

Guidelines for

PLANNING MISSION AND VISITS PROPOSALS

to be considered under

**THE HUMAN RESOURCES DEVELOPMENT
POLICY AND INSTITUTIONAL
LINKAGES PROJECT,
THAILAND**

(Approved by the Project Steering Committee 20 Nov, 1992/2535)

The Royal Thai Government (RTG) has identified human resource development (HRD) as a high priority in its 7th National Economic and Social Development Plan and The Human Resource Development Policy and Institutional Linkages Project, August, 1992 to May, 1998, (THAI CANADIAN HRD PROJECT) is CIDA's response. The project's objectives are:

- strengthen the capacity of Thai departments, institutions and associations in the public and private sectors for the development of policy, planning and delivery of HRD programs; and
- establish long term relationships between Thai and Canadian institutions, agencies, and individuals.

The project has three components:

Planning Missions and Visits stimulate contact and plan for potential linkages or policy and planning assistance activities. They may be undertaken by Thai and/or Canadian Groups.

Policy and Planning Assistance Projects support the strengthening of professional, technical and administrative capabilities of policy and planning divisions in Thai HRD agencies. These projects are expected to be a few months to one or more years in duration.

Institutional Linkage Projects develop Thai Institutional capacity and contribute to the development of long term Institutional Linkages that will be mutually beneficial to Thais and Canadians. These projects are expected to be three to four years in duration.

The THAI CANADIAN HRD PROJECT is managed by a Canadian Executing Agency (CEA), The ARA Consulting Group Inc. Guidelines for the preparation of proposals related to each component are available from either of:

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102 Bloor Street West, 9th Floor,
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10500 Bangkok, Thailand.

Tel: 66 (2) 238-3840-1
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A QUICK OVERVIEW

What is a Planning Mission or Visit?

A Planning Mission or Visit is an activity involving representatives of Thai and/or Canadian institutions. It is intended to stimulate contact between Thai and Canadian institutions and normally successful mission proposals must be related to the potential development of a longer term project which:

- is an institutional linkage or policy and planning assistance;
- is designed to strengthen the institutional capability of one or more of the institutions;
- is focused on one of the HRD priorities identified by the Project Steering Committee;
- has a potential for long term sustainable benefits for Canada and Thailand; and
- has clear evidence of institutional commitment for the potential long term project.

Typically a small group of persons would travel from one country to the other to meet and plan with their counterparts. The project would assist with the mission's travel costs and participating institutions are expected to contribute to other related costs. Honoraria or fees will not be supported by the project.

What institutions are eligible and how is a proposal prepared and submitted?

Eligible institutions and organizations include universities, polytechnics, community colleges, professional associations in the private sector, public enterprises and other departments involved in HRD. Proposals can be initiated and developed by either Thai or Canadian institutions; however, institutions are encouraged to attempt to make contact with potential counterparts before submitting a proposal. (The CEA will assist in attempting to identify potential partners.)

Proposals are to be prepared as outlined in this guideline and submitted to the CEA, The ARA Consulting Group Inc. Proposals will be considered as they are received. (The proportion of the available funds awarded in any one year may be limited in order to provide developmental time to institutions with limited Thai Canadian experience.)

How will proposals be considered, approved and contracted?

A joint Thai Canadian Project Steering Committee (PSC) is responsible for guiding and overseeing the THAI CANADIAN HRD PROJECT. The CEA will assess all mission proposals and make recommendations for funding to CIDA and thence to the Executive Committee of the PSC. The Executive Committee will make final approval decisions on behalf of the PSC and each approved proposal will be implemented under the terms and conditions of a contract arrangement between the proposing institution and the CEA.

TABLE OF CONTENTS

A QUICK OVERVIEW	1
TABLE OF CONTENTS	2
INSTRUCTIONS TO PROPOSERS	3
1.0 YOUR PROPOSAL FORMAT	3
2.0 SOME IMPORTANT DEFINITIONS	4
3.0 HOW TO PREPARE YOUR TITLE PAGE	4
4.0 ESTABLISHING ELIGIBILITY	5
4.1 Development Priorities	5
4.2 Institutional Development	5
4.3 Institutional Commitment	5
4.4 Mutual Benefits	5
4.5 Non Proprietary Focus	6
5.0 THE TECHNICAL DESCRIPTION OF THE PLANNING MISSION	6
5.1 Planning Mission Objectives	6
5.2 Planning Mission Approach	6
5.2.1 Cross-Cultural Challenges	6
5.2.2 Collaborative Planning, Decision Making and Resource Sharing	6
5.2.3 Planning Mission Personnel	7
5.2.4 Planning Mission Schedule	7
5.2.5 Mission Budget	7
6.0 THE PLANNING MISSION REPORT	9
APPENDIX A PRIORITIES GUIDING THE SELECTION OF PROJECTS	

INSTRUCTIONS TO PROPOSERS

NOTE: This guideline is intended to assist you in the preparation of your Planning Mission/Visit Project Proposal for funding under the THAI CANADIAN HRD PROJECT. Please contact the Canadian Executing Agency (CEA), The ARA Consulting Group Inc. should you have any questions about the preparation of your proposal or the interpretation of this guideline.

1.0 YOUR PROPOSAL FORMAT

The proposal should consist of a single document containing both technical and financial components. To assist assessors in finding information the proposal should be ordered and numbered according to the numbering system provided below and include all items identified. Additional information and sub-sections may be included provided that the main numbering system is not altered. Information provided in accordance with these proposal requirements will lead to the selection of the best proposals. Submissions which are deemed to be non-compliant with the proposal guidelines may be returned to the proposers.

Duplicate copies of proposals, one bound and one unbound, should be submitted to the THAI CANADIAN HRD PROJECT office in Bangkok or Toronto. In the interest of conservation, the bound proposal should be printed on two sides but the unbound copy should be submitted printed on one side only. Please format all pages for two sided printing on either 8 1/2 by 11 inch or A4 paper. The main text should be single or 1 1/2 line spacing, 12 point or 10 cpi, and have an offset (border) to allow the unbound copy to be reproduced, three hole punched and inserted into a binder. Please number all pages so that proposal pages can be referenced in discussions over the phone or in written communications, if necessary. The bound copy of the proposal should contain the originals of signed documents. Please avoid coloured paper, coloured photos or illustrations, and dividers tabs, etc. for sections and mark the envelop clearly "PLANNING MISSION PROPOSAL".

There is a need to be precise but there is no need to be lengthy. Proposals need not exceed the equivalent of 10 single spaced single sided pages.

2.0 SOME IMPORTANT DEFINITIONS

Note:

The word 'institution' in this document denotes those institutions, firms, organizations, associations, consortia, etc. eligible as indicated in the Quick Overview section above.

The word 'proposer' in this document denotes one or more Canadian or Thai *institutions* (not individuals) which, upon approval of its submission, would become the legal entity to enter into a contract arrangement with The ARA Consulting Group Inc. to carry out a Planning Mission.

The word 'partner' in this document refers to any Canadian and Thai institution or agency that would participate in and contribute to the linkage or policy assistance project.

You are advised to obtain the relevant proposal guideline for either Institutional Linkages, or Policy and Planning Assistance projects in order to become familiar with the requirement to define such projects in terms of deliverables as a necessary step to planning your mission.

3.0 HOW TO PREPARE THE TITLE PAGE

Please attach a Title Page to your proposal which has:

- The words 'PLANNING MISSION PROPOSAL'
- Project Name
- The submission date
- An abstract of not more than 150 words describing the proposed mission
- Proposer's Name, Mailing Address, Phone and Fax numbers, Contact person
- The amount requested

4.0 ESTABLISHING ELIGIBILITY

4.1 Development Priorities

Describe the purpose of the planning mission or visit.

Indicate whether the planning mission or visit is related to the development of a proposal for an institutional linkage or policy and planning assistance project.

If the mission or visit is likely to lead to a proposal for an institutional linkage or a policy or planning assistance project proposal give a brief and very general description of the project that is contemplated. If possible indicate the likely partners that might be involved, and why and how they were chosen. If possible, include any estimates of the approximate timing, duration and cost of such a project.

How is the mission or visit (and any potential project that might develop from it) related to the HRD priorities listed in Appendix A of this guideline?

4.2 Institutional Development

State how the mission or visit is related to adult human resource development and to institutional capacity building (rather than individual capacity development).

4.3 Institutional Commitment

Describe the nature of the institutional commitment to the planning mission and to any project that might develop from it. Make reference to any institutional contributions, assurances, etc. (Attach any documentation of institutional commitment, eg. letters from the institutions' Chief Executive Officers, government bodies, as Appendix 4.3 (b))

4.4 Mutual Benefits

What are the potential short and long term benefits to Thailand and Canada, and to the Thai and Canadian institution(s) involved, if the planning mission or visit is successful?

4.5 Non Proprietary Focus

Projects that would assist individual firms or organizations to develop or implement human resource strategies that would benefit only their firm and their employees will be ineligible. In general, the spirit of the project is that any human resource development opportunities created under the project are to benefit or be available to the public or the employees of several (four or more) employers. Clarify the extent to which the activities of the mission and any potential project developing from it will be non proprietary.

5.0 THE TECHNICAL DESCRIPTION OF THE PLANNING MISSION

5.1 Planning Mission Objective

State the objective(s) of the planning mission as precisely as possible.

Clearly identify the concrete outputs (deliverables) that can be expected from the mission.

5.2 Planning Mission Approach

The planning mission can be designed to identify issues, problems, opportunities, resources, to create a plan, to confirm commitments, etc. Describe how the mission will operate to achieve its objectives.

5.2.1 Cross-Cultural Challenges

While experience indicates that the planning mission can be a critical phase in developing shared understanding and commitment to a longer term project, it also demonstrates that such agreements are sometimes difficult to obtain under cross-cultural conditions. How will the mission be organized to take the cross-cultural and language implications into consideration?

5.2.2 Collaborative Planning, Decision Making, and Resource Sharing

Central to the spirit of the THAI CANADIAN HRD PROJECT in Thailand is the notion that both Thais and Canadians will contribute to and benefit from the project. Describe how Canadian and Thai skills, knowledge and resources will be used during the planning mission.

5.2.3 Planning Mission Personnel

Provide a list of mission participants along with their CVs.

The "curriculum vitae" (CV) should include:

- . Name and citizenship;
- . Education and dates;
- . Language(s) spoken, read and written, and degree of proficiency in each category;
- . Length of service with current institution or firm and status (permanent, temporary, associate, etc.);
- . Present employer and position in the institution or firm (if applicable);
- . Relevant experience: A summary of the skills and experience that would be valuable and applicable to the mission and the implementation of the potential project.
- . A history of employment and assignments (in reverse chronological order);
- . An indication of service in and knowledge of North American\Asian countries;
- . A signed commitment by the institution and the individual that the individual proposed by the institution will participate in the mission.

5.2.4 Planning Mission Schedule

Provide a schedule of activities (before, during and after the visit) and outputs for the mission.

Include an itinerary for the visit indicating:

- who is to meet with whom and where, and
- the objectives (intended outputs) of each meeting.

Indicate when draft and final reports will be produced

5.3 Mission Budget

Provide a budget for the planning mission project, identifying clearly the portion of the budget for which CIDA funding is requested.

Fees, salaries, benefits, equipment, and overhead costs will not be supported by CIDA funding. In general, planning mission expenses eligible for CIDA funding are limited to travel, accommodation and meal expenses according to the Canadian Treasury Board Technical Assistance Regulations.

For Canadians, the reimbursable cost of travel and transportation while on travel status between Canada and Thailand, within Canada and within Thailand or elsewhere, will be in accordance with Treasury Board Travel Directive. The recoverable expenses for accommodation and meals and incidentals will also be in accordance with the Treasury Board Travel Directive while travelling in Canada and in Thailand; however, it is expected that while Canadians are in Thailand the costs of accommodation will be provided from Thai sources.

For Thais, the reimbursable cost of travel while on travel status between Canada and Thailand, within Canada or elsewhere (but not Thailand) and the cost of other transportation, will be in accordance with Treasury Board Travel Directive. The reimbursable cost for accommodation and meals and incidentals will be in accordance with the Treasury Board Travel Directive while travelling in Canada.

For example, International Air Travel is to be by the most economical return economy rate using a Canadian carrier where possible. (The CEA can provide the most recent applicable meal rates for budgeting purposes)

Other allowable costs include the following out-of-pocket expenses directly related to the planning mission:

- a) mission related communication costs, such as telephone, telex, facsimile, mailing and courier costs incurred after the contract signing;
- b) extraordinary translation and word processing costs directly related to the project incurred after the contract signing (in general the institutions involved would contribute these services);
- c) extraordinary project related reproduction costs such as photostatting, mimeographing and printing extra copies of documents (in general the institutions involved would contribute these services);

Note: no costs incurred before contract signing will be covered by CIDA mission project funding.

6.0 PLANNING MISSION REPORT

The planning mission report is to be submitted upon completion of the mission. The report is to document meetings and discussions held during the mission, conclusions reached and decisions made. The report should indicate whether and when a project proposal for an Institutional Linkage or Policy Assistance Project under the THAI CANADIAN HRD PROJECT in Thailand might be submitted.

There will be a 20% holdback of the approved budgeted amount for the planning mission until such time as an acceptable mission report is received.

For any agency, institution or firm that has been funded for a planning mission, no Institutional Linkage or Policy and Planning Assistance project proposal will be considered until an acceptable planning mission report is received.

PRIORITIES GUIDING THE SELECTION OF PROJECTS

The Project Steering Committee for the THAI CANADIAN HRD PROJECT has determined that **only those proposals addressing priority areas would be considered eligible for funding.**

Thailand's 7th National Economic and Social Development Plan (1992-96) states three aims:

sustain the economic growth rate at an appropriate level and with stability;

redistribute income and decentralize development to the regions and rural areas at a larger scale; and

accelerate the development of human resources and upgrade the quality of life while improving the environment and natural resource management

Under the THAI CANADIAN HRD PROJECT, **only project proposals consistent with these aims would be considered.**

Within the above, three dimensions are important to identifying potential projects:

- Thailand's institutional priorities related to the development of human resources,
- Canada's institutional interests and strengths related to the development of human resources, and
- HRD areas of mutual concern for Thai and Canadian institutions

Proposals must focus on addressing Thailand's needs and capturing Canada's strengths, or address human resource development problems of mutual concern to Canada and Thailand.

A number of education/training priorities have been identified as being critical for the development of human resources in Thailand.

Proposals addressing these challenges would receive priority consideration. They are:

- **Strengthening institutional capabilities**
Increasing institutional flexibility and responsiveness.

- **Achieving more consistent system quality**

There are quality variations in Thai primary and secondary education, colleges and universities. There is a need to improve the quality of the academic staff, curricula and standards, including adjusting curricula to comply with modern technology and work values.

