

A BRIEF HISTORY OF USOM SUPPORT TO

THE OFFICE OF

ACCELERATED RURAL

DEVELOPMENT

USOM / THAILAND

A BRIEF HISTORY OF USOM SUPPORT TO
THE OFFICE OF
ACCELERATED RURAL DEVELOPMENT

* *

— *One of a series of reports
on U.S.A.I.D.'s participation in
Thailand's development* —

* * *

*Prepared by USOM Office of Field Operations
as an internal staff document*

*James W. Dawson
Assistant Program Officer*

*William R. Thomas 3d
Assistant Director for Field Operations*

September, 1969

BRIEF HISTORY OF USOM SUPPORT
TO THE OFFICE OF ACCELERATED RURAL DEVELOPMENT

<u>Table of Contents</u>	<u>Page</u>
History	1
USOM inputs through FY 1969	5
NEARDC	6
ITU	6
Water and well drilling	6
Occupational promotion	7
Youth	7
Amphoe Farmer Groups	7
Mobile Medical Teams	8
RTG inputs	8
Accomplishments	8
Training	11
Problems and obstacles	11
Effectiveness of utilization and maintenance	12
Availability of baht funds	13
Future directions	14
Forward Look	14
COMPAC	15
Appendices	

History

The Accelerated Rural Development (ARD) Program was officially launched on May 12, 1964 with the signing of the FY 64 Project Agreements between the Royal Thai Government (RTG) and the USAID Mission (USOM) to Thailand. These "Pro Ags" granted \$2.3 million to the Thai Government, for use in six northeastern provinces. The stated objectives of the program were to increase the income of the rural population, to improve ties between the Royal Thai Government and rural people, and to strengthen local self-government. The general strategy for achieving these objectives was to decentralize many of the developmental activities then being carried out by central government agencies, and place them under the control of the provincial governor. To assist the governor in this new role, equipment and advice from USOM, and personnel and funds from the central government, would be provided.

Initially, the program focused almost entirely on the construction of feeder roads because other planned ARD activities depended on these roads to reach the rural populace. To quote a former USOM Director, the initial strategy was "to develop a plan of decentralization with an organizational structure, staff, and budget at the provincial level in these six provinces, furnishing governors of these provinces various pieces of road construction equipment, such as bulldozers, dump trucks, and the like. We had a basis then for formulating small public works units at the provincial level that would not be unlike the county units in the United States. Certainly, if rural people had to wait for the central ministries to go and do everything for them, we couldn't expect quick responses." *

* From a speech given at American University Alumni auditorium on February 6, 1968, by Mr. Tracy Park, former Director of USOM/Thailand.

Although the program was officially started in 1964, its real roots go back to 1962 when concern developed about the increased communist activity in the Northeast, and the lack of any coordinated RTG response to this threat. A committee, known as the "Rural Affairs Coordinating Committee", was formed within USOM with each of the Assistant Directors being named as a committee member, and the Deputy Director as the committee chairman. The committee entered into a dialogue with anyone in the RTG who showed a concern for accelerating and coordinating RTG programs in the Northeast. One of the few Thai officials who showed serious interest in trying to find real means to increase government activities in the Northeast was Prasong Sukhum, who was then the Director of the Technical Service Bureau of the Bureau of the Budget. With his support and assistance the USOM Director met with the Prime Minister, and out of this meeting came the formation of the Committee for Coordination and Operational Planning (CCOP), which for two years was the policy making group for the ARD Program. Prasong Sukhum became the permanent secretary for this committee.

During the initial stages of the program a dominant role was played by both the Department of Local Administration and the National Security Command. The NSC was responsible for the selection of provinces in which the program would be initiated, and DOLA became the administrative agency through which the program was to be implemented. After a year of operation, it became evident that many long-standing inter-departmental jealousies were preventing DOLA from becoming a coordinator of rural development. The program was then transferred from DOLA to the Prime Minister's Office, and at this time the Committee for Accelerated Rural Development was formed with the Deputy Prime Minister, General Praphas Charusathiara, named as Chairman. A decision was also made to establish a permanent secretariat to be known as the Office of Accelerated Rural Development, with Prasong Sukhum as its Secretary-General. The Office of ARD officially opened in January 1966.

The original concept in 1964 was to limit the program to selected security sensitive districts in six provinces. However, it later became apparent that the conditions on which the insurgency was feeding were common throughout the northeastern and northern provinces. Concentration on selected districts would, at best, merely shift the locus of the insurgency. As a result, the program has been expanded to cover all of the six original provinces, and there has been since then a steady growth in the number of ARD provinces.

Through FY 69 a total of twenty-four provinces have been designated as ARD provinces. They now encompass the northern and northeastern borders of Thailand from Tak on the west to Buri Ram on the east. See Appendix "A" for a map of the present ARD provinces. Two ARD provinces, Korat and Prachuap Khiri Khan, are not currently receiving support from USOM. The RTG plans to request USOM support for another five provinces in the future. These provinces would be brought into the ARD program over the next two years, and as they begin to receive support, USOM construction support to some of the older ARD provinces would be phased out.

At the beginning of the program the ARD provincial governors had virtually no staff or resources to mount any type of a development program. In fact, only a driver and secretary reported directly to the governor. Now, the governor of an ARD province has or can expect to receive the following:

- A deputy governor to administer the ARD program.
- A planning staff to assist him assess and evaluate provincial conditions and needs.
- At least one graduate engineer to head his public works section.
- A well equipped provincial maintenance facility, capable of performing routine maintenance and repairs.

