

4930163 (5)

AID 1020-25 (7-68)		SECURITY CLASSIFICATION		001 PROJECT NUMBER	
PROJECT APPRAISAL REPORT (PAR)		UNCLASSIFIED		PD-AAD-613-A1	
(U-446) See M.O. 1026.1				493-11-810-163 A.I.D.	
002 PAR	MO.	DAY	YR.	008 U.S. OBLIGATION SPAN	003 PROJECT TITLE
AS OF:	06	30	70	FY 67 Thru FY 74	Reference Center Room 1656 NS
005 COOPERATING COUNTRY - REGION - AID/W OFFICE				Accelerated Rural Development Youth	
Thailand					

006 FUNDING TABLE

AID DOLLAR FINANCING OBLIGATIONS (\$000)	TOTAL	CONTRACT (NON-ADD)	PERSONNEL SERVICES			PARTICIPANTS		COMMODITIES		OTHER COSTS	
			AID	PASA	CONTRACT	DIR. PASA	CONTRACT	DIR. PASA	CONTRACT	DIR. PASA	CONTRACT
CUMULATIVE NET THRU ACTUAL YEAR (FY 19 70)	337	-	28	-	-	18	-	291	-	-	-
PROPOSED OPERATIONAL YEAR (FY 19 71)	130	-	28	-	-	2	-	100	-	-	-

CCC VALUE OF P.L. 480 COMMODITIES (\$000) → Thru Actual Year : 0 Operational Year Program : 0

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	0. PARTICIPATING AGENCY	1.				
2. LOCAL CONTRACTOR	1. UNIVERSITY	2.				
3. THIRD COUNTRY CONTRACTOR	2. NON-PROFIT INSTITUTION	3.				
4. PARTICIPATING AGENCY	3. ARCHITECTURAL ENGINEERING					
5. VOLUNTARY AGENCY	4. CONSTRUCTION					
6. OTHER:	5. OTHER COMMERCIAL					
	6. INDIVIDUAL					
	7. OTHER:					

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 PAI 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):

HISTORY:

The ARD Youth Program began in 1968. It proposes to assist each interested governor and provincial administration organization to organize not-in-school youth between the ages of 15 and 25 for occupational training, community development work, political leadership, citizenship instruction, and recreational activities. The Chart

MISSION DIRECTOR APPROVAL →	SIGNATURE	DATE
	<i>[Signature]</i>	11-14-70

UNCLASSIFIED

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.

I.-A NARRATIVE (Cont'd)

on page 1 C below "Composition and Function of a Youth Group", provides a graphic description of the origin and structure of a group.

As with a number of other new programs, the goals proved to be more than the implementation potential and budget could handle. Example: In 1968 ARD intended to create 90 youth groups, train 90 advisors and 900 leaders, and command a nucleus of 9000 youth. By the end of the year they had formed only 20 groups, a like number of advisors had been trained, and total membership was something less than 3000. In 1969 they decreased the planned number of groups to 80, but in reality established only 24 new ones. Leader and member figures were proportionately small.

It should be pointed out that this is the first PAR ever written for the ARD Youth Program. 1968 was the first full year of operation, and the Division has had a full-time USOM advisor only since November, 1969. Given the relative infancy of the program the short-comings and problems are expected and not exceptional.

Project Effectiveness, Efficiency, and Significance

It can be said that 1970 estimates and actual outputs are approaching realistic proportions, as 60 groups and advisors with a total of 420 leaders were planned. Of that number, 50 advisors have been trained, and the first leader training session is underway with an enrollment of 102. By the end of this year groups will be operating in 20 provinces of the North and Northeast and one in the South, a total increase of three.

There are several obvious weaknesses. Most of them originated in the areas of planning, management, administration, and implementation. The program has a valid justification: two million not-in-school youth between the ages of 15 and 25 needed a means to enhance their economic security and to establish a place for themselves in society through progressive change. If the program can enable them to achieve this through development and improvement of their own local areas and establish a buffer against communist insurgency in the process, then the base for a good program is developed.

The training program stresses agricultural and related activities, such as planting various types of crops, proper use of fertilizer, pesticides, and irrigation pumps, and animal husbandry courses (pigs, chickens, ducks, and fish). Youth are also trained in carpentry and masonry, and these skills are utilized in community development efforts, which has had a positive impact in rural areas and has caused villagers to recognize youth as a beneficial, independent force in the community.

