306010100 1002

A.I.D. Reference Center 375 RS/15

AID 1020-25 (7-68)

PROJECT APPRAISAL REPORT (PAR) (U-446) See M.O. 1026.1

SECURITY CLASSIFICATION: UNCLASSIFIED

001 PROJECT NUMBER: 306-22-120-101 Loan #306-H-013 (NS 306010 (P) PD-AAF-603-N)

002 PAR AS OF: MO. 11 DAY 15 YR. 70

003 U.S. OBLIGATION SPAN: FY 68 Thru FY 69

004 PROJECT TITLE: Kajakai Hydroelectric Power

005 COOPERATING COUNTRY - REGION - AID/W OFFICE: Afghanistan

10p

006 FUNDING TABLE

AID DOLLAR FINANCING-OBLIGATION ($000)	TOTAL	CONTRACT (NON-ADD)	PERSONNEL SERVICES			PARTICIPANTS		COMMODITIES		OTHER COSTS	
			AID	PASA	CONTRACT	DIR. PASA	CONTRACT	DIR. PASA	CONTRACT	DIR. PASA	CONTRACT
CUMULATIVE NET THRU ACTUAL YEAR (FY 19 70)	12,000	-	-	-	-	-	-	-	-	-	-
PROPOSED OPERATIONAL YEAR (FY 19 71)	-	-	-	-	-	-	-	-	-	-	-

CCC VALUE OF P.L. 480 COMMODITIES ($000) → Thru Actual Year: None | Operational Year Program: None

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
1. U.S. CONTRACTOR
2. LOCAL CONTRACTOR
3. THIRD COUNTRY CONTRACTOR
4. PARTICIPATING AGENCY
5. VOLUNTARY AGENCY
6. OTHER:

TYPE CODE c
0. PARTICIPATING AGENCY
1. UNIVERSITY
2. NON-PROFIT INSTITUTION
3. ARCHITECTURAL & ENGINEERING
4. CONSTRUCTION
5. OTHER COMMERCIAL
6. INDIVIDUAL
7. OTHER:

a. IMPLEMENTING AGENCY	TYPE CODE b.	TYPE CODE c.	d. CONTRACT/ PASA/ VOLAG NO.	e. LEAVE BLANK FOR AID/W USE
1. I.E.C.O.	1	3		
2. H.A.C.U.	2	4		
3.				

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 aporaisal 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 last PAR for this project was dated 5/20/70 and as anticipated in that PAR a funding problem has occured due to equipment escalation costs in the U.S.

International Engineering Company submitted their Preliminary Report on schedule, 15 May 1970. They estimate the total project cost as $18,076,000 assuming that

MISSION DIRECTOR APPROVAL → SIGNATURE: Victor H. Skiles, Acting Director DATE: November 30, 1970

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008 NARRATIVE FOR PART 1-A (contd)

project construction is started on schedule at the beginning of 1971. This estimate is some $2,676,000 more than the $15,400,000 in the Loan Agreement.

AID/W advised that no further funds could be obligated for engineering services until the Royal Government of Afghanistan (RGA) presented a firm commitment to fund the additional amount required to complete the project. Accordingly, IECO engineering services were stopped from 5/15/70 to 11/10/70. IECO, however, was authorized to continue the field survey for the transmission line and completed this survey on 6/15/70.

The RGA attempted to get financial assistance for this project from other donor countries including Germany, England and the Asian Development Bank. The negotiations are still going on.

After numerous discussions between the Mission and RGA and discussions within the RGA, including two formal Cabinet meetings, a letter commiting the RGA to cover the anticipated shortfall was signed by the Minister of Planning on 11 Oct 1970 and sent to the Mission Director.

AID/W after an exchange of cables authorized the Mission to allow the RGA to proceed with the project.

By letter dated Nov 4 1970 the Mission Director authorized the Ministry of Planning to proceed with implementation of the loan and to proceed with engineering services. IECO after being officially notified by both AID and the RGA resumed design services on 11 Nov 1970.

The IECO Preliminary Plans were approved by AID on 9 Nov and by the RGA on 10 Nov except for the training and advisory services program and the transmission line tie to the Girishk system.

The Mission and DaAfghanistan Breshna Moassessa (ABM) are working on a revised training program. The Mission has proposed a modification to the transmission line tie to the Girishk system and this proposal has been forwarded to IECO by ABM for recommendations.

