

REPORT OF ACTION RESEARCH COMPONENT TASK GROUP AND RESEARCHERS
MEETING - GABORONE BOTSWANA, JUNE 9 - 12, 1992.

I. GENERAL

1. The meeting opened with introductions of participants (see Appendix 1 for names) and general discussion on administrative matters.
2. The meeting reviewed administrative follow-up of the Action Research activities since 1989 as letters and other communication was not getting to the participants since release of funds in July 1991.
3. The meeting was for participants who had taken part in research and not just Task Group members. Therefore, the meeting would be an input for the future. Perhaps for a Task Group which would undertake some activities.
4. There were five full reports. These will be appendices to the meeting report after the final revisions.
5. The order of presentation was chosen by the six participants voluntarily.

II. PRESENTATIONS.

It was agreed at the beginning of presentations that participant/researchers would make presentations to cover:-

- a) What was the original proposal
- b) How was it modified
- c) What was done
- d) Output
- e) Future Activity

This mode of presentation would facilitate thinking about and planning of the next stage.

1. H. RONO: COORDINATION OF IN SERVICE TRAINING IN THE PUBLIC SECTOR

In 1989, the participant did not have a client as he was a Task Group member. However, the subsequent client, Directorate of Personnel Management, DPM, approached KIA and the Researcher for purposes of initiating work related to the topic. After discussions and the exploration of whether the topic could fit into AR module, the researcher advised the client to write to KIA asking for the researcher to initiate the Action Research. The client deals with some pre-service training although the bulk of the work is in- service Training. The DPM coordinates training programmes of ministries. DPM fund raises for ministries which also at times get their own resources. DPM has its own training institutions among which is KIA.

During May-June 1990, the participant put proposal to UNEDIL in addition to 4 other KIA proposals. Researcher did not wait for funds, which were not released till July 1991 but initiated the work in June 1990 with hope of receiving the money later. For research purposes the participant created a Task Force of DPM operatives.

Definition of Problem

1. How does DPM relate to ministries?
2. What is the DPM capacity for processing training data?

Survey showed:

- a) that Ministerial Training Committees were created in 1979 to link with DPM to coordinate;
- b) that DPM was supposed to attend all MTC meetings;
- c) that MTCs do not operate effectively and DPM hardly attended other than one Ministry;
- d) that MTC reports were not being received by DPM. They were six to seven years late.

Conclusion:

Coordination of training between DPM and Ministries almost non-existent. Furthermore DPM:

- a) was only aware of 12% of the total training undertaken by its institutions;
- b) was processing 620 scholarships annually but 30-40% elapse/unused because of its lack of data processing capacity.
- c) its internal reports, Quarterly and Annual, were not done for previous six years;
- d) since 1967 no skills survey of the Civil Service had been done.

PROBLEM SOLUTION/ACTION

Government had already called for Manpower Information System. Government had created a Manpower Development Committee which was later to be made a ministry.

Intervention was to create Management Information System (MIS) for Training. Researcher created capacity within DPM who provided Task Force Members.

Four computers were procured and DBase Programme developed, including training in MIS uses, as a basis of computerized Data Base for Training. The long term objective is to put this on line.

EVALUATION

PROCESS EVALUATION

The senior researcher went out of the country for a year and other actors with different output needs created the process. Since they were DPM task force mainly - the focus was not fundamentally changed.

IMPACT

DPM management was converted to use of data. It subsequently created training demands for DPM which up to then had not taken advantage of its training institutions, especially KIA.

The data base also led to revival of job description and evaluation; coordination of local in-service programmes; utilization of foreign awards; production of quarterly and annual reports in time.

FUTURE

Researcher would terminate this phase of research now. The future intervention would be to put the MIS on line.

DISCUSSION

The main focus of discussion was on how the clients "task force" was able to manage MIS institutionalization within the normal civil service framework particularly when the researcher was away studying. The conclusion was that it was possible for environmental reasons.

