left-pointing arrow]
Baseline	: [Dotted line]
Overallocated	: R
Tags	: Planned start Planned finish Planned duration Slack Description
Milestones	
No Slack	: ◆
Slack	: ◀ ▶
Negative Slack	: ▶ ◀
Completed	: ▲
Constraints	: □ □
Tags	: Earliest date Latest date Slack



20

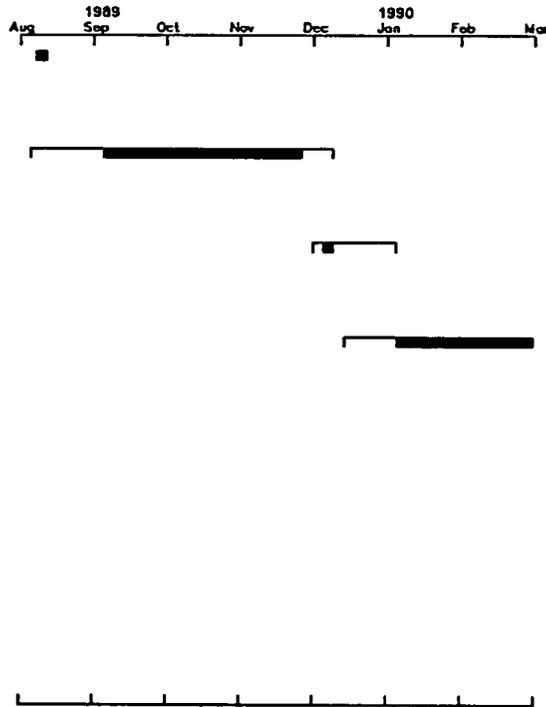
CARB1
1-Aug-1989
1-Aug-1989
0.00 Dya W

PREPARATION
2-Sep-1989
24-Nov-1989
60.00 Dya W
8.00 Dya W
LOE COMPLETED

EVENT
7-Dec-1989
8-Dec-1989
2.00 Dya W
16.00 Dya W
LOE = 0 DAYS

FOLLOWUP
2-Jan-1990
28-Feb-1990
40.00 Dya W
1.00 Dya W
LOE = 16 DAYS

CARB1 End
28-Feb-1990
28-Feb-1990
1.00 Dya W



Legend

Tasks
Planned Duration : [Solid bar]

Planned & Actual Duration : [Solid bar with internal lines]

Slack : [Bar with tail]

Negative Slack : [Dashed bar]

Baseline : [Dotted bar]

Overallocated : R

Tags : Planned start
Planned finish
Planned duration
Slack
Description

Milestones
No Slack : [Diamond]

Slack : [Left and right triangles]

Negative Slack : [Right and left triangles]

Completed : [Triangle]

Constraints : [Square]

Tags : Earliest date
Latest date
Slack

99



Legend

Task : (name)
 Planned start
 Planned finish
 Planned duration
 Slack
 Description