- **Increasing (geographic) access to training and education**

There are particular needs in the provincial institutions. (There is a need to set up more vocational schools in the provinces (10 per year). The target is to produce 1 million technicians in the seventh plan.)

- **Increase educational/skill level in the adult labour force**

Education and skill levels are not balanced with national priorities and the requirements of the economy. There is a need to train adult workers and upgrade their productivity, trainability and learning skills. This includes teachers.

- **Increase the availability of worker training and up-grading**

Worker training is insufficient to meet the needs of the labour market; there is a need for a strategy of intensive worker training in all sectors. There are opportunities for cooperation between industries, universities, the Labour Department and international agencies through the Federation of Thai Industries.

- **Sustain/improve equity of access**

There is a challenge to reconcile privatization and equity of access. Private institutions can be more flexible, responsive, effective and efficient but are over controlled and constrained. Currently quality is assured under government jurisdiction. Private institutions are seeking more independence and cooperation to develop professional programs in science and technology.

A number of Thai strengths related to Human Resource Development have been identified. **Proposals in which Canadian institutions build on Thai strengths will be given priority consideration.** They are:

- **Private and Public Sector involvement in Higher Education**

Thailand has considerable experience in the management and development of private sector involvement in higher education while maintaining its public institutions.

- **Internationalization of institutions**

Thailand has a policy to internationalize its institutions. For example, it has established graduate and undergraduate programs taught in English and has established programs in association with institutions on other countries so that students may earn credits in other institutions in other countries.

- **Springboard to Asia**

Thailand has an interest in expanding its influence throughout Asia and also has an interest in working with Canadians to assist them in extending their influence. A Thai Canadian institutional relationship could provide a springboard for increased involvement by Canadian institutions in other Asian countries.

- **Asian and American studies**

Thailand has established strong programs in Asian studies, Japanese studies and American studies. Canadian institutional affiliation with these programs could be beneficial for the Thai and Canadian institutions.

A number of Industry/Business challenges that are related to human resource development have been identified. Proposals which address these challenges will receive consideration. They are:

Increasing the capability to apply technology to enhance productivity
Increasing the capacity of industry to absorb technology (accept technology transfer)
Increasing the ability to better forecast the manpower requirements of Thai industries
Increasing the responsiveness of the manpower supply system to employer requirements
Increasing private sector participation in educational planning, manpower production, curriculum development, skill training (especially small industry)
Encouraging education-industry cooperation

A number of industrial/business areas have been identified as having critical manpower shortages in Thailand. Proposals which increase the capability of Thai institutions to produce skilled and knowledgeable workers in them would receive priority consideration. They are:

.management technology	.design & manufacture for	.R&D for high technology
.CAD/CAM	metal machining	.product design
.energy conservation	tool and die	.textile technology
.waste management	mould making	.food technology
.quality control (ISO)	machine tools	.plastics technology
.precision instrumentation		.iron and steel
.electronics	.integrated circuit	.jewellery
	manufacture	
.information systems		
technology	.production of automatic	
	branch exchanges (PABX)	

A number of **academic/occupational areas have been identified as having critical shortages** in Thailand. Proposals which would increase the capability of Thai institutions to produce and continue to upgrade skilled and knowledgeable workers in them would receive priority consideration. They are:

.Engineering	.Veterinary Science	Also identified as being in
mechanical	.Pharmacy	critical shortage are:
electrical	.Dentistry	
electronic	.Medical Sciences	.skilled craftsmen
metallurgical	.Nursing	.technicians
petrochemical	.Physiotherapy	.technologists
environmental	.Medical Technology	.technical teachers
agro-industrial		.teaching personnel
industrial design	.Architecture	& professors for higher
	.Industrial Education	education
.Petro-chemistry	.Agro-Industry	.scientific and technical
.Computer Science		researchers
.Mathematics	.Languages	
.Science		

Guidelines for

POLICY AND PLANNING ASSISTANCE PROJECT PROPOSALS

to be considered under

**THE HUMAN RESOURCES DEVELOPMENT
POLICY AND INSTITUTIONAL
LINKAGES PROJECT,
THAILAND**

(Approved by the Project Steering Committee 20 Nov, 1992/2535)

The Royal Thai Government (RTG) has identified human resource development (HRD) as a high priority in its 7th National Economic and Social Development Plan. The Human Resource Development Policy and Institutional Linkages Project, August, 1992 to May, 1998, (THAI CANADIAN HRD PROJECT) is CIDA's response. The project's objectives are:

- strengthen the capacity of Thai departments, institutions and associations in the public and private sectors for the development of policy, planning and delivery of HRD programs, and
- establish long term relationships between Thai and Canadian institutions, agencies, and individuals.

The project has three components:

Planning Missions and Visits stimulate contact and plan for potential linkages or policy and planning assistance activities. They may be undertaken by Thai and/or Canadian Groups.

Policy and Planning Assistance Projects support the strengthening of professional, technical and administrative capabilities of policy and planning divisions of Thai HRD agencies. These projects are expected to be a few months to one of more years in duration.

Institutional Linkage Projects develop Thai Institutional capacity and contribute to the development of long term Institutional Linkages that will be mutually beneficial to Thais and Canadians. These projects are expected to be three to four years in duration.

The THAI CANADIAN HRD PROJECT is managed by a Canadian Executing Agency (CEA), The ARA Consulting Group Inc. Guidelines for the preparation of proposals related to each component are available from either of:

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10500 Bangkok, Thailand.

Tel: 66 (2) 238-3840-1
Fax: 66 (2) 238-3841

A QUICK OVERVIEW

What is a Policy and Planning Assistance Project?

A Policy and Planning Assistance Project supports the strengthening of professional, technical or administrative capabilities of policy and planning sections of one or more Thai HRD agencies. Eligible projects must:

- be designed to strengthen institutional capability;
- focus on one of the HRD priorities identified by the Project Steering Committee;
- demonstrate an institutional commitment to sustaining or building on the institutional capability developed during the project.

Project activities could include, but are not limited to, training, technical assistance, action research, and strategic or operational planning. Typically Thai and/or Canadian consultants will be engaged to work with the institution to develop its capabilities. Projects which do not include a substantial developmental component will not be considered.

What institutions are eligible and how is a proposal prepared and submitted?

Eligible institutions and organizations include professional associations in the private sector, government departments and other agencies responsible for policy development and strategic planning for Human Resource Development. Proposals will usually be initiated and developed by Thai agencies. Proposals are to be prepared using the format described in this guideline and submitted to the CEA, The ARA Consulting Group Inc. Proposals will be considered as they are received. (The proportion of the available funds awarded in any one year may be limited in order to provide developmental time to institutions.)

How will proposals be considered, approved and contracted?

A joint Thai Canadian Project Steering Committee (PSC) is responsible for guiding and overseeing the THAI CANADIAN HRD PROJECT. The CEA will review all proposals for policy and planning assistance and forward them to the Executive Committee the PSC. The Executive Committee will assess the proposals and make recommendations for funding to CIDA and thence to the PSC. The PSC will make final decisions and each approved proposal will be implemented under the terms and conditions of a contract arrangement between the proposing institution and the CEA. It is expected that proposals for Policy and Planning Assistance will be considered by the PSC at its meeting in the first week of June 1993/2536, December 1993/2536 and Jun, 1994/2537. In order to be considered by the PSC proposals should be submitted to the CEA 60 days in advance of the PSC meetings

TABLE OF CONTENTS

A QUICK OVERVIEW	1
TABLE OF CONTENTS	2
INSTRUCTIONS TO PROPOSERS	4
1.0 YOUR PROPOSAL FORMAT	4
2.0 SOME IMPORTANT DEFINITIONS	5
3.0 HOW TO PREPARE THE COVERING PAGES OF YOUR PROPOSAL	5
3.1 Title Page	5
3.2 The Summary Page	6
4.0 ESTABLISHING ELIGIBILITY	6
4.1 Development Priorities	6
4.2 Institutional Development	6
4.3 Institutional Commitment	7
4.4 Benefits	7
4.5 Non Proprietary Focus	7
5.0 THE TECHNICAL DESCRIPTION OF THE PROJECT	7
5.1 Overall Project Objective or Project Goal	7
5.2 Project Approach	8
5.3.1 Methodology	8
5.3.2 Research and Studies	8
5.3 Sustainability	8
5.4 Project Plan	8
5.4.1 Project Deliverables	9
5.4.2 Project Organization	9
5.4.3 Estimates of Resource Requirements for Each Deliverable	10
5.4.4 Schedules of Activities, Deliverables, and Resource Requirements ...	11
5.5 Personnel	12
5.5.1 List Consultants by name and position	12
5.6.2 Qualifications of Consultants	12
6.0 SUPPLEMENTARY FACTOR	13

6.1 Institutional Networking	13
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APPENDICES

Appendix A	Priorities Guiding the Selection of Projects
Appendix B	An Explanation of the Term Deliverables
Appendix C	Sample Flowchart of Deliverables for a Hypothetical Project
Appendix D	Suggested Format for Position Description
Appendix E	Deliverables Worksheet
Appendix F	Presentation of Expenses and Revenues
Appendix G	Sample Schedule of Expenses by Deliverable
Appendix H	Sample Schedule of Expenses and Revenues by Cost Element
Appendix I	Sample Schedule of Activities and Deliverables (on a Gantt Chart)
Appendix J	Format for a Schedule of Staff and Consultant Time

INSTRUCTIONS TO PROPOSERS

NOTE: This guideline is intended to assist you in the preparation of your Proposal for a Policy and Planning Assistance Project to be funded under the THAI CANADIAN HRD PROJECT. Please contact the Canadian Executing Agency (CEA), The ARA Consulting Group Inc. should you have any questions about the preparation of your proposal or the interpretation of this guideline.

1.0 YOUR PROPOSAL FORMAT

The proposal should consist of a single document containing technical and financial components. To assist assessors in finding information the proposal should be ordered and numbered according to the numbering system provided below and include all items identified. Additional information and sub-sections may be included provided that the main numbering system is not altered. Submissions which are deemed to be non-compliant with the proposal guidelines may be returned to the proposers.

Copies of proposals, five bound and one unbound, should be submitted to the THAI CANADIAN HRD PROJECT office in Bangkok or Toronto. In the interest of conservation, the bound copies of the proposal should be printed on two sides but the unbound copy should be submitted printed on one side only. Please format all pages for two sided printing on either 8 1/2 by 11 inch or A4 paper. The main text should be single or 1 1/2 line spacing, 12 point or 10 cpi, and have an offset (border) to allow the unbound copy to be reproduced, three hole punched and inserted into a binder. Please number all pages so that proposal pages can be referenced in discussions over the phone or in written communications, if necessary. One bound copy of the proposal should contain the originals of signed documents. Please avoid coloured paper, coloured photos or illustrations, and dividers tabs, etc. for sections and mark the envelop clearly "POLICY AND PLANNING PROPOSAL".

Alternately the unbound copy of the proposal may be submitted on 3 1/2 or 5 1/4 HD disk provided they are generated in Wordperfect 5.1 (or 4.2) and Lotus 3.1 (or 2.2, 2.3 or 2.4) and formatted for HP3 (or HP2) printer.

There is need to be precise but there is no need to be lengthy. Precision and clarity not volume will earn points.

2.0 SOME IMPORTANT DEFINITIONS

In this document the word '*institution*' denotes those institutions, firms, organizations, associations, consortia, etc. eligible in the Quick Overview section above.

The word '*proposer*' denotes the Thai *institution(s)* (not individuals) submitting the proposal and '*associated agency*' refers to any Canadian and Thai institution that would participate in and contribute to the project.

The '*proposer*' is the legal entity in Thailand which would upon approval of its submission enter into a contract agreement with the CEA.

The term '*deliverable*' is used in several parts of this guideline. It is critical that your proposal is based on the idea that the project will produce definite measurable outputs at specific points throughout its duration. The project's objectives are to be stated in terms of the project's deliverables (observable or measurable outputs/results) rather than its processes (or activities). The proposal plan is to identify a schedule of the project's main activities along with their durations and the outputs (deliverables) from these activities with target dates. Thus the deliverables become milestones marking the project's progress toward its completion. (Please refer to appendix B for a more detailed explanation and examples of deliverables.)

3.0 HOW TO PREPARE THE COVERING PAGES OF YOUR PROPOSAL

3.1 Title Page

Please attach a Title Page to your proposal which has:

- The words 'POLICY AND PLANNING PROPOSAL'
- Project Name
- The submission date
- Proposer's Name, Mailing Address, Phone and Fax numbers, Contact Person and Title

3.1 The Summary Page

On the page following the title page please provide a Summary Page which includes:

- Project Name
- The submission date
- Proposer's Name,
- List of the names (only) of associated agencies participating in the project
- List of the names (only) of consultants participating in the project
- An abstract of not more than 150 words describing the project
- A list of the main deliverables of the project
- The amount of CIDA funding requested
- The amount of hard and in kind funding that will be contributed from Thai sources
- The planned CIDA funded project duration.

A sample format for the summary page is available on request from the CEA.

4.0 ESTABLISHING ELIGIBILITY

4.1 Development Priorities

Identify how the project fits with the HRD priorities listed in Appendix A of this guideline.

Provide a rationale demonstrating how critical/important or beneficial the proposed project and the achievement of the overall project objectives are to the institution(s) involved and the country.

4.2 Institutional Development

State how the project relates to adult human resource development and to institutional capacity building (rather than individual capacity development).

4 4.3 Institutional Commitment

If other associated agencies are involved in the project provide a list of the Associated Agency Names, Mailing Addresses, Phone and Fax numbers, Contact Persons and Titles as Appendix I.

Describe the nature of the institutional commitment to the project by the proposer and any associated agencies that might be involved. Make reference to any institutional contributions, assurances, etc. Attach any documentation of institutional commitment, eg. a letter from the agency head, as Appendix II

Describe how the project was planned and how the skills and knowledge of the associated agencies, if any, were used during the planning stages and how they will complement one another during and after the project.

4.4 Benefits

What are the short and long term benefits of the project. Are there benefits to Canada as well as Thailand. What are they?

4.5 Non Proprietary Focus

In general, the spirit of the project is that any human resource development opportunities resulting from the project are to benefit or be available to the public. Clarify the extent to which the activities in the project will benefit the public and not simply a single organization.

5.0 THE TECHNICAL DESCRIPTION OF THE PROJECT

5.1 Overall Project Objective Or Project Goal

State the project objectives as precisely as possible ensuring that they are expressed as producing deliverables. See appendix B for an explanation of the term, deliverable.

5.2 Project Approach

5.2.1 Methodology

The project is designed to create something, produce something, to build institutional capacity, and to bring about change in at least one institution.

- How will the project operate?
- How will tasks be approached?
- Describe any special approaches that will be taken on the project.

5.2.2 Research and Studies

If research or a study is to be part of the project, identify why it needs to be done and how it will be applied in or to the task of institutional capacity building?

