

Center 3060090 (5)

AID 1017-25 (7-68)		56	SECURITY CLASSIFICATION		PROJECT NUMBER	
PROJECT APPRAISAL REPORT (PAR) (U-446) See M.O. 1026.1			UNCLASSIFIED		306-12-995-090 .1	
002 PAR	MO.	DAY	YR.	003 U.S. OBLIGATION SPAN		004 PROJECT TITLE
AS OF:	1	2	5	FY 5	6	Thru FY 7
005 COOPERATING COUNTRY - REGION - AID/W OFFICE				004 PROJECT TITLE		
Afghanistan				PD-AAC-441-A1		
APR 17 1969				Helmand-Arghandab Valley Regional Development (Water Resources Advisor Group)		

006 FUNDING TABLE (Also see page 1-C)

AID DOLLAR FINANCING OBLIGATIONS (\$000)	TOTAL	CONTRACT (NON-ADD)	PERSONNEL SERVICES			PARTICIPANTS		COMMODITIES		OTHER COSTS	
			AID	PASA	CONTRACT	DIR. PASA	CONTRACT	DIR. PASA	CONTRACT	DIR. PASA	CONTRACT
CUMULATIVE NET THRU ACTUAL YEAR (FY 19 68)	12,101	3,509	228	3,085	3,509	268	-	4,919	-	92	17p.
			(see page 1-C for details)								
PROPOSED OPERATIONAL YEAR (FY 19 69)	532	-	-	512	-	20	-	-	-	-	-

NET VALUE OF COMMODITY: 800 → Thru Actual Year: Operational Year Program:

007 IMPLEMENTING AGENCY TABLE

If contractors or participating agencies are employed, enter the name and contract or PASA number of each in appropriate spaces below; in the case of voluntary agencies, enter name and registration number from M.O. 1551.1, Attachment A. Enter the appropriate descriptive code in columns b and c, using the coding guide provided below.

TYPE CODE b	TYPE CODE c	a. IMPLEMENTING AGENCY	TYPE CODE		d. CONTRACT/PASA/VOLAG NO.	e. LEAVE BLANK FOR AID/W USE
			b.	c.		
1. U.S. CONTRACTOR 2. LOCAL CONTRACTOR 3. THIRD COUNTRY CONTRACTOR 4. PARTICIPATING AGENCY 5. VOLUNTARY AGENCY 6. OTHER:	0. PARTICIPATING AGENCY 1. UNIVERSITY 2. NON-PROFIT INSTITUTION 3. ARCHITECTURAL & ENGINEERING 4. CONSTRUCTION 5. OTHER COMMERCIAL 6. INDIVIDUAL 7. OTHER:	Bureau of Reclamation	4	0	06-99-050	

PART I - PROJECT IMPACT

I-A. GENERAL NARRATIVE STATEMENT ON PROJECT EFFECTIVENESS, SIGNIFICANCE & EFFICIENCY.

This summary narrative should begin with a brief (one or two paragraph) statement of the principal events in the history of the project since the last PAR. Following this should come a concise narrative statement which evaluates the overall efficiency, effectiveness and significance of the project from the standpoint of:

- (1) overall performance and effectiveness of project implementation in achieving stated project targets;
- (2) the contribution to achievement of sector and goal plans;
- (3) anticipated results compared to costs, i.e., efficiency in resource utilization;
- (4) the continued relevance, importance and significance of the project to country development and/or the furtherance of U.S. objectives.

Include in the above outline, as necessary and appropriate, significant remedial actions undertaken or planned. The narrative can best be done after the rest of PART I is completed. It should integrate the partial analyses in I-B and I-C into an overall balanced appraisal of the project's impact. The narrative can refer to other sections of the PAR which are pertinent. If the evaluation in the previous PAR has not significantly changed, or if the project is too new to have achieved significant results, this Part should so state.

008 NARRATIVE FOR PART I-A (Continue on form AID 1020-25 I as necessary):

The modern development of the Helmand and Arghandab Valleys began in 1946 when the RGA hired the U.S. Construction Company of Morrison Knudsen (MKA) to carry out the construction of two main storage reservoirs, a main canal and lateral system and some main out-fall drains under engineering designs prepared by the International Engineering Company, a U.S. firm. Although originally

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PAR CONTINUATION SHEET

financed with the RGA's own resources, Export-Import bank loan assistance totaling \$39.5 million was received between 1949 and 1955. At this juncture, the RGA envisioned extensive development in the Valley including the following areas; Shamalan, Darwoshan, Central Arghandab and Tarnak.

