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PROJECT REVIEW PAPER (PRP)

Thailand - Transfers of Technology and Management Skills Project

10p

I. General Project Data

1. Title - Transfers of Technology and Management Skills
2. Project No. 493-11-755-274
3. Appropriation Category: Human Resources
4. Date of Submission to Bureau: January 1975
5. Project Development Team

Granville S. Hammond, Assistant Director for  
Human Resources  
Herbert Roberts, Training Officer  
Edgar C. Harrell, Assistant Director for  
Program  
Robert M. Ellison, Assistant Program Officer

6. Priority and Relevance

Among the strategic precepts for U.S. assistance to Thailand is the awareness that 1976-1981 is a transitional period. Traditional methods of providing bilateral assistance are no longer appropriate to Thai-U.S. development relationships and different means of conveying assistance need to be designed which in part reflect RTG-USOM partnership in design; rely upon and encourage Thai, not USOM, managerial capabilities; respond to Thai priorities.<sup>1/</sup>

The basic inputs (training and advisory services) of this project are not "new." However, the modality of assistance is a transitional instrument which puts into place a mechanism for continued developmental relationships, and is responsive to Thai priorities.

Grant agreements which are under preparation will serve as the funding mechanism for this project. The agreements will provide for an orderly transfer of implementation and administrative responsibilities from U.S. to Thai hands,

<sup>1/</sup>DAP Section I, pp. 19-27.

and be generally valid for assistance purchased under Section 607 after the biennium financed with grant funds.

The RTG is putting the highest priority on agricultural production and increasing rural income; a priority which is reflected in the Third Five-Year Plan, the DAP and USOM's program goal.<sup>2/</sup> Yet, a recurring observation in the DAP is the divergence between plans and implementation of programs within the RTG.<sup>3/</sup> The causes of program bottlenecks are varied, but principal reasons are inadequate training and experience of RTG officials in priority problem areas and administrative rigidities that constrain the allocation and utilization of existing trained personnel to address these problems.

The purpose of this project is to improve RTG capabilities in development policy and problem analysis, program planning, implementation and evaluation, while technical level and specialized services and training may also be programmed with the proposed grant.

II. Borrower/Grantee/Administering Agency

Royal Thai Government: Department of Technical and Economic Cooperation.

III. Description of Project

A. Scope. The scope will be agreed between USOM and the RTG as part of the preparation of the PP-grant agreement. The purpose of the project is to provide advisory and training services for:

1. Development, installation and evaluation of policy, programs, projects which increase social justice and economic opportunity and generate income and employment for the rural poor.

2. Identification, analysis and design of activities which increase the productivity of Thai resources aimed at critical problems and goals of the Fourth Five-Year Plan and beyond, particularly in respect to the poorer majority.

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<sup>2/</sup> DAP Section I, p. 6, pp. 20-22.

<sup>3/</sup> DAP Annex A, pp. 4-7.

Advisory services of up to 400 months and training of up to 2,000 months will be aimed at priority areas such as economic planning related to structural, endemic and key problems, agricultural production policy and resources utilization, expansion of family planning facilities, design, installation and financing of rural health services and other selected key areas currently or prospectively impinging upon the goals of Thailand's democratic government for increased social justice and economic welfare and opportunity for all Thai.

In regard to advisory services these will be aimed to enrich Thai expertise and experience where such is either insufficient or not available adequately to address priority problems on a timely basis. Training may be academic in nature, although emphasis will be given to practical, short-term, on-the-job and observation training in the selected sectors, sub-sectors and problem complexes as illustrated above.

Both advisory services and training may be used to supplement, expand or build up resources already in place as a result of AID or other donor assistance efforts, as well as penetrating new areas of Thai concern. Examples of the latter may include the design of policies and programs to ameliorate the affect of increasing urbanization and the development of a strategy to bring into being new growth areas outside of Bangkok which combine agricultural-processing and industrial-commercial service industries.

The project will provide the RTG with a longer range capability to anticipate future potential problems. U.S. technology and approaches useful to the RTG in developing its own solutions, plans and options for the problems of the 1980s will be made available through this project. The approach will permit a degree of pre-emptive action as opposed to limiting the RTG to reaction after problems have emerged.

