

3060041001003 F (4)

AID 1020-20 (11-69)

SECURITY CLASSIFICATION

001 PROJECT NUMBER

PROJECT APPRAISAL REPORT (PAR)

(U-446) See M.O. 1026.1

UNCLASSIFIED

306-52-220-041

A.I.D. Finance Center

002 PAR	MO.	DAY	YR.	003 U.S. OBLIGATION SPAN
AS OF:	06	15	76	FY [57] Thru FY [68]
005 COOPERATING COUNTRY - REGION - AID/W OFFICE				
Afghanistan				

004 PROJECT TITLE
PD-AAM-749
 Helmand-Arghandab Valley Electric Power
 13p

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 1969)	308 TC	19 TC	142 TC	-	19 TC	147 TC	-	-	-	-	-	-
(FY 1970)	3310 SA	1454	41 SA	-	1223 SA	27 SA	-	1788 SA	100 SA	-	-	131 SA
PROPOSED OPERATIONAL YEAR (FY 1970)	-	-	-	-	-	-	-	-	-	-	-	-

CCC VALUE OF P.L. 480 COMMODITIES (\$000) → Thru Actual Year : None Operational Year Program : None

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	d. IMPLEMENTING AGENCY	TYPE CODE		e. CONTRACT/ PASA/ VOLAG NO.	f. LEAVE BLANK FOR AID/W USE		
			b.	c.				
1. U.S. CONTRACTOR	0. PARTICIPATING AGENCY	1. HARZA	1	3	AID/NESA-209			
2. LOCAL CONTRACTOR	1. UNIVERSITY		2. NRECA	5			2	Task Order #7
3. THIRD COUNTRY CONTRACTOR	2. NON-PROFIT INSTITUTION			2			4	
4. PARTICIPATING AGENCY	3. ARCHITECTURAL & ENGINEERING	3. HACU						
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 PAR 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):

Since the last Project Appraisal Report (PAR) dated 10/15/69 this project has progressed satisfactorily. The completion of construction date has been extended from 1 April to 1 July, 1970. The reason for this extension is due to the delay in arrival of commodities. Two general electric transformers were damaged in shipment. Repair to one will be made in the U. S. and the other (Contd)

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PAR CONTINUATION SHEET

008 - Contd

will be repaired in Kandahar after replacement parts are received. However, a 3-month labor strike at General Electric has delayed repairs and shipment of other commodities.

The terminal date of the Harza Contract AID/NESA-209 has been extended from 2 April to 30 June 1970 to allow time to ship remaining commodities. The Harza Field Engineer has terminated his services with Harza; his services are now being provided under a 6-month Personal Services Contract with USAID commencing 4 April, 1970.

NRECA Task Order No. 7 has been extended one year and will terminate July 1971. The purpose of this extension is to allow 12 months additional training of Afghans in operation and maintenance of the electric distribution system in the Helmand Valley.

This project has been effective in achieving project targets to provide adequate and reliable electric power to the Helmand Valley which is a significant factor in agriculture and industrial development.

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PART I-B - PROJECT EFFECTIVENESS

0019

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)				6. PROJECTED TOTAL FOR PROJECT LIFE
		3. ACTUAL CUM. TO DATE	4. AS OF PRIOR JUNE 30		5. PLANNED BY NEXT JUNE 30 1971	
			6. PLANNED	6. ACTUAL		
	<u>Construction Programs:</u>					
	Add 7660 KVA Transformer Capacity	90%	50%	40%	100%	100%
	Add 5500 KVA Substation Capacity	80%	55%	45%	100%	100%
	Add 111 KM Distribution Lines	95%	60%	50%	100%	100%
	Improve Existing Distribution and Transmission Lines	75%	45%	40%	100%	100%
	<u>Training Programs:</u>					
	Train Afghans in Construction of Electric Distribution Systems					
	Train Afghans in Operation and Maintenance of Electric Distribution Systems					
	Afghans Trained in Construction	30	15	12	30	30
	Afghans Trained in Operation and Maintenance	5	5	2	14	16
	Afghans Trained in Management	4	4	4	6	8

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PART I-B - Continued

010

B.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 goal in col. b and rate potential and actual project impact in cols. c and d.

6.1 NO LAID/USE ONLY	SCALE FOR COLUMN c: 3= Very Important; 2= Important; 1= Secondary Importance	c. POTENTIAL IMPACT ON EACH GOAL IF PROJECT ACHIEVES TARGETS	d. ACTUAL IMPACT ON GOAL TO DATE RELATIVE TO PROGRESS EXPECTED AT THIS STAGE
	SCALE FOR COLUMN d: 3= Superior/Outstanding; 2= Adequate/Satisfactory/Good; 1= Unsatisfactory/Marginal		
b. SECTOR AND PROGRAM GOALS (LIST ONLY THOSE ON WHICH THE PROJECT HAS A SIGNIFICANT EFFECT)			
	(1) Through cooperative effort with the RGA to complete the physical facilities of the Helmand-Arghandab Valley Region which are essential to expanding production and to support research, technical and institutional development required for steadily expanding agricultural and industrial growth.	3	2
	(2) To facilitate and encourage the mobilization of public and private development resources directed toward the achievement of an increasing rate of economic growth in the 70's.	2	2
	(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 1):

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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?	N
015 Have any problems arisen as the result of advice or action or major contributions to the project by another donor?	N
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?	N
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?	Y
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):	

019 - Articles describing this project have been published in the NRECA Magazine and in the Harza Company Magazine.

