

THAILAND - CANADA
INSTITUTIONAL LINKAGES PROGRAM
MONITOR'S REPORT
SEPTEMBER 1990

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1.0 OVERVIEW

1.0 OVERVIEW

1.1 Institutional Linkages Program (ILP)

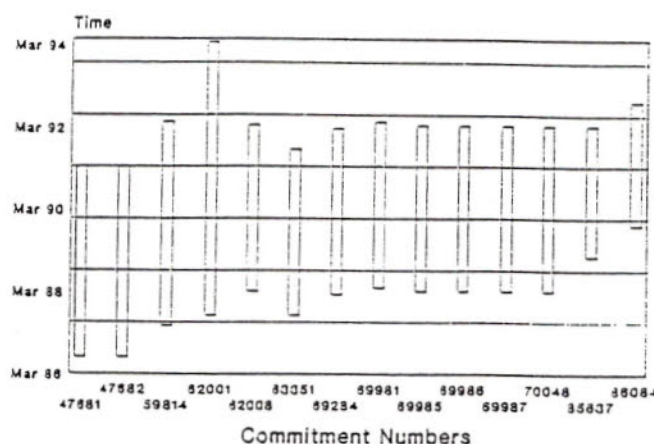
The Thailand Institutional Linkages Program (ILP) is comprised of fourteen individual linkage projects co-sponsored by Thai and Canadian universities and partially funded by the Canadian International Development Agency (CIDA). The ILP was designed to:

- strengthen the capacity of Thai universities to contribute to the development of Thailand; and
- to improve the knowledge and understanding in Canada concerning Thailand, its development priorities and possible opportunities.

The fourteen linkage projects include:

- York University (YU) and Chulalongkorn University (CU), *Small Business for Rural Development*
- York University (YU) and Thammasat University (TU), *Consortium for the Study of Women's Issues*
- University of Toronto (UofT) and Mahidol University (MU), *Strengthening of Biotechnology Production Capabilities in a Network of Institutions*
- University of Manitoba (UM) and Khon Kaen University (KKU), *The Development of an Academic Program in Fisheries and Aquaculture*
- McGill University and Khon Kaen University (KKU), *Remote Sensing, Soil and Water Management in Northeast Thailand*
- McGill University (Brace Research Institute) and Khon Kaen University (KKU), *Rural Renewable Energy Project in Thailand*
- The University of Quebec at Montreal (UQAM) and The National Institute of Development Administration (NIDA), *Small Business Development Training in Rural Northeastern Areas of Thailand*
- University of British Columbia (UBC) and Thammasat University (TU), *Tambon Councils: People's Participation in Rural Development, Thailand*
- Ryerson Polytechnical Institute (RPI) and Chiang Mai University (CMU), *Development Support Communications in Northern Thailand*
- Queen's University (Queen's) and Prince of Songkla University (PSU), *Outreach Program for Small to Medium Scale Business*
- Athabasca University (AU) and Ramkhamhaeng University (RU), *Rural Community Development in Northeast Thailand*
- University of Victoria (UVic) and Chiang Mai University (CMU), *Rural Development and Information Management in Upper Northern Thailand*
- Memorial University (MU) and Sri Nakhonwiroth University (SWU), *Improvement of Women's Occupations for Rural Development*
- University of Alberta (UA) and Maejo Institute of Agricultural Technology (MIAT), *Maejo Institute of Agricultural Technology Rural Outreach Project*

FIGURE 1
TIME FRAME FOR THE FOURTEEN PROJECTS



Commitment #	Project Title
47581	York University (YU) and Chulalongkorn University (CU), Small Business for Rural Development
47582	York University (YU) and Thammasat University (TU), Consortium for the Study of Women's Issues
59814	University of Toronto (UofT) and Mahidol University (MU), Strengthening of Biotechnology Production Capabilities in a Network of Institutions
62001	University of Manitoba (UM) and Khon Kaen University (KKU), The Development of an Academic Program in Fisheries and Aquaculture
62008	McGill University and Khon Kaen University (KKU), Remote Sensing, Soil and Water Management in Northeast Thailand
63351	McGill University (Brace Research Institute) and Khon Kaen University (KKU), Rural Renewable Energy Project in Thailand
62984	The University of Quebec at Montreal (UQAM) and The National Institute of Development Administration (NIDA), Small Business Development Training in Rural Northeastern Areas of Thailand
69981	University of British Columbia (UBC) and Thammasat University (TU), Tambon Councils: People's Participation in Rural Development, Thailand
69985	Ryerson Polytechnical Institute (RPI) and Chiang Mai University (CMU), Development Support Communications in Northern Thailand
69986	Queen's University (Queen's) and Prince of Songkla University (PSU), Outreach Program for Small to Medium Scale Business
69987	Athabasca University (AU) and Ramkhamhaeng University (RU), Rural Community Development in Northeast Thailand
70048	University of Victoria (UVic) and Chiang Mai University (CMU), Rural Development and Information Management in Upper Northern Thailand
85637	Memorial University (MU) and Sri Nakharinwirot University (SWU), Improvement of Women's Occupations for Rural Development
86084	University of Alberta (UA) and Maejo Institute of Agricultural Technology (MIAT), Maejo Institute of Agricultural Technology Rural Outreach Project

1.2 Highlights of the ILP

- *Advances in technical areas* - linkages at academic institutions are often inspired by individuals and groups of individuals who share a common technical interest. Several of the projects have produced technical advances/innovations (see the individual project profiles for details).
- *New Canadian capacity* - increasing interest and capacity by Canadian universities in international development has been fuelled by this project. The capacity has been increased by contacts made in Thailand, the exposure to the international arena, and the proposal writing/project management/reporting experience of working with CIDA.
- *Emerging relationships* - there has been a significant number of new relationships of Thai and Canadian women and men at the personal, departmental, institutional, and academic research levels.
- *HRD benefits and impacts:*
 - increased capacity of Thai university extension and outreach programs and services to rural areas (e.g. KKU, MIAT, SWU, RU)
 - new networking of Thai universities with local agencies and organizations to deliver programs and services (e.g. Chambers of Commerce, Department of Non-Formal Education, MOE)
- *The amount of the contribution* - Canadian and Thai institutions have contributed much more than money. People, time, knowledge, and goodwill are all part of the contribution of the participating organizations.
- *Sustainability* - Several projects have created an institutional home for their activities resulting in an increased capacity at the host Thai university. The on-going cost of program components of several linkages have been included in the seventh Five Year Development Plan of the RTG.

2.0 METHODOLOGY

2.0

METHODOLOGY

The assessment of time, cost and the quality of project outputs are essential interacting elements of the monitor's report. Following are several assumptions upon which our approach to the monitoring of the ILP is based.

- **Monitoring - A Definition**

Monitoring is an activity designed to provide constant feedback on the progress of a project, the problems it is facing, and the efficiency with which it is being implemented.

- **Monitoring and HRD**

Monitoring measures the efficiency, effectiveness and quality of a project's training, learning, capacity building and project management and makes recommendations for corrective action.

- **Monitoring as a Project Function**

Monitoring is a part of the project management system and is an "internal" activity often carried out by independent professionals.

- **The Monitor's Perspective**

It is the monitor's responsibility to examine and comment on the use of time and money in the projects as well as the quality of the project activities and outputs. To be consistent with the LFA and PMBA system used by CIDA to design and implement projects, we propose to monitor this project by examining the following:

- **PROJECT EFFICIENCY:** The relationship between project inputs (usually money but also contribution in kind) and the time frame and rate of expenditures.
- **PROJECT EFFECTIVENESS:** The relationship between the project inputs and outputs -both the relationship between the **rate** at which funds are spent compared to the **rate** at which the required work is done - and the actual accomplishments of the project activities.
- **QUALITY OF THE PROJECT OUTPUTS:** The questions to pose regarding quality include:
 - Are the project components (activities) appropriate for achievement of the project goals and purposes?
 - Is the level of resources assigned to each component appropriate? Are the strategies for implementing the activities effective?
 - What is the progress to date with reference to goals, components and strategies?

OBSERVATIONS AND RECOMMENDATIONS: The monitor should seek information which will permit response to the following:

- What is working? Why?;
- What is not working? Why?;
- What might require change? Why? When? How? By whom?

- ***The Issue of Quality in this Report***

This monitor's report (September 1990) will outline the indicators of project efficiency and effectiveness. Quality of the program is of course the most difficult element to monitor. The validity of the monitor's observations depends to a large extent upon sufficient information (some of it highly technical) validated through several sources and/or visits. Given that our monitoring team has made one visit per project for the fourteen projects, it is much too early to comment in detail regarding issues of quality.

However, we have attempted to generalize to some extent our listing of project highlights. When we have had an opportunity to learn more about each project, then the questions posed regarding the quality of the project outputs will be discussed in more detail.

- ***Some General Observations Regarding Monitoring and the Management of Linkage Projects***

Linkage projects seem to be particularly vulnerable to the impact of poor project management techniques (i.e. efficiency) on the quality of the project's activities. Misunderstandings and the general slowdown of project activities are very often traced directly to the inability of project managers (in the case of the ILP people at CIDA and the individual projects) to do in a timely manner the basic management tasks of: providing funds; accounting for funds; reporting on the use of resources; and solving the problems that invariably emerge.

3.0 INDIVIDUAL PROJECT PROFILES

1.0 PROJECT PROFILE

PROJECT TITLE: SMALL BUSINESS FOR RURAL DEVELOPMENT													
PARTICIPATING INSTITUTIONS: York University (YU) and Chulalongkorn University (CU)													
CIDA COMMITMENT #: 47681	CONTRIBUTIONS: CIDA YORK UNIVERSITY CHULALONGKORN UNIVERSITY												
TIMEFRAME: August 1986 - March 1991													
<table border="0"> <tr> <td>PROJECT DIRECTORS:</td> <td>CANADIAN DIRECTOR:</td> </tr> <tr> <td>THAI DIRECTOR:</td> <td>Ian D. Fenwick</td> </tr> <tr> <td>Prof. Dr. Narasri Vaivanijkul</td> <td>Faculty of Administration Studies</td> </tr> <tr> <td>Dean, Faculty of Commerce and Accountancy</td> <td></td> </tr> <tr> <td>Tel: (2)258-4006</td> <td>Tel: (416)736-5070</td> </tr> <tr> <td>Fax: (2)255-3020</td> <td>Fax (416)736-5687</td> </tr> </table>		PROJECT DIRECTORS:	CANADIAN DIRECTOR:	THAI DIRECTOR:	Ian D. Fenwick	Prof. Dr. Narasri Vaivanijkul	Faculty of Administration Studies	Dean, Faculty of Commerce and Accountancy		Tel: (2)258-4006	Tel: (416)736-5070	Fax: (2)255-3020	Fax (416)736-5687
PROJECT DIRECTORS:	CANADIAN DIRECTOR:												
THAI DIRECTOR:	Ian D. Fenwick												
Prof. Dr. Narasri Vaivanijkul	Faculty of Administration Studies												
Dean, Faculty of Commerce and Accountancy													
Tel: (2)258-4006	Tel: (416)736-5070												
Fax: (2)255-3020	Fax (416)736-5687												
SYNOPSIS: This Project is strengthening four universities in management training and consultancy for small organizations by running seminars in Thailand, participating in research projects conducted by Thais, developing curricula, conducting workshops for small business entrepreneurs, and assisting the Thai Studies Project at YU.													