This project is again progressing satisfactorily since the funding problem discussed above has been resolved. As stated in the previous PAR this project should be effective in achieving project targets and is significant to country development.

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PROJECT NUMBER: 306-22-120-101

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PART I-B – PROJECT EFFECTIVENESS

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 1970		5. PLANNED BY NEXT JUNE 30 1971	6. PROJECTED TOTAL FOR PROJECT LIFE
		a. PLANNED	b. ACTUAL		
1. Conditions Precedent for Initial Disbursement	100%	100%	100%	100%	100%
2. Conditions Precedent for Training Program *	0%	30%	0%	50%	100%
3. Conditions Precedent for Construction Contract *	0%	25%	0%	35%	100%
4. Letter of Commitment for Engineering Services	100%	100%	100	100%	100%
5. Letter of Commitment for Consulting Services Training Program *	0%	25%	0%	50%	100%
6. Letter of Commitment for Construction Contracts *	0%	20%	0%	30%	100%
Construction:					
7. Add 33 MW Hydroelectric capacity to Helmand Valley Power Systems	0%	0%	0%	0%	100%
8. Install approx 120 miles of Transmission Lines	0%	0%	0%	0%	100%
9. Install sub-station at Kandahar	0%	0%	0%	0%	100%
10. Install sub-station at Girishk	0%	0%	0%	0%	100%
Training Program:					
11. Train RGA personnel in management, operation and maintenance *	0%	5%	0%	5%	100%

* Progress is being made to meet these Conditions Precedent. Delay was caused by AID initiated stop order.

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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:

		X				

Unsatisfactory ← Satisfactory → Outstanding

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.

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

a. CODE NO. (AID/W USE ONLY)	b. SECTOR AND PROGRAM GOALS (LIST ONLY THOSE ON WHICH THE PROJECT HAS A SIGNIFICANT EFFECT)	c. POTENTIAL IMPACT ON EACH GOAL IF PROJECT ACHIEVES TARGETS	d. ACTUAL IMPACT ON GOAL TO DATE RELATIVE TO PROGRESS EXPECTED AT THIS STAGE
	(1) Through cooperative effort with the RGA to complete the physical facilities of the Helmand-Arghandab Valley Region which are essential to expanding production and to ~~support research, technical and institutional development~~ (2) required for steadily expanding agricultural and industrial growth.	3	2
	(3) To facilitate and encourage the mobilization of public and private development resources directed toward the achievement of an increasing rate of economic growth in the 70's.	2	2
	(4)		

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

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

Neither targets nor impacts have changed although progress has been delayed. (See Narrative)

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?	N
018 Has this project revealed any requirement for research or new technical aids on which AID/W should take the initiative?	N
019 Do any aspects of the project lend themselves to publicity in newspapers, magazines, television or films in the United States?	Y
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):

019 IECO (Morrison-Knudsen), the consulting engineer, will place an article in the company magazine later in the program.

Engineering Division is preparing a paper for publication in a technical magazine which covers this project.

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PART II - IMPLEMENTATION REPORT

II-A - STATUS OF SCHEDULE

C22 A-1 - INDIVIDUAL ACTIONS (See detailed instructions M.O. 1026.1). This is a listing of major actions or steps which were scheduled for physical start or continuing implementation in the reporting period as reflected in the Project Implementation Plan, Part I.

(a) PIP ITEM NO.	MAJOR ACTIONS OR STEPS; CAUSES AND RESULTS OF DELAYS; REMEDIAL STEPS	(b) STATUS - PLACE AN "X" IN ONE COLUMN (1) BEHIND SCHEDULE	(2) ON SCHEDULE	(3) AHEAD OF SCHEDULE
1.	Loan Authorized	X	(completed 6/21/67)	
2.	Loan Agreement signed	X	(completed 5/13/68)	
3.	Design contract executed	X	(completed 8/20/69)	
4.	Submit preliminary design and cost estimate for ABM-USAID approval		X	
5.	Award purchase contract for turbines and generators transformers		X	
6.	Award purchase contract for gates and trashracks		X	
7.	Award contract for training program		X	
8.	Award construction contract power house and general construction		X	
9.	Award contract construction of transmission line and sub-stations		X	
10.	Construct transmission line and sub-stations		X	
11.	Install Start-up Test Units #1 and #2 - turbines and generators		X	
12.	Complete construction		X	
13.	Complete IECO contract - (10 months operation included)		X	

Note: (See 106 Narrative page 8 previous PAR for reasons items 1-2-3 were completed behind schedule).
Project was delayed approximately 9 months because of funding problems discussed in Narrative 008 and will now proceed on a revised schedule.

