



GHANA COMPREHENSIVE RURAL HEALTH  
AND FAMILY HEALTH PROJECT:

A REVIEW OF THE  
MANAGERIAL, PROCEDURAL, AND MECHANICAL DYNAMICS  
OF PRODUCING TRAINING MATERIALS

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MANAGERIAL, PROCEDURAL, AND MECHANICAL DYNAMICS  
OF PRODUCING TRAINING MATERIALS

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## ACKNOWLEDGMENTS

It is with deep-felt appreciation that the author wishes to thank all of those who gave so generously and graciously of their time and who were extremely cooperative and helpful. The author was impressed by the high degree of dedication and task orientation of the Lampang staff, who worked long hours and cheerfully and willingly adjusted their personal schedules so that they could work evenings, weekends, and holidays when necessary.

The staff had fully prepared for this consultancy and the time was used to good advantage. Though the author had been in receipt of Lampang project papers and reports and had personally discussed the project in detail on a number of occasions when Drs. Somboon, Pien, and Wilson were in California, the project staff sent more than 200 pages of the most recent project reports and publications several weeks before the author's departure for Thailand. The project staff were most helpful.

In addition, because the project director, Dr. Somboon Vachrotai, who had had major surgery in early July 1980, wanted to confer with the author but could only do so for short periods of time, the author went to Thailand before the consultancy was to begin officially. A discussion which normally would have been completed in one session was thus spread over several sessions. One benefit of this was that the author was able to completely recover from jet lag by the time the consultancy began and to learn firsthand how well known and highly regarded the Lampang Project is among leading Thai professionals.

Though many persons were most helpful, special thanks must go to the Lampang staff. Dr. Somboon was kind enough to see the author seven times. Dr. Wilson took a week of personal leave to introduce the author to Thailand and to arrange various interviews, especially with Dr. Somboon, in the days before the consultancy officially began. At Lampang Drs. Jumroon, Pien, Tawan, and Wilson and Mr. Rogosch were especially helpful. Because Dr. Chomnoon had had a recent appendectomy with minor complications, a key meeting to discuss the Lampang training manuals was held Saturday afternoon, August 9, in Chiang Mai, where Dr. Chomnoon lives. In addition to Dr. Chomnoon, Drs. Pien, Tawan, and Wilson and Mr. Rogosch spent the entire afternoon reviewing the translation, typing, editing, and production details of the more than 1,500 pages of training materials for the wechakorn, health post volunteer, traditional birth attendant, and health communicator.

Mr. H. Merrill and Mr. D. Oot of the AID/Thailand mission met with the author twice before he went north to Lampang and for an entire afternoon of debriefing and discussion after he returned from Lampang. Their interest in and desire to understand the details of the project and to be supportive were clear and were appreciated.

Finally, special thanks are extended to Ninien for her patient help in typing documents and for arranging various logistical details.

The author thanks all whose ideas have been incorporated into this report and takes full responsibility for errors and omissions.

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## I. INTRODUCTION

## I. INTRODUCTION

### Purpose of Assignment

The author was requested to share the managerial, procedural, and mechanical dynamics of the last year of the Danfa (Ghana) Comprehensive Rural Health and Family Planning Project. The feasibility study for the Danfa Project was begun in September 1969; the definitive project was initiated in April 1970; the AID support phase ended on September 30, 1979. The Government of Ghana established new positions and an appropriate line-item budget to continue the work that had been done during the AID support phase. The author was principal investigator and project co-director for 10 years at the UCLA campus. Because of similarities between the two projects, including components for heavy training and evaluation, AID co-funding, worldwide interest, and the need for careful end-of-project documentation, the last year of experience in the Danfa Project has significant relevance to the forthcoming final year of the Lampang Project.

The author was given the following five specific mandates:

1. To review and critique the first five monographs, which will be in final draft.
2. To review and critique the remaining seven monograph outlines.
3. To review and give advice on documentation production schedules and processes.
4. To work with project staff to improve plans for data analysis, interpretation of results, formats for presentation of data, consistency monitoring, professional reviews, editing, and preparation of manuscripts.
5. To work with project staff to plan the details of printing orders for optimal cost-effectiveness, reaching target audiences effectively at reasonable costs.

## Itinerary

The consultant's itinerary was as follows:

1. Saturday morning, July 26, 1980: Arrived in Thailand.
2. Friday evening, August 1, 1980: Consultancy officially began. August was the latest time one could have arrived and still have been in compliance with APHA/AID regulations (i.e., "the consultant must report to the U.S. Embassy official who will serve as a principal contact" and still be in the north of Thailand to begin discussions at Lampang Project headquarters on Monday morning, August 4, 1980).
3. Saturday, August 2, 1980: Discussions with Dr. Somboon Vachrotai, project director, and with Dr. Ronald Wilson, project manager.
4. Sunday, August 3, 1980: Travel to Lampang from Bangkok.
5. Monday, August 4 through Thursday noon, August 14, 1980: Travel in Lampang (and Chiang Mai). (See Appendix B.)
6. Thursday afternoon, August 4, 1980: Travel from Chiang Mai (no seats available from Lampang) to Bangkok. Evening meeting with Drs. Pien and Wilson and Mr. Rogosch.
7. Friday, August 5, 1980: Final debriefing at the AID mission in Bangkok with Messrs. Merrill and Oot and most of the Lampang senior team. Subsequently, there was a meeting with the senior staff of the Lampang Project.
8. Saturday, August 6, 1980: Meeting with Dr. Somboon and senior project staff.
9. Sunday, August 7, 1980: Final meeting with Dr. Wilson. (Note: The consultant was unable to secure a seat on any carrier eastbound out of Bangkok after the dates of the consultancy were finalized. Not even standby was available because of heavy overbooking of all flights.)
10. Monday morning, August 18, 1980: 8:00 a.m. departure from Bangkok for Los Angeles.

