

AID 1020-25 (7-88)			SECURITY CLASSIFICATION			001 PROJECT NUMBER		
PROJECT APPRAISAL REPORT (PAR) (U-446) See M.O. 1026.1			UNCLASSIFIED			278-22-225-129 USAID Loan No. 278-H-006		
002 PAR	MO.	DAY	YR.	003 U.S. OBLIGATION SPAN		004 PROJECT TITLE		
AS OF:	4	8	70	FY		Thru FY		Technical Assistance Component of Telecommunication Improvement (Loan)
005 COOPERATING COUNTRY - REGION - AID/W OFFICE								
JORDAN								

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 19 70)	173	173			173						
PROPOSED OPERATIONAL YEAR (FY 19)											

CCC VALUE OF P.L. 480 COMMODITIES (\$000) → Thru Actual Year : Operational Year Program :

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	a. IMPLEMENTING AGENCY	TYPE CODE		d. CONTRACT/PASA/VOLAG NO.	e. LEAVE BLANK FOR AID/W USE
			b.	c.		
1. U.S. CONTRACTOR	0. PARTICIPATING AGENCY					
2. LOCAL CONTRACTOR	1. UNIVERSITY	1. Arthur Young Co.	1	7		
3. THIRD COUNTRY CONTRACTOR	2. NON-PROFIT INSTITUTION	2. Microwave Services International, Inc.	1	3		
4. PARTICIPATING AGENCY	3. ARCHITECTURAL & ENGINEERING					
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):

Objective: To provide consulting services in connection with a planned telecommunications loan.

The Government of Jordan (GOJ) required the services of two U.S. consulting firms in connection with the preparation and implementation of the project:

MISSION DIRECTOR APPROVAL →	SIGNATURE	DATE
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PAR CONTINUATION SHEET

This sheet is to be used for any Narrative Sections for which sufficient space has not been provided on the form. Identify each narrative by its Part and Section Designation.

008 NARRATIVE FOR PART 1-A

Arthur Young Co., consulting firm, entered into a contract with the Government of Jordan (Ministry of Communications) on September 4, 1968. The scope of consulting services to be provided by the contractor under Phase I of a contemplated two Phase program were engineering services to improve the management, operation and maintenance of the telecommunication system in Jordan. Under Phase I, the GOJ requested the contractor to assist drafting proposed legislation for the establishment of a Telecommunication Authority as a separate entity in the Ministry of Communications. Phase II was never implemented.

Overall performance in achieving project objective was satisfactory.

Achievement of Goal Plans are dependent upon GOJ enactment of legislation establishing Telecommunications as a separate entity in the Ministry of Communications.

Microwave Services International Inc. (MSI)

Contract was signed with GOJ (Ministry of Communications) on December 6, 1965 (and amended August 26, 1968) to perform engineering services for design and preparation of the Invitation for Bids (IFB) documents and to analyse bids in connection with a U.S. loan.

Overall performance in achieving project objectives was satisfactory.

Achievement of goal plans are dependent upon GOJ enactment of legislation establishing telecommunications as a separate entity in the Ministry of Communications.

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PART I-B - PROJECT EFFECTIVENESS

009

I-B-1 - OUTPUT REPORT AND FORECAST - (See detailed instructions)

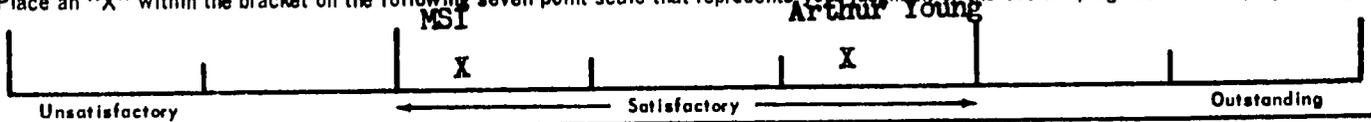
1. CODE NO. AID/W USE ONLY	2. This section is designed to record progress toward the achievement of each project output target which was scheduled in the PIP, Part II. Where progress toward a target is significantly greater or less than scheduled, describe reason(s) beneath the target.	ACTUAL AND PLANNED OUTPUTS (ALL DATA CUMULATIVE)				
		3 ACTUAL CUM. TO DATE	4. AS OF PRIOR JUNE 30		5. PLANNED BY NEXT JUNE 30	6. PROJECTED TOTAL FOR PROJECT LIFE
			a. PLANNED	b. ACTUAL		
	<p>A. <u>Arthur Young Co.:</u> Completed a review of existing studies on telecommunication in Jordan, completed necessary surveys and fact-finding, submitted a final report, drafted proposed legislation and provided professional advisory service to the GOJ, thus fulfilling the terms of the contract.</p> <p>B. <u>Microwave Services International Inc. (MSI)</u></p> <p>Completed the engineering designs and preparation of Invitation to Bids (IFB). The only remaining item of work to be completed is the analysis of bid documents. MSI will complete the task once the GOJ enacts the required legislation.</p>					

