

which allowed the situation to continue for some years undetected by the top management and without any action being taken.

Mr. LEE. I simply have not been in the program long enough or had enough of a look at it to give you a good answer. I can speculate. I repair or overhauled that one should take until someone has had a little experience. I think those complaints have been piling up certainly in recent months, and in the last year or two. And they got to the point where some corrective action had to be taken. Here again we still find a great deal of differences in our own staff as to how far we should go on the level of rehabilitation. And I think this goes back to the matter of selectivity. We cannot set one standard of rehabilitation across the world, around the world, and make everyone happy.

I think we are going to have to tailor this program to the individual needs of the countries. And in a country like Thailand we are going to have to have more than one standard. Some of the equipment should go in there without one bit of work being done on it, and other equipment probably needs partial or complete rehabilitation. It is extremely difficult to evaluate at this point on why we made these mistakes.

LACK OF EXPERTISE ANOTHER FACTOR

I think the important thing is that we correct them, and that we get the flexibility that is needed in this program, and the selectivity.

Here again we have made some mistakes on selection. And this is a normal mistake in any excess property program. I think you will find with AID, if I may speak frankly on this. You react to specific deficiencies that are brought to your attention. Here are some things

52 AID'S MISMANAGEMENT OF THE EXCESS PROPERTY PROGRAM

you might carry that message back to your chief. This is a matter of overall policy over which I am sure as yet you have had no part in formulating. But I think that that is something that would greatly increase the consideration. Have you any comments on that?

"TIP-OFF" UNNOTED?