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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.

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
1.	Complete Construction Electrical Distribution Systems (This is 3 months behind schedule due to the late arrival of commodities. Commodities were damaged in shipment and are being repaired.)	X		
2.	Complete Training Program (Construction).		X	
3.	Complete Final Report Harza Engineering Company Contract AID/NESA-209		X	
4.	Provide 6 Months Training (Planning and engineering)		X	
5.	Provide 12 Months Training in Operation and Maintenance of Electric Distribution Systems		X	

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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	
(4) Participants	
(5) Commodities (non-FFF)	X
(6) Cooperating Country	
(7) Commodities (FFF)	
(8) Other (specify):	

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:	032 Quality, comprehensiveness and candor of required reports	P
	033 Promptness of required reports	
025 Adequacy of technical knowledge	034 Adherence to work schedule	P
026 Understanding of project purposes	035 Working relations with Americans	P
027 Project planning and management	036 Working relations with cooperating country nationals	P
028 Ability to adapt technical knowledge to local situation	037 Adaptation to local working and living environment	
029 Effective use of participant training element	038 Home office backstopping and substantive interest	N
030 Ability to train and utilize local staff	039 Timely recruiting of qualified technicians	
031 Adherence to AID administrative and other requirements	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	
	052 Appropriateness of original selection	
PREDEPARTURE		
042 English language ability	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	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):		

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PART II-B - Continued

3. FACTORS-COMMODITIES

PLACE AN "X" IN APPROPRIATE BLOCK:	002 FFF	003 NON-FFF	X	004 NO COMMODITY ELEMENT		072 Control measures against damage and deterioration in shipment.	N
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.					P	074 Readiness and availability of facilities.	
067 Timeliness in procurement or reconditioning.					P	075 Appropriateness of use of commodities.	P
068 Timeliness of shipment to port of entry.					F	076 Maintenance and spares support.	P
069 Adequacy of port and inland storage facilities.					F	077 Adequacy of property records, accounting and controls.	P
070 Timeliness of shipment from port to site.					F	078 Other (Describe):	
071 Control measures against loss and theft.					F		

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 1020-251 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. Since the last PAR overall performance has been satisfactory. Construction is essentially completed; the only delay being caused by late arrival of two transformers damaged during shipment. Repairs to the transformers were delayed due to a 3-month labor strike at the General Electric Company manufacturing plant. Provision of direct hire technicians has been adequate. RJA funding for future operation and maintenance is still inadequate but has shown improvement since the last PAR.

(b) Implementing Agency Actions:

036 - Two transformers were damaged in shipment during the reporting period. The transformers were inadequately packed for export shipment. One transformer will be repaired in the General Electric Company manufacturing plant, the other will be repaired in Kandahar after repair parts arrive. Marza Company apparently did not assure proper packing for export.

(c) Participants: Not applicable.

(d) Commodities:

072 - Damage to the above two transformers and the General Electric strike has delayed completion of construction by 3 months.

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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.	
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.	P
083	Competence and/or continuity in executive leadership of project.	P
084	Host country project funding.	P
085	Legislative changes relevant to project purposes.	P
086	Existence and adequacy of a project-related LDC organization.	
087	Resolution of procedural and bureaucratic problems.	
088	Availability of LDC physical resource inputs and/or supporting services and facilities.	
089	Maintenance of facilities and equipment.	N
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.	
094	Intent and/or capacity to sustain and expand the impact of the project after U.S. inputs are terminated.	P
095	Extent of LDC efforts to widen the dissemination of project benefits and services.	P
096	Utilization of trained manpower (e.g., participants, counterpart technicians) in project operations.	P
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.	P
100	Planning and management skills.	N
101	Amount of technician man years available.	P
102	Continuity of staff.	
103	Willingness to work in rural areas.	
104	Pay and allowances.	N
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):

Country performance continues to be satisfactory. Actual construction is being performed by Afghan crews with only general supervision by American foremen. Support of the program at the ministerial level has been satisfactory and USA budget support for the project has improved since the last PAR.

089 - The operation and maintenance budget continues to be a problem. Some improvement has been made; for example, ANI purchased a 350 Kw and a 150 Kw diesel generator including spare parts for Kandahar from an American Contractor (AIC). Also a new maintenance warehouse has been constructed in Kandahar.

100 - As reported previously top management has definitely improved. Middle management at local power company level needs improvement. The Mission continues to encourage decision making at lower levels with ANI - i. e. delegation of authority. Additional management assistance is planned under another project - Kajakai (Hydroelectric Project AID-Loan 306-11-013).

104 - Government Pay and Allowance remain extremely low.

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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):

While no major change in purpose or design is recommended the NRECA Supervisor has been extended to provide additional training in operation and maintenance and it has been proposed that the services of the Field Engineer be extended for 18 months to provide additional training in management, administration and planning.

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:

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