

DESA

INTERNATIONAL BANK FOR RECONSTRUCTION AND DEVELOPMENT (IBRD) - COORDINATION OF  
TECHNICAL ASSISTANCE ACTIVITIES

2 JAN 1972 - 7 FEB 1974

[1 STRICTLY CONFIDENTIAL]

MA/WG JAN 2015

PLEASE RETAIN  
ORIGINAL ORDER

UN ARCHIVES

SERIES S-1915  
BOX 28  
FILE 5  
ACC. TE 210(2) 1970

UNITED NATIONS



NATIONS UNIES

~~ECONOMIC AND SOCIAL OFFICE~~  
~~IN BEIRUT~~

Economic Commission for Western Asia (ECWA)

File No. TEC 520/SAH/1

Ser. No. GR/ts

UNITED NATIONS BUILDING

P. O. Box 4656

BEIRUT -- LEBANON

Human Resources Section

Asia and Mid/East Branch

Telephones : 272927

272928

273025

Cable address : UNATIONS, BEIRUT

RECORDS CONTROL  
FEB 15 1974

14 FEB 1974 7 February 1974

TE 210(2) DBR

*Hunking*

*14 Feb 74*

*? I thought  
this would  
have been  
handled  
by Mrs Reid  
in P & E  
unit*

Dear Miss Albuquerque,

Thank you for your communication of 27 December 1973 asking us to comment on the request of Saudi Arabia 73/006, National Transport Survey, Phase II (IBRD).

We read with interest the request in question and support its continuation. We have no other comments to add.

Sincerely yours,

M. S. Al-Attar  
Executive Secretary

Miss Sheila N. Albuquerque  
Chief, Human Resources Project Section  
Asia & Middle East Branch  
Office of Technical Cooperation  
United Nation, New York.







ORIGINAL DIRECT

DMB/pjl

Mr. W. van der Heide  
Acting Deputy Director  
Asia and Middle East Branch, OTC

5 February 1974

TE 210 (2) IBRD

cc: Mr. Z. Lastovka

D. M. Bhuraskar  
Senior Investment Officer, OTC

Comments on Mr. M. Gatti's Report on the size of two hotels  
in Afghanistan

With his letter of 22 January to you, Mr. R.A. Borthwick, Resident Representative in Afghanistan, has enclosed a copy of Mr. Gatti's report of 7 January on the proposed two hotels in Afghanistan. Mr. Gatti, U.N. Tourism Adviser, has expressed his views on the size of these hotels; the project concerning which is to be executed by the IBRD.

I should like to comment on the arguments advanced by Mr. Gatti. It is envisaged to construct a 100 rooms hotel in Bamyan and a 120 rooms hotel in Kabul. Mr. Gatti concludes that the Bamyan hotel should comprise 30 modern rooms and 120 "yurts" and the hotel in Kabul should have a size of at least 180 rooms.

Bamyan

Mr. Gatti argues that in view of the high investment costs and the alleged low occupancy ratio, the rate of return from investment in 100 rooms hotel will be very low if one were to accept a charge per room per night according to the traditional standards of pricing viz 1/1000 of the investment cost per room per night. He states that a reasonable return on the capital can, therefore, be obtained only if one were to increase the price per room per night substantially. Since this may not be practical, he suggests an alternative in which 30 modern rooms would be combined with 120 traditional "yurts" and the high profits realized on "yurts" could be used to offset losses on the 30 modern rooms.

It appears to me that Mr. Gatti is confusing between considerations of size and of rate of return on capital. Implicit in his calculations is an assumption that the total fixed investment cost should be recovered in approximately 3 to 4 years. If one were to accept his figures on investment cost, price per room and occupancy ratio, a situation with full occupancy and a room charge of \$20 per night and another situation with 35% occupancy and room charge of \$35 per night would produce similar results in the sense that the total fixed investment would be recovered in 3 to 4 years. It is evident that these assumptions would produce the same results irrespective of the size of a hotel.



In his preferred alternative, one would again get the same result if one were to assume an occupancy ratio of 35% and the daily prices for modern rooms and "yurts" of \$20 and \$15 respectively. There are, however, two discrepancies in the calculations of cost with respect to his preferred alternative. He is assuming a daily charge of \$15 per "yurt" which is 7 1/2 times the price that would be given by the traditional standards of pricing viz 1/1000 of the investment cost. Secondly, an occupancy ratio of 35% in this case would yield a total number of guests of 630 as compared to 420 in the first case. The size implied in his alternative is, therefore, obviously larger than the size currently envisaged in the project. One really does not know which absolute size is correct. If one were to take 420 guests as the correct effective occupancy, then one should have a combination of 30 modern rooms and 70 "yurts" and not 120 "yurts". On the other hand, if one were to take 630 as the correct occupancy figure, then it would represent a 50% occupancy ratio for the 100 rooms hotel.

It is evident that considerations of rates of return cannot be used to determine the size of a hotel. This amounts, in my view, to putting the cart before the horse. What is essential is to examine the statistics on the total annual flow of tourists to Bamyan and the time pattern of such a flow. This alone can give an idea of the optimum size of a hotel. Given the size, one can then calculate the total investment cost and given the time period over which the fixed investment cost is to be recovered, one can calculate the price to be charged. Mr. Gatti's arguments are not, therefore, very relevant to the point, nor do they seem to support his conclusions.

#### Kabul

His arguments on the size of the hotel in Kabul seem to be equally weak. His principal argument is that the size of the hotel in Kabul should be so determined as to respond to the tourists arriving on chartered flights of a fixed capacity. In this case also it would be more relevant and advisable to look at the annual number of tourists and their frequency distribution during the year. It is also rather strange that he is willing to accept a certain "loss" in Kabul as far as return on capital is concerned but is keen to optimize the situation in Bamyan.

#### Location of New Hotel in Kabul

Mr. Gatti's reasoning on this issue is not very clear to me. While arguing against the location of the new hotel at the site of the old "Kabul Hotel", Mr. Gatti, it would seem to me, is really making an entirely different point. He is essentially arguing that the total demand for hotels in Kabul is large enough to have both the old "Kabul Hotel" and a new hotel and hence the old hotel should not be demolished. However, he has not advanced any data to substantiate his point.



UNITED NATIONS  
DEVELOPMENT PROGRAMME



PROGRAMME DES NATIONS UNIES  
POUR LE DEVELOPPEMENT

RECORDED  
FEB 8 1974  
UNITED NATIONS  
NEW YORK

INTEROFFICE MEMORANDUM

TO: Mr. Bahgat A. El-Tawil, Acting Director  
Office of Technical Co-operation, U.N.

FROM: *for* Sergije Makiedo, Asst. Administrator and  
Director, RBEMME

Date: 24 January 19 74

FILE NO.: SAU/73/006

SENDER'S TELEPHONE EXTENSION: 4432

SUBJECT: SAUDI ARABIA - National Transport Survey, Phase II  
(SAU/73/006)

TE 210 (2) IBRD

*noted*

Thank you for your memorandum of 17 January 1974 offering comments on the above-mentioned project. We note your support for the project and your suggestion for co-ordination between this project and the funds-in-trust project carried out by the UN. Your comments are being brought to the attention of the IBRD.

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275

JAN 31 1974

OTC



ORIGINAL DIRECT

RECORDS CONTROL

Cleared: Mr. van der Heide *val/csRed*

cc: Mr. Basu

Mr. S. Makiedo, Assistant Administrator and  
Director, Regional Bureau for Europe, Mediterranean  
and the Middle East, UNDP

17 January 1974

TEJ11/1 SAUDI  
ARABIA

Bahgat A. El-Tawil, Acting Director  
Office of Technical Co-operation

18 210 (2) IBRD

SAUDI ARABIA 73/006 - National Transport Survey, Phase II (IBRD)

We refer to your memorandum dated 5 December 1973 requesting our comments on the above request submitted by the Government of Saudi Arabia.

We have reviewed the request and, in view of the country's needs for assistance in the field of transport planning and development, especially in the preparation of long-term development plans, we would recommend favourable consideration.

We note that no reference is made in the request to the work of the Highways project which is currently being executed in Saudi Arabia by the United Nations under a Funds-in-Trust arrangement. We consider that it would be worthwhile for the proposed project to take advantage of the work accomplished by the ongoing Highways project.



Rrid

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completed  
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RECORDS CONTROL

JAN 16 1974

UNITED NATIONS



NATIONS UNIES

INTEROFFICE MEMORANDUM

MEMORANDUM INTERIEUR

TO:  
A:

Mr. W. van der Heide, Acting Deputy Director  
Asia and the Middle East Branch, OTC

DATE: 9 January 1974

REFERENCE:

THROUGH:  
S/C DE:

Mr. Simos G. Vassiliou, Asst. Director-in-Charge  
Development Planning Advisory Services, CDPSP

FROM:  
DE:

Abbas Ghezelbash, Economic Affairs Officer  
DPAS, CDPSP

A.G. TE 210 (2) IBRD

SUBJECT:  
OBJET:

SAUDI ARABIA 73/006 - National Transport Survey, Phase II (IBRD)

The project is to provide the Kingdom with a National Transport Master plan; more specifically it aims at providing programmes and projects for roads, the civil aviation department, the railroad, the Ministry of Petroleum and the Saudi Arabia Airlines. With some reservations indicated below, we welcome the project and suggest favourable consideration.