- The services of the Korat maintenance facilities to provide major repair and equipment rebuilding capability.
- Adequate numbers of trained surveyors, designers, and operators to allow him to construct and maintain all-weather laterite feeder roads, small water development projects, and other small public works type projects.
- Equipment in the form of road construction spreads, road maintenance spreads, and village project spreads.
- The services of at least one, and sometimes two, Mobile Medical Teams. Each team is headed by a physician and contains a supporting staff capable of treating an average of 4,000 patients a month.
- Participation in the Amphoe (District) Farmer Group Program, which provides the members of AFG's with short and medium term credit for the purchase of fertilizers and other agricultural inputs, equipment purchase and rental facilities, and crop storage facilities.
- Participation in the ARD Young Adults program which organizes and trains provincial youth in vocations, sports, and self-defense.
- Participation in the Potable Water Program which constructs village water distribution systems for rural villages within the ARD areas.
- A public relations staff and teams to assist the governor develop a program to explain government programs and activities to the rural population.

USOM inputs through FY 1969

Dollar support from USOM to the ARD program through FY 1969 totaled \$49.3 million. A breakdown by program area is shown in Appendix "B".

The largest category of inputs has been provincial equipment. Through FY 1969 construction equipment totaling \$28.9 million has been programmed for 22 of the ARD provinces. This equipment is being provided primarily in the form of spreads, or sets, of equipment: road spreads, service track spreads, village project spreads, and road maintenance spreads. A table of spreads by provinces is shown in Appendix "C".

The pattern of providing equipment to the six original ARD provinces in the first three years was:

- 1st year - 1 basic road spread (current cost, \$349,900 each)
- 2nd year - augment equipment for the road spread (\$148,800) and 1 village project spread (\$180,500)
- 3rd year - 1 pioneer road spread (\$376,800--a somewhat more complete set of equipment than the basic spread), 1 road maintenance spread (\$85,100) and, depending on the size of the province, 1 to 4 additional village project spreads. Four received service track spreads also.

This pattern was intended to provide equipment on a phased basis as provincial capability to absorb it increased. The pattern has generally been followed in new provinces as they have been added to the program, although it was accelerated for some.

NEARDC

Equipment totaling \$3.4 million has been programmed for the Northeast Accelerated Rural Development Center (NEARDC) at Korat. NEARDC is a major overhaul and rebuild facility designed to provide sophisticated repair and maintenance service to the ARD provinces. It also maintains a central stock of repair parts. Originally, the U.S. provided an initial spare parts stock equal to 25% of the value of the equipment. In FY 69 the percentage will be reduced to about 10%. Dealer support was virtually non-existent when the program began, but it has now improved to the point where NEARDC can gradually be phased out of its responsibility for maintaining a back-up parts depot for the provinces. Equipment for the NEARDC includes tools and shop equipment (\$1.3 million) and construction equipment (\$1.9 million) for loan to the provinces while their equipment is in overhaul. The FY 69 Pro Ag also includes a modified village project set (\$200,000) to be based at Korat and used as a flexible resource to meet emergencies and unprogrammed requirements in the provinces.

ITU

Construction equipment worth \$2.3 million was procured with FY 67 funds for two Intensive Training Units (ITU). These units will be operated by the ARD Office. They are to operate as "model province" construction operating units working on priority roads, and in this environment to provide on-the-job skills and refresher training for all levels of provincial personnel from truck drivers to shop superintendents.

Water and well drilling

The major programmed U.S. input to ARD in the water field has been well drilling equipment. Six well rigs and supporting equipment (\$1.02 million) were funded in FY 1966 and 1967. The rigs will arrive in August 1969. Under a unique cooperative agreement with the Department of Public Health, the Sanitary Engineering Division will provide the managerial personnel,

while ARD will supply the operating personnel and funds. The major equipment support for other water projects are the village project sets. AID is now advertising a training contract under which the U.S. contractor working with a Thai sub-contractor will develop the capability within ARD for continued training of engineers and technicians in small water project design and construction.

Occupational promotion

Funds have been used to support some 41 occupational promotion projects and 96 sub-projects, ranging from a farm tractor revolving fund to a program for gall midge pest control. Most of the projects have been agricultural. They range in size from \$6,000 to \$280,000, and average about \$30,000. The strong point of this activity has been that it has given provincial officials an opportunity to exercise ingenuity in designing high impact projects to meet known needs. However, it has been seriously hampered by poor planning, inadequate follow-up and shortages of baht funds. No U.S. funds were programmed in FY 1969 pending a re-appraisal of the program.

Youth

The youth program is intended to reach teen-age rural youth, to win their loyalty to the government and to help them find productive employment. The principle vehicle used is the training of youth leaders. The basic concept and method of operation are still not clear, and the training needs to be improved. To assist in this, a full-time U.S. Youth Advisor will begin working with the program in November 1969.

Amphoe Farmer Groups

These are district level cooperative organizations whose members are drawn from existing village level farm clubs. Each is headed by a nine-man Board of Directors, and operated by a manager elected by the Board. Fourteen groups were formed in both 1966 and 1967; none was formed in 1968. The FY 69 Pro Ag supported

the formation of 12 new groups during the coming year. A total of 112 are planned by 1974. Initial U. S. commodity support for the original AFGs was \$19,100 each. The amount has been reduced by about 50% for the 12 new groups. As of December 1968, the 28 existing AFGs had 43,360 members.

Mobile Medical Teams

This program is discussed in detail in the briefing paper on Public Health.

RTG inputs

By the end of the current (2512) Thai fiscal year, cumulative RTG direct budget funds for ARD and counterpart support will exceed total U. S. inputs. (A graph showing the relationship is attached as Appendix "D".) Since U. S. inputs are one-time purchases, while RTG funds support all of the personnel and operating costs of the program, the gap between the RTG contribution and U. S. inputs will widen over the years ahead.

