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PD-AAF-040-61

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PROJECT EVALUATION SUMMARY

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1. Mission: USAID/Pakistan                      2. Project Number: 391-0414
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3. Project Title: Technical Services
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4. Key project dates (Fiscal years)                      5. Total U.S. Funding  
 A. ProAg: 1976    C. Final Oblig: 1976                      LOP: \$2,500,000  
 C. Final Input: 1980
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6. Eval. No. 391-78-5    7. Period Covered 7/77 to 7/78    8. Review Date: 7/2/78
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- |   |                    |                            |
|---|--------------------|----------------------------|
| 9. Action decisions Reached at Evaluation Review:   | 10. Responsibility | 11. Compl. date            |
| A. Replacement of Lyon's Resident Project Director  | Lyon               | Mid August 1978            |
| B. Lyon to submit billings for accrued costs  | Lyon               | Mid July 1978              |
| C. Lyon's contract amendment to allow hiring individual experts on behalf of GOP.   | Lyon/GOP/ USAID    | End July 1978              |
| D. Provide definitive list of proposed studies  | Lyon/NESPAK/ GOP   | End July 1978              |
| E. Determine parameters of all recommended studies in sufficient detail to estimate dates of final disbursements            | Lyon/NESPAK/ GOP   | Mid Sept. 1978 or earlier. |
| F. Obtain approval for extension of final disbursement date to accomodate individual studies if determined to be necessary. | USAID/AID/W        | Mid Oct. 1978 or earlier.  |

12. Signatures:

Project Officer

Mission Director

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Typed Name:	<i>Raza Jafar</i> Raza Jafar	Typed Name:	<i>William A. Wolffer</i> William A. Wolffer
Date:	7/9/78	Date:	7/10/78

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### 13. SUMMARY

In accordance with the Project design, the Government of Pakistan has contracted for the services of Basic Consultants (a combination of the U.S. firm Lyon Associates and Pakistani firm NESPAK) to assist the government in the preparation of RFPs, scopes of work, evaluation of proposals, contract negotiations, review of reports and overseeing the project as a whole. Out of the currently proposed seven studies, one has been completed, two have been advertised and contract negotiations for the fourth are underway. The other proposals are under various stages of development.

The project has been delayed because of the Implementing Agency and NESPAK's unfamiliarity with AID regulations, delay in contracting with a U.S. Basic Consultant and change of the U.S. Basic Consultant's Project Directors three times in about eight months. We also noticed a lack of coordination between sponsors of studies and other related agencies.

As difficulties are being identified and remedial actions taken, we expect to achieve the project purpose, though belatedly.

### 14. EVALUATION METHODOLOGY

This was a regular evaluation in accordance with the Mission Evaluation Plan. Project problems and status were examined by the Mission-GOP Project Committees followed by an intensive review which included representatives of the GOP, the Pakistani contractor (NESPAK), the American contractor (Lyon Associates) and the USAID. The Mission Director, Dr. William A. Wolffer, also contributed to the review.

Review participants were:

1. Mr. Meekal Ahmed, GOP, Chief Economic Research Section
2. Mr. Javed Masud, GOP, Deputy Chief
3. Mr. S. M. Jalaluddin, GOP, Section Officer, Economic Affairs  
Division
4. Mr. Bruce E. Kent, Lyon Associates, Project Director
5. Dr. Amjad Parvez Sheikh, NESPAK, Project Engineer
6. Mr. Karamatullah, NESPAK, Industrial Engineer
7. Mr. Moizuddin Sayyed, USAID, Legal Advisor
8. Mr. L. M. Eldredge, USAID, Senior Engineer Advisor
9. Mr. Anthony H. Wirtz, USAID, Evaluation Officer
10. Mr. Raza Jafar, USAID, Project Advisor

15. Financial plan will be prepared to reflect contract changes and expenditures for studies.

16. EXTERNAL FACTORS

No changes.

17. GOAL/SUBGOAL

The Project Paper defines the Program or Sector Goal as follows:

To increase Pakistan's rate of economic growth by accelerating the implementation of worthy capital projects in Pakistan's long term development plan.

Again, as contemplated in the Project Paper, a study will be done 5 years after the project terminates, to measure the rate of return on investments analyzed by this project relative to others carried out during the same period.

18. PURPOSE

The purpose of this project is to finance a broad range of studies which will assist in securing financing for a broad range of projects from external (and domestic) sources.

Since the studies have not been implemented (with the exception of one which is for an on-going project) no definitive effort for mobilization of resources is yet underway. However, depending on the outcome of the studies, the Government will speed up its resource mobilization efforts as priorities permit.

In the one study nearing completion, funding will be made available from GOP resources for the modernization and expansion of a bicycle plant.

19. OUTPUTS AND INPUTS

Primary inputs are aimed at providing sound analytical information on the feasibility of potential projects and advice on project management. The basic consultants have assisted the Government to identify and screen proposals, develop RFPs and scopes of work for each proposed study, evaluate proposals, negotiate contracts, monitor progress, review technical reports and ensure expeditious and proper execution of the technical services obtained for specific project studies.

The implementation of the project has suffered delays, some due to inadvertent factors and near force-majeure situations. These include lack of continuing interest of sponsoring agencies in studies, initial relative unfamiliarity of the GOP and Pakistani consultants (NESPAK) with AID regulations (this has been rectified) and changes of Lyon's Resident Project Directors, which affected the continuity of advisory services. Lyon's Vice President McKee recognizes this and has assigned a very competent Project Director (Bruce Kent), to tide over the immediate situation with the promise of providing the services of another Project Director to work through the life of the project.

The first study has been completed and the final report is in preparation. The consultant provided to the Government established very good rapport with the sponsors of the study, Pakistan Engineering Company, as well as with his GOP counterparts and NESPAK. His contribution as a consultant was successful and highly praised by the sponsor of the study and the others involved.

The other proposals are being developed with the help of the Basic Consultants. They have also been submitting monthly progress reports to GOP and USAID with regularity. Additionally, USAID holds monthly meetings with the GOP and the Basic Consultants to assist in keeping the momentum and discussing progress.

The GOP has provided sufficient rupee support for the work in progress and has promised to provide additional finances adequate for future needs.

#### 20. UNPLANNED EFFECTS

It is too early for the project to affect the social structure, environment and technical or economic situation.

#### 21. CHANGES IN DESIGN OR EXECUTION

A slight change in the mode of contracting is being considered for those studies which require assistance from individual experts rather than firms. The proposal is to amend Lyon's contract to allow for the procurement and financing of such services. These experts will, however, not be employees of Lyon Associates.

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D. Provide definitive list of proposed studies		Lyon/NESPAK/ GOP	End July 1978
E. Determine parameters of all recommended studies in sufficient detail to estimate dates of final disbursements		Lyon/NESPAK/ GOP	Mid Sept. 1978 or earlier.
F. Obtain approval for extension of final disbursement date to accommodate individual studies if determined to be necessary.		USAID/AID/W	Mid Oct. 1978 or earlier.
12. Signatures:			
Project Officer		Mission Director	
<i>Raza Jafar</i>		<i>W.A. Wolff</i>	
Typed Name: Raza Jafar		Typed Name: William A. Wolff	
Date: 7/9/78		Date: 7/2/78	

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PDM:RJafar/AHWirts:mi - 7/5/78