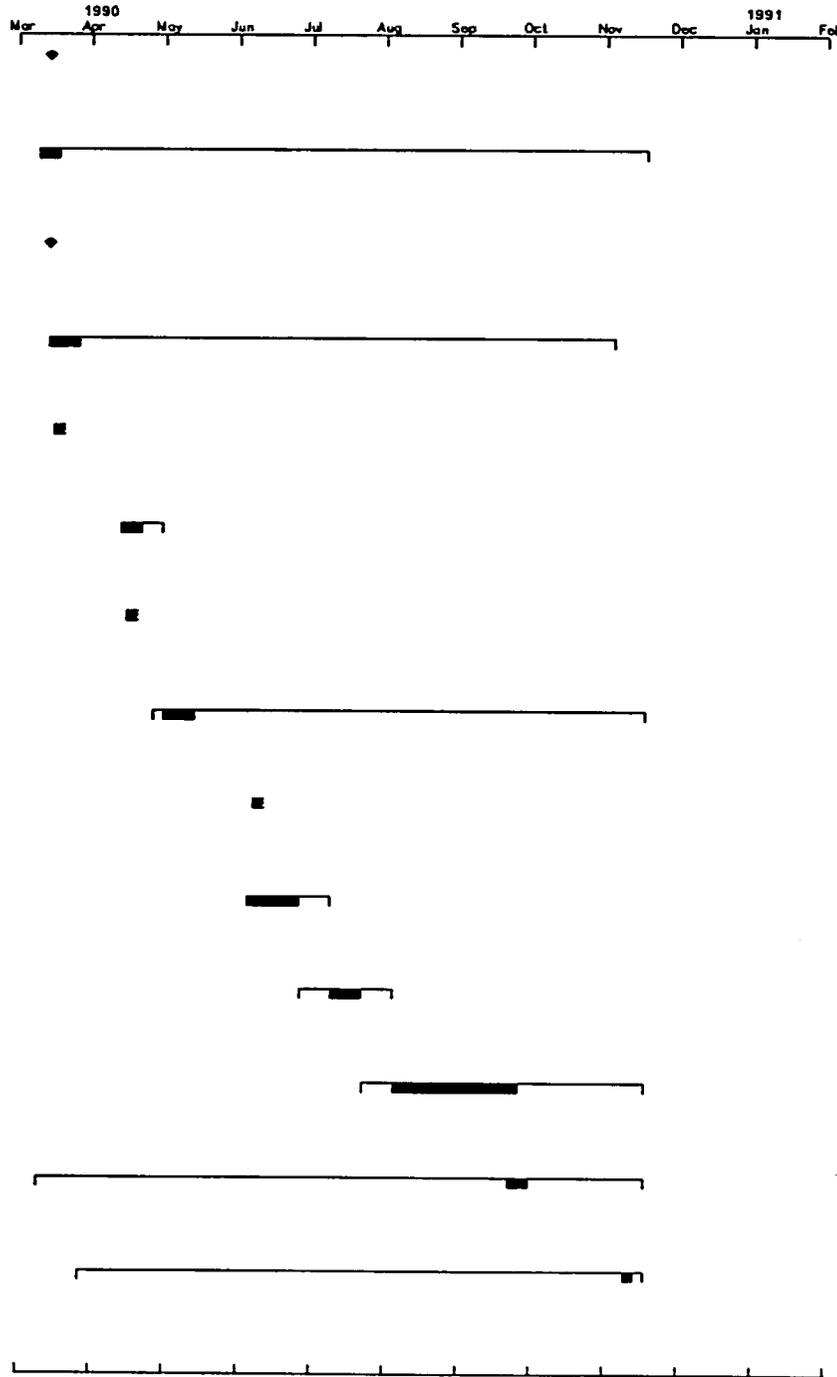
Milestone : (name)
 Earliest date
 Latest date
 Slack

Subproject : (name)

Task Lag : FS 1.00 Dys W

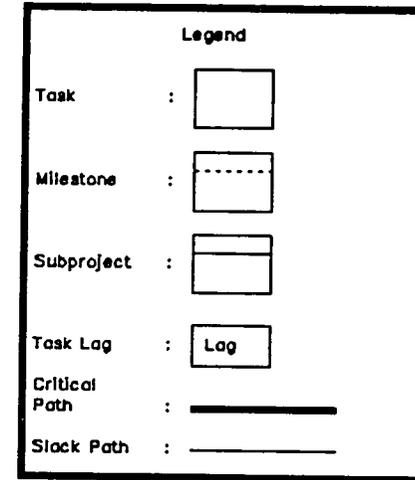
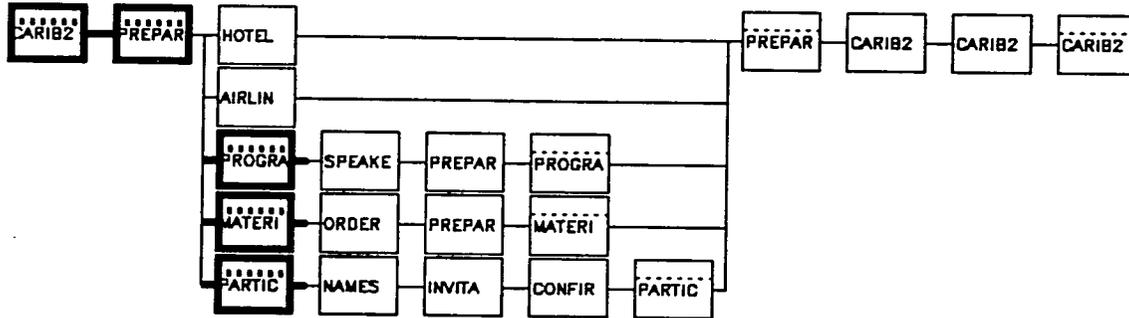
Critical Path :

Slack Path :