1. We cannot help wondering about the terms of reference of this survey; it is stated that since the projects and priorities in the transport section of the plan have not been rigorously evaluated, an overall transport survey such as this is necessary. While we do not question the wisdom of such an undertaking, we are not quite sure which plan is being referred to here. Our understanding is that the current plan is not operational and therefore we do not see how such a survey can proceed without first having an operational plan. It would be useful to make further inquiries about this point.
2. We note that the breakdown of both the UNDP and the Government contributions are not given in the project document. Undoubtedly this is related to the provision for sub-contracting, but we feel some evaluation of these figures should be possible on the basis of the information provided in the document. Could we ask the experts in the Transport Division to evaluate these figures?

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JAN 10 1974

OTC



RECORDS CONTROL

JAN 16 1974

UNITED NATIONS



NATIONS UNIES

cc: Basu

INTEROFFICE MEMORANDUM

MEMORANDUM INTERIEUR

TO:

Mr. W. van der Heide, Acting Deputy Director  
Asia and the Middle East Branch, OTC

DATE: 8 January 1974

THROUGH:  
S/C DE:

Mr. Vladimir Baum, Acting Director  
Resources and Transport Division

REFERENCE:

FROM:  
DE:

Zdenek Lastovka, Chief  
Transport Section, RTD

SUBJECT:  
OBJET:

SAUDI ARABIA 73/006 - National Transport Survey, Phase II (IBRD)

1. We have reviewed the project document and the project summary of the above project request, which is for Phase II of the National Transport Survey for a period of one year after the completion in 1973 of the first phase of the project.

2. The main objectives of the project are to prepare a comprehensive programme of transport investments for 1974/75-1980/81, a prospective programme for 1981/82-1990/91, and make recommendations for improving the planning, operation and management of individual transport modes as well as for the improvement of overall transport policies. The UNDP input requested amounts to a total of \$363,000.

3. In view of the country's needs for assistance in the field of transport planning and development, especially in the preparation of long-term development plans, we would support the request in principle.

4. We would like to mention that in the papers no reference is made to the work of the highway expert team which has been active in Saudi Arabia for many years under a Fund-in-Trust arrangement with the U.N. It is believed that the achievements of the team should be taken advantage of by any future transport project, such as the newly proposed Phase II of the National Transport Survey.

cc.: Mr. N. Falzon

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JAN 10 1974

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ORIGINAL DIRECT

RECORDS CONTROL

JAN 10 1974

HKS  
HKS/tr

Mr. W. van der Heide, Acting Deputy Director  
Asia and the Middle East Branch, OTC

8 January 1974

Mr. Vladimir Baum, Acting Director  
Resources and Transport Division

TE 210 (2) DBR1

Zdenek Lastovka, Chief  
Transport Section, RTD

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cc.: Mr. N. Falzon



ORIGINAL DIRECT

RECORDS CONTROL

C. Reid/mm cc: Mr. Basu

DEC 28 1973

Mr. S. Vassiliou, Assistant Director-in-Charge  
Development Planning Advisory Services, CDPSP

27 December 1973

TE 210 (2) IBRD

W. van der Heide, Acting Deputy Director  
Asia and the Middle East Branch, OTC

SAUDI ARABIA 73/006 - National Transport Survey, Phase II (IBRD)

. . . Attached please find one copy of a request which has been  
submitted by the Government of Saudi Arabia for further assistance  
to the project, National Transport Survey, Phase II. We also  
. . . attach one copy of the summary of the request.

We would appreciate your reviewing the request and advising  
us of your comments by 4 January 1974.

RECORDS CONTROL  
DEC 28 1973

C. Reid/mm

cc/ Mr. Basu

ORIGINAL DIRECT

Mr. Z. Lastovka, Chief  
Transport Section, RTD

27 December 1973

TE 210 (r) IBRD

W. van der Heide, Acting Deputy Director  
Asia and the Middle East Branch, OTC

SAUDI ARABIA 73/006 - National Transport Survey, Phase II (IBRD)

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We would appreciate your reviewing this request and  
advising us of your comments by 4 January 1974.



ORIGINAL

RECORDS CONTROL

DEC 28 1973

C. Reid/mm

cc: Mr. Basu

27 December 1973

VIA POUCH

TE 210(2) IBRD

Dear Mr. El-Naggar,

Saudi Arabia 73/006 - National Transport  
Survey, Phase II (IBRD)

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- . . . Attached please find one copy of a request which has been  
submitted by the Government of Saudi Arabia for further assistance  
to the project, National Transport Survey (Phase II), which is to  
. . . be executed by the IBRD. We also attach six copies of the summary  
of the request.

We would appreciate your reviewing this request and advising  
us of your comments within two weeks after the receipt of this  
letter.

Yours sincerely,

W. van der Heide  
Acting Deputy Director  
Asia and Middle East Branch  
Office of Technical Co-operation

Mr. Said El-Naggar  
Director  
UNESOB  
P.O.Box 4656  
Beirut, Lebanon



UNITED NATIONS  
DEVELOPMENT PROGRAMME



PROGRAMME DES NATIONS UNIES  
POUR LE DEVELOPPEMENT

UNITED NATIONS  
NEW YORK

DEC 28 1973

INTEROFFICE MEMORANDUM

TO: Mr. Bahgat El-Tawil,  
Acting Director, Office of Technical Cooperation  
Department of Social and Economic Affairs

Date: 5 December 1973 19

FILE NO.: DP/SAU/73/006

FROM: Stig Andersen, Officer-in-Charge  
Regional Bureau for Europe, Mediterranean  
and the Middle East

SENDER'S TELEPHONE EXTENSION: 2153

SUBJECT: Country: SAUDI ARABIA

TE 210 (2) IBRD

Title of Project Document - National Transport Survey, Phase II (SAU/73/006).

- .....
- .....
1. I attach one copy of a project document which has been received from the Government of Saudi Arabia, together with fifteen copies of a summary of this project document. I should be grateful to receive the detailed comments of the Department of Social and Economic Affairs on this project document.
  2. The Area Officer to whom this project has been assigned is Rolf G. Knutsson, Ext. 2153.

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1566

DEC 12 1973

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PROJECT DOCUMENT

SAUDI ARABIA

(National Transport Survey - Phase II)

Dated \_\_\_\_\_, 1973



UNITED NATIONS DEVELOPMENT PROGRAMME

Project of the Government of

SAUDI ARABIA

Title	National Transport Survey Phase II	Project Duration: 12 months
Project Number:	SAU/72/001/E/01/42	
Sector	Transport and Communications	
Sub-sector	Planning and Policy	
Government Cooperating Agency:	Central Planning Organization	Executing Agency: International Bank for Reconstruction and Development

Date of Submission:

October 10, 1973

Project Starting Date:

December 1, 1973

Government Contribution in Cash:

2,209,625  
(Saudi Riyals)

UNDP Contribution:

363,000  
(US Dollars)

Approved:

Date:

On behalf of the Government (signature)

\_\_\_\_\_

On behalf of the Executing Agency  
(signature)

Date: \_\_\_\_\_

On behalf of UNDP (signature)

Date: \_\_\_\_\_

## I. BACKGROUND AND SUPPORTING INFORMATION

### A. Justification of the Project

The 1970/71-1974/75 Five-Year Development Plan prepared by Saudi Arabia's Central Planning Organization aims at a yearly GDP increase of 9.8 percent. The value added by transportation and communications is expected to increase at nearly 13 percent a year, and capital outlays for transport and communications to account for nearly 32 percent of all capital projects to be implemented during the plan.

The Government of the Kingdom of Saudi Arabia is aware that some of the projects and priorities outlined in the transportation section of the Plan have not been rigorously evaluated from an economic standpoint and indeed can only be evaluated in terms of a comprehensive assessment of present and future transport demand in terms of modal alternatives. In order to secure such an analysis, an overall transport survey is necessary. This survey will provide the basis for long-term transport policies and investments.

### B. Institutional Framework

The Central Planning Organization will be the Government's cooperating agency for the project. This agency, operating under the Council of Ministers, has the basic responsibility for national planning through the preparation of a national Development Plan.

### C. Provisions for Government Follow-up

This study is expected to provide the Government with a basic framework for the future coordination and development of all modes of transport in Saudi Arabia. It will develop a comprehensive programme of



transport investments for 1974/75-1980/81 (1394/95-1400/01 AH), a prospective programme of transport investments for 1981/82-1990/91 (1401/02-1410/11 AH), make recommendations for the improvement of the operation, planning, organization, administration and management of each transport mode and, as required, the need for and scope of advisory services to the various transportation agencies. The study will also develop recommendations for the improvement of overall transport policies.

D. Other Related Activities

Phase I of the survey involved a review of all recent transportation studies, including relevant sections of the 1970/71-1974/75 Development Plan, and an analysis of priority transport projects for the current yearly (August 1973-July 1974) budget. It is expected that the Phase II survey will be far enough advanced to provide inputs on priority transport projects for the next yearly budget.

E. Future UNDP Assistance

Not presently defined.

II. OBJECTIVES OF THE PROJECT

A. Long-Range Objectives

The overall purpose of the National Transport Survey is to provide the Kingdom of Saudi Arabia with a National Transport Master Plan for the development of a coordinated transportation system and to define the appropriate policies for each mode. The Plan should be subdivided into chapters,

each dealing with the programs and projects of each of the following agencies:

1. Ministry of Communications (Roads, seaports)
2. Civil Aviation Department
3. Railroads Department
4. Ministry of Petroleum (Pipelines)
5. Saudi Arabia Airlines

B. Immediate Objectives

The immediate objectives of this project are to:

1. analyze the principal problem areas in the transport sector not clearly identified during Phase I, and present recommendations on procedures for solving these problems;
2. prepare a comprehensive program of transport investment for 1974/75-1980/81 (1394/95-1400/01 AH) based on the priorities of specific projects;
3. prepare a prospective program of transport investments for 1981/82-1990/91 (1401/02-1410/11 AH);
4. recommend improvements in the operation, planning, organization, administration and management of each transport mode and Government agencies involved;
5. make recommendations as to the scope of any needed advisory services to the various transportation agencies; and
6. prepare recommendations for the improvement of overall transport policies.