## II. OBSERVATIONS AND COMMENTARY

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### Mandated Items 1, 2, and 3

*Review and critique drafted monographs, outlines, and production schedules and processing.*

#### A. General Comments

All draft materials and outlines were read a number of times, discussed in detail with full-time senior staff and key part-time staff, reread, and then discussed further. The advantages and disadvantages of alternative approaches to presenting the information, including style, format, and individual, separately bound monographs (as contrasted to groupings of documents), were exhaustively discussed. The costs and logistics of production and printing also were discussed.

The parallels between the work load and tasks of the Danfa and Lampang staff in the final year are striking. The experience of the former is relevant in many respects.

A quantitative and qualitative analysis of the remaining tasks was undertaken. The time and resources needed to complete the tasks were estimated.

The topics and material for the monographs are comprehensive and highly appropriate. The optimal presentation of this material in the most timely and cost-effective manner is the central thrust of this report.

#### B. Specific Observations

1. The substantive content of the written materials, outlines, and background materials is very good. Conclusions logically flow from expert observations and collected data, and recommendations address organizational, logistical, and editorial matters. The latter are designed to expedite the presentation of the final documents for the Lampang Project in a timely, optimal, and cost-effective manner and to facilitate the replication of key acceptable concepts and approaches in Thailand and elsewhere.
2. The monographs that have been completed have been written at widely spaced intervals by different authors. They have been subject to different degrees of editing, and each has a different format. There is variation in the presentation of

definitions: they either are grouped together or inserted between other material. The writing style is, generally, readable and flowing. Because of variations in the use of terms, writing style, and formatting, the reader must concentrate carefully when reading one monograph after another in rapid succession so that he does not become confused.

3. Monograph One has been edited the most heavily and requires the least effort to absorb its contents. It makes good use of subheads, indentations, numbered series, italics, bold face type, short paragraphs, and simple charts, diagrams, and tables, etc.

It would be most helpful (and probably is essential) for every reader of subsequent monographs to first read at least the first one-third of Monograph One. Some of the material in Monograph One, which was written in 1978 as a case study, needs to be revised and updated. For the final report, some of the subject headings will probably be more appropriate in subsequent monographs. (See recommendations below.)

### C. Task Analysis and Work Load

A quick overview of tentative plans (plans as of July 1980) revealed that a series of at least 12 freestanding, separately bound monographs was contemplated. In addition, the Thailand/AID/Hawaii Lampang contract specifies that the training materials which are now in Thai be revised, edited, and printed in Thai, translated into English, and suitably edited. Drawing on his experience with comparable but less voluminous work, the author estimated the work load, time, and person-months of effort that would be needed. The following additional assumptions and observations were made:

1. Individual and freestanding monographs will average 70 pages each, including text, charts, tables, pictures, standard introductory material, title page, and covers. (This is a conservative estimate.)
2. A senior-level writer will need one to two months to draft and redraft a given monograph. In that time, the document must also be submitted for group review and discussion. Writing can begin only after the data analysis essential to the preparation of the draft has been completed.

3. Data analysis itself will require many weeks, a total of at least six person-months.
4. Editing of each monograph, plus tabular material, will average approximately one week.
5. Each monograph will require at least three typings.
6. Over the long run, a highly skilled secretary can produce about 40 pages of clean, accurate, final copy per week in addition to carrying out minimal routine duties. Extra time will be needed for statistical typing.
7. Final proofreading by a two-person team of expert proofreaders will require about one person-week per 100 pages.
8. Final preparation for printing, including proofing of charts, illustrations, cover design, final corrections to copy, etc., will require about eight weeks.
9. Data processing and the need to revise tables and further analyze data will be the causes of unexpected and frustrating delays.

A detailed summary of tasks, resources needed, estimated output, and logistical arrangements, as of July 31, 1980, was prepared. This summary will form the basis of some recommendations. (See Table 1. Note: These estimates cover manuscript preparation only; the time needed to arrange for printing, negotiation of contracts, decisions on type of paper and print, design, and supervision of printing and distribution is extra. Partial details are given in Appendix B.)

