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MEMORANDUM

March 4, 1971

TO: NESA/CO - Room 306, SA-2, AID/Washington

FROM: USAID/Afghanistan, Public Administration Division

SUBJECT: Evaluation of Contractor Performance (U-307) - Public Administration Service, AID/nesa-359

REFERENCE: (A) Manual Order 1423.10
(B) Mission Order 14.23.1 dated October [illegible]

MAR 25 1971 CONTRACT OFFICE

I. Administrative Data

A. Name of Contractor: Public Administration Service

B. Number of Contract: AID/nesa-359

C. Project Title and Number: Financial Administration Improvement (Land Inventory) 306-51-150-029

D. Country: Afghanistan

E. Cooperating Country Institution: Royal Government of Afghanistan, Ministry of Interior

F. Period Covered by Report: April 15, 1970 to October 15, 1970

G. Contract Representative: Lawrence W. Crain, Chief Public Administration Division

H. Report Prepared by: Lawrence W. Crain

II. Evaluation of Contract Performance

A. Technical Performance

During this period of reporting, the PAS Chief of Party (a civil engineer) was replaced by a PAS advisor with background in real property taxation and in RGA revenue administration, in order to focus more directly on problems in implementing taxation of surveyed land. Rather than being located on site with the survey organization, the new advisor was placed

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directly in the Ministry of Finance where he could better influence administrative change that would facilitate ultimate use of data for tax purposes. After analyzing land registration and tax laws, reviewing land tax administration and identifying the obstacles to registration and taxation of surveyed land, the new advisor proposed substantive changes in the project. The problem of securing revenue increases from the project was determined to be beyond the reach of the Cadastral Survey Organization (CSO) and since the CSO was demonstrating its technical capability by a sustained and annually doubled rate of increase in area of land surveyed, phase out of technical assistance in the survey program was proposed.

The production rate of the land inventory continued to increase during this period and it became evident that the land area objectives as originally set for the project would be easily met by the end of the five years planned for the project. Moreover, the CSO completed a nation-wide survey of the varying local units of land measurement to determine conversion factors to the official jerib.

Thus, with the closing of this reporting period, a significant change in the content of the project is taking place. Revenue aspects of the project will be dropped upon approval of a new sub-project which will work in the entire range of revenue administration in the Ministry of Finance, and assistance in the area of land surveys will be transferred to the USAID Engineering Division upon termination of the Land Inventory project in September 1971.

B. Personnel

1. One chief of party and one land surveys expert. The contractor's personnel were technically competent in engineering and surveying and with the replacement of the chief of party, knowledgeable in land tax administration.

2. Home office leadership was reliable and effective.

3. The staff is the proper size.

4. Working relationships with the Mission were adequate. Working relationships with the cooperating government were satisfactory.

C. Training

The enrollment of 172 is all twelfth grade, which will graduate in March 1971. This is the final class to be given the three-year combined

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high school and surveyor training program. The man-power requirements of the Cadastral Survey Organization will have been met for several years to come, when this class graduates. The Cadastral Survey Organization will not recruit any more trainees before the 1970 and 1971 graduates of the School have gained at least two years of work experience. In the meantime, plans for maintaining a full complement of surveyors will be developed, including an in-service surveyor training program.

Presently, there are three men being trained in the United States:

(1) Two men for Associate Degree in Surveying -- a two-year program to be completed in June 1971.

(2) One man for BSCE with a Geodetic Engineering major -- to be completed in June 1971.

Three men returned to Afghanistan after completing their United States programs: two completed their one-year program in Survey Organization and Management in September; and one completed his six-month program in Electronic Data Processing in April.

Call Forwards are expected for six men for training in Iran. Three-month programs in micro-filming and office equipment maintenance are planned, three men for each program.

Arrangements are being made to train two men in surveyor instrument repair and maintenance.

D. Procurement and Support

1. No commodities or supplies, except from the RGA Cadastral Survey Organization budget, were purchased during this period.

2. The contractor received adequate backstopping support from his home office, the USAID/A and the cooperating country.

E. Contract Terms

The contractor complied with all the terms of the contract.

F. Reports

1. The contractor submitted all required reports on time.

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2. The reports gave a realistic, comprehensive and accurate reflection of technical performance.

G. Source of Information

This evaluation is based on professional observations, written reports, and discussions with the local staff of the contractor.

H. Additional Comments

The preceding information should permit a fair and accurate evaluation of the contractor.

PA:LWCrain/mse

Clearances: AD/DP:CHUyehara
AD/M:NAshton
D:BHarvey

cc: D, DD, AD/DP, AD/M, CO, AAG
NESA/ID, NESA/NE (Afghan Desk)

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