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Report Symbol U-47

CLASSIFICATION
PROJECT EVALUATION SUMMARY (PES) - PART I

1. PROJECT TITLE 423 Transfer of Technology and Management Skills	2. PROJECT NUMBER 493-0274	3. MISSION/AID/W OFFICE USAID/Thailand 40p
	4. EVALUATION NUMBER (Enter the number maintained by the reporting unit e.g., Country or AID/W Administrative Code, Fiscal Year, Serial No. beginning with No. 1 each FY) 80-2 <input type="checkbox"/> REGULAR EVALUATION <input checked="" type="checkbox"/> SPECIAL EVALUATION	

5. KEY PROJECT IMPLEMENTATION DATES			6. ESTIMATED PROJECT FUNDING (\$000) A. Total \$ 1,500 B. U.S. \$ 4,000	7. PERIOD COVERED BY EVALUATION	
A. First PRO-AG or Equivalent FY 76	B. Final Obligation Expected FY 79	C. Final Input Delivery FY 81		From (month/yr.) 5/78	To (month/yr.) 1/80

B. ACTION DECISIONS APPROVED BY MISSION OR AID/W OFFICE DIRECTOR		
A. List decisions and/or unresolved issues; cite those items needing further study. (NOTE: Mission decisions which anticipate AID/W or regional office action should specify type of document e.g., airgram, SPAR, PIO, which will present detailed request.)	B. NAME OF OFFICER RESPONSIBLE FOR ACTION	C. DATE ACTION TO BE COMPLETED
1. Project to be amended to allow funds to be used for local advisors and training in Thai institutions.	USAID	
2. Amend project to allow transfer of funds between training and advisory services within given appropriation category.	USAID	
3. AID/W OIT should keep field better informed regarding participants' program and progress; OIT should review the performance of contractors in their placement and support responsibilities.	AID/W	
4. Regulations regarding contractor administration e.g. per diem allowances, should be reassessed.	DTEC	
5. All requests under the TTMS program should go through the regular procedure of consideration by the DTEC subcommittee.	DTEC	

9. INVENTORY OF DOCUMENTS TO BE REVISED PER ABOVE DECISIONS

<input type="checkbox"/> Project Paper	<input checked="" type="checkbox"/> Implementation Plan e.g., CPI Network	<input type="checkbox"/> Other (Specify)
<input type="checkbox"/> Financial Plan	<input type="checkbox"/> PIO/T	_____
<input type="checkbox"/> Logical Framework	<input type="checkbox"/> PIO/C	<input type="checkbox"/> Other (Specify)
<input checked="" type="checkbox"/> Project Agreement	<input type="checkbox"/> PIO/P	_____

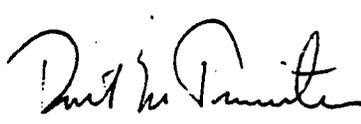
10. ALTERNATIVE DECISIONS ON FUTURE OF PROJECT

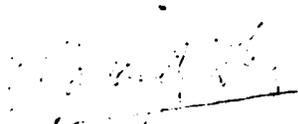
A. Continue Project Without Change

B. Change Project Design and/or Change Implementation Plan

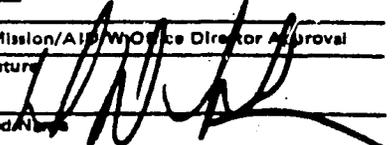
C. Discontinue Project

11. PROJECT OFFICER AND HOST COUNTRY OR OTHER RANKING PARTICIPANTS AS APPROPRIATE (Names and Titles)


Robert M. Traister


Kittipan Kanjanapitkul

12. Mission/AID/W Office Director Approval

Signature 

Typed Name Donald D. Cohen

Date _____

4930-274 001502

UNITED STATES GOVERNMENT

2-Way Memo

Subject: PES

DATE OF MESSAGE
FEBRUARY 26, 1980
DATE OF REPLY
INSTRUCTIONS
Use routing symbols whenever possible.
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 WASHINGTON D.C. 20523

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ATTACHED IS EVALUATION OF THAILAND TTMS (493-0274) PROJECT FOR REPRODUCTION AND DISTRIBUTION.

ATTACHMENT: A/S

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To: 

William D. Fleming
 WILLIAM D. FLEMING
 OFFICE OF PROGRAM AND PROJECT DEVELOPMENT
 USAID/THAILAND
 APO SAN FRANCISCO 96346

THIRD EVALUATION

**TRANSFER OF TECHNOLOGY
AND
MANAGEMENT SKILLS PROJECT**

EVALUATION TEAM:

**Vivikka Molldrem, USAID
Michael Sullivan, USAID
Pichet Soontornpipit, DTEC
Kriengkrai Issara-yangyun, DTEC**

February, 1980

TTMS THIRD EVALUATION

February 1, 1980

I. Introduction

This evaluation will concentrate, first, on the project's progress in implementing training and advisory activities and the likelihood of achieving targeted outputs; and second, on the project's impact in meeting the project purpose of "improved RTG capabilities in development policy and problem analysis, program planning and evaluation" as measured by the four end-of-project status conditions:

1. Analysis performed in priority areas.
2. Better defined, more specific plans of action.
3. Accelerated implementation of projects.
4. Greater number of, and improved evaluation of, projects and programs.

To assess progress in achieving outputs, we will review the history of the project as described in the previous two project evaluations. We will then look at overall progress since the last evaluation and estimated future activities during the final year and a half of project life. Advisory services, participant training and overall project administration will be examined separately.

To assess project impact as measured by the above four indicators, we will look at (1) the effectiveness of advisory services, (2) the effectiveness of participant training, and (3) the extent to which the experience of project administration itself has improved DTEC's performance in the four EOPS indicators. Effectiveness of advisory services and participant training will be assessed from a sample set of interviews with counterparts, supervisors, advisors and participants.

The final section offers recommendations for the remainder of TTMS project life and for the proposed follow-on project, Emerging Problems of Development

II. Project History to April, 1978

The TTMS project was designed to give the RTG wide scope in determining specific advisory and training activities under the following major priority problem areas:

- (a) Coordination and organization of the planning and budgetary process
- (b) Improved terms of internal and external trade for agricultural commodities
- (c) Alleviation of rural under/unemployment
- (d) Expansion of rural social services, especially health and education
- (e) Reduction in population growth rate
- (f) Establishment of policies and practices to conserve Thailand's land resources
- (g) Reduction of urban/rural and regional income disparities.

