

AFRICAN  
DEVELOPMENT BANK

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42762  
UNITED STATES AGENCY  
FOR INTERNATIONAL DEVELOPMENT

EVALUATION REPORT OF THE  
REGULAR AND SPECIAL SAHEL GRANTS

ANNEXES VOLUME 1

REGULAR GRANT PRE-INVESTMENT STUDIES  
STATUS REVIEW FORMS

MAY 1980

ABD/AID JOINT EVALUATION COMMITTEE  
ASSISTED BY DELOITTE HASKINS & SELLS

EVALUATION REPORT OF THE AID REGULAR  
AND SPECIAL SAHEL GRANTS: ANNEXES VOLUME 1

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PROJECT STATUS REVIEW FORM

SECTION 1. Summary

1.1 Project Title : Onshore Pipeline and Tankage Facilities, Dar es Salaam

Location : Republic of Tanzania

Executing Agency of Host Government :  
Tanzanian Italian Petroleum Refining Company Ltd. (TIPER)

Project Description (Summary) :

The project consists of the engineering, procurement and construction of a new crude oil delivery pipeline to serve an existing refinery at Dar es Salaam and a new refinery at Ndola, Zambia, together with two crude oil storage tanks at the Dar es Salaam refinery. The project forms part of a programme of development of Tanzanian and Zambian crude oil facilities, part of which is IBRD financed. The pipeline was envisaged to handle 100% of Zambia's crude oil requirements. The project, therefore, forms part of the reorientation of Zambia's supply routes for vital materials following the closure of supply routes through Southern Rhodesia (Zimbabwe).

Sector :

Agriculture	<input type="checkbox"/>
Transport	<input type="checkbox"/>
Public Utilities	<input type="checkbox"/>
Health- Energy	<input checked="" type="checkbox"/>

1.2 Summary of USAID Grant Funded Pre-Investment Study

Date of Contract	R/S*	Type of Study	Contractor	Cost \$	Status
4/71	R	Techno-economic appraisal	Williams Bros. Engineering Co.	10,576	Complete /71

\*R = "Regular grant"; S = "Sahelian grant"

1.3 Summary of ADB Group Subsequent Investment

ADB/ ADF/ NTF	Date Approved	Amount UA/FUA	Other Sources	Purpose of ADB/ Group Loans
ADB	25/5/71	UA 3.0m	E.A.D.B., consortium of Italian banks	To finance foreign exchange costs of project. EADB and Italian banks to fund local costs of UA 1.17

Status of Project at 31/3/80 :

Complete and operational since 1973

SECTION 2 : CONCLUSIONS AND RECOMMENDATIONS OF CONSULTANT TO ADB/USAID  
JOINT EVALUATION

A. Conclusions

1. Study

The study appears to have been carried out well.

2. Implementation

Although ADB responded very quickly with its approval of the loan shortly after the consultant had finished his study, the delay of 9 months before the loan was signed was unnecessarily long. The reasons for this are not clear.

Otherwise implementation went smoothly, the project becoming operational one year after the first disbursement.

3. Socio-Economic Impact

The evaluation has only been able to examine this superficially, but it appears positive. This project had a strategic importance for Zambia, as well as improved efficiency and security of supply of crude oil for Tanzania it seems to have met its objectives in general.

The increase in oil prices during the 1970's has reduced the two countries' demand for oil.

B. Recommendations

In respect of this project there are no major areas where recommendations are appropriate.

SECTION 3. PROJECT HISTORY : KEY DATES

3.1 Pre-Investment Stage

	Date		Date
Project Identification		(n.a. = not available)	
Host Country request to ADB	n.a.		
ADB request USAID grant for Study	n.a.		
USAID agree	n.a.		
T.O.R. for Study agreed	n.a.		
Contract for Study signed	4.71		
Final report submitted	n.a.		

3.2 Lending Stage

	Date		Date
ADB Appraisal Mission	/71		
ADB Appraisal Report	6/71		
ADB Approval of Loan	5/71		
Signature of Loan Agreement	3/72		

3.3 Investment/Implementation

Loan Administration	Date	Physical Progress	Date
First disbursement	6/72	Contracts for construction and supervision signed	/72
Final disbursement	4/73	Completion of work	3/73

.4 Comments on Project History

Comments on Project History

There are no comments on the history of the project prior to the lending stage, because no information is available either in ADB files or USAID files.

Apart from the delay of 10 months between the approval of the loan and the signature of the loan agreement the project was implemented smoothly. No information is available on the reasons for the 10 month delay.

SECTION 4 : USAID FINANCED STUDY TO PREPARE T.O.R.

4.1 Has USAID financed a study to prepare Terms of Reference for a Pre-Investment Study?

Yes   
No

If Yes, give details :

Contract Date	Contractor	Cost \$	Status
	Not applicable		

4.2 What kind of Study are the Terms of Reference for?

Not applicable

4.3 Summary of follow up action to the T.O.R. Study

Not applicable

**SECTION 5 : USAID PRE-INVESTMENT STUDY**

5.1

Type of Study (studies)	Contract Date	ADB N°.	Contractor	Cost \$	Status
Economic feasibility <input checked="" type="checkbox"/>	4/71		Williams Bros. Engineering Co.	10,576	Complete
Engineering feasibility <input checked="" type="checkbox"/>					
Preliminary engineering design <input type="checkbox"/>					
Detailed final engineering design and preparation of bid documents <input type="checkbox"/>					
Others (specify) <input type="checkbox"/>					

N.B. More than one box may be checked :

5.2

Purpose of Study (studies)/Main Points of T.O.R. :

- 1) Advise ADB on the techno-economic validity of the proposed project.
- 2) Review offer of execution of project submitted to TIPER by SNAM Progetti S.p.a.

5.3

Reports (for each study)				
Date	Title	N°. of Volumes	Availability	
			ADB Lib.Ref.	Other
	None available		No	No

5.4

#### Summary of Main Findings and Recommendations :

(Taken from loan appraisal report)

- 1) The technical solution proposed was sound and represented the least cost solution to the combined problems of harbour congestion at Dar es Salaam and of unloading crude oil and transporting it to the oil refineries.
- 2) The additional two storage tanks were justified by the projected 6% annual increase in domestic consumption in Tanzania up to 1980 and the full utilisation of existing storage facilities available to TIPER.

5.5

Implementation of the Study : Planned and Actual

Stages as per Contract	Contract Schedule	Dates	
		Implied by Contract	Actual
No information available			

5.6

Reasons for Variances between Dates Implied by Contract and Actual Dates

No information available
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5.7 If USAID Pre-Investment Study Completed :

(a) Has there been any subsequent ADB Group Investment<sup>x</sup> in the Project?

Yes   
No

(b) Has there been any subsequent investment<sup>x</sup> in the Project by other agencies?

Yes   
No

Note : <sup>x</sup> Investment includes investment in further studies

5.8 If the answer to (a) or (b) above is Yes, move on to Section 7 below :

5.9 If the answer to (a) or (b) above is No, outline what further action, if any, has followed the USAID Pre-Investment Study, with reasons :

Not applicable

**SECTION 6 : OTHER PRE-IMPLEMENTATION STUDIES**

6.1

Type of Study	Date	Contractor	Funding Agency	Cost	Status
None					

(Include any studies funded by ADB Group)

6.2

Reports			
Date	Titles	N° of Vols	Availability
	Not applicable		

6.3

Summary of Main Findings and Recommendations :
Not applicable

SECTION 7 : LENDING BY ADB GROUP AND OTHER AGENCIES

7.1

Appraisal by ADB Group			
Date of Appraisal Missions	ADB Officers involved	Date of Appraisal Report	Appraisal Report Reference
/1971	Not known	10/6/71	ADB/OPS/URT/TRA/1

7.2

Description of Project Appraised :

The project consisted of the procurement, shipment, installation and supervision of a single 36 inch diameter pipeline approximately 15,000 feet long and two storage tanks with a combined capacity of 77,840 cubic meters of crude oil (approximately 490,000 barrels).

The purpose of the pipeline is to connect a new submarine pipeline extending from an offshore tanker unloading facility in Mjimwema Bay to TIPER Refinery and to new crude oil storage tanks associated with a new refinery that was then under construction in Zambia.

B

7.3

Relationship to Other Projects

The project forms an integral part of a bi-national petroleum project comprising the following major parts :

- 1) Construction of a new refinery near Ndola, Zambia, by INDENI
- 2) Conversion of the TAZAMA products pipeline to crude oil service
- 3) Construction of new offshore crude oil tanker unloading facilities near Dar es Salaam by East African Harbours Corporation
- 4) Construction of crude oil storage tanks for INDENI (Zambia) at the TIPER refinery, Dar es Salaam
- 5) Construction of crude oil storage tanks for TIPER crude oil at the TIPER refinery, Dar es Salaam
- 6) Construction of interconnecting land pipeline between submarine pipeline and the storage tanks.

7.4

Significant Differences in Project Formulation or Justification between Consultant Report and Appraisal Report

None

7.5

## Sources of Funding :

Agency	Approval Date	Signed	Amount FUA/UA (M)	Purpose of Loan
<u>ADB Group (specify)</u>				
ADB	25/5/71	25/3/72	UA 3.0m	Foreign exchange costs of the project
<u>Other (incl. Host Govt.)</u>				
East African Dev. Bank			)	Local costs
			)	
Consortium of Italian banks			)	
Total Estimated Cost			UA 4.17m	

7.6

## Terms of ADB Group Loans

6 1/2% per annum interest  
 1% per annum commission  
 0.75% commitment charge per annum on undisbursed portion of the loan commencing 90 days after the date of signature of the loan agreement

Repayment within 7 years after a 3 years' grace period

The Government of Tanzania to be guarantor for the loan.

7.7

## Statement of Loan(s) at 31/12/79 FUA/UA

Loan Date	Loan Amount	Disbursed	Not Disbursed	Cancelled	Repayments	Still Outstanding
3/72	3,000,000	2,663,326	-	336,674	1,901,237	762,089

SECTION 8 : IMPLEMENTATION OF PROJECT

8.1 Physical Progress, Planned and Actual

Major Project Stages	Completion Dates			Actual/ Latest Est.
	Planned			
	USAID Study	Appraisal Rpt	Contract	
Complete project	-	8/72	-	3/73

8.2 Project Costs, Planned and Actual

Major Project Stages	Estimated			Actual/ Latest Est.
	USAID Study	Appraisal Rpt	Contract	
		1971 U.A. (=₧)		
1) Materials	-	1,381,000	-	-
2) Installation (including final design + supervision)	-	2,340,000	-	-
3) Contingencies, Insurance, interior financing costs	-	449,000	-	-
Total	-	4,170,000	-	-

8.3 Disbursement Record (for each ADB Group loan)

	1 Quarter/ Year of First Dis- bursement	2 Cumula- tive dis- bursement at	3 % of Total Loan	4 Completion Date of Project	5 Date of Final Disburse- ment
<p>Loan 1. <u>Title and Purpose</u> : to finance foreign exchange costs of onshore pipeline + storage facilities</p> <p style="text-align: right;"> <u>Agency</u> : ADB  <u>Amount</u> : U.A. 3.0 M  <u>Signed</u> : 25/3/72                 </p>					
	1	2	3	4	5
1. As per Appraisal Report	not	specified			
2. Revised	no revision made				
3. Actual/факт фактически	2/72	2,663,326	100%	3/73	4/73
<p>Loan 2. <u>Title and Purpose</u> : N/A</p> <p style="text-align: right;"> <u>Agency</u> :  <u>Amount</u> :  <u>Signed</u> :                 </p>					
	1	2	3	4	5
<p>Loan 3. <u>Title and Purpose</u> : N/A</p> <p style="text-align: right;"> <u>Agency</u> :  <u>Amount</u> :  <u>Signed</u> :                 </p>					
	1	2	3	4	5

#### Comments on Implementation Progress

This project seems to have been implemented smoothly with no delays or problems.

As far as the total final cost of the project is concerned complete information is not available. As U.A. 336,674 of the loan was cancelled, however, it seems that the final cost was less than the U.A. 4.17 m anticipated in the appraisal report.

8.5

Contractors and Sub-Contractors			
Name	Nationality	Function	Size of Contract
SNAM Progetti SpA	Italian	Construction	
Bechtel International	UK	Supervision	

SECTION 9. ASSESSMENT OF ECONOMIC AND SOCIAL IMPACT OF PROJECT

SECTORAL/REGIONAL PROGRAMME GOALS

9.1 What are the sectoral or regional programme goals towards which the project is to contribute?

Security of oil supplies to Tanzania and Zambia

9.2 What are the measures of achievement, planned and actual?

Planned	Actual
Tanzanian and Zambian crude oil supplies flowing through the project outputs	Crude oil supplies for both Zambia and Tanzania have been flowing through the pipeline since April 1973

9.3 What assumptions were made in support of the achievement measures? Have these assumptions been proved correct?

Planning Assumptions	Actual Experience
<p>None specified, Implicit, however, they are :-</p> <ul style="list-style-type: none"><li>a) Beira pipeline will remain closed at least to 1981 when loan has been repaid</li><li>b) Project outputs will handle 100% of Zambia's crude oil requirements and 85% of Tanzania's.</li></ul>	<ul style="list-style-type: none"><li>a) evaluation has not established current position of alternative supply routes to Zambia.</li><li>b) The facilities currently handle 44.5% Tanzania's oil imports and 55.5% of Zambia's.</li></ul>

PROJECT PURPOSE

9.4 What were the projected benefits for the project? What are the measures of achievement, and to what extent have they been achieved?

Projected	Actual Achievement
<p>Economic and Social Benefits (including who is to benefit)</p> <p>Enhanced efficiency at Dar es Salaam port</p> <p>Use by oil industry of larger tankers at decreased oil transportation rates</p> <p>Continuity of supply of petroleum products to Zambian and Tanzanian consumers</p> <p><u>NB</u> none of these were quantified</p>	<p>The project has contributed towards increased efficiency at the port.</p> <p>85 - 100,000 tonne tankers can be used instead of the 18-20,000 tonne tankers before.</p> <p>Flexibility, reliability, security, and economy of crude supply has improved.</p> <p>(information supplied by Managing Director, TIPER by telex 24/4/80)</p>

9.5 What key assumptions were made in projecting benefits? Have these assumptions been proved correct?

Planning Assumptions	Actual Experience
6% pa growth in Tanzanian crude oil consumption to 1980	Crude oil consumption in Tanzania fell from 727,000 liquid tonnes in 1975 to 560,000 tonnes in 1979, as a result of the increase in oil prices during the 1970's which were not foreseen when the project was prepared. Zambia's oil consumption over the same period fell from : 839,000 liquid tonnes to 695,000 liquid tonnes.
Successful operation of facilities	Facilities operating successfully
Completion and operation of the Ndola refinery, Zambia.	

PROJECT STATUS REVIEW FORM

SECTION I. Summary

1.1 Project Title : Liberia-Sierra Leone Link Road :  
Mano River Bridge and approach roads.

Location : Liberia, Sierra Leone

Executing Agency of Host Government :  
Mano River Union

Project Description (Summary) :

The project with which the USAID-funded study was concerned was for the construction of a bridge across the Mano River, which forms the border of Liberia and Sierra Leone, and approach roads on either side of the Bridge. The project forms part of the programme undertaken by the two countries to link their economies more closely, which has resulted in the establishment of the Mano River Union.

In 1980 the ADB Group, together with other donors, intends to finance the construction of 184 km of the road between Monrovia and Freetown, incorporating the Mano River bridge.

Sector :

Agriculture	<input type="checkbox"/>
Transport	<input checked="" type="checkbox"/>
Public Utilities	<input type="checkbox"/>
Health	<input type="checkbox"/>

1.2 Summary of USAID Grant Funded Pre-Investment Study

Date of Contract	R/S*	Type of Study	Contractor	Cost \$	Status
6/71	R	Final Engineering Design and Bid Documents	Lyons Associates	123,829	Complete 9/73

\*R = "Regular grant"; S = "Sahelian grant"

1.3 Summary of ADB Group Subsequent Investment

ADB/ADF/NTF	Date Approved	Amount UA/FUA	Other Sources	Purpose of ADB/Group Loans
ADB	9/73	UA 1.3m	Governments of Liberia and Sierra Leone	Foreign exchange costs of the project.
ADB	3/75	UA 0.6m		Supplementary loan to cover foreign exchange gap.

Status of Project at 31/3/80 : Bridge and access roads complete. Just over UA 92,000 remains of the loans, which it is planned to use for the construction of customs facilities. It is intended to finance the construction of 184 km of the Freetown-Monrovia Road at the end of 1980.

SECTION 2 : CONCLUSIONS AND RECOMMENDATIONS OF CONSULTANT TO ADB/USAID  
JOINT EVALUATION

1. Conclusion

- 1.1. The implementation of this project seems to have gone fairly smoothly, with only minor delays (eg. obtaining loan effectiveness)
- 1.2. No economic feasibility study was undertaken, although as the design study was being completed, the Bank paid for a short, academic assessment of the economic impact of the bridge project. This study was not adequate for project planning or evaluation purposes.
- 1.3. It appears that the Bank was not satisfied with the services provided by the American consultants, although it did not record the reasons for its dissatisfaction.
- 1.4. Overall, the project will not have a significant impact on the economic development of the two countries until (a) economic complementarity is achieved, (b) the road between Freetown and Monrovia is improved as is planned for the early 1980's. On its own, the impact of the bridge is small.

2. Recommendations

- 2.1. Economic feasibility studies should be carried out for all projects. In this way, the interdependency of the bridge and roads projects would be established.

SECTION 3. PROJECT HISTORY : KEY DATES

3.1 Pre-Investment Stage			
	Date		Date
Protocol agreement to establish link	/70		
Application to ADB	8/70		
ADB requests USAID grant assistance	n.a.		
USAID agrees in principle	n.a.		
TOR agreed	n.a.		
Contract for study signed	6/71		
Final Report Phase B	9/73		

3.2 Lending Stage			
	Date		Date
ADB Appraisal Mission	5/73		
ADB Appraisal Report	6/73		
Loan Approved	9/73		
Loan Signed	12/73		
Supplementary Loan Approved	3/75		
Supplementary Loan Signed	5/75		

3.3 Investment/Implementation			
Loan Administration	Date	Physical Progress	Date
First Disbursement	2/75	Contracts signed for supervision construction	12/74
Last Disbursement	10/75		
First Disbursement (Supplementary loan)	10/75	Bridge officially opened	2/76
Final Disbursement (forecast)	12/80		

#### 3.4 Comments on Project History

1. This project was carried out relatively rapidly with no major delays. It should be noted that there was no economic and technical feasibility study, which means that effectively one - and a most important - project stage was omitted from the cycle.
2. The period of 8 months between the request of the two governments to ADB for assistance and the signing of the contract with Lyons Associates for the final design study is relatively short.
3. The delay of one year between loan signature and the signing of contracts for construction and supervision was because of delays in the two governments satisfying the loan conditions.
4. It appears that there were no delays during implementation.

SECTION 4 : USAID FINANCED STUDY TO PREPARE T.O.R.

4.1 Has USAID financed a study to prepare Terms of Reference for a Pre-Investment Study?

Yes   
No

If Yes, give details :

Contract Date	Contractor	Cost \$	Status
	Not applicable		

4.2 What kind of Study are the Terms of Reference for?

Not applicable

4.3 Summary of follow up action to the T.O.R. Study

Not applicable

**SECTION 5 : USAID PRE-INVESTMENT STUDY**

5.1

Type of Study (studies)	Contract Date	ADB N°.	Contractor	Cost \$	Status
Economic feasibility <input type="checkbox"/>	6/71	2	Lyons Associates	123,829	Complete 9/73
Engineering feasibility <input checked="" type="checkbox"/>					
Preliminary engineering design <input type="checkbox"/>					
Detailed final engineering design and preparation of bid documents <input checked="" type="checkbox"/>					
Others (specify) <input type="checkbox"/>					

N.B. More than one box may be checked :

5.2

Purpose of Study (studies)/Main Points of T.O.R. :

Part A: Technical Feasibility Study: Field Investigations, Selection of Mano bridge site, Least cost identification, Preliminary designs and cost analyses to  $\pm$  20%, Technical feasibility report.

Part B: Construction plans, Specifications, Bid Documents and Estimates.

Part C: Tender, Letting and Award of construction contract.

Principal requirement related to the Mano Bridge, on least cost basis.

5.3

Reports (for each study)				
Date	Title	N°. of Volumes	Availability	
			ADB Lib.Ref.	Other
5/72	Technical Feasibility Report, Liberia-Sierra Leone Road Link	1	Liberia Sierra Leone	
1/73	Draft Final Report Phase B	1		
10/73	Final Report Phase B	2	Liberia Sierra Leone	USAID

5.4 Summary of Main Findings and Recommendations :

Design prepared was for a 580 feet long dual lane bridge of welded steel and concrete, and for two lane gravel roads either side of the bridge structure.

5.5 Implementation of the Study : Planned and Actual

Stages as per Contract	Contract Schedule	Dates	
		Implied by Contract	Actual
Contract signed			6/71
L/Commitment opened			8/71
Technical feasibility			
Phase A : Draft		11/71	
Phase B begin			9/72
Draft Final Report Phase B		12/72	2/73
ADB Comments		8/73	8/73
Final		9/73	9/73

5.6 Reasons for Variances between Dates Implied by Contract and Actual Dates

In July 1973, Lyons Associates were ruled out of consideration for the Tubman Bridge-Bomi Hills project because, according to ADB, their performance on the Sierra Leone-Liberia Road project was "not very satisfactory". Details of the reasons for dissatisfaction were conveyed verbally to USAID/REDSO, but were not recorded.

5.7 If USAID Pre-Investment Study Completed :

(a) Has there been any subsequent ADB Group Investment<sup>x</sup> in the Project?

Yes   
No

(b) Has there been any subsequent investment<sup>x</sup> in the Project by other agencies?

Yes   
No

Note : <sup>x</sup> Investment includes investment in further studies

5.8 If the answer to (a) or (b) above in Yes, move on to Section 5 below :

5.9 If the answer to (a) or (b) above is No, outline what further action, if any, has followed the USAID Pre-Investment Study, with reasons :

Not applicable

**SECTION 6 : OTHER PRE-IMPLEMENTATION STUDIES**

6.1	Type of Study	Date	Contractor	Funding Agency	Cost	Status
	Economic Study (not a feasibility study)	4/73	Prof. W.R. Stanley	ADB	\$10,000	Complete

(Include any studies funded by ADB Group)

6.2	Reports			
Date	Titles	N° of Vols	Availability	
/73	An Economic Study of a proposed Sierra Leone-Liberia Highway link - the Mano River Bridge	1	ADB	

6.3 Summary of Main Findings and Recommendations :

The purpose of the Study was to provide base data for monitoring the evolution of economic relations between Liberia and Sierra Leone.

The report found:

- (a) Little existing international traffic waiting for diversion to Mano River Bridge
- (b) Basic data insufficient for estimating road user savings
- (c) Basic data on movements of agricultural produce poor, but 1973 cross border trade very small
- (d) The best way to monitor the effect of the bridge would be to monitor the socio-economic development of Lebanese traders.

This report is of no assistance in monitoring the impact of the bridge.



7.3 Relationship to Other Projects

- (a) The Development of the Mano River Union, which has as its objectives to encourage closer economic co-operation between the two countries by harmonising tariffs, removing institutional hindrances to trade, encouraging the development of complementary rather than competing industries.
- (b) The Bomi-Hills-Tubman Bridge project includes a section of the Monrovia-Freetown link, from Kle to Tubman Bridge in Monrovia.
- (c) Rural Development Projects in the Mano River Basin.

7.4 Significant Differences in Project Formulation or Justification between Consultant Report and Appraisal Report

The Lyons Associates Study was an engineering study only. The Appraisal Report did not amend the design.

The Appraisal Report contains the following key points concerning the economic justification of the project.

NPV at 10% = UA 285,000 over 15 years.

Traffic Growth

By 1975, when the bridge is opened, an estimated 50-60 vehicles/day would use the bridge, including diverted traffic. Thereafter, growth of 8% p.a. for the first 5 years, declining to 5% by the tenth year.

Liberian-Sierra Leone Trade

Mutual trade currently minimal, but could expand to 5% of total foreign trade of both countries (UN report 2/73)

Greater access to markets for Liberian producers/consumers in the zone of influence.

Transport costs of bulk items (cement, petroleum products etc.) will be reduced on the Sierra Leone side of the border if they are imported through Monrovia rather than Freetown.

Prime justification is greater economic and social co-operation between the two countries.

7.5

Sources of Funding :				
Agency	Approval Date	Signed	Amount FUA/UA (M)	Purpose of Loan
<u>ADB Group (specify)</u>				
ADB	9/73	12/73	UA 1.3m	Foreign exchange costs of project
ADB	3/75	5/75	UA 0.6m	To cover increase in foreign exchange costs of the project
<u>Other (incl. Host Govt.)</u>				
Govts. of Sierra Leone and Liberia			UA 0.3m	
Total Estimated Cost			UA 2.2m	

7.6

Terms of ADB Group Loans	
Rate of interest	= 6% p.a.
Statutory commission	= 1% p.a.
Commitment charge	= 0.75% p.a. on the undisbursed portion of the loan commencing 90 days from the signature of the loan agreement
Repayment period	= 15 years plus a 3 year grace period

## 7.7 Statement of Loan(s) at 31/12/79

FUA/UA

Loan Date	Loan Amount	Disbursed	Not Disbursed	Cancelled	Repayments	Still Outstanding
12/73	UA 1.3m	1.3m	-	-	239,011	1,060,989
5/73	UA 0.6m	507,723	92,277*	-	50,773	456,950

\* The undisbursed amount is being retained for the construction of customs facilities at the bridge.

SECTION 8 : IMPLEMENTATION OF PROJECT

8.1 Physical Progress, Planned and Actual

Major Project Stages	Completion Dates			Actual/ Latest Est.
	Planned			
	USAID Study	Appraisal Rpt	Contract	
Construction bridge and approach roads	not established	not specified	not established	2/76

8.2 Project Costs, Planned and Actual

Major Project Stages	Estimated			Actual/ Latest Est.
	USAID Study	Appraisal Rpt	Revised 1975	
Construction of bridge	not established	0.785m	(UA) 1.481m	)
Approach roads		0.690m	0.799m	) 2.072m
Supervision		0.073m	0.117m	0.117m

8.3 Disbursement Record (for each ADB Group loan)

	1	2	3	4	5
	Quarter/ Year of First Dis- bursement	Cumula- tive dis- bursement at 31/12/79	% of Total Loan	Completion Date of Project	Date of Final Disburse- ment
<p><u>Loan 1. Title and Purpose</u> : Mano River Bridge and Access Roads  <u>Agency</u> : ADB  <u>Amount</u> : UA 1.3m  <u>Signed</u> : 12/73</p>					
	1	2	3	4	5
1. As per Appraisal Report	-	-	-	-	-
2. Revised	-	-	-	-	-
3. Actual/Latest forecast	1st/75	1.3m	100%	2/76	10/75
<p><u>Loan 2. Title and Purpose</u> : Supplementary loan to the above  <u>Agency</u> : ADB  <u>Amount</u> : UA 0.6m  <u>Signed</u> : 5/75</p>					
	1	2	3	4	5
Board Paper	-	-	-	-	-
Actual/Latest Forecast	4th/75	507,723	85%	12/80	12/80
<p><u>Loan 3. Title and Purpose</u> : Not applicable  <u>Agency</u> :  <u>Amount</u> :  <u>Signed</u> :</p>					
	1	2	3	4	5

8.4

Comments on Implementation Progress

1. Implementation appears to have proceeded smoothly, according to the ADB Post Evaluation Unit.
2. The two Governments have taken considerable time in deciding how to use the small amount of the loan left after completion of the main project.

8.5

Contractors and Sub-Contractors			
Name	Nationality	Function	Size of Contract
Allegemine Bau Union (ABU)	W. German	Construction	UA 2.072m
Lyons Associates	USA	Supervision	UA 0.117m

SECTION 9. ASSESSMENT OF ECONOMIC AND SOCIAL IMPACT OF PROJECT

SECTORAL/REGIONAL PROGRAMME GOALS

9.1 What are the sectoral or regional programme goals towards which the project is to contribute?

The development of closer social and economic links between Liberia and Sierra Leone, both of which are economically small countries with limited markets

9.2 What are the measures of achievement, planned and actual?

Planned	Actual
Establishment of Mano River Union  Increased cross-border trade between the two countries	M.R.U. established  Cross border trade has not grown significantly

9.3 What assumptions were made in support of the achievement measures? Have these assumptions been proved correct?

Planning Assumptions	Actual Experience
<p>The Mano River Union would set in motion such measures as harmonization of tariffs and other institutional trade barriers, the establishment of complementary industries to obtain economies of scale in their markets.</p>	<p>The Mano River Union has not been able to make as much progress as planned, so that the extent of development of mutual economic activities has been limited. Mutual trade is well below 5% of total foreign trade of the two countries.</p>

PROJECT PURPOSE

9.4 What were the projected benefits for the project? What are the measures of achievement, and to what extent have they been achieved?

Projected	Actual Achievement
<p>Economic and Social Benefits (including who is to benefit)</p> <p>The project purpose was to remove a perceived barrier in the transport sectors of the two countries. Beneficiaries would be:</p> <ul style="list-style-type: none"> <li>- people in the zone of influence of the bridge who would have access to new markets for their agricultural produce and would benefit from cheaper inputs imported through Monrovia rather than Freetown;</li> <li>- international long distance traffic, the distance between Monrovia and Freetown being reduced by 490 km.</li> <li>- there would be 50-60 vehicles per day when the bridge opened, increasing at 8% p.a. thereafter.</li> </ul>	<p>The bridge has not removed a barrier in the absence of the Freetown-Monrovia Road. The bridge on its own does not contribute an effective link.</p> <p>Correspondingly, the bridge has not led to an increase in agricultural productivity in the area around the bridge, by providing access to new markets.</p> <p>There is very little, if any, long distance traffic using the road.</p> <p>The ADB Post Evaluation Unit team established that traffic levels were about 20/day, ranging from 10 in the wet season to 30 in the dry.</p>

9.5 What key assumptions were made in projecting benefits? Have these assumptions been proved correct?

Planning Assumptions	Actual Experience
<p>The Liberian and Sierra Leone Governments would increase maintenance expenditures on the existing roads serving the bridge.</p> <p>There would be no constraints to people crossing the bridge.</p>	<p>The roads are not well maintained which increases the bridge's isolation. Indeed the approach roads have not been maintained and are already in a very poor state.</p> <p>Vehicles are required to pay a Leone toll when crossing the bridge. Taxis and buses are not prepared to do this. Accordingly, transport conveys passengers to the bridge, who then cross on foot, to be picked up by transport on the other side.</p> <p>Currently, because of certain difficulties between Sierra Leone and Liberia, there are frequent checkpoints on the Sierra Leone road, which discourage traffic.</p>

PROJECT STATUS REVIEW FORM

SECTION I. Summary

1.1 **Project Title :** Bridges over the Kwango, Wamba, Bombo, and Lufimi Rivers

**Location :** Zaire

**Executing Agency of Host Government :** Direction de l'Office des Routes

**Sector :**

Agriculture	<input type="checkbox"/>
Transport	<input checked="" type="checkbox"/>
Public Utilities	<input type="checkbox"/>
Health	<input type="checkbox"/>

**Project Description (Summary) :**

The project is for the construction of two new bridges over the Kwango and Wamba Rivers, 180 km and 240 km respectively east of Kinshasa, and for the replacement of two Bailey bridges over the Bombo and Lufimi Rivers, 100 km and 140 km respectively east of Kinshasa. All the bridges are on the important East - West axis between Kinshasa - Kenge - Kikwit. Before the construction of the bridges over the Kwango and Wamba rivers, crossing was by means of ferry, which were subject to breakdown. The lack of a permanent crossing meant vehicle delays, and deterioration in supplies of produce from the Bandundu region to markets. The Kinshasa - Kenge - Kikwit road is part of the Trans-Zairean route from Kinshasa to Luluabourg and Lumumbashi. It is the main route to the interior from the port of Matadi.

1.2 Summary of USAID Grant Funded Pre-Investment Study

Date of Contract	R/S*	Type of Study	Contractor	Cost \$	Status
12/71	R	Final engineering Design and Preparation of Bid Documents	International Engineering Co. Inc. (IECO)	165,095	Complete 6/73

\*R = "Regular grant"; S = "Sahelian grant"

1.3 Summary of ADB Group Subsequent Investment

ADB/ADF/NTF	Date Approved	Amount UA/FUA	Other Sources	Purpose of ADB/Group Loans
ADB	3/73	UA 2.5 m	Government of Zaire	Foreign exchange costs of the project
ADB	3/76	UA 1.0 m		Supplementary

Status of Project at 31/3/80 :

The project bridges were handed over in November 1977. There is a small balance left of the loan which the Office des Routes wishes to use for access roads.

SECTION 2 : CONCLUSIONS AND RECOMMENDATIONS OF CONSULTANT TO ADB/USAID  
JOINT EVALUATION

General

This was an important project to remove a series of severe bottlenecks on one of Zaire's most important roads. The project was completed in good time (five years from ADB's first involvement to completion of the four bridges), and Office des Routes, Zaire, wishes to use the good experience gained for future bridge projects financed by ADB.

Recommendations

1. The work of consultants needs to be carefully supervised, both by the responsible agency in the host government, in this case Office des Routes, and by ADB. In this way difficulties may be identified and resolved more easily.
2. ADB Project Officers should review consultant studies on the ground as well as in the office. This will increase demands placed upon Project Officers' time, but it is probably required for efficient project preparation and saves time in the long run.
3. The Bank should continue in its efforts to reduce to a minimum the time taken for loan conditions to be met.

SECTION 3. PROJECT HISTORY : KEY DATES

3.1 Pre-Investment Stage

	Date		Date
Project identified			
Energo Projekt designs prepared	/70	Final Report submitted	12/72
IECO review of these Plans	9/70	Final Bid Documents submitted	6/73
ADB reconnaissance mission	4/71		
ADB request to USAID to fund study	8/71		
USAID agreement in principle	9/71		
T.O.R. agreed	9/71		
Contract for study signed	12/71		
Reconnaissance Report submitted	6/72		

3.2 Lending Stage

	Date		Date
ADB Appraisal Mission	12/72	ADB approves supplementary loan	3/76
ADB Appraisal Report		Supplementary loan agreement signed	5/76
ADB approve loan	3/73		
Signature of loan agreement	4/73		

3.3 Investment/Implementation

Loan Administration	Date	Physical Progress	Date
<u>Original loan</u>			
First disbursement	10/74	Contract for supervision signed	3/74
Final disbursement	12/76	Contract for construction signed	1/74
		Completion of contracts	11/77
<u>Supplementary loan</u>			
First disbursement	12/76	Improvement to access roads with	
Final disbursement	12/79	balance of loan .	
		Completion of work	c.3/80

#### 3.4 Comments on Project History

1. Period between ADB requesting grant funds to pay for the final design study and the contract being approved with IECO was only 5 months. This was possible because IECO had already carried out a preliminary review of the problem, and it was decided to avoid tendering the study through the Commerce Business Daily.
2. Although the final report and bid documents were delayed (see paragraph 5.6. for reasons), ADB proceeded with appraisal so there was no delay in approving the loan. The Zaire Government was pressing hard.
3. There was a period of twelve months between the loan being signed (which occurred only 1 month after ADB approved the loan) and work commencing. This was because of delays in the Government meeting the loan conditions.
4. Despite considerable problems for the contractor in obtaining payment, work was completed ahead of schedule.
5. From the first involvement of ADB in April 1971 to completion of physical work in 1976 took 5 years. This is relatively fast.

SECTION 4 : USAID FINANCED STUDY TO PREPARE T.O.R.

4.1 Has USAID financed a study to prepare Terms of Reference for a Pre-Investment Study?

Yes   
No

If Yes, give details :

Contract Date	Contractor	Cost \$	Status
	Not applicable		

4.2 What kind of Study are the Terms of Reference for?

Not applicable

4.3 Summary of follow up action to the T.O.R. Study

Not applicable

5.3

Reports (for each study)				
Date	Title	N°. of Volumes	Availability	
			ADB Lib.Ref.	Other
6/72	Reconnaissance Report	1	Zaire	
6/73	Final Bid Documents		Zaire	

5.4

Summary of Main Findings and Recommendations :

Reconnaissance study :

1. Bridges should be 9.8 M wide to accommodate two lanes of highway traffic with two pedestrian paths.
2. Report recommended type of structures, extent of required further technical studies prior to final design.
3. Revised alignment to Kwango Bridge to avoid marshy area.
4. Established location of borrow pits and quarry sites.
5. Recommended replacement of Bailey Bridges on Bombo and Lufimi Rivers as part of the project.

Final Design

This part of the study proceeded to final detailed design on the basis of the recommendations in the reconnaissance study.

5.3

Reports (for each study)				
Date	Title	N°. of Volumes	Availability	
			ADB Lib.Ref.	Other
6/72	Reconnaissance Report	1	Zaire	
6/73	Final Bid Documents		Zaire	

5.4

Summary of Main Findings and Recommendations :

Reconnaissance study :

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Final Design

This part of the study proceeded to final detailed design on the basis of the recommendations in the reconnaissance study.

## 5.5 Implementation of the Study : Planned and Actual

Stages as per Contract	Contract Schedule	Dates	
		Implied by Contract	Actual
Letter of Credit opened	M		4/72
Commencement of work	M + 1	5/72	
Reconnaissance Report	M + 2	6/72	6/72
Prequalification Documents	M + 3	7/72	7/72
Approval of Recommendations	A	-	6/72
Progress Report 1	A + 1	7/72	8/72
" " 2	A + 2	8/72	8/72
" " 3	A + 3	9/72	9/72
Draft IFB and detailed cost estimate	A + 4	10/72	1/73
Approval of Draft IFB	B		
Final IFB and Confidential Report	B + 1		8/73

## 5.6 Reasons for Variances between Dates Implied by Contract and Actual Dates

The study kept to schedule until the Draft IFB were presented in January 1973. ADB found them unacceptable, as did the Government of Zaire. It took until August 1973 to resolve the difficulties. ADB commented that it was not satisfied with the performance of IECO on this contract (February 1973). When the project was implemented, several problems were identified. (see para 8.4 below). In the subsequent discussion between the Bank and the Zaire authorities, the need for improved supervision of consultants both by the Bank and the Office des Routes was considered at length.

5.7 If USAID Pre-Investment Study Completed :

(a) Has there been any subsequent ADB Group Investment<sup>x</sup> in the Project?

Yes   
No

(b) Has there been any subsequent investment<sup>x</sup> in the Project by other agencies?

Yes   
No

Note : <sup>x</sup> Investment includes investment in further studies

5.8 If the answer to (a) or (b) above in Yes, move on to Section 5 below :

5.9 If the answer to (a) or (b) above is No, outline what further action, if any, has followed the USAID Pre-Investment Study, with reasons :

Not applicable

5

**SECTION 6 : OTHER PRE-IMPLEMENTATION STUDIES**

6.1

Type of Study	Date	Contractor	Funding Agency	Cost	Status
1. Detailed engineering design	1970	ENERGO PROJEKT	USAID	not known	complete
2. Review of ENERGO PROJEKT design	9/70	IECO	USAID	not known	complete
3. Recommendations for tender preparations	/71	Mr. Catella, ADB Operations Department	ADB	-	complete

(Include any studies funded by ADB Group)

6.2

Reports			
Date	Titles	N° of Vols	Availability
	ENERGO PROJEKT IECO review of ENERGO PROJEKT " Report on Technical and Administrative Recommendations for the Preparation of the Tender, and Comments on the studies being carried out " by B. Catello, ADB	1	USAID File

6.3

**Summary of Main Findings and Recommendations :**

1. The Catella Report following the ADB mission of 4/71 recommended redesign of the bridges as the ENERGO PROJEKT work was inadequate. The recommended contract periods were 30 months for the Kwango Bridge, 20 - 22 for the Wamba Bridge.

SECTION 7 : LENDING BY ADB GROUP AND OTHER AGENCIES

7.1

Appraisal by ADB Group			
Date of Appraisal Missions	ADB Officers involved	Date of Appraisal Report	Appraisal Report Reference
12/72	Mr. Crosthwaite Mr. Okamba Mr. Catella	not known	not known

7.2

Description of Project Appraised :

No copy of the appraisal is available in ADB archives. The Annual Report for 1972 contains the following description :-

This project will contribute towards the financing of four, two-lane bridges, thus providing a reliable link between Kenge and the Kikwit region. The Kinshasa - Kenge - Kikwit road is the first stage of the trans-Zaire route which will run from Kinshasa to Luluabourg and Lumumbashi. With the completion of the Kenge - Kikwit road, Zaire will have 700 km of asphalt road in a single stretch without any ferry crossings starting from the port of Matadi, the economic gateway to Zaire. ADB financing will cover all the foreign exchange costs, i.e. 69 % of the total project cost (U.A. 3.6 million).

7.3

Relationship to Other Projects

The project is related to several projects for the improvement and rehabilitation of Zaire's main highway network, including :-

1. Construction of 230 km of paved road between Kenge and Kikwit, financed by EDF.
2. Construction of the continuation of this road from Kikwit to Mbuji-Mayi , a distance of 704 km.

7.4

Significant Differences in Project Formulation or Justification between Consultant Report and Appraisal Report

None

7.5

Sources of Funding :				
Agency	Approval Date	Signed	Amount FUA/UA (M)	Purpose of Loan
<u>ADB Group (specify)</u>				
ADB	3/73	4/73	2.5	to cover foreign exchange costs
ADB	3/76	5/76	1.0	supplementary
<u>Other (incl. Host Govt.)</u>				
Government of Zaire				
Total Estimated Cost				

7.6

Terms of ADB Group Loans	
Interest rate	6% per annum
Statutory commission	1% per annum
Commitment charge	0.75% on undisbursed balance
Repayment period	17 years following a 3-year grace period

## 7.7 Statement of Loan(s) at 31/12/79

XXX/UA

Loan Date	Loan Amount	Disbursed	Not Disbursed	Cancelled	Repayments	Still Outstanding
4/73	2,500,000	2,500,000	-	-	450,839	2,049,161
5/76	1,000,000	816,656	183,344	-	148,332	851,668

The U.A. 183,344 was retained to carry out improvements to the access roads to the bridges.

SECTION 8 : IMPLEMENTATION OF PROJECT

8.1

Physical Progress, Planned and Actual				
Major Project Stages	Completion Dates			
	Planned			Actual/ Latest Est.
	USAID Study	Appraisal Rpt	Contract	
Kwango Bridge	not available	not available	) ) ) ) ) June '76	1/76
Wamba Bridge				4/76
Lufimi Bridge				5/76
Bombo Bridge				/76

8.2

Project Costs, Planned and Actual				
Major Project Stages	Estimated			Actual/ Latest Est.
	USAID Study	Appraisal Rpt	Contract	
Kwango Bridge	not available	not available		
Wamba Bridge				
Lufimi Bridge				
Bombo Bridge				

8.3 Disbursement Record (for each ADB Group loan)

	1	2	3	4	5
	Quarter/ Year of First Dis- bursement	Cumula- tive dis- bursement at 31/12/79	% of Total Loan	Completion Date of Project	Date of Final Disburse- ment
<p><u>Loan 1. Title and Purpose</u> : Kwango, Wamba, Bombo, Lufimi River Bridges</p> <p style="text-align: right;"><u>Agency</u> : ADB <u>Amount</u> : U.A. 2.5 m <u>Signed</u> : 4/73</p>					
	1	2	3	4	5
1. As per Appraisal Report	-	-	-	-	-
2. Revised	-	-	-	-	-
3. Actual/Latest forecast	4th/74	2,500,000	100%	1976	12/76
<p><u>Loan 2. Title and Purpose</u> :</p> <p style="text-align: center;">Supplementary</p> <p style="text-align: right;"><u>Agency</u> : ADB <u>Amount</u> : U.A. 1.0m <u>Signed</u> : 5/76</p>					
	1	2	3	4	5
Actual	4th/76	816,656	82%	1976	12/79
<p><u>Loan 3. Title and Purpose</u> : not applicable</p> <p style="text-align: right;"><u>Agency</u> : <u>Amount</u> : <u>Signed</u> :</p>					
	1	2	3	4	5

### Comments on Implementation Progress

#### 1. Delay in making the loans effective

Considerable delays were experienced in the Zaire Government's satisfying the loan conditions. Work started on the Kwango Bridge in April 1974, but ADB did not make its first disbursement until October 1974.

#### 2. Payments to the contractor

For this, and other reasons, the contractor experienced continual problems in obtaining payment. Work was stopped in December 1975 and April 1976 because of non-payment. ADB acted more than once to solve these problems, which were within the Zaire Government, but it proved difficult.

#### 3. Difficulties with the IECO study

The contractor experienced considerable difficulties with the IECO study, which, it appears, proved unsatisfactory in several respects :-

- a) the drawings had to be redone
- b) the foundation boring study on the Kwango Bridge, undertaken by the Public Works Laboratory under IECO supervision, was unsatisfactory. This involved the contractor in remedial work as the foundations he originally prepared according to the study were inadequate.

#### 4. Despite the difficulties encountered, the work was completed in good time.

8.5

Contractors and Sub-Contractors			
Name	Nationality	Function	Size of Contract
Auxeltra-Beton	Belgian	Construction	
Jauff	German	Supervision	

SECTION 9. ASSESSMENT OF ECONOMIC AND SOCIAL IMPACT OF PROJECT

SECTORAL/REGIONAL PROGRAMME GOALS

9.1 What are the sectoral or regional programme goals towards which the project is to contribute?

The project is intended to facilitate interregional trade and the movement of goods, agricultural produce and people between the cities of Kinshasa, Kenge and Kikwit and the Bandundu region.

9.2 What are the measures of achievement, planned and actual?

Planned	Actual										
<p>Increased movement of goods from the cities to the Bandundu region, and of agricultural produce (rice, maize, peanut, manioc, palm oil kernels) to the cities, and less productive parts of Zaire, using the route on which the bridges have been constructed.</p>	<p>As surveyed in June 1979, the following average, volumes of agricultural produce are transported to Kinshasa :-</p> <table data-bbox="731 1226 1177 1477"> <tr> <td>manioc</td> <td>246 tonnes / day</td> </tr> <tr> <td>groundnuts</td> <td>15 tonnes / day</td> </tr> <tr> <td>maize</td> <td>17 tonnes / day</td> </tr> <tr> <td>others</td> <td>16 tonnes / day</td> </tr> <tr> <td></td> <td><u>294 tonnes / day</u></td> </tr> </table> <p>See the report of the mission to Zaire for details.</p>	manioc	246 tonnes / day	groundnuts	15 tonnes / day	maize	17 tonnes / day	others	16 tonnes / day		<u>294 tonnes / day</u>
manioc	246 tonnes / day										
groundnuts	15 tonnes / day										
maize	17 tonnes / day										
others	16 tonnes / day										
	<u>294 tonnes / day</u>										

9.3 What assumptions were made in support of the achievement measures? Have these assumptions been proved correct?

Planning Assumptions	Actual Experience
<p>1. In addition to the construction of the bridges, the roads between the bridges will be maintained in good condition, and other parts of the road network will be improved.</p> <p>2. Prices for producers of agricultural produce will encourage production, and enable them to earn sufficient income to purchase goods from the cities.</p> <p>3. Feeder roads will be constructed to improve access to the trunk route Kinshasa-Kenge-Kikwit</p>	<p>The roads are in good condition and well maintained. Other road projects beyond Kenge have been completed or are in the planning stage.</p> <p>Agricultural producer prices are low, and do not encourage production.</p> <p>Feeder roads are included in integrated rural development projects. The evaluation has not been able to quantify this, or obtain data on how many kms are currently being constructed.</p>

PROJECT PURPOSE

9.4 What were the projected benefits for the project? What are the measures of achievement, and to what extent have they been achieved?

Projected	Actual Achievement
<p>Economic and Social Benefits (including who is to benefit)</p> <p>The purpose of the project is to remove the bottlenecks at the four river crossings</p> <p>Beneficiaries are :-</p> <ul style="list-style-type: none"> <li>a) the population fo the Bandundu Region which is the zone of influence of the road</li> <li>b) the people of the cities along the route</li> </ul> <p>Benefits are :-</p> <ul style="list-style-type: none"> <li>a) time savings from not having to wait for irregular ferries which were frequently broken down, and unable to cope with the volume.</li> <li>b) increased agricultural incomes from improved access to markets.</li> </ul>	<p>The Bandundu Region is a key source of food supplies to Kinshasa. It is a densely populated agricultural area. The people of the region, and those of towns and cities such as Kinshasa, Kenge, Kikwit, Idiofa, have all benefitted considerably from the improved communications and access.</p> <p>The journey from Kikwit to Kinshasa now takes 8 hours, before it took a week or more because of the problems with the ferries.</p> <p>No information obtained, other than on the volume of produce moving to Kinshasa.</p>

9.5 What key assumptions were made in projecting benefits? Have these assumptions been proved correct?

Planning Assumptions	Actual Experience
<p>1. The bridges are maintained and remain open all the year round</p>	<p>The bridges are in good condition</p> <p>Average Daily Traffic June 1979 = 230 vehicles</p>

PROJECT STATUS REVIEW FORM

SECTION I. Summary

1.1 Project Title : Accra - Abidjan Highway

Location : Ghana, Ivory Coast

Executing Agency of Host Government : Ghana: Ministry of Works and Housing, Ghana Highway Authority ; Ivory Coast: Ministère des Travaux Publics et des Transports.

Project Description (Summary) : The construction to bitumen standard of a two lane highway between Aboisso and Noé in Ivory Coast (68 km) and between Elubo and Mpataba in Ghana (38 km), together with the construction of an international bridge on the Tano River. This project forms part of the West African coastal highway, which is a continuation of the TransAfrican Highway. Simultaneously, EDF, which is a joint donor in the above project, is solely financing the construction of the road from Mpataba to Axim in Ghana, which was included in the Wilbur Smith feasibility study.

Sector :

Agriculture	<input type="checkbox"/>
Transport	<input checked="" type="checkbox"/>
Public Utilities	<input type="checkbox"/>
Health	<input type="checkbox"/>

1.2 Summary of USAID Grant Funded Pre-Investment Study

Date of Contract	R/S <sup>x</sup>	Type of Study	Contractor	Cost \$	Status
2/72	R	Economic and technical feasibility	Wilbur Smith	130,616	Complete 8/73
10/74	R	Final engineering and Bid Documents	Louis Berger	650,736	Complete 3/77

<sup>x</sup>R = "Regular grant"; S = "Sahelian grant"

1.3 Summary of ADB Group Subsequent Investment

ADB/ADF/NTF	Date Approved	Amount UA/FCA	Other Sources	Purpose of ADB/Group Loans
ADB	1/78	UA 10.0m	EDF, Governments of Ivory Coast and Ghana	Foreign exchange costs of Bridge construction (70% of T.E.C.) and part of the foreign exchange costs of the sections of road in each country.
NTF	1/78	UA 6.3m		

Status of Project at 31/3/80 : The Tano River Bridge is well advanced and will be spanned shortly. Contractors have been prequalified for the Elubo - Mpataba section, with start date for construction forecast as early 1981. Tenders for the construction of the Aboisso - Noé section are due to be opened in May 1980, with construction to start September - October 1980.

SECTION 2 : CONCLUSIONS AND RECOMMENDATIONS OF CONSULTANT TO ADB/USAID  
JOINT EVALUATION

1. Conclusion

- 1.1. The gestation period of this project has been very long with 9 years passing from the time that USAID agreed to fund the first study to the first contracts for construction work being signed. Paragraph 3.4. of this report comments on the delays at each stage, and Paragraph 8.4. explains the delays in implementation.
- 1.2. This is a large, multi-national project, with more than one donor. It is likely therefore, to experience delays. However, it seems less than satisfactory that the final design work should have to be redone, and that the alignments should have kept changing throughout the period. Changes in alignment are a function of time delays in implementing what has been agreed.
- 1.3. There are some indications that the feasibility study by Wilbur Smith and Associates was not sufficiently detailed in its work on the ground. This may have been a function of the relatively low cost of the study. Only limited funds were available and the Bank was not able to negotiate a satisfactory price with the first choice of consultant.

2. Recommendations

- 2.1. The work of consultants should be closely supervised by the executing agency in the host government, and by ADB in order to minimise subsequent changes to study results.
- 2.2. With complex projects through difficult terrain, care should be taken to ensure that adequate funds are available to enable the initial studies to be carried out in sufficient detail.
- 2.3. The Bank should do all it can by persuasion to prevent frequent changes for reasons other than technical to alignments that have already been agreed by all parties concerned.
- 2.4. ADB should regularly revise disbursement schedules.
- 2.5. Delays between feasibility study and final engineering should be minimised by programming the latter study to follow as soon as possible after the former. Delays in implementing projects once studies are completed should also be minimised in order to avoid changes of mind on the part of the recipients.

## SECTION 3. PROJECT HISTORY : KEY DATES

## 3.1 Pre-Investment Stage

	Date		Date
Date of Project identification	/67	ADB request to USAID for final design	10/73
URS Corp. feasibility study	/68	USAID agrees in principle	12/73
Request of Governments to ADB	/70	TOR agreed	1/74
USAID agrees in principle to fund study	12/70	Contract for final design	10/74
ADB Ghana/Ivory Coast/accord on study	10/71	Final design complete	12/76
TOR for feasibility study agreed	2/72	Submission of final Bid Documents	3/77
Final report submitted	8/73		

## 3.2 Lending Stage

	Date		Date
Appraisal Mission	11 - 12/77		
ADB Appraisal Report	1/78		
Loan Approval	1/78		
Signature of Loan Agreement	1/79		

## 3.3 Investment/Implementation

Loan Administration	Date	Physical Progress	Date
a) First Disbursement Tano Bridge	9/79	<u>Tano Bridge</u>	
Final Disbursement Tano Bridge (forecast)	6/82	Contract for supervision signed	2/79
		Contract for construction signed	2/79
b) First Disbursement Aboisso-Noé	-	Completion date (forecast)	2/81
Final Disbursement Aboisso-Noé (forecast)	6/82	<u>Aboisso-Noé Section</u>	
c) First Disbursement Elubo-Mpataba	-	Contract for supervision signed	-
Final Disbursement Elubo-Mpataba (forecast)	6/82	Contract for construction signed	-
		Completion date (forecast)	1983
		<u>Elubo-Mpataba Section</u>	
		Contract for supervision signed	-
		Contract for construction signed	-
		Completion date (forecast)	1983

### 3.4 Comments on Project History

1. This project has proceeded slowly through all stages. ADB file starts in 1967 with a request from the Ghanaian authorities for ADB to consider a loan for a link road project, which led to the URS Corporation feasibility study in 1968.
2. Following this study there was a series of meetings culminating in the request in 1970 to ADB to finance a further, more detailed preliminary engineering design.
3. There was a delay of almost a year between agreeing the terms of reference for the study in March 1971 and signing the contract with Wilbur Smith Associates in February 1972. This was because :-
  - a) the CBD announcement for prequalification did not appear until May 1971, with a short list being agreed in September ;
  - b) after technical proposals were received, ADB could not negotiate an acceptable price with the first ranked firm, Commonwealth Transport Corporation, so opened negotiations with the second firm, Wilbur Smith.
4. Similarly, after the Wilbur Smith study was received, and it was decided to proceed to final engineering, ADB was unable to negotiate an acceptable price with Wilbur Smith, so had to obtain proposals from 7 other prequalified American firms. Hence the 9 month delay between agreeing T.O.R. and signing the contract with Louis Berger.
5. The implementation stage of the project has been slow, primarily because of :-
  - a) both Ivory Coast and Ghana Governments deciding to change alignments and to almost completely redesign the road, making Louis Berger's study redundant (for reasons see 8.4.)
  - b) problems of co-ordinating a large international, multi-donor project.
6. The official ADB forecasts of disbursements provided to the evaluation have the forecast first disbursement for Ghana and Ivory Coast road sections as June 1979. To date (May 1980) no disbursements have been made. Similarly, the official ADB forecast final disbursement dates of June 1982 are not realistic, as the latest estimate of completion for both sections of road is 1983 at the earliest.

SECTION 4 : USAID FINANCED STUDY TO PREPARE T.O.R.

4.1 Has USAID financed a study to prepare Terms of Reference for a Pre-Investment Study?

Yes   
No

If Yes, give details :

Contract Date	Contractor	Cost \$	Status
	Not applicable		

4.2 What kind of Study are the Terms of Reference for?

Not applicable

4.3 Summary of follow up action to the T.O.R. Study

Not applicable

**SECTION 5 : USAID PRE-INVESTMENT STUDY**

5

Type of Study (studies)	Contract Date	ADB N°.	Contractor	Cost \$	Status
Economic feasibility <input checked="" type="checkbox"/>	)				
Engineering feasibility <input checked="" type="checkbox"/>	) 2/72	5	Wilbur Smith Assoc.	130,616	Complete 8/73
Preliminary engineering design <input checked="" type="checkbox"/>	)				
Detailed final engineering design and preparation of bid documents <input checked="" type="checkbox"/>	) 10/77	16	Louis Berger Int.	605,736	Complete 3/77
Others (specify) <input type="checkbox"/>					

N.B. More than one box may be checked :

Purpose of Study (studies)/Main Points of T.O.R. :

1) Economic and Technical feasibility study by W. Smith

Review and update URS Systems Corpn. economic/technical feasibility study of 1968/70. Evaluate 4 alternative alignments and recommend one solution. Evaluation of alternative alignments to include full comparative economic and technical feasibility, with preliminary engineering design for all four alternatives, and cost estimates to + 20 %.

2) Detailed Engineering Design and Prep. of Bid Documents by Louis Berger

- provide final engineering and Bid documents for the portion of highway between Aboisso (I.C.) and Mpataba (Ghana)
- provide final engineering for the improvement of the portion of road between Mossou and Bonoua (14 km) in Ivory Coast.

These were for the alignment selected after the W. Smith study, including the Tano River bridge.

After preliminary study, Louis Berger T.O.R. changed to allow selection of the alternative alignments.

5.3

Reports (for each study)				
Date	Title	N°. of Volumes	Availability	
			ADB Lib.Ref.	Other
8/73	Final Report : Economic and Technical feasibility study (Wilbur Smith)	1	Côte d'Ivoire : Ghana	USAID Library
3/77	Final Design and Bid Documents, (Louis Berger)	several	Côte d'Ivoire Ghana	

5.4

<u>Summary of Main Findings and Recommendations :</u>						
1) <u>Economic and Technical feasibility study</u>						
Report recommended Aboisso-Mpataba alignment with bridge across River Tano, to be improved to bitumen standard. Also recommended further portions of road from Mpataba - Aviabo - Nkrofro - Abra - Agona.						
<u>Economic justification:</u> for full project						
		<u>B/C at 12%</u>	<u>NPV at 12 %</u>	<u>IRR%</u>		
a)	Road User and maintenance savings and Agricultural benefits	1.55	\$ 8.957 m	16.7		
b)	As above, with tourism, clinker and limestone benefits at Nauli Ghana after 1985	1.61	\$ 9.940 m	17.1		
(Life of project : 3 years construction and 25 years economic life)						
<u>Recommended Programme and Capital cost</u>				Capital cost 1972 \$'000		
<u>Improvement</u>	<u>Construction Period</u>	<u>IRR*</u>	<u>I.C.</u>	<u>Ghana</u>	<u>Total</u>	
Aboisso-Mpataba	early '75 - early '76	18.0	8,456	1,791	10,247	
Mpataba-Nkrofro	end '75 - late '76	20.2		1,590	1,590	
Nkrofro-Agona	end '75 - end '77	3.2		2,430	2,430	
* excluding tourism, limestone and clinker benefits			8,456	5,811	14,267	

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**Summary of Main Findings and Recommendations (cont'd)**

Social Benefits (not quantified)

- |  |  |
|--|--|
| 1) Improved public transport   | 5) Improved flow of goods to market  |
| 2) Access to health facilities   | 6) Personal identification of local population with national goals and plans |
| 3) Mobility of labour  |  |
| 4) Increased efficiency of public services (e.g. agricultural extension) |  |

Assumptions supporting recommendations

Growth of traffic: Average daily growth rates in annual terms %

	Ivory Coast				Ghana			
	A	B	C	D	A	B	C	D
1971-78	7.0	7.0	4.0	4.0	5.0	5.0	2.0	2.0
1979-92(afterroad)	8.0	8.0	5.0	5.0	5.0	5.0	4.0	4.0
1992-2002	6.0	6.0	3.0	3.0	5.0	5.0	4.0	4.0

A= passenger cars etc; B= public transport and small trucks;  
C= medium trucks, 6.5-7 tons; D = Heavy trucks, 10-12 tons.

Road user cost savings

Ghana 12-15% of total costs/mile, depending on vehicle type for upgrade from gravel to bitumen, 40% for upgrade from earth to bitumen

Ivory Coast 20% of total costs/mile for gravel to bitumen, 50% earth-bitumen

Agricultural Development

Ivory Coast : Encourage in-migration of farmers (as in past) and bring forward agricultural development of area by 25 years (based on SEDES and Basséné Studies). For details of hectareage growth, price assumptions complementary investment, see report.

Ghana : 400 acres of oil palm developed annually 1981-1990 between Tano Bridge and Skrofro. For price and extraction assumptions see report p. 157.

Industrial benefit and tourism - benefits not included in final recommendations

Economic growth (as basis for traffic forecasts)

Ghana will increase growth rate over that of early '70s GDP 3-4% p.a. Ivory Coast GDP will grow at 7-8% p.a.

Intra regional trade

Assume slow growth, but road will promote it.

Summary of Main Findings and Recommendations (cont'd)

2. Final Design Study

The Louis Berger final design study adopted a revised alignment via Mafere, at the request of the Ivorian authorities, rather than the more direct chosen by Wilbur Smith.

It also chose an alternative crossing of the Tano River several kilometres north of that chosen by Wilbur Smith in order to avoid difficult swampy ground which would have required considerable bridge work.

By adopting this northern crossing point the Louis Berger alignment was able to incorporate an existing reasonable quantity laterite road, with concrete culverts, which was not shown in the Wilbur Smith study. This road connected with an important road running north from Mpataba towards Enchi, which Louis Berger also included in their design.

Louis Berger also designed 20 km of road in the Ivory Coast between Moussou and Bonoua (the original 14 km in the terms of reference being changed). This road was to be built on the existing one.