H. SAWYER: APPLIED RESEARCH: A CASE STUDY OF PAID-ESA

Originally participant was interested in rural marketing but had problems with identification of a client. He changed topic to deal with internal problem Case Study of Research at PAID-ESA, his employer. Client agreed to the AR in 1989. Money arrived at end of PAID academic year in 1991. This led to rescheduling of activity.

PAID is tridimensional: training, research and field support. Research is least active. The objective was to make research active and supportive of institutional goals. With colleagues, researcher did an internal evaluation and organized a task force which used original researchers idea as baseline which looked at:

- What creates institutional research
- Relation between research and consultancy
- Role of Research
- Reasons preventing research activity
- Management attitude to research.

Task Force recommended that a two day meeting be held to share findings with all PAID colleagues. Purpose of retreat was to find out whether:-

1. Information should lead to research out put improvement

2. Group could come up with strategy
3. Whether there was any point in discussing institution research.

The Staff meeting decided to:

1. Create Research Committee
2. Operationalize improvement by highlighting problem
3. Create seed money - out of UNEDIL Funds
4. Call for individuals to develop proposals around the following themes:
 - a) Rural Food Production/Storage
 - b) Water Sanitation - Health & Nutrition
 - c) Rural Energy & Environment
 - d) Small scale enterprise
 - e) Women and Development
5. Development of an Institutional Research Plan including activities procurement of funds, implementation evaluation were seen as the important outputs.

Having agreed on strategy, Task Force was given mandate to begin work. Personal interest of task force should be referred to general management staff committee. It was evident that personal interests were always there. This would contribute to institutionalization in the sense that the individual proposals would be in the framework agreed publicly.

To date the following actions are complete:

1. Put together Research Committee.
2. Items for research set up.
3. Task Force given power to determine organizational and financial needs.

4. Task Force then to schedule individual and institutional activities.

One should note that UNEDIL money is being used as seed money to identify institutional research which will be put into institutional programme. Without the money, it is doubtful whether an action could have been taken.

EXPERIENCES/IMPACTS

When activity started, it seemed as if we opened ourselves too much to external criticism. We know what is wrong was the argument. So the preferred solution was to get money and then leave every one to get on with it. Task Force Baseline gave data to show that the issue is not just money. Everybody then began to support the idea of an entire institution research activity.

It is not easy to do self criticism because chances are that there are justifications and explanations.

The fact that the initial bloc is overcome and personal attachments are not central issues is a score of success. Before research output was stated in policy papers but quite recently people are now clear it has to have prominence. We (PAID) have experienced new wave of higher priority in training with research in complementarity. The last four training programmes have proposals for research to contribute to the preparation of improved training materials.

SCHEDULE OF EVENTS

Originally intervention was planned to be finished by June 1992. Problems of people identifying own priorities has led to delay but it seems as if after the contributors struggle with the experience of working within a framework it will

4. Task Force then to schedule individual and institutional activities.

One should note that UNEDIL money is being used as seed money to identify institutional research which will be put into institutional programme. Without the money, it is doubtful whether an actions could have been taken.

EXPERIENCES/IMPACTS

When activity started, it seemed as if we opened ourselves too much to external criticism. We know what is wrong was the argument. So the preferred solution was to get money and then leave every one to get on with it. Task Force Baseline gave data to show that the issue is not just money. Everybody then began to support the idea of an entire institution research activity.

It is not easy to do self criticism because chances are that there are justification and explanations.

The fact that the initial bloc is overcome and personal attachments are not central issues is a score of success. Before research output was stated in policy papers but quite recently people are now clear it has to have prominence. We (PAID) have experienced new wave of higher priority in training with research in complementarity. The last four training programmes have proposals for research to contribute to the preparation of improved training materials.

SCHEDULE OF EVENTS

Originally intervention was planned to be finished by June 1992. Problems of people identifying own priorities has led to delay but it seems as if after the contributors struggle with the experience of working within a framework it will

move quickly. Results therefore will not be shared now. However, we (PAID) intend to provide a time evaluation to all the people then.