5.3 Sustainability

It is critical that the project has lasting beneficial effects but they are unlikely to be profound unless planned into the project from the beginning.

- Describe what will be sustained as a result of the project?
- Describe how the project is designed to ensure that the expectations for sustained effects will occur? In particular, with specific reference to sustainable effects, identify what actions or steps will be taken before the project ends, what output indicators will signal that sustainable effects are occurring, and when the actions and indicators will occur. (For example, phasing down the use of CIDA funding while phasing up the use of funding from institutional and other sources during the last third of the project might be an indicator of sustainability.)

5.4 Project Plan

The detail needed in the project plan will be directly related to its complexity, cost and duration. Simple projects can present simple plans.

Proposals should specify a schedule of activities and deliverables, a schedule of the allocation of human and other resources, and a schedule of expenditures and revenues. These schedules will be the basis for project monitoring and assessments of the variances between what is planned and what actually occurs. These analyses will assist in determining the extent to which the overall project purpose can be achieved and whether alterations in implementation of the plan might be needed to remain on target.

In the following you are first asked to present:

- A list of objectives and deliverables along with a flow diagram illustrating the sequence and the interrelationship of their production,
- A project organizational chart showing the authority and communication lines between project staff positions and consultants, and among any associated agencies;
- A worksheet for each deliverable indicating the estimated requirement for:
 - dedicated staff and consultant time,
 - other (non-personnel) resources, and
 - expenditures and revenues.

You are then asked to present three schedules for the duration of the project:

- A planned schedule of activities and deliverables using a Gantt chart;
- A planned schedule of the dedicated staff and consultant time needed;
- A planned schedule of expenditures and revenues.

5.4.1 Project Deliverables

List the project objectives and the outputs (deliverables) that are the sub components of each objective. These sub components are the outputs upon which the achievement of the project objectives depend. Define sub components at the level of detail that would illustrate the level of project control you are proposing.

Create a flowchart diagram which identifies the sequence in which the outputs (deliverables) are to be produced. See Appendix C for a sample presentation of such a flowchart diagram.

5.4.2 Project Organization

Include a proposed project organization chart showing each critical staff and consultant position, the name of the person proposed in each position and the reporting relationship of all the parties involved.

Provide a position description of the project responsibilities, activities and outputs of the project positions on the diagram, especially the consultants and their counterpart positions. See appendix D for a sample format for a position description.

5.4.3 Estimate the Resource Requirements for Each Deliverable

For each deliverable provide an estimate of the resources that will be required. The sum of all of these requirements will be the total resource requirement for the project. For simplicity resource requirements are to be displayed in two categories: personnel resources, '*Dedicated Staff and Consultant Time*', and non-personnel resources, '*Other Resources*'.

The cost of the each resource is to be estimated and totalled so that the funding requirement can be determined for each deliverable.

A '*Deliverable Worksheet*' in which personnel and non personnel resource requirements and cost estimates can be presented is provided in Appendix E.

Estimating '*Dedicated Staff and Consultant Time* requirements'

On a separate Deliverable Worksheet for each deliverable, list the staff and consultant positions that will work on producing that particular deliverable. For each position estimate the number of person days that will be required in the production of the deliverable. Ensure that all the Canadian and all the Thai personnel are shown but segregated. All staff and consultant positions should match those shown in the organizational diagram.

(The total of all of these estimates will be the total human resource requirement for the project.)

Estimating the '*Other Resource* requirements'

On the same Deliverable Worksheets list the other resources required to produce each particular deliverable. Because these resources are to be costed, display them using the cost categories outlined in Appendix F, Presentation of Expenses and Revenues. Again, ensure that all the Canadian and all the Thai non-personnel resource requirements are shown but segregated.

Estimating '*Expenditures and Revenues*'

On the same Deliverable Worksheets calculate the costs of each personnel and non personnel resource item. Where staff, consultant or other resources are to be contributed by the proposer, one of the associated agencies or another source, the contribution can be shown using one of two options. Either indicate the contribution by inserting the words 'in kind' in the 'total cost' column beside the

appropriate item, or show the estimated cost in the total column and also show an appropriate offsetting amount in the section where estimates of required contributions from CIDA and non-CIDA sources are to be shown on the worksheet.

Complete the section of each worksheet in which the revenue sources and amounts are to be listed and totalled. (On each worksheet the total expenditure and the total revenue estimates should be identical.)

To provide a common basis for assessing proposals please use the cost categories outlined in Appendix F. Express all costs in constant Canadian dollars of the year in which the proposal is submitted.

5.4.4 Schedules of Activities, Deliverables and Resource Requirements

Four schedules are to be developed

- A planned schedule of activities and deliverables using a Gantt chart;
- A planned schedule of the dedicated staff and consultant time needed;
- A planned schedule of expenditures and revenues by cost element.
- A planned schedule of expenditures by deliverable.

Schedule of Activities and Deliverables

Use a Gantt chart to provide a schedule of planned activities and deliverables. The chart should indicate when activities are to occur during the project and when milestones will mark the completed production of deliverables. Produce one Gantt chart to cover the total duration of the project by quarters for projects exceeding one year and by month for projects of less than a year. See Appendix I for a sample intended to illustrate the principles and presentation of a Gantt chart.

Schedule of Dedicated Staff and Consultant Time

Provide a schedule showing the Dedicated Staff and Consultant Time for the duration of the project, by quarter or month as appropriate. See Appendix J for sample format.

Schedule of Revenues and Expenditures

Provide a schedule of revenues and expenditures by cost element for the duration of the project by quarter or month as appropriate. See Appendix H for the Schedule of Revenues and Expenditures by Cost Element

Schedule of Expenditures by Deliverable

Provide a schedule of expenditures by deliverable for the duration of the project by quarter or month as appropriate. Unless it helps to clarify your proposal it is not necessary to show the different revenue sources, their amounts and timing that are associated with specific deliverables. See Appendix G for a sample format for displaying a Schedule of Expenses by Deliverable.

5.5 Personnel

5.5.1 List all consultants by name and position

As a general guideline, only Canadian citizens, Canadian landed immigrants, Canadian ex-patriates resident in Thailand with all local working papers in order and citizens of Thailand could be assigned by the proposer to work as a consultant on CIDA funded projects. Other personnel may, however, be assigned provided their experience and qualifications meet CIDA requirements and are not available in Canada or Thailand. A clear indication of the need and proposed use of such individuals must be demonstrated.

5.5.2 Qualifications of Consultants

Provide a "curriculum vitae" (CV) for each consultant assigned to work on the project, highlighting experience relevant to the project. The CV must include:

- . Name and citizenship;
- . Education and pertinent dates;
- . Language(s) spoken, read and written, and degree of proficiency in each category;
- . Length of service with current institution or firm and status (permanent, temporary, associate, etc.);
- . Present employer and position in the institution (if applicable);
- . Pertinent experience: A summary of the skills and experience that would be valuable and applicable to the implementation of the project.
- . A history of employment and assignments (in reverse chronological order);
- . Service in and knowledge of Asian countries;
- . List of publications/presentations, if applicable;
- . Supportive experience: A summary of other skills and experience that could serve as background and be beneficial to the implementation of the project;
- . A signed commitment by the consultant and his/her institution/firm that the individual proposed will participate in the project.

If for any reason, a proposed consultant should have to be changed, the CEA, on behalf of CIDA, will then be the sole authority empowered to accept the replacement or suggest any other form of arrangement.

The CEA, on behalf of CIDA, reserves the right to require personnel to obtain appropriate reliability and/or security clearance prior to commencement of work under any contract.

6.0 SUPPLEMENTARY FACTOR

6.1 Institutional Networking

It is desirable that policy and planning agencies work closely with the line organizations that must implement policies and plans. Indicate whether and how organizations other than the proposer or lead agency will participate in and/or benefit from the project. If other organizations are to be involved indicate their roles in the management and conduct of the project. Substantiate their agreement to be involved in the project.

PRIORITIES GUIDING THE SELECTION OF PROJECTS

The Project Steering Committee for the **THAI CANADIAN HRD PROJECT** has determined that **only those proposals addressing priority areas would be considered eligible for funding.**

Thailand's 7th National Economic and Social Development Plan (1992-96) states three aims:

sustain the economic growth rate at an appropriate level and with stability;

redistribute income and decentralize development to the regions and rural areas at a larger scale; and

accelerate the development of human resources and upgrade the quality of life while improving the environment and natural resource management

Under the **THAI CANADIAN HRD PROJECT**, **only project proposals consistent with these aims would be considered.**

Within the above, three dimensions are important to identifying potential projects:

- Thailand's institutional priorities related to the development of human resources,
- Canada's institutional interests and strengths related to the development of human resources, and
- HRD areas of mutual concern for Thai and Canadian institutions

Proposals must focus on addressing Thailand's needs and capturing Canada's strengths, or address human resource development problems of mutual concern to Canada and Thailand.

A number of education/training priorities have been identified as being critical for the development of human resources in Thailand.

Proposals addressing these challenges would receive priority consideration. They are:

- **Strengthening institutional capabilities**
Increasing institutional flexibility and responsiveness.
- **Achieving more consistent system quality**

There are quality variations in Thai primary and secondary education, colleges and universities. There is a need to improve the quality of the academic staff, curricula and standards, including adjusting curricula to comply with modern technology and work values.

- **Increasing (geographic) access to training and education**

There are particular needs in the provincial institutions. (There is a need to set up more vocational schools in the provinces (10 per year). The target is to produce 1 million technicians in the seventh plan.)

- **Increase educational/skill level in the adult labour force**

Education and skill levels are not balanced with national priorities and the requirements of the economy. There is a need to train adult workers and upgrade their productivity, trainability and learning skills. This includes teachers.

- **Increase the availability of worker training and up-grading**

Worker training is insufficient to meet the needs of the labour market; there is a need for a strategy of intensive worker training in all sectors. There are opportunities for cooperation between industries, universities, the Labour Department and international agencies through Federatio of Thai Industries.

- **Sustain/improve equity of access**

There is a challenge to reconcile privatization and equity of access. Private institutions can be more flexible, responsive, effective and efficient but are over controlled and constrained. Currently quality is assured under government jurisdiction. Private institutions are seeking more independence and cooperation to develop professional programs in science and technology.

A number of Thai strengths related to Human Resource Development have been identified. **Proposals in which Canadian institutions build on Thai strengths will be given priority consideration.** They are:

- **Private and Public Sector involvement in Higher Education**

Thailand has considerable experience in the management and development of private sector involvement in higher education while maintaining its public institutions.

- **Internationalization of institutions**

Thailand has a policy to internationalize its institutions. For example, it has established graduate and undergraduate programs taught in English and has established programs in association with institutions on other countries so that students may earn credits in other institutions in other countries.

- **Springboard to Asia**

Thailand has an interest in expanding its influence throughout Asia and also has an interest in working with Canadians to assist them in extending their influence. A Thai Canadian institutional relationship could provide a springboard for increased involvement by Canadian institutions in other Asian countries.

- **Asian and American studies**

Thailand has established strong programs in Asian studies, Japanese studies and American studies. Canadian institutional affiliation with these programs could be beneficial for the Thai and Canadian institutions.

A number of Industry/Business challenges that are related to human resource development have been identified. Proposals which address these challenges will receive consideration. They are:

Increasing the capability to apply technology to enhance productivity
Increasing the capacity of industry to absorb technology (accept technology transfer)
Increasing the ability to better forecast the manpower requirements of Thai industries
Increasing the responsiveness of the manpower supply system to employer requirements
Increasing private sector participation in educational planning, manpower production, curriculum development, skill training (especially small industry)
Encouraging education-industry cooperation

A number of industrial/business areas have been identified as having critical manpower shortages in Thailand. Proposals which increase the capability of Thai institutions to produce skilled and knowledgeable workers in them would receive priority consideration. They are:

.management technology	.design & manufacture for	.R&D for high technology
.CAD/CAM	metal machining	.product design
.energy conservation	tool and die	.textile technology
.waste management	mould making	.food technology
.quality control (ISO)	machine tools	.plastics technology
.precision instrumentation		.iron and steel
.electronics	.integrated circuit	.jewellery
	manufacture	
.information systems		
technology	.production of automatic	
	branch exchanges (PABX)	

A number of **academic/occupational areas have been identified as having critical shortages** in Thailand. Proposals which would increase the capability of Thai institutions to produce and continue to upgrade skilled and knowledgeable workers in them would receive priority consideration. They are:

.Engineering	.Veterinary Science	Also identified as being in
mechanical	.Pharmacy	critical shortage are:
electrical	.Dentistry	
electronic	.Medical Sciences	.skilled craftsmen
metallurgical	.Nursing	.technicians
petrochemical	.Physiotherapy	.technologists
environmental	.Medical Technology	.technical teachers
agro-industrial		.teaching personnel
industrial design	.Architecture	& professors for higher
	.Industrial Education	education
.Petro-chemistry	.Agro-Industry	.scientific and technical
.Computer Science		researchers
.Mathematics	.Languages	
.Science		

DELIVERABLES

At several points, the guideline indicates a requirement to define *deliverables*. Because the concept of deliverables is so important for the definition of project objectives and for the articulation of the project plan this appendix has been produced to clarify the meaning of the term.

DELIVERABLES RELATED TO OBJECTIVES

It is possible to write objectives as process objectives or output objectives but the guideline requires that output objectives be used. They are to be stated in terms of the deliverables (observable or measurable outputs/results) that are expected from the project rather than its process (or activities). To illustrate the difference between the two kinds of objectives, examples are given below:

A sample output objective

The project objective is to plan and implement a self-supporting community outreach department in XYZ College. The project will: train three dedicated college program officers so that they are able to demonstrate their capability to develop and market independently at least three courses each that are acceptable to the local business community; train its support staff so that they are able to demonstrate their capability to independently track and control department costs according to a budget; and counsel local staff in their design, testing and revision of a core set of courses such that, during the third project year, the department will generate sufficient funding to cover the annual salaries of the three program officers.

A process objective

The project objective is to support the development of XYZ College's capability for self sustained outreach into the local business community through the use of training and assistance with the development of pilot courses.

While the above process objective might be interpreted as implying certain deliverables, the output objective states them explicitly. It also indicates a key project milestone time. The key test for a clearly stated output objective is whether two independent evaluators would be able to observe and measure the project output against the objective and come to the same conclusion concerning the extent to which the project objective had been achieved.

Project proposals should use clearly stated output objectives rather than process objectives.

DELIVERABLES RELATED TO PLANS AND SCHEDULES

Although there are a number of ways to plan a project, there are three main approaches to describe the steps in a project:

- identify the sequence of activities to be carried out,
- identify the sequence of outputs produced, or
- identify the activities and their outputs.