1) Economic and Technical Feasibility Study (Wilbur Smith)

5.5

Implementation of the Study : Planned and Actual			
Stages as per Contract	Contract Schedule	Dates	
		Implied by Contract	Actual
Opening of Letter of Credit	M		7/72
Mobilisation	M + 1	8/72	7/72
Inception Report (Draft report on Analysis of 4 Alternative Solutions)	M + 5	12/72	11/72
Draft Final Report		-	2/73
Final Report	M + 8	3/73	8/73

5.6

Reasons for Variances between Dates Implied by Contract and Actual Dates
<ol style="list-style-type: none"> <li>1. There was a delay after signing due to need to obtain Ghana and Ivory Coast Governments' agreement to pay local costs of study.</li> <li>2. There was a delay between Draft Final and Final reports due to               <ol style="list-style-type: none"> <li>a) need to redraft French version ;</li> <li>b) joint meeting to review Draft report not held until June 1973.</li> </ol> </li> </ol>

2) Final Design (Louis Berger)

5.5 Implementation of the Study : Planned and Actual

Stages as per Contract	Contract Schedule	Dates	
		Implied by Contract	Actual
Opening of Letter of Credit	M	-	15/12/74
Mobilisation	M + 1/2 m	30/12/74	
Inception Report	M + 2 m	15/ 2/75	
Alignment Report	M + 4	15/ 4/75	
Draft Final Contract Documents	M + 9	15/ 9/75	
Final Contract Documents	M + 12	15/12/75	3/77
Prequalification File	M + 9	15/ 9/75	

5.6 Reasons for Variances between Dates Implied by Contract and Actual Dates

1. It was agreed to change the terms of reference of the consultant to allow for the selection of a different site for the Tano Bridge crossing. The Louis Berger study chose an alternative alignment to that selected by Wilbur Smith.
2. The terms of reference concerning the Moussou-Bonoua section were changed to increase the distance designed from 14 to 20 km.

5.7 If USAID Pre-Investment Study Completed :

(a) Has there been any subsequent ADB Group Investment<sup>x</sup> in the Project?

Yes   
No

(b) Has there been any subsequent investment<sup>x</sup> in the Project by other agencies?

Yes   
No

Note : <sup>x</sup> Investment includes investment in further studies

5.8 If the answer to (a) or (b) above is Yes, move on to Section 7 below :

5.9 If the answer to (a) or (b) above is No, outline what further action, if any, has followed the USAID Pre-Investment Study, with reasons :

N/A

**SECTION 6 : OTHER PRE-IMPLEMENTATION STUDIES**

5.1	Type of Study	Date	Contractor	Funding Agency	Cost	Status
	Economic and Engineering feasibility	/68	URS Corporation	USAID	?	complete

(Include any studies funded by ADB Group)

6.2	Reports			
	Date	Titles	N° of Vols	Availability
	/68	The economic feasibility of an improved road between Abidjan and Accra	1	USAID (in French only) ADB library in English

6.3	Summary of Main Findings and Recommendations :
	<p>Chose alignment crossing Tendo Lagoon : Aboisso-Frambo-Half Assini (Lagoon crossing)-Epung-Alenda-Mpatabe-Awiabo-Nkroful to Ankroful-Ankobra River ferry. This varies from that recommended by Wilbur Smith and Associates.</p>

SECTION 7 : LENDING BY ADB GROUP AND OTHER AGENCIES

7.1

Appraisal by ADB Group			
Date of Appraisal Missions	ADB Officers involved	Date of Appraisal Report	Appraisal Report Reference
11 - 12/77	F. Williams, Engineer	1/78	ADB/OPS/CI-Gn/TRANS/CI

7.2

Description of Project Appraised :

- a) The construction of an international bridge on the Tano River and 2.56 km of access roads.
- b) Construction of a two-lane bitumen highway between Aboisso and Noé in the Ivory Coast (68.02 km).
- c) Construction of a two-lane bitumen highway between Elubo and Mpataba in Ghana (38.66 km).
- d) Consultancy supervision for the construction of the bridge.

The European Development Fund is participating in the financing of the road sections, and will pay the full donor cost of consultancy supervision of the road construction.

The project will reduce the road distance between Accra and Abidjan to 550 km, which is more than 220 km shorter than the existing route. Existing routes are poor, of earth and gravel and the journey is difficult.

The proposed route for the new road passes through areas of considerable agricultural potential in the Ivory Coast between Aboisso and Noé.

7.3

### Relationship to Other Projects

- 1) The development of CEDEAO (Communauté Economique des Etats de L'Afrique de l'Ouest)
- 2) The construction of the West African coastal highway as part of the Trans African Highway
- 3) The development of agricultural potential in the Aboisso-Noé area
- 4) The development of palm oil plantations in the Elubo-Mpataba area
- 5) Development of tourism

7.4

### Significant Differences in Project Formulation or Justification between Consultant Report and Appraisal Report

The alignment of the road at the time of appraisal was somewhat uncertain. The appraisal report notes that the Ivory Coast government was insisting on the road passing via Maféré rather than taking a shorter and less costly route. ADB continued to press for the latter, which would improve the IRR. The Elubo-Mpataba alignment was not fixed either.

A different approach to computing benefits was adopted. W. Smith only took into account road user and maintenance cost savings and agricultural benefits in his final recommendations. The appraisal report includes tourism benefits.

Traffic forecasts take into account information subsequent to that of W. Smith. Normal traffic development, induced, and potential traffic are considered. The detail of the revised forecasts are in the report. They are not directly comparable with Wilbur Smith's figures, and do not provide total growth rates. Inspections suggests they assume a slightly slower growth of traffic than W. Smith.

7.5

## Sources of Funding :

Agency	Approval Date	Signed	Amount FUA/UA (M)	Purpose of Loan	
<u>ADB Group (specify)</u>					
ADB Tano Bridge	1/78	1/79	1,180	Foreign exchange costs of Tano Bridge plus part of foreign exchange costs of road sections	
Aboisso-Noé	1/78	1/79	4,960		
Elubo-Mpataba	1/78	1/79	3,860		
Total	1/78	1/79	10,000*		
NTF Tano Bridge	1/78	1/79	0,746		
Aboisso-Noé	1/78	1/79	3,077		
Elubo-Mpataba	1/78	1/79	2,477		
	1/78	1/79	6,300		
<u>Other (incl. Host Govt.)</u>					
EDF			10,000*		Foreign exchange costs of road construction
Govt of Ivory Coast			16,199	Some foreign exchange costs and all local costs of the whole project	
Govt of Ghana			7,348		
Total foreign exchange cost is estimated at 70% of total cost.					
Total Estimated Cost			49,847		

\* European Units of Account.

7.6

## Terms of ADB Group Loans

ADB

Interest : 7% p.a.

Statutory commission : 1% p.a.

Commitment charge : 0,75% p.a. on the undisbursed amount of the loan, commencing 90 days from the date of loan signature.

Repayment period : 16 years plus 4 years grace period

NTF

Interest : 4% p.a.

Commitment charge : As ADB

Repayment period : 15 years plus 5 years grace period

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7.7

## Statement of Loan(s) at 31/12/79 FUA/UA

Loan Date	Loan Amount	Disbursed	Not Disbursed	Cancelled	Repayments	Still Outstanding
<u>ADB</u>	UA	UA	UA	UA	UA	UA
1/79 (Bridge)	1,180,000	543,332	636,668	-	-	543,332
1/79 (Ghana)	3,860,000	-	3,860,000	-	-	-
1/79 (Iv. Coast)	4,960,000	-	4,960,000	-	-	-
<u>NTF</u>						
1/79 (Bridge)	746,000	-	746,000	-	-	-
1/79 (Ghana)	3,077,000	-	3,077,000	-	-	-
1/79 (Iv. Coast)	2,477,000	-	2,477,000	-	-	-

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SECTION 8 : IMPLEMENTATION OF PROJECT

8.1 Physical Progress, Planned and Actual

Major Project Stages	Completion Dates			
	Planned			Actual/ Latest Est.
	USAID Study	Appraisal Rpt	Contract	
Contract award	-	Sept. 1978	-	2/79
Tano Bridge )	Early 1976 ( (W. Smith) (	Dec. 1980	not awarded	12/81
Aboisso-Noé )		Dec. 1980		3/83
Elubo-Mpataba )		Dec. 1980		3/83

8.2 Project Costs, Planned and Actual (net of taxes)

Major Project Stages	Estimated			Actual/ Latest Est.
	USAID Study	Appraisal Rpt	Contract	
	US \$ (1972) (W. Smith)	UA	UA	
Tano Bridge		2,760 M	2,796 M	not available
Aboisso-Noé		28,819 M	not awarded	not available
Elubo-Mpataba		18,268 M	not awarded	not available
Total	\$ 10,247 M	49,847 M	-	

8.3 Disbursement Record (for each ADB Group loan)

	1 Quarter/ Year of First Dis- bursement	2 Cumula- tive dis- bursement at 31/12/79	3 % of Total Loan	4 Completion Date of Project	5 Date of Final Disburse- ment
<p><u>Loan 1. Title and Purpose</u> : Construction of Tano Bridge and Consultancy Supervision of Construction</p> <p style="text-align: right;"><u>Agency</u> : NTF <u>Amount</u> : UA 746,000 <u>Signed</u> : 1/79</p>					
	1	2	3	4	5
1. As per Appraisal Report	3rd/78	263,000	35	12/80	9/82
2. Revised	2nd/79	-	-	12/81	6/82
3. Actual/Latest forecast	not available	0	0	12/81	6/82
<p><u>Loan 2. Title and Purpose</u> : Construction of Aboisso-Noé Section, Ivory Coast</p> <p style="text-align: right;"><u>Agency</u> : NTF <u>Amount</u> : UA 3.077m <u>Signed</u> : 1/79</p>					
	1	2	3	4	5
1. Appraisal Report	4th/78	1,431,000	47	9/81	9/82
2. Revised	2nd/79				
3. Latest forecast	not available	0	0	3/83	3/84
<p><u>Loan 3. Title and Purpose</u> : Construction of Elubo-Mpataba Section, Ghana</p> <p style="text-align: right;"><u>Agency</u> : NTF <u>Amount</u> : UA 2.477m <u>Signed</u> : 1/79</p>					
	1	2	3	4	5
1. Appraisal Report	4th/78	1,060,000	43	9/81	9/82
2. Revised	2nd/79				
3. Latest forecast	not available	0	0	3/83	3/84

8.3

## Disbursement Record (for each ADB Group loan)

	1	2	3	4	5
	Quarter/ Year of First Dis- bursement	Cumula- tive dis- bursement at 31/12/79	% of Total Loan	Completion Date of Project	Date of Final Disburse- ment
<u>Loan 1. Title and Purpose</u> : Construction of Tano River Bridge and Consultancy Supervision of Construction. <span style="float: right;"> <u>Agency</u> : ADB  <u>Amount</u> : UA 1,180,000  <u>Signed</u> : 1/79           </span>					
	1	2	3	4	5
1. As per Appraisal Report	3rd/78	419,000	36%	12/80	9/82
2. Revised	3rd/79	-	-	12/81	6/82
3. Actual/Latest forecast	3rd/79	543,332	46%	12/81	6/82
<u>Loan 2. Title and Purpose</u> : Construction of Aboisso-Noé Section, Ivory Coast <span style="float: right;"> <u>Agency</u> : ADB  <u>Amount</u> : UA 4,960,000  <u>Signed</u> : 1/79           </span>					
	1	2	3	4	5
1. As per Appraisal Report	4th/78	2,230,000	43%	9/81	9/82
2. Revised	2nd/79	-	-	-	9/82
3. Latest Forecast	not available	0	0	3/83	3/84
<u>Loan 3. Title and Purpose</u> : Construction of Elubo-Mpataba Section, Ghana <span style="float: right;"> <u>Agency</u> : ADB  <u>Amount</u> : UA 3,860,000  <u>Signed</u> : 1/79           </span>					
	1	2	3	4	5
1. As per Appraisal Report	3rd/78	1,660,000	43%	9/81	9/82
2. Revised	2nd/79	-	-	-	9/82
3. Latest Forecast	not available	0	0	3/83	3/84

## Comments on Implementation Progress

### 1. Physical Progress

1.1. There have been considerable delays in the implementation of this project. First, virtually all the design work by Louis Berger has been redone, in Ivory Coast by BCET, a Government design agency, and in Ghana by Ove Arup and Partners. This is because :-

- a) both Ivory Coast and Ghana Governments decided to change the alignments, in the Ivory Coast to a more direct route not passing through Mafere, and in Ghana to a more direct route which does not incorporate the existing roads. This is after the two Governments had accepted the results of the Louis Berger study. Redesign has taken a year.
- b) in the Ivory Coast it was decided to change to French design standards by BCET. It also seems that some amendment to the design has been needed because of the lack of suitable materials for the Louis Berger design (in particular crushed stone) close to the construction site.

1.2. Secondly, the two Governments failed to meet the loan conditions, primarily those concerning the maintenance of the Tano Bridge and its restitution should it be destroyed. The Bank kept calling meetings to hurry it along. Throughout there have been problems of communication which have affected progress.

### 2. Capital Costs

- 2.1. The capital costs prepared by Wilbur Smith are not comparable with those in the Appraisal report because of changes in design and alignment. The Wilbur Smith figures are included here only to give an order of magnitude of what was envisaged in 1973.
- 2.2. The project has not advanced sufficiently to comment on variations to the figures in the Appraisal report.

### 3. Disbursements

3.1. Because of the delays, disbursements have fallen well behind schedule. Deadlines for first disbursement on the road sections have passed, but apparently not yet amended, as Finance Department provided the evaluation with unchanged dates. The final disbursement dates included in 8.3. Latest Forecasts are estimates of the evaluation, not official Bank estimates.

8.5

Contractors and Sub-Contractors			
Name	Nationality	Function	Size of Contract
SIETCO/SETEC IVOIRE	French/Ivorian	Supervision of construction of Tano Bridge	UA 0.256 M
SOC. BORIE	French	Construction of the Bridge	UA 2.540 M

SECTION 9. ASSESSMENT OF ECONOMIC AND SOCIAL IMPACT OF PROJECT

SECTORAL/REGIONAL PROGRAMME GOALS

9.1 What are the sectoral or regional programme goals towards which the project is to contribute?

1. Closer mutual co-operation in the interest of widely based economic and social development.
2. Faster growth of African agriculture and industry in general and of intra-African trade in particular.
3. Strengthening the operation of C.E.D.E.A.O.

9.2 What are the measures of achievement, planned and actual?

Planned	Actual
Increases in the level of trade between Ghana and Ivory Coast (not quantified)	As the project has not been completed, this has not been examined.

9.3 What assumptions were made in support of the achievement measures? Have these assumptions been proved correct?

Planning Assumptions	Actual Experience
<p>1) Building an improved road will increase the level of trade by reducing road user and maintenance costs and removing bottlenecks such as the Tano River.</p> <p>2) Institutional constraints hindering international transport (e.g. standardised way bills, harmonisation of tariff structures, international vehicle licencing) will be removed.</p> <p>3) C.E.D.E.A.O. and other channels for economic co-operation will be successful in stimulating greater economic activity between member states.</p>	<p>As the project has not been completed, these have not been examined.</p>

PROJECT PURPOSE

9.4 What were the projected benefits for the project? What are the measures of achievement, and to what extent have they been achieved?

Projected	Actual Achievement
<p>Economic and Social Benefits (including who is to benefit)</p> <ol style="list-style-type: none"> <li>1) International traffic, limited initially.</li> <li>2) Reduction in total operating costs/ vehicle by 12-15% in Ghana and 20% in Ivory Coast on former gravel stretches , and 40-50% on former earth stretches of the road (J. Smith Study)</li> <li>3) Rural population will benefit from the opening up of new areas of agricultural potential, particularly on the Ivory Coast side.</li> <li>4) Cash crop farmer and rural people along the road generally will benefit from :-               <ol style="list-style-type: none"> <li>a) improved public transport</li> <li>b) improved access to health facilities</li> <li>c) mobility of labour</li> <li>d) increased efficiency of public services</li> <li>e) improved flow of goods to market</li> <li>f) personal identification of local population with national goals and plan</li> </ol> </li> <li>5) IRR as calculated in the appraisal report : 11-12%</li> </ol>	<p>As the project has not been completed, these have not been examined.</p>

9.5 What key assumptions were made in projecting benefits? Have these assumptions been proved correct?

Planning Assumptions	Actual Experience
<p data-bbox="162 369 489 394"><u>Agricultural development</u></p> <p data-bbox="162 426 663 556">a) Based on experience around Bonoua, putting the road along the planned alignment will open up new good agricultural land and encourage in-migration.</p> <p data-bbox="162 604 650 710">b) Govt. of Côte d'Ivoire will carry out associated investment as per 1971-75 5-years Plan to enable such development to proceed.</p> <p data-bbox="155 797 633 823"><u>Vehicle operating costs and savings</u></p> <p data-bbox="196 852 592 929">That the results of previous surveys on similar roads were valid.</p> <p data-bbox="155 1016 440 1041"><u>International traffic</u></p> <p data-bbox="196 1070 628 1180">That the costs of road transport between Accra and Abidjan will be competitive with air and sea alternatives.</p>	<p data-bbox="747 436 1116 513">As the project has not been completed, there have not been examined.</p>

PROJECT STATUS REVIEW FORM

SECTION I. Summary

1.1 **Project Title :**  
 Diosmone - Fimela - N'Dangane Road

**Location :** Senegal

**Sector :**

Agriculture	<input type="checkbox"/>
Transport	<input checked="" type="checkbox"/>
Public Utilities	<input type="checkbox"/>
Health	<input type="checkbox"/>

**Executing Agency of Host Government :** Ministry of Public Works, Urban Planning, Transportation: Public Works Directorate

**Project Description (Summary) :**

Improvement to 2 Lane bitumen standard of 43.2 km of road in Fatick Department, West Central Senegal. The road runs N-S, connecting the Dakar-Kaolack route to the village of N'Dangane on the Saloum River delta, a fishing centre and a point of departure for tourist excursions to the Saloum Islands. Two spurs were to be provided to the villages of Fimela and N'Dangane. The pre-existing road was a track on sand and "banco-coquillage" occasionally improved with a laterite surface. During the rainy season the road was frequently flooded, with interruptions to traffic. The service area of the road had an approximate population in 1972 of 30,000, whose principal activities centre around groundnut cultivation, fishing, and salt production.

1.2 Summary of USAID Grant Funded Pre-Investment Study

Date of Contract	R/S*	Type of Study	Contractor	Cost \$	Status
5/72	R	Economic and Engineering feasibility study Detailed Engineering Design + Bid Documents	Louis Berger	38,595	Complete 2/73

\*R = "Regular grant"; S = "Sahelian grant"

1.3 Summary of ADB Group Subsequent Investment

ADB/ ADF/ NTF	Date Approved	Amount UA/FUA	Other Sources	Purpose of ADB/ Group Loans
ADB	1/73	UA 1.1 M	Govt of Senegal	total foreign exchange cost (76%) of total estimated cost of UA 1.4 M.

Status of Project at 31/3/80 :  
 Complete, the road was handed over in July 1976.

SECTION 2 : CONCLUSIONS AND RECOMMENDATIONS OF CONSULTANT TO ADB/USAID  
JOINT EVALUATION

1. General Conclusions

- 1.1. It seems that this project was generally successfully implemented through all its stages, except for the delays in construction. The Regular Grant-financed study was contracted with the minimum of delay, 4 to 5 months, because it was decided for such a small job to avoid tendering the study. There was a delay of 10 and 12 months respectively between loan signature and signing contracts for supervision and construction, which though not excessive, is rather long for a small job.
- 1.2. All concerned with the project - ADB, the Government of Senegal, the consultant, - consider the project to be a success. The advantages of using a consultant well known to the responsible authorities are shown here.
- 1.3. Despite this, certain doubts remain as to whether a bitumen road into this area is currently needed. Senegal's bitumen network is more extensive than most countries of Africa, because of the high priority attached to improving communications in the country.

2. Recommendations

- 2.1. There are no specific recommendations to make concerning the lessons of this project. Direct negotiation with firms of consultants well known to the responsible authorities is already general policy.
- 2.2. Every effort should be made to reduce delays between loan approval, signature, and effectiveness, and the commencement of work.

SECTION 3. PROJECT HISTORY : KEY DATES

3.1 Pre-Investment Stage

Project Identification	Date	<u>Subsequent studies</u>	Date
	Host Country request to ADB		12/71
ADB request USAID grant for study	1/72		
USAID agree	3/72		
T.O.R. for study agreed	3/72		
Contract for study signed	5/72		
Final report submitted	9/72		

3.2 Lending Stage

	Date	<u>Other significant actions</u>	Date
	ADB Appraisal Mission		11/72
ADB Appraisal Report	1/73		
ADB Approval of Loan	1/73		
Signature of loan Agreement	4/73		

3.3 Investment/Implementation

Loan Administration	Date	Physical Progress	Date
First disbursement	9/74	Contracts for: construction signed	4/74
		: supervision signed	2/74
Final Disbursement	7/76	Completion of work	9/76

3.4 Comments on Project History

1. Study

1.1. The period of 4 - 5 months between ADB requesting USAID grant finance for the study and the contract being signed with Louis Berger was short because no tendering was involved. This was because of the small size of the study.

2. Delay of 10 months between signature of Loan Agreement and contracts for supervision

Although Travaux Publics do not think that this is a long period when international tenders are required for construction every effort should be made to reduce this sort of delay. In this case the delay was not excessive, though perhaps longer than is needed.

3. Completion of work

The contract was completed 11 months after the originally contracted completion date. Reason : Inexperience of contractor in road construction, and LBTP in supervision.

SECTION 4 : USAID FINANCED STUDY TO PREPARE T.O.R.

4.1 Has USAID financed a study to prepare Terms of Reference for a Pre-Investment Study?

Yes   
No

If Yes, give details :

Contract Date	Contractor	Cost \$	Status
	N/A		

4.2 What kind of Study are the Terms of Reference for?

N/A

4.3 Summary of follow up action to the T.O.R. Study

N/A

**SECTION 5 : USAID PRE-INVESTMENT STUDY**

5.1

Type of Study (studies)	Contract Date	ADB N°.	Contractor	Cost \$	Status
Economic feasibility <input checked="" type="checkbox"/>	5/72		Louis Berger Inc.	38,593	Complete 2/73
Engineering feasibility <input checked="" type="checkbox"/>					
Preliminary engineering design <input type="checkbox"/>					
Detailed final engineering design and preparation of bid documents <input checked="" type="checkbox"/>					
Others (specify) <input type="checkbox"/>					

N.B. More than one box may be checked :

5.2

Purpose of Study (studies)/Main Points of T.O.R. :

- a) To define the characteristics and optimum planning for upgrading and improving the road on the basis of an engineering and economic study.
- b) to prepare invitations for bid and establish detailed estimated costs of the project to enable ADB to establish the level of funding required and so tie the project to be let for bids.

The principal purpose of the improvement is to eliminate problems due to flooding on the existing road so that it is useable all the year round, leading to reductions in vehicle operating costs, road maintenance costs, and to the generation of economic activity, particularly tourism and fishing.

5.3

Reports (for each study)				
Date	Title	N°. of Volumes	Availability	
			ADB Lib.Ref.	Other
	Feasibility study : Interim report- June 1972	1	Senegal	
	Feasibility study : Final report September 1972			
	Vol 1 : text Vol 2: Appendices, plus additional volumes of contract documents	2 +	Senegal	
	Revised Bid Documents 2/73			

5.4

Summary of Main Findings and Recommendations :

1. Type of road

- a) 2 lane bitumen paved standard between Diosnone and the Tourist camp, near N'Dangane.
- b) Limited improvement with compacted "banco-coquillage" to the Fimela spur because cost low.
- c) Improvement of the short spur to N'Dangane not economically justified, because of costs of embankment, but may be justified on social or strategic grounds to provide all-year access.

2. Economic Benefits

Road user benefits : tourism development benefits : road maintenance savings.

Road user benefits : NPV at 12% = F/CFA 130 millions (1972 prices)

Tourism benefits : NPV at 12% = F/CFA 219 millions (1972 prices)

## 5.4 (cont'd)

## Summary of Main Findings and Recommendations (cont'd)

3. Estimated construction costs (Economic ie net of taxes at 30% of gross cost)

(1972 prices)

	Assuming \$ 1=F/CFA 240	\$ M	F/CFA.m
Diosmone-tourist camp near N'Dangane (including Fimela spur)		1.48	354.0
Diosmone-N'Dangane village (ie including short spur)		1.54	369.5

4. Estimated schedule

Revision of Bid Documents, submission of bids, selection end	1972-end	1973
Construction	3rd 1/4 1973	-end 1974

5. Assumptions supporting recommendationsGrowth of traffic

Normal traffic 12% p.a. average growth rate

Tourism 15% p.a. to 1975, more slowly thereafter.

Agricultural and Fisheries Development - Growth rates %

	1972-5	1975-84	1984-94
Peanuts	5.5	5.5	5.5
Fishing	14.0	14.0	8.0
Mangoes	6.8	6.8	6.8
Salt	6.8	10.0	10.0

Tourism Development in Saloum Islands

1973-4	80 beds	Hotels at : N'Dangane
1979-80	300 beds	Niodor
1982-83	600 beds	Dionowar
1987-8	800 beds	+ others
1972-5	56 tourists/day	30% annual average growth
1978-9	160 "	25%
1983-4	488 "	10%
1988-9	786 "	0%
1993-4	786 "	

5.5 Implementation of the Study : Planned and Actual

Stages as per Contract	Contract Schedule	Dates	
		Implied by Contract	Actual
Opening of letter of credit	M	-	7/72
Mobilisation	M+ 1/2	8/72	4/72
Interim report	M+ 1	9/72	6/72
ADE comments	M+ 2=A	10/72	7/72
Draft final report	A+ 2	12/72	-
Final report			9/72

5.6 Reasons for Variances between Dates Implied by Contract and Actual Dates

Study of ADB files, and a review of the study report indicate it to be a very creditable and thorough report, particularly considering the low cost. (cf ADB letter to REDSO 30/3/73)

The consultant mobilised, immediately the contract was signed, without waiting for the Letter of Credit to be opened.

5.7 If USAID Pre-Investment Study Completed :

(a) Has there been any subsequent ADB Group Investment<sup>x</sup> in the Project?

Yes   
No

(b) Has there been any subsequent investment<sup>x</sup> in the Project by other agencies?

Yes   
No

Note : <sup>x</sup> Investment includes investment in further studies

5.8 If the answer to (a) or (b) above is Yes, move on to Section 5 below :

5.9 If the answer to (a) or (b) above is No, outline what further action, if any, has followed the USAID Pre-Investment Study, with reasons :

N/A

**SECTION 6 : OTHER PRE-IMPLEMENTATION STUDIES**

6.1

Type or Study	Date	Contractor	Funding Agency	Cost	Status
Alignment study	/70	SEGECOT - AFRIQUE	n.a.	n.a.	complete

(Include any studies funded by ADB Group)

6.2

Reports			
Date	Titles	N° of Vols	Availability
	not known		

6.3

Summary of Main Findings and Recommendations :

Alignment chosen followed existing road. Louis Berger revised this and proposed certain alterations.

SECTION 7 : LENDING BY ADB GROUP AND OTHER AGENCIES

7.1

Appraisal by ADF Group			
Date of Appraisal Missions	ADB Officers involved	Date of Appraisal Report	Appraisal Report Reference
Identification Mission: 1971/2 T.O.R. Mission 1972 Appraisal 11/72	Mr. Dossou Mr. Hoyah	17/1/73	ADB/OPS/SE/TRANS/002

7.2

Description of Project Appraised :
<p>a) the construction and bitumenization of a two-lane road (6 m pavement width) from Diossone-Campement N'Dangane and a construction of a 550 m non-bitumen spur linking the main road to the village of Fimela. The total length of the road and spur is 42 km.</p> <p>b) connected works that fall under the direct responsibility of the Senegalese Government (bridges, well drilling, by-passes, etc.);</p> <p>c) services of a consultant and Materials Laboratory for the control and supervision of works.</p> <p>The existing road was an earth track subject to flooding in the rainy season, in very poor condition.</p> <p>The road is an access road to an area of considerable agricultural, fisheries, and tourist potential.</p>

7.3

### Relationship to Other Projects

- 1) Development of fishing activities in N'Dangane region and the Saloum Islands.
- 2) Development of tourist facilities at N'Dangane, Niodor and Dionawar.

7.4

### Significant Differences in Project Formulation or Justification between Consultant Report and Appraisal Report

- 1) Technical : because of uncertainties about the strength and maintenance of a "banco-coquillage" bitumen surfacing, it was decided to go back to a conventional basalt chip bitumen surface.
- 2) The appraisal team could find no firm plans for the tourist development beyond the first phase 1974/5. The tourism benefits were correspondingly reduced.

7.5

## Sources of Funding :

Agency	Approval Date	Signed	Amount FUA/UA (M)	Purpose of Loan
<u>ADB Group (specify)</u>				
ADB	1/73	4/73	UA 1.10 M	All foreign exchange costs (76%) of total project cost of UA 1.44M
<u>Other (incl. Host Govt.)</u>				
Govt. of Senegal			UA 0.34 M	Local costs
Total Estimated Cost			UA 1.44m	

7.6

## Terms of ADB Group Loans

Interest rate : 6% p.a.

Statutory commission: 1% p.a.

Commitment charge : 0.75% on undisbursed portion commencing 90 days after loan agreement signed .

Repayment : Over 20 years with 3 year grace period.

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7.7

## Statement of Loan(s) at 31/12/79 FUA/UA

Loan Date	Loan Amount	Disbursed	Not Disbursed	Cancelled	Repayments	Still Outstanding
4/73	1,100,000	1,100,000	-	-	192,500	907,500

SECTION 8 : IMPLEMENTATION OF PROJECT

8.1 Physical Progress, Planned and Actual

Major Project Stages	Completion Dates			Actual/ Latest Est.
	Planned			
	USAID Study	Appraisal Rpt	Contract	
Selection of contractor	6/73	9/73	-	9/76
Construction	6/74	7/74	8/75	

8.2 Project Costs, Planned and Actual (net of taxes)

Major Project Stages	Estimated			Actual/ Latest Est.
	USAID Study	Appraisal Rpt	Contract	
Construction	\$ 1.48 m	UA 1.44 m	not known	not known

8.3

Disbursement Record (for each ADB Group loan)

	1 Quarter/ Year of First Dis- bursement	2 Cumula- tive dis- bursement at	3 % of Total Loan	4 Completion Date of Project	5 Date of Final Disburse- ment
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Loan 1. Title and Purpose : Construction and  
Consultancy Supervision, Diosmone -  
Fimela - N'Dangane Road

Agency : ADB  
Amount : UA 1.1 m  
Signed : 4/73

	1	2	3	4	5
1. As per Appraisal Report	not included	UA 1,100,000	100%	7/74	not included
2. Revised					
3. Actual/Latest forecast	3rd/74	UA 1,100,000	100%	/75	7/76

Loan 2. Title and Purpose : N/A

Agency :  
Amount :  
Signed :

	1	2	3	4	5

Loan 3. Title and Purpose : N/A

Agency :  
Amount :  
Signed :

	1	2	3	4	5

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## Comments on Implementation Progress

There appears to have been only one difficulty with implementation. The contractor, a 100% Senegalese owned company was inexperienced in road building and proceeded slowly. Also, it seems that the Public Works Laboratory which supervises the construction work, under the Regional Office of Travaux Publics was also inexperienced in supervision work. This lead to delays in the work, an extension of 3 months was given to the contractor but he still finished 8 months after that, ie 11 months after the original contract date.

8.5

Contractors and Sub-Contractors			
Name	Nationality	Function	Size of Contract
Entreprise Mamadou Sylla	Senegal	Construction works	
The work was supervised directly by Laboratoire des Bâtiments et Travaux Publics (LBTP).			

SECTION 9. ASSESSMENT OF ECONOMIC AND SOCIAL IMPACT OF PROJECT

SECTORAL/REGIONAL PROGRAMME GOALS

9.1 What are the sectoral or regional programme goals towards which the project is to contribute?

The improvement of communications with the N'Dangane peninsula, enabling :-

- 1) The development of the tourist potential of the Saloum Islands, increasing Senegal's foreign exchange earnings.
- 2) The development of the fisheries and agricultural potential of the zone of influence of the road

9.2 What are the measures of achievement, planned and actual?

Planned	Actual
<p>None are specified : implied are</p> <ol style="list-style-type: none"> <li>1) Hotels at N'Dangane, Niodor, Dionawar, with a total of 300 beds by 1980</li> <li>2) Increased foreign exchange earnings from tourism to this area.</li> <li>3) Growth rates p.a. : fishing 14% p.a. to 1984 . Agriculture 5-6% p.a. Salt production : 10% p.a.</li> </ol>	<ol style="list-style-type: none"> <li>1) 431 beds exist or are in the process of being installed. It is not clear what the occupation rates are, however.</li> <li>2) Senegal's foreign exchange earnings from tourism are second only to those from groundnuts</li> <li>3) Agricultural growth has fluctuated during the 1970's because of climatic factors.</li> <li>4) Fishing production doubled between 1970 and 1975, from 187,000 tonnes to 374,000 tonnes</li> </ol>

9.3 What assumptions were made in support of the achievement measures? Have these assumptions been proved correct?

Planning Assumptions	Actual Experience
<ul style="list-style-type: none"> <li>1) Continued growth in world tourism</li> <li>2) Reduced cost of travel to Africa relative to other areas</li> <li>3) Inflow of foreign capital to develop tourist facilities</li> <li>4) Govt. of Senegal implements development projects for the area</li> </ul>	<ul style="list-style-type: none"> <li>1&amp;2) The increase in travel costs due to increases in oil prices during the 1970's checked tourism growth, but since 1977 it has picked up again in Senegal.</li> <li>3) Tourist facilities have developed ahead of demand, leading to a drop in occupancy rates.</li> <li>4) Development projects for the region contained in the 5th Economic and Social Development Plan are proceeding; albeit slower than originally planned</li> </ul>

PROJECT PURPOSE

9.4 What were the projected benefits for the project? What are the measures of achievement, and to what extent have they been achieved?

Projected	Actual Achievement
<p>Economic and Social Benefits (including who is to benefit)</p> <p>1) <u>Beneficiaries</u></p> <p>a) population served by road in main settlements and rural areas</p> <p>b) tourists : 160/day in Saloum Islands by 1979</p> <p>2) <u>Benefits</u></p> <p>a) reduction in vehicle operating costs</p> <p>b) improved access to markets for agricultural produce and fishing production</p> <p>c) improved supply of goods to the area.</p> <p>d) road maintenance cost savings</p>	<p>based on the Louis Berger study of the population in the zone of influence in 1972 (approx. 28,000 ) and a rate of growth of 2.7% p.a., 1980 estimated population is 35,000</p> <p>No information available</p> <p>Although no information obtained on this, the road will provide these benefits.</p> <p>for fishing production to reach markets in the interior a chain of cold facilities needs to be developed.</p>

9.5 What key assumptions were made in projecting benefits? Have these assumptions been proved correct?

Planning Assumptions	Actual Experience
<ul style="list-style-type: none"><li>1) Normal traffic growth rate = 12% pa</li><li>2) Tourist traffic 15% to 1975 more slowly thereafter.</li><li>3) Road will be adequately maintained.</li><li>4) Road will be completed by mid 1974.</li><li>5) Tourists will use the road.</li></ul>	<ul style="list-style-type: none"><li>1) In 1979 (May) the number of vehicles enumerated was a daily average of 120, which compares with the projection in the appraisal report of 118/day by 1981.</li><li>2) No information available on tourist traffic separately.</li><li>3) Road is well maintained.</li><li>4) Road handed over in September 1976.</li><li>5) Tourists use the road as part of the circuit from Dakar, Petite Côte.</li></ul>

PROJECT STATUS REVIEW FORM

SECTION I. Summary

1.1 Project Title : Stormwater Drainage and Sanitary Sewerage Project, N'Djamena

Location : Chad

Executing Agency of Host Government : Ministère des Travaux Publics for N'Djamena Municipality

Projec. Description (Summary) :

The project is for the development of the storm and sanitary sewerage facilities of N'Djamena. The consultant's report prepared a Master Plan for 25 years (to the year 2000), and the ADF in 1975 funded a part of the project for the improvement of rainwater drainage. This project is for the construction of primary and secondary storm drains and all related installations for the improvement and extension of the rainwater drainage system and the procurement of pumping equipment.

Sector :

Agriculture	<input type="checkbox"/>
Transport	<input type="checkbox"/>
Public Utilities	<input checked="" type="checkbox"/>
Health	<input type="checkbox"/>

1.2 Summary of USAID Grant Funded Pre-Investment Study

Date of Contract	R/S*	Type of Study	Contractor	Cost \$	Status
S/72	R	Preparation of Master Plan, Preliminary drawings, Organisation Financial, Legal and Management, Economic Feasibility	Black & Veatch Int. (BVI)	321,284	Complete

\*R = "Regular grant"; S = "Sahelian grant"

1.3 Summary of ADB Group Subsequent Investment

ADB/ ADF/ NTF	Date Approved	Amount UA/FUA	Other Sources	Purpose of ADB/ Group Loans
ADF	4/76	FUA 5.0m	Govt. of Chad	Foreign exchange costs and some local costs of the rainwater drainage system.

Status of Project at 31/3/80 :

Political problems mean that the project is at a standstill with very little having been achieved.

SECTION 2 : CONCLUSIONS AND RECOMMENDATIONS OF CONSULTANT TO ADB/USAID  
JOINT EVALUATION

1. Conclusions

- 1.1. The political unrest in Chad has overshadowed this project and prevented its effective implementation.
- 1.2. The work of the consultant appears to have been less than satisfactory : but at the time the Bank had to pass the reports of the consultants to IBRD and WHO specialists for review, because of the lack of suitably qualified technical staff available at that time.

2. Recommendations

- 2.1. Consultants should be closely supervised during their study both by the Bank and the host government. This means that the Bank must have the right personnel with the right qualifications to perform such supervision.

SECTION 3. PROJECT HISTORY : KEY DATES

8.1 Pre-Investment Stage

	Date		Date
Project Identification			
ADB request to USAID for grant for study			
TOR agreed			
Contract signed	8/72		
Draft Final Report	11/74		
Final Report	/75		

3.2 Lending Stage

	Date		Date
ADF Mission to define project for Phase I	7/75		
ADF appraisal mission	9/75		
ADF appraisal report	3/76		
ADF loan approved	4/76		
Loan agreement signed	8/76		

3.3 Investment/Implementation

Loan Administration	Date	Physical Progress	Date
First Disbursement	11/79	Contract for supervision of works	
Final Disbursement	not available	Contract for construction  Completion of work	

3.4 Comments on Project History

1. This project has been beset with problems.
2. First, the study by BVI appears to have been unsatisfactory, particularly during the early stages, and was completed one year behind schedule.
3. Secondly, there was a delay of more than three years between the date of loan signature and the first disbursement. Among the reasons for this is the chaotic political situation in Chad.
4. Implementation has been brought to a standstill twice because of the political situation. Early in 1980 the Bank and the contractor tried to start things moving again, but in March 1980 hostilities broke out again. The project is currently unable to proceed.

SECTION 4 : USAID FINANCED STUDY TO PREPARE T.O.R.

4.1 Has USAID financed a study to prepare Terms of Reference for a Pre-Investment Study?

Yes   
No

If Yes, give details :

Contract Date	Contractor	Cost \$	Status
	Not applicable		

4.2 What kind of Study are the Terms of Reference for?

Not applicable

4.3 Summary of follow up action to the T.O.R. Study

Not applicable

**SECTION 5 : USAID PRE-INVESTMENT STUDY**

5.1

Type of Study (studies)	Contract Date	ADB N°.	Contractor	Cost \$	Status
Economic feasibility <input checked="" type="checkbox"/>	8/72	7	Black & Veatch International (BVI)	321,284	Complete
Engineering feasibility <input checked="" type="checkbox"/>					
Preliminary engineering design <input checked="" type="checkbox"/>					
Detailed final engineering design and preparation of bid documents <input type="checkbox"/>					
Others (specify) <input checked="" type="checkbox"/>					
1) Organisation, Management Financial, Legal Study. 2) Preparation of 25 year Master Plan					

N.B. More than one box may be checked :

5.2

Purpose of Study (studies)/Main Points of T.O.R. :

- 1) Preparation of a 25 year Master Plan of storm and sanitary sewerage for N'Djamena to serve as a guide in the staged development of storm and sanitary sewerage systems of the municipal area.
- 2) Preparation of feasibility and preliminary engineering studies for the proposed storm and sanitary sewerage Master Plan facilities.
- 3) Organisational, management, financial and legal studies to investigate the feasibility of linking the management of the water supply system and the storm and sanitary sewerage system, and to make recommendations on the organisational, management, financial and legal aspects of the proposed systems.
- 4) Formulation of a programme of immediate improvements pending the implementation of the first stage of the Master Plan.

5.3

Reports (for each study)				
Date	Title	N°. of Volumes	Availability	
			ADB Lib.Ref.	Other
12/73	Report on Immediate Improvements	1		USAID file
11/74	Draft Final Report	1	Chad	
/75	Final Report			

5.4

#### Summary of Main Findings and Recommendations :

##### 1. First Stage Improvements

1.1 A 5-year first stage programme consisting of two consecutive phases should be implemented as follows :-

1978 - 1980 - First Phase  
1981 - 1982 - Second Phase

1.2 This would be for stormwater drainage only, no sanitary sewerage improvements were envisaged for Stage 1.

1.3 The proposed improvements would involve the construction of certain main drains and part of the corresponding tertiary drains in Etoile, Saint Martin, Radio, Jardiniers, Chagona, Am Rikôbê, Dignel and Pala.

1.4 Construction will be part by international tender, part by the municipality.

1.5 Total estimated costs = \$ 8.823m (CFA 235 = \$1).

1.6 Certain taxes should be raised to help finance the work:

(a) CFA F 150 per year per person Sanitation Tax for persons in N'Djamena subject to Civic Tax, CFA F 40 per person per year for those subject to personal income tax.

(b) Increase in Hotel Accommodation Tax to CFA F 300 per room/night per person.

(c) Increase in local beer tax.

Summary of Main Findings and Recommendations (cont'd)

Revenues from the new and increased taxes should be placed in a special Stormwater Drainage Fund.

- 1.7 The Municipality should pay into the Stormwater Drainage Fund an amount each year equal to the amount presently being spent on replacing and expanding the existing stormwater drainage system.
- 1.8 Organisation and management shall be by the Municipality.
2. The sanitary sewerage improvements envisaged are not recommended during the first stage for economic reasons. The cost of providing, operating and maintaining a sanitary sewerage facility is beyond the financial capacity of the average householder.

Accordingly, BVI recommend that the policy of requiring all new housing in N'Djamena to have a septic tank should be continued.

## 5.5 Implementation of the Study : Planned and Actual

Stages as per Contract	Contract Schedule	Dates	
		Implied by Contract	Actual
Opening of Letter of Credit	M	8/72	8/72
Commencement of Work	M + 1	9/72	9/72
Inception Report	M + 2	10/72	12/72
Availability of Topographical Data	T	2/73	n.a.
Immediate Programme	T + 3	5/73	7/73
Interim Report	T + 5	7/73	1/74
Draft Final Report	T + 10	12/73	11/74
Final Report		-	

## 5.6 Reasons for Variances between Dates Implied by Contract and Actual Dates

During the early stages of the Project, there were considerable difficulties experienced between the Government of Chad and the consultant. It appears that the consultant's performance was less than satisfactory in certain respects (e.g. making unreasonable requests for accommodation, use of inexperienced personnel). There were also disagreements about the consultant's recommendations. The Immediate Improvements Programme prepared by BVI was considered unrealistic and lacking awareness of conditions in Chad. At the same time BVI was critical of ADB delays in commenting on the Interim Report because ADB lacked a suitable technical expert and had to ask WHO + IBRD to comment for them.

5.7 If USAID Pre-Investment Study Completed :

(a) Has there been any subsequent ADB Group Investment<sup>x</sup> in the Project?

Yes   
No

(b) Has there been any subsequent investment<sup>x</sup> in the Project by other agencies?

Yes   
No

Note : <sup>x</sup> Investment includes investment in further studies

5.8 If the answer to (a) or (b) above is Yes, move on to Section 5 below :

5.9 If the answer to (a) or (b) above is No, outline what further action, if any, has followed the USAID Pre-Investment Study, with reasons :

Not applicable

**SECTION 6 : OTHER PRE-IMPLEMENTATION STUDIES**

6.1	Type of Study	Date	Contractor	Funding Agency	Cost	Status
	Stormwater drainage studies	1952 1958	BCEOM	-	-	Complete
	Pre-Feasibility Study	1968	WHO	WHO	-	Complete

(Include any studies funded by ADB Group)

6.2	Reports			
Date	Titles	N° of Vols	Availability	
	References only in BVI report			

6.3 Summary of Main Findings and Recommendations :

The WHO Study was the most comprehensive study prior to Black & Veatch's study. It set out a plan of priorities for providing stormwater drainage to the municipality.

SECTION 7 : LENDING BY ADB GROUP AND OTHER AGENCIES

7.1

Appraisal by ADB Group			
Date of Appraisal Missions	ADB Officers involved	Date of Appraisal Report	Appraisal Report Reference
7/75	(Project selection mission)	3/76	ADF/OPS/CHAD/PU/1
9/75			

7.2

Description of Project Appraised :

The project appraised consisted of :

- (a) the construction of primary and secondary stormwater drains and all related installations for the improvement and extension of the rainwater drainage system;
- (b) the procurement of equipment : moveable pumping units;
- (c) consultancy services to prepare detailed engineering and plans, tender documents, and to supervise the work.

7.3

### Relationship to Other Projects

Various projects to develop N'Djamena's other public utilities.

- (a) road pavement programme (FAC)
- (b) extension of public lighting (FAC)
- (c) extension of water supply and distribution (EDF)

7.4

### Significant Differences in Project Formulation or Justification between Consultant Report and Appraisal Report

The project chosen was essentially the first stage of the BVI report recommendations. The appraisal report makes no mention, however, of the proposal by BVI that certain new taxes should be introduced and existing ones increased in order to help finance the operating and maintenance costs of the stormwater drainage system.

The report also contained the condition that the Government should assist the municipality restructure its technical department to establish a wastewater drainage division.

7.5

Sources of Funding :				
Agency	Approval Date	Signed	Amount FUA (M)	Purpose of Loan
<u>ADB Group (specify)</u>				
ADF	4/76	8/76	5.000	Foreign exchange costs and some local costs of the project (81.2%)
<u>Other (incl. Host Govt.)</u>				
Govt. of Chad			1.157	Local costs of the project. (18.8%)
Total Estimated Cost			6.157	

7.6

Terms of ADB Group Loans

0.75% Service charge

Repayment period, 40 years, with 10 years grace.

7.7 Statement of Loan(s) at 31/12/79 FUA

Loan Date	Loan Amount	Disbursed	Not Disbursed	Cancelled	Repayments	Still Outstanding
8/76	5,000,000	957,658	4,042,342	-	-	957,658

SECTION 8 : IMPLEMENTATION OF PROJECT

8.1 Physical Progress, Planned and Actual

Major Project Stages	Completion Dates			Actual/ Latest Est.
	Planned			
	USAID Study	Appraisal Rpt	Contract	
First Stage Improvements				
Phase I	1980	) 4/80		Not available
Phase II	1982	)		

8.2 Project Costs, Planned and Actual

Major Project Stages	Estimated			Actual/ Latest Est.
	USAID Study	Appraisal Rpt	Contract	
First Stage Improvements	CFA.F m (mid 1979 prices)	CFA.F m		
Phase I	1,244.1	n.a.		
Phase II	829.4	n.a.		
	<u>2,073.5</u>	<u>1,574</u>		

8.3 Disbursement Record (for each ADB Group loan)

	1 Quarter/ Year of First Dis- bursement	2 Cumula- tive dis- bursement at 31/12/79	3 % of Total Loan	4 Completion Date of Project	5 Date of Final Disburse- ment
--	---	---	----------------------------	---------------------------------------	--

Loan 1. Title and Purpose : Construction of rainwater drainage, N'Djamena  
Agency : ADF  
Amount : FUA 5.0m  
Signed : 8/76

	1	2	3	4	5
1. As per Appraisal Report	-	-	-	-	-
2. Revised	-	-	-	-	-
3. Actual/Latest forecast	4th/79	957,658	19%	not known	not known

Loan 2. Title and Purpose :  
 N/A  
Agency :  
Amount :  
Signed :

	1	2	3	4	5

Loan 3. Title and Purpose :  
 N/A  
Agency :  
Amount :  
Signed :

	1	2	3	4	5

## Comments on Implementation Progress

This project has been severely disrupted by the political unrest in Chad that started in February 1979. To date, the work site has been established, but all work is at a standstill. Equipment is blocked at the port of Douala (Cameroon). The Fund had planned a reappraisal mission for 1980, but this did not go ahead as planned, because of the latest outbreak of hostilities.

It is interesting, nonetheless, that the ADF was very quick to take action on the BVI report. Indeed, its timetable for the implementation of Stage I was considerably in advance of that proposed by BVI.

8.5

Contractors and Sub-Contractors			
Name	Nationality	Function	Size of Contract
Holfelder	West German	Supervising Consultants	
SCIMET	Belgian	Construction Works	

SECTION 9. ASSESSMENT OF ECONOMIC AND SOCIAL IMPACT OF PROJECT

SECTORAL/REGIONAL PROGRAMME GOALS

9.1 What are the sectoral or regional programme goals towards which the project is to contribute?

The provision of adequate public utilities for the health and welfare of the inhabitants of N'Djamena.

9.2 What are the measures of achievement, planned and actual?

Planned	Actual
<p>None are specified. Implied is :</p> <p>a reduction in cases of disease caused by insects breeding in stagnant water, e.g. fever, shistosomiasis.</p>	<p>Not known. But the works have not been implemented so any improvements that may have been recorded will not be due to the rainwater drainage project.</p>

9.3 What assumptions were made in support of the achievement measures? Have these assumptions been proved correct?

Planning Assumptions	Actual Experience
<p>The municipality and the Government of Chad proceed with extensions to the proposed systems, which will only cover 25% of the city.</p>	<p>In the present political situation, the Government of Chad and the municipality are not able to proceed further.</p>

PROJECT PURPOSE

9.4 What were the projected benefits for the project? What are the measures of achievement, and to what extent have they been achieved?

Projected	Actual Achievement
<p>Economic and Social Benefits (including who is to benefit)</p> <p>The purpose of the project is to improve rainwater drainage in N'Djamena and so :</p> <ul style="list-style-type: none"> <li>(a) limit the areas flooded during the rainy season;</li> <li>(b) increase the area available for construction;</li> <li>(c) reduce the extent of damage to housing caused by flooding;</li> <li>(d) reduce the areas of prolonged flooding, and hence reduce the health hazard caused by vector insect breeding areas.</li> </ul> <p>Beneficiaries will be the populations of Etoile, Saint Martin, Radio, Jardiniers, Chagona, Am Rikébé, Dignel and Pala areas of the city.</p>	<p>None to date because the project has not been implemented.</p>

9.5 What key assumptions were made in projecting benefits? Have these assumptions been proved correct?

Planning Assumptions	Actual Experience
<p>1) The works would be completed in 1980.</p> <p>2) The municipality would reorganise its technical department and create a separate wastewater division.</p> <p>3) The works when implemented would be sufficient to control storm water in the affected areas.</p>	<p>The works have not been completed. In the present political climate, it is uncertain when they will be carried out.</p> <p>Not known.</p> <p>Until the works are implemented, this cannot be tested.</p>

PROJECT STATUS REVIEW FORM

SECTION I. Summary

1.1 Project Title : Ziguinchor - Cap Skirring Road

Location : Senegal

Executing Agency of Host Government : Direction des Travaux Publics

Project Description (Summary) :

The full project is for the construction to bitumen standard of a two-lane road 71 km long linking Ziguinchor with Cap Skirring. The project includes the construction of three bridges of 360 m, 216 m and 72 m over the Kamobeul, Diakene and Katakolous rivers, which are financed by a separate loan from that for the road. This road forms part of the development of the considerable agricultural, fisheries, and tourist potentials of the Casamance region of Senegal, which is separated from the main part of the country by Gambia.

Sector :

Agriculture	<input type="checkbox"/>
Transport	<input checked="" type="checkbox"/>
Public Utilities	<input type="checkbox"/>
Health	<input type="checkbox"/>

1.2 Summary of USAID Grant Funded Pre-Investment Study

Date of Contract	R/S*	Type of Study	Contractor	Cost \$	Status
8/72	R	Economic and Engineering Feasibility Study	Louis Berger	224,462	Complete 12/73

\*R = "Regular grant"; S = "Sahelian grant"

1.3 Summary of ADB Group Subsequent Investment

ADB/ADF/NTF	Date Approved	Amount UA/FUA	Other Sources	Purpose of ADB/Group Loans
ADB	9/74	UA 200,000	none	Detailed engineering studies
ADB	2/77	UA 5.0 m	Govt of Senegal	Construction and supervision of three bridges
ADB	2/79	UA 6.145 m	IDB, Govt of Senegal	Construction and supervision of the road

Status of Project at 31/3/80 :

The three bridges are complete. Work commenced on road construction in October 1979, the first 28.5 km are planned to be complete in June 1980.

14/1

SECTION 2 : CONCLUSIONS AND RECOMMENDATIONS OF CONSULTANT TO ADB/USAID  
JOINT EVALUATION

1. Conclusions

- 1.1. The delay of 15 months between the feasibility and final design studies was too long.
- 2.1. Although the officials of Travaux Publics consider that they liaised closely with Louis Berger on this study, during implementation changes are being made to the design because of difficulties with Louis Berger's design.
- 1.3. This project generally has gone well. An interesting point is the inclusion of two Travaux Publics technicians in the Geoprogetti team.

2. Recommendations

- 2.1. ADB should minimise delays between project stages by careful programming. The 1979 decision to use ADF funds for studies will help avoid this.
- 2.2. AID and ADB should consider how the pre-investment assistance provided can be used most effectively, for example, by tying in with AID bilateral funds for expensive final design studies.
- 2.3. Supervision of consultants by both the host country and the Bank needs to be given higher priority.
- 2.4. Where possible training of host country personnel should be included in consultant study contracts as well as in implementation contracts.

## SECTION 3. PROJECT HISTORY : KEY DATES

## 3.1 Pre-Investment Stage

	Date		Date
Project Identification (ADB mission)	/71	ABD Financed Detailed Eng. studies by Louis Berger :-	
Host Country request to ADB	/71		
ADB request USAID grant for study	12/71	ADB loan approved	9/74
USAID agree	2/72	Contract Date	3/75
T.O.R. for study agreed	2/72	Completion of contract	4/76
Contract for Study signed	8/72	Tenders for bridge and road (not proceeded with)	/76
Final report submitted	12/73		

## 3.2 Lending Stage

	Date		Date
ADB Appraisal Mission (Phase I)	10/76	ADB Appraisal Mission Phase II	12/78
ADB Appraisal Report (Phase II)	2/77	ADB Appraisal Report Phase II	1/79
ADB Approval of Loan	2/77	ADB Loan Approval	2/79
Signature of Loan Agreement	6/77	Signature of Loan Agreement	3/79

## 3.3 Investment/Implementation

Loan Administration	Date	Physical Progress	Date
1. Study loan: First Disbursement	9/75	Phase I. Bridge construction	
Final Disbursement	4/76	Contracts for construction and supervision signed	10/77 6/77
2. Bridges (Phase I)			
First Disbursement	2/78	Completion of work	
Final Disbursement	12/80	Phase II. Road Construction	
		Contract for construction signed	10/79
3. Road (Phase II)		Contract for supervision	not yet signed
First Disbursement	12/79		
Final Disbursement	/83	Completion of work. (forecast)	3/82

3.4 Comments on Project History

1. Feasibility study

The period of 8 months between ADB request to AID for the study and signing the contract with Louis Berger was short. It is noticeable that the Bank had immediately acceptable terms of reference for the study.

2. Delays Between Feasibility Study and Final Engineering

15 months passed between submission of final report of the feasibility study and contracting Louis Berger to do final design : Reason: ADB had to process a loan to finance the study. This loan was not approved until 9 months after the feasibility study was reported.

3. Delay in Implementation

The tenders issued in 1976 after the final design was complete were for the full project, ie 3 bridges and the road. Because all planned sources of financing did not come through, these tenders could not be proceeded with. The project had to be split into 2 phases.

SECTION 4 : USAID FINANCED STUDY TO PREPARE T.O.R.

4.1 Has USAID financed a study to prepare Terms of Reference for a Pre-Investment Study?

Yes   
No

If Yes, give details :

Contract Date	Contractor	Cost \$	Status
	N/A		

4.2 What kind of Study are the Terms of Reference for?

N/A

4.3 Summary of follow up action to the T.O.R. Study

N/A

**SECTION 5 : USAID PRE-INVESTMENT STUDY**

5.1

Type of Study (studies)	Contract Date	ADB N°.	Contractor	Cost \$	Status
Economic feasibility <input checked="" type="checkbox"/>	8/72	8	Louis Berger	224,462	Complete 12/73
Engineering feasibility <input checked="" type="checkbox"/>					
Preliminary engineering design <input checked="" type="checkbox"/>					
Detailed final engineering design and preparation of bid documents <input type="checkbox"/>					
Others (specify) <input type="checkbox"/>					

N.B. More than one box may be checked :

5.2

Purpose of Study (studies)/Main Points of T.O.R. :

- a) To carry out an economic feasibility study to determine the economic justification for possible improvements to the Ziguinchor - Cap Skirring Road and to establish the optimum construction schedule.
- b) To prepare detailed preliminary engineering for the optimum highway characteristics and alignment specifying all requisite technical recommendations with a view to the rapid preparation of the detailed design and bid documents.
- c) In his economic analysis the consultant will consider the upgrading of the Ziguinchor and Cap Skirring airports, bearing in mind the tourism development potential of the area.

5.3

Reports (for each study)				
Date	Title	N <sup>o</sup> . of Volumes	Availability	
			ADB Lib.Ref.	Other
12/73	Final Report : Ziguinchor - Cap Skirring Road feasibility study : Summary, Text, and Appendices.	3	Senegal	USAID (summary only)

5.4

Summary of Main Findings and Recommendations :

IRR = 18.3 % under main assumptions : under pessimistic assumptions about tourism growth or construction costs IRR still 12 % (life of project 20 years 1977 - 1996 + 2 year construction period).

Recommended programme of improvements

<u>Item</u>	Est. cost (1973 prices, constant)	
	<u>F/CFA</u>	<u>£ (F/CFA 210 = \$1)</u>
a) Construction of paved road Ziguinchor-Cap Skirring by passing Oussouye with spur to Oussouye (total 63.16 km)	1,441 m	6.86 m
b) Construction of 2 single-lane bridges over Kamobeul and Katakalous inlets	530 m	2.52 m
c) Improve Cap Skirring Airport, including		
1. upgrade existing runway to all weather standard	60 m	0.29 m
2. open new class C (DC3 type) airport in 1977	429 m	2.04 m
3. upgrade this to class B (Boeing 727/Caravelle standard) when tourism level around 2,000 beds (c.1981)	579 m	2.75 m
d) Regular maintenance of existing road to ensure continued access to villages and Casamance Nat. Park		
e) Consideration be given to relocating Ziguinchor airport		
	F/CFA <u>3,039 m</u>	<u>\$ 13.46 m</u>

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Summary of Main Findings and Recommendations (cont'd)

Assumptions supporting recommendations (cont'd)

- a) Only benefits come from road user savings, tourism benefits and ferry operating cost savings. No benefits assumed for agricultural development or fishing development.

75 - 80 % of benefits = tourism

16 - 18 % of benefits = road user savings

4 - 5 % of benefits = ferry benefits

b) Growth of tourism in area

- Complementary to tourism on Petite Côte
- 400 beds p.a., assuming project proceeds (sensitivity on 200 + 300 beds p.a. still produces acceptable IRR)
- Net value added = CFA 1000/bed/night (1 bed = 200 nights/year = 85 % occupancy.)
- Continued growth of world tourism, at 10 % p.a. African growth to be greater than rest of world because :-
  - a) Mediterranean saturated
  - b) reduced cost of air travel to Africa (NB before oil crisis)
  - c) tendency towards winter vacations in warm sunny climates
- Extension of Club Méditerranée to 400 beds and construction of USIMA hotel (150 beds)

c) Traffic forecasts

- Normal traffic growth 5.0 % p.a.
- Road user cost savings = 38 % for Ziguinchor - Oussouye and 50 % Oussouye - Cap Skirring (with bridges)
- Income elasticity of demand for transport = 1
- Tourist traffic = based on results of survey in Senegal (not specified)

Total growth rate 8 - 9 % p.a., assuming infrastructure improvement (Table 1 of Final Report).

## 5.5 Implementation of the Study : Planned and Actual

Stages as per Contract	Contract Schedule	Dates	
		Implied by Contract	Actual
Opening of Letter of Credit	M + 1/2	9/72	9/72
Mobilisation	M	10/72	10/72
Initial Report	M + 4	1/73	5/73
Draft Final Report	M + 6	3/73	
Final Report			12/73

## 5.6 Reasons for Variances between Dates Implied by Contract and Actual Dates

1. The initial report was delayed by a change in the work programme of the consultant.
2. The submission of the final report was due to delays in revisions and reprinting in the light of the ADB's comments.

5.7 If USAID Pre-Investment Study Completed :

(a) Has there been any subsequent ADB Group Investment<sup>x</sup> in the Project?

Yes   
No

(b) Has there been any subsequent investment<sup>x</sup> in the Project by other agencies?

Yes   
No

Note : <sup>x</sup> Investment includes investment in further studies

5.8 If the answer to (a) or (b) above is Yes, move on to Section 5 below :

5.9 If the answer to (a) or (b) above is No, outline what further action, if any, has followed the USAID Pre-Investment Study, with reasons :

N/A

**SECTION 6 : OTHER PRE-IMPLEMENTATION STUDIES**

6.1

Type of Study	Date	Contractor	Funding Agency	Cost	Status
Detailed Engineering for Bridges and Road	3/75	Louis Berger	ADB	UA 200,000	complete

(Include any studies funded by ADB Group)

6.2

Reports			
Date	Titles	N° of Vols	Availability
4/76			ADB Library

6.3

Summary of Main Findings and Recommendations :
Design of Road

SECTION 7 : LENDING BY ADB GROUP AND OTHER AGENCIES

7.1

Appraisal by ADB Group			
Date of Appraisal Missions	ADB Officers involved	Date of Appraisal Report	Appraisal Report Reference
1) 10/76	Mr. Hoyah	2/77	ADB/OPS/SEN/TRANS/03
2) 12/78	Mr. Hoyah Mr. Edgar	1/79	ADB/OPS/SEN/TRANS/03

7.2

Description of Project Appraised :

1. The construction of three big bridges along the Ziguinchor - Cap Skirring Road over the Kamobeul, Katakalous and Diakene Rivers, 360 m, 216 m and 72 m long respectively.

