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CONSULTANTS REPORT

PREPARED BY:

The UNDP Asia & Pacific Programme for Development
Training & Communication Planning (DTCP)

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SUBJECT:

Management Training Capabilities and Needs in the
Ministry of Agriculture and Cooperatives, Royal
Thai Government (Originally -- The Staff Development
Design Component of the Rainfed Administrative and
Project Management Agricultural Intensification
Project)

DATE: 31 December 1982

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ABBREVIATIONS, TERMS AND EQUIVALENTS

AID	=	Agency for International Development
ALRO	=	Office of Land Reform for Agriculture
ARD	=	Office of Accelerated Rural Development
BAAC	=	Bank for Agriculture and Agricultural Cooperatives
CDP	=	Changwat Development Programme
CMU	=	Chiang Mai University
CRAO	=	Central Regional Agricultural Office
CSC	=	Civil Service Commission
DCA	=	Department of Cooperatives Auditing
DCP	=	Department of Cooperatives Promotion
DLD	=	Department of Land Development
DOA	=	Department of Agriculture
DOAE	=	Department of Agriculture Extension
DOF	=	Department of Fisheries
DOLD	=	Department of Livestock Development
DTCP	=	Development Training and Communication Planning
DTEC	=	Department of Technical and Economic Cooperation
FY	=	Fiscal Year
IBRD	=	International Bank for Reconstruction and Development
KKU	=	Khon Kaen University
LSD	=	Land Settlements Division
MOAC	=	Ministry of Agriculture and Cooperatives
MOF	=	Marketing Organization for Farmers
NERAO	=	Northeast Regional Agricultural Office
NESDB	=	National Economic and Social Development Board

NIDA	=	National Institute of Development Administration
NRAO	=	Northern Regional Agricultural Office
OUS	=	Office of the Under Secretary
PSU	=	Prince of Songkhla University
RID	=	Royal Irrigation Department
RFD	=	Royal Forest Department
ROA	=	Regional Office of Agriculture
RTG	=	Royal Thai Government
SMS	=	Subject Matter Specialists
SRAO	=	Southern Regional Agricultural Office
TCAAD	=	Training Center on Agricultural Administration and Development
UNDP	=	United Nations Development Programme
USAID	=	United States Agency for International Development

TERMS

Changwat	=	Province
Amphur	=	District
Tambon	=	Sub-district (the level above village and below Amphur)
Muban	=	Village

CURRENCY EQUIVALENTS

US\$ 1	=	Baht (฿) 22.90
Baht (฿) 1	=	US\$ 0.0437

AREA EQUIVALENT

1 Rai	=	0.16 hectares (1,600 m ²)
1 Hectare	=	6.25 rai

PROJECT DESIGN CREDITS

I. DTCP Team

1. Dr. Muangtong Khemmani	UNDP/DTCP
2. Mr. James H. French	- " -
3. Mr. Ian S. MacDonald	- " -
4. Mr. Prathana Kongsupto	- " -
5. Mr. Manas Sripen	- " -
6. Mr. Andrew P. Bartlett	- " -
7. Ms. Piyamard Chenvisuwat	- " -
8. Ms. Chirabhan Matisariyapong	- " -
9. Ms. Duanglutai Na Patalung	- " -
10. Mr. Soonthorn Nikomrat	ORRAF
11. Mr. Mongkol Mettakit	- " -
12. Mr. Supote Siriaraya	- " -
13. Mr. Ann Suthisumpranit	- " -

II. MOAC Team

1. Mr. Sommai Surakul	Inspector-General and Director of MOAC Training Centre
2. Mr. Thana Thongton	Director of Projects Division, MOAC
3. Mr. Boonsin Soonson	Director, Division of Inspection and Agricultural Coordinator
4. Mr. Sa-Ngiem Mamernvi	Director of Personnel Division
5. Mr. Somkid Kotchanood	MOAC Training Centre
6. Lt. Panthip Chaun-Uthai	MOAC Training Centre
7. Ms. Kruewal Sthitirat	Project Division, MOAC

III. Places Visited for Data Collection

1. All eleven Departments including the Office of the Under-Secretary of State in the Ministry of Agriculture and Co-operatives in Bangkok. Primary attention was given to unit(s) responsible for training/staff development.
2. All four Regional Offices of Agriculture under the MOAC in Chiang Mai (NRAO), Chainart (CRAO), Khon Kaen (NERAO) and Songkhla (SRAO).
3. Selected Regional and Provincial Department level offices in Chiang Mai, Chainart, Khon Kaen and Songkhla.
4. Chiang Mai University (CMU), Khon Kaen University (KKU) and Prince of Songkhla University (PSU).
5. Office of USAID, Bangkok.

I. SUMMARY AND RECOMMENDATIONS

1.1 Purpose

The Royal Thai Government has requested USAID assistance for a Rainfed Agricultural Intensification (RAI) Project. The purpose of the Staff Development Design component of the project is to strengthen the administrative skills of MOAC staff at the national, regional, provincial and district levels. This will facilitate the implementation of agricultural development programmes of the Royal Thai Government.

As a consequence of the findings in this report, which show a strong need for advanced management training throughout the Ministry of Agriculture and Cooperatives, the recommendations are not restricted to those departments or offices dealing with the RAI project.

1.2 Summary Description

The project will provide five (5) years of assistance at the end of which time the RTG should have institutionalized the "Training Center on Agricultural Administration and Development" as part of the MOAC personnel administration system. This Training Center should have organized staff development activities for all MOAC personnel who are responsible for administration. Particular emphasis might need to be given to integrated projects concerning rainfed agricultural development.

1.3 Summary Findings

It can be concluded that the existing capabilities of the MOAC for Staff Development will not provide the quality of managers needed to effectively plan and implement the type of rural development projects envisaged for the future.

Management problems already exist within all departments and State Enterprises of the Ministry concerning awareness of policy, project coordination, and the standardization of operational procedures. Management training, which might overcome these problems, is presently

incomplete, uncoordinated, and often inefficacious. What, therefore, is needed is a more comprehensive, centrally planned, and strengthened training programme. This is especially the case in view of the most recent National Plans which place emphasis on integrated development programmes; such programmes will certainly require a new, and more efficient, approach to management.

It can also be concluded from the analyses made in this report that the proposed project is technically, socially, economically and financially feasible. The strategy is also sufficiently developed for implementation to begin.

1.4 Statutory Requirements

All Statutory Requirements for the report have been met.

1.5. Recommendations

That the project be approved and that AID assistance be authorized under loan/grant funding so that implementation can begin in RTG/FY 83.

II. PROJECT DESCRIPTION

2.1 Background

This report concerns one of the six sub-projects which make up the Rainfed Agricultural Intensification Project. The component described here is aimed at strengthening the planning and management of agricultural development activities.

In a survey of the various Departments in the MOAC it was found that lack of management skills was consistently cited as one of the causes of delayed or inefficient project implementation. Also, in view of the current efforts of the RTG to promote integrated rural development, as set out in the Fifth National Economic and Social Development Plan (FY 1982-1986), it was felt that the MOAC should upgrade the planning and management skills of its personnel to cope with this added responsibility.

The Fifth Five Year Plan also attaches high importance to reforms in planning, budgeting and personnel management. At the National level, an Economic Policy Steering Committee will be established to facilitate implementation of these reforms. At the Ministerial Level, MOAC has approved the establishment of a "Training Center on Agricultural Administration and Development (TCAAD) within the Office of the Under-Secretary (see Annexes I, II & III). The most important functions of this Center are to provide orientation and training in management for personnel from the various Departments in the Ministry. Particular attention will be paid in the early stages to training newly appointed Provincial Representatives of the MOAC. In addition to this, at a meeting of all Director-Generals of Departments in MOAC, a request was made for TCAAD to conduct training for trainers.

Another aspect of the Project is that it will be involved in upgrading the training facilities and training capabilities of the Regional Offices of Agriculture and Cooperatives (RAO). These Regional Offices will play an increasingly important role over the next Five years in regionalizing agricultural planning activities.

During the initial phases of the Project the four RAO's will serve primarily as residential training facilities while the curricula and trainers come from TCAAD in Bangkok. The residential element is important since personal contacts will be promoted between managers at the Regional Agricultural Offices.

In order to ensure that the Training Center gets established with a sound base, USAID was approached for technical assistance. The UNDP Asia and Pacific Programme for Development Training and Communication Planning (DTCP) was then contracted by USAID to assist in conducting a feasibility study cum project formulation. The current report is the result of this study.

The first draft of the report has been approved in principle by the Under-Secretary for Agriculture as well as the Executive Committee of the TCAAD. The Deputy Under-Secretary has been authorized to directly negotiate with USAID concerning the project and authorization has also been issued to transfer staff to TCAAD as and when necessary. The MOAC have made it clear that they would turn TCAAD into a training institute at the end of the project and that staff and facilities will therefore continue with their given function.

These final points clearly indicate a high-level political commitment to the project goals and a willingness to initiate implementation.

2.2 Problems and justification

In the MOAC, administrators at the provincial level are directly responsible for supervision of MOAC personnel. These MOAC personnel are, in turn, responsible for the delivery of services which the government provides to the rural population. Therefore, if government projects and services are to have maximum impact on the rural population, MOAC personnel must be capable of managing these operations efficiently.

Problems exist because the majority of MOAC personnel at the provincial level lack a proper understanding of the governments policies on rural development. This especially applies to integrated

projects which MOAC operates in various regions and provinces. Many MOAC personnel focus only on the job of their own agencies to the neglect of other Departments. This lack of coordination has caused inefficiency in rural agricultural development projects in the past. In the future, further and greater inefficiency is likely to occur unless personnel obtain a greater awareness of policy and operational procedures. If the administrative reforms and organizational changes which are set out in the most recent National Plans are to be effectively implemented a standardised programme of re-education must be undertaken.

The situation is made more difficult because the Ministry has not, in the past, cultivated training as a tool of policy implementation. Management training was left to the various Departments resulting in fragmented and inconsistent operational procedures. As a result of this, the present training capabilities of the MOAC are not sufficient to bring about the improvements in management which are needed to overcome the problems stated above. Current leaders in MOAC would therefore like to strengthen national and regional training capabilities but external expertise and material support will be needed to do this.

TCAAD is designed to deal with these problems. The main objectives of the Center are as follows:

1. Improve understanding of MOAC policies and programmes among personnel at all levels;
2. Improve awareness of roles and responsibilities of MOAC personnel in planning and implementing Government programmes.
3. Provide an opportunity for MOAC personnel to increase knowledge, ideas and exchange experience; and, therefore strengthen existing working systems and improve their own management capabilities.

In summary, this project proposes to enlist the expertise of one long-term consultant (24 m/m) and a combination of short-term consultants (total 24 m/m) to advise the MOAC on how to plan and conduct training courses and/or seminars to achieve the above objectives. Also basic equipment to supplement project activities will be procured so that activities can start without delay.

It is felt that a period of five year is needed for the project, the first year is likely to be taken up by the initial development stage and the next four years will be used for the implementation. This length of project is necessary due to the limited capacity of the government agencies at present to undertake the project activities, and the time-consuming nature of the activities themselves. It will be some while before essential staff, equipment, and facilities are available and functional. Once they are, the envisaged training will be based as much on varied and repeated learning processes as on one-off exchanges of information. The development and implementation of this training will consequently necessitate the stated duration.

Periodic support by short-term consultants will occur as needed throughout the project life.

2.3 Summary of a Logical Framework for the Project

- 2.3.1 Goal: To assist the MOAC in solving project management problems through training on Agricultural Administration and Development
- 2.3.2 Purpose: To establish and strengthen the Training Center on Agricultural Administration and Development (Bangkok and RAOs) in order to train MOAC personnel on policies administration and development in agriculture and cooperatives; and, to support MOAC departments, organizations and offices in organizing technical training programmes
- 2.3.3 Outputs: Administrative manuals, trained personnel, and improved management/technical training capabilities.
- 2.3.4 Inputs: Both MOAC and USAID budget will be utilized. Technical assistance inputs will be provided by USAID in terms of International and National experts and equipment/materials as needed.

A detailed Logical Framework is attached (Annex XI).