B. Mechanics. The general parameters for the use of the grant funds for both advisory enrichment services and training will be agreed initially and from time to time. They will provide maximal flexibility to the RTG within agreed procedural guidelines. It is expected that basic programming of the grant will be done by the RTG both in respect to advisory services and training. USOM will provide on request consultative and facilitative services and take action responsibility at least in respect

to the recruitment of advisory personnel who are employees of the U.S. Government and for training to be conducted by U.S. Government institutions or personnel.

Beyond the resources of the U.S. Government, however, the project envisages importantly tapping the U.S. private sector--academic, commercial, non-profit, not for profit, and profit-making alike--in both the advisory and training functions of the project. In these non-governmental applications the RTG will have choices as to the instrumentality to be selected for implementation. It may elect to be the implementing agent itself in some cases doing its own recruitment and contracting. More generally, we expect the RTG will want to employ the services of an intermediary or general contractor. In some sectors and sub-sectors this may suitably devolve into tapping the open-end contract arrangements which AID has already put in place. These options will be further studied during the next stage and mutually agreeable conclusions reflected in the grant agreement and its implementation plan.

C. Outcome. The outcome of the project will be not only improved analysis and action by the RTG on some of its key developmental problems, but also the manifestation of continuing U.S. interest in Thailand's development on a continuing basis. In this connection the grant agreements which are under preparation will provide for an orderly transfer of appropriate implementation and administrative responsibilities to Thai hands and be generally valid as frameworks for assistance which might be purchased by the RTG under Section 607 after the biennium financed with the funds to be approved for this project.

#### IV. Beneficiary

The beneficiary will be those individuals and units within the RTG who are both responsible for and seized with the task of designing and installing social and economic development programs. The activation of Thai resources and talent will permit the very skilled administrative structure to increase its productivity to accentuate the human orientation of Thai policy and thus assist in a fairly direct way in undergirding Thailand's efforts to maintain a functioning democratic system of government.

#### V. Assumptions:

See Logical Framework.

VI. AID Experience

In the 24 years of assistance concluded last September almost 10,000 participants have been trained in the U.S. and other countries and over five thousand man years of advisory time has been provided. It is not the place of this project review paper to assess or even document the myriad results of these twin efforts over the years. The men and women who have been trained, however, now lead the technocracy in almost every sector-- agriculture, communications, construction, education, health and technology. The programs which American advisory groups helped design and implement have had major effect in the sectors in which they have operated, particularly at the project level. The experience has been a good one for both Americans and Thai and the continued interest of the RTG in assuring access to U.S. technology and management skills is a clear evidence of an evaluation and perception of the benefits of the past. Thailand's level of sophistication, the maturity of approach, demand that AID shift its gears to reflect in a real way the concept of "give us the tools; we will do the job" as applicable to the current situation.

VII. Other Donor Coordination

Training and advisory services are provided to the RTG by other donors. The coordination of specific training and advisory requirements will, under the grant agreement, be accomplished by DTEC.

VIII. Financial Plan

	U. S.		RTG	
	<u>FY 76</u>	<u>FY 77</u>	<u>FY 76</u>	<u>FY 77</u>
	(millions)			
Training	\$1.0	\$1.0	\$ .3	\$ .3
Advisory Services	<u>\$1.0</u>	<u>\$1.0</u>	<u>\$ .25</u>	<u>\$ .25</u>
TOTAL	\$2.0	\$2.0	\$ .55	\$ .55

IX. Project Development Schedule

A. AID/W approval of PRP

February 28, 1975

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|----|--|------------|
| B. | Develop and negotiate scope of Agreement and implementation procedures with RTG. | March 1975 |
| C. | Submit Grant Agreement to AID/W.   | May 1975   |
| D. | AID/W Approval.  | June 1975  |
| E. | Execution of Agreement.  | July 1975  |
| X. | <u>Analyses</u>  |            |
|    | None.  |            |

PROJECT DESIGN SUMMARY  
LOGICAL FRAMEWORK

7.