The evaluation takes the road and bridges together as an entity.

2. The construction to two lane bitumen standard of the road from Ziguinchor to Cap Skirring (63.2 km) plus two short spurs to Oussouye and Kabrousse. The road will be 9 m wide, comprising 6 m of bitumised pavement with two shoulders of 1.5 m each. Basic design speed is 100 km/hour.

7.3

### Relationship to Other Projects

- a) The development of tourism in Casamance region, ADB provided a loan of UA 400,000 in 1975 for the study of tourist development in the region.
- b) Development of fisheries at Elinkine on the Casamance river.
- c) Development of agriculture in the Basse-Casamance.

7.4

### Significant Differences in Project Formulation or Justification between Consultant Report and Appraisal Report

1. Both appraisal reports give greater emphasis to agricultural and fisheries development than the Louis Berger appraisal. They do not quantify these benefits other than in road user savings terms.
2. Louis Berger used a net value added approach rather than road user benefit approach to assess tourist benefits and added them to road user benefits on non-tourist traffic. Appraisal reports use road user savings and avoided costs for calculation of all benefits.
3. Very different IRR's were obtained between the consultant report and each ADB appraisal report.

	<u>LB (1973)</u>	<u>ADB (1977)</u>	<u>ADB (1979)</u>
IRR	12%	10%	25%

The difference between the two IRR's in the appraisal reports is an increase in user cost savings from 20% to 60% between bitumen and gravel. The 1979 report taken into account a more recent study of costs in the Sahel.

7.5

## Sources of Funding :

Agency	Approval Date	Signed	Amount UA (M)	Purpose of Loan
<u>ADB Group (specify)</u>				
ADB	9/74	12/74	0.2 m	Detailed Engineering studies
ADB	2/77	6/77	5.0 m	Foreign exchange costs of 3 bridges
ADB	2/79	3/79	6.145m	45% of cost of road construction (mainly foreign exchange)
<u>Other (incl. Host Govt.)</u>				
Govt of Senegal			2.205 m	Local costs of 3 bridges
Govt of Senegal			2.051 m	Local costs of road construction (15%)
Islamic Dev. Bank			5.474 m	40% of cost of road construction (foreign exchange costs only)
Total Estimated Cost			UA 21.075m	

7.6

## Terms of ADB Group Loans

	Interest rate % p.a.	Commission % p.a.	Commitment charge % p.a.	Repayment terms
Loan of 9/74	6 %	1 %	0.75 %	5 years, after 2 years grace
2/77	7 %	1 %	0.75 %	15 years, after 4 years grace
2/79	7 %	1 %	0.75 %	15 years after 4 years grace

## 7.7 Statement of Loan(s) at 31/12/79 UA

Loan Date	Loan Amount	Disbursed	Not Disbursed	Cancelled	Repayments	Still Outstanding
12/74	200,000	199,982	-	18	59,994	139,988
6/77	5,000,000	4,543,055	456,945	-	-	4,543,055
3/79	6,145,000	589,487	5,555,513	-	-	589,487

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SECTION 8 : IMPLEMENTATION OF PROJECT

8.1 Physical Progress, Planned and Actual

Major Project Stages	Completion Dates			
	Planned			Actual/ Latest Est.
	USAID Study	Appraisal Rpt	Contract	
1. Engineering studies	1974		4/76	4/76
2. Bridges: Kamobeul	3/77	( )	12/79	( )
Katakolous		( )		
Diakene		( )		
3. Road:		( )	6/81	3/82

8.2 Project Costs, Planned and Actual

Major Project Stages	Estimated			Actual/ Latest Est.
	USAID Study <sup>1</sup>	Appraisal Rpt <sup>2</sup>	Contract	
Bridges : Kamobeul	\$ 1.58 m	UA 4.257 m	)	6.5 m
Katakolous	\$ 0.94 m	UA 2.217 m	)	
Diakene	-	UA 0.731 m	)	
Road, including spurs	\$ 6.86 m	UA 13.67 m		
	1. 1973 \$ ± 20% accuracy			
	2. Avge. 1980 prices for road Avge. 1978 prices for bridges			

8.3 Disbursement Record (for each ADB Group loan)

	1 Quarter/ Year of First Dis- bursement	2 Cumula- tive dis- bursement at	3 % of Total Loan	4 Completion Date of Project	5 Date of Final Disburse- ment
<p><u>Loan 1. Title and Purpose</u> : Final Engineering Design</p> <p style="text-align: right;"><u>Agency</u> : ADB <u>Amount</u> : UA 199,982 <u>Signed</u> : 12/74</p>					
	1	2	3	4	5
1. As per Appraisal Report	n/a	n/a	n/a	n/a	n/a
2. Revised not revised	-	-	-	-	-
3. Actual/Latest forecast	3rd/1975	199,982	100	4/76	4/76
<p><u>Loan 2. Title and Purpose</u> : Construction of 3 bridges plus consultancy supervision</p> <p style="text-align: right;"><u>Agency</u> : ADB <u>Amount</u> : UA 5.0 m <u>Signed</u> : 6/77</p>					
	1	2	3	4	5
As per Appraisal report	1st/77	5,000,000	100	12/79	12/79
Revised not revised	-	-	-	-	-
Actual/Latest forecast	1st/78	3,991,343	80	12/79	12/80
<p><u>Loan 3. Title and Purpose</u> : Construction of road plus consultancy supervision</p> <p style="text-align: right;"><u>Agency</u> : ADB <u>Amount</u> : UA 6.145 M <u>Signed</u> : 3/79</p>					
	1	2	3	4	5
As per Appraisal Report	3rd/79	1,290,000	26	6/81	6/82
Revised not revised	-	-	-	-	-
Actual/Latest forecast	4th/79	589,487	12	6/81	6/82

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## Comments on Implementation Progress

The implementation of each stage has gone well without major difficulties, once financing was arranged.

As far as the road is concerned, the supervising consultant and contractor are having to modify the final design prepared by Louis Berger. This is partly because of the delay between the Louis Berger study and implementation, but also because of certain problems with the Louis Berger design. This is explained in detail in the Mission Report.

### Completion Dates

Actual compare favourably with Planned

### Costs

No final cost information is available on either the bridges or the road.

### Disbursements

Actual disbursements compare favourably with planned.  
For the study, UA 18 was cancelled.

For the bridges, the disbursement schedule in the appraisal did not take into account the maintenance period, ie it was really an expenditure schedule.

8.5

Contractors and Sub-Contractors			
Name	Nationality	Function	Size of Contract
Louis Berger	USA	Detailed engineering	UA 200,000
Louis Berger	USA	Studies and Supervision of Bridge Supervision of Road	
C.E.R.E.E.C.O.	Senegal	Geotechnical study	
C.O.G.E.C.O.	Italy	Bridge construction	UA 6.30 m
Geoprogetti	Italy	Supervision	

SECTION 9. ASSESSMENT OF ECONOMIC AND SOCIAL IMPACT OF PROJECT

SECTORAL/REGIONAL PROGRAMME GOALS

9.1 What are the sectoral or regional programme goals towards which the project is to contribute?

Development of tourist, agricultural, and fisheries potential of the Casamance region, increasing Senegal's foreign exchange earnings by providing improved communications.

9.2 What are the measures of achievement, planned and actual?

Planned	Actual
<p>Tourism :</p> <p>400 beds/p.a. growth in the Basse Casamance</p> <p>for agriculture and fisheries none are specified.</p>	<p>There has been considerable growth in tourism at Cap Skirring and Ziguinchor, with a total of 8 hotels currently, plus camps in the area.</p>

9.3 What assumptions were made in support of the achievement measures? Have these assumptions been proved correct?

Planning Assumptions	Actual Experience
<p>1. Continued growth in world tourism of 10 % p.a.</p>	<p>1. World tourism growth was checked by the rise in travel costs, and Senegal was affected. Since 1977 however, there appears to have been some recovery.</p>
<p>2. Reduced cost of airtravel to Africa</p>	
<p>3. Improvement of Ziguinchor and Cap Skirring airfields.</p>	<p>3. Cap Skirring airfield has been improved to take HS 748 aircraft. It is planned to develop it to take Fokker F 27. Ziguinchor airport will not be relocated during the 5th Development Plan to 1981.</p>
<p>4. Inflow of foreign capital to develop tourist facilities</p>	<p>4. Foreign capital is developing the tourist facilities at Ziguinchor and Cap Skirring.</p>
<p>5. Government of Senegal implements agricultural and fishing development projects for the area.</p>	<p>5. Retails of the agricultural and fisheries development are found in the mission report</p>

PROJECT PURPOSE

9.4 What were the projected benefits for the project? What are the measures of achievement, and to what extent have they been achieved?

Projected	Actual Achievement																		
<p>Economic and Social Benefits (including who is to benefit)</p> <p>Beneficiaries :-</p> <ol style="list-style-type: none"> <li>1. Agricultural and fishing population of the Casamance (total population of 741,000)</li> <li>2. The tourists visiting the Casamance region</li> <li>3. The road will make it easier to export from the Casamance the main crops of the area to the rest of Senegal. 1976 figures are :-</li> </ol> <table border="1" data-bbox="158 967 680 1271"> <thead> <tr> <th><u>Crop</u></th> <th><u>Amount</u></th> <th><u>% of Senegal production</u></th> </tr> </thead> <tbody> <tr> <td>rice</td> <td>97,400 tons</td> <td>84 %</td> </tr> <tr> <td>cotton</td> <td>12,200 tons</td> <td>38 %</td> </tr> <tr> <td>groundnuts</td> <td>139,600 tons</td> <td>10 %</td> </tr> <tr> <td>maize</td> <td>16,500 tons</td> <td>34 %</td> </tr> <tr> <td>millet</td> <td>79,000 tons</td> <td>53 %</td> </tr> </tbody> </table> <ol style="list-style-type: none"> <li>4. Vehicle operation cost savings of 60 % on the new road</li> </ol>	<u>Crop</u>	<u>Amount</u>	<u>% of Senegal production</u>	rice	97,400 tons	84 %	cotton	12,200 tons	38 %	groundnuts	139,600 tons	10 %	maize	16,500 tons	34 %	millet	79,000 tons	53 %	<p>The road is not yet open so the extent of achievement cannot be measured. The following comments can be made :-</p> <ol style="list-style-type: none"> <li>1.&amp; 2. Both kind beneficiaries are likely to benefit when the road is opened.</li> <li>3. No later figures at Casamance level were obtained, but the area remains an important food supplier for the country . The road when complete will probably have the intended effect, but this should be reviewed.</li> <li>4. This cannot be monitored at this time.</li> </ol>
<u>Crop</u>	<u>Amount</u>	<u>% of Senegal production</u>																	
rice	97,400 tons	84 %																	
cotton	12,200 tons	38 %																	
groundnuts	139,600 tons	10 %																	
maize	16,500 tons	34 %																	
millet	79,000 tons	53 %																	

9.5 What key assumptions were made in projecting benefits? Have these assumptions been proved correct?

Planning Assumptions	Actual Experience
<p data-bbox="174 409 624 523">Growth of traffic about 5 % p.a. reaching a total of 431 vehicles/day on the first part of the road.</p> <p data-bbox="174 571 571 637">Tourists will travel along the road and not just by air.</p>	<p data-bbox="759 409 1216 495">In May 1979 the level of traffic was 387/vehicles/day on the first part of the road.</p> <p data-bbox="759 571 1243 742">This cannot be assessed at this time, although there is currently considerable tourist traffic along the existing road between the hotels at Cap Skirring and Ziguinchor.</p>

PROJECT STATUS REVIEW FORM

SECTION I. Summary

1.1

<p><u>Project Title</u> : Improvements to existing Bridge, construction of a new bridge, and construction of a dam across the Cotonou lagoon.</p> <p><u>Location</u> : Benin (formerly Dahomey)</p>	<p><u>Sector</u> :</p> <table border="1"> <tr> <td>Agriculture</td> <td><input type="checkbox"/></td> </tr> <tr> <td>Transport</td> <td>X</td> </tr> <tr> <td>Public Utilities</td> <td><input type="checkbox"/></td> </tr> <tr> <td>Health</td> <td><input type="checkbox"/></td> </tr> </table>	Agriculture	<input type="checkbox"/>	Transport	X	Public Utilities	<input type="checkbox"/>	Health	<input type="checkbox"/>
Agriculture	<input type="checkbox"/>								
Transport	X								
Public Utilities	<input type="checkbox"/>								
Health	<input type="checkbox"/>								
<p><u>Executing Agency of Host Government</u> : Direction des Travaux Publics, République de Bénin</p>									
<p><u>Project Description (Summary)</u> :</p> <p>(a) The construction of a new bridge and approach roads to take increased traffic flow, especially international traffic, through Cotonou. The bridge is four lane, 330.5m long and of multiple independent spans.</p> <p>(b) Reconstruction of the deck of the existing bridge.</p> <p>(c) The construction of a sand and rockfill dam near the mouth of Cotonou lagoon to reduce the flow of ocean tides into the lagoon and reverse the erosion resulting from the deepwater harbour's breakwater stopping the drift of sand along the coast. By controlling salinity levels in the lagoon and lake Nokoué, the fishing industry of the lake should be revived.</p>									

1.2

Summary of USAID Grant Funded Pre-Investment Study

Date of Contract	R/S*	Type of Study	Contractor	Cost \$	Status
9/72	R	Detailed Engineering Design	Sanders & Thomas Inc.	458,068	Complete 1/75

\*R = "Regular grant"; S = "Sahelian grant"

1.3

Summary of ADB Group Subsequent Investment

ADB/ADF/NTF	Date Approved	Amount UA/FUA	Other Sources	Purpose of ADB/Group Loans
ADB	1/75	UA 4.0m	Govt. of Benin USAID	Foreign exchange costs of the dam and improvements to existing bridge.

Status of Project at 31/3/80 :

- 1) new bridge complete, opened 9/79
- 2) dam completed and hand over 12/77
- 3) repairs to existing bridge due to be completed 3/81

1/4/81

SECTION 2 : CONCLUSIONS AND RECOMMENDATIONS OF CONSULTANT TO ADB/USAID  
JOINT EVALUATION

1. Conclusions

- 1.1. The timescale of this project has been quite long. The gestation period between the first Sanders and Thomas study in 1970 to construction work commencing was 6 years. This was partly due, however, to the unusual situation of the first tender for the bridge failing to attract a contractor.
- 1.2. Currently, the one completed component of this project, the dam, is not being properly used, and the levels of salinity in the lagoon and lake are almost as high as before the dam was constructed. One factor in this is that the device for lifting the gates in and out of the weir is broken.

2. Recommendations

- 2.1. Specifically, ADB should organise a mission to Cotonou to investigate the problems with the dam and determine a solution.
- 2.2. Generally ADB should carry out systematic post evaluation and audits of completed projects to assess whether they are achieving their purpose, and if not to determine what steps should be taken.

SECTION 3. PROJECT HISTORY : KEY DATES

3.1 Pre-Investment Stage

	Date		Date
Project identification	/65		
Sanders+ Thomas feasibility study	/70		
AID request ADB to participate in project	6/71		
ADB request AID for grant for final design	7/71		
Feasibility study finished	2/72		
T.O.R. for final design agreed	8/72		
Contract for study signed	9/72		
Final report submitted	1/75		

3.2 Lending Stage

	Date		Date
ADB Appraisal Mission		USAID loan agreement with Benin	9/74
ADB Appraisal Report	12/74	Initial tenders issued	5/75
ADB Approval of Loan	1/75	Second tenders issued	/75
Signature of Loan Agreement	5/75		

3.3 Investment/Implementation

Loan Administration	Date	Physical Progress	Date
First disbursement	7/76	Contract for dam construction	/76
		Completion of dam	12/77
Final disbursement (forecast)	3/82	Contract for rehabilitation of bridge	/76
		Completion of work (forecast)	3/81

3.4 Comments on Project History

1. ADB's involvement in this project started when USAID requested ADR assistance in co-financing the overall project and in using Regular Grant funds to finance the final design study.
2. It is noticeable that this was done more than six months before the end of the Sanders & Thomas feasibility study, which enabled the contract for the final design study to be signed only seven months after the feasibility study was complete. The contract was negotiated directly with Sanders & Thomas.
3. The Sanders & Thomas final design study overran by more than a year.  
Reasons :
  - a) changes to the terms of reference,
  - b) delays in the drilling programme
4. A major delay of 14 months was experienced between the loan signature and the first disbursement. Reason : the first tender for the bridge failed to attract a single contractor, and the subsequent tender only attracted one, at a high price.
5. Implementation, once work started in 1976, has gone reasonably smoothly. The dam is complete and the rehabilitation of the existing bridge is ahead of schedule, the USAID financed new bridge part of the project is 5 months behind. Reason additional works and delays in cement deliveries.

SECTION 4 : USAID FINANCED STUDY TO PREPARE T.O.R.

4.1 Has USAID financed a study to prepare Terms of Reference for a Pre-Investment Study?

Yes   
No

If Yes, give details :

Contract Date	Contractor	Cost \$	Status
	Not applicable		

4.2 What kind of Study are the Terms of Reference for?

Not applicable

4.3 Summary of follow up action to the T.O.R. Study

Not applicable

**SECTION 5 : USAID PRE-INVESTMENT STUDY**

5.1

Type of Study; (studies)	Contract Date	ADB N <sup>o</sup> .	Contractor	Cost \$	Status
Economic feasibility <input type="checkbox"/>	9/72	9	Sanders & Thomas Inc.	458,068	Complete 1/75
Engineering feasibility <input checked="" type="checkbox"/>					
Preliminary engineering design <input type="checkbox"/>					
Detailed final engineering design and preparation of bid documents <input checked="" type="checkbox"/>					
Others (specify) <input type="checkbox"/>					

N.B. More than one box may be checked :

5.2

Purpose of Study (studies)/Main Points of T.O.R. :

Phase I - Feasibility Study

- Review Sanders & Thomas' earlier feasibility report, update and complete the existing geo-technical, hydrographic and hydrological studies;
- Carry out a boring/drilling programme for foundations data;
- Locate borrow pits and test materials;
- Evaluate silting problems in lagoon;
- Carry out topographical studies;
- Prepare design standards.

Phase II - Final Design and Engineering Study

- Complete final designs, invitations to tender and cost estimates;
- Prepare pre-qualification questionnaires and assist Government in pre-qualification process.

Phases I and II were concerned with the whole project, i.e. the new bridge and approach roads, repairs to the existing bridge and the dam.

5.3

Reports (for each study)				
Date	Title	N°. of Volumes	Availability	
			ADB Lib.Ref.	Other
8/73	Phase I Studies Draft Final Report	1	Benin	USAID
7/74	Final Report (amendments to draft only)	1	Benin	USAID
8/74	Phase II Studies Draft Final Report	1	Benin	USAID

5.4

Summary of Main Findings and Recommendations :

The studies did not include economic feasibility but were restricted to technical recommendations for each of the project components.

For details, see the description of project appraised, paragraph 7.2.

5.5 Implementation of the Study : Planned and Actual

Stages as per Contract	Contract Schedule	Dates	
		Implied by Contract	Actual
Opening of Letter of Credit	M	11 /72	11 /72
Mobilisation	M + 1	12/72	
Inception report	M + 2	1 /73	1 /73
Draft Final Report Phase 1	M + 3	2/73	9/73
Final Report Phase 1		4/73	7/74
Draft final Report Phase 2		10/73	8/74
Final Report Phase 2		12/73	1 /75

5.6 Reasons for Variances between Dates Implied by Contract and Actual Dates

The study was delayed about one year. The reasons are :

- a) the terms of reference of the consultant were changed after Phase I in order to include the design of a weir, or sluice, to enable shrimp larvae to pass into the lagoon ;
- b) delays in the construction of the drilling platform which delayed submission of the Phase I Draft Report ;
- c) delays in submission of the Final Report for Phase II,

5.7 If USAID Pre-Investment Study Completed :

(a) Has there been any subsequent ADB Group Investment<sup>x</sup> in the Project?

Yes   
No

(b) Has there been any subsequent investment<sup>x</sup> in the Project by other agencies?

Yes   
No

Note : <sup>x</sup> Investment includes investment in further studies

5.8 If the answer to (a) or (b) above in Yes, move on to Section 7 below :

5.9 If the answer to (a) or (b) above is No, outline what further action, if any, has followed the USAID Pre-Investment Study, with reasons :

Not applicable

**SECTION 6 : OTHER PRE-IMPLEMENTATION STUDIES**

6.1	Type of Study	Date	Contractor	Funding Agency	Cost	Status
	Feasibility study	2/70	Sanders & Thomas Inc	USAID		Complete

(Include any studies funded by ADB Group)

6.2	Reports			
	Date	Titles	N° of Vols	Availability
	6/72	Economic and Technical Feasibility Study for the construction of a bridge and a dam across Cotonou Lagoon.		Sanders & Thomas

6.3 Summary of Main Findings and Recommendations :

The report proposed several alternative solutions, of which the one chosen was to construct a new bridge across the lagoon at the Boulevard St. Michel, to rehabilitate the existing bridge, and to build a low dam between the existing bridge and the mouth of the Cotonou lagoon to act as a barrier to sea water intrusion. This dam would have three effects :-

- a) reduce the currents in the lagoon and thus reduce erosion to the piles of the bridge.
- b) reduce salinity in the lagoon and lake by preventing salt water intrusion during the dry season, and thus enable the fishing industry to revive.
- c) prevent the passage of shrimp larvae into the lagoon, with the result of stopping the shrimp harvest there.

SECTION 7 : LENDING BY ADB GROUP AND OTHER AGENCIES

7.1

Appraisal by ADB Group			
Date of Appraisal Missions	ADB Officers involved	Date of Appraisal Report	Appraisal Report Reference
/74	G. Dossou J. Crosthwaite	12/74	ADB/OPS/DAH/TRANS/01

7.2

Description of Project Appraised :
<p>The ADB project is for :</p> <ul style="list-style-type: none"> <li>(a) repairs to the existing bridge</li> <li>(b) construction of a dam near the mouth of the lagoon.</li> </ul> <p>Consultancy supervision of the work will be funded by USAID which is financing the new bridge.</p> <p><u>Repairs to the existing bridge</u></p> <p>The existing bridge is a combined rail and vehicular bridge. It was built in 1928 and is of steel girder spans with a concrete deck. It deteriorated through lack of maintenance and the effect of vibrations of rapidly increasing traffic volumes. The bridge has also suffered from scouring of the pile embedment. The improvements consist of :</p> <ul style="list-style-type: none"> <li>(a) replacement of existing concrete deck</li> <li>(b) remove and replace the rail line and railing</li> <li>(c) renovate the lighting</li> <li>(d) repair the abutments.</li> </ul> <p><u>Construction of the dam</u></p> <p>The dam is 3m high and 520m long, consisting of a sand core with a pervious rock blanket.</p>

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7.3

### Relationship to Other Projects

These works were undertaken currently with the construction of a new four lane bridge and approach roads across the Cotonou lagoon at Boulevard St. Michel. This is financed by USAID, along with consultancy supervision of the whole project. The structure is a multiple span steel superstructure resting on pre-cast octagonal piles.

7.4

### Significant Differences in Project Formulation or Justification between Consultant Report and Appraisal Report

The appraisal report contained an economic appraisal, based on Sanders & Thomas' 1970 feasibility study. These found :

IRR for the whole project = 26%  
 IRR for the dam alone = 35%

Benefits for dam are :

- (a) fisheries : incremental fish production of 14,500 tonnes (to 16,700 tonnes total) by 1980 - primary benefit;
- (b) cost saving from protecting bridges from scour.

Benefits of bridges are :

- (a) relieving traffic congestion and providing for further growth of traffic, leading to vehicle operating cost savings (including time savings).

Traffic growth assumed 1970-90 was :

Passenger cars, taxis	6.0%	Implied 1980 traffic:	18,500/day
Buses & trucks	4.4%		3,600/day
Cycles & motorcycles	8.1%		37,300/day
Pedestrians	5.9%		19,000/day
Train movements	0%		8/day

7.5

Sources of Funding :				
Agency	Approval Date	Signed	Amount UA (M)	Purpose of Loan
<u>ADB Group (specify)</u>				
ADB	1/75	5/75	4.0m	Foreign exchange costs of dam and repairs to existing bridge + 50% of local costs.
<u>Other (incl. Host Govt.)</u>				
USAID		9/74	9.01m	New bridge, consultancy supervision for whole project
Govt. of Benin			0.73m	Local costs (matching ADB loan only)
Govt. of Benin			0.28m	Local costs (matching USAID loan)
Total Estimated Cost			14.02m	
= \$ 16.88m				

7.6

## Terms of ADB Group Loans

Interest at 6% per annum:

Statutory Commission : 1% per annum

Commitment Charge : 0.75% per annum on the undisbursed portion of the loan commencing 90 days after signature of the Loan Agreement

Repayment over 16 years, after a grace period of 4 years.

7.7

## Statement of Loan(s) at 31/12/79

UA

Loan Date	Loan Amount	Disbursed	Not Disbursed	Cancelled	Repayments	Still Outstanding
5/75	4,000,000	2,786,444	1,213,556	-	87,076	2,699,368

SECTION 8 : IMPLEMENTATION OF PROJECT

8.1 Physical Progress, Planned and Actual

Major Project Stages	Completion Dates			Actual/ Latest Est.
	Planned			
	USAID Study	Appraisal Rpt	Contract	
A. <u>New bridge</u>				
Construction of bridge, 2 lanes open	2/77			9/79
Completion of bridge and access roads	1/78			6/80
B. Repairs to bridge	8/78	6/78	3/81	12/80
C. Dam	12/77			12/77

8.2 Project Costs, Planned and Actual

Major Project Stages	Estimated			Actual/ Latest Est.
	USAID Study	Appraisal Rpt	Contract	
A. New bridge	\$ 7.8 M	not included	not available	
Approaches to new bridge	\$ 4.74 M	not included	"	\$ 17. M
B. Renovation of existing bridge	\$ 1.92 M	\$ 2.24 M		\$ 2.74 M
C. Dam	\$ 2.95 M	\$ 3.47 M		\$ 4.7 M

8.3 Disbursement Record (for each ADB Group loan)

	1 Quarter/ Year of First Dis- bursement	2 Cumula- tive dis- bursement at	3 % of Total Loan	4 Completion Date of Project	5 Date of Final Disburse- ment
<p><u>Loan 1. Title and Purpose</u> : foreign exchange and 50% of local costs of construction of dam and repairs to existing bridge</p> <p style="text-align: right;"><u>Agency</u> : ADB <u>Amount</u> : U.A. 4.0M <u>Signed</u> : 6/5/75</p>					
	1	2	3	4	5
1. As per Appraisal Report	no disbursement	schedule	in report		
2. Revised (Loan Agreement)	-	-	-	-	6/79
3. Actual/Latest forecast	3rd/76	2,786,444	70 %	3/81	6/81
<p><u>Loan 2. Title and Purpose</u> : n/a</p> <p style="text-align: right;"><u>Agency</u> : <u>Amount</u> : <u>Signed</u> :</p>					
	1	2	3	4	5
<p><u>Loan 3. Title and Purpose</u> : n/a</p> <p style="text-align: right;"><u>Agency</u> : <u>Amount</u> : <u>Signed</u> :</p>					
	1	2	3	4	5

## Comments on Implementation Progress

1. The only difference between the USAID Study and the Appraisal Report cost estimates were inflation effects.
2. The Appraisal Report did not include a revised bar chart schedule. It assumed work would start in Sept. 1975, whereas contracts were not signed for the ADB portion of the project until 1976. This was because the tenders for the bridge issued in May 1975 failed to obtain any replies, necessitating a second tender.

3. The new bridge (financed by USAID)

Work will be completed on the access roads in June 1980, completing this part of the project. The bridge itself was finished in October 1979. According to an AID audit report in 1979, several changes to specifications were made without the approval of USAID staff supervising the project.

4. The dam

This was completed in December 1977, provisionally handed over in February 1978, and finally handed over in February 1979.

5. The rehabilitation of the existing bridge

Work started in October 1979, when the new bridge was opened, and is currently 6 weeks ahead of schedule. It is due to be completed by March 1981, but may be finished by the end of 1980.

8.5

Contractors and Sub-Contractors			
Name	Nationality	Function	Size of Contract
S.G.T. Est	French	Renovation + Dam	
Sanders & Thomas	USA	Consultancy supervision	
Nello Teer	USA	Construction of new Bridge	

NB. Both Sanders & Thomas and Nello Teer are paid for by USAID bilateral funds to Benin.

SECTION 9. ASSESSMENT OF ECONOMIC AND SOCIAL IMPACT OF PROJECT

SECTORAL/REGIONAL PROGRAMME GOALS

9.1 What are the sectoral or regional programme goals towards which the project is to contribute?

- a) Support west African co-operation and economic development by facilitating international traffic through Cotonou.
- b) Re-establish the fishing industry of the Cotonou Lagoon.

9.2 What are the measures of achievement, planned and actual?

Planned	Actual
<p><u>Fishing industry</u></p> <p>Reverse downward trend of catches and obtain major increases from 2,200 tonnes in 1976 to 13,800 tonnes in 1979 and 16,700 tonnes in 1980</p> <p><u>International transport and trade</u></p> <p>No specific measures</p>	<p><u>Fishing</u></p> <p>When the dam gates were closed, salinity fell and the fishing improved. From August 1979 to date, the gates have been open, salinity has arisen, and fishing has declined. The dam is not being used properly. (See mission report for details)</p>

9.3 What assumptions were made in support of the achievement measures? Have these assumptions been proved correct?

Planning Assumptions	Actual Experience
<p>Construction of dam will restore ecology of lagoon, enabling revival of fish culturing and fish farming installations.</p> <p>a) marine borers will be reduced</p> <p>b) fish food supply will be restored.</p> <p>The construction of the bridge and renovation of the existing bridge will reduce traffic congestion and encourage international trade and traffic.</p>	<p>The dam is not being properly used, and the ecology of the lagoon has not been restored.</p> <p>As the rehabilitation to the existing bridge is incomplete, this cannot be measured as yet.</p>

PROJECT PURPOSE

9.4 What were the projected benefits for the project? What are the measures of achievement, and to what extent have they been achieved?

Projected	Actual Achievement
<p>Economic and Social Benefits (including who is to benefit)</p> <ol style="list-style-type: none"> <li>1. In 1960 , fisheries provided subsistence for 50,000 people around the lagoon. All these people (and the increased population.) will benefit.</li> <li>2. Protection of bridge substructures from scour arising from tidal movements</li> <li>3. Provision of adequate accommodation for existing and future local international traffic crossing the Cotonou lagoon.</li> </ol>	<ol style="list-style-type: none"> <li>1. Although no data is obtained, the population of the lake area have not benefited as yet as anticipated.</li> <li>2. The currents have been partially controlled by the dam, but with the weir gates open, there is a strong current on the western side of the lagoon. Its effect on erosion is not known.</li> <li>3. No information is available on this.</li> </ol>

9.5 What key assumptions were made in projecting benefits? Have these assumptions been proved correct?

Planning Assumptions

Actual Experience

The dam will enable the control of inflows of tidal water into the lagoon.

It is not being used properly so this is not being achieved at present.

PROJECT STATUS REVIEW FORM

SECTION I. Summary

1.1 Project Title : Upper Volta-Ghana Telecommunications Link

Location : Upper Volta - Ghana

Executing Agency of Host Government :

Project Description (Summary) :

Improvement of telecommunications between Upper Volta and Ghana

Sector :

Agriculture

Transport

Public Utilities

Health

1.2 Summary of USAID Grant Funded Pre-Investment Study

Date of Contract	R/S*	Type of Study	Contractor	Cost \$	Status
9/72	R	Reconnaissance	Morcom Systems Inc.	10,000	Complete 2/73

\*R = "Regular grant"; S = "Sahelian grant"

1.3 Summary of ADB Group Subsequent Investment

ADB/ADF/NTF	Date Approved	Amount UA/FUA	Other Sources	Purpose of ADB/Group Loans
	None to date			

Status of Project at 31/3/80 :

The project has not been proceeded with beyond the Reconnaissance study because it was not considered of sufficient priority.

SECTION 2 : CONCLUSIONS AND RECOMMENDATIONS OF CONSULTANT TO ADB/USAID  
JOINT EVALUATION

There are no specific conclusions or recommendations  
from this project.

SECTION 3. PROJECT HISTORY : KEY DATES

B.1 Pre-Investment Stage

	Date		Date
Entente Fund requested AID assistance	/71		
Contract for study	10/72		
Submission of Draft Final Report	2/73		

3.2 Lending Stage

	Date		Date
Not applicable			

3.3 Investment/Implementation

Loan Administration	Date	Physical Progress	Date
Not applicable			

3.4 Comments on Project History

There are no comments

SECTION 4 : USAID FINANCED STUDY TO PREPARE T.O.R.

4.1 Has USAID financed a study to prepare Terms of Reference for a Pre-Investment Study?

Yes   
No

If Yes, give details :

Contract Date	Contractor	Cost \$	Status
	Not applicable		

4.2 What kind of Study are the Terms of Reference for?

Not applicable

4.3 Summary of follow up action to the T.O.R. Study

Not applicable

**SECTION 5 : USAID PRE-INVESTMENT STUDY**

5.1

Type of Study (studies)	Contract Date	ADB N°.	Contractor	Cost \$	Status
Economic feasibility <input type="checkbox"/>					
Engineering feasibility <input type="checkbox"/>					
Preliminary engineering design <input type="checkbox"/>					
Detailed final engineering design and preparation of bid documents <input type="checkbox"/>					
Others (specify) <input checked="" type="checkbox"/>					
Reconnaissance Study	9/72	10	Morcom Systems	10,000	Complete 2/73

N.B. More than one box may be checked :

5.2

Purpose of Study (studies)/Main Points of T.O.R. :

1. Describe present (1972) state of telecommunications traffic UV - Ghana, particularly Ouagadougou - Accra by radio ;
2. estimate future traffic ;
3. establish level of potential traffic on assumption of good link ;
4. determine communications requirements between the two capitals and other major population and economic centres in the two countries ;
5. formulate preliminary technical observations which will provide guidance in determining the need and manner for further investigation into establishing an improved telecommunications link between the two countries.

5.3

Reports (for each study)				
Date	Title	N°. of Volumes	Availability	
			ADB Lib.Ref.	Other
2/73	Draft Final Report : UV - Ghana Telecommunications Link. Reconnaissance Study for ADB	1	Upper Volta, Ghana	USAID File

5.4

Summary of Main Findings and Recommendations :

- Projected traffic requires multi-channel telecom link with capacity up to 24 voice channels. Further study (technical and economic feasibility study) recommended to examine :-
- a) route
  - b) number of voice channels required for telephone, telex, telegraph traffic
  - c) consideration of alternative types of transmission
  - d) cost estimates for construction of alternative types of link
  - e) operation and maintenance cost estimates
  - f) potential revenue for predicted traffic levels to 1975, 1980, 1985
  - g) financial and economic feasibility study, including rate structures
  - h) system implementation plan.

5.5 Implementation of the Study : Planned and Actual

Stages as per Contract	Contract Schedule	Dates	
		Implied by Contract	Actual
Contract signed			9/72
Mobilisation			1/73
Draft Final Report			2/73

5.6 Reasons for Variances between Dates Implied by Contract and Actual Dates

This was not examined in depth by the evaluation

5.7 If USAID Pre-Investment Study Completed :

(a) Has there been any subsequent ADB Group Investment<sup>x</sup> in the Project?

Yes   
No

(b) Has there been any subsequent investment<sup>x</sup> in the Project by other agencies?

Yes   
No

Note : <sup>x</sup> Investment includes investment in further studies

5.8 If the answer to (a) or (b) above in Yes, move on to Section 5 below :

5.9 If the answer to (a) or (b) above is No, outline what further action, if any, has followed the USAID Pre-Investment Study, with reasons :

The project was not considered of sufficient priority, so it was decided not to proceed to a feasibility study.

PROJECT STATUS REVIEW FORM

SECTION I. Summary

1.1 Project Title : Bukavu-Kindu Road

Location : Zaïre

Executing Agency of Host Government :

Sector :

Agriculture	<input type="checkbox"/>
Transport	<input checked="" type="checkbox"/>
Public Utilities	<input type="checkbox"/>
Health	<input type="checkbox"/>

Project Description (Summary) : The proposed project is for the upgrading and rehabilitation of the road between Bukavu and Kindu, approx. 450 km. Before 1960 the road network in the NE region of Zaïre was the largest and most developed in Zaïre. It played a key role in the marketing of agricultural produce, the exploitation of mineral resources and the implementation of education and health programmes.

Since 1960 the road has deteriorated to a critical condition because of lack of maintenance. Vehicle operating costs are high, the transport of goods to market has declined, prices have risen and production has fallen.

1.2 Summary of USAID Grant Funded Pre-Investment Study

Date of Contract	R/S*	Type of Study	Contractor	Cost \$	Status
11/72	R	Economic and Engineering Feasibility	TAMS	150,310	Complete 6/74

\*R = "Regular grant"; S = "Sahelian grant"

1.3 Summary of ADB Group Subsequent Investment

ADB/ADF/NTF	Date Approved	Amount CA/FUA	Other Sources	Purpose of ADB/Group Loans
		none to date		

Status of Project at 31/3/80 : because the TAMS study found that the road was not economically feasible, no project has been proceeded with. The Zaïre authorities are trying to improve the road by regular maintenance.

SECTION 2 : CONCLUSIONS AND RECOMMENDATIONS OF CONSULTANT TO ADB/USAID  
JOINT EVALUATION

1. The study by TAMS is particularly interesting because it attempts in a systematic way to go beyond the conventional evaluation of the economic feasibility of a road . Specifically it :-

- a) quantifies the incremental value of agricultural production that would be generated if the road were built.
- b) includes an analysis using "shadow prices" for foreign exchange and unskilled labour .
- c) includes an income distribution analysis, which weights the benefits received by farmers more highly than those received by mining companies.

2. Although the analysis in b) and c) is somewhat crude, it shows an appreciation of key issues in development planning and project preparation.

3. This is one of the projects covered by the joint evaluation where the study found that the project was not feasible economically, and thus saved a large investment by the Bank which could not be justified at that time.

4. There are no specific recommendations to be made.

SECTION 3. PROJECT HISTORY : KEY DATES

B.1 Pre-Investment Stage

	Date		Date
Project identification	/69		
Host Country request to ADB	2/71		
ADB request USAID grant for study			
USAID agree	2/71		
T.O.R. agreed	8/71		
Prequalification of consultants	7/71		
Request for technical proposals	12/71		
Selection of consultant	3/72		
Contract for study	11/72		
Final Report submitted	8/74		

3.2 Lending Stage

	Date		Date
None to date			

3.3 Investment/Implementation

Loan Administration	Date	Physical Progress	Date
None		None	

3.4 Comments on Project History

1. It simply took a long time to pre-select, write technical proposals, negotiate and sign contract. No particular reasons.

SECTION 4 : USAID FINANCED STUDY TO PREPARE T.O.R.

4.1 Has USAID financed a study to prepare Terms of Reference for a Pre-Investment Study?

Yes   
No

If Yes, give details :

Contract Date	Contractor	Cost \$	Status
	Not applicable		

4.2 What kind of Study are the Terms of Reference for?

Not applicable

4.3 Summary of follow up action to the T.O.R. Study

Not applicable

**SECTION 5 : USAID PRE-INVESTMENT STUDY**

5.1

Type of Study (studies)	Contract Date	ADB N°.	Contractor	Cost \$	Status
Economic feasibility <input checked="" type="checkbox"/>	11/72	11	Tippetts-Abbett-McCarthy-Stratton (TAMS)	150,310	Complete 6/74
Engineering feasibility <input checked="" type="checkbox"/>					
Preliminary engineering design <input type="checkbox"/>					
Detailed final engineering design and preparation of bid documents <input type="checkbox"/>					
Others (specify) <input type="checkbox"/>					

N.B. More than one box may be checked :

5.2

Purpose of Study (studies)/Main Points of T.O.R. :

1. Establish technical and economic justifications for alternative solutions for repairing or upgrading the Bukavu-Kindu access, including bridge versus ferry comparisons.
2. Prepare cost estimates to + 20% precision for recommended improvements on the basis of standard costs/km., for bitumen and all-weather gravel.
3. Define the nature and scope of complementary site surveys for the final design stage, and define standards.
4. Evaluate present and future economic activity and trade in the area impacted by the road, including the effect of improving the road on transport in the Lualaba-Bukavu-Kindu triangle.
5. Make forecasts of traffic.
6. Calculate the economic feasibility of the road.

5.3

Reports (for each study)				
Date	Title	N°. of Volumes	Availability	
			ADB Lib.Ref.	Other
3/74  (pre- sented 6/74)	Technical and Economic Feasibility Study for the Bukavu-Kindu Road	1	Zaire	

5.4

Summary of Main Findings and Recommendations :

1. Economic feasibility

Minimum cost restoration of the existing road to permit passage by all types of vehicle in all types of weather cannot be justified economically, not even when using "shadow" prices to reflect scarcity of foreign exchange overvaluation of the local currency, and the underemployment of unskilled labour :-

Most optimistic cost/benefit evaluation gives IRR = 5.7% - 7.2%  
 Most pessimistic " " " gives IRR = less than 0

Higher levels of improvement fall well below economic justification

Taking into account income distribution effects, IRR can be increased.

<u>Beneficiaries</u>	<u>Alternative 1 weights</u>	<u>Alternative 2 weights</u>
Mining Companies, Truckers, Middlemen	1	1
Commercial farm operators Others		
Farmers	1.5	2
	IRR = 10.6%	IRR = 14.5%

(ie benefits to farmers are weighted more than benefits to others)

5.4 (cont'd)

Summary of Main Findings and Recommendations (cont'd)

Evaluation poses a dilemma : current levels of activity are so low that any reasonable projection of increased activity from the road improvement are too low. Yet if no improvements are made, little, if anything can be done to improve the well being of the 1/2 million population, and Kivu Province will remain isolated from the rest of Zaire.

Possible construction could be by road brigades in 1980's once they have gained experience from the work training they are receiving.

2. Estimated costs (1974 Zaire) (\$ = approx. 2 Zaires)

	Level 1 (Minimum Improvement)	Level 2 (Gravel reconstruction)	Level 3 Bitumen surface
Direct Road	3.7 M	11.5 M	18.4 M
Southern route	4.5 M	12.9 M	21.2 M

3. Assessment of Impact of Road (Existing route, level 1 Improvements)

Prime category of benefits = agriculture, induced growth

1974 Split = 92 % subsistence, 6% commercialised food, 2% non food products. The plantation areas have reverted partially to subsistence farming since 1960.

The optimistic approach to estimating benefits assumed that the road would enable commercialised agricultural production to return to pre 1960 levels.

The less attractive (but normal) approach was by an elasticity analysis of the response of farmers to reduced transport costs (23% reduction for level 1 improvement) forecast growth rates :

	to 1980	1980 onwards
Subsistence agriculture	3.3%	3.3%
Commercialised foods	4.2%	2.3 %
non food agriculture	3.0%	2.0 %

2.3% population growth is assumed, and an increased extension effort.

Secondary benefits = vehicle operating cost savings to mining companies, Government, etc.

Average daily traffic along the length of the road	1975	20
	1980	27
	1990	33

4. Shadow Prices

Foreign exchange adjustment : 1.5 times actual  
Wages for unskilled labour : 0.5 times market rate

5.5 Implementation of the Study : Planned and Actual

Stages as per Contract	Contract Schedule	Dates	
		Implied by Contract	Actual
Opening letter of credit	M	1/73	1/73
Inception Report	M + 1/2	2/73	2/73
Interim report	not specified		5/73
Draft Final Report	M + 6	7/73	8/73
Final Report	M + 8	9/73	6/74

5.6 Reasons for Variances between Dates Implied by Contract and Actual Dates

1. There was a delay in opening the Letter of Credit
2. There was a delay in commenting on the Draft Final Report by Government of Zaire. The comments of the Bank were given 1/74. The Government of Zaire felt that TAMS had underestimated the growth in traffic along the road for the future, and that with a more realistic growth rate (from their point of view) the road could be justified. This view did not lead to a change in TAMS' conclusion.

5.7 If USAID Pre-Investment Study Completed :

(a) Has there been any subsequent ADB Group Investment<sup>x</sup> in the Project?

Yes   
No

(b) Has there been any subsequent investment<sup>x</sup> in the Project by other agencies?

Yes   
No

Note : <sup>x</sup> Investment includes investment in further studies

5.8 If the answer to (a) or (b) above in Yes, move on to Section 5 below :

5.9 If the answer to (a) or (b) above is No, outline what further action, if any, has followed the USAID Pre-Investment Study, with reasons :

Government of Zaire is proposing that ADB fund a project for the first 100 km of the road which is the busiest section, between Bukavu and Burale.

**SECTION 6 : OTHER PRE-IMPLEMENTATION STUDIES**

6.1

Type of Study	Date	Contractor	Funding Agency	Cost	Status
Project identification and prefeasibility	1969	?	USAID		Complete

(Include any studies funded by ADB Group)

6.2

Reports			
Date	Titles	N° of Vols	Availability
	not known		

6.3

**Summary of Main Findings and Recommendations :**

This was an exploratory survey of the problems and requirements of the NE region in the specific field of transport. It paid particular attention to the problems and requirements in the production and service sectors, and formulated an emergency programme for the general rehabilitation of the Bukavu-Kindu axis.

NB. Because no investment has yet occurred, this Status Review Form has not been completed any further.

PROJECT STATUS REVIEW FORM

SECTION I. Summary

1.1 Project Title : Ouangolodougou - Mali Border Road

Location : Ivory Coast

Executing Agency of Host Government :

Ministère des Travaux Publics et de Transports

Project Description (Summary) :

The proposed project is for the construction of a bitumen surfaced road between Ouangolodougou in the Ivory Coast and the Ivory Coast-Mali Border. The route is approximately 90 km long. This road constitutes an important section in Mali's principal international highway link between Bamako (the capital of Mali) and the port of Abidjan. The Abidjan route competes for almost all of Mali's international trade with the Bamako-Dakar railway. With the existing road, trade is about equally shared between the two roads.

Sector :

Agriculture	<input type="checkbox"/>
Transport	<input checked="" type="checkbox"/>
Public Utilities	<input type="checkbox"/>
Health	<input type="checkbox"/>

1.2 Summary of USAID Grant Funded Pre-Investment Study

Date of Contract	R/S*	Type of Study	Contractor	Cost \$	Status
1/73	R	Economic and Technical feasibility, followed by final design engineering	Louis Berger	258,018	Complete Phase I 9/73 Phase 2 6/74

\*R = "Regular grant"; S = "Sahelian grant"

1.3 Summary of ADB Group Subsequent Investment

ADB/ADF/NTF	Date Approved	Amount UA/FUA	Other Sources	Purpose of ADB/Group Loans
		None to date		

Status of Project at 31/3/80 :

The Ivorian Government withdrew this project from the ADB pipeline and sought EDF financing. Recently, however, the Government has requested that it be reinstated to the ADB pipeline.

SECTION 2 : CONCLUSIONS AND RECOMMENDATIONS OF CONSULTANT TO ADB/USAID  
JOINT EVALUATION

1. Conclusions

- 1.1. The gestation period for this project is far too long, because of changing positions by the host government.
- 1.2. The AID-financed study is 6 years old now, and has been revised by BCET.
- 1.3. This is the second project where the Ivorian Government has redone AID financed study. The other is the Abidjan - Accra Highway.

2. Recommendations

- 2.1. Although it is recognised that this is very difficult, ADB is recommended to try to ensure that governments do not chop and change, the costs of which are substantial.

SECTION 3. PROJECT HISTORY : KEY DATES

3.1 Pre-Investment Stage

	Date		Date
Project Identification and preliminary Feasibility Study	1968/9	Phase I report	9/73
Preliminary Technical Survey	1970/1	Phase 2 report	6/74
Ivory Coast request to ADB		Project withdrawn from ADB pipeline	
ADB request to USAID for grant		BCET review of Louis Berger study	1979/80
USAID agree in principle		Project reintroduced to ADB pipeline	5/80
TOR agreed			
Contract for study signed	1/73		

3.2 Lending Stage

	Date		Date
Not applicable			

3.3 Investment/Implementation

Loan Administration	Date	Physical Progress	Date
Not applicable			

3.4 Comments on Project History

This project has had an extremely long gestation period because of changing position of Ivorian authorities.

SECTION 4 : USAID FINANCED STUDY TO PREPARE T.O.R.

4.1 Has USAID financed a study to prepare Terms of Reference for a Pre-Investment Study?

Yes

No

If Yes, give details :

Contract Date	Contractor	Cost \$	Status
	Not applicable		

4.2 What kind of Study are the Terms of Reference for?

Not applicable

4.3 Summary of follow up action to the T.O.R. Study

Not applicable

**SECTION 5 : USAID PRE-INVESTMENT STUDY**

5.1

Type of Study (studies)	Contract Date	ADB N°.	Contractor	Cost \$	Status
Economic feasibility <input checked="" type="checkbox"/>	1/73	12	Louis Berger	258,018	Complete Phase 1 9/73 Phase 2 6/74
Engineering feasibility <input checked="" type="checkbox"/>					
Preliminary engineering design <input checked="" type="checkbox"/>					
Detailed final engineering design and preparation of bid documents <input checked="" type="checkbox"/>					
Others (specify) <input type="checkbox"/>					

N.B. More than one box may be checked :

5.2

Purpose of Study (studies)/Main Points of T.O.R. :

Phase 1

- a) Review of existing documents
- b) Review of alternative alignments
- c) Prepare preliminary engineering, including location, design standards, construction methods and cost estimates to ± 20% accuracy.
- d) Carry out a full economic analysis and evaluation, including traffic counts and origin/destination surveys, a socio-economic analysis of the area, projections of traffic flows, and the calculation of benefit/cost ratios and the Internal Rate of Return.

Phase 2

- a) Prepare final design and drawings
- b) Prepare detailed cost estimates
- c) Prepare construction schedules
- d) Prepare bid documents

## 5.3

Reports (for each study)				
Date	Title	N°. of Volumes	Availability	
			ADB Lib.Ref.	Other
9/73	Final Report of the Improvement Study, Economic and Engineering feasibility Phase I	2	Not available	Louis Berger Office, Abidjan
6/74	Final Report, Detailed Design and Bid Documents	3	(Vol. III only) Ivory Coast	Louis Berger Office, Abidjan

5.4 Summary of Main Findings and Recommendations :1. Economic justification

1.1. IRR = 10.6%, which though rather low is considered acceptable and above that likely to be obtained on other investment projects in the underdeveloped north of Ivory Coast.

1.2. 3 types of benefit quantified :-

- a) reductions in user costs to normal traffic and traffic diverted from the Dakar route
- b) transport costs to traffic transferred from Regie Abidjan-Niger railway (primarily cotton)
- c) reductions in maintenance costs

Relative importance of these benefits is a) 86% of total, b) 11%, c) 3%.

1.3. The traffic using this route is primarily international traffic serving Mali's import and export requirements. The prime economic activity in the Ivory Coast in the area of the road is cotton which currently uses the existing road for the export of cotton and the import of inputs.

1.4. The population of the savannah areas has declined. No population figures for the area served by the road are given.

Summary of Main Findings and Recommendations (cont'd)

2. Construction Cost (net of taxes) Phase 1 report (+ 20%)
  - 2.1. CFA.F 1.080 m (= \$ 5.14 m) 1973 prices
3. Proposed Construction Schedule (Phase 1 Report)
  - 3.1. Assuming final design, call for bids and selection of contractor through 1974, construction should start at the beginning of 1975 and be complete by the end of 1976.
4. Other Recommendations
  - 4.1. A series of improvements is recommended for the extension of storage facilities and the construction of access roads and rail sidings at Ouangolodougou station.
  - 4.2. Implementation of the T.I.E. system (Transit Inter-Etats) to freight traffic between Ivory Coast and Mali. This would reduce and simplify administrative and customs procedures.
  - 4.3. Simplified and less stringent police and customs checks on the Abidjan-Bamako route.
5. Principal Assumptions supporting the Recommendations
  - 5.1. Overall growth in Mali's international trade :
 

Imports 1977 - 1997	6.4% p.a.
Exports 1977 - 1997	4.0% p.a.
  - 5.2. Share of Mali imports transiting through Ivory Coast will increase from 51% in 1973 to 60% in 1982, if the new road is built. (NB. this contrasts with SETEC study). On the export side, the share of Mali's exports passing through Ivory Coast will increase from 53% to 70 - 80% over the same period.
  - 5.3. GDP Growth rates : Mali : 5.5% p.a. over the period  
Ivory Coast : 8.0% p.a.
  - 5.4. Traffic Growth rates :
 

Light vehicle traffic	: 7.0% p.a.	1977-97
Heavy trucks	: 5.7% p.a.	1977-97
Overall	: 6.0% p.a.	1977-97

5.5 Implementation of the Study : Planned and Actual

Stages as per Contract	Contract Schedule	Dates	
		Implied by Contract	Actual
<u>Phase 1</u>			
Contract signed	-	-	1/73
Opening Letter of Credit	M		
Mobilisation	M + 1		
Inception Report	M + 1		
Report on Alignments	M + 2 1/2		
Draft feasibility report	M + 6		
Govt. & ADB comments	M + 7 1/2		
Final Report	M + 8 1/2		9/73
<u>Phase 2</u>			
Opening Letter of Credit	N		
Mobilisation	N + 1		
Submission of Bid Documents	N + 5		
ADB & Govt. comments	N + 6 1/2		
Final Bid Documents	N + 8		6/74

5.6 Reasons for Variances between Dates Implied by Contract and Actual Dates

This study appears to have been executed without problems.

5.7 If USAID Pre-Investment Study Completed :

(a) Has there been any subsequent ADB Group Investment<sup>x</sup> in the Project?

Yes   
No

(b) Has there been any subsequent investment<sup>x</sup> in the Project by other agencies?

Yes   
No

Note : <sup>x</sup> Investment includes investment in further studies

5.8 If the answer to (a) or (b) above in Yes, move on to Section 5 below :

5.9 If the answer to (a) or (b) above is No, outline what further action, if any, has followed the USAID Pre-Investment Study, with reasons :

1. To date there has been no investment in this project. It appears that the Government of the Ivory Coast decided that another project in the education sector had higher priority for funding than the Ouangolodougou - Mali Border Road. Accordingly, the authorities requested replacing the road project in Ivory Coast's portfolio of projects with the Bank.
2. Subsequently the Government requested the EDF to fund the project. EDF agreed in principal, but informed the Government that it would await the results of an IBRD study into alternative transport links between Upper Volta, Mali, and Ivory Coast before giving the project the go ahead.
3. Whether because of the delays following this, or for other reasons, during May 1980, the Ivorian Government requested ADB to put the project back into ADB's pipeline.
4. It is known that BCET, the Ivorian Government's public works design bureau has fully reviewed Louis Berger's design, but the results of this are not known to the evaluation.

**SECTION 6 : OTHER PRE-IMPLEMENTATION STUDIES**

6.1	Type of Study	Date	Contractor	Funding Agency	Cost	Status
	Transport survey, Preliminary feasibility	1968/9	SETEC			Complete
	Phase 1					
	Phase 2	1971/2	SETEC			Complete

(Include any studies funded by ADB Group)

6.2	reports			
	Date	Titles	N° of Vols	Availability
	7/69	Transport Survey of Ivory Coast	Several	ADB Library
	/72	Feasibility studies	Several	ADB Library

6.3	Summary of Main Findings and Recommendations :
	<p>The second of these studies found an IRR of only 8% for the Ouangolodougou - Mali Border Road, largely because the potential losses to the Regie Abidjan - Niger were subtracted from the benefits. Louis Berger modified their analysis by taking into account the benefits to the economy as a whole of reduced transport costs.</p>

NB. Because no investment has occurred to date, the Status Review Form has not been completed any further.

PROJECT STATUS REVIEW FORM

SECTION I. Summary

1.1 Project Title : Tubman Bridge - Bomi Hills Road

Location : Liberia

Executing Agency of Host Government : Ministry of Public Works

Sector :

Agriculture	<input type="checkbox"/>
Transport	<input checked="" type="checkbox"/>
Public Utilities	<input type="checkbox"/>
Health	<input type="checkbox"/>

Project Description (Summary) :

The project is for the improvement to bitumen standard of the Tubman Bridge - Bomi Hills Road, approximately 64 km. Bomi Hills is the headquarters of the Liberia Mining Company and the road passes close to the Goodrich rubber plantation. The zone of influence of the road is large, taking in three counties (Monserrado, Grand Cape Mount and Lofa). This zone is rich in forestry and agriculture as well as iron ore, and provides approximately half the country's crops of coffee and cocoa and 14% of the rubber crop. It is also an important area for the production of basic food crops. The Liberian road network into the interior is very poor and this road provides an important stage in the economic integration of the country.

The sector of the road from Kle to Tubman Bridge is part of the Monrovia-Freetown highway.

1.2 Summary of USAID Grant Funded Pre-Investment Study

Date of Contract	R/S*	Type of Study	Contractor	Cost \$	Status
11/73	R	Economic and Technical feasibility, plus detailed engineering and bid documents	Stanley Consultants	260,384	Complete

\*R = "Regular grant"; S = "Sahelian grant"

1.3 Summary of ADB Group Subsequent Investment

ADB/ADF/NTF	Date Approved	Amount UA/FUA	Other Sources	Purpose of ADB/Group Loans
ADB	8/77	UA 5.0m	Government of Liberia	79% of the foreign exchange costs, being 55% of the Total Estimated Cost of UA 9.04

Status of Project at 31/3/80 :

Work is well advanced on the road, and it is currently forecast that work will be completed in July 1980, subject to the availability of fuel, and decisions on the base materials to be used for the Northern section. A substantial cost overrun is in prospect (see below for reasons).

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SECTION 2 : CONCLUSIONS AND RECOMMENDATIONS OF CONSULTANT TO ADB/USAID  
JOINT EVALUATION

1. Conclusions

- 1.1. It appears that substantial cost overruns may be incurred on this project, allegedly because of consultant errors.
- 1.2. The Liberian Government complained at the time of appraisal that it was not allowed to supervise the consultants. This seems to have been the result of a misunderstanding.

2. Recommendations

- 2.1. Consultants need to be supervised by the Bank and the host government executing agency.
- 2.2. The Bank needs to clarify the relative supervision responsibilities of the Bank and the host country executing agency.

SECTION 3. PROJECT HISTORY : KEY DATES

B.1 Pre-Investment Stage

	Date		Date
Project identified	/72		
Host country request to ADB	7/72		
ADB request to USAID for study	10/72		
USAID agree in principle	12/72		
C3D advertisement placed	4/73		
Contract signed	11/73		
Final Report Phase I	2/75		
Final Report Phase II	not established		

3.2 Lending Stage

	Date		Date
ADB Appraisal Mission	6/77		
ADB Appraisal Report	7/77		
Loan Approval	8/77		
Signature of Loan Agreement	9/77		

3.3 Investment/Implementation

Loan Administration	Date	Physical Progress	Date
Date of first Disbursement	12/78	Date of Supervision Contract	12/77
Date of final Disbursement	12/81	Date of Construction Contract	1/78
		Completion date for works (forecast)	7/80

### 3.4 Comments on Project History

1. The history of this project is especially interesting because REDSO and ADB tried to obtain a waiver from AID/W to allow direct negotiation for the feasibility and design study with Polytech, a Black American consulting firm, on the grounds of supporting a minority group firm. The Liberian Government, by telex of March 1973, was not prepared to accept this, however. In the subsequent prequalification, Polytech did not submit details of the firm's capability.
2. The period of 15 months between loan signature and first disbursement compares with four months between the date of loan signature and signature of the construction contract. This shows that the use of date of first disbursement as a proxy for loan effectiveness is unsatisfactory.
3. Implementation is virtually on schedule.

SECTION 4 : USAID FINANCED STUDY TO PREPARE T.O.R.

4.1 Has USAID financed a study to prepare Terms of Reference for a Pre-Investment Study?

Yes   
No

If Yes, give details :

Contract Date	Contractor	Cost \$	Status
	Not applicable		

4.2 What kind of Study are the Terms of Reference for?

Not applicable

4.3 Summary of follow up action to the T.O.k. Study

Not applicable

**SECTION 5 : USAID PRE-INVESTMENT STUDY**

5.1

Type of Study (studies)	Contract Date	ADB N°.	Contractor	Cost \$	Status
Economic feasibility <input checked="" type="checkbox"/>	11/73	13	Stanley Consultants	260,384	Complete
Engineering feasibility <input checked="" type="checkbox"/>					
Preliminary engineering design <input checked="" type="checkbox"/>					
Detailed final engineering design and preparation of bid documents <input checked="" type="checkbox"/>					
Others (specify) <input type="checkbox"/>					

N.B. More than one box may be checked :

5.2

Purpose of Study (studies)/Main Points of T.O.R. :

Phase I Economic and Engineering Feasibility Study, including Preliminary Drawings

- (a) Investigate major structures (the Tubman Bridge, and bridges across the Po and Mahe Rivers). Recommend rehabilitation of Tubman Bridge and review whether a new bridge is necessary.
- (b) Select alignment.
- (c) Carry out traffic analyses including 5 year forecasts and 20 year forecasts.
- (d) Prepare preliminary engineering designs and estimated construction costs.
- (e) Carry out economic feasibility analysis.

Phase II Preparation of detailed Engineering Drawings, Cost Estimates and Preparation of Bid Documents

5.3

Reports (for each study)				
Date	Title	N <sup>o</sup> . of Volumes	Availability	
			ADB Lib.Ref.	Other
7/74	Draft Final Report Phase I: Report Text, Appendices, Preliminary Drawings	3	Liberia	
2/75	Final Report Phase I Detailed Drawings and Bid Documents (Phase II)	3	Liberia	

5.4

Summary of Main Findings and Recommendations :

1. Recommended Improvements

- 1.1 Immediate construction of two lane asphaltic concrete road along full length of proposed route from Tubman Bridge to security fence of Liberia Mining Co. at Bomi Hills.
- 1.2 Ten years hence resurface entire route with one inch asphaltic concrete overlay.
- 1.3 Tubman Bridge (built 1949) should be replaced within period 1974-84 (estimated cost approx. \$3.75m (1975 prices).
- 1.4 Temporary repairs to counteract effects of deterioration of foundations at estimated cost of \$850,000.
- 1.5 Existing bridges over Po and Mahe rivers are satisfactory for incorporation in the Project.

