

4930103001001

AID 1020-25 (7-68) **PROJECT APPRAISAL REPORT (PAR)** (U-446) See M.O. 1026.1
 SECURITY CLASSIFICATION **UNCLASSIFIED**
 001 PROJECT NUMBER **493-11-370-103** Reference Center Room 1656 B

002 PAR AS OF: **03 31 70** 003 U.S. OBLIGATION SPAN **FY 56** Thru **FY 71** 004 PROJECT TITLE **Aeronautical Ground Services Improvement**
 005 COOPERATING COUNTRY - REGION - AID/W OFFICE **Thailand**
 4930103
 PD-ADD-591-E1
 12p

006 FUNDING TABLE

AID DOLLAR FINANCING-OBLIGATIONS (\$000)	TOTAL	CON-TRACT (NON-ADD)	PERSONNEL SERVICES			PARTICIPANTS		COMMODITIES		OTHER COSTS	
			AID	PASA	CON-TRACT	DIR. PASA	CON-TRACT	DIR. PASA	CON-TRACT	DIR. PASA	CON-TRACT
CUMULATIVE NET THRU ACTUAL YEAR (FY 1970)	6778			2311			427		4029		11
PROPOSED OPERATIONAL YEAR (FY 1971)	295		25	200		70		-			

CCC VALUE OF P.L. 480 COMMODITIES (\$000) → Thru Actual Year : - Operational Year Program : -

007 IMPLEMENTING AGENCY TABLE

If contractors or participating agencies are employed, enter the name and contract or PASA number of each in appropriate spaces below; in the case of voluntary agencies, enter name and registration number from M.O. 1551.1, Attachment A. Enter the appropriate descriptive code in columns b and c, using the coding guide provided below.

TYPE CODE b	TYPE CODE c	a. IMPLEMENTING AGENCY	TYPE CODE		d. CONTRACT/ PASA/ VOLAG NO.	e. LEAVE BLANK FOR AID/W USE
			b.	c.		
1. U.S. CONTRACTOR 2. LOCAL CONTRACTOR 3. THIRD COUNTRY CONTRACTOR 4. PARTICIPATING AGENCY 5. VOLUNTARY AGENCY 6. OTHER:	0. PARTICIPATING AGENCY 1. UNIVERSITY 2. NON-PROFIT INSTITUTION 3. ARCHITECTURAL & ENGINEERING 4. CONSTRUCTION 5. OTHER COMMERCIAL 6. INDIVIDUAL 7. OTHER:	1. Federal Aviation Administration	4	0	FE(OB)16-00	
		2.				
		3.				

PART I - PROJECT IMPACT

I-A. GENERAL NARRATIVE STATEMENT ON PROJECT EFFECTIVENESS, SIGNIFICANCE & EFFICIENCY.

This summary narrative should begin with a brief (one or two paragraph) statement of the principal events in the history of the project since the last PAR. Following this should come a concise narrative statement which evaluates the overall efficiency, effectiveness and significance of the project from the standpoint of:

- (1) overall performance and effectiveness of project implementation in achieving stated project targets;
- (2) the contribution to achievement of sector and goal plans;
- (3) anticipated results compared to costs, i.e., efficiency in resource utilization;
- (4) the continued relevance, importance and significance of the project to country development and/or the furtherance of U.S. objectives.

Include in the above outline, as necessary and appropriate, significant remedial actions undertaken or planned. The narrative can best be done after the rest of PART I is completed. It should integrate the partial analyses in I-B and I-C into an overall balanced appraisal of the project's impact. The narrative can refer to other sections of the PAR which are pertinent. If the evaluation in the previous PAR has not significantly changed, or if the project is too new to have achieved significant results, this Part should so state.