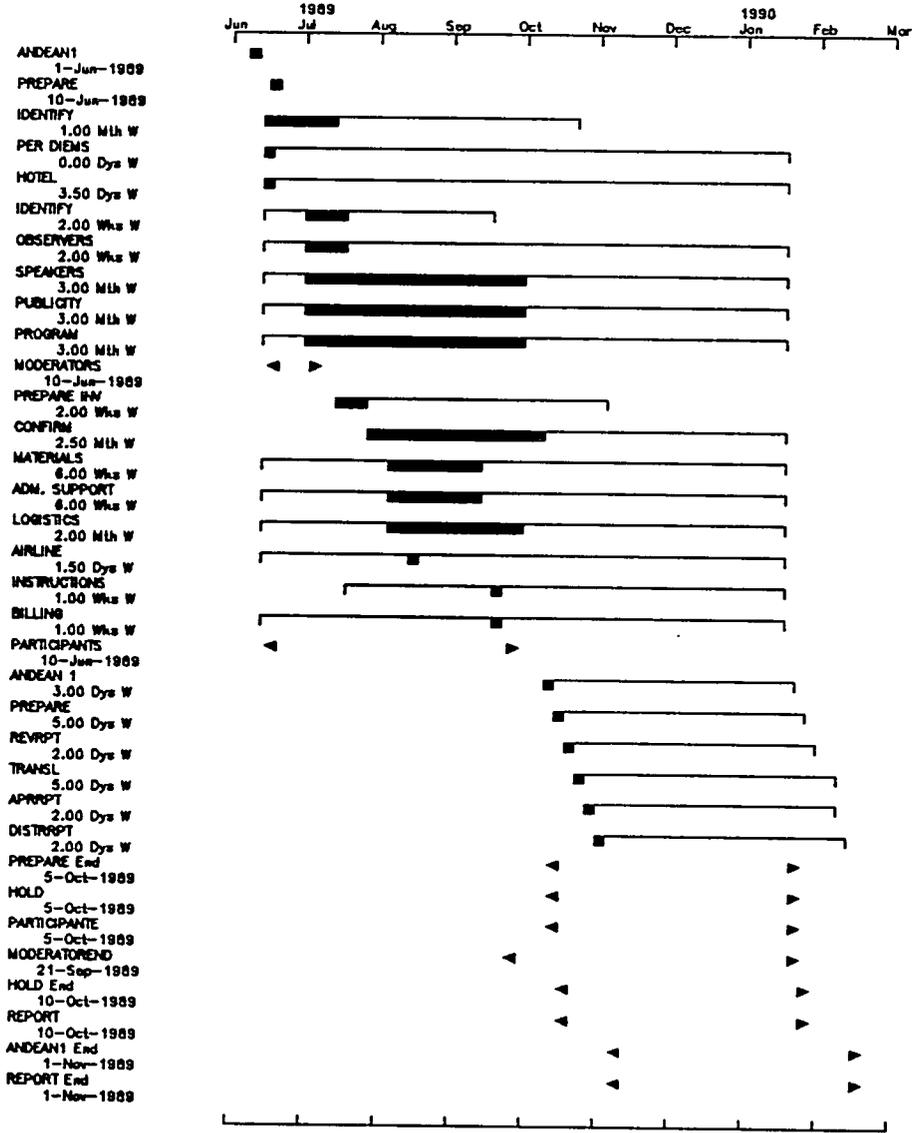


Legend	
Tasks	
Planned Duration	: [Solid bar]
Planned & Actual Duration	: [Thick solid bar]
Slack	: [Thin solid bar]
Negative Slack	: [Dashed line]
Baseline	: [Dotted line]
Overallocated	: R
Tags	: Planned start Planned finish Planned duration Slack Description
Milestones	
No Slack	: ◆
Slack	: ◀ ▶
Negative Slack	: ▶ ◀
Completed	: ▲
Constraints	: □ □
Tags	: Earliest date Latest date Slack

101



122



Legend

Tasks
Planned Duration : [Solid bar]

Planned & Actual Duration : [Thick solid bar]

Slack : [Thin solid bar]

Negative Slack : [Dashed line]

Baseline : [Dotted line]