2.0 HIGHLIGHTS

- . The research workshops were badly needed and well received. Thai professors needed confidence in writing business research proposals and the workshops seemed to be effective in helping this.
- . The research projects are on line and on time from the YU perspective except for actual implementation. People are busy and working at a distance is difficult.
- . The results of the research has been presented to an audience that was 1/3 business, 1/3 government and 1/3 academic.
- . The small business workshops were delivered by the CU professors (80%) with YU developing the materials.

3.0 EFFICIENCY

With the exception of the first days of the project, this linkage has been managed almost exactly as planned. CIDA disbursements lagged during 1989-90.

4.0 EFFECTIVENESS

4.1 Project Management

The project outputs have been accomplished as designed.

4.2 Project Activities

The following table summarizes the status of the project activities.

PROJECT ACTIVITY	PRESENT STATUS
Four two-week research seminars for regional faculty in methodology, key research publications, issues of research interest and project formulation.	Research seminars completed.
Twenty ten-month research projects on the needs and problems of regional small business	Research projects have been completed and a conference was held to discuss the findings of the projects, though the reports and the proceedings of the conference have not yet been printed.
Curricula development of small business courses at the regional universities using the results of the research projects.	Curricula planning sessions were held at nine Thai universities.
Eight one-week management workshops offered by the universities to develop small business entrepreneurs.	A "Training the Trainers" workshop and eight Small Business Management workshops were held entitled "Market Planning and Export Marketing". They were attended by 292 small business managers and owners.

4.2 Project Activities (Cont'd)

PROJECT ACTIVITY	PRESENT STATUS
Establish a management studies component in the Thai Studies Project at YU.	Agreement with the Thai Studies Centre to fund a project entitled "The Impact of Large Businesses on Women's Traditional Small Businesses", to improve the project's computer information and communication abilities, and to issue a request for Thai research proposals. Three research projects are completed.
Project Evaluation	Planning has begun.

5.0 **OBSERVATIONS**

- . This project is on track, has made adjustments where necessary, and is realistic in its assessment of their own achievements. In short, it's a very well run linkage.
- . The difficulties in developing cases in the Thai language is a major constraint to the project.
- . Project personnel have learned that particular attention must be paid to the Thai schedule when organizing linkage activities.
- . With regard to project management, the project personnel comment:
 - the 30 day reporting requirement is too tight when you are expected to include information from Thailand.
 - there are too many layers of bureaucracy.
 - the reporting format is OK, sent out macros via diskette to facilitate the structure.

6.0 **RECOMMENDATIONS**

- . It is very important to linkages to know about other projects and resources available in the country. A clearinghouse information system on projects should be available to project directors.
- . Language constraints must be made a part of future ILP project guidelines, i.e. proposals that ignore language must be flagged.

1.0 PROJECT PROFILE

PROJECT TITLE: CONSORTIUM FOR THE STUDY OF WOMEN'S ISSUES			
PARTICIPATING INSTITUTIONS: York University (YU) and Thammasat University (TU)			
CIDA COMMITMENT #: 47682	CONTRIBUTIONS: CIDA YORK UNIVERSITY THAMMASAT UNIVERSITY		
TIMEFRAME: August 1986 - March 1991			
<table border="0"> <tr> <td> PROJECT DIRECTORS: THAI DIRECTOR: Dr. Malee Pruekongsawalee Office of the President Tel: 221-6111-20 Ext. 4240 Fax: 66(2)224-8099 </td> <td> CANADIAN DIRECTOR: Prof. Penny Van Esterik Associate Professor, Department of Anthropology Tel: (416)736-5261 Ext. 7782 Fax: (416)736-5735 </td> </tr> </table>		PROJECT DIRECTORS: THAI DIRECTOR: Dr. Malee Pruekongsawalee Office of the President Tel: 221-6111-20 Ext. 4240 Fax: 66(2)224-8099	CANADIAN DIRECTOR: Prof. Penny Van Esterik Associate Professor, Department of Anthropology Tel: (416)736-5261 Ext. 7782 Fax: (416)736-5735
PROJECT DIRECTORS: THAI DIRECTOR: Dr. Malee Pruekongsawalee Office of the President Tel: 221-6111-20 Ext. 4240 Fax: 66(2)224-8099	CANADIAN DIRECTOR: Prof. Penny Van Esterik Associate Professor, Department of Anthropology Tel: (416)736-5261 Ext. 7782 Fax: (416)736-5735		
SYNOPSIS: This project seeks to develop a network of scholars that will increase interdisciplinary and inter-cultural cooperation on women's issues between Thai and Canadian universities. It is the projects' intention to strengthen library resources, collect and distribute research reports, encourage the writing of working papers, provide information on Thailand, and locate alternate funding sources. These objectives are to be achieved through the design and delivery of a series of workshops and conferences, the establishment of working committees and the exchange of scholars.			

2.0 HIGHLIGHTS

- . Two students from Thailand have studied, or are studying, in Canada.
- . Consortium committees in both Canada and Thailand have been established and meet regularly.
- . Curriculum development is underway at three Thai universities.
- . Several Thai documents have been translated into English.
- . Two conferences were held which brought together consortium members, representatives of the Thai government, and representatives of local NGOs.
- . Our estimate is that 40% of the total budget has been spent with 51% of the work completed over an estimated time period covering 67% of the project.

3.0 EFFICIENCY

There has been a series of problems on this project with reference to advances. Suffice it to say here that it was two years (March '87 to March '89) between advances and that the project manager is most unhappy with the advance system during that time period.

4.0 EFFECTIVENESS

4.1 Project Management

While this project is one of the few with a Canadian project manager who is on the payroll, and while it has reports (with the exception of the financial section) which are informative, project management is a concern to CIDA and the Administrator himself. Having an administrative assistant on the equipment line of the budget is highly irregular. Overhead is then charged on this "equipment". Project is underspent in travel and Thai students in Canada.

4.2 Project Activities

The project's major activities are carried out in three phases: inception of consortium activities; expansion of activities; and consolidation.

PROJECT ACTIVITY	PRESENT STATUS
INCEPTION PHASE . Establishment of a 10-15 member Canadian Consortium Committee with representatives from Asian and Women's Studies institutes. . Establishment of a similar Consortium Committee in Thailand.	. Consortium committees have been established in both Canada and Thailand and meet regularly.

4.2 Project Activities (Cont'd)

PROJECT ACTIVITY	PRESENT STATUS
<p>EXPANSION PHASE</p> <ul style="list-style-type: none"> Identification of rural and urban women's needs in central and northeast Thailand. Development of curricula for Thammasat and Chulalongkorn Universities. Provision of training in community development methods at Khon Kaen University and possibly other institutions. Initiation of student exchanges which would support three Thai students now and more in the future. Translation of relevant Thai documents into English. Establishment of regular meetings between committees. Creation of training sessions for Thai women who work in a variety of sectors which emphasize awareness of the possibilities of development and self-determination. A conference which will bring together representatives of Thai NGOs, universities, and government organizations. 	<ul style="list-style-type: none"> Needs Assessment conference held on women's needs in central and northeast Thailand. Curriculum development activities have occurred at all three Thai universities. Training at Khon Kaen University done in community development methods. Three Thai scholars continue program at York. Planning to organize training the trainer sessions for government units. "Women in Business in Thailand" scholarship created at York. Several Thai documents have been translated into English. There have been several training sessions for Thai working women at Thammasat and Khon Kaen Universities. Planning a leadership session for women village leaders. Three conferences were held which brought together consortium members and representatives of Thai government and local NGOs. Participated in others training sessions using WIDCIT knowledge and manuals. WIDCIT training program presented at regional seminar in Indonesia.
<p>CONSOLIDATION PHASE</p> <ul style="list-style-type: none"> Preparation of a working paper, training manuals, and a summary document of the Consortium's activities A conference in Canada and in Thailand which will sum up the work of the Consortiums and for presenting strategies for the future An attempt to involve other regional institutions in the Consortiums. 	<ul style="list-style-type: none"> Training manual is being prepared. Past training activities have been recorded on video and on slides. To be scheduled.

5.0 OBSERVATIONS

- . The budget line for students to study in Canada has been under-utilized (23% of funds spent to date).
- . Canadian project personnel are not travelling to Thailand at the expected rate.
- . The reporting format used by this project has little reference to earlier reports making analysis difficult.

6.0 RECOMMENDATIONS

- . Linkage project personnel should be given assistance with the process of recruitment, placement and monitoring of students.
- . The training component should be clearly outlined in future linkage proposal guidelines.