008 NARRATIVE FOR PART I-A (Continue on form AID 1020-25 I as necessary):

This project is divided into two phases, the original project funded in FY56 and scheduled to phase out in FY66, and the extended program initiated in FY66. The expanded phase was originally scheduled as a five-year project, FY66-70, but due to delay in implementing (although the PIO/C bears an FY66 designation, it was not signed until the last day of that fiscal year), (cont'd)

MISSION DIRECTOR APPROVAL → SIGNATURE *[Signature]* DATE *Oct 13 1970*

UNCLASSIFIED

SECURITY CLASSIFICATION

SECURITY CLASSIFICATION UNCLASSIFIED	PROJECT NUMBER 493-11-370-103
--	---

PAR CONTINUATION SHEET

This sheet is to be used for any Narrative Sections for which sufficient space has not been provided on the form. Identify each narrative by its Part and Section Designation.

PART I-A (Continued)

008 the project has been re-time-phased with the termination date now established as June 1971.

The original program, which covered the FY1956 - FY1966 period, was designed to provide an unsophisticated, safe, reliable and effective environment for the movement of air traffic in Thailand. When initiated, the AGSI project was one among several aeronautically related improvement projects all looking toward the same basic objective of providing a safe environment for civil aviation operations in Thailand. Among these were the airport (Bangkok) and airfield (upcountry) improvement projects, 037 and 039; the Thai Airways improvement project, 038; the Aviation Overhaul Base project, 106; and the meteorological services improvement project, 104 - all of which projects had CAAG (the PASA operational group established under the AGSI project) participation.

The specific objectives and accomplishments of the original phase of the project have been provided in the PROP (see TOAID A-1346 dated 7-28-69) and are not re-detailed here. The original project was eminently successful in providing the assistance, training and facility implementation necessary to support the type and amount of flying then required in Thailand.

The expanded program was in recognition of the increased demands placed on the Thai civil aviation structure by the increased air traffic developed by the Vietnam conflict. In the interests of safety of both the tactical and commercial air users, the CAAG, which was to have phased out at the end of FY1966, was extended.

The analysis of the project presented hereafter deals only with the expanded (post FY1966) program.

UNCLASSIFIED

SECURITY CLASSIFICATION

UNCLASSIFIED

403-11-370-103

PART I-B - PROJECT EFFECTIVENESS

009

I-B-1 - OUTPUT REPORT AND FORECAST - (See detailed instructions)

1. CODE NO. AID/W USE ONLY	2. This section is designed to record progress toward the achievement of each project output target which was scheduled in the PIP, Part II. Where progress toward a target is significantly greater or less than scheduled, describe reason(s) beneath the target.	ACTUAL AND PLANNED OUTPUTS (ALL DATA CUMULATIVE)				6. PROJECT TOTAL FOR PROJECT LIFE
		3 ACTUAL CUM. TO DATE	4. AS OF PRIOR JUNE 30 1969		5. PLANNED BY NEXT JUNE 30 1970	
			a. PLANNED	b. ACTUAL		
	1. <u>Development of Thai flight inspection capability.</u>	90	85	85	95	100
	2. <u>Improvement of air navigational facilities.</u>					
	A. Four VOR/DMEs operating.	60	50	50	75	90
	B. Eight Compass Locators operating.	30	25	25	40	70
	3. <u>Improvement of aeronautical communications.</u>					
	A. Four RCAG facilities operating.	65	50	50	80	90
	B. Three HF Antennas installed.	50	45	45	75	100
	C. Terminal Signalling equipment installed.	60	50	50	80	95
	4. <u>Airport Improvement (Lighting).</u>	50	40	40	75	90
	5. <u>Development of Thai ATC (Radar) self-sufficiency.</u>	60	50	50	70	90

SECURITY CLASSIFICATION

UNCLASSIFIED

PROJECT NUMBER

493-11-370-103

PART I-B - Continued

010

B.2 - OVERALL ACHIEVEMENT OF PROJECT TARGETS

Place an "X" within the bracket on the following seven-point scale that represents your judgment of the overall progress towards project targets:



PART I-C - PROJECT SIGNIFICANCE

011

C.1 - RELATION TO SECTOR AND PROGRAM GOALS (See detailed instructions M.O. 1026.1)

This section is designed to indicate the potential and actual impact of the project on relevant sector and program goals. List the goals in col. b and rate potential and actual project impact in cols. c and d.

