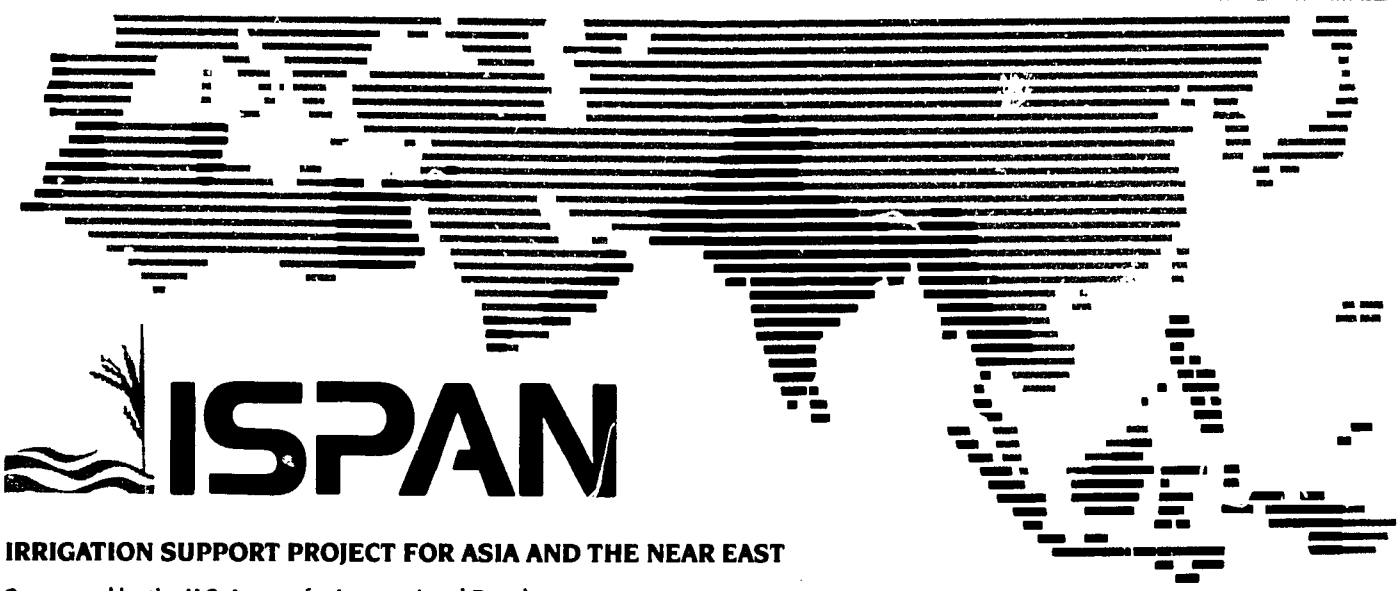


ISPAN
Annual Report - Management
and Financial
December 1988

ISPAN ACTIVITY NO. 639B

ISPAN REPORT NO. 10



IRRIGATION SUPPORT PROJECT FOR ASIA AND THE NEAR EAST

Sponsored by the U.S. Agency for International Development



**IRRIGATION SUPPORT PROJECT FOR ASIA
AND THE NEAR EAST**

ISPAN Technical Support Center
Room 1001
1611 North Kent Street
Arlington, Virginia 22209-2111
U.S.A.
Phone: (703) 243-7911
FAX: (703) 525-9137
TELEX: 276532 ISPAN UR

INTEGRATED IRRIGATION MANAGEMENT RESOURCES
Camp Dresser & McKee International Inc. (Prime Contractor)
CARE
Cornell University
Development Alternatives, Inc.
Harza Engineering Company
International Science and Technology Institute, Inc.
Training Resources Group
The University of Arizona

ISPAN
ANNUAL REPORT - MANAGEMENT
AND FINANCIAL

December 1988

Prepared for the Office of Technical Resources
Agriculture and Rural Development Division
Bureau for Asia and Near East
U.S. Agency for International Development

CONTENTS

ABBREVIATIONS	iii
1. INTRODUCTION	1
2. BACKGROUND	2
2.1 Contract Scope and Costs	2
2.1.1 Summary Scope of Work.	2
2.1.2 Contract Duration, Level of Effort, and Costs	5
2.2 Contractor Consortium	6
3. PROJECT PERFORMANCE	7
3.1 Overview.	7
3.2 Management and Administration	10
3.2.1 Technical Support Center	10
3.2.2 Project Planning	10
3.2.3 Management of Activities	13
3.2.4 Financial Management	13
3.2.5 Subcontracting	14
3.2.6 Administrative Support	14
3.3 Tasks and Deliverables.	15
3.3.1 Tasks	15
3.3.2 Reports and Documentation	20
3.4 Minority and Small Business Involvement	22
3.5 Summary of Technical Performance	25
3.5.1 Support to ANE Bureau.	25
3.5.2 Activity Preparation Initiatives	26
3.5.3 ISPAN Activities	27
4. FINANCIAL PERFORMANCE.	29
4.1 Overview.	29
4.2 Sources and Application of Funds.	29
5. PROBLEMS AND ISSUES	32
5.1 Project Management	32

5.1.1	Management Information System	32
5.1.2	Technical Support Center Personnel	33
5.1.3	Reporting	33
5.2	Activity Management	34
5.2.1	Activity Preparation.	34
5.2.2	Activity Management	34
5.3	Budget Impact.	38

TABLES

1	Level of Effort for Basic Period and Option Period.	5
2	Data on ISPAN Activities as of 31 December 1988	8
3	Small and Disadvantaged Business Participation in Discretionary Purchases	23
4	Small and Disadvantaged Business Participation in Subcontracts	24
5	Summary of ISPAN Funding.	30
6	Application of Funds.	31
7	Projected TSC Funding Needs	39

FIGURES

1	TSC Organization as at Project Start.	11
2	TSC Organization as Planned for 1989.	12
3	Actual Related Development Costs Compared to Authorized Mission Activities	35
4	Actual Related Development Costs Compared To Authorized Information Networking Activities.	36
5	Actual Related Development Costs Compared to Authorized Applied Studies Activities	37

ABBREVIATIONS

A.I.D.	U.S. Agency for International Development
ANE	A.I.D. Bureau for Asia and the Near East
CCN	Cooperating Country National
CDM	Camp Dresser & McKee International Inc.
CTO	Cognizant Technical Officer
DAI	Development Alternatives, Inc.
IDEC	International Development Experts Corporation
IIMI	International Irrigation Management Institute
IRG	International Resources Group
IRM	Information Resources Management
ISPAN	Irrigation Support Project for Asia and the Near East
ISTI	International Science and Technology Institute, Inc.
LAN	Local Area Network
MIS	Management Information System
SAGE	Senior Advisory Group of Experts
SRP	Salt River Project
TCN	Third Country National
TRG	Training Resources Group
TSC	Technical Support Center
UAZ	The University of Arizona

Chapter 1

INTRODUCTION

This annual report is submitted to the Bureau for Asia and the Near East (ANE) of the U.S. Agency for International Development by Camp Dresser & McKee International Inc. (CDM) in compliance with contract number ANE-0289-C-00-7044-00 for the Irrigation Support Project for Asia and the Near East (ISPAN). ISPAN's purpose is to provide technical assistance in irrigation management to A.I.D. missions within Asia and the Near East and to enable ANE to examine broad policy and technical issues that are not necessarily country-specific.

The contract between A.I.D. and CDM requires the submission of annual reports that summarize activities, review progress during the year, and provide a cumulative analysis of progress since the inception of the project. This report covers the period from 14 August 1987 through December 1988.

The purposes of this management and financial report are as follows: (a) to respond to the contractual requirement for reporting on project progress and (b) to anticipate forthcoming issues of concern to ISPAN and suggest appropriate responses. A companion technical report presents an overview of sector issues and information on ISPAN activities and technical reports.

Chapter 2

BACKGROUND

2.1 CONTRACT SCOPE AND COSTS

2.1.1 Summary Scope of Work

The key function of ISPAN is to assist ANE missions to improve the quality and performance of their existing and future irrigation and water management portfolios, as well as their energy portfolios related to irrigation. ISPAN fulfills this function by:

- Providing technical support to ANE missions in addressing problems; conducting assessments
- Assisting with project designs and conducting evaluations
- Providing assistance in the development of training curricula and materials and identification of trainers
- Helping to assess and sharing information about lessons learned and experiences throughout the ANE Bureau.

ISPAN also has a mandate to share information with international organizations to improve the information support network for the region's missions and irrigation management specialists. It works with regional institutions to strengthen their capacity to support irrigation management. ISPAN creates opportunities for missions to share their experiences and knowledge of irrigation development.