Upon the completion of the main storage and distribution system the RGA assumed that the farmers resident in the project area with HAVA assistance would, and could, construct the secondary laterals, farm distribution and drain systems and other construction required to complete the project. The only exceptions were the Marja and Nad-i-All areas where MKA finished the construction, but productivity in these two areas has been disappointing due to insufficient drainage and poor soils.

In FY 60 AID requested that a Bureau of Reclamation (BuRec) PASA team come to Afghanistan and provide technical assistance to the RGA agency which administers the project, the Helmand-Arghandab Valley Authority (HAVA). The current specific targets of the BuRec are:

1. To advise and assist the HAVA to execute its responsibilities for planning, construction, management, operations and maintenance of project works, and irrigation and drainage;
2. To train HAVA personnel to become capable of administering the physical facilities of the project;
3. To assist the HAVA in procurement and warehousing, including the training of personnel.

The first team consisted of three members, but was built up to eight by 1964 at which time a planning group was brought in to conduct economic feasibility studies of the advisability of developing various parts of the project area. The team is now comprised of 15 members.

There has been some effective training of project officials, but little depth has been developed. While the BuRec has been able to train supply and warehouse people and help the HAVA procure the commodities needed to keep the project moving, no practical long term provisions have been made for continuing an effective system of procurement after the termination of the activity. The BuRec advisor who was assisting the HAVA in this area was phased out in May of 1968, and his functions were assumed by a member of the J.G. White Engineering Corp. Team. Under a later decision to eliminate a large part of the White Team, however, the supply area was left without any advisor. The project works had deteriorated badly prior to the arrival of the BuRec team, but they have now been placed in relatively good condition, and the O & M Division Chief and one subordinate, along with one or two foremen, have been well trained.

A feasibility report has been completed by the BuRec on the Shamalan area which shows that 31,000 acres of land could be developed with a modern irrigation system at a benefit cost ratio of over 5-1. A study of the 130,000 acre Central Arghandab area is now in progress and will be completed in CY 1970. Some training has been accomplished during these planning efforts, but not enough to establish a qualified Afghan planning

PAR CONTINUATION SHEET

team. Considerable effort has been expended by the BuRec to help implement an AID loan of \$4.6 million which would provide the major portion of the necessary foreign exchange costs for the Shamalan development project, but the project has not yet begun.

Another major area of concentration by the BuRec has been in the engineering Division of the Engineering and Technical Department. General training has been accomplished to some extent of field engineers, surveyors, design engineers and related specialists.

Assistance was provided in developing the Helmand-Arghandab Construction Unit in the fields of construction, design and warehousing. The President, 5 construction foremen, 4 warehouse men and 8 equipment maintenance technicians have received some training. Most of the BuRec work with HACU was done prior to its establishment as a separate Government entity in March 1966. Assistance is still rendered as requested and participant training is being continued.

It is difficult to evaluate the cost-benefit of the team effort. Approximately \$4 million has been expended on technical personnel services and about \$2.5 million on commodities, enough to keep the irrigation project operating and permit the performance of essential project maintenance. This is not considered to be an excessive amount for the technical support required for the operation and maintenance of a project of this magnitude. It has not proven possible, however, to engage in the training of Afghans to the degree desired.

It is clear that HAVA will continue to need BuRec advisory assistance throughout the life of the proposed U.S. involvement in the project. Further, it appears now that outside technical assistance advice will be required beyond the presently proposed term the U.S. will be involved in the Shamalan project, if the additional 20,000 acres in this area are to be successfully developed. This judgement is based upon the fact that HAVA does not now have sufficient trainable Afghan talent available, and even if it did it is doubtful that sufficient Afghan competencies could be achieved in depth in two or three years in technical skills that require two or three times that long to develop in the United States. There is also the matter of competing demands for the limited technical skills available from all Afghan sources. In light of all the facts the USAID now considers that it would be unrealistic to believe that even the most intense effort at training over the period of the next two or three years will produce an Afghan competence to sustain the momentum that will be required to realize the long range ambitions for HAVR development.

Block 006 Funding Table (Cont'd.)

Funding Cumulative through Actual Year (FY 1968) consists of:
(\$000)