1.0 PROJECT PROFILE

PROJECT TITLE: STRENGTHENING OF BIOTECHNOLOGY PRODUCTION IN A NETWORK OF INSTITUTIONS													
PARTICIPATING INSTITUTIONS: University of Toronto (U of T) and Mahidol University (MU)													
CIDA COMMITMENT #: 59814	CONTRIBUTIONS: CIDA UNIVERSITY OF TORONTO MAHIDOL UNIVERSITY												
TIMEFRAME: May 1987 - May 1992 (Extended)													
<table border="0"> <tr> <td>PROJECT DIRECTORS:</td> <td>CANADIAN DIRECTOR:</td> </tr> <tr> <td>THAI DIRECTOR:</td> <td>Prof. B. Cinader</td> </tr> <tr> <td>Prof. Dr. Pornchai Matangkasombat</td> <td>Department of Immunology</td> </tr> <tr> <td>Department of Microbiology</td> <td>Tel: (416)978-6120</td> </tr> <tr> <td>Tel: (2)245-5197 direct</td> <td>Fax: (416)978-6885</td> </tr> <tr> <td>Fax: (2)246-3026</td> <td></td> </tr> </table>		PROJECT DIRECTORS:	CANADIAN DIRECTOR:	THAI DIRECTOR:	Prof. B. Cinader	Prof. Dr. Pornchai Matangkasombat	Department of Immunology	Department of Microbiology	Tel: (416)978-6120	Tel: (2)245-5197 direct	Fax: (416)978-6885	Fax: (2)246-3026	
PROJECT DIRECTORS:	CANADIAN DIRECTOR:												
THAI DIRECTOR:	Prof. B. Cinader												
Prof. Dr. Pornchai Matangkasombat	Department of Immunology												
Department of Microbiology	Tel: (416)978-6120												
Tel: (2)245-5197 direct	Fax: (416)978-6885												
Fax: (2)246-3026													
SYNOPSIS: This linkage is increasing the capability of Thai scientists in modern methodologies of biotechnology, specifically in the reproduction of immunological reagents. This is accomplished through the support of individual Thai scientists. The strategy is to support people who have initiated promising projects and add training for these individuals so they can then carry out the project more effectively.													

2.0 HIGHLIGHTS

- . This linkage brings individual Thai and Canadian scientists together to develop new and/or improved diagnostic reagents and systems.
- . Eight Thai trainees have been identified who will spend 70 months of their training in Canada during the next two years. Four more trainees from veterinary subjects may spend an additional 40 training months in Canada.
- . Lab facilities have been recruited as well as Several Canadian Scientists to act as advisors/colleagues.
- . There is a proposed plan to develop a holding enterprise in Thailand that will:
 - . import Canadian biological and diagnostic products.
 - . manufacture Canadian production licenses.
 - . provide a basis for the production of diagnostic reagents developed in Thailand.

5.0 OBSERVATIONS

This linkage is really pure technical assistance rather than institution building. The components of the project are meant to advance a specific set of scientific objectives, i.e. the reproduction of immunological reagents and the training of individuals working on specific projects. This is not to say that the potential network of scientists that may emerge from this work will be less sustainable than other more conventional linkages, but only to point out that this linkage is driven almost solely by its technical scientific objectives which will be achieved through the support of individuals from a variety of institutions.

6.0 RECOMMENDATIONS

- . The project has been frustrated by the over-all management of the ILP and would welcome some serious attempt at timetabling for the project directors.
- . There is a need to coordinate with other CIDA sponsored scientific projects, e.g. the tropical disease project at Mahidol.
- . This linkage is an example of institutional development carried out via individuals interested in a common academic pursuit. As such, it might be worth watching as a model for future linkage criteria and guidelines for projects of this sort.

1.0 PROJECT PROFILE

PROJECT TITLE: THE DEVELOPMENT OF AN ACADEMIC PROGRAM IN FISHERIES AND AQUACULTURE	
PARTICIPATING INSTITUTIONS: University of Manitoba (UM) and Khon Kaen University (KKU)	
CIDA COMMITMENT #: 62001	CONTRIBUTIONS: CIDA
TIMEFRAME: March 1988-May 1994 (extension granted)	UNIVERSITY OF MANITOBA KHON KAEN UNIVERSITY
PROJECT DIRECTORS: THAI DIRECTOR: Dr. Phanna Waikakul Department of Mechanical Engineering Tel: (043)341-333, Ext. 1768 Fax: (43)241-216	
CANADIAN DIRECTOR: Dr. F. J. Ward Professor and Project Director Department of Zoology Tel: (204)474-6305 Fax: (204)474-9377	
SYNOPSIS: The project will train faculty members at the Khon Kaen University and other Thai students at the University of Manitoba; provide on-site consultation in undergraduate curriculum and extension work in fisheries and aquaculture at the KKU; and will provide library contributions and equipment for laboratory instruction.	

2.0 HIGHLIGHTS

- . Four Thais are slated for graduate training in Manitoba. Two M.Sc. students arrived in November 1989 and two new students arrived in September 1990, one a Ph.D. student and one an M.Sc. student. The first two completed the English language requirements by February 1990 and began their required course work while the two new students will begin their required course work once they have met the English language requirements. All four will carry out their thesis research in Thailand. The first two are to complete and defend their thesis in Autumn 1992. The third M.Sc. candidate is scheduled to complete in Autumn 1993 and the Ph.D. student in spring of 1994.
- . Misunderstandings about responsibility for English language training resulted in delays and admission difficulties for Thai trainees.
- . While the ELT and admission problems have been sorted out, two of the four trainees have yet to fulfil the English language requirements of the Faculty of Graduate Studies (a TOEFL score of 550).
- . Library equipment upgrading has been delayed due to difficulty in obtaining procurement guidelines.

3.0 EFFICIENCY

The project enjoyed a surplus for the first 24 months of the project. A second disbursement may also generate some interest for the project unless admission difficulties are overcome and some activities are rescheduled or redesigned.

4.0 EFFECTIVENESS

4.1 Project Management

Difficulties in the selection, language training and admission processes for Thais taking graduate degrees at the University of Manitoba have seriously delayed the project's activities and expenditures. Since a large part of the budget is for training in Canada, work completed is well below expected. The project will need to be extended to allow for the graduate degree programs to run their course.

4.2 Project Activities

The following table summarizes the status of the project's activities.

PROJECT ACTIVITY	PRESENT STATUS
English language training program.	English language training arranged in Bangkok and Manitoba.
Train two instructors at Ph.D. level at University of Manitoba.	One instructor selected and studying English in Bangkok.
Above instructors are to undertake research in Thailand.	Not yet scheduled.
Train up to three students at M.Sc. level at University of Manitoba.	Two students arrived October 1989 and began Masters in September 1990. Another M.Sc student arrived in September 1990 and will begin M.Sc once English language requirement is fulfilled.
Provide library material.	Ongoing.
Provide laboratory equipment.	Thirty percent of equipment sent
Replace two Thai instructors studying in Canada.	Not yet needed.

5.0 OBSERVATIONS

- . The major factor affecting the project is language. The University of Manitoba eventually waived the TOEFL requirement in favour of a modified version of the "Can Test" developed by Carleton University. However, the Faculty of Graduate Studies now insists that all foreign prospective graduate students who do not have English as a first language pass the TOEFL.
- . Weak communications is also hampering the project. Confusion over who was responsible and had the money to provide English language training, helped to slow the project.
- . Problems surrounding English language training, and equipment procurement procedures have had a major impact on the project and were largely unforeseen. The project has operated in isolation of needed guidelines.
- . The project is behind its original schedule and has been granted an extension to May 1994.
- . A major expenditure for the project is the training of Thais in Canada including the cost of English language training. The project will continue to underexpend until all five Thai trainees are in Canada.
- . The cost of English training was borne by the project when it was originally the responsibility of Khon Kaen University.

6.0 RECOMMENDATIONS

- . The project may need to review the type of training awards available (i.e. M.Sc., Ph.D.) to meet the needs of the Thais.

1.0 PROJECT PROFILE

PROJECT TITLE: REMOTE SENSING, SOIL AND WATER MANAGEMENT IN NORTHEAST THAILAND			
PARTICIPATING INSTITUTIONS: McGill University and Khon Kaen University (KKU)			
CIDA COMMITMENT #: 62008	CONTRIBUTIONS: CIDA MCGILL UNIVERSITY KHON KAEN UNIVERSITY		
TIMEFRAME: July 1988-July 1992			
<table border="0"> <tr> <td> PROJECT DIRECTORS: THAI DIRECTOR: Dr. Charat Mongkolsawat Faculty of Agriculture Tel: (043)241-331-40, Ext. 1124 Fax: (66)(043)241-216-02 or (66)(043)243-097 </td> <td> CANADIAN DIRECTOR: Dr. J. T. Parry Department of Geography Tel: (514)398-4111 Fax: (514)398-3594 </td> </tr> </table>		PROJECT DIRECTORS: THAI DIRECTOR: Dr. Charat Mongkolsawat Faculty of Agriculture Tel: (043)241-331-40, Ext. 1124 Fax: (66)(043)241-216-02 or (66)(043)243-097	CANADIAN DIRECTOR: Dr. J. T. Parry Department of Geography Tel: (514)398-4111 Fax: (514)398-3594
PROJECT DIRECTORS: THAI DIRECTOR: Dr. Charat Mongkolsawat Faculty of Agriculture Tel: (043)241-331-40, Ext. 1124 Fax: (66)(043)241-216-02 or (66)(043)243-097	CANADIAN DIRECTOR: Dr. J. T. Parry Department of Geography Tel: (514)398-4111 Fax: (514)398-3594		
SYNOPSIS: The project will produce spatial and temporal computer databases and will train six Thai faculty members in Canada to use the databases to investigate changes in landscape and associated geographical and agricultural problems. A series of technical publications and advisory bulletins on these investigations will be produced.			

2.0 HIGHLIGHTS

- . Development of high-tech remote sensing capacity at KKU. The project appears to have found an institutional home in the computer science department at KKU and an Institute of Remote Sensing and GIS will be established under the seventh National Plan.
- . The project has produced a software driven data base for spatial and temporal data obtained through remote sensing, and a series of technical reports on local soil and water management issues for dispersal to local agencies.
- . Time lost in the delay of project start up has been regained in most activities; some activities, however, will need more time.
- . Staff development training focuses on younger faculty members and two of the six Thai trainees are women.
- . The project has received considerably less in disbursements from CIDA than has been spent to date. Twenty-one percent of the work has been completed. While the project was delayed in its start up for a half year it is now proceeding on schedule as planned.
- . Project budget problems have been a result of lengthy response times to requests for money and information.

3.0 EFFICIENCY

Increased project pace and activities to make up for a late project start-up coupled with late disbursements resulted in a project fiscal deficit at the end of September 1989.

4.0 EFFECTIVENESS

4.1 Project Management

While the project has been affected by the late start-up, it is now progressing on schedule. It will be necessary, however, to lengthen the timeframe to allow for all project activities to be undertaken and completed.

4.2 Project Activities

PROJECT ACTIVITY	PRESENT STATUS
Staff development - short period training (3-4 months) for six Thai faculty.	Six faculty have Completed training.
Development of a regional database.	Design and installation complete, data being classified for inputting.
Production of a series of twelve technical reports and manuals on research activities and procedures.	Six reports published (50% of target).
Production of a series of outreach pamphlets and advisory notes for distribution to rural communities.	KKU is developing the outreach pamphlets and notes for distribution at the tambon or mobar level.