The principal components of ISPAN are as follows:

- Technical Assistance (including providing teams of specialists in response to mission and host-country requests)
- Training and Technology Transfer (including providing training systems and materials, establishing newsletters and networks, institutionalizing training capability, and supporting and conducting workshops and conferences)
- Applied Studies (including studies of country and regional issues in accordance with a comprehensive research framework)

- Regional Institutions (including selection of three or four institutions to provide services as part of project teams and to receive project assistance)

The project outputs are to include the following:

- Design and redesign of projects
- Analysis of critical problems and related irrigation research
- Evaluations of A.I.D.-financed irrigation improvement projects
- Analysis and reform of irrigation policy
- Analysis of regional and sub-regional trends and longer-range strategic issues
- Sharing of information among A.I.D. personnel and their counterparts
- Exchange of knowledge with other regional projects and international centers
- Training of irrigation professionals
- Active, well-utilized regional support institutions

To achieve the above objectives and outputs, the contractor is to:

- Establish and operate the ISPAN Technical Support Center (TSC), which is to be the subsector operations and information nucleus for ISPAN and ANE
- Provide services, including technical assistance, in the areas of engineering, socioeconomic studies, energy studies, scientific studies, training, technology transfer, institutional development studies, applied studies, and institution building related to the subsector in the ANE region
- Provide commodity procurement services as needed
- Perform specific tasks including the following:
 - Provide suitable, approved core staff for the TSC
 - Execute subcontract agreements with associate entities

- Execute subcontracts with regional institutions to be surveyed and selected
 - Develop and maintain a rolling annual plan
 - Develop and maintain a management information system to track all activities by type, financially and geographically, and by source of funds
 - Provide for the full range of types of technical services required
 - Provide timely selection, mobilization, preparation, support, and debriefing of field teams, and coordinate and edit reports
 - Establish an expert roster
 - Brief and inform A.I.D. personnel and others as needed
 - Provide logistic and backup support for field teams
 - Provide timely and responsive field assistance
 - Develop country information boxes
 - Record daily time and expenses
 - Invoice in accordance with specified procedures
 - Facilitate audits
 - Provide on-line telecommunications linkage with the A.I.D. cognizant technical officer (CTO)
 - Provide necessary equipment for the services
 - Use qualified CCN and TCN personnel in field teams
- Provide reports including the following:
 - Project brochure (60 days from start of project)
 - Descriptions of the rolling work plan and MIS system (90 days from start of project)
 - Comprehensive research framework (90 days from start of project)
 - Draft reports before field teams return to the United States
 - Final field reports within 60 days of assignment completion
 - Project evaluation reports (production and distribution only)
 - Annual research reports
 - Quarterly and annual project overview and activity reports
 - Financial reports as specified in the contract
 - Departure reports for all Technical Support Center staff leaving the project
 - Final project report

2.1.2 Contract Duration, Level of Effort, and Costs

The contract is for a basic period of five years commencing 14 August 1987, with an option period of a possible further two and one-half years.

The estimated level of effort to be provided is shown in Table 1.

Table 1
Level of Effort for Basic Period and Option Period
(in Person-Months)

<u>Description</u>	<u>Basic Period</u>	<u>Option Period</u>	<u>Total</u>
	<u>Item 1</u>	<u>Item 2</u>	
Technical Support			
Center Staff			
Key Personnel	307.50	155.50	463.00
Other	<u>172.50</u>	<u>81.75</u>	<u>254.25</u>
Total Technical Support			
Center Staff	480.00	237.25	717.25
Technical Assistance Specialists			
Professionals	511.50	277.50	789.00
Non-Professionals	<u>189.50</u>	<u>80.00</u>	<u>269.50</u>
Total Technical Assistance			
Specialists	701.00	357.50	1,058.50
Total Level of Effort	1,181.00	594.75	1,775.75

The total estimated cost for performance of the work through the basic contract period is \$15,0061,601.

2.2 CONTRACTOR CONSORTIUM

The prime contractor for ISPAN is Camp Dresser & McKee International Inc. (CDM), which heads a project consortium (INTEGRATED Irrigation Management RESOURCES) that includes seven other resource organizations as subcontractors. The member organizations and the areas in which each is the primary consortium resource are as follows:

CDM. Project management, water technology

CARE. User participation, local NGO mobilization, agro-forestry.

Cornell University. Applied studies, institutional and socioeconomic aspects, women's issues.

Development Alternatives, Inc. (DAI). Agricultural science, socioeconomics, institutions/organizations, agriculture-irrigation policies.

Harza Engineering Company. Irrigation engineering, energy, water technology.

International Science and Technology Institute, Inc. (ISTI). Information dissemination, technology transfer, health impacts.

Training Resources Group (TRG). Training, human resources development.

University of Arizona (UAZ). Applied studies, irrigation technology, training.

In addition to the above core consortium members, the following are second-tier subcontractor organizations:

International Development Experts Corporation (IDEC). Socioeconomic issues, benefits and women's issues.

International Resources Group (IRG). Alternative energy sources, agro-forestry.

Salt River Project (SRP). U.S.-based training.

In addition to personnel and consultants of the above organizations, resources available to the contractor include independent consultants and other organizations accessed through ad hoc subcontracts.

Chapter 3

PROJECT PERFORMANCE

3.1 OVERVIEW

ISPAN's initial 15 months have been a period of growth and evolution. The contract scope of work provides only a broad generic outline of the program. The major achievement of ISPAN thus far has been to develop that program, giving it substance in relation to the complex issues and problems of the irrigation sector in the ANE region and relevance to mission country programs and to bureau and agency policy concerns.

The first task of ISPAN was to assemble a staff and establish offices. Between mid-September and mid-November 1987, the professional and key support staff of ISPAN were hired and housed in ISPAN's Rosslyn headquarters (referred to as the Technical Support Center or TSC). Operations began almost immediately despite the long period required for renovation of the office space.

Efficient management of ISPAN activities is one of the principal functions of the TSC. During the early months of the project, considerable effort was devoted to developing the management procedures and communications and information systems needed to implement a management system in the TSC. Major activities included communications with consortium members, the bureau, and the missions; development of procedures and resources for recruiting staff; development of procedures for administration and logistical support of field teams; and financial and contract management. Efforts to strengthen TSC management of ISPAN activities have continued throughout the project.

ISPAN has two sources of funds: buy-ins from missions and the bureau, and core or primary funds provided by the bureau. ISPAN has been quite successful in attracting buy-in funds. A significant portion of the TSC management effort and ISPAN resources have been devoted to mission and bureau buy-in activities. The distribution of core and buy-in funding of activities is displayed in Table 2. These buy-ins provide direct support for mission efforts and permit ISPAN to undertake numerous field activities that contribute to its core-funded program.

TABLE 2 - DATA ON ISPAN ACTIVITIES AS OF 31 DECEMBER 1988

ACT NO.	ACTIVITY NAME	LOCATION	COMPONENT	ISSUE	FUNDING		LOE (P/D)	STATUS
					CORE	BUY-IN		
601A	WORKSHOP ON TRAINING NEEDS & STRATEGY FOR IRR AGRI DEV.	REGIONAL	TT		\$32,977		99	F
602A	PROJECT MGMT SYSTEM FOR MIS	EGYPT	TT		\$35,050		67	F
603A	MGMT TRAINING PROGRAM	EGYPT	TT		\$14,800		14	F
604A	EVALUATION OF ISM-I PROJECT	PAKISTAN	TA	2		\$141,532	272	F
605A	SSIMP START-UP WORKSHOP	INDONESIA	TT			\$18,586	30	F
606A	MGMT TRAINING ASSESSMENT	INDONESIA	TT			\$8,026	6	F
607A	PID PREPARATION	TUNISIA	TA	2	\$2,132		6.5	F
608A	IDENTIFICATION OF AN ACTION PROG. TO ADDRESS STRATEGIC ISSUES IN THE IRR SECTOR, ENERGY RELATED	EGYPT	TA		\$44,988		56	F
609A	SECOND REGIONAL IRRIGATION MANAGEMENT WORKSHOP	REGIONAL	IN	3, 5	\$67,722		52	F
610A	HALWD - REDESIGN	INDIA	TA	2		\$34,998	40	F
611A	TOT WORKSHOP ON TPMS	BUREAU	TT		\$4,516		6	F
612A	ISPAN ACTIVITY INVESTIGATION COORDINATION & DEV IN INDIA	INDIA	TA		\$7,631		22	F
613A	SUPPLEMENTAL IRRIGATION PP	MOROCCO	TA	2		\$76,446	158	F
614A	SUPPLEMENTAL IRRIGATION PP DESIGN TPM	MOROCCO	TA		\$4,102		7	F
615A	ISPAN ANNUAL PLANNING WORKSHOP	BUREAU	IN		\$28,529		36	F
616A	SPECIAL STUDIES SOWs FOR IWRM PROJECT	TUNISIA	TA	2	\$3,293		7	F
617A	REGIONAL INST SITE VISITS	MOROCCO & PHILIPPINES	RI		\$6,460		2	F
618A	MANUSCRIPT - COST RECOVERY AND FINANCING	BUREAU	TT	5	\$1,358		0	F
619A	MPHIP (MADHYA PRADESH) TASK-1	INDIA	TA	2		\$79,169	141	A
620A	MPHIP (MADHYA PRADESH) TASK-2	INDIA	TA	4		\$54,424	142	A