#### Mandated Item 4

*Discuss plans for data analysis, interpretation of results, data formatting, consistency checks, professional review, editing, and preparation of manuscripts.*

Table 1

FINAL REPORT WRITING AND TRANSLATION OF TRAINING MATERIALS  
FOR LAMPANG PROJECT:  
SUMMARY OF TASKS, REQUIRED STAFF RESOURCES, AND ESTIMATED OUTPUT  
Tentative Plans As of July 31, 1980

Report of Translation	Task	Type of Staff Needed	Estimated Person-Months (Minimum) By Worker Type			Average Estimated Total Pages (One Copy)
			Data Analyst/ Translator	Editor	Expert Clerical/ Proofreader	
1. Monographs						
12 Freestanding <sup>1</sup>	Data Analysis	Senior Project Staff	6			70
	Writing	Senior Project Staff	20			840 <sup>2</sup>
	Editing	Senior Medical Editor		3		
	Text Typing <sup>3</sup>	Expert English-Language Typist			12	
	Statistical Typing	Statistical Typist			1	
	Proofreading	Experienced, Capable Proofreaders (Teams of 2)			3	
	Final MSS. Preparation, Layout, Photo Editing, Table-checking Liaison with Printer, etc.	Editor/Production Specialist		2		
	<u>Subtotal</u>		26	5	16	840
2. Training Materials						
a. Wecha-korn	Translation	Senior Project Staff	12-24			1,400/copy
	Editing	Experienced Medical Editor		2		

Table 1, cont.

Report of Translation	Task	Type of Staff Needed	Estimated Person-Months (Minimum) By Worker Type			Average Estimated Total Pages (One Copy)
			Data Analyst/Translator	Editor	Expert Clerical/Proofreader	
	Typing <sup>4</sup>				13	
	Proofreading					
	Final MSS. Preparation			1	1	
b. Volunteers, Communicators, TBAs	Translation		3			
	Editing			1/2		
	Typing				1	200/copy
	Proofreading				1/2	
	Final MSS. Preparation			1/2		
	<u>Subtotal</u>		15-27	4	15½	1,600
	<u>GRAND TOTAL</u>		<u>41-53</u>	<u>9</u>	<u>31½</u>	<u>2,400</u>

<sup>1</sup> Individual monographs

<sup>2</sup> 70 pp. x 12 monographs = 840 pp./one set of monographs

<sup>3</sup> Average of 3 draft typings/monograph:  
70 pp/m x 12m = 840 pp; 840 pp. x 3 =  
2,520 pp. @ 50 pp./week

<sup>4</sup> Average of 2 draft typings for each monograph

## A. General Comments

A series of intensive detailed discussions was held to review all existing plans and timetables; relevant production experience in the Danfa Project was shared. Only the logistics of data analysis was discussed. Table 1 contains some of the results of this phase of consultation.

Since the Thai/U.S. team for the Lampang Project is fully as intelligent and committed as the Danfa team, it is reasonable to assume the former should similarly solve the procedural and logistical problems which the two teams appear to have in common. However, because the final production work load for the Lampang staff is larger than that for the Danfa team and because the staff resources are significantly smaller, every effort was made to anticipate the problems most likely to occur, to discuss solutions, to refine the final year strategy, and to develop a new specific work plan and accompanying timetable to avoid all unnecessary work or duplication and to anticipate and prepare for the kinds of data processing and editorial and production problems the Danfa team faced.

The costs, in staff, time, and dollars, of alternative approaches to completing the various required tasks were considered; of special concern was the need to avoid bottlenecks in typing, editing, and proofreading, because extra resources to complete these tasks are not readily available.

## B. Specific Observations

1. The Lampang Project staff are mindful of the contractual obligation of "achieving the full potential for replication of project key features within (and outside of) Thailand." They also are aware of the multiple audiences (i.e., within Thailand, USAID, other interested Americans, multilateral agencies, bilateral agencies, etc.) they are addressing. It is clearly in the best interests of Thailand to do the best job possible on the final monographs and translations of training materials. This task can be viewed as the proper culmination of one of the world's great projects in primary health care development, demonstration, teaching, and evaluation.
2. Information dissemination within Thailand is excellent. There is a desire on the part of Lampang staff to make sure that the final results of the project, including innovations which did not work and why, are fully shared.
3. The main problem area is English-language production. There are simply not enough professional staff available to accomplish all that must be done in the time remaining to produce even a product of standard quality. Additional personnel are absolutely essential.

4. Another serious problem is that the Lampang Project does not directly conduct its own data processing. Furthermore, those responsible for data processing have many other responsibilities and are 600 kilometers away. The problems the Danfa Project had in promptly securing computer print-outs that were accurate and in the form requested were detailed. The Lampang Project staff will probably have similar or more serious problems.
5. The time needed to analyze and interpret data, the need for individual and group effort, and the need to periodically set data aside for a few days to gain a fresh perspective were reviewed. The task of obtaining Lampang data in usable form from Bangkok and analyzing it appropriately will probably prove to be time-consuming, demand more of the senior staff's time than anticipated, and be a major bottleneck.
6. No full-time person is available to translate into English all of the Thai language training materials. Other qualified translators are available, but their familiarity with the details of the Lampang Project and their facility in using English vary. A team of translators will have to be recruited to meet deadlines. A person skilled in final editing is especially needed. The editor who translates the training materials must be highly experienced in editing and writing health training materials, should be familiar with primary health care and, ideally, know Thai and have a working knowledge of the Lampang Project.
7. There is need to select and adhere to a standardized format and writing style. The writing, organization of material, numbering, preparation of charts, etc. should be the same for every document. Monograph One, prepared as a case study, was professionally edited; its format appears to be acceptable.
8. The final drafting of the monographs should be done by persons who are expert in English, knowledgeable about the Lampang Project, and experienced writers. Data analysis and especially interpretation will be shared by several senior staff of the project. Much of the English-language writing will probably be done by R. Wilson and J. Rogosch. This task

involves a great deal of work, as well as administrative responsibilities. Accordingly, senior professional staff should be spared all work which others could do and receive all the support necessary. Administrative support and assistance in editing, proofreading, and final production should be provided.