This guideline requires a plan that identifies the project's main activities and their duration, and then identifies the outputs (deliverables) from these activities as milestones. To illustrate the difference between what is meant by activities and deliverables examples are given below

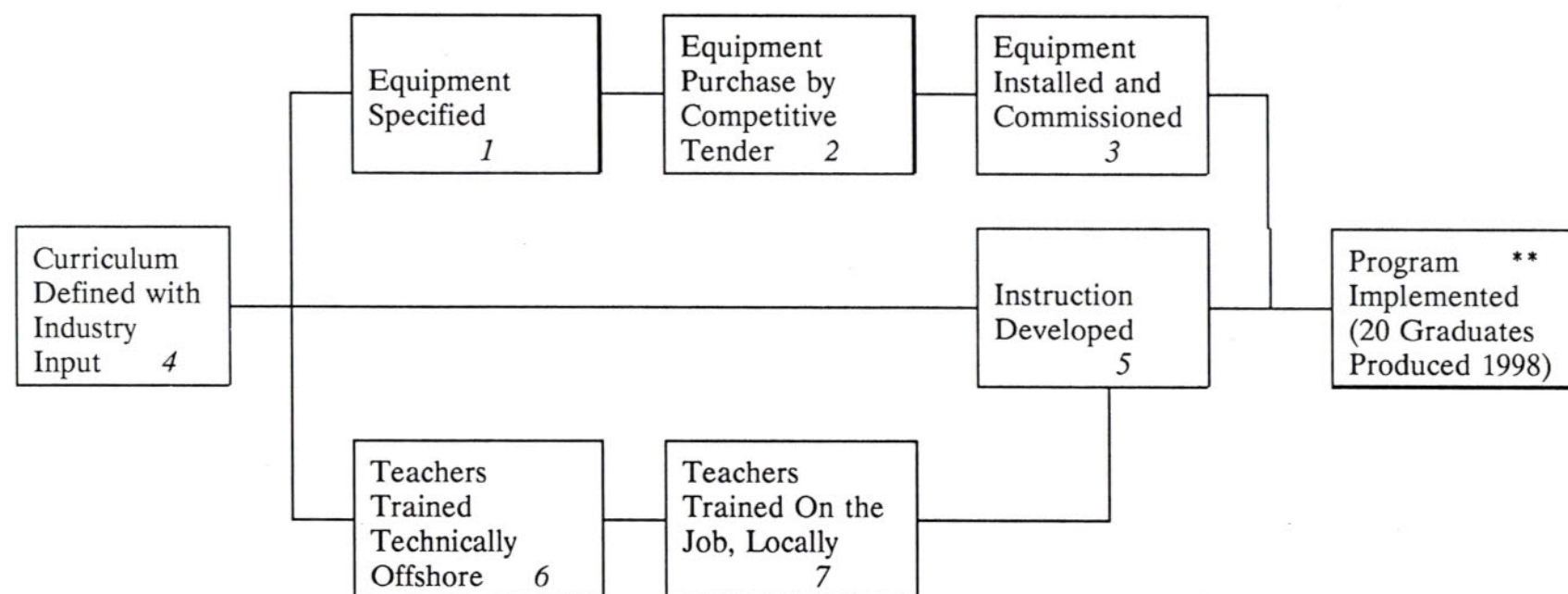
Activities	Deliverables (Outputs)
<ul style="list-style-type: none"> • Design training session on marketing • Produce marketing training materials • Conduct training session on marketing • Apply marketing skills in business community 	<ul style="list-style-type: none"> • Training schedule produced (timetable for training sessions on marketing) • Training materials (transparencies, handouts, etc.) produced • Seven persons complete training and are tested to acceptable level • Three project officers completed market survey of local business community

From the above it is clear that an activity spans time and therefore can have a duration attached to it. The deliverable is expressed as something that has been completed and can therefore have a date rather than a duration attached to it. While an activity can be observed while it is occurring, the measurable evidence that a deliverable has occurred is usually more enduring, such as goods or services produced, skills developed, structures created, etc. All activities produce at least one deliverable, some may be shown as producing more.

In the plan activities and deliverables can be shown on a schedule as follows

	Sep 1	Oct 1	Nov 1	Dec 1
• Design training session <i>Training content and schedule produced</i>	=====*			
• Produce training material <i>Training materials produced</i>	=====*			
• Conduct session <i>Seven persons trained and tested acceptable</i>		=====*		
• Apply Marketing Skills <i>Market survey completed by three officers</i>			=====*	

A SAMPLE FLOWCHART OF DELIVERABLES FOR A HYPOTHETICAL PROJECT



GOAL: To implement a 3 year technologist program in XYZ college designed to produce 20 graduates per year beginning 1998 (**)

- Objectives:**
- to specify, purchase, install and commission new equipment consistent with the curriculum for the new technologist (1,2,3)
 - to implement a conventional instructional program based on a curriculum developed in close collaboration with industry (4,5),
 - to train three existing faculty to technologist level with industrial experience to become instructors in the new technologist program (6,7)

SUGGESTED FORMAT FOR POSITION DESCRIPTION

<u>Position Title:</u>	Candidate:
Responsibilities:	
Activities:	
Outputs:	
We hereby commit to participate in the project.	
Signed (for Institution)	Signed (Candidate)

DELIVERABLE WORKSHEET

In this appendix there are two worksheets:

- the first is a blank sheet to indicate the format that the deliverable worksheet should take; and
- the second is an example of a completed worksheet.

The Blank Worksheet

The blank worksheet is two pages and lists the personnel (dedicated staff and consultants) first. The Canadian personnel and the Thai personnel are listed separately by the name of the position, each group with a sub total. The general heading 'Honoraria/Fees' conforms with the cost element name and definition given in Appendix F (Presentation of Expenses and Revenues). In this section the unit costs are the cost/day and the number of units is the number of days.

The next section lists the reimbursable expenses related to travel. Again the Canadian and the Thai expenses are listed separately. If the travel, accommodation, meal and incidental costs are complex it will be difficult to show all of the detail of your calculations on one page. It may therefore be appropriate to simply show totals in the 'total' column and provide any necessary backup sheets to illustrate how the amounts are estimated and budgeted. See Appendix F for directions on how to estimate the travel related costs.

The 'Other Reimbursable Expenses' and the 'Other Project Expenses' sections list costs according to the Appendix F categories. Where the detailed calculations for these sections is too complex simply show totals for each category, sub totals for the sections and attach worksheets as appropriate.

See Appendix F for an explanation section requiring an estimation of inflation.

The revenue resources section allows CIDA and non-CIDA sources of funding to be listed.

The Sample Worksheet

The Sample Worksheet (one page) for Project *Adanacaisa*, Deliverable *Staff Trained* is intended to illustrate how the worksheet can be completed. Note that in the sample worksheet some sections and lines have been deleted because they were not applicable to this particular example.

Project _____, DELIVERABLE WORKSHEET Deliverable _____ (In \$CAD), dated ?? ??? 19??, Page ____ of ____			
COST ELEMENT	UNIT COST	NUMBER OF UNITS	TOTAL
Dedicated Staff/Consultant Time: Honoraria/Fees Canadians Position 1 Position 2 etc. Subtotal			
Dedicated Staff/Consultant Time: Honoraria/Fees Thais Position 1 Position 2 Etc. Subtotal			
Dedicated Staff/Consultant Time: Total Honoraria/Fees			
Reimbursable Travel Related Expenses Canadians Travel Accommodation Meals Incidentals Other Sub Total			
Reimbursable Travel Related Expenses Thais Travel Accommodation Meals Incidentals Other Sub Total			
Total Travel Related			
Other Reimbursable Expenses Communications Translation, W processing, reproduction Equipment Maintenance Other Sub Total			

Project _____, DELIVERABLE WORKSHEET Deliverable _____ (In \$CAD), dated ?? ??? 19??, Page ____ of ____			
COST ELEMENT	UNIT COST	NUMBER OF UNITS	TOTAL
Other Project Expenses			
Training costs			
Etc.			
Other			
Sub Total			
Total 'Other Resources'			
Allowance of Inflation Canadian			
Allowance of Inflation Thai			
Sub Total			
Grand Total Expenses			
Revenue Sources			
CIDA funding			
OTHER funding sources			
Institution A			
Institution B			
Grand Total Revenue			

Project Adancaisa, DELIVERABLE WORKSHEET Deliverable Staff Trained (\$CAD), dated 15 Jun 1993/2536, Page 1 of 6			
COST ELEMENT	UNIT COST	NUMBER OF UNITS	TOTAL
Dedicated Staff/Consultant Time: Honoraria/Fees Canadians Training Consultant	\$200	10 days	\$2000
Subtotal			\$2000
Dedicated Staff/Consultant Time: Total Honoraria/Fees			\$2000
Reimbursable Travel Related Expenses Canadians Travel (1 Return trip to Thailand)	\$3500	1	\$3500
Accommodation (provided by Thailand)		4	in kind
Meals (4 days)	\$ 50	4	\$ 200
Sub Total			\$3700
Total Travel Related			\$3700
Other Reimbursable Expenses Communications			in kind
Translation, W processing, reproduction			in kind
Local salaries and benefits			in kind
Equipment			in kind
Maintenance			in kind
Sub Total			in kind
Other Project Expenses Training costs (short course fees)	\$1000	6 persons	\$6000
Sub Total			\$6000
Total 'Other Resources'			\$9700
Allowance of Inflation Canadian	n/a		
Allowance of Inflation Thai	n/a		
Sub Total			\$0
Grand Total Expenses			\$11700
Revenue Sources CIDA funding			\$11700
OTHER funding sources			in kind
Grand Total Revenue			\$11700

THE PRESENTATION OF EXPENSES AND REVENUES

Deliverable Worksheets are to be completed using the Cost Elements defined below. Estimates of project expenses are to be presented *by fiscal period (Quarters for the period 1 April to 31 March)*. The same *cost elements* (or line items) are to be used in both presentations.

Definition of Cost Elements

The terms are defined as follows:

Honoraria/Fees

All inclusive charges paid to personnel/consultants for time actually spent working on the project.

For employees of the institution such fees are usually an in kind contribution to the project by the institution.

The proposer should list separately all Canadian and all Thai project positions, including support staff, if any, for the project in Canada and in Thailand. The Canadian and Thai positions are to be grouped separately. Show the number of person-days to be worked by each position on the project. The proposer then has the option either to quote the daily fee or to simply indicate an 'in kind' contribution for each position. Totals would be calculated when the fee option is used. When fees are shown, a total or partial offset of the fee amount may be shown as an institutional contribution under the category of non-CIDA contributions

Approval of Personnel

It should be noted that the inclusion of particular persons on the project team for specific periods of time will influence the selection of projects.

If during contract negotiation (or implementation), it becomes necessary to change any of the positions listed in the proposal (or contract) or to add new positions to facilitate the attainment of the primary objectives of the project, the proposer will be required to submit detailed descriptions of services for these positions as well

as the curriculum vitae of the proposed personnel to the CEA for approval before any work is begun. If the positions are approved, the rates or in kind value for such new or revised positions shall be renegotiated within the available approved budget limit and established in accordance with CIDA's procedures on fee determination in non-competitive contracts before being incorporated into the contract.

Overhead costs

Indirect costs associated with the operation of an institution/business/project.

It is expected that the incremental overhead costs created by the institution's involvement in the project will be minimal and therefore normally will not be charged to the project but instead contributed as an in kind contribution by the institution.

Reimbursable expenses

Out-of-pocket expenses directly related to the project work

All or part of such expenses may be part of the institution's contribution to the project. The basis on which these expenses are calculated should be presented in the same detail as the estimate of person-days and should be linked with appropriate deliverables and fiscal periods in the project.

The proposer is to segregate out-of-pocket expenses as costs to be incurred in Canada or in Thailand.

i) Travel Expenses

The cost of travel, accommodation, food and incidentals while on travel status between Canada and Thailand, within Canada and within Thailand are to be budgeted in accordance with Canadian Treasury Board Travel Directives. Separate lines should be shown for:

- travel,
- accommodation,
- food and
- incidentals.

ii) Other Reimbursable Expenses include but are not limited to:

- communication costs (telephone, telex, facsimile, mailing and courier costs);
- translation, word processing and reproduction costs (photostatting, mimeographing and printing extra copies of documents, etc.);
- purchase and transportation costs of equipment required to carry out the work of the project (This item is included even though very limited applicability is expected. In general, only equipment required to support the work between Canadians and Thais, rather than program activities in individual institutions, will be eligible for funding under the project. Any equipment purchased will become the property of CIDA or Thailand at the end of the project)
- equipment operation and maintenance costs related to the item immediately above.
- other actual and reasonable project related expenses.

Program Expenses

Reimbursable expenses directly related to the project including but not being limited to:

- training expenses, overseas training, observation tours, studies, intensive training for extension workers and seminars. (Allowances for CIDA Award Students and Trainees are to be in accordance with CIDA's Manual for Executing Agencies - Students and Trainees.)

Base Year and Provision for Inflation

All costs are to be presented in constant Canadian dollars of the year in which the proposal is submitted. However, in addition, the cost estimates are also to include as a separate line item the institution's best estimate of increases due to inflation for costs in Canada and in Thailand. (The basis for the estimates is to be stated.) For budgetary purposes, apply one inflation factor to both fees and expenses in Canada and another to both fees and expenses paid in Thailand.

Payment of Honoraria/Fees will be made on the basis of rates quoted by the proposer and accepted by the CEA and adjusted in accordance to CIDA's policy of Honoraria/Fee increases. The application of this policy is non-negotiable. Normally, Honoraria/Fee will be increased annually on January 1. The appropriate anniversary date will be determined during contract negotiations.