Overallocated : R

Tags : Planned duration

Milestones
No Slack : ◆

Slack : ◀ ▶

Negative Slack : ▶ ◀

Completed : ▲

Constraints : □ □

Tags : Earliest date

103

ANDEAN2
10-Feb-1990
12-Feb-1990
0.50 Dys W

HOTEL
12-Feb-1990
26-Feb-1990
10.00 Dys W
120.00 Dys W
LOE = 2 DAYS

PREPARATION
10-Feb-1990
12-Feb-1990
0.50 Dys W

MATERIALS
19-Feb-1990
19-Feb-1990
0.50 Dys W

R PURCHASE
19-Feb-1990
5-Mar-1990
10.00 Dys W
88.50 Dys W
LOE = 3 DAYS

R SPEAKERS
2-Apr-1990
23-Apr-1990
15.00 Dys W
6.50 Dys W
LOE = 5 DAYS

PROGRAM
2-Apr-1990
2-Apr-1990
0.50 Dys W

R PREPARE
2-May-1990
10-May-1990
7.00 Dys W
66.50 Dys W
LOE = 2 DAYS

PARTICIPANTS
7-May-1990
7-May-1990
0.50 Dys W

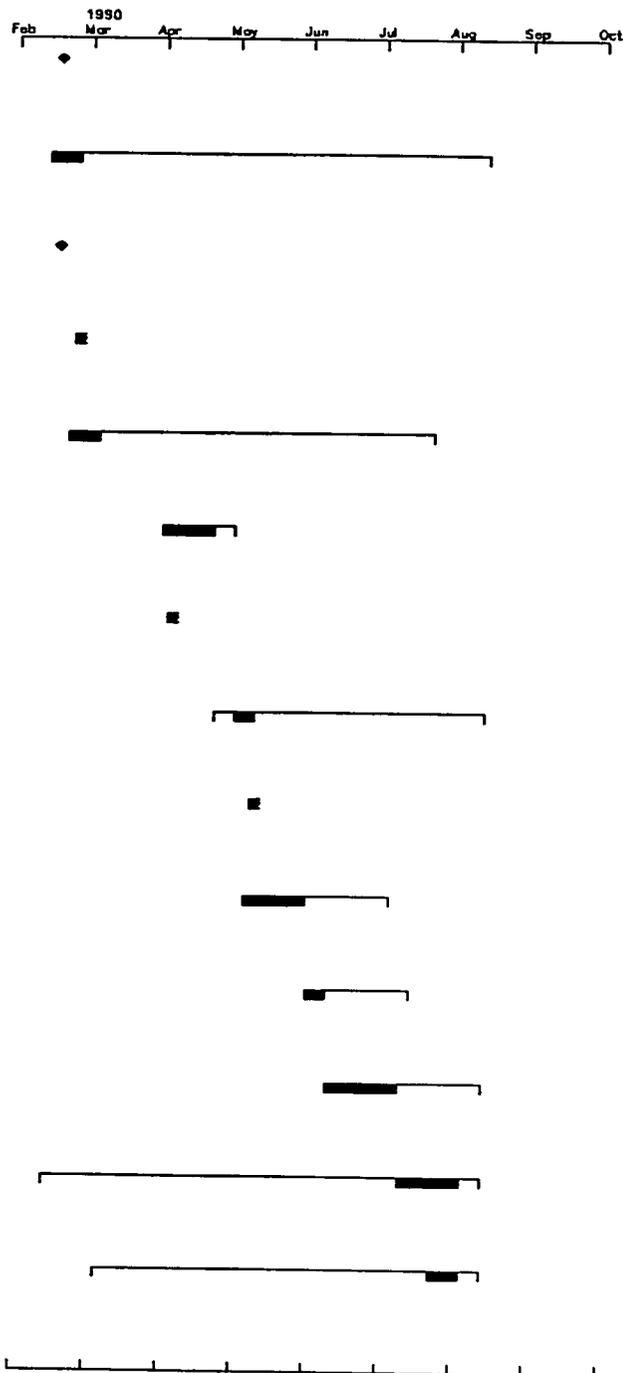
NAMES
7-May-1990
1-Jun-1990
18.00 Dys W
24.00 Dys W
LOE = 2 DAYS

R INVITATIONS
1-Jun-1990
8-Jun-1990
5.00 Dys W
24.00 Dys W
LOE = 7 DAYS

R CONFIRM
8-Jun-1990
10-Jul-1990
22.00 Dys W
24.00 Dys W
LOE = 5 DAYS

R AIRLINEARR
9-Jul-1990
6-Aug-1990
20.00 Dys W
5.00 Dys W
LOE = 2 DAYS

PREPARE
23-Jul-1990
3-Aug-1990
10.00 Dys W
5.50 Dys W
LOE = 7 DAYS



Legend

Tasks

Planned Duration : [Solid bar]