TABLE 2 - DATA ON ISPAN ACTIVITIES AS OF 31 DECEMBER 1988

ACT NO.	ACTIVITY NAME	LOCATION	COMPONENT	ISSUE	FUNDING		LOE (P/D)	STATUS
					CORE	BUY-IN		
621A	MPMIP (MADHYA PRADESH) TASK-3	INDIA	TA	3		\$83,271	114	A
622A	MPMIP (MADHYA PRADESH) TASK-4	INDIA	TA	3		\$115,452	142	A
623A	MPMIP (MADHYA PRADESH) TASK-5	INDIA	TA	3		\$83,360	109	A
624A	EVALUATION OF THE COMMAND WATER MGMT. PROJECT	PAKISTAN	TA	2, 3, 4		\$115,641	182	A
625A	EVALUATION OF IM&T PROJECT	INDIA	TA	3		\$47,402	67	A
626A	WATER MGMT TECH & RES SPECIALIST	INDIA	TA		\$154,225		260	A
627A	IRRIGATION STRATEGY FOR THE 1990's	BUREAU	TA	1	\$28,349		52	F
628B	AAP APPLIED STUDIES DESIGN	PHILIPPINES	AS	3, 4	\$4,931		19	F
629B	REVIEW OF MISSION ACTIVITIES IN THE WATER SECTOR	BANGLADESH	TA	1	\$14,175		17	A
630B	PRIVATE TUBEWELL DEVELOPMENT APPLIED STUDY	PAKISTAN	AS	3	\$37,768		275	A
631B	MMIP (MAHARASHTRA) MICRO-COMPUTERS	INDIA	TA	3		\$83,813	117	A
632B	MAHARASHTRA IRR TECH MGMT PROJECT (PHASE I)	INDIA	TA	3		\$6,638	11	A
633B	INST SUP PORT FOR IRRIGATION SECTOR POLICY IMPLEMENTATION	SRI LANKA	TA	4, 5	\$27,496		35	A
634B	EASTERN WATERS STUDY	REGIONAL	TA	1, 2		\$256,260	628	A
TOTAL					\$520,502	\$1,205,018		

NOTE:

COMPONENT

TA - TECHNICAL ASSISTANCE
 TT - TECHNOLOGY TRANSFER
 IN - INFORMATION NETWORK
 RI - REGIONAL INSTITUTIONS
 AS - APPLIED STUDIES

ISSUE

1 - STRATEGIC THINKING IN SECTOR
 2 - IRRIGATION SYSTEM PERFORMANCE
 3 - PUBLIC SECTOR AGENCY PARTICIPATION
 4 - PRIVATE SECTOR PARTICIPATION
 5 - ECONOMIC AND FISCAL POLICY

LOE (P/D) = LEVEL OF EFFORT-
 PERSON DAYS

STATUS

A - ACTIVE
 F - FINISHED

3.2 MANAGEMENT AND ADMINISTRATION

3.2.1 Technical Support Center

The initial organizational structure of the TSC staff is shown in Figure 1. The professional positions were filled by staff members of consortium organizations, with the Project Director an officer of CDM. The "Manager" positions are full-time, while the "Support Manager" positions are intermittent.

Originally, the TSC was, in effect, functionally independent of CDM and the other consortium members except in the areas of development of management systems and identification and provision of field team members. In those two areas, CDM and other consortium members provided support. (The management systems issue is discussed in Section 5.1.1.) The Consortium Coordination Committee did not meet and, with one exception, the contribution of the SAGEs was limited to the annual planning workshops.

In July 1988, the Communications Specialist position was eliminated. In December 1988, it was agreed informally that beginning in early January 1989, the part-time Program Support Manager (HRD) position would be replaced by a full-time Program Manager (HRD and Technology Transfer) and the person to fill this role was identified. The revised 1989 TSC organizational structure is shown in Figure 2.

From mid-1988, when it began to appear that management problems were affecting some aspects of ISPAN performance, CDM senior management undertook closer scrutiny of the project. In November 1988, a CDM senior officer was assigned responsibility for project oversight, including the task of taking corrective actions in close coordination with the A.I.D. CTO. The agreed upon actions included replacement, in early 1989, of the Project Director. Until a permanent replacement is hired and in place the responsible CDM senior officer is acting as full-time Project Director.

3.2.2 Project Planning

Two workshops were held in September and October 1987 to bring together ISPAN participants and begin work on the project. The first workshop focused on team building for the TSC staff. The second workshop focused on project start-up, with participants including TSC staff, selected SAGEs, consortium member liaison officers, and representatives of relevant A.I.D. bureaus. This workshop, along with information generated by TSC staff visits to missions in the early months of the project, formed important bases for the first annual plan. This plan was discussed in a report to the A.I.D. Steering Committee for ISPAN, dated 12 January 1988.

FIGURE 1 - TSC ORGANIZATION AS AT PROJECT START

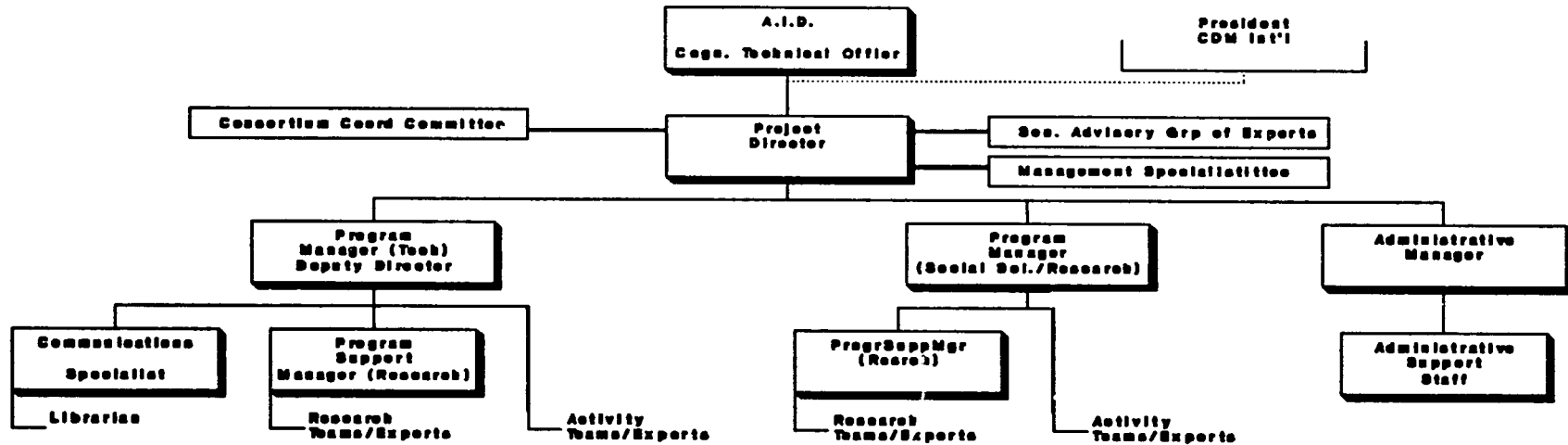
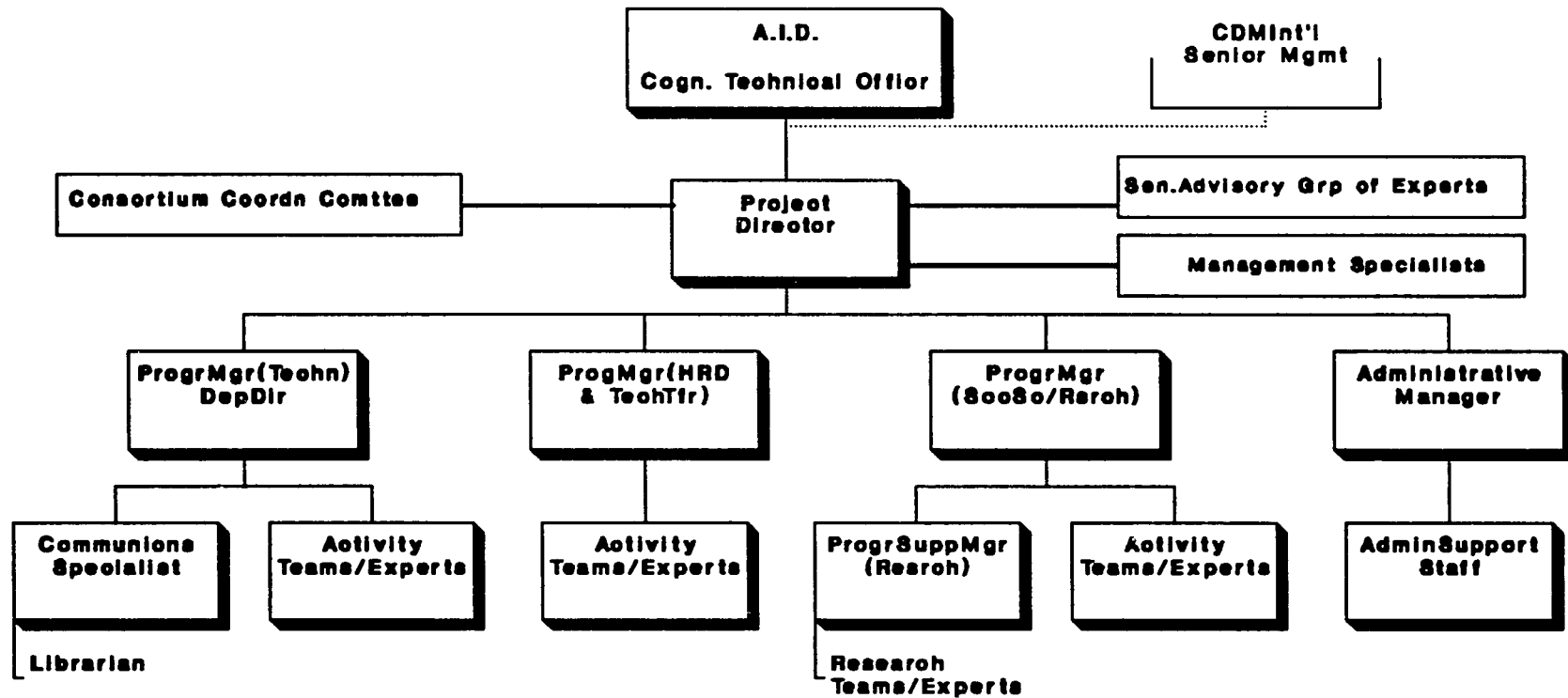


FIGURE 2 - TSC ORGANIZATION
AS PLANNED FOR 1989



A third workshop, held in June 1988, reviewed plans for the 1989 program and fund allocation priorities. This workshop was attended by TSC senior staff, consortium member representatives, SAGEs, and A.I.D. representatives.