2. Estimated Capital Cost (1975 prices) (net of local taxes)

- 2.1 Road construction \$6.892m.
- 2.2 Overlay in 10 years time \$1.157m.

3. Proposed Schedule:

- |  |                     |
|--|---------------------|
| 3.1 Detailed engineering work (including supervision): | end 1974-early 1977 |
| 3.2 Preparation of Bid Documents (Phase II of Study)   | end 1974-early 1975 |
| 3.3 Acquisition of right of way                        | mid 1975            |
| 3.4 Contractor prequalification and selection          | early-mid 1975      |
| 3.5 Construction                                       | mid 1975-mid 1977   |

5.4 (cont'd)

Summary of Main Findings and Recommendations (cont'd)

3.6 Pavement overlay (10 years on) late 1984-mid 1985

4. Economic Justification

4.1 Benefit/cost at 12% discount rate 1975-95 = 1.27 for whole route. All sections have B/C > 1.0 at 12%.

4.2 IRR = 15-16% for the whole road.

4.3 Benefits estimated are:

(a) maintenance cost savings

(b) user cost savings to normal and diverted traffic. Generated traffic is considered small and excluded from the analysis.

4.4 Traffic growth rates:

(a) excluding diverted traffic: Annual Average Daily Traffic (AADT) forecast to grow by c. 4.5% p.a. from average of 900 trips/day in 1974 to 2290 in 1995 along whole route (ranging from 1,554-3,948 in Monrovia to 228-556 at Bomi Hills section).

(b) including diverted traffic: AADT forecast growth of c. 5% p.a. to 2,445 vehicle trips/day in 1995 average.

4.5 Area of influence of road is wide because of inter-relationship of other transport developments. Analysis covers Monserado, Grand Cape Mount and Lofa counties. As the route includes part of the Monrovia-Freetown Highway (Monrovia to Kle), international traffic is also involved.

4.6 Population affected: 537,000 = 30% of national population (1973).

4.7 Economic activity - rubber (40.1% of national holdings), coffee (33.3%), cocoa (27.5%), cassava (45.5%), sugarcane (42.5%), other (39%).

5. Assumptions supporting recommendations

5.1 Regional Growth Rates	1973-78	1978-95 % p.a.
Rice	1.4	2.9
Cassava	0.4	1.0
Cane	2.5	2.0
Coffee	8.0	4.8
Cocoa	8.0	8.6
Rubber	4.0	3.0
Logs and lumber	zero	zero

5.2 Bomi Hills iron mine closed 1975.

5.3 1981 reactivation of mill processing at Bomi using Bie Mountain ore and later Wologozzi ore.

5.4 Bie Mountain mine opens 1981.

5.5 Wologozzi mines open 1982.

5.6 Regional income growth (derived from rates of growth of marketable cargos, plus paid labour on rubber plantations, mining and logging). Generally about 3% p.a. but ranging from 1.7% p.a. in Region 1 around Bomi to 7% in north interior (Wologozzi) (1973-95).

5.5 Implementation of the Study : Planned and Actual

Stages as per Contract	Contract Schedule	Dates	
		Implied by Contract	Actual
<u>Phase I</u>			
Opening of Letter of Credit	M	-	4/74
Start of work	M + 0.5	4/74	1/74
Initial Report	M + 1	5/74	4/74
Draft Final Report	M + 3	7/74	9/74
ADB Comments		-	10/74
Final Report		11/74	12/74
<u>Phase II</u>			
Notice to proceed	N	-	5/75
Prequalification of contractor	N + 3	8/75	6/76
Draft Final	N + 5	10/75	2/76
Final Report	-		

5.6 Reasons for Variances between Dates Implied by Contract and Actual Dates

Delay between submission of Final Report Phase I, and notice to proceed. This was because of delays in communication with Government of Liberia.

Prequalification was delayed because the notice to proceed with Phase II was later than originally anticipated. This meant that construction could not start before December 1976. Prequalification in August 1975 would have been too early. It was needed in October 1975 to prequalify in March 1976, in the event the prequalification notice appeared in June 1976.

Government of Liberia complained at time of appraisal that it was not allowed to supervise the consultant. This appears to have been due to a misunderstanding, but raises important point of consultant supervision.

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5.7 If USAID Pre-Investment Study Completed :

(a) Has there been any subsequent ADB Group Investment<sup>x</sup> in the Project?

Yes   
No

(b) Has there been any subsequent investment<sup>x</sup> in the Project by other agencies?

Yes   
No

Note : <sup>x</sup> Investment includes investment in further studies

5.8 If the answer to (a) or (b) above in Yes, move on to Section 5 below :

5.9 If the answer to (a) or (b) above is No, outline what further action, if any, has followed the USAID Pre-Investment Study, with reasons :

Not applicable

**SECTION 6 : OTHER PRE-IMPLEMENTATION STUDIES**

6.1

Type of Study	Date	Contractor	Funding Agency	Cost	Status
		None			

(Include any studies funded by ADB Group)

6.2

Reports			
Date	Titles	N° of Vols	Availability
	None		

6.3 Summary of Main Findings and Recommendations :

There have been a few studies of the condition of the Tubman Bridge but not of the Tubman Bridge-Bomi Hills Road itself.

SECTION 7 : LENDING BY ADB GROUP AND OTHER AGENCIES

7.1

Appraisal by ADB Group			
Date of Appraisal Missions	ADB Officers involved	Date of Appraisal Report	Appraisal Report Reference
6/77	G. Amenta (Civil Engineer) R. K. Hoyah (Transport Economist)	7/77	ADB/OPS/LIB/TRANS/02

7.2

Description of Project Appraised :

The project appraised consists of:

- (a) the construction to bitumen standard of a two lane road between Tubman Bridge (Monrovia) and Bomi Hills (approximately 64 km).
- (b) the cost of consultant supervision of the construction works.

The pre-existing road had poor alignment, bad surface and insufficient drainage. During the dry season the road was extremely dusty, which was both dangerous and uncomfortable for those living along the road. In the rainy season, the road was frequently cut because of poor drainage. Given the 1977 volume of traffic (approximately 1000 vehicles/day the road was quite inadequate).

The road incorporates two bridges, one over the river Po and the other over the river Mahe. Both bridges are recent and in good condition, and can be incorporated in the new road without reconstruction.

7.3

### Relationship to Other Projects

#### 1. Related Transport Projects

- (a) The proposed Bopolu-Bella Yella-Zorzor Road, originally scheduled for 1978, linked to the Bopolu-Brewerville Road, which runs parallel to the Bomi Hills Road, and is a "rival" access road from the interior to Monrovia.
- (b) Freetown-Monrovia Road.
- (c) Proposed Wologozi iron ore rail line, parallel to the Bopolu-Zorzor road, which will probably also carry timber that might otherwise have come down the Bomi Hills Road.
- (d) Development of rural feeder roads onto the Bomi Hills Road.

#### 2. Other Projects

- (a) Timber processing plant at Bomi Hills (proposed).
- (b) Plantation development of oil palm (proposed).
- (c) Proposed iron ore developments at Bie Mountain and Mano River.
- (d) Development of small holder agriculture in the zone of influence.

7.4

### Significant Differences in Project Formulation or Justification between Consultant Report and Appraisal Report

The project appraised does not include remedial measures to the Tubman Bridge, because a project for a new bridge was being contemplated at time of appraisal. Saudi Fund is financing this.

The appraisal team based their report on the work of the consultants, with some updating. A much higher IRR was obtained, 31% as against 15-16%, as a result of greater road user and maintenance cost savings assumed.

7.5

## Sources of Funding :

Agency	Approval Date	Signed	Amount JA (M)	Purpose of Loan
<u>ADB Group (specify)</u>				
ADB	8/77	9/77	5.00	Foreign exchange costs
<u>Other (incl. Host Govt.)</u>				
Govt. of Liberia			4.04	Local costs
Total Estimated Cost			9.04	

7.6

## Terms of ADB Group Loans

Interest Rate: 7% per annum  
 Statutory Commission: 1% per annum  
 Commitment Charge: 0.75% per annum on undisbursed portion of the loan starting 90 days after signature of the loan agreement.  
 Repayment Period: 15 years plus a grace period of 4 years.

7.7 Statement of Loan(s) at 31/12/79 CA

Loan Date	Loan Amount	Disbursed	Not Disbursed	Cancelled	Repayments	Still Outstanding
9/77	UA 5,000,000	UA 2,643,631	UA 2,356,369	-	-	UA 2,543,631

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SECTION 8 : IMPLEMENTATION OF PROJECT

8.1 Physical Progress, Planned and Actual

Major Project Stages	Completion Dates			Actual/ Latest Est.
	Planned			
	USAID Study	Appraisal Rpt	Contract	
Selection of contractors	mid 1975	mid 1978	-	July 1980
Construction of road	mid 1977	June 1980	June 1980	

8.2 Project Costs, Planned and Actual (Net of taxes)

Major Project Stages	Estimated			Actual/ Latest Est.
	USAID Study	Appraisal Rpt	Contract	
Total construction cost (including inflation, contingencies, supervision)	(1975 prices) \$6.892m	(1977 prices) \$10.840m = UA 9.040m	UA 11.23m	
Cost estimate (no contingencies in Final Report Phase II)	Phase II Dec. 1975 \$ 8.4m			

23/6

8.3 Disbursement Record (for each ADB Group loan)

	1 Quarter/ Year of First Dis- bursement	2 Cumula- tive dis- bursement at 31/12/79	3 % of Total Loan	4 Completion Date of Project	5 Date of Final Disburse- ment
<p><u>Loan 1. Title and Purpose :</u> Construction and consultant supervision of Tubman Bridge-Bomi Hills Road</p> <p style="text-align: right;"><u>Agency :</u> ADB <u>Amount :</u> UA 5.0m <u>Signed :</u> 9/77</p>					
	1	2	3	4	5
1. As per Appraisal Report	1st/78	4,032,000	81%	6/80	6/80
2. Revised	-	-	-	-	12/81
3. Actual/Latest forecast	4th/78	2,643,631	53%	7/80	12/81
<p><u>Loan 2. Title and Purpose :</u> None to date</p> <p style="text-align: right;"><u>Agency :</u> <u>Amount :</u> <u>Signed :</u></p>					
	1	2	3	4	5
<p><u>Loan 3. Title and Purpose :</u> None to date</p> <p style="text-align: right;"><u>Agency :</u> <u>Amount :</u> <u>Signed :</u></p>					
	1	2	3	4	5

12/81

## Comments on Implementation Progress

### 1. Completion Dates

Progress by the contractor has been good and, despite delays in 1979 due to fuel shortage, the latest forecast completion date (7/80) is very close to that originally forecast in the appraisal report (6/80). The contractor has produced good quality work.

### 2. Costs

Comparison of the costs in the consultant's study and in the appraisal report are difficult because of different price bases used and different breakdowns of costs.

Comparison of the appraisal report costs, contractual costs and latest estimated costs are important, however. The work of Stanley Consultants at the detailed design stage may have been deficient. Not enough attention seems to have been paid to soil conditions at low points in selecting alignments, which has meant several change orders on the work. Also, the quantity of crushed stone required for the base course was probably underestimated. In the bill of quantities this was measured in compacted volume while actual measurement is in loose volume in trucks. This increases the volume substantially. Thirdly, in the northern (Bomi Hills) section, this stone has had to be obtained from the mine area. The stone has an iron ore content, with a high specific gravity. This means it is heavy, further increasing costs. A cost overrun of approximately UA 2.0m (= 22%) is currently estimated.

### 3. Disbursements

The disbursement schedule in the appraisal report was in fact an expenditure schedule, with no provision for the 1 year maintenance period. Disbursement has been good on this project.

8.5

Contractors and Sub-Contractors			
Name	Nationality	Function	Size of Contract
Allegemine Bau Union (ABU)	West Germany	Construction	UA 10.3m
Stanley Consultants	U.S.A.	Supervision of consultants	UA 0.9m

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SECTION 9. ASSESSMENT OF ECONOMIC AND SOCIAL IMPACT OF PROJECT

SECTORAL/REGIONAL PROGRAMME GOALS

9.1 What are the sectoral or regional programme goals towards which the project is to contribute?

The economic integration of the rural areas of Liberia with the capital of Monrovia, enabling movements of rural produce to the city both for consumption and for export to earn foreign exchange.

9.2 What are the measures of achievement, planned and actual?

Planned	Actual
<p>These are not specified in the project, but are implied:</p> <ul style="list-style-type: none"> <li>(a) Increased movement of basic food-stuffs (rice, manioc, maize, potatoes, plantain) to the capital.</li> <li>(b) Increased exports of lumber, cocoa, coffee and rubber.</li> <li>(c) Increased economic development in the Montserrado, Grand Cape Mount and Lofa counties.</li> </ul>	<p>The project is not complete.</p>

9.3 What assumptions were made in support of the achievement measures? Have these assumptions been proved correct?

Planning Assumptions	Actual Experience
<p>These assumptions are implicit:</p> <ul style="list-style-type: none"><li>(a) favourable prices to producers of agricultural products;</li><li>(b) favourable prices for primary products such as rubber, iron ore, cocoa, coffee;</li><li>(c) Government implements agricultural diversification programmes in the zone of influence of the road.</li></ul>	<p>This project is not complete. These items should be checked subsequently.</p>

PROJECT PURPOSE

9.4 What were the projected benefits for the project? What are the measures of achievement, and to what extent have they been achieved?

Projected	Actual Achievement
<p>Economic and Social Benefits (including who is to benefit)</p> <p>The purpose of the project is to provide a suitable transport link between the immediate and wider zones of influence of the road and Monrovia. Beneficiaries include :</p> <ul style="list-style-type: none"> <li>(a) 537,000 inhabitants in the zone of influence (1973 figures), many of whom are smallholders producing both cash and subsistence crops.</li> <li>(b) producers of forest products, rubber, palm oil, cocoa, and coffee, including large companies such as B. Goodrich.</li> <li>(c) The inhabitants of Bomi Hills town, which, after having suffered a decline when the mine closed in 1975, enjoy a partial revival when the Big Mountain mine and Mano River (Wologozi) open during the 1980's.</li> <li>(d) International traffic on the Liberia-Sierra Leone Road.</li> </ul> <p>Benefits are road user and road maintenance cost savings.</p>	<p>The project is not complete</p>

9.5 What key assumptions were made in projecting benefits? Have these assumptions been proved correct?

Planning Assumptions	Actual Experience																								
<p>1) The road is maintained in good condition.</p> <p>2) Feeder roads are constructed linking producer areas to the road.</p> <p>3) The Sierra Leone-Liberia link road is constructed.</p> <p>4) The following annual rates of growth of production are achieved in the zone of influence.</p> <table data-bbox="198 656 665 942"> <thead> <tr> <th></th> <th><u>1973-78</u></th> <th><u>1978-95</u> %pa</th> </tr> </thead> <tbody> <tr> <td>Rice</td> <td>1.4</td> <td>2.9</td> </tr> <tr> <td>Cassava</td> <td>0.4</td> <td>1.0</td> </tr> <tr> <td>Cane</td> <td>2.5</td> <td>2.0</td> </tr> <tr> <td>Coffee</td> <td>8.0</td> <td>4.8</td> </tr> <tr> <td>Cocoa</td> <td>8.0</td> <td>8.6</td> </tr> <tr> <td>Rubber</td> <td>4.0</td> <td>3.0</td> </tr> <tr> <td>Logs and Lumber</td> <td>zero</td> <td>zero</td> </tr> </tbody> </table> <p>5) Traffic growth along the road will be approximately 5% p.a. to reach 2445 trips/day on average by 1995.</p>		<u>1973-78</u>	<u>1978-95</u> %pa	Rice	1.4	2.9	Cassava	0.4	1.0	Cane	2.5	2.0	Coffee	8.0	4.8	Cocoa	8.0	8.6	Rubber	4.0	3.0	Logs and Lumber	zero	zero	<p>Funding is scheduled for 1980</p> <p>All other items should be evaluated subsequently</p>
	<u>1973-78</u>	<u>1978-95</u> %pa																							
Rice	1.4	2.9																							
Cassava	0.4	1.0																							
Cane	2.5	2.0																							
Coffee	8.0	4.8																							
Cocoa	8.0	8.6																							
Rubber	4.0	3.0																							
Logs and Lumber	zero	zero																							

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PROJECT STATUS REVIEW FORM

SECTION I. Summary

1.1 Project Title : Markala - Niono Road

Location : Republique du Mali

Executing Agency of Host Government : Direction Générale de l'Infrastructure des Transports

Project Description (Summary) :

The construction of a 71.4 km road (6 m wide) to bitumen standard between Markala and Niono, also serving Macina. It links the "Office du Niger" with the country's tarred roads, which currently go as far as Markala. The Markala and Macina areas are the key rice and sugar cane producing areas of Mali. The current road is a poor track that becomes impassable during the rainy season. The road could also serve as an important route for transporting livestock from the proposed livestock fattening ranch at Niono. The entire road lies within the Sahel region.

Sector :

Agriculture	<input type="checkbox"/>
Transport	<input checked="" type="checkbox"/>
Public Utilities	<input type="checkbox"/>
Health	<input type="checkbox"/>

1.2 Summary of USAID Grant Funded Pre-Investment Study

Date of Contract	R/S*	Type of Study	Contractor	Cost \$	Status
11/73	R	Detailed engineering preparation of bid documents	Frederic Harris	231,356	Complete 10/75

\*R = "Regular grant"; S = "Sahelian grant"

1.3 Summary of ADB Group Subsequent Investment

ADB/ADF/NTF	Date Approved	Amount UA/FUA	Other Sources	Purpose of ADB/Group Loans
ADF	6/78	FUA 8.5 M	Govt. of Mali	to finance the foreign exchange costs of the project which amount to 63% of total

Status of Project at 31/3/80 : Construction has not started yet. The required updating of the Harris work has been completed. The Government of Mali is unable to provide its counterpart contribution of FUA 5.0 m.

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SECTION 2 : CONCLUSIONS AND RECOMMENDATIONS OF CONSULTANT TO ADB/USAID  
JOINT EVALUATION

Conclusions

1. This project has had an extremely long gestation period which still does not seem to be at an end.
2. The AID-financed study seems to have been unsatisfactory in that the road as designed was overengineered, requiring substantial re-design to reduce costs.
3. The likelihood that the Government will be able to satisfy the loan conditions within a short period is slim, and this should have been clear to the ADF at the time of loan negotiation.

Recommendations

1. Consultants need to be supervised during their study so that they do not produce unacceptable designs.
2. The Bank and the Fund should satisfy themselves at the time of loan negotiations that the loan conditions can be met.

SECTION 3. PROJECT HISTORY : KEY DATES

3.1

Pre-Investment Stage

	Date		Date
Project identification	/65		
Feasibility study	8/68		
Host country request to ADB	12/71		
Bank pre-appraisal mission	3/72		
ADB request USAID grant for study	6/72		
USAID agree	5/73		
T.O.R for study agreed	5/73		
Contract for study signed	11/73		
Final report submitted	10/75		

3.2

Lending Stage

	Date		Date
ADB Appraisal Mission	1/78		
ADB Appraisal Report	4/78		
ADB Approval of loan	6/78		
Signature of loan Agreement	6/78		

3.3

Investment/Implementation

Loan Administration	Date	Physical Progress	Date
The loan conditions have not yet been met.		Contract for supervision  No other contracts yet signed.	7/79

3.4 Comments on Project History

This project has had a very long gestation period. Key delays have been :-

- a) A period of 3 years between the SCET co-operation feasibility study and the request to ADB for assistance . Reasons: Not established
  
- b) A delay of about 18 months between the ADB identification mission in March 1972 and the signing of a contract with Harris for the design study. Reasons : Not established.
  
- c) A delay of several months in preparing the final Report. Reasons :
  - 1) Disagreements between ADB and Govt of Mali on one side and the consultant on the other about the appropriateness of the design standards;
  - 2) A communications delay in the transmission of the final report.
  
- d) Delay of almost 3 years between the Final Report and the ADF Appraisal Mission : Reasons : ADB group decided to wait before committing more funds to Mali, which had received a high level of Bank group lending.
  
- e) Delay of 2 years between loan signature and execution (which has still not started). Reasons :
  - 1) The need to revise and update the Harris study;
  - 2) The Mali Government is unable to provide its counterpart contribution.

SECTION 4 : USAID FINANCED STUDY TO PREPARE T.O.R.

4.1 Has USAID financed a study to prepare Terms of Reference for a Pre-Investment Study?

Yes   
No

If Yes, give details :

Contract Date	Contractor	Cost \$	Status

4.2 What kind of Study are the Terms of Reference for?

Not applicable

4.3 Summary of follow up action to the T.O.R. Study

Not applicable

**SECTION 5 : USAID PRE-INVESTMENT STUDY**

5.1

Type of Study (studies)	Contract Date	ADB N°.	Contractor	Cost \$	Status
Economic feasibility <input type="checkbox"/>	11/73	14	Frederic Harris	231,356	Complete 10/75
Engineering feasibility <input type="checkbox"/>					
Preliminary engineering design <input type="checkbox"/>					
Detailed final engineering design and preparation of bid documents <input checked="" type="checkbox"/>					
Others (specify) <input type="checkbox"/>					

N.B. More than one box may be checked :

5.2

Purpose of Study (studies)/Main Points of T.O.R. :

The studies prepared detailed engineering designs and tender documents for the road. The study included a review updating and completion of the study by Messrs SEMA of 1965

5.3

Reports (for each study)				
Date	Title	N° of Volumes	Availability	
			ADB Lib.Ref.	Other
10/75	Detailed design plus bid documents		Mali	

5.4

Summary of Main Findings and Recommendations :

The consultant designed an embankment road, 8 M wide with a 6 M roadbed.  
The road is to be bitumenised. No major bridges are needed.

5.5 Implementation of the Study : Planned and Actual

Stages as per Contract	Contract Schedule	Dates	
		Implied by Contract	Actual
Opening of Letter of Credit	M	Mar. '74	Mar. '74
Mobilisation	M + 1	Mar. '74	Mar. '74
Inception Report	M + 2	May '74	May '74
Draft Final Report	M + 6	Sept. '74	Feb. '75
Final Report	M + 9	Dec. '74	Oct. '75

5.6 Reasons for Variances between Dates Implied by Contract and Actual Dates

Draft Final Report was delayed due to problems at LBTP in Mali (3rd 1/4 report 1974).

In November 1974, the Consultant proposed an extension of the contract period to May 1975. An extension to February was approved.

The Draft Final Report was not satisfactory and underwent substantial revision : The Bank's and Government of Mali comments on the Draft Final Report were sent to the consultant in June 1975. In February 1976 comments on the consultant's revisions were sent.

5.7 If USAID Pre-Investment Study Completed :

(a) Has there been any subsequent ADB Group Investment<sup>x</sup> in the Project?

Yes   
No

(b) Has there been any subsequent investment<sup>x</sup> in the Project by other agencies?

Yes   
No

Note : <sup>x</sup> Investment includes investment in further studies

5.8 If the answer to (a) or (b) above in Yes, move on to Section 5 below :

5.9 If the answer to (a) or (b) above is No, outline what further action, if any, has followed the USAID Pre-Investment Study, with reasons :

Not applicable

**SECTION 6 : OTHER PRE-IMPLEMENTATION STUDIES**

6.1	Type of Study	Date	Contractor	Funding Agency	Cost	Status
	1) Engineering study	1965	SEMA		-	complete
	2) Feasibility studies	1968	SCET co-operation		-	complete
	3) Preliminary economic and technical appraisal	1972	ADB Operations Dept.	ADB	-	complete

(Include any studies funded by ADB Group)

6.2 Reports			
Date	Titles	N° of Vols	Availability
12/72	Preliminary Economic and Technical Appraisal of Markala-Niono Road	1	USAID

6.3	Summary of Main Findings and Recommendations :
	<p>1) SEMA study: incomplete</p> <p>2) SCET co-operation : found a bitumenised road could not be justified, but a cement stabilised road might yield IRR of 8%</p> <p>3) ADB Operations Department preliminary appraisal found that a single-lane bitumen surface road could earn an IRR of 8% . This study assumed that the Niono fattening ranch would be operating from 1974. It also took account of the expansion of the Office du Niger's activities in sugar production.</p>

SECTION 7 : LENDING BY ADB GROUP AND OTHER AGENCIES

7.1

Appraisal by ADB Group			
Date of Appraisal Missions	ADB Officers involved	Date of Appraisal Report	Appraisal Report Reference
1) Pre-Appraisal Mission 13-26/1/72	M. Dossou M. Crosthwaite M. Williams	March 1972	ADF/OPS/MALI/TRANSO2
2) 25/1-9/2/78	M. Oketokoun M. Vanderwildt	April 1978	

7.2

Description of Project Appraised :

- a) The construction of a bitumen surfaced road between Markala and Niono (71.4 km) serving the Niono and Macina Districts.
- b) Supervision of the works.

The road serves the area of the Office du Niger, the authority responsible for the development of the regions around the Niger delta, in particular for sugar cane and rice production. The existing road is a poor track, having no drainage system. During the wet season the road becomes impassable, during the dry season the road is very dusty. Vehicle operating costs are high.

The new road will be an embankment road, 8 m wide with a 6 m carriageway bitumen surfaced between two 1m shoulders. No bridges are needed other than concrete drainage culverts.

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7.3

### Relationship to Other Projects

- 1) Development of "Office du Niger" activities
  - a) Increase rice production by 10-15 % p.a. to counter food shortages
  - b) Open a third sugar refinery about 1982
  - c) Breeding and fattening ranch near Niono for Sahelian cattle in 1980
  
- 2) Other road projects in Mali
  - a) IDA financed Road maintenance projects
  - b) Tarring of the 130 km Sikasso-Koutiala Road
  - c) Rebuilding of 168 km Bamako-Bougouni road

7.4

### Significant Differences in Project Formulation or Justification between Consultant Report and Appraisal Report

Certain modifications were made to the longitudinal section and roadway structure designed by Harris. The prime objective has been to try and reduce the construction cost without reducing the life of the proposed road.

The appraisal contains an economic evaluation giving an internal rate of return of 11-12 %.

SECTION 8 : IMPLEMENTATION OF PROJECT

8.1 Physical Progress, Planned and Actual

Major Project Stages	Completion Dates			Actual/ Latest Est.
	Planned			
	USAID Study	Appraisal Rpt	Contract	
Approval of loan		5/78	-	6/78
Contract award		2/79		
Completion of project		1/81		

8.2 Project Costs, Planned and Actual

Major Project Stages	Estimated FUA M			Actual/ Latest Est.
	USAID Study	Appraisal Rpt	Contract	
Conveyance of equipment		1,414	Not yet awarded	
Earthworks		6,097		
Surfacing		1,308		
Drainage and other works		0,607		
Risks and contingencies		0,502		
Supervision		0,478		
Price escalation		<u>3,047</u>		
Total		13,500		

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8.3 Disbursement Record (for each ADB Group loan)

	1 Quarter/ Year of First Dis- bursement	2 Cumula- tive dis- bursement at 31/12/79	3 % of Total Loan	4 Completion Date of Project	5 Date of Final Disburse- ment
--	---	---	----------------------------	---------------------------------------	--

Loan 1. Title and Purpose : Construction and supervision of construction of Markala-Niono Road  
Agency : ADF  
Amount : FUA 8.5 M  
Signed : 6/78

	1	2	3	4	5
1. As per Appraisal Report	1/79	4,129,000	49 %	2/81	12/81
2. Revised	Not revised to date				
3. Actual/Latest forecast	-	0	0%	Not known	Not known

Loan 2. Title and Purpose :  
 None to date  
Agency :  
Amount :  
Signed :

	1	2	3	4	5

Loan 3. Title and Purpose :  
 None to date  
Agency :  
Amount :  
Signed :

	1	2	3	4	5

8.4

Comments on Implementation Progress

Implementation of this project has not yet started because the conditions precedent to first disbursement have not been met. It seems unlikely that the Mali Government will be able to find FUA 5.0m counterpart contribution without further external support.

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SECTION 9. ASSESSMENT OF ECONOMIC AND SOCIAL IMPACT OF PROJECT

SECTORAL/REGIONAL PROGRAMME GOALS

9.1 What are the sectoral or regional programme goals towards which the project is to contribute?

Encouraging agricultural production and commercialisation, and enhancing rural incomes in the area of the Office du Niger.

9.2 What are the measures of achievement, planned and actual?

Planned	Actual
<p>None are specified in the reports. Implied are:-</p> <ol style="list-style-type: none"><li>1. rate of increase of incomes of rural households;</li><li>2. growth rates for sales of:-<ol style="list-style-type: none"><li>(a) rice;</li><li>(b) sugar;</li><li>(c) livestock.</li></ol></li></ol>	<p>The project has not been implemented.</p>

9.3 What assumptions were made in support of the achievement measures? Have these assumptions been proved correct?

Planning Assumptions	Actual Experience
<ol style="list-style-type: none"><li>1. Improvements to the road will improve access and the marketability of produce from the Office du Niger region.</li><li>2. Producer prices will be sufficiently high to encourage production.</li></ol>	<ol style="list-style-type: none"><li>1. The road has not been constructed yet.</li><li>2. The state purchasing organisation has continued to pay low prices for produce from Office du Niger causing severe financial difficulty for the organisation and the colonists.</li></ol>

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**PROJECT PURPOSE**

9.4 What were the projected benefits for the project? What are the measures of achievement, and to what extent have they been achieved?

Projected	Actual Achievement
<p>Economic and Social Benefits (including who is to benefit)</p> <ol style="list-style-type: none"> <li>1. The purpose of the project is to reduce transport costs and improve accessibility to the Office du Niger area. A secondary purpose is to stop the use of the irrigation canals as major transport facilities.</li> <li>2. <u>Beneficiaries</u> : direct beneficiaries are the "colonists" and paid labour of the Office du Niger (40,000 in 1972). Indirectly a wider area of Mali's population benefits from improved transport of rice in particular. The Sahelian cattle owners benefit from reduced losses in livestock transport.</li> <li>3. Benefits calculated in Appraisal Report are :               <ul style="list-style-type: none"> <li>transport cost savings :                   <ul style="list-style-type: none"> <li>rice</li> <li>sugar</li> <li>cereals</li> <li>livestock</li> <li>private vehicles</li> <li>other.</li> </ul> </li> </ul> <p>Rice and private vehicles account for 37% each of the total benefits in 1981, the first year of project operation.</p> <p>IRR estimated to be 11-12%</p> </li> </ol>	<p>The project has not been implemented yet.</p>

9.5 What key assumptions were made in projecting benefits? Have these assumptions been proved correct?

Planning Assumptions	Actual Experience
<p>1. Rates of growth 1982-2000</p> <ul style="list-style-type: none"><li>a) rice and paddy - 10% p.a.</li><li>b) fuels and supplies to Office du Niger - 10%</li><li>c) sugar, reach 25,000 tonnes in 1981 and 45,000 tonnes in 1985, no change thereafter</li><li>d) livestock : transport of 10,000 head in 1981 rising steadily to 20,000 head in 1990</li><li>e) other goods traffic - 5% p.a.</li><li>f) private vehicles - 6%</li></ul> <p>2. Maintenance costs of road less than present road except in the 7th year.</p>	<p>The project has not yet been implemented.</p>

PROJECT STATUS REVIEW FORM

SECTION I. Summary

1.1 Project Title : Mahamba - Manzini Road

Location : Swaziland

Executing Agency of Host Government : Ministry of Works, Power and Communications, Kingdom of Swaziland

Project Description (Summary) :

The Manzini-Mahamba road can be divided into 3 sections :

Section 1. Manzini - Nkondo River (32 km)  
 Section 2. Nkondo River - Hlatikulu (40 km)  
 Section 3. Hlatikulu - Mahamba (38 km)

This is a national trunk road that passes through a substantial area of Swazi Nation land which is currently the focus of integrated rural development schemes. It forms an important part of Swazi Government's objective to integrate economically + socially the various regions of the country.

Sector :

Agriculture	<input type="checkbox"/>
Transport	<input checked="" type="checkbox"/>
Public Utilities	<input type="checkbox"/>
Health	<input type="checkbox"/>

1.2 Summary of USAID Grant Funded Pre-Investment Study

Date of Contract	R/S*	Type of Study	Contractor	Cost \$	Status
2/74	R	Detailed engineering and preparation of bid documents for sections I and III of the road	TAMS	284,864	Complete

\*R = "Regular grant"; S = "Sahelian grant"

1.3 Summary of ADB Group Subsequent Investment

ADB/ADF/NTF	Date Approved	Amount UA/FUA	Other Sources	Purpose of ADB/Group Loans
ADB	6/75	UA 170 K	None	Final design for Section II plus a spur to Nhlanguano-Muloshkeni
ADF	6/78	FUA 8.0M	IBRD, Govt of Swaziland	Foreign exchange costs of sections II and III

Status of Project at 31/3/80 : supervising consultant (COMTEC) now appointed, and tenders for construction have been issued. It is intended to award construction contracts in June 1980.

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SECTION 2 : CONCLUSIONS AND RECOMMENDATIONS OF CONSULTANT TO ADB/USAID  
JOINT EVALUATION

1. Conclusions

- 1.1. The main conclusion of this project is that because of failure to supervise adequately the work of the consultant, considerable delays were incurred while a second firm hired by the Swazi Government carried out a re-design to lower the cost of the road.

2. Recommendations

- 2.1. ADB and the executing agency of the host government should supervise carefully the study of the consultant.

SECTION 3. PROJECT HISTORY : KEY DATES

3.1 Pre-Investment Stage

	Date		Date
Project identification			
Host country request to ADB	12/72	ADB approve loan for extension of TAMS work to section II and spur	6/75
ADB request USAID grant for study	9/72	Sign loan agreement	11/75
USAID agree in principle	2/73		
TOR for study agreed	8/73		
Contract for study signed	2/74	COMTEC Review of TAMS work	/77
Final report submitted	/76		

3.2 Lending Stage

	Date		Date
ADB Appraisal Mission	1/78		
ADB Appraisal Report	3/78		
ADB Approval of loan	6/78		
Signature of loan Agreement	4/79		

3.3 Investment/Implementation

Loan Administration	Date	Physical Progress	Date

3.4 Comments on Project History

Delays occurred in this project as follows :-

- a) 6 months between February 1973 and August 1973 to agree TOR for study. Reasons : First, the need to redraft the TOR using US technical language. Second, the TOR had to be converted to metric measurements.
- b) 2 year delay between submission of final report and ADB appraisal mission. Reasons: Primarily because of protracted discussions with TAMS and Swazi Government about the high cost of the TAMS design. During 1977 COMTEC reviewed the design and made modifications to reduce cost.
- c) 18 month - 2 year delay between loan approval and commencement of work. Reasons : Disagreement between the Government of Swaziland and ADB and IBRD over the appointment of the contractor for supervision.
- d) further reasons for delay : indecision about which sections of the road to fund and when, and change in location of planned tourist attractions.

SECTION 4 : USAID FINANCED STUDY TO PREPARE T.O.R.

4.1 Has USAID financed a study to prepare Terms of Reference for a Pre-Investment Study?

Yes   
No

If Yes, give details :

Contract Date	Contractor	Cost \$	Status
	Not applicable		

4.2 What kind of Study are the Terms of Reference for?

Not applicable

4.3 Summary of follow up action to the T.O.R. Study

Not applicable

**SECTION 5 : USAID PRE-INVESTMENT STUDY**

5.1

Type of Study (studies)	Contract Date	ADB N°.	Contractor	Cost \$	Status
Economic feasibility <input type="checkbox"/>	2/74	15	TAMS	284,864	Complete
Engineering feasibility <input type="checkbox"/>					
Preliminary engineering design <input type="checkbox"/>					
Detailed final engineering design and preparation of bid documents <input checked="" type="checkbox"/>					
Others (specify) <input type="checkbox"/>					

N.B. More than one box may be checked :

5.2

Purpose of Study (studies)/Main Points of T.O.R. :

Part I : Final alignment for section I, II and III

Part II : Final design plus tender documents for section I and section III

5.3

Reports (for each study)				
Date	Title	N <sup>o</sup> . of Volumes	Availability	
			ADB Lib.Ref.	Other
10/75	Draft Final Report	1	Swaziland	USAID

5.4

Summary of Main Findings and Recommendations :

Selection of particular alignments and alignment characteristics for each section. Final designs plus bid documents for sections I and III

(TAMS produced at the same time the designs and bid documents for section II, funded under the ADB extension)

The government of Swaziland considered the TAMS design was too expensive and overdesigned. ADB agreed. The Government obtained the services of COMTEC, an Italian firm, to review the TAMS design and reduce it to a more appropriate standard.

Records on file suggest that neither ADB nor the Government of Swaziland provided adequate supervision of the work of TAMS.

5.5 Implementation of the Study : Planned and Actual

Stages as per Contract	Contract Schedule	Dates	
		Implied by Contract	Actual
Opening of Letter of Credit	M	June 74	June 74
Mobilisation	M + 1	June 74	June 74
Inception Report	M + 3	Sept 74	Sept 74
Progress report 1	M + 5	Nov. 74	
Progress report 2	M + 7	Jan. 75	
Draft Final Report	M + 9	Mar. 75	Oct. 75
Final report	M + 11	May 75	Mar. 76

5.6 Reasons for Variances between Dates Implied by Contract and Actual Dates

Project scope was extended by ADB, using ADB loan funds, for additional studies relating to final design for Section II of the road, plus spurs to Nhlanguano - Mhloshkeni (24 km). The final report for the AID funded part of the work was not drafted until the whole project was completed.

5.7 If USAID Pre-Investment Study Completed :

(a) Has there been any subsequent ADB Group Investment<sup>x</sup> in the Project?

Yes   
No

(b) Has there been any subsequent investment<sup>x</sup> in the Project by other agencies?

Yes   
No

Note . <sup>x</sup> Investment includes investment in further studies

5.8 If the answer to (a) or (b) above in Yes, move on to Section 5 below :

5.9 If the answer to (a) or (b) above is No, outline what further action, if any, has followed the USAID Pre-Investment Study, with reasons :

Not applicable

**SECTION 6 : OTHER PRE-IMPLEMENTATION STUDIES**

6.1

Type of Study	Date	Contractor	Funding Agency	Cost	Status
Review of TAMS study		COMTEC (Italian)	Govt. of Swaziland		

(Include any studies funded by ADB Group)

6.2

Reports			
Date	Titles	N° of Vols	Availability

6.3

Summary of Main Findings and Recommendations :
<p>The TAMS design was too expensive. They reduced the road formation and made other changes</p>

SECTION 7 : LENDING BY ADB GROUP AND OTHER AGENCIES

7.1

Appraisal by ADB Group			
Date of Appraisal Missions	ADB Officers involved	Date of Appraisal Report	Appraisal Report Reference
-	-	6/75 (Board Document)	ADB/BD/75/53
1/78	R. Hoyah G. Spark	3/78	ADF/OPS/SWAZ/TRANS/D

7.2

Description of Project Appraised :

a) The first was a Board memorandum requesting a loan for the engineering studies on Section II and the spur.

b) The project appraised comprises the construction to a two lane bitumen standard of the existing Mahamba - Manzini gravel road between Mahamba and the Nkondo River crossing (section II and III). Except for a 9.9 km stretch through Hlatikulu, the existing gravel road has poor drainage and is impassable for several days every year due to flooding. The new road will be of a class II standard. The project incorporates 3 bridges.

Current traffic is 50% passenger cars, 29% light commercial vehicles, 15% buses and medium sized trucks and 6% heavy trucks. Main commodities transported are lumber, agricultural produce to Manzini and agricultural inputs.

7.3

#### Relationship to Other Projects

The project is complimented by IBRD financing of section I of the road from Manzini to the Nkondo Bridge, plus consultancy supervision for the entire road.

The project is also related to the integrated rural development projects being implemented in the zone of influence of the road, ADB Group is assisting in the financing of these projects. In 1977 a UA 4.5m loan was approved in this connection. The zone of influence of the road includes 2 rural development areas with a total area of 52,263 ha and a population of nearly 35,000.

7.4

#### Significant Differences in Project Formulation or Justification between Consultant Report and Appraisal Report

The COMTEC review of TAMS work made some amendments to the TAMS design

The appraisal report also contains an economic justification of the project which the TAMS study was not intended to cover. The benefits calculated are of savings in and avoidance of vehicle operating costs, savings in and avoidance of road maintenance costs, plus net benefits of tourist traffic generated. The estimated IRR was 13%, considered conservative.

7.5

Sources of Funding :				
Agency	Approval Date	Signed	Amount FUA/UA (M)	Purpose of Loan
<u>ADB Group (specify)</u>				
ADB	6/75	11/75	<u>UA</u> 0.17	Detailed Design, section II
ADF	6/78	4/79	<u>FUA</u> 8.0	
<u>Other (incl. Host Govt.)</u>				
Govt of Swaziland			5.24	Foreign and local currency costs of sections II & III
IBRD				Financing section II, plus consultancy costs
Total Estimated Cost				

7.6

Terms of ADB Group Loans	
a)	<u>ADB 6/75</u>  Interest - 6% p.a. Statutory commission - 1% p.a. Commitment commission- 0.75% p.a. on the amounts not disbursed starting 90 days after the signing of the loan agreement.
b)	<u>ADF 6/78</u>  Service charge 0.75% p.a. Repayment period : over 40 years following a grace period of 10 years.

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7.7 Statement of Loan(s) at 31/12/79 FUA/UA

Loan Date	Loan Amount	Disbursed	Not Disbursed	Cancelled	Repayments	Still Outstanding
4/79	FUA 8,000,000	-	FUA 8,000,000	-	-	-

**SECTION 8 : IMPLEMENTATION OF PROJECT**

8.1 Physical Progress, Planned and Actual

Major Project Stages	Completion Dates			Actual/ Latest Est.
	Planned			
	USAID Study	Appraisal Rpt	Contract	
<u>Sections II &amp; III combined</u>				
Prequalification	4/76	9/78	not yet awarded	
Award of contract	7/76	1/79		
contruction	6/78	4/81		
Maintenance	12/78	4/82	-	

3.2 Project Costs, Planned and Actual (net of taxes)

Major Project Stages	Estimated			Actual/ Latest Est.
	USAID Study	Appraisal Rpt	Contract	
Preliminary and General		1,177		not available
Drainage		1,256	not yet awarded	
Earthworks	Not available	5,230		
Surfacing		1,431		
Ancillaries, structures, dayworks		1,650		
Contingencies		1,074		
Price escalation		1,418		
<b>Total</b>			<u>13,236</u>	

8.3 Disbursement Record (for each ADB Group loan)

	1 Quarter/ Year of First Dis- bursement	2 Cumula- tive dis- bursement at 31/12/79	3 % of Total Loan	4 Completion Date of Project	5 Date of Final Disburse- ment
--	---	---	----------------------------	---------------------------------------	--

Loan 1. Title and Purpose : Detailed engineering studies, extension to the Manzini-Mahamba Road

Agency : ADB  
Amount : UA 170,000  
Signed : 11/75

	1	2	3	4	5
1. As per Appraisal Report	n.a.	n.a.	n.a.	n.a.	n.a.
2. Revised	-	-	-	-	-
3. Actual/Latest forecast	2nd/77	170,000	100%	1977	4/77

Loan 2. Title and Purpose : Construction of Mahamba-Nkondo River Road

Agency : ADF  
Amount : FUA 8.0M  
Signed : 4/79

	1	2	3	4	5
1. As per appraisal report	2/79	2.3 M	29 %	4/81	3/82
2. Revised (not revised to date)	-	-	-	-	-
3. Actual	not applicable	0	0%	not applicable	

Loan 3. Title and Purpose : N/A

Agency :  
Amount :  
Signed :

	1	2	3	4	5

#### Comments on Implementation Progress

1. The project has been delayed for the following reasons :-
  - a) The Government of Swaziland wanted to appoint a third firm of consulting engineers for construction supervision. IBRD and ADB wanted COMTEC appointed because they had prepared the revised design. A new firm of consultants would require time to become acquainted with the design.
2. The ADF appraisal does not include Section 1 (Manzini to Nkondo River) which is being financed by IBRD.

8.5

Contractors and Sub-Contractors			
Name	Nationality	Function	Size of Contract
COMTEC	Italian	Supervision	

SECTION 9. ASSESSMENT OF ECONOMIC AND SOCIAL IMPACT OF PROJECT

SECTORAL/REGIONAL PROGRAMME GOALS

9.1 What are the sectoral or regional programme goals towards which the project is to contribute?

By improving the internal network of roads in Swaziland improve economic and social interaction between the regions of Swaziland.

9.2 What are the measures of achievement, planned and actual?

Planned	Actual
<p>Increased movement of people, agricultural inputs and outputs between the main urban centres such as Manzini and the rural areas such as those south of Manzini to Mahamba.</p> <p>Country's production of Maize in the south is consumed internally rather than exported.</p>	<p>The project has not been executed yet.</p>

9.3 What assumptions were made in support of the achievement measures? Have these assumptions been proved correct?

Planning Assumptions	Actual Experience
Rural development programmes designed to boost agricultural production will be implemented	These projects are being implemented

PROJECT PURPOSE

9.4 What were the projected benefits for the project? What are the measures of achievement, and to what extent have they been achieved?

Projected	Actual Achievement
<p>Economic and Social Benefits (including who is to benefit)</p> <p>Road user savings to normal growth traffic, induced traffic, and tourism traffic.</p> <p><u>Beneficiaries</u> are the population along the route served by the road</p> <ul style="list-style-type: none"> <li>- population of Manzini</li> <li>- population of nearly 35,000 in two rural development areas will be able to market their production in Manzini more easily</li> <li>- craft industries at Hlatikulu and Nhlanguano will benefit from tourist growth using road</li> </ul> <p>Greater economic and social integration of the country, fastening awareness of development goals and improving morale amongst the rural population</p>	<p>The project has not been executed yet</p>

9.5 What key assumptions were made in projecting benefits? Have these assumptions been proved correct?

Planning Assumptions	Actual Experience
<p><u>Traffic growth rates</u></p> <p>Average 9.1 % p.a. growth in total, ranging from 12.5% for private cars and light commercial vehicles to 8% for buses</p> <p>Tourist traffic will grow at 27% p.a. to 1982 and then to 20% p.a.</p> <p>Induced traffic is assumed to be 10% of base traffic, 60% of it passenger traffic, 40% LCV's</p>	<p>The project has not been executed yet</p>

PROJECT STATUS REVIEW FORM

SECTION 1. Summary

1.1 Project Title : Bamenda-Mamfe-Ekok Highway

Location : Cameroon

Executing Agency of Host Government :

Sector :

Agriculture	<input type="checkbox"/>
Transport	<input checked="" type="checkbox"/>
Public Utilities	<input type="checkbox"/>
Health	<input type="checkbox"/>

Project Description (Summary) :

The proposed project is for the improvement of the road between Bamenda and Ekok via Mamfe in central Cameroon. This road is a key section of the Trans-African Highway being constructed from Mombasa, Kenya, to Lagos, Nigeria, crossing as it does an area of rugged terrain which is frequently impassable in the rainy season. The existing road is 218 km long, the proposed route will reduce this to 187km. The Government of Cameroon has already started work on the Bafoussan-Bamenda segment of the Trans-African Highway. In addition to contributing to the development of a major international communications link, the Bamenda-Mamfe-Ekok road is intended to facilitate the development of the agricultural, commercial, tourist and industrial potential of the region through which the road passes, which is one of the most densely populated in Cameroon.

1.2 Summary of USAID Grant Funded Pre-Investment Study

Date of Contract	R/S*	Type of Study	Contractor	Cost \$	Status
1/75	R	Economic and Technical Feasibility Study and Preliminary Engineering Design	Gannett Fleming Corddry and Carpenter Inc.	419,119	Complete 8/76

\*R = "Regular grant"; S = "Sahelian grant"

1.3 Summary of ADB Group Subsequent Investment

ADB/ADF/NTF	Date Approved	Amount UA/FUA	Other Sources	Purpose of ADB/Group Loans
ADB	9/79	UA 0.95m	Gov't of Cameroon	Finance the cost of detailed engineering studies and bid documents

Status of Project at 31/3 '80 : The consultants for the final engineering design and bid documents preparation were due to be pre-selected on the 29/ 3, 80.

SECTION 2 : CONCLUSIONS AND RECOMMENDATIONS OF CONSULTANT TO ADB/USAID  
JOINT EVALUATION

1. Conclusion

1.1. The gestation period of this project has been excessively long, in particular because of the delay between the feasibility study and final design.

2. Recommendation

2.1. A procedure needs to be developed by the Bank that avoids such delays. Programming of finance for the second study while the first is still in progress, or treating feasibility and final design as Phases I and II of a single study are recommended.

SECTION 3. PROJECT HISTORY . KEY DATES

3.1 Pre-Investment Stage

	Date		Date
ADB request to AID for study	9/72	Cameroon Government asks ADB to fund final engineering	7/77
AID approve TOR	9/73		
Protocol of Accord Bank/Gov't	5/74	ADB agrees in principle to provide loan	1/78
CBD notice	7/74	Cameroon Government agrees to principle of a loan	5/79
Proposals ranked	11/74		
Contract for study signed	1/75		
Final report submitted	8/76		

3.2 Lending Stage

	Date		Date
<u>Engineering Studies</u>			
ADB Appraisal mission	7/79		
ADB approved loan	9/79		
Loan agreement signed	1/80		

3.3 Investment/Implementation

Loan Administration	Date	Physical Progress	Date
First disbursement	-	Preselection of consulting firms for the engineering design	3/80

3.4 Comments on Project History

Delay between Final Report of the feasibility study and the Preparation of Final Engineering Design.

There has been a considerable delay (approximately 3 years) between the presentation of the Final Report of the feasibility study funded by USAID and the preparation of final engineering design and bid documents. This is because the Government of Cameroon expected the studies (costing almost UA 1.0m) would be grant financed as the feasibility study was, and it took a considerable time to resolve this and obtain agreement on the use of ADB loan finance. The ADB originally had the project in the pipeline for 1978.

SECTION 4 : USAID FINANCED STUDY TO PREPARE T.O.R.

4.1 Has USAID financed a study to prepare Terms of Reference for a Pre-Investment Study?

Yes   
No

If Yes, give details :

Contract Date	Contractor	Cost \$	Status
	Not applicable		

4.2 What kind of Study are the Terms of Reference for?

Not applicable

4.3 Summary of follow up action to the T.O.R. Study

Not applicable

**SECTION 5 : USAID PRE-INVESTMENT STUDY**

5.1

Type of Study (studies)	Contract Date	ADB N°.	Contractor	Cost \$	Status
Economic feasibility <input checked="" type="checkbox"/>	1/75	17	Gannett Fleming Corddry and Carpenter Inc.	419,119	Complete 8/76
Engineering feasibility <input checked="" type="checkbox"/>					
Preliminary engineering design <input checked="" type="checkbox"/>					
Detailed final engineering design and preparation of bid documents <input type="checkbox"/>					
Others (specify) <input type="checkbox"/>					

N.B. More than one box may be checked :

5.2

Purpose of Study (studies)/Main Points of T.O.R. :

Generally, the purpose of the study was:

- to perform all engineering studies, field investigations, financial analyses and related work necessary to determine the optimum alignment, technical feasibility and economic feasibility of improving and/or reconstructing the existing 218 km highway between Bamenda and Ekok.

The study includes not only the road itself but also consideration of all complementary projects, such as feeder roads and agricultural, industrial and tourist projects having a direct influence on the main project.

5.3

Reports (for each study)				
Date	Title	N <sup>o</sup> . of Volumes	Availability	
			ADB Lib.Ref.	Other
8/76	Final Report: Feasibility Study and Preliminary Engineering Design. Feasibility Report: Engineering Drawings	2	Cameroon	

5.4

Summary of Main Findings and Recommendations :

1. Need for the Project

1.1 The need for an all-weather link is demonstrated by the fact that the present road is closed for about half the year, which therefore restricts access to major population centres and markets. Agriculture is accordingly suppressed by approximately 30% because farmers cannot market their produce.

2. Feasibility

2.1 The road as a whole is both technically and economically feasible. A bitumen surfaced road produces greater net benefits than a gravel surfaced road.

2.2 IRR for the whole road = 15.5% (3 of the 10 sections have IRR less than 10%)

2.3 Project benefits arise solely from vehicle cost savings. No other benefits were introduced into the cost/benefit evaluations. Value added was calculated but found to be of marginal impact. Diverted traffic was not included because of inadequate data. The regional economy contains no major industries or plantations, or significant tourist activity.

3. Capital Construction Cost Estimates (Net of taxes) and Construction Schedule

3.1 The consultants proposed the following scheduling for construction, broken into five sections, with total capital costs over the specified period:

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Summary of Main Findings and Recommendations (cont'd)

<u>Section</u>	<u>Period</u>	<u>Cost CFA F m</u>
1. Ekok-Ayukaba	1979-83	1.389
2. Ayukaba-Bachuo Akagbe	1977-81	1.473
3. Bachuo Akagbe-Kendem	1978-82	1.804
4. Kendem-Batibo	1976-80	3.318
5. Batibo-Bamenda	1976-80	2.768
<b>Total</b>	<b>1976-83</b>	<b>10.752</b>

4. Assumptions Supporting Recommendations

4.1 Vehicle cost savings

The following table sets out the weighted average time and distance costs per km net of taxes on the whole road, in CFA.F (CFA.F 212 = \$1)

	<u>Car</u>	<u>Taxi/Pick up</u>	<u>7-ton</u>	<u>12-ton</u>
Earth existing	36.63	60.03	101.47	146.11
Gravel Proposed	23.99	41.96	67.87	100.00
Bitumen Proposed	12.18	17.76	36.31	59.54
% Reduction Earth- Bitumen	67%	70%	64%	59%

This provides the basis for calculating generated traffic.

4.2 Traffic growth rates (Normal)

Traffic forecasts were derived directly from regional freight movement forecasts. In summary, normal growth rates assumed are :

- Passenger vehicles - 6.4% p.a. compound (= regional import rate)
- Pick up trucks - 5.6% p.a. compound (= average of regional import and export rates)
- Cargo vehicles - 4.8% p.a. compound (= region export rate)

Average Daily Traffic (ADT) in 1976 is estimated to range from 66 on Section 1 (Bachuo Akagbe-Etaku) to 707 on Section 10 (Ekok Eyumojock), with an average over the whole length of 272/day. Corresponding forecasts are:

Forecast ADT 1980, 1990, 2000, normal + generated bitumen road

<u>Year</u>	<u>Section 1 (lowest density)</u>	<u>Section 10 (highest density)</u>	<u>Average over whole road</u>
1980	92	1036	367
1990	187	2028	716
2000	367	3647	1288

4.3 Industrial development

No new investments are contemplated in regional or national plans. There is no existing industry in the region of the road.

4.4 Tourism

There will be no major tourist developments during the project period. Main tourist interest will remain in the area north east of Bamenda.

4.5 Agricultural Development

It is assumed that the condition of the existing road in the rainy season suppresses farm marketing to 5.3% of total output which will increase to 10% with an all weather road. (This did not lead to a significant change in the calculation of benefits of the road.)

5.5 Implementation of the Study : Planned and Actual

Stages as per Contract	Contract Schedule	Dates	
		Implied by Contract	Actual
Letter of Credit opened	M		6/75
Inception Report	M + 1	7/75	not available
Interim Report	M + 3	9/75	not available
Approval of Interim Report	M + 4	10/75	not available
Draft Final Report	M + 8	2/76	4/76
Government and Bank comments	-	-	5/76
Final Report		6/76	9/76

5.6 Reasons for Variances between Dates Implied by Contract and Actual Dates

The only delay was caused by conditions during the rainy season

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5.7 If USAID Pre-Investment Study Completed :

(a) Has there been any subsequent ADF Group Investment<sup>x</sup> in the Project?

Yes   
No

(b) Has there been any subsequent investment<sup>x</sup> in the Project by other agencies?

Yes   
No

Note : <sup>x</sup> Investment includes investment in further studies

5.8 If the answer to (a) or (b) above is Yes, move on to Section 5 below :

5.9 If the answer to (a) or (b) above is No, outline what further action, if any, has followed the USAID Pre-Investment Study, with reasons :

Not applicable

**SECTION 6 : OTHER PRE-IMPLEMENTATION STUDIES**

6.1

Type of Study	Date	Contractor	Funding Agency	Cost	Status
None					

(Include any studies funded by ADB Group)

6.2

Reports			
Date	Titles	N° of Vols	Availability
	Not applicable		

6.3

Summary of Main Findings and Recommendations :
Not applicable

SECTION 7 : LENDING BY ADB GROUP AND OTHER AGENCIES

7.1

Appraisal by ADB Group			
Date of Appraisal Missions	ADB Officers involved	Date of Appraisal Report	Appraisal Report Reference

7.2

Description of Project Appraised :
Preparation of Detailed Engineering Designs and Bid Documents for the road.

7.3

Relationship to Other Projects

Not applicable

7.4

Significant Differences in Project Formulation or Justification between  
Consultant Report and Appraisal Report

Not applicable



7.7

Statement of Loans) at 31/12/79 FUA/TA

Loan Date	Loan Amount	Disbursed	Not Disbursed	Cancelled	Repayments	Still Outstanding
1/80	950,000	-	950,000	-	-	-

SECTION 8 : IMPLEMENTATION OF PROJECT

8.1 Physical Progress, Planned and Actual

Major Project Stages	Completion Dates			Actual/ Latest Est.
	Planned			
	USAID Study	Appraisal Rpt	Contract	
not applicable				

8.2 Project Costs, Planned and Actual

Major Project Stages	Estimated			Actual/ Latest Est.
	USAID Study	Appraisal Rpt	Contract	
not applicable				

8.3 Disbursement Record (for each ADB Group loan)

	1	2	3	4	5
	Quarter/ Year of First Dis- bursement	Comula- tive dis- bursement at 31/12/79	% of Total Loan	Completion Date of Project	Date of Final Disburse- ment
<p><u>Loan 1. Title and Purpose</u> : Final Design, Bamenda - Ekok Road (Study)      <u>Agency</u> : ADB  <u>Amount</u> : UA 950,000  <u>Signed</u> : 1/80</p>					
	1	2	3	4	5
1. As per Appraisal Report	-	-	-	-	-
2. Revised	not revised				
3. Actual/Latest forecast	not available	-	0%	not available	
<p><u>Loan 2. Title and Purpose</u> :      <u>Agency</u> :  Not applicable      <u>Amount</u> :  <u>Signed</u> :</p>					
	1	2	3	4	5
<p><u>Loan 3. Title and Purpose</u> :      <u>Agency</u> :  Not applicable      <u>Amount</u> :  <u>Signed</u> :</p>					
	1	2	3	4	5

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8.4

Comments on Implementation Progress

The study has not yet started. Consultants are currently being selected.

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8.5

Contractors and Sub-Contractors			
Name	Nationality	Function	Size of Contract
Not applicable			

SECTION 9. ASSESSMENT OF ECONOMIC AND SOCIAL IMPACT OF PROJECT

SECTORAL/REGIONAL PROGRAMME GOALS

9.1 What are the sectoral or regional programme goals towards which the project is to contribute?

- 1) Closer economic, social, and cultural integration and development of African countries by improving communication links
- 2) The development of the agricultural, industrial, commercial and tourist potential of the region of Cameroon through which the Bamenda-Ekok road runs

9.2 What are the measures of achievement, planned and actual?

Planned	Actual
<p>None are specified. Implied are :-</p> <ol style="list-style-type: none"> <li>a) increased international traffic along the various sections of the Trans African Highway, and increased intra-African trade</li> <li>b) Increased marketing of farm produce : increase from 5% to 10% of total output in the rainy season for farmers along the road</li> <li>c) No industrial, or tourist developments are planned for the region</li> </ol>	<p>Until the project, and the other part of the International link are established, no evaluation can take place</p>

9.3 What assumptions were made in support of the achievement measures? Have these assumptions been proved correct?

Planning Assumptions	Actual Experience
<ol style="list-style-type: none"><li>1. Construction of an international highway will help generate international trade.</li><li>2. Other sections of the Trans African Highway will be built.</li><li>3. Other constraints to intra-African trade will be removed (eg. tariff and non-tariff barriers).</li><li>4. The economic development of African countries will be complementary to each other and oriented towards intra-African needs.</li><li>5. The construction of an all weather road in this region of Cameroon will generate economic activity in the area.</li></ol>	<p>These items should be monitored after the project has been implemented.</p> <p style="text-align: right;">n/1</p>

**PROJECT PURPOSE**

9.4 What were the projected benefits for the project? What are the measures of achievement, and to what extent have they been achieved?

Projected	Actual Achievement
<p>Economic and Social Benefits (including who is to benefit)</p> <ol style="list-style-type: none"> <li>The main <u>purpose</u> of the road is to reduce vehicle operating costs, in particular the hindrance caused to economic and social activity by its impassability during the rainy season. The <u>beneficiary</u> population along the route is :-               <p>175,000 people (1975) in total, of which approximately 100,000 live in settlements of more than 10,000 inhabitants.</p> <p>Average cash spending/family/ per year in 1970 was approximately \$260 for an average of 9 members.</p> </li> <li>The measure of achievement with regard to vehicle operating costs is a reduction of approximately 60% from earth road costs to bitumen road costs.</li> </ol>	<p>The project has not yet been implemented.</p>

9.5 What key assumptions were made in projecting benefits? Have these assumptions been proved correct?

Planning Assumptions	Actual Experience
<ol style="list-style-type: none"><li>1) The roads will be built in 5 stages between 1976 and 1983</li><li>2) Traffic would normally grow at a range of rates for different vehicle types from 4.8% for heavy vehicles to 6.4% for passenger vehicles</li></ol>	<p>By 1980 no construction work had started</p> <p>The project has not yet been implemented</p>

ADB/USAID JOINT EVALUATION OF USAID GRANT ASSISTANCE TO ADB/F

PROJECT STATUS REVIEW FORM

**SECTION I. Summary**

1.1 Project Title : Sanitary Sewerage, Stormwater drainage and solid waste Disposal, Freetown

Location : Sierra Leone

Executing Agency of Host Government : Ministry of Electricity and Power

Sector :

Agriculture	<input type="checkbox"/>
Transport	<input type="checkbox"/>
Public Utilities	<input checked="" type="checkbox"/>
Health	<input type="checkbox"/>

Project Description (Summary) : The ultimate project is for the development of adequate sanitary sewerage, stormwater drainage and solid waste disposal systems for the city of Freetown, Sierra Leone's capital. The population of the city in 1976 was estimated to be greater than 300,000. It is the centre of the nation's commerce and has the largest natural harbour on the West African Coast. The city is largely unsewered. There are four short sewerage lines that discharge raw sewerage into the Sierra Leone River. These primarily serve Government and Commercial establishments. Most of the city is dependent on septic tanks and cesspools. The existing stormwater drainage system is extensive, but is unsystematic and has severe capacity, sanitary, clogging and maintenance problems. There is a solid waste disposal system, but it is inadequate and presents a health hazard.