Project MNOPQRSTUVWXYZ, SCHEDULE OF EXPENSES BY DELIVERABLE BY QUARTER (\$CAD), dated ?? ??? 19??, Page __ of __							
Deliverable	QU 1	QU 2	QU 3	QR 4	QR 5	QR 6	TOTAL
OBJECTIVE A							
DELIVERABLE #A1							
DELIVERABLE #A2							
DELIVERABLE #A3							
OBJECTIVE B							
DELIVERABLE #B1							
DELIVERABLE #B2							
OBJECTIVE C							
DELIVERABLE #C1							
DELIVERABLE #C2							
DELIVERABLE #C3							
DELIVERABLE #C4							
etc.							
TOTALS							

Project MNOPQRSTUVWXYZ, SCHEDULE OF EXPENSES AND REVENUES BY COST ELEMENT BY QUARTER (\$CAD), dated ?? ??? 19??, Page __ of __							
COST ELEMENT	QR 1	QR 2	QR 3	QR 4	QR 5	QR 6	TOTAL
Honoraria/Fees Canadians							
Position 1							
Position 2							
etc.							
Subtotal							
Honoraria/Fees Thais							
Position 1							
Position 2							
Etc.							
Subtotal							
Total Fees							
Reimbursable Travel Related Expenses Canadians							
Travel							
Accommocation							
Meals							
Incidentals							
Other							
Sub Total							
Travel Related Expenses Thais							
Travel							
Accommodation							
Meals							
Incidentals							
Other							
Sub Total							
Total Travel Related							

Project MNOPQRSTUVWXYZ, SCHEDULE OF EXPENSES AND REVENUES BY COST ELEMENT BY QUARTER (\$CAD), dated ?? ??? 19??, Page __ of __							
COST ELEMENT	QR 1	QR 2	QR 3	QR 4	QR 5	QR 6	TOTAL
Other Reimbursable Expenses							
Communications							
Translation, W processing, reproduction							
Equipment							
Maintenance							
Other							
Sub Total							
Other Project Expenses							
Training costs							
Etc.							
Other							
Sub Total							
Total Non Fee							
Allowance of Inflation Canadian							
Allowance of Inflation Thai							
Sub Total							
Grand Total Expenses							
Revenue Sources							
CIDA funding							
OTHER funding sources							
Institution A							
Institution B							
Grand Total Revenue							

Project MNOPQRSTUVWXYZ, SCHEDULE OF STAFF AND CONSULTANT TIME BY QUARTER IN PERSON DAYS							
dated ?? ??? 19??, Page __ of __							
STAFF OR CONSULTANT POSITION	QU 1	QU 2	QU 3	QR 4	QR 5	QR 6	TOTAL PERSON DAYS
<u>CANADIAN</u> CONSULTANT POSITION #1 CONSULTANT POSITION #2 <u>THAI</u> CONSULTANT POSITION #3 CONSULTANT POSITION #4 ----- <u>CANADIAN</u> STAFF POSITION #1 STAFF POSITION #2 <u>THAI</u> STAFF POSITION #3 STAFF POSITION #4							
TOTAL PERSON DAYS							

Sample Gantt Chart of Activities and Deliverables
Black Creek College/Lumtahn Dum Insititute Linkage Project

Activities and Deliverables	Year 1				Year 2				Year 3				Year 4				Year 5			
Manage project																				
Manage project in Canada																				
Manage project in Thailand																				
Coordinate Can & Thai Mgt																				
1st Detailed Plan Produced				*																
Quarterly Report Produced				*		*		*		*		*		*		*		*		
Annual Report Produced					*			*				*		*				*		
Semi Annual Report Produced							*			*				*		*				
Train Staff																				
Train Thai Staff																				
Admin Staff Trained				*																
Instructional staff selected					*															
Assesment produced						*		*		*		*								
Instructional staff trained										*		*								
Train Canadian Staff																				
Admin Staff Trained				*																
Instructional staff selected					*															
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Design & Test Program																				
Design & Test Thai Program																				
Analyze Occupation																				
Industrial Reps Identified					*															
Draft Occ Analysis Complete					*															
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Design Curriculum																				
etc.																				
etc.																				
etc.																				
Design Instruction																				
etc.																				

Guidelines for

INSTITUTIONAL LINKAGE PROJECT PROPOSALS

to be considered under

**THE HUMAN RESOURCES DEVELOPMENT
POLICY AND INSTITUTIONAL
LINKAGES PROJECT,
THAILAND**

(Approved by the Project Steering Committee 20 Nov, 1992/2535)

The Royal Thai Government (RTG) has identified human resource development (HRD) as a high priority in its 7th National Economic and Social Development Plan. The Human Resource Development Policy and Institutional Linkages Project, August, 1992 to May, 1998, (THAI CANADIAN HRD PROJECT) is CIDA's response. The project's objectives are:

- strengthen the capacity of Thai departments, institutions and associations in the public and private sectors for the development of policy, planning and delivery of HRD programs, and
- establish long term relationships between Thai and Canadian institutions, agencies, and individuals.

The project has three components:

Planning Missions and Visits stimulate contact and plan for potential linkages or policy and planning assistance activities. They may be undertaken by Thai and/or Canadian Groups.

Policy and Planning Assistance Projects support the strengthening of professional, technical and administrative capabilities of policy and planning divisions of Thai HRD agencies. These projects are expected to be a few months to one or more years in duration.

Institutional Linkage Projects develop Thai Institutional capacity and contribute to the development of long term Institutional Linkages that will be mutually beneficial to Thais and Canadians. These projects are expected to be three to four years in duration.

The THAI CANADIAN HRD PROJECT is managed by a Canadian Executing Agency (CEA), The ARA Consulting Group Inc. Guidelines for the preparation of proposals related to each component are available from either of:

THAI CANADIAN HRD PROJECT,
c/o The ARA Consulting Group Inc.,
102 Bloor Street West, 9th Floor,
Toronto, Ontario, Canada.
M5S 1M8

Tel: 1 (416) 961-1474
Fax: 1 (416) 922-5380

THAI CANADIAN HRD PROJECT,
c/o The ARA Consulting Group Inc.,
8th Floor, Asavachoen Building 2,
69/6 Soi Suksavithaya, (Silom Soi 9),
10500 Bangkok, Thailand.

Tel: 66 (2) 238-3840-1
Fax: 66 (2) 238-3841

A QUICK OVERVIEW

What is an Institutional Linkage?

An Institutional Linkage is a joint activity involving two or more institutions. For the HRD Policy and Institutional Linkages Project, a proposal for an Institutional Linkage Project must:

- have at least one Thai and one Canadian institution involved;
- have a design to strengthen the institutional capability of one or more of the institutions;
- focus on one of the HRD priorities identified by the Project Steering Committee;
- demonstrate long term benefits to both the Thai and Canadian partners in the linkage;
- present clear evidence that the institutional capability and the relationship between the partners will be self-sustained after CIDA project funding is terminated.

Activities could include, but are not limited to, long and short term training, technical assistance, joint research and development programs, joint degree programs, and the training of technical support staff.

What institutions are eligible and how is a proposal prepared and submitted?

Eligible institutions and organizations include universities, polytechnics, community colleges, professional associations in the private sector, public enterprises, government agencies and other departments involved in HRD.

Proposals should be initiated and developed by Thai and Canadian institutions working in close collaboration and must be based on shared resources, joint responsibilities and mutual benefits. Proposals are to be prepared using the prescribed format and submitted to the CEA, The ARA Consulting Group Inc. Proposals will be considered in three rounds with the following deadlines for submission: April 15, 1993/2536, September 15, 1993/2536 and April 15, 1994/2537.

How will proposals be considered, approved and contracted?

A joint Thai Canadian Project Steering Committee (PSC) is responsible for guiding and overseeing the THAI CANADIAN HRD PROJECT. The CEA will forward eligible proposals to the Selection Sub-committee of the PSC for review against criteria outlined in this guideline. The sub committee will make its recommendations to fund selected projects to CIDA and then the PSC. The PSC will make the final approval decisions and each approved proposal will be implemented under the terms and conditions of a contract arrangement between the Canadian implementing institution and the CEA.

TABLE OF CONTENTS

A QUICK OVERVIEW	1
TABLE OF CONTENTS	2
INSTRUCTIONS TO PROPOSERS AND PARTNERS	4
1.0 YOUR PROPOSAL FORMAT	4
2.0 SOME IMPORTANT DEFINITIONS	5
3.0 HOW TO PREPARE THE COVERING PAGES OF YOUR PROPOSAL	5
3.1 Title Page	5
3.2 The Summary Page	6
4.0 ESTABLISHING ELIGIBILITY	6
4.1 Development Priorities	6
4.2 Institutional Development	6
4.3 Institutional Commitment	7
4.4 Mutual Benefits	7
4.5 Non Proprietary Focus	7
5.0 THE TECHNICAL DESCRIPTION OF THE PROJECT	7
5.1 Overall Project Objective or Project Goal	7
5.2 Project Approach	8
5.3.1 Methodology	8
5.3.2 Research and Studies	8
5.3.3 Women in Development	8
5.3.4 The Environment	8
5.3 Sustainability	9
5.4 Project Plan	9
5.4.1 Project Deliverables	10
5.4.2 Project Organization	10
5.4.3 Estimates of Resource Requirements for Each Deliverable	10
5.4.4 Schedules of Activities, Deliverables, and Resource Requirements ...	12
5.5 Explanation of Management and Administrative Systems	12

5.6 Personnel	13
5.6.1 List all personnel by name and position	13
5.6.2 Qualifications of Personnel	13
 6.0 ADDITIONAL FACTORS TO ESTABLISH MERIT	 14
6.1 Women in Development	14
6.2 The Environment	14
6.3 Institutional Networking	14
6.4 Absorptive Capacity and Project Management Capability	15
6.4.1 Project Management Experience of the Partners	15
6.4.2 Absorptive Capacity of the Thai partners	15
6.4.3 Absorptive Capacity of the Canadian partners	15
 7.0 ACCESS TO INFORMATION	 16
 APPENDICES	
Appendix A	Priorities Guiding the Selection of Projects
Appendix B	An Explanation of the Term Deliverables
Appendix C	Sample Flowchart of Deliverables for a Hypothetical Project
Appendix D	Suggested Format for Position Description
Appendix E	Deliverables Worksheet
Appendix F	Presentation of Expenses and Revenues
Appendix G	Sample Schedule of Expenses by Deliverable
Appendix H	Sample Schedule of Expenses and Revenues by Cost Element
Appendix I	Sample Schedule of Activities and Deliverables (on a Gantt Chart)
Appendix J	Format for a Schedule of Staff and Consultant Time
Appendix K	Gender Equity Checklist

INSTRUCTIONS TO PROPOSERS AND PARTNERS

NOTE: This guideline is intended to assist you in the preparation of your Institutional Linkage Project Proposal for funding under the THAI CANADIAN HRD PROJECT. Please contact the Canadian Executing Agency (CEA), The ARA Consulting Group Inc. should you have any questions about the preparation of your proposal or the interpretation of this guideline.

1.0 YOUR PROPOSAL FORMAT

The proposal should consist of a single document containing technical and financial components. To assist assessors in finding information the proposal should be ordered and numbered according to the numbering system provided below and include all items identified. Additional information and sub-sections may be included provided that the main numbering system is not altered. Submissions which are deemed to be non-compliant with the proposal guidelines may be returned to the proposers.

Copies of proposals, five bound and one unbound, should be submitted to the THAI CANADIAN HRD PROJECT Office in Bangkok or Toronto. In the interest of conservation, the bound copies of the proposal should be printed on two sides but the unbound copy should be submitted printed on one side only. Please format all pages for two sided printing on either 8 1/2 by 11 inch or A4 paper. The main text should be single or 1 1/2 line spacing, 12 point or 10 cpi, and have an offset (border) to allow the unbound copy to be reproduced, three hole punched and inserted into a binder. Please number all pages so that proposal pages can be referenced in discussions over the phone or in written communications, if necessary. One bound copy of the proposal should contain the originals of signed documents. Please avoid coloured paper, coloured photos or illustrations, and dividers tabs, etc. for sections and mark the envelop clearly "LINKAGE PROPOSAL".

Alternately the unbound copy of the proposal may be submitted on 3 1/2 or 5 1/4 HD disk provided they are generated in Wordperfect 5.1 (or 4.2) and Lotus 3.1 (or 2.2, 2.3 or 2.4) and formatted for HP3 (or HP2) printer.

There is need to be precise but there is no need to be lengthy. Precision and clarity not volume will earn points.

2.0 SOME IMPORTANT DEFINITIONS

In this document the word '*institution*' denotes those institutions, firms, organizations, associations, consortia, etc. eligible in the Quick Overview section above.

The word '*proposer*' denotes one or more Canadian and Thai *institutions* (not individuals) submitting the proposal and '*partner*' refers to any Canadian and Thai institution that would participate in and contribute to the linkage project.

The '*lead Canadian partner*' is the legal entity that would enter into a contract arrangement with The ARA Consulting Group Inc. and contribution agreements with one or more Thai institutions to conduct an Institutional Linkage Project. The '*lead Thai partner*' is the legal entity in Thailand that would enter into a contribution agreement with the lead Canadian partner in a linkage.

The term '*deliverable*' is used in several parts of this guideline. It is critical that your proposal is based on the idea that the project will produce definite measurable outputs at specific points throughout its duration. The project's objectives are to be stated in terms of the project's deliverables (observable or measurable outputs/results) rather than its processes (or activities). The proposal plan is to identify a schedule of the project's main activities along with their durations and the outputs (deliverables) from these activities with target dates. Thus the deliverables become milestones marking the project's progress toward its completion. (Please refer to appendix B for a more detailed explanation of deliverables.)

3.0 HOW TO PREPARE THE COVERING PAGES OF YOUR PROPOSAL

3.1 Title Page

Please attach a Title Page to your proposal which has:

- The words 'LINKAGE PROPOSAL'
- Project Name
- The submission date
- Lead Canadian Partner's Name, Mailing Address, Phone and Fax numbers, Contact person and title
- Lead Thai Partner's Name, Mailing Address, Phone and Fax numbers, Contact person and title

3.1 The Summary Page

On the page following the title page please provide a Summary Page which includes:

- Project Name
- The submission date
- Lead Canadian Partner's Name,
- Lead Thai Partner's Name,
- List remaining names only of Canadian, Thai and other partner institutions
- An abstract of not more than 150 words describing the project
- Two separate lists of the main deliverables of the project in Thailand and in Canada
- The amount of CIDA funding requested
- The amount of hard and in kind funding that will be contributed from Canadian (non CIDA) sources
- The amount of hard and in kind funding that will be contributed from Thai sources
- The planned CIDA funded project duration.

4.0 ESTABLISHING ELIGIBILITY

4.1 Development Priorities

Identify how the project fits with the HRD priorities listed in Appendix A of this guideline.

Provide a rationale demonstrating how critical/important or beneficial the proposed project and the achievement of the overall project objectives are to the institutions involved and their country.

4.2 Institutional Development

State how the project relates to adult human resource development and to institutional capacity building (rather than individual capacity development).

4.3 Institutional Commitment

Provide a list of the Partners' Names, Mailing Addresses, Phone and Fax numbers, Contact Persons and Titles as Appendix I.

Experience indicates that shared understanding and commitment to project objectives are sometimes difficult to obtain in a cross-cultural setting. What evidence can be used to support the idea that the objectives are shared and committed to equally by the Canadian and the Thai partners?

Describe the nature of the institutional commitment to the project by the Thai and Canadian partners. Make reference to any institutional contributions, assurances, etc. Attach any documentation of institutional commitment, eg. letters from the institutions' Chief Executive Officers, government bodies, as Appendix II.

Describe how the project was planned and how the skills and knowledge of the Canadian and Thai institutions were used during the planning stages and how they will complement one another during and after the project.

4.4 Mutual Benefits

What are the short and long term benefits to Thailand and Canada, the Thai institution(s) involved and the Canadian institution(s) involved?

4.5 Non Proprietary Focus

Projects that would assist individual firms or organizations to develop or implement human resource strategies that would benefit only their firm and their employees will be ineligible. In general, the spirit of the project is that any human resource development opportunities created under the project are to benefit or be available to the public or the employees of several (four or more) employers. Clarify the extent to which the activities in the project will be non proprietary.