### III. WORK PLAN

#### A. Description of Project Activities

The project would be carried out by a consulting firm (sub-contractor) and would consist of the following activities:

<u>Activities</u>	<u>Location</u>	<u>Proposed Duration</u>
Preliminary Generation of Alternative Networks	Saudi Arabia	Dec. 1973
Traffic Surveys and Coding	Saudi Arabia	Dec. 1973 - April 1974
Final Transport Demand Forecasts	Saudi Arabia	Dec. 1973 - Mar. 1974
Administrative and Organization Studies	Saudi Arabia	Dec. 1973 - April 1974
Development of Traffic Modal and Computer Programs	Saudi Arabia	Dec. 1973 - Feb. 1974
Technical Feasibility and Cost of Projects	Saudi Arabia	Jan. 1974 - Mar. 1974
Feeder Road Studies	Saudi Arabia	Jan. 1974 - Mar. 1974
Sensitivity Runs and Calibration of Model	Saudi Arabia	Mar. 1974 - Apr. 1974
Elaboration of Network, Forecasts and Other Input Data	Saudi Arabia	Apr. 1974 - May 1974
Final Runs, System Selection and Preliminary Priorities	Saudi Arabia	May 1974 - June 1974
Final Priorities and Recommendations on Implementation	Saudi Arabia	June 1974 - July 1974
Program Documentation and Users Manual	Saudi Arabia	June 1974 - July 1974
<u>Draft Final Report and National Transport Master Plan</u>	Saudi Arabia	July 1974 - Aug. 1974

The following reports will be prepared:

1. Progress Report: Every two months after the Starting Date, giving a statement of all work performed.

2. Statistical Supplement: By July 31 and January 31 of each year, showing personnel employed, equipment ordered and delivered for the preceding periods of January 1 to June 30 and July 1 to December 31, respectively.

3. A Draft Final Report summarizing all work performed during Phase II, and the findings and recommendations of the Consultants and draft National Transport Master Plan within nine months of the Starting Date.

4. A Final Report and National Transport Master Plan within two months of receiving comments from the Bank and Government on the Draft Final Report and Plan incorporating all changes deemed appropriate.

B. Description of UNDP Inputs

1. Assignment of International Staff

N.A.

2. Provision of Sub-Contractor's Staff

The project is to be carried out by a consulting firm (sub-contractor) employed by the Executing Agency for the project. It is estimated that 96 man-months of foreign experts' time will be required to complete Phase II of this survey.

3. Training Provisions

The sub-contractor's staff will provide on-the-job training to national counterpart staff. Recommendations for specific training will be one of the outputs of this study. In addition, 72 man-months of overseas fellowship training will be programmed for Saudi nationals.

4. UNDP-provided Supplies and Equipment

To facilitate the work of the sub-contractor's staff and of the national staff, a certain amount of equipment and supplies will be needed. These are expected to include ten vehicles, and office supplies and equipment. The cost of the supplies and equipment will be included in the contract.



C. Description of Government Inputs

1. Pre-requisite Activities

N.A.

2. Assignment of National Staff

The Government will assign counterparts to work with key personnel of the sub-contractor's staff as the Government desires.

3. Government-Provided Supplies, Equipment and Services

The Government will provide a cash contribution of 2,209,625 Riyals as the total Government contribution to the study. This will cover part of the costs for the sub-contractor's foreign staff; salaries for local support personnel; office utilities for the project team; local (within Saudi Arabia) transport for local and counterpart staff; vehicle maintenance and fuel and oil; post, telegraph and communications services; help towards the cost of producing reports; and the purchase of necessary office equipment. This cash contribution will be paid into the UNDP contribution Account No. 1461 held with the Arab Bank Ltd., Riyadh, when the project document is signed by all parties.

D. Steering Committee

A Steering Committee, with representatives from the Central Planning Organization, the Executing Agency and the Consultants will become operational as of the starting date of Phase II. This Committee will supervise the coordination between the consultants and the various regional studies that may be taking place, agree on the timing of briefings by consultants and handle all aspects relating to implementation of the project. In addition, the Consultants will brief the Vice President of the Central Planning Organization or his designated representative on the progress of the study at least once every three weeks.

Project Budget Covering UNDP Contribution

(in U.S. Dollars)

Country : Saudi Arabia

Project No: SAU/72/001/E/01/42

Title : National Transport Survey - Phase II

		<u>Total</u>	<u>1973</u>	<u>1974</u>
20.	<u>SUB-CONTRACT COMPONENT</u>			
21.	Sub-Contracts	<u>363,000</u>	<u>40,000</u>	<u>323,000</u>
29.	Component Total	<u>363,000</u>	<u>40,000</u>	<u>323,000</u>
99.	<u>GRAND TOTAL</u>	<u>363,000</u>	<u>40,000</u>	<u>323,000</u>



Project Budget Covering Government Cash Contribution

(in Saudi Riyals)<sup>1/</sup>

Country : Saudi Arabia  
Project No. : SAU/72/001/E/01/42  
Title : National Transport Survey - Phase II

	<u>Total</u>	<u>1973</u>	<u>1974</u>
20. <u>SUB-CONTRACT COMPONENT</u>			
21. Sub-Contracts	<u>1,961,125</u>	<u>270,000</u>	<u>1,691,125</u>
29. Component Total	<u>1,961,125</u>	<u>270,000</u>	<u>1,691,125</u>
30. <u>TRAINING COMPONENT</u>			
31. Overseas Training	<u>248,500</u>	<u>-</u>	<u>248,500</u>
39. Component Total	<u>248,500</u>	<u>-</u>	<u>248,500</u>
99. <u>GRAND TOTAL</u>	<u>2,209,625</u>	<u>270,000</u>	<u>1,939,625</u>

<sup>1/</sup> The portion of the foreign exchange cost of the consultant's contract over and above the UNDP contribution of \$363,000 (table on page 8), will be met from this Government's contribution. The Riyals will be changed by UNDP, immediately upon the receipt of Government cash contribution, into other foreign currencies up to an amount equivalent to the foreign exchange cost of the said contract, not covered by the said UNDP contribution.

PART V

ORGANIZATION OF THE PROJECT

General Responsibilities

1. The Government, the UNDP and the Executing Agency shall cooperate in the execution of the Project with a view to the realization of the objectives described in Part II of the Project Document.
2. The Government hereby designates the party named on the cover page of the Project Document as the Government cooperating agency (herein referred to as "the Cooperating Agency") which will be directly responsible for the carrying out of the obligations of the Government provided for in the Project Document.
3. The UNDP undertakes to complement and supplement the Government participation and will provide through the Executing Agency the required expert services, training, equipment and other services within the funds available to the Project.
4. The Executing Agency shall carry out its obligations in accordance with the provisions of the Project Document in consultation with the Cooperating Agency.
5. In the event that the Government's participation includes a cash contribution to the UNDP, the UNDP shall make such contribution available to the Executing Agency to be applied by it in respect of the services, equipment or facilities to which such contribution relates. The Executing Agency shall account to the UNDP in respect of such cash contribution in accordance with the provisions of paragraph 15 hereof.



and in turn the UNDP will account annually in respect thereof to the Government.

Participation of the Government

6. The Government shall provide to the project the contribution specified in the "Project Budget Covering Government Cash Contribution (in Saudi Riyals)" on page 9 of this document which will represent the total Government contribution to this study.

7. The Cooperating Agency shall in consultation with the Executing Agency assign a director for the Project on a full-time basis. He shall carry out such responsibilities in respect of the implementation of the Government contribution to the Project as are assigned to him by the Cooperating Agency in consultation with the Executing Agency.

8. The estimated cost of the items included in the Government contribution, as detailed in the Project Budget, is based on the best information available immediately prior to the date of the Project Document. Such contribution shall at all times be determined by the actual cost of the services, equipment and utilities required for the proper execution of the Project. It is understood that price fluctuations during the period of execution of the Project may require, with the approval of the Central Planning Organization, an adjustment of said contribution in monetary terms. This adjustment should not exceed 10 percent of the agreed Government cash contribution.

9. Within the aggregate number of man-months of personnel services provided for in the Work Plan, minor adjustments of individual assignments of personnel provided by the Government may be made by the Government in consultation with the Executing Agency, if such adjustment is in the best interests of the Project.

10. The Government shall continue to pay the local salaries and appropriate allowances of national personnel during the period, if any, of their absence from the Project while on UNDP fellowships.

11. The Government shall defray any customs duties and other charges related to the clearance of project equipment, its transportation, handling, storage and related expenses within the country. It shall be responsible for safe custody of the equipment, its installation and maintenance, insurance, and replacement if necessary, after delivery to the project site.

12. Subject to any security provisions in force at the date of the Project Document the Government shall:

- (a) make available to the Executing Agency and otherwise for the purposes of the Project any published and unpublished reports, maps, records and other information and data which are necessary to the implementation of the Project; and
- (b) enable authorized representatives of the UNDP, the Executing Agency and of its consultants to visit any part of its territories for the purpose of the Project and to examine any records and documents relevant thereto.

13. The Government shall assist all the non-national personnel assigned to the Project in finding suitable housing accommodation at reasonable rents.

