

AIRGRAM

DEPARTMENT OF STATE

PD - ~~ABU-74317~~ 4-307

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Project 074
Report 07-307
INTERNATIONAL
OPERATIONS

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FROM - KARACHI

SUBJECT - Evaluation of Contractors Performance (U-307)
DACO Instrument Co.

REFERENCE - H. O. 1423.10

Evaluation of Contractor's Performance (U-307)

I. Heading of Report

- A. DACO Instrument Company
- B. ICAC-1253(5)
- C. Pakistan
- D. Pakistan Industrial Technical Assistance Center (PITAC)
391-12-280-074
- E. January 1, 1964 thru June 30, 1964
- F. Pakistan Industrial Technical Assistance Center, Lahore, Dacca and Karachi.
- G. Mr. Arthur B. H. Rose, Chief of Party
- H. Miles J. Sullivan, Industrial Advisor, USAID/Pakistan

Evaluation of Contractor's Performance

A. Understanding of objectives

The Contractor has a clear understanding of the scope and nature of the contract objectives.

B. Short-term Goals

Assistance to PITAC's Training Center in Lahore is scheduled to phase out on October 30, 1964. Central Development Grant assistance to PITAC, Room 1856 NS

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AID AND OTHER CLEARANCES

JBRobinson AD/DP
JFJames AD/G
HLCarr AD/M

cc: USAID/Dacca
USAID/Lahore

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including the field advisory technicians, will be phased out by June 30, 1965. The Contractor has established realistic short-term goals which will permit an orderly phase out of the Project.

C. Progress Toward Achievement of Goals and Objectives

The Contractor's personnel have conducted 5 training courses at PITAC's workshop in Lahore. These courses have been attended by more than 250 ~~150~~ trainees. PITAC has assigned at least one Pakistani counterpart to each of the DACO technicians in Lahore. These counterparts have assisted with the preparation and presentation of course material and PITAC considers that they will be at a level of competence commensurate with the technical needs of the Lahore Center after phase out of the DACO technicians in October 1964. The Contractor's personnel have established a design section staffed with tool and product designers who are capable of designing prototype products and production tooling of the type needed in Pakistan's industries.

Failure by PITAC to recruit counterpart personnel for some of DACO's Dacca and Karachi based technicians has lessened the effectiveness of these field technicians. However, the field technicians continue to make plant visits, primarily to medium-size plants in the private sector, to advise manufacturers on modern manufacturing practices and techniques. Advice rendered by the field technicians has resulted in substantial increases in production, in improved quality and design, in increased export sales and in the introduction of new products into the Pakistan market. Failure of PITAC to assign counterparts is not the Contractor's responsibility. No audits were made during this reporting period.

D. Difficulties Hindering Achievement of Objectives

The chief obstacle to achievement of contractor objectives is the apparent inability of PITAC to recruit qualified counterparts for the field technicians. Low PITAC pay scales and PITAC management attitudes have contributed to the difficulties. However, PITAC is now endeavoring to raise salary levels of counterparts to enable them to hire competent personnel and recruitment efforts continue.

E. Contractor's Staff

The Contractor's leadership is competent for the tasks involved. All Contractor's staff are technically competent and work well with local industrialists, their technical staffs, foremen and skilled workers. The staff is the proper size for this phasing-out Project.

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F. Contractor's Relationship

Relationships between the Contractor's staff at Lahore and GOP officials are satisfactory and tend to advance project objectives. Field technicians have only limited contact with GOP officials and work almost exclusively with private industry. Relationships and cooperation with private enterprise have been very good. Contractor's staff cooperates with US A.I.D. personnel and other contractors as required. U.S. backstopping is adequate.

G. Training Program

Training of counterparts for the DACO technicians in Lahore has proceeded to the point where the PITAC General Manager feels that they will be capable of taking over the training function in October 1964. In the absence of adequate counterparts for some of the DACO field staff, training of Pakistanis to take over the technical consultation work is not possible. However, PITAC continues to attempt to recruit counterparts for the American technicians based in Karachi and Dacca. Training provided by the contractor's staff relates satisfactorily to contract objectives. Contractor is not involved in the selection and follow up of participants trained abroad.

H. Commodity Procurement

The Contractor's procurement methods are satisfactory. Selection, installation, use, inspection and maintenance of equipment are satisfactory.

I. Cooperating Government Evaluation

The GOP Project Director indicates his approval of Contractor's performance by signing a monthly certificate of Performance.

J. Contractor's Report

Contractor has submitted all reports required by the contract. The Contractor has complied with requests to provide information to USAID/P and the Government of Pakistan.

K. Cooperating Country

GOP provides the agreed support to the Contractor and meets its other contractual commitments promptly except for its inability to recruit adequate counterparts as mentioned previously. This is a matter of continuing concern to both DACO and USAID personnel.

McCONAUGHY