Accomplishments

Listed below are major accomplishments which can be attributed, in whole or in part, to the ARD program. They make an obvious contribution toward offsetting the conditions on which insurgency feeds, but a direct countering of insurgency is difficult to prove. Some evidence can be found in the apparent decline in insurgent capability in the Northeast since 1967, and a recently completed USOM research study indicates that villager attitudes toward government officials, their own economic status, and their prospects for the future are measurably better in districts which have been reached by the ARD program.

The accomplishments include:

- The beginning of a planning, programming and management capability in each province. Twelve provinces

have completed 5-year master road plans based on security conditions, population density and related factors. The remaining provinces are preparing such plans.

- A quantum increase in province staff involved in programs developed and implemented by the provinces to reach the villagers. Over 3,000 technically skilled personnel have been trained.
- A discernible improvement in the quality of key officials assigned to the provinces in the North and the Northeast.
- The direct allocation to the provinces of major resources which are subject to provincial programming and operational control. To date \$20 million worth of commodities have been delivered to the provinces, and ฿360 million in baht has been allocated to them. As an example, the provincial budget for Sakon Nakhon Province was about \$25,000 in 1963. In 1968, it was \$1,028,000.
- The most measurable output of the ARD program to date is the number of kilometers of all-weather road constructed from the beginning of the program through May, 1969. The following table provides this information:

<u>Year</u>	<u>Kilometers of Road Constructed</u>
Prior to CY 66	103
CY 66	155
CY 67	376
CY 68	667
CY 69 (through June)	<u>434</u>
TOTAL	1,735

In Sakon Nakhon, for example, where there were only 200 kilometers of all-weather roads in 1962, there are

now 700; furthermore, present plans are that there will be over 1800 kilometers of roads by 1974, and every village will be within two kilometers of an all-weather road.

- The following are the other physical accomplishments, in addition to the construction of all-weather roads, recorded in the ARD program:

- 1293 kilometers of service tracks and village access roads constructed or repaired.
- 130 kilometers of village street improved.
- 86 land clearing projects.
- 1307 shallow wells dug or repaired.
- 181 water storage ponds constructed.
- 115 small dams constructed.
- 136 film showings a month on the average to villagers near ARD construction projects.
- 30 youth groups organized with a combined membership of more than 2000 youth.
- Production loans of over 400 million baht (\$2 million) to 43,000 farmers.

In comparing the outputs with equipment inputs, the reader should allow for a procurement lag of approximately 2 years. Outputs shown above were completed primarily with equipment received from FY 64-65-66 procurement.

Training

One of the greatest challenges to the ARD program to date has been the development of a training program adequate to handle the large number of operators, mechanics, surveyors and design technicians required each year. With the cooperation of the Ministry of Education and contract assistance provided by USOM, a training facility has been established at the Northeast Technical Institute (NETI) in Korat. The program has provided three months of classroom training at NETI and three months of on-the-job training.

On-the-job training has been provided by Seabees and later by Military Engineering Construction Advisory Detachments from the U. S. and Okinawa. While the program has been remarkably successful in training required technical personnel, it was dependent on American advisory support. A new training contract is being developed to create a viable ARD training system wholly operated by Thai personnel.

Problems and obstacles

The central problem of the ARD program is management and management personnel. The Office of Accelerated Rural Development is a new element in the Thai bureaucracy and it does not have a permanent civil service structure to draw on. The Office has been successful in attracting bright young people, but its top management personnel are stretched very thin and its middle management personnel will need several years more experience before they are fully effective.

A similar problem exists in the provinces. This is not surprising since there was literally no provincial organization for development five years ago. It is a severe problem nonetheless. An important sub-task in the new training contract will be the inclusion in the ARD training system of better initial and refresher training for management personnel at all levels from foremen on up. During the next two years USOM will also need to assist the Thai in the

development of better provincial management systems, and in training provincial personnel to use the system. This is critical to the provinces' capability to operate the ARD program, especially construction projects, without continuing American advisory support.

Several component areas of the overall management problem are discussed briefly below.

Effectiveness of utilization and maintenance

The major problem areas in provincial equipment handling continue to be equipment maintenance and utilization. These were documented in the USOM Audit Report No. 68-14, of June 10, 1968. As an outgrowth of that report, over 18 separate actions have been taken to attack the causes of the problems. These actions have been concentrated heavily in the maintenance area, and improvements have resulted. Provincial equipment deadline rates have improved from the high of 19% in June 1968. The current average rate of 16%, highly commendable for an organization so young and so geographically dispersed in rural northeast Thailand, compares favorably with the U. S. Navy standard of 15% and the U. S. Army Engineer standard of 20%. However, although there is little hard evidence to document it, preventive maintenance appears to continue to be inadequate in many of the provinces. This may cause the deadline rate to rise again in the future.

Underutilization of provincial equipment continues to be the most serious problem. It is generally agreed that an output of 45 kilometers per year per standard road spread is a reasonable production target under the conditions in which this equipment is operated in the ARD program in Thailand. Experience to date has fallen far short of this, as shown in the following table:

	<u>Average Kilometers per Road Spread</u>		
	<u>CY 1966</u>	<u>CY 1967</u>	<u>CY 1968</u>
First six provinces	17.67	43.17	34.00
Next five provinces	-	22.00	21.10
Total eleven provinces	17.67	35.54	28.14

Furthermore, the productivity indicated by the table may be overstated, since many provinces have augmented the road spreads with some village project, maintenance and/or service track equipment.

Analysis of the number of kilometers of standard road constructed per \$10,000 worth of equipment for the four 6-month periods which comprise CY 1967 and 1968 shows a pattern generally similar to the data above. Productivity per \$10,000 of equipment has not improved significantly over the two year period.