14. Payment of the counterpart contribution in cash, if any, to be made by the Government as herein provided shall be made in local currency to



the UNDP in accordance with paragraph C3 of Part III. Payment of such contribution to the UNDP on or before the dates specified in said paragraph C3 by the Government is a prerequisite to commencement or continuation of the Project by the UNDP and the Executing Agency, but without prejudice to any rights, obligations or liabilities of the UNDP or the Executing Agency existing as at any such specified date.

Participation of the UNDP and of the Executing Agency

15. (a) The UNDP shall provide to the Project through the Executing Agency the services, equipment and facilities described in the Work Plan and, for such purpose, shall from time to time, promptly upon receipt of notice from the Executing Agency, make available to the Executing Agency such amounts in such currencies as it shall specify in the said notice in respect of the total actual costs of the Project.

(b) The Executing Agency shall:

- (i) make payments for the actual costs of the Project components specified in the Project Budget hereto but only to the extent that funds shall have been received by the Executing Agency in accordance with sub-paragraph (a) hereof;
- (ii) exercise in the administration and disbursement of such funds the same care that it applies to the administration of its own funds and maintain records and accounts of funds received and disbursed by it hereunder; and

(iii) until final settlement with the UNDP, furnish to the UNDP, in accordance with a schedule to be agreed, quarterly Project delivery reports and year-end financial reports, in such detail as the UNDP may reasonably request.

(c) The accounts in respect of the Project shall be closed as soon as practicable after the completion thereof and, save in exceptional circumstances, not more than 12 months thereafter.

16. (a) Where the Project includes provision for a Project Manager or other non-national project personnel, the Executing Agency shall, in consultation with the Government, select and assign to the Project such personnel under contract with the Executing Agency.

(b) The Executing Agency shall, in addition, select, in consultation with the Government, candidates for fellowships and determine standards for the training of national personnel, if any.

(c) The Project Manager, if any, shall be responsible in the country for the carrying out of the obligations of the Executing Agency provided for in the Project Document and for the management of all equipment provided to the Project from UNDP funds, and shall supervise the non-national personnel assigned to the Project and the on-the-job training of national personnel.

17. Fellowships shall be administered in accordance with the fellowship regulations from time to time established by the Executing Agency.



18. The Executing Agency may, in agreement with the Government and the UNDP, execute part or all of the Project by subcontract. The selection and appointment of subcontractors shall be made, after consultation with the Government, in accordance with the Executing Agency's procedures for UNDP projects.

19. All material, equipment and supplies which are purchased from UNDP resources shall be used exclusively for the execution of the Project, and shall remain the property of the UNDP (in whose name it will be held by the Executing Agency) until completion of UNDP assistance to the Project. Equipment supplied by the UNDP shall be marked with the insignia of the UNDP and of the Executing Agency.

20. Prior to completion of UNDP assistance to the Project, the Government, the UNDP and the Executing Agency shall consult as to the disposition of all Project equipment provided by the UNDP. Title to such equipment shall be transferred to the Government.

---

21. At an agreed time after the completion of UNDP assistance to the Project, the Government and the UNDP and, if necessary, the Executing Agency shall review the activities continuing from or consequent upon the Project with a view to evaluating its results.

The Basic Agreement: Facilities, Privileges and Immunities

22. (a) In accordance with the Agreement concluded by UNDP (Special Fund) and the Government concerning the provision of assistance (the

Basic Agreement), the UNDP, the Executing Agency and other United Nations organizations associated with the Project, and their respective personnel, shall be accorded the facilities, privileges and immunities specified in the Basic Agreement.

(b) The Project Document is the document (therein referred to as a Plan of Operation) provided for in paragraph 2 of Article I of the Basic Agreement. The Executing Agency, by its execution of the Project Document, accepts in relation to the Project the provisions of the Basic Agreement (subject as hereinafter mentioned) and accordingly the Government, the UNDP and the Executing Agency agree that such provisions shall be incorporated in and form part of the Project Document with the same force and effect as if such provisions were fully set forth herein, subject, however, to the provisions of sub-paragraph (c) hereof.

(c) For the purposes of the Project Document:

- (i) paragraph 2 of Article II of the Basic Agreement shall not apply;
- (ii) paragraph 3 of Article II of the Basic Agreement shall not apply to arrangements of an administrative nature made by the Executing Agency in the ordinary course of supervising the Project in accordance with the Project Document;
- (iii) all references in paragraph 6 of Article VIII of the Basic Agreement to an Executing Agency or its personnel (but not to other persons performing services on behalf of an Executing Agency) shall be deemed omitted; and



(iv) the terms "Special Fund" and "Plan of Operation" wherever they appear in the Basic Agreement shall be deemed to read "UNDP" and "Project Document", respectively.

23. (a) The Government shall facilitate clearance through its customs of any equipment, materials and supplies required for the purpose of carrying out the Project, and of the personal effects of the non-national personnel assigned to the Project.

(b) The Government shall make arrangements for all non-national personnel assigned to the Project and their families promptly to be provided with any necessary entry and exit visas, residence permits, exchange permits and travel documents required for their stay in the territories of the Government in connection with the Project.

(c) Promptly upon receipt by the Government of the monthly statements of expenditures submitted by the Consultants retained by the Executing Agency, the Government shall review such statements and, upon approval thereof, forward them to the Executing Agency. Prior to submission to the Executing Agency of the first such statement of expenditures, the Government shall furnish to the Executing Agency and to such consultants sufficient evidence of the authority of the person or persons who will approve such statements on behalf of the Government, together with the specimen signatures of such person or persons.

24. The Government shall indemnify the Executing Agency and members of its staff for any liability arising out of acts or omissions of such staff members in connection with this Project Document or the

execution of the Project, except where resulting from wilful misconduct or gross negligence. Such indemnification shall include, without limitation, attorneys' fees, court costs and other expenses incurred by the Executing Agency or members of its staff in connection with the defense against, or settlement of, claims on account of such liability.

25. The Government shall exempt all consultants retained by the Executing Agency and the personnel (other than residents of the territories of the Government) of such consultants from, or bear the cost of, any taxes, duties, fees or other levies imposed under laws and regulations in effect in its territories or by any political sub-division or agency therein on such consultants and personnel in respect of:

- (i) any payment made to such consultants or personnel in connection with the execution of the Project;
- (ii) any equipment, materials and supplies brought into the territories of the Government for the purpose of carrying out the Project and subsequently withdrawn therefrom; and
- (iii) any personal and household effects brought into the territories of the Government by such consultants and personnel and subsequently withdrawn therefrom upon departure of the said consultants and personnel.

26. The Executing Agency shall provide the Government through the Resident Representative with the list of personnel to whom the privileges and immunities enumerated above shall apply.



27. The Project Document shall be free from any taxes imposed under the laws of the Government or laws in effect in its territories on or in connection with the execution, delivery or registration thereof.

Consultation

28. The Government, the UNDP and the Executing Agency shall at such times as shall be mutually agreed exchange views on the Project, including the progress and costs thereof and the benefits derived therefrom and each shall furnish to the others such information as shall reasonably be requested in respect thereof.

Reports

29. The Executing Agency shall furnish to the UNDP periodical reports on the carrying out of the Project at such times and in such form as may be agreed between the UNDP and the Executing Agency.

Settlement of Disputes

30. (a) Any dispute between the Executing Agency on the one hand and the Government on the other arising out of or relating to the Project Document and which cannot be settled by negotiation or other agreed mode of settlement shall be treated as a dispute between the UNDP and the Government and shall be submitted to arbitration at the request of either the Executing Agency or the Government in the manner set forth in Article IX of the Basic Agreement; provided however, that the foregoing provisions of this paragraph (a) shall not apply where the UNDP and the Executing Agency are agreed that the subject matter of such dispute results from the wilful misconduct or gross negligence of members of the staff of the Executing Agency.

(b) Notwithstanding any termination of the Project Document pursuant to paragraph 32 hereof, the provisions of this paragraph shall continue in full force and effect in respect of any dispute arising either before or after termination, provided such dispute shall be submitted to arbitration within six months after the date of such termination.

Suspension: Termination Notices

31. (a) The UNDP shall be entitled by notice to the Government and the Executing Agency to suspend the assistance to be provided by it in accordance with the Project Document if any condition arises which interferes with or threatens to interfere with the successful completion of the Project or the accomplishment of the purposes thereof; the UNDP shall consult the Government and the Executing Agency before any such suspension.

(b) Any suspension pursuant to paragraph (a) of this Section shall continue until such time as the UNDP shall give notice to the Government and the Executing Agency that it is willing to resume such assistance.

32. (a) If any condition referred to in paragraph 31(a) hereof shall continue for a period of fourteen days after notice thereof shall have been given by the UNDP to the Government and the Executing Agency, then at any time thereafter during the continuance of such condition, the UNDP may by notice to the Government and the Executing Agency terminate this Project Document; the UNDP shall consult the Government and the Executing Agency before giving such notice.

(b) The Project Document may be terminated by the Government, the UNDP or the Executing Agency by at least sixty days' prior notice to each of the others; the UNDP or the Executing Agency, as the case may be, shall consult the other before giving such notice.



33. Any notice or request required or permitted to be given or made under the Project Document shall be in writing. Such notice or request shall be deemed to have been duly given or made when it shall have been delivered by hand, mail, telegram or cable to the party to which it is required to be given or made at such party's address specified below or at such other address as such party shall have designated by notice to the party giving such notice or making such request.