Project Title & Number: Transfers of Technology and Management Skills 493-11-755-274

NARRATIVE SUMMARY	OBJECTIVELY VERIFIABLE INDICATORS	MEANS OF VERIFICATION	IMPORTANT ASSUMPTIONS
<p>Program or Sector Goal: The broader objective to which this project contributes: (A-1)</p> <p>RTG allocation and utilization of resources in priority areas identified by the Fourth Five Year Plan (FFYP).</p>	<p>Measures of Goal Achievement: (A-2)</p> <ol style="list-style-type: none"> <li>1. More clearly defined strategies and programs to address problems in priority areas in the FFYP.</li> <li>2. Improved implementation of strategies identified in the FFYP.</li> </ol>	<p>(A-3)</p> <ol style="list-style-type: none"> <li>1. Fourth Five Year Plan.</li> <li>2. Policies, budgets, allocation of skilled personnel (RTG budget).</li> </ol>	<p>Assumptions for achieving goal targets: (A-4)</p> <ol style="list-style-type: none"> <li>1. There will be no significant shift in priorities due to economic and political changes.</li> <li>2. The National Economic and Social Development Board will continue to play a leadership role in the development and implementation of the FFYP.</li> </ol>

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PROJECT DESIGN SUMMARY  
LOGICAL FRAMEWORK

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NARRATIVE SUMMARY	OBJECTIVELY VERIFIABLE INDICATORS	MEANS OF VERIFICATION	IMPORTANT ASSUMPTIONS
<p>Project Purpose: (B-1)</p> <p>To improve RTG capabilities in development policy and problem analysis, program planning implementation and evaluation.</p>	<p>Conditions that will indicate purpose has been achieved: End of project status. (B-2)</p> <ol style="list-style-type: none"> <li>1. Analyses performed in priority areas.</li> <li>2. Better defined, more specific plans of action.</li> <li>3. Accelerated implementation of projects.</li> <li>4. Greater number of, and improved evaluations of projects/programs.</li> </ol>	<p>(B-3)</p> <ol style="list-style-type: none"> <li>1. Analytical studies and/or papers.</li> <li>2. NESDB evaluations of programs and projects.</li> <li>3. Other donor analyses of projects and programs.</li> <li>4. Number of evaluations.</li> </ol>	<p>Assumptions for achieving purpose: (B-4)</p> <ol style="list-style-type: none"> <li>1. RTG will continue to place a high priority on making decisions based upon careful analysis.</li> <li>2. Administrative rigidities within RTG will not increase.</li> </ol>

PROJECT DESIGN SUMMARY  
LOGICAL FRAMEWORK

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NARRATIVE SUMMARY	OBJECTIVELY VERIFIABLE INDICATORS	MEANS OF VERIFICATION	IMPORTANT ASSUMPTIONS
<p>Outputs: (C-1)</p> <p>Improved Thai analytical problem solving and management capabilities in priority areas defined in the FFYP.</p>	<p>Magnitude of Outputs: (C-2)</p> <ol style="list-style-type: none"> <li>1. Greater number of skilled professional Thai in RTG.</li> <li>2. Fewer expatriate advisors in FFYP priority areas.</li> </ol>	<p>(C-3)</p> <p>Numbers of expatriate advisors on payroll.</p>	<p>Assumptions for achieving outputs: (C-4)</p> <p>There will be qualified Thai to be trained by the expatriate advisors.</p>

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<p>Inputs: (D-1)</p> <p>1. <u>Training</u></p> <p>U.S. contribution: \$2 million.</p> <p>RTG contribution: \$600,000 (salaries travel and language training).</p> <p>2. <u>Advisory Services</u></p> <p>U.S. contribution: \$2 million.</p> <p>RTG contribution: \$500,000.</p>	<p>Implementation Target (Type and Quantity) (D-2)</p> <p>1. 2,000 months for the job, ob- servation and academic training in Thailand, Third Countries and the U.S.</p> <p>2. 400 months of short and long term contract services.</p>	<p>(D-3)</p> <p>RTG/USOM records, docu- mentation.</p>	<p>Assumptions for provid- ing Inputs: (D-4)</p> <p>1. Qualified people are available: (training and advisory services</p> <p>2. RTG procedures provid for the identificatic selection and approva of the best qualified Thai for training.</p>