UNCLASSIFIED

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.

I-A NARRATIVE (Cont'd)

Training is the vehicle of the program, and interviews have revealed that leaders and outstanding youth feel their training has been relevant and of good quality. The problem arises in trying to realize the multiple concept: when the leaders finish training, it is their job to pass these skills on to the group members. But they need assistance from the mobile teams as well as skilled technicians who operate in their locale. Thus far the leaders have been preoccupied with group problems and the mobile team manpower is insufficient to carry out this second phase of training adequately. However, 13 technicians will shortly be released to the Division, and 16 jeeps authorized in the 1968 ProAg are arriving and should be operational by October. These two elements will double the existing strength of the mobile teams and will bolster this aspect of training significantly.

Actual income increase of group members appear to be small thus far. It is difficult to measure because some youth have had no income at all previously. Some groups also suffer deficits, either because pump maintenance costs are high, or they have experienced difficulty finding a market for their goods.

USOM has recommended a study to determine whether it is practical for groups to use pumps to provide crop water, and if so for what crops. Vehicles are utilized fairly well but poorly maintained. Purchases using counterpart funds are made skillfully and with great care, but not all of the funds are utilized.

The program is still in its infancy, has a competent Division Chief, and has developed an effective training program which appeals to the needs of rural youth. In order to enhance its long-term development, the following recommendations have been made:

- 1) A rural youth study should be carried out to determine further needed points of emphasis in the program and its impact at the village level.
- 2) A clear-cut, realistic long-term plan must be devised. Unless ARD decides to substantially boost its youth budget, yearly goals should be modified to align themselves with Division manpower.
- 3) Once individual group commitments are set, every effort should be made to meet those commitments within a reasonable length of time.
- 4) A simplified but more complete reporting system must be developed. (See recommended form, p. 12)
- 5) More authority and responsibility for handling and assisting the youth groups once they are established should be given to the provincial and local levels.

UNCLASSIFIED

493-11-810-163

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.

I-A NARRATIVE (Cont'd)

6) There is a critical need for coordination of efforts, sharing of knowledge, and discussion of common problems with ministries having youth programs of a similar nature.

UNCLASSIFIED

SECURITY CLASSIFICATION

UNCLASSIFIED

493-11-810-163

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.

Youth Group Monthly Report Form

<u>Name of Group (Village)</u>	<u>Amphoe</u>	<u>Changwat</u>	<u>Date</u>
<u>Name of Advisor</u>	<u>Group Started</u>	<u>Present Membership</u>	<u>Membership Last Month</u>
<u>Present Activities</u>	<u>Est. Date of Completion</u>	<u>Members Involved</u>	<u>% Completed</u>

- 1.
- 2.
- 3.

Equipment Status (can also be used for sports equipment)

<u>Tools</u>	<u>In Use</u>	<u>Needed</u>	<u>Broken or Damaged</u>
--------------	---------------	---------------	--------------------------

- 1.
- 2.
- 3.

Financial Status (money-making Projects)

<u>Projects</u>	<u>Profit or Loss for Month</u>	<u>Present Debit or Credit</u>
-----------------	---------------------------------	--------------------------------

- 1.
- 2.
- 3.

Problems Encountered (In order of priority)Methods AppliedAdministrativeEconomicOther (specify)