a. CODE NO. (AID/W USE ONLY)	SCALE FOR COLUMN c: 3= Very Important; 2= Important; 1= Secondary Importance SCALE FOR COLUMN d: 3= Superior/Outstanding; 2= Adequate/Satisfactory/Good; 1= Unsatisfactory/Marginal	c. POTENTIAL IMPACT ON EACH GOAL IF PROJECT ACHIEVES TARGETS	d. ACTUAL IMPACT ON GOAL TO DATE RELATIVE TO PROGRESS EXPECTED AT THIS STAGE
b. SECTOR AND PROGRAM GOALS (LIST ONLY THOSE ON WHICH THE PROJECT HAS A SIGNIFICANT EFFECT)			
	(1) Increasing governmental presence and services in sensitive and remote areas.	2	2
	(2)		
	(3)		
	(4)		

For goals where column c. is rated 3 or 2 and column d. is rated 1, explain in the space for narrative. The narrative should also indicate the extent to which the potential impacts rated 3 or 2 in column c. are dependent on factors external to the achievement of the project targets, i.e., is there a substantial risk of the anticipated impact being forestalled by factors not involved in the achievement of project targets. If possible and relevant, it also would be useful to mention in the narrative your reading of any current indicators that longer-term purposes, beyond scheduled project targets, are likely or unlikely to be achieved. Each explanatory note must be identified by the number of the entry (col. b) to which it pertains.

012 NARRATIVE FOR PART I-C.1 (Continue on form AID 1020-25 I):

The development of an improved civil aviation capability in Thailand has a "spin-off" in indirect benefits such as improvement in communications for local political and internal security purposes, mobility to local and central government leadership with a resultant unifying effect on the nation. The opening of new airports and the increased utilization of others, such as night-time and low-visibility capability (which are - in part - made possible by the improved communications, lighting and radio aids to navigation facilities provided under this project and the improved technical capabilities engendered under this project) provides a high-impact visible evidence to the citizenry of the government's efforts in their behalf and the government's concern over their improvement and welfare.

UNCLASSIFIED

UNCLASSIFIED

493-11-370-103

PART I-C - Continued

C.2 - GENERAL QUESTIONS

These questions concern developments since the prior PAR. For each question place "Y" for Yes, "N" for No, or "NA" for Not Applicable in the right hand column. For each question where "Y" is entered, explain briefly in the space below the table.	MARK IN THIS COL.
013 Have there been any significant, unusual or unanticipated results not covered so far in this PAR?	N
014 Have means, conditions or activities other than project measures had a substantial effect on project output or accomplishments?	N*
015 Have any problems arisen as the result of advice or action or major contributions to the project by another donor?	N
016 If the answer to 014 or 015 is yes, or for any other reason, is the project now less necessary, unnecessary or subject to modification or earlier termination?	N
017 Have any important lessons, positive or negative, emerged which might have broad applicability?	N
018 Has this project revealed any requirement for research or new technical aids on which AID/W should take the initiative?	NA
019 Do any aspects of the project lend themselves to publicity in newspapers, magazines, television or films in the United States?	NA
020 Has there been a lack of effective cooperating country media coverage? (Make sure AID/W has copies of existing coverage.)	NA
021 <u>NARRATIVE FOR PART I-C.2</u> Identify each explanatory note by the number of the entry to which it pertains. (Continue on form AID 1020-25 if as necessary):	

- 014 See pages 7, 8 and 10 for comments on some factors such as U. S. procurement problems, Thailand acquisition problems, yearly counterpart authorization difficulties, inadequate numbers of Thai personnel and inadequate remuneration - all of which have had effects on project output and accomplishment.

UNCLASSIFIED

493-11-370-103

PART II - IMPLEMENTATION REPORT

II-A - STATUS OF SCHEDULE

022 A-1 - INDIVIDUAL ACTIONS (See detailed instructions M.O. 1026.1). This is a listing of major actions or steps which were scheduled for physical start or continuing implementation in the reporting period as reflected in the Project Implementation Plan, Part I.