DTEC, as the implementing agency, is given responsibility for selection of activities, identification of competent advisors or training institutions, and contract negotiations. NESDB, Bureau of Budget, Civil Service Commission, Ministry of Foreign Affairs, Ministry of Finance, and the related technical agencies participate in sub-committees for selection of specific activities. USAID's role is to approve specific activities once selected and to aid in identifying consultants and training institutions when asked, but DTEC has tried several methods to do the latter on its own. This represents a major shift in administrative responsibility from USAID (both local and Washington) to DTEC.

The first TTMS evaluation was carried out in January, 1977. Up to that time project implementation had been extremely slow. Through September of 1976 less than US\$100,000 of project funds had been expended, none of it on advisory services. The evaluators noted that DTEC had opted not to publicize TTMS to Ministries because it felt that it could not accurately rate priorities of requests until the Fourth Five Year Plan was issued. At that time the national development priorities would be clearly defined, giving DTEC a better basis for selection of activities. Of the training approved by that time, the evaluation found that a third was in areas not considered to be high priority. Activities appeared to be selected on an "ad hoc" basis. The evaluators concluded that the problems were due to lack of procedures for informing Ministries of TTMS and its uses, and lack of clear guidelines for selecting the most appropriate among a range of proposals and for expediting recruitment and contracting. Recommendations were made to develop these procedures.

Much growth had occurred in project implementation by the second evaluation in April 1978. Most of the training funds had been programmed. The approved training and advisory activities fell within FFYF priorities. The DTEC Training Section was judged to have done an excellent job in carrying out work previously handled by USAID, instituting direct working relationships with several countries in the region for training programs. Long delays were being encountered in implementation of advisory services, however, of which only 43 p.m. had been programmed. The evaluators found that the recommendations of the first evaluation had been taken or were no longer relevant. The evaluators recommended that:

- (a) DTEC should be given greater flexibility in allocation of funds among appropriation categories and between advisors and training.
- (b) Efforts should be made to discourage instances of repetitive training.
- (c) Continued efforts should be made to improve consultant recruitment procedures and allocation of training.
- (d) Consideration should be given to dollar-funded local currency expenditures for in-country training by Thai institutions.
- (e) Logical framework and CPI network chart should be revised.

III. Project implementation since April, 1978

A. Status of 1978 Evaluation Recommendations

The status of recommendations from the 1978 evaluation is as follows

- (a) There have been adequate funds in all categories thus far to carry out project activities. Some long-term training funds will be reprogrammed for short-term training activities, since it is now too late to schedule any more long-term training under the project.
- (b) DTEC continues to carefully weed out nominees for training slots who have already had overseas

training experience or are scheduled for other overseas training.

- (c) Project efforts to improve consultant recruitment and allocation of training are described in the sections below.
- (d) USAID and DTEC have recently agreed to allow dollar funding of in-country training and advisory services, and a project amendment to this effect is in preparation.
- (e) The logical framework and CPI network chart have been revised as recommended.

B. Project Status Indicators

Tables I and II of the appendix summarize annual obligations, expenditures and pipeline under TTMS. Tables III and IV summarize project funds and person months programmed for training and advisory services under each funding category. The Tables indicate a slow but steady annual increase in expenditures over project life. Only \$1.5 million of the total \$4.0 million obligated have been expended through FY 79, after over four years of implementation. Expenditures do not give the full picture, however, since both advisory services and long-term training require a significant commitment of funds but involve a rather long disbursement period. Committed funds total \$890,000 for advisory services and \$1,250,000 for training as of December 31, 1979. In addition, approximately \$400,000 are programmed for advisors now under recruitment and \$44,000 for training requests in process. Thus about \$1.4 million or 32% of project funds remain unprogrammed with 21 months remaining of project life. In terms of project outputs achieved, 306 p.m. of advisory services and 1,522 p.m. of training are completed, out of a targeted 400 p.m. and 2,000 p.m. respectively.

C. Planned Activities for FY 81

Because of the long lead time required to organize training programs and recruit consultants, it is necessary to begin programming FY 81 activities immediately. DTEC has begun to give some thought to FY 81 programming. Potential activities include the following: (Asterisks indicate that the project amendment mentioned earlier to allow for local cost funding will be required).

Training:

1. NESDB, BOB and MOAC have been informally asked to determine priority needs for specially-tailored short-term training to be carried out by the Asian Institute of Technology in Bangkok. The Director General of DTEC met with the Vice President of AIT on Jan. 1 and agreed in principle that AIT would arrange at least three training programs in the areas of rural economics and social development, agricultural development and rural water supply resource management. Each training course would last approximately 3½ months.
2. USDA may be asked to arrange in-country training for mid-level MOAC officials, in areas as yet unspecified.
3. Training may be arranged for NESDB officials to assist them in developing the Fifth Five Year Plan.*
4. Remaining Education and Human Resources funds may be utilized for training of mid-level provincial planning officers in basic planning techniques.* (This is not to be confused with activities under the Provincial project--the proposed TTMS training would be basic, generalized, and for all changwats.)
5. The SEAMEO Center for Tropical Medicine in Bangkok may be asked to organize short-term training courses needed by the Ministry of Public Health.
6. Remaining funds may be used to respond to training opportunities through AID issued training circulars.

Advisory Services:

1. DTEC AID Division has asked DTEC divisions which handle other donor assistance if they have approved advisory requests which cannot be financed for one reason or another. Few of these, however, fall within the TTMS guidelines.
2. The AID Division has also gone through the "Blue Book" of approved activities for the FFYP and identified one advisory/training activity concerned with intermediate technology for TTMS funding. Ministry of Industry is now developing a proposal for this activity.
3. A National Seed Storage Laboratory for Genetic Resources project may be developed consisting of advisory services and training. This may be coupled with the Seed Development loan project.

4. Possibility of using TTMS funds to support development of agricultural cooperatives in Thailand is under review by both DTEC and NESDB.

5. Advisory services may be requested for curriculum planning and development for 16 provincial junior colleges which may be established.

6. Assistance may go to NESDB in developing fifth five year plan programs in conjunction with training mentioned above.*

Most of these activities are in the very early stages of development and will require fast decision-making if they are to be implemented within the life of this project, particularly those requiring recruitment of advisors.

IV. A Closer Look at Outputs

A. Advisory Services

1. Level of Outputs

a. Background

After a very slow start, TTMS in FY 79 reached a level of output of approximately 100 person months (\$400,000) of advisory assistance programmed annually. It appears from approved positions now under recruitment that the project will maintain this level during FY 80. If it can also be maintained in FY 81, the targeted output level of 400 person months of advisory assistance will have been reached.