Many corrective actions are underway. A management reporting system is being installed in the provinces covering deadline rates, equipment utilization and production. Delivery of the FY 1968 and 1969 equipment to the individual provinces will be conditioned on acceptable performance in all three areas.

Availability of baht funds

Through FY 1968, baht funds released to the provinces for ARD road construction were sixty-four percent of the amounts stipulated in the Project Agreements. The baht targets in the Pro Ags were somewhat overstated, e. g. FY 68 targets assumed double shift operations which could not be accomplished. However, based on standard factors of B110,000 per kilometer and 45 kilometers per year road spread, the baht funds released in 1967 and 1968 were sufficient to support only 70% of the potential capacity of the equipment. Despite this, it is not clear that overall baht availability is the immediate problem. In 1967 and 1968, actual construction was only 83% of the amount possible within available funds. To put it another way, in 1967 and 1968 only .75 and .65 kilometers of road were actually constructed for each 110,000 of baht released. The ARD 1970 budget request includes sufficient funds to support 90% of the capacity of the available equipment.

It appears that in the short run timely release of funds is a more serious obstacle than total availability, although the provinces have borrowed funds in anticipation of budget releases in order to keep construction going.

Recent actions to meet this problem include a lengthy and detailed discussion of budget procedures at the Governors' Conference in Chiang Mai last November, and inclusion in the FY 1969 Pro Aqs of required action at the provincial and central government levels to expedite the release of funds. USOM technicians in the field have been directed to give top priority to assisting the province to prepare their requests for funds for the coming Thai fiscal year properly and on time.

Future directions

Forward Look

In mid-FY 69, ARD presented a tentative plan for the next five years, called the Forward Look (F-L). In this document, ARD expressed its objectives as follows:

- to extend economic growth to the village level;
- to strengthen the developmental capacity of provincial and local officials; and
- to reduce and possibly eliminate rural insurgency through development.

Provinces were divided into three categories, based primarily upon security factors. Development will be most intensive in nine "A" provinces, and less intensive in seven "B" and seven "C" provinces. The provinces in each group are identified in the equipment table at Appendix "C".

Estimates of the dollar cost over a five-year period are \$62 million, of which \$50 million would be for commodities, and \$12 million for salaries, participants, and contract services. Since operations under the F-L were intended to commence in FY 1969, a portion of this figure has been obligated already.

Although numerous policy questions remain unanswered and additional information and justification is needed in several

areas, USOM in general believes the targets set forth in the F-L are reasonable. It should be noted that the Forward Look is still a preliminary document. It does not purport to be an all-inclusive plan for development over the next five years. A major effort will be made during the coming year to expand the Forward Look into a definitive plan. USOM can then use this plan as a take-off point for developing a desirable program of support to ARD over the next five years.