2.4 Summary of Project Activities

The project strategy will utilize a systems approach which takes into consideration the relationships between the various functions and agencies involved. In carrying out the Project's work plan the following general steps will be pursued:

- 2.4.1 A detailed training needs assessment should be carried out to identify priorities for training of trainers and training of administrators.
- identify training needs of 273 trainers
 - identify training needs of 7,716 MOAC personnel from PC levels 5-10 (15.23% of total MOAC Staff).
- 2.4.2 Training facilities and training capabilities of staff in the Office or the Under-Secretary of State should be upgraded in preparation for intensive training programmes.
- one set of training rooms and facilities for TCAAD at the MOAC Building in Bangkok, and upgraded training rooms and facilities of the four ROA's. This is necessary to begin regionalizing the training function and also to provide a regional facility for Departments.
 - 12 staff of TCAAD and 12 staff of ROAs should be trained as trainers who will be able to plan, organize and conduct training programmes.
 - 9 staff out of those 24 trainees should be trained off-shore. 3 towards degree programme and 6 on short courses/study tour.
 - 12 A-V staff to be trained on the development, operation and maintenance of training media.
- 2.4.3 Problem identification/problem solving seminars at the Provincial, Regional and National Levels should take place in order to review and streamline working systems.
- 18 Provincial, 4 Regional and 1 National seminar conducted each year.
- 2.4.4 Establish task forces or working groups to address priority problem areas identified in problem identification/problem solving seminars.
- task forces established according to needs.

2.4.5 Implementation of management and administrative training programmes based on identified needs at each level in the Ministry of Agriculture

- 25% of all PC 5-10 personnel should be trained per year from year 2 onwards. In this way all 7,716 MOAC personnel will be trained in five years.

2.4.6 Evaluate the impact of administrative training programmes by conducting a baseline survey and measuring changes overtime.

- quantifiable indicators identified and measure.

III. PROJECT SPECIFIC ANALYSES

3.1 Technical Feasibility

3.1.1 Organizational Feasibility

This project is feasible given the current organization structure. The Executive Committee, Director and Deputy Director of the Training Center for Agricultural Administration and Development were legally appointed by the Minister of MOAC on 6 September 1982. There is also a definite mandate for the Committee as well as the Director (Annex I). It is anticipated that a systematic training needs assessment will take place with the cooperation of the various departments in order to develop a master training plan within the Ministry, and this will more closely tailor the project activities to the current organizational structure. Existing MOAC staff, in cooperation with the consultant, will be capable of undertaking this assessment.

There are qualified staff designated as the Sub-committee on Training Implementation who can start the operation of this Training Center (Annex II). Although the technical and administrative support personnel may not be fully adequate during the early part of the project, the Personnel Division and other divisions are capable of providing initial support until the Training Center is staffed with its own team (Annex III).

The training programme will also play an important part in the envisaged organizational development of the Ministry. It is expected that the regional offices will be crucial in the move towards more decentralized planning which has been suggested by the NIDA case-study. This role will undoubtedly be supported if these offices also act as a base for specialised administrative training. TCAAD will therefore become a mechanism for institutionalizing a more accountable management structure within MOAC, something which has been called for in national plans drawn up at the highest level.

Based on the training information from MOAC department (Annex VIA & B), existing training facilities can be used right away or developed in due course. Details of existing training facilities and equipment are listed (Annex VII).

3.1.2 Manpower Requirements

There are at least 273 trainers in the OUS and the other eleven departments of MOAC (not including State Enterprises). However, these trainers are heavily involved in technical and other training programmes organized by those departments. As the TCAAD has to undertake intensive Orientation/Management Training as well as Training for Trainers, the existing staff of the TCAAD (Annex III) should be given both academic and on-the-job training. The minimum requirement for the Training Center at the Central and Regional Agriculture Offices should be as follows:- (see page 11)

List of staff and qualification	Number required at Central level	Number required at Regional level (at each RAO)
1. Senior staff (Ph.D. or M.A. degree in Agricultural Management, or Public Administration with experience in training trainers or equivalent)	2	1
2. Expert in curriculum design (Ph.D. or M.A. degree in Extension Adult Education or Agricultural Extension/Communication with experience in training trainers or equivalent)	1	1
3. Expert in training methodology (qualifications same as 2)	1	1
4. Expert in training research and evaluation (qualifications same as 2)	1	1
5. Trainers (Bachelors degree in Education, Public Administration or any social science with experience in training trainers)	2	1
6. Audio-visual specialist (Bachelors in Educational Technology)	2	1
7. Audio-visual technician (Diploma in Educational Technology or Fine Arts or Equivalent)	2	1
8. Administrative personnel (Bachelor or Diploma in General Management or Secretary or Equivalent)	2	1
9. Typists/Cyclostylists	2	1
10. Drivers	2	1
11. Janitors	2	2

MOAC is quite capable of recruiting the personnel listed above.

3.2 Financial Feasibility

This technical assistance project will supplement the RTG budget which is currently being negotiated within the MOAC. RTG costs include the salary of the trainers and trainees, training facilities, personnel to operate those facilities and travel/per diem costs for the trainers and trainees.

AID contribution will support the procurement of certain training equipment and modification of training facilities. It will also support the initial phases of the project by providing the honorarium and travel costs for lecturers. This will be taken care of in latter years, after implementation of the project, by the RTG. Funds for fellowships will also be provided by AID for staff who are already in service (see section 3.5 for details).

3.3 Economic Feasibility

Since training is a potent tool for managers to use in policy implementation, the costs involved in developing this tool along the lines proposed seem reasonable. The benefits of planning and implementation which is more pertinent to policy, and which should consequently be more effective in bringing about rural development, will certainly justify the cost of this kind of staff development.

More particularly a number of points can be made: the establishment of precise objectives as a basis for planning should result in increased financial and programme accountability; the improved planning of integrated programmes should result in a reduced overlap of programme activities; the strengthening of an internal auditing unit should increase the efficiency of financial controls; and the improved flow of information within the administration should lead to the more timely delivery of inputs and services. All of these things will contribute to significant cost reductions and increased effectiveness.

Given the alternative solutions to MOAC's training needs, the establishment of a core of skilled trainers in the Office of the

Under-Secretary appears to be the most cost-effective strategy. Of the other options, it would, firstly, be very expensive for each Department to develop separate specialized administrative training teams, and secondly, if the Ministry decided to go to outside lecturers for all of its training the cost would still be relatively high and the trainers would not have in-depth and first-hand experience in MOAC.

3.4 Social Soundness Feasibility

3.4.1 Beneficiaries

Ruralite →

The final beneficiaries of the project will be farmers in the provinces served by MOAC personnel and the RAI Project. These farmers will benefit from the improved performance of agricultural extension workers who are supervised by trained agricultural personnel.

The immediate beneficiaries will be those persons trained under the project. These will include MOAC personnel at regional, provincial and district levels. As a result of the project, they will acquire new knowledge, attitudes and skills in project management (especially related to integrated agricultural projects for rural development).

For a functional breakdown of staff in each MOAC Department according to their divisions, reference can be made to Annex IV & V. This will need detailed study to identify priority target groups for making intervention in terms of training and/or other staff development activities. In numerical terms the following table is a breakdown of the beneficiaries according to their PC level in MOAC (further details are shown in Annex VII):

PC Level	No. of Persons	Totals
10 Director-Generals	23	23
9 Deputy D.G.'s	30	53
8) Division Heads	138	191
7)	817	1008
6) Section Heads	2358	3366
5)	4350	7716

3.4.2 Level of Impact

Survey evidence gathered by interviewing MOAC staff from each Department and each Region confirmed that one of the main constraints in project implementation is lack of good administration and coordination. Most of the MOAC personnel interviewed expressed their desire to get some training in management.

Consequently, the impact of this project on the immediate beneficiaries will undoubtedly be high, although it is difficult to assess the impact on farmers who will reap indirect benefits.

This project can therefore be considered to be socially feasible.

3.5 Financial Plan and Analysis

3.5.1 Summary of AID Project Budget

The AID contribution over the Five Year life of the project is \$1,287,367. This is broken down by year and major category as follows:

BREAKDOWN OF USAID BUDGET BY YEAR (US\$)

Year Category	1983	1984	1985	1986	1987	Project cost per input
Technical Assistance	96,000	144,000	144,000	48,000	48,000	480,000
Commodities	31,444	94,332	62,888	62,888	62,888	314,440
Participant Training	-	42,375	42,375	42,375	42,375	169,500
Admin. Support	20,000	20,000	20,000	20,000	20,000	100,000
Sub Total	147,444	300,707	269,263	173,263	173,263	1,063,940
Contingency (10%)	14,744	30,070	26,926	17,326	17,326	106,394
Inflation (10%)	16,218	33,077	29,618	19,058	19,058	117,033
Project Cost Per Year	178,407	363,855	325,808	209,648	209,648	1,287,367

3.5.2 Summary of RTG Project Budget

The RTG budget can be broken down as follows:

BREAKDOWN OF RTG BUDGET BY YEAR (BAHT)

Year Category	1982	1983	1984	1985	1986	Project Cost Per Input
Technical Assistance	899,970	899,970	1,079,964	1,169,961	899,970	4,949,835
Commodities	1,480,027	1,600,023	1,970,087	2,150,081	2,499,993	9,700,211
Participant Training	760,051	800,126	400,063	299,990	439,909	2,700,139
Admin. Support	100,073	100,073	119,996	130,072	100,073	550,287
SUB TOTAL	3,240,121	3,400,192	3,570,110	3,750,104	3,939,945	17,900,472
Contingency 10%	324,012	340,019	357,011	375,010	393,994	1,790,047
Inflation 10%	356,415	374,026	392,712	412,521	433,405	1,969,079
Project Cost Per Year	3,920,548	4,114,237	4,319,833	4,537,635	4,767,345	21,659,598

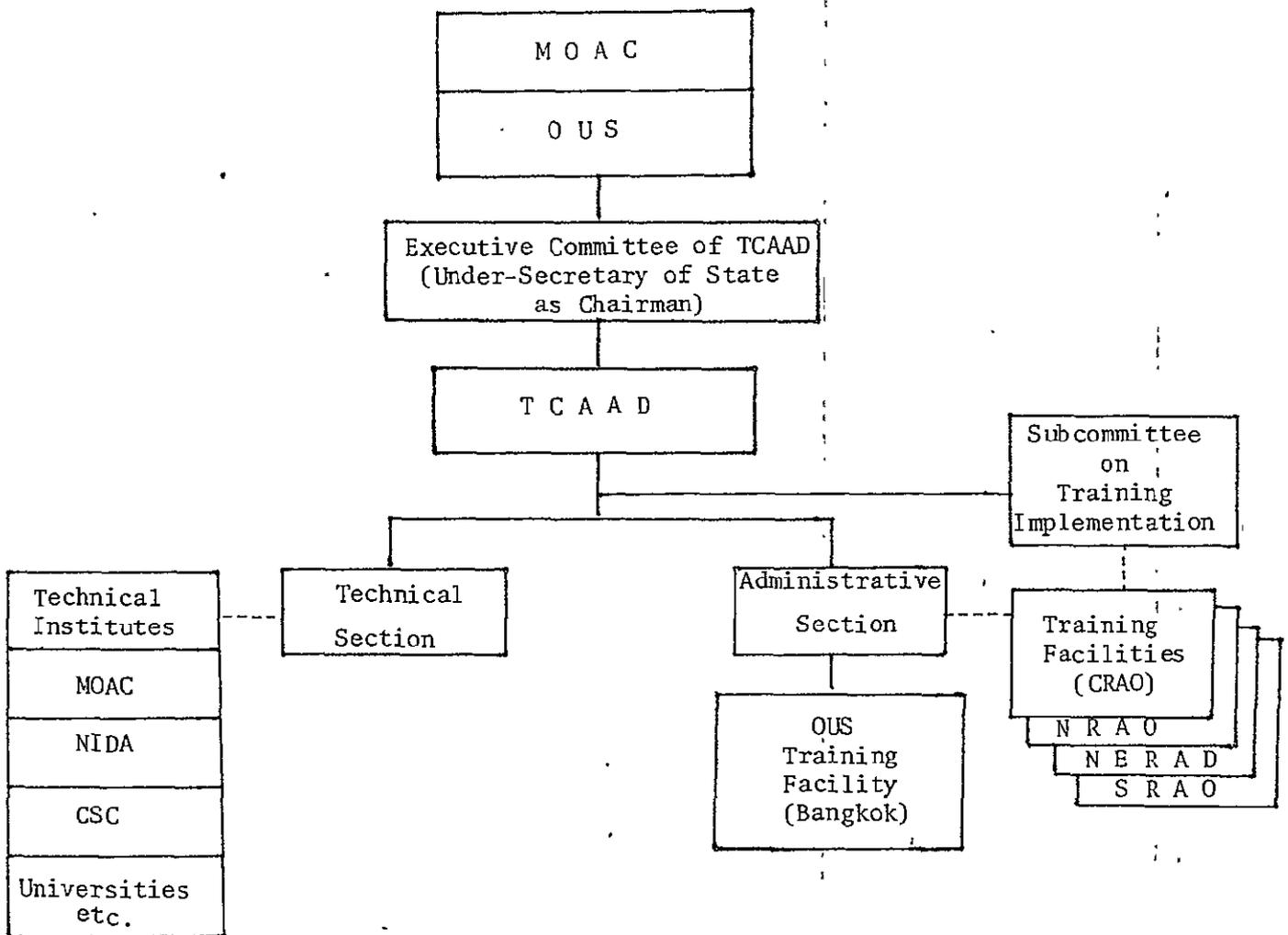
3.6 Environmental Concerns

Although this project will not have any direct impact on the environment, indirect benefits may be expected. In particular, the project will facilitate integrated programme planning for agricultural development, which is more responsive to environmental concerns.