5.0 THE TECHNICAL DESCRIPTION OF THE PROJECT

5.1 Overall Project Objective Or Project Goal

State the project objectives as precisely as possible ensuring that they are expressed as producing deliverables (measurable outcomes). See Appendix B for an explanation of the term, deliverable.

5.2 Project Approach

5.2.1 Methodology

The project is designed to create something, produce something, to build institutional capacity, and to bring about change in at least two institutions, one in Thailand and one in Canada.

- How will the project operate?
- How will tasks be approached?
- Describe any special approaches that will be taken on the project.

5.2.2 Research and Studies

If research or a study is to be part of the project, identify why it needs to be done and how it will be applied in or to the task of institutional capacity building?

If the research involves experimental activities, what ethical issues are involved and how have they been addressed?

5.2.3 Women in Development (Note: additional information is requested in the 'Relative Merit section' 6.1)

Describe the relative levels of participation of men and women in the management and operation of the project.

Describe the relative levels of the opportunities for development that will be extended to men and women involved in the operation of the project.

Describe the relative levels of benefit that will accrue to men and women as a result of the project and how equitable access to the benefits of the project will be guaranteed? (Refer to the Gender Equity Checklist Appendix K for assistance in this regard.)

5.2.4 The Environment (Note: additional information is requested in the 'Relative Merit' section 6.2)

It is not expected that all projects will have directly identifiable relationships to environmental concerns.

- Have environmental components related to Canada and/or Thailand purposely been built into the project? Why?/Why not?
- Will the project have any impact on environmental concerns? How? How will they be addressed in Canada and Thailand?

5.3 Sustainability

Sustainability can have economic, social, cultural, political and environmental components. It is critical that the project has lasting beneficial effects but they are unlikely to be profound unless planned into the project from the beginning.

- Describe what will be sustained as a result of the project?
- Describe how the project is designed to ensure that the expectations for sustained effects will occur? In particular, with specific reference to sustainable effects, identify what actions or steps will be taken before the project ends, what output indicators will signal that sustainable effects are occurring, and when the actions and indicators will occur. (For example, phasing down the use of CIDA funding while phasing up the use of funding from institutional and other sources during the last third of the project might be an indicator of sustainability.)

5.4 Project Plan

Proposals should specify a schedule of activities and deliverables, a schedule of the allocation of human and other resources and a schedule of expenditures and revenues that are interrelated. These schedules will be the basis for project monitoring and assessments of the variances between what is planned and what actually occurs. The analyses will assist in determining the extent to which the overall project purpose can be achieved and whether alterations in the implementation of the plan might be needed to remain on target.

In the following you are first asked to present:

- A list of objectives and deliverables along with a flow diagram illustrating the sequence and the interrelationship of their production,
- A project organizational chart showing the authority and communication lines between project staff positions and consultants, and among any associated agencies;
- A worksheet for each deliverable indicating the estimated requirement for:
 - dedicated staff and consultant time,
 - other (non-personnel) resources, and
 - expenditures and revenues.

You are then asked to present three schedules for the duration of the project:

- A planned schedule of activities and deliverables using a Gantt chart;
- A planned schedule of the dedicated staff and consultant time needed;
- A planned schedule of expenditures.

5.4.1 Project Deliverables

List the project objectives and the outputs (deliverables) that are the sub components of each objective. These sub components are the outputs upon which the achievement of the project objectives depend. Include sub components at that level of detail that would illustrate the level of project control that you are proposing.

Create a flowchart diagram which identifies the sequence in which the outputs (deliverables) are to be produced. See Appendix C for a sample presentation of such a flowchart diagram.

5.4.2 Project Organization

Organizational Chart

Include a proposed project organization chart showing each position, the name of the person proposed in each position and the reporting relationship of all the parties involved. A separate, more general diagram can be used to show the lines of authority and communication among the project teams and their institutions, the CEA, relevant governmental and other bodies.

Position Descriptions

Provide a summary description of the responsibilities, activities and outputs of each position. See Appendix D for a sample format for a position description.

5.4.3 Estimates of Resource Requirements for Each Deliverable

For each deliverable provide an estimate of the resources that will be required. The sum of all of these requirements will be the total resource requirement for the project. For simplicity, resources requirements are to be displayed in two categories: personnel resources, '*Dedicated Staff and Consultant Time*', and non-personnel resources, '*Other Resources*'.

The cost of the each resource is to be estimated and totalled so that the total funding requirement can be determined for each deliverable.

A '*Deliverable Worksheet*' in which personnel and non personnel resource requirements and cost estimates can be presented is provided in Appendix E.

Estimating 'Dedicated Staff and Consultant Time requirements'

On a separate Deliverable Worksheet for each deliverable, list the staff and consultant positions that will work on producing that particular deliverable. For each position estimate the number of person days that will be required in the production of the deliverable. Ensure that all the Canadian and all the Thai personnel are shown but segregated. All staff and consultant positions should match those shown in the organizational diagram.

(The total of all of these estimates will be the total human resource requirement for the project.)

Estimating the 'Other Resource requirements'

On the same Deliverable Worksheets list the other resources required to produce each particular deliverable. On the Deliverable Worksheet these resources are grouped as *Reimbursable Travel Related*, *Other Reimbursable* and *Other Project Related Expenses*. Because these resources are to be costed, display them using the cost categories outlined in Appendix F, Presentation of Expenses and Revenues. Again ensure that all the Canadian and all the Thai non-personnel resource requirements are shown but segregated.

Estimating 'Expenditures and Revenues'

On the same Deliverable Worksheets calculate the costs of each personnel and non personnel resource item. Where staff, consultant or other resources are to be contributed by the proposer, one of partners or another source, the contribution can be shown using one of two options. Either indicate the contribution by inserting the words 'in kind' in the *total cost* column beside the appropriate item, or show the estimated cost in the total column and also show an appropriate offsetting amount in the section where estimates of required contributions from CIDA and non-CIDA sources are to be shown on the worksheet.

Complete the section of each worksheet in which the revenues sources and amounts are to be listed and totalled. (On each worksheet the total expenditure and the total revenue estimates should be identical.)

To provide a common basis for assessing proposals please use the cost categories outlined in Appendix F. Express all costs in constant Canadian dollars of the year in which the proposal is submitted.

5.4.4 Schedules of Activities, Deliverables and Resource Requirements

Four schedules are to be developed

- A planned schedule of activities and deliverables using a Gantt chart;
- A planned schedule of the dedicated staff and consultant time needed;
- A planned schedule of expenditures and revenues by cost element, and
- A planned schedule of expenditures by deliverable

Schedule of Activities and Deliverables

Use a Gantt chart to provide a schedule of planned activities and deliverables. The chart should indicate when activities are to occur during the project and when milestones will mark the completed production of deliverables. Produce one Gantt chart to cover the total duration of the project by quarters. See Appendix I for a sample intended to illustrate the principles and presentation of a Gantt chart.

Schedule of Dedicated Staff and Consultant Time

Provide a Schedule of Dedicated Staff and Consultant Time showing the person days required for each position in each quarter for the first 18 months of the project and by year for the remainder of the project. See Appendix J for sample intended to illustrate the principles and presentation of this schedule.

Schedule of Expenditure and Revenues

Provide a schedule of expenditures and revenues by cost element in each quarter for the first 18 months of the project and by year for the remainder of the project. Clearly segregate the revenues into CIDA sources, non-CIDA Canadian sources, and non-CIDA Thai sources. See Appendix H for a sample presentation.

Schedule of Expenditures by Deliverable

Also provide a schedule of expenditures by deliverable in each quarter for the first 18 months of the project and by year for the remainder of the project. See Appendix G for a sample presentation.

5.5 Explanation of Management and Administrative Systems

Briefly describe how the project will be managed to ensure that objectives are met on target, expenditures, revenues and levels of effort are controlled. Describe particularly how the project will inform itself of progress, expenditure and revenue levels, levels of

effort, and the need for adjustments within and between the partners. Include a description of the proposer's internal management system that will be used to provide effective project cost control, to monitor and report on the proposed activities and to ensure quality control of all work executed during the project.

5.6 Personnel

5.6.1 List All Personnel by Name and Position

As a general guideline, only Canadian citizens, Canadian landed immigrants, Canadian ex-patriates resident in Thailand with all local working papers in order and citizens of Thailand could be assigned by the proposer to work on CIDA funded projects. Other personnel may, however, be assigned provided their experience and qualifications meet CIDA requirements and are not available in Canada or Thailand. A clear indication of the need and proposed use of such individuals must be demonstrated.

Thai and Canadian personnel are to be listed separately and each list is to be subdivided into two groups with a clear indication which persons are to be reimbursed from CIDA funds and which are to be paid from other sources. Generally Thais are to be paid from Thai sources only.

5.6.2 Qualifications of Personnel

Provide a "curriculum vitae" (CV) for each individual assigned to work on the project, highlighting experience relevant to the project. The CV must include:

- . Name and citizenship;
- . Education and pertinent dates;
- . Language(s) spoken, read and written, and degree of proficiency in each category;
- . Length of service with current institution or firm and status (permanent, temporary, associate, etc.);
- . Present employer and position in the institution (if applicable);
- . Pertinent experience: A summary of the skills and experience that would be valuable and applicable to the implementation of the project.
- . A history of employment and assignments (in reverse chronological order);
- . Service in and knowledge of Asian countries;
- . List of publications/presentations if applicable;
- . Supportive experience: A summary of other skills and experience that could serve as background and be beneficial to the implementation of the project;
- . A signed commitment by the institution that the personnel proposed by the institution will participate in the project.

Note: if no name is assigned to a position, an assessment of the quality of the personnel proposed cannot be done. If alternates are proposed, the evaluation will be based on the least suitable. Any significant change to the proposed team could lead to the rejection of project. If for any reason, a proposed candidate should have to be changed, the CEA, on behalf of CIDA, will then be the sole authority empowered to accept the replacement or suggest any other form of arrangement.

The CEA, on behalf of CIDA, reserves the right to require personnel to obtain appropriate reliability and/or security clearance prior to commencement of work under any contract.

6.0 ADDITIONAL FACTORS TO ESTABLISH MERIT

6.1 Women in Development

Indicate any special consideration that your proposal should receive in contributing to the *creation of new opportunities* to equalize the potential for women to participate in or benefit from in human resource development? This would only be for activities or approaches over and above those outlined in 5.2.3.

6.2 The environment

Indicate any special consideration that your proposal should receive because of the *positive sustainable impact* that its activities or outcomes will have on the environment. This would be for activities or approaches over and above those outlined in 5.2.4.

6.3 Institutional Networking

Indicate whether and how institutions other than the lead Thai and Canadian institutional partners will participate in and/or benefit from the project. If other institutions are to be involved indicate their roles in the management and conduct of the project. Substantiate their agreement to be involved in the project.

Indicate whether and how institutions or individuals in other countries in South East Asia and Indo-China will benefit directly or indirectly from participation in the project or from its effects.

6.4 Absorptive Capacity and Project Management Capability

6.4.1 Project Management Experience of the Partners

In the case of private sector proposers, a statement specifying the percentage of Canadian beneficial ownership in the firm and confirmation that Canadians have effective control of the institution or firm must be included in the proposal. The CEA reserves the right to verify this statement. Beneficial ownership must meet the prescribed minimum 51% for any institution or firm proposing singly and for the lead institution or firm as well as others in any consortium or other arrangement. To ensure that the proposer in a consortium is able to manage the project effectively it must be able to demonstrate that its input is substantial within a proposal.

In order to demonstrate project management experience in work of a nature similar to cross cultural institution capacity building, no more than two **brief** (one page) project descriptions may be attached to your proposal. It is suggested that projects should demonstrate the capacity of the institution(s) to promote and implement CIDA's policies on integration of women, environmental considerations and sustainable development.

6.4.2 Absorptive Capacity of the Thai Partners

What support can be given to demonstrate that the participating *Thai* institutions have the *capability and willingness to absorb and benefit* from the project.

Indicate how the individuals who are trained, developed and supported by the project will have *enough influence and control to impact the development of the Thai institution(s)* of which they are members?

What evidence can be presented that the Thai institution has the *commitment and capability to manage* their part of the project?

6.4.3 Absorptive Capacity of the Canadian Partners

What support can be given to demonstrate that the participating *Canadian* institutions appears to have the *capability and willingness to absorb and benefit* from the project?

Indicate how the individuals who are trained, developed and supported by the project will have *enough influence and control to impact the development of the Canadian institution(s)* of which they are members?

What evidence can be presented that the Canadian institution has the *commitment and capability to manage* their part of the project?

7.0 Access to Information

The CEA is acting on behalf of CIDA and information, including documents held by departments and agencies of the Federal Government may be subject to release under the provision of the Access to Information legislation. The proposer shall indicate whether the proposal or any part(s) thereof is/are, in its view, exempt under the provisions of the legislation. Consequently, the proposer should stipulate which part(s) of the proposal it would consent to release, if it so chooses.

PRIORITIES GUIDING THE SELECTION OF PROJECTS

The Project Steering Committee for the THAI CANADIAN HRD PROJECT has determined that **only those proposals addressing priority areas would be considered eligible for funding.**

Thailand's 7th National Economic and Social Development Plan (1992-96) states three aims:

- sustain the economic growth rate at an appropriate level and with stability;
- redistribute income and decentralize development to the regions and rural areas at a larger scale; and
- accelerate the development of human resources and upgrade the quality of life while improving the environment and natural resource management

Under the THAI CANADIAN HRD PROJECT, **only project proposals consistent with these aims would be considered.**

Within the above, three dimensions are important to identifying potential projects:

- Thailand's institutional priorities related to the development of human resources,
- Canada's institutional interests and strengths related to the development of human resources, and
- HRD areas of mutual concern for Thai and Canadian institutions

Proposals must focus on addressing Thailand's needs and capturing Canada's strengths, or address human resource development problems of mutual concern to Canada and Thailand.

A number of education/training priorities have been identified as being critical for the development of human resources in Thailand.

Proposals addressing these challenges would receive priority consideration. They are:

- **Strengthening institutional capabilities**
Increasing institutional flexibility and responsiveness.

- **Achieving more consistent system quality**

There are quality variations in Thai primary and secondary education, colleges and universities. There is a need to improve the quality of the academic staff, curricula and standards, including adjusting curricula to comply with modern technology and work values.

- **Increasing (geographic) access to training and education**

There are particular needs in the provincial institutions. (There is a need to set up more vocational schools in the provinces (10 per year). The target is to produce 1 million technicians in the seventh plan.)

- **Increase educational/skill level in the adult labour force**

Education and skill levels are not balanced with national priorities and the requirements of the economy. There is a need to train adult workers and upgrade their productivity, trainability and learning skills. This includes teachers.