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

a. CODE NO. (AID/W USE ONLY)	SCALE FOR COLUMN c: 3= Very Important; 2= Important; 1= Secondary Importance SCALE FOR COLUMN d: 3= Superior/Outstanding; 2= Adequate/Satisfactory/Good; 1= Unsatisfactory/Marginal	c. POTENTIAL IMPACT ON EACH GOAL IF PROJECT ACHIEVES TARGETS	d. ACTUAL IMPACT ON GOAL TO DATE RELATIVE TO PROGRESS EXPECTED AT THIS STAGE
	b. SECTOR AND PROGRAM GOALS (LIST ONLY THOSE ON WHICH THE PROJECT HAS A SIGNIFICANT EFFECT)		
	(1)		
	(2)		
	(3)		
	(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 I):

It is unrealistic to attempt to measure the impact of these service contracts on the achievement of sector goals. While the contracts were satisfactorily fulfilled, no significant action has been taken to achieve the sector goal of improved telecommunications in Jordan.

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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?	N
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):	

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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.

(a) 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
	<p>Arthur Young Co. services were of an advisory nature. Therefore, a PIP was not required nor schedule of actions prepared.</p> <p>MSI Inc. A PIP was not prepared. However, a formal plan and schedule for execution of the project was. (Page 10, Revised Project Proposal Expansion and Improvement of Telecommunications in Jordan, dated June 6, 1968, signed by GOJ (President of Jordan Development Board)).</p> <p>All actions were completed on schedule except for the evaluation of bid documents which in turn cannot be done until legislation is enacted.</p>			

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PART II - Continued

023 II-A.2 - OVERALL TIMELINESS

In general, project implementation is (place an "X" in one block):

<p>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.</p>	(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)	
	(6) Cooperating Country	
(7) Commodities (FFF)		
(8) Other (specify):	Delays on part of Government of Jordan	

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

2. FACTORS-PARTICIPANT TRAINING

041 IF NO PARTICIPANT ELEMENT IN PROJECT. PLACE AN "X" IN THIS BLOCK:	X	TRAINING UTILIZATION AND FOLLOW UP
PREDEPARTURE		052 Appropriateness of original selection
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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3. FACTORS-COMMODITIES

PLACE AN "X" IN APPROPRIATE BLOCK:	062 FFF	063 NON-FFF	064 NO COMMODITY ELEMENT		
					072 Control measures against damage and deterioration in shipment.
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.					074 Readiness and availability of facilities.
067 Timeliness in procurement or reconditioning.					075 Appropriateness of use of commodities.
068 Timeliness of shipment to port of entry.					076 Maintenance and spares support.
069 Adequacy of port and inland storage facilities.					077 Adequacy of property records, accounting and controls.
070 Timeliness of shipment from port to site.					078 Other (Describe):
071 Control measures against loss and theft.					

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 1020-25 I 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.

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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. | |
| 083 | Competence and/or continuity in executive leadership of project. | |
| 084 | Host country project funding. | X |
| 085 | Legislative changes relevant to project purposes. | |
| 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. | |
| 090 | Resolution of tribal, class or caste problems. | |
| 091 | Receptivity to change and innovation. | |
| 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. | |
| 095 | Extent of LDC efforts to widen the dissemination of project benefits and services. | |
| 096 | Utilization of trained manpower (e.g., participants, counterpart technicians) in project operations. | |
| 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. | |
| 100 | Planning and management skills. | |
| 101 | Amount of technician man years available. | |
| 102 | Continuity of staff. | |
| 103 | Willingness to work in rural areas. | |
| 104 | Pay and allowances. | |
| 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):

USAID/J Implementation Letter # 6 dated April 28, 1970 extended the terminal date for fulfillment of Conditions Precedent (enactment of new legislation to make telecommunications a separate entity) to May 30, 1970.

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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):

N/A

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). | |
| 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:

Holding action until May 30, 1970. Provided proposed legislation is enacted, project construction can be implemented.

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