The second annual plan, for FY 1989, was issued on 31 August 1988. Its contents were strongly influenced not only by the June planning workshop, but also by the results of the Regional Irrigation Management Workshop held in Nepal in April.

3.2.3 Management of Activities

Each major activity undertaken by ISPAN is overseen by an activity manager. Assignments of activity management responsibility to TSC staff are based on the principal disciplinary thrust and geographical location of activities, and prior relevant involvement with or contacts by TSC staff.

The role of the activity manager includes advising and reaching agreement on the scope of work; preparing a budget and conducting any necessary negotiations, selecting the field team and any other activity personnel required (subject to CTO and mission approval of personnel); mobilizing and briefing the team; providing back-up support and any necessary oversight, providing quality assurance (primarily through personnel selection, conduct of team planning meetings, and review of reports before finalization); debriefing teams for A.I.D. and ISPAN information; and exercising cost control. Budgetary provision for activity management is an essential part of each activity implementation plan.

3.2.4 Financial Management

Financial management of the project as a whole and of individual activities has been made difficult by the delay in the design and effective installation of the ISPAN management information system (MIS), as discussed in Section 5.1.1.

Ad hoc expenditure and "pipeline" analyses have been performed, but the results have been less than fully reliable because of late invoicing by some subcontractors and by errors in some of the data and extension mechanisms originally in use. Redesign and debugging of the MIS computational mechanisms were completed in December; subcontractor invoicing through December was brought effectively up to date in January 1989; and data forwarding and entry procedures have been improved. This permits a high degree of confidence in the financial elements of this annual report.

The following financial information needs will be met by the MIS system and procedures:

- Current period charges and activity status reports, to be used by activity managers to monitor work on their activities
- Status of funds report, to be used to identify uncommitted, reallocable funds
- Summary analyses, for identification of applications of funds
- Performance analyses, for comparing activities having like attributes
- TSC staff labor allocation analyses, to show how TSC staff costs are distributed across sources of funds.

The project MIS system is linked to CDM's mainframe accounting system which has been approved for government audit purposes.

3.2.5 Subcontracting

Subcontracts with the consortium members were executed and approved as follows:

Entity	Date Approved
CARE	11/28/87
DAI	2/2/88
Harza	11/6/87
ISTI	11/7/87
TRG	11/4/87
UAZ	11/2/87

(The Cornell subcontract has now also been submitted for approval.)

Other subcontracts have been executed and approved as follows:

Entity	Date Approved
IDEC	2/2/88
IRG	-
SRP	-

3.2.6 Administrative Support

The TSC maintains an administrative support staff that provides the accounting, subcontract administration, financial reporting, contract compliance monitoring, and invoice processing and budgeting services for ISPAN. This staff also provides all required office, logistics, and administrative support. The

support staff is supervised by the Administrative Manager who, along with other selected support staff members, is shared by the ISPAN and Water and Sanitation for Health (WASH) projects.

This shared resource relationship was established to minimize the cost of the support staff who are necessary on both projects. Additionally it allowed a quick transfer of institutional knowledge from the WASH Project staff who became a shared resource on ISPAN. Procedures and resources for preparing consultants for the field, making their travel arrangements, and producing publications were already in place and, with a few minor changes, were easily transferred to ISPAN. Familiarity with potential vendors (including small disadvantaged businesses) sped up the early procurement process.

Although the shared resource process did produce efficient results in most areas, the combination of different sets of financial/contractual operations was confusing. It has been necessary to do some restructuring of certain responsibilities of office management and financial staff. This has been accomplished and is working well.

From the time of the addition to the shared staff, in June 1988, of an Assistant Office Manager/MIS Manager, a broader systems knowledge by TSC staff and the CTO was developed. Several LAN seminars were conducted on the local area network (LAN), and user friendly systems and documentation were created.

3.3 TASKS AND DELIVERABLES

3.3.1 Tasks

Progress on specific tasks delineated in the contract between A.I.D. and CDM is indicated below.

- a. Provide suitable, approved core staff for the TSC.

The contract between A.I.D. and CDM was executed on 14 August 1987. Core staff have been provided as follows:

POSITION	NAME	START DATE	COMPL. DATE
Project Director	Besley, F.W. Thomas, R.H.+	8/14/87 1/6/89	1/5/89
Program Manager (Technology) and Deputy Director	Garvey, W.A.	8/14/87	

Program Manager (Social Science and Research)	Reiss, P.	11/16/87	
Program Support Manager (HRD)	Pettit, J.	9/4/87	1/13/89
Program Manager (HRD and Technology Transfer)	Alison, I.K.	1/16/89	
Administrative Manager	Brown, C.* Blackmon, M.*	8/14/87 1/16/89	1/13/89
Financial Administrator	Bagby, D.* Steiger, H.	8/14/87 12/12/88	12/9/88
Communications Specialist	Beverly, J.	8/14/87	7/15/88
Librarian	Campbell, D.*	8/14/87	
Assistant Office Manager/ MIS Manager	Mercer, P.*	6/14/88	
Secretaries	Daniel, D. Gordon, M. Ficerai, S.	10/26/87 1/11/88 1/9/89	1/9/89 1/26/89
Consultant Administrator	Black, N.* Gibson, T.*	4/27/88 9/3/88	8/31/88
Publications Manager	Andrews, B.*	8/14/87	
Office Support	Epps, L.*	8/14/87	

+ Acting

* Shared with the Water and Sanitation for Health (WASH) Project

In addition to the above, temporary hire personnel serve as receptionist, accounting clerk, and word processing operator. These persons are shared with the WASH Project.

b. Execute subcontract agreements with associate entities.

Subcontracts have been executed with the following organizations:

ORGANIZATION	DATE EXECUTED
CARE	11/28/87
DAI	2/2/88
Harza	11/6/87
ISTI	11/7/87
TRG	11/4/87

A draft subcontract with Cornell University has been under negotiation for some time and is presently under discussion with the A.I.D. contracts office. Work by Cornell has proceeded pending completion of an approval subcontract. Subcontracts with IRG and SRP will be entered into as needed. Subcontracts are in preparation with other organizations for specific items of work.

- c. Survey, select, and execute subcontracts with regional institutions.

After extensive studies, two organizations were selected: Central Luzon State University in the Philippines and the Institute of Agronomy and Veterinary Science Hassan II in Morocco. Subcontracts are under preparation.

- d. Develop and maintain a rolling annual plan.

Annual plans were prepared for 1988 and 1989 along with a spreadsheet schedule of activities in progress. From the end of February 1989, the ISPAN MIS will download a rolling plan status report update on a regular schedule.

- e. Develop and maintain a management information system to track activities by type, financially and geographically, and by source of funds.

As discussed more fully in Section 5.1.1, the preparation and operation of the MIS is very late. Earlier design and installation work has had to be redone. As of this date, the system can produce the required activity management reports using cost data entered through 18 January 1989, which in general covers costs reported through December 1988. Project management reports will be produced by the system beginning by the end of February 1989.

- f. Provide for the full range of technical services required.

All calls for technical services have been met from within the consortium member and associate firms, drawing as necessary on individual consultants. The full resources of ISPAN have not yet been tested.

- g. Provide timely selection, mobilization, preparation, support, and debriefing of field teams, and coordinate and edit reports.

ISPAN has so far implemented 33 activities in 12 countries, and worked in 9 countries. Preparation of field teams

includes team planning meetings, which have when possible been held in the United States but in some cases have had to be held in the cooperating countries because of the inclusion of CCNs in teams. The project has consistently met mutually-agreed time schedules for activity performance, often under tight time constraints. Contact is maintained with teams in the field. Debriefings are held for TSC and A.I.D. personnel. Final reports are reviewed and edited in the TSC before distribution. A standard style has been adopted for ISPAN reports.

h. Establish an expert roster.

Hard copy files on available experts were established at the start of the project and have been added to since then. A PROGRESS database was developed in February 1988; names and data (provided mainly by consortium members) have been put into it through December 1988.

i. Brief and inform A.I.D. personnel and others as needed.

There is a substantial and increasing level of interaction between ISPAN and ANE staff. Illustrations include presentations on specific topics such as lessons learned on computer applications, assistance to the Eastern Waters Task Force, participation in an ANE irrigation strategy paper and a natural resources strategy paper; review of an Eastern Waters advisory paper; preparation of draft responses to cables; participation in lunch meetings; attendance at steering committee meetings; and debriefings of field teams.

j. Provide logistic and backup support for field teams.

The TSC has logistic support personnel and world-wide communications facilities including telefax, telex, and telephone. Travel arrangements are made for all field team members and contact is maintained while they are in the field. Travel per diem advances are made. Provision is made for the acquisition by field team leaders of any necessary local transportation and typing or other support. Office space and secretarial and other support are provided for non-TSC personnel working in the TSC.

k. Provide timely and responsive field assistance.