9. Provision will have to be made to edit the monographs. The editor's qualifications should be the same as those described for the person directing the English translation team. Existing staff have the skills to edit the monographs but will not have the time to do so.
10. Arrangements must be made to hire persons trained and experienced in proofreading English-language scientific material.
11. Typing could become a major bottleneck. Additional staff will have to be recruited to type the monographs and the translated material. It also is important to plan an orderly, even flow of work and to follow that plan. This will ensure that scarce resources are used to the best advantage and that frustrations and delays are avoided.
12. Senior staff are in complete agreement that the substantive content of the 12 monographs (tentatively listed in the contract) must be presented as part of the final output of the project. During the discussion about formatting and analyzing the drafts of monographs, it became clear that if the information on the Lampang Project is printed in a series of freestanding monographs, each monograph will have to have an identical summary of the history and background of the Lampang Project, an index for the monograph series, an introductory statement describing how the monograph fits into the total series, and suitable transitions. In addition, each monograph will have to have its own cover. Between 15 and 20 additional pages per monograph will be needed unless the documents are grouped in volumes.

Mandated Item 5

*Work with project staff to plan the details of printing orders for optimal cost-effectiveness and to reach target audiences effectively at reasonable costs.*

A. General Comments

Because of the large volume of information mandated by the AID contract, because of the smallness of the staff in relation to the job to be completed, and because of the smallness of the budget in relation to the scope of work, everything will have to be done right the first time. There is neither time nor money to retrace steps, to correct mistakes, or to do anything a second time.

Many already have requested information on the Lampang Project. The number of requests increases month by month and will peak at the end of the AID support phase, in September 1981. If the monographs and translations are not ready at or near the end of the project and promptly disseminated, Thai and AID officials may be embarrassed and an inquiry may be requested.

Other Americans, especially in Washington, want to know what has been achieved with American taxpayers' money, the extent to which information is effectively transferred, and especially what measures have been taken to prevent various AID-funded projects from "reinventing the wheel." The Lampang Project is productive and well accepted, a project in which all can take pride. The fact that experience between various similar projects (including the AID-supported Narangwal and Danfa projects) has been shared systematically is another plus for Lampang.

One of the miscalculations of Danfa Project co-directors was to underestimate the demand for final reports on the project and especially for the complete final report, as contrasted to the summary version. This is pertinent because those interested in reports on the Danfa experience are interested also in the monographs on the Lampang Project.

Estimated demand based on Danfa experience is summarized in the July 17, 1980, memorandum of A. K. Neumann (see "Project Final Report Distribution and Preparation," Appendix E). The largest single source of requests for copies of the final report on the Danfa Project was U.S. Government agencies (mostly AID) and congressional committees, and senators and congressmen and their staffs. This group requested approximately 350 copies of the final report.

B. Specific Observations

1. A comparison of the work loads of the Lampung and Danfa projects shows that they are similar; however, the Danfa Project has a large demographic component, requires more field studies, and had to solve the problem of following a population longitudinally. Lampung has a much smaller full-time staff. Qualitatively, both projects are very good.

There are striking differences in staffing between Danfa and Lampung, and these differences have a significant bearing on the last year of the Lampung Project. In the case of Danfa, AID sanctioned the creation of a writing/editing unit early in the project. This team included professional writers and editors with public health training and experience in international primary health care, a part-time research bibliographer, and a full-time manuscript typist who was not part of the unit responsible for administration and routine correspondence. The writing/editing unit facilitated and expedited information transfer during the life of the project, freed expensive senior staff to do other work, and, most pertinent to Lampung at this time, provided an experienced team to help with the writing and production of the final report in the last year of the project. Also, Danfa had funds to directly hire its own data programmers, and it extensively used packaged programs, such as SPSS. Senior staff were physically close to the computer (it was housed in the same building) and, to a considerable extent, directly controlled data processing. Nonetheless, there were many problems and delays.

Also pertinent is the fact that a senior systems and cost analysis specialist, who was also a data management expert, was on the full-time staff for the Danfa Project. This person supervised the three Danfa programmers and all data production and he did most of the laborious cost analysis.

2. The Danfa Project had to do no translations.
3. A greater input by project staff than was anticipated (it was thought that none would be needed) was required to arrange for the printing and proofing of final copy,

to answer the various questions of the printers, to make sure pictures, tables, and charts were in the right place, etc. Printing took 50 percent more time to complete than the printer had estimated.