5.0 OBSERVATIONS

- The project should achieve its objectives of developing local expertise and addressing critical problems using spatial and temporal databases. The databases have been developed and McGill feels that the remote sensing technologies and knowledge can be utilized by other regions in Thailand and by neighbouring countries.
- A staff development program should support the transfer of knowledge and technology. The project should follow-up on the activities of the trainees once they return to KKU to ensure that there are opportunities to apply the knowledge and technology.
- Twelve technical reports will be produced by the project and would benefit from the outreach activities of other projects.
- Lengthy response time to requests for advance and budget shifts have hampered project management.

6.0 RECOMMENDATIONS

- . Further design and training on the database would greatly enhance the sustainability of the remote sensing capacity at KKU. An effort should be made to find funds to support this enhancement.

1.0 PROJECT PROFILE

PROJECT TITLE: RURAL RENEWABLE ENERGY PROJECT IN THAILAND			
PARTICIPATING INSTITUTIONS: McGill University (Brace Research Institute) and Khon-Kaen University (KKU)			
CIDA COMMITMENT #: 63351	CONTRIBUTIONS: CIDA McGILL UNIVERSITY KHON KAEN UNIVERSITY		
TIMEFRAME: August 1987 - August 1991			
PROJECT DIRECTORS: <table border="0"> <tr> <td>THAI DIRECTOR: Dr. Phanna Wikakul KKU-BRI Rural Renewable Energy Program Department of Mechanical Engineering Tel: (043)341-333, Ext. 1768 Fax: (043)241-216</td> <td>CANADIAN DIRECTOR: Dr. T. A. Lawand Brace Research Institute Tel: (514)398-7833 Fax: (514)398-7767</td> </tr> </table>		THAI DIRECTOR: Dr. Phanna Wikakul KKU-BRI Rural Renewable Energy Program Department of Mechanical Engineering Tel: (043)341-333, Ext. 1768 Fax: (043)241-216	CANADIAN DIRECTOR: Dr. T. A. Lawand Brace Research Institute Tel: (514)398-7833 Fax: (514)398-7767
THAI DIRECTOR: Dr. Phanna Wikakul KKU-BRI Rural Renewable Energy Program Department of Mechanical Engineering Tel: (043)341-333, Ext. 1768 Fax: (043)241-216	CANADIAN DIRECTOR: Dr. T. A. Lawand Brace Research Institute Tel: (514)398-7833 Fax: (514)398-7767		
SYNOPSIS: A series of working prototypes of renewable energy technologies (e.g. wood stove) have been developed and Thai staff have been trained in analytical and research skills, energy use monitoring and community outreach activities in order to generate and disseminate renewable energy information and technology for use in rural Northeast Thailand.			

2.0 HIGHLIGHTS

- . To date the project has developed a more efficient cookstove. A solar-biomass-powered grain dryer, chili and sausage solar dryers, and a solar steamer have been successfully tested. Field trials have begun using solar power with various appropriate technologies. Research continues in photovoltaic water pumping.
- . Technologies gained and research and development skills are being integrated into KKU's engineering program and curriculum.
- . There has been an effective use of resources and activities to keep the project highly visible in Thailand.
- . Three more staff exchanges have occurred than anticipated. It is also anticipated that the number of Thais receiving training in Canada will be twice (15) the number planned (8).
- . KKU will be the primary decision maker and project manager thereby enhancing the sustainability of the technologies gained and the linkage between McGill and KKU.
- . Thai project staff are being sought out as experts in their various renewable energy areas.
- . The transfer of the new technologies to the rural areas is the responsibility of a multi-disciplinary community outreach team led by KKU.
- . An outreach energy sub-project has received World Bank support to continue its development.

3.0 EFFICIENCY

Late and insufficient disbursements have inconvenienced both Khon Kaen and McGill but have not hampered the project's ability to proceed. The project did not receive a disbursement from CIDA until the end of the second year of the project resulting in a significant budget deficit by March 1989. Two advances since that date have corrected this situation.

4.0 EFFECTIVENESS

4.1 Project Management

The project is well managed and work is proceeding as planned. A small underexpenditure is a function of savings on airfares and some economies of scale on the sub-projects.

4.2 Project Activities

PROJECT ACTIVITY	PRESENT STATUS
Seventeen staff exchanges for training and prototype development.	Twenty staff exchanges completed. Five Thais have received short-term training in Canada on technology transfer.
Train KKU staff in Thailand at various institutions.	Twenty-four staff trained.
Purchase books and materials.	Completed.
Database studies.	Database created.
Prototype development and tests.	Initiation of eight sub-projects; six are well underway and two are progressing towards project objectives.
Training of extension/community development workers in Thailand.	Five project members have received training in information transfer. Contacts are being developed with local NGO's.
Feasibility and pre-investment studies for prototypes.	Ongoing.
Curriculum development.	Negotiation stage.
Preparation and dissemination of information packages.	Increasing since establishment of Project Focal Point. Workshops and open houses have been held. Received media attention. Three information brochures prepared and distributed. More brochures and a video are being prepared.
Purchase of materials/supplies for training/prototypes development in Thailand.	Completed.

1.0 PROJECT PROFILE

PROJECT TITLE: SMALL BUSINESS DEVELOPMENT TRAINING IN RURAL NORTHEASTERN AREAS OF THAILAND													
PARTICIPATING INSTITUTIONS: The University of Quebec at Montreal (UQAM) and the National Institute of Development Management (NIDA)													
CIDA COMMITMENT #: 69284	CONTRIBUTIONS: CIDA UQAM NIDA												
TIMEFRAME: February 1988 - February 1992													
<table border="0"> <tr> <td>PROJECT DIRECTORS:</td> <td>CANADIAN DIRECTOR:</td> </tr> <tr> <td>THAI DIRECTOR:</td> <td>Dr. Jean-Marie Deporcq</td> </tr> <tr> <td>Dr. Tamrong Chomaitong</td> <td>Director, Asian Cooperation Projects Division</td> </tr> <tr> <td>President</td> <td>Tel: (514)987-4258</td> </tr> <tr> <td>Tel: (2)377-7505</td> <td>Fax: (514)987-3343</td> </tr> <tr> <td>Fax: (2)375-8802</td> <td></td> </tr> </table>		PROJECT DIRECTORS:	CANADIAN DIRECTOR:	THAI DIRECTOR:	Dr. Jean-Marie Deporcq	Dr. Tamrong Chomaitong	Director, Asian Cooperation Projects Division	President	Tel: (514)987-4258	Tel: (2)377-7505	Fax: (514)987-3343	Fax: (2)375-8802	
PROJECT DIRECTORS:	CANADIAN DIRECTOR:												
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President	Tel: (514)987-4258												
Tel: (2)377-7505	Fax: (514)987-3343												
Fax: (2)375-8802													
SYNOPSIS: The project will mount a multi-disciplinary team of experts (small business management, communications, entrepreneurship) who are setting up rural small business consulting units within the local chambers of commerce in the least economically developed provinces of Thailand: Korat, Khon Kaen, Udon and Ubon. Local instructor consultants will be trained, training materials will be developed, and 60 small businessmen and women will be trained in the consulting units.													

2.0 HIGHLIGHTS

- . Support for, and progress of the project, have been affected by Thai politics. Much of the achievements have come as a result of the dedication of the two project directors.
- . The project has, as a result of the wavering support and a mid-term internal evaluation, refocused its activities within stated goals and objectives, to better meet the needs of the Thais.
- . Much of the progress to date has been achieved in Korat and the remainder of the project will focus on Ubon, Udon, and Khon Kaen.
- . Through visits to Thailand and Canada, a network of contacts have been established with the Korat Chamber of Commerce, local educational institutions, and small businesses.
- . The project has received 74% in CIDA disbursements and has expended 53%. 51% of the work is completed.

3.0 EFFICIENCY

A negative budget balance was the result of insufficient detail in the requests for advance and lengthy response time to requests for advance.

4.0 EFFECTIVENESS

4.1 Project Management

Changes in Thai personnel have caused a work slowdown and hence underexpenditures. The project was rejuvenated in January 1990 and should regain lost time and expenditure patterns with an increased workplan for the remainder of the project. No narrative received for March 1990.

4.2 Project Activity

PROJECT ACTIVITY	PRESENT STATUS
Year 1	
1. Preparation of training material and programme.	1. Software and training materials have been developed in Thai and nine video cases will be produced by the end of the project. Initial programme designed and subsequently revised.
2. Business clinic training 20 instructors with 15 actual business people in Korat.	2. Completed.
3. Development of training material and organization of consulting unit in Korat.	3. Completed.
Year 2	
4. Business clinic training 40 instructors with 30 actual business people in Khon Kaen and Udon.	4. One centralized training session proposed for Khon Kaen, Udon and Udon.
5. Development of training material and organization of consulting units in Khon Kaen and Udon.	5. Completed.
Year 3	
6. Business clinic training 20 instructors with 15 actual business people in Ubon.	6. One centralized training session proposed for Khon Kaen, Udon and Udon.
7. Development of training material and organization of consulting unit in Ubon.	7. Incomplete.
8. Monitoring and networking of consulting units.	8. To be undertaken once all consulting units are established.

5.0 OBSERVATIONS

- . The projects efforts to date have been focused in Korat and the remainder of the project will focus on Ubon, Khon Kaen and Udon.
- . Good progress has been reported for activities in Korat.
- . Project is dependent on ability to network with a variety of institutions and organizations.
- . Project training design has been revised to better meet emerging Thai needs.
- . The project is behind schedule and it is not clear whether it will finish on time.
- . The project management is projecting a small budget overrun.

6.0 RECOMMENDATIONS

- . A revised workplan and budget should be developed for the remainder of the project including provision for Thai manpower needs and compensation.