IV. SECTION ON IMPLEMENTATION PLANNING

4.1 Administrative Arrangements for Implementing Agencies

The administrative arrangements which MOAC has already drawn up are acceptable. The Training Center on Agricultural Administration and Development (TCAAD) is within the OUS of MOAC. It is governed by the Executive Committee, with the Under-secretary of State as Chairman. The TCAAD Directors and Deputy-Directors, including the Sub-committee and staff, have been officially appointed (Annexes I-III). This arrangement will ensure the success of the project if technical inputs are acquired, not only within MOAC, but from outside Technical Institutes e.g. NIDA, CSC and Universities. The organizational structure is shown as follows:-



The administrative arrangements of TCAAD should focus on only three types of training i.e.

- a) Management Training, especially on project planning and implementation.
- b) Orientation Training related to Agricultural Administration and Development Policies, Projects, Programmes and Plans, especially related to Integrated Rural Development Projects.
- c) Training for Trainers on Training Methodology, Audio-Visual Technology, and Manuals Development.

The Regional Offices of Agriculture in the four regions of Thailand (CRAO, NRAO, NERAO & SRAO) will initially rely upon headquarters for training content and materials. Their role will primarily be as a venue for training outside of Bangkok. It is expected, however, that the ROA's will play an increasingly important role in conducting Needs Assessments for, and in the future organizing of, regional training programmes.

This will be possible due to the existing Coordination of Extension Demonstration and Training Section which exists in every ROA as shown in the Organizational Structure (Annex IX).

4.2 Role of USAID Technical Assistance

The USAID office shall finance full-time and part-time advisers whose role shall be to strengthen national capabilities in accordance with the Project objectives. Also the project officer should serve as a liaison on all matters of concern between AID and the RTG.

4.3 Types of Technical Assistance

USAID will provide the following types of assistance to support RTG in implementing the project.

4.3.1 One long-term consultant/technical adviser 24 m/m

- this duration will be necessary if an adequate acquaintance with the operational relationships within MOAC is to be developed and if a link

is to be provided between the various short-term consultants. The project will deal with training processes, rather than isolated activities, and a long-term consultant is therefore essential to the projects effectiveness.

4.3.2 Several short-term consultants, total of 24 m/m (1-3 months each)

- these will be contracted according to specific needs, for example -- conducting project evaluations, training of trainers, organizing production of training manuals etc.

4.3.3 Degree fellowships (1 Ph.D., 2 Master degree) for TCAAD

- this level of education is essential if the projects training activities are to be given the prestige needed to make them effective.

4.3.4 Short course fellowships and study tours off-shore

(6 fellowships of 3 months each). Two fellowships for TCAAD and four fellowships for the four ROAs

- these fellowships will provide valuable comparative experience in the projects field of work.

4.3.5 Intensive short course fellowships for training in Thailand (one month each)

- 12 Fellowships for staff of TCAAD and 12 fellowships for staff of ROAs on Training Methodology.
- 4 Fellowships for staff of TCAAD and 8 training fellowships for staff of ROAs on Media.

These fellowships will take advantage of relevant expertise which already exists in Thailand.

4.4 Specific Terms of Reference for Long-term Consultants

4.4.1 Qualifications

- Masters or Ph.D in Human Resource Development, Adult Education, Public Administration, and/or Instructional Media.
- Experience in agricultural development administration and training, preferably in Asia.
- Experience in development of training materials including technical manuals, audio-visuals and simple teaching aids.
- Ability in Thai language (optional).

4.4.2 Roles/Responsibilities

- a) Initiate, monitor, guide, and report on the following things: base-line study, needs assessments, priority setting, curricula design, production of training materials, upgrading facilities, implementation of training.
- b) Be responsible for evaluating and reporting on financial and programme aspects of the project.
- c) Act as liason between RTG and AID.

4.5 Training Requirement

The training requirements of staff/trainers of TCAAD and ROAs were identified as follows:

- 4.5.1 Long-term training toward Doctoral Degree (1 fellow) and Masters Degree (2 fellows) in the areas of Human Resource Development; Agricultural Extension/Education; Instructional Media or equivalent. The training should be in the United States.
- 4.5.2 Short course and study tour for three months on Human Resource Development Activities in the United States or Asia. (6 fellows).
- 4.5.3 Intensive training for one month, or broken down in shorter periods of 1-2 weeks, for 36 fellows to be trained in Thailand. The training should be organized by any institute with expertise in training methodology and media development, with experience in training agriculturists in Asia.

N.B. Short-term Consultants in the areas of training methodology, curriculum development, training evaluation, training management, media development, staff development, institutional development, and manual production should be recruited to assist the Long-term Consultant and MOAC to conduct training as mentioned in 4.5.3 including other related jobs as needed. This will support the achievement of the project goals as well as meet the training requirement.

4.6 Construction Plan

The construction activities mainly involve the modification of existing training facilities. No major construction is thought to be necessary at present. In order to expedite the implementation of the project, the activities should be in accordance with the plan below (see page 20).

4.7 Procurement Plan

Although there is training equipment (Annex VII) at all the existing training facilities, this is mostly obsolete or in poor working condition. In order to ensure an acceptable quality of training, certain standardized equipment is needed for TCAAD and ROAs (Annex X), which must therefore be procured.

To ensure that equipment is available by the time it is needed, procurement should be spread throughout the project life, as shown in the plan below.

CONSTRUCTION & PROCUREMENT PLAN	YEARS				
	1983	1984	1985	1986	1987
<u>Construction Activities</u>					
1. Modification of training room and production room for training materials at Bangkok training unit	x				
2. Modification of training room at Chiangmai Regional Agri. Office		x			
Khon-Kaen Regional Agri. Office		x			
Songkla Regional Agri. Office		x			
Chainart Regional Agri. Office		x			
<u>Procurement Activities</u>					
Procurement A/V equipment and materials for Bangkok Training Unit	x	x	x	x	x
Chiangmai Regional Agri. Office		x	x	x	x
Khon Kaen Regional Agri. Office		x	x	x	x
Songkla Regional Agri. Office		x	x	x	x
Chainart Regional Agri. Office		x	x	x	x

4.8 Schedule of Activities

4.8.1 Proposed Implementation Schedule/Activities.

<u>Timing</u> (by quarter)	<u>Major Activities</u>	<u>Responsible</u> <u>Agency</u>
1	Mission/RTG approve PP	USAID/RTG
1	Recruitment of long and short term consultants (Contractors)	USAID/RTG
1	Loan/Grant agreement signed	USAID
2	Draw up detailed list of specifications for equipment and materials to be procured under the project	USAID/MOAC/TCAAD
2	Screen participants for off-shore training and identify appropriate training institutions	USAID/MOAC/TCAAD
2	Long term consultant to draw up detailed work plan in consultation with MOAC counterparts	Contractor/TCAAD
2	Procurement of equipment and materials	USAID/RTG
2	Conduct baseline survey	Contractor/TCAAD
2	Initiate training for key trainers in TCAAD	Contractor/TCAAD
3	Initiate detailed training needs assessment including pilot testing of problem identification/problem solving seminars	Contractor/TCAAD
3	Identify priority areas for training and develop a master training plan	Contractor/TCAAD
3	Institute a training management system based on Thai experience	Contractor/TCAAD
3	Monitor and guide upgrading of existing training facilities	Contractor/TCAAD
3	Design curricula for priority training programmes	Contractor/TCAAD
3	Organize training in production of audio-visual aids and training manuals	Contractor/TCAAD

<u>Timing</u> (by quarter)	<u>Major Activities</u>	<u>Responsible Agency</u>
4	Arrange study tour/short term fellowship	TCAAD/Contractor
4	Initiate administrative training programme based on needs	Contractor/TCAAD
4	Establish task forces for key problem areas to review existing regulations and working systems	OUS/TCAAD/Contractor
5	Report on progress made in the first year and gather recommendations by means of a review meeting with key decision makers	OUS/AID/Contractor/ DTEC
5	Evaluate results of first training programmes and modify as needed	TCAAD/Contractor
5	Review training needs and priorities	TCAAD/OUS/Contractor
5	Implement degree programmes for selected candidates	USAID/MOAC
6	Design curricula based on re-defined needs and implement training	TCAAD/Contractor
7	Continue development of manuals and teaching aids	TCAAD/Contractor
7	Conduct advanced training for OUS and ROA trainers	Contractor/TCAAD
7	Conduct training for technical trainers from MOAC Departments	TCAAD/Contractor
8	Review work of task forces to identify constraints and take action at a high level	OUS/TCAAD/Contractor
8	Monitor and evaluate the second round of courses developed under the project	TCAAD/Contractor
9	Long term consultant prepares final report for review by MOAC/AID	Contractor

<u>Timing</u> (by quarter)	<u>Major Activities</u>	<u>Responsible</u> <u>Agency</u>
10-14	Continue cycle of needs assessment, priority setting, curriculum design, training implementation and evaluation	TCAAD/Contractor (part-time)
15	Evaluate success of training and work of task forces and report to executive managers for action	TCAAD/Contractor (part-time)
16-20	Continue cycle of needs assessment, priority setting, curriculum design, training implementation and evaluation	TCAAD/Contractor (part-time)
20	Final Evaluation and Reports	TCAAD/Contractor (part-time)

4.8.2 Monitoring Activities

There will be a careful monitoring of project implementation which will begin with the formulation of annual work plans and will continue throughout the project life. It will compare reported progress against planned inputs, outputs and objectives; it will alert project management and policy-makers to implementation problems requiring corrective action; and it may provide the necessary information for the preparation of evaluations such as those below.

The Projects Division (OUS, MOAC) Office and staff, because of its experience in monitoring programmes, will take the lead in establishing and institutionalizing a monitoring capability within the TCAAD Office. Once established, this monitoring activity will be the responsibility of the Office of the Project Director. In addition, the TCAAD Director and long-term consultant and contractor/coordinator will prepare an annual report, with exhibits as appropriate, including reports prepared by short-term consultants.