4. Distribution, including the typing of labels, packaging, mailing, arrangements for special requests, arrangements for one large air-freighted shipment from UCLA to Ghana, and response to the hundreds of special requests for final reports and reprints required the full-time effort of a responsible clerical person for two months and additional part-time work for one or two hours a week for six more months. Less time was required thereafter.
5. Acceptance and implementation of suggestions from projects such as Lampang typically come slowly, over a period of many years and in bits and pieces. The process is expedited by effective information transfer during the project, promptly at the end of the project, and for years thereafter.

### III. RECOMMENDATIONS

## RECOMMENDATIONS

As one who has been increasingly active in international health work for 20 years, who has worked primarily in the field in rural areas, and who is also an academic who has traveled and met many people interested in primary health care, the author feels confident in asserting that the Lampang Project is one of the world's great projects in the demonstration, teaching, development, and evaluation of rural primary health care.

The Lampang Project is well known, and well before the end of the joint Royal Government of Thailand and AID support phase, it had a significant catalytic effect within and outside Thailand.

Many persons are awaiting the appearance of end-of-project documentation, including monographs and English-language translations of key training materials.

At this time no comprehensive plan or suitable financing exists for the printing and distribution of the more than 2,000 pages of monographs and translations which must be ready at or near the end of the Lampang Project. Of interest is the fact that AID, other U.S. Government agencies, congressmen and senators and their staffs requested about 350 copies of the final report on the Danfa Project.

It is the author's considered judgment that the full-time Lampang staff, in spite of their high skill level, motivation, and dedication, cannot do all the work expected of them, cannot produce quality products, unless they receive more help and unless serious and careful rethinking and replanning of the remaining work are done. This sober conviction provides the basis for the recommendations that follow. Specific observations on Mandate 5 should be reviewed.

Recommendation Number 1

The work load should be streamlined and all unnecessary writing and duplication avoided. For example, all of the substantive material of the monograph series listed in the contract could be covered in three volumes to avoid duplicating information in individual, freestanding monographs. The contents of the three volumes could be as follows:

- Volume One: Background, Plan, Training and Management
- Volume Two: Evaluation and Results
- Volume Three: Summary, Conclusions and Recommendations.  
(The latter could probably be abstracted from the first two volumes.)

Recommendation Number 2

The final-year production unit should be established. This unit should be headed by an experienced medical editor and staffed with professional, competent, experienced proofreaders, an adequate number of English-language typists, and one or more persons experienced in the preparation of camera ready copy and liaison with printers. It is anticipated that only part-time staff will be available and that it may be necessary to have one production team for the monographs in Lampang and another team for the translations. The teams would be based in Chiang Mai near Drs. Choomnoon and Tawan.

To save the time of senior Lampang staff, to expedite activities, and to save money, the services of Ms. Ramona (Beth) Wassenberg should be retained. Ms. Wassenberg worked for many years in Thailand in health, speaks and reads Thai, has an M.P.H., knows the Lampang Project, and is respected and liked by Thai professionals associated with the Lampang Project. Having been the Danfa Project's editor-in-chief for the last two years of the project, Ms. Wassenberg knows exactly what has to be done and could train and mold the Lampang Project editing/production team. She could be contracted under the auspices of the APHA on a TDY consultancy.

Initially, Ms. Wassenberg would be required to spend three weeks in Thailand in 1980. She might be requested to make a return trip to the country in the spring of 1981, when work becomes hectic.

Recommendation Number 3

Because of the magnitude of the project, the time needed for printing (an estimated six months), and the need to review the English language translations of Lampang training materials, additional translators and typists must be hired, arrangements for proofreading and editing must be made, and a timetable must be drawn up.

Recommendation Number 4

Having carefully informed the National Institute of Development and Administration (NIDA) of the importance of providing a timely flow of accurate Lampang Project data, the Lampang staff must ensure the delivery of the printouts on schedule and their prompt analysis and interpretation.

Dr. Reinke has been asked to return to Thailand in September 1980. Data analysis and cost analysis are enormous tasks. Each analysis generates new questions. An additional TDY consultation by Dr. Reinke in early 1981, especially to analyze cost data, will probably be necessary. The need for another visit should be determined by late 1980. (The services of two consultants, or persons with essentially the same experience and competency, are deemed absolutely essential.)

Recommendation Number 5

Table 1 in this document should be reviewed, work loads should be re-planned, and estimates of person-months of staff time needed should be revised. The time of existing staff who will be available after they have completed their mandatory routine work should be calculated realistically. It should be determined how this time can be best used. In addition, time and skill deficits should be identified, additional staff recruited, and fiscal implications determined.

Recommendation Number 6

The Lampang/AID contract is clear and specific about "replication of project key features within (and outside of) Thailand." Primarily written materials are replicated. Replication appears to be an obligation of the contractor. More than 2,000 pages of final copy will be produced, but no realistic provision has been made for printing and distribution, and one printer estimates that six months will be needed to print just part of

the translations. There will be serious repercussions if sufficient copies of the more than 2,000 pages of Lampang Project monographs and translations are not distributed on or about September 31, 1981. Last-minute rush-printing orders and mailing by air are expensive. With these facts in mind, the author strongly recommends that the issue of printing and distribution be squarely faced and the details settled no later than November 1980. (See Appendix C.)