Planned & Actual Duration : [Solid bar with diagonal lines]

Slack : [Bar with arrowheads]

Negative Slack : [Dashed bar]

Baseline : [Dotted bar]

Overallocated : R

Tags : Planned start
Planned finish
Planned duration
Slack
Description

Milestones

No Slack : [Diamond]

Slack : [Bar with arrowheads]

Negative Slack : [Bar with arrowheads]

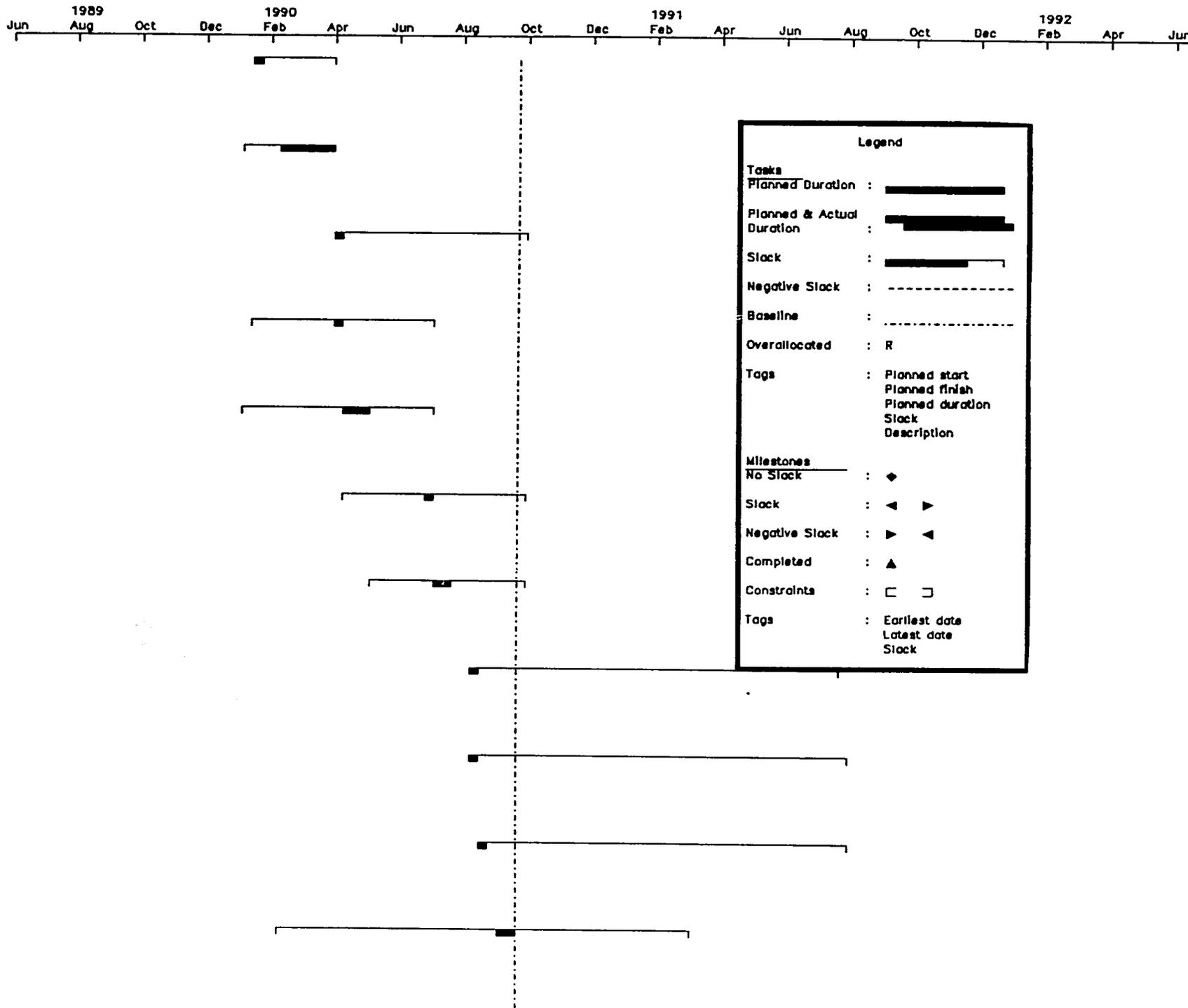
Completed : [Triangle]

Constraints : [Square]

Tags : Earliest date
Latest date
Slack

104

Gantt Chart



106