4.8.3 Evaluation Schedule

- A. Process/Administrative Evaluation -- This will be an in-house evaluation conducted after 1-1 $\frac{1}{2}$ years of implementation. The evaluation will review the various administrative aspects of the projects implementation and the relationship between the agencies involved (RTG, USAID, and the contractor) and their management of project activities. Information will be sought concerning: (i) agency and bureau staffing; (ii) policy and decision making; (iii) planning, programming and budgeting; (iv) implementation; (v) monitoring and evaluation.
- B. Mid-Project Evaluation -- After 2 $\frac{1}{2}$ years of project implementation, and before the multi-location testing begins, an external evaluation will be conducted (by 1 or 2 evaluators - 6 weeks total). The evaluation will focus on problem areas and make recommendations for possible re-design. In addition, the evaluation will also look at the rate of implementation, the training methodology being used, and the performance of the contractor. AID encourages the participation of RTG evaluators in this, and necessary RTG funding will be made available for the RTG evaluators. This applies to the end of project evaluation as well.
- C. Study of Infrastructure/Support Services -- Following the mid-project evaluation, a review of whether or not a second phase activity or project is justified will be conducted. This follow-on activity is envisioned as a commodity/production activity project that will focus on the development of supporting systems and might be financed by the RTG with the assistance from a foreign donor other than AID. The supporting systems would include, but not be limited to, cooperatives, agricultural credit, extension services, processing, storage and marketing. Five (5) months are being budgeted for this purpose.

D. End of Project Evaluation -- A final external evaluation (6 man weeks) will be undertaken at the end of year 5. The evaluation will provide a thorough assessment of the project and its results. The information and project findings may serve as a basis for AID involvement in follow-on activities in the Regions as may be directed by the Mission's CDSS.

E. <u>Summary Evaluation Schedule</u>	<u>Year</u>
1. Project Status	0
2. Process/Administrative Evaluation	1 1/2
3. Mid-Project Evaluation	2 1/2
4. Study of Infrastructure/Agricultural Support Services	3
5. End of Project Evaluation	5

4.9 Conditions, Covenants, and Negotiating Status

A. Condition Precedent: No additional CPs are required prior to initial disbursement. However, the following CPs to subsequent disbursement are required:

1. Prior to disbursements for financing technical assistance:

- (a) an executed technical assistance contract must be issued with an institution acceptable to AID;
- (b) a group of TCAAD staff who will be given permanent assignment to the project throughout its life. Those who receive fellowships must serve at TCAAD for at least three times the amount of time spent on fellowships but not shorter than the project life.

B. Covenants: The Loan/Grant Agreement will contain the following covenant:

- an evaluation programme will be established as an integral part of the project.

- C. Negotiating Status: This project has received a high degree of participation and cooperation from the RTG implementing agencies, MOAC senior officials and, to a greater degree, TCAAD staff. The project is based on a request from the OUS/MOAC/RTG made some time ago. All major elements of this project have been thoroughly discussed with the above-mentioned agencies and represents agreement with the same. Since the above conditions and covenants are not complex, it is believed that negotiation with the RTG will not encounter difficulty.
- D. Waivers: No source and origin waivers are expected at this time. However, it may be that some commodities, books and materials, or technical services are attainable only from code 935 countries in which case specific waivers will be prepared for consideration by the USAID Director. This will be done on a case-by-case basis.
-

MOAC Order No. 325/2525

Subject: Appointment of Executive Committee, Director and Deputy-Director of Training Center on Agricultural Administration and Development (TCAAD)

The Ministry of Agriculture and Cooperatives has approved in principle the establishment of the Training Center on Agricultural Administration and Development (TCAAD). TCAAD will serve as the training center for staff of MOAC and the Public Enterprises under MOAC who are heads of units/divisions/departments. The purpose is to increase the knowledge and understanding about policy, plans and projects related to MOAC development activities including the improvement of competency in management.

Therefore, in order to facilitate the smooth and effective operation of the TCAAD; the Executive Committee, Director and Deputy-director of TCAAD are appointed as follows:-

A. EXECUTIVE COMMITTEE

1.	Under-secretary of State		Chairman
2.	Mr. Kangworn Devahasdin Na Ayudhya (Deputy Under-secretary of State)		Vice-chairmen
3.	Mr. Jullanof Sunitwongse Na Ayudhya (Deputy Under-secretary of State)		- do -
4.	Mr. Yukti Sarigapooti (Deputy Under-secretary of State)		- do -
5.	Director-general or Deputy Director General	(DCA)	Member
6.	--- do ---	(RID)	- do -
7.	--- do ---	(RFD)	- do -
8.	--- do ---	(DOFD)	- do -
9.	--- do ---	(DOLD)	- do -
10.	--- do ---	(DLD)	- do -

11.	Director-general or Deputy Director-general (DOA)	Member
12.	--- do --- (DOAE)	- do -
13.	--- do --- (DCP)	- do -
14.	Secretary-general or Deputy Secretary-general (ALRO)	- do -
15.	--- do --- (OAE)	- do -
16.	Vice Rector of Kasetsart University	- do -
17.	Director, Extension and Training, Kasetsart University	- do -
18.	Director, Training Institute (CSC)	- do -
19.	Director, Training Institute (NIDA)	- do -
20.	Director or Deputy Director (The Forest Industry Organization)	- do -
21.	--- do --- (The Rubber Estate Organization)	- do -
22.	--- do --- (The Fish Marketing Organization)	- do -
23.	--- do --- (The Government Cold Storage Organization)	- do -
24.	--- do --- (Office of the Rubber Replanting Aid Fund)	- do -
25.	--- do --- (The Dairy Farming Promotion Organization of Thailand)	- do -
26.	--- do --- (The Marketing Organization for Farmers)	- do -
27.	--- do --- (The Thai Plywood Co., Ltd.)	- do -
28.	Director, TCAAD	Member & Secretary
29.	Deputy-director, TCAAD	Member & Assistant Secretary

The authority and responsibility of this committee is to issue policy and supervise operation of TCAAD including approval of budget and aids to TCAAD.

B. DIRECTOR and DEPUTY-DIRECTOR

1. Mr. Sommai Surakul, Inspector general of MOAC to be Director of TCAAD
2. Director, Personnel Division, O.U.S, MOAC to be Deputy-Director of TCAAD

The authority and responsibility of the Director of TCAAD is to manage TCAAD according to the policy issued by the Executive Committee or according to the work delegated by the Committee. He has the authority to appoint subcommittees and staff of TCAAD as appropriate. The Deputy-Director will be his assistant.

Order given on 6 September B.E. 2525 (1982)

Mr. Chuan Leekpai
(Minister of MOAC)

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Subject: Appointment of Subcommittee on Training Implementation

Based on the authority according to the MOAC Order No. 325/2525 dated 6 September 2525 (1982); and, in order to facilitate the implementation of training by the TCAAD towards effective achievement of target; the subcommittee is appointed as follows:-

- | | |
|---------------------------------------------------------------------------------------------------------------------------------|-----------------|
| 1. Mr. Narong Chooprakorb
(Deputy Secretary-general of Office of
Agricultural Economics and Deputy-
director of TCAAD) | Chairman |
| 2. Director, Personnel Division
(Deputy-director of TCAAD) | Vice-chairman |
| 3. Director, Division of Agricultural
Information Service | Member |
| 4. Director, CRAO | " |
| 5. Director, NERAO | " |
| 6. Director, NRAO | " |
| 7. Director, SRAO | " |
| 8. Mr. Kanok Katigaen
(Office of Agricultural Economics, MOAC) | " |
| 9. Lt. Panthip Chaun-Uthai
(Personnel Division, OUS, MOAC) | " and Secretary |
| 10. Mr. Somkid Kotchanood
(Personnel Division, OUS, MOAC) | " and Secretary |

This subcommittee will have the duty and responsibility for training of officials, permanent/temporary hired staff and staff of Public Enterprise, MOAC. This will involve developing training programmes which include budget, expenses and curriculum.

Order given on 2 November 2525 (1982)

Mr. Sommai Surakul
MOAC Inspector-general
Director, TCAAD of MOAC

Subject: Appointment of Staff

Based on the authority according to the MOAC Order No. 325/2525 dated 6 September 2525 (1982); and, in order to facilitate the implementation of training by the TCAAD towards effective achievement of target; the following staff members are appointed.

1. Administrative Section

1.1	Lt. Panthip Chaun-Uthai	Training Officer 5, Personnel Division
1.2	Mr. Thavi Suwan	Technical Agricultural Officer 5, CRAO
1.3	Mr. Uthai Sungsuwan	Technical Agricultural Officer 5, SRAO
1.4	Mr. Suwichai Sommark	Audiovisual Technician 3, Personnel Div.
1.5	Mr. Tammanan Chantaramani	Artist 3, Division of Agricultural
1.6	Mr. Chartchai Kattiyakum	Information Service, Artist 3, NRAO
1.7	Mr. Udorn Chantaratep	Artist 2, CRAO
1.8	Miss Chitra Chayakul	Administrative Officer 2, CRAO
1.9	Miss Yupin Boon-Anant	- do -
1.10	Mr. Sorn Wongsiam	Driver, Personnel Division
1.11	Mr. Serm Singbamroong	Janitor, - do -
1.12	Miss Payorm Pantrat	Janitor, - do -

This section will be responsible for work related to correspondence, facilities, ceremony finance, budget, equipment procurement, vehicles, registration, printing, audiovisual aids, document and public relations.

2. Technical Section

- | | | |
|-----|--------------------------|-----------------------------------------------|
| 2.1 | Mr. Somkid Kotchanood | Training Officer 5, Personnel Division |
| 2.2 | Mr. Suchart Suntompun | Technical Agricultural Officer 5, NRAO |
| 2.3 | Mr. Kanok Katigaen | Economist 5, Office of Agricultural Economics |
| 2.4 | Miss Dara Harnkijjanuruk | Technical Agricultural Office 4, NERAO |
| 2.5 | Miss Souwakon Sumana | Technical Agricultural Office 4, CRAO |

This section will be responsible for developing training curriculum, recruiting trainers, research and evaluation.

Order given on 2 November 2525 (1982)

Mr. Sommai Surakul
MOAC Inspector-general
Director, TCAAD of MOAC

DIVISIONS OF MINISTRY OF AGRICULTURE AND COOPERATIVES (MOAC)
(From The Organizational Directory of Thailand - April 1981)

DIVISIONS & OFFICES	OFFICES & DEPARTMENTS										
	O.U.S	R.I.D	DCA	DOLD	DOF	RFD	DLD	DOA	DOAE	DCP	AL RO
A. ADMINISTRATIVE DIVISION											
1. Office of Secretary	-	x	x	x	x	x	x	x	x	x	x
2. General Affairs	x	-	-	-	-	-	-	-	-	-	-
3. Personnel	x	x	-	x	-	x	-	x	x	x	-
4. Training	-	-	-	-	-	-	-	-	-	x	-
5. Finance	x	-	-	x	x	x	x	x	x	x	-
6. Finance & Accounting	-	x	-	-	-	-	-	-	-	-	-
7. Audit	-	-	x	-	-	-	-	-	-	-	-
8. Procurement & Property	-	x	-	-	-	-	-	-	-	-	-
9. Projects	x	-	-	-	-	-	-	-	-	-	-
10. Project Planning	-	x	-	-	-	-	-	-	-	-	-
11. Programme Coord. & Budget	-	x	-	-	-	-	-	-	-	-	-
12. Planning	-	-	-	-	-	x	-	x	-	x	-
13. Land Policy & Programme Planning	-	-	-	-	-	-	x	-	-	-	-
14. Planning & Special Project	-	-	-	-	-	-	-	-	x	-	-
15. Inspectional Agric.Coord.	x	-	-	-	-	-	-	-	-	-	-
16. Communication	-	x	-	-	-	-	-	-	-	-	-
17. Foreign Agric.Relations	x	-	-	-	-	-	-	-	-	-	-
18. Agric. Information	x	-	-	-	-	-	-	-	-	-	-
19. Agric. Relations	-	-	-	-	-	-	-	-	x	-	-
20. Law & Land	-	x	-	-	-	-	-	-	-	-	-
21. Law	-	-	-	-	-	x	-	-	-	-	-
22. Legal Affairs	-	-	-	-	-	-	-	-	-	-	x
23. Agricultural Admin. Development	-	-	-	-	-	-	-	-	x	-	-
B. GENERAL TECHNICAL DIVISION											
24. Engineering	-	-	-	-	-	-	x	-	-	x	-
25. Medical Services	-	x	-	-	-	-	-	-	-	-	-
26. Research & Planning	-	-	-	-	-	-	-	-	-	-	x