## REFERENCES

- 1 "Thailand's Fresh Approach to Rural Primary Health Care,"  
The Lampang Health Development Project.
- 2 Five-Year Progress Report of the Lampang Development Project,  
1975-1979.
- 3 Final report on the Danfa Project.

## APPENDICES

Appendix A

LIST OF PERSONS CONTACTED

## Appendix A

### LIST OF PERSONS CONTACTED

#### Lampang Project Staff

Dr. Somboon Vachrotai, Project Director  
Dr. Ronald Wilson, Project Manager  
Dr. Pien Chiowanich, Chief, Research and Evaluation Division  
Dr. Jumroon Mikhandru, Field Director  
Mr. John Rogosch, Research and Evaluation Personnel  
Dr. Tawan Kangwanpong, Personnel Development Consultant;  
Rector, Chiang Mai University  
Dr. Choomnoom Promkutkao, Personnel Development Consultant,  
Department of Community Medicine, Faculty of Medicine,  
Chiang Mai University

#### Ministry of Health

Dr. Yutthanna Suksmi, Chief, Division of Health Planning  
Dr. Damrong Boonyoen, Division of Health Planning

#### Mahidol University

Dr. Debhanom Muangman, Dean,  
Faculty of Public Health  
Dr. Aree Valyasevi, Director, Institute of  
Nutrition; Professor of Pediatrics  
Dr. Sakorn Dhanamitt, Institute of Nutrition  
Dr. Anant Tejavej

#### Population and Community Development Association

Mr. Meechai Veeravaitaya  
Dr. Malee Sundhegul, Director  
Ms. Pimsuda Tiandum, Nutritionist  
Mr. Tom D'Agnes, Fieldworker and Coordinator

#### USAID Mission to Thailand

Mr. Henry Merrill  
Mr. David Oot

Appendix B

LAMPANG HEALTH DEVELOPMENT PROJECT:  
TENTATIVE PROGRAM OF DOCUMENTATION WORKSHOP  
AND CONSULTANCY OF DR. ALFRED K. NEUMANN

## Appendix B

### LAMPANG HEALTH DEVELOPMENT PROJECT: TENTATIVE PROGRAM OF DOCUMENTATION WORKSHOP AND CONSULTANCY OF DR. ALFRED K. NEUMANN

<u>Date</u>	<u>Topic</u>	<u>Participants</u>
Monday, August 4	AM-PM - The Danfa Project Experience	PM - Drs. Somboon, Jumroon, Pien, Sommai, Apinya, (Choomnoom and Tawan; if possible), Ron and John
Tuesday, August 5	Discussion of overall documentation plan, including Monograph Series and Training Materials of <u>Wechakorn</u> , HPV, TBA, Health Communicators Ref: Objectives and Intended Audiences, Process and Schedule of Production Format, Content, Data Presentations, Professional/Editorial Reviews, Printing and Dissemination	Drs. Somboon, Jumroon, Pien, Sommai, Apinya, Choomnoom, Tawan, Ron, John
Wednesday, August 6	AM - Review/Critique Outlines and Plans for Monographs #6, #7, #8, #9 PM - Review/Critique Translations of Training Materials for HPV, TBA, Health Communicators, and <u>Wechakorn</u>	Choomnoom, Tawan, Pien, Ron, John Same as above
Thursday, August 7	AM - Field Visit, Review/Critique Monograph #3	Jumroon, Ron, John
Friday, August 8	Review/Critique Monograph #2	Pien, Ron, John
Saturday, August 9	(In Chiang Mai)  PM - Review/Critique Translations of Training Materials for <u>Wechakorn</u> (including all modules and protocols)	Choomnoom, Tawan, Ron, John

<u>Date</u>	<u>Topic</u>	<u>Participants</u>
Monday, August 11	Review/Critique Monograph #4  Review of Consultants' Observations	Jumroon, Pien, Ron, John
Tuesday, August 12	Review/Critique Monograph #5 (Dr. Neumann-Draft Consultant Report for typing next day)	Jumroon, Ron, John
Wednesday, August 13	AM - Review/Critique Outlines and Plans for Monographs #10, #11, #12	Pien, Ron, John
Thursday, August 14	Final discussions with staff to advise on overall schedule, process, and plans for printing and dissemination Prepare Consultant Report Discussion with Dr. Pien Depart Lampang, Arrive Bangkok	Jumroon, Pien, Choomnoom, Somboon/ Administrator, Ron, John
Friday, August 15	AM - Debriefing with Project Director at MOPH PM - Debriefing with Hank Merrill at USAID/Thailand	

Appendix C

ADDITIONAL DETAILS ON THE  
PREPARATION AND PRINTING  
OF MONOGRAPHS AND TRAINING MATERIALS  
(Mandate No. 5)

## Appendix C

### ADDITIONAL DETAILS ON THE PREPARATION AND PRINTING OF MONOGRAPHS AND TRAINING MATERIALS (Mandate No. 5)

A project as well done, as significant, as well known, and as costly as the Lampang Project, a project in which so many people are interested in its final written output must be presented in an appropriate, appealing, and dignified format. Substantively, the report will be the final product, and an appropriate setting will be required to enhance its reading. A good editor, a careful typist and proofreader, and a good printer also will be needed.