Plans for future advisory assistance have been discussed in the previous section. At this point it is not altogether clear that enough additional advisory services can be developed to utilize all, remaining funds by the PACD; however, the targeted output of 400 p.m. will be reached

There are two reasons for the slow implementation of advisory activities under TTMS; (1) RTG agencies have submitted relatively few requests for services, and (2) there have been major advisory recruitment problems. The former is discussed in Section C below.

b. Procedures

The recruitment process works in this way. An RTG agency submits an advisory request eight months to one year before the desired starting date. DTEC reviews the request to determine its relevance to the FFYP and TTMS goals,

possible overlap or duplication of other activities, administrative abilities of the implementing agencies, availability of counterparts, and expected outputs. After DTEC reviews and makes a recommendation, the request then goes to the DTEC technical subcommittee for a final decision. (In a few cases, where advisory requests have been approved previously, such as for extensions of on-going consultancies, review by the sub-committee is not deemed necessary.) Upon sub-committee approval, DTEC contacts potential candidates for the position who have been identified by the requesting agency. If none are suggested by the requesting agency, AID/W is immediately asked to assist. If candidates are suggested by the requesting agency, however, these are followed up before AID is asked to assist.

c. Problems

In about half of all advisory positions filled to date, advisors were brought on board within a month or two of the requesting agency's desired starting date. In the remaining cases, however, the lag time between approval of the request and signing of the contract has dragged on much longer, sometimes as long as two years.

Recruitment delays are basically due to three separate kinds of problems: poorly-worded, vague scopes of work which define the proposed job inadequately; difficulties in identification of possible candidates because of inadequate recruitment channels; and difficulties in contract negotiation due to administrative constraints*. These three sets of problems and DTEC's efforts to deal with them are described below.

Poorly-worded work scopes: Particularly in new areas of interest to the RTG, technical agencies are sometimes unable to clearly define their advisory needs, although the problems to be addressed may be well-known. Requests for advisors in land reform, planning of vocational training, and vector control fell into this category. The Bureau of Budget and environmental advisors have set a precedent for resolution of this kind of problem. In these two cases,

*Table V of the appendix illustrates the delays experienced in consultant recruitment and reasons for them.

initial consultancies were utilized to analyze the needs of the requesting agency, write work scopes for follow-on advisors to deal with specific problems, and identify potential candidates for these positions. They also recommended complementary training programs to enhance the value of advisory outputs.

Identification of Candidates: DTEC has not been able to develop its own recruitment channels. If the candidates suggested by the requesting agency are not available, DTEC depends upon ASIA/TR to identify others, and in several cases ASIA/TR's response time has been poor, e.g., science and technology advisor, rice mill engineering advisor, and agricultural meteorologist. Several options are available for reducing this delay.

1. DTEC should request ASIA/TR to begin searching for candidates as soon as requests are approved, even if the requesting agency has suggested candidates of its own. This could reduce recruitment delays by several months in some cases. In addition, ASIA/TR should be requested to advertise positions in professional journals rather than relying on personal contacts alone, since the latter method has proved inadequate.

2. DTEC has considered using a U.S.- based firm as an intermediary to locate consultants but has rejected this option for two reasons: (1) it leads to no transfer of administrative skills to DTEC and (2) it involves large overhead costs.

3. DTEC has considered assigning one individual to the Thai Embassy in Washington, D.C. specifically to locate consultants. DTEC has the funds to do this, and feels that an individual who is well familiar with TTMS could make contact with professional agencies directly and negotiate contracts. The individual could spend some time working with AID/Washington's ASIA/TR in "on-the-job training," to learn techniques in consultant searching. In addition, he or she could explore other channels, by establishing contact with universities and consulting firms and by joining professional organizations. Eventually, DTEC could establish its own inventory of qualified consultants in a number of fields. The DTEC representative in Washington could also oversee training arrangements in the U.S.

DTEC hesitates to test this idea now because the only consultancy for which a candidate has not been identified is the science and technology advisor. Within a couple

months, however, DTEC will have completed its plan for programming remaining advisory and training funds. The need for rapid response time will be critical to ensure that activities are completed by the end of project life. Therefore fielding of an individual to Washington, D.C. at this time may be advisable.

Contract Negotiations: Several potential consultants have been lost in the negotiations process and others have delayed contract signing for these reasons:

1. DTEC has until recently been unwilling to contract with an individual attached to a firm or institution because of the overhead costs involved. Since it has proved impossible to obtain certain advisory services through individual contracts, however, particularly where an advisory team is concerned, DTEC has now begun to accept institutional contracts. Although this means higher costs, there are adequate advisory funds remaining in TTMS to pay these costs and still reach the targeted project output of 400 p.m. of advisory services.

2. Frequently, well-qualified consultants have been identified who were interested in the position but were unable to accept long-term contracts. DTEC has become quite flexible in negotiating contracts based upon the time individuals have available, by reducing the work-scope for a shorter consultancy, or by allowing for several trips of short duration rather than one extended term. Another possibility DTEC might consider would be short-term advisory teams where long-term advisors are not available. Greater flexibility for contract negotiation could be ensured by adding a line to the Advisory Request form asking the requesting ministry to mention acceptable options to its proposal such as series of short-term consultancies or reduced work-scope. The proposed option would be explored first, but fall-back positions would then be available.

3. Allowed salary increases leave little room for negotiation and benefits are inadequate. An advisor's salary cannot exceed his or her previous salary by more than 7 percent. Long-termers receive a 7 percent increase after completion of 12 months of service. There is also a 10% hardship allowance for service in Bangkok and up to 20% for service in the provinces. With the current rate of inflation in Thailand this salary allowance is not generous. The Ministry of Finance has set housing and per diem rates which are far

too low. Housing allowance is only Baht2,000 per month and per diem for trips up-country is only Baht 200 per day. At these rates, the bulk of housing and travel expenses are paid from the consultant's own pocket. These items should be reassessed immediately and revised to provide consultants with payment comparable to what they could receive elsewhere if qualified advisors are to be attracted.

2. Priority of Advisory Outputs

The logframe outputs statement stipulated that advisor services would be in priority areas of the Fourth Five Year Plan. Table VI of the appendix examines each advisory consultancy in terms of both its priority to the FFYP and its relevance to the major TTMS problem areas agreed to by USAID and the RTG as listed in Section II above.

It also lists advisory requests received by DTEC but not approved. With few exceptions, the approved advisory services fall well within priority areas of the FFYP and within the problem areas outlined in the project paper. Because the TTMS priority problem areas are defined very broadly, a wide variety of activities can be justified.

B. Training

1. Level of Outputs

a. Quantitative Data

To date, a total of 374 participants have been programmed for 1,552 months of training. Of these, 63 participants have been placed in academic programs, accounting for 1,126 months of training and 311 participants have attended short courses or gone on observational/study tours for a total of 396 months. The project paper set a target of 2,000 person months of training and it is likely that in the remaining year and a half of the project, this will be achieved. DTEC's plans for use of the remaining training funds are discussed later.