PIP ITEM NO.	MAJOR ACTIONS OR STEPS; CAUSES AND RESULTS OF DELAYS; REMEDIAL STEPS	(b) STATUS - PLACE AN "X" IN, ONE COLUMN		
		(1) BEHIND SCHEDULE	(2) ON SCHEDULE	(3) AHEAD OF SCHEDULE
1.	<u>Development of Thai Flight Inspection Capability.</u>			
a.	Procurement, overhaul and equipping of excess DC-3 flight inspection aircraft.		X	
b.	Establishment of Calibration Laboratory.		X	
c.	Training and advisory assistance.		X	
2.	<u>Improvement of Air Navigational Facilities.</u>			
A.	<u>VOR/DMEs (Four facilities):</u>			
a.	Field engineering, requisitioning and procurement.		X	
b.	Siting (Note: 3 out of the four completed as of date of preparation of report).		X	
c.	Installation and commissioning.		X	
B.	<u>Compass Locators (8 locations):</u>			
a.	Requisitioning and procurement (excess property).		X	
b.	Siting (Note: 5 out of the 8 completed as of date of preparation of report).		X	
c.	Installation and commissioning.		X	
3.	<u>Improvement of Aeronautical Communications.</u>			
	<u>Air Ground Communications.</u>			
A.	<u>RCAGs (4 facilities):</u>			
a.	Field engineering and design.		X	
b.	Requisitioning and procurement.		X	
c.	Installation and commissioning. (Note: one facility operational, two being installed).		X	
	<u>Point to Point Communications.</u>			
B.	<u>Antennas (3 facilities):</u>			
a.	Field engineering and design.		X	
b.	Requisitioning and procurement.		X	
c.	Installation.		X	
C.	<u>Terminal Signalling Equipment.</u>			
a.	Field engineering and design.		X	
b.	Requisitioning and procurement.		X	
c.	Installation.		X	
4.	<u>Airport Improvement (Lighting) 7 Locations.</u>			
a.	Field engineering and design.		X	
b.	Requisitioning and procurement.		X	
c.	Installation and commissioning.		X	

UNCLASSIFIED

493-11-370-103

PART II - IMPLEMENTATION REPORT

II-A - STATUS OF SCHEDULE

022 A-1 - INDIVIDUAL ACTIONS (See detailed instructions M.O. 1026.1). This is a listing of major actions or steps which were scheduled for physical start or continuing implementation in the reporting period as reflected in the Project Implementation Plan, Part I.

(a) PIP ITEM NO.	MAJOR ACTIONS OR STEPS; CAUSES AND RESULTS OF DELAYS; REMEDIAL STEPS	(b) STATUS - PLACE AN "X" IN, ONE COLUMN		
		(1) BEHIND SCHEDULE	(2) ON SCHEDULE	(3) AHEAD OF SCHEDULE
5.	<u>ATC (Radar) Augmentation.</u>			
a.	Plan, prepare and implement radar ATC operation.		X	
b.	Local training Thai controllers.		X	
c.	Support/staff the ACC radar operation until Thai staff ready.		X	

PART II - Continued

023

II-A.2 - OVERALL TIMELINESS

In general, project implementation is (place an "X" in one block):

BLOCK (c): If marked, place an "X" in any of the blocks one thru eight that apply. This is limited to key aspects of implementation, e.g., timely delivery of commodities, return of participants to assume their project responsibilities, cooperating country funding, arrival of technicians.

(a) On schedule	X
(b) Ahead of schedule	
(c) Behind schedule	
(1) AID/W Program Approval	
(2) Implementing Agency (Contractor/Participating Agency/Voluntary Agency)	
(3) Technicians	
(4) Participants	
(5) Commodities (non-FFF)	
(6) Cooperating Country	
(7) Commodities (FFF)	
(8) Other (specify):	

II-B - RESOURCE INPUTS

This section appraises the effectiveness of U.S. resource inputs. There follow illustrative lists of factors, grouped under Implementing Agency, Participant Training and Commodities, that might influence the effectiveness of each of these types of project resources. In the blocks after only those factors which significantly affect project accomplishments, write the letter P if effect is positive or satisfactory, or the letter N if effect is negative or less than satisfactory.