In order to ensure the efficient and cost-effective production of enough copies of the more than 2,000 pages of material by the end of the project, September 1981, planning must begin soon (i.e., in November 1980 at the latest). Printers will require a three- to six-month period for printing and delivery once a firm order is placed and camera ready copy is delivered. An attempt will be made to outline the various steps of the printing and production process.

#### Step 1: Determine Total Number of Copies Needed

Based on the Danfa experience, it is recommended that at least 2,000 copies of each of the proposed three volumes of the monograph series and 1,000 copies of each of the two-volume training material translations be printed. If printing and distribution costs are a major problem, no less than 1,000 copies of Volumes one and two of the monographs and 1,500 copies of Volume three should be printed.

#### Step 2: Estimate Total Pages, Weight of Total Order, and Initial Storage Space Needed

- a. Monograph Series
- |                               |                 |
|-------------------------------|-----------------|
| Volumes One and Two           | 500 pages total |
| - 2,000 copies @ 500 pp/copy  | 1,000,000 pages |
| - Shipping Weight, 1 set      | 7 pounds        |
| - Total weight, 2,000 copies  | 7 tons          |
| - Initial storage area needed | 500-700 sq. ft. |

Volume Three	100 pages
- 2,000 copies	200,000 pages
- Shipping Weight, 1 copy	3/4 pounds
- Total weight, 2,000 copies	3/4 tons
- Storage space	50 sq. ft.
b. Training Materials Translations	
Volume Four (Wechakorn)	1,400 pages/copy
- 1,000 copies @ 1,400pp/copy	1,400,000 pages
- Shipping weight, 1 copy	12 pounds
- Total weight, 1,000 copies	6 tons
- Storage space	400-600 sq. ft.
Volume Five (Health Post Volunteers, etc.)	
- 1,000 copies @ 200pp/copy	200,000 pages
- Shipping weight, 1 copy	3/4 pounds
- Total weight, 1,000 copies	3/4 pounds
- Storage space	50 sq. ft.
c. Total, Volumes One-Five	
- Number of pages, 1 set	2,200 pages
- Shipping weight, 1 set	20 pounds
- Total pages of paper needed by printer at quantities specified (plus covers)	2,800,000 pages
- Total weight	14 tons
- Total initial storage area needed	1,000 - 1,3000 sq. ft.

Step 3: Estimate Type Color and Weight of Paper and Cover Stock Needed

No printer will have on hand the quantities of paper needed. Moreover, because the price of paper increases every few months, an early decision must be made on the type of paper and printer to be used. An advance order, with a generous cash advance, should be made to save money and avoid a possible printing delay because of a lack of paper.

Step 4: Obtain Printers' Cost Estimates, Quality Specifications, Delivery Dates, Guarantee Clauses for Quality and Delivery Date, etc.

A printer or printer should be selected. If more than one printer is used, care must be taken to ensure that the same paper, covers, inks, lettering, cover design, etc. are used.

Step 5: Settle on Artwork, Pictures and Illustrations, etc.

Cost estimates and guarantees, etc. should be obtained.

Step 6: Coordinate Writing, Typing, Editing, Proofing, Etc. and Schedules with Printers' Schedules

Outputs will have to be staggered so that all copy will be ready for distribution at or near the end of the project. The following rough schedule is proposed:

Volume	Estimated Pages	Projected Date to Printer	Estimated Time Needed By Printer to Complete the Job
One	250	1 January 1981	2 months
Five	200	1 January 1981	2 months
Four	1,400	1 March 1981	5-6 months
Two	250	1 June 1981	2 months
Three	100	15 July 1981	1 month

Step 7: Arrange for Distribution

Arrangements include initial storage, staffing, and the mailing/shipping budget for the initial surge of distribution. In the Danfa experience, approximately 400 final reports and 1,000 summary versions were mailed or shipped during the initial phase. They were released at the rate of about 50/day from UCLA; in addition, 350 complete reports and 500 summary versions were air-freighted to Ghana. Within a month requests for additional copies began to come in. These requests came from persons who had already received a copy of the

report; from those who had received no copy, saw one somewhere, and wanted one; and from those who only received a summary report and wanted a complete copy. Most of the distribution occurred within four months. There has since been a small, steady demand for 10-20 copies per month. Distribution of the final reports also resulted in an increase in requests for earlier publications. Arrangements for mass initial distribution should be made and an organization that can take responsibility for long-term follow-up should be identified.

#### Staff Needs for Printing and Production Phase

Steps 1-6 will require several person-months of time. Even after a manuscript is sent to the printer, one must check constantly to make sure that all work has been done correctly and to answer the printer's questions.

#### Cost Estimates

There was time to secure only a few indefinite "guesstimates" because so many decisions remain to be made, details must be specified, etc. Printing costs in Thailand will be roughly U.S.\$55,000-U.S.\$80,000. For this project, the task will be much more complex because of the multiple volumes and the larger total.

Danfa mailing and shipping costs thus far are about U.S.\$8,500. Lampang's costs will be at least triple this figure. One complete Danfa final report weighs about 4½ pounds. One complete set of Lampang final publications will weigh about 20 pounds.