<u>Project No. & Title</u>	<u>Total</u>	<u>Contract (Non-add)</u>	<u>Personnel Services</u>			<u>Participants</u>		<u>Commodities</u>		<u>Other Costs</u>	
			<u>AID</u>	<u>PASA</u>	<u>Contr.</u>	<u>Dir PASA</u>	<u>Con- tract</u>	<u>Dir. PASA</u>	<u>Con- tract</u>	<u>Dir. PASA</u>	<u>Con- tract</u>
306-12-995-090 HAV Reg. Dev. (Water Resources)	2,982	319	-	2,059	319	116	-	474	-	14	
306-11-120-020 Helmand Canal Operations & Maint.	394	94	59	-	94	-	-	234	-	7	
306-11-120-027 HA Irrig. Survey	13	-	12	-	-	-	-	-	-	1	
306-12-995-050 H.V. Dev. Operations	427	118	134	45	118	60	-	55	-	15	
306-52-120-052 Helmand Land Dev.	500	100	-	-	100	-	-	400	-	-	
306-52-120-053 Helmand Irr.	1,700	1,000	-	-	1,000	-	-	700	-	-	
306-12-995-056 Helmand Land Dev.	184	48	-	-	48	-	-	136	-	-	
306-12-995-072 Helmand Val. Dev.	5,901	1,830	23	981	1,830	92	-	2,920	-	55	
TOTAL:	\$12,101	3,509	228	3,085	3,509	268	-	4,919	-	92	

306-12-995-090

PARAGRAPH 10, SECTION 5000

UNCLASSIFIED

306-12-995-090

PART I-B - PROJECT EFFECTIVENESS

009

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

1. CODE NO. AID/W USE ONLY	2. This section is designed to record progress toward the achievement of each project output target which was scheduled in the PIP, Part II. Where progress toward a target is significantly greater or less than scheduled, describe reason(s) beneath the target.	ACTUAL AND PLANNED OUTPUTS (ALL DATA CUMULATIVE)				
		3 ACTUAL CUM. TO DATE	4. AS OF PRIOR JUNE 30		5. PLANNED BY NEXT JUNE 30	6. PROJECTED TOTAL FOR PROJECT LIFE
			a. PLANNED	b. ACTUAL		
	Completion of Shamalan Feasibility Study of 60,000 Gross Acres.	100%	100%	100%	100%	100%
	Acres rehabilitated and developed in Shamalan (Retarded due to delays in the negotiation of the loan under which this activity is to be undertaken).	0	6,000	0	0	12,000
	Completion of Study of 130,000 Gross Acres in Central Arghandab (Ahead of schedule due to cancellation in June 1968 of feasibility studies on Tarnak and Darweshan units, thus allowing full concentration on this project).	60%	40%	50%	75%	100%
	Acres covered by <u>complete</u> control on operations and maintenance (Adequate water management procedures are not presently being followed. These procedures will be implemented on the Shamalan).	0	6,000	0	0	12,000
	Completion of water charges study on approximately 367,000 gross acres (Ahead of schedule due to limitation of study to economic data gathered on Shamalan and Central Arghandab areas, precluding necessity of awaiting additional information from the Tarnak and Darweshan areas).	75%	50%	60%	100%	100%
	Completion of study of 32,000 gross acres in Tarnak. (Cancelled by USAID due to limitation of funds see Page 5)	0	0	0	0	0
	Completion of study of 45,000 acres in Darweshan (Cancelled by USAID due to limitation of funds see Page 5)	0	0	0	0	0

UNCLASSIFIED

SECURITY CLASSIFICATION

UNCLASSIFIED

PROJECT NUMBER

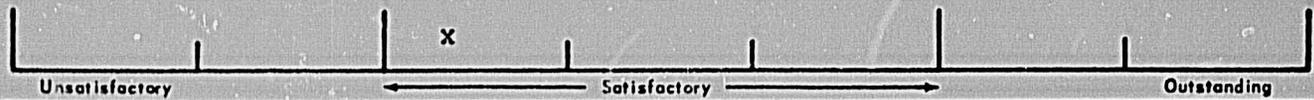
306-12-995-090

PART I-B - Continued

010

B.2 - OVERALL ACHIEVEMENT OF PROJECT TARGETS

Place an "X" within the bracket on the following seven-point scale that represents your judgment of the overall progress towards project targets:



PART I-C - PROJECT SIGNIFICANCE

011

C.1 - RELATION TO SECTOR AND PROGRAM GOALS (See detailed instructions M.O. 1026.1)

This section is designed to indicate the potential and actual impact of the project on relevant sector and program goals. List the goals in col. b and rate potential and actual project impact in cols. c and d.