1. FACTORS-IMPLEMENTING AGENCY (Contract/Participating Agency/Voluntary Agency)

024 IF NO IMPLEMENTING AGENCY IN THIS PROJECT. PLACE AN "X" IN THIS BLOCK:		032 Quality, comprehensiveness and candor of required reports	P
		033 Promptness of required reports	P
025 Adequacy of technical knowledge	P	034 Adherence to work schedule	P
026 Understanding of project purposes	P	035 Working relations with Americans	P
027 Project planning and management	P	036 Working relations with cooperating country nationals	P
028 Ability to adapt technical knowledge to local situation	P	037 Adaptation to local working and living environment	P
029 Effective use of participant training element	P	038 Home office backstopping and substantive interest	P
030 Ability to train and utilize local staff	P	039 Timely recruiting of qualified technicians	P
031 Adherence to AID administrative and other requirements	P	040 Other (describe):	

2. FACTORS-PARTICIPANT TRAINING

041 IF NO PARTICIPANT ELEMENT IN PROJECT. PLACE AN "X" IN THIS BLOCK:		TRAINING UTILIZATION AND FOLLOW UP	
		052 Appropriateness of original selection	P
PREDEPARTURE		053 Relevance of training for present project purposes	P
042 English language ability	P	054 Appropriateness of post-training placement	P
043 Availability of host country funding	P	055 Utility of training regardless of changes in project	P
044 Host country operational considerations (e.g., selection procedures)	P	056 Ability to get meritorious ideas accepted by supervisors	P
045 Technical/professional qualifications	P	057 Adequacy of performance	P
046 Quality of technical orientation	P	058 Continuance on project	P
047 Quality of general orientation	P	059 Availability of necessary facilities and equipment	P
048 Participants' collaboration in planning content of program	P	060 Mission or contractor follow-up activity	P
049 Collaboration by participants' supervisors in planning training	P	061 Other (describe):	
050 Participants' availability for training	P		
051 Other (describe):			

SECURITY CLASSIFICATION

UNCLASSIFIED

PROJECT NUMBER

493-11-370-103

PART II-B - Continued

3. FACTORS-COMMODITIES

PLACE AN "X" IN APPROPRIATE BLOCK:	062 FFF	063 NON-FFF	X	064 NO COMMODITY ELEMENT			
						072 Control measures against damage and deterioration in shipment.	P
065 Timeliness of AID/W program approval (i.e., PIO/C, Transfer Authorization).					P	073 Control measures against deterioration in storage.	P
066 Quality of commodities, adherence to specifications, marking.					P	074 Readiness and availability of facilities.	*
067 Timeliness in procurement or reconditioning.					N	075 Appropriateness of use of commodities.	P
068 Timeliness of shipment to port of entry.					P	076 Maintenance and spares support.	P
069 Adequacy of port and inland storage facilities.					P	077 Adequacy of property records, accounting and controls.	P
070 Timeliness of shipment from port to site.					P	078 Other (Describe):	
071 Control measures against loss and theft.					P		

Indicate in a concise narrative statement (under the heading a. Overall Implementation Performance, below) your summary appraisal of the status of project implementation, covering both significant achievements and problem areas. This should include any comments about the adequacy of provision of direct hire technicians as well as an overall appraisal of the comments provided under the three headings (b, c & d) which follow. For projects which include a dollar input for generation of local currency to meet local cost requirements, indicate the status of that input (see Detailed Instructions).

Discuss separately (under separate headings b, c & d) the status of Implementing Agency Actions, Participants and Commodities. Where above listed factors are causing significant problems (marked N), describe briefly in the appropriate narrative section: (1) the cause and source of the problem, (2) the consequences of not correcting it, and (3) what corrective action has been taken, called for, or planned by the Mission. Identify each factor discussed by its number.

079 NARRATIVE FOR PART II-B: (After narrative section a. Overall Implementation Performance, below, follow, on form AID 1020-25 as needed, with the following narrative section headings: b. Implementing Agency, c. Participants, d. Commodities. List all narrative section headings in order. For any headings which are not applicable, mark them as such and follow immediately below with the next narrative section heading.)

a. Overall Implementation Performance.