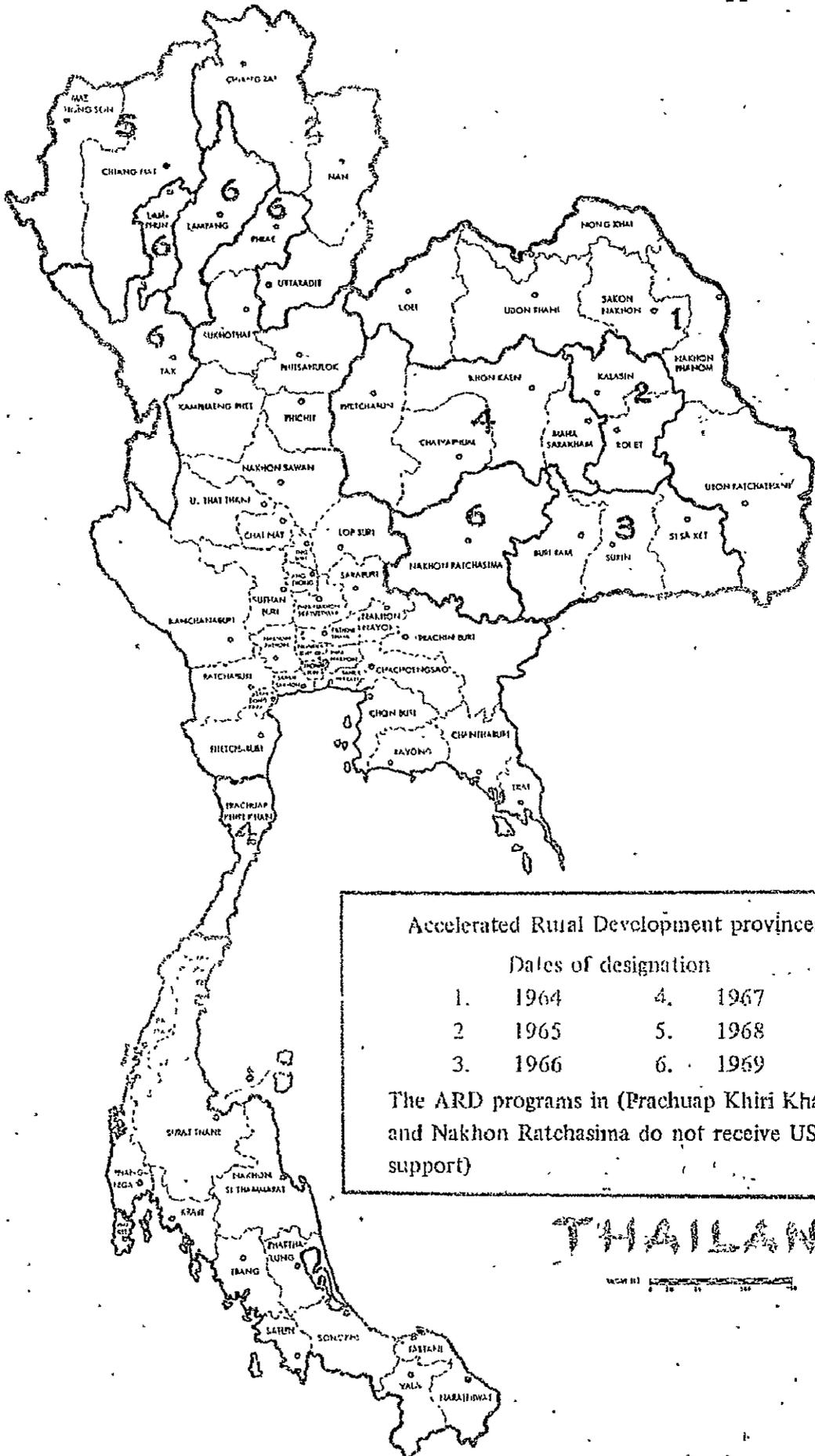
COMPAC

For over a year ARD has been working to develop a Comprehensive Rural Development Action Program (COMPAC) to operate in selected districts. The program's stated purpose is to counter insurgency through quick action economic development projects. These are also intended to promote coordination among various Thai agencies and to increase the ability of local officials to do development work. COMPAC has recently crystalized into a proposal for a study-action program in ten districts of the North-east. The work will be done initially by a team of five experts from the Asian Development Bank working with twelve experts drawn from five different Thai government departments. The team's work will be divided into three phases:

- Phase 1: January-March 1970 - Study of the selected districts and preparation of a development program.
- Phase 2: April-May 1970 - Preparation of a specific plan of action to implement the program.
- Phase 3: June-September 1970 - Implementation.

The project is intended to be a pilot project to be extended subsequently to other ARD districts. As of this writing, no decision has been made as to whether USOM will participate in COMPAC. However, the directions in which COMPAC is moving appear most desirable.

APPENDICES



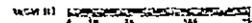
Accelerated Rural Development provinces

Dates of designation

1.	1964	4.	1967
2.	1965	5.	1968
3.	1966	6.	1969

The ARD programs in (Prachuap Khiri Khan and Nakhon Ratchasima do not receive USOM support)

THAILAND



USOM DOLLAR SUPPORT TO THE ARD PROGRAM

<u>Category</u>	<u>FY 64</u>	<u>FY 65</u>	<u>FY 66</u>	<u>FY 67</u>	<u>FY 68</u>	<u>FY 69</u>	<u>Total</u>
<u>Commodities</u>							
Road Const. Equipment	2,024,400	2,713,750	4,058,300	3,158,525	3,074,100	2,598,300	17,627,375
Service Track "	-	-	192,000	146,950	111,200	-	450,150
Road Maintenance "	-	-	377,800	360,250	329,300	1,106,300	2,173,650
Village Project "	-	465,420	2,077,200	2,139,150*	1,174,400	1,444,000	7,300,170
Water & Well Drilling	-	-	510,000	580,100	425,450	330,000	1,845,550
Occupational Promotion	-	-	309,700	1,172,995	357,115	-	1,839,810
Youth	-	-	-	36,000	99,000	130,670	265,670
Public Relation	-	-	-	49,000	66,000	80,300	195,300
Amphoe Farmer Group	-	-	270,000	266,000	507,000	199,500	1,242,500
Planning	-	-	337,000	-	-	36,500	373,500
NEARDC	-	262,330	547,400	831,875	1,023,300	771,000	3,435,905
I.T.U.	-	-	-	2,339,350	-	-	2,339,350
Thai Highway Dept. ¹	-	-	-	-	530,600	-	530,600
Sub-Total Commodities	2,024,400	3,441,500	8,679,400	11,080,195	7,697,465	6,696,570	39,619,530
<u>Other Costs</u>							
Direct Hire	217,000	410,000	589,000	750,000	872,000	1,103,159	3,941,159
Contract	118,000	412,000	666,000	658,000	2,179,000	797,000	4,830,000
PASA	-	522,000	78,000	28,000	-	47,962	675,962
Participants	-	-	15,000	2,000	159,000	68,150	244,150
Sub-Total Other Costs	335,000	1,344,000	1,348,000	1,438,000	3,210,000	2,016,271	9,691,271
GRAND TOTAL	<u>2,359,400</u>	<u>4,785,500</u>	<u>10,027,400</u>	<u>12,518,195</u>	<u>10,907,465</u>	<u>8,712,841</u>	<u>49,310,801</u>

* Includes Changwat Water Spreads (\$886,475)