Under this project \$2 million were reserved for training. This amount was divided among three appropriation accounts as follows: Food and Nutrition - 48.4% Education and Human Resources - 26.4%; and Health and Population Planning - 25.2%. Half of the funds in each

of these categories was for academic training and half for non-academic training. Under the academic portion in the FN account, 71% of the funds available have been programmed, 81% of the EHR funds, and 76% of the HPP funds have been programmed. A total of approximately 25% of the academic training funds remain unprogrammed and, due to the short time left in the project, DTEC plans to use this amount for additional short-term training.

Of the funds reserved for non-academic training, however, approximately 45% remain unused. The breakdown by category is: FN 52% unused, EHR-33% unused; and HPP-44% unused. Despite the slow rate of disbursement and the difficulties in setting up study tours, DTEC is confident that all the remaining funds can be utilized by September 1981. (See Section II C above.)

b. Background

As with the advisory services, the training portion of the project started very slowly. The primary reason for this was that TTMS was designed to support the FFYP and DTEC wanted to be sure of the Plan's priorities before arranging a large number of training programs. The FFYP was not approved until a year after the project started. Another reason for the slow start was that it took the training unit at DTEC some time to learn the new jobs they had to perform and the AID forms and procedures they had to follow. At the beginning of the project the USAID training officer and six or seven of his Thai staff worked in DTEC for nine months to train its training unit. Still, it took time for the process to work smoothly. A third cause of delay was that the Director of the American office in DTEC resigned during the first year of the project and there was a long gap before the present Director was appointed. Following approval of the FFYP and as the training unit gained experience with AID forms and procedures, DTEC's implementation of the training plan improved markedly. The unit is now making direct contacts with foreign governments and training institutions to arrange study programs. It is continuing to expand its capability to deal directly with the training institutions so that its dependence on AID will decrease. At present, it relies on USAID for quick and reliable communications (telegram and pouch), but beyond this is running the training program independently.

c. Procedures

RTG agencies and ministries send all requests for overseas training to DTEC for approval and allocation of funds. The Training Unit staff reviews the requests and presents them to the Sub-committee for Scholarship

Allocation with DTEC's recommendations. The Subcommittee is chaired by the Director General of DTEC and has members from the Civil Service Commission, the National Manpower Planning Office of NESDB, Bureau of the Budget, Ministry of Foreign Affairs, the Department of Central Intelligence, and the DTEC Technical Services Division. The Subcommittee bases its decisions on whether the proposed training is consistent with the FFYP and on the extent to which it will benefit the rural poor.

The procedure for the TTMS project differs slightly from the general rule. For the first two years of the project, a DTEC Working Group screened requests before submitting them to the Subcommittee. The Group was chaired by the Deputy Director of DTEC and included the Head of the Training Unit, the Chief of the AID Division, the Director of Division Two, and the Director of the Division of Technical Services. This Group functioned for about two years. Now the DTEC Training Unit performs this task. An exception to this procedure is made for special announcements of short courses in the U.S. The announcements often have very short leadtimes and in these cases the training requests are approved by the Director General of DTEC and sent to the Subcommittee for information only.

d. Problems

English language qualification has been a major problem for Thai participants attempting to enter U.S. graduate schools. The RTG provides intensive language training for prospective participants but a number of candidates have not been able to qualify even after repeated tries at the TOEFL and ALIGU tests. The funds for academic training had been fully programmed but 18 Masters programs had to be cancelled when the candidates could not score high enough on the English test. This accounts for the 25% shortfall in use of the academic training funds. Many other programs have been delayed while the participants studied English.

USAID and DTEC have been disappointed in the backstopping support provided by AID/W and the two contractors handling TTMS training: SECID and USDA. AID/W has not kept USAID and DTEC informed of the contractors' placement efforts, including problems they may be encountering, nor of academic or personal problems of participants. This information has often been provided only when a serious problem has developed and immediate action is required to resolve it.

Another complaint is that AID/W appears not to want to become involved in requests from participants and academic advisors for extensions of training programs, course changes, etc. These requests are usually passed directly to the Mission with no comment. USAID and DTEC feel that AID/W should screen these requests more closely and use its own judgment to deny those which clearly contradict the provisions in the training request or earlier instructions from the Mission. At least AID/W should check out these requests and provide its own recommendations.

On the other hand, DTEC has been very disturbed when AID/W or the contractors have extended participants without first consulting it. While DTEC is aware that Handbook 10 gives AID/W the authority to extend participants for one or two months as long as funds are available, it has always strictly impressed on participants that they must complete their program within the time designated and that any extension must be independently financed. Besides this, according to RTG rules, any extension is to have the prior approval of DTEC. Therefore when DTEC discovers that a participant has been extended without its knowledge or approval, it is put in an embarrassing position both before the RTG and the participant. AID/W is now aware of DTEC's position and this should not be a problem in the future.

e. Use of Remaining Funds

DTEC is confident that it can utilize the entire \$700,000 remaining in the training portion of TTMS. It expects to have a plan prepared within two months for the use of these funds. As there is no time to program any more long term training, it will all be used for short courses and observational/study tours. DTEC plans to make much greater use of USDA courses and other special, short courses in the U.S. that it has in the past. Study tours will generally be to countries in the Southeast Asia region. DTEC also plans to conduct some in-country training seminars following amendment of the grant to allow local cost financing. These seminars will be in Thai and will be for mid to lower level RTG officials.

2. Priority of Outputs

The guidelines concerning training fields provided in the project agreement were very broad, allowing almost any program to be considered within the priority areas. Given this situation, it is not surprising that some of the training programs were rather marginal in terms of

AID's major concerns. The great majority of programs, however, have been within the priority areas of agriculture, rural development, and public health. In general the marginal programs were arranged in the earlier stages of project implementation while later programs have been fairly well focussed on priority areas. DTEC is concerned that training under this project benefit the rural poor and it is expected that it will program the remaining project funds accordingly. The planned in-country seminars are an indication of this.

C. Overall Project Administration

While TTMS was intended to transfer administrative and management skills to DTEC which would enable DTEC to implement the project with minimal AID involvement, no mechanism for this transfer of skills was written into the project. This more than any other factor has been responsible for the slow rate of project implementation.