The timeliness and responsiveness of ISPAN's field efforts have received favorable comment from several missions. However, timeliness can be impacted by matters outside the control of ISPAN; more detailed reference is made to this in Section 5.2.

l. Develop country information boxes.

Information boxes have been prepared for 17 countries as well as for IIMI and the bureaus.

m. Record daily time and expenses.

Through timesheets and expense sheets submitted weekly, and monthly subcontractor invoicing to CDM, hourly records of time input, and daily records of expenses are maintained.

n. Invoice in accordance with specified procedures.

Invoices submitted during the early months of the project were in accordance with the contractor's understanding of the specified procedures. As a result of an external audit performed in July 1988, a new format is being developed for future invoices, which will include budget and inception-to-date information.

o. Facilitate audits.

The contractor facilitated a review of financial reporting procedures by Price Waterhouse in July 1988. This was part of a review of regional projects commissioned by ANE.

p. Provide on-line telecommunications linkage with the A.I.D. CTO.

The CTO has access to the ISPAN LAN through remote communications. Through his Wang PC 280, he calls into the ISPAN MIS via a 9600 baud modem and "takes over" the LAN communications server. Using Close-Up communications software, he has access to all network software, public data, E-Mail, file sharing, and file transfer facilities on the LAN. The original 8088 PC communications server has recently been replaced by an 80286 PC, resulting in significant improvements in response time and processing speed.

q. Provide necessary equipment for the services provided.

In addition to the LAN system and associated PCs for all senior staff, equipment provided by the contractor has included lap-top computers for the use of field teams, office furniture, photocopying equipment (some of which is shared with the WASH Project), and a shared telefax machine.

r. Use qualified CCN and TCN personnel in field teams.

Most field teams include CCNs, who are generally provided by the missions. For an assignment in India, a Filipino TCN was included on the team.

3.3.2 Reports and Documentation

Progress in providing reports and documentation required by the contract between A.I.D. and CDM is indicated below.

- a. A project brochure (60 days from start).

In April 1988, an ISPAN brochure was printed and mailed to over 900 entities and persons interested in irrigation in the ANE and elsewhere.

- b. Descriptions of the rolling work plan and MIS system (90 days from start).

The first annual plan was presented in a report to the ISPAN Steering Committee dated 12 January 1988. The second Annual Plan, for FY 1989, was issued on 31 August 1988.

Several reports and presentations were made on the subject of the proposed MIS system from August 1987 onwards, including a 25 November 1987 report to the CTO to enable IRM to review the hardware and software elements. However, delayed completion of the system caused a corresponding delay in documentation of it. Prior to the reprogramming of the MIS applications MIS User Manuals were created for financial staff, subcontractor staff and MIS users. These were delivered in draft form in March 1988 and in final form in May 1988. The needed reprogramming and redesign of the system architecture (see Section 5.1.1) has effectively made these manuals nonfunctional.

Internally within the TSC financial group new operations procedures have been developed and written procedures are being developed and will be in place by the end of January 1989. Subcontractors are not now proposed to make direct inputs to the TSC financial system as originally planned because of the additional demands this would place on them, and the corresponding additional costs. A further reason is to provide opportunity for activity manager review before data are input to the systems, thus minimizing errors. All input will be by TSC staff from paper input generated by subcontractors by late January 1989. Although most user reports will be in a format similar to prior reports and will be generated from user menus similar to previous menus, new user manuals will need to be developed to match the final system.

- c. Comprehensive research framework (90 days from start).

A comprehensive research framework was submitted in October 1987. This served as a basis for the first annual plan and for subsequent applied studies carried out under the project.

As work progressed, it became apparent that a new framework was needed that addressed the critical needs areas being addressed by the project as a whole. A new framework was prepared and is implicit in the draft document, "ISPAN's Program Priorities with Respect to Irrigation Issues in the 1990s," which was submitted on 12 January 1989.

- d. Draft reports before field teams return to the United States.

Either field reports or draft ISPAN reports, depending on the context and agreement with the missions, are invariably left with missions before the return of field team leaders.

- e. Final reports within 60 days of assignment completion.

Final reports are prepared expeditiously but, primarily because of the need to await review comments from others, have seldom been completed within the 60-day period.

- f. Evaluation reports (production and distribution only).

No evaluation reports have been received for production or distribution.

- g. Annual research reports.

No annual research report has been submitted.

- h. Quarterly and annual reports.

A progress report was prepared and submitted in the spring of 1988. No further formal progress reports were submitted until this report was prepared.

- i. Financial reports as specified.

In the absence of a fully functional MIS system and with delays in receiving and processing of subcontractor invoices, such reports have not been prepared. These matters have now been put in order and responsive financial reports will be available from the date of this report forward.

- j. Departure reports for all TSC staff leaving the project.

The only relevant departure within the reporting period was J. Beverly. Materials that were prepared prior to his departure and were intended to comprise his final report have now been identified.

- k. A project final report.

This item is not yet relevant.

3.4 MINORITY AND SMALL BUSINESS INVOLVEMENT

Project goals and achievements through 31 December 1988 in respect of small business and Gray Amendment firm participation in the project are set out in Tables 3 and 4. As can be seen from Table 3, the goals have been exceeded in respect of discretionary purchases. With regard to subcontracting, Table 4 shows that the small business goal has been exceeded while that for Gray Amendment firms is very close to target.

TABLE 3

SMALL AND DISADVANTAGED BUSINESS PARTICIPATION IN DISCRETIONARY PURCHASES

(PROJECT GOALS AND ACHIEVEMENTS THROUGH 31 DECEMBER 1988)

	<u>SMALL BUSINESS</u>	<u>GRAY AMENDMENT FIRM</u>	<u>TOTAL SMALL AND GRAY AMEND. FIRMS</u>	<u>OTHER</u>	<u>TOTAL</u>
<u>COURIER</u>					
HURRIER COURIER		\$1,165.79	\$1,165.79		
<u>PRINTING</u>					
ART CONCEPTS		\$1,581.75	\$1,581.75		
COLORFAX LABS	\$142.12		\$142.12		
TYPEWORKS PLUS		\$4,764.87	\$4,764.87		
<u>SUPPLIES</u>					
LEON OFFICE MACHINES		\$4,963.42	\$4,963.42		
PURCELL OFFICE PRODUCTS		\$595.76	\$595.76		
VISUAL SYSTEMS	\$236.68		\$236.68		
<u>TECHNICAL</u>					
CCM MANAGEMENT		\$3,485.00	\$3,485.00		
COMPUTER DOCTOR	\$2,199.44		\$2,199.44		
HARRIS PUBLICATIONS		\$702.49	\$702.49		
INTERNATIONAL DATA SERVICES		\$9,092.00	\$9,092.00		
TRAVELERS MEDICAL CO.	\$25.00		\$25.00		
<u>TEMPORARY</u>					
ADVANTAGE TEMP SERV.		\$14,169.54	\$14,169.54		
SSC TEMPORARIES		\$2,344.58	\$2,344.58		
TEMPORARY RESOURCES		\$654.61	\$654.61		
TEMPS & CO.		\$1,105.60	\$1,105.60		
<u>TRAVEL</u>					
ALL AMERICAN TRAVEL		\$3,566.50	\$3,566.00		
TRAVEL DEPARTMENT		\$161,430.00	\$161,430.00		
TOTAL OTHER VENDORS				\$171,120.24	
<u>TOTAL DISCRETIONARY PURCHASES:</u>	\$2,603.24	\$209,621.91	\$212,225.15	\$171,120.24	\$383,345.39
CATEGORY AS % OF TOTAL:	0.7%	54.7%	55.4%	44.6%	
ISPAN SUBCONTRACT PLAN GOAL:	0.0%	27.5%	27.5%		

TABLE 4

SMALL AND DISADVANTAGED BUSINESS PARTICIPATION IN SUBCONTRACTS
 (PROJECT GOALS AND ACHIEVEMENTS THROUGH 30 NOVEMBER 1988)

	<u>SMALL BUSINESS</u>	<u>GRAY AMENDMENT FIRMS</u>	<u>TOTAL SMALL AND GRAY AMEND. FIRMS</u>	<u>OTHER</u>	<u>TOTAL</u>
<u>SUBCONTRACTORS</u>					
IDEC		\$5,519.07	\$5,519.07		
ISTI		\$98,951.59	\$98,951.59		
TRG	\$168,154.87		\$168,154.87		
TOTAL OTHER SUBS				\$348,841.46	
<u>TOTAL SUBCONTRACTORS</u>	\$168,154.87	\$104,470.66	\$272,625.53		\$621,466.99
CATEGORY AS % OF TOTAL:	27.1%	16.8%	43.9%	56.1%	
ISPAN SUBCONTRACT PLAN GOAL:	18.8%	17.9%	36.6%		

3.5 SUMMARY OF TECHNICAL PERFORMANCE

3.5.1 ISPAN Support of ANE Bureau Activities.

In addition to providing timely review and comment on various documents, and assistance in responding to Mission cables, ISPAN has provided support to three major Bureau activities.

Eastern Waters Study. A.I.D. provided extensive disaster relief and other forms of support to the Government of Bangladesh after the calamitous floods of 1988. USAID has a long-standing interest in the area from several perspectives - poverty elimination, political stability, and overall sustainable economic development - and a stake in supporting any actions which may lead to improvements in the standard of living of people in the Ganges and Brahmaputra River basins. In order to improve A.I.D.'s ability to respond constructively and expeditiously to current opportunities USAID formed the Eastern Waters Working Group (EWWG) to coordinate efforts of the many concerned offices. ISPAN assisted the EWWG in the formulation of its program, particularly the approach to be taken and the outline of its report.