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DIVISIONS & OFFICES	OFFICES & DEPARTMENTS										
	O.U.S	R.I.I	DCA	DOLD	DOF	RFD	DLD	DOA	DOAE	DCP	AL RO
27. Technical & Planning	-	-	X	-	-	-	-	-	-	-	-
28. Technical	-	-	-	-	-	-	-	X	-	X	-
B. SPECIAL TECHNICAL DIVISION											
29. Agri. Aviation	X	-	-	-	-	-	-	-	-	-	-
30. Central land consolidation	X	-	-	-	-	-	-	-	-	-	-
31. Royal Rain-making	X	-	-	-	-	-	-	-	-	-	-
32. Topographical survey	-	X	-	-	-	-	-	-	-	-	-
33. Hydrology	-	X	-	-	-	-	-	-	-	-	-
34. Soil & Geology	-	X	-	-	-	-	-	-	-	-	-
35. Research & Laboratory	-	X	-	-	-	-	-	-	-	-	-
36. Design	-	X	-	-	-	-	-	-	-	-	-
37. Large Proj. Construction	-	X	-	-	-	-	-	-	-	-	-
38. Small Proj. Construction	-	X	-	-	-	-	-	-	-	-	-
39. Roadway construction	-	X	-	-	-	-	-	-	-	-	-
40. Mechanical Engineering	-	X	-	-	-	-	-	-	-	-	-
41. Earth-moving Equipment	-	X	-	-	-	-	-	-	-	-	-
42. Workshop	-	X	-	-	-	-	-	-	-	-	-
43. Transport	-	X	-	-	-	-	-	-	-	-	-
44. Operation & Maintenance	-	X	-	-	-	-	-	-	-	-	-
45. Disease Control	-	-	-	X	-	-	-	-	-	-	-
46. Veterinary Service	-	-	-	X	-	-	-	-	-	-	-
47. Veterinary Research	-	-	-	X	-	-	-	-	-	-	-
48. Veterinary Biologies	-	-	-	X	-	-	-	-	-	-	-
49. Animal Husbandry	-	-	-	X	-	-	-	-	-	-	-
50. Animal Nutrition	-	-	-	X	-	-	-	-	-	-	-
51. Animal Insemination	-	-	-	X	-	-	-	-	-	-	-
52. Feed Quality Control	-	-	-	X	-	-	-	-	-	-	-
53. Livestock Development Proj.	-	-	-	X	-	-	-	-	-	-	-
54. Fresh-Water Fisheries	-	-	-	-	X	-	-	-	-	-	-
55. Brackish-water Fisheries	-	-	-	-	X	-	-	-	-	-	-

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DIVISIONS & OFFICES	OFFICES & DEPARTMENTS										
	O.U.S	R.I.D	DCA	DOLD	DOF	RFD	DLD	DOA	DOAE	DCP	AL RO
56. Marine Fisheries	-	-	-	-	X	-	-	-	-	-	-
57. Fishery Technical Development	-	-	-	-	X	-	-	-	-	-	-
58. Exploration Fishing	-	-	-	-	X	-	-	-	-	-	-
59. Forest Control	-	-	-	-	-	X	-	-	-	-	-
60. Forest Management	-	-	-	-	-	X	-	-	-	-	-
61. Silviculture	-	-	-	-	-	X	-	-	-	-	-
62. Forest Products Research	-	-	-	-	-	X	-	-	-	-	-
63. National Forest	-	-	-	-	-	X	-	-	-	-	-
64. Watershed Management	-	-	-	-	-	X	-	-	-	-	-
65. National Parks	-	-	-	-	-	X	-	-	-	-	-
66. Wildlife Conservation	-	-	-	-	-	X	-	-	-	-	-
67. Soil Survey	-	-	-	-	-	-	X	-	-	-	-
68. Land Classification	-	-	-	-	-	-	X	-	-	-	-
69. Soil and Water Conservation	-	-	-	-	-	-	X	-	-	-	-
70. Rice	-	-	-	-	-	-	-	X	-	-	-
71. Field Crops	-	-	-	-	-	-	-	X	-	-	-
72. Horticulture	-	-	-	-	-	-	-	X	-	-	-
73. Sericulture	-	-	-	-	-	-	-	X	-	-	-
74. Rubber	-	-	-	-	-	-	-	X	-	-	-
75. Agric. Engineering	-	-	-	-	-	-	-	X	-	-	-
76. Plant Pathology	-	-	-	-	-	-	-	X	-	-	-
77. Entomology	-	-	-	-	-	-	-	X	-	-	-
78. Agric. Chemistry	-	-	-	-	-	-	-	X	-	-	-
79. Agric. Regulator	-	-	-	-	-	-	-	X	-	-	-
80. Crop Promotion	-	-	-	-	-	-	-	-	X	-	-
81. Seed	-	-	-	-	-	-	-	-	X	-	-
82. Crop Protection	-	-	-	-	-	-	-	-	X	-	-
83. Agric. Cooperatives	-	-	-	-	-	-	-	-	-	X	-
84. Land-Settlement Coop.	-	-	-	-	-	-	-	-	-	X	-
85. Credit and Trade	-	-	-	-	-	-	-	-	-	X	-
86. Land Reform Operation	-	-	-	-	-	-	-	-	-	-	X
87. Land Reform Funds	-	-	-	-	-	-	-	-	-	-	X
88. <u>Livestock Extension</u>	-	-	-	X	-	-	-	-	-	-	X
89. <u>Fishery Conservation & Extension</u>	-	-	-	-	X	-	-	-	-	-	X

DIVISION OF STATE ENTERPRISES UNDER THE MINISTRY OF AGRICULTURE AND COOPERATIVES (MOAC)
(From The Organizational Directory of Thailand - April 1981)

DIVISIONS/UNITS	STATE ENTERPRISES							
	MOF	FIO	DFPOT	FMO	GCSO	ORRAF	TPC	REO
A. ADMINISTRATIVE								
1. Office of Secretary	-	-	X	-	-	X	-	-
2. General Affairs	X	-	-	-	X	-	-	-
3. Planning and Information	X	-	-	-	-	-	-	-
4. Finance & Accounts	-	-	X	-	-	-	X	-
5. Finance	X	-	-	X	X	X	-	-
6. Accounting	X	X	-	-	-	-	-	-
7. Legal	X	-	-	-	-	-	-	-
8. Audit	X	-	-	-	-	-	-	-
9. Medical	-	X	-	-	-	-	-	-
10. Administration	-	-	-	-	-	X	X	X
B. TECHNICAL								
11. General Business	X	-	-	-	-	-	-	-
12. Central Market	X	-	-	-	-	-	-	-
13. Fertilizer	X	-	-	-	-	-	-	-
14. Foreign Trade	X	-	-	-	-	-	-	-
15. Agricultural Supplies	X	-	-	-	-	-	-	-
16. Warehouse and Silo	X	-	-	-	-	-	-	-
17. General Inspection	X	-	-	-	-	-	-	-
18. Timber, Timber Sales	-	X	-	-	-	-	-	-
19. Reforestation	-	X	-	-	-	-	-	-
20. Saw-Mill etc.	-	X	-	-	-	-	-	-
21. Sale	-	-	X	-	-	-	-	-
22. Promotion and Service	-	-	X	-	-	-	-	-
23. Farming	-	-	X	-	-	-	-	-
24. Dairy Plant	-	-	X	-	-	-	-	-
25. Maintenance & Engineering	-	-	X	-	-	-	-	-
26. Fish Marketing	-	-	-	X	-	-	-	-
27. Commercial	-	-	-	-	X	-	-	-
28. Engineering	-	-	-	-	X	-	-	-
29. Replanting	-	-	-	-	-	X	-	-
30. Development	-	-	-	-	-	X	-	-
31. Production	-	-	-	-	-	-	X	-
32. Forestry	-	-	-	-	-	-	X	-
33. Marketing	-	-	-	-	-	-	X	-
34. Purchases	-	-	-	-	-	-	-	X
35. Marketing & Warehouse	-	-	-	-	-	-	-	X

Meaning of Abbreviations

- MOF = The Marketing Organization for Farmers.
 FIO = The Forest Industry Organization
 DFPOT = The Dairy Farming Promotion Organization of Thailand
 FMO = The Fish Marketing Organization
 GCSO = The Government Cold Storage Organization
 ORRAF = Office of the Rubber Replanting Aid Fund
 TPC = The Thai Plywood Company
 REO = The Rubber Estate Organization

NUMBER OF AGRICULTURAL AGENCIES* BELONGING TO THE MOAC
CENTRAL ADMINISTRATION

Departments, Divisions and Agencies	North	Central	Northeast	South	Total	Remarks
<u>Office of the Under Secretary of State</u>						
Regional Agricultural Offices	1	1	1	1	4	Coordinating, servicing
Changwat Land Consolidation Offices	2	5	2	-	9	
Petburi Farm Demonstration Project	-	1	-	-	1	attached to Central
Huey Sithon Demonstration Farm	-	-	1	-	1	attached to North-east RAO
<u>Royal Irrigation Department</u>						
Irrigation Regional Offices	3	4	3	2	12	
Changwat Irrigation Projects	9	1	9	5	24	
Water Distribution and Maintenance Projects	21	55	23	21	120	
<u>Department of Fisheries</u>						
Changwat Brackish-Water Fisheries Stations	-	4	-	4	8	
Changwat Marine Fisheries Stations	-	1	-	1	2	
Changwat Inland Fisheries Stations	5	4	7	1	17	
Phuket Marine Biological Center	-	-	-	1	1	
Fisheries Unit at Regional Agr. Office	-	-	1	-	1	located at NERAO
Fisheries Development Unit in Ubol Ratana Reservoir	-	-	1	-	1	
Fisheries Extension Unit at Huey Sithon	-	-	1	-	1	
<u>Department of Livestock Development</u>						
Zonal Livestock Offices	2	3	2	2	9	coordinating, servicing, supervision
Artificial Insemination Stations and substations	8	20	3	6	37	
Veterinary Service Stations	6	7	8	4	25	

Departments, Divisions and Agencies	North	Central	Northeast	South	Total	Remarks
Livestock Development Centers	-	-	28	-	28	
Local Livestock Development Units	-	-	9	-	9	attached to some Livestock Development Centers
Disease Inspection and Quarantine Units	9	6	22	5	42	
Livestock Breeding Stations	2	2	6	3	13	
Livestock Promotion Units	1	1	6	1	9	attached to some breeding stations
Livestock Breeding Extension Centers	1	-	7	2	10	
Animal Nutrition Forage Crop Stations	4	2	9	4	19	
Forage Improvement Units	-	-	5	-	5	
Animal Husbandry Research Unit	-	-	1	-	1	located at NERAO
Animal Disease Research Units	-	-	1	-	1	RAO " "
Animal Disease Diagnosis Centers	1	-	1	1	3	
Trichinosis Units	8	-	-	-	8	subregional
Forage Experimentation Station	-	-	1	-	1	
Swine Improvement Research Center	-	1	-	-	1	
<u>Royal Forest Department</u>						
Zonal Forestry Offices	8	6	4	5	23	coordinating, servicing, supervising
Chao Nang Ram Forest Research Station	-	1	-	-	1	
Bang Phra Nursery Station	-	1	-	-	1	
Zonal Wild Life Conservation Offices	9	14	5	12	40	
Wild Life Inspection Units	-	2	1	2	5	
Natural and Wild Life Study Centers	1	2	-	3	6	
Wild Life Parks	-	-	2	2	4	
Natural and Wild Life Study Centers	1	2	-	3	6	
Forest Reserves Improvement Centers	2	3	5	3	13	
Lac Research and Experimentation Center	1	-	7	-	8	
National Parks	8	7	5	4	24	
Botanical Garden	-	-	-	1	1	
Foliage Gardens	9	9	1	4	23	
Forest Nurseries	9	11	7	4	31	
Watershed Conservation Research Station	4	1	2	2	9	

Departments, Divisions and Agencies	North	Central	Northeast	South	Total	Remarks
Basin Development Centers	4	-	2	-	6	
King's Watershed Development Projects	2	1	1	-	4	
King's Watershed Development Units	38	-	-	-	38	
Watershed Management Experiment Projects	1	-	1	-	2	
Northern Watershed Management Experiment Units for Rural Development	8	-	-	-	8	
<u>Land Development Department</u>						
Land Development Centers	7	8	8	3	26	
Land Development Units	2	1	5	5	13	attached to some centers
Watershed Conservation in the East Project	-	1	-	-	1	
Land Development and Consolidation Projects	1	2	2	-	5	
Mafl Production and Servicing Station	-	1	-	-	1	
Acid Sulfate Soil Improvement Station	-	1	-	-	1	
Soil Conservation Station	1	-	-	-	1	
<u>Department of Agriculture</u>						
Tree Crop Experimentation Station	6	3	2	1	11	
Rice Experimentation Stations	4	9	6	3	22	
Upland Crop Experimentation Stations	4	3	10	1	18	
Sericulture Research and Training Centers	-	-	1	-	1	
Rubber Research Centers	-	-	-	1	1	
Rubber Experimentation Stations	-	-	-	18	18	
Crop Inspection Units	2	5	2	13	26	

Departments, Divisions and Agencies	North	Central	Northeast	South	Total	Remarks
<u>Department of Agricultural Extension</u>						
Regional Agricultural Extension Offices	1	1	1	1	4	Coordinating, supervising and servicing
Pest Protection and Eradication Units	4	12	4	4	24	
Seed Multiplication Centers	-	2	1	-	3	
Grass-hopper Protection and Eradication Center	-	1	-	-	1	
<u>Department of Cooperative Promotion</u>						
Cooperative Promotion Offices	3	3	2	1	9	
Cooperative Promotion in Irrigated Area Units	2	6	2	-	10	
Project Cooperative Demonstration Units	1	7	1	1	10	
Land Settlement Cooperative Units	25	27	21	13	66	
<u>Office of Agricultural Economics</u>						
Agricultural Economic Zone Offices	4	7	5	3	19	attached to zonal offices
Agricultural Economic Statistics Centers	4	7	5	3	19	

*The list does not include the numerous subunits operating under various projects nor some of the minor subsidiary operating units.