UNITED NATIONS DEVELOPMENT PROGRAMME

Project Summary\*, Government of  
SAUDI ARABIA

Project Title:	National Transport Survey, Phase II
Number:	SAU/73/006
Sector:	Transport and Communications (75)
Subsector:	Planning and Policy (7510)
Date of submission:	November 1973
Proposed starting date for full project operations:	as soon as possible
Proposed duration:	One year
Proposed Government Co operating Agency:	Central Planning Organization
Amount requested from UNDP:	\$363,000
Proposed Government Counterpart Contribution:	in cash: 2,210,000 S.R. in kind: NIL  Total: 2,210,000 S.R.

I. Background

1. The 1970/71-1974/75 Five-Year Development Plan prepared by Saudi Arabia's Central Planning Organization aims at a yearly GDP increase of 9.8 per cent. The value added by transportation and communications is expected to increase at nearly 13 per cent a year, and capital outlays for transport and communications to account for nearly 32 per cent of all capital projects to be implemented during the plan.

2. The Government of the Kingdom of Saudi Arabia is aware that some of the projects and priorities outlined in the transportation section of the Plan have not been rigorously evaluated from an economic standpoint and can only be evaluated in terms of a comprehensive assessment of present and future transport demand in terms of modal alternatives. In order to secure such an analysis, an overall transport survey is necessary. This survey will provide the basis for long-term transport policies and investments.

\* PLEASE NOTE THAT THIS DOCUMENT IS A SUMMARY OF THE PROJECT AS SUBMITTED AND DOES NOT REPRESENT THE VIEWS OF THE UNDP ON ITS MERITS.



3. The first phase of the survey was undertaken in the period January - October 1973 with the assistance of UNDP. IBRD acted as the Executing Agency for the first phase which involved a review of all recent transportation studies, including relevant sections of the 1970/71-1974/75 Development Plan, and an analysis of priority transport projects for the current yearly (August 1973-July 1974) budget. It is expected that the Phase II survey will be far enough advanced to provide inputs on priority transport projects for the next yearly budget.

## II. The Project

4. The Central Planning Organization will be the Government's co-operating agency for the project. This agency, operating under the Council of Ministers, has the basic responsibility for national planning through the preparation of a national Development Plan.

5. The overall purpose of the National Transport Survey is to provide the Kingdom of Saudi Arabia with a master plan for the development of a coordinated transportation system and to define the appropriate policies for each mode.

6. The immediate objectives of this project are to:

- a) Analyze the principal problem areas in the transport sector not clearly identified during Phase I, and present recommendations on procedures for solving these problems;
- b) Prepare a comprehensive programme of transport investment for 1974/75-1980/81 (1394/95-1400/01 AH) based on the priorities of specific projects;
- c) Prepare a prospective programme of transport investments for 1981/82-1990/91 (1401/02-1410/11 AH);
- d) Recommend improvements in the operation, planning, organization, administration and management of each transport mode;
- e) Make recommendations as to the scope of any needed advisory services to the various transportation agencies; and
- f) Prepare recommendations for the improvement of overall transport policies.

## III. Financial Data

### A. Contribution requested from UNDP

	Total	
	m/m	US\$
<u>Sub-contract component</u>		
Sub-contract		363,000
Sub-total		363,000
GRAND TOTAL		363,000

/...



B. Proposed Government Counterpart  
Contribution in cash

Sub-contract component

Sub-contract

Sub-total

GRAND TOTAL

Total	
m/m	S. R.
	<u>2,210,000</u>
	<u>2,210,000</u>
	2,210,000



UNITED NATIONS DEVELOPMENT PROGRAMME

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	Total	
	m/m	US\$
<u>Sub-contract component</u>		
Sub-contract		363,000
Sub-total		363,000
GRAND TOTAL		363,000

/...



B. Proposed Government Counterpart  
Contribution in cash

Sub-contract component

Sub-contract

Sub-total

GRAND TOTAL

Total	
m/m	S.R.
	<u>2,210,000</u>
	<u>2,210,000</u>
	2,210,000





UNITED NATIONS DEVELOPMENT PROGRAMME, P. O. BOX 1051, ISLAMABAD, TELEPHONE 20141  
Assistant Administrator and Director  
Regional Bureau for Asia and the Far East  
UNDP, New York  
Kurt Jansson  
Resident Representative  
PAK/73/044 - Tourism Planning

ASG:s.m.

17 November 1973

PAK/73/044

TE210(2) IBRD

As you know, Mr. J. Saletti, UN Special Adviser in Tourism, undertook a two-week mission to Pakistan from 9-23 October 1973, during which he evaluated the Government's requirements in the field of tourism and assisted the Ministry of Tourism in the preparation of the draft project document for the above project. Prior to completion of his mission a meeting was held in the office of the Secretary, Ministry of Tourism, which was attended by representatives of the Economic Affairs Division, Planning Commission and UNDP, at which time the principles and approach recommended by Mr. Saletti and laid down in the draft project document were endorsed by all parties.

.....

We have now received the project document, which has been formally submitted to us by the Government, and have prepared a cover sheet and budget covering the UNDP contribution, which are attached. We recognized that the body of the report needs considerable editing and that the Government contribution has still not been defined. However, we are submitting 5 copies of the document for your approval (since it is an IP project) in this form because there is a rigid schedule for implementation of the project, which must be made in order for the output of the project to be of use to the Planning Commission in preparation of the 5th Five-Year Plan (July 1975-June 1980). In order to meet the deadline of October 1974, which is the date when the information produced by the project must be available to be of use in preparation of the 5th Five-Year Plan, the project operations will have to commence in April 1974. Considering that there will be four or five months delay before the UN can complete the formalities required to let the sub-contract, the project document must be approved almost immediately. Therefore we will undertake the editing of the project document here as soon as possible. However, we are requesting that your urgent approval be given to the attached project document which the Government and we endorse. I have asked for OTC approval in my letter of 15 November 1973 (copy sent to you).

With regard to the designation of IBRD as the Executing Agency, we fully discussed the need for having potential loan agencies, such as the IBRD, participate in the project so that the necessary background work for follow-up investment projects would be done during the project, and the need to provide the Government and IBRD the opportunity to reach an agreement on which projects IBRD would be requested to support. For these reasons an allocation has been made in the project document to cover the costs of an IBRD staff member to come from Washington to participate in the briefing session prior to

... / ...





UNITED NATIONS DEVELOPMENT PROGRAMME, P. O. BOX 1051, ISLAMABAD, TELEPHONE 20141

- 2 -

commencement of project activities, and again at the final session, when the recommendations of the consultants are presented to the Government for their endorsement and discussion of necessary follow-up activities takes place. We request, however, that you contact IBRD Headquarters to get its agreement to this approach and to confirm that the funding is adequate.

Please also note that the project as it is currently designed has, as its objective, the preparation of a five-year action plan rather than a master plan for tourism development, so that the Government can begin almost immediately to undertake necessary first steps in undertaking the country's domestic and foreign recreation and tourism development, rather than waiting to initially undertake a long-term tourism master plan which would take several years to complete.

We look forward to your cabled advice that IBRD has agreed to participate and that the project has been approved.

COPY

cc: Mr. W. van der Heide, Acting Deputy Director, Asia and Middle East Branch, Office of Technical Co-operation, United Nations, New York



UNITED NATIONS  
DEVELOPMENT PROGRAMME  
IN PAKISTAN



P.O. BOX 1051, ISLAMABAD, PAKISTAN.

Mr. Basul  
إدارة ترقیات اقوام متحدہ  
پاکستان  
11/23/73

Telephone : 20141

Reference : PAK/73/044

PR/AME/OTC

NOV 23 1973

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NOV 23 1973

PR/AME/OTC

Mr.

Cable Address : UNDEVPRO, Islamabad

Street Address : United Nations Offices  
No. 18, 6th Avenue  
Ramna 5, Islamabad

15 November 1973

TE210(2)IBRD

Dear Mr. van der Heide,

PAK/73/044 Tourism Planning

.....  
We enclose <sup>2</sup>~~40~~ copies of the project document as submitted by the Government following the visit by Mr. J. Seletti in October 1973.

.....  
We enclose also a copy of our memorandum of 15 November 1973 addressed to Mr. Rajendra Coomaraswamy of UNDP requesting early approval of this project in view of the fact that it is supposed to start not later than April 1974.


We would appreciate your sending your comments and approval directly to Mr. Rajendra Coomaraswamy within the shortest possible delay.

RECEIVED

1404  
NOV 23 1973

OTC

Yours sincerely,

  
Kurt Jansson  
Resident Representative

Mr. W. van der Heide  
Acting Deputy Director  
Asia and Middle East Branch  
Office of Technical Co-operation  
United Nations  
New York.

cc. Mr. Seletti - for (with project)  
comments  
(WF) y. Bou'au

cc: Mr. Rajendra Coomaraswamy, Assistant Administrator and Director,  
Regional Bureau for Asia and the Far East, UNDP, New York.

26.11.73



RECORDS CONTROL

NOV 13 1973

REGISTRY FILE COPY

DRAFTER:

FILE No:

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~~TE 311~~  
~~Sub~~

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UNITED NATIONS  
DEVELOPMENT PROGRAMME



PROGRAMME DES NATIONS UNIES  
POUR LE DEVELOPPEMENT

UNITED NATIONS  
NEW YORK

INTEROFFICE MEMORANDUM

TO:

Mr. Baghat A. El-Tawil, Acting Director  
Office of Technical Co-operation  
Department of Economic and Social Affairs

Date: 8 AUG 1973 19

FILE NO.: DP/INS/72/068

FROM:

Adriano R. García  
Officer-in-Charge  
Regional Bureau for Asia and the Far East

SENDER'S TELEPHONE EXTENSION:

SUBJECT:

INDONESIA - Jakarta Sewerage Master Plan, including Preliminary  
Engineering and Feasibility Studies, INS/72/068

Thank you for your memorandum of 29 June 1973 giving UNOTC's comments on the above-mentioned draft Project Document, and proposing in this connexion a mission to Indonesia by a UNOTC Technical Adviser to discuss "the entire question of urban planning for Jakarta..."

