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DEPARTMENT OF STATE

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FROM : **USAID/SAN SALVADOR**

SUBJECT : **Real Property Appraisal**

REFERENCE : **Evaluation of Contractor Performance - U-307**

1. Heading of Report

- A. Collett and Clapp, Inc.
- B. Contract No. AID/519-57-T
- C. El Salvador
- D. Public Administration 519-11-740-032
- E. July 1 to December 31, 1964
- F. Ministry of Finance
- G. Jesse W. Lee, Public Administration Advisor. For the full period of the contract.
- H. Same as above.

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2. Evaluation of Contractor Performance

A. Understanding of Objectives:

The head of the team and his two technicians are all very experienced in the area of real property assessment. Discussions with the firm principal and the head of the team prior to the signing of the contract established clearly and firmly the scope and objectives of the work to be performed. No difficulty was encountered during the execution of the contract.

B. Short-term Goals:

The contract team established a schedule of completion of each stage of the work and was very successful in sticking to it in spite of certain difficulties experienced in obtaining the

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necessary support from the GOES in the matter of trained personnel and adequate office space. See Section 2K of this report.

C. Progress Toward Achievement of Goals and Objectives:

The contractor completed the project on schedule. The appraisal manual in Spanish was completed and ready for printing by January 1, 1965. (It has since been printed). Twenty two auditors of the Directorate of Direct Taxes were trained by the contract team in modern appraisal techniques. The training lasted three months. The GOES entered into a contract with the firm of Collett and Clapp, Inc. beginning January 1965 to provide for additional training of ~~many~~ more appraisers. The manual has been praised by the GOES and a copy has been sent to AID/W.

D. Difficulties Hindering Achievement of Objectives

None

E. Contractor's Staff

The contract staff consisted of three technicians, one being the chief of team. Two of the technicians were completely bilingual and had wide experience in two or three countries in real property appraisal having worked in Puerto Rico and the Virgin Islands in similar projects. The Chief of the team has had at least 30 years experience in setting up real property appraisal systems in big city installations in the United States. He planned, directed and scheduled the project. The staff was the proper size for the work to be performed.

F. Contractor's Relationship

The relationship of the contractor's staff with the cooperating government was very good. The team had no trouble handling local staff assigned to them and developed very good working relationships with them. There were some slight difficulties encountered in their dealings with the head of one department who was afraid that training of the staff under him would result in their being more valuable than him, but this slight difficulty was overcome very quickly by very diplomatic handling of this official. At the end he was one of the most enthusiastic collaborators, and was very loud in his praises of the work accomplished. The contractor's staff cooperated fully with USAID personnel and kept the Mission informed on all aspects of the work being carried out. The staff received adequate backstopping from their home office.

G. Training Program

The training program carried out by the contractor and so stipulated in the contract was to be conducted locally in Spanish by two members of the contractor's team. The first group to receive training was picked by the Director of Direct Taxes. It consisted of 22 accountants from the Directorate's "perito" Section who are the ones that audit tax returns. The training was held at the Ministry of Finance Auditorium five hours a day, five days a week for three months. The appraisal

manual was being prepared/ in Spanish during the other part of the day. The parts of the manual already prepared in draft form were used to train the participants and each technique was discussed with them. Most of them felt that they were participating in creating the manual and several suggestions were received by the training team for incorporation in the manual.

With the training of an additional thirty employees under the GOFIS contract with Collett and Clapp, the Direct Tax Directorate will have a good core of real property appraisers who will be able to continue the work after the contractor withdraws. Further training in the field will be carried out under a proposed USAID/Collett and Clapp contract for an additional four months beginning May 1, 1965.

H. Commodity Procurement

Not Applicable.

I. Cooperating Government Evaluation

The strongest evidence that the cooperating government is satisfied with the contractor's services is their willingness to finance out of their own resources an extension of the contract to provide expanded training and additional advice on the establishment of a complete records system for real property. Furthermore, the completion of the manual was the occasion for a special ceremony attended by the Minister of Finance and other high ranking officials of the Ministry at which specially leather bound, goldlettered copies of the manual were presented to the USAID and the chief of the contractor's team.

J. Contractor Reports

The contractor submitted a monthly report during the period of the contract with copies to the cooperating government. It also submitted a final report. Copies of these reports are on file in the contract file of USAID.

K. Cooperating Country

The cooperating government in general, met its contractual commitments promptly. It also provided the necessary space and supporting personnel. However, in some instances delays were experienced and in those instances a lot of prodding on the part of the chief of the contract team was necessary with assistance of the contract representative. Sometimes there were delays of several days. In general however, it can be said that the cooperating government was unusually prompt in meeting its contractual commitments.

L. Additional Comments

Since the ~~total~~ project is being financed by USAID and the cooperating government, these comments will be reserved for the time when the full project of establishing a modern real property appraisal system has been completed at the end of August 1965.