1.2 Summary of USAID Grant Funded Pre-Investment Study

Date of Contract	R/S*	Type of Study	Contractor	Cost \$	Status
3/76	R	Master Plan, Feasibility and Preliminary eng. for Phasel, Organisation Management, Legal and Financial, and training	Daniel, Mann, Johnson&Mendenhall/ Checchi & Company (DMJM/C)	451,378	Complete

\*R = "Regular grant"; S = "Sahelian grant"

1.3 Summary of ADB Group Subsequent Investment

ADB/ ADF/ NTF	Date Approved	Amount UA/FUA	Other Sources	Purpose of ADB/ Group Loans
ADF	6/78	450,000	Govt. of Sierra Leone	Finance 90% of the cost of oceanographic and outfall studies

Status of Project at 31/3/80 : The oceanographic and outfall studies should be complete in May 1980. It is intended that ADB will finance Phase I sewerage development.

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SECTION 2 : CONCLUSIONS AND RECOMMENDATIONS OF CONSULTANT TO ADB/USAID  
JOINT EVALUATION

1. Conclusions

- 1.1. The project was delayed while the 2nd study was organised, despite GOSL originally requesting ADB financing before the Final Report of the first study was presented.

2. Recommendations

- 2.1. ADB Group and host governments should ensure smooth transition from one stage of a project to another by improved programming, and avoiding disputes over immunities, etc. of contractors.

SECTION 3. PROJECT HISTORY : KEY DATES

3.1 Pre-Investment Stage

	Date		Date
Government request to UNDP	1970		
ADB asked to assist with this study	4/73		
ADB request to USAID for assistance	5/73		
USAID agreement in principle	11/73		
TOR agreed	9/74		
Protocol of agreement signed	11/75		
Contract for study signed	3/76		
Final report submitted	9/77		

3.2 Lending Stage

	Date		Date
GOSL asks ADB to fund further study	6/77		
Approval of loan for further study	6/78		
Loan agreement signed	7/78		

3.3 Investment/Implementation

Loan Administration	Date	Physical Progress	Date
<u>Study</u>	none to date	<u>Study</u>	
First disbursement		Contract signed with consultant	3/79
Last disbursement	12/80	Presentation of report	5/80

3.4 Comments on Project History

1. There was a delay of 18 months between agreeing TOR and contracting DMJM. Reasons : delays in obtaining protocol of agreement with GOSL, delay in publishing CBD notice, delay while additional funds secured to finance study which had increased in cost.
2. The Oceanographic and Outfall study has been delayed by 6 months : Reasons : Delays in Sierra Leone authorities fulfilling loan conditions relating to the granting of immunities and privileges to ADF.

SECTION 4 : USAID FINANCED STUDY TO PREPARE T.O.R.

4.1 Has USAID financed a study to prepare Terms of Reference for a Pre-Investment Study?

Yes   
No

If Yes, give details :

Contract Date	Contractor	Cost \$	Status
	Not applicable		

4.2 What kind of Study are the Terms of Reference for?

Not applicable

4.3 Summary of follow up action to the T.O.R. Study

Not applicable

**SECTION 5 : USAID PRE-INVESTMENT STUDY**

5.1

Type of Study (studies)	Contract Date	ADB N°.	Contractor	Cost \$	Status
Economic feasibility <input checked="" type="checkbox"/>	3/76		Daniel, Mann, Johnson and Mendenhall/Checchi & Co. (DMJM/C)	451,378	Complete 10/77
Engineering feasibility <input checked="" type="checkbox"/>					
Preliminary engineering design <input checked="" type="checkbox"/>					
Detailed final engineering design and preparation of bid documents <input type="checkbox"/>					
Others (specify) <input checked="" type="checkbox"/>					
1) Master Plan					
2) Organisational, Financial Management, & Legal					
3) Training					

N.B. More than one box may be checked :

5.2

Purpose of Study (studies)/Main Points of T.O.R. :

The scope of the study was to prepare :-

- a) A Master Plan for a period of 25 years (1976 through the year 2000) for storm water drainage, sanitary sewerage, and solid waste disposal in Greater Freetown
- b) Feasibility and Preliminary Engineering Studies for the first stage programme of the Master Plan
- c) Organizational, Management, Financial, and Legal Studies of the storm water, sanitary sewerage and solid waste disposal systems that are based on existing (1976-77) organizations.
- d) A Training Programme, which included on-the-job training for local staff, participation in the execution of this planning project, and optional training in the Consultant's home office.

5.3

Reports (for each study)				
Date	Title	N <sup>o</sup> . of Volumes	Availability	
			ADB Lib.Ref.	Other
9/77	Final Report, Master Plan, Feasibility and Engineering studies  Organisational, Management, Financial and Legal Studies	1	Sierra Leone	

5.4 Summary of Main Findings and Recommendations :1. Recommended Master Plan

- 1.1 - Sanitary Sewerage The provision of sewered service is not recommended for all Greater Freetown. The unsewered areas proposed are primarily low density residential and undeveloped areas. Neighbourhood sanitation centres are proposed for laundry and bathing as alternatives to the use of streams and stormwater drains. 4 main sewered areas are proposed : Falcon Bridge (the largest and first priority) Cline town, Wilberforce, and King Tom. Each unit will have an estuarine outfall by the year 2000.
- 1.2 - Storm Drainage : Rehabilitation of the existing system, plus replacement of inadequately sized channels. Discharges of sullage plus sewerage into the storm water drains should cease.
- 1.3 - Solid Waste management : Specified levels of service to different areas are described, together with tipping sites and other required facilities are given. The system designed is intended to serve 40-50 year needs with only improvements in equipment over the period.

2. First Stage Programme

- 2.1 - Sanitary Sewerage : Falcon Bridge area, 1980-84.
- 2.2 - Storm Drainage : The first and second priority items identified in the Master Plan are included .

Summary of Main Findings and Recommendations (cont'd)

2.3 Solid Waste Management : The King Tom Dump should be converted to a sanitary land fill and expanded. This would be sufficient for 5 years. The South Aberdeen site was recommended for future development as the need arose. Various types of domestic, commercial, institutional, refuse containers are proposed, with an integrated collection and transport system.

3. Recommended Organisational, Financial, Management and Legal Measures

3.1 Organizational

- a) sanitary sewers plus solid waste management should be under a new corporation, the Freetown Sanitary Services Corporation
- b) storm drain maintenance should remain with the Ministry of Works

The FSSC would be a non-profit-making public corporation. It would draw on the tax enforcement power of the City to collect rates, charges and fees. Its revenue should cover costs, and should only accumulate surpluses to accommodate the growth in demand for its services.

3.2 Legal

Existing statutes and regulations are inadequate, so model ordinances are proposed for the implementation, management and operation of sanitary sewerage and solid waste management systems

3.3 Financial and Economic

The corporate objective of FSSC is to provide services at the lowest possible cost consistent with sound economic and financial policies, and not to provide a "fair" rate of return on the cost or value of corporate property.

4. Training Programme

4.1 The concurrent training of Sierra Leone nationals during the study was a key objective. It was achieved by on the job training, and lectures. A future training programme was also prepared. For various reasons, the GOSL was unable to assign counterpart staff for some months after the start of the study. This led to delays in the study schedule. It also precluded the provision of training in the consultant's home offices, as originally intended.

5.5 Implementation of the Study : Planned and Actual

Stages as per Contract	Contract Schedule	Dates	
		Implied by Contract	Actual
Opening Letter of Credit	M	not available	not available
Commencement of work	M + 1/2	not available	3/76
Inception Report	M + 1 1/2	5/76	5/76
Existing Conditions Report	M + 4	7/76	7/76
Interim Report	M + 10	1/77	2/77
Organisation, etc. Report	M + 12	3/77	not available
Draft Final Report	M + 14	5/77	7/77
Government's and Bank's comments	N	-	9/77
Final Report	N + 2	11/77	10/77

5.6 Reasons for Variances between Dates Implied by Contract and Actual Dates

There were some delays initially in obtaining GOSL support services, but otherwise the study was carried out on schedule.

5.7 If USAID Pre-Investment Study Completed :

(a) Has there been any subsequent ADB Group Investment<sup>x</sup> in the Project?

Yes   
No

(b) Has there been any subsequent investment<sup>x</sup> in the Project by other agencies?

Yes   
No

Note : <sup>x</sup> Investment includes investment in further studies

5.8 If the answer to (a) or (b) above in Yes, move on to Section 5 below :

5.9 If the answer to (a) or (b) above is No, outline what further action, if any, has followed the USAID Pre-Investment Study, with reasons :

Not applicable

**SECTION 6 : OTHER PRE-IMPLEMENTATION STUDIES**

6.1

Type of Study	Date	Contractor	Funding Agency	Cost	Status
		None			

(Include any studies funded by ADB Group)

6.2

Reports			
Date	Titles	N° of Vols	Availability
	Not applicable		

6.3

Summary of Main Findings and Recommendations :
Not applicable

SECTION 7 : LENDING BY ADB GROUP AND OTHER AGENCIES

7.1

Appraisal by ADB Group			
Date of Appraisal Missions	ADB Officers involved	Date of Appraisal Report	Appraisal Report Reference

7.2

Description of Project Appraised :

Oceanographic and outfall investigations, required prior to final design of stage 1 for

- a) verification of available data
- b) obtaining additional data needed for final design
- c) obtaining sufficient data to identify baseline (existing) conditions of the marine environment and its ecology. These data are also needed to serve as the basis for the recommended monitoring and surveillance program that will be directed toward the outfalls' future operations.

This study will enable the verification of estuarine disposal of sewage by a submarine pipe line

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7.3

Relationship to Other Projects

This study is a necessary preliminary to Stage 1 of the development of the Sanitary Sewerage System

7.4

Significant Differences in Project Formulation or Justification between Consultant Report and Appraisal Report

None

5

Sources of Funding :

Agency	Approval Date	Signed	Amount FUA/UA (M)	Purpose of Loan
<u>ADB Group (specify)</u>  ADF          <u>Other (incl. Host Govt.)</u>  Govt. of Sierra Leone	  6/78          	  7/78          	  0.45          0.05	  90% of the cost of Oceanographic and outfall investigations          
Total Estimated Cost			0.5	

7.6

Terms of ADB Group Loans

The usual ADF terms apply

- a) 0.75 % p.a. service charge
- b) 3 years grace period, 10 years repayment period.

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7.7 Statement of Loan(s) at 31/12/79 FUA/UA

Loan Date	Loan Amount	Disbursed	Not Disbursed	Cancelled	Repayments	Still Outstanding
7/78	450,000	-	450,000	-	-	-

SECTION 8 : IMPLEMENTATION OF PROJECT

8.1 Physical Progress, Planned and Actual

Major Project Stages	Completion Dates			Actual/ Latest Est.
	Planned			
	USAID Study	Appraisal Rpt	Contract	
Oceanographic and Out-fall investigations	3/78		9/79	5/80

8.2 Project Costs, Planned and Actual

Major Project Stages	Estimated			Actual/ Latest Est.
	USAID Study	Appraisal Rpt	Contract	
Not applicable				

8.3 Disbursement Record (for each ADB Group loan)

	1 Quarter/ Year of First Dis- bursement	2 Cumula- tive dis- bursement at 31/12/79	3 % of Total Loan	4 Completion Date of Project	5 Date of Final Disburse- ment
--	---	---	----------------------------	---------------------------------------	--

Loan 1. Title and Purpose : Freetown Sewerage  
Oceanographic and Outfall Study

Agency : ADF  
Amount : FUA 450,000  
Signed : 7/78

	1	2	3	4	5
1. As per Appraisal Report	None	-	-	-	-
2. Revised	-	-	-	-	-
3. Actual/Latest forecast	-	0	0%	5/80	12/80

Loan 2. Title and Purpose :

None to date

Agency :  
Amount :  
Signed :

	1	2	3	4	5

Loan 3. Title and Purpose :

None to date

Agency :  
Amount :  
Signed :

	1	2	3	4	5

8.4

Comments on Implementation Progress

1. The study did not follow directly on from the Master Plan study as DMJM/L had proposed.
2. Once the loan was signed (7/78) there was a delay of 6 months in the fulfillment of loan conditions relating to the grant of immunities and privileges to ADF.
3. No disbursement had been made at 31/12/79.

8.5

Contractors and Sub-Contractors			
Name	Nationality	Function	Size of Contract
DMJM	USA	Consultants for Oceanographic and outfall study	FUA 0.330m

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SECTION 9. ASSESSMENT OF ECONOMIC AND SOCIAL IMPACT OF PROJECT

SECTORAL/REGIONAL PROGRAMME GOALS

9.1 What are the sectoral or regional programme goals towards which the project is to contribute?

The provision of adequate public utilities for the health and welfare of the inhabitants of Freetown

9.2 What are the measures of achievement, planned and actual?

Planned	Actual
<p>None are specified in the report. The following may be implied</p> <ul style="list-style-type: none"><li>a) a reduction in deaths from malaria, diarrhoeal diseases, and tetanus</li><li>b) the population of Freetown (or a given percentage of it) being served by sanitary sewerage, storm drainage, and solid waste disposal</li></ul>	<p>As the project has not yet been implemented, there are no results to measure against planned</p>

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9.3 What assumptions were made in support of the achievement measures? Have these assumptions been proved correct?

Planning Assumptions	Actual Experience
None specified	The project has not been completed so far.

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PROJECT PURPOSE

9.4 What were the projected benefits for the project? What are the measures of achievement, and to what extent have they been achieved?

Projected	Actual Achievement
<p>Economic and Social Benefits (including who is to benefit)</p> <p>The purpose of the project is to ensure more sanitary sewage, storm water and solid waste with the benefits of :-</p> <ul style="list-style-type: none"><li>a) reduced health hazards from mingling of sewage and storm water, stagnant pools, blocked drains, open rubbish tips</li><li>b) reduced soil erosion</li><li>c) reduced flooding of streets and other areas</li></ul> <p>The beneficiaries are those people of Freetown's population of over 300,000 who live in areas where improved facilities will be provided.</p>	<p>The project has not been executed so far</p>

9.5 What key assumptions were made in projecting benefits? Have these assumptions been proved correct?

Planning Assumptions	Actual Experience
<ul style="list-style-type: none"><li>a) an efficient management system is established for sanitary sewage and solid waste disposal</li><li>b) this organisation is able to maintain the systems installed</li><li>c) beneficiaries are able to pay for the services provided so that it is self-financing in large part</li><li>d) other, complementary services, especially health care, will be maintained, at least at their present levels</li><li>e) Government will continue to pay for capital and operating costs of the storm drainage system.</li></ul>	<p>The project has not yet been implemented</p>

3/3/16

PROJECT STATUS REVIEW FORM

SECTION I. Summary

1.1 Project Title : Health Sector Study in Botswana

Location : Botswana

Executing Agency of Host Government : Ministry of Health

Sector :

Agriculture	<input type="checkbox"/>
Transport	<input type="checkbox"/>
Public Utilities	<input type="checkbox"/>
Health	<input checked="" type="checkbox"/>

Project Description (Summary) :

The TOR study was in connection with a sectoral study for health needs in Botswana, with particular reference to the new Francistown Hospital.

ADB has programmed financing for the Hospital in 1980

1.2 Summary of USAID Grant Funded Pre-Investment Study

Date of Contract	R/S*	Type of Study	Contractor	Cost \$	Status
/78	R	TOR	The Analytic Sciences Corp.	12,175	Complete

\*R = "Regular grant"; S = "Sahelian grant"

1.3 Summary of ADB Group Subsequent Investment

ADB/ADF/NTF	Date Approved	Amount UA/FUA	Other Sources	Purpose of ADB/Group Loans
	None to date			

Status of Project at 31/3/80 :

ADB has included Francistown Hospital in its funding pipeline for 1980.

SECTION 2 : CONCLUSIONS AND RECOMMENDATIONS OF CONSULTANT TO ADB/USAID  
JOINT EVALUATION

There are no conclusions or specific recommendations in connection with this project or study.

SECTION 3. PROJECT HISTORY : KEY DATES

3.1 Pre-Investment Stage

	Date		Date
ADB requested AID financing of TOR	3/78		
Contract w/TASC for TOR	/78		

3.2 Lending Stage

	Date		Date
Not applicable			

3.3 Investment/Implementation

Loan Administration	Date	Physical Progress	Date
Not applicable			

3.4 Comments on Project History

CBD announcement sent to AID/W 2/79 copied to USAID/GABORONE

14/ 2/79 USAID/GABORONE requested CBD be withdrawn per discussions with MOH

REDSO files indicate MOFinance was approving agency not MOH, also some disagreement between Bank and GOB regarding use of unused loan money.

SECTION 4 : USAID FINANCED STUDY TO PREPARE T.O.R.

4.1 Has USAID financed a study to prepare Terms of Reference for a Pre-Investment Study?

Yes   
 No

If Yes, give details :

Contract Date	Contractor	Cost \$	Status
/78	The Analytic Sciences Corp.		Complete

4.2 What kind of Study are the Terms of Reference for?

- an assessment of the Health Sector in Botswana

4.3 Summary of follow up action to the T.O.R. Study

- CBD announcement transmitted to AID/W but USAID/GABORONE requested withdrawal until differences worked out between ADB and GOB.
- ADF included project for a 300 bed hospital at Francistown in its 1980 pipeline.
- AID has not been asked to finance the pre-investment studies so far.

NB. This Status Review Form has not been completed any further.

ADB/USAID JOINT EVALUATION OF USAID GRANT ASSISTANCE TO ADB/F

PROJECT STATUS REVIEW FORM

SECTION I. Summary

1.1 Project Title : Health Sector Study in Rwanda

Location : Rwanda

Executing Agency of Host Government :

Project Description (Summary) :

This project is concerned with the development of an effective health care system in Rwanda. The pre-investment study is to identify proposals for project activities suitable for ADB group financing.

Sector :

Agriculture	<input type="checkbox"/>
Transport	<input type="checkbox"/>
Public Utilities	<input type="checkbox"/>
Health	<input checked="" type="checkbox"/>

1.2 Summary of USAID Grant Funded Pre-Investment Study

Date of Contract	R/S*	Type of Study	Contractor	Cost \$	Status
/78	R	TOR	The Analytic Sciences Corp. (TASC)	12,175	Complete

\*R = "Regular grant"; S = "Sahelian grant"

1.3 Summary of ADB Group Subsequent Investment

ADB/ADF/NTF	Date Approved	Amount UA/FUA	Other Sources	Purpose of ADB/Group Loans
	None to date			

Status of Project at 31/3/80 :

ADB awaiting return of signed contract for the pre-investment study.

SECTION 2 : CONCLUSIONS AND RECOMMENDATIONS OF CONSULTANT TO ADB/USAID  
JOINT EVALUATION

1. Conclusions

1.1. AID files contain no information on project history

2. Recommendations

2.1. AID and ADB should prepare programmes for each study, setting out planned steps in the contractual process. Actual performance should then be monitored against this.

SECTION 3. PROJECT HISTORY : KEY DATES

3.1 Pre-Investment Stage

	Date		Date
No information obtained by the evaluation.			

3.2 Lending Stage

	Date		Date

3.3 Investment/Implementation

Loan Administration	Date	Physical Progress	Date

3.4 Comments on Project History

None

SECTION 4 : USAID FINANCED STUDY TO PREPARE T.O.R.

4.1 Has USAID financed a study to prepare Terms of Reference for a Pre-Investment Study?

Yes   
 No

If Yes, give details :

Contract Date	Contractor	Cost \$	Status
/78	The Analytic Sciences Corp. (TASC)	12,175	Complete

4.2 What kind of Study are the Terms of Reference for?

Health sector study in Rwanda to prepare programme of projects for ADB group financing that will provide effective health care in Rwanda.

4.3 Summary of follow up action to the T.O.R. Study

Contract for pre-investment study is currently being negotiated with Family Health Care Inc.

**SECTION 5 : USAID PRE-INVESTMENT STUDY**

5.1

Type of Study (studies)	Contract Date	ADB N°.	Contractor	Cost \$	Status
Economic feasibility <input checked="" type="checkbox"/>			Family Health Care Inc.	210,891	Contract still to be signed
Engineering feasibility <input type="checkbox"/>					
Preliminary engineering design <input type="checkbox"/>					
Detailed final engineering design and preparation of bid documents <input type="checkbox"/>					
Others (specify) <input type="checkbox"/>					

N.B. More than one box may be checked :

5.2

Purpose of Study (studies)/Main Points of T.O.R. :

- Through the use of systems analysis, economic and health planning expertise (including expertise in logistic systems, manpower planning and epidemiology) the Consultant shall perform a pre-investment study of basic health services, training and logistics (procurement, warehousing and distribution of medical supplies and equipment) in the Republic of Rwanda. The objective of the study is to determine which project or programme activities in these areas would be most suitable and beneficial for providing an effective health care system to the country. To this end, and as part of the study, the Consultant will develop a proposal for project activities for possible Bank financing in the areas of basic health services, training and logistics, based on a thorough analysis of feasibility based on the economic, technical and social viability, and the relationship of the project activities to the greater health systems of which these activities will be a part. The Consultant shall give special attention to:
- a) defining the functions and upgrading the infrastructure of health centres and dispensaries in the context of an overall strategy to improve primary health services ;
  - b) defining the needs for paraprofessional health staff, and for the training infrastructure required to expand and enhance the effectiveness of such staff, primarily medical assistants ;
  - c) designing of a logistics system for the Office Pharmaceutique du Rwanda (OPHAR) which would address the need for more efficient national medical supply/equipment procurement, warehousing, and distribution.

NB. Because this study has not yet started, this Status Review Form has not been completed any further.

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PROJECT STATUS REVIEW FORM

SECTION I. Summary

1.1 Project Title : Integrated Rural Development Project  
in the sous-prefecture of Bossangoa

Location : Central African Republic

Executing Agency of Host Government :  
Ministry of Agriculture (Integrated rural development)

Project Description (Summary) :

The project is for integrated rural development in the sous-prefecture of Bossangoa, including agricultural development programmes, feeder roads, community development, health and education development.

Sector :

Agriculture	<input checked="" type="checkbox"/>
Transport	<input type="checkbox"/>
Public Utilities	<input type="checkbox"/>
Health	<input type="checkbox"/>

1.2 Summary of USAID Grant Funded Pre-Investment Study

Date of Contract	R/S*	Type of Study	Contractor	Cost \$	Status
3/10/79	R	TOR for feasibility	Vista Research Corp.	50,000	Complete

\*R = "Regular grant"; S = "Sahelian grant"

1.3 Summary of ADB Group Subsequent Investment

ADB/ADF/NTF	Date Approved	Amount UA/FUA	Other Sources	Purpose of ADB/Group Loans
	none to date			

Status of Project at 31/3/80 :

TOR study complete. CBD announcement for feasibility study should follow shortly.

SECTION 2 : CONCLUSIONS AND RECOMMENDATIONS OF CONSULTANT TO ADB/USAID  
JOINT EVALUATION

1. Conclusion

1.1. The contracting period for the TOR study was excessive.

2. Recommendation

2.1. A streamlined procedure, including sole-source negotiation from a previously prepared short list of approved firms, is required for TOR studies.

SECTION 3. PROJECT HISTORY : KEY DATES

3.1 Pre-Investment Stage

	Date		Date
GOCAR requested ADB financing	5/76		
ADB requested AID financing	3/ 7/78		
REDSO suggested ADB hire consultant to prepare TOR	7/ 9/78		
Cables sent of prospective consultants	2/79		
Vista selected	6/79		
Contract VISTA RESEARCH to prepare TOR	3/10/79		
TOR presented	11/79		

3.2 Lending Stage

	Date		Date
Not applicable			

3.3 Investment/Implementation

Loan Administration	Date	Physical Progress	Date
Not applicable			

3.4 Comments on Project History

1. Pilot Study resulted in Government of Central African Republic requesting ADB financing in 5/76.
2. Delay of more than two years before ADB requested AID for grant for study - reasons unknown.
3. Further delay because AID requested that a consultant redraft the TOR. It proved necessary to request AID/W to provide list of suitable firms to carry out redrafting, which took 5 months, and a further 8 months to contract the selected company.
4. The TOR were presented one month after the contract date.
5. Vista objective update PID of May 1975
  - a) present changes in region
  - b) present new priorities of recently installed Government.
6. TOR submitted 11/79
  - delay follow-up 1) REDSO proposed additional considerations
  - 2) present new priorities of recently installed Government.

SECTION 4 : USAID FINANCED STUDY TO PREPARE T.O.R.

4.1 Has USAID financed a study to prepare Terms of Reference for a Pre-Investment Study?

Yes   
No

If Yes, give details :

Contract Date	Contractor	Cost \$	Status
3/10/79	Vista Research Corp.	50,000	Complete

4.2 What kind of Study are the Terms of Reference for?

A full feasibility study

4.3 Summary of follow up action to the T.O.R. Study

REDSO proposed additional considerations for inclusion in the TOR for the feasibility study.

The CBD announcement for the feasibility study will be published shortly.

**SECTION 5 : USAID PRE-INVESTMENT STUDY**

5.1

Type of Study (studies)	Contract Date	ADB N°.	Contractor	Cost \$	Status
Economic feasibility <input checked="" type="checkbox"/>			CBD announcement not yet issued.		
Engineering feasibility <input type="checkbox"/>					
Preliminary engineering design <input type="checkbox"/>					
Detailed final engineering design and preparation of bid documents <input type="checkbox"/>					
Others (specify) <input type="checkbox"/>					

N.B. More than one box may be checked :

5.2

Purpose of Study (studies)/Main Points of T.O.R. :

1. To carry out the necessary evaluations to determine the need for the components of the identified project in the sous-prefecture of Bossangoa with the view of expanding or reducing the scope of the project ;
2. To make recommendations concerning the form that the final integrated rural development project should take based on a detailed study of development assistance needs (both agricultural and social) and government development priorities for the region ;
3. To develop an optimal management plan for the project and plan the organisation of any subsidiary institutions which may be required for the project to effectively accomplish its objectives ;
4. To carry out the necessary analyses to determine if the project, in its final form, is feasible for implementation in the sous-prefecture of Bossangoa.

Recommended Studies :

Pedological	Ag. Feeder Rds.
Agronomic	Community Development
Ag. Engineering	Health
Animal Traction	Education
Ag. Extension	
Ag. Credit	
Ag. Marketing	

5.3

Reports (for each study)				
Date	Title	N°. of Volumes	Availability	
			ADB Lib.Ref.	Other
11/79	Bossangoa Integrated Rural Development Project	1		REDSO
11/79	TOR for a Feasibility Study of an Integrated Rural Development Project in the sous-prefecture of Bossangoa, CAR	1		REDSO

NB. : Because the feasibility study has not been contracted, the Status Review Form has not been completed further.

7/1

PROJECT STATUS REVIEW FORM

SECTION I. Summary

1.1 Project Title : Health Sector Study in Guinea Bissau

Location : Guinea Bissau

Executing Agency of Host Government :

Project Description (Summary) :

This project is concerned with the development of an effective health care system in Guinea Bissau

Sector :

Agriculture	<input type="checkbox"/>
Transport	<input type="checkbox"/>
Public Utilities	<input type="checkbox"/>
Health	<input checked="" type="checkbox"/>

1.2 Summary of USAID Grant Funded Pre-Investment Study

Date of Contract	R/S*	Type of Study	Contractor	Cost \$	Status
3/79	R	Prep of TOR	The Analytic Sciences Corp.(TASC)	11,650	Complete
	R	Econ. Feasibility Study	Boston University		Contract neg.

\*R = "Regular grant"; S = "Sahelian grant"

1.3 Summary of ADB Group Subsequent Investment

ADB/ADF/STF	Date Approved	Amount UA/FUA	Other Sources	Purpose of ADB/Group Loans
	None to date			

Status of Project at 31/3/80 :

ADB drafting contract format for the project study.

SECTION 2 : CONCLUSIONS AND RECOMMENDATIONS OF CONSULTANT TO ADB/USAID  
JOINT EVALUATION

1. Conclusions

1.1. By prequalifying before calling for technical proposals, the contracting cycle was extended by 4 months.

2. Recommendations

2.1. The streamlined procedure involving simultaneous submission of prequalification data, technical proposal, and cost proposal should be implemented as soon as possible.

SECTION 3. PROJECT HISTORY : KEY DATES

3.1

Pre-Investment Stage

	Date		Date
TASC contract to prepare TOR	3/79	Proposals ranked	10/79
REDSO contract approval TOR	8/79	REDSO approves ranking	2/80
ADB submits TOR	3/79		
CDB announcement	5/79		
Pre-quals due	7/79		
ADB shortlisted firms	7/79		
RFTP mailed	7/79		
Proposals due	9/79		

3.2

Lending Stage

	Date		Date
Not applicable			

3.3

Investment/Implementation

Loan Administration	Date	Physical Progress	Date
Not applicable			

3.4 Comments on Project History

1. Delay between final ranking and REDSO approval of ranking caused by incomplete information passed to REDSO. REDSO was concerned that the most qualified firm, in the Bank's opinion, had not been selected. The Bank clarified its position and ranking was approved.
2. Apart from this, the contractual process has gone fairly smoothly given the procedure adopted. By carrying out prequalification before RFTP, the contracting period has been extended to a year.

SECTION 4 : USAID FINANCED STUDY TO PREPARE T.O.R.

4.1 Has USAID financed a study to prepare Terms of Reference for a Pre-Investment Study?

Yes   
 No

If Yes, give details :

Contract Date	Contractor	Cost \$	Status
3/79	The Analytic Sciences Corp. (TASC)	11,650	Complete

2 What kind of Study are the Terms of Reference for?

technical, economic and social feasibility  
 define technical approach and prepare project schedule

4.3 Summary of follow up action to the T.O.R. Study

The consultants to carry out the pre-investment study have been selected, and the contract is being prepared.

**SECTION 5 : USAID PRE-INVESTMENT STUDY**

5

Type of Study (studies)	Contract Date	ADB N°.	Contractor	Cost \$	Status
Economic feasibility <input checked="" type="checkbox"/>			Boston University		Under negotiation
Engineering feasibility <input checked="" type="checkbox"/>					
Preliminary engineering design <input type="checkbox"/>					
Detailed final engineering design and preparation of bid documents <input type="checkbox"/>					
Others (specify) <input type="checkbox"/>					

N.B. More than one box may be checked :

Purpose of Study (studies)/Main Points of T.O.R. :

The study will include :-

- a) general background and requirements analysis; health needs to be served by basic health services staffing requirements, management and logistics requirements and organisation ;
- b) description of the subsector, current and planned ;
- c) project description ;
- d) project objectives ;
- e) project activities and schedule ;
- f) project costs, including : site aquisition and preparation, design services, construction, equipment, furniture and supplies, technical assistance, training, recurrent costs ;
- g) economic, technical and social feasibility ;
- h) financing ;
- i) project organisation and management.

NB. Because this study has not yet started, this Status Review Form has not been completed any further.

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PROJECT STATUS REVIEW FORM

SECTION 1. Summary

1.1 Project Title : Praslin Integrated Rural Development

Location : Seychelles, Praslin Island

Executing Agency of Host Government :

Sector :

Agriculture	<input checked="" type="checkbox"/>
Transport	<input type="checkbox"/>
Public Utilities	<input type="checkbox"/>
Health	<input type="checkbox"/>

Project Description (Summary) :

This project is for a regional development programme for Praslin Island giving priority to education, agricultural and social projects, taking into account the development of tourism while preserving the environment. The regional development plan is to be consistent with the Seychelles national development plan.

1.2 Summary of USAID Grant Funded Pre-Investment Study

Date of Contract	R/S*	Type of Study	Contractor	Cost \$	Status
12/10/79	R	Prepare TOR	Orgatec	46,780	Complete

\*R = "Regular grant"; S = "Sahelian grant"

1.3 Summary of ADB Group Subsequent Investment

ADB/ADF/NTF	Date Approved	Amount UA/FUA	Other Sources	Purpose of ADB/Group Loans
	none to date			

Status of Project at 31/3/80 :

ADB to request advertisement in CBD for the preparation of the regional development plan.

SECTION 2 : CONCLUSIONS AND RECOMMENDATIONS OF CONSULTANT TO ADB/USAID  
JOINT EVALUATION

1. Conclusion

1.1. The contracting period for the TOR study was too long.

2. Recommendation

2.1. A streamlined procedure, including possible sole-source negotiation from a previously selected list of qualified consultants, is needed.

SECTION 3. PROJECT HISTORY : KEY DATES

3.1 Pre-Investment Stage			
	Date		Date
AID agreement in principle	6/6/78		
TOR submitted	31/8/78		
AID requests ADB to separate TOR into 2 projects	25/9/78		
ADB reviews proposals for TOR	29/9/79		
Contract ADB-Orgatec to prepare TOR	12/10/79		
TOR submitted	25/2/80		
REDSO approval of TOR	29/2/80		

3.2 Lending Stage			
	Date		Date

3.3 Investment/Implementation			
Loan Administration	Date	Physical Progress	Date

3.4 Comments on Project History

1. The original TOR proposed in August 1978 contained two projects in AID's opinion, a rural development project plus final design for an airport. AID proposed to fund the rural development study only. In October 1978 the American Embassy in Victoria advised that the airport was important to the Government of the Seychelles, and that ADB should discuss the AID proposal with the Government. It took until February 1979 before the Government accepted to split the TOR.
2. It then took 8 months to choose and contract the consultants to draft new TOR for the rural development project. The cost of the study was less than \$ 50,000. The TOR prepared by the consultant were submitted and accepted four months after the contract date.

SECTION 4 : USAID FINANCED STUDY TO PREPARE T.O.R.

4.1 Has USAID financed a study to prepare Terms of Reference for a Pre-Investment Study?

Yes   
No

If Yes, give details :

Contract Date	Contractor	Cost \$	Status
12/10/79	Orgatec	46,780	Complete

4.2 What kind of Study are the Terms of Reference for?

Preparation of a regional development plan.

4.3 Summary of follow up action to the T.O.R. Study

ADB is to request publication of the study proposal in the CBD.

**SECTION 5 : USAID PRE-INVESTMENT STUDY**

5.1

Type of Study (studies)	Contract Date	ADB N°.	Contractor	Cost \$	Status
Economic feasibility <input checked="" type="checkbox"/>			Not yet contracted		
Engineering feasibility <input type="checkbox"/>					
Preliminary engineering design <input type="checkbox"/>					
Detailed final engineering design and preparation of bid documents <input type="checkbox"/>					
Others (specify) <input checked="" type="checkbox"/>					
Preparation of regional development plan					

N.B. More than one box may be checked :

Purpose of Study (studies)/Main Points of T.O.R. :

- to prepare the regional development plan for the island of Praslin that corresponds with the National Development Plan which gives priority to education, agriculture and social projects and takes into consideration tourism while preserving the environment.

1.3

Reports (for each study)				
Date	Title	N°. of Volumes	Availability	
			ADB Lib.Ref.	Other
1/80	Integrated Rural Development Plan for the Region of Praslin, Republic of Seychelles, Terms of Reference of the Feasibility Study	1		REDSO project files

NB. Because the study has not yet been contracted, the Status Review form has not been completed any further.

PROJECT STATUS REVIEW FORM

SECTION I. Summary

1.1 Project Title : Djermaya - Djimtillo Road

Location : Chad

Executing Agency of Host Government :

Sector :

Agriculture	<input type="checkbox"/>
Transport	X
Public Utilities	<input type="checkbox"/>
Health	<input type="checkbox"/>

Project Description (Summary) : The proposed project was for the construction of an all weather road between Djermaya and Djimtillo in Western Chad. The lack of an adequate transport network was thought to be a major constraint on the economic and social development of the area.

As a consequence of Gannett Fleming Corddry and Carpenter's study, which found that the road was not feasible, and that river transport along the Chari River was more economic, the ADB and Chad Government have agreed to shelve the project.

1.2 Summary of USAID Grant Funded Pre-Investment Study

Date of Contract	R/S*	Type of Study	Contractor	Cost \$	Status
9/77	R	Economic and Technical feasibility study and Preliminary Design.	Gannett Fleming Corddry and Carpenter Inc.	405,000	Draft Final Report Presented

\*R = "Regular grant"; S = "Sahelian grant"

1.3 Summary of ADB Group Subsequent Investment

ADB/ADF/NTF	Date Approved	Amount UA/EUA	Other Sources	Purpose of ADB/Group Loans
		None		

Status of Project at 31/3/80 : The feasibility study found that the project was not economically feasible. It has not been proceeded with.

1/08

SECTION 2 : CONCLUSIONS AND RECOMMENDATIONS OF CONSULTANT TO ADB/USAID  
JOINT EVALUATION

This study provides a good example of how a feasibility study can prevent a sizeable investment in a project that cannot be justified on economic development grounds.

SECTION 3. PROJECT HISTORY : KEY DATES

3.1 Pre-Investment Stage

	Date		Date
BCEOM study	1969		
ADB request AID finance for study	n.a.		
AID agree in principle	8/75		
TOR agreed	1/76		
Contract signed	9/77		
Draft Final Report received	8/78		

3.2 Lending Stage

	Date		Date
not applicable			

3.3 Investment/Implementation

Loan Administration	Date	Physical Progress	Date
not applicable			

3.4 Comments on Project History

The delay of twenty months in contracting the study once the TOR were agreed was due to the length of time taken to prequalify and then write technical proposals.

SECTION 4 : USAID FINANCED STUDY TO PREPARE T.O.R.

4.1 Has USAID financed a study to prepare Terms of Reference for a Pre-Investment Study?

Yes   
No

If Yes, give details :

Contract Date	Contractor	Cost \$	Status
	Not applicable		

4.2 What kind of Study are the Terms of Reference for?

Not applicable

4.3 Summary of follow up action to the T.O.R. Study

Not applicable

**SECTION 5 : USAID PRE-INVESTMENT STUDY**

5.1

Type of Study (studies)	Contract Date	ADB N°.	Contractor	Cost \$	Status
Economic feasibility <input checked="" type="checkbox"/>	9/77	19	Gannett Fleming Corddry and Carpenter Inc.	405,000	Draft Final Report Presented
Engineering feasibility <input checked="" type="checkbox"/>					
Preliminary engineering design <input checked="" type="checkbox"/>					
Detailed final engineering design and preparation of bid documents <input type="checkbox"/>					
Others (specify) <input type="checkbox"/>					

N.B. More than one box may be checked :

5.2

Purpose of Study (studies)/Main Points of T.O.R. :

Economic and technical feasibility study for the proposed road.

5.3 Reports (for each study)

Date	Title	N°. of Volumes	Availability	
			ADB Lib.Ref.	Other
8/78	Draft Final Report: Economic Development Report feasibility study and Preliminary Engineering Design. 1) Economic studies 2) Engineering studies	2	Chad	

5.4 Summary of Main Findings and Recommendations :

1. Using either Mani or Djimtillo as the terminal port produces an average benefit : cost ratio of 0.9:1 at 12%. Despite significant savings in unit user costs between paved and unpaved track, total traffic volumes forecast produce a relatively low level of total benefits.
2. A water route between Bol and N'Djamena is more efficient during the wet season than a paved route connecting with lake barges. As the cotton, maize, and wheat at Bol are transported during the wet season, and there is little traffic in the dry season, the original idea of transporting Bol Polder produce to N'Djamena along the paved road is found uneconomic.
3. Time staged construction of either a paved or gravel road does not overcome the high cost barrier, low traffic volumes inhibit feasibility.
4. The low level of regional traffic reflects the underlying production and sales, with small urban markets. Subsistence level farming is a rationale response to market price constraints on cash crop production.
5. The feasibility of milk production for sale, and trucking of livestock depends largely on reduced transport costs.
6. Over the past 10 years, production levels have if anything fallen. The rural economy is relatively self-sufficient.

5.4 (cont'd)

Summary of Main Findings and Recommendations (cont'd)

Recommendations

1. The existing road should be improved by regular maintenance
2. The port facilities at Mani should be improved by constructing covered storage facilities and providing simple mechanical offloading equipment.
3. Establish and operate (3-5 years) an applied agricultural research station at Douguia.
4. Conduct a comprehensive investigation into the needs of key villages with the objective of establishing regional marketing educational and health facilities.
5. Implement crop rotation and improved forage products.
6. Evaluate proposed investment projects and port facilities at Mani, and provide needed permanent facilities.

Key assumptions

Forecast traffic Average daily traffic with paved road, including normal, generated, and diverted traffic .

	<u>Section of least density</u>	<u>Section of greatest density</u>	<u>average of whole road</u>
1980	29	64	44
1990	35	78	55
2000	45	97	68

5.5 Implementation of the Study : Planned and Actual

Stages as per Contract	Contract Schedule	Dates	
		Implied by Contract	Actual
Date of Letter of Credit	M	-	2/78
Progress Report N° 1			1/78
Progress Report N° 4	M + 4	6/78	7/78
Draft Final Report	M + 6	8/78	8/78
Final Report			not yet submitted

5.6 Reasons for Variances between Dates Implied by Contract and Actual Dates

Delay in review of Draft Final Report by Government of Chad has meant that the consultant could not finalise the report. This is now in hand.

5.7 If USAID Pre-Investment Study Completed :

(a) Has there been any subsequent ADB Group Investment<sup>x</sup> in the Project?

Yes   
No

(b) Has there been any subsequent investment<sup>x</sup> in the Project by other agencies?

Yes   
No

Note : <sup>x</sup> Investment includes investment in further studies

5.8 If the answer to (a) or (b) above in Yes, move on to Section 5 below :

5.9 If the answer to (a) or (b) above is No, outline what further action, if any, has followed the USAID Pre-Investment Study, with reasons :

1. The study concluded that the proposed project was not feasible. In February 1979 an ADE mission visited Chad and held discussions with the Chad Government . At that time the Chad Government was not able to accept the consultant's report as they required more time to study it. They were due to submit their comments to the Bank shortly after the mission.

The Bank prepared TOR for detailed engineering studies, but the Chad Government was unwilling to take a loan to finance them.

2. The political unrest in Chad shortly afterwards meant that no comments were forthcoming.

3. However, it is understood that the Government now accepts that the project is not feasible, and it has been replaced in the pipeline by the Massagnet-Pol Road. This is set out in the mission report of December 1979.

4. It should be noted that the recommendation that the existing road should be improved by regular maintenance is being acted upon by its inclusion in the Road Maintenance Programme for Chad, partly financed by the ADB, which was due to come into operation by the end of 1979. The political situation in the country means that this is not being effected, however.

**SECTION 6 : OTHER PRE-IMPLEMENTATION STUDIES**

6.1	Type of Study	Date	Contractor	Funding Agency	Cost	Status
	Feasibility study	1969	BCEOM	IDA	-	Complete

(Include any studies funded by ADB Group)

6.2 Reports			
Date	Titles	N° of Vols	Availability
	not known		

6.3 Summary of Main Findings and Recommendations :

The study found a low rate of return, and the World Bank Group decided not to proceed any further.

NB. Because this project was not proceeded with, this Status Review Form has been completed no further.

ADB/USAID JOINT EVALUATION OF USAID GRANT ASSISTANCE TO ADB/F

PROJECT STATUS REVIEW FORM

SECTION 1. Summary

1.1 Project Title : Waste Water Disposal in Victoria

Location : Central Victoria, Seychelles

Executing Agency of Host Government :  
Ministry of Public Works and Ports Public Works Division

Project Description (Summary) :

This project is for the development of the sewerage systems of the capital of the Seychelles, Victoria (population approximately 23,000). This project has been in hand since 1971 when the British Overseas Development Administration (ODA) financed the preparation of an outline Master Plan and the funding of Phase 1 on the part of the city on reclaimed land.

Sector :

Agriculture	<input type="checkbox"/>
Transport	<input type="checkbox"/>
Public Utilities	<input checked="" type="checkbox"/>
Health	<input type="checkbox"/>

1.2 Summary of USAID Grant Funded Pre-Investment Study

Date of Contract	R/S*	Type of Study	Contractor	Cost \$	Status
11/79	R	Feasibility	Camp Dresser & McKee	145,000	In progress

\*R = "Regular grant"; S = "Sahelian grant"

1.3 Summary of ADB Group Subsequent Investment

ADB/ADF/NTF	Date Approved	Amount UA/FUA	Other Sources	Purpose of ADB/Group Loans
	None to date			

Status of Project at 31/3/80 :

Study still in progress. Funding of project in ADF pipeline for 1980, but financing of final design work still undecided.

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SECTION 2 : CONCLUSIONS AND RECOMMENDATIONS OF CONSULTANT TO ADB/USAID  
JOINT EVALUATION

1. Conclusions

- 1.1. A streamlined procedure is needed for prequalification.
- 1.2. There is the possibility of a further delay in the project because no funding has yet been programmed for the final design work that will be required.

2. Recommendations

- 2.1. The streamlined procedure agreed between AID and ADB for simultaneous submission of prequalification data, and technical and cost proposals should be implemented.
- 2.2. The Bank should programme financing of final design work well in advance of the end of the feasibility study and avoid delays between the two studies.

SECTION 3. PROJECT HISTORY : KEY DATES

3.1 Pre-Investment Stage

	Date		Date
ODA finance outline Master Plan	/71	ADB shortlists firms	12/78
ODA finance Phase I	/72-73	RFTP sent out	2/79
ODA finance detailed design for town centre, not implemented	/76	Proposals ranked	6/79
ADB request AID funding for study	2/78	Contract with CDM signed	11/79
AID agree in principle	2/78	REDSO issue L/Comm	2/80
AID approve TOR	4/78	CDM starts work	2/80
CBD announcement	8/78		

3.2 Lending Stage

	Date		Date
Not applicable			

3.3 Investment/Implementation

Loan Administration	Date	Physical Progress	Date
Not applicable			

3.4 Comments on Project History

1. This project has developed slowly, with ADB and AID only becoming involved two years ago. Between 1971 and 1976 ODA developed parts of the project piecemeal.
2. Since ADB/AID involvement began, there have been short delays :-
  - a) 3 months delay between TOR approval and CDB announcement to have RFTP drafted ;
  - b) prequalification of the 40 firms expressing interest in the study took four months ;
  - c) a change in the system of payment from Letter of Credit to direct Letter of Commitment delayed the start of work by 3 months.

SECTION 4 : USAID FINANCED STUDY TO PREPARE T.O.R.

4.1 Has USAID financed a study to prepare Terms of Reference for a Pre-Investment Study?

Yes   
No

If Yes, give details :

Contract Date	Contractor	Cost \$	Status
	Not applicable		

4.2 What kind of Study are the Terms of Reference for?

Not applicable

4.3 Summary of follow up action to the T.O.R. Study

Not applicable

**SECTION 5 : USAID PRE-INVESTMENT STUDY**

5.1

Type of Study (studies)	Contract Date	ADB N°.	Contractor	Cost \$	Status
Economic feasibility <input checked="" type="checkbox"/>	9/79	23	Camp Dresser & McKee Inc.	145,000	In progress
Engineering feasibility <input checked="" type="checkbox"/>					
Preliminary engineering design <input checked="" type="checkbox"/>					
Detailed final engineering design and preparation of bid documents <input type="checkbox"/>					
Others (specify) <input type="checkbox"/>					

N.B. More than one box may be checked :

5.2

Purpose of Study (studies)/Main Points of T.O.R. :

1. Review existing studies and update costs ;
2. Prepare feasibility study and on the basis of this propose a tariff structure ;
3. Train counterpart personnel and prepare a programme for the training of sewerage department personnel ;
4. Assess feasibility of manufacturing sewerage pipes in the Seychelles.

5.3

Reports (for each study)				
Date	Title	N° of Volumes	Availability	
			ADB Lib.Ref.	Other
3/80	Pre-investment Studies for Wastewater Disposal for Victoria, The Seychelles Inception Report	1		REDSO Project Files

5.4

Summary of Main Findings and Recommendations :

the Draft Final Report has not yet been prepared

5/85

5.5 Implementation of the Study : Planned and Actual

Stages as per Contract	Contract Schedule	Dates	
		Implied by Contract	Actual
Contract signed	11/78		11/79
Opening of Letter of Comm	M	-	2/80
Inception Report	M + 1.5	3/80	3/80
Draft Final Report	M + 4.5	6/80	
Comments on Draft Final Report	M + 6	8/80	
Final Report	M + 8	10/80	

5.6 Reasons for Variances between Dates Implied by Contract and Actual Dates

Delay of opening of Letter of Commitment after the contract was signed caused by AID desire to change payment arrangements from an AID L/Comm to a US commercial bank to an AID Direct L/Comm to Camp Dresser & McKee, thereby avoiding use of Grant funds for banking charges. REDSO requested CDM acceptance of change in payment terms, prior to issuing Direct L/Comm.

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5.7 If USAID Pre-Investment Study Completed :

(a) Has there been any subsequent ADB Group Investment<sup>x</sup> in the Project?

Yes   
No

(b) Has there been any subsequent investment<sup>x</sup> in the Project by other agencies?

Yes   
No

Note : <sup>x</sup> Investment includes investment in further studies

5.8 If the answer to (a) or (b) above in Yes, move on to Section 5 below :

5.9 If the answer to (a) or (b) above is No, outline what further action, if any, has followed the USAID Pre-Investment Study, with reasons :

Not applicable as study is still incomplete.

**SECTION 6 : OTHER PRE-IMPLEMENTATION STUDIES**

6.1	Type of Study	Date	Contractor	Funding Agency	Cost	Status
	Design	10/70	Sir William Halcrow and Partners	Overseas Development Admin. of the Foreign and Commonwealth Office, UK		Complete
	Divide Phase II of previous study	/75	N. Campbell-Little			Complete

(Include any studies funded by ADB Group)

6.2 Reports			
Date	Titles	N° of Vols	Availability
8/70	prepared by Sir William Halcrow & Partners		
1/71	Victoria Sewerage, Sewerage Disposal and Surface Water Drainage		
4/75	Victoria Mahe Sewerage and Sewerage Treatment Works		

6.3	Summary of Main Findings and Recommendations :

NB. Because the CDM study has not yet been completed, this Status Review Form has not been completed any further.

PROJECT STATUS REVIEW FORM

SECTION I. Summary

1.1 Project Title : Conakry Fishing Port

Location : Guinea

Executing Agency of Host Government :

Project Description (Summary) :

This project is for the development of a fishing port at Conakry

Sector :

Agriculture	<input checked="" type="checkbox"/>
Transport	<input type="checkbox"/>
Public Utilities	<input type="checkbox"/>
Health	<input type="checkbox"/>

1.2 Summary of USAID Grant Funded Pre-Investment Study

Date of Contract	R/S*	Type of Study	Contractor	Cost \$	Status
-	R	feasibility study	Dravo Van Houten	Not yet contracted	

\*R = "Regular grant"; S = "Sahelian grant"

1.3 Summary of ADB Group Subsequent Investment

ADB/ADF/STF	Date Approved	Amount UA/FUA	Other Sources	Purpose of ADB/Group Loans
-	None to date			

Status of Project at 31/3/80 :

Contractor selection approved, negotiations currently in progress.

2/80

SECTION 2 : CONCLUSIONS AND RECOMMENDATIONS OF CONSULTANT TO ADB/USAID  
JOINT EVALUATION

There are no specific conclusions and recommendations concerning  
this project/study.

SECTION 3. PROJECT HISTORY : KEY DATES

3.1 Pre-Investment Stage

	Date		Date
CBD announcement prepared	2/79	REDSO requests more info on selection	12/79
CBD announcement published	3/79		
TOK revised	6/79	REDSO approves selection	2/80
Proposals due	8/79	Agreement reached to use new contract format	2/80
Cable sent to proposers extending date to 20/9/79	8/79	Negotiations with Dravo Van Houten	5/80
ADB selects Dravo Van Houten	11/79		
ADB requests approval Dravo Van Houten	11/79		

3.2 Lending Stage

	Date		Date
Not applicable			

3.3 Investment/Implementation

Loan Administration	Date	Physical Progress	Date
Not applicable			

3.4 Comments on Project History

After publishing CBD announcement, REDSO found TOR to be more than a feasibility study, including final designs. This caused a one month delay to revise TOR.

10/2

SECTION 4 : USAID FINANCED STUDY TO PREPARE T.O.R.

4.1 Has USAID financed a study to prepare Terms of Reference for a Pre-Investment Study?

Yes   
No

If Yes, give details :

Contract Date	Contractor	Cost \$	Status
	Not applicable		

4.2 What kind of Study are the Terms of Reference for?

Not applicable

4.3 Summary of follow up action to the T.O.R. Study

Not applicable

**SECTION 5 : USAID PRE-INVESTMENT STUDY**

5.1

Type of Study (studies)	Contract Date	ADB N°.	Contractor	Cost \$	Status
Economic feasibility <input checked="" type="checkbox"/>			Dravo Van Houten	Contract under negotiation	
Engineering feasibility <input type="checkbox"/>					
Preliminary engineering design <input checked="" type="checkbox"/>					
Detailed final engineering design and preparation of bid documents <input type="checkbox"/>					
Others (specify) <input type="checkbox"/>					

N.B. More than one box may be checked :

5.2

Purpose of Study (studies)/Main Points of T.O.R. :

- prepare a feasibility study and plan to build a fishing port in Conakry, Guinea

NB. Because the pre-investment study has not yet been contracted, this Status Review Form has not been completed any further.

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AFRICAN  
DEVELOPMENT BANK

PD-AAS-404  
42768  
UNITED STATES AGENCY  
FOR INTERNATIONAL DEVELOPMENT

EVALUATION REPORT OF THE  
AID REGULAR AND SPECIAL SAHEL GRANTS

ANNEXES VOLUME 2

SPECIAL SAHEL GRANT PRE-INVESTMENT STUDIES  
STATUS REVIEW FORMS

TECHNICAL EXPERTS SUMMARY FORMS

TRAINEE SUMMARY FORMS

MAY 1980

ABD/AID JOINT EVALUATION COMMITTEE  
ASSISTED BY DELOITTE HASKINS & SELLS

395

EVALUATION REPORT OF THE AID REGULAR  
AND SPECIAL SAHEL GRANTS: ANNEXES VOLUME 2

CONTENTS

SPECIAL SAHEL GRANT PRE-INVESTMENT STUDIES: STATUS REVIEW FORMS.

- |                        |   |
|------------------------|---|
| 25. Niger              | Tahoua Integrated Rural Development.  |
| 26. Cape Verde         | Cape Verde Health Sector Study.   |
| 27. Upper Volta        | 4 Earth Dams: Provision of Irrigation and Watering Facilities for Areas below the Dams. |
| 28. Upper Volta, Niger | Dori - Tera - Niamey Road.  |
| 29. Mali               | Mali Groundwater Development.   |
| 30. Mauritania         | Mauritania 64 Wells.  |

TECHNICAL EXPERTS: SUMMARY REPORT FORM

- |                     |                             |
|---------------------|-----------------------------|
| 1. W. Peek,         | Agricultural Economist      |
| 2. K. Erickson,     | Financial Analyst           |
| 3. G. Carmichael,   | Sanitary Engineer           |
| 4. W. Steel,        | Special Studies Coordinator |
| 5. Job Description, | Health Planner.             |

QUESTIONNAIRES, TECHNICAL ASSISTANCE PERSONNEL

1. Covering Memorandum from JEC
2. Technical Experts' questionnaire
3. Supervisor of Technical Experts' questionnaire.

TRAINEES: SUMMARY REPORT FORM

- |                         |   |
|-------------------------|---|
| 1. Y.M. Dekou,          | Precis Writer                                 |
| 2. M.T. Demba,          | Precis Writer                                 |
| 3. E. Williams-Onyedum, | Precis Writer                                 |
| 4. A.P. Aka,            | Interpreter                                   |
| 5. A. Jarik,            | Loan Officer                                  |
| 6. H. Meliane,          | Deputy Director, Administration and Personnel |
| 7. S.A. Liamidi,        | Senior Finance Officer                        |
| 8. J.C. Lassy,          | Personnel Officer.                            |

QUESTIONNAIRES, TRAINEES

1. Covering Memorandum from JEC
2. Trainees' questionnaire
3. Supervisor of trainee's questionnaire.

PROJECT STATUS REVIEW FORM

SECTION I. Summary

Project Title : Tahoua Integrated Rural Development

Sector :

Agriculture	<input checked="" type="checkbox"/>
Transport	<input type="checkbox"/>
Public Utilities	<input type="checkbox"/>
Health	<input type="checkbox"/>

Location : Niger

Executing Agency of Host Government :

Project Description (Summary) :

The Tahoua project area consists of 3 arrondissements in Niger. The project was for the integrated development of agriculture, health, education, livestock and rural roads, with the overall objective of increasing agricultural productivity in the area.

It has now been dropped from the ADB pipeline.

1.2 Summary of USAID Grant Funded Pre-Investment Study

Date of Contract	R/S*	Type of Study	Contractor	Cost \$	Status
5/76	S	Terms of Reference	Santafric	23,225	Complete 6/76

\*R = "Regular grant"; S = "Sahelian grant"

1.3 Summary of ADB Group Subsequent Investment

ADB/ADF/NTF	Date Approved	Amount UA/FUA	Other Sources	Purpose of ADB/Group Loans
	None to date			

Status of Project at 31/3/80 :

The study following TOR preparation has not been carried out. Difficulty was experienced in obtaining satisfactory technical proposals. The Government of Niger and the Bank have let the study and project drop.

SECTION 2 : CONCLUSIONS AND RECOMMENDATIONS OF CONSULTANT TO ADB/USAID  
JOINT EVALUATION

1. Conclusion

1.1. The proposed study has not taken place and the Government of Niger and ADB have let the project drop.

2. Recommendation

2.1. There is no specific recommendation with respect to this project.

## SECTION 3. PROJECT HISTORY : KEY DATES

## 1 Pre-Investment Stage

	Date		Date
Govt. of Niger requests ADB assistance	/75	AID approval	7/76
ADB initial mission	8/75	CBD notice for prequalifications	8/76
ADB asks AID for Sahel Grant funds for short study to elaborate TOR	2/76	Prequalifications	10/76
AID agrees	4/76	Proposals received from 2 firms not considered satisfactory	1/77
Contract with Santafric signed	5/76		
TOR report submitted	6/76		
ADB requests AID approval of TOR	7/76		

## 2 Lending Stage

	Date		Date
Not applicable			

## 3 Investment/Implementation

Loan Administration	Date	Physical Progress	Date
Not applicable			

3.4 Comments on Project History

The proposed study seems to have gone smoothly until technical proposals were received from only two of the four firms pre-qualified. Neither of these proposals had adequate staffing for an integrated rural development project study.

SECTION 4 : USAID FINANCED STUDY TO PREPARE T.O.R.

4.1 Has USAID financed a study to prepare Terms of Reference for a Pre-Investment Study?

Yes   
 No

If Yes, give details :

Contract Date	Contractor	Cost \$	Status
5/76	Santafrie	23,225	Complete

4.2 What kind of Study are the Terms of Reference for?

Feasibility study for integrated rural development project.

4.3 Summary of follow up action to the T.O.R. Study

A CBD notice to prequalify interested firms was issued in August 1976. Of the 5 firms responding, 4 were invited to submit technical proposals. Only 2 did, and neither was satisfactory in terms of the staffing proposed. Although negotiations were held with one of the firms, the study did not take place.

The project has now been withdrawn from the pipeline.

NB. Because this study proceeded no further, the Status Review Form has not been completed beyond Section 4.

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ADB/USAID JOINT EVALUATION OF USAID GRANT ASSISTANCE TO ADB/F

PROJECT STATUS REVIEW FORM

SECTION I. Summary

1.1 Project Title : Cape Verde Health

Location : Cape Verde

Executing Agency of Host Government :

Project Description (Summary) :

A project has not been formulated as yet. The pre-investment study is to define a Sectoral development programme, and the economic and technical and social feasibility of this.

Sector :

Agriculture	<input type="checkbox"/>
Transport	<input type="checkbox"/>
Public Utilities	<input type="checkbox"/>
Health	<input checked="" type="checkbox"/>

1.2 Summary of USAID Grant Funded Pre-Investment Study

Date of Contract	R/S*	Type of Study	Contractor	Cost \$	Status
3/79	S	prep of TOR	The Analytic Sciences Corp.	\$ 11,650	Complete

\*R = "Regular grant"; S = "Sahelian grant"

1.3 Summary of ADB Group Subsequent Investment

ADB/ADF/NTF	Date Approved	Amount UA/FUA	Other Sources	Purpose of ADB/Group Loans
	None to date			

Status of Project at 31/3/80 :

- ADB negotiating contract for pre-investment study with The Analytic Sciences Corp.

10/5

SECTION 2 : CONCLUSIONS AND RECOMMENDATIONS OF CONSULTANT TO ADB/USAID  
JOINT EVALUATION

1. Conclusions

- 1.1. It has taken more than two years from the time when ADB first asked AID for assistance in preparing TOR to negotiating the contract with TASC for the pre-investment study.

2. Recommendations

- 2.1. The procedures for contracting pre-investment studies should be streamlined. REDSO and ADB are currently doing this.

SECTION 3. PROJECT HISTORY : KEY DATES

B.1 Pre-Investment Stage

	Date		Date
ADB requests AID to finance preparation of TOR	3/78	Proposals due	9/79
Sole Source procurement - ADB/TASC contract signed	3/79	ADB selects TASC to conduct study	11/79
TOR submitted for REDSO approval	3/79	REDSO requests further info regarding selection	12/79
CBD announcement published	5/79	REDSO approves selection	2/80
Pre-quals due	7/79		
ADB shortlists firms	7/79		
RFTP sent	7/79		

3.2 Lending Stage

	Date		Date
Not applicable			

3.3 Investment/Implementation

Loan Administration	Date	Physical Progress	Date
Not applicable			

3.4 Comments on Project History

1. There was a delay of one year between ADB asking AID to fund the TOR study and the sole source contract with TASC being signed.
2. There was a further delay at the time of contractor selection for the pre-investment study. REDSO was unable to approve contractor selection due to incomplete information regarding selection process. Upon receipt of complete information, selection was approved.