067 Procurement has been generally timely and responsive. In individual instances, there have been excessive delays due, apparently, either to U.S. governmental procurement procedures or to the scarceness of some critical commodity due to war (Vietnam) requirements. The three main examples of delay affecting the project have been:

- a) A one-year delay in receipt of airport lighting control cables has resulted in rescheduling of the lighting installations, setting back installation by one year.
- b) Delays in receipt of RCAG equipment resulted in a one-year later scheduling of the original RCAG installation program.
- c) The compass locator procurement (excess property) has been excessively drawn out, with installation scheduling postponed due to procurement uncertainties.

074 (See 088 in Part III).

UNCLASSIFIED

SECURITY CLASSIFICATION

UNCLASSIFIED

493-11-370-103

PART III - ROLE OF THE COOPERATING COUNTRY

The following list of illustrative items are to be considered by the evaluator. In the block after only those items which significantly affect project effectiveness, write the letter P if the effect of the item is positive or satisfactory, or the letter N if the effect of the item is negative or less than satisfactory.

SPECIFIC OPERATIONAL FACTORS:	
080 Coordination and cooperation within and between ministries.	P
081 Coordination and cooperation of LDC gov't. with public and private institutions and private enterprise.	P
082 Availability of reliable data for project planning, control and evaluation.	P
083 Competence and/or continuity in executive leadership of project.	P
084 Host country project funding.	P
085 Legislative changes relevant to project purposes.	
086 Existence and adequacy of a project-related LDC organization.	P
087 Resolution of procedural and bureaucratic problems.	
088 Availability of LDC physical resource inputs and/or supporting services and facilities.	P*
089 Maintenance of facilities and equipment.	P*
090 Resolution of tribal, class or caste problems.	
091 Receptivity to change and innovation.	P
092 Political conditions specific to project.	
093 Capacity to transform ideas into actions, i.e., ability to implement project plans.	P
094 Intent and/or capacity to sustain and expand the impact of the project after U.S. inputs are terminated.	P
095 Extent of LDC efforts to widen the dissemination of project benefits and services.	
096 Utilization of trained manpower (e.g., participants, counterpart technicians) in project operations.	P
097 Enforcement of relevant procedures (e.g., newly established tax collection and audit system).	
098 Other:	
HOST COUNTRY COUNTERPART TECHNICIAN FACTORS:	
099 Level of technical education and/or technical experience.	P
100 Planning and management skills.	P
101 Amount of technician man years available.	N
102 Continuity of staff.	P
103 Willingness to work in rural areas.	P
104 Pay and allowances.	N
105 Other:	

In the space below for narrative provide a succinct discussion and overall appraisal of the quality of country performance related to this project, particularly over the past year. Consider important trends and prospects. See Detailed Instructions for an illustrative list of considerations to be covered.

For only those items marked N include brief statements covering the nature of the problem, its impact on the achievement of project targets (i.e., its importance) and the nature and cost of corrective action taken or planned. Identify each explanatory note.

106 NARRATIVE FOR PART III (Continue on form AID 1020-25 I):

- 084 Host country funding (regular budget) has been adequate for project requirements and is expected to continue at a suitable level to support and maintain all project facilities. Counterpart funding, however, has been extremely difficult to work with, particularly in procedural matters. The main drawback has been that funds are obligated for one year only and always, a number of months after the start of the fiscal year (this fiscal year, the counterpart budget was not approved until 6 months after the start of the fiscal year). This means that, if a contract is not signed prior to the end of a fiscal year, no action can be taken for some (as in this fiscal year, over 6) months. A recommendation would be that for future projects of this type, i.e., where the U.S. puts up all the dollar commodity costs at the beginning of the project (PIO/C 60193 @\$1,400,000) and promises dollars for technicians and training to successfully conclude the project, the Thai government might similarly obligate itself by providing either CP or budget funds in an amount necessary to complete the agreed upon project - as a "no-year" or "multiple-year"

UNCLASSIFIED

(cont'd)

PAR CONTINUATION SHEET

This sheet is to be used for any Narrative Sections for which sufficient space has not been provided on the form. Identify each narrative by its Part and Section Designation.