INPUT OF EQUIPMENT SPREADS BY ARD CHANGWATS

Appendix C

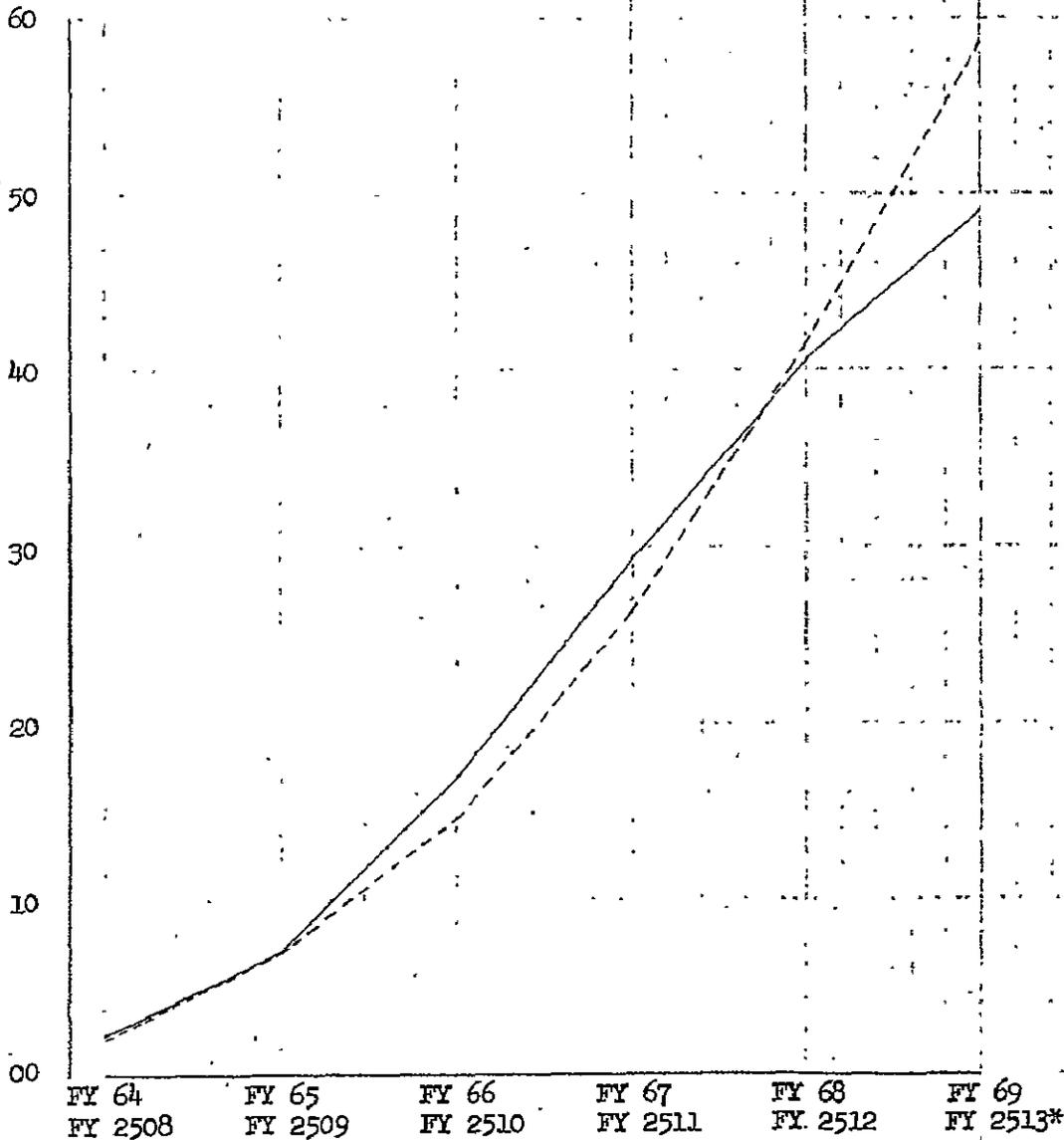
Changwats	FY '64				FY '65				FY '66				FY '67				FY '68				FY '69				Total							
	RR	VP	RM	ST	RR	VP	RM	ST	RR	VP	RM	ST																				
<u>Class "A" Changwats</u>																																
Ubon	1	-	-	-	-	1	-	-	1	4	1	-	-	-	-	-	-	-	1	-	1	-	-	-	3	5	2	-				
Sakon Nakhon	1	-	-	-	-	1	-	-	1	3	1	1	-	1	-	-	-	-	1	1	-	-	-	-	2	5	2	2				
Nakhon Phanom	1	-	-	-	-	1	-	-	1	2	1	1	-	1	-	-	-	-	1	-	-	-	-	-	2	4	2	1				
Udon	1	-	-	-	-	1	-	-	1	1	1	1	-	1	-	-	-	-	-	-	1	-	-	-	3	2	2	1				
Nong Khai	1	-	-	-	-	1	-	-	1	1	1	1	-	-	-	-	-	-	1	-	1	-	-	-	3	2	2	1				
Loei	1	-	-	-	-	1	-	-	1	-	1	-	-	-	-	1	-	-	-	-	-	1	1	-	2	2	2	1				
Nan					1	-	-	-	1	-	-	-	-	1	1	-	-	-	-	-	-	1	1	-	2	2	2	-				
Chiang Rai					1	-	-	-	1	-	-	-	-	1	1	-	-	-	-	-	-	1	1	-	2	2	2	-				
Uttaradit					1	-	-	-	1	-	-	-	-	1	1	-	-	-	-	-	-	1	1	-	2	2	2	-				
Total Class "A"	6	-	-	-	3	6	-	-	9	11	6	4	-	5	4	1	-	-	4	1	3	4	4	-	21	26	18	6				
<u>Class "B" Changwats</u>																																
Kalasin					1	-	-	-	1	1	-	-	-	2	1	-	-	-	-	-	-	-	1	-	2	3	2	-				
Roi Et					1	-	-	-	1	1	-	-	-	-	1	1	-	-	-	-	-	1	1	-	2	2	2	1				
Phetchabun													1	-	-	-	-	1	-	-	-	-	1	-	1	1	1	-				
Buri Ram									1	-	-	-	-	-	-	-	1	1	-	-	-	1	1	-	2	2	1	-				
Surin									1	-	-	-	-	-	-	-	1	1	-	-	-	1	1	-	2	2	1	-				
Si Sa Ket									1	-	-	-	-	-	-	-	1	1	-	-	-	1	1	-	2	2	1	-				
Total Class "B"					2	-	-	-	5	2	-	-	1	2	2	1	3	4	-	-	-	4	6	-	11	12	8	1				
<u>Class "C" Changwats</u>																																
Chaiyaphum													1	-	-	-	-	1	-	-	-	-	1	-	1	1	1	-				
Maha Sarakham													1	-	-	-	-	1	-	-	-	-	1	-	1	1	1	-				
Khon Kaen													1	-	-	-	-	1	-	-	-	-	1	-	1	1	1	-				
Chiang Mai																	1	-	-	-	-	-	-	-	1	-	-	-				
Mae Hong Son																	1	-	-	-	-	-	-	-	1	-	-	-				
Tak																					1	-	-	-	1	-	-	-				
Lampang																					1	-	-	-	1	-	-	-				
Total Class "C"													3	-	-	-	2	3	-	-	2	-	3	-	7	3	3	-				
GRAND TOTAL	6	-	-	-	5	6	-	-	14	13	6	4	4	7	6	2	5	7	4	1	5	8	13	-	39	41	29	7				