a. CODE NO. (AID/W USE ONLY)	b. SCALE FOR COLUMN c: 3= Very Important; 2= Important; 1= Secondary Importance SCALE FOR COLUMN d: 3= Superior/Outstanding; 2= Adequate/Satisfactory/Good; 1= Unsatisfactory/Marginal	c. POTENTIAL IMPACT ON EACH GOAL IF PROJECT ACHIEVES TARGETS	d. ACTUAL IMPACT ON GOAL TO DATE RELATIVE TO PROGRESS EXPECTED AT THIS STAGE
	b. SECTOR AND PROGRAM GOALS (LIST ONLY THOSE ON WHICH THE PROJECT HAS A SIGNIFICANT EFFECT)		
	(1) To increase the HAVA area's annual production acreage through more efficient use of available water and land, with primary present emphasis on preparations for the Shamalan project, and by working towards completion of on-farm development commencing (2) with the Shamalan.	3	2
	Preparation of Project Development Planning Reports	3	2
	(3) Training HAVA and HACU personnel in construction, supply engineering, and project operations and maintenance, so that competent Afghan organizations can be developed to manage and complete the Helmand-Arghandab Regional Project.	2	1
	(4) Developing the capability of the HAVA to do land betterment feasibility analyses.	2	1

For goals where column c. is rated 3 or 2 and column d. is rated 1, explain in the space for narrative. The narrative should also indicate the extent to which the potential impacts rated 3 or 2 in column c. are dependent on factors external to the achievement of the project targets, i.e., is there a substantial risk of the anticipated impact being forestalled by factors not involved in the achievement of project targets. If possible and relevant, it also would be useful to mention in the narrative your reading of any current indicators that longer-term purposes, beyond scheduled project targets, are likely or unlikely to be achieved. Each explanatory note must be identified by the number of the entry (col. b) to which it pertains.

012 NARRATIVE FOR PART I-C.1 (Continue on form AID 1020-25 I):

1. The influence of the WRAG on agricultural production is made in two ways: through the improvement in the HAVA's operations and maintenance of project facilities which have been developed thus far; and through its efforts to bring about the development, through land betterment programs, of additional lands in the project area. Although the WRAG is not satisfied with the results achieved in either of these areas, some progress has been made. There has been a remarkable improvement in the maintenance of existing facilities. In addition, significant land betterment projects are in process or in advanced stages of planning. When disbursements under the 4.6 million AID loan commence it is expected that a major improvement in the land betterment situation will be apparent in a reasonable time. It is also expected that a marked improvement in on-the-job training will be possible.

UNCLASSIFIED

SECURITY CLASSIFICATION

PAR CONTINUATION SHEET

3. and 4. Throughout the foregoing it is apparent that reasonably good progress has been made where American advisors are directly involved. It is equally apparent that attainment of training objectives have not met expectations due to a shortage of on-the-job trainees. For example, it was hoped that to date from the inception of the WRAG project 100 Afghans would have been trained in design, construction, operations and maintenance, and supply; whereas 80 have actually been trained. Likewise in Project Development Planning it was hoped that during the past 4 years 21 professionals and 34 sub-professionals would have been trained; whereas training has been accomplished for 9 in the former category and for 29 in the latter.

These figures suggest that in some instances our expectations may have exceeded Afghan ability to produce qualified trainees, while in others the Afghans have made less than adequate effort to produce them. In this connection the Mission is undertaking a review of the annual output of Afghan technical training facilities, both at the university and high school level, in order to determine what can realistically be expected of the RGA/HAVA. In addition, the Mission is initiating a vigorous campaign of assistance to HAVA in its efforts to recruit qualified on-the-job trainees.

SECURITY CLASSIFICATION

PROJECT NUMBER

UNCLASSIFIED

306-12-995-090

PART I-C - Continued

C.2 - GENERAL QUESTIONS

These questions concern developments since the prior PAR. For each question place "Y" for Yes, "N" for No, or "NA" for Not Applicable in the right hand column. For each question where "Y" is entered, explain briefly in the space below the table.	MARK IN THIS COL.
013 Have there been any significant, unusual or unanticipated results not covered so far in this PAR?	N
014 Have means, conditions or activities other than project measures had a substantial effect on project output or accomplishments?	N
015 Have any problems arisen as the result of advice or action or major contributions to the project by another donor?	N
016 If the answer to 014 or 015 is yes, or for any other reason, is the project now less necessary, unnecessary or subject to modification or earlier termination?	N
017 Have any important lessons, positive or negative, emerged which might have broad applicability?	Y
018 Has this project revealed any requirement for research or new technical aids on which AID/W should take the initiative?	N
019 Do any aspects of the project lend themselves to publicity in newspapers, magazines, television or films in the United States?	..
020 Has there been a lack of effective cooperating country media coverage? (Make sure AID/W has copies of existing coverage.)	N

021 NARRATIVE FOR PART I-C.2 Identify each explanatory note by the number of the entry to which it pertains. (Continue on form AID 1020-25 I as necessary):

017 - The experience of the BRAC highlights the necessity for making a thorough and detailed analysis of the capabilities of the host country to provide personnel and resources before entering into an assistance agreement. A stipulation of the extent of host country contributions introduces delays between a feasibility study and implementation of a final agreement. To do less, however, can lead to an obviously untenable or unreasonable position. On the other hand, once having made a reasonable judgement as to host country capability to furnish personnel and other resources AID should not proceed with implementation of a project until satisfied that the agreed host country personnel and other resources are available or will be available at the specified time and place.