The problem areas for TTMS assistance as given in the project paper were too broad to offer DTEC useful guidelines for focusing project assistance, particularly in the absence of the FFYP during the first year of project life. Although the other central line agencies (Budget, Finance, NESDB, Foreign Affairs) are involved at the sub-committee level, which reviews individual requests, they have not been involved in developing overall project guidelines or identifying priority projects for which TTMS could be used. There has not been a united RTG policy establishing a focus for TTMS activities. Because of this lack of focus, RTG technical agencies have never been formally advised of TTMS and invited to make use of it for high priority areas. Rather, advisory and training requests have been considered individually on an ad hoc basis. There have been surprisingly few requests for project assistance and DTEC now finds itself in the position of having to look very hard to identify enough activities to utilize remaining funds.

DTEC has taken several recent actions, however, to provide greater focus to the project and to identify activities in high priority areas. Some of these have been listed in Section II B above. A plan is to be developed within the next two months which will identify all activities for the remainder of project life.

The experience with the NEB activity has shown that an excellent way of focusing assistance is the "package approach" of advisory and training services. This approach enables an agency to bring a number of skills to bear on its pressing development problems, particularly in new areas of concern to the RTG where in-country experience is limited. A complementary combination of specialized advisory services and training appears to increase the impact of both. Problems in consultant recruitment and training arrangements can be resolved through an initial consultancy specifically to design the follow-on activity and identify advisors and training institutions. In addition, most of the projects listed in the Blue Book as important FFYP priorities are more appropriate for such a combination approach than for individual consultant or training activities. This "package" concept will be further tested in the BOB activity and other proposed activities.

DTEC realize that overall project planning is necessary early in project life to provide direction to individual activities. For the proposed follow-on project, Emerging Problems of Development, DTEC has agreed that a framework for selecting activities based on the Fifth Five Year Plan (which begins in 1981) should be developed jointly by DTEC and the central line agencies prior to the approval of any individual activities. Involvement of these agencies in formulating project policy will provide the needed focus for the project.

V. Project Impact

A. Impact of Advisory Services

1. Summary

Interviews were held with the supervisors and/or counterparts of five advisors who have completed their services, with two long-term advisors currently working, and with representatives of the National Environmental Board (NEB) and Bureau of Budget (BOB) who have been involved with development of the joint advisory/training "package" activities for those two agencies.

With one exception, the RTG representatives interviewed felt well satisfied that advisors had fulfilled the objectives of their contracts and that skills had been

transferred to counterparts. In almost all cases there is clear evidence of a lasting impact in terms of new policies or programs adopted, improved procedures and techniques for technical operations, or new projects underway or in development, some for external donor assistance. The following resulted directly from TTMS-funded advisory assistance:

a. Public Welfare Department has developed a non-formal agricultural vocational training program for Northeast Thailand to be partially financed by USAID. Training center staff have received training in non-formal education techniques, utilizing a new training manual designed for that purpose.

b. MOPH has begun a pilot project to train rural health workers in community mental health in Ubon and plans to expand it to two additional changwats next year.

c. The National Inland Fisheries Institute has adopted improved fish breeding and breedstock maintenance techniques and has developed a major fish genetics/breeding program for ASEAN funding.

d. The NEB has drafted stronger environmental legislation, which has recently been passed, has prepared guidelines for environmental impact analyses for various kinds of development projects, and has improved staff skills in performing environmental impact analyses. In addition, NEB has developed a long-range plan for improving its skills in environmental analysis and control.

e. NEB has developed air quality standards, established air monitoring stations in Bangkok, and improved staff techniques in analyzing air quality data.

2. Conclusions on Advisory Impact

a. Judging from the above examples and other results of TTMS advisory services, they have indeed been instrumental in improving the capabilities of RTG agencies in terms of the four EOPS indicators: improved analysis, better-defined action plans, accelerated project implementation, and improved program evaluation.

b. The "package" approach utilized by the NEB and programmed for the BOB holds promise as an effective method of maximizing the impact of inputs by an intensive shot of new skills and ideas concurrently.

c. Several respondents noted that advisory and training services alone usually are not sufficient to complete an entire "package" activity. Other supporting inputs are also required, such as specialized technical equipment, journals, or other local costs. It may be useful to allow some small portion of project funds to pay for these necessary inputs, from counterpart funds if necessary. This would greatly increase TTMS' ability to respond to small but high-priority project needs.

d. Respondents indicated that it takes at least one year to transfer technical skills completely, and usually requires an advisor working hand in hand with counterparts over a variety of different problems. Short-term advisors, however, are very useful for preparing policies and plans, presenting new perspectives on issues, solving specific technical problems or drawing attention to important problems. Their role is a "catalytic" one, but it is not adequate to effect a transfer of skills without complementary training or long-term advisors. All respondents recognized that if they want highly-experienced, senior advisors they must accept short-term consultancies. For long-term consultancies, they probably have to do with more junior, albeit competent, technicians. Their preferred solution is to allow for both: senior policy advisors to draw attention to needed changes and more junior, long-term advisors or training to impart necessary skills to implement the recommended changes.

e. Several respondents noted that only one advisor was identified for each position, giving the RTG agency no opportunities to select among options. They expressed the need for improved recruitment.

f. Interviews helped to identify areas in which respondents felt that additional follow-on activities would be useful, but were not aware that further assistance was available from TTMS. These activities should receive consideration:

i) The Fisheries Institute noted a recommendation of its TTMS advisor that to continue laboratory staff training in breeding and breedstock management, an exchange program with a U.S. laboratory or university would be useful. The Institute has already identified a U.S. university interested in such an arrangement but has been unable to locate a funding source.

ii) Fisheries Institute also noted a need to improve project management skills of its staff in order to implement the major new ASEAN-funded project.

iii) NEB noted several activities from its Phase I program which it would like to see implemented in the near future:

- planning expert
- (1) Environmental policy and
 - (2) Solid waste management expert
 - (3) Toxicology expert
 - (4) Extensions for ongoing long-term contracts of Evans and Sarma
 - (5) Additional short-term contract for Middleton to assist in performing an industrial inventory

g. Evaluation of individual advisory and training activities takes little time and can point out problems as well as additional needs. At present, evaluation of advisory activities consists of a review of the advisor's termination report by DTEC's Technical Services Division with optional comments by the advisor's supervisor. The procedure should be made mandatory, should include a personal interview of the supervisor, and should be reviewed periodically by the DTEC AID Division if it is to be of value for problem identification and future planning.

h. In some cases, the TTMS advisor was supportive of a larger activity funded by another donor. This has the same advantages as a package approach and should be encouraged for activities which fit within TTMS guidelines.

i. With the exception of the BOB activity, TTMS has concentrated on transfer of technical rather than management skills. Some of the RTG agency representatives interviewed, when asked what were their future needs, have noted the need for improved administrative skills. Activities falling within this category should be encouraged for future TTMS funding.