We have also received a letter, dated 11 July, from the Resident Representative in Indonesia regarding this proposal, a copy of which was sent to you. As Mr. Joseph points out, the IBRD has already been assisting the Government in a number of activities in the field of integrated physical development for the Jakarta metropolitan area and other activities are expected to follow as further needs are identified. The Resident Representative points out, furthermore, that the INS/72/068 Jakarta Sewerage proposal is clearly expected to be linked to this overall metropolitan development work.

In the light of these facts, we would support the position that, while agreeing with UNOTC's viewpoint on the need for an integrated physical plan, the mission suggested in your memorandum may not be timely at this point, in view of the already extensive involvement of IBRD, and the need to avoid any duplication of effort in this field.

We appreciate UNOTC's interest and support in principle for this project proposal. Your comments on the draft document itself and suggestions outlined in the final paragraph of your memorandum regarding the possible inclusion of a physical planner, will be taken into account in the further processing of the project.

RECEIVED  
578

AUG 10 1973

ADD OTC AMED

cc Mr. Kandaswamy  
per w/8 PL





# UNITED NATIONS DEVELOPMENT PROGRAMME

OFFICE OF THE RESIDENT REPRESENTATIVE  
IN THE PHILIPPINES

METROPOLITAN BANK BUILDING  
ST. ADDRESS: 6813 AYALA AVE., MAKATI RIZAL  
TELEPHONE: 86-40-11 TO 25

REFERENCE:

TO: *Mr. V. D. Heide*  
1 *Mr. Shrestha*  
2  
3  
AUG 7 - 1973  
☐ - Action Completed  
☐ - Acknowledged  
☒ - No Action Required  
INITIALS: *MC*

POSTAL ADDRESS:  
P.O. BOX 1864 MANILA  
CABLE ADDRESS: UNDEVPRO • MANILA  
TELEX - RCA 7222250  
EASTERN 3557

2 August 1973

*TE 210(2) IBRD*

Dear Mr. van der Heide,

I am sorry for the delay in answering your letter of 9 July regarding feasibility studies in the Philippines.

I am also sorry that I left you with a misunderstanding: the Bank has, in fact, already been selected as the Executing Agency for the projects under question.

We are fully aware of the United Nations technical competence and capacity. However, in the Philippines the IBRD was Executing Agency for the original transport study and has executed all of the follow-up feasibility studies for both roads and ports. Without in any sense prejudicing the question of competence I think you will agree that it would be unwise, in this instance, to change horses in mid-stream.

Kindest personal regards.

RECEIVED

AUG - 8 1973

OTC

Yours sincerely,

*William M. Harding*  
William M. Harding  
Resident Representative

Mr. W. van der Heide  
Acting Deputy Director  
Asia and Middle East Branch  
Office of Technical Co-operation  
United Nations, New York

RECEIVED  
#549

AUG - 8 1973

ADD, OTC AMEB

OFFICIAL CORRESPONDENCE  
MUST BE DELIVERED TO  
REGISTRY, ROOM 2074

*8/165*

PA.

ENCLOSURE ATTACHED

UNITED NATIONS

NATIONS UNIES

ECONOMIC COMMISSION  
FOR AFRICA



COMMISSION ECONOMIQUE  
POUR L'AFRIQUE

P. O. Box 3001 • ADDIS ABABA • ETHIOPIA

CABLE: ECA. ADDIS ABABA  
TELEPHONE: 47200

AUG 31973  
ACTION

DATE: July 25 1973  
REFERENCE: TA 150 Sudan

TE 210 (2) (BR)

TO:	Mr. Radovic
1	Mr. Zelleke
2	
3	
<input checked="" type="checkbox"/>	Action Completed
<input type="checkbox"/>	- Acknowledged
<input type="checkbox"/>	- No Action Required
IF ITS	

*Handwritten signature*  
abr.

Mr.  
Dear Radovic,

This is with reference to your letter of 3 July 1973 forwarding six summaries of the request from the Government/s of Sudan for UNDP (Special Fund) Assistance in "Strengthening of Planning Organization and Training of Personnel in Planning" (SUD/72/030).

..... I am now forwarding to you a copy of the comments received from our Economic Research Unit o on the above request. A copy of the comments has also been sent to the UNDP Resident Representative.

Yours sincerely,

*Handwritten signature of F.A. Blumeris*

F.A. Blumeris, Officer-in-Charge  
Technical Assistance Programme  
Co-ordination Office

OFFICIAL CORRESPONDENCE

MUST BE RETURNED TO  
REGISTRY, ROOM 2074

Mr. Igor Radovic  
Officer-in-Charge, Africa Branch  
Office of Technical Co-operation  
United Nations Headquarters  
New York 10017, N.Y.  
U.S.A.

cc: Mr. L. Cappelletti, UNDP Res. Rep. in Sudan

8/104



Mr. J.B. Jeffrey-Coker, Chief  
Technical Assistance and Programme  
Co-ordination Office

17 July 1973

J.O. Aiyegbusi, Chief  
Economic Research Unit

Requests for Comments on UNDP (Special Fund) Projects - Sudan:  
Strengthening of Planning Organisation and Training of Personnel in  
Planning (SUD/72/030)

1. I refer to your inter-office memorandum of 11 July 1973 on the above-named subject and submit my comments below.
2. One of the main points stressed in the International Development Strategy and Africa's Strategy for Development in the 1970s is the need for the developing countries to strengthen their plan formulation and implementation machinery with a view to improving the management of their economies. Towards this end, the need for technical assistance has also been stressed.
3. So far, this required strengthening of the machinery for plan formulation and implementation is yet to be undertaken by many of the countries of the region. This view is borne out by our recent experience in preparing the report on the first regional review and appraisal of progress in implementing the goals and objectives of the Second United Nations Development Decade. In principle, the regional report was expected to be based on reports prepared by the countries of the region themselves. Unfortunately, however, to our knowledge, not a single country undertook the exercise. This was because the requisite machinery was lacking.
4. It is against this background of deficiency in the machinery for plan formulation and implementation in most countries of the region that the request of Sudan should be viewed. In this context, one is impressed by the meticulous care that has been taken in presenting the request. This is particularly in respect of the emphasis laid on the need for training in project identification, preparation, implementation and evaluation. Indeed, one of the lacunae in the planning process in the developing countries in general and African ones in particular is the singular lack of bankable projects with which to implement the landable goals and objectives usually incorporated in development plans. Hence, I have no hesitation in supporting the request submitted by Sudan for the purpose of strengthening her planning organisation and training the requisite personnel.

5. However, one should not overlook one serious defect in the planning efforts of the Sudan in the past - "the lack of continuity in the tenures of ministers and senior personnel in planning, two ad hoc and two short-term technical assistance, invariable lack of counterparts and of on-the-job training for them, and the tendency not to provide training in special skills" (vide Background and Supporting Information on the submission). This situation has been responsible for Sudan's poor performance in the field of development planning and implementation in the last 25 years. While it is clear from the submission that some of the proposals are designed to overcome the problems of insufficiency of training in special skills, of on-the-job training and of lack of counterparts, it seems that the question of tenure of ministers and senior planning personnel will have to be properly discussed with the Government otherwise the situation of the past will persist in the future!



UNITED



NATIONS

INDONESIA

UNITED NATIONS DEVELOPMENT PROGRAMME  
PROGRAM PEMBANGUNAN PERSERIKATAN BANGSA-BANGSA

TELEPHONE: 47017-47018- 53263- 53264  
CABLES: UNDEVPRO DJAKARTA  
TELEX: UNDEVPRO 011- 4178



P.O. BOX 2338, DJAKARTA

11 July 1963

TE 210(2) IBRD

Reference:

INS/72/068

Dear Mr. Coomaraswamy,

Subject: INS/72/068 - Jakarta Sewerage Master Plan including Preliminary Engineering and Feasibility Studies

I have a copy of UN/OTC's letter of 29 June to you on the above subject, drawing attention to the need for "an integrated physical plan for the Jakarta urban region encompassing all the requirements for utilities etc" including sewerage. While we agree with this view, I must point out that there is local agreement with BAPPENAS and with IBRD that integrated physical development for Jakarta metropolitan area is, by and large, primarily an area for IBRD activity.

IBRD is already assisting the Government in respect to the following:

1. Jakarta metropolitan master plan.
2. Port Development, Tanjung Priok.
3. Site and Services (infrastructure) and kampong improvement programme, for which an IDA Credit is expected shortly.
4. Under the IDA/TA Credit a Consultant team is preparing plans for 10,000 medium and low income housing units. (USAID investment expected)
5. Solid waste disposal in Jakarta - \$125,000 for an IDA/TA study.
6. Jakarta Real Property Tax Study now moving into its second implementation phase.

Having regard to the foregoing, and the fact that other activities will follow as further needs are identified for the development of Jakarta metropolitan area, BAPPENAS would not wish to have any other party intervening in this systematic development programme.

.../

Mr. R. Coomaraswamy  
Assistant Administrator and Director  
BAFE/UNDP  
New York.

c.c. Mr. el Tawil, Acting Director, UNOTC ✓

It is clearly understood that our INS/72/068, Jakarta Sewerage, is to be linked with the overall metropolitan development work of IBRD. The Study will be undertaken jointly by WHO and IBRD, and only on the understanding that IBRD/IDA Credit will be forthcoming for the financing of the actual sewerage scheme.