UNCLASSIFIED

306-12-995-090

PART II - IMPLEMENTATION REPORT

II-A - STATUS OF SCHEDULE

022 A-1 - INDIVIDUAL ACTIONS (See detailed instructions M.O. 1026.1). This is a listing of major actions or steps which were scheduled for physical start or continuing implementation in the reporting period as reflected in the Project Implementation Plan, Part I.

(a)		(b) STATUS - PLACE AN "X" IN ONE COLUMN		
PIP ITEM NO.	MAJOR ACTIONS OR STEPS; CAUSES AND RESULTS OF DELAYS; REMEDIAL STEPS	(1)	(2)	(3)
		BEHIND SCHEDULE	ON SCHEDULE	AHEAD OF SCHEDULE
1.	Complete Shamalan Unit Feasibility Report.		X (completed)	
2.	Complete Shamalan Rehabilitation and Development (RWA/RACU Equipment Loan has not been implemented. Shamalan construction contingent upon completion of loan negotiations).	X		
3.	Complete Central Arghandab Feasibility Report (USAID decision to terminate planning with Central Arghandab report allowed concentration of effort of full team on completing this report, thus reducing the time needed).			X
4.	Training of RWA Personnel to continue the functioning of the project following the termination Buker assistance. (Behind schedule due to failure of RGA/RWA to provide sufficient trainees.)	X		
5.	Continue assistance on operation and maintenance, construction, design, equipment maintenance, water management, procurement and warehousing.		X	
6.	Complete water charges study. (Study will be completed on basis of Shamalan and Arghandab data and will not have to await data from other areas previously planned for study and subsequently cancelled).			X
7.	Complete Tarnak feasibility study. (Cancelled by USAID in June 1968 due to cutback of AID funds in lowest priority activities).			
8.	Complete Darweshan feasibility study. (Cancelled by USAID in June 1968, see above).			

UNCLASSIFIED

306-12-995-090

PART II - Continued

023

II-A.2 - OVERALL TIMELINESS

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

BLOCK (c): If marked, place an "X" in any of the blocks one thru eight that apply. This is limited to key aspects of implementation, e.g., timely delivery of commodities, return of participants to assume their project responsibilities, cooperating country funding, arrival of technicians.

(a) On schedule	
(b) Ahead of schedule	
(c) Behind schedule	X
(1) AID/W Program Approval	
(2) Implementing Agency (Contractor/Participating Agency/Voluntary Agency)	
(3) Technicians	
(4) Participants	
(5) Commodities (non-FFF)	
(6) Cooperating Country	
(7) Commodities (FFF)	X
(8) Other (specify): HAVA	X

II-B - RESOURCE INPUTS

This section appraises the effectiveness of U.S. resource inputs. There follow illustrative lists of factors, grouped under Implementing Agency, Participant Training and Commodities, that might influence the effectiveness of each of these types of project resources. In the blocks after only those factors which significantly affect project accomplishments, write the letter P if effect is positive or satisfactory, or the letter N if effect is negative or less than satisfactory.

1. FACTORS-IMPLEMENTING AGENCY (Contract/Participating Agency/Voluntary Agency)

024 IF NO IMPLEMENTING AGENCY IN THIS PROJECT. PLACE AN "X" IN THIS BLOCK:		032 Quality, comprehensiveness and candor of required reports	
025 Adequacy of technical knowledge	P	033 Promptness of required reports	
026 Understanding of project purposes	P	034 Adherence to work schedule	P
027 Project planning and management	P	035 Working relations with Americans	P
028 Ability to adapt technical knowledge to local situation	P	036 Working relations with cooperating country nationals	P
029 Effective use of participant training element	P	037 Adaptation to local working and living environment	
030 Ability to train and utilize local staff	P	038 Home office backstopping and substantive interest	P
031 Adherence to AID administrative and other requirements		039 Timely recruiting of qualified technicians	P
		040 Other (describe):	