SECTION 4 : USAID FINANCED STUDY TO PREPARE T.O.R.

4.1 Has USAID financed a study to prepare Terms of Reference for a Pre-Investment Study?

Yes   
 No

If Yes, give details :

Contract Date	Contractor	Cost \$	Status
3/79	The Analytic Sciences Corp.	¥ 11,650	Complete

4.2 What kind of Study are the Terms of Reference for?

technical, economic, and social feasibility

4.3 Summary of follow up action to the T.O.R. Study

ADB negotiating with Analytical Sciences Corp. to prepare pre-investment study.

**SECTION 5 : USAID PRE-INVESTMENT STUDY**

5.1

Type of Study (studies)	Contract Date	ADB N°.	Contractor	Cost \$	Status
Economic feasibility <input checked="" type="checkbox"/>					
Engineering feasibility <input type="checkbox"/>					
Preliminary engineering design <input type="checkbox"/>					
Detailed final engineering design and preparation of bid documents <input type="checkbox"/>					
Others (specify) <input type="checkbox"/>					

N.B. More than one box may be checked :

5.2

Purpose of Study (studies)/Main Points of T.O.R. :

The primary objective of this pre-investment study is to prepare the background documentation for a project in the health sector in Cape Verde based on a thorough analysis of feasibility. This feasibility will be based on economic, technical and social viability, and the relationship of the project to the greater systems of which it will be part.

The study will include :-

- a) General background and requirements analysis
- b) Description of the subsector, current and planned
- c) Project description
- d) Project objectives
- e) Project activities and schedule
- f) Projects costs
- g) Economic, technical and social feasibility
- h) Financing
- i) Project organisation and management plan

The project benefits, both direct and indirect, will be analyzed and justifications given. All analysis will be supported by quantitative data.

NB. Because this study has not yet been contracted, this Status Review Form has not been completed any further.

PROJECT STATUS REVIEW FORM

SECTION I. Summary

1.1 **Project Title :** 4 Earth Dams : Provision of irrigation and watering facilities for areas below the dams.

**Location :** Upper Volta

**Executing Agency of Host Government :** Direction de l'Office des Barrages et Irrigation (ON.I)

**Sector :**

Agriculture	<input checked="" type="checkbox"/>
Transport	<input type="checkbox"/>
Public Utilities	<input type="checkbox"/>
Health	<input type="checkbox"/>

**Project Description (Summary) :** These four dams form part of Government of Upper Volta's anti-drought campaign. Altogether 40 dams are to be constructed. Through the Operation Earth Dams project, ADF is funding the construction of dams at Dablo, Tamassogo, Koungny and Thiou, together with the cost of developing downstream irrigation and livestock and human watering places. The dams of Dablo and Tamassogo were completed in 1977, the construction of Thiou and Koungny has not yet started.

The project forms part of Government of Upper Volta's anti-drought programme through integrated rural development programmes. Operation Earth Dams has attracted the support of a wide range of donors.

1.2 Summary of USAID Grant Funded Pre-Investment Study

Date of Contract	R/S*	Type of Study	Contractor	Cost \$	Status
11/76	S	Detailed plans and specifications for irrigated areas.	TAMS	495,000	complete 4/79

\*R = "Regular grant"; S = "Sahelian grant"

1.3 Summary of ADB Group Subsequent Investment

ADB/ADF/NTF	Date Approved	Amount UA/FUA	Other Sources	Purpose of ADB/Group Loans
ADF	12/75	FUA 4.4m	IBRD/IDA UNDP USAID	Construction of Dablo and Tamassogo dams, and downstream improvements, purchase of equipment for Operation Earth Dams, operating costs of the project.
ADF	8/79	FUA 5.8m	Holland Govt. various	

Status of Project at 31/3/80 :  
Koungny and Thiou dams and downstream improvements.

Dablo and Tamassogo Dams are complete. Bid documents for Thiou and Koungny are being considered.

SECTION 2 : CONCLUSIONS AND RECOMMENDATIONS OF CONSULTANT TO ADB/USAID  
JOINT EVALUATION

1. Conclusions

- 1.1. This project is of considerable importance for securing water supply and increased food production in the Sahelian area.
- 1.2. There have been a number of problems with the designs prepared by the consultants, many of which follow from the Voltaic authorities lack of involvement with the work of the consultants.
- 1.3. The system of irrigation designed (siphons) is cheap, but unfamiliar to the Voltaics, who are used to secondary and tertiary canal systems.
- 1.4. Implementation of this project has been impressive so far.

2. Recommendations

- 2.1. Consultants should be closely supervised by the local authorities and ADB.
- 2.2. ADF should consider whether technical assistance is needed to introduce the siphon system of irrigation at the project sites.

SECTION 3. PROJECT HISTORY : KEY DATES

3.1 Pre-Investment Stage

	Date		Date
Operation Earth Dams launched	9/73		
ADB identification mission	6/75		
Host Country request to ADB			
ADB request USAID grant for study			
USAID agree			
T.O.R. for study agreed	4/76		
Contract for study signed	11/76		
Final report submitted	4/79		

3.2 Lending Stage

	Date	Other significant actions	Date
ADF Appraisal Mission (for 1st loan)	8/75	ADF Appraisal mission for 2nd loan	5/79
ADF Appraisal Report	9/75	ADF Appraisal report	6/79
ADF Approval of Loan	12/75	ADF Loan approval	8/79
Signature of Loan Agreement	2/76	Signature of Loan Agreement	12/79

3.3 Investment/Implementation

Loan Administration	Date	Physical Progress	Date
Phase I		Phase I	
First disbursement	6/77	Contracts for construction and supervision signed	12/76 1/80
Final disbursement	1/81	Completion of work	
Phase II		Phase II	
First disbursement	/80	Contracts for construction and supervision signed	
Final disbursement	1983	Completion of work	

1/11

3.4 Comments on Project History

This project has proceeded satisfactorily with no major delays.

There was a period of 16 months between the signature of the loan agreement and first disbursement of the first of the two loans made for this project.

SECTION 4 : USAID FINANCED STUDY TO PREPARE T.O.R.

4.1 Has USAID financed a study to prepare Terms of Reference for a Pre-Investment Study?

Yes   
No

If Yes, give details :

Contract Date	Contractor	Cost \$	Status

4.2 What kind of Study are the Terms of Reference for?

Not applicable

4.3 Summary of follow up action to the T.O.R. Study

Not applicable

**SECTION 5 : USAID PRE-INVESTMENT STUDY**

5.1

Type of Study (studies)	Contract Date	ADB N°.	Contractor	Cost \$	Status
Economic feasibility <input type="checkbox"/>	11/76	SAH.03	TAMS	495,000	Complete 4/79
Engineering feasibility <input type="checkbox"/>					
Preliminary engineering design <input type="checkbox"/>					
Detailed final engineering design and preparation of bid documents <input checked="" type="checkbox"/>					
(Irrigation) <input type="checkbox"/>					

N.B. More than one box may be checked :

5.2

Purpose of Study (studies)/Main Points of T.O.R. :

Preparation of Detailed Plans and Specifications for Irrigation of Areas below Dablo, Tamassogo, Koungny and Thiou

- 1) irrigation land classification
- 2) topographic surveys
- 3) preparation of detailed plans and specifications of delivery systems from each dam
- 4) ecological impact study
- 5) description of Project area
- 6) management, operation and maintenance of facilities
- 7) estimated Capital Cost, annual maintenance and operating costs. Projected Revenue Estimates. (In terms of cost/benefit per acre benefited.)

5.3

Reports (for each study)				
Date	Title	N°. of Volumes	Availability	
			ADB Lib.Ref.	Other
4/79	FINAL REPORT Vol. I contains general studies, Vol II A-D specific for each dam site.	2	Upper Volta	

5.4 Summary of Main Findings and Recommendations :1. Recommended Crop Rotations

Dablo (54 ha in summer) : sorghum +/- or millet, cotton  
 Tamassogo (58 ha in summer) : " , onions  
 Thiou (70 ha in summer) : " , cotton  
 (28 ha in winter) : vegetables and maize  
 Koungny (120 ha in summer) : rice  
 (10 ha in winter) : vegetables

## 2. Use of fertiliser and pesticides and improvement of soil quality with organic matter.

Specific agronomic recommendations made for each crop at each site.

3. Potential Beneficiaries

<u>Site</u>	<u>Total Pop.</u>	<u>N° of Families</u>	<u>Daily available Agric Labour</u>
Dablo	5,307	531	2,283
Tamassogo	1,115	112	482
Thiou	3,471	347	1,492
Koungny	2,910	291	1,251

#### 5.4 Summary of Main Findings and Recommendations (cont'd) :

The average beneficiary family will receive 1/2 ha of irrigated land. (Compares with 4-12 ha dryland farming area)

Calculations show sufficient agricultural labour available at peak periods. (June, November)

Economic analysis assumes beneficiaries subsist from dryland farming. Irrigated plots provide marketable surplus.

##### Economic Analysis

The economic analysis does not include a DCF analysis. This is because Government policy is not to recover capital costs of irrigation projects. Analysis is a Cost-Revenue comparison, assuming the Government levies a land tax which increases as the project becomes established.

Some time spent determining "reasonable profits" for the farmer, on the assumption that if the Government puts the land tax (the charge for using the irrigation facilities) too high, they will leave the irrigated land.

TAMS conclude that Government may eventually charge some operating costs, and that this may be done by incorporating them into the land tax as follows :-

##### Claims on Project revenues :

- 1st Claim : user-beneficiaries keep all income up to an equivalent of CFA 200 per day of labour expended
- 2nd Claim : via land tax, Government take revenue above that CFA 200 daily level until operating and maintenance costs of irrigation work are covered
- 3rd Claim : users then keep all income until they attain a return of CFA 536 per day of labour (apparently a minimum agricultural labour wage level)
- 4th Claim : the Government tax

In practice the Government should have a flat land tax, which increases as incomes increase, over time.

(For detailed tables see Chapter V of the Report.)

##### Type of facilities recommended

At Dablo, Tamassogo and Thiou, the selected crops are best irrigated by infiltration by furrows. A canal will convey water from the dam outlets. Upstream control will be by valves at the dam outlets. Water will be applied to the furrows from the canals by plastic siphons.

At Koungny, where rice is selected, water will be applied to the polders by means of a canal network that includes a main canal, secondary canals, and field

In all cases simple systems have been the prime objective.

Canal lining : concrete

Drainage : at Dablo, Tamassogo and Thiou, drainage is direct into the streams at the limit of the irrigated area.

at Koungny, drainage ditches have been designed on a gravity basis.

3 m wide service roads are provided along the irrigation canals.

Summary of Main Findings and Recommendations (cont'd)

Separate facilities for livestock and human water consumption have been included in the design. At Dablo and Tamossogo (existing reservoirs) a portable pump is needed in the dry season, at the other two sites gravity flow is sufficient.

Organisation and Management

Les Organisations Régionales de Développement (ORD) are responsible for input supply, product marketing, provision of extension services. They also co-ordinate selection of project beneficiaries, allocation of land, selection of cropping plan.

At each site there is a management committee of officials and local representatives. Its prime task is to select the cropping plan.

Project farmers farm individually, though significant management decisions are taken collectively and in smaller "groups".

A key role is attached to the extension agent.

5.5 Implementation of the Study : Planned and Actual

Stages as per Contract	Contract Schedule	Dates	
		Implied by Contract	Actual
Opening of Letter of Credit	M - 1	4/77	4/77
Mobilisation	M	5/77	5/77
Inception Report	M + 1 1/2	6-7/77	7/77
1st Progress Report	M + 4	9/77	11/77
2nd Progress Report	M + 8	1/78	4/78
Organisation, Management, Legal and Financial Report	M + 10	3/78	not found
Draft Final Report	M + 12	5/78	10/78
Final Report	M + 14	7/78	4/79

5.6 Reasons for Variances between Dates Implied by Contract and Actual Dates

There do not appear to be major reasons other than general slippage. The execution of the work seems to have gone well.

4/78

5.7 If USAID Pre-Investment Study Completed :

(a) Has there been any subsequent ADB Group Investment<sup>x</sup> in the Project?

Yes   
No

(b) Has there been any subsequent investment<sup>x</sup> in the Project by other agencies?

Yes   
No

Note : <sup>x</sup> Investment includes investment in further studies

5.8 If the answer to (a) or (b) above in Yes, move on to Section 6 below :

5.9 If the answer to (a) or (b) above is No, outline what further action, if any, has followed the USAID Pre-Investment Study, with reasons :

N/A

**SECTION 6 : OTHER PRE-IMPLEMENTATION STUDIES**

6.1	Type of Study	Date	Contractor	Funding Agency	Cost	Status
	Engineering		SOGREAH	FAC	not known	Complete

(Include any studies funded by ADB Group)

6.2	Reports			
Date	Titles	N° of Vols	Availability	
	Not known			

6.3 Summary of Main Findings and Recommendations :

Engineering documents were prepared for 20 dams, including Dablo, Tamassogo, Seguenega, Tikare, and Thiou and Koungny.

There have almost certainly been other studies related to Operation Earth Dams, but details are not immediately available.

SECTION 7 : LENDING BY ADB GROUP AND OTHER AGENCIES

7.1

Appraisal by ADB Group			
Date of Appraisal Missions	ADB Officers involved	Date of Appraisal Report	Appraisal Report Reference
8/75		9/75	ADF/OPS/HV/AGR/3
5/79		6/79	ADF/OPS/HV/AGR/03

7.2

Description of Project Appraised :

1. 1975

The Project for the construction of earth dams is a part of the national anti-drought campaign that the Government of Upper Volta had decided to implement after successive years of drought which the country has experienced. It is a large, multi-donor project. The part financed by the 1975 ADF loan was for :-

- a. The construction through international tender of the dams of Dablo and Tamassogo ;
- b. the construction by the Administration of downstream facilities at the two dams ;
- c. the purchase of material and equipment for ONBI to enable it to construct earth dams, of which those at Seguenega, Were, and Tikare will be executed during the course of this project ;
- d. participation in the operating costs of the project for five years.

2. 1979

The project involves the construction of 2 earth dams at Koungny and Thiou for the purpose of supplying water to the people, to livestock and the irrigation of small areas downstream. The loan will be used to cover the cost of the dams, their maintenance, land development works downstream, social amenities (schools, dispensaries, veterinary posts, a vaccination centre), and inspection and supervision of dam construction.

7.3

### Relationship to Other Projects

The project forms part of a much larger programme of anti-drought measures. The Government of Upper Volta launched Operation Earth Dams in 1973 in conjunction with the international "Comité Inter-Etat de Lutte contre la Sécheresse au Sahel" (CILSS), consisting of Upper Volta, Mali, Chad, Mauretania, Senegal, Niger, Gambia, and Cap Verde.

Within Upper Volta, specific projects related to Operation Earth Dams are :-

- a) integrated rural development in western Upper Volta comprising the Dedegou Ginnery which will utilise cotton from the irrigated areas around the dams ;
- b) Rural Training Scheme.

7.4

### Significant Differences in Project Formulation or Justification between Consultant Report and Appraisal Report

The TAMS study occurred after the 1975 loan for the dams at Dailo and Tamossogo and so only the 1979 appraisal report uses the work of the consultants.

The TAMS study was only concerned with the design of plans for irrigation below the four dams. The 1979 appraisal does not significantly alter any of the consultant's findings. It sets out the charges for beneficiaries :-

- a) land tax of CFA.F 13,400 and CFA.F 2,000/ha
- b) water supply charges : CFA.F 4,000/per person/per year, and CFA.F 4,250 per livestock unit/per year.

The 1979 appraisal also includes provision for service centres as part of an integrated project.

The appraisal found, like TAMS, that Government policies were depressing prices to producers, with disincentive effects. The Government is to review producer prices and raise them to a realistic level.

7.5

Sources of Funding :				
Agency	Approval Date	Signed	Amount FUA/UA (M)	Purpose of Loan
<u>ADB Group (specify)</u>				
ADF	12/75	2/76	4.5m	foreign exchange costs + 2/3 local costs of the Dablo, Tamossogo dams, etc.
ADF	8/79	12/79	5.8m	foreign exchange costs + 79% of the local costs for Koungny and Thiou dams
<u>Other (incl. Host Govt.)</u>				
Govt. of Upper Volta		/76	0.7m	counterpart contribution to ADF funds.
Govt. of Upper Volta		/79	0.7m	
NB : there are many donors involved in this project in particular Holland				
Total Estimated Cost			11.7m	

7.6

#### Terms of ADB Group Loans

They are the same for the two loans :-

- a) Service charge 0.75% p.a.
- b) Repayment Period - 50 years, including 10 years grace period.

7.7

## Statement of Loan(s) at 31/12/79 FUA/XX

Loan Date	Loan Amount	Disbursed	Not Disbursed	Cancelled	Repayments	Still Outstanding
2/76	4,500,000	2,354,036	2,145,964	-	1,177,018	1,177,018
12/79	5,800,000	-	5,800,000	-	-	-

SECTION 8 : IMPLEMENTATION OF PROJECT

8.1 Physical Progress, Planned and Actual

Major Project Stages	Completion Dates			Actual/ Latest Est.
	Planned			
	USAID Study	Appraisal Rpt	Contract	
Dablo Dam	-	Dec. '76		1/78
Downstream facilities, Dablo	-	April '77		11/78
Tamossogo Dam	-	June '77		1/78
Downstream facilities, Tamossogo	-	Sept. '77		1/79
Kougny Dam	-	June '81		
Downstream facilities, Kougny	-	Aug. '82		
Thiou Dam	-	Dec. '81		
Downstream facilities, Thiou	-	Dec. '81		

8.2 Project Costs, Planned and Actual (Irrigation works and water supply facilities only)

Major Project Stages	Estimated (CFA.F)			Actual/ Latest Est.
	USAID Study	Appraisal Rpt	Contract	
Dablo - irrigation	26.1m	-		
- water supply	4.6m	-		
Tamossogo - irrigation	19.4m	-		
- water supply	3.7m	-		
Kougny - irrigation	59.6m	98.2m		
- water supply	4.8m	6.8m		
Thiou - irrigation	27.1m	49.8m		
- water supply	4.2m	5.8m		

8.3 Disbursement Record (for each ADB Group loan)

	1 Quarter/ Year of First Dis- bursement	2 Cumula- tive dis- bursement at 31/12/79	3 % of Total Loan	4 Completion Date of Project	5 Date of Final Disburse- ment
--	---	---	----------------------------	---------------------------------------	--

Loan 1. Title and Purpose : Construction of Earth Dams

Agency : ADF  
Amount : FUA 4.5m  
Signed : 2/76

	1	2	3	4	5
1. As per Appraisal Report	-	-	-	-	-
2. Revised	/76				
3. Actual/Latest forecast	6/77	2,354,036	52%	1	1/81

Loan 2. Title and Purpose : Water Control and Integrated Rural Development in the Thion and Kongry Sahel areas

Agency : ADF  
Amount : FUA 5.8m  
Signed : 12/79

	1	2	3	4	5
1. As per Appraisal Report	-	-	-	-	-
2. Revised					
3. Actual/Latest forecast	-	0	0%	/83	12/84

Loan 3. Title and Purpose :

Agency :  
Amount :  
Signed :

	1	2	3	4	5

## Comments on Implementation Progress

1. Implementation of this project has gone smoothly.
2. Project "Operation Earth Dams" is 80% complete, according to a supervision mission report of 2/80.
3. Dablo and Tamossogo Dams were completed at the beginning of 1978, and the downstream facilities completed 11/79 and 1/80 respectively.
4. ONBI has had to make a number of changes to the design of downstream facilities made by TAMS (see report of the JEC Mission for details).
5. The loan conditions for the Thiou and Koungny project are still being met. Draft Bid Documents for the construction have been submitted to ADF.
6. The earth dams being built by ONBI's brigades using ADF financing are being done at less than the original estimated cost.

8.5

Contractors and Sub-Contractors			
Name	Nationality	Function	Size of Contract
KANAZOE	Voltaïque	Construction of Dablo and Tamossogo Dams	FUA 1.198m
Manutention Africaine CODIAMAN SET/SAR	Voltaïque	Supply of material and equipment	FUA 0.174m

SECTION 9. ASSESSMENT OF ECONOMIC AND SOCIAL IMPACT OF PROJECT

SECTORAL/REGIONAL PROGRAMME GOALS

9.1 What are the sectoral or regional programme goals towards which the project is to contribute?

Provide security of agricultural production and water supplies for humans and livestock in the Sahelian areas of Upper Volta.

9.2 What are the measures of achievement, planned and actual?

Planned	Actual
<p>Not specified. Implied they may be said to be :-</p> <p>Construction of 40 dams, and associated irrigated areas, with adequate management and extension effort.</p>	<p>12 dams are completed or in progress.</p>

11/29

9.3 What assumptions were made in support of the achievement measures? Have these assumptions been proved correct?

Planning Assumptions	Actual Experience
<p data-bbox="145 340 542 421">Finance would be available to construct dams and associated irrigated areas.</p> <p data-bbox="145 450 579 531">The management of the facilities through local management committees would be effective.</p> <p data-bbox="145 587 633 614">Extension Agents would be available.</p>	<p data-bbox="716 340 1067 367">Finance has been obtained.</p> <p data-bbox="716 450 1150 562">For the one dam seen, Tamossogo, management of the facilities by local committee is just being organised.</p> <p data-bbox="716 587 1204 614">2 extension agents are at Tamossogo.</p>

4/80

PROJECT PURPOSE

9.4 What were the projected benefits for the project? What are the measures of achievement, and to what extent have they been achieved?

Projected	Actual Achievement
<p>Economic and Social Benefits (including who is to benefit)</p> <p><u>Beneficiaries :</u></p> <ul style="list-style-type: none"> <li>- 12,800 people at the 4 dam sites</li> <li>- increased income at the rate of CFA 200/day of labour per labourer at least.</li> <li>- increased security of food supplies</li> <li>- increased security of water supplies for humans and livestock.</li> <li>- addition of 1/2 ha (avge.) of irrigated land to the dryland areas farmed.</li> </ul>	<p>Security of water supplies for people and livestock at Dablo and Tamossogo has been achieved.</p> <p>Increased security of food production is to follow, so far the irrigation facilities have not been used. The land is currently (5/80) being allocated to the farmers.</p> <p>It seems that the people and livestock may not use the watering facilities provided, preferring to water directly in the lake. An education campaign is needed.</p> <p>There is the likelihood of diseases such as bilharzia becoming more problematic.</p>

9.5 What key assumptions were made in projecting benefits? Have these assumptions been proved correct?

Planning Assumptions	Actual Experience
<p>Dams at Dablo and Tamossogo exist</p> <p>Assume Thiou and Koungny Dams built</p> <p>Assume :-</p> <ul style="list-style-type: none"> <li>a) local management committees formed and function effectively.</li> <li>b) extension agent is able to supply inputs, extension advice etc. (and that he is there)</li> <li>c) farmers can afford to buy fertilizer, pesticides, etc.</li> <li>d) farmers use organic material to improve soil quality.</li> </ul>	<p>Completed early 1978</p> <p>Bid Documents submitted to ADF for approval</p> <p>Local committees being formed</p> <p>extension agents in place. Warehouse for inputs under construction.</p> <p>this cannot be established until the irrigated farming begins.</p> <p>this cannot be established until the irrigated farming begins.</p>

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ADB/USAID JOINT EVALUATION OF USAID GRANT ASSISTANCE TO ADB/F

PROJECT STATUS REVIEW FORM

SECTION 1. Summary

1.1	<p><u>Project Title</u> : Dori - Tera - Niamey Road</p> <p><u>Location</u> : Upper Volta - Niger</p> <p><u>Executing Agency of Host Government</u> :</p> <p><u>Project Description (Summary)</u> :</p> <p>The project is for the development of an integrated rural development programme in the region of the Liptako - Gourma Authority, which covers an area of Niger, Upper Volta and Mali. Economic conditions in the project area are such that even modest development cannot take place without the removal of several constraints : lack of adequate access, inadequate rainfall, lack of educational, health and other social service facilities. The integrated development programme is to include all sectors : agriculture, animal husbandry, small commerce, education, health and social services. The Dori - Tera-Niamey Road is the primary road through the project area.</p>	<p><u>Sector</u> :</p> <table style="width:100%; border-collapse: collapse;"> <tr> <td style="width:80%;">Agriculture</td> <td style="width:20%; border: 1px solid black; text-align: center;"> </td> </tr> <tr> <td>Transport</td> <td style="border: 1px solid black; text-align: center;">x</td> </tr> <tr> <td>Public Utilities</td> <td style="border: 1px solid black; text-align: center;"> </td> </tr> <tr> <td>Health</td> <td style="border: 1px solid black; text-align: center;"> </td> </tr> </table>	Agriculture		Transport	x	Public Utilities		Health	
Agriculture										
Transport	x									
Public Utilities										
Health										

1.2 Summary of USAID Grant Funded Pre-Investment Study

Date of Contract	R/S*	Type of Study	Contractor	Cost \$	Status
11/76	S	Feasibility	Santafric	497,395	In progress Draft Final Report submitted

\*R = "Regular grant"; S = "Sahelian grant"

1.3 Summary of ADB Group Subsequent Investment

ADB/ADF/NTF	Date Approved	Amount UA/FUA	Other Sources	Purpose of ADB/Group Loans
	none to date			

Status of Project at 31/3/80 :

- Draft Final Report submitted. TOR for final design being drafted, to be financed by ADF. Negotiations regarding loan with Liptako - Gourma Authority due 5/80.

11/3

SECTION 2 : CONCLUSIONS AND RECOMMENDATIONS OF CONSULTANT TO ADB/USAID  
JOINT EVALUATION

1. Conclusions

- 1.1. This is the only study which comes near to having been rejected by AID on grounds that it was not acceptable under AID Sectoral limitations. The TOR were revised, however, to make the project acceptable as part of an integrated Rural Development project.
- 1.2. A delay has been experienced between feasibility and final design of the road of more than 1 year. A second preselection exercise is being carried out.

2. Recommendations

- 2.1. ADB should develop a procedure involving ADF and/or AID loan funds for joint financing of feasibility and final design studies as phases of one overall study. This would reduce the need to prequalify twice.

SECTION 3. PROJECT HISTORY : KEY DATES

3.1 Pre-Investment Stage			
	Date		Date
Liptako-Gourma Authority prepare TOR	3/74	Prequalification of consultants	7/76
ADB mission	3/74	Contract signed	11/76
ADB first contacts AID	7/74	Draft Final Report	10/78
Protocol of Accord between Govts and Bank	2/75		
ADB requests AID approval of TOR	2/75		
AID agrees to TOR, after several changes	2/76		

3.2 Lending Stage			
	Date		Date
Not applicable			

3.3 Investment/Implementation			
Loan Administration	Date	Physical Progress	Date
Not applicable			

3.4 Comments on Project History

1. The major delay in this study occurred at the TOR stage because AID found original TOR unacceptable. AID argued that it could only finance studies for feeder or penetration roads, not point-to-point roads.
2. Eventually, TOR were revised to put the road in the context of an integrated rural development programme.
3. The project has been further delayed by the separation of the feasibility and final design studies.

SECTION 4 : USAID FINANCED STUDY TO PREPARE T.O.R.

4.1 Has USAID financed a study to prepare Terms of Reference for a Pre-Investment Study?

Yes   
No

If Yes, give details :

Contract Date	Contractor	Cost \$	Status
	Not applicable		

4.2 What kind of Study are the Terms of Reference for?

Not applicable

4.3 Summary of follow up action to the T.O.R. Study

Not applicable

**SECTION 5 : USAID PRE-INVESTMENT STUDY**

5.1

Type of Study (studies)	Contract Date	ADB N°.	Contractor	Cost \$	Status
Economic feasibility <input checked="" type="checkbox"/>	11/76		Santafric	497,395	In Progress Draft Final Report submitted
Engineering feasibility <input checked="" type="checkbox"/>					
Preliminary engineering design <input checked="" type="checkbox"/>					
Detailed final engineering design and preparation of bid documents <input type="checkbox"/>					
Others (specify) <input type="checkbox"/>					

N.B. More than one box may be checked :

5.2

Purpose of Study (studies)/Main Points of T.O.R. :

1. To identify the general lines of an integrated development programme which includes all sectors : agriculture, animal husbandry, small commerce, education, health, and social services.
2. To evaluate the technical feasibility of a primary road (either earth or paved) between Niamey and Gotheye (via the west bank of Niger River). Then from Gotheye to Tera following the existing road, and finally from Tera to Dori, across the international border between Niger and Upper Volta.
3. To quantify all costs as well as benefits and to justify the proposed investments (development program and road infrastructures) through a benefit/cost analysis.

5.3

Reports (for each study)				
Date	Title	N°. of Volumes	Availability	
			ADB Lib.Ref.	Other
10/78	Comprehensive feasibility study of the Dori-Tera-Niamey Road and of the Potential for the development of the Road's area of Economic influence : Draft Final Report.	2	Niger Upper Volta	

5.4 Summary of Main Findings and Recommendations :1. Dori-Tera-Niamey Road (285 km)

- 1.1. IRR for road taking into account costs and benefits of road development and integrated development programme range from 15.4% to 27.4% depending on sensitivity analysis and assumptions used. Optimal investment year ranges from 1984 to 1986.
- 1.2. Proposed road is modern two lane all weather laterite road. Two alternatives evaluated, one with design speed of 80 km/hr, the other with design speed of 100 km/hr, the latter having 5cm double bitumen surface treatment.

2. Benefits

- 2.1. Benefits calculated are :- (a) road user benefits, (b) road maintenance benefits, (c) agricultural and livestock benefits, (d) benefits from incremental international transport if ferry over Niger River is replaced with a bridge.  
Benefits calculated over 25 years.

5.4 (cont'd)

Summary of Main Findings and Recommendations (cont'd)

3. Construction Programme and Estimated Costs

<u>3 Phases</u>	<u>Est. Cost 1978 prices F/CFA millions</u>	<u>Planned Schedule</u>	
		<u>Design</u>	<u>Construction</u>
1st Phase	3,234	1979	1981
2nd Phase	3,106	1986	1988
3rd Phase	4,640	1997	1998
Feeder roads (Phase 2 only)	718	1986	1988
Bridge over Niger River	1,000		

Phase 1 consists of :

- a) Niamey-Sirba River : 2 lane laterite road, bridge over Sirba River
- b) Sirba River - Tera : small improvement of existing road
- c) Tera - Dori : 1 lane laterite roadway

Second and third phases are for further improvements, widening, development of drainage structures, and finally laying of bitumen pavement.

Phase 1 is designed to cope with 60 vehicles/day.

4. Integrated Rural Development Programme

4.1. 6 objectives

- a) organisation of peasants into co-operatives and mutual organisations ;
- b) development of agricultural productivity programme ;
- c) initiation and implementation of a programme for improvement of livestock herds and marketing ;
- d) development of projects for the improvement of health and education of the village population ;
- e) development of projects to encourage increase in small industry and handicraft and projects to develop forestry, fishing and mining.
- f) planning and construction of feeder roads to connect with proposed Dori-Tera-Niamey Road.

4.2. Training

10 year programme :-

- a) Year 1 : intensive study to detail programme and all its sub-projects
- b) Year 2 + 3 : establish administrative, planning, implementing and evaluating structures for the project ;
- c) Years 4 to 6 : carry out pilot project ;
- d) Years 7 to 10 : implement whole programme.

5.5 Implementation of the Study : Planned and Actual

Stages as per Contract	Contract Schedule	Dates	
		Implied by Contract	Actual
Date of contract		-	11/76
Opening Letter of Credit		-	3/77
Mobilisation	M	-	6/77
Draft Final Report (initial)	M + 6	12/77	-
Draft Final Report (extended)	M + 11	5/78	10/78

5.6 Reasons for Variances between Dates Implied by Contract and Actual Dates

- There was a delay of 4 months in opening the Letter of Credit and mobilisation was delayed by the lack of co-ordination between the Governments of the Liptako-Gourma Authority. This, together with the effects of the rainy season meant that submission of the Draft Final Report was extended from M + 6 to M + 11. Actual submission was 5 months after this date.

5.7 If USAID Pre-Investment Study Completed :

(a) Has there been any subsequent ADB Group Investment<sup>x</sup> in the Project?

Yes   
No

(b) Has there been any subsequent investment<sup>x</sup> in the Project by other agencies?

Yes   
No

Note : <sup>x</sup> Investment includes investment in further studies

5.8 If the answer to (a) or (b) above in Yes, move on to Section 5 below :

5.9 If the answer to (a) or (b) above is No, outline what further action, if any, has followed the USAID Pre-Investment Study, with reasons :

- ADF is to finance final design study for road, estimated cost of FUA 1.2 m, of which the Fund will provide FUA 1.0 m. TOR have been prepared, and the study should proceed during 1980 as planned.

NB. Because this project has not yet been carried out, this Status Review Form has not been completed any further.

ADB/USAID JOINT EVALUATION OF USAID GRANT ASSISTANCE TO ADB/F

PROJECT STATUS REVIEW FORM

SECTION 1. Summary

1.1 Project Title : Mali Groundwater Development

Location : Republic of Mali

Executing Agency of Host Government : Direction Nationale de l'Hydraulique et de l'Energie

Project Description (Summary) :

This project is concerned with the development of Mali's groundwater resources as part of the campaign against Sahelian drought. The study will provide a data base on which future drilling programmes can be founded.

Sector :

Agriculture	<input type="checkbox"/>
Transport	<input type="checkbox"/>
Public Utilities	<input type="checkbox"/>
Water	<input checked="" type="checkbox"/>

1.2 Summary of USAID Grant Funded Pre-Investment Study

Date of Contract	R/S*	Type of Study	Contractor	Cost \$	Status
1/77	S	Groundwater data compilation study	W.A. Wahler and Associates	810,000	Continuing

\*R = "Regular grant"; S = "Sahelian grant"

1.3 Summary of ADB Group Subsequent Investment

ADB/ADF/NTF	Date Approved	Amount UA/FUA	Other Sources	Purpose of ADB/Group Loans
		None		

Status of Project at 31/3/80 :

The study is continuing. Draft reports for Task I were received in October/November 1979.

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SECTION 3. PROJECT HISTORY : KEY DATES

3.1

Pre-Investment Stage

	Date		Date
ADB request AID to fund study	5/75	Contract signed	1/77
AID agree in principle	5/75	Work commenced	9/77
TOR approved	2/76	Draft reports Task 1 submitted	10/79
Shortlisting of consultants	7/76		
TOR reduced in scope because of study cost.			
AID agrees to ADB opening negotiations with Wahler & Assoc.	12/76		

3.2

Lending Stage

	Date		Date
Not applicable			

3.3

Investment/Implementation

Loan Administration	Date	Physical Progress	Date
Not applicable			

3.4 Comments on Project History

1. There were two main delays during the contracting period, and one before work started :-
  - a) it took 9 months to approve the TOR for the study ;
  - b) about 3 months were then needed to reduce the scope of the TOR when bids came in at just under \$ 1.0 m ;
  - c) after the contract was signed, there was a delay in work starting because of delays in opening the Letter of Credit.
  
2. USAID Bamako complained it was not adequately involved in the preparations for this study.

SECTION 4 : USAID FINANCED STUDY TO PREPARE T.O.R.

4.1 Has USAID financed a study to prepare Terms of Reference for a Pre-Investment Study?

Yes   
No

If Yes, give details :

Contract Date	Contractor	Cost \$	Status
	Not applicable		

4.2 What kind of Study are the Terms of Reference for?

Not applicable

4.3 Summary of follow up action to the T.O.R. Study

Not applicable

SECTION 5 : USAID PRE-INVESTMENT STUDY

5.1	Type of Study (studies)	Contract Date	ADB N°.	Contractor	Cost \$	Status
	Economic feasibility <input type="checkbox"/>					
	Engineering feasibility <input type="checkbox"/>					
	Preliminary engineering design <input type="checkbox"/>					
	Detailed final engineering design and preparation of bid documents <input type="checkbox"/>					
	Others (specify) <input checked="" type="checkbox"/> X					
	Groundwater Data Compilation Study		SAH-04	W.A. Wahler & Associates	810,000	Continuing

N.B. More than one box may be checked :

5.2 Purpose of Study (studies)/Main Points of T.O.R. :

Task 1

- a) The collection, analysis, evaluation and synthesis of available groundwater data, and from ongoing and future groundwater activities ;
- b) identify gaps in the data base and recommend how to fill them ;
- c) prepare environmental assessments related to groundwater resources development ;
- d) in collaboration with the Government of Mali, establish a network of permanent groundwater monitoring stations ;
- e) prepare procedures and systems for groundwater exploration and drilling activities.

5.3 Reports (for each study)

Date	Title	N°. of Volumes	Availability	
			ADB Lib.Ref.	Other
10/79	Task 1 Report (Draft)	1	Mali	
11/79	Hydrogeological Atlas Region/ San-Tominian-Yorusso (Draft)	1	Mali	

5.4 Summary of Main Findings and Recommendations :

Draft Task 1 Report

The report describes the work done to date and makes recommendations for further work.

1. The systematic inventories of groundwater resources which have been prepared for four regions should be extended to cover the whole country except the most sparsely populated areas ;
2. the Mali Land Use Project, financed by USAID and scheduled to start late '79/early '80, should continue the inventory of existing wells ;
3. DNHE should obtain aerial photographs for all the areas involved, and better maps at a 1:50,000 scale are needed ;
4. monitoring stations should be established in the four regions studied and then gradually extended to other parts of the country ;
5. recommendations for improved exploration :-
  - a) the results obtained and maps prepared in this study should be used to facilitate prospecting and exploration in the areas studied ;
  - b) the number of study zones be increased according to the urgency of the need for exploration ;

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Summary of Main Findings and Recommendations (cont'd)

- c) hydrogeologic maps be prepared for the new zones studied ;
- d) calculations be made of water balance in the densely populated areas, where groundwater resources are intensely developed ;
- e) maps be established of the geologic structure and the distribution of the fracture system ;
- f) geophysical prospecting be intensified in zones that lend themselves to this type of study ;
- g) the number of exploratory drilling rigs be increased ;
- h) the number of pump test units should be increased.

6. Recommendations concerning pumps :

Pumps are a problem - diesel pumps are difficult to maintain and fuel, solar pumps are still too expensive, windpumps are too delicate and difficult to service, foot pumps are not ideally designed to Malian conditions. Therefore :-

- a) a programme of study of pump systems should be established to allow identification of a reliable pump of reasonable cost and simple maintenance ;
- b) a planning study be performed of groundwater resources in conjunction with the urgent needs of populations.

7. There should be increased construction of small dams or dykes to retain surface runoff during the rainy season.

5.5 Implementation of the Study : Planned and Actual

Stages as per Contract	Contract Schedule	Dates	
		Implied by Contract	Actual
Contract signed			1/77
Opening Letter of Credit			9/77
Mobilisation			9/77
Draft Report, Task 1			10/79

5.6 Reasons for Variances between Dates Implied by Contract and Actual Dates

This was not investigated by the evaluation

5.7 If USAID Pre-Investment Study Completed :

(a) Has there been any subsequent ADB Group Investment<sup>\*\*</sup> in the Project?

Yes   
No

(b) Has there been any subsequent investment<sup>\*\*</sup> in the Project by other agencies?

Yes   
No

Note : <sup>\*\*</sup> Investment includes investment in further studies

5.8 If the answer to (a) or (b) above is Yes, move on to Section 5 below :

5.9 If the answer to (a) or (b) above is No, outline what further action, if any, has followed the USAID Pre-Investment Study, with reasons :

1. This study is not a pre-investment study with a specific investment project intended to follow it. Its purpose is to provide an adequate data base and set of procedures to enable orderly and efficient development of Mali's groundwater resources.
2. Related to this project is the USAID-funded Mali Land Use Project.
3. Also related to the study is the following project funded by the African Development Fund :-

Operation Wells : FUA 5.0 m approved in 1974 (supplementary loan 1975) is for the construction of 83 out of a total of 296 shallow wells (puits) in rural areas. This project is co-financed by UNDP, FAC, and IBRD.

NB. Because no investment has followed this study, this Status Review Form has not been completed any further.

ADB/USAID JOINT EVALUATION OF USAID GRANT ASSISTANCE TO ADB/F

PROJECT STATUS REVIEW FORM

SECTION i. Summary

1.1 Project Title : Mauritania 64 Wells

Location : Mauritania

Executing Agency of Host Government :

Project Description (Summary) :

The project is for the development of wells in Mauritania for human and livestock watering, as part of the programme of water development in the Sahelian zone.

The pre-investment study, which is to collect hydrological data for the planned wells and carry out a technical and economic feasibility study, has not yet started.

Sector :

Agriculture	<input checked="" type="checkbox"/>
Transport	<input type="checkbox"/>
Public Utilities	<input type="checkbox"/>
Health	<input type="checkbox"/>

1.2 Summary of USAID Grant Funded Pre-Investment Study

Date of Contract	R/S*	Type of Study	Contractor	Cost \$	Status
	S	Technical and - economic feasibility	J.M. Montgomery and Gannet Fleming Corddry Carpenter (negotiations in progress)		

\*R = "Regular grant"; S = "Sahelian grant"

1.3 Summary of ADB Group Subsequent Investment

ADB/ ADF/ NTF	Date Approved	Amount UA/FUA	Other Sources	Purpose of ADB/ Group Loans
	none to date			

Status of Project at 31/3/80 :

ADB reviewing consultants cost proposal

457

SECTION 2 : CONCLUSIONS AND RECOMMENDATIONS OF CONSULTANT TO ADB/USAID  
JOINT EVALUATION

1. Conclusion

- 1.1. The study has not yet started, although TOR were originally submitted to REDSO in August 1977. The delay of three years in contracting the study is the longest in the history of both the Regular and Special Sahel Grant Projects, and results from the excessively long procedures adopted and failure to clear terms of reference properly before publication.

2. Recommendations

- 2.1. The improvements to procedures for contracting AID financed studies should be implemented without delay.

SECTION 3. PROJECT HISTORY : KEY DATES

3.1

Pre-Investment Stage

	Date		Date
TOR submitted to AID by ADB	3/8/77	Proposals due	30/ 9/79
AID approval of TOR	25/10/77	J. Montgomery and GFCC selected	27/11/79
CBD announcement published	6/ 4/78	REDSO requested more info	10/12/79
Bank funded consultant to redraft TOR	10/78	ADB submitted info	11/ 2/79
CBD announcement published	16/ 3/79	REDSO approved selection	27/ 2/80
Revised short list prepared	6/ 7/79	Bank reviewing cost proposals	currently (5/80)
RFTP sent	16/ 7/79		

3.2

Lending Stage

	Date		Date
Not applicable			

3.3

Investment/Implementation

Loan Administration	Date	Physical Progress	Date
Not applicable			

55

#### 3.4 Comments on Project History

- after REDSO concurred with TOR, American Embassy Nouakchott expressed concern that appropriate analysis had been undertaken
  - sociological impact
  - environmental impact
  - Government of Mauritania involvement
  - management
  - water use plan
  - grazing control
- CBD announcement published 6/ 4/78 before TOR finalized
- ADB and REDSO agreed that TOR was not acceptable therefore the ADB recruited a consultant to redraft the TOR in the autumn of 1978
- CBD announcement re-advertized 16/ 3/79
- ADB decided to invite all four firms submitting prequalification data on 6/ 7/79 to submit technical proposals
- RFTP sent on 26/ 7/79
- Proposals due 30/ 9/79
- ADB requested REDSO approval of the selection of James M. Montgomery and Gannet Fleming Corddry and Carpenter to perform the study on 27/11/79
- REDSO requested more information on the selection process on 10/12/79
- REDSO received requested info on 11/ 2/80
- REDSO approved selection 27/ 2/80

SECTION 4 : USAID FINANCED STUDY TO PREPARE T.O.R.

4.1 Has USAID financed a study to prepare Terms of Reference for a Pre-Investment Study?

Yes   
No

If Yes, give details :

Contract Date	Contractor	Cost \$	Status
	Not applicable		

4.2 What kind of Study are the Terms of Reference for?

Not applicable

4.3 Summary of follow up action to the T.O.R. Study

Not applicable

**SECTION 5 : USAID PRE-INVESTMENT STUDY**

5.1

Type of Study (studies)	Contract Date	ADB N°.	Contractor	Cost \$	Status
Economic feasibility <input checked="" type="checkbox"/>			J.M. Montgomery and Gannet Fleming Corddry Carpenter  (under negotiation)		
Engineering feasibility <input type="checkbox"/>					
Preliminary engineering design <input type="checkbox"/>					
Detailed final engineering design and preparation of bid documents <input type="checkbox"/>					
Others (specify) <input checked="" type="checkbox"/>					
Ground water survey					

N.B. More than one box may be checked :

5.2

Purpose of Study (studies)/Main Points of T.O.R. :

Economic and technical feasibility study for 64 wells in Mauritania

- a) collect socio-economic data for each sector where the wells have been planned, identifying water demand ;
- b) verify that the hydrogeological conditions will allow water demand to be satisfied ;
- c) where necessary, carry out additional hydrogeological studies required up to the point of drilling wells ;
- d) estimate future drilling costs ;
- e) study and recommend, taking into account the demand for water, the appropriate equipment for pumping and distribution ;
- f) establish operational and maintenance capabilities of the local population and estimate annual operating and maintenance costs.

NB. : As this study has not yet started, the Status Review form has not been completed any further.

ADB/USAID JOINT EVALUATION OF USAID GRANT ASSISTANCE TO ADB

TECHNICAL ASSISTANCE REVIEW SUMMARY FORM

SECTION 1. SUMMARY DATA

1.1

Name: Mr. William Peek

Position: Agricultural Economist

Length of Contract: 2 years

Extensions: 1 years

Date started work at Bank: 1 / 12 / 78  
day mo. yr.

Department: Projects

Division: Agriculture

Office No: 0803

Telephone Extension:

Name of  
Department Head: Mr. G. Dossou

Name of  
Division Head: Mr. K.S.M. Nyahe  
ext. 354

1.2

Academic Qualifications:

Degree	Subject	Date	University/College
BS	Range Management	1940	Washington State University
MS	Animal Husbandry	1941	" " "
PhD	Agricultural Economics	1955	Cornell University

1.3

Work Experience:

Dates	Position Held	Location
12/78-present	Senior Agricultural Economist	ADB Abidjan
6/70-11/77	Team Leader, An. Prod Off., Livestock Mkt. Off., Masai Project	Tanzania
6/67- 6/69	Livestock Mkt. Off. TLMC	"
9/55- 7/70	Chief Research Off. Min Agriculture Prof. Ag. Econ and Econ	" California State U, Chico, Calif.

1.4

Summary of Costs:

USAID: \$ 190,000

ADB: 6,680,000 CFA

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SECTION 2. CONCLUSIONS AND RECOMMENDATIONS OF CONSULTANT TO THE JOINT EVALUATION COMMITTEE

1. Conclusions

- 1.1. Mr. Peek would have liked more information and administrative assistance at the time of recruitment and settling in.
- 1.2. Mr. Peek's work is directly in support of the Regular Grant project goal and purpose.
- 1.3. Both Mr. Peek and his Division Head, Mr. Nyahe consider that the most effective training role for the technical expert is by working in an operational position with less experienced Bank staff, but not on a 1 to 1 counterpart basis.
- 1.4. Mr. Peek may decide not to extend his contract because he currently has some dissatisfaction with the terms and conditions of service, in particular the effect of current US tax legislation.

2. Recommendations

- 2.1. A booklet of information on terms and conditions of service, living conditions in Abidjan, administrative arrangements regarding vehicle insurance, transport of personal effects, etc. should be prepared.
- 2.2. The problems with terms and conditions of service expressed by Mr. Peek and the other experts should be carefully considered and dealt with as reasonably and as justly as possible. This is currently being done by REDSO.



3.3 Information available to him at time of application/when he learnt he was being considered for the job.

Outline Job Description X

Description of ADB and its Operations

Other

Other information he would have liked

1. Organisation, Operation of ADB and ADF
2. Example of Appraisal Report
3. Policy and Priorities of lending ADB and ADF

3.4 Information available to supervisors when considering application

- supervisor prepared job description
- "      made recommendations regarding applicants
- "      participated in Mr. Peek's interview
- when considering application, he had information about Mr. Peek's training qualifications, and work experience

Additional information supervisors would have liked

Feels the Bank application form includes all relevant information required to make a decision. Additional information can be obtained at the time of the interview.

3.5

Interviews		
Date	Institution	Type
6/78	ADB	Interview Panel
<u>Comments by expert on the panel type of interview</u> <ol style="list-style-type: none"> <li>1. Little opportunity to ask questions concerning work and Bank procedures. Chairman should give candidate opportunity to ask questions.</li> <li>2. Questions asked were relevant to determine ability to perform duties of position.</li> </ol>		
<u>Further information supplied to the candidate at the interview</u> <p>REDSO provided background information on living conditions</p>		
<u>Additional information he would have liked</u> <ol style="list-style-type: none"> <li>1. opportunity to discuss situation with other technical experts</li> <li>2. information regarding high cost of living in Abidjan</li> <li>3. provide more time to obtain information</li> <li>4. because he was the first of the current group of technical experts, he didn't have any other American technical experts to use as a point of reference</li> <li>5. a booklet on procedures costs etc.</li> </ol>		

Induction/Orientation TrainingType of Training, content

There was no formal orientation organised by the Training Centre. According to Mr. Nyahe, Mr. Peek was provided with the following :-

1. background material on the work of the Bank and format of project preparation/appraisal
2. orientation material on the Bank, its history, programmes organisation and work of all departments and Bank operations and procedures

Persons/Departments responsible for the Induction/OrientationSuggestions for improvement from expert and supervisors and from personnel

- Mr. Peek :
1. Administrative services available and who to contact
  2. Procedures for identification, preparatory and appraisal missions
  3. Procedures for travel arrangements for missions
  4. Library services, typing pool, documents centre, location of Xerox, where and how to obtain supplies
  5. Operation of working groups, loan committees and board meetings
  6. Perhaps assign department member to help with the above

Mr. Nyahe: Training Centre is responsible for organising orientation

3.7 Other candidates for this post

Number of candidates \_\_\_\_\_

Reasons for rejection

Other relevant information

3.8 Any ways in which the recruitment process differed from that followed when recruiting technical assistance from other countries. Any lessons from this.

None

3.9 Particular problems experienced by the parties involved in this recruitment process, and any proposed solutions (Give replies from each person separately).

4 month delay between interview and offer was considered unreasonable by Mr. Peek.

NEF's lack of information

3.10 Any other ways in which the recruiting process generally could be improved (Give replies from each person separately)

None given

SECTION 4. WORK WITH ADB

4.1 Job Description from Contract (in full)

Duties to be Performed by Agricultural Economist

The Contractor will report directly to his Division Chief in the Projects Department and will generally be responsible for performing the following duties :-

1. Examines national development strategies and evaluates aspects affecting the agricultural sector.
2. Assists in formulating agricultural development programs consistent with the objectives and priorities of the Bank/Fund.
3. Reviews and prepares reports on the assessment of agricultural sector development plans or policies.
4. Assists in the analysis of economic aspects of proposals with respect to agricultural and agro-industrial development projects.
5. Advises the Bank/Fund on planning, design and operation of specific agricultural and rural development projects through participation with ADB staff and other experts, in the identification, preparation, appraisal and technical supervision/evaluation missions.
6. Drafts agricultural portions including related economic development aspects of Project Appraisal Reports and assists in Appraisal Review process at the Working Group and Loans Committee levels.
7. Advises on the economic implications of proposals affecting food and cash crop production and marketing, assesses degrees of risk involved and evaluates likely returns under specific assumptions.
8. Advises and assists in drafting terms of reference for studies related to agricultural projects for ADB financing, evaluating responses to proposals and assists in supervision of resulting work (including economic aspects).
9. Trains other professional staff of the Bank as counterparts and with the assistance of the Bank's Training Department advises on in-service training for their development.
10. Performs other related duties as may be required from time to time.

116-1

Work Performed to Date

Dates	Description of Work
3/80	Tanzania - identify agricultural projects for pipeline
1/80	Mozambique - preparatory/appraisal mission - crop/livestock project
11/79	Mauritius - preparatory livestock project
7/79	Swaziland - identify agricultural projects for pipeline
6/79	Somalia - appraisal - integrated rural development project - road component
4/79	Ethiopia - appraisal sugar project engineering TOR
3/79	Egypt - identify agricultural projects for pipeline
	<p>Note : considerable time devoted to investigation prior to missions, report writing and committee meetings</p>
	<p>Other activities : interviews of candidates for positions, analysis of studies for recommended action and division and committee meetings</p>

4.3 Missions

Dates	Location	Purpose	Other Mission Members
3/80	Tanzania	Identification	Sangowawa, Jituboh, Carmichael
1/80	Mozambique	Prep/Appraisal	Nathambwe, Akerele
11/79	Mauritius	Preparation	Adansit, Consultant
7/79	Swaziland	Identification	Dossou, Zelleke, Abubakr
6/79	Somalia	Appraisal	Atwereboanda, Edgar
4/79	Ethiopia	Appraisal/TOR Eng. Study	Fudzie
3/79	Egypt	Identification	Sangowawa, Multelemwa

4.4 Contribution to Training

Dates	Type of Training	Person(s) involved
	<p data-bbox="252 948 1116 1035">Informal training occurs in connection with missions and report preparation. Technical details of appraisal reports are discussed in working groups and loan committee meetings.</p>	

SECTION 5. EVALUATION

5.1 Differences between Work Done and Duties in the Job Description, with reasons

None

Recommended changes to the Job Description. (Give each reply separately)

None

5.2

Assessment of how the work done by the expert has contributed to the purposes of the ADB Regular Grant Project, namely

- (a) to increase the capability of the Bank to prepare and appraise projects and so be able to respond effectively to the needs of member states;
- (b) to speed up loan disbursement on approved projects.

Contribution to (a) Mozambique mission found that consultants' feasibility study was not suited to project area requiring the mission to rewrite the project probably eliminating necessity of another appraisal team.

Contribution to (b) Mr. Peek commented that this was the responsibility of Operations Department, not Projects Department.

Mr. Peek has been assigned to the Central Projects Unit, with responsibilities for improving the quality and standard of appraisal reports.

Mr. Nyahse suggests Mr. Peek could be used to train project managers.

Mr. Peek made a number of suggestions as to how the Bank could improve its capability to prepare and appraise projects, and to how the technical experts can contribute more :-

- a) use sectoral analysis to ensure best projects selected for appraisal ;
- b) Projects Dept. should supervise projects - CPU will look at this in longer term. If this were done, projects would be better designed ;
- c) missions are sometimes organised at times when the country is not prepared for them (eg. Mozambique mission). There are sometimes communications problems between Operations and Projects Departments ;
- d) Division meetings should have a wider scope, and a written agenda ;
- e) Projects Department is currently very stretched, and needs more staff.

5.3 Assessment of how the work done by the expert has contributed to the goal of the ADB/USAID Regular Grant Project, namely to further the economic and social development of the Bank's member states:

1. During identification missions, the country can be helped to choose the most viable projects. The expert acts as an adviser to the government.
2. On the other hand, sometimes selected projects do not reflect the needs of the country : eg. in Tanzania, the development of the new capital at Dodoma appears to have greater priority than expansion of food production. The expert was unable to influence this.

5.4 Comments by the expert on whether he should have more opportunities to contribute to training at the Bank

1. According to Mr. Peek, the best form of training is to compare mission teams of experienced and inexperienced personnel. He is against the 1 to 1 counterpart situation. Mr. Nyahe agrees.
2. The Central Project Unit will provide opportunities for more formal training.
3. Mr. Peek prefers to work in the field, but recognises importance of CPU

5.5 Comments on how the expert has transferred his skills/experience other than in training situations

Little opportunity to give advice unless specifically solicited.

5.6 The Head of Department/Division's comments concerning the experts contribution to the work of his department

He assists in project formulation in the agriculture sector. This involves analysing, appraising and evaluating economic, financial and social aspects of a project in the field and at post.

5.7 Utilization of the expert

Utilized excessively

Reasonably utilized

Underutilized

Comments (by the expert)

Suggestions on how the expert's time might be used more effectively

Mr. Peek considers his time could be used most effectively if he specialised in identification missions training personnel in member countries to prepare project proposals.

5.8 Assessment of Head of Department/Division on this expert's professional qualifications for his position

His performance quality and quantity have been exemplary in economic and financial evaluation of projects.

Assessment of Head of Department/Division on this expert's personal qualifications for his position

is qualified

5.9 Assessment of whether the position filled meets a technical assistance need of the Bank

Expert doesn't believe qualified personnel are available from member countries in sufficient quantities thus non-regional personnel are required to maintain volume and quality of work - especially if capital is expanded.

Supervisor believes the Bank benefits from his long experience.

5.10 Language ability and its effect on the expert's work in the Bank

Because he only works in English, he only participates in missions to English speaking countries and this limits his usefulness.

5.11 Assessment of the expert's job satisfaction

Expert believes technical assistants receive lower status than professionals, especially in respect to administrative services.

Supervisor believes technical assistants do have status equal to senior staff because of age, training and experience in their field.

SECTION 6. APPRAISALS

6.1 The kind of Appraisals carried out so far

None

Annual Formal Appraisal

Formal Appraisals of Specific Work Activities

Other (Describe)

The information they sought to obtain:

assess the quality and quantity of work performed by the expert, relationships with colleagues etc. and recommend whether or not his continued service at the Bank is desirable

Assessment of their effectiveness, including any impact on the expert's work assignments:

- assessment considered effective in appraising expert's performance
- although not as a result of the appraisal, the expert has become part of the Central Project Unit, recently formed to formulate standard procedures

Suggestions for how the appraisal system might be used to improve the effectiveness of the technical assistance project

- discuss appraisal with expert (he was not aware he had been appraised)
- widen scope, add improved gradations
- the Projects Department tends to rush on to the next project rather than standing back and learning the lessons of the project just appraised. Therefore, there is perhaps a need to review each assignment when at appropriate stages.

6.2

Discussions held between the expert and his supervisors on his concerns about his work in the Bank and his role

Necessity of an up-to-date standard price list for machinery and equipment.  
New Central Projects Unit may provide such a list.

SECTION 7. TERMS AND CONDITIONS OF SERVICE

Summary of comments on the terms and conditions of service, the procedures and regulations affecting the expert

- believes contract was drafted without features to benefit the contractor
- no retirement benefits or social security benefits
- receives housing allowance rather than furnished quarters which results in \$ 3,000/yr. tax burden
- other expatriates don't have to pay income tax in home country
- do not receive duty-free privileges (gas and other items)
- do not receive embassy check cashing privileges
- requirement to use US carriers for sea freight necessitated long overland shipment and 4-5 month clearance delay

SECTION 8. ADDITIONAL COMMENTS

8.1 Additional comments by the experts, his Head of Department/Division designed towards

(a) improving the execution of the ADB/USAID technical assistance project

- a contracting agency should represent contractors interests during negotiations
- a provision for salary increase during period
- tax relief - as law is presently, he would be unable to extend
- meet expert at airport and arrange hotel accommodations in advance
- ADB or recruiting agency should provide more assistance with house-keeping matters

(b) enabling the technical assistance project to serve the Bank's needs more effectively

ADB/USAID JOINT EVALUATION OF USAID GRANT ASSISTANCE TO ADB

TECHNICAL ASSISTANCE REVIEW SUMMARY FORM

SECTION 1. SUMMARY DATA

1.1

Name: Ken A. Erickson [REDACTED]

Position: Financial Analyst

Length of Contract: 2 years Extensions : \_\_\_\_\_ years

Date started work at Bank: 12 / 5 / 79  
day mo. yr.

Department: Projects Division:

Office No: 802 Telephone Extension:

Name of Department Head: G. Dossou Name of Division Head: -

1.2

Academic Qualifications:

Degree	Subject	Date	University/College
Masters	International Finance	12/78	American Graduate School of International Management
Bachelors	Economics	12/73	U. of Nebraska, Omaha

1.3

Work Experience:

Dates	Position Held	Location
3/75-1/78	Continental Telephone, Revenue Requirements Assistant	Bakersfield, Calif.
1/74-11/74	General Electric, Financial Management Trainee	Schenectady, N.Y.

1.4

Summary of Costs:

USAID: \$ 181,300 ADB: 6,680,000 CFA.F

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SECTION 2. CONCLUSIONS AND RECOMMENDATIONS OF CONSULTANT TO THE JOINT EVALUATION COMMITTEE

1. Conclusions

- 1.1. Mr. Erickson does not seem to have had special difficulties during recruitment, and is satisfied with the information available to him.
- 1.2. His work contributes directly to the goal and purpose of the Regular Grant project.
- 1.3. He has not been involved in training to date.
- 1.4. He believes the experts are complementary to the Bank staff, and not trying to replace themselves, as is the case in a counter-part system.
- 1.5. He agrees that the appraisal system should be given wider scope.
- 1.6. He does not have serious problems with the terms and conditions of service.

2. Recommendations

- 2.1. There are no specific recommendations arising out of the above conclusions.



3.3 Information available to him at time of application/when he learnt he was being considered for the job.

Outline Job Description X Sufficiently detailed

Description of ADB and its Operations X Available from school library

Other

Other information he would have liked

He considers information available was reasonably satisfactory.

3.4 Information available to supervisors when considering application

No information obtained

Additional information supervisors would have liked

No information obtained

3.5

Interviews		
Date	Institution	Type
	ADB	Panel interview
<p><u>Comments by expert on the panel type of interview</u></p> <p>was uncomfortable, especially because questions and responses went through an interpreter taking longer and making complete understanding difficult</p> <p>prefers one-to-one interview</p>		
<p><u>Further information supplied to the candidate at the interview</u></p> <p>none - however was advised by REDSO of living conditions</p>		
<p><u>Additional information he would have liked</u></p> <p>generally satisfied, his primary concern was the job  agrees some sort of booklet would be useful  should have found out about housing while in Abidjan for 5 days  would have been useful to talk with other financial analysts</p>		

3.6

Induction/Orientation Training

Type of Training, content

2-day orientation seminar - speakers from each department briefed and answered questions regarding their respective departments

Persons/Departments responsible for the Induction/Orientation

Training Centre

Suggestions for improvement from expert and supervisors and from personnel

expert - after 3 months at the Bank he heard about the orientation seminar and requested to attend - orientation should be provided as soon as possible after arrival

would have liked to go on mission with another analyst to see how Bank does things

should be provided with Administrative Instructions upon arrival

3.7 Other candidates for this post

Number of candidates \_\_\_\_\_

Reasons for rejection

Other relevant information

3.8 Any ways in which the recruitment process differed from that followed when recruiting technical assistance from other countries. Any lessons from this.