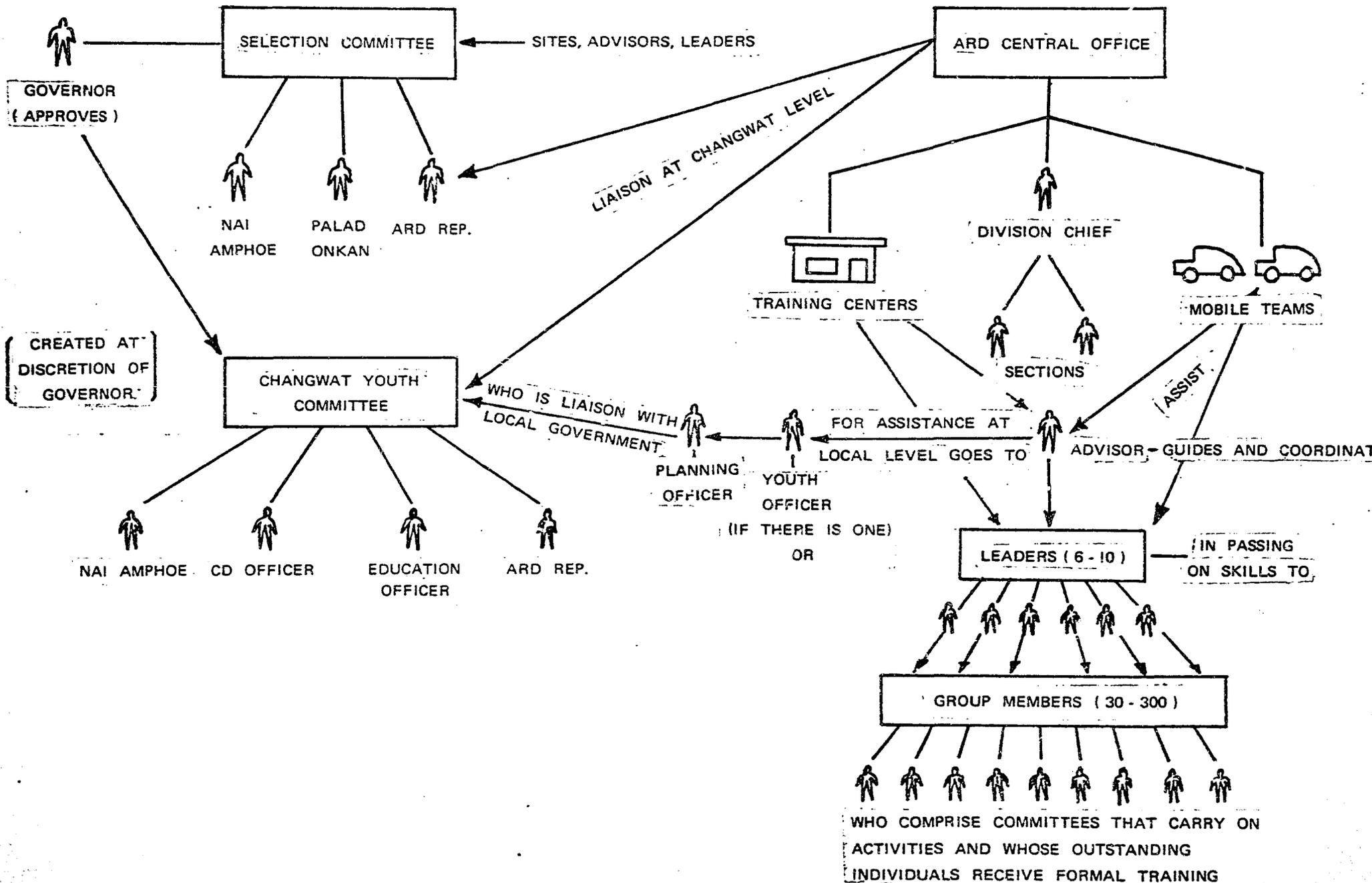
What presently is your most successful project and why? If it is the same as the previous month, list any new developments.

What individuals would you single out as having performed particularly well and why? (Attempt to vary choice of individuals).

If you had the money or equipment, what new project would you establish and why?

UNCLASSIFIED

COMPOSITION AND FUNCTION OF A YOUTH GROUP



UNCLASSIFIED

493-11-810-163

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)				
		3 ACTUAL CUM. TO DATE	4. AS OF PRIOR JUNE 30		5. PLANNED BY NEXT JUNE 30	6. PROJECTED TOTAL FOR PROJECT LIFE
			a. PLANNED	b. ACTUAL		
		6/30/70	12/31/69	12/31/69	12/31/71	6/30/74
	1. Youth groups formed	44	110	44	214	b
	2. Classroom training of group personnel					
	A) Youth Advisors	96	90	47	214	b
	B) Youth Leaders	469	110	479	800	b
	C) Outstanding Youth (Bangkok)	50	0	0	320	b
	D) Outstanding Youth Intensive Training Chiang Mai	0	0	0	90	b
	3. Mobile training teams established					
	A) ARD Central (Bangkok) Office	4	8	4	8	8
	B) Chanwat Offices	0	0	0	6	14
	4. Classroom Training of Mobile Team Officers	0	0	0	33	b
	At present the thirteen candidates (reduced from 15) for mobile team training officers are still awaiting papers to be signed by RTG officially releasing them to these positions. Both ARD and the technicians are ready and anxious. This necessarily delays their training and also the date they can begin functioning as an experienced unit. The current estimate for the beginning of classroom training is 8-30-70 (#4) and operation with teams about 2/71.					
	5. Occupational Promotion Projects	NA	NA	75	360	b
	6. Community Development Projects	NA	NA	40	200	b
	a. Date of U.S. obligation span in PROP					
	b. Not yet determined					
	c. PIP targets are presented on CY basis					