1.0 PROJECT PROFILE

PROJECT TITLE: TAMBON COUNCILS: PEOPLE'S PARTICIPATION IN RURAL DEVELOPMENT, THAILAND													
PARTICIPATING INSTITUTIONS: University of British Columbia (UBC) and Thammasat University (TU)													
CIDA COMMITMENT #: 69981	CONTRIBUTIONS: CIDA UBC THAMMASAT UNIVERSITY												
TIMEFRAME: May 1988 - May 1992													
<table border="0"> <tr> <td>PROJECT DIRECTORS:</td> <td>CANADIAN DIRECTOR:</td> </tr> <tr> <td>THAI DIRECTOR:</td> <td></td> </tr> <tr> <td>Prof. Kundhol Srisermbhok</td> <td>Prof. Brahm Weisman</td> </tr> <tr> <td>Faculty of Economics</td> <td>School of Community and Regional Planning</td> </tr> <tr> <td>Tel: 221-6111-20, Ext. 2427</td> <td>Tel: (604)228-3276</td> </tr> <tr> <td>Fax: (2)224-1410</td> <td>Fax: (604)228-3787</td> </tr> </table>		PROJECT DIRECTORS:	CANADIAN DIRECTOR:	THAI DIRECTOR:		Prof. Kundhol Srisermbhok	Prof. Brahm Weisman	Faculty of Economics	School of Community and Regional Planning	Tel: 221-6111-20, Ext. 2427	Tel: (604)228-3276	Fax: (2)224-1410	Fax: (604)228-3787
PROJECT DIRECTORS:	CANADIAN DIRECTOR:												
THAI DIRECTOR:													
Prof. Kundhol Srisermbhok	Prof. Brahm Weisman												
Faculty of Economics	School of Community and Regional Planning												
Tel: 221-6111-20, Ext. 2427	Tel: (604)228-3276												
Fax: (2)224-1410	Fax: (604)228-3787												
SYNOPSIS: This project includes a rural based, community development, action research experiment which involves placing a team of three community workers in each of three regionally distinct Tambons. UBC's involvement includes assistance in the design and implementation of the training program for the teams, as well as assisting TU to design and deliver outreach programs. Activities include Canadians in Thailand as well as Thais coming to Canada.													

2.0 HIGHLIGHTS

- . The School of Community and Regional Planning at UBC has been able to use their experience with Native Tribal Councils in Canada to assist them in this linkage.
- . The placement of staff in Thailand and the exchange visits between Thais and Canadians is basically on schedule.
- . The project is taking a mid-term evaluation initiative so that the lessons learned can be used throughout the remainder of the project.
- . The cost forecast is 37% to this date. The actual budget spent is 53% and the work completed is 49% of the total program (see explanatory note in section 4).

3.0 EFFICIENCY

Disbursements have been very slow but work is close to being on schedule as of March 1990. Accounting for advances by Thai partner has not kept pace. No March 1990 report was received.

4.0 EFFECTIVENESS

4.1 Project Management

The variance between budget spent and work completed is the result of an advance to TU that has not been accounted for as of now. No March 1990 report was received.

4.2 Project Activities

The following table summarizes the status of project activities to March 1990.

PROJECT ACTIVITY	PRESENT STATUS
The training of nine development workers.	Initial training completed, work and monitoring continuing.
Visits of Thai professors to Canada.	Two Thai faculty members have visited Canada.
Support for workshops.	Canadian personnel have attended several workshops in Thailand. Significant financial support (+60%) of line budget item spent on workshops.
Publication of discussion papers.	Policy yet to be decided on manual issue (post mid-term evaluation).
Design and implementation of monitoring and evaluation program.	Plans for mid-term evaluation underway.

5.0 OBSERVATIONS

It has become clear to UBC that:

- the advance of scholarship is what's in it for the Canadian university, i.e. learn about your field in another context, use new skills to supervise students from the developing world in classrooms, teaching, research.
 - there is a need to analyze the impact of the project in Thailand, e.g. are the Councils getting the money at the expense of others (the wealthy farmers are the leaders in the Councils)? What is the real effect?
 - sustainability will depend on networks, more than the two or three people on each side of a typical linkage, built on existing relationships but with an infrastructure that supports the flow of people, ideas, and information between Thailand and Canada.
- .
- To date there has been no apparent interest (from CIDA) in the substance (program) of what the linkage is doing. UBC would be happy if someone said that the reports they sent in were satisfactory.
- .
- The manuals designed for rural leaders are not an appropriate vehicle for rural Thailand and an alternative will be suggested after the mid-term evaluation.

6.0 RECOMMENDATIONS

- .
- Language skills help is needed (for both sides) and should be included in the cost elements of future linkages.
- .
- The UBC linkage team would like to have information as to the lessons learned by long term linkages between Canadian universities and others.

1.0 PROJECT PROFILE

PROJECT TITLE: DEVELOPMENT SUPPORT COMMUNICATIONS IN NORTHERN THAILAND													
PARTICIPATING INSTITUTIONS: Ryerson Polytechnical Institute (RPI) and Chiang Mai University (CMU)													
CIDA COMMITMENT #: 69985	CONTRIBUTIONS: CIDA RYERSON POLYTECHNIC CHIANG MAI UNIVERSITY												
TIMEFRAME: March 1988 - March 1992													
<table border="0"> <tr> <td>PROJECT DIRECTORS:</td> <td>CANADIAN DIRECTOR:</td> </tr> <tr> <td>THAI DIRECTOR:</td> <td>Dr. Philip Rawkins</td> </tr> <tr> <td>Dr. Wattana Suksmai</td> <td>Director, Ryerson International Development Centre</td> </tr> <tr> <td>Dean, Faculty of Humanities</td> <td>Tel: (416)979-5026</td> </tr> <tr> <td>Tel: (053)222-084</td> <td>Fax: (416)979-5352</td> </tr> <tr> <td>Fax: (053)217-143</td> <td></td> </tr> </table>		PROJECT DIRECTORS:	CANADIAN DIRECTOR:	THAI DIRECTOR:	Dr. Philip Rawkins	Dr. Wattana Suksmai	Director, Ryerson International Development Centre	Dean, Faculty of Humanities	Tel: (416)979-5026	Tel: (053)222-084	Fax: (416)979-5352	Fax: (053)217-143	
PROJECT DIRECTORS:	CANADIAN DIRECTOR:												
THAI DIRECTOR:	Dr. Philip Rawkins												
Dr. Wattana Suksmai	Director, Ryerson International Development Centre												
Dean, Faculty of Humanities	Tel: (416)979-5026												
Tel: (053)222-084	Fax: (416)979-5352												
Fax: (053)217-143													
SYNOPSIS: Ryerson and Chiang Mai are cooperating to strengthen CMU's Department of Mass Communication through: training by Canadians at CMU, Thai faculty members at RPI and short term training in Asia; curriculum revision of the department's offerings; and the upgrading of the university's radio station.													

2.0 HIGHLIGHTS

- . The in-Canada training component of this project is characterized by individual programs tailored for the CMU faculty members involved.
- . Ryerson International provides significantly more support for its linkage project than any other linkage received from its university including relationship with the funding agency, financial (invoicing and reporting), word processing, communications, and a coordinated developmental approach.
- . There has been the judicious use of CIDA Briefing Centre resources from time to time and the workshops and training components are proceeding on schedule.

3.0 EFFICIENCY

CIDA disbursements have lagged badly in the past and RPI revised its budget and expenditure pattern after year one of the project.

4.0 EFFECTIVENESS

4.1 Project Management

In March 1989, RPI revised its budget and program schedule to try to bring it in line with what was actually happening. While approval for this strategy has been slow to arrive, RPI has continued on the revised pattern. This goal of the revised pattern is to complete the project in four years. The project has had major difficulties in initiating training in Asia and procuring and importing equipment into Thailand.

4.2 Project Activities

PROJECT ACTIVITY	PRESENT STATUS
Training Canadians doing training at CMU.	Delivery of four workshops and two fellowships from October 1988 to February 1989. ELT preparation of Thais for secondments and fellowships in Canada. Two fellowships were carried out at Ryerson from October 1988 to February 1989. The programming was comprehensive, though changes were made at the last moment at the Thais request.
Development of the DMC.	A significant amount of committee work has been done within the Department of Mass Communication (DMC) to facilitate the curriculum revision, redeployment of faculty, and the upgrading of the radio station. In-Asia workshop attended by two Thai faculty. A further three participants are planning to attend a June 1990 workshop.
Curriculum Revision	New curriculum in place as of June 1990.
Upgrading of the radio station.	Committee recommendations made. Fellow studying at RPI working on radio production, programming and management. Production workshops delivered to station staff and faculty who teach radio production. Most work to date is organizational and planning, rather than practical which is slightly behind anticipated schedule. Canadian secondments will continue to assist radio station development in the future.

5.0 OBSERVATIONS

- . It has been four years from the design of the project to the present. RPI feels that it is not unreasonable that the project is in need of some redesign or revision. The problem was due, in part to the unusual CIDA selection process and the continual changes to deadlines and rules.
- . RPI has been much better organized throughout this project than has CIDA and has thus been more frustrated than most. While their reports have been complete and on time, the reporting format was changed by CIDA to encourage their colleagues at other universities. Of course, RPI had to re-tool their reports as well.
- . They report a lack of continuity in the project because of a lack of a physical presence at Chiang Mai University and suggest a Thai representative who has the confidence of the host university's administration.
- . RPI's position is that there is an unreasonable amount of time required for report production and reporting arrangements in this project. It appears to the project people that CIDA has no idea of the time that goes into reports. The feedback on reports submitted is NIL.
- . RPI has three CIDA linkage formats, all with different rules and reporting arrangements (China, Thailand, ICDS).
- . It is hoped that networking with development organizations in Northern Thailand will increase when new curriculum is implemented.

6.0 RECOMMENDATIONS

Any review of the management of linkages should include a close examination of the RPI format, particularly for the support services of RIDC.

RPI would welcome the articulation of an overall goal for the ILP along with some shared resource support and a sharing of the learning curve of the other projects. This should be built into the project workshop agenda.

1.0 PROJECT PROFILE

PROJECT TITLE: OUTREACH PROGRAM FOR SMALL TO MEDIUM SCALE BUSINESS	
PARTICIPATING INSTITUTIONS: Queen's University (Queen's) and Prince of Songkla University (PSU)	
CIDA COMMITMENT #: 69986	CONTRIBUTIONS: CIDA
TIMEFRAME: May 1988 - May 1992	QUEEN'S UNIVERSITY PSU
PROJECT DIRECTORS: THAI DIRECTOR: Prof. Thawee Dhanatrakul Dean, Faculty of Management Sciences Tel: (074)245-156 Fax: (074)231-616	
CANADIAN DIRECTOR: Prof John McKirdy Director, Small Business Consulting Program Tel: (613)545-2365 Fax: (613)545-2013	
SYNOPSIS: This linkage has a training component that includes workshops for PSU faculty in Thailand, on-site visits to Canada for PSU faculty, one-to-one contact with specialists in specific subject areas, and advisory services of Queen's faculty in the areas of outreach programming, mobile training, and the design of initial research. In addition, the partners in this linkage will establish a Trade and Business Information Centre which will include a data bank on southern Thailand.	