RR = Rural Roads Spread. VP = Village Project Spread. RM = Road Maintenance Spread. ST = Service Track Spread.

Cumulative Inputs to ARD Program
U.S. & RTG

U.S. = \$2,359	\$7,144	\$17,171	\$29,689	\$40,596	\$49,308
RTG = \$2,050	\$7,150	\$14,700	\$26,310	\$41,574	\$58,824

Millions \$



— U.S. Budgeted Inputs - - - - RTG Approved Budget (Incl. CF) converted to \$
* Estimated FY 2513 @ \$325 million.

Appendix E

RTG Baht Budgeted Inputs

(000's)

<u>Fiscal Year</u>	<u>Approved by BOB</u>	
	<u>Total</u>	<u>Provinces Only</u>
1965	25,500	18,000
1966	88,245	55,000
1967	143,285	107,394
1968	220,741	171,326
1969	278,230	223,000

ORGANIZATIONAL DIRECTORY
OF THE
OFFICE OF ACCELERATED RURAL DEVELOPMENT

Secretary-General	Mr. Prasong Sukhum
Deputy Secretary-General (Administration)	Mr. Nanth Sirisampanth
Deputy Secretary-General (Development)	Mr. Prasong Kanchanadul
Assistant Secretary-General	Mrs. Somsri Kantamala
Secretary, Office of the Secretary	Mr. Thavee Bhichaikul
Chief, Finance and Account Division	Mr. Prachuab Amphasvete
Chief, Technical Services Division	Mr. Somkasem Viseshakul
Chief, Public Information Division	Mr. Payungsak Sesavet
Chief, Rural Survey and Research Division	Mrs. Phensri Pitaksakorn
Chief, Planning and Project Division	Mr. Uthayan Uthayanaka
Chief, Evaluation and Report Division	Mr. Saroj Sunantiwat
Chief, Rural Youth Division	Lt. Com. Chalong Wongdontri
Chief, Economic Business Division	Mr. Santisak Limpabhan
Chief, Engineering Office	Mr. Pradoldej Kalayanamitr
Chief, Water Resource Development Project	Mr. Mongkol Simaraj
Director, Northeast ARD Center	Mr. Vidhu Vibhatabadya

NAME LIST

of

KEY ARD Provincial Officials

Appendix G

<u>CHANGWAT</u>	<u>GOVERNOR</u>	<u>PALAD ONGKARN</u> <u>(PALAD CHANGWAT)</u>	<u>ASSISTANT PALAD ONGKARN</u> <u>(PALAD ARD)</u>
BURI RAM	Nai Surawoot Boonyanusart	Nai Likhit Ratanasang	Nai Somboon Thaiwatcharamas
CHAIYAPHUM	Nai Chit Tongprayoon	Nai Rerm Swasdiwongchai	Nai Prasit Sarakul
CHIANG MAI	Pol.Col. Nirandorn Jayanama	Nai Choom Boonrueng	Nai Pakorn Prapin
CHLANG RAI	Nai Prasitti Sanguanno	Nai Pramuan Chillanond	Nai Chalong Vongsa
KALASIN	Nai Buri Promlakano	Nai Sunan Khanasa	Nai Kriangsak Tuangwilai
KHON KAEN	Nai Chuey Nontanakorn	Nai Sukit Chullananda	Nai Somsak Bhandasen
LAMPANG	Nai Subin Kejthong	Pol. Sub. Lt. Charn Sutthaphintu	
LOEI	Nai Sa-ad Hemsrichart	Vacant	Vacant
MAHA SARAKHAM	Nai Vieng Sakhonsindh	Nai Sanguan Petcharavises	Nai Prathom Sirimala
MAE HONG SON	Pol. Col. Pluang Tantakom	Nai Phongdej Chongkol	Nai Phisit Phalosil
NAN	Pol. Maj. Gen. Srisak Dhamaraks	Lt. Col. Udom Petchsiri	Capt. Khachitt Sukarnont
NAKHON PHANOM	Nai Charas Siddhibhongsa	Nai Suthee Obe-om	Nai Sakda Aupong