MONITORING AND EVALUATION

Since members of the institute are evaluated by director and management, this project will be evaluated within the normal framework and not the task force.

DISAPPOINTMENTS:

1. Delay in UNEDIL funds
2. Time to develop individual research proposals

It will take time to develop the research and merge the individual activity to institutional coordinated activities.

PAID historically had regional training take priority other than research and field support. Donor support in the past has been in industrial as opposed to development research. There was a time when it was thought staff did not know how to do research but that is not so far the problem is how to programme it.

DISCUSSION

1. Problem of incentives for research. Nobody would like to unduly stress themselves unless there are direct incentives. With the test, it has been put to Governing Board that there should be 10% return to researcher on research income motivation. Most MDI have research as an activity but no money is budgeted for it.

2. Membership of Task Force incorporated all departments i.e WID, SIC, Project Planning and Extension in selection of members of task force. The PAID director was coopted particularly for discussions on money and policy. Thus there are people plus researchers in Task Force.
3. Expect that a detailed schedule of institutional research proposal by end of 1992. Clearly then results can only be discussed in Phase 2 of AR.
4. Is phase II to be the evaluation of the institutional programme? If yes how does researcher distance himself from the process? These issues were unresolved.

G. IMANYI: IMPROVING MANAGEMENT SKILLS AT OBUDU CATTLE RANCH.

The researcher kept same proposal from Nairobi.

The ranch has three tier management i.e Management Board, General Manager and other sector managers. In 6 years the Board has changed 6 times. The current General Manager has had one board fired during his one year in position.

From Preliminary Study problem was modified after diagnostic study which took 5 days and involved 5 senior staff and 10 of the 30 workers.

After diagnostic stage, problem was restated as to show External factors and Internal factors. Interest of study was the internal factors e.g. organizational structure, ineffective management & communication, skills as problems. Symptoms are listed in the report on page 2.

OBJECTIVES OF THE STUDY

1. Create forum for management to discuss problems with workers.
2. Build cohesive work teams to reduce staff turnover
3. Train in interpersonal and effective communication

ACTION HYPOTHESIS

These are listed on page 4 in greater detail. They were developed jointly between management and the researcher.

1. Understanding of internal management problem
2. Create participation
3. Build mutual trust
4. Transactional Analysis for inter personal and communication skills.

RESEARCH DESIGN

This is planned to cover the following categories but only diagnosis and one intervention meeting has been done.

Pre Intervention,
Intervention Meeting
Training Management Skills (not done)
Post intervention (not done)
Feedback (not done)

SUMMARY OF INTERVENTION MEETING RESULTS

At the Personnel Relations level, the intervention meeting was useful. Immediate Outcome was clarification of roles (see page 12)

PROBLEMS:

1. Researcher could not get money until Feb. 1992 although money sent in July 1991. New MDI Management in place and was not familiar with the project.
2. Cross Rivers state government had given clearance but new government concerned about approval so clearance always again.

DISCUSSION

1. Fee Structure

There is wide disparity between the top manager, the middle level managers, supervisors and the staff on salaries.

2. Would these be need for TNA to harmonise the different levels of managers?

Answer that the training intervention will be cases, role plays etc. and thus there will be no need to segregate management and staff. In fact keeping them together would be desirable from a team building point of view.

3. Diagnostic Stage Meeting was taken up by them as something they should be doing regularly. How is this institutionalized? This meeting will be created where management would listen to others.

4. The issue of breaking the diagnostic phase and the intervention phase perhaps led to a loss of opportunity to anchor some of the management process e.g regular grievance channels.

5. Managing Director - has been there 1 year has lost his Board. Is 60 years. Ethnic variable. Clearly then he is not a totally reliable source on institutional problems of the ranch.
6. Given that Government wants emphasis on economic performance, how would the intervention which is really internal management contribute to this? Researchers answer is that Action Research basically low level intervention but perhaps there will be specific pointing out of other needed interventions.