2. FACTORS-PARTICIPANT TRAINING

041 IF NO PARTICIPANT ELEMENT IN PROJECT. PLACE AN "X" IN THIS BLOCK:		TRAINING UTILIZATION AND FOLLOW UP	
PREDEPARTURE		052 Appropriateness of original selection	P
042 English language ability	P	053 Relevance of training for present project purposes	P
043 Availability of host country funding		054 Appropriateness of post-training placement	P
044 Host country operational considerations (e.g., selection procedures)		055 Utility of training regardless of changes in project	
045 Technical/professional qualifications	P	056 Ability to get meritorious ideas accepted by supervisors	N
046 Quality of technical orientation		057 Adequacy of performance	P
047 Quality of general orientation		058 Continuance on project	P
048 Participants' collaboration in planning content of program		059 Availability of necessary facilities and equipment	P
049 Collaboration by participants' supervisors in planning training		060 Mission or contractor follow-up activity	P
050 Participants' availability for training		061 Other (describe):	
051 Other (describe):			

SECURITY CLASSIFICATION

UNCLASSIFIED

PROJECT NUMBER

306-12-995-090

PART II-B - Continued

3. FACTORS-COMMODITIES

PLACE AN "X" IN APPROPRIATE BLOCK:	062 FFF	063 NON-FFF	X	064 NO COMMODITY ELEMENT		072 Control measures against damage and deterioration in shipment.	N
065 Timeliness of AID/W program approval (i.e., PIO/C, Transfer Authorization).					P	073 Control measures against deterioration in storage.	P
066 Quality of commodities, adherence to specifications, marking.					P	074 Readiness and availability of facilities.	P
067 Timeliness in procurement or reconditioning.					P	075 Appropriateness of use of commodities.	N
068 Timeliness of shipment to port of entry.					P	076 Maintenance and spares support.	N
069 Adequacy of port and inland storage facilities.					P	077 Adequacy of property records, accounting and controls.	P
070 Timeliness of shipment from port to site.					P	078 Other (Describe):	
071 Control measures against loss and theft.					N		

Indicate in a concise narrative statement (under the heading a. Overall Implementation Performance, below) your summary appraisal of the status of project implementation, covering both significant achievements and problem areas. This should include any comments about the adequacy of provision of direct hire technicians as well as an overall appraisal of the comments provided under the three headings (b, c & d) which follow. For projects which include a dollar input for generation of local currency to meet local cost requirements, indicate the status of that input (see Detailed Instructions).

Discuss separately (under separate headings b, c & d) the status of Implementing Agency Actions, Participants and Commodities. Where above listed factors are causing significant problems (marked N), describe briefly in the appropriate narrative section: (1) the cause and source of the problem, (2) the consequences of not correcting it, and (3) what corrective action has been taken, called for, or planned by the Mission. Identify each factor discussed by its number.

079 NARRATIVE FOR PART II-B: (After narrative section a. Overall Implementation Performance, below, follow, on form AID 1020-25 I as needed, with the following narrative section headings: b. Implementing Agency, c. Participants, d. Commodities. List all narrative section headings in order. For any headings which are not applicable, mark them as such and follow immediately below with the next narrative section heading.)

a. Overall Implementation Performance.

The objectives of the WRAG activity (with special emphasis on the Shamalan) are to advise and assist in the completion of the irrigation project by providing technical assistance and commodities, and concurrently training Afghan technicians to develop a competent staff to carry on with the completion of the irrigation project and project operation and maintenance after termination of USAID Assistance. Equipment, spare parts and supplies have been provided through WRAG efforts in what has generally been a successful program. Training has been provided to 31 participants within the HAVA organization and has also been a successful portion of the program. A feasibility study has been provided for a 31,000 acre development program in the Shamalan area near Lashkar Gah; numerous small scale plans have been developed and presented to HAVA; a feasibility study on the Central Arghandab project will be provided during CY 1970; and the project is designed to provide guidelines for the completion and operation and maintenance of the irrigation project.

UNCLASSIFIED

PAR CONTINUATION SHEET

b. Implementing Agency

Implementing agency actions have generally been satisfactory.

c. Participants

Participant training has generally been more successful than on-the-job training. The participants provided have generally been acceptable. A total of 31 have received training during 8 years of team effort. Most of these have received training in the United States toward degrees, but during the last few years more of the trainees are being sent to Iran for practical training in irrigation project operation and maintenance and equipment maintenance. Trainees have all returned to the HAVA with the exception of one who has apparently left the country. (056) Having completed their training, however, a number of trainees have complained of the difficulty in getting their ideas accepted by superiors.

d. Commodities

The ordering of commodities has generally been satisfactory. (071) (072) There appear, however, to be rather high losses and damages to commodities after they leave the seaport of Karachi. (075) HAVR (including WRAG) has been working with the Afghans to improve warehousing procedures; significant progress has been made. Pending complete satisfactory resolution of the warehousing difficulties, however, and in order to avoid delays, we have recently been practicing a procedure of having USAID be the receiving agency and making use of the supplies from USAID warehouses.