B. Training Impact

1. Methodology

To obtain an indication of training impact, questionnaires were distributed to 25 returned participants

and some of these were also interviewed. In addition, seven supervisors of returned participants filled out questionnaires. While the original intent was to interview a random sample of participants, time and travel constraints forced a less scientific approach. We had to choose those participants who were easily accessible, therefore seventeen of the respondents are working the Bangkok area, six are in Chiang Mai, and two are in Chachoengsao province. Although we cannot claim that the results of the questionnaires/interviews are statistically significant, nevertheless we feel they provide a reliable indication of the value and impact of the training program.

2. Summary of Questionnaire Data

Twelve of the respondents attended short term training courses/observational tours in the U.S., five were in Master's programs in the U.S., six attended short term courses/tours in third countries, and two were in Master's programs in third countries. Eighteen of them were funded under the Food and Nutrition category, four under Education and Human Resources, and three under Health and Population. One concern expressed in an earlier evaluation of the project was that too many people were being chosen for training who had already been abroad under other projects. Fourteen of the respondents had never been abroad for training, five had had one trip, and six had had more than one.

Almost all the respondents remained in the same office following training as they had been before. Eleven were in the same job and eleven were in the same office with a higher level job.

3. Problems

In general, the problems listed by the participants reinforce the impressions gained in reviewing files and from talking with USAID and DTEC officials. It is worthy of note, however, that 10 of the 25 respondents indicated that they had no problems with their training programs.

Only seven of the respondents noted that language was a slight problem for them and all but one of these said that after an initial period of adjusting to the local accent, it was no longer a problem. The RTG English training program is obviously effective,

though some respondents complained that the DTEC qualifying test requires a higher standard of English than is necessary for their training programs. This is especially true for short, special courses which generally use very technical language that the participant is familiar with.

DTEC received criticism for various administrative slip-ups, but most of these were not serious and many have already been corrected. The strongest complaints came from two participants who went to the Philippines for a Master's degree course under the sponsorship of SEARCA. This was a pilot program to determine how well DTEC and SEARCA could work together with minimum involvement by AID. There were problems in communication and coordination at the beginning of the program, but these were substantially resolved fairly soon.

The real basis for the above participants' complaints was that they felt the SEARCA per diem rate was too low. Two other respondents also mentioned inadequate allowances as a problem, but this is usually not something DTEC has control of. Standard rates are set by AID or by the training institution and DTEC follows those.

Three respondents noted that DTEC notified them of their call forward dates only a few days before they had to leave. Normally, however, DTEC does not control call forward dates but must wait for AID/W or other USAIDs to provide them.

These last two complaints illustrate how DTEC serves as a focal point for all problems with the program. Overall, however, there were few serious complaints against DTEC, and in fact, a number of respondents specifically thanked DTEC for the assistance it provided.

One example of a serious misunderstanding in the arrangement of a training program surfaced in the questionnaires. In this case, USAID received a proposed Training Implementation Plan (TIP) prepared by SECID for a Master's degree course at a U.S. university. USAID and DTEC reviewed and approved the TIP, assuming, as usual, that the university and the prospective advisor had assisted in preparing it. When the participant arrived at the university, however, her advisor knew nothing about the TIP and had not been contacted by SECID. Some changes were made in her program based on the advisor's recommendations and a satisfactory course of study was arranged.

It appears that SECID may have developed the TIP based on the university catalogue rather than on personal contact.

4. Conclusions on Training Impact

All the participants and supervisors who completed questionnaires indicated satisfaction with the training received and with its appropriateness to their present jobs. They recognized that adaptations must be made, especially for training received in the U.S., but this was not seen as a problem. Twenty-one of the participant respondents have drawn on their training program to train students or colleagues. Twenty-two of them said that colleagues and supervisors have been very receptive to the new ideas and techniques they have introduced while only three indicated that there had been any problem in this area. One supervisor noted that after only a three-month training course, two of his employees returned with noticeably increased self-confidence. Adaptation to the Thai situation was more easily made when more than one employee in an office or organization had received training. Impact seemed to be especially great in one instance where the supervisor had received the same training as two of his workers, though funded under a different project.

In regard to benefitting the rural poor, only three of the respondents are working directly with this target group while the majority (18) are in jobs that will benefit the rural poor indirectly. Four appear to have jobs that are not at all related to this group.

C. Impact of Increased RTG Implementation Responsibilities

The TTMS designers assumed that by carrying out many of the implementation tasks previously assumed by USAID, DTEC would gain improved capabilities in project planning and management as measured by the four EOPS conditions. Two factors have limited this transfer of skills: first, no procedures for formal transfer of administrative skills were designed into the project; and second, there has been a large turn-over among the DTEC personnel most directly responsible for project administration. Among the four EOPS conditions, greatest progress has been made on accelerating project implementation, and DTEC continues to try to improve on this. As the following recommendations indicate, there remains a need for better defined plans of action and improved project evaluation.

VI. Recommendations

For TTMS:

1. The project should be amended to allow project funds to be used for local advisors and training in Thai institutions.

2. The project should continue the recent trend of emphasizing the package approach, combining training and advisory services to obtain the greatest impact. This approach should be continued in Emerging Problems of Development.

3. The project should also be amended to allow for transfer of funds between training and advisory services within an appropriations category for the remainder of the TTMS project in order to utilize the package approach to the greatest extent possible.

4. DTEC should have a standardized evaluation procedure which is carried out for all project activities and is regularly reviewed by project management. It may be useful to provide training in evaluation skills to DTEC personnel using TTMS funds. (Other central line agencies may also wish to consider such training.)

5. a. When DTEC requests AID/W assistance, ASIA/TR should attempt to identify several candidates for each position.

b. ASIA/TR should advertise positions in professional journals to ensure wide publicity for each vacancy.

6. a. AID/W OIT should ensure that the Mission is kept informed of developments in placing participants and of the participants' progress during training programs.

b. USAID and DTEC feel that some of the OIT contractors have been seriously deficient in carrying out their placement and support responsibilities. We recommend that AID/W carefully review the contractors' performance when contracts come up for renewal.

c. To reduce the amount of time it takes to place academic trainees, contractors should apply simultaneously to a number of institutions rather than one at a time.

7. DTEC should consider assigning an individual to Washington, D.C., at least on a trial basis, to carry out consultant recruitment and U.S. training arrangements, with assistance from AID/W as required.