2.0 HIGHLIGHTS

- . The management issues surrounding this project have been largely overcome but in the future more work needs to be done in preparing both linkage partners for the management and reporting functions of a linkage project.
- . A number of the outcomes of the linkage have not been specifically identified in the design but have been supportive of the designed activities. Some of these include:
 - the new MBA program at PSU has benefitted from Thai staff seeing Queen's program in action, as well as using the curriculum developed in the linkage for the support of the MBA program.
 - visits to Queen's has sensitized the Thais to senior faculty-junior faculty relationships and provided junior faculty with practical experience.
 - cases have been developed.
 - support for the database and the information system work has encouraged the Thais to establish a database of their own.
 - there has been a direct connection established with York University and its Thai linkages project that has helped a lot and there are connections (other than linkage projects) that will assist in the work in Thailand.
- . A direct spin-off from the project is the RTG approval of the establishment of an "Institute of Southern Business Development" at PSU under the RTG's seventh National Plan. It is expected to be self-supporting and self-sustaining.

3.0 EFFICIENCY

After an uneven start, this linkage seems to be on track as far as disbursements are concerned.

4.0 EFFECTIVENESS

4.1 Project Management

Costs have been controlled by savings in air travel and the prices of computers.

4.2 Project Activities

PROJECT ACTIVITY	PRESENT STATUS
Seminar delivery in Thailand.	Six seminars on economics, management and trade have been delivered as part of the mobile training program. Focus of two of the six seminars was on import/export opportunities.
Nine PSU faculty with individual training packages.	Four Thai faculty have visited Queen's.
Fourteen visits by Queen's faculty to PSU.	Visits by nine Queen's faculty to PSU not including the visits by recent graduates of Queen's School of Business who sensitized Thai faculty and students to the Queen's program.
Curriculum development assistance.	Curriculum development assistance to Thai faculty in designing courses and activities to accommodate small business and preparation of case material on industrial visits to southern Thailand.
Academic Research and Publications	A needs analysis for the project and a profile of economic and business conditions in southern Thailand have been completed. Bibliography on southern Thai business community being developed.
Evaluation reports.	Three evaluation reports completed on past seminars. A report on the effect of the project on the development of women is being prepared.

5.0 OBSERVATIONS

- . The student training function has been less influential than was envisioned in the design.
- . The administrative lack of clarity has been a major constraint to the effectiveness of the project.
- . The amount of time necessary to administer the project is much more than Queen's personnel expected.
- . The personnel of this project have some basic things to say about:
 - ensuring the commitment of both parties to the linkage,
 - providing money for the Thais that fits into their system of "honoraria",
 - the preparation of both sides for the management expectations of CIDA, and,
 - the building into the contribution agreement with the university the required administrative support for the project.
- . The "threshold of effectiveness" for a linkage is longer than is provided for in this design. There must be a 7-10 year commitment on the part of institutions if effective linkages are to be established. A suggested contracting arrangement for this would be three-year option cycles so that CIDA, or the institutions, could opt into the effective linkages and out of the others.
- . Project personnel at Queen's think that the notion of an independent CEA running the project is a good one as long as CIDA does not add several levels of control. The interface of the CEA with the university community is crucial and the university will have to adapt to the expectations of the private sector.

1.0 PROJECT PROFILE

PROJECT TITLE: RURAL COMMUNITY DEVELOPMENT IN NORTHEAST THAILAND													
PARTICIPATING INSTITUTIONS: Athabasca University (AU) and Ramkhamhaeng University (RU)													
CIDA COMMITMENT #: 69987	CONTRIBUTIONS: CIDA ATHABASCA UNIVERSITY RAMKHAMHAENG UNIVERSITY												
TIMEFRAME: May 1988 - May 1992													
<table border="0"> <tr> <td>PROJECT DIRECTORS:</td> <td>CANADIAN DIRECTOR:</td> </tr> <tr> <td>THAI DIRECTOR:</td> <td>Dr. Barbara Spronk</td> </tr> <tr> <td>Dr. Ruji Pusara</td> <td>Project Manager</td> </tr> <tr> <td>Department of Testing and Research</td> <td>Tel: (403)675-6239</td> </tr> <tr> <td>Tel: (2)319-2095</td> <td>Fax: (403)675-6186</td> </tr> <tr> <td>Fax: (2)318-0917</td> <td></td> </tr> </table>		PROJECT DIRECTORS:	CANADIAN DIRECTOR:	THAI DIRECTOR:	Dr. Barbara Spronk	Dr. Ruji Pusara	Project Manager	Department of Testing and Research	Tel: (403)675-6239	Tel: (2)319-2095	Fax: (403)675-6186	Fax: (2)318-0917	
PROJECT DIRECTORS:	CANADIAN DIRECTOR:												
THAI DIRECTOR:	Dr. Barbara Spronk												
Dr. Ruji Pusara	Project Manager												
Department of Testing and Research	Tel: (403)675-6239												
Tel: (2)319-2095	Fax: (403)675-6186												
Fax: (2)318-0917													
SYNOPSIS: The project is attempting to strengthen the institutional capability of Ramkhamhaeng University (RU) to deliver programs in rural areas. The project aims to provide three months of intensive training in rural development with an emphasis on marketing, and eight months of fieldwork in villages to 40 RU graduates, enabling them to work with villagers to develop markets for their produce. A curriculum, learning materials, evaluation system and a database will also be developed.													

2.0 HIGHLIGHTS

- . Athabasca University has raised its profile as part of the international development community.
- . A large number of Athabasca faculty members, not directly involved with the project, have visited Thailand as a result of interest generated by the project.
- . The project's start-up was delayed three months but is proceeding on schedule and will finish on time.
- . Thais developed the curricula for the project.
- . Thirty-eight percent of Thai personnel involved in the project are women.
- . There is an involvement of local decision makers in the project from many levels of Thai polity.
- . The project has expended 43% of it's budget and has received 69% in disbursements. The Athabasca Project Director estimates that the work is well underway.

3.0 EFFICIENCY

CIDA advances have lagged considerably behind project expenditures. The March 1990 disbursement is an accumulation of outstanding requests for advance from the two previous years. Actual expenditures were 25% below initial projections and are attributable to a delayed project start-up and savings on travel by Thais in Thailand. A small budget surplus is anticipated by the Project Director.

4.0 EFFECTIVENESS

4.1 Project Management

The project has been effective in accomplishing activities within the time and budget spent to date.

4.2 Project Activities

PROJECT ACTIVITY	PRESENT STATUS
Develop curriculum.	Complete.
Assess curriculum.	Complete.
Form a local advisory council in Udon Thani and Roi Et.	Complete.
Design and implement an advertising campaign.	Complete.
Screen and select trainees.	Complete.
Deliver three months intensive training at Udon Thani and Roi Et.	Complete.
Develop course and study guides, produce videotapes of interactive sessions and audiotapes of lectures.	Course and study guides will be produced once curriculum is finalized; videotapes and audiotapes produced.
Identify villages for fieldwork.	Complete.
Field placement and monitoring.	Thirty-seven field placements in rural communities began December 1989.
Organize three two-day seminars.	Two of three complete.
Organize formative evaluation.	Complete.
Establish a database on villages with information gathered by trainees.	Planned for project end.
Organize the summative evaluation.	Planned for project end.
Present six seminars to the organization community on project activities and development work.	Complete.

5.0 OBSERVATIONS

- . The project had a delayed start-up, is largely back on track, and should finish on time.
- . Athabasca has spent considerable time, in the absence of guidelines, attempting to meet CIDA requirements for reporting and for requests for advance. These difficulties have now been largely overcome by Athabasca.
- . This is RU's first international project.
- . An integrated accounting mechanism has been developed by Athabasca and Ramkhamhaeng to track and account for Thai expenditures. This may be useful for other projects.
- . The three-year length of the project may not be sufficient to establish the linkage aspect of the project owing to the changing Thai political scene and actors, and the focus on project activities.
- . RU will grant a credential, possibly in conjunction with Athabasca, for graduates of the project.

6.0 RECOMMENDATIONS

- . Project personnel need support and interest from CIDA for the program issues of the project.
- . Project personnel received CIDA briefings well into the project start-up. CIDA's orientation services should be made available to project personnel at the start of the project.
- . Language skills and training are needed by both sides to improve communications and working arrangements, and should be built into future linkages.

1.0 PROJECT PROFILE

PROJECT TITLE: RURAL DEVELOPMENT AND INFORMATION MANAGEMENT IN UPPER NORTHERN THAILAND	
PARTICIPATING INSTITUTIONS: University of Victoria (UVic) and Chiang Mai University (CMU)	
CIDA COMMITMENT #: 70048	CONTRIBUTIONS: CIDA UNIVERSITY OF VICTORIA CHIANG MAI UNIVERSITY
TIMEFRAME: May 1988 - May 1992	
PROJECT DIRECTORS: THAI DIRECTOR: Dr. Chayan Vaddhanaphuti Director, Social Research Institute Tel: (053)211-552 Fax: (053)212-219	
CANADIAN DIRECTOR: Dr. Gerald Walter Director, Regions and Resources Study Group Tel: (604)721-8532 Fax: (604)721-8653	
SYNOPSIS: This project seeks to strengthen the Social Research Institute (SRI) at Chiang Mai University through the establishment of several information systems, the delivery of a series of workshops, Thai visits to Canada, a village pilot outreach program, and a rural resource development newsletter. The University of Victoria is providing technical assistance and training for the above components, as well as management of the project.	

2.0 HIGHLIGHTS

- . The workshop phase of this project is used to rationalize and reinforce the other project activities.
- . The manager of this linkage has spent a significant amount of time working on a financial requisition system between the Thai and Canadian universities.
- . While people have done a good job of installing the hardware and software, the "user" issue (people not as interested as they might be) is a constraint. Users are needed who will actively use the system and thus aid in its development.
- . In the view of the project manager, this project suffers from several design flaws including:
 - the small amount of training money available,
 - the lack of funds to develop information systems and networks in the Thai language. Thais must do this and cultural issues are crucial.
 - a three-year project does not allow enough time to establish an effective linkage,
 - incomplete and inadequate project guidelines.
- . The budget spent is 55% and the work completed 51%. It is estimated that the project is currently 15% behind schedule but that it will catch up over the next year or so.