The EWWG commissioned ISPAN to prepare a comprehensive report reviewing political and technical aspects of the situation in the Ganges and Brahmaputra river basins, and to assess and compare various proposals which have been made for their improvement. The ISPAN study is being carried out by a three man consultant team. The study will examine political, economic, engineering, legal, environmental, and social aspects of offered to improve resource management in the basins, comparing resource requirements, political pre-conditions, anticipated short-term impacts, and projected long-term effects. The draft report will be available in mid-February, and the final report will be completed at the end of March.

ANE Agriculture Sector Strategy for the 1990s. The preparation of a rural economic growth strategy for Asia the Near East in the 1990s has been a major undertaking of the ANE Office of Technical Resources, Agriculture and Rural Development Division (ANE/TR/ARD). ISPAN has provided analysis and recommendations concerning the irrigation sector during the preparation of this paper. An ISPAN team prepared a report which assessed trends in new irrigated area and irrigation investment, sectoral issues related to future irrigation growth, and issues related to the performance of existing irrigation systems. Their report, which is now in final editing, was also a contribution to the A.I.D. sponsored symposium on strategic choices for Asia and Near East countries in agriculture in the 1990s held in September 1988. ISPAN TSC staff have also contributed to the draft ANE strategy document, and will participate in the forthcoming ANE/ARDO conference in Morocco where the draft document will be discussed in detail. A follow-up applied

study investigating investment trend and policy directions in the irrigation sector has been proposed and is under review.

ANE Natural Resource Strategy for the 1990s. Natural resource management is one of the five principal themes in the ANE agriculture sector strategy for the 1990s. As that strategy notes, meeting present and future food production imperatives is the fundamental natural resource problem confronting most developing countries. Within the agriculture sector it is irrigation and the pressure to develop new land that places the greatest demand on the natural resource endowment. As an extension of its work on the agriculture sector strategy ISPAN will be providing input to the ANE natural resource strategy in areas which concern the development and management of water resources.

3.5.2 Activity Preparation

ISPAN has identified and initiated a broad range of activities. In all, 51 separate orders have been approved by project management for technical assistance (sector review, project paper design, and evaluation); training (project start-up, team planning meeting, and policy workshop); and applied studies.

Activity preparation initiatives are summarized below, along with the primary clients. Where the indicated client is a country, this means the mission, a research site, or a regional institution. Regional activities have the largest potential audience as they deal with issues of wide significance. Activities have been prepared as follows:

- 4 sector reviews and strategies (Bureau, Bangladesh, India, Sri Lanka)
- 3 technical assistance efforts for program development (Thailand, Philippines, Egypt)
- 1 project identification document (Tunisia)
- 4 project paper designs (Morocco, Tunisia, Sri Lanka)
- 5 project evaluations (Pakistan, Thailand, India)
- 4 short-term technical assistance activities for project implementation (Egypt, India)
- 2 energy initiatives (Egypt, India)
- Recruitment of 2 long-term specialists (India, Sri Lanka)

- 2 project management and monitoring systems (Egypt, Sri Lanka)
- 3 project start-up workshops and team planning meetings (Indonesia, Egypt, Bureau)
- 6 strategy, policy, and planning workshops (Regional, Bureau)
- 11 applied studies (Regional, Indonesia, Thailand, Pakistan, Philippines, Yemen, India, Bangladesh)
- 3 information networking meetings (Regional)

Many of these initiatives were later implemented among ISPAN's 34 fully budgeted and staffed activities. At present, of the 51 initiatives, 18 remain active, 3 are inactive, and 30 are technically finished. None is fiscally closed.

3.5.3 ISPAN Activities

ISPAN has conducted 34 activities which are fully budgeted and staffed. Of these, 8 activities were in 3 countries in the Near East, 15 were in 4 countries in South Asia, 3 were in 2 countries in Southeast Asia, 4 were Regional, and 4 were for the ANE Bureau. Some notable activities include the following:

- Preparation of a project identification document in Tunisia
- Design of a project paper in Morocco
- Evaluations of projects in India and Pakistan
- Development of a sector strategy in Bangladesh
- Technical assistance in engineering and farmer participation in India
- Planning and implementation of regional policy and planning workshops
- Design of management training programs in Egypt
- Design and implementation of an applied study in Pakistan
- Design of research agendas for ongoing projects in the Philippines and Tunisia

- **Study of strategies for Eastern Waters development in South Asia**

Table 2 provides information about the description, location, type, issue orientation, funds source, level of effort, and status of each of the activities.

Chapter 4

FINANCIAL PERFORMANCE

4.1 Overview

Total project expenditures incurred and invoiced to A.I.D. for the 16 1/2 month period ending 31 December 1989, by source of funds, were as follows:

	<u>Incurred</u>
Primary core funds	\$1,804,636
Task buy-ins	422,736
Order buy-ins	<u>16,545</u>
TOTAL	\$2,243,917

Of the above, the total amount invoiced to 31 December 1988 was \$1,536,516.

4.2 Sources and Application of Funds

Table 5 presents the funds provided for the project through 31 December 1988 by date and by source.

Table 6 presents the application of funds as incurred expenditures by activity and by source.

TABLE 5
SUMMARY OF ISPAN FUNDING

FY 1987-88

	DATE SIGNED	PIO/T NUMBER	PRIMARY FUNDS	ORDER FUNDS	TASK FUNDS	SOURCE OF FUNDS
CONTRACT	14-Aug-87	3-7631510 7381172	\$639,725 \$100,000			ANE Regional S&T/Energy
AMEND 1	21-Jan-88	391-0467-3-70326			\$143,404	Pakistan
AMEND 2	19-Feb-88	497-347-3-50131		\$18,586		Indonesia
AMEND 3	18-Mar-88	398-0249-3-80008			\$35,000	India
AMEND 4	26-May-88	(CORRECTIONS ONLY)				
AMEND 5	26-May-88	398-0289-3-8631501	\$875,000			ANE Regional
AMEND 6	28-Jun-88	398-0289-3-8631501	\$200,000			ANE Regional
AMEND 7	22-Jun-88	608-0249-3-88022			\$69,965	Morocco
AMEND 8	21-Jul-88	8361436	\$30,000			Worldwide
AMEND 9	27-Jul-88	398-0282-3-80024			\$154,225	India
AMEND 10	16-Aug-88	397-0467-3-80033			\$115,641	Pakistan
AMEND 11	19-Aug-88	386-0483-3-30159			\$415,676	India ?
AMEND 12	26-Sep-88	386-0484-3-70116			\$47,399	India
AMEND 13	30-Sep-88	386-0490-3-40178			\$82,613	India
AMEND 14	30-Sep-88	3-88022 38631501,A.2 3-8631501,A.3	6,500 \$80,000 \$48,239		\$6,500	Morocco ANE Regional ANE Regional
TOTAL:			\$1,072,964	\$18,586	\$1,070,429	

AMEND 15 7-19/JAN-89 398-0289-3-9631501 300,000 ANE Regional

16 18-Jan-89 3-88022 2-70326 (93,322) Egypt
34,900 "