PART III (Continued)

- 084 obligation. Such funds would, of course, be subject to controls as are exercised now (contract approval, CPA releases, etc.) but would not have to be negotiated for on a yearly basis. This is not a recommendation for the Project under review, as this project is in its final phase-out period, but is submitted for consideration for similar type projects in the future.
- 088 The timely acquisition of required sites by the Thai government has been a continuing problem. Sites have been delayed primarily by the complicated land purchase procedures required for government procurement and, in one case, by the need to go through the Thai Cabinet itself to approve transfer of the property.
- 089 Maintenance and spares support for project items has been no difficulty, as adequate spare parts are provided for in the project. The development of a suitable local logistic support organization has been moving slowly, but methods and funds are still only on the ragged edge of acceptability.
- 101 There are insufficient numbers of Thai technicians, engineers and management personnel to appropriately accomplish the normal tasks for which the Department of Aviation (DOA) is responsible. This is due to the fact that other higher paying positions diminish the demand for DOA positions. The Thai DOA technical department has a chronic shortage of personnel. This same inadequately - staffed department has to absorb the major portion of the workload of this project. There are regular budget funds for hiring personnel; there are counterpart funds for hiring personnel; there are insufficient quantities of qualified personnel to be hired.
- 104 Pay and allowances for host country counterpart technicians are grossly inadequate. The RTG has not yet developed a salary structure which recognizes the scarcity of trained technical personnel. Private business and U.S. (and other foreign governments and international organizations) pay salaries which attract the already inadequate numbers of qualified technicians. An example would be found directly in the USOM salary rolls. The project is limited to the amount the Thai government pays a graduate engineer, a starting salary of 1500 baht per month - USOM pays its starting secretaries 33% more than this!

As a foot-note to this comment, it must be pointed out that a government controlled corporate body has been established (Aeronautical Radio of Thailand, Ltd.) to provide certain aeronautical services (enroute control and AFTN services) which has the ability to pay competitive wages. This, however, does not help the civil servants of the Department of Aviation with whom the major work of the project relates.

UNCLASSIFIED

493-11-370-103

PART IV - PROGRAMMING IMPLICATIONS

IV-A - EFFECT ON PURPOSE AND DESIGN

Indicate in a brief narrative whether the Mission experience to date with this project and/or changing country circumstances call for some adjustment in project purposes or design, and why, and the approximate cost implications. Cover any of the following considerations or others that may be relevant. (See Detailed Instructions for additional illustrative considerations.) Relevant experience or country situations that were described earlier can simply be referenced. The spelling out of specific changes should be left to the appropriate programming documents, but a brief indication of the type of change contemplated should be given here to clarify the need for change.

For example, changes might be indicated if they would:

1. better achieve program/project purposes;
2. address more critical or higher priority purposes within a goal plan;
3. produce desired results at less cost;
4. give more assurance of lasting institutional development upon U.S. withdrawal.

107 NARRATIVE FOR PART IV-A (Continue on form AID 1020-25 I):

There are improvements in project purposes and design which could be recommended, but with the terminating year of the project starting, it is believed that the emphasis should be on successful project completion rather than changing.

IV-B - PROPOSED ACTION

108 This project should be (Place an "X" in appropriate block(s)):

1. Continued as presently scheduled in PIP.	
2. Continued with minor changes in the PIP, made at Mission level (not requiring submission of an amended PIP to AID/W).	X
3. Continued with significant changes in the PIP (but not sufficient to require a revised PROP). A formally revised PIP will follow.	
4. Extended beyond its present schedule to (Date): Mo. ___ Day ___ Yr. ___. Explain in narrative, PROP will follow.	
5. Substantively revised. PROP will follow.	
6. Evaluated in depth to determine its effectiveness, future scope, and duration.	
7. Discontinued earlier than presently scheduled. Date recommended for termination: Mo. ___ Day ___ Yr. __.	
8. Other. Explain in narrative.	

109 NARRATIVE FOR PART IV-B:

The project will continue as outlined in both the PROP and the PIP, but is now scheduled to phase out all personnel at the close of FY-1971, rather than gradually phase out the ATC positions in the latter part of CY-1971 as previously stated in the PROP and PIP.

UNCLASSIFIED

SECURITY CLASSIFICATION