Source: Various MOAC Departments.

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TRAINING INFORMATION FROM THE MINISTRY OF AGRICULTURE AND COOPERATIVE, BANGKOK, THAILAND (1982)

Annex VI A.

by DTCP Local Consultant Team

DEPARTMENT	TRAINING IMPLEMENTATION					TRAINING NEED						OTHER REQUIREMENTS	REMARKS
	Training for own Department	Training programmes for other Department	Available Trainers	Training Room	Audio-Visual-aids (Training media)	Training on Administration			Training of Trainers				
						Managers Needing Training	Expected Institute to conduct training	Content	Trainers & Instructors Needing Training	Expected Institute to conduct training	Content		
Office of The Under-Secretary of State (OUS)	some	none	yes	none	few	Every primary and middle level Administrator (PLA & MLA)	-Civil Service Commission (CSC) -National Institute for Development Administration (NIDA)	All topics	Most Ins. and Tgn.	-Civil Service Commission (CSC)	All topics	1. Training room fully equipped with training aids 2. Overseas study tour and fellowships 3. Training centre in all the four regions of Thailand	- Personnel Division is responsible for organizing training activities - Some divisions organize technical training - Instructors come from technical division - Use meeting room as a training room
Royal Irrigation department (RID)	some	none	yes, 198 persons	none	few	561 persons primary & middle managers (PLA & MLA)	-CSC -NIDA -Foreign organizations	All topics	Most Ins. and only a few Tgn.	-CSC -NIDA	All topics	1. Training room fully equipped with training aids	Same as above (No.1)
Department of Cooperative Auditing (DOCA)	some	none	yes	none	few	primary & middle managers (PLA & MLA)	-CSC -NIDA	All topics	Most Ins. and few Tgn.	-CSC -NIDA	All topics	Budget for transportation and per diem allowance for participant	- Technical and Planning Division is responsible for technical training - Use meeting room as a training room
Department of Fishery (DOF)	many	none	yes	Available	few	All PLA & MLA	-CSC -NIDA	All topics	All Ins.	-CSC -NIDA	All topics	- Modern audio-visual aid - Text and documents on management science and training methodology	- Personnel Division organizes mostly technical training for other division. - Administrative training is just beginning

						(MLA)								
Department of Fishery (DOF)	many	none	yes	Available	few	All PLA & MLA	-CSC -NIDA	All topics	All Ins.	-CSC -NIDA	All topics	- Modern audio-visual aid - Text and documents on management science and training methodology	- Use meeting room as a training room - Personnel Division organizes mostly technical training for other division. - Administrative training is just beginning. - Instructors come from technical divisions. - Use meeting room and fishery station as training facilities.	
5. Department of Livestock Development (DOLD)	some	none	yes	none	few	PLA & MLA	-CSC -NIDA	All topics	Most Ins. and Tgn.	-CSC -NIDA	All topics	- Budget - Completely equipped training room - Text and document on training & management	Same as above No. 4	
6. Department of Agriculture (DOA)	many	some	yes	Available	few	MLA & HLA	-CSC -NIDA	All topics	not mentioned	-CSC -NIDA	All topics	- Complete audio-visual aid	Management training courses are conducted more than 10 years	
7. Department of Agricultural Extension (DOAE)	some	none	yes	Available	few	HLA & MLA	-CSC -NIDA	All topics	Most Ins. and Tgn.	-CSC -NIDA	All topics	- Trainers - complete set of audio-visual aid	Same as above (No.4) Available training centers in the such area	
8. Royal Forest Department (RFD)	many	none	yes	Available	few	All levels	-CSC -NIDA	All topics	All Ins.	-CSC -NIDA	All topics	- Trainers - Texts and documents on management & training	Same as above (No.4)	
9. Co-operative Promotion Department (CPD)	many	none	yes	Available	many	HLA & MLA	-CSC -NIDA	All topics	All district Co-operative promotion	- CSC - NIDA	All topics	-Video tape and complete audio-visual aids -Radio programme production	Same as above (No.4) Training Division in existence and active for 10 yrs.	
10. Department of Land Development (DOLad)	many	none	yes	Available	few	HLA & MLA	-CSC -NIDA	All topics	All Ins.	-CSC -NIDA	All topics	- Trainers - Complete set of audio-visual aids	-Office of the Secretary is responsible for technical training which is organized by training officers from other divisions	

uf

Department (RFD)							-NIDA			-NIDA		- Texts and documents on management & training	
9. Co-operative Promotion Department (CPD)	many	none	yes	Available	many	HLA & MLA	-CSC -NIDA	All topics	All district Co-operative promotion	- CSC - NIDA	All topics	-Video tape and complete audio-visual aids -Radio programme production	Same as above (No.4) Training Division in existence and active for 10 yrs.
10. Department of Land Development (DOLaD)	many	none	yes	Available	few	HLA & MLA	-CSC -NIDA	All topics	All Ins.	-CSC -NIDA	All topics	- Trainers - Complete set of audio-visual aids	-Office of the Secretary is responsible for technical training which is organized by training officers from other divisions -Use meeting room as a training room
11. Office of Agriculture Economic (OAE)	some	none	yes	Available	few	All Levels	-CSC -NIDA	As appropriate	Few Tgn.	-CSC	As appropriate	Overseas study tour	Same as above (No.10)
12. Agricultural Land Reform Office (ALRO)	some	none	few	Available	few	All Levels	-CSC -NIDA	All topics	Few Tgn.	-	Training process	- Complete training room fully equipped with audio-visual aids - overseas fellowships - Training for trainers	- technical Division responsible for training - Use meeting room as a training room.

PLA - primary level administrators

MLA - middle level administrators

HLA - high level administrators

N.B. The above data is compiled and summarized from results obtained by interviewing selected staff of 78 Divisions out of the 158 Divisions of the 12 Departments of MOAC.

MOAC STAFF REQUIREMENT FOR TRAINING IN MANAGEMENT AND TRAINING METHODOLOGY

Department	Management Training					Training Methodology (skill)				REMARK
	Bangkok		Provinces			Technical Officers		Training Officers (Trainers)		
	E	M	S	M	S	BKK	Pro- vinces	BKK	Pro- vinces	
1. Office of the Under-Secretary of State (OUS) *	0	17	24	44	35	99	113	1	26	Due to the MOAC order No. 32/2525, the MOAC Training Center was established with the objective of strengthening the knowledge and understanding of the policies, plans, and projects related to agricultural and cooperative developments.
2. The Royal Irrigation Department (RID) **	0	77	224	32	45	86	67	1	0	RID plans its own training programmes every year at present but it is willing to cooperate with the established MOAC Training Center. (TCAAD)
3. Department of Cooperative Auditing (DOCA) *	0	17	4	0	50	0	30	5	0	Most of the officers of DOCA are trained outside the department.
4. Department of Fisheries (DOF) **	0	98	118	27	26	0	40	9	0	All of the instructors and training officers of DOF have already been trained by outside agencies, and a few have attended management courses organized by other department.
5. Department of Livestock Development **	0	52	110	43	65	0	30	20	0	A Training programme for this department is going to be established, therefore the courses in Training Methodology, which the TCAAD project will involve, will be valuable.
6. Department of Agriculture (DOA) ***	5	12	0	0	0	0	0	0	0	1.The organizational Structure of this department will be changed with the assistance of the World Bank. 2.DOA requires training for executive staff development
7. Department of Agricultural Extension (DOAE) ***	4	86	0	73	0	79	73	0	4	DOAE provides technical training courses (eg. extension and basic management) for supervisors. The department requires top executive and middle management development and additionally training in Training Methodology
8. Royal Forest Department ***	4	25	112	0	206	0	120	15	0	This department receives Aid from Japan for establishing a training center. Most of the management office have attended management courses, but they now need to attend specialized or refresher courses in management.
9. Co-operatives Promotion Department ***	4	10	0	9	0	0	0	0	690	The department receives Loans from World Bank and also has experts from overseas for improving staff development.
10. Department of Land Development *	1	25	13	0	0	0	48	0	0	Most of the managers from this department were sent to outside management courses but they still need additional training.

8. Royal Forest Department ***	4	25	112	0	206	0	120	15	0	This department receives Aid from Japan for establishing a training center. Most of the management officers have attended management courses, but they now need to attend specialized or refresher courses in management.
9. Co-operatives Promotion Department ***	4	10	0	9	0	0	0	0	690	The department receives Loans from World Bank and also has experts from overseas for improving staff development.
10. Department of Land Development *	1	25	13	0	0	0	48	0	0	Most of the managers from this department were sent to outside management courses but they still need additional management training courses and refresher courses.
11. Office of Agricultural Economics *	3	5	70	0	6	0	0	3	0	The department provides technical training courses for management levels, but it still needs management training, and training in Training Methodology.
12. ALRO-Agricultural Land Reform Office *	3	4	64	8	0	0	0	3	0	The office provides technical training courses, but still requires management development.
TOTAL NUMBER OF STAFF	24	428	739	236	433	264	521	46	720	

Classification of Departments

- * Unable to operate its own training programme on Management Training and Training Methodology.
- ** Can operate its own training programmes with moderate assistance from outside agencies.
- *** Can operate its own training programmes with minimum assistance of trainers/technical officers from outside agencies.

N.B.