UNCLASSIFIED

1-B-1- OUTPUT REPORT AND FORECAST (Cont'd)

6/30/70 12/31/69 12/31/69 12/31/71 6/30/74

New figures for this activity are unobtainable through ARD's present reporting system. A more efficient system must be devised with introspection regarding categorizing projects as "Community Development" and "Occupational Promotion" on an apparently equal basis; some CD projects take only a few hours of time, whereas the latter require months or are continuous.

7. Youth resettlement projects developed	0	0	0	1	b
Number of youth resettled	0	0	0	100	b
8. Voluntary university student projects	24	10	10	39	b
9. Participant training for ARD/Youth staff					
A) Degree training in U.S.	1	1	1	2	b
E) Observation training in third country	7	0	0	45	b
C) Observation training in U.S.	0	0	0	1	b

PROJECT NUMBER 493-11-810-163

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.

UNCLASSIFIED

SECURITY CLASSIFICATION
UNCLASSIFIEDPROJECT NUMBER
493-11-810-163

PART I-B - Continued

010 E.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)	Improve ties between the government and the rural population	3	2
(2)	Increase income of the rural population	2	1
(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):

b. (1) Youth leaders and members interviewed have indicated general feeling of goodwill has developed between them and the adults of their community. The main reason has been the impact of their community development projects, however small, and the good feeling generated by observing youths working together in a unified effort. This attitude has prevailed despite the many obstacles encountered (see second part here).

b. (2) The primary method of increasing youth's income is by training them to utilize improved agricultural and farming methods. However, these alone cannot produce the desired results. Problems have developed in securing land for group use, finding crops which will grow and can be sold for profit in all seasons, and operating effectively with equipment and supplies (such as gasoline pumps, pesticides and sprayers, and fertilizer). Where projects are relatively large, lack of proper accounting procedures and distribution of work load to meet the capabilities of members have also been factors.

UNCLASSIFIED

SECURITY CLASSIFICATION

UNCLASSIFIED

493-11-810-163

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?	Y
015 Have any problems arisen as the result of advice or action or major contributions to the project by another donor?	NA
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?	Y
018 Has this project revealed any requirement for research or new technical aids on which AID/W should take the initiative?	N
019 Do any aspects of the project lend themselves to publicity in newspapers, magazines, television or films in the United States?	N
020 Has there been a lack of effective cooperating country media coverage? (Make sure AID/W has copies of existing coverage.)	N
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 I as necessary):	

014 Youth have had trouble getting land to use for their group in certain local areas, usually because of administrative tie-ups. Also, the expanding of other youth programs has caused pressure to increase outputs which can be measured quantitatively, causing pressure and increased burdens on weak areas in the program, such as the mobile teams.

017 (See recommendations I-A-008)

UNCLASSIFIED

UNCLASSIFIED

493-11-810-163

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
	<p>1. Formation of Youth Groups in all ARD Changwats</p> <p>A) Site and Personnel Selection</p> <p>1) Selection of Village Sites</p> <p>2) Selection of Youth Advisors</p> <p>3) Selection of Youth Leaders</p> <p>B) Personnel Training</p> <p>1) Training of Youth Advisors</p> <p>2) Training of Outstanding Youth Group I Group II</p>		X*	
	<p>3. Establishment of Mobile Training Teams</p> <p>A) Classroom Training of Mobile Team Officers</p> <p>B) On-the-job Training of Mobile Team Officers</p> <p>Thirteen technicians are awaiting official assignment to the Youth Division from the RTG. Once those papers are completed, both steps can be carried out.</p>	X <p>X</p>		
	<p>7. Development of Volunteer University Student Group</p>			
	<p>8. Participant Training for ARD/Youth Staff and Trainees</p> <p>PIO/P for the Malaysia trip of 13 personnel in currently in process, but not completed.</p>	X		
	<p>*Youth groups are not formed until leaders are trained and return to their villages. The first leader training session is presently in process.</p>			