In the circumstances, I do not consider that BAPPENAS would welcome "a Mission by UNOTC Technical Advisers to discuss with the RR/UNDP and the Government the entire question of urban planning for Jakarta".

We agree, however, that the inclusion of a physical planner as proposed by OTC would well be useful. We will suggest this to BAPPENAS, as well as to the expected Executing Agencies, WHO/IBRD.

Yours sincerely,

Andrew J. Joseph  
Resident Representative



ORIGINAL DIRECT

Drafted: Shrestha/pl  
cc: Mr. Gresford  
Mr. Basu



9 July 1973

TE 210(2) IBRD  
TE 311/Phil

Dear Mr. Harding,

You may recall that during your recent visit to UN Headquarters you informed us that, for the following two large-scale transport projects, the Executing Agency is expected to be IBRD since these projects are tied up with their loan programmes to the Philippines:

- (a) Further Road Feasibility Studies in Luzon
- (b) Feasibility Study of Road and Highway Networks in Mindanao and Vizcaya

After further review of these projects, we feel that we should draw to your attention that they fully fall within the technical competence of the United Nations and that we stand ready to execute them. The fact that IBRD is to supply the follow-up financing should not automatically lead to the designation of IBRD as the Executing Agency for the pre-investment phase. Indeed, there are several instances such as Hydrogeological and Railway Studies in Upper Volta in connexion with the mineral development in the North-East, and the technical studies of the Trans-Sahara Road where pre-investment studies made by the United Nations are to be followed up by IBRD investment loans. In our opinion, such studies should not necessarily be tied up with loan programmes, but be entrusted to the most appropriate agency. In this connexion, we note that we have been entrusted with several road feasibility projects in the past, including the following:

- Afghanistan - 12 - Survey of a Direct Road from Kabul to Herat
- Indonesia - INS/72/019 - Highway Planning
- Indonesia - 72/069 - Road Development in Irian Jaya
- Nepal 16 - Road and Highway Construction and Maintenance Feasibility Studies
- Tonga - 72-005 - Road Development Project
- Yemen - PDY-510 - Road Construction and Maintenance Training

Mr. William Harding  
Resident Representative of the UNDP in the Philippines  
P.O. Box 1864  
Manila  
Philippines

I should be most grateful for your co-operation in assuring that the above considerations are taken duly into account before a decision is reached on the Executing Agency for the two projects under discussion. I should further like to inform you that the United Nations stands ready to send technical advisers to the Philippines to assist in the preparation of the project document.

Yours sincerely,

W. van der Heide  
Acting Deputy Director  
Asia and Middle East Branch  
Office of Technical Co-operation



ORIGINAL DIRECT

RECORDS CONTROL

JUL 9 1973

Drafted by: Y. Wade  
Cleared by: S. Zelleke  
I. Radovic  
cc. Miss Weidlund

TE210(2)IBRS

3 July 1973

VIA POUCH

Dear Mr. El-Naggar,

.....  
.....

Please find attached for your review copies of the draft project document and project summary from the Government of Sudan for assistance in "Strengthening of Planning Organization and Training of Personnel in Planning" (SUD/72/030).

We should be grateful to receive your comments on the attached documentation by 24 July 1973, to provide the basis of the appraisal of the project which we must send to the UNDP.

Yours sincerely,

Bahgat El-Tawil  
Acting Director  
Office of Technical Co-operation

Mr. Said El-Naggar  
Director  
United Nations Economic and Social Office  
P.O. Box 4656  
Beirut, Lebanon

ORIGINAL DIRECT

RECORDS CONTROL

JUL 9 1973

Drafted by: Y. Wade  
Cleared by: S. Zelleke  
cc. Miss Weidlund

TE 210(2)IBRS

VIA POUCH


3 July 1973

Dear Mr. Jeffrey-Coker,

..... Attached for your review are copies of the draft project document  
..... and project summary from the Government of Sudan for assistance in  
"Strengthening of Planning Organization and Training of Personnel in  
Planning" (SUD/72/030).

We should be grateful to receive your comments concerning the  
attached documentation by 24 July 1973, to provide the basis of the  
appraisal of the project which we must send to the UNDP.

Yours sincerely,

  
Igor Radovic  
Officer-in-Charge  
Africa Branch  
Office of Technical Co-operation

Mr. J.B. Jeffrey-Coker  
Chief, Technical Assistance and  
Programme Co-ordination Office  
Economic Commission for Africa  
P.O. Box 3001  
Addis Ababa, Ethiopia



ORIGINAL DIRECT

RECORDS CONTROL

JUL 9 1973

Drafted by: Y. Wade  
Cleared by: S. Zelleke  
cc. Miss Weidlund

Mr. S. Vassiliou, Assistant Director-in-Charge  
Development Planning Advisory Services, CDPPP

2 July 1973

TE 210(2)IBRD

Igor Radovic, Officer-in-Charge  
Africa Branch, OTC

SUDAN - Strengthening of Planning Organization and  
Training of Personnel in Planning (SUD/72/030)

.....  
.....  
Attached, for your review, are copies of the draft project document and project summary from the Government of the Sudan on the above subject.

Please note that this request was recently reviewed in Khartoum with the assistance of representatives from IBRD, and in its present form, the project document is acceptable to the Government, the IBRD and the Resident Representative for signature.

We should like to draw your attention to paragraph 49 of document DP/EC/SUD/R.1 "Country and Intercountry Programming - Sudan" stating that "The large-scale project 'National Economic Programming and Planning', formerly included in the draft country programme, will now be financed outside the IPF in the framework of the 'special measures' in favour of the 25 least developed among the developing countries. This Project, which aims at strengthening the central Ministry of Planning, and involves a UNDP allocation of \$700,000 for experts, fellowships and supporting services, is therefore not listed in the UNDP programme."

Your early comments on the attached documentation, for transmittal to UNDP, will be much appreciated.

Copies of the project document and summary are also being sent to UNESOB and the Economic Commission for Africa, for their appraisal.



UNITED NATIONS  
DEVELOPMENT PROGRAMME



866 UNITED NATIONS PLAZA  
NEW YORK, N.Y. 10017

PROGRAMME DES NATIONS UNIES  
POUR LE DEVELOPPEMENT

INTEROFFICE MEMORANDUM

TE 210 (2) IBRD

TO: Mr. Abdulrahim Abby Farah  
Commissioner for Technical Co-operation  
Department of Economic and Social Affairs

FROM: *for* Sergije Makiedo, Assistant Administrator  
and Director, Regional Bureau for Europe,  
Mediterranean and the Middle East

Date: 27 June 1973

FILE NO.: SUD/72/030

SENDER'S TELEPHONE EXTENSION: \_\_\_\_\_

SUBJECT: Country: SUDAN

Title of Project Document: Strengthening of Planning Organization and  
Training of Personnel in Planning

..... 1. I attach one copy of a project document which has been  
received from the Government of SUDAN  
..... together with fifteen copies of a summary of this project document.  
I should be grateful to receive the detailed comments of the  
Department of Economic and Social Affairs on this project document.

2. The Area Officer to whom this project has been assigned is  
Mr. B. Johannesson, Ext. 5293.

*Mrs. Wade  
for action  
of 2/1/73*

*not included  
(see previous  
memo of  
18/6/73)*

*1. Mr. Zelleke*

*2. Mr. Radovic*  
RECORDS CONTROL

JUL 9 1973

*Rec'd 2/1/73  
J.W.*

*29/6*



UNITED NATIONS DEVELOPMENT PROGRAMME

Project Summary\*, Government of

SUDAN

Title: Strengthening of Planning Organization and Training of Personnel in Planning

Number: SUD/72/030/A/42.

Sector: General Economic & Social Policy and Planning Subsector: General Planning

Proposed starting date for full project operations: 1 September 1973

Proposed duration: Three years

Proposed Government Cooperating Agency: National Planning Commission

Proposed executing Agency: International Bank for Reconstruction and Development (IBRD)

Proposed Government counterpart contribution: (in kind) 194,720 (equivalent to: US\$560,000)  
(Sudanese Pounds)

Amount requested from the UNDP: 700,000  
(US Dollars)

I. Background

1. The planning capability in the Sudan is inadequate and requires strengthening if planning is to make a meaningful contribution to the Country's development. The capability to give policy advice, prepare and appraise projects, prepare plans, follow up plan implementation, and, to make evaluation of the consequences of policies, projects and other development activities, are deficient.

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\*PLEASE NOTE THAT THIS DOCUMENT IS A SUMMARY OF THE PROJECT AS SUBMITTED AND DOES NOT REPRESENT THE VIEWS OF THE UNDP ON ITS MERITS.

/ . .



2. The situation as briefly described above remains, although the Sudan now has a central planning organ - The National Planning Commission - well staffed with basically well trained general economists. The main causes of the situation appear to be lack of continuity in the tenures of ministers and senior personnel in planning, too ad hoc and too short-term technical assistance, lack of counter-parts and of on-the-job training for them, and the tendency not to provide training in specific skills. As a consequence economic management has been weak and this has probably had adverse effects on the performance of the economy. A necessary condition for harnessing the production potential of the country, particularly the waters of the White and Blue Nile and large land resources for agricultural and livestock production, is to improve the quality of the economic management; this implies strengthening the capability for planning and the decision-making process. The most effective way to achieve these improvements is to provide some technical assistance. The Government has enacted the National Planning Act 1973 and the President has issued supporting Orders setting out a new structure and organization for planning and the functions of the various planning organs. It is within this new framework that technical assistance is needed.