17 1-Feb-89 398-0289-3-9631501/A 380,000 ANE Regional

18 27-Feb-89 497-347-3-50131 62,962 Thailand

19 398-0249-3-80008 40,355 Sri Lanka
ANNAMEND.XLS

20 386-0484-3-70116 11,454 India

21 367-0153-3-90008 84,347 Nepal

3,259,464 18,586 1,491,879 = 4,719,929

TABLE 6
Application of Funds by Activity

Incurred costs through 31 December 1988

ACT NO.	ACTIVITY NAME	COST INCURRED	SET ASIDE FUNDING *		ORDER, TASK OR SPECIFIC PRIMARY FUNDS AMEND NO./PIOT NO.
			AMOUNT	TYPE	
601-A	US: WKSHP TRAINING/STRAT INT AGRI DEVELOP	\$109,900	\$30,000	P	**Amendment No. 8 / 8361436
602-A	EGYPT: PROJ MGMT SYSTEM FOR IMS PROJECTS	\$34,529	\$0	P	
603-A	EGYPT: MANAGEMENT TRAINING PROGRAM	\$11,051	\$0	P	
604-A	PAKISTAN: EVALUATION OF ISM-1 PROJECT	\$147,730	\$143,404	T	Amendment No. 1 / 391-0467-3-70326
605-A	INDONESIA: SSIMP START-UP WORKSHOP	\$18,545	\$18,588	O	Amendment No. 2 / 497-347-3-50131
606-A	INDONESIA: MGMT TRAINING ASSESSMENT	\$5,392	\$0	P	
607-A	TUNISIA: PID PREP/IMP WATER RESOURCE MGMT PROJ	\$2,410	\$0	P	
608-A	EGYPT: STRATEGIC ENERGY ISSUES PROG IRRG	\$25,474	\$25,474	P	**Original Contract / 7361172
609-A	NEPAL: REGIONAL MGMT WORKSHOP	\$55,603	\$0	P	
610-A	INDIA: EVAL-HALWD PROJ HIMACHAL PRADESH	\$5,201	\$34,998	T	Amendment No. 3 / 398-0249-3-80008
611-A	US: TPM TRAINING OF TRAINERS	\$4,800	\$0	P	
612-A	INDIA: COORDINATE/DEVELOP ISPAN ACTIVITY	\$2,697	\$0	P	
613-A	MOROCCO: SUPPLEMENT IRRIGATION PP DESIGN	\$39,410	\$76,446	T	Am. 7 / 608-0249-3-88022; Am. 14 / 3-88
614-A	MOROCCO: TPM/SUPPLEMENT IRRIG PP DESIGN	\$5,850	\$0	P	
615-A	BUREAU: ISPAN ANNUAL PLANNING WORKSHOP	\$7,237	\$0	P	
616-A	TUNISIA: SPECIAL STUDIES SOWS-IWRM PROJ	\$4,246	\$0	P	
617-A	MOROCCO: REGIONAL INSTITUTION SITE VISIT	\$27,125	\$0	P	
618-A	BUREAU: MANUSCRIPT COST RECOVERY/FINAN	\$0	\$0	P	
619-A	INDIA: MPMIP (MADHYA PRADESH) - TASK 1	\$18,593	\$79,169	T	Amendment No. 11 / 386-0483-3-30159
620-A	INDIA: (MADHYA PRADESH) - TASK 2	\$10,744	\$54,424	T	Amendment No. 11 / 386-0483-3-30159
621-A	INDIA: MPMIP (MADHYA PRADESH) - TASK 3	\$6,610	\$83,271	T	Amendment No. 11 / 386-0483-3-30159
622-A	INDIA: MPMIP (MADHYA PRADESH) - TASK 4	\$316	\$115,452	T	Amendment No. 11 / 386-0483-3-30159
623-A	INDIA: MPMIP (MADHYA PRADESH) - TASK 5	\$139	\$83,360	T	Amendment No. 11 / 386-0483-3-30159
624-A	PAKISTAN: EVAL COMMAND WATER MGMT PROJ	\$86,190	\$115,641	T	Amendment No. 10 / 397-0467-3-80033
625-A	INDIA: EVALUATION OF THE IM&T PROJECT	\$50,218	\$47,399	T	Amendment No. 12 / 386-0484-3-70116
626-A	INDIA: WATER MGMT TECH & RESEARCH SPCLST	\$61,532	\$154,225	T	Amendment No. 9 / 398-0282-3-80024
627-A	BUREAU: ANE IRRIGATION STRATEGY 1990'S	\$4,830	\$0	P	
628-B	PHILIPPINES: AAP APPLIED STUDIES DESIGN	\$0	\$0	P	
629-B	BANGLADESH: REVIEW MISSION WATER SEC ACT	\$11,069	\$0	P	
630-B	PAKISTAN: PRIVATE TUBEWELL DVLP/AP STUDY	\$520	\$0	P	
631-B	INDIA: MMIP (MAHARASHTRA) MICRO-COMPUTERS	\$379	\$82,613	T	Amendment No. 13 / 386-0490-3-40178
632-B	INDIA: MAHARASHTRA IRR TECH MEGMT PROJ-P1	\$0	\$0	P	
633-B	SRI LANKA: INST SUPPORT IRR POLICY IMPLM	\$6,063	\$0	P	
901-A	US: GENERAL ADMINISTRATION	\$589,322	\$0	P	
902-A	US: PRELIMINARY ACTIVITY DEVELOPMENT	\$409,887	\$28,509	P	**Original Contract / 7361172
903-A	US: GENERAL TECHNICAL SUPPORT	\$142,439	\$0	P	
904-A	US: INFORMATION SERVICES	\$122,119	\$0	P	
905-A	US: SELECTION OF REGIONAL INSTITUTIONS	\$15,450	\$0	P	
906-A	US: MOBILIZATION	\$125,754	\$0	P	
907-A	US: RESEARCH PLAN	\$5,444	\$0	P	
908-A	US: LIAISON OFFICERS	\$71,099	\$0	P	

TOTAL: \$2,243,917

1,429,531

NOTES

* Type of funding: O = Order; T = Task; P = Primary

** Primary Funds set aside for specific tasks, amounts are indicated.

Chapter 5

PROBLEMS AND ISSUES

5.1 PROJECT MANAGEMENT

5.1.1 Management Information System

As indicated earlier, completion of the MIS and the entry of correct, current data are seriously behind schedule. Early delays were the result of difficulties in assigning adequate time of appropriate personnel to this function. Although work proceeded, it did so slowly. In the spring of 1988, high priority was assigned by CDM to completion of the MIS. The work done during the summer was largely wasted, however, because it was discovered in the fall that there were serious problems with the underlying applications programming already completed. With data continuing to flow in, an extensive effort was required to correct and complete the system and to restore and reconcile the data. Because of the delay, and because so much of the work required was corrective in nature, CDM has undertaken all financial system development work since May 1988 at its own expense. This has included providing the services not only of CDM staff specialists but also of a non-staff computer systems specialist to guide the development of the management report formats and processes.

The MIS data management system is now operational and contains all data invoiced to CDM by 18 January 1989, which, in all but the minor cases mentioned in Section 5.2, represent expenditures through 31 December 1988. The system is now also generating the reports needed for activity management, including current period charges and activity status reports. Reports containing project-wide information sorts plus queriable spreadsheet downloads are expected to be available by the end of February.

The roster of experts has been developed in hard copy form and on PROGRESS database. By December 1988 it held approximately 370 names, with data of varying completeness. In early 1989, the data base will be updated so that information regarding education, technical skill areas, language proficiency, and country experience will be accessible on all experts who are to be retained in the roster. Queriable downloads are to be prepared for distribution to missions to facilitate their verification of the qualifications and suitability of proposed field teams.

5.1.2 Technical Support Center Personnel

There has been a high level of ISPAN activity in developing and performing field activities and missions have in general been satisfied with the results. However, there have been questions about the networking, communications, and proactive management of the project.

Three measures have been taken to bring about improvements in these areas.

- In July 1988, the position of Communications Specialist in the TSC was eliminated. This was approximately one month before the planned conclusion of this assignment.
- A new full time position, Program Manager (HRD and Technology Transfer), was established and filled in January 1989 by I. Kathleen Alison of TRG. This position combines the functions of the former positions of Program Support Manager (HRD) and Communications Specialist.
- The need for improved overall management has led to a search for a new Project Director with the appropriate combination of management and technical skills. Beginning 6 January 1989, pending the identification and appointment of such a person, Robert H. Thomas of CDM has been Acting Project Director.

5.1.3 Reporting

Late submission of this annual report is due in part to the lack of detailed and reliable financial data from the MIS system. Now that such data are and will continue to be available, and with a reporting format having been established by this report, future annual reports (either fiscal year or calendar year, to be agreed) will be issued on a timely basis. Quarterly reports will also be submitted presenting information updates corresponding to the material included in Sections 4 and 5 of this report and Sections 3 and 4 of the companion technical report.

5.2 ACTIVITY PREPARATION AND MANAGEMENT

5.2.1 Activity Preparation

The work of the TSC staff in reviewing and detailing scopes of work for activities, in preparing staffing plans and budgets, and in requesting approval, has a substantial cost. Such development costs in relation to the cost of activity implementation are presented in Figures 3, 4, and 5 for the following respective activity categories: mission activities, information networking activities, and applied studies activities. The corresponding percentage costs are 11.5, 25.9, and 43.4, respectively.

In addition to activity preparation costs, timeliness of processing buy-ins through the A.I.D. contracts office has been an issue. While the contracts office has, in general, been accommodating in cases where field deadlines must be met, the basic policy is that requests for approvals are processed in order of receipt. The contractor is not aware of any likelihood that this will change. While no exact timetable for processing can be established, it appears that, to be safe, three weeks over and above time for TSC preparation should be allowed for processing by the contracts office. In those cases for which it is possible for team identification to proceed concurrently with scope and approach development with the mission, TSC preparation can require as little as a week. However, team identification alone can take several weeks and therefore, if not accomplished early for any reason, may affect the total processing time.

For these reasons, it is important that, except in cases of true field emergency, missions allow a minimum of a month or, where team identification has not already been done, six weeks between PIO/T submission and the planned start of field activity on buy-ins.