8. A. Advisory Assistance

i. Short-term consultancies should be considered to assist in drafting scopes of work for needed advisory services when requesting agencies are unable to do so.

ii. DTEC should request ASIA/TR to begin searching for candidates as soon as advisory requests are received, even if the requesting agency has suggestions of its own.

iii. DTEC should continue to be flexible in arranging short term contracts, contracts with consultant teams, or a series of visits by a consultant where long-term advisors are not available.

iv. DTEC should not hesitate to enter into institutional contracts when contractors are not available on a PSC basis.

v. Regulations regarding maximum salary increases, housing allowances, per diem allowances and other benefits are currently disincentives to potential contractors and should be reassessed immediately.

B. Training

DTEC should review its English language requirements for short courses. The language for such courses is usually very specialized and technical and participants may not require high level of English competency to get full benefit of the course.

9. All requests under the TTMS program should go through the regular procedure of consideration by the DTEC subcommittee.

For Emerging Problems of Development:

1. To provide greater focus to the project than has existed under TTMS, DTEC should establish a working group with representatives from the other central line

agencies (e.g. NESDB, BOB) and major staff ministries to identify priority areas of assistance as part of project development. DTEC should then approach the appropriate RTG agencies to solicit proposals for EPD funding in these priority areas.

2. A small portion of project funds should be available for providing equipment, materials and other costs that may be needed for support of an advisory or training activity.

TABLE I: OBLIGATIONS, EXPENDITURES AND PIPELINE UNDER TTMS

<u>Year</u>	<u>Obligations</u>		<u>Expenditures</u>		<u>Pipeline</u>
	<u>Annual</u>	<u>Cumulative</u>	<u>Annual</u>	<u>Cumulative</u>	
FY 76	1,445,000	1,445,000	69,016	69,016	1,375,984
TQ	390,000	1,835,000	26,942	95,958	1,739,042
FY 77	1,665,000	3,500,000	191,851	287,809	3,212,191
FY 78	---	3,500,000	507,505	795,314	2,704,686
FY 79	500,000	4,000,000	777,811	1,573,125	2,426,875
TOTAL	4,000,000	4,000,000	1,573,125	1,573,125	2,426,875

TABLE II: ANNUAL EXPENDITURES ON
ADVISORS AND TRAINING UNDER TTMS

<u>Year</u>	<u>Advisors</u>	<u>Training</u>	<u>Total</u>
FY 76	---	69,016	69,016
TQ	---	26,942	26,942
FY 77	41,119	150,732	191,851
FY 78	155,480	352,025	507,505
FY 79	410,086	367,725	777,811
Cumulative Through FY 79	606,685	966,440	1,573,125

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TABLE V: CONSULTANT RECRUITMENT TIMING AND REASONS FOR DELAYS

<u>Position</u>	<u>Desired Starting Date</u>	<u>Date Request Approved</u>	<u>Date Contract Began</u>	<u>Recruiting Agency</u>	<u>Reasons for delays</u>
Management Information Expert	8/76	3/76	8/77	DTEC	First candidate dropped out after negotiations. This candidate identified by requesting agency
Integrated Rural Development Planning Expert		4/77	10/77	DTEC	No delay. Identified by requesting agency
Fish Geneticist	7/76	3/76	7/78	DTEC	Initial candidate dropped out after prolonged negotiations. Consultant identified by 9/77, contract delayed until contractor available
Entomologist	10/78	3/77	1/79	DTEC	Consultancy delayed at USAID request to allow for completion on short-term training first.
Demographic Researcher		12/76	1/77	DTEC	No delay
Environmental Advisor, NEB	6/76	12/75	5/77	DTEC	Advisor was identified immediately, but negotiations caused long delay
Environmental Impact Assessment Advisor			3/79	DTEC	No delay. Identified through previous environmental advisor.
Mining Waste Pollution Control Advisor			3/79	DTEC	"
Industrial Waste Impact Assessment Advisor			4/79	DTEC	"

<u>Position</u>	<u>Desired Starting Date</u>	<u>Date Request Approved</u>	<u>Date Contract Began</u>	<u>Recruiting Agency</u>	<u>Reasons for delays</u>
Limnologist			2/79	DTEC	No delay. Identified through previous environmental advisor
Air Pollution Control Advisor			3/79	DTEC	"
Water Pollution Control Advisor			Under Recruitment	DTEC	First candidate dropped out. Other NEB Advisors have been requested to provide nominations for candidate.
Local Administration Advisor		5/77	12/77	DTEC	Advisor was already on board and was picked up under TTMS for final month of contract.
Government Budgeting Advisor	10/78	11/77	7/78	AID	No delay.
Budgeting Expert	1/80		Under Recruitment	DTEC	Scope of work developed by previous government budgeting advisor. To be recruited through contract with Public Administration Service. Delays due to AID/W desire for competitive bidding rather than priority procurement procedures.
Finance & Budget Execution Exp.			Under Recruitment	DTEC	"
Central Investment Budgeting			Under Recruitment	DTEC	"
Training in Budgeting			Under Recruitment	DTEC	"

<u>Position</u>	<u>Desired Starting Date</u>	<u>Date Request Approved</u>	<u>Date Contract Began</u>	<u>Recruiting Agency</u>	<u>Reasons for delays</u>
Agricultural Statistics Adv.	7/78	3/77	8/78	AID	No delay
Land Reform Training Adv.	6/78	7/77	1/79	AID	Original workscope poorly defined. A three-week TDY led to revised workscope in 5/78
Water Pollution Chemist	1/79	7/77	7/79	AID	DTEC requested AID/W assistance in 5/78. Consultant identified by 8/78 but requested delayed starting date to complete PhD
Community Mental Health Advisor	78	2/77	6/78	AID	Request was made long in advance of need, so delayed start was not a problem
Environmentalist	12/78	1/78	2/79	AID	No delay
Science & Technology Advisor			not yet recruited	AID	Advisor identified during 1979 but was dropped after prolonged negotiations. No new candidate has been identified
Non-Formal Vocational Education Advisor	79	11/78	1/79	AID	No delay
Land Reform Funding Advisor (and other Land Reform Advisory positions)	6/78	6/77	Request withdrawn 10/78		MOAC decided to revise plan for cooperative effort between two agencies, Land Reform Office and Local Government Finance Institute. Unable to develop joint workplan.

<u>Position</u>	<u>Desired Starting Date</u>	<u>Date Request Approved</u>	<u>Date Contract Began</u>	<u>Recruiting Agency</u>	<u>Reasons for delays</u>
Agricultural Meteorologist	7/77	5/77	not yet recruited	AID	Candidate has been identified who will be available 4/80. Previous candidate was in final stages of negotiations but repeatedly requested delayed starting date
Rice Mill Engineering Advisor		5/77		AID	Unable to recruit. Still searching for advisor.
Planning of Training for Employment Advisor		12/77		AID	Inadequate job description. Requesting agency failed to clarify.