- **Increase the availability of worker training and up-grading**

Worker training is insufficient to meet the needs of the labour market; there is a need for a strategy of intensive worker training in all sectors. There are opportunities for cooperation between industries, universities, the Labour Department and international agencies through Federatio of Thai Industries.

- **Sustain/improve equity of access**

There is a challenge to reconcile privatization and equity of access. Private institutions can be more flexible, responsive, effective and efficient but are over controlled and constrained. Currently quality is assured under government jurisdiction. Private institutions are seeking more independence and cooperation to develop professional programs in science and technology.

A number of Thai strengths related to Human Resource Development have been identified. **Proposals in which Canadian institutions build on Thai strengths will be given priority consideration.** They are:

- **Private and Public Sector involvement in Higher Education**

Thailand has considerable experience in the management and development of private sector involvement in higher education while maintaining its public institutions.

- **Internationalization of institutions**

Thailand has a policy to internationalize its institutions. For example, it has established graduate and undergraduate programs taught in English and has established programs in association with institutions in other countries so that students may earn credits in other institutions in other countries.

- **Springboard to Asia**

Thailand has an interest in expanding its influence throughout Asia and also has an interest in working with Canadians to assist them in extending their influence. A Thai Canadian institutional relationship could provide a springboard for increased involvement by Canadian institutions in other Asian countries.

- **Asian and American studies**

Thailand has established strong programs in Asian studies, Japanese studies and American studies. Canadian institutional affiliation with these programs could be beneficial for the Thai and Canadian institutions.

● **A number of Industry/Business challenges that are related to human resource development** have been identified. Proposals which address these challenges will receive consideration. They are:

Increasing the capability to apply technology to enhance productivity
Increasing the capacity of industry to absorb technology (accept technology transfer)
Increasing the ability to better forecast the manpower requirements of Thai industries
Increasing the responsiveness of the manpower supply system to employer requirements
Increasing private sector participation in educational planning, manpower production, curriculum development, skill training (especially small industry)
Encouraging education-industry cooperation

A number of industrial/business areas have been identified as having critical manpower shortages in Thailand. Proposals which increase the capability of Thai institutions to produce skilled and knowledgeable workers in them would receive priority consideration. They are:

.management technology	.design & manufacture for	.R&D for high technology
.CAD/CAM	metal machining	.product design
.energy conservation	tool and die	.textile technology
.waste management	mould making	.food technology
.quality control (ISO)	machine tools	.plastics technology
.precision instrumentation		.iron and steel
.electronics	.integrated circuit	.jewellery
	manufacture	
.information systems		
technology	.production of automatic	
	branch exchanges (PABX)	

A number of **academic/occupational areas have been identified as having critical shortages** in Thailand. Proposals which would increase the capability of Thai institutions to produce and continue to upgrade skilled and knowledgeable workers in them would receive priority consideration. They are:

.Engineering	.Veterinary Science	Also identified as being in
mechanical	.Pharmacy	critical shortage are:
electrical	.Dentistry	
electronic	.Medical Sciences	.skilled craftsmen
metallurgical	.Nursing	.technicians
petrochemical	.Physiotherapy	.technologists
environmental	.Medical Technology	.technical teachers
agro-industrial		.teaching personnel
industrial design	.Architecture	& professors for higher
	.Industrial Education	education
.Petro-chemistry	.Agro-Industry	.scientific and technical
.Computer Science		researchers
.Mathematics	.Languages	
.Science		

DELIVERABLES

At several points, the guideline indicates a requirement to define *deliverables*. Because the concept of deliverables is so important for the definition of project objectives and for the articulation of the project plan this appendix has been produced to clarify the meaning of the term.

DELIVERABLES RELATED TO OBJECTIVES

It is possible to write objectives as process objectives or output objectives but the guideline requires that output objectives be used. They are to be stated in terms of the deliverables (observable or measurable outputs/results) that are expected from the project rather than its process (or activities). To illustrate the difference between the two kinds of objectives, examples are given below:

A sample output objective

The project objective is to plan and implement a self-supporting community outreach department in XYZ College. The project will: train three dedicated college program officers so that they are able to demonstrate their capability to develop and market independently at least three courses each that are acceptable to the local business community; train its support staff so that they are able to demonstrate their capability to independently track and control department costs according to a budget; and counsel local staff in their design, testing and revision of a core set of courses such that, during the third project year, the department will generate sufficient funding to cover the annual salaries of the three program officers.

A process objective

The project objective is to support the development of XYZ College's capability for self-sustained outreach into the local business community through the use of training and assistance with the development of pilot courses.

While the above process objective might be interpreted as implying certain deliverables, the output objective states them explicitly. It also indicates a key project milestone time. The key test for a clearly stated output objective is whether two independent evaluators would be able to observe and measure the project output against the objective and come to the same conclusion concerning the extent to which the project objective had been achieved.

Project proposals should use clearly stated output objectives rather than process objectives.

DELIVERABLES RELATED TO PLANS AND SCHEDULES

Although there are a number of ways to plan a project, there are three main approaches to describe the steps in a project:

- identify the sequence of activities to be carried out,
- identify the sequence of outputs produced, or
- identify the activities and their outputs.

This guideline requires a plan that identifies the project's main activities and their duration, and then identifies the outputs (deliverables) from these activities as milestones. To illustrate the difference between what is meant by activities and deliverables examples are given below

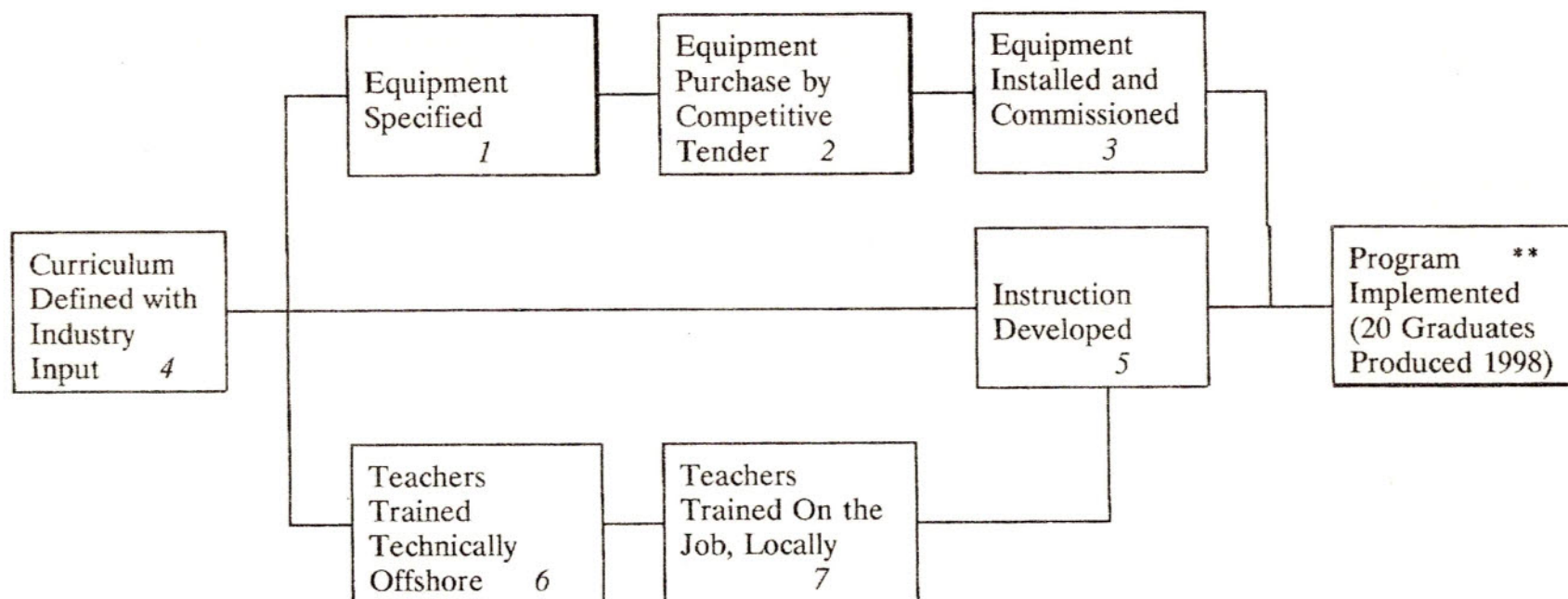
Activities	Deliverables (Outputs)
<ul style="list-style-type: none"> ● Design training session on marketing ● Produce marketing training materials ● Conduct training session on marketing ● Apply marketing skills in business community 	<ul style="list-style-type: none"> ● Training schedule produced (timetable for training sessions on marketing) ● Training materials (transparencies, handouts, etc.) produced ● Seven persons complete training and are tested to acceptable level ● Three project officers completed market survey of local business community

From the above it is clear that an activity spans time and therefore can have a duration attached to it. The deliverable is expressed as something that has been completed and can therefore have a date rather than a duration attached to it. While an activity can be observed while it is occurring, the measurable evidence that a deliverable has occurred is usually more enduring, such as goods or services produced, skills developed, structures created, etc. All activities produce at least one deliverable, some may be shown as producing more.

In the plan activities and deliverables can be shown on a schedule as follows

	Sep 1	Oct 1	Nov 1	Dec 1
● Design training session <i>Training content and schedule produced</i>	=====*			
● Produce training material <i>Training materials produced</i>	=====*			
● Conduct session <i>Seven persons trained and tested acceptable</i>		=====*		
● Apply Marketing Skills <i>Market survey completed by three officers</i>			=====*	

A SAMPLE FLOWCHART OF DELIVERABLES FOR A HYPOTHETICAL PROJECT



GOAL: To implement a 3 year technologist program in XYZ college designed to produce 20 graduates per year beginning 1998 (**)

- Objectives:**
- to specify, purchase, install and commission new equipment consistent with the curriculum for the new technologist (1,2,3)
 - to implement a conventional instructional program based on a curriculum developed in close collaboration with industry (4,5),
 - to train three existing faculty to technologist level with industrial experience to become instructors in the new technologist program (6,7),

SUGGESTED FORMAT FOR POSITION DESCRIPTION

<u>Position Title:</u>	Candidate:
Responsibilities:	
Activities:	
Outputs:	
We hereby commit to participate in the project.	
Signed (for Institution)	Signed (Candidate)

DELIVERABLE WORKSHEET

In this appendix there are two worksheets:

- the first is a blank sheet to indicate the format that the deliverable worksheet should take; and
- the second is an example of a completed worksheet.

The Blank Worksheet

The blank worksheet is two pages and lists the personnel (dedicated staff and consultants) first. The Canadian personnel and the Thai personnel are listed separately by the name of the position, each group with a sub total. The general heading 'Honoraria/Fees' conforms with the cost element name and definition given in Appendix F (Presentation of Expenses and Revenues). In this section the unit costs are the cost/day and the number of units is the number of days.

The next section lists the reimbursable expenses related to travel. Again the Canadian and the Thai expenses are listed separately. If the travel, accommodation, meal and incidental costs are complex it will be difficult to show all of the detail of your calculations on one page. It may therefore be appropriate to simply show totals in the 'total' column and provide any necessary backup sheets to illustrate how the amounts are estimated and budgeted. See Appendix F for directions on how to estimate the travel related costs.

The 'Other Reimbursable Expenses' and the 'Other Project Expenses' sections list costs according to the Appendix F categories. Where the detailed calculations for these sections is too complex simply show totals for each category, sub totals for the sections and attach worksheets as appropriate.

See Appendix F for an explanation section requiring an estimation of inflation.

The revenue resources section allows CIDA and non-CIDA sources of funding to be listed.

The Sample Worksheet

The Sample Worksheet (one page) for Project *Adanacaisa*, Deliverable *Staff Trained* is intended to illustrate how the worksheet can be completed. Note that in the sample worksheet some sections and lines have been deleted because they were not applicable to this particular example.

Project _____, DELIVERABLE WORKSHEET Deliverable _____ (In \$CAD), dated ?? ??? 19??, Page ____ of ____			
COST ELEMENT	UNIT COST	NUMBER OF UNITS	TOTAL
Dedicated Staff/Consultant Time: Honoraria/Fees Canadians Position 1 Position 2 etc. Subtotal			
Dedicated Staff/Consultant Time: Honoraria/Fees Thais Position 1 Position 2 Etc. Subtotal			
Dedicated Staff/Consultant Time: Total Honoraria/Fees			
Reimbursable Travel Related Expenses Canadians Travel Accommodation Meals Incidentals Other Sub Total			
Reimbursable Travel Related Expenses Thais Travel Accommodation Meals Incidentals Other Sub Total			
Total Travel Related			
Other Reimbursable Expenses Communications Translation, W processing, reproduction Local staff Equipment Maintenance Other Sub Total			

Project _____ Deliverable _____			
DELIVERABLE WORKSHEET (In \$CAD), dated ?? ??? 19??, Page ____ of ____			
COST ELEMENT	UNIT COST	NUMBER OF UNITS	TOTAL
Other Project Expenses			
Training costs			
Etc.			
Other			
Sub Total			
Total 'Other Resources'			
Allowance of Inflation Canadian			
Allowance of Inflation Thai			
Sub Total			
Grand Total Expenses			
Revenue Sources			
CIDA funding			
OTHER funding sources			
Institution A			
Institution B			
Grand Total Revenue			

Project <u>Adancaaisa</u> , DELIVERABLE WORKSHEET Deliverable <u>Staff Trained (\$CAD)</u> , dated 15 Jun 1993/2536, Page 1 of 6			
COST ELEMENT	UNIT COST	NUMBER OF UNITS	TOTAL
Dedicated Staff/Consultant Time: Honoraria/Fees Canadians Training Consultant	\$200	10 days	\$2000
Subtotal			\$2000
Dedicated Staff/Consultant Time: Total Honoraria/Fees			\$2000
Reimbursable Travel Related Expenses Canadians Travel (1 Return trip to Thailand)	\$3500	1	\$3500
Accommodation (provided by Thailand)		4	in kind
Meals (4 days)	\$ 50	4	\$ 200
Sub Total			\$3700
Total Travel Related			\$3700
Other Reimbursable Expenses Communications			in kind
Translation, W processing, reproduction			in kind
Local salaries and benefits			in kind
Equipment			in kind
Maintenance			in kind
Sub Total			in kind
Other Project Expenses Training costs (short course fees)	\$1000	6 persons	\$6000
Sub Total			\$6000
Total 'Other Resources'			\$9700
Allowance of Inflation Canadian	n/a		
Allowance of Inflation Thai	n/a		
Sub Total			\$0
Grand Total Expenses			\$11700
Revenue Sources CIDA funding			\$11700
OTHER funding sources			in kind
Grand Total Revenue			\$11700

THE PRESENTATION OF EXPENSES AND REVENUES

Deliverable Worksheets are to be completed using the Cost Elements defined below. Estimates of project expenses are to be presented *by fiscal period (Quarters for the period 1 April to 31 March)*. The same *cost elements* (or line items) are to be used in both presentations.