N. MWAURA: PLANNING FOR GREATER IMPACT OF TRAINING: THE CASE OF POPULATION MANAGEMENT COURSE KIA

KIA was given mandate in 1988 to train in population management. Proposal in 1989 was to focus on creating a planning group. However impact evaluation of programme and evaluation of 31 population agencies showed that problem was not planning but the content of the course. Present focus is to "maximise the impact of the population management programme at KIA by designing a work narrowly focussed Curriculum for a more specific target group"

Long term objective

To provide Kenyan Society with professional cadre of management and administrative personnel equipped with necessary training, skills, knowledge, and attitudes to carry out Kenya's population policy programmes.

Intermediate objectives

To enable the participants to understand population dynamics and trends, their relationship to culture and social change, and their impact on development.

To improve the participants' skills in the areas of general , project and financial management.

To enable participants to play an active role in awareness creation on the problems of population growth.

To provide a forum for the sharing of experiences and ideas on issues related to population management in Kenya.

The long term objective not achieved since courses are not geared to it.

One of the major flows is that a lot of the people being trained have no directly involved in population as 46% only indirectly and 18.4% not related at all i.e. 64.4% not directly.

Conclusions from Diagnostic Data.

1. There is demand for the course
2. Target group should be redefined to cater to those with direct involvement in population.
3. Additional specialised courses are needed.
4. Content needs more narrow focus.

Intervention

KIA supervisor in consultation with Principal and NCPD wrote 4 year proposal to include:

- a. Population Management Course
- b. Computer Application to Population Management
- c. Training of Trainers for Population Project Personnel

- d. Computer Application to Statistical Analysis
- e. Use of Swahili in Population Activities
- f. Population Management Seminars.

EVALUATION

Will take years to evaluate the new curriculum.

FUTURE ACTIVITY

Phase II proposal is that research should be to go on so as to develop curricula and teach the course.

PROBLEMS:

That there was development of a problem and then come up with intervention without diagnostic data. The consultant pointed out that this was a problem in the planning and communication of the KIA seminar - where 90% of participants came without diagnostic data.

DISCUSSION:

1. Author reiterates that the intermediate objectives are met. The revised curriculum therefore will be targeted to the long term. Problem areas are content and selection of participants.
2. In situations of MDI having scholarships the content and selection is not client driven but it is MDI driven for advertising.
3. Would an appropriate title be planning curricula change?
4. There is need to discuss the staff who are to mount the new course and perhaps clarify what training skills/attributes are required.

E. TEMBA: MANAGEMENT AND UTILIZATION OF FOOD STORAGE
FACILITIES IN KILOSA DISTRICT MOROGORO

INITIAL PROBLEM

Problem was based at grain storage of producer and primary society level.

There is relationship between primary and district level where the primary storage takes place.

In Tanzania there are regions of surplus and deficit. Therefore the problem is the fact that there is food but grain is spoiled in storage.

Despite surplus, there are areas of shortage since food is mishandled.

PROBLEM MODIFICATION

Modification has only been in changing the area of research originally research was to be conducted in Gairo district but since there was a drought, there Kilosa district was selected.

RESEARCH OBJECTIVES

Storage availability
Capacity
General conditions of facilities
Utilisation
Management of facilities
Who uses facilities.

PROBLEMS IDENTIFIED

A. Regional Level

Main cause of spoilage was the delay in sending vehicles to rural areas to procure grain.

B. District Level

At this level three problems were identified:

- 1) Sending bags
- 2) Small capacity of stores
- 3) Vehicles not available therefore no other alternative

C. Primary Society Level:

At this level four problems were identified.

- 1) Producers Dishonesty as after they get bags from the cooperative system they do not sell to it. They sell to middle men therefore Districts cooperatives loose.
- 2) Size of godowns as well as some of them being burnt.
- 3) Godowns/warehouses store cotton hardware etc.
- 4) Price of acetelic powder

POSSIBLE INTERVENTION

- 1) First was possibility of establishing data on availability of storage facilities. Research to establish this is still going on.

