

3060123 (5)

PD-AAC-459-B1

PROJECT APPRAISAL REPORT PAR

308-11-790-123.1

3 Feb. 1972

31 Dec. 75

Afghanistan

76 - 5

National Development Training (Management) Sub-project 123.1

1972

1977 3 Feb, 1972

none

Sp

651,000

75,000

75,000

CONTRACT AGENCY AG. NO.

NEW ACTIONS PROPOSED AND REQUESTED AS A RESULT OF THIS EVALUATION

	PROPOSED ACTION	COMPLETION DATE
x	Notify GOA project will terminate as a funding vehicle as scheduled (FY 1977)	Feb. 15, 1976
x	Complete obligations	Apr. 30, 1977
x	Nominate additional participants	Apr. 30, 1977

N.B. Since the Mission can now predict with reasonable sureness that there will be no significant deviations in the Interim Quarter and FY 1977 from the findings in this PAR, no PAR will be done in FY 1977 for this terminating project unless unforeseen circumstances provide the need.

DATE OF PRELIMINARY REVIEW: 31 Dec. 1975

MISSION DIRECTOR: Vincent W. Brown, Director

DATE OF PRELIMINARY REVIEW: 2/10/76

APPROVED BY: Robert D. Brandt



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## II. PERFORMANCE OF KEY INPUTS AND ACTION AGENTS

### 4. Participant training:

(cont'd from page 2)

principally concerned with economic development and from the planning and programming staffs of four Ministries marginally concerned with economic development. Present indications are that 59 of the planned 60 will actually complete their training. The training programs in the U.S. have been provided as requested by AID/W/SER/TT. The training programs have been modified as necessary to insure utilization of appropriate and quality instruction. Institutions conducting participant training in this project are the University of Connecticut, the University of Nebraska and the U.S. Dept. of Agriculture, which have done overall an excellent job in implementing the appropriate training programs.

U.S. Comments: Comment on key factors determining rating of Other: Date:

N/A

**III. KEY OUTPUT INDICATORS AND TARGETS**

4. QUANTITATIVE INDICATOR FOR MAJOR OBJECTIVE	UNIT	Target: Percentage/Rate/Amount			END OF PROJECT
		PLANNED	ACTUAL	PERCENTAGE	
1. Participants trained in management, economic analysis and development.	PLANNED		50	9	
	ACTUAL PERFORMANCE	32	18		59
	PERCENTAGE			9	59
2. Returned participants placed in responsible GOA development positions.	PLANNED		50	9	
	ACTUAL PERFORMANCE	32	18		
	PERCENTAGE				
	PLANNED				
	ACTUAL PERFORMANCE				
	PERCENTAGE				
	PLANNED				
	ACTUAL PERFORMANCE				
	PERCENTAGE				

5. QUALITATIVE INDICATORS FOR MAJOR OBJECTIVE	COMMENT
1. GOA responsiveness in placing returned participants in progressively responsible managerial or administrative positions.	(1) After completing training in management and various economic fields, participants have all been placed in positions equal to (and in position "or promotion) or superior to the jobs they left for training.
2. Job performance of returned participants who have been placed in key GOA positions.	(2) With their newly acquired skills and abilities, returned participants have demonstrated their capabilities and influence in shaping creative, more efficient policy formulation, problem solving and administrative procedures improvement, thereby facilitating GOA Ministerial functioning. For example, one returned participant in the Prime Minister's Office has completed work on revising the Government's personnel policies for its Civil Service, and recently promoted to provincial governor.
3.	

**Introduction of elements of modern management and economic analysis into the traditional systems of GOA Ministries most concerned with economic development.**

1. Conditions which will exist when above purpose is achieved.	2. Evidence to date of progress toward these conditions.				
<b>1. Placement of returned participants in Ministerial positions at least equivalent in responsibility to those held upon departure for training.</b>  <b>2. Capability for economic analysis and project development within the Ministries of Planning, Finance, Education, Agriculture, Commerce, Health, Public Works, Interior, Justice, Information and Culture, Communication and Transportation, and the Prime Ministry.</b>	GOA Office	Originally Planned	Already Trained	In Training	Scheduled FY 76/77
	Prime Min.	2	2		1
	Planning	4	4	2	1
	Finance	4	2	1	2
	Education	8	3	2	
	Agriculture	5	5		
	Commerce	7	3	4	3
	Public Health	3	1	3	
	Public Works	15	2	2	
	Interior	8	4	2	
	Justice	2	3	2	1
	Information	1	1		
	Communication	1	2		1
		60	32	18	9

Note: Present indications are that 59 of the planned 60 will be trained.

**PROGRAMMING GOAL**

Mobilization, investment and efficient management of Afghan public and private resources for development by introduction of elements of modern management and economic techniques and analysis into the traditional systems of GOA Ministries most concerned with economic and social development.

Contribution to the national goal, given the magnitude of the national

Attainment of project purpose will contribute to modernization and better management of Government resources through the injection of 59 trained participants into a traditional, often ineffective system of administration and management. The concepts and techniques introduced into the GOA Ministries through this project is a minimal input into the existing system for present numbers are insufficient to result in well-rounded changes throughout all Ministries. These additional skills should have a beneficial effect on administration within GOA Ministries concerned with economic and social development.