

PROJECT APPRAISAL REPORT (PAR)

ISN 38882

12/23/71

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1. PROJECT NO. 493-11-710-119	2. PAR FOR PERIOD: 7/1/70 TO 7/15/71	3. COUNTRY Thailand	4. PAR SERIAL NO. 72-4
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5. PROJECT TITLE  
Civil Police Administration (Vehicle Maintenance) 000210

6. PROJECT DURATION: Began FY <u>67</u> Ends FY <u>71</u>	7. DATE LATEST PROP 12/4/69	8. DATE LATEST RFP 8/30/69	9. DATE PRIOR PAR 6/30/70**
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10. U.S. FUNDING	a. Cumulative Obligation Thru Prior FY: \$ *	b. Current FY Estimated Budget: \$ --	c. Estimated Budget to completion After Current FY: \$ --
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11. KEY ACTION AGENTS (Contractor, Participating Agency or Voluntary Agency)

a. NAME	b. CONTRACT, PASA OR VOL. AG. NO.

I. NEW ACTIONS PROPOSED AND REQUESTED AS A RESULT OF THIS EVALUATION

A. ACTION (X)			B. LIST OF ACTIONS	C. PROPOSED ACTION COMPLETION DATE
USAID	AID/V	HOST		
			<p>While no final evaluation is possible at this time, ultimate success of this project will be dependent on RTG pursuance of proposed organizational changes and assignment of qualified supervisory personnel.</p> <p><u>Transferrable Lessons Learned</u></p> <ol style="list-style-type: none"> <li>Most importantly, problems of a technical nature, such as vehicle maintenance, are too frequently relegated to a low level within a bureaucracy, even when size of operation requires high level <u>understanding</u> and <u>support</u>. Absence of demonstrated command interest a major handicap, inimical to eventual success.</li> <li>Agreements on <u>specific actions</u> to be taken and resources to be provided by host government should be obtained at early stages of project (if not feasible in advance of project initiation), rather than accept agreements "in principle".</li> <li>Promises of host country to provide skilled or trainable manpower, if basic to project success, should be checked against performance in related areas or against open market availability.</li> </ol> <p>* No separate obligation figures maintained for this sub-project. ** Covering entire Project 119.</p>	

D. REPLANNING REQUIRES

REVISED OR NEW

PROP  PIP  PRO AG  PIO/T  PIO/C  PIO/P

E. DATE OF MISSION REVIEW

8/1971

PROJECT MANAGER: TYPED NAME, SIGNED INITIALS AND DATE

Gerald G. Greeney 12/15/71

MISSION DIRECTOR: TYPED NAME, SIGNED INITIALS AND DATE

Rey M. Hill J. J. Ammons

II. PERFORMANCE OF KEY INPUTS AND ACTION AGENTS

A. INPUT OR ACTION AGENT CONTRACTOR, PARTICIPATING AGENCY OR VOLUNTARY AGENCY	B. PERFORMANCE AGAINST PLAN							C. IMPORTANCE FOR ACHIEVING PROJECT PURPOSE (X)				
	UNSATISFACTORY		SATISFACTORY			OUT-STANDING		LOW	MEDIUM			HIGH
	1	2	3	4	5	6	7	1	2	3	4	5
1.												
2.												
3.												

Comment on key factors determining rating

4. PARTICIPANT TRAINING				X						X			
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Comment on key factors determining rating

Very limited participant training element worked out essentially as anticipated.

5. COMMODITIES			X										X
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Comment on key factors determining rating

Procurement through GSA frequently delayed, though there was a noticeable improvement towards end of project.

6. COOPERATING COUNTRY	a. PERSONNEL		X										X
	b. OTHER			-X									X

Comment on key factors determining rating

a) While a number of factors in this category were essentially as anticipated (use of project-trained manpower, willingness to work in rural areas, management of commodities, etc.), overall rating low since lack of continuity of project leadership (transfer out of good men), limited technical skills, absence of true counterpart, etc. resulted in overall unsatisfactory performance.

b) Required organizational changes and delays in resolution of bureaucratic problems have greatly hampered project implementation and may in the long run negate accomplishments made to date; no final decision possible for sometime.