5.2.2 Activity Management

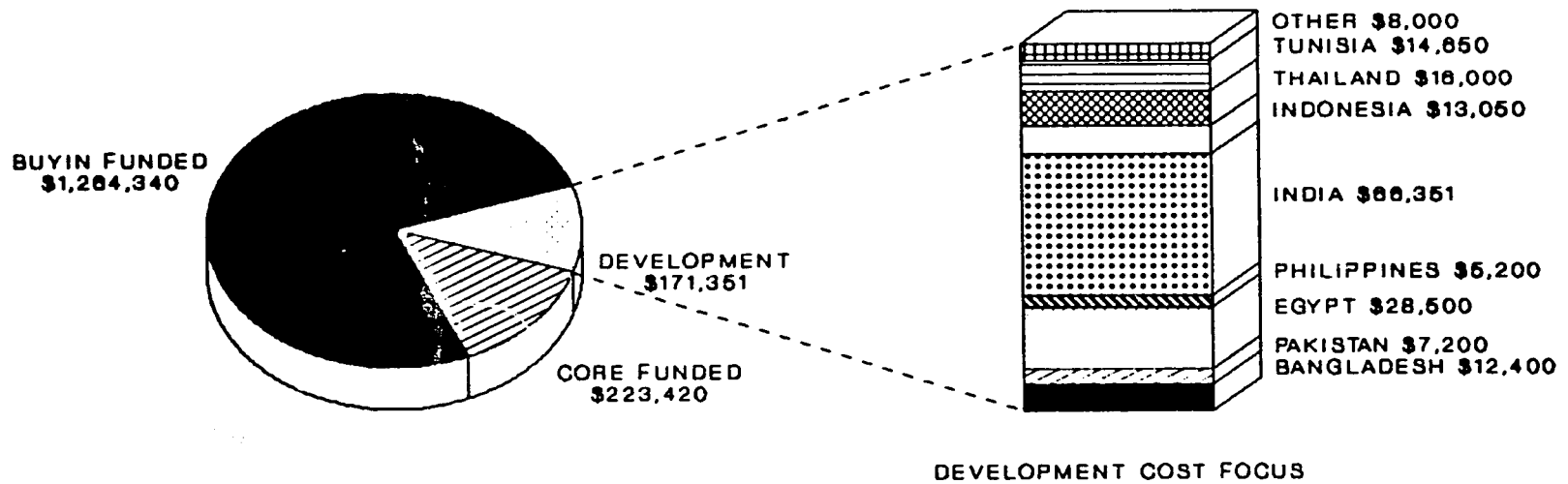
As noted in Section 3.2.3, the management of activities has several important elements and a significant cost. It is vital to the timeliness and quality of the work that it be done adequately. The best approach to certain aspects of activity management, particularly quality control, will vary with the nature, duration, and staffing of individual activities, and with the nature of the final deliverable, if any. TSC must have the opportunity to propose budgetary provision at the planning stage for management of each activity.

The views of the ISPAN Steering Committee, reflected in the notes of their 12 December 1988 meeting, on the issue of TSC staff participation in field activity implementation have been carefully noted. In general, these views are shared by the contractor,

FIGURE 3

Actual Related Development Costs Compared to Authorized Mission Activities

35

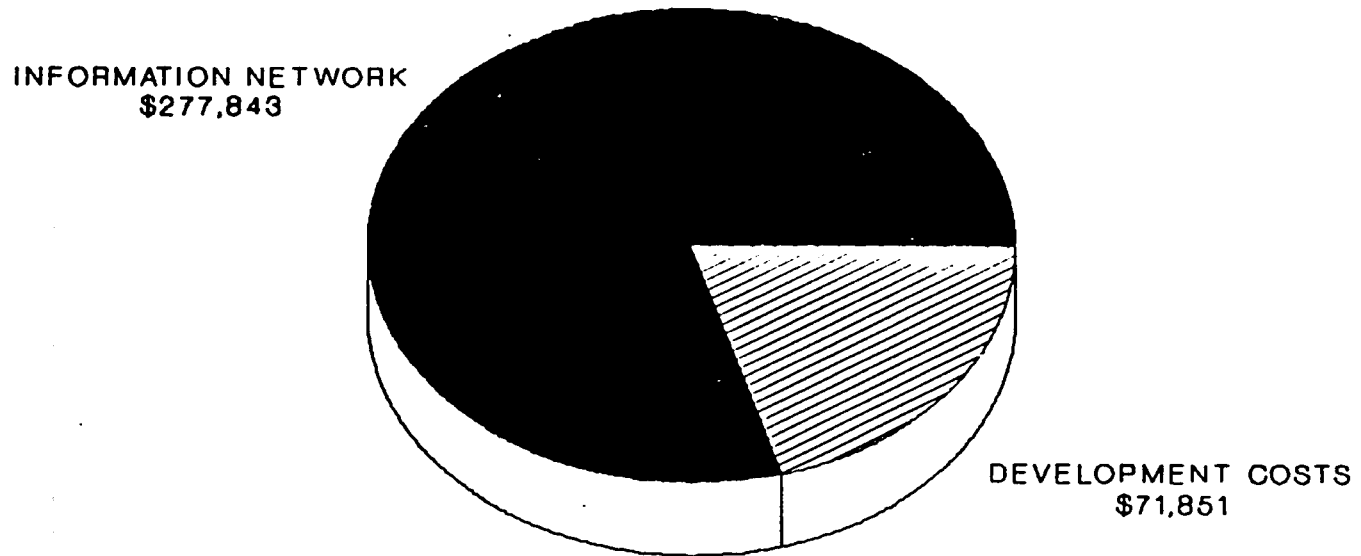


OTHER MISSIONS INCLUDE:
 SRI LANKA \$3,800
 MOROCCO \$2,200
 YEMEN \$2,000

AS OF 31 DECEMBER 1988

FIGURE 4

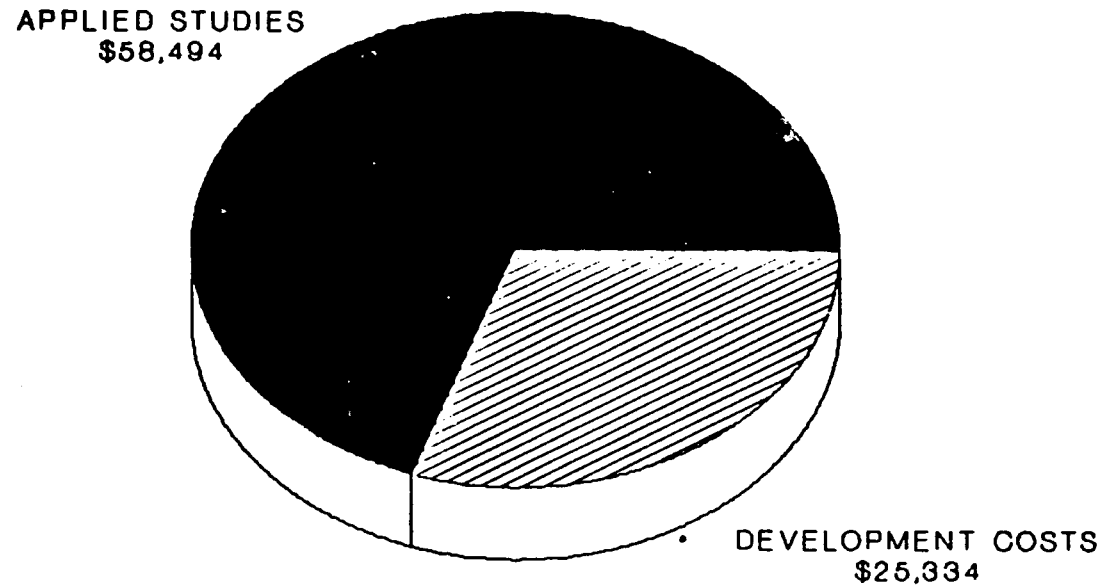
Actual Related Development Costs Compared to Authorized Information Networking Activities



AS OF 31 DECEMBER 1988

FIGURE 5

Actual Related Development Costs Compared to Authorized Applied Studies Activities



AS OF 31 DECEMBER 1988

especially the underlying concern that field activity participation not be permitted to detract from effective management and backstopping of field work and support of missions. However, a reasonable level of brief, strategic staff interventions in field activities must be carefully determined for each activity. Field trips by TSC staff are in some cases for the purpose of assisting missions develop concepts of how to use the project effectively. Another consideration is the budgetary impact of the use of TSC staff on buy-in activities. This has the effect of making core funds available for other productive project uses. (This is discussed in more detail in Section 5.3.)

5.3 BUDGET IMPACT

On the basis of a presumed total level of project activity somewhat greater than that to date, including continuation of a TSC senior staffing pattern at approximately the current level, a projection has been made of the TSC cost through February 1990. This estimate is presented in Table 7. It is based on position by position estimates of time to be spent on management and operation of the TSC, core-funded activities, buy-ins, the WASH Project (for shared staff only), and vacation, holidays and other non-Project work. The resulting net estimated cost, over the 14-month period January 1989 through February 1990, of approximately \$727,000 includes provision for forward funding of the TSC through the anticipated receipt of FY90 funds.

The combination of the net cost of the TSC as above with a feasible program of identified FY89 core-funded activities yields a core funds budget requirement that is substantially greater than the expected FY89 obligation.

If additional funds to meet this need are not forthcoming, TSC operations could be curtailed in order to allocate more funds to programmed activities. This could be done by reducing staff, increasing the involvement of TSC staff in buy-in activities, or by adjusting the project time of TSC staff. However, the effectiveness of the TSC would thereby be curtailed. In addition, this would have an impact on the balance between reactive and proactive Project activity. An important issue will be the timing of decisions about any additional funding, given the need to plan ahead for TSC staffing and time commitments.

ISPAN management will develop a series of tentative staged TSC staffing plans that will provide a basis for decisions to be made at various points in time depending on the then known availability of FY89 funds.

TABLE 7

PROJECTED TSC FUNDING NEEDS
 (14 - MONTH PROJECTION OF CORE-FUNDED TSC MANAGEMENT AND OPERATIONS COST)

ITEM	PROJECTED TSC FUNDING NEEDS				NET COST OF TSC OPERATIONS (\$000)
	NON- PROJECT	BUY-INS	CORE ACCOUNTS	TSC OPERATIONS	
TSC STAFF					
PROFESSIONAL	28%	18%	16%	38%	\$310
SUPPORT	54%	6%	4%	36%	<u>242</u>
SUBTOTAL, LABOR					\$552
TRAVEL, PER DIEM					\$ 22
OTHER DIRECT COSTS					113
HOME OFFICE BACKSTOPPING					<u>40</u>
				TOTAL:	\$727