Meanings of Abbreviations

- E = Executive (P.C. level 9 & 10) or Director-general/Deputy D.Gs.
- M = Middle Managers (P.C. level 7 & 8) or Division Heads
- S = Supervisors (P.C. level 5 & 6) or Section Heads

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EXISTING A/V EQUIPMENTTCAAD (BANGKOK)

P.A. Amplifier	1 unit
Dynamic Microphone	4 units
Microphone Stand	2 units
Lound Speaker	4 units

CRAO (CHAINART)

16mm cine projector	1 unit
Overhead projector	1 unit
35mm slide projector (Manual)	1 unit
Projection Screen, 70" x 70"	1 unit
16mm cine camera	1 unit
35mm still camera complete with tripod and flash	1 set
120mm still camera	1 unit
Portable sungun	1 unit
Black & White enlarger	1 unit
Paper glazing machine	1 unit
Protoble cassette tape recorder	1 unit
Cassette tape recorder - desk type	1 unit
P.A. Amplifier	4 units
Megaphone	1 unit
Recorder player	1 unit
Lound speaker	12 units
Dynamic microphone	11 units
Microphone stand	4 units
Blackboard	1 unit

NRAO (CHIANGMAI)

Slide projector with spare projection trays	4 sets
Syncrocorder cassette tape recorder	1 set
Cassette tape recorder	4 sets
Projection screen (various size)	5 sets
Still camera with wide angle lens slide copying attachment	1 set
P.A. Amplifier	4 sets
Lound Speaker	8 sets
Lound Speaker horn type	2 sets
Microphone	14 sets
Portable Sungun	1 set
Electronic Flash	1 set
B&W TV	1 set
Microphone Stand various type	14 sets
16mm film projector	2 sets
Opaque projector	2 sets
Megaphone	3 sets
Duplicating machine	1 set
Generator	1 set
O.H.P.	3 sets
B&W VTR porter pack set	1 set

NERAO (KHON KAEN)

16mm cine projector	1 unit
35mm slide projector	1 unit
Opaque projector	1 unit
Overhead projector	1 unit
Projector screen, 70" x 70"	2 units
P.A. Amplifier	1 unit
Lound Speaker	2 units
Lound speaker, horn type	3 units
Microphone	3 units
Microphone stand	1 unit
Microphonè stand, desk type	5 units

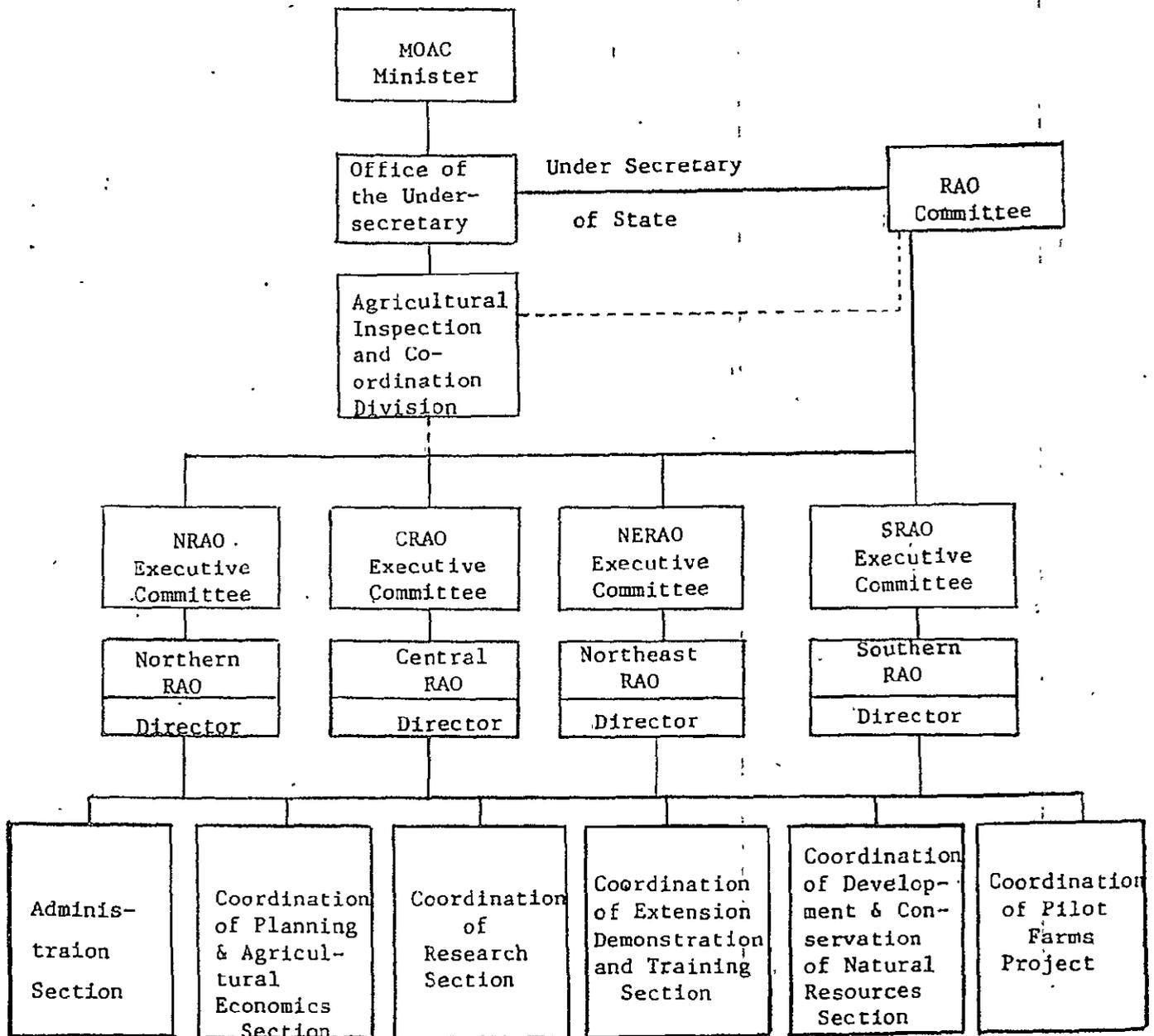
SRAO (SONGKHLA)

White Board	1 unit
P.A. Amplifier	7 units
Lound Speaker	2 units
Slide projector	1 unit
Synchrocorder Cassette Tape Recorder	1 unit
Amplifier with built-in cassette tape recorder	1 unit
Projection screen tripod type	1 unit
Portable Radio/cassette tape recorder	1 unit
35mm still camera with flash	1 set
Overhead projector	1 set
Overhead transparency maker	1 set

POSSIBLE TRAINEES/BENEFICIARIES OF MOAC
(According to PC level)

PC level	Total number from all Departments	Number of trainees/beneficiaries of each Department										
		OUS	RID	DCA	DOLD	DOF	RFD	DLD	DOA	DOAE	DCP	ALRO
10	23	13	1	1	1	1	1	1	1	1	1	1
9	30	-	7	2	2	2	3	2	4	3	3	2
8	138	9	35	4	7	8	25	4	13	14	17	2
7	817	23	142	18	55	62	98	25	157	143	79	15
6	2358	66	368	55	185	148	345	184	332	369	246	60
5	4350	98	631	125	348	90	1272	284	492	316	573	121
Total Trainees	7716	209	1184	205	598	311	1744	500	999	846	919	201
Total posts FY 1982	49,909	965	8947	1054	4232	2551	9136	2015	3117	10865	4486	2541
Trainees as % of Total Posts	15.46	21.66	13.23	19.45	14.13	12.19	19.09	24.81	32.05	7.79	20.49	7.91

ORGANIZATIONAL STRUCTURE OF THE RAO



NON-EXPENDABLE & EXPENDABLE EQUIPMENT
AND SUPPLY

I) <u>A/V EQUIPMENT AND SUPPLY</u> <u>FOR BANGKOK TRAINING UNIT</u>	<u>Estimated</u> <u>US Dollars</u>
2 (two) pcs. White board size: 90x180cm @ US\$200	400.-
1 (one) pc. White board size: 120x240cm.	350.-
1 (one) set Sound Slide Projector, Record/Play Model, for rear and front projection with spare trays and lamps	1,000.-
1 (one) set Kodak Carousel slide projector with zoom lens complete with 6 spares slide trays and 6 spare lamp	700.-
1 (one) set Synchrocorder cassette tape with built-in Programmer	400.-
1 (one) set 18"x24" Folding Aluminum Extrusion Rear Projection Screen	300.-
1 (one) set 70" x 70" Projection Screen, Tripod Type with tilted arm	200.-
1 (one) set 70" x 70" Projection Screen, Tripod Type with tilted arm	200.-
1 (one) set Overhead projector	450.-
1 (one) set Overhead Transparency Maker	1,500.-
1 (one) set 16mm Cine projector, optical/magnetic playback and record	1,500.-
1 (one) set Public address system for installation in training room consisting of:	2,500.-
1 unit 60 watts, PA amplifier, 3 Mic. and 2 line inputs	
3 units Dynamic Microphone	
2 units Standing Mic. Stand	
1 unit Desk Mic. Stand	
10 units 5 watt wall mounting box speaker with attenuator	
1 (one) set 35mm Single lens reflex camera with lenses and accessories	2,000.-
1 (one) set Electronic flash for SLR camera	200.-
1 (one) set Graphic Equipment and tools	1,500.-
1 (one) set Electric rotary stencil duplicator	2,000.-
1 (one) set Offset duplicator for paper size up to 11"x14 1/2"	4,000.-

		<u>Estimated US Dollars</u>
1 (one)	set Direct Plastic Plate Maker and Fuser	3,000.-
1 (one)	set Stapler, Heavy Duty, A.C. operated, for flat and saddle back stapling	350.-
1 (one)	set Dual-Language (Thai/English) 17" carriage Electric Type Writer	1,500.-
1 (one)	set U-Matic Colour, "PAL" Video Tape system consisting of:	24,500.-
	- Portable recording system (\$9,000)	
	- Editing and duplicating system (\$12,000)	
	- Playback system (by VHS) (\$3,500)	

MATERIAL

-	Graphic material, Direct Offset Master plate and chemical	30,000.-
-	Overhead Transparency film and frame	
-	Audio and Video Tape	
-	Rawstock for still photography	
-	Material for rear projection screen (lenscreen & mirror lite)	

FOR 4 REGIONAL TRAINING UNITS

8 (eight)	pcs. White board size: 90 x 180cm @US\$200.-	1,600.-
4 (four)	pcs. White board size: 120 x 240cm @\$350.-	1,400.-
4 (four)	sets Kodak Carousel Slide projector with zoom lens complete with 6 spares slide trays and 6 spare lamps @\$700.-	2,800.-
4 (four)	sets Synchrocorder cassette tape with built-in programmer @\$400.-	1,600.-
4 (four)	sets 70" x 70" Projection screen, tripod type with tilted arm @\$200.-	800.-
4 (four)	sets VHS Video playback unit with 2 monitors @\$3,500.-	14,000.-

MATERIAL

	Graphic material	4,000.-
	Plain acetate, overhead transparency pens	
	Audio tape	

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		<u>Estimated US Dollars</u>
II) <u>OFFICE EQUIPMENT</u>		
1 (one)	set Plane paper copying machine with initial supply	6,000.-
4 (four)	sets DUAL-Language (Thai/English) 17" carriage electric type writer @ \$1,500.-	6,000.-
4 (four)	units Steel, double door filing cabinet @\$300.-	1,200.-
3 (three)	units Steel, filing cabinet, 4 drawers type @\$100.-	300.-
3 (three)	units Steel, filing cabinet, 2 drawers type @\$80.-	240.-
25 (twenty)	units Steel, office desk @\$150.-	3,750.-
(five)		
25 (")	units Steel, arm chair @\$150.-	3,750.-
5 (five)	units Air conditioner, window type 17,000 BTU (for A/V equipment production rooms) @\$650.-	3,250.-
III) <u>MODIFICATION OF TRAINING ROOM AT BANGKOK TRAINING UNIT</u>		
	- Cost of renovation and partition with built-in multi pannel sliding white board and rear projection screen and installation of PA system	25,000.-
	- Cost of special design (DTCP) tables & chairs for -40 peoples	5,000.-
	- Cost of renovation 3 rooms for A/V production unit	5,000.-
	- Air-condition system for training room: 10 units window type air conditing unit of 23,000 BTU each with installation cost @\$800.-	8,000.-
IV) <u>MODIFICATION OF TRAINING ROOM AT RAO OFFICES</u>		
	- Cost of renovation and partition of Training Room at NRAO (Chiangmai)	8,000.-
	- Cost of renovation and partition of training room at KRAO (Khon Kaen)	10,000.-
	- Cost of renovation and partition of Training Room at SRAO (Songkla)	15,000.-
	- Cost of renovation and partition of Training Room at CRAO (Chainart)	11,000.-

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Estimated
US Dollars

V) SOFTWARES

12 Ready made video programmes	@\$600.-	7,200.-
10 Tailer made soft wares of video, slide/sound, OHT		5,000.-

VI) VEHICLES

1 (one) unit	50-seat bus diesel engine	35,000.-
1 (one) unit	20-seat bus diesel engine	25,000.-
2 (two) units	Station wagon, 4 cylinders 2,000 cc.@\$10,000	20,000.-
1 (one) unit	Sedan, 4 cylinders, 1,600 cc.	6,000.-