7. OTHER DONORS													
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(See Next Page for Comments on Other Donors)

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II. 7. Continued: Comment on key factors determining rating of Other Donors

### III. KEY OUTPUT INDICATORS AND TARGETS

A. QUANTITATIVE INDICATORS FOR MAJOR OUTPUTS		TARGETS (Percentage/Rate/Amount)					
		CUMULATIVE PRIOR FY	CURRENT FY		FY ____	FY ____	END OF PROJECT
			TO DATE	TO END			
Personnel trained for operating 16 Mobile Maintenance Teams.	PLANNED	-	32	-	-	-	32
	ACTUAL PERFORMANCE	-	32				
	REPLANNED						
Key personnel provided OJT for operation of centralized supply operation.	PLANNED	8	-	-	-	-	8
	ACTUAL PERFORMANCE	7	-				
	REPLANNED			-	-	-	7
Training program for drivers developed and given.	PLANNED	85	-	-	-	-	85
	ACTUAL PERFORMANCE	85					
	REPLANNED						
Training program for mechanics developed & given.	PLANNED	250	-	-	-	-	250
	ACTUAL PERFORMANCE	120	-				
	REPLANNED			-	-	-	120
B. QUALITATIVE INDICATORS FOR MAJOR OUTPUTS	COMMENT:						
1. Thai-language Driver's Instruction Manual prepared.	Prepared, printed and distributed.						
2. Standardized forms for stock records, preventive maintenance, vehicle utilization, etc. prepared and introduced.	COMMENT: Forms established and introduced.						
3. Country-wide integrated system of automotive maintenance operations developed.	COMMENT: Maintenance system as planned & accepted by the QM has the field operations established. QM is readying 4th echelon of maintenance, possibly ready in 1 year. The Pol Tech. Div. is preparing TNPD regulation changes required, expected completion end of '71. Implementation of complete plan could be in operation 1 year from now. Without USOM participation, cohesion & major TNPD effort required is doubtful.						

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IV. PROJECT PURPOSE

A. 1. Statement of purpose as currently envisaged.

2. Some as in PROP?  YES  NO

To develop a Thai National Police Department (TNPd) field motor vehicle maintenance capability to support Border Patrol Police (BPP) and Provincial Police (PP) vehicles.

a. 1. Conditions which will exist when above purpose is achieved.	2. Evidence to date of progress toward these conditions.
1. Establish within the TNPd QM an Office of Vehicle Operations and Maintenance Management (OVOMM) responsible for all TNPd vehicles.	1. Agreed to by Quartermaster General - some hope implementation possibly by end CY 1971.
2. RTG regulations "legalizing" OVOMM issued.	2. Lengthy process under way; completion not expected before sometime next CY.
3. Operating procedures developed for OVOMM.	3. Developed.
4. First & second echelon capability by TNPd field personnel (drivers, etc.).	4. Established.
5. 16 Mobile Maintenance Teams for 2nd echelon maintenance in most critical security areas.	5. Established and operating.
6. 21 field shops for 3rd echelon maintenance.	6. Established but suffering from lack of officer supervision due to transfers.
7. Bangkok TNPd QM garage capable of performing 4th echelon maintenance.	7. Facilities nearing completion but short of qualified personnel.

V. PROGRAMMING GOAL

A. Statement of Programming Goal

Improve RTG/TNPd capabilities to enforce law and order, both against communist insurgents and criminals, as an essential condition for economic, social and political development.

B. Will the achievement of the project purpose make a significant contribution to the programming goal, given the magnitude of the national problem? Cite evidence.

Continued mobile reaction capability on the part of the TNPd is essential to the overall program of combating crime and suppressing the insurgency.