UNCLASSIFIED

SECURITY CLASSIFICATION
UNCLASSIFIED

PROJECT NUMBER
493-11-810-163

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

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:	X	032 Quality, comprehensiveness and candor of required reports	
025 Adequacy of technical knowledge		033 Promptness of required reports	
026 Understanding of project purposes		034 Adherence to work schedule	
027 Project planning and management		035 Working relations with Americans	
028 Ability to adapt technical knowledge to local situation		036 Working relations with cooperating country nationals	
029 Effective use of participant training element		037 Adaptation to local working and living environment	
030 Ability to train and utilize local staff		038 Home office backstopping and substantive interest	
031 Adherence to AID administrative and other requirements		039 Timely recruiting of qualified technicians	
		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	
PREDEPARTURE		052 Appropriateness of original selection	
042 English language ability	N	053 Relevance of training for present project purposes	
043 Availability of host country funding		054 Appropriateness of post-training placement	
044 Host country operational considerations (e.g., selection procedures)		055 Utility of training regardless of changes in project	
045 Technical/professional qualifications	N	056 Ability to get meritorious ideas accepted by supervisors	
046 Quality of technical orientation		057 Adequacy of performance	
047 Quality of general orientation		058 Continuance on project	
048 Participants' collaboration in planning content of program		059 Availability of necessary facilities and equipment	
049 Collaboration by participants' supervisors in planning training		060 Mission or contractor follow-up activity	
050 Participants' availability for training		061 Other (describe):	
051 Other (describe):			

UNCLASSIFIED

SECURITY CLASSIFICATION
UNCLASSIFIEDPROJECT NUMBER
493-11-810-163

PART II-B - Continued

3. FACTORS-COMMODITIES

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

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 I 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. The Division has inadequate personnel to monitor and provide necessary assistance to group activities during the follow-up phase. Overall quality of training given leaders at the centers is good, but they are unable to pass these skills on efficiently without some assistance from mobile teams and local technicians. Another stumbling block is the problems groups encounter getting land, money, or supplies to implement projects. Mobile team personnel will soon be doubled, but so will the land area and group population they will have to support.

b. N/A

c. 042 Participant Training: The major problem here is low English language ability. Even the most competent English-speakers in the Division would require from six to nine months language training in addition to their overseas study. This would mean the participant's services would be lost to the Division for two years or better, a luxury which the Division Chief simply cannot afford.

d. 078 Commodities: The basic fault there is not with the commodities themselves, but with the lag between the time support is agreed upon the actual arrival in the host country (often two years or more). There is still a tendency for the Division Chief, when requesting commodities, to think of what the needs today. By the same token the commodities themselves take no real significance until they are in the Division Chief's possession, e.g. if the Division Chief is short 20 vehicles and has 10 in the pipeline, he still feels he is short 20 vehicles until they are physically his. To modify this problem a chart is being drafted tracing all youth commodities in the ProAg and will show the date approved, the date contracted, the date shipped, and the date arrived.

e. 054 A significant number of staff members have limited experience in the area of youth activities.

UNCLASSIFIED

493-11-810-163

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.	N
081 Coordination and cooperation of LDC gov't. with public and private institutions and private enterprise.	
082 Availability of reliable data for project planning, control and evaluation.	N
083 Competence and/or continuity in executive leadership of project.	
084 Host country project funding.	N
085 Legislative changes relevant to project purposes.	
086 Existence and adequacy of a project-related LDC organization.	
087 Resolution of procedural and bureaucratic problems.	N
088 Availability of LDC physical resource inputs and/or supporting services and facilities.	
089 Maintenance of facilities and equipment.	
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.	N
094 Intent and/or capacity to sustain and expand the impact of the project after U.S. inputs are terminated.	N
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.	
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.	
100 Planning and management skills.	
101 Amount of technician man years available.	
102 Continuity of staff.	
103 Willingness to work in rural areas.	
104 Pay and allowances.	
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):