3. According to the new legislation a Supreme Planning Council will be established comprising the President, Vice Presidents, Prime Ministers, most national ministers and the Southern Regional Ministers for Finance and Planning. Also there are to be five co-ordinating Ministerial Councils for the National Economy, National Resources, Human Resources, Budget, and Administration and Rural and Town Development respectively. The National Planning Commission is to be the central planning body, to be administered by the Commissioner General for Development, and to be responsible directly to the Supreme Planning Council. Each ministry, public body and corporation is to have a planning unit. While the National Planning Commission will be the primary recipient of the services of the advisers, they will also advise and assist the Planning units in the development ministries and other Government agencies.

## II. The Project

4. The long-range objective of the project is to assist in building up an adequate, efficient and self-sufficient Sudanese planning capability.

5. The immediate objectives are to implement the National Planning Legislation of 1973; this comprises the following:

(a) To make the National Planning Commission a more effective coordinator of development activities;

(b) To provide economic development policy advice;

(c) To prepare and appraise development projects;

(d) To improve economic and financial management;

(e) To train personnel in macroeconomic and sector analysis, planning methodology, financial management, project preparation and appraisal, and the evaluation of economic activities; and

(f) To prepare the country's next multiannual plan.

6. The training within the project will comprise the following activities:

(a) On - the job training;

(b) Courses conducted in the Sudan; and

(c) Fellowships for short skill oriented courses abroad.



### III. Financial Data

#### A. Contribution requested from the UNDP

		<u>Total</u>	
		<u>m/m</u>	<u>US\$</u>
<u>Project Personnel</u>			
<u>Experts</u>			
Senior Planning and Development Adviser	36		90,000
Senior Projects Adviser	30		75,000
Industrial Adviser	24		60,000
Fiscal Adviser	24		60,000
Manpower Adviser	24		60,000
Agricultural Adviser	24		60,000
Transport Adviser	24		60,000
Short term Consultants	18		45,000
Component Total	204		510,000
<u>Training</u>			
Details to be determined	90		48,000
Inservice training	N/A		60,000
Component Total			108,000
<u>Equipment</u>			
Expendable equipment			5,000
Non-expendable equipment			57,000
Component Total			62,000
<u>Miscellaneous</u>			
Operation and maintenance of equipment			9,000
Reporting costs			5,000
Sundry			6,000
Component Total			20,000
GRAND TOTAL			US\$ 700,000

#### B. Proposed Government counterpart contribution in kind

		<u>Sudanese</u>	
		<u>m/m</u>	<u>pounds</u>
<u>Project Personnel</u>			
Counterpart personnel	612		73,440
Supporting and administrative staff	1476		107,280
Component Total	2088		180,720
<u>Equipment</u>			
Expendable equipment			5,600
Non-expendable equipment			2,400
Component Total			8,000
<u>Miscellaneous</u>			
Operation and maintenance of equipment			6,000
Component Total			6,000
GRAND TOTAL			194,720
		(equivalent to US\$560,000)	



UNITED NATIONS  
DEVELOPMENT PROGRAMME



PROGRAMME DES NATIONS UNIES  
POUR LE DEVELOPPEMENT

866 UNITED NATIONS PLAZA  
NEW YORK, N.Y. 10017

JUL 9 1973

INTEROFFICE MEMORANDUM

TE210(2)IBRD

TO: Mr. B.A. El-Tawil  
Acting Director, Office of Technical Co-operation  
Department of Economics and Social Affairs  
Date: 18 June 1973

FROM: Stig Andersen  
Officer-in-Charge, Regional Bureau for  
Europe, Mediterranean and the Middle East  
FILE NO.: DP/SUD/72/030  
SENDER'S TELEPHONE EXTENSION: 5285

SUBJECT: SUDAN - Strengthening of Planning Organization and Training of Personnel in  
Planning

..... I am attaching a copy of a draft project document for the above-cited project.

This request was recently reviewed in Khartoum with the assistance of representative from IBRD, and in its present form, the document is acceptable to the Government, the IBRD and the Resident Representative for signature.

We would be grateful to you for reviewing the project document at your early convenience and for conveying to us your comments.

Project not listed in  
Country Programme  
Explanation in DP/AC/SUB/R.1  
(Sudan Country Programme) para. 49  
J.W. 2/7/73.



UNITED NATIONS DEVELOPMENT PROGRAMME

Project for the Government of

SUDAN

Title: Strengthening of Planning Organization and Training of Personnel in Planning

Number: 72/030/A/01/42

Duration: Three Years

Sector: General Economic & Social Policy  
and Planning

Subsector: General Planning

Government Cooperating Agency:  
National Planning Commission

Executing Agency: International  
Bank for Reconstruction and  
Development (IBRD)

Date of Submission:

Starting Date: September 1, 1972

Government contribution: 194,720  
(Sudanese Pounds)

UNDP contribution: 700,000  
(US Dollars)

Approved: \_\_\_\_\_  
on behalf of the Government  
(Signature)

Date: \_\_\_\_\_

\_\_\_\_\_

on behalf of Executing Agency  
(Signature)

Date: \_\_\_\_\_

\_\_\_\_\_

on behalf of UNDP  
(Signature)

Date: \_\_\_\_\_

## Part I BACKGROUND AND SUPPORTING INFORMATION

### A. Justification for the Project

The planning capability in the Sudan is inadequate and requires strengthening if planning is to make a meaningful contribution to the country's development. The capability to give policy advice, prepare and appraise projects, prepare plans, follow up plan implementation, and make evaluations of the consequences of policies, projects and other development activities, are deficient. Three years ago it was considered necessary to have a foreign team prepare the current development plan (1970/71 - 1971/75). At present there are virtually no policy oriented studies in progress, and the shelf of prepared projects is sparse.

The situation continues although the Sudan has engaged intermittently during the past twenty-five years, in development planning as a government activity, has obtained substantial amounts of technical assistance in planning over the period, and presently has a central planning organ - The National Planning Commission - well staffed with basically well trained general economists. The main causes of the situation appear to be lack of continuity in the tenures of ministers and senior personnel in planning, too ad hoc and too short-term technical assistance, invariable lack of counterparts and of on-the-job training for them, and the tendency not to provide training in specific skills. It follows that direction and leadership have been adversely affected, and specific job skills are lower than required. Moreover, the central planning organ is as yet not a viable planning organization, and economic management needs to be improved.



The weakness of economic management has probably had some influence on the performance of the economy. During the past five years, the economy has shown little growth due primarily to the depressed level of both public and private investment because of shortage of resources and inadequacies in the preparation of projects. In addition, the economy has suffered from excessive monetary expansion to cover public sector deficits. While the government has been successful in achieving a high rate of growth of revenue, the rise in recurrent expenditure has absorbed most of it, and development expenditure has decreased. Prices have risen steadily, and the external position has been under pressure due to the rapid growth of imports and progressive decline in net capital inflow. The foreign assets were substantially depleted by 1968, in 1970/72 there was a net outflow of public capital, and net foreign assets are now negative.

The Sudan has an area of some 2.5 million square kilometers, is the largest country in Africa and with an income per capita of \$110. is also among the continent's poorest. While much of the country is desert or semi-desert, the White Nile and the Blue Nile have endowed it with an abundance of water and there is a substantial area of land suitable for agricultural and livestock production. By contrast the population is only 16 million. A condition for much faster economic development inheres in this endowment of ample agricultural land free from the pressures of population. A necessary condition for harnessing this potential is improving the quality of economic management and this implies strengthening the capability for planning and the decision-making process. An analysis of the problem suggests that the most

effective way to achieve these improvements is to remove the causes of the present situation and to provide some technical assistance.

With regard to the first prescription, stability is beginning to be apparent, and the disturbances in the South have been resolved although the burden of reconstruction remains in its wake. These factors have helped to create an environment for greater attention to the management of the economy and the opportunity is already being grasped. Following the report of a team of foreign experts invited by the government to advise on the structure and organization for development planning, the National Planning Act 1973 has been enacted and the President has issued supporting Orders setting out a new structure and organization for planning and the functions of the various planning organs. On the second prescription, the new fabric would probably have little value unless the technical capability of the personnel is markedly improved. It is considered that the best way to achieve this objective is through a program of technical assistance comprising a team of advisers, and intensive training on-the-job and by means of appropriate skill oriented seminars in the Sudan and abroad. This project is designed to meet the requirements for technical assistance and training.

B. Institutional Framework

The planning legislation enacted in 1973 will soon be implemented. Briefly it provides at the political executive level for a Supreme Planning Council which will comprise the President, Vice Presidents, Prime Ministers, most national ministers, and the Southern Region's Minister of Finance and Planning. Also there are to be five



co-ordinating Ministerial Councils for the National Economy, Natural Resources, Human Resources, Budget and Administration and Rural and Town Development respectively. At the official level, the National Planning Commission is to be the central planning body. It is to be administered by the Commissioner General for Development and to be responsible directly to the Supreme Planning Council. Each ministry, public body and corporation is to have a planning unit; and a principal and subsidiary technical committees are to be appointed as required. The provision for public participation is for a national and for provincial organizations to be constituted by the Sudanese Socialist Union for consulting and informing public opinion on development matters.

The National Planning Commission will be the primary recipient of the services of the advisers. However, the advisers will also advise and assist the planning units in the development ministries and other government agencies. In particular the manpower adviser will assist with the establishment and development of a planning unit in the Ministry of Public Service and Administrative Reform. The training component is