No information

3.9 Particular problems experienced by the parties involved in this recruitment process, and any proposed solutions (Give replies from each person separately).

expert - early in the process, he was so optimistic about getting the job, he took a course in 'development economics'. He was then told the position wouldn't be filled. Three months later, he was informed the position was open.

3.10 Any other ways in which the recruiting process generally could be improved (Give replies from each person separately)

none given

SECTION 4. WORK WITH ADB

4.1 Job Description from Contract (in full)

Summary Responsibilities : Reports directly to the Director of Projects Department and is generally responsible for all matters concerning the financial analysis of projects during their identification, preparation and appraisal; supervision of projects; reviewing of financial data and determination of their financial soundness; and ascertaining that beneficiaries have sound financial management practices and participation in presenting loan proposals for review by various Bank Committees.

Functions : 1. Reviews the financial aspects of loan applications submitted to the Bank and assists the Department in the preparation of relevant documents.

2. Analyses relevant financial aspects of the preparation of projects included in the pipeline where necessary.

3. Carries out financial studies and supervises the work of consultants by examining, commenting and advising on its financial and accounting aspects.

4. Writes the financial and management aspects of appraisal reports and participates in their review at the Working Groups and Loan Committee levels.

5. Determines the financial soundness of projects and reviews the beneficiary's part financial statements and performance while paying particular attention to the following :-

- the accounting system of the beneficiary including his depreciation and amortisation policy ;
- the billing and collection system ;
- the liquidity problems and level of working capital ;
- rate and tariff policies ;
- the legal, fiscal and management situation of the beneficiary ;
- the cost of the project, sources of financing, investment plans and schedule ;
- the financial profitability of projects including the determination of their rate of return, the financial forecast for income statements, sources and application of funds, balance sheets ;
- debt servicing of beneficiary and its credit-worthiness.

6. Participates in the follow up and supervision of projects by advising on necessary financial measures.

7. Trains other professional staff of the Bank as counterparts and, with the assistance of the Bank's Training Department, advises on in-service training for their development.

8. Performs all other relevant financial analysis functions as may be necessary from time to time.

Work Performed to Date

Dates	Description of Work
5/79	examine available information and recommend whether or not the President should meet another development institution while in Zurich
8/79	preparatory mission to Kenya - water supply project
9/79	appraisal mission to Kenya - water supply project
11/79	appraisal mission to Zambia - sugar cane production
1/80	appraisal mission to Gambia - sewerage project
3/80-4/80	preparatory mission to Kenya - water supply
3/80-4/80	appraisal mission to Uganda - water and sewerage
2/80	evaluated 2 German candidates for financial management position
3/80	participated in interview panel for financial analyst
	Time between missions occupied by preparation for the next or preparing reports for previous mission.

4.3

Missions			
Dates	Location	Purpose	Other Mission Members
8/79	Kenya	preparatory	Carmichael and Mengesha Antwereboanda and Akroyd Kariuki
9/79	Kenya	appraisal	
11/79	Zambia	appraisal	
1/80	Gambia	appraisal	
3/80-4/80	Kenya	preparatory	
3/80-4/80	Uganda	appraisal	

4.4

Contribution to Training		
Dates	Type of Training	Person(s) involved
	Informal while discussing theoretical questions on financial analysis with Planning and Development Group, group thought questions should be covered in training session - now being formulated	

SECTION 5. EVALUATION

5.1. Differences between Work Done and Duties in the Job Description, with reasons

has not been involved in formal training because Bank has professional department for training

Recommended changes to the Job Description. (Give each reply separately)

omit formal training aspect

i.2

Assessment of how the work done by the expert has contributed to the purposes of the ADB Regular Grant Project, namely

- (a) to increase the capability of the Bank to prepare and appraise projects and so be able to respond effectively to the needs of member states;
- (b) to speed up loan disbursement on approved projects.

- as none of the projects are off the ground yet, he feels it is too early to evaluate
- mission to Uganda was for reappraisal of a project to supply water to rural population centers originally appraised in 1970. Due to 9 year delay, original project was useless. Expert was involved in restructuring the Schemes and providing the Government with guidelines for the future

5.3 Assessment of how the work done by the expert has contributed to the goal of the ADB/USAID Regular Grant Project, namely to further the economic and social development of the Bank's member states:

Doesn't feel blank checks given to developing countries is answer to development. Responsibility in the application of funds must be learned. Through the attachment of loan conditions, he has tried to further the recipients fiscal responsibility and thereby reduce their dependence on this type of assistance.

5.4 Comments by the expert on whether he should have more opportunities to contribute to training at the Bank

1. Until now expert has filled an operational role. In a new position in the CPU, he will advise management on methods of and approaches to the drafting of reports, procedures and criteria for analysis and in the format of reports.
2. Feels training department should take care of training, he's not happy in training role, would not object if asked.
3. He does not think the counterpart system is appropriate because the Bank is able to attract good, qualified African staff. He believes technical experts are complementary to the Bank staff, and reflect the international side of the Bank's operation.

5.5 Comments on how the expert has transferred his skills/experience other than in training situations

1. because he is a native English speaker, he can contribute during report writing
2. knowledge of accounting enables him to set a standard or at least set up an example
3. he considers that the transfer of his skills is limited. When on mission the only financial analyst. The financial analysts in his Dept. do not normally work together.

5.6 The Head of Department/Division's comments concerning the experts contribution to the work of his department

no information obtained

5.3 Assessment of how the work done by the expert has contributed to the goal of the ADB/USAID Regular Grant Project, namely to further the economic and social development of the Bank's member states:

Doesn't feel blank checks given to developing countries is answer to development. Responsibility in the application of funds must be learned. Through the attachment of loan conditions, he has tried to further the recipients fiscal responsibility and thereby reduce their dependence on this type of assistance.

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1. because he is a native English speaker, he can contribute during report writing
2. knowledge of accounting enables him to set a standard or at least set up an example
3. he considers that the transfer of his skills is limited. When on mission the only financial analyst. The financial analysts in his Dept. do not normally work together.

5.6 The Head of Department/Division's comments concerning the experts contribution to the work of his department

no information obtained

5.7 Utilization of the expert

Utilized excessively

Reasonably utilized

Underutilized

Comments (by the expert)

feels superiors take sufficient account of advice and opinions but doesn't always receive feedback.

Suggestions on how the expert's time might be used more effectively

Missions he had prepared for were either cancelled or a replacement was sent, better planning could save duplicated efforts.

8 Assessment of Head of Department/Division on this expert's professional qualifications for his position

Head of Department has high opinion of his qualifications

Assessment of Head of Department/Division on this expert's personal qualifications for his position

1. Head of Department considers him personally well qualified
2. The above two points have influenced the decision to put him in the Central Projects Unit

5.9 Assessment of whether the position filled meets a technical assistance need of the Bank

1. Bank could find but not afford qualified Africans
2. Technical experts from outside Africa complement the African staff

5.10 Language ability and its effect on the expert's work in the Bank

His lack of French restricts his work to some extent

5.11 Assessment of the expert's job satisfaction

Appears very satisfied - this was the sort of job he wanted

SECTION 6. APPRAISALS

6.1 The kind of Appraisals carried out so far

None

Annual Formal Appraisal

Formal Appraisals of Specific Work Activities

Other (Describe)

The information they sought to obtain:

1. work knowledge; initiative; quality of work (accuracy); quantity of work; relationships with others; punctuality; language proficiency
2. in a very general way

Assessment of their effectiveness, including any impact on the expert's work assignments:

1. expert not aware of appraisal
2. no specific effect on work assignments
3. the appraisal is very general, and limited in its effectiveness

Suggestions for how the appraisal system might be used to improve the effectiveness of the technical assistance project

expand appraisal system, include discussions with expert

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6.2

Discussions held between the expert and his supervisors on his concerns about his work in the Bank and his role

hasn't needed to, role clearly defined

SECTION 7. TERMS AND CONDITIONS OF SERVICE

Summary of comments on the terms and conditions of service, the procedures and regulations affecting the expert

doesn't expect all US Government benefits and found AID willing to provide assistance when asked to do so and when legally possible

two conditions he would like changed :-

1. a statement that quarters are furnished by the employer would save several thousand dollars in experts' taxes
2. some adjustment for 15-20% inflation

SECTION 8. ADDITIONAL COMMENTS

8.1 Additional comments by the experts, his Head of Department/Division designed towards

(a) improving the execution of the ADB/USAID technical assistance project

None

(b) enabling the technical assistance project to serve the Bank's needs more effectively

could be expanded without difficulties in assimilation

ADB/USAID JOINT EVALUATION OF USAID GRANT ASSISTANCE TO ADB

TECHNICAL ASSISTANCE REVIEW SUMMARY FORM

SECTION I. SUMMARY DATA

1.1 Name: Gregory M. Carmichael

Position: Sanitary Engineer

Length of Contract: 2 years

Extensions : \_\_\_\_\_ years

Date started work at Bank: 24 / 3 / 79  
day mo. yr.

Department: Projects

Division:

Office No: 1002

Telephone Extension:

Name of Department Head: G. Dossou

Name of Division Head: E. Tetegan

2 Academic Qualifications:

Degree	Subject	Date	University/College
B.S.	Human Engineering (Bio-Psy)	'68	Purdue University
C.P.H.	Environmental Health	'69	Indiana U. Medical Center
Cert. in Planning	Community Planning	'70	U. of Cincinnati
M.S.	Engineering, Ecology, Health	'72	California State University
Ph. D.	Env. Eng. Community Health	'76	So. Illinois University
M.B.A.	Management/Finance	'77	Golden State University

3 Work Experience :

Dates	Position Held	Location
65 - 70	Sanitary Engineer/Program Coordinator, Environmental Services,	H & H Corp, Indiana
70 - 73	Environmental Eng., Environmental Health, City	and State, S.F., Calif.
74 - 78	Chief Engineer and Analyst	BETCO, Corp, S.F., Calif.
74 - 78	Instructor/Lecturer, San Francisco State City College,	S.F., Calif.

1.4 Summary of Costs:

USAID: \$ 201,300

ADB: 6,680,000 CFA.F

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SECTION 2. CONCLUSIONS AND RECOMMENDATIONS OF CONSULTANT TO THE JOINT EVALUATION COMMITTEE

1. Conclusions

- 1.1. Mr. Carmichael's recruitment process seems to have gone smoothly.
- 1.2. He would have liked to receive comprehensive information on living conditions and costs, allowances, privileges available to him, preferably in a booklet form.
- 1.3. His work contributes directly to the goal and purpose of the Regular Grant project.
- 1.4. He has many proposals for improving Bank operations and agrees that the scope of technical expert appraisals could be expanded to cover discussion of these.
- 1.5. He does not consider a 1 to 1 counterpart situation would be appropriate, and recommends that it be struck out of his Job Description.
- 1.6. He has many concerns regarding terms and conditions of service.

2. Recommendations

- 2.1. A booklet should be prepared by ADB and REDSO providing information to prospective experts on living costs and conditions, allowances, privileges, administrative arrangements. Reference to statutory regulations is not enough.
- 2.2. Greater opportunity should be made available for technical experts (and other Bank staff) to propose improvements to procedures and systems.
- 2.3. Appraisal of technical experts should be widened in scope.
- 2.4. Without making a judgement on the validity or otherwise of Mr. Carmichael's concerns about his terms and conditions of service, REDSO should try and resolve them reasonably, as it is currently in the process of doing.



3.3 Information available to him at time of application/when he learnt he was being considered for the job.

Outline Job Description X

Description of ADB and its Operations

Other

Other information he would have liked

No response

3.4 Information available to supervisors when considering application

No information obtained by evaluation

Additional information supervisors would have liked

No information obtained by evaluation

3.5

Interviews		
Date	Institution	Type
12/78	ADB	Individual, Director of Projects
<p><u>Comments by expert on the panel type of interview</u></p> <p>Was not interviewed by panel because everyone on mission and Bank was in process of moving into a new building.</p>		
<p><u>Further information supplied to the candidate at the interview</u></p> <p>very little</p> <p>6 days was sufficient, but perhaps not used to learn about life in Abidjan</p>		
<p><u>Additional information he would have liked</u></p> <p>Mr. Carmichael provided a long list, which is summarised as follows :-</p> <ol style="list-style-type: none"> <li>a) detailed information on living costs in Abidjan</li> <li>b) application forms for items such as International Driver's Licence</li> <li>c) information on any diplomatic privileges</li> <li>d) list of currently available housing</li> <li>e) information on available schooling</li> <li>f) hotel accommodation confirmed for date of arrival</li> </ol>		

3.6

Induction/Orientation Training

Type of Training, content

orientation seminar

Mr. Mengesha spent 4-5 hours with expert

Persons/Departments responsible for the Induction/Orientation

Training Centre of Bank

Suggestions for improvement from expert and supervisors and from personnel

expert was not scheduled but attended anyway 6/79

attempt should be made to look realistically at Bank procedures and operations - ideal is somewhat different from actual practices

3.7 Other candidates for this post

Number of candidates \_\_\_\_\_

Reasons for rejection

Other relevant information

3.8 Any ways in which the recruitment process differed from that followed when recruiting technical assistance from other countries. Any lessons from this.

No information

3.9 Particular problems experienced by the parties involved in this recruitment process, and any proposed solutions (Give replies from each person separately).

expert - because he and the Bank were anxious to start, he did not leave enough time to prepare before coming

3.10 Any other ways in which the recruiting process generally could be improved (Give replies from each person separately)

None

SECTION 4. WORK WITH ADB

1.1 Job Description from Contract (in full)

Reports directly to his Head of Section and is generally responsible for all technical matters concerning loans and projects including the identification, preparation, appraisal, follow-up and supervision of projects and ensures that satisfactory standards of engineering are achieved in relation to studies, designs and implementation.

- Functions :
1. Reviews and advises on the technical aspects of loan applications submitted to the Bank and assists the Department in the preparation of relevant documents.
  2. Determines the technical soundness and the stage of preparation of identified projects.
  3. Collects all relevant information as required for the preparation, appraisal and implementation of projects.
  4. Determines and carries out action necessary for the preparation of projects included in the pipeline of projects.
  5. Carries out engineering feasibility studies where necessary and follows up studies undertaken by consultants.
  6. Examines comments and advises on engineering concepts, quantity and cost estimates, conditions of contract, tender documents, technical reports and other matters related to projects financed by the Bank/Fund.
  7. Advises on bidding procedure, detailed engineering design, plans and specifications, contract documents, contractor selection and other technical matters concerning project execution.
  8. Participates in the identification, preparation, appraisal, and supervision of projects and advises on problems that may arise during the execution of projects.
  9. Ensures that goods and services in the disbursement applications are in conformity with loan agreements and consistent with progress on various stages of projects.
  10. Deals with sanitary engineering, organisational and institutional aspects of projects, their cost and quantity estimates, and assists Loan Officers, Working Groups, Loan Committees and Boards of Directors in examining appraisal reports and loan proposals.
  11. Trains such other officers of the Bank as may be detailed as his counterparts.
  12. Performs other relevant duties as may be requested by the Bank.

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Work Performed to Date

Dates	Description of Work
3/79 - Present	Victoria, Seychelles - T.O.R., Contractor Selection, Negotiations, Supervision.
3/79 - Present	Mauritania 64 Wells - T.O.R., Contractor Selection, Negotiations.
3/79 - Present	Mali Groundwater - Supervision, Evaluation.
7/27/79- 7/30/79	Tunisia, Gabes Water Supply - Reviewed and commented on Appraisal Report.
8/ 7/79- 8/10/79	Uganda - Reviewed and commented upon previously financed projects.
5/12/79- 12/12/79	Mozambique, Maputo Water Supply - Negotiated with Contractors; Reviewed Contract.
8/ 1/79- Present	Zambia, Lusaka; Ndola Water Supply - Reviewed Documents and commented on same - Supervision.
8/15/79- 9/15/79	Lesotho, Maseru Water Supply - Supervision Mission, Convinced Government to proceed with project as Appraised.
9/15/79- 11/23/79	Kenya, Thika Water Supply - Appraised and Prepared Project for Board Acceptance.
10/15/79- Present	Kenya, Nyeri, Nanuki Nakuru Water Supplies - Reviewed Documents T.O.R., etc. for Supervision and Appraisal.
11/15/79- 12/15/79	Gambia, Banjul Sewerage Project - Reviewed and Commented upon Plans and Documents.
1/ 5/80- Present	Environmental Committee for Bank-Chaired Committee and prepared T.O.R. and Bank position paper on environment.
3/15/80- 4/23/80	Tanzania, Identification Mission - Selected and prepared for Pipeline; 3 Airports, 1 Power, 12 Water Projects.

4.3 Missions			
Dates	Location	Purpose	Other Mission Members
8/28/79- 9/11/79	Lesotho	Supervision - Maseru Water Supply.	Mangesha, Mangua
9/12/79- 9/30/79	Kenya	Appraisal - Thika Water Supply.	Mangesha, Erickson
3/23/80- 4/ 7/80	Tanzania	Identification	Peek, Sangowawa, Jibotoh

4.4 Contribution to Training		
Dates	Type of Training	Person(s)involved
	None specified	

SECTION 5. EVALUATION

5.1. Differences between Work Done and Duties in the Job Description, with reasons

- only difference relates to the assignment of a counterpart to work directly with the contractor - given the levels of training and experience obtained by staff assigned to water and sewerage projects, it would not be appropriate to assign one of them as a counterpart. Transfer of training and experience takes place in other ways as described in Section 5.5 and has been entirely adequate.

Recommended changes to the Job Description. (Give each reply separately)

None

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Assessment of how the work done by the expert has contributed to the purposes of the ADB Regular Grant Project, namely

- (a) to increase the capability of the Bank to prepare and appraise projects and so be able to respond effectively to the needs of member states;
- (b) to speed up loan disbursement on approved projects.

- (1) Thika Water Supply Project. Placed in the Pipeline in August, 1979. Appraised September, 1979, Engineering, Financial Analysis performed October, 1979, approved by ADB Board November, 1979.
- (2) Maseru Water Supply Project. This project was at a stand still due to a Ministry decision to alter design and specifications of work. Ministry was convinced that the original design was the most practical and re-considered its position.
- (3) Victoria Sewerage Project. Project was idle for three years - Work in progress.
- (4) Mauritania 64 Wells. Project was idle for three years - Contract negotiations soon.
- (5) Mali Groundwater Study. At Contractor's request Reviewed Documents during their visit to Ivory Coast - Contract was completed 4 months ahead of schedule.

Mr. Carmichael made a number of suggestions to improve Bank Group project preparation, appraisal and monitoring :-

- a) improved programming, planning and scheduling ;
- b) avoid the end-of-year rush to identify and appraise projects in order to meet the lending time for the year ;
- c) Project Officers should be responsible for technical supervision ;
- d) the Bank's internal and external communications systems should be improved.

5.3 Assessment of how the work done by the expert has contributed to the goal of the ADB/USAID Regular Grant Project, namely to further the economic and social development of the Bank's member states:

1. Maseru - Imminent shortage of water in 1980, expansion of plant now under way
2. Thika - Industries were disrupted by water shortages, plant expansion now under way
3. Tanzania - Water shortages in 11 towns or areas, projects now in pipeline
4. Mali and Mauritania - Drought stricken areas, new sources of water identified or exploration under way
5. Seychelles - High incidence of water borne diseases, feasibility and preliminary design studies for sewerage system now under way

5.4 Comments by the expert on whether he should have more opportunities to contribute to training at the Bank

1. no, not at this time
2. Water and Sewerage Engineers at the Bank are well qualified. It would not be appropriate for a counterpart situation or formal training except perhaps in different technology that expert knows about
3. could discuss financial analysis and DP modelling when computer installed

5.5 Comments on how the expert has transferred his skills/experience other than in training situations

1. close working relationship with colleagues
2. internal and external working groups
3. consultation and participation in negotiations and project preparation

5.6 The Head of Department/Division's comments concerning the experts contribution to the work of his department

Head of Department considers he is contributing more now after settling down.

5.7

Utilization of the expert

Utilized excessively

Reasonably utilized

Underutilized

Comments (by the expert)

engineering skills have been reasonably well utilized with exception of time spent on matters of housing, transport and support services.

Suggestions on how the expert's time might be used more effectively

through better organisation, planning and management by Bank administration or more responsibility given to the Project Officer in terms of these areas.

8

Assessment of Head of Department/Division on this expert's professional qualifications for his position

No information obtained

Assessment of Head of Department/Division on this expert's personal qualifications for his position

No information obtained

5.9 Assessment of whether the position filled meets a technical assistance need of the Bank

expert - feels he provides a needed and valuable service. Although colleagues in water sector are exceptionally capable in assessing the technical feasibility of conventional projects, he feels that his input in areas of high technology, alternative technology, pricing and environmental impact is beneficial. Example : Dakar Sewage Treatment Project, Contractor, faced with cost overruns, submitted proposal for land application of the effluent after primary sedimentation. Expert was consulted and determined that the B.O.D. loading and potential pathogen content of expected effluents was unsuitable for land application. Expert has also been consulted for technical advice regarding Bio-Disc, Activated Sludge and Ground water.

5.10 Language ability and its effect on the expert's work in the Bank

No information available

5.11 Assessment of the expert's job satisfaction

1. Doesn't feel superiors take sufficient account of advice and opinions regarding programming, planning and scheduling. While meetings are held to plan and schedule missions and set priorities, mission schedule bears little resemblance to decisions made.
2. He obtains considerable satisfaction from his work, especially when difficult problems are overcome through applying common sense and good engineering practice.
3. The contrary is true when he sees projects he considers of lower priority and not yet ready for appraisal taking precedence over high priority projects that are fully prepared (eg. Tanzania and projects in Dodoma taking precedence over rural water supply and food projects).
4. He was disappointed when Bank failed to act on recommendation regarding declaration of environmental principles of U.N.

SECTION 6. APPRAISALS

5.1 The kind of Appraisals carried out so far

None

Annual Formal Appraisal

Formal Appraisals of Specific Work Activities

Other (Describe)

The information they sought to obtain:

Work knowledge; initiative; quality of work (accuracy); quantity of work; relationships with others; punctuality; language proficiency.

In a very general way

Assessment of their effectiveness, including any impact on the expert's work assignments:

expert was not aware appraisal had been carried out

no specific effect on work assignments

the appraisal is very general, and limited in its effectiveness

Suggestions for how the appraisal system might be used to improve the effectiveness of the technical assistance project

use of this evaluation by REDSO and US Government to implement suggestions  
expand appraisal system, include discussions with expert

6.2

Discussions held between the expert and his supervisors on his concerns about his work in the bank and his role

none, but may occur as a result of this evaluation

SECTION 7. TERMS AND CONDITIONS OF SERVICE

Summary of comments on the terms and conditions of service, the procedures and regulations affecting the expert.

After discussions with his attorneys, expert's expectations were different than those experienced with respect to tax obligations, allowances and privileges :-

1. believes Housing Allowance clause includes guardian services, but reimbursement has been denied because other personnel don't receive this privilege.
2. during negotiations AID representatives indicated income tax exemptions existed for US personnel at the Bank and were being revised. Expert hasn't found this to be the case.
3. privileges regarding mail service, locker privileges and duty free fuel were explained differently by AID official.
4. in lieu of above privileges, COLA hasn't been adjusted.
5. assistance in customs clearance for household effects was minimal.

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SECTION 8. ADDITIONAL COMMENTS

8.1 Additional comments by the experts, his Head of Department/Division designed towards

(a) improving the execution of the ADB/USAID technical assistance project

1. clarifying terms of contract during negotiations
2. providing as much support for US citizens overseas as possible within resources
3. providing seminars for contractor regarding the procedures and terms of AID grants and contracts
4. having experts conduct seminars and short courses for Bank staff in project analysis, tariffication, new technology, environmental impact, pricing and management
5. providing expert packet of information, applications etc., prior to departure from US
6. providing impetus whereby comments made below are realised
7. provide assistance with housekeeping matters upon arrival, to free expert to concentrate on work related things

(b) enabling the technical assistance project to serve the Bank's needs more effectively

1. recognising expert's experience and education in appropriate Sector and allowing him to participate in planning, programming, scheduling, goal and objective setting and budgeting
2. providing support services
  - office space and supplies
  - conscientious, competent secretarial services capable of taking shorthand or dictaphone, screening appointments, placing phone calls
  - provision for/or assistance in importing special tools and supplies (ie mini-computer, drawing equipment, books)
  - conscientious, competent assistance in travel bookings
3. providing assistance on matters relating to moving, settling-in, leaving the expert to perform assigned duties

ADB/USAID JOINT EVALUATION OF USAID GRANT ASSISTANCE TO ADB

TECHNICAL ASSISTANCE REVIEW SUMMARY FORM

SECTION 1. SUMMARY DATA

1.1 Name: Mr. William Steel

Position: Special Studies Coordinator

Length of Contract: 2 years

Extensions : \_\_\_\_\_ years

Date started work at Bank: 12 / 10 / 79  
day mo. yr.

Department: Policy Planning and Development Division: -

Office No: \_\_\_\_\_ Telephone Extension: 667

Name of Department Head: Mr. T. Gedamu Name of Division Head: Mr. S. Nnebe-Agunadu

1.2 Academic Qualifications:

Degree	Subject	Date	University/College
PhD	Economics	1970	MIT
MAT	English	1965	Harvard
BA	English and Economics	1964	Williams College

1.3 Work Experience:

Dates	Position Held	Location
69-80	Assistant/Associate Prof. of Economics	Vanderbilt U., Nashville
78-79	Consultant, Development Policy Staff	World Bank (on leave "
72-73	Lecturer in Economics	U. of Ghana( " " " )
72,76,77-78	Consultant, (projects in Ghana & Cameroon)	USAID
70-78	Consultant	World Bank
66,68 Summer	Research Associate, Harvard Development Advisory Service Ghana,	Mass.
67 Summer	Research Associate, Williams College/Project Research Mission Ghana	USAID

1.4 Summary of Costs:

USAID: \$ 203,200

ADB: 6,680,000 F.CFA

SECTION 2. CONCLUSIONS AND RECOMMENDATIONS OF CONSULTANT TO THE JOINT EVALUATION COMMITTEE

1. Conclusions

- 1.1. Mr. Steel's recruitment experience should not be taken as typical because of the special arrangements under which he was recruited.
- 1.2. He supports, however, the need for more, and more precise information on terms and conditions, living conditions, administrative arrangements, etc.
- 1.3. His work is directly related to the goal and purpose of the AID Regular Grant Project, particularly with his emphasis on sector study research for project identification.
- 1.4. He is in favour of flexible training through work on the job with Bank staff.
- 1.5. He supports a wider scope for personnel appraisals.
- 1.6. He has a number of difficulties concerning terms and conditions.

2. Recommendations

- 2.1. A booklet is needed setting out information on living costs and conditions, administrative arrangements, allowances etc. for which the expert is entitled.
- 2.2. The scope of personnel appraisals should be expanded.
- 2.3. Without making a judgement on the validity or otherwise of Mr. Steel's concern about his terms and conditions of service, we recommend that REDSO try and resolve them reasonably - as it is currently trying to do.



3.3 Information available to him at time of application/when he learnt he was being considered for the job.

Outline Job Description

Description of ADB and its Operations

Other Verbal description of what the job would probably entail

Other information he would have liked

1. Description of ADE and its operations
2. Administrative instructions for his department
3. List of personnel in Dept., their nationality and qualifications
4. Information regarding terms of contract (were not available upon contract signing).

(NB. regarding 4. above, it should be noted that the HIID-AID-ADB recruitment process was unusual and had not been done before. This caused some confusion and unclear division of responsibility)

3.4 Information available to supervisors when considering application

Supervisor - prepared general outline of expert's job description  
- indicated candidates general suitability from C.V. data that included training and professional experience  
- actual application review and interview conducted by HIID

Additional information supervisors would have liked

Nothing

3.5 Interviews

Date	Institution	Type
-	HIID - because he had worked with HIID, no formal interview was held, only phone conversations.	

Comments by expert on the panel type of interview

Not applicable

Further information supplied to the candidate at the interview

Not applicable

Additional information he would have liked

- Specific information regarding allowances and cost of living in Abidjan
- Assurance of a place for his children at the International School
- Items to bring to avoid high prices in Abidjan
- Market for used cars
- Cost of insuring new cars and alternatives

3.6 Induction/Orientation Training

Type of Training, content

- 1) general explanation of the functions of the Policy Planning and Development Department
- 2) 3 day orientation seminar (attended 6 weeks after arrival) which consisted of Heads of Departments introducing their Department and it's method of operation.

Persons/Departments responsible for the Induction/Orientation

3 day orientation presented by Training Centre

Suggestions for improvement from expert and supervisors and from personnel

1. Booklet used in orientation seminar should be made available immediately on arrival.
2. An ADB organisation chart should be provided including names of persons filling positions.
3. Orientation should be offered as early as possible.
4. Should provide more information on procedures from how to appraise a project to which file covers to use.

3.7 Other candidates for this post

Number of candidates \_\_\_\_\_

Reasons for rejection

Other relevant information

3.8 Any ways in which the recruitment process differed from that followed when recruiting technical assistance from other countries. Any lessons from this.

This position was recruited for using a special procedure involving HIID, AID and ADB. As it was different from the normal procedures used, difficulties followed. As far as possible standard procedures should be used.

5/22

3.9 Particular problems experienced by the parties involved in this recruitment process, and any proposed solutions (Give replies from each person separately).

Mr. Steel - Although contract was agreed upon in May, contract didn't arrive until September one week prior to departure. After he had received assurance in early August that his contract had been prepared, he resigned his tenure position and rented his home and then learned the contract had not been prepared.

Lack of clear division of authority between ADB, HIID, REDSO and AID/W

Dealt with economist in his department rather than Personnel and consequently was misinformed several times.

Part of the problem was that the status of Harvard Project was uncertain.

Lack of information regarding schedules of conditions - AID/W wouldn't provide information.

Apparently difficulties in obtaining AID approval for post, job description was intentionally vague to obtain financing.

3.10 Any other ways in which the recruiting process generally could be improved (Give replies from each person separately)

Mr. Steel - Provide more complete information about allowances, average housing and food costs, tax regulations.

Conduct personal interview in Abidjan (NB. Mr. Steel was an exception in that he was not interviewed in Abidjan).

SECTION 4. WORK WITH ADB

4.1 Job Description from Contract (in full)

1. To identify and undertake studies on policy oriented issues of direct interest to the Bank. For instance, problems of land locked countries, economic integration, rural development, especially productivity-increasing investment and the concomitant provisions of water supplies, health services and education, etc.
2. To appraise the Bank's member countries' economic performances and development potentials.
3. To conduct such other studies as would strengthen the Bank's role in supporting its member countries' development efforts.
4. To carry out other functions as assigned by Management.

Work Performed to Date

Dates	Description of Work
Dec. '79	Back to office report, mission to Paris and London
Feb. '80	Back to office report, mission to Cameroon and Mali
Apr. '80	Mission report, mission to Cameroon and Mali
Feb. - Mar. '80	Background paper on development strategies (Vice-President used this as speech to West African Economic Assoc.)
Jan. '80	Short course on Research Methodology
Jan. '80 - Present	Preparing two studies - ADF disbursement and projected requirements
Feb. - Mar. '80	Assist in drafting and editing Annual Report

4.3

## Missions

Dates	Location	Purpose	Other Mission Members
1-2/80	Cameroon/Mali	Evaluate resource based industrialisation strategy and performance for research study	A.B. Sarr
3/80	Abidjan	Continuation of above (cocoa processing and Direction de l'Industrie)	
11-12/79	London/Paris	Attend conferences on Industrial Processing of Primary Products and Foreign Investment and its Impact on Development - Visit several institutions relevant to Special Studies Topics	A.B. Sarr

4.4

## Contribution to Training

Dates	Type of Training	Person(s) involved
1/80	2 session Seminar on Research Methodology (Project Design)	6 Department colleagues
3/80	Seminar ADB - EDI Joint	Civil Servants from banks and similar institutions from member countries

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SECTION 5. EVALUATION

1. Differences between Work Done and Duties in the Job Description, with reasons

Has not been assigned jobs relating to co-ordinating special studies, rather he participates in them.

Specific examples :-

Editing Annual Report

Writing a speech

Working on internal ADB studies (requested by Board, assigned by Dept. Head, passed on), however does work with other staff members in this case.

Has been involved in policy oriented studies, although not in subject areas given as examples.

Another expert is doing Item 2 (appraise member countries' economic performances and development potentials).

He expected to carry out more original research rather than operationally oriented work.

However, he sees all of the above points as important for the development of the Bank, and is not complaining.

Recommended changes to the Job Description. (Give each reply separately)

Include training element

Provide more detail

3.2 Assessment of how the work done by the expert has contributed to the purposes of the ADB Regular Grant Project, namely

- (a) to increase the capability of the Bank to prepare and appraise projects and so be able to respond effectively to the needs of member states;
- (b) to speed up loan disbursement on approved projects.

Mr. Steel

1. On mission in Cameroon/Mali, attempted to identify sectors and specific industries which might be suitable for appraisal or pre-investment studies.
2. Research studies on Resource Based Industrialisation and on energy are aimed at establishing sectoral priorities for lending.
3. Currently comparing ADF disbursement rates to those of ADB to identify critical points for intervention.

Mr. Gedamu

1. Special studies are expected to result in recommendations for policy changes that will ease project preparation etc.
2. Comparative study of ADB/ADF disbursement rates in the course of which he has made suggestions for improving reporting of disbursement figures. Study expected to show areas for future improvements.

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5.3 Assessment of how the work done by the expert has contributed to the goal of the ADB/USAID Regular Grant Project, namely to further the economic and social development of the Bank's member states:

Supervisor

Research papers are all geared toward improving the Bank's assistance to member states.

5.4 Comments by the expert on whether he should have more opportunities to contribute to training at the Bank

Will conduct seminar on research methodology

Re counterparts - doesn't believe single counterpart situation would be effective because of the possibility that the counterpart may leave.

Always works with someone, although not necessarily the same person.

5.5 Comments on how the expert has transferred his skills/experience other than in training situations

Works closely with several staff members planning and carrying out research projects, providing on the job training aimed at raising their ability to do such research independently. Examples : A.B. Sarr on Resource Based Industrialisation Study, outlining research design, mission to Cameroon/Mali, interviewing in Ivory Coast, writing B-T-O and mission reports; S. Owusu on 2 studies; S. Ayoub on 1 study. Will be working more with P. Katonwe and G. Kariisa later in year. Helps provide framework for their portion of research.

Provides feedback via detailed comments on drafts of studies previously carried out.

5.6 The Head of Department/Division's comments concerning the experts contribution to the work of his department

Shares his wide experience with Department members

Gives pertinent suggestions and advice to groups conducting studies or studying issues, although not directly involved

Heads several groups conducting special studies and has improved quality of work

Trains colleague to organise workshops on topical issues or special studies

5.7 Utilization of the expert

Utilized excessively

Reasonably utilized

Underutilized

Comments (by the expert)

Been used to do day-to-day work, reducing time available to devote to main responsibilities, ie. research studies and training of others to do studies.

Considers superiors take sufficient account of advice and opinions

Suggestions on how the expert's time might be used more effectively

None

5.8 Assessment of Head of Department/Division on this expert's professional qualifications for his position

Although no specific comment, it seems Mr. Steel is considered well qualified.

Assessment of Head of Department/Division on this expert's personal qualifications for his position

Ditto

5.9 Assessment of whether the position filled meets a technical assistance need of the Bank

Mr. Steel - Presently the Bank has limited capacity to undertake research studies. To improve the capacity, the Bank can either provide on-the-job training or send people for PhDs which would be unnecessarily time consuming and likely to have a low return rate. There is a need to establish institutional procedures for studies - a job which he hopes to fulfill.

Mr. Gedamu - Research work the ADB is undertaking requires the assistance of an expert which Mr. Steel is fulfilling. It is hoped that by sharing his experience and instructing colleagues, Mr. Steel's presence will enlarge the academic horizons of other Department members.

5.10 Language ability and its effect on the expert's work in the Bank

Knowledge of French enables him to communicate with French colleagues.

5.11 Assessment of the expert's job satisfaction

Re superior status - No, because actual and potential contributions and suggestions tend to be ignored, though not more so than others.

Yes, receive more direct access to superiors.

Positive experiences - studies concerning ADF Disbursements and projections for ADF replenishment.

Negative experiences - perhaps interdepartmental liason, feels ADB needs to improve procedures and methods for interdepartmental relations. Seems to be reluctant to share experiences, improve communication, and have joint training. Thinks management should encourage this.

Believes Policy and Planning Dept. is sometimes thought of as abstract think tank by Operations and Projects, believes something should be done to change this.

SECTION 6. APPRAISALS

6.1 The kind of Appraisals carried out so far

None

Annual Formal Appraisal

Formal Appraisals of Specific Work Activities

Informal

Other (Describe)

The information they sought to obtain:

Assessment of their effectiveness, including any impact on the expert's work assignments:

Mr. Steel has not been in post long enough for there to have been full appraisal of his work.

Suggestions for how the appraisal system might be used to improve the effectiveness of the technical assistance project

Mr. Steel agrees that a wider scope for appraisals, including interview with the expert, and the opportunity for the expert to make comments and suggestions could be useful.

6.2 Discussions held between the expert and his supervisors on his concerns about his work in the Bank and his role

Discussions with Department Director regarding his role in institution building have had limited success because current tasks and work within the Department have priority over inter-departmental concerns.

Has good access and response from Division Chief when approached about role and work.

SECTION 7. TERMS AND CONDITIONS OF SERVICE

Summary of comments on the terms and conditions of service, the procedures and regulations affecting the expert

Feels tax regulations place burden on Americans \$4,500 limit for deducting hotel settling in allowance tax in housing

Tax on housing allowance up to 20% of income

Feels COLA is unfair, proposes to use State Department COLA in IRS regulations

Feels \$ 4 per day plus room rent is too low for settling in

Feels there should be provision for salary increase.

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SECTION 8. ADDITIONAL COMMENTS

8.1 Additional comments by the experts, his Head of Department/Division designed towards

(a) improving the execution of the ADB/USAID technical assistance project

None

(b) enabling the technical assistance project to serve the Bank's needs more effectively

None

PROJECTS DEPARTMENT

JOB DESCRIPTION

Post : HEALTH PLANNER

Qualifications  
and Experience

: Graduate from a recognised University preferably a Master's degree or equivalent with specialisation in Economics, Business or Public Administration and at least 3 years experience in health sector planning or general administrative and financial management.

Language

: Very good command of either English or French and good working knowledge of the other.

Summary Respon-  
sibilities

: Reports directly to his Division Chief and is generally responsible for identifying, preparing, appraising and supervising as well as performing other activities related to health projects.

Functions

1. Assist and advise in the preparation of a lending programme for each country in the health sector.
2. On the basis of established lending programme, identify health projects by taking into consideration the priority of the concerned Government, the social and economic impact and the coherence of the project with the general development plan of the country.
3. Prepare a report giving all the pertinent details including cost estimates, justification for the proposed project and further action required and a schedule for such action.
4. Undertake the preparation of projects by defining in detail project components, cost estimates, project impact on the Government budget, and other related information.
5. Appraise projects by updating the information obtained during the preparatory stage defining clearly Government commitment, loan amount, terms and other conditions necessary for successful implementation and eventual operation of the project.
6. Prepare appraisal report following established format in a clear and concise manner.
7. Explain and defend the project before the working group, loan committee and the Executive Board of Directors.
8. Make the necessary changes to the appraisal report at each stage and follow up the typing, translation and quality of presentation.

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9. Assist in the negotiation of the loan.
10. Assist in launching and supervision of the project.
11. Assist borrowers in preparation of terms of reference and selection of consultant.
12. Assist in implementation of the project by ensuring that all conditions and procedures are fulfilled.
13. Recommend pre-investment studies in the health sector which would yield suitable projects for Bank Group financing.
14. Assist in the preparation of terms of reference for consultants for pre-investment studies and follow up the progress of these studies with selected consultants.
15. Ensure that contacts are maintained with those international organisations such as WHO, IBRD etc. who have cooperative agreement with ADB in the health field sector.
16. Perform other activities related to health such as drafting letters, memos, cables, preparing progress reports, checking disbursements etc.
17. Perform other functions assigned by the Management.

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AFRICAN DEVELOPMENT BANK

INTER-OFFICE MEMORANDUM

TO : *for* *Chairman*  
FROM : ADB/USAID Joint  
Evaluation Committee

Date :  
3/4/80

SUBJECT : ADB/USAID JOINT EVALUATION OF  
USAID GRANT ASSISTANCE TO ADB

The ADB and USAID REDSO/WA are currently engaged in a joint evaluation of the Regular and Sahelian Grant projects whereby USAID provides grant assistance to the ADB for the purpose of funding pre-investment studies, technical assistance to the Bank, training of Bank employees and a programme of modernising the Bank's financial management system. The results of this evaluation will be used in improving the design of the project and in the preparation of the Project Paper for the next phase of USAID assistance to the Bank, scheduled for 1982-86.

The ADB and REDSO are, therefore, particularly interested to evaluate the extent to which the provision of technical assistance under the project has contributed, and is continuing to contribute, to the achievement of the aims of the Regular and Sahelian Grant projects, which are primarily:

- to increase ADB's ability to respond affirmatively to requests for project loans by member countries, and to increase the rate of project preparation and implementation.

In order to do this, your assistance and co-operation is vital. You are requested, therefore, to complete the attached questionnaire and return it to Room 1215, ADB, by 8th April, 1980. It is intended that this will then be followed up by a discussion with the Consultant assisting with the evaluation, when you will have the opportunity to elaborate any points you wish.

Please be frank, and as detailed as you wish. The evaluation is seeking a constructive approach, identifying successes as well as failures, strengths as well as weaknesses, so that design and execution of the project can be improved to the benefit of all concerned. It does not seek to personalise issues, find scapegoats, or apportion blame.

Your co-operation is much appreciated.

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QUESTIONNAIRE : TECHNICAL ASSISTANCE PERSONNEL

SECTION 1

I.1

Name: \_\_\_\_\_ Date of Birth : \_\_\_\_ / \_\_\_\_ / \_\_\_\_  
 day mo. yr.

Position: \_\_\_\_\_

Length of Contract: \_\_\_\_\_ years Extensions: \_\_\_\_\_ years

Date started work at Bank: \_\_\_\_ / \_\_\_\_ / \_\_\_\_  
 day mo. yr.

Department: \_\_\_\_\_ Division: \_\_\_\_\_

Office No: \_\_\_\_\_ Telephone Extension: \_\_\_\_\_

Name of Department Head: \_\_\_\_\_

Name of Division Head: \_\_\_\_\_

1.2

Academic Qualifications:

Degree	Subject	Date	University/College

1.3

Work Experience:

Dates	Position Held	Location

Signature: \_\_\_\_\_

Date : \_\_\_\_ / \_\_\_\_ / \_\_\_\_  
 day mo. yr.

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SECTION 2. RECRUITMENT PROCESS

2.1 How did you learn about the position? (e.g. advertisement, personal contact, etc.)

What made you want to apply for the post?

2.2 What organisation did you apply to?

Near East Foundation (NEF)

(Tick box if applicable)

ADB

Other (please specify): \_\_\_\_\_

If you applied through the NEF (or any other organisation) was it a general application, or specific to this post?

General

Specific

If your application was specific, what was the date of your application?

\_\_\_\_ / \_\_\_\_ / \_\_\_\_  
day month year

If your application was general, when were you informed that you were being considered for this job?

\_\_\_\_ / \_\_\_\_ / \_\_\_\_  
day month year

2.3

What information was available to you about the job at the time of your application / when you learnt you were being considered for the job?

Outline Job Description

Description of ADB and its operations

Other (please specify):

Was this information sufficient?

YES

NO

What other information would you have liked to have to give you a better insight into the job?

2.4 When were you interviewed, and by which institutions?

Dates	Institution	Type of interview (individual, panel etc.)

When you were interviewed by the Bank, you will have had a panel interview. Please comment on this type of interview and how well it was done in this case:-

What further information about the job, living conditions, etc. was made available to you at the time of the interview?

Was it sufficient? If not, what additional information would you have liked?

2.5 When did you receive an offer of employment?

\_\_\_\_ / \_\_\_\_ / \_\_\_\_  
day mo. yr.

When did you accept offer and sign the contract?

\_\_\_\_ / \_\_\_\_ / \_\_\_\_  
day mo. yr.

When did you arrive and start work?

\_\_\_\_ / \_\_\_\_ / \_\_\_\_  
day mo. yr.

Do you have any comments regarding the timing of the above events?

2.6 Did you receive any kind of induction training into your job or orientation in the procedures and working method of the Bank?

YES

NO

If Yes, what was it, and who provided it?

Was it useful?

Very

Fairly

Not really

Do you have any suggestions for improving it?

If you received no induction/orientation, would some have been useful?

Yes

No

If Yes, what would you suggest it should cover?

2.7 Were there any particular problems you experienced in the recruiting process which you think could have been avoided? Please specify, with suggested solutions?

Are there any other ways in which you consider that the recruiting process could be improved?

SECTION 3. WORK PERFORMED TO DATE

3.1

What work have you carried out to date? Please provide a comprehensive list, with dates.

Dates	Description of Work

3.2

What missions have you undertaken?

Dates	Location	Purpose	Other Mission Members

3.3

Have you contributed to any training activities, formal or informal? If so, please give details.

Dates	Type of Training	Person(s) involved

3.4 Do you consider that you should have the opportunity to contribute more to training activities in the Bank? If so, in what way?

3.5 Apart from training activities described above, please state how you have transferred your skills and knowledge to Bank staff. Please specify who has benefited, and in what way?

3.6 Do you consider that, given your responsibilities, you have been:

a) utilized excessively

b) reasonably utilized

c) underutilized

Please comment on your answer:

Do you think your time could have been used more effectively in the service of the Bank? If so, how?

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3.7

How does the work that you have done correspond to your responsibilities and the terms of your Job Description? Please give specific examples of any differences, with reasons for them.

Please give any recommendations you may have for changes - including additions or deletions - to your Job Description.

3.8

The following are the purposes of the ADB/USAID Grant Assistance project, of which technical assistance forms a part:-

- a) to increase the rate of Bank/Fund project preparation and loan appraisal so as to be able to respond more effectively to the needs of member states;
- b) to speed up loan disbursement on approved Bank/Fund projects.

Please specify what work you have done which you consider has contributed to the achievement of the above purposes (e.g. give examples of

- (a) projects you have prepared/appraised and comment on the rate of progress;
- (b) projects where work you have done at the appraisal and/or supervision stage has enabled smooth disbursement on schedule;
- (c) any other relevant activities.)

If appropriate, comment on how the work you have done has not contributed to the achievement of the above purposes:

3.9 The overall goal, or objective, of the ADB/USAID Grant Assistance Project, of which technical assistance forms a part, is to further the economic and social development of Bank member states. Please comment on how you consider your work has (or has not) contributed to the achievement of this goal.

3.10 Can you identify any critical incidences where you felt that the work you were doing was particularly effective and having a positive impact on the Bank's operations? Please be specific and give reasons.

3.11

Have there been any critical incidences when you have felt you were not achieving the impact on the Bank's operations that you want? Please be specific, and give reasons.

3.12

Do you consider that your superiors take sufficient account of your advice and opinions?

YES

NO

If not, please give examples

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3.13

Statement: "In practice, technical experts have a superior status within the Bank." Please comment, with reasons for your comments.

3.14

Statement: "Technical experts would be more effective in strengthening the Bank's operations if they were seconded with counterparts." Please comment, with reasons for your comments.

3.15

Have you had, or have you created, any opportunities to discuss any of the concerns you may have about your work and your role in the Bank with your superiors?

YES

NO

I HAVEN'T NEEDED TO

If Yes, what did you discuss and what was the outcome?

If No, why not?

3.16

Do you have any suggestions about how the appraisal system might be used to improve the technical assistance part of the ADB/USAID Grant Assistance Project?

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3.17

Do you have any comments to make on your terms and conditions of service, USAID procedures and regulations that affect you, etc. Please give specific examples to illustrate your comments.

3.18

Do you consider the post you fill meets a technical assistance need of the Bank? Please give reasons.



ADB/USAID JOINT EVALUATION OF USAID GRANT ASSISTANCE TO ADB

QUESTIONNAIRE : SUPERVISOR OF TECHNICAL EXPERT

SECTION 1

1.1

Name:

Title:

Department: Office No:

Division: Extension:

1.2

Name of Technical Expert:

Position:

Date joined ADB:

Signature of Supervisor: \_\_\_\_\_

Date: \_\_\_\_/\_\_\_\_/\_\_\_\_  
day mo. yr.

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2.2

When considering his application, what information about the candidate did you have? What did this information cover?

Was this information adequate? For example, was it sufficiently detailed and/or comprehensive? What additional information would you have liked?

2.3

Did your Division or Department provide the technical expert with any induction into the operations, methods, and procedures of the Division or Department?

YES

NO

If Yes, what did it consist of?

Do you think it could be improved? If so, how?

If your Division/Department did not provide induction, do you think something should be introduced? If so, what do you suggest?

2.4

As far as you are aware, did the Personnel Division or Training Centre provide any orientation to the technical expert in the Bank's operations and procedures?

YES

NO

DON'T KNOW

If Yes, what did it consist of?

Do you think it could be improved? If so, how?

If, as far as you are aware, no orientation was given, do you think that something should be introduced? If so, what do you suggest?

2.5

Did the recruitment process for this expert, or your involvement in it, differ in any way from that used when recruiting technical assistance from other countries? Are there any lessons from this that would improve the process under the USAID program?

Are there any other ways in which you consider that the recruitment process could be improved?

SECTION 3 . THE WORK OF THE TECHNICAL EXPERT

3.1 With hindsight, do you consider that the individual appointed is(was) properly qualified and experienced professionally to perform the duties of his Job Description? Please elaborate your answer, with examples.

D.2 With hindsight, do you think that the individual appointed was qualified personally to perform the duties of his Job Description? Please elaborate your answer, with examples:

3.3

Is the expert's knowledge of French sufficient to enable him to work effectively in both languages? If his knowledge of French is relatively weak, does this cause difficulties in his work for the Bank?

3.4

Is the expert making the contribution to the work of your Division/ Department that you expect of him? Please elaborate your answer with examples.

3.5

The following are the purposes of the ADB/USAID Grant Assistance Project, of which technical assistance forms a part:

- a) to increase the rate of Bank/Fund project preparation and loan appraisal so as to be able to respond more effectively to the needs of member states;
- b) to speed up loan disbursement on approved Bank/Fund projects.

Please specify what work the technical expert has done which you consider has contributed to the achievement of the above purposes (e.g. give examples

- of:
- (a) projects prepared/appraised and comment on the rate of progress;
  - (b) projects where the work of the expert at appraisal or supervision stage has enabled smooth disbursement;
  - (c) any other relevant activities.)

If appropriate, please comment on how the work of the expert has not contributed to the achievement of these purposes.

3.6

The overall goal, or objective, of the ADB/USAID Grant Assistance Project, of which technical assistance forms a part, is to further the economic and social development of Bank member states. Please comment on how you consider that the work of the technical expert has (or has not) contributed to the achievement of this goal.

3.7

Do you consider that the expert could have been used more effectively by the Bank in pursuance of the above goal and purposes (in 3.6 and 3.5 above)? If so, how?

3.8

Please give any recommendations you have for changes to the Job Description for this position.

3.9

Statement: "In practice, technical experts have a superior status within the Bank." Please comment on this statement, with reasons for your comments. You may, but are not obliged to refer to the technical expert in question.

3.10

Statement: "Technical experts would be more effective in strengthening the Bank's operations if they were seconded with counterparts." Please comment on this statement from your personal experience, with reasons for your comments.

3.11

What appraisals of the work of this technical expert have been carried out?

(a) Annual formal appraisal YES

NO

(b) Formal appraisals of specific work activities YES

NO

(c) Other, including informal appraisals that may take place from time to time. (Please specify)

3.12

What information were these appraisals designed to obtain? Please answer separately for each type of appraisal, where applicable.

3.13

Did the appraisals obtain the desired information, and were they useful in increasing the effectiveness of the technical expert? Please elaborate your answer.

3.14

Have there been any changes in the work assignments of the technical expert following any of the appraisals? If so, please specify; if not, please explain why not?

3.15

Do you have any suggestions for improving the appraisal system for technical experts in such a way that information required for improving the effectiveness of technical assistance in the Bank is obtained and used? If so, please specify.

3.16

Do you consider that the position this technical expert fills meets a technical assistance need for the Bank? Please give reasons for your answer.

3.17

Please make any additional comments you wish designed improving the use of technical assistance in the Bank.



SECTION 2. CONCLUSIONS AND RECOMMENDATIONS OF CONSULTANT TO ADB/USAID JOINT EVALUATION

1. Conclusion

1.1. The main conclusion is that the course Mr. Dekou went on was of limited value because it was not well planned and the course content was not what was expected. This occurred before the establishment of the Training Centre.

2. Recommendations

2.1. The Training Centre should make sure that at all times the courses for Bank staff are well planned in relation to the Bank's and the individual's needs.

2.2. Full post evaluation of all courses should take place , involving Division and Department Heads as well as the Training Centre.

SECTION 3. CURRENT DUTIES OF TRAINEE

3.1 Summary of Current Duties (refer to job description and description provided by former trainee)

Takes notes at meetings and writes reports on Board meetings

Sometimes the workload is heavy at other times it is light

SECTION 4. SELECTION OF TRAINEE AND TRAINING COURSE

4.1 Selection of Trainee

(a) Persons involved in the Selection

Current Supervisor	<input checked="" type="checkbox"/>
Previous Supervisor	<input type="checkbox"/>
Training Centre	<input type="checkbox"/>
Trainee	<input checked="" type="checkbox"/>
Other (specify)	<input type="checkbox"/>

(b) Summary of their involvement

Supervisor recommended training for the employee

(c) Reasons for selecting this individual

Selected after testing

4.2

Selection of training: Reasons for choosing this particular training at this particular place

The Bank needed good precis writers urgently, and it was thought that Carnegie-Mellon could provide the necessary training. Originally, it was planned to hold a translation course, but this was changed to precis writing by the Bank at the last moment.

4.3

Suggestions for improving the selection process

The confusion over the prime purpose of the course meant that those selected were not prepared for what they were taught. Carnegie-Mellon had prepared a translator's course. When they learned that the Bank had changed its requirement to precis writing the University adapted the course, but it was still primarily translation with precis writing as a secondary subject.

Those selected did not have a broad enough background to be trained as translators.

It is necessary for the selection criteria to correspond to what is going to be taught.

4.4

Information given to the trainee prior to departure

None

Suggestions for improving the information given

Provide full training programme curriculum.  
Mr. Dekou does not think that showing a film about life in America would be useful because it would be too general. Something very specific to the town or place the trainee is going to would be good.

4.5

Pre-training Preparation: What was required?

None

Suggestion for additional preparation

Provide information regarding level of training

SECTION 5. USAID-SPONSORED TRAINING

5.1 Description of the Training

(a) Terms of reference for the Training

No TOR were provided prior to arrival at the University. The following were covered, however.

1. Technical writing
2. English-as-a-second-language (ESL) training
3. Precis writing
4. French workshop : Scientific and Commercial
5. Translation - English/French

(b) Differences between the T.O.R. and actual training received, according to the trainee

Not applicable

5.2 Fulfilment of purpose as set out in the T.O.R.

It failed to prepare the precis writers for their job. The French  
Precis writing was insufficient, with no technical lectures in  
French, and poor quality teaching.

5.3 Differences between expectations of trainee regarding the training and what he/she  
received

Mr. Dekou had expected to be trained as a precis writer , but  
precis writing was a secondary subject. He had also expected  
the French teaching to be better.

5.4 Comments on the adequacy of:

(a) Duration of training:

adequate, if well organised and planned

(b) Outline and content of training:

inadequate, for the reasons in 4.3, 5.2., and 5.3. above.

5.5 Trainers (for those on attachment only)

Position of Trainer	Role in Training
Not applicable	

5.6 Assessment by the former trainee of their effectiveness

Not applicable

5.7 Skills and techniques learned during the training(for all trainees)

technical writing and ESL writing

5.8 Other useful things learned by the former trainee

translation

5.9 Was it intended to transfer/promote the trainee on successful completion of the training?

Yes

No

If Yes, to what position?

Post:      Precip Writer

Division:

Department:

Did this happen?

Yes

No

If Yes, when 1 / 1 / 80

Comments on transfer/promotion (e.g. delays, views of trainee on what happened)

delay occurred because the training did not adequately prepare the individual for the job, additional on the job training was necessary. The experience was frustrating for the trainee as the promotion was not forthcoming but the trainee also realized the promotion was not justified.

eventually the precis writer will become a translator or interpreter.

SECTION 6. EFFECTIVENESS OF TRAINING RECEIVED

6.1 Use of skills and techniques learned in current position

translation course enables him to be precise when summarizing  
ESL course enables him to understand English speakers

6.2 Assessment of how the training received has enabled the former trainee to contribute to the purposes of the ADB/USAID Grant Project, namely:

- (a) to increase the capability of the Bank to prepare and appraise projects and so be able to respond effectively to the needs of member states
- (b) to speed up loan disbursement on approved projects  
(for these on attachment only)

Not applicable

6.3 Assessment of how the training received by the trainee has enabled him/her to contribute to the achievement of the purpose of the ADB/USAID Grant Project, namely the economic and social development of Bank member states. (For those on attachment only)

Not applicable

6.4 Depth of understanding and ability to use techniques learned.

No comment available

6.5 Is the former trainee able to perform his/her duties more effectively as a result of the training, in the opinion of the supervisor?

Yes

No comment available

No

SECTION 7. POST TRAINING EVALUATION

7.1 Description of any formal evaluation made after the completion of the training.  
(Including any discussions between the trainee, his/her supervisor and/or the  
Training Centre on how the trainee might use the training)

none

supervisor corrects and discusses the reports written. Sometimes  
it is necessary to replay the tapes of a session to make  
corrections

People involved

Results of the evaluation

7.2 Does the former trainee recommend that other Bank personnel should be sent to the same place for the same training?

no - not to become a French precis writer

1. it was not regular subject
2. difficult for French speaker to take a course in English to be become a French precis-writer .

English precis writers should go to Britain, French ones to France.

7.3 To what extent did this training correspond to his/her training needs?

only partially, judging from the other answers given.

7.4 Recommendations on how this particular training could be improved

1. involve the Bank in design to ensure the programme places emphasis in the desired areas
2. attach trainees to international organizations for practical experience after the formal training. UN in Geneva is the best place
3. post evaluate training with Division Chief

7.5 Recommendations on more appropriate and useful training for improving project preparation appraisal and implementation

Not applicable

SECTION 8. OTHER TRAINING

8.1 Other training received by the former trainee since joining the Bank

Dates	Place and Institution	Type and Subject Matter
	none	

8.2 Indicate which of the above relate to the USAID-sponsored training

not applicable

8.3 Recommendations on the future training needs of this individual

on-the-job-training  
language training  
note taking

ADB/USAID JOINT EVALUATION OF USAID GRANT ASSISTANCE TO ADB

TRAINEE REVIEW SUMMARY FORM

SECTION I. SUMMARY DATA

1.1

Name of Person Trained: Mrs. Marie Therese Demba  
Present Position: Supervisor-Précis Writers Section Nationality: Guinéenne  
Department: Secretary General  
Division: Language Services  
Date joined ADB: 5 / 5 / 70  
 day mo. yr. Sex:  F  
Date started present position: 12 / 6 / 78  
 day mo. yr. Office No: 1408  
Extension: 707  
Name of Department Head: Mr. M.L. Yuma  
Name of Division Head: Mr. F. Laryea

1.2

If in different position before training:  
Previous Position: Secrétaire du President  
Department: Division:  
Name of Department Head: Mr. A. Labidi

1.3

USAID-sponsored Training: Type: Attachment   
Subject of Training: Précis writing Short Study   
Purpose: acquire skills necessary for précis writing Attachment   
Place and Institution: Carnegie Mellon University Seminars/Courses   
 Pittsburgh, Pa.  
Dates: From 1 / 9 / 77 To 31 / 5 / 78 Duration: 8 months  
 day mo. yr. day mo. yr.

1.4

Costs:  
USAID: \$ 10,300 ADB:

SECTION 2. CONCLUSIONS AND RECOMMENDATIONS OF CONSULTANT TO ADB/USAID JOINT EVALUATION

1. Conclusions

- 1.1. The précis writers course was poorly planned. It occurred before the establishment of the Training Centre.
- 1.2. Nonetheless, the trainees, including Mrs. Demba, obtained some benefit from the course.

2. Recommendations

- 2.1. In the future, all courses should be carefully planned. This should occur now that the Training Centre is established.

SECTION 3. CURRENT DUTIES OF TRAINEE

3.1 Summary of Current Duties (refer to job description and description provided by former trainee)

1. Writes summary reports for Board of Governors and Board of Directors
2. Supervises 3 colleagues

SECTION 4. SELECTION OF TRAINEE AND TRAINING COURSE

4.1 Selection of Trainee

(a) Persons involved in the Selection

Current Supervisor	<input checked="" type="checkbox"/>	Mr. F. Laryea
Previous Supervisor	<input type="checkbox"/>	
Training Centre	<input type="checkbox"/>	
Trainee	<input type="checkbox"/>	
Other (specify)	<input type="checkbox"/>	

(b) Summary of their involvement

Mr. Laryea - responsible for comprehensive testing  
Mrs. Demba - proposed training was discussed

(c) Reasons for selecting this individual

to train her for a new job  
after comprehensive testing, she received one of the 4 highest scores

4.2

Selection of training: Reasons for choosing this particular training at this particular place

The Bank needed good précis writers urgently, and it was thought that Carnegie-Mellon could provide the necessary training. Originally it was planned to hold a translation course, but this was changed to précis writing by the Bank at the last minute.

4.3

Suggestions for improving the selection process

None made

4.4 Information given to the trainee prior to departure

None

Suggestions for improving the information given

The planned curriculum should be provided to trainees and to the Training Centre to ensure that it corresponds to training needs.

4.5 Pre-training Preparation: What was required?

Nothing

Suggestion for additional preparation

None - none is considered necessary for this type of training

SECTION 5. USAID-SPONSORED TRAINING

5.1 Description of the Training

(a) Terms of reference for the Training

None were provided before arrival in the United States. According to Mrs. Demba, the course consisted of :-

- a) précis writing ;
- b) translation ;
- c) report editing ;
- d) short attachment to Mellon Bank ;
- e) writing a short thesis following research.