(076) The HAVA has not been aggressive in applying to the RGA for allocations for the limited foreign currency available in the country for development. USAID will encourage the HAVA to collaborate with the HACU, which has an effective procurement system, on the procurement of off-shore commodities.

PART III - ROLE OF THE COOPERATING COUNTRY

The following list of illustrative items are to be considered by the evaluator. In the block after only those items which significantly affect project effectiveness, write the letter P if the effect of the item is positive or satisfactory, or the letter N if the effect of the item is negative or less than satisfactory.

SPECIFIC OPERATIONAL FACTORS:	
080 Coordination and cooperation within and between ministries.	N
081 Coordination and cooperation of LDC gov't. with public and private institutions and private enterprise.	
082 Availability of reliable data for project planning, control and evaluation.	N
083 Competence and/or continuity in executive leadership of project.	
084 Host country project funding.	P
085 Legislative changes relevant to project purposes.	N
086 Existence and adequacy of a project-related LDC organization.	P
087 Resolution of procedural and bureaucratic problems.	N
088 Availability of LDC physical resource inputs and/or supporting services and facilities.	N
089 Maintenance of facilities and equipment.	N
090 Resolution of tribal, class or caste problems.	
091 Receptivity to change and innovation.	N
092 Political conditions specific to project.	
093 Capacity to transform ideas into actions, i.e., ability to implement project plans.	N
094 Intent and/or capacity to sustain and expand the impact of the project after U.S. inputs are terminated.	N
095 Extent of LDC efforts to widen the dissemination of project benefits and services.	
096 Utilization of trained manpower (e.g., participants, counterpart technicians) in project operations.	P
097 Enforcement of relevant procedures (e.g., newly established tax collection and audit system).	
098 Other:	
HOST COUNTRY COUNTERPART TECHNICIAN FACTORS:	
099 Level of technical education and/or technical experience.	N
100 Planning and management skills.	N
101 Amount of technician man years available.	N
102 Continuity of staff.	N
103 Willingness to work in rural areas.	N
104 Pay and allowances.	N
105 Other:	

In the space below for narrative provide a succinct discussion and overall appraisal of the quality of country performance related to this project, particularly over the past year. Consider important trends and prospects. See Detailed Instructions for an illustrative list of considerations to be covered.

For only those items marked N include brief statements covering the nature of the problem, its impact on the achievement of project targets (i.e., its importance) and the nature and cost of corrective action taken or planned. Identify each explanatory note.

106 NARRATIVE FOR PART III (Continue on form AID 1020-25 I):

HAVA has had difficulty in providing on-the-job trainees in which to develop the competence necessary to carry on the development and operation and maintenance of the irrigation project. After the main storage, distribution and drainage system had been completed the HAVA did little toward rehabilitating the existing irrigation system. The project works provide an abundant water supply and the water has been allowed to be used without restriction. This unrestricted use throughout the year has contributed to the salinization of a portion of the irrigated area. The importance of this problem is well recognized, and its solution lies in completing on-farm development by the modernization of irrigation and drainage systems (as proposed in the Shamalan area) and the institution of a water delivery procedure that will preclude the over use of water and the further deterioration of soils.

PAR CONTINUATION SHEET

080 - There appears to be a lack of coordination and cooperation between the Ministries of the RGA in supporting the development of the Valley. Budget problems and the appropriation and allocation of funds appear to need re-study and more effective procedures developed so that funds can be made available to the HAVA in a timely manner. This problem is being addressed by the Financial Management Activity of the HAVR project. In addition, the HAVA has an employee working directly in the Ministry of Planning to represent the HAVA. This representative lacks sufficient stature to provide the HAVA with the support it needs.

082 - Basic data on the water supply, crop yields, economics, and so forth, is not available in all the areas needed for the proper study of land development. This problem is being remedied to some extent by WRAG efforts.

085 - Absence of adequate water laws, taxes, and assessments make modernization very difficult.

087 - Management problems concerning personnel, logistics, supply, etc. continue to impede land development and operations and maintenance.

088 - There is a deficiency in HAVA physical resource inputs. The development budget for equipment, vehicles, tools, minor supplies, etc. is inadequate.

089 - Equipment and facilities maintenance falls short of adequate standards although ^{some gains are} being made under the project. There is a shortage of adequately trained personnel and good supervision.

091 - The educated officials, to some extent, are receptive to change, but this receptivity has not permeated far into the HAVA organization.

093 - Implementation of plans is difficult due to the insufficient number of trained personnel competent to accept responsibility. Consequently, the responsibility and authority to make nearly all decisions is concentrated in the executive leadership of the HAVA. Moreover, follow-through on decisions after they are made is weak.