Appendix D

DOCUMENTATION FORMAT OF  
LAMPANG HEALTH DEVELOPMENT PROJECT EXPERIENCE  
(In Five Volumes)

DOCUMENTATION SYMPOSIUM OF THE LAMPANG HEALTH DEVELOPMENT  
PROJECT EXPERIENCE (IN FIVE VOLUMES)

VOLUME I -- DEVELOPMENT OF THE INTEGRATED RURAL HEALTH CARE SYSTEM IN LAMPANG THAILAND

- Monograph 1: The Lampang Health Development Project -- Thailand's Fresh Approach to Primary Health Care
- Monograph 2: Evolving Primary Health Care -- Social Preparation, Community Participation, Community Health Volunteers, and Private Sector Involvement
- Monograph 3: Community Health Paraphysicians in an Integrated Rural Health Care System -- The Wechakorn of the Lampang Health Development Project
- Monograph 4: Expanding the Role of a Provincial Service Hospital in an Integrated Rural Health Care Delivery System
- Monograph 5: Strengthening Supervision, Support, and Management of an Integrated Rural Health Care System

Appendix: ICED Commentary, Key Data, Tables, Referenced Materials 250 pp. | DEC | 1980

VOLUME II -- EVALUATION OF THE INTEGRATED RURAL HEALTH CARE SYSTEM IN LAMPANG THAILAND

- Monograph 6: A System of Evaluation and Management Information for Integrated Rural Health Care -- The Lampang Health Development Project Experience
- Monograph 7: Consumer Accessibility to and Acceptance of Services in the Lampang Integrated Rural Health Care System
- Monograph 8: Health System and Personnel Performance and Costs in the Lampang Integrated Rural Health Care System
- Monograph 9: The Impact on Maternal and Child Health of Integrated Family Planning, MCH, Nutrition, and Other Basic Health Services in Lampang
- Monograph 10: The Feasibility and Affordability of Nationwide Implementation of Key Features of the Lampang Health Development Project -- Implications for the Future

Appendix: Key Data, Tables, Referenced Materials 250 pp. | MAY | 1981

VOLUME III -- SUMMARY REPORT: DEVELOPMENT AND EVALUATION OF THE INTEGRATED RURAL HEALTH CARE SYSTEM IN LAMPANG THAILAND

- Monograph 1: Summary Final Report, Conclusions and Recommendations of the Lampang Health Development Project

100 p. | JULY | 1981

VOLUME IV -- COMMUNITY HEALTH PARAPHYSICIANS (WECHAKORN) TRAINING MODULES AND REFERENCE MATERIALS

1400 p. | FEB | 1982

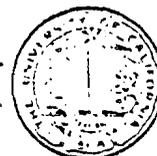
VOLUME V -- VILLAGE HEALTH PROMOTION VOLUNTEERS, HEALTH COMMUNICATORS AND TRADITIONAL BIRTH ATTENDANTS TRAINING AND REFERENCE MATERIALS

270 p. | DEC | 1980

Total pages of five volumes = 2,200 pages

Appendix E

MEMORANDUM ON PREPARATION AND DISTRIBUTION  
OF FINAL REPORT  
(Neumann to Project Staff, July 17, 1980)



July 17, 1980

SCHOOL OF PUBLIC HEALTH  
LOS ANGELES, CALIFORNIA 90024

To: Those Associated With the Lampang Project  
From: Alfred K. Neumann, Danfa Project Co-Director  
Subject: Project Final Report--Distribution and Preparation  
General Comments based on the Danfa Experience

### Distribution and Printing:

Since many of those interested in the Danfa Project are also interested in the Lampang Project, the Danfa experience has relevancy. In the last two to three years of the Danfa Project a worldwide mailing list of about three hundred names had been built up plus about 100 within Ghana. It was also decided to print a short summary version consisting of part of the chapters of the full Final Report. This entailed printing additional pages of certain chapters, i.e., a bigger press run which was very cheap, being little more than the cost of the paper, plus binding, of course.

A total of 1500 copies of the full Final Report were printed and 5000 of the Summary Report. It was thought this would be more than enough. Experience after only eight months--i.e., actual demand:

- a. Ghana has distributed almost all of the 350 full Final Reports and the 500 Summary copies airfreighted to Ghana from UCLA In October 1979 and is asking for more.
- b. UCLA (in addition to the above) distributed about 850 large Final Reports and 2000 Summary Reports. Requests continue to come in at the rate of about 10/month.

A high percentage of those who at first received only a Summary Report later requested a full Final Report. In retrospect we should have printed more "big" reports. Our report was more than 500 pages. If the Lampang Report is shorter it would probably be best to have only one version and at least 2500 copies. Settle on the number of copies as soon as possible so the printer can have enough paper on hand.

### Other Printing and Design Details:

Much time was spent designing something distinctive and attractive without being ostentatious. Off white paper was used and 100 lb. cover stock. Epoxy glue was used in the bindings. This hold together in the moist tropics. Typing was 1-1/2 spaces apart for easier readability, but better use of paper than double space.

### Preparation Details:

Typing was on word processing equipment making it easier to make changes and corrections and resulting in perfect final copy.

Note: It is difficult to find good proofreaders.

AKN:m100