TABLE VI: PRIORITY RATING OF TTMS ADVISORY SERVICES

<u>Position and Brief Job Description</u>	<u>FFYP Priority?</u>	<u>TTMS Priority Problem?*</u>
Agricultural Statistics Advisor: to assist in evaluation of third census of agriculture results and in use of census data as a basis for planning, and to develop a national farm survey.	Yes--Contributes to increasing agricultural production by improving data base on which ag. policy decisions are made.	Yes--(a) coordination and organization of planning process; and (b) improved terms of trade for agricultural commodities (through increased production)
Land Reform Training Advisor: to plan short courses in land reform to staff of Agricultural Land Reform Office and participating farmers	Yes--contributes to reduction of income inequalities through land reform for those with land tenure problems and landless.	Yes--(g) reduction of income disparities
Land Reform Planning and Evaluation Expert: to assist in planning and evaluation of land reform projects, identification of new projects and staff training	Yes--same as above	Yes--(a) and (g)
Integrated Rural Development Expert, ARD: to plan small-farm improvement program for Northeast Thailand	Yes--contributes to development of the Northeast and to increasing agricultural production	Yes--(g)
Fish Geneticist: for selective breeding and genetic improvement of freshwater fish	Yes--contributes to increased freshwater fish production	Yes--(a) and (g)
Agricultural Economist: to assist the Agricultural Planning and Projects Division, MOAC, in preparing bankable development projects.	Yes, contributes to increased agricultural output and incomes by improving MOAC's ability to effectively plan agricultural development projects.	Yes--(a), (b), and (g)

* Refer to page 2 of this report for TTMS priority problem areas

<u>Position and Brief Job Description</u>	<u>FFYP Priority?</u>	<u>TTMS Priority Problem?</u>
Agricultural Meteorology Advisor: to advise on collection, processing and utilization of meteorological data in agricultural forecasting	May contribute to increased ag. output, but not clearly a high priority area	Not clearly a high priority area
Community Mental Health Advisor: to develop training programs of mental health and psychiatry to health personnel including rural health workers	Yes--FFYP gives priority to development of mental health services	Contributes to (d) expansion of rural social services, but not clearly of high priority
Entomologist: to assist Malaria & Vector Control Project in controlling Dengue-Hemorrhagic Fever (DHF)	Yes--contributes to control of communicable diseases	Yes--(d)
Demographic researcher: to complete studies on geographical location of health facilities and of social and economic demographic indicators in Thailand	Yes--contributes to planning base for health and family planning interventions	Yes--(a) and (d)
Environmentalist: to assist the Harbor Department in setting up an executive agency for environmental control	Yes--contributes to conservation and management of natural resources	Yes--(f) establishment of policies and practices to conserve Thailand's land resources
Environmental Advisor: to strengthen the National Environmental Board (NEB) in developing guidelines for environmental assessment of various types of development projects	Yes--same as above	Yes--(f) and (a)
Environmental Impact Assessment Advisor: to strengthen the NEB's Environmental Impact Statement reports	Yes--same as above	Yes--(f)
Mining Waste Pollution Control Advisor: to assist in evaluating and solving mining waste pollution problems	Yes--same as above	Yes--(f)

<u>Position and Brief Job Description</u>	<u>FFYP Priority?</u>	<u>TTMS Priority Problem?</u>
Industrial Waste Impact Assessment Advisor: to assist Ministry of Industry's program for control of liquid and solid waste discharges	Yes--same as above	Yes--(f)
Limnologist: to assist in development of a comprehensive plan for protecting the water quality of Songkhla Lake	Yes--same as above	Yes--(f)
Air Pollution Control Technology Advisor: to advise and train the National Environment Board on the technology of air pollution control	Yes--same as above	Yes--(f)
Water Pollution/Quality Control Advisor: under recruitment	Yes--same as above	Yes--(f)
Water Pollution Control Chemist: to improve Fisheries Department's analytical chemical laboratory for detecting water pollutants	Yes--may contribute to increased fish production as well as natural resource management	Yes--(f)
Budget System Improvement Expert: to recommend to Bureau of Budget changes required in present budget system, including shift towards increased participation at the changwat level, and time-phased implementation plan	Yes--consistent with overall policy of decentralization of government services	Yes--(a)
Budget Team: (1) Government budgeting expert, (2) Finance and budget execution expert, (3) Central investment budgeting expert, and (4) training in budgeting advisor: to assist BOB in moving to PPBS system and in decentralizing budgeting process to changwat level.	Yes--same as above	Yes--(a)
Local Government Administration Advisor: to consider alternatives for administrative reorganization and property taxation for local governments, especially municipalities	Yes--same as above	Yes--(a)

Position and Brief Job Description,

FFYP Priority?

TTMS Priority Problem?

Science and Technology Advisor: to assist NESDB in improving its planning capability in the area of science and technology for development

Yes--contributes to development of science and technology in support of FFYP goals

Yes--(a) and (b)

Non-Formal Vocational Education Advisor: to assist the Self-Help Land Settlements Division in expanding non-formal agricultural education program in the Northeast

Yes--supports both (1) increased agricultural incomes and outputs in the Northeast, and (2) expansion of vocational education emphasizing agriculture

Yes--(d) expansion of rural social services and (c) alleviation of rural under/unemployment

Rice Mill Engineering Advisor (Cooperative Promotion Department): This position has not been recruited

Yes--contributes to increasing agricultural output

Yes--(b)

Planning of Training for Employment (NESDB): not recruited because of inadequate job description

Yes--contributes to reduced unemployment through employment-oriented training

Yes--(c) and (d)

NON-FUNDED REQUESTS:

Satellite Remote Sensing: Funded through another project

Economic Analysis

Histopathology Advisor to Institute of Dermatology: This position was not approved by AID because it was considered of low priority

Mycosis Advisor to Institute of Dermatology: This position was not approved by AID because it was considered of low priority

Labor Statistics Advisor to NSO: Not approved--funded under UN funds

Position and Brief Job Description

FFYP Priority?

TTMS Priority Problem?

Reforestation Advisor to Forest
Department: Funded by UNDP

Taxation Advisor, Revenue Department:
Funded through IMF

Research Clinical and Social Studies,
Alcohol and Drug Education, and Research
and Education of Drug Abuse Advisors to
MOPH: Rejected for possible funding by
narcotics control project.

Rural Development Advisor to Ministry
of Interior: Rejected for lack of detail
on purpose of activity

Narcotics Advisor to Office of the
Narcotics Control Board: Rejected as out
of scope of TTMS

Training of Provincial Officers Project
Advisor, Ministry of Interior: Rejected,
would have utilized only local-cost funding.