- 2) Possibility of improving capacity of storage at producer level i.e mobilise producers to a) build storage facilities b) build more permanent houses.
- 3) Increase awareness of producers by increasing prices.
- 4) Auxiliary officers could be trained for improving housing.

FUTURE ACTIVITIES

Impact Evaluation has to be done at harvest i.e July/August 1992.

PROBLEMS ENCOUNTERED

1. Changes in seasons - drought- created need to go to another district.
2. Problem of researcher being released from office. She could not conduct interviews coherently.
3. Most rural societies inaccessible therefore interviews were done through others.

DISCUSSION

1. Villages could enforce traditional storage facilities, chanja/ drying outside, which is temporary.

Primary Society. This is the main first step in procurement. Store in dry area and use acetelic acid for spoilage.

2. Primary School Teachers/Religious leaders/cell leaders were the ones who were taught about the storage and it was them who talked to the people.
3. How will multiparty affect ten cell leaders? Maybe they will still be there. There are 150 ten cell leaders but researcher did not meet most of them because of problems of transport.
4. When changed areas, Gairo to Kilosa there was no effect on the research.
5. What specific Task Force was created and how is it related to possible interventions?
6. The meeting spent time in extensive discussion on the problem of levels. Some interventions are conceived as producer, primary society, district, regional. If interventions are at all levels needs long time and their impact is diffused. It is highly doubtful whether this can be done within the time and resources available.
7. Why not use the producer sample to design one specific intervention?
8. Suggestion that the researcher should have two clients - producers and primary societies. Therefore the concentration will be on the producer sample and primary societies. This was agreed by the researcher and the group and the revision was to be along these lines.

O. CHUKWUMAEZE: IMPROVING SALES GROWTH RATE IN THE AFPRINT
NIGERIA PLC

BACKGROUND

Topic was changed after KIA meeting for a client identified the problem in Afprint, a company started 1964 as a private company. In 1978 it went public. Its main trading line was cloth printing and expanded into production of cotton materials, oils etc.

By 1990 March it has 4,083 staff of which 294 were management, (44 expatriate) and 3789 junior workers.

Data Gathering

A questionnaire for preliminary diagnosis by a Task group of 12 management was developed. Researcher had parallel information from 1 Personnel Manager/Accountant and 1 staff in the Chief Executive office, 1 Factory Staff, 1 Sales Staff, 1 Personnel Staff. These were not in Task Group.

Afprint has 10 distributors, of which 7 are in Lagos and 3 in Kano. This major problem for national distribution.

There are 11 main competitors who produce products similar to them. However, Afprint products are low priced and were pioneers, so they have a niche and have regular supply and better products.

Problems Identified

- a. Stagnant profit for 6 years
- b. Marginal production cost increasing
- c. Operation is below capacity (50% estimate)
- d. Not meeting consumer needs

- e. Poor promotional policies
- f. Poor quality control
- g. Poor distribution channels
- h. Unfavorable govt. policies
- i. Low level motivation
- j. Management reduction of an expenses
- k. Poor product standard
- l. Stock piling
- m. Inadequate marketing skills
- n. Inadequate market research

Other than govt problems, all the above can be grouped into:-

- a. Production
- b. Quality Control
- c. Marketing
- d. Motivation
- e. Policy

Given this analysis the researcher decided to do total SWOT
(see pp 11 - 13)

ACTIONS RECOMMENDED TO CLIENT

- 1. Conduct Market research
- 2. Market aggressively
- 3. Improve quality
- 4. Expand distribution
- 5. Monitor competitions
- 6. Improve motivational packages
- 7. Train staff
- 8. Reduce costs by direct purchase
- 9. Internal loans
- 10. Develop agriculture
- 11. Initiate R & D

EVALUATION

Interview of Task Group and Informal interviews stated that the diagnostic study had identified problems. However the Chief Executive not agree with 40% of the conclusions.

AR should be implemented gradually as follows:

1. Immediate Term
 - a. Restore promotional activities
2. Medium Term
 - a. Market Research
 - b. Quality
 - c. Motivation

Long Term

- a. R & D

NEXT STEPS

To implement Immediate and Medium Term activities with the researcher as a process consultant.