3.0 EFFICIENCY

After lagging behind badly for the first part of the project, disbursements are more or less on schedule and at an appropriate rate.

4.0 EFFECTIVENESS

4.1 Project Management

The pace of work of the current year will likely bring a small difference in project effectiveness.

4.2 Project Activities

PROJECT ACTIVITY	PRESENT STATUS
Rural Community Demonstration Information System	Bibliographic System designed and installed. Geographic Information System installed. Plans underway to integrate GIS with village baseline data.
Information network in support of rural community development.	Networks established with academic/research groups and rural development agencies. Led development of Thailand Regional Research Institute Network.
Three resources studies supporting community development.	Five sub-projects are now planned on the initiative of the project. Watershed studies sub-project almost complete. Land Management Watershed and Appropriate Technology sub-projects about to begin. Regional context of development and WID are the additional sub-projects.
Outreach.	Planning underway for seven workshops in next twelve months. Outreach plan formulated.
Project publications.	Project brochure in Thai now printed. Technical papers (six) completed in English. Plans for bi-monthly newsletter finalised.
Workshops/seminars.	Four completed, five in the planning stages.
Training, conferences, and study visits in Thailand/Canada.	Two faculty at University of Victoria, four at various workshops/meetings in Thailand. In-house workshop given in Thailand on PAMAP capabilities.

5.0 OBSERVATIONS

- . There should be more training money in a linkage of this type; while it may not be used in the first year of the project, many training opportunities will emerge as the project progresses.
- . The lack of overhead is perceived as a constraint to the linkage at the University of Victoria.
- . The project management system between CIDA and the University of Victoria has been a major constraint in the past to the effective implementation of the linkage.
- . Draft reports have been written or are underway for the several program components that require them with plans in place for the remainder. However, the production of top calibre reports may still be a problem.
- . Two improvements needed are increased computer capabilities for Thai staff and accelerated progress on the resource studies. Only the watershed studies are near completion.

6.0 RECOMMENDATIONS

- . Three years is too short for a linkage project of any sort. It takes a year to get started and there is not enough time to do all but short-term training and planning.
- . Guidelines are necessary for proposals, and this includes any extension or bridging proposals that may be considered.
- . There is a recommendation from the project director to complete this project as planned. While the financial terms of this project are not conducive to an effective linkage, there is enthusiasm to continue, albeit under different arrangements.

1.0 PROJECT PROFILE

PROJECT TITLE: IMPROVEMENT OF WOMEN'S OCCUPATIONS FOR RURAL DEVELOPMENT	
PARTICIPATING INSTITUTIONS: Memorial University (MUN) and Sri Nakharinwirot University (SWU)	
CIDA COMMITMENT #: 85637	CONTRIBUTIONS:
TIMEFRAME: February 1989 - March 1992	CIDA \$400,000
	MEMORIAL UNIVERSITY \$169,500
	SRI NAKHARINWIROT UNIVERSITY \$123,170
PROJECT DIRECTORS: THAI DIRECTOR: Dr. Witaya Jeradechakul Vice-President, Special Affairs and International Relations Tel: (2)258-4006 Fax: (2)258-4006	
CANADIAN DIRECTOR: Mr. Tony Williamson Director, Don Snowden Centre Tel: (709)737-4473 Fax: (709)737-4612	
SYNOPSIS: The project will attempt to improve women's occupations in rural Thailand and to enhance SWU's community outreach activities. The project is training Thai faculty to conduct workshops on community development, small business management and women in development; providing training in experimental learning techniques which will assist women; and is purchasing computer and video equipment and two teleconferencing kits for a pilot project to test the linking of the participating sub-campuses through distance education technology.	

2.0 HIGHLIGHTS

- Equitable participation of males and females in project activities.
- Thais are actively involved in the reporting process.
- A delay in completing a crucial preliminary Needs Assessment Survey has affected the implementation of the Small Business Management component of the project. Project management is addressing this and the project activities should pick up in years two and three.
- Project expenditures are on target with several budget adjustments in program categories.
- The current narrative report covers the period ending May 30, 1990.

3.0 EFFICIENCY

Disbursements have lagged behind expenditures for the first year of the project. Significant expenditures are planned over the next two years of the project.

4.0 EFFECTIVENESS

4.1 Project Management

The delay of the project's start up and a crucial needs assessment have resulted in slower progress than was originally planned. While the project has begun activities not dependent on the needs assessment and rescheduled some activities in an effort to make up for lost time, a short extension of the project may be necessary.

4.2 Project Activities

PROJECT ACTIVITY	PRESENT STATUS
Needs assessment design, survey and analysis.	Design and survey complete. Survey conducted. Analysis complete and translation in progress.
Six small business seminars and workshops.	Not started. One Thai faculty is to visit Memorial University in autumn 1990.
Four WID seminars and training in experiential methodology.	Committee created and activities decided upon. Canadian Women's Coordinator visited Thailand and will return summer 1990. One Thai attended short course in Canada designed for her on WID in the autumn 1989. One Thai faculty attended a specially designed short course in Canada on WID during autumn 1989. Three Thai faculty are to visit MUN in autumn 1990.
Five community development workshops.	Community development workshops concurrent with WID training in Summer 1990.
Staff training and exchanges.	Six MU visits to Thailand. Two SWU visits to Canada.
Training in video production and utilization of video in community development process.	Video production and utilization training planned for Summer 1990. Six video case studies planned.
Teleconferencing.	One demonstration of the usefulness of teleconferencing and one workshop in teleconferencing given in Thailand. MUN faculty in Thailand summer 1990 will evaluate potential course for implementation of teleconferencing pilot project.

4.0 EFFECTIVENESS (Cont'd)

PROJECT ACTIVITY	PRESENT STATUS
Purchase and delivery of equipment.	Complete.
Evaluation.	Formative evaluation by project staff on-going.

5.0 OBSERVATIONS

- . A labour intensive project (3200 days for Thai and Canadian personnel) operating in a multitude of Thai villages. The salary and per diem issue is likely to emerge before the end of the project. Thai labour is vital to the project's success.
- . Language and communication barriers led to a re-examination of the integration of project components between the three sub-campuses. Delay in the Needs Assessment has led to a delay in the Business Management component of the project but has not affected the other components. Effective communications between the three sub-campuses, the central campus of SWU and MUN remain a priority of the project.
- . Thais have input into the reporting functions of the projects.
- . A significant amount of expenditures are planned over the next two years. Delays in receiving disbursements could hinder the project's momentum.

6.0 RECOMMENDATIONS

- . Project design activities are strenuous and their purpose is not always clear to the university. CIDA should give feedback to both the Thais and Canadians in the design, monitoring and evaluation cycle. There is also a need to discuss the purpose of the project's second level activities such as the role of the CIDA officer, monitor, evaluator and auditor.
- . All equipment for the project has been purchased well in advance of project requirements. Other projects should be advised to purchase equipment early in their project to allow for procurement difficulties and to avoid diminishing project momentum.

1.0 PROJECT PROFILE

PROJECT TITLE: MAEJO INSTITUTE OF AGRICULTURAL TECHNOLOGY RURAL OUTREACH PROJECT													
PARTICIPATING INSTITUTIONS: University of Alberta (U of A) and Maejo Institute of Agricultural Technology (MIAT)													
CIDA COMMITMENT #: 86084	CONTRIBUTIONS: CIDA UNIVERSITY OF ALBERTA MIAT												
TIMEFRAME: November 1989 - October 1992													
<table border="0"> <tr> <td>PROJECT DIRECTORS:</td> <td>CANADIAN DIRECTOR:</td> </tr> <tr> <td>THAI DIRECTOR:</td> <td>Prof. Dhara S. Gill</td> </tr> <tr> <td>Dr. Boonrawd Supa-Udomlerk</td> <td>Department of Rural Economy</td> </tr> <tr> <td>Vice-President, Special Affairs</td> <td>Tel: (403)492-4225</td> </tr> <tr> <td>Tel: (053)244-858</td> <td>Fax: (403)492-1071</td> </tr> <tr> <td>Fax: (053)244-861</td> <td></td> </tr> </table>		PROJECT DIRECTORS:	CANADIAN DIRECTOR:	THAI DIRECTOR:	Prof. Dhara S. Gill	Dr. Boonrawd Supa-Udomlerk	Department of Rural Economy	Vice-President, Special Affairs	Tel: (403)492-4225	Tel: (053)244-858	Fax: (403)492-1071	Fax: (053)244-861	
PROJECT DIRECTORS:	CANADIAN DIRECTOR:												
THAI DIRECTOR:	Prof. Dhara S. Gill												
Dr. Boonrawd Supa-Udomlerk	Department of Rural Economy												
Vice-President, Special Affairs	Tel: (403)492-4225												
Tel: (053)244-858	Fax: (403)492-1071												
Fax: (053)244-861													
SYNOPSIS: The project reinforces and strengthens the teaching, research and extension activities of MIAT. Thais will receive academic and practical training in Canada; equipment for the dissemination of agricultural information to the farm community will be purchased; training courses for farmers will be developed; and, in-service training for extension staff will occur in Thailand.													

2.0 HIGHLIGHTS

- . The recent start-up of the project affords it the opportunity to learn from the other project lessons.
- . Alberta's Dean of Economics will travel to Thailand in the summer of 1990 to ascertain how the project can incorporate women into the project.
- . A project operational manual will be developed by Alberta for the Thais.
- . The University of Alberta has been invited by another Thai university (Prince of Songkla) to help with agricultural problems in southeast Thailand.

3.0 EFFICIENCY

The project is in the start-up phase.

4.0 EFFECTIVENESS

4.1 Project Management

The project is in the start-up phase.

4.2 Project Activities

The following table summarizes the status of activities to March 1990.

PROJECT ACTIVITY	PRESENT STATUS
Strengthen institutional coordination and management.	UofA January mission studied MIAT organization. Further discussions are planned for October 1990.
Upgrade and strengthen selected programs.	Preliminary Stages.
Strengthen extension education program.	Initial discussion held. Thai faculty visiting UofA in Summer 1990.
Establishment of field laboratory	Preliminary discussions held. Potential sites visited by UofA representatives
Develop media outreach of MIAT.	Procedures for the purchase of equipment discussed.
Improve farmer training.	Plans for in-Canada study tour of the Thai Project Director finalized.