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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)	
(8) Other (specify): Funding: see Narrative 008	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	P
		033 Promptness of required reports	P
025 Adequacy of technical knowledge		034 Adherence to work schedule	
026 Understanding of project purposes		035 Working relations with Americans	P
027 Project planning and management		036 Working relations with cooperating country nationals	P
028 Ability to adapt technical knowledge to local situation		037 Adaptation to local working and living environment	
029 Effective use of participant training element		038 Home office backstopping and substantive interest	P
030 Ability to train and utilize local staff		039 Timely recruiting of qualified technicians	
031 Adherence to AID administrative and other requirements	P	040 Other (describe):	

2. FACTORS-PARTICIPANT TRAINING

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

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PART II-B - Continued

3. FACTORS-COMMODITIES

PLACE AN "X" IN APPROPRIATE BLOCK:	062 FFF		063 NON-FFF	X	064 NO COMMODITY ELEMENT	

065 Timeliness of AID/W program approval (i.e., PIO/C, Transfer Authorization).		072 Control measures against damage and deterioration in shipment.	
066 Quality of commodities, adherence to specifications, marking.		073 Control measures against deterioration in storage.	
067 Timeliness in procurement or reconditioning.		074 Readiness and availability of facilities.	
068 Timeliness of shipment to port of entry.		075 Appropriateness of use of commodities.	
069 Adequacy of port and inland storage facilities.		076 Maintenance and spares support.	
070 Timeliness of shipment from port to site.		077 Adequacy of property records, accounting and controls.	
071 Control measures against loss and theft.		078 Other (Describe):	

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.

Implementation of this project was delayed during the reporting period because of funding problems. It is estimated that project completion will be about 9 months behind the schedule established in the last PAR. In the near future IECO will submit a revised CPM which will establish firm target dates. The adequacy of direct hire technicians is satisfactory. Adequacy of local currency to meet local cost requirements has been satisfactory.

b) Implementing Agency: The design contractor, IECO, performance has been satisfactory. Preliminary design was completed on schedule. Further design work was delayed due to funding problems.

c) Participants: There is no participant element in the project. Extensive training in management, operation and maintenance will be performed with loan funds and will be reported on in subsequent PARs. Participants trained under a previous power project (041) are being assigned by ABM to work on this project.

d) Commodities: Commodity procurement has been delayed by 7 to 8 months. Because of escalation in the U.S. of hydro power equipment prices the delay could increase project costs an additional $500,000 to $1,500,000 by the consulting engineer's estimates. (See 008 narrative for remedial action)

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SECURITY CLASSIFICATION UNCLASSIFIED | PROJECT NUMBER 306-22-120-101

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

Except for funding.
Country performance has been satisfactory. However, it took the RGA over 5 months to present the Mission with a letter commiting the RGA to fund the excess currency required to complete the project after the Preliminary Report was submitted. A Cabinet decision was required to obtain this commitment.

085 & 098: The electric power rate structure is still inadequate and has not changed since the last PAR.

104: Pay and Allowances: Government pay and allowances are extremely low.

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):

This is a well planned and engineered hydro-electric project. There is a critical power shortage in the Helmand-Arghandab Valley including Kandahar, the second largest city in the country. The hydro plant will furnish low cost power. Mission experience to date calls for no change or adjustment in this project.

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).	X
3. Continued with significant changes in the PIP (but not sufficient to require a revised PROP). A formally revised PIP will follow.	
4. Extended beyond its present schedule to (Date): Mo.___ Day___ Yr.___. Explain in narrative, PROP will follow.	
5. Substantively revised. PROP will follow.	
6. Evaluated in depth to determine its effectiveness, future scope, and duration.	
7. Discontinued earlier than presently scheduled. Date recommended for termination: Mo.___ Day___ Yr.___	
8. Other. Explain in narrative.	

109 NARRATIVE FOR PART IV-B:

The schedule will be reviewed when IECO submits a revised CPM.