094 - The local organization is not presently capable of sustaining the project due to the shortage of trained manpower, and a lack of a procedure by which equipment can be acquired and maintained. Most major equipment, autos, instruments, etc. have been furnished by AID. Most spare parts are also AID furnished. Most of the equipment is American, and provisions for replacement are presently inadequate.

099 - Too few employees have a high enough level of education.

100 - Adequate skills are lacking. Too few skilled managers are available for a project of this size.

PAR CONTINUATION SHEET

101 - There are insufficient man years of experience available because insufficient trainees have been made available and a significant number of trained persons have moved to other projects.

102 - Attrition is not a serious problem. When senior assigned officials are temporarily absent, however, or when one is occasionally transferred, continuity of operations is interrupted because understudies are often non-existent.

103 - There is an unwillingness on the part of many college graduates to work in the HAVA area because of the less desirable climate and the lack of an opportunity to obtain additional funds from a second job.

104 - Pay and allowances are so low that most of the HAVA personnel are overly preoccupied with their mere existence. These low levels are also an invitation to graft. A more realistic salary and allowance scale is urgently needed if the project is to make adequate progress. There have been pressures brought to bear to eliminate the current 50% hardship allowance for HAVA employees. This should be retained in order to provide the incentive to keep good personnel.

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PART IV - PROGRAMMING IMPLICATIONS

IV-A - EFFECT ON PURPOSE AND DESIGN

Indicate in a brief narrative whether the Mission experience to date with this project and/or changing country circumstances call for some adjustment in project purposes or design, and why, and the approximate cost implications. Cover any of the following considerations or others that may be relevant. (See Detailed Instructions for additional illustrative considerations.) Relevant experience or country situations that were described earlier can simply be referenced. The spelling out of specific changes should be left to the appropriate programming documents, but a brief indication of the type of change contemplated should be given here to clarify the need for change.

For example, changes might be indicated if they would:

1. better achieve program/project purposes;
2. address more critical or higher priority purposes within a goal plan;
3. produce desired results at less cost,
4. give more assurance of lasting institutional development upon U.S. withdrawal.

107 NARRATIVE FOR PART IV-A (Continue on form AID 1020-25 I):

There is a definite need for HAVA to develop and carry out systematic schedules for procurement of materials, equipment and supplies.

HAVA needs to make a more concerted effort to fill existing staff vacancies with personnel qualified to absorb on-the-job training.

RGA/HAVA should take a more vigorous and urgent attitude toward execution of the Shamalan Project.

RGA/HAVA should plan for an intense public relations campaign in the Shamalan area and elsewhere in the Helmand irrigated area in order to develop a favorable public attitude toward the Shamalan development and the rehabilitation of existing systems.

The HAVA/HACU loan project is the most important planned instrument for achieving modernization in the HAVA irrigation system and the BuRec will concentrate on assuring its success.

IV-B - PROPOSED ACTION

108 This project should be (Place an "X" in appropriate block(s)):

1. Continued as presently scheduled in PIP.	
2. Continued with minor changes in the PIP, made at Mission level (not requiring submission of an amended PIP to AID/W).	
3. Continued with significant changes in the PIP (but not sufficient to require a revised PROP). A formally revised PIP will follow.	X
4. Extended beyond its present schedule to (Date): Mo. ___ Day ___ Yr. ___. Explain in narrative, PROP will follow.	
5. Substantively revised. PROP will follow.	
6. Evaluated in depth to determine its effectiveness, future scope, and duration.	
7. Discontinued earlier than presently scheduled. Date recommended for termination: Mo. ___ Day ___ Yr. ___	
8. Other. Explain in narrative.	X

109 NARRATIVE FOR PART IV-B:

Due to the importance of this activity, and the seriousness of the trainee problem, USAID will work directly with the RGA in recruiting personnel for the HAVA: identifying desirable graduates of Kabul University and the Afghan Institute of Technology; interviewing, evaluating and recommending the best qualified to the HAVA for specific jobs. USAID will also exert its influence to assure that those selected will be hired on a timely basis by the HAVA.

An effort will also be made to achieve the earliest possible implementation of the HAVA/HACU loan project. The earlier it is underway, the more advantage can be obtained from the BuRecs' present efforts.

(continued on Page 9-A)

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PAR CONTINUATION SHEET

The PIP needs substantial revision pursuant to the AID decision to curtail PDP Studies with the completion of the Central Arghandab study.

The Mission has mounted a vigorous campaign to get the RGA more deeply involved in HAVA problems and the HAVA more aggressively involved in its own problems. More specifically, the Mission will continue to press for improvement in HAVA financial management, a more aggressive approach by HAVA in dealing with the Ministry of Planning with regard to loan implementation, improvement of off-shore procurement, and a more rational distribution of personnel.