Definition of Cost Elements

The terms are defined as follows:

Honoraria/Fees

All inclusive charges paid to personnel/consultants for time actually spent working on the project.

For employees of the institution such fees are usually an in kind contribution to the project by the institution.

The proposer should list separately all Canadian and all Thai project positions, including support staff, if any, for the project in Canada and in Thailand. The Canadian and Thai positions are to be grouped separately. Show the number of person-days to be worked by each position on the project. The proposer then has the option either to quote the daily fee or to simply indicate an 'in kind' contribution for each position. Totals would be calculated when the fee option is used. When fees are shown, a total or partial offset of the fee amount may be shown as an institutional contribution under the category of non-CIDA contributions

Approval of Personnel

It should be noted that the inclusion of particular persons on the project team for specific periods of time will influence the selection of projects.

If during contract negotiation (or implementation), it becomes necessary to change any of the positions listed in the proposal (or contract) or to add new positions to facilitate the attainment of the primary objectives of the project, the proposer will be required to submit detailed descriptions of services for these positions as well as the curriculum vitae of the proposed personnel to the CEA for approval before any work is begun. If the positions are approved, the rates or in kind value for such

new or revised positions shall be renegotiated within the available approved budget limit and established in accordance with CIDA's procedures on fee determination in non-competitive contracts before being incorporated into the contract.

Locally-Engaged Consultants

The term "locally-engaged consultant" could apply to a Thai specialist hired by the proposer who otherwise has no current or recent affiliation, direct or indirect, with any of the partnered institutions. It is expected that CIDA funded locally-engaged consultants would be included in only extremely exceptional cases. In general, Thai personnel are to be paid by Thai funding.

The proposer shall list separately all locally engaged consultants who will be assigned to the project in Thailand. The proposer has the option of quoting an all inclusive daily honorarium/fee for each position, the number of days to be charged to the project and an extension for the total or simply indicating the number of days and showing the fee and/or extension as an 'in kind' contribution. When actual fees are calculated total or partial offsets for the fee amount may be shown as an institutional contribution under the category of non-CIDA contributions.

Overhead costs

Indirect costs associated with the operation of an institution/business/project.

It is expected that the incremental overhead costs created by the institution's involvement in the project will be minimal and therefore normally will not be charged to the project but instead contributed as an in kind contribution by the institution.

Reimbursable expenses

Out-of-pocket expenses directly related to the project work

All or part of such expenses may be part of the institution's contribution to the project. The basis on which these expenses are calculated should be presented in the same detail as the estimate of person-days and should be linked with appropriate deliverables and fiscal periods in the project.

The proposer is to segregate out-of-pocket expenses as costs to be incurred in Canada or in Thailand.

i) Travel Expenses

The cost of travel, accommodation, food and incidentals while on travel status between Canada and Thailand, within Canada and within Thailand are to be budgeted in accordance with Canadian Treasury Board Travel Directives. Separate lines should be shown for:

- travel,
- accommodation,
- food and
- incidentals.

ii) Other Reimbursable Expenses include but are not limited to:

- communication costs (telephone, telex, facsimile, mailing and courier costs);
- translation, word processing and reproduction costs (photostatting, mimeographing and printing extra copies of documents, etc.);
- actual cost of salaries and fringe benefits for locally-engaged Thai staff (excluding locally-engaged consultants whose fees would be included in 'honoraria/fees'). Locally engaged staff would not include person who has current or recent affiliation, direct or indirect, with the proposer or any of the partner institutions;
- purchase and transportation costs of equipment required to carry out the work of the project (This item is included even though very limited applicability is expected. In general, only limited equipment required to support the Canadian Thai project relationship rather than a program activity will be eligible for funding under the project and all such equipment will become the property of CIDA or Thailand at the end of the project)
- equipment operation and maintenance costs related to the item immediately above.
- other actual and reasonable project related expenses.

Program Expenses

Reimbursable expenses directly related to the project including but not being limited to:

- training expenses, overseas training, observation tours, studies, intensive training for extension workers and seminars. (Allowances for CIDA Award Students and Trainees are to be in accordance with CIDA's Manual for Executing Agencies - Students and Trainees.)

Base Year and Provision for Inflation

All costs are to be presented in constant Canadian dollars of the year in which the proposal is submitted. However, in addition, the cost estimates are also to include as a separate line item the institution's best estimate of increases due to inflation for costs in Canada and in Thailand. (The basis for the estimates is to be stated.) For budgetary purposes, apply one inflation factor to both fees and expenses in Canada and another to both fees and expenses paid in Thailand.

Payment of Honoraria/Fees will be made on the basis of rates quoted by the proposer and accepted by the CEA and adjusted in accordance to CIDA's policy of Honoraria/Fee increases. The application of this policy is non-negotiable. Normally, Honoraria/Fee will be increased annually on January 1. The appropriate anniversary date will be determined during contract negotiations.

Canadian Goods and Services Tax (GST)

The proposer must show the amount budgeted for GST as a separate line in all estimates.

- a) The proposer is to estimate costs on the basis that GST is not included in fees and/or costs and/or prices.
- b) The proposer is to estimate the amount of applicable GST calculated according to the provisions of the Excises Tax Act.

Estimates of Expenses by DELIVERABLE

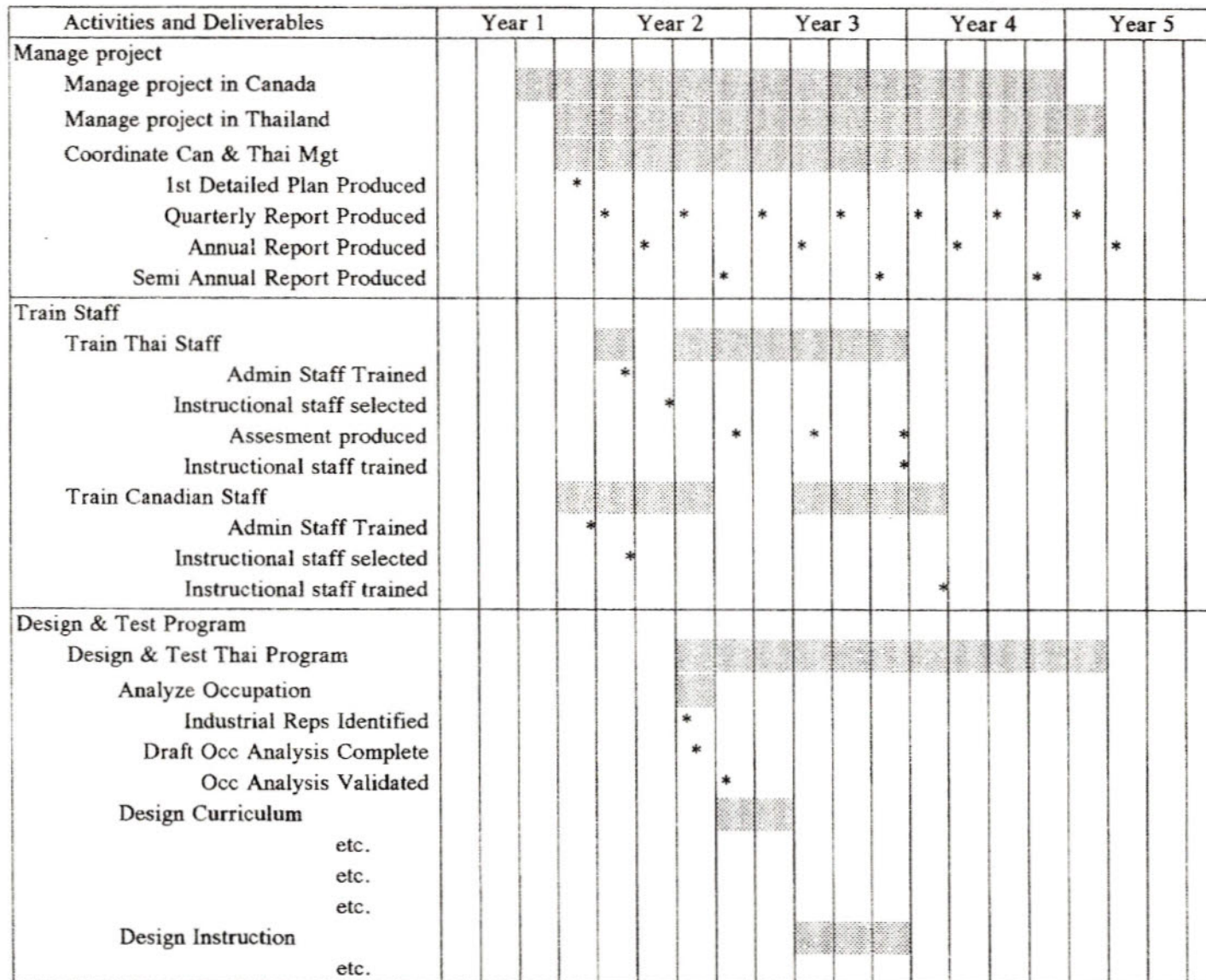
A sample format for the presentation of Estimates of Expenses by Deliverable by Fiscal year is given in Appendix G.

Project MNOPQRSTUVWXYZ, SCHEDULE OF EXPENSES BY DELIVERABLE BY QUARTER (\$CAD), dated ?? ??? 19??, Page __ of __							
Deliverable	QU 1	QU 2	QU 3	QR 4	QR 5	QR 6	TOTAL
OBJECTIVE A							
DELIVERABLE #A1							
DELIVERABLE #A2							
DELIVERABLE #A3							
OBJECTIVE B							
DELIVERABLE #B1							
DELIVERABLE #B2							
OBJECTIVE C							
DELIVERABLE #C1							
DELIVERABLE #C2							
DELIVERABLE #C3							
DELIVERABLE #C4							
etc.							
TOTALS							

Project MNOPQRSTUVWXYZ, SCHEDULE OF EXPENSES AND REVENUES BY COST ELEMENT BY QUARTER (\$CAD), dated ?? ??? 19??, Page _ of _							
COST ELEMENT	QR 1	QR 2	QR 3	QR 4	QR 5	QR 6	TOTAL
Honoraria/Fees Canadians							
Position 1							
Position 2							
etc.							
Subtotal							
Honoraria/Fees Thais							
Position 1							
Position 2							
Etc.							
Subtotal							
Total Fees							
Reimbursable Travel Related Expenses Canadians							
Travel							
Accommocation							
Meals							
Incidentals							
Other							
Sub Total							
Travel Related Expenses Thais							
Travel							
Accommodation							
Meals							
Incidentals							
Other							
Sub Total							
Total Travel Related							

Project MNOPQRSTUVWXYZ, SCHEDULE OF EXPENSES AND REVENUES BY COST ELEMENT BY QUARTER (\$CAD), dated ?? ??? 19??, Page _ of _							
COST ELEMENT	QR 1	QR 2	QR 3	QR 4	QR 5	QR 6	TOTAL
Other Reimbursible Expenses							
Communications							
Translation, W processing, reproduction							
Equipment							
Maintenance							
Other							
Sub Total							
Other Project Expenses							
Training costs							
Etc.							
Other							
Sub Total							
Total Non Fee							
Allowance of Inflation Canadian							
Allowance of Inflation Thai							
Sub Total							
GST							
Grand Total Expenses							
Revenue Sources							
CIDA funding							
OTHER funding sources							
Institution A							
Institution B							
Grand Total Revenue							

Sample Gantt Chart of Activities and Deliverables
Black Creek College/Lumtahn Dum Insititute Linkage Project



Project MNOPQRSTUVWXYZ, SCHEDULE OF STAFF AND CONSULTANT TIME BY QUARTER IN PERSON DAYS							
dated ?? ??? 19??, Page __ of __							
STAFF OR CONSULTANT POSITION	QU 1	QU 2	QU 3	QR 4	QR 5	QR 6	TOTAL PERSON DAYS
<u>CANADIAN</u> CONSULTANT POSITION #1 CONSULTANT POSITION #2 <u>THAI</u> CONSULTANT POSITION #3 CONSULTANT POSITION #4 <hr/> <u>CANADIAN</u> STAFF POSITION #1 STAFF POSITION #2 <u>THAI</u> STAFF POSITION #3 STAFF POSITION #4							
TOTAL PERSON DAYS							

GENDER EQUITY CHECKLIST

This checklist, while not developed with institutional linkages in mind, can be used to raise questions about gender equity during the development of your proposal. It is included to assist you.

The checklist was originally designed to help identify current gender divisions of labour in a referent community, to determine if access to and control over resources and benefits is currently equitable, and to highlight influencing factors which may be of value in project design. An organization could be considered a community and the checklist may help you to consider questions that otherwise might not have been considered. Some questions may not be relevant to your proposal.

1. The gender division of labour

- How is work organized in the organizations/communities to be affected by the project?
- What work do women (and girls) do (paid and unpaid)?
- What work do men (and boys) do (paid and unpaid)?
- What are the implications of this division of labour for achieving project goals?
- Do gender work burdens prevent participation in and access to benefits?
- Does the project tend to reinforce or challenge the existing division of labour?

2. Access to and control over resources and benefits

Resources

- What productive resources do women and men each have access to?
- What productive resources do they each have control over?
- What implication has this pattern for project activities?
- How can a project contribute to increasing women's access to and control over resources?

Benefits

- What benefits do women and men each receive from productive, reproductive and organization/community work, and from the use of resources?
- What benefits do they each have control over to use as they please?

- What are the implications for project activities?
- How can women's access to and control over benefits be increased?

3. Influencing factors

- What key factors - past, present and future - influence and change gender relations, division of work, and access to and control over resources?
- What constraints and opportunities do these factors present for promotion gender equality and the empowerment of women?
- How and to what extent do project activities contribute to improving the conditions (material state) of women and men?
- How and to what extent do they contribute to improving women's position (social and economic standing relative to men) in society?
- How and to what extent do project activities address the practical needs (condition)?
- How and to what extent do project activities address the strategic interest of women (position)?

Types of questions that might be asked during a project review

- Did the need assessment look into the special or different problems and needs of the women in the organization/community?
- Are there specific ways proposed for encouraging and enabling women to participate in the project despite their traditionally more domestic location and subordinate position within the community?
- Do women receive a fair share, relative to men, of the benefits arising from the project?
- What are the (likely) long-term effects?
- Were women (from different classes) involved in conducting the needs assessment (opinion on their problems and needs)?
- Has there been an assessment of women's position in terms of such possible problems as their heavier work burden, relative lack of access to resources and opportunities or lack of participation in the development process?
- Is the chosen intervention strategy likely to overlook women in the target group, for instance because of their heavier burden of work and more domestic location?
- In what ways, specifically, will the project lead to women's increased empowerment (increased access to training, increased participation in decision-making, increased control of income resulting from their own labour)?
- Do any of the objectives challenge the existing or traditional gender division of labour, tasks, opportunities and responsibilities?