(b) Differences between the T.O.R. and actual training received, according to the trainee

Not applicable

5.2 Fulfilment of purpose as set out in the T.O.R.

- met needs - capable of following and concisely expressing discussions
- uses good judgement of identifying important points
- understands basic principles but requires supervision when applying

5.3 Differences between expectations of trainee regarding the training and what he/she received

None

5.4 Comments on the adequacy of:

(a) Duration of training:

adequate

(b) Outline and content of training:

adequate

5.5 Trainers (for those on attachment only)

Position of Trainer	Role in Training
	Not applicable

5.6 Assessment by the former trainee of their effectiveness

Not applicable

5.7 Skills and techniques learned during the training (for all trainees)

- précis writing
- report editing
- translation

5.8 Other useful things learned by the former trainee

None given

5.9 Was it intended to transfer/promote the trainee on successful completion of the training?

Yes

No

If Yes, to what position?

Post: précis writer

Division:

Department:

Did this happen?

Yes

No

If Yes, when 12 / 6 / 78

Comments on transfer/promotion (e.g. delays, views of trainee on what happened)

Was selected to supervise other précis writers because her level of education was higher and her performance was outstanding.

SECTION 6. EFFECTIVENESS OF TRAINING RECEIVED

6.1 Use of skills and techniques learned in current position

prepares an average of 2 summary records per month for the Board of Directors

6.2 Assessment of how the training received has enabled the former trainee to contribute to the purposes of the ADB/USAID Grant Project, namely:

(a) to increase the capability of the Bank to prepare and appraise projects and so be able to respond effectively to the needs of member states

(b) to speed up loan disbursement on approved projects

(for these on attachment only)

Not applicable

6.3 Assessment of how the training received by the trainee has enabled him/her to contribute to the achievement of the purpose of the ADB/USAID Grant Project, namely the economic and social development of Bank member states. (For those on attachment only)

Not applicable

6.4 Depth of understanding and ability to use techniques learned.

She understands the basic principles of her work, but requires supervision in applying them.

6.5 Is the former trainee able to perform his/her duties more effectively as a result of the training, in the opinion of the supervisor?

Yes   
No

No comment available

SECTION 7. POST TRAINING EVALUATION

7.1 Description of any formal evaluation made after the completion of the training.  
(Including any discussions between the trainee, his/her supervisor and/or the  
Training Centre on how the trainee might use the training)

evaluation meeting with colleagues/trainee/Training Centre

written report by trainee

People involved

Colleagues, trainee and Training Centre

Results of the evaluation

Mrs. Demba's comment : "good"

600

7.2 Does the former trainee recommend that other Bank personnel should be sent to the same place for the same training?

Mrs. Demba had no comment to make on this.

7.3 To what extent did this training correspond to his/her training needs?

If the training had been adequate it would have corresponded directly. However, the training was less than adequate because it was poorly planned.

7.4 Recommendations on how this particular training could be improved

It should be properly planned and designed to meet the requirements of the Bank.

7.5 Recommendations on more appropriate and useful training for improving project preparation appraisal and implementation

Not applicable

SECTION 8. OTHER TRAINING

8.1 Other training received by the former trainee since joining the Bank

Dates	Place and Institution	Type and Subject Matter
	None	

8.2 Indicate which of the above relate to the USAID-sponsored training

Not applicable

8.3 Recommendations on the future training needs of this individual

Continual on-the-job training is needed according to Mr. Laryea.

ADB/USAID JOINT EVALUATION OF USAID GRANT ASSISTANCE TO ADB

TRAINEE REVIEW SUMMARY FORM

SECTION I. SUMMARY DATA

1.1 Name of Person Trained: Emmanuel Williams-Onyedum

Present Position: Precis - writer

Nationality: Nigerian

Department: Secretary General

Division: Linguistics

Sex:  M

Date joined ADB: 5 / 3 / 75  
day mo. yr.

Office No:

Date started present position: 1 / 6 / 78  
day mo. yr.

Extension: 707

Name of Department Head: M. L. Yuma

Name of Division Head: Mr. F. Laryea

1.2 If in different position before training:

Previous Position: Bilingual Secretary

Department: Secretary General

Division: Linguistics

Name of Department Head: M. L. Yuma

1.3 USAID-sponsored Training:

Subject of Training: Precis writing

Type: Attachment

Purpose: to become a Precis writer

Short Study   
Attachment

Place and Institution: Carnegie-Mellon University,  
Pittsburgh Pa.

Seminars/Courses

Dates: From 1 / 9 / 77 To 31 / 5 / 78  
day mo. yr. day mo. yr.

Duration: 36 weeks

1.4 Costs:

USAID: \$ 10,800

ADB:

SECTION 2. CONCLUSIONS AND RECOMMENDATIONS OF CONSULTANT TO ADB/USAID JOINT EVALUATION

1. Conclusion

1.1. This course was unsatisfactory because of lack of adequate planning. Nonetheless, the trainee obtained some benefit from it. This course occurred before the establishment of the Training Centre.

2. Recommendations

2.1. The Training Centre should make sure that at all times the courses for Bank staff are planned in relation to the Bank's and the individual's needs

2.2. Full post evaluation of all courses should take place, involving Department and Division Heads as well as the Training Centre.

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SECTION 3. CURRENT DUTIES OF TRAINEE

3.1 Summary of Current Duties (refer to job description and description provided by former trainee)

- to attend meetings as requested, including Board of Directors and Governors meetings and prepare summary records in English. (Prepares an average of 4 per month)
- used to cover interviews but the work load was too heavy, so interviews have been taken off their programme.

605

SECTION 4. SELECTION OF TRAINEE AND TRAINING COURSE

4.1

Selection of Trainee

(a) Persons involved in the Selection

Current Supervisor	<input checked="" type="checkbox"/>
Previous Supervisor	<input type="checkbox"/>
Training Centre	<input type="checkbox"/>
Trainee	<input checked="" type="checkbox"/>
Other (specify)	<input type="checkbox"/>

(b) Summary of their involvement

Supervisor recommended employee for training

Trainee applied for testing

(c) Reasons for selecting this individual

selected after testing

General selection : circular was sent to all bilingual secretaries requesting applications for this training. There were so many replies that test was only given to personnel who had been at the Bank for several years and had an intense interest in becoming a precis-writer

- ADB felt only bilingual persons should be trained because interpreters are sometimes mis-leading and precis-writers must be able to record accurately and precisely

4.2 Selection of training: Reasons for choosing this particular training at this particular place

The Bank needed precis writers urgently and it was thought that Carnegie-Mellon could provide suitable training. The course was changed at the last minute by the Bank from translation to precis-writing.

4.3 Suggestions for improving the selection process

Standardized test was the most appropriate way to select from a large number of candidates.

Bank should have been more involved in the planning of the course.

4.4

Information given to the trainee prior to departure

nature of course and name of institution

Suggestions for improving the information given

1. information regarding weather, food, clothing , cost of living transportation, recreation
2. whether or not school specializes in given course of study
3. problems individual is bound to encounter

4.5

Pre-training Preparation: What was required?

nothing

Suggestion for additional preparation

1. reviewing records of experts in the field or conference manuals
2. basic knowledge of economics
3. practice with documents available in the Training Centre and recorded speeches

SECTION 5. USAID-SPONSORED TRAINING

5.1 Description of the Training

(a) Terms of reference for the Training

None were provided prior to arrival at the University.

The work actually done covered the following :-

- (a) listening to tape recorded speeches, note taking, and summarizing
- (b) technical writing, covering economic, scientific, technical, and commercial subjects
- (c) French Literature and Grammar (optional)
- (d) Internship at Mellon Bank and Dravo Inc., where learnt about American Administrative system, and translated unclassified texts.

(b) Differences between the T.O.R. and actual training received, according to the trainee

Not applicable

5.2 Fulfilment of purpose as set out in the T.O.R.

met objective  
same aspects not relevant e.g. Terminology Bank

5.3 Differences between expectations of trainee regarding the training and what he/she received

No special comments

5.4 Comments on the adequacy of:

(a) Duration of training:

too short- should have lasted 2 years

(b) Outline and content of training:

- prior to completion of course it would be useful to be involved in practical training assisted by a specialized trainer or precis writer at the U.N. Conference Centre. This would provide insight into conference terminologies and self confidence
- should have included Economics, Banking, Finance
- course catered to English speakers, technical writing for French Speaker was not offered

5.5 Trainers (for those on attachment only)

Position of Trainer	Role in Training
not applicable	

5.6 Assessment by the former trainee of their effectiveness

not applicable
----------------

5.7 Skills and techniques learned during the training(for all trainees)

translation manipulating the Terminology Bank machine
--

5.8 Other useful things learned by the former trainee

economic status

5.9 Was it intended to transfer/promote the trainee on successful completion of the training?

Yes

No

If Yes, to what position?

Post: precis writer

Division:

Department:

Did this happen?

Yes

If Yes, when \_\_\_ / \_\_\_ / 80

No

Comments on transfer/promotion (e.g. delays, views of trainee on what happened)

trainee was so frustrated he wanted to leave ADB, because promotion was delayed so long. According to Mr. Laryea, this was because the training was unsatisfactory and did not train the precis-writers for their job, on - the - job training was required.

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SECTION 6. EFFECTIVENESS OF TRAINING RECEIVED

6.1 Use of skills and techniques learned in current position

1. uses English - French and French - English translation skills and does not need to depend on interpreters
2. economics courses helped his economic vocabulary
3. would be useful if precis writers could be exposed to the work of the Operations and Projects Departments so they could follow discussions at meetings. For instance, provide them with copies of back-to-office reports of Project Officers

6.2 Assessment of how the training received has enabled the former trainee to contribute to the purposes of the ADB/USAID Grant Project, namely:

- (a) to increase the capability of the Bank to prepare and appraise projects and so be able to respond effectively to the needs of member states
- (b) to speed up loan disbursement on approved projects  
(for these on attachment only)

Not applicable

6.3 Assessment of how the training received by the trainee has enabled him/her to contribute to the achievement of the purpose of the ADB/USAID Grant Project, namely the economic and social development of Bank member states. (For those on attachment only)

not applicable

5.4 Depth of understanding and ability to use techniques learned.

no specific comment obtained from supervisor

6.5 Is the former trainee able to perform his/her duties more effectively as a result of the training, in the opinion of the supervisor?

Yes

No comment available

No

after on-the-job supplementary training

SECTION 7. POST TRAINING EVALUATION

7.1 Description of any formal evaluation made after the completion of the training.  
(Including any discussions between the trainee, his/her supervisor and/or the  
Training Centre on how the trainee might use the training)

none

should be discussion with trainee, Training Centre and Supervisors

People involved

Results of the evaluation

7.2 Does the former trainee recommend that other Bank personnel should be sent to the same place for the same training?

no - believes programme was an improvised arrangement. Future trainees should be involved in a standard curriculum .

The University was not prepared - did not even know he was to be trained as a precis-writer

7.3 To what extent did this training correspond to his/her training needs?

Because course was unsatisfactory in many ways, it only partly corresponded to his training needs to become a precis-writer

7.4 Recommendations on how this particular training could be improved

- make sure arrangements are complete so that trainee can obtain per diem from AID/Washington

- make sure course is properly planned

7.5 Recommendations on more appropriate and useful training for improving project preparation appraisal and implementation

not applicable

b/b

SECTION 8. OTHER TRAINING

8.1 Other training received by the former trainee since joining the Bank

Dates	Place and Institution	Type and Subject Matter
	none, other than on-the-job	

8.2 Indicate which of the above relate to the USAID-sponsored training

not applicable

8.3 Recommendations on the future training needs of this individual

possible roles in the Bank

train secretaries in technical writing and report writing

ADB/USAID JOINT EVALUATION OF USAID GRANT ASSISTANCE TO ADB

TRAINEE REVIEW SUMMARY FORM

SECTION I. SUMMARY DATA

1.1

Name of Person Trained: Adou Pascal Aka  
Present Position: Conference Interpreter Nationality: Ivoirian  
Department: Secretary General  
Division: Linguistic-Language Services  
Date joined ADB: 1 / 6 / 72 Sex:  M  
 day mo. yr. Office No: 1419  
Date started present position: 5 / 6 / 78 Extension: 302  
 day mo. yr.  
Name of Department Head: Mr. M.L. Yuma  
Name of Division Head: Mr. F. Laryea, Division Chief

1.2

If in different position before training: Same for 2 years prior to training.  
 Same supervisor  
Previous Position:  
Department: Division:  
Name of Department Head:

1.3

USAID-sponsored Training: Type: Attachment   
Subject of Training: Interpretation/Translation Short Study   
Purpose: to obtain Conference Interpreters Diploma Attachment   
Place and Institution: Georgetown University, Wash., D.C. Seminars/Courses  X  
Dates: From 1 / 9 / 77 To 3 / 6 / 78 Duration: 8 months  
 day mo. yr. day mo. yr.

1.4

Costs:  
USAID: \$ 10,800 ADB:

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SECTION 2. CONCLUSIONS AND RECOMMENDATIONS OF CONSULTANT TO ADB/USAID JOINT  
EVALUATION

1. Conclusions

- 1.1. This training course seems to have been particularly suited to both the needs of the Bank and the individual.
- 1.2. The trainee's subsequent work seems to be very highly regarded.

2. Recommendations

- 2.1. Similar courses for the Bank's senior interpreters are recommended.
- 2.2. Post evaluation of training should occur as soon as possible after the end of the training.

SECTION 3. CURRENT DUTIES OF TRAINEE

3.1 Summary of Current Duties (refer to job description and description provided by former trainee)

1. Provides interpretation services for all French/English meetings, either simultaneous interpretation or consecutive interpretation (ie. note taking followed by rendition).
2. Provides translation services - French to English, English to French.
3. Sometimes requested to provide services other than to ADB.
4. Occasionally accompanies ADB officials on mission (including ADB President).

SECTION 4. SELECTION OF TRAINEE AND TRAINING COURSE

4.1

Selection of Trainee

(a) Persons involved in the Selection

Current Supervisor	<input checked="" type="checkbox"/>	Mr. L. Laryea
Previous Supervisor	<input type="checkbox"/>	
Training Centre	<input type="checkbox"/>	
Trainee	<input checked="" type="checkbox"/>	
Other (specify)	<input type="checkbox"/>	

(b) Summary of their involvement

Trainee requested training to increase efficiency and to have qualification of attending one of top interpretation schools.

Mr. Laryea recommended training for employee.

(c) Reasons for selecting this individual

Trainee - previous accomplishments and request for training.

Supervisor - to develop specific abilities he possesses.

4.2

Selection of training: Reasons for choosing this particular training at this particular place

Georgetown University offers a course leading to an internationally recognised interpreting qualification.

4.3

Suggestions for improving the selection process

None

4.4 Information given to the trainee prior to departure

Nothing - however, once in Washington, D.C., he received all relevant information pertaining to the course.

Suggestions for improving the information given

Circulate information pertaining to training, living conditions, habits, customs prior to departure.

Special request for more information regarding public transportation.

Provide opportunity to view VTR produced by USICA/Abidjan on US visits as perceived by Ivorian students.

4.5 Pre-training Preparation: What was required?

Nothing

Suggestion for additional preparation

Provide curriculum

SECTION 5. USAID-SPONSORED TRAINING

5.1 Description of the Training

(a) Terms of reference for the Training

None were provided prior to the training.

The syllabus for two semesters included :-

Interpretation as a profession

Comparative Terminology

Parliamentary Procedures

Public Speaking with the use of audio-visual facilities

Visits to IMF, World Bank, UN etc. - observed debate

Consecutive interpretation

Simultaneous interpretation

While in Washington, he also took a course at American University regarding International Economic Groupings and Free Trade Zones.

(b) Differences between the T.O.R. and actual training received, according to the trainee

None

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5.2 Fulfilment of purpose as set out in the T.O.R.

Trainee felt purpose accomplished, diploma obtained.

5.3 Differences between expectations of trainee regarding the training and what he/she received

None

5.4 Comments on the adequacy of:

(a) Duration of training:

Adequate

(b) Outline and content of training:

No comments

425

5.5 Trainers (for those on attachment only)

Position of Trainer	Role in Training
Not applicable	

5.6 Assessment by the former trainee of their effectiveness

Not applicable
----------------

5.7 Skills and techniques learned during the training(for all trainees)

simultaneous interpretation - several practice sessions using 8 booths available note taking on-site translation parliamentary procedure - to learn to understand "hidden rules" of procedure, "motion has been seconded", "adjourn sine die" background knowledge of international trade translation
---

5.8 Other useful things learned by the former trainee

- broadened horizons
- learned to "mix" with all kinds of people
- lived in Wash., D.C. equivalent of Adjamé, not Cocody
- learned more about Black Americans

5.9 Was it intended to transfer/promote the trainee on successful completion of the training?

Yes

No

If Yes, to what position?

Post:

Division:

Department:

Did this happen?

Yes

If Yes, when \_\_\_ / \_\_\_ / \_\_\_

No

Comments on transfer/promotion (e.g. delays, views of trainee on what happened)

No information obtained

SECTION 6. EFFECTIVENESS OF TRAINING RECEIVED

6.1 Use of skills and techniques learned in current position

- he provides services at meetings, staff recruitment interviews
- takes notes for consecutive interpretation
- on-site translation - summarize, translate documents for officials
- simultaneous interpretation
- parliamentary procedures are followed
- broadened background is useful (free trade zones)
- translation
- feels translation intellectually advances one's capacity to interpret - doesn't agree with US opinion that interpretation and translation should be mutually exclusive

6.2 Assessment of how the training received has enabled the former trainee to contribute to the purposes of the ADB/USAID Grant Project, namely:

- (a) to increase the capability of the Bank to prepare and appraise projects and so be able to respond effectively to the needs of member states
- (b) to speed up loan disbursement on approved projects  
(for these on attachment only)

Not applicable

628

6.3 Assessment of how the training received by the trainee has enabled him/her to contribute to the achievement of the purpose of the ADB/USAID Grant Project, namely the economic and social development of Bank member states. (For those on attachment only)

Not applicable

6.4 Depth of understanding and ability to use techniques learned.

He has complete mastery of them and can produce good results unsupervised

6.5 Is the former trainee able to perform his/her duties more effectively as a result of the training, in the opinion of the supervisor?

Yes

No comment available

No

SECTION 7. POST TRAINING EVALUATION

7.1 Description of any formal evaluation made after the completion of the training.  
(Including any discussions between the trainee, his/her supervisor and/or the  
Training Centre on how the trainee might use the training)

Mrs. Harrison of International Training Division AID/Washington requested trainee to provide assessment of his training on 31/ 5/78.

There was no other formal evaluation.

People involved

Results of the evaluation

7.2 Does the former trainee recommend that other Bank personnel should be sent to the same place for the same training?

Yes

7.3 To what extent did this training correspond to his/her training needs?

Did correspond

7.4 Recommendations on how this particular training could be improved

None

7.5 Recommendations on more appropriate and useful training for improving project preparation appraisal and implementation

Not applicable

SECTION 8. OTHER TRAINING

8.1 Other training received by the former trainee since joining the Bank

Dates	Place and Institution	Type and Subject Matter
	None	

8.2 Indicate which of the above relate to the USAID-sponsored training

Not applicable

8.3 Recommendations on the future training needs of this individual

- Trainee would like to be an interpreter for 5-6 more years. As the mental strain is rough, he would then be interested in an administrative position or trainer of interpreters. He was trained as a business manager.
- Possible position, role at ADB, as seen by the trainee
  - recruit/select ADB staff to be oriented toward formal interpreting and translation training
  - give pointers to loan officers who present projects to the Board by providing public speaking training to improve self confidence

ADB/USAID JOINT EVALUATION OF USAID GRANT ASSISTANCE TO ADB

TRAINEE REVIEW SUMMARY FORM

SECTION 1. SUMMARY DATA

1.1 Name of Person Trained: Abdi M. Jarik

Present Position: Loan Officer

Nationality:

Department: Operations

Date of Birth:        /        /  
   day mo. yr.

Division: III

Sex:         M

Date joined ADB:        2 / 9 / 76  
   day mo. yr.

Office No: 601

Date started present position:        1 / 1 / 78  
   day mo. yr.

Extension: 474

Name of Department Head: W. Girma

Name of Division Head: C. Mangua

1.2 If in different position before training: No

Previous Position:

Department:

Division:

Name of Department Head:

1.3 USAID-sponsored Training:

Subject of Training: Loan Officer duties

Type: Attachment

Purpose: Carry out more effectively Loan Officer duties

Short Study

Attachment

Place and Institution: IBRD, Wash., D.C. : Eastern Africa Program Dept. II

Seminars/Courses

Dates: From 25 / 4 / 79 To 25 / 10 / 79  
   day mo. yr.        day mo. yr.

Duration: 24 weeks

1.4 Costs:

USAID: \$ 7,860

ADB: top off per diem

SECTION 2. CONCLUSIONS AND RECOMMENDATIONS OF CONSULTANT TO ADB/USAID JOINT EVALUATION

1. Conclusions

- 1.1. This attachment appears to have been most positive training experience for Mr. Jarik, and of considerable benefit both to him and the Bank. The lessons learned while on attachment are being applied by Mr. Jarik in his work.
- 1.2. This report bears out the view that attachment is one of the most useful forms of training for Bank staff.
- 1.3. There has been only partial post-evaluation of this attachment.

2. Recommendations

- 2.1. ADB should continue to send people on attachments such as these.
- 2.2. A full post-evaluation of attachments, in particular taking account of recommendations for improvements in Bank operational practice should be carried out in all cases.

SECTION 3. CURRENT DUTIES OF TRAINEE

3.1 Summary of Current Duties (refer to job description and description provided by former trainee)

Preparation and evaluation of projects, project implementation and follow-up for Malawi, Mauritius, Zambia.

635

SECTION 4. SELECTION OF TRAINEE AND TRAINING COURSE

4.1 Selection of Trainee

(a) Persons involved in the Selection

Current Supervisor	<input checked="" type="checkbox"/>
Previous Supervisor	<input type="checkbox"/>
Training Centre	<input type="checkbox"/>
Trainee	<input checked="" type="checkbox"/>
Other (specify)	<input type="checkbox"/>

(b) Summary of their involvement

Screening, selection, briefing

Trainee helped prepare TOR

According to Mr. Mangua, discussions are held at the regular departmental meetings when training needs of Loan Officers are discussed.

(c) Reasons for selecting this individual

Improve effectiveness of selected Loan Officers

Criteria considered are :-

- a) seniority
- b) suitability or relevance of the attachment
- c) whether it is believed the individual will benefit from the attachment

4.2

Selection of training: Reasons for choosing this particular training at this particular place

Exposure to major bank operations through attachment to IBRD

4.3

Suggestions for improving the selection process

Trainee has implied that selection procedure did not involve much consultation with his supervisor or with the trainee. Selection process appears "directive" without effective liaison and consultation with primary interested parties (the trainee and the supervisor).

Trainee should have 2 years experience at the ADB in order to acquire sufficient knowledge of ADB procedures on which to base comparison with training institution.

4.4

Information given to the trainee prior to departure

- length, time, place of training
- purpose
- scope of training
- discussed attachment with previous trainees
- Mr. Jarik had been in the US before and therefore knew a fair amount about living conditions

Suggestions for improving the information given

- more information on what to expect in the States
- however IBRD was very helpful with living arrangements

4.5

Pre-training Preparation: What was required?

- administrative and financial arrangements related to travel and accommodations
- reviewed ADB supplied literature on planned seminars
- reviewed documents from previous trainees on IBRD procedures

Suggestion for additional preparation

- information given was adequate

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SECTION 5. USAID-SPONSORED TRAINING

5.1 Description of the Training

(a) Terms of reference for the Training

1. Study and carry out duties and responsibilities of loan officers based on specific procedures, rules and content of their work.
2. Emphasis on learning the coordination functions of loan officers in following situations : project generation and design; loan processing (from project appraisal to submission of loan proposal to the Board); loan administration; preparation of country program paper; co-financing arrangements; coordination of project and economic work on countries of competence.
3. Participate in following IBRD internal seminars : basic financial analysis; mission team management; lending operations.
4. Minimum of 1 week in Programming and Budgeting Dept. to study overall programming and coordination work and its relationship to the development of country program paper.

(b) Differences between the T.O.R. and actual training received, according to the trainee

Trainee attended a seminar on managing negotiations.

5.2 Fulfilment of purpose as set out in the T.O.R.

Trainee was exposed to project identification, preparation and appraisals; project supervision and implementation; project evaluation; co-financing a project with multilateral and bilateral donors; involved in preparation of Swaziland Country Program paper; studied and utilized BER and CEM; spent two weeks on IBRD programming and budgeting; attended approximately five seminars. In summary, practical and classroom training and exposure complements the TOR specifications.

He felt it enhanced his effectiveness, quality of his reports and loan negotiations.

5.3 Differences between expectations of trainee regarding the training and what he/she received

None noted

5.4 Comments on the adequacy of:

(a) Duration of training:

Adequate for TOR, but originally planned for 1 year. If he could have stayed longer he could have learned more.

(b) Outline and content of training:

Effective, adequate

Would have liked to go on appraisal mission to see how IBRD conducts them.

5.5 Trainers (for those on attachment only)

Position of Trainer	Role in Training
Mr. Reese, Head of Division, Program Dept II of Eastern Africa Region	per TOR - coordinate and supervise work, design detailed training program, determine assignments
IBRD Loan Officers	on the job supervision of loan operations
Economists	on the job supervision mostly in area of Country Economic Work
IBRD Trainers	classroom training, seminars, programming and budgeting

5.6 Assessment by the former trainee of their effectiveness

Effective - but trainee must ask questions and be aggressive or he will not be fed information

- 5.7 Skills and techniques learned during the training(for all trainees)
- More effective understanding of the Bank - Borrower role
  - Improved understanding of Programming and Budgeting relationships
  - Strengthened comprehension and effectiveness in project appraisal and review and approval process
  - Role of the Country Program Paper and Basic Economic Reports (the Country Economic Work) in identifying, appraising and approving loans; integration of country economic issues with a lending agency's operations
  - Developed a more comprehensive understanding of the loan officer's role in a bureaucracy; improved know-how in moving along a loan
  - Realised importance of close co-ordination between loan and project officers

5.8 Other useful things learned by the former trainee

Horizons broadened

5.9 Was it intended to transfer/promote the trainee on successful completion of the training?

Yes

No

If Yes, to what position?

Post:

Division:

Not applicable

Department:

Did this happen?

Yes

No

If Yes, when \_\_\_ / \_\_\_ / \_\_\_

Comments on transfer/promotion (e.g. delays, views of trainee on what happened)

Not applicable

SECTION 6. EFFECTIVENESS OF TRAINING RECEIVED

6.1 Use of skills and techniques learned in current position

The trainee used his introduction and exposure to different methodologies, forms and features upon his return to ADB. Trainee estimates he has performed loan officer role with greater ease, confidence and integral understanding than before, particularly in the areas of project appraisal and monitoring and follow up.

According to Mr. Mangua, Division Head, Mr. Jarik is writing better Board memoranda. He has also introduced an innovation in relation to negotiations, providing general information to borrower delegation members about aspects of the project dealt with by other Departments, and the key officials to be contacted in these Departments.

6.2 Assessment of how the training received has enabled the former trainee to contribute to the purposes of the ADB/USAID Grant Project, namely:

- (a) to increase the capability of the Bank to prepare and appraise projects and so be able to respond effectively to the needs of member states
- (b) to speed up loan disbursement on approved projects  
(for these on attachment only)

- a) b) Trainee says he carries out his Loan Officer role with greater ease and comprehension. An enhancement of personal competence and self-confidence contributes to more effective identification, appraisal, monitoring and evaluation of a loan. "Speed up of disbursements" may be thus viewed as a logical and beneficial effect of the training rather than a purpose.

6.3 Assessment of how the training received by the trainee has enabled him/her to contribute to the achievement of the purpose of the ADB/USAID Grant Project, namely the economic and social development of Bank member states. (For those on attachment only)

The trainee has moved from focusing on a loan to the role of the ADB in country development through effective country programming. Trainee appears to have a better grasp of the micro and macro economic development issues in a country and how a specific loan can positively affect the country's economic and social development. The introduction to Country Program Planning and Country Economic Analysis has broadened the trainee's horizons from a loan-pusher to a loan development officer.

6.4 Depth of understanding and ability to use techniques learned.

The trainee has offered views on several techniques he saw at IBRD that can be developed or adopted for ADB (example : introducing sector memoranda and project briefs). The trainee has been introduced to methodology, styles of operation, and specific skills (programming and budgeting, drafting a Yellow Cover Report). Trainee has evaluated the various exposures and has selected and differentiated among those useful to him personally and those which in his judgement, could be well adapted/adopted by his colleagues and the ADB.

6.5 Is the former trainee able to perform his/her duties more effectively as a result of the training, in the opinion of the supervisor?

Yes

No comment available

No

7.2 Does the former trainee recommend that other Bank personnel should be sent to the same place for the same training?

Yes

7.3 To what extent did this training correspond to his/her training needs?

Fairly closely. As a loan officer, trainee appears to have needed exposure to skills, methodologies, different styles and practices. Through his orientation and exposure to IBRD on-the-job attachment as well as more formal classroom and video-tape training, he has developed a broader view of a loan officer's role in a development bank and stronger technical skills to carry out his role. Trainee's new sense of confidence and competence are apparent.

7.4 Recommendations on how this particular training could be improved

None

7.5 Recommendations on more appropriate and useful training for improving project preparation appraisal and implementation

None

SECTION 7. POST TRAINING EVALUATION

7.1

Description of any formal evaluation made after the completion of the training. (Including any discussions between the trainee, his/her supervisor and/or the Training Centre on how the trainee might use the training)

Trainee submitted back-to-office report and was de-briefed by ADB Training Center.

There was no formal post-evaluation with his supervisors.

Colleagues consulted with him informally to discuss what he'd learned. Feels he should have had discussions with colleagues from his and other departments to share gained knowledge.

People involved

Training Centre

Results of the evaluation

Trainee said the perspective must come from those with whom he met.

Mr. Mangua said that very little has happened to the recommendations made in the back-to-office report, indeed he had not yet read Mr. Jarik's report because he (Mr. Mangua) had been on leave.

1045

SECTION 8. OTHER TRAINING

8.1 Other training received by the former trainee since joining the Bank

Dates	Place and Institution	Type and Subject Matter
	None	

8.2 Indicate which of the above relate to the USAID-sponsored training

None
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8.3 Recommendations on the future training needs of this individual

None specified
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ADB/USAID JOINT EVALUATION OF USAID GRANT ASSISTANCE TO ADB

TRAINEE REVIEW SUMMARY FORM

SECTION 1. SUMMARY DATA

1.1

Name of Person Trained: H. Meliane

Present Position: Deputy Director

Nationality: Tunisienne

Department: General Administration and Personnel

Division:

Sex:  M

Date joined ADB: 15 / 6 / 78  
day mo. yr.

Office No:

Date started present position: 15 / 6 / 78  
day mo. yr.

Extension: 451

Name of Department Head: E.C. Goued Njayick

Name of Division Head:

1.2

If in different position before training: No

Previous Position:

Department:

Division:

Name of Department Head:

1.3

USAID-sponsored Training:

Type: Attachment

Subject of Training: Information on IMF, IBRD  
general administration matters and English course  
Purpose:

Short Study Attachment

Place and Institution: IMF and IBRD

Seminars/Courses

Dates: From 1 / 7 / 79 To 31 / 8 / 79  
day mo. yr. day mo. yr.

Duration: 9 weeks

1.4

Costs:

USAID: \$ 3,660

ADB:

648

SECTION 2. CONCLUSIONS AND RECOMMENDATIONS OF CONSULT .T TO ADB/USAID JOINT  
EVALUATION

This seems to have been a useful short study attachment meeting the needs of Mr. Meliane in his position as Deputy Director of General Administration and Personnel.

SECTION 3. CURRENT DUTIES OF TRAINEE

3.1 Summary of Current Duties (refer to job description and description provided by former trainee)

Assist Director of Department to implement administrative regulations and advise on all administrative and personnel matters of the Bank. These are generally outlined in an appropriate Administrative Instruction.

SECTION 4. SELECTION OF TRAINEE AND TRAINING COURSE

4.1 Selection of Trainee

(a) Persons involved in the Selection

Current Supervisor	<input type="checkbox"/>
Previous Supervisor	<input type="checkbox"/>
Training Centre	<input type="checkbox"/>
Trainee	<input checked="" type="checkbox"/>
Other (specify)	<input type="checkbox"/>

(b) Summary of their involvement

Trainee requested training

(c) Reasons for selecting this individual

Trainee requested to :-

1. gain knowledge about IMF and IBRD administration and personnel procedures, rules, regulations etc. in order to select and apply those suitable to ADB structure
2. improve English.

4.2 Selection of training: Reasons for choosing this particular training at this particular place

IMF and IBRD are major international institutions and ADB staff should know about their procedures and methods and learn any lessons suitable for ADB.

4.3 Suggestions for improving the selection process

None

4.4

Information given to the trainee prior to departure

Not applicable, according to Mr. Meliane, as he was going on an information mission.

Suggestions for improving the information given

Not applicable

4.5

Pre-training Preparation: What was required?

Nothing required

Suggestion for additional preparation

Not applicable

652

SECTION 5. USAID-SPONSORED TRAINING

5.1 Description of the Training

(a) Terms of reference for the Training

Discussions with Division Chiefs about system of operation with respect to Personnel and Administration

Mr. Meliane also attended an English language course.

(b) Differences between the T.O.R. and actual training received, according to the trainee

None

5.2 Fulfilment of purpose as set out in the T.O.R.

Trainee feels purpose was fulfilled, obtained as much information as possible.

5.3 Differences between expectations of trainee regarding the training and what he/she received

None

5.4 Comments on the adequacy of:

(a) Duration of training:

Sufficient but would not recommend others to go during summer vacation period.

(b) Outline and content of training:

655

5.5 Trainers (for those on attachment only)

Position of Trainer	Role in Training

5.6 Assessment by the former trainee of their effectiveness

1. People contacted were co-operative and furnished all required details.
2. Because of vacationing teachers, trainee received English course from more than a dozen people, making learning difficult.

5.7 Skills and techniques learned during the training (for all trainees)

Obtained documentation regarding salary entry points, compensation, pension scheme, social services, programming of staff requirements and recruitment and staff association.

656

5.8 Other useful things learned by the former trainee

Enabled him to compare Bank's procedures with other international institutions.

5.9 Was it intended to transfer/promote the trainee on successful completion of the training?

Yes

No

If Yes, to what position?

Post:

Division:

Department:

Did this happen?

Yes

If Yes, when \_\_\_ / \_\_\_ / \_\_\_

No

Comments on transfer/promotion (e.g. delays, views of trainee on what happened)

SECTION 6. EFFECTIVENESS OF TRAINING RECEIVED

6.1 Use of skills and techniques learned in current position

While certain systems used by the Bank were found to be adequate requiring no changes, the trainee has proposed changes regarding administration and maintenance of the building, the restaurant and systems of operation. Some procedures were found to be unsuited for the Bank.

6.2 Assessment of how the training received has enabled the former trainee to contribute to the purposes of the ADB/USAID Grant Project, namely:

- (a) to increase the capability of the Bank to prepare and appraise projects and so be able to respond effectively to the needs of member states
- (b) to speed up loan disbursement on approved projects  
(for these on attachment only)

Not applicable

6.3 Assessment of how the training received by the trainee has enabled him/her to contribute to the achievement of the purpose of the ADB/USAID Grant Project, namely the economic and social development of Bank member states. (For those on attachment only)

Not applicable

6.4 Depth of understanding and ability to use techniques learned.

Not applicable

6.5 Is the former trainee able to perform his/her duties more effectively as a result of the training, in the opinion of the supervisor?

Yes

No comment available

No

SECTION 7. POST TRAINING EVALUATION

- 7.1 Description of any formal evaluation made after the completion of the training. (Including any discussions between the trainee, his/her supervisor and/or the Training Centre on how the trainee might use the training)

No information provided by Mr. Meliane.  
It appears there was no formal evaluation.

People involved

Results of the evaluation

7.2 Does the former trainee recommend that other Bank personnel should be sent to the same place for the same training?

Yes, but should concentrate on specific areas, Social Services  
Career Services, Compensation.

7.3 To what extent did this training correspond to his/her training needs?

This was a useful way of obtaining the information required  
by Mr. Meliane for his job.

7.4 Recommendations on how this particular training could be improved

None given

7.5 Recommendations on more appropriate and useful training for improving project preparation appraisal and implementation

Not applicable

SECTION 8. OTHER TRAINING

8.1 Other training received by the former trainee since joining the Bank

Dates	Place and Institution	Type and Subject Matter
	No information	

8.2 Indicate which of the above relate to the USAID-sponsored training

No information

8.3 Recommendations on the future training needs of this individual

No information

ADB/USAID JOINT EVALUATION OF USAID GRANT ASSISTANCE TO ADB

TRAINEE REVIEW SUMMARY FORM

SECTION 1. SUMMARY DATA

1.1

Name of Person Trained: S. A. Liamidi

Present Position: Senior Finance Officer

Nationality:

Department: Finance

Division: Loan administration

Sex:  M

Date joined ADB: 10 / 11 / 69  
day mo. yr.

Office No: 315

Date started present position: 15 / 5 / 75  
day mo. yr.

Extension: 393

Name of Department Head: Mr. B. N'Diaye

Name of Division Head: Mr. M. Chalobah

1.2

If in different position before training: no

Previous Position:

Department:

Division:

Name of Department Head:

1.3

USAID-sponsored Training:

Subject of Training: Disbursement Methods and Procedures

Type: Attachment

Purpose:

Short Study Attachment

Place and Institution: IBRD, IAD, Euramcor

Seminars/Courses

Dates: From 9 / 7 / 79 To 19 / 9 / 79  
day mo. yr. day mo. yr.

Duration: 10 weeks

1.4

Costs:

USAID: \$ 4,010

ADB:

663

SECTION 2. CONCLUSIONS AND RECOMMENDATIONS OF CONSULTANT TO ADB/USAID JOINT EVALUATION

1. Conclusion

- 1.1. This short attachment seems to have been most useful both from the point of view of the individual and that of the Bank.
- 1.2. The training was of direct relevance to the goal and purpose of the Regular Grant.

2. Recommendations

- 2.1. Further attachments of this sort for Bank staff are recommended.
- 2.2. Post evaluation of attachments of this sort should always be held, with Division and Department Heads as well as the Training Centre.

SECTION 3. CURRENT DUTIES OF TRAINEE

3.1 Summary of Current Duties (refer to job description and description provided by former trainee)

1. follow up the financial execution of projects funded by the ADB group in twelve member countries
2. receiving and processing disbursement applications
3. attending working and loan committee meetings
4. negotiating loans with borrowers

1/25

SECTION 4. SELECTION OF TRAINEE AND TRAINING COURSE

4.1 Selection of Trainee

(a) Persons involved in the Selection

Current Supervisor	<input checked="" type="checkbox"/>
Previous Supervisor	<input type="checkbox"/>
Training Centre	<input checked="" type="checkbox"/>
Trainee	<input checked="" type="checkbox"/>
Other (specify)	<input type="checkbox"/>

(b) Summary of their involvement

The Training Centre and Finance Department management discussed attendance at this course with Mr. Liamidi

(c) Reasons for selecting this individual

to provide opportunity to enhance efficiency and productivity and thereby enable him to accomplish the objectives of the Bank group

666

4.2 Selection of training: Reasons for choosing this particular training at this particular place

The institutions involved are considered to offer important lessons and experience for Bank staff.

4.3 Suggestions for improving the selection process

1. ADB and Institution should coordinate prior to sending trainee- know what is available at institution, what trainee needs and what ADB needs.
2. Trainee should be consulted when preparing TOR. Trainee should have been with the Bank long enough to know about ADB operations prior to training.

- Mr. Liamidi had been at the Bank long enough

6/6/1

4.4 Information given to the trainee prior to departure

TOR - outlining objective and programme

Suggestions for improving the information given

Information was adequate

4.5 Pre-training Preparation: What was required?

Nothing, but was already acquainted with the disbursement procedures and practices of the institutions.

Suggestion for additional preparation

Books and reports, participation in a seminar, if the course is in an area the trainee knows little about.

6/1/53

SECTION 5. USAID-SPONSORED TRAINING

5.1 Description of the Training

(a) Terms of reference for the Training

1. World Bank and Inter-American Development Bank

Study organizational structure of the Disbursement and Accounting Division and its procedures, practices, rules and regulations.

2. European American Bank Corp.

Handling of letters of credit, foreign exchange, remittances and transfers.

(b) Differences between the T.O.R. and actual training received, according to the trainee

None

5.2 Fulfilment of purpose as set out in the T.O.R.

1. purpose fulfilled, he felt it was beneficial for him
2. even though he was familiar with IBRD policies it was very useful to work with them
3. Commercial Bank experience very helpful - he was not familiar with how Letters of Credit worked

5.3 Differences between expectations of trainee regarding the training and what he/she received

None

5.4 Comments on the adequacy of:

(a) Duration of training:

long enough if acquainted with procedures as he was

(b) Outline and content of training:

satisfactory

5.5 Trainers (for those on attachment only)

Position of Trainer	Role in Training
Thomas Mitchell IBRD	Head Disbursement Division, arranged work schedule
Jean De Borck IBRD	Chief, Cashiers Division, explained his division's role in operations
Ida Espaillat IAD	Head training Division, arranged work schedule
Neville L. Kidd, EAD	V.P. arranged work schedule

5.6 Assessment by the former trainees of their effectiveness

effective because they were always available for questions, saw that training progressed smoothly and introduced him to persons who could solve any problems he had.

5.7 Skills and techniques learned during the training (for all trainees)

1. ways in which IBRD and IAB have developed solutions to problems of technical assistance to borrowers, overdisbursement of loans, and exchange risks.
2. regarding overdisbursement of loans he feels ADB has different problem because most banks deal with exchange between two currencies, ADB uses UA system which can involve disbursements in several currencies.

5.8 Other useful things learned by the former trainee

1. in the commercial bank, was exposed to opening and negotiating Letters of Credit, credit analysis, cash operations and foreign exchange administration
2. to discuss problems with other officers and try to avoid same problem on his projects.

5.9 Was it intended to transfer/promote the trainee on successful completion of the training?

Yes

No

If Yes, to what position?

Post:

Not applicable

Division:

Department:

Did this happen?

Yes

If Yes, when \_\_\_ / \_\_\_ / \_\_\_

No

Comments on transfer/promotion (e.g. delays, views of trainee on what happened)

Not applicable

SECTION 6. EFFECTIVENESS OF TRAINING RECEIVED

6.1 Use of skills and techniques learned in current position

to apply some techniques (see 5.7) Bank would have to change policy

6.2 Assessment of how the training received has enabled the former trainee to contribute to the purposes of the ADB/USAID Grant Project, namely:

- (a) to increase the capability of the Bank to prepare and appraise projects and so be able to respond effectively to the needs of member states
- (b) to speed up loan disbursement on approved projects  
(for these on attachment only)

no specific answer given. However, the training was related directly to b) above. Mr. Liamidi considers he is more efficient as a result.

6.3 Assessment of how the training received by the trainee has enabled him/her to contribute to the achievement of the purpose of the ADB/USAID Grant Project, namely the economic and social development of Bank member states. (For those on attachment only)

see 6.2.

6.4 Depth of understanding and ability to use techniques learned.

no information obtained, supervisor on mission at time of interviews.

6.5 Is the former trainee able to perform his/her duties more effectively as a result of the training, in the opinion of the supervisor?

Yes

No comment available

No

SECTION 7. POST TRAINING EVALUATION

7.1

Description of any formal evaluation made after the completion of the training. (Including any discussions between the trainee, his/her supervisor and/or the Training Centre on how the trainee might use the training)

A back-to-office report was prepared.

People involved

Results of the evaluation

No information

675

7.2 Does the former trainee recommend that other Bank personnel should be sent to the same place for the same training?

- yes - gives better understanding of job
- enables comparison of different approaches to problem solving in loan administration
- enables suggestions for improving methods and techniques
- other departments should be included

7.3 To what extent did this training correspond to his/her training needs?

Judging from the above answers, it corresponded closely to his needs, and those of the Bank.

7.4 Recommendations on how this particular training could be improved

None

7.5 Recommendations on more appropriate and useful training for improving project preparation appraisal and implementation

None made by Mr. Liamidi

SECTION 8. OTHER TRAINING

8.1 Other training received by the former trainee since joining the Bank

Dates	Place and Institution	Type and Subject Matter
	None	

8.2 Indicate which of the above relate to the USAID-sponsored training

Not applicable

8.3 Recommendations on the future training needs of this individual

None made

ADB/USAID JOINT EVALUATION OF USAID GRANT ASSISTANCE TO ADB

TRAINEE REVIEW SUMMARY FORM

SECTION 1. SUMMARY DATA

1.1

Name of Person Trained: J.C. Lassy  
Present Position: Personnel Officer Nationality: Congolese  
Department: General Administration and Personnel  
Division: Personnel Sex:  M  F  
Date joined ADB: 28 / 4 / 77  
 day mo. yr. Office No: 206  
Date started present position: 28 / 4 / 77  
 day mo. yr. Extension: 376  
Name of Department Head: E.C. Goued Njayick  
Name of Division Head: O. Ochieng

1.2

If in different position before training: No  
Previous Position:  
Department: Division:  
Name of Department Head:

1.3

USAID-sponsored Training: Type: Attachment  X  
Subject of Training: Personnel and recruitment Short Study   
Purpose: Attachment   
Place and Institution: UN, New York Seminars/Courses   
Dates: From 5 / 6 / 79 To 5 / 8 / 79 Duration: 8 weeks  
 day mo. yr. day mo. yr.

1.4

Costs:  
USAID: \$ 3,660 ADB:

678

SECTION 2. CONCLUSIONS AND RECOMMENDATIONS OF CONSULTANT TO ADB/USAID JOINT EVALUATION

1. Conclusions

1.1. It seems that this attachment course was useful, both for the individual and the Bank.

1.2. Little post-evaluation seems to have taken place.

2. Recommendations

2.1. Further Bank staff should be sent on attachment.

2.2. The post-evaluation procedure needs to be thoroughly carried through, including the Division and Department Heads.

SECTION 3. CURRENT DUTIES OF TRAINEE

3.1 Summary of Current Duties (refer to job description and description provided by former trainee)

1. Preselection of candidates
2. Preparation of interviews
3. Preparation of proposals for recruitment
4. Preparation of contracts
5. Follow up on recruitment (contact with the Department, the candidate etc.)
6. Advise Heads of Division on placement of staff - secretaries, typists, clerks

SECTION 4. SELECTION OF TRAINEE AND TRAINING COURSE

4.1 Selection of Trainee

(a) Persons involved in the Selection

Current Supervisor	<input checked="" type="checkbox"/>
Previous Supervisor	<input type="checkbox"/>
Training Centre	<input checked="" type="checkbox"/>
Trainee	<input type="checkbox"/>
Other (specify)	<input type="checkbox"/>

(b) Summary of their involvement

Mr. Lassy said that he was just informed that he was to go on this training.

(c) Reasons for selecting this individual

Trainee feels he was selected because he had served the Bank for a certain number of years.

4.2

Selection of training: Reasons for choosing this particular training at this particular place

The UN was chosen as one of the large international institutions whose procedures and methods may be of value to the Bank.

4.3

Suggestions for improving the selection process

Trainee and Division Chief should be involved in TOR preparation.

W82

4.4

Information given to the trainee prior to departure

Received memorandum on general description of training  
15 days prior to departure.

Suggestions for improving the information given

1. Prepare trainee in advance ie. Supervisors should point out to trainee areas he should concentrate on.
2. Provide cultural briefing.

4.5

Pre-training Preparation: What was required?

None

Suggestion for additional preparation

None made

SECTION 5. USAID-SPONSORED TRAINING

5.1 Description of the Training

(a) Terms of reference for the Training

1. Personnel problems in general
2. Recruitment - follow up on personnel in particular.

Mr. Lassy was to familiarise himself with the staff of the different personnel services of the UN, in particular those of the Recruitment Division, to learn working methods, procedures, difficulties encountered and to identify what lessons ADB can learn from this.

(b) Differences between the T.O.R. and actual training received, according to the trainee

Added certain things he was interested in when he arrived at the UN

684

5.2 Fulfilment of purpose as set out in the T.O.R.

Fulfilled, gave him confidence

5.3 Differences between expectations of trainee regarding the training and what he/she received

1. A programme should have been mutually established
2. The duration of training should have been fixed after the programme had been established.

5.4 Comments on the adequacy of:

(a) Duration of training:

Too short, should have been 3 month minimum

(b) Outline and content of training:

Good, UN larger than ADB, but many policies apply

b25

5.5 Trainers (for those on attachment only)

Position of Trainer	Role in Training
<ol style="list-style-type: none"> <li>1. Deputy Chief of professional recruitment service</li> <li>2. General recruitment section chief</li> <li>3. Recruitment programmes section chief</li> <li>4. Assistant chief of TARS</li> <li>5. Senior Administrative Officer in charge of administration decisions</li> </ol>	<p>To expose him to the different approaches and methods of work, as well as the positive and negative aspects.</p>

5.6 Assessment by the former trainee of their effectiveness

He was not on a training course and he does not therefore consider the people he had discussions with as trainers. He rather looks at them as people with a rich experience capable of finding solutions to problems.

5.7 Skills and techniques learned during the training (for all trainees)

He was exposed to the different approaches in recruitment methods and techniques to help the Bank improve its procedures in this field.

5.8 Other useful things learned by the former trainee

1. Organisation of application
2. Organisation of the "Fichier" of candidates

5.9 Was it intended to transfer/promote the trainee on successful completion of the training?

Yes

No

If Yes, to what position?

Post:

Division: Not applicable

Department:

Did this happen?

Yes

No

If Yes, when \_\_\_ / \_\_\_ / \_\_\_

Comments on transfer/promotion (e.g. delays, views of trainee on what happened)

Not applicable

SECTION 6. EFFECTIVENESS OF TRAINING RECEIVED

6.1 Use of skills and techniques learned in current position

He applies most of the techniques and methods learnt in his current position.

6.2 Assessment of how the training received has enabled the former trainee to contribute to the purposes of the ADB/USAID Grant Project, namely:

- (a) to increase the capability of the Bank to prepare and appraise projects and so be able to respond effectively to the needs of member states
  - (b) to speed up loan disbursement on approved projects
- (for these on attachment only)

Not applicable

6.3

Assessment of how the training received by the trainee has enabled him/her to contribute to the achievement of the purpose of the ADB/USAID Grant Project, namely the economic and social development of Bank member states. (For those on attachment only)

Not applicable

6.4

Depth of understanding and ability to use techniques learned.

No comment available

6.5

Is the former trainee able to perform his/her duties more effectively as a result of the training, in the opinion of the supervisor?

Yes

No comment available

No

SECTION 7. POST TRAINING EVALUATION

- 7.1 Description of any formal evaluation made after the completion of the training. (Including any discussions between the trainee, his/her supervisor and/or the Training Centre on how the trainee might use the training)

Training Centre planned to arrange seminar, but he only discussed with colleagues on informal basis.

Mr. Lassy wrote a report on the training he received, but it is not clear how this was then used.

People involved

Results of the evaluation

7.2 Does the former trainee recommend that other Bank personnel should be sent to the same place for the same training?

He recommends that Bank personnel be sent to medium sized organisations. It is difficult to bring the problems of the UN to the level of the Bank.

7.3 To what extent did this training correspond to his/her training needs?

It appears to have corresponded closely, judging by answers given.

7.4 Recommendations on how this particular training could be improved

Provide language training first, he is a French speaker

7.5 Recommendations on more appropriate and useful training for improving project preparation appraisal and implementation

Not applicable

SECTION 8. OTHER TRAINING

8.1 Other training received by the former trainee since joining the Bank

Dates	Place and Institution	Type and Subject Matter
	None	

8.2 Indicate which of the above relate to the USAID-sponsored training

Not applicable

8.3 Recommendations on the future training needs of this individual

Not applicable

AFRICAN DEVELOPMENT BANK

INTER-OFFICE MEMORANDUM

TO : *for* *Chairman*  
FROM : ADB/USAID Joint  
Evaluation Committee

Date :  
3/4/80

SUBJECT : ADB/USAID JOINT EVALUATION OF  
USAID GRANT ASSISTANCE TO ADB

The ADB and USAID REDSO/WA are currently engaged in a joint evaluation of the Regular and Sahelian Grant projects whereby USAID provides grant assistance to the ADB for the purpose of funding pre-investment studies, technical assistance to the Bank, training of Bank employees and a programme of modernising the Bank's financial management system. The results of this evaluation will be used in improving the design of the project and in the preparation of the Project Paper for the next phase of USAID assistance to the Bank, scheduled for 1982-86.

The ADB and REDSO are, therefore, particularly interested to evaluate the extent to which training under the project has contributed, and is continuing to contribute, to the achievement of the aims of the Regular and Sahelian Grant projects, which are primarily:

- to increase ADB's ability to respond affirmatively to requests for project loans by member countries, and to increase the rate of project preparation and implementation.

In order to do this, your assistance and co-operation is vital. You are requested, therefore, to complete the attached questionnaire and return it to Room 1215, ADB, by 8th April, 1980. It is intended that this will then be followed up by a discussion with the Consultant assisting with the evaluation, when you will have the opportunity to elaborate any points you wish.

Please be frank, and as detailed as you wish. The evaluation is seeking a constructive approach, identifying successes as well as failures, strengths as well as weaknesses, so that design and execution of the project can be improved to the benefit of all concerned. It does not seek to personalise issues, find scapegoats, or apportion blame.

Your co-operation is much appreciated.

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ADB/USAID JOINT EVALUATION OF USAID GRANT ASSISTANCE TO ADB

QUESTIONNAIRE : PERSONS TRAINED

SECTION 1 . SUMMARY DATA

1.1

Name of Person Trained:

Present Position: Nationality:

Department: Date of Birth: \_\_\_\_\_  
day mo. yr.

Division:

Date joined ADB: \_\_\_\_\_ Sex:  M  F  
day mo. yr.

Date started present position: \_\_\_\_\_ Office No:  
day mo. yr. Extension:

Name of Department Head:

Name of Division Head:

1.2

If in different position before training:

Previous Position: Grade:

Department: Division:

Name of Department Head:

1.3

USAID-sponsored Training: Type: Attachment

Subject of Training: Short Study Attachment

Purpose: Seminars/Courses

Place and Institution:

Dates: From \_\_\_\_ / \_\_\_\_ / \_\_\_\_ To \_\_\_\_ / \_\_\_\_ / \_\_\_\_ Duration: \_\_\_\_\_ weeks

Signature of  
Person Trained: \_\_\_\_\_

Date: \_\_\_\_\_  
day mo. yr.

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SECTION 2 . CURRENT DUTIES

Please set out your current duties and responsibilities, with reference to your Job Description and what you actually do.

SECTION 3 . SELECTION FOR TRAINING

Please tick box  
where applicable

3.1 Did you ask to be sent on this particular training?

YES

NO

If Yes, why?

or/ Was your attending this training proposed to you and  
discussed with you?

YES

NO

or/ Were you just informed that you would attend this  
training?

YES

NO

3.2 Do you know why you were selected for this training?  
If so, please specify.

3.3 What information did you receive about the training before you went?

3.4 Was this information adequate? What other information would be useful to future trainees to help them understand the content and level of training, and the environment they will be working in?

3.5

Was there any pre-training preparation that you had to do, for example any books to read, reports of other former trainees to study?

YES

NO

If Yes, please specify.

If No, would some preparation have been useful? If so, what sort of preparation?

SECTION 4 . USAID-SPONSORED TRAINING

- 4.1 Description of the Training. Please provide a full description of the Training you received, including the content and level, and a description of any tasks you carried out.

4.2

Does this description differ in any way from the terms of reference for the training?

YES

NO

If Yes, please specify the differences.

4.3

Did the training, in your opinion, meet the purpose set out in the terms of reference? If not, please explain.

4.4

Was the training what you expected? If not, please indicate how it differed from your expectations.

[Empty response area for question 4.4]

4.5

Please comment on whether the following were adequate:

a) Duration of Training:

b) Outline and content of Training:

[Empty response area for question 4.5]

4.6

For those persons trained who were on attachment only:

Please provide the positions of people you were attached to or who trained you in some other way, and specify their role in your training:

Position	Role in Training

4.7

Were they effective trainers, in your opinion? Please explain your answer.

Large empty rectangular box for providing an answer to question 4.7.

4.8 What skills and techniques did you learn during the training?

[Empty response area for question 4.8]

4.9 Did you learn any other useful things during your training?

[Empty response area for question 4.9]

4.10

Do you use these skills and techniques in your current position? If so, please give specific examples and show how the skills and techniques learnt have been useful. If not, please explain.

[Empty response area]

4.11 For those persons trained who were on attachment only.

The following are the purposes of the ADB/USAID Grant assistance project, of which training of Bank personnel is a part:-

- a) to increase the rate of project preparation, appraisal and loan approval for projects in Bank member states.
- b) to speed up loan disbursement on Bank approved projects.

Please specify anyway in which the USAID-sponsored training you received has enabled you to contribute towards these purposes.

4.12

Before you went on the USAID-sponsored training, did you expect to be promoted on your return?

YES

NO

Did this promotion occur? YES

NO

If so, to what position, and when

Position: \_\_\_\_\_

Date: \_\_\_\_ / \_\_\_\_ / \_\_\_\_  
day mo. yr.

Other Training

4.13 What other training have you received since joining the Bank?

Dates	Place and Institution	Type and Subject Matter

4.14 Has any of the above training been related to the USAID-sponsored training you received? If so, indicate which.

If Not, do you have any suggestions about appropriate follow-up training?

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SECTION 5 . POST-TRAINING EVALUATION

5.1 Has there been a formal evaluation in the Bank of the USAID-sponsored training that you received?

YES

NO

If so, what form did it take?

Written report

To whom?

Evaluation seminar with colleagues/Training Centre

Other (please specify)

5.2 What were the results of this evaluation?

5.3

Did you discuss with your current supervisor and/or the Training Centre how you might use your training?

Supervisor

Training Centre

If Yes to either, what was decided?

5.4

Would you recommend that other Bank personnel should be sent to the same place for the same training? If not, please explain (refer to other answers given above if appropriate).

ADB/USAID JOINT EVALUATION OF USAID GRANT ASSISTANCE TO ADB

QUESTIONNAIRE : SUPERVISOR OF TRAINEE

SECTION 1 . SUMMARY DATA

T.1

<u>Name of Supervisor:</u>	<u>Sex:</u> M <input type="checkbox"/>
<u>Position:</u>	F <input type="checkbox"/>
<u>Department:</u>	<u>Division :</u>
<u>Office No:</u>	
<u>Tel. Extension:</u>	
<u>Name of Trainee:</u>	
<u>Position:</u>	
<u>Details of USAID-sponsored Training:</u>	
<u>Dates:</u> /    /    to    /    /	<u>Location:</u>
day mo. yr.                    day mo. yr.	
<u>Type of Training and Subject Matter:</u>	

Date:    /    /  
          day mo. yr.

Signature of  
Supervisor: \_\_\_\_\_

SECTION 2 . SELECTION OF TRAINEE

2.1 Were you the trainee's supervisor before he/she went on this USAID-sponsored training?

YES   
NO

2.2 Were you involved in the selection of this individual for this training?

YES   
NO

If Yes, please describe your involvement:

2.3 Specifically, why was this individual chosen?

- a) It was his/her turn for some training
  - b) to reward him/her for previous work performance
  - c) to develop specific abilities he/she possesses
  - d) to train him/her for a new job
  - e) to fill certain gaps in his/her qualifications for his/her existing post
  - f) he/she was suitable to receive training in a skill that the Bank at that time needed and did not have
  - g) don't know
  - h) other (Specify):
- (Tick more than one box if appropriate)

Please elaborate your answer:

2.4

Why was this training course chosen?

[Empty response area for question 2.4]

2.5

Do you have any comments to make on the selection process?

[Empty response area for question 2.5]

SECTION 3 . EVALUATION OF TRAINING RECEIVED

3.1

Did the training this individual receive correspond to his/her training needs?

YES

NO

Please elaborate your answer

3.2

If you were the trainee's supervisor before he/she went on this USAID-sponsored course, has the training improved his/her ability to perform his/her duties satisfactorily?

Not applicable, I was not the supervisor before he/she went on this course

YES

NO

3.3

What skills and techniques did he/she learn from his/her training?

[Empty response area for question 3.3]

3.4

Does he/she have the opportunity to use them in his/her present post?

YES

NO

3.5

If the answer to 3.4 is Yes, please give specific examples

3.6

If the answer to 3-4 is No, please explain why not

3.7

If he/she has used skills and techniques learnt from this training, how well has he/she learnt them, in your opinion?

- a) He/she has complete mastery of them, and can produce good results unsupervised;
- b) He/she understands the basic principles, but requires supervision when applying them;
- c) His/her knowledge of the basic principles is imperfect, but when supervised can produce acceptable results;
- d) He/she is not really able to use the skills and techniques at all.

3.8

Please elaborate and give any other assessment of the extent of knowledge gained from the training.

3.9

To be answered where the person trained was on attachment to a development institution only (i.e. not the précis writers).

The following are the purposes of the ADB/USAID grant assistance programme, of which training forms a part:

- a) to increase the rate of project preparation, appraisal and loan approval in response to the needs of the Bank's member states;
- b) to speed up loan disbursement on loans approved by the Bank Group.

Please comment whether the training this person received has enabled him/her to contribute to the achievement of these purposes since his return. Please give specific examples e.g. (a) of projects prepared and appraised and comment on the progress of these projects. (b) projects where the appraisal and supervision by this person has helped disbursement on schedule.

SECTION 4 . POST TRAINING EVALUATION

D.1

Have you been involved in any formal evaluation of the USAID-sponsored training of this individual?

YES

NO

If so, what form did it take?

consideration of a written report  
from the trainee

an evaluation meeting with colleagues/  
the trainee/the Training Centre

Other (please specify):

D.2

What were the results of this evaluation?

4.5 Have you had any discussions with the trainee as to how the results of his training might be used?

YES

NO

If Yes, what was decided?

4.4 Do you have any recommendations for further training for this staff member?

4.5 Do you have any suggestions or recommendations as to how this particular training could be improved?

[Empty response area for question 4.5]

4.6 Do you have any suggestions or recommendations as to forms of training which would be more useful and appropriate from the point of view of efficient project preparation, appraisal, loan approval and project implementation?

[Empty response area for question 4.6]