5.0 OBSERVATIONS

- . The project builds on MIAT's Masters program in agricultural technology already offered as an extension program and its objectives are thus likely to be achievable.
- . The project director sees a major goal of the project as raising the profile of MIAT in the eyes of the Thai university community.
- . The training of a Ph.D at U of A is likely to go beyond the three years funded by the project. U of A has indicated that they will pick up the extra costs.
- . U of A is preparing an operational manual on project management for MIAT that may be useful to the other projects.
- . The budget may need revisions/shifts as time passes to allow for new personnel and ideas.

6.0 RECOMMENDATIONS

- . The project was originally designed five years ago, so activities to date have been to confirm the design. The project will proceed as originally designed but with a few minor modifications in Thai personnel and equipment. The project should be encouraged to begin the equipment procurement process immediately.
- . An updated project workplan and disbursement schedule should be completed by the project as soon as possible and a copy forwarded to the Thais.

4.0 SUMMARY

4.1 Summary of Data and Observations Regarding the ILP Linkages

Technically there is no "ILP Project" distinct from the fourteen individual linkages. In fact, each individual contribution agreement is quite unique, with the terms and conditions negotiated for each linkage with little reference to the other linkages.

It is clear from a review of the design documents that the intention was to coordinate the administration of the linkages so that the total impact of the project would be greater than the sum of its parts. Unfortunately, this has not occurred. Most Canadian project directors have felt that the administrative connections have been neither effective nor efficient. At the same time they would overwhelmingly support the coordination of information so that they could benefit from the activities of other Canadian projects in Thailand as well as the lessons learned by other linkages.

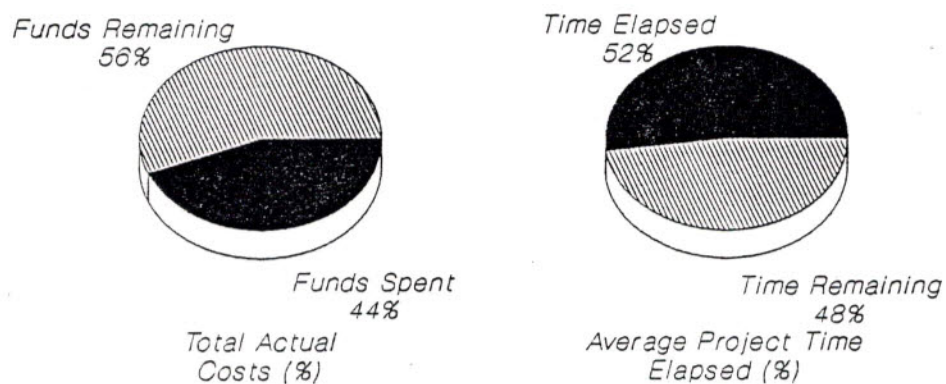
The following sections are a roll-up of information regarding the individual linkages. While interesting to those who need a snapshot of the overall "ILP Project", great care must be taken when using this data. Like averages (means) everywhere, they are indicators which can be most misleading if applied casually as an assessment of the individual projects.

4.2 **A Cost/Time Comparison: An Indicator of the Overall ILP Efficiency**

Figures 2 and 3 show the comparison of the actual expenses to the average time elapsed by linkage project. While this comparison was a cause for concern as of September 1989, indicators are that individual linkage activities since that time have done much to bring the program back on schedule.

FIGURE 2

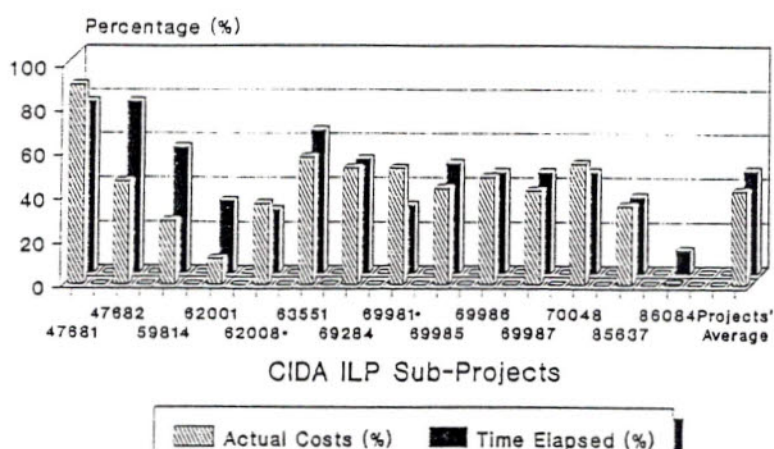
Comparison of ILP Project Actual
Costs to Average Time Elapsed
March 31, 1990



Total CIDA contribution to the 14 projects is \$6,510,944. \$2,857,614 has been spent while \$3,653,330 remains.

FIGURE 3

Comparison of the Projects' Actual Costs to the Time Elapsed



Actual Costs and Time Elapsed are to March 31, 1990. Projects marked with an ** are to September 30, 1989

Commitment #	Project Title
47681	York University (YU) and Chulalongkorn University (CU), Small Business for Rural Development
47682	York University (YU) and Thammasat University (TU), Consortium for the Study of Women's Issues
59814	University of Toronto (UofT) and Mahidol University (MU), Strengthening of Biotechnology Production Capabilities in a Network of Institutions
62001	University of Manitoba (UM) and Khon Kaen University (KKU), The Development of an Academic Program in Fisheries and Aquaculture
62008	McGill University and Khon Kaen University (KKU), Remote Sensing, Soil and Water Management in Northeast Thailand
63351	McGill University (Brace Research Institute) and Khon Kaen University (KKU), Rural Renewable Energy Project in Thailand
62984	The University of Quebec at Montreal (UQAM) and The National Institute of Development Administration (NIDA), Small Business Development Training in Rural Northeastern Areas of Thailand
69981	University of British Columbia (UBC) and Thammasat University (TU), Tambon Councils: People's Participation in Rural Development, Thailand
69985	Ryerson Polytechnical Institute (RPI) and Chiang Mai University (CMU), Development Support Communications in Northern Thailand
69986	Queen's University (Queen's) and Prince of Songkla University (PSU), Outreach Program for Small to Medium Scale Business
69987	Athabasca University (AU) and Ramkhamhaeng University (RU), Rural Community Development in Northeast Thailand
70048	University of Victoria (UVic) and Chiang Mai University (CMU), Rural Development and Information Management in Upper Northern Thailand
85637	Memorial University (MU) and Sri Nakhonwirod University (SWU), Improvement of Women's Occupations for Rural Development
86084	University of Alberta (UA) and Maejo Institute of Agricultural Technology (MIAT), Maejo Institute of Agricultural Technology Rural Outreach Project

4.3 Observations and Recommendations Regarding the ILP

The following observations and recommendations are taken from conversations with project directors and others, a review of project documents, and our own observations. We have taken the liberty of organizing them in the following categories:

Project Design

Three years is too short for a linkage project of any sort. It takes a year to get started and there is not enough time to do all the training and planning necessary for effective programming. The "threshold of effectiveness" for a linkage is a 7-10 year commitment on the part of institutions if effective linkages are to be established. The suggested contracting arrangement for this would be 3-year option cycles so that CIDA, or the institutions could opt into the effective linkages and out of the others.

It is usually several years (in this case 4 or 5) from the design of the project to the real implementation stages. University people feel that it is not unreasonable to expect that the project is in need of some re-design or revision at that point and that future contribution agreements should contain mechanisms so that things can be changed easily.

Coordination and Information

It is very important to people working on linkages to know about other projects and resources available in the country. A clearinghouse information system on projects should be available to project directors.

Many project directors would welcome the articulation of an overall goal for the ILP along with some shared resource support - and a sharing of the learning curve of the other projects

There is a need for projects to coordinate their outreach needs and services.

There is a request from some project teams for information on the history of long term linkages.

There is a need to coordinate with other CIDA sponsored projects in specific technical areas, e.g. the tropical disease project at Mahidol University and the UofT linkage.

. **Language**

Language skills help is needed (for both sides) and should be included in the cost elements of future linkages

Language and communication barriers have led to a lack of consensus as to the project design and activities. Language constraints must be made a part of future ILP project guidelines i.e. proposals that ignore language must be flagged.

The difficulties in developing materials in the Thai language is a major constraint to several projects.

. **Training**

There should be more training money for several of the linkages. While it may not be used in the first year of the project, many training opportunities will emerge as the project progresses.

Staff development programs should reinforce the transfer of knowledge and technology. In addition, follow-up activities for trainees once they return to their university will assist in providing opportunities to apply their new skills and knowledge.

. **Project Management**

The project management "system" between CIDA and the universities has been a major constraint to the effective implementation of the linkages.

The ILP has some of the characteristics of an umbrella project (i.e. a series of different sub-projects administered by a coordinating agency) but with little of the design work required for the success of an umbrella project. The lack of management and reporting guidelines and a clearly defined manager of the program has meant that many of the individual linkage projects are behind in their schedule of activities to date.

During the past year, a combination of new guidelines provided by CIDA, and the fact that after two or three years most project directors have learned to "muddle through", management difficulties have been largely overcome and the combined accomplishments of the individual linkages are well on the way to achieving the overall ILP objectives.

The position of several project directors is that there is an unreasonable amount of time necessary for the production of reports and reporting arrangements in this project. In their opinion, CIDA has no idea of the time that goes into reports. The feedback on reports submitted is nil.

The 30 day reporting requirement is too tight when you are expected to include information from Thailand.

The new reporting format could be facilitated by sending out macros via diskette.

Lengthy response time to requests for advances and budget shifts have hampered project management. Several project directors feel that a policy and process for budget shifts is required to avoid time consuming and ineffective individual project requests.

Most project personnel think that the notion of a CEA running the project is a good one as long as CIDA delegates the funds and does not add several levels of control. The interface with the university community is crucial if a private sector firm is to be effective and the universities will have to adapt to the expectations of the private sector.

- ***Equipment***

All equipment should be procured well in advance of project requirements - to allow for transport and customs difficulties and so avoid undue project delays.

- ***Honoraria for Thais***

The honorarium issue for Thai professors is high on the list of constraints to project effectiveness. An assessment of this issue should be done and a policy decision taken.

- ***A Note on Schedule***

Project personnel have learned that particular attention must be paid to the Thai schedule when organizing linkage activities. Briefing and proposal guidelines should include a section on this issue.

- ***Sustainability***

Sustainability will depend on networks - more than the 2 or 3 people on each side of a typical linkage - built on existing relationships but with an infrastructure that supports the flow of people, ideas, and information between Thailand and Canada.