\$314,440.-
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Summary	Objectively Verifiable Indicators	Means of Verification	Important Assumptions
<p>A.1. Goal</p> <p>To solve project management problems related to Agricultural Development Projects which includes Northeast Rainfed Agricultural Development Project.</p>	<p>A.2. Measurement of Goal Achievement</p> <ol style="list-style-type: none"> 1. Decrease in frequency of project management problems 2. Increase in effectiveness and efficiency of project implementation. 	<p>Evaluation at the end of the project, compared with base line data from the beginning of the project.</p>	<p>A.3. (as related to goal)</p> <ol style="list-style-type: none"> 1. The existence of definite RTG policy regarding Integrated Rural Development Projects during the Fifth NRESO plan 2. The existence of appropriate MOAC staff and infrastructure to facilitate goal achievement.
<p>B.1. Purpose</p> <p>To strengthen the training capability of TCAAD with the main training facilities in Bangkok and at four RAOs.</p>	<p>B.2. End of Project Status</p> <ol style="list-style-type: none"> 1. Increased competency and qualification of TCAAD and RAO staff. 2. Improved quality of training programmes, facilities, equipment and materials. 	<ol style="list-style-type: none"> 1. Evaluation of trainers 2. Evaluation of trainers and training facilities. 	<p>B.3. (as related to purpose)</p> <ol style="list-style-type: none"> 1. The official establishment of TCAAD. 2. The official designation of TCAAD staff. 3. The Commitment of MOAC to support TCAAD.
<p>C.1. Outputs</p> <ol style="list-style-type: none"> 1. Trained trainers in Training Methodology especially related to <ol style="list-style-type: none"> a) Orientation/Administration training b) Integrated Rural Development Project Implementation. 2. Trained administration both at central and provincial level. 3. Improved training facilities, equipment and materials. 	<p>C.2. Output Indicators</p> <ol style="list-style-type: none"> 1. 9 trained Master Trainers (1 Ph.D., 2 Masters, 6 Short term Off-shore training) 2. 24 trained competent trainers 3. 12 trained audio-visual technicians 4. 270 trained general trainers 5. 900 trained administrators 6. 5 modified training facilities at OUS and 4 RAOs (well equipped) 7. 5000 copies of an Admin. manual 8. 50 training programmes. 	<p>Project Monitoring.</p>	<p>C.3. (as related to outputs)</p> <ol style="list-style-type: none"> 1. That there exists appropriate and adequate staff and facilities. 2. That staff trained through USAID support will return to and work at, TCAAD. 3. Provision of USAID and RTG budget will be made to support training activities.
<p>D.1. Inputs</p> <p>USAID contribution U.S.\$ 1,287,367.4</p> <p>RTG contribution Thai Baht</p>	<p>D.2. Budget/Schedule</p> <p><u>Technical Adviser</u> Long Term, Foreign 24 m/m Short Term, Foreign/Local 24 m/m (Total 48 m/m)</p> <p><u>Commodities</u> 1) TA support 2) Vehicles 3) Training equipment & supplies 4) Modification of training facilities</p> <p><u>Participant Training</u> 1) 1 Ph.D. and 2 Master Degree 2) 6 Short term off-shore training 3) 36 Short term in-country training Local support from RTG</p> <p>1) TA&DA of trainers for TCAAD training programmes 2) Staff salary 3) Other administrative support.</p>	<p>Project Monitoring</p>	<p>D.3. (as related to inputs)</p> <ol style="list-style-type: none"> 1. The availability of technical advisors. 2. That there are a sufficient number of TCAAD staff to receive fellowships and willing to go for training. 3. The interest of MOAC staff in getting trained.

by UNLP Local Consultant Team.

DEPARTMENT	TRAINING IMPLEMENTATION					TRAINING NEED						OTHER REQUIREMENTS	REMARKS
	Training For own Department	Training programme for other Department	Available Trainers	Training Room	Audio-Visual aids (Training radio)	Training on Administration			Training of Trainers				
						Managers (PLA & MIA)	Expected Institute to conduct training	Content	Trainers' Needs	Institute to conduct training	Content		
Office of The Under-Secretary of State (OUS)	some	none	yes	none	few	Every primary and middle level Administrator (PLA & MIA)	Class Service Co-operative mission (CSC) National Institute for Development Administration (NIDA)	All topics	Most Ins. and Tgn.	Civil Service Commission (CSC)	All topics	1. Training room fully equipped with training aids 2. Overseas study tour and fellowships 3. Training centre in all the four regions of Thailand	- Personnel Division is responsible for organizing training activities - Some division organize technical training - Instructors come from technical division - Use meeting room as a training room
Royal Irrigation Department (RID)	some	none	yes, 198 persons	none	few	561 persons primary & middle managers (PLA & MIA)	-CSC -NIDA Foreign organizations	All topics	Most Ins. and Tgn.	-CSC -NIDA	All topics	1. Training room fully equipped with training aids	Same as above (No.1)
Department of Cooperative Admin. (DCA)	some	none	yes	none	few	primary & middle managers (PLA & MIA)	-CSC -NIDA	All topics	Most Ins. and Tgn.	-CSC -NIDA	All topics	Budget for transportation and per diem allowance for participant	- Technical and Planning Division is responsible for technical training - Use meeting room as a training room
Department of Fishery (DFD)	many	none	yes	available	few	All PLA & MIA	CSC -NIDA	All topics	All Ins. and Tgn.	-CSC -NIDA	All topics	Modern audio-visual aid - Text and documents on management science and training methodology	- Personnel Division organizes mostly technical training for other division. - Administrative training is just organizing. - Instructors come from technical division. - Use meeting room and fishery station as training facilities
Department of Livestock Development (DLD)	some	none	yes	none	few	PLA & MIA	-CSC -NIDA	All topics	Most Ins. and Tgn.	-CSC -NIDA	All topics	- Budget - Completely equipped training room - Text and document on training & management	Same as above No. 4
Department of Agriculture (DA)	many	some	yes	available	few	PLA & MIA	-CSC -NIDA	All topics	not mentioned	-CSC -NIDA	All topics	- Complete audio-visual aid	Management training courses are conducted more than 10 years
Department of Agricultural Extension (DAE)	some	none	yes	available	few	MIA & MIA	-CSC -NIDA	All topics	Most Ins. and Tgn.	-CSC -NIDA	All topics	- Trainers - complete set of audio-visual aid	Same as above (No.4) Available training centers in the such area
Royal Forest Department (RFD)	many	none	yes	available	few	All levels	-CSC -NIDA	All topics	All Ins. and Tgn.	-CSC -NIDA	All topics	- Trainers - Texts and documents on educational & training	Same as above (No.4)
Co-operative Promotion Department (CPD)	many	none	yes	available	many	MIA & MIA	-CSC -NIDA	All topics	All district Co-operative promotion	- CSC - NIDA	All topics	- Video tape and complete audio-visual aid - Radio program production	Same as above (No.4) Training Division in existence and active for 10 yrs.
Department of Land Development (DLAD)	many	none	yes	available	few	MIA & MIA	-CSC -NIDA	All topics	All Ins. and Tgn.	-CSC -NIDA	All topics	- Trainers - Complete set of audio-visual aids	- Office of the Secretary is responsible for technical training which is organized by training officers from other divisions - Use meeting room as a training room
Office of Agricultural Extension (OAE)	some	none	yes	available	few	All levels	-CSC -NIDA	As appropriate	For Tgn.	CSC	As appropriate	Overseas study tour	Same as above (No.10)
Agricultural Land Reform Office (ALRO)	some	none	yes	available	few	All levels	-CSC -NIDA	All topics	For Tgn.	-	Training process	- Complete training room fully equipped with audio-visual aids - Overseas fellowships - Training for trainers	- Personnel Division responsible for training - Use meeting room as a training room.

PLA - primary level administrators

MIA - middle level administrators

MIA - high level administrators

N.B. The above data is compiled and summarized from results obtained by interviewing selected staff of 18 Divisions out of the 158 Divisions of the 12 Departments of MASC.

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<p>D.1. Inputs</p> <p>USAID contribution U.S.\$ 1,287,367.4</p> <p>RTG contribution Thai Baht</p>	<p>D.2. Budget/Schedule</p> <p>Technical Adviser Long Term, Foreign 24 m/m Short Term, Foreign/Local 24 m/m (Total 48 m/m) Commodities 1) TA support 2) Vehicles 3) Training equipment & supplies 4) Modification of training facilities</p> <p>Participant Training 1) 1 Ph.D. and 2 Master Degree 2) 6 Short term off-shore training 3) 36 Short term in-country training</p> <p>Local support from RTG 1) TA&DA of trainers for TCAAD training programmes 2) Staff salary 3) Other administrative support.</p>	<p>Project Monitoring</p>	<p>D.3. (as related to inputs)</p> <ol style="list-style-type: none"> 1. The availability of technical advisors. 2. That there are a sufficient number of TCAAD staff to receive fellowships and willing to go for training. 3. The interest of MOAC staff in getting trained.

MOAC STAFF REQUIREMENT FOR TRAINING IN MANAGEMENT AND TRAINING METHODOLOGY

Department	Management Training					Training Methodology (skill)				REMARK	
	Bangkok			Provinces		Technical Officers		Training Officers (Trainers)			
	E	M	S	M	S	BKK	Pro- vinces	BKK	Pro- vinces		
1. Office of the Under-Secretary of State (OUS) *	0	17	24	44	35	99	113	1	26	Due to the MOAC order No. 32/2525, the MOAC Training Center was established with the objective of strengthening the knowledge and understanding of the policies, plans, and projects related to agricultural and cooperative developments.	
2. The Royal Irrigation Department (RID) **	0	77	224	32	45	86	67	1	0	RID plans its own training programmes every year at present but it is willing to cooperate with the established MOAC Training Center. (TCAAD)	
3. Department of Cooperative Auditing (DOCA) *	0	17	4	0	50	0	30	5	0	Most of the officers of DOCA are trained outside the department.	
4. Department of Fisheries (DOF) **	0	98	118	27	26	0	40	9	0	All of the instructors and training officers of DOF have already been trained by outside agencies, and a few have attended management courses organized by other department.	
5. Department of Livestock Development **	0	52	110	43	65	0	30	20	0	A Training programme for this department is going to be established, therefore the courses in Training Methodology, which the TCAAD project will involve, will be valuable.	
6. Department of Agriculture (DOA) ***	5	12	0	0	0	0	0	0	0	1.The organizational Structure of this department will be changed with the assistance of the World Bank. 2.DOA requires training for executive staff development only.	
7. Department of Agricultural Extension (DOAE) ***	4	86	0	73	0	79	73	0	4	4	DOAE provides technical training courses (eg. extension and basic management) for supervisors. The department requires top executive and middle management development and additionally training in Training Methodology.
8. Royal Forest Department ***	4	25	112	0	206	0	120	15	0	This department receives Aid from Japan for establishing a training center. Most of the management officers have attended management courses, but they now need to attend specialized or refresher courses in management.	
9. Co-operatives Promotion Department ***	4	10	0	9	0	0	0	0	690	The department receives Loans from World Bank and also has experts from overseas for improving staff development. 43	
10. Department of Land Development *	1	25	13	0	0	0	48	0	0	Most of the managers from this department were sent to outside management courses but they still need additional management training courses and refresher courses.	
11. Office of Agricultural Economics *	3	5	70	0	6	0	0	3	0	The department provides technical training courses for management levels, but it still needs management training, and training in Training Methodology.	
12. ALRO-Agricultural Land Reform Office *	3	4	64	8	0	0	0	3	0	The office provides technical training courses, but still requires management development.	
TOTAL NUMBER OF STAFF	24	428	739	236	433	264	521	46	720		

Classification of Departments

* Unable to operate its own training programme on Management Training and Training Methodology.

** Can operate its own training programmes with moderate assistance from outside agencies.

*** Can operate its own training programmes with minimum assistance of trainers/technical officers from outside agencies.

N.B. Meanings of Abbreviations

E = Executive (P.C. level 9 & 10) or Director-general/Deputy D.Gs.
M = Middle Managers (P.C. level 7 & 8) or Division Heads
S = Supervisors (P.C. level 5 & 6) or Section Heads