<u>CHANGWAT</u>	<u>GOVERNOR</u>	<u>PALAD ONGKARN</u> <u>(PALAD CHANGWAT)</u>	<u>ASSISTANT PALAD ONGKARN</u> <u>(PALAD ARD)</u>
NAKHON RATCHASIMA	Nai Somchai Klinkaew	Nai Lert Hongpakdi	
NONGKHAI	Maj. Gen. Vit Nimnuäl	Nai Busya Chintana	Nai Maitree Naiyagool
PRACHUAB KHIRIKHAN	Nai Prayät Smanmit	Nai Rom Chitti Kanyasiri Sub. Lt.	Kitti Pathumkaew
PHETCHABUN	Nai Chamroon Piyamputra	Nai Phisarl Moolasertsathorn	Nai Sanit Rujinarong
ROI ET	Nai Prajak Watcharaparn	Nai Damrong Vachirodom	Nai Charoen Chandraprachoom
SAKON NAKHON	Nai Charoon Lokakalin	Nai Phanom Namwat	Nai Prawin Reansuwong
SRI SA KET	Nai Kamkerng Surakarn	Nai Chätchavarl Chompreeda	Nai Thavil Supharbphet
SURIN	Pol. Maj. Gen. Wichien Simuntr	Nai Chalit Pimolsiri	Nai Arun Suebsitti
TAK	Nai Choochai Suwanarangsi	Nai Sidthidej Narattaraksa	
UBON RATCHATHANI	Nai Phat Boonyarataphan	Nai Somphorn Klinpongsa	Nai Noprutt Wasshasastra
UDON THANI	Nai Charoen Panthong	Nai Bunchuay Srisarakam	Nai Mathee S. Srisuparb
UTTARADIT	Nai Vett Nijathavora	Nai Kart Rakmanee	Nai Preecha Srinarang

Assistant Director for Field Operations

Tracy S. Park, Jr.

Assistant Director for Rural Affairs from August, 1963 to about December, 1963

J. Sheldon Turner

AD/RA from about January, 1964 to June, 1966

Peter J. Davies

AD/FO from July, 1966 to June, 1967

Frank W. Sheppard, Jr.

AD/FO from July, 1967 to July, 1968

William R. Thomas, 3d

AD/FO from July 28, 1968 to the present

Office of Field Operations

U. S. Staff as of September 1969

Office of the Assistant Director:

Assistant Director	William R. Thomas 3d
Deputy Assistant Director	Milton L. Carr

Engineering:

Chief Engineer	Howard P. Johnson
General Engineer	Michael I. Kingery

Rural Engineering Division:

Chief	* Abraham Grayson
Civil Engineer	* James W. Habron
Civil Engineer	* Lawrence J. Nagel

Water Resources Division:

Chief	Quentin J. Wildman
Water Engineer	John B. Smith
Water Engineer	Homer C. Garton
Water Engineer	Walter C. Hong
Sanitary Engineer	John W. Neave
Well Drilling Advisor	* Samuel J. Bargnesi

Rural Development Division:

Chief	Paul A. Daly
Deputy Chief	J. Thomas Ward
Mobile Development Unit Advisor	Richard B. Nelson
Youth Advisor	Vacant
Amphoe Farmer Group Advisor (Contract)	Alton F. Gamble

Planning and Analysis Division:

Program Officer	James W. Dawson
Assistant Program Officer	Vacant

Special Staff:

Training Advisor	Alfred S. Sigmund
Planning Advisor to ARD	James J. Dalton
Engineering Advisor to ARD	John R. Kardell

Area Development Officers:

Ubon	* John W. Asher, Jr.
Buri Ram, Surin, Si Sa Ket	* Bruce O. Bailey
Nakhon Phanom, Sakon Nakhon	* Edward R. Phillips
Maha Sarakham, Roi Et	* Raymond C. Gosda
Khon Kaen, Chaiyaphum	* John M. Cornelius, Jr.
Udon, Nong Khai	* Vacant
Loei, Phetchabun	* Don F. Wadley

Area Engineers:

Ubon, Si Sa Ket	* T. R. Gray
Nong Khai	* Vacant
Udon	* Albert A. Karian
Loei	* George Condodemetrazy
Phetchabun	* Desmond O'Riordan
Uttaradit	* John F. Hancock
Buri Ram, Surin	* Vacant
Maha Sarakham, Roi Et	* Vacant
Kalasin	* John B. Saccheri <u>1/</u>
Nakhon Phanom, Sakon Nakhon	* Louis M. Eldredge
Khon Kaen, Chaiyaphum	* Thomas F. Boyd, Jr.
Nan	* Francis J. Kenefick <u>1/</u>
Chiang Rai	* James B. Cole <u>1/</u>
Chiang Mai, Mae Hong Son	* Norman F. Shaw <u>1/</u>
Intensive Training Unit	* Vacant

Summary: Direct Hire:

On Board	37
Vacant	<u>7</u>
	<u>44</u>

Contract:

On Board	<u>1</u>
TOTAL	<u>45</u>

* Upcountry Personnel	26
Bangkok	19

1/ Serves as Area Engineer and Area Development Officer

APPENDIX J

SUMMARY OF ARD PARTICIPANTS BY YEAR*

<u>Year</u>	<u>U.S.</u>		<u>3rd Country</u>		<u>Total</u>
	<u>Long Term</u>	<u>Short Term</u>	<u>Long Term</u>	<u>Short Term</u>	
1966				7	7
1967	2	5			7
1968	10	13		25	48
1969	8	1			9
<u>Total</u>	<u>20</u>	<u>19</u>		<u>32</u>	<u>71</u>

SUMMARY OF ARD PARTICIPANTS BY FIELD OF TRAINING*

<u>Field of Training</u>	<u>U.S.</u>		<u>3rd Country</u>		<u>Total</u>
	<u>L/T</u>	<u>S/T</u>	<u>L/T</u>	<u>S/T</u>	
Public Ad. or Rural Sociol.	8				8
Civil Engineering	3				3
Const. Engr., Management	5				5
Highway Engineering		11			11
Training Administration	1				1
Political Science	1				1
Agri. Econ., Business Ad.	2				2
Observational Tour		8		32	40
<u>Total</u>	<u>20</u>	<u>19</u>		<u>32</u>	<u>71</u>

* Through FY 1969.