- 080 There are similarities between the ARD/Youth Program and a number of other RTG-sponsored youth programs, such as the Mobile Trade Training Units, Mobile Development Units, Community Development, Community Development -- Women and Youth, 4-H, etc. Most of these programs just go in their own individual directions, with only token attempts at coordination and in fact in some areas an obvious effort to avoid "stepping on each other's toes". Much could be gained from discussion and analysis of mutual problems, utilization of various types of agricultural and occupational equipment, and methods of organization and administration, but thus far it appears that any meaningful confrontation is still a long way off.
- 082 Simple but specific report forms must be developed in order to give ARD/Youth better and more up-to-date information on the progress or lack of same among the groups. A new report form suggestion was drafted and submitted by USOM, but the results of its influence are as yet unknown. Sketchy planning

UNCLASSIFIED

SECURITY CLASSIFICATION

SECURITY CLASSIFICATION
UNCLASSIFIEDPROJECT NUMBER
493-11-810-163

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.

106 NARRATIVE FOR PART III (Cont'd)

- and insufficient sensitivity to some group problems are a direct result of deficiency in this area.
- 084 Government rhetoric implies the importance of youth programs, but budget allocations leave much to be desired. Viewed separately youth are important, but when competing for part of the National Budget with Defense, Education, Health, Social Welfare, etc., they do not command priority. The Division Chief is competent and a pragmatist, and does the best job he can with the resources available. But there is constant pressure to produce and expand, even though bureaucratic problems tie up funds for long periods of time. It is often necessary to borrow manpower from other divisions to fill crucial positions, which does not lend itself to continuity.
- 087 The bureaucratic chain of authority can, and has on occasion, complicated the implementation of an effort. If the Youth Advisor requires action, depending on the priority, it is possible he may have to run the vertical gauntlet starting with the Youth Officer, to the Planning Officer, the Palad ARD, the Palad Changwat, and the Governor; to say nothing of the District Chief, who fits horizontally into the structure.
- 091 The Division Chief is both aware that these problems exist and is receptive to advice offered. He suggested that a priority target for 1970 should be setting up a system for more direct response to group needs from the changwat level. Within the boundaries established by his budget and manpower levels he operates effectively. Now in his third year as Division Chief, he is beginning to become aware of some of the complexities of management and the need for a comprehensive longrange plan.
- 093 As has been pointed out previously, during the first phase of formal training given at the centers, good seeds are planted, but they rarely bear fruit because leaders have become too immersed in group problems and activities to devote sufficient time to passing on skills to members, and mobile team efforts are below standard. This is the most serious problem facing the Division at this time.
- 094 The major deficiency in sustaining the program once U.S. aid is terminated is again largely budgetary. Once new vehicles need replacement, they will become a budget expenditure. The same applies to fertilizer, pesticides, and audio-visual equipment. Budget support must be ample enough to cover these responsibilities as they are transferred as well as assuming a proportional increase of the portion presently funded by RTG.

UNCLASSIFIED

SECURITY CLASSIFICATION

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):

The program's purposes briefly are as follows:

- 1) To enhance economic security of the rural youth and increase their standard of living.
- 2) To instill in rural youth a sense of pride and love of country.
- 3) To gain recognition for them in their local community.
- 4) To help them enjoy their leisure time.
- 5) To blunt the threat of Communist insurgency by carrying out these objectives.

Albeit the ends are somewhat intangible, they can be reached through the medium of the ARD/Youth Program. The program itself was created with the advent of the Communist insurgency here, and that situation has not changed. The urgency of this threat implies a high priority, and the cost should be proportional. At the present rate it would take decades to put on ARD/Youth group in every changeable village. But that may not be necessary, and speed is a disastrous element in such a program. There must be an increase in the number of mobile teams so that the expansion of the multiple training concept can be realized. At present there are eight teams, but the number should be increased to 22 within the next two years.

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:

Some changes in the PIP are needed, but there is no point in a major revision until a viable long-term program is outlined by ARD. As it stands now, there are too many variables or unknowns to try to set up a new PIP. Our intention is to use the existing PIP make adjustments in it for use as a management tool and hopefully have the information basis for a revised PROP or PIP within 6 months.