EXPERIENCED PROBLEMS

1. Company Secretary was a sympathetic initial contact for research. Later the researcher was assigned to the Chief Executive who postponed the work for 1 month. He was not particularly sympathetic.
2. Secretiveness of the organisation
3. Funding came late and money released late and was "eaten" by inflation.
4. Private sector people are busy Task Force only met twice as a group.

DISCUSSION

1. Did use of friends violate the business of the client. No since it was informal.
2. SWOT was through Questionnaire by the management. Therefore this should be the first intervention.
3. The second intervention is for the researcher to act as a process consultant and document the action taken.

III PROF. K.C. SHARMA

Having listened to the majority of presentations Prof Sharma, gave a review on research and especially AR. It was titled Some thoughts on significance and limitations on AR.

Among the key points are:

1. Research is significant for generation of knowledge
2. Understanding of organisations behaviour
3. Research to establish validity of theory and relevance of some in different countries.

AR - significant in management as it is not only for stimulation of minds or theoretical but tied to concrete action.

Limitations in AR

1. No priority given to research by policy makers, government or managers.
2. Inadequate allocation of money for research.
3. Credibility of Researchers.
4. Cost Effectiveness.
5. Problems of Impact.
6. Managers afraid of research for it threatens them and creates new work.

7. In some situations political constraints lead to need for clearance of sources of information.
8. Lack of incentives for research. MDIs do not recognise the primacy of research for their priority is seen as training.

ACTION RESEARCH NEEDS

1. Need for increased sensitivity for AR by Policy makers, Planners, Managers, Administration and MDIs for allocation of resources.
2. Increase allocation of sources to AR
3. Strengthening of Research capabilities among Managers, administrators and researchers.
4. Need to strengthen indigenous capability which will require training for development of local personnel.
5. Promotion of Relevant Research which is likely to be of direct use - test externally derived theories e.g. motivation,
6. Utilisation should be increased by establishing research and action by relations between research institutions and government organisations. Use of local institutions should be the mode.
7. Need for cooperation and coordination between various research institutes. This should be extended to countries.
8. More use should be made on research for micro/macro reforms.
9. Incentives should be emphasized.

DISCUSSION

1. Universities currently producing people without research capacity. Thus when they move to all sectors then there is no capacity in Society.

2. Of the three MDI responsibilities of Training, Research and Consultancy, they ignore research for Training is source of support and not research.
3. Maybe one way of improving research is to demand that promotion be based on research output as in the Universities.
4. Managers avoid the use of data to affirm other interests.
5. Incentives - research is so esoteric that it is the new iconography! i.e only for specialists and not part of the ordinary.
6. AR is peculiar in the sense of being client based and therefore has the potential to increase utilisation as opposed to Basic Research.
7. AR is also likely to be more relevant than other forms.
8. Research capability of staff in MDI very low. KIA analysis showed that staff background training had only 10% training in research.
9. If Research is to be accepted in MDI, it has to be developed in terms of supporting the training.

IV: AR RESEARCH PROBLEMS & SOLUTIONS

This section is out of the experience of the researchers and deals with problems first and then solutions under the following headings.

UNEDIL
Institutional
Client
Environmental
Researcher Related
Research Process

A: PROBLEMSUNEDIL

1. Delay of funds
2. Poor selection of resource people for AR KIA seminar i.e. original Task Group
3. Communication was bad in the channelling information through Heads of MDI. Could have been direct to participants.
4. Period of training in KIA was not sufficient given that MDI selected participants and Task Group Members were not prepared and there was no subsequent meeting to streamline AR plans.
5. No proper selection and training of Task Force members.

INSTITUTIONAL

1. MDIs selected participants (a) without research experience or (b) prepared as per UNEDIL direction in spite of many meetings of MDI managers.
2. MDIs do not have policy for staff development, particularly research.
3. MDIs commitment to AR module did not seem to be strong enough.
4. MDIs delayed release of funds to researchers despite clarity of contract.
5. Staff were not released by MDI to undertake AR.
6. Poor communication between MDI and their staff on the contracted arrangements.

CLIENT

1. Problem of acceptance (entry) of AR method by clients. This problem was in all situations even whether own institution or external organisations.
2. Clients at times attempt to take over control of the process from the researcher.

3. Synchronisation of schedules of activity between client, researcher and MDI was problematic particularly given that clients are slow.
4. Availability of client on agreed times.
5. Secretiveness of clients and distorted information.
6. Mistrust on the role of research.

ENVIRONMENTAL

- a. Culture of silence.
- b. Remote and hostile physical environment.
- c. Mistrust on the role of research.
- d. Organisational red tape and protocol.
- e. Restricted Access to public information.

RESEARCHER RELATED

- a. Inadequate Researcher experience in AR.
- b. Late submission of proposals.
- c. Late submission of progress reports.

RESEARCH PROCESS

- a. Revision of proposals (methodology) demoralised researchers.
- b. Communication on review of proposals was not adequate and it may have created demotivation responsible for the very high drop out rate.
- c. Task Force role was not operationalised. Neither was the idea of Field supervision.

B. SOLUTIONSUNEDIL

1. Timely disbursement of funds (not later than a month after the approval of a given proposal).
2. UNEDIL set criteria for selection of resource personnel.
3. Preparation fo resource people before training.
4. Enough Training time to include TOT also.
5. Copy all correspondence to the participants.

INSTITUTIONAL

1. MDIs must have staff development policies that provide short and long term training in research.
2. Management of MDIs should be seen to be committed to AR module by giving time off to participants, providing supervision and even committing internal resources/funds in conformity to UNEDIL agreements.
3. There must be systematic preparation of participants including early nominations, reading materials and assignment including diagnostic data preparation.
4. Funds must be released promptly by the MDIs as per the UNEDIL contract.

CLIENT

During participants training, special emphasis should be put on techniques which facilitate more acceptable client approaches.

ENVIRONMENTAL

- . See recommendations under client

RESEARCHER RELATED

1. Better training in AR.
2. Timely submission of proposals and progress reports.
3. There is need to train researchers in aspects of OD which are useful in AR. This suggests 2 weeks training in AR and 1 week in OD.

RESEARCH PROCESS

1. There should be continuity and consistency by Task Force in development and execution of proposal with systematic back stopping.
2. Review of proposals should be done at a given venue by Task Force and backstopping team with a view of harmonising recommendations to researchers.

V. FUTURE OF CURRENT PHASE I

The six studies which have been attempted during Phase I will be completed by August 1992. There is only minor revisions for most of them. Participants must complete current assignment and mail final report to reach the Field Office before August 15, 1992.

VI. FUTURE OF PHASE II

The OD workshop in August/September 1992 will be:-

1. For Present crop of researchers
 2. Other experienced researchers from MDIs
- Participants must bring proposals for Phase II research to the workshop.

VII FUTURE COMPONENT ACTIVITIES/SCHEDULE

August 1992	Preparation of Initial Proposals
August 24 - 31, 1992	Task Group to plan OD in AR
August 31 - Sept.11, 92	OD Workshop
Sept. - Dec. 92	Preparation of Field Research Proposal
February 1993	Vetting of Proposals Meeting
April 1993	Mini-workshop on Approved Proposals
May - June '93	Release of Funding
July - Dec. '93	AR Fieldwork
Sept. 1993	Submission of Field work Progress Report
Feb. 1994	Impact Evaluation Workshop
Feb. - April '94	Impact Evaluation
June '94	Second Progress Report
August '94	Final Report
Nov. '94	Meeting to Present Reports
Nov. '94	Task Group to Edit Reports for Publication
Jan. '95	Publication

APPENDICES

1. Activity Brief
2. Programme of Activities
3. Terms of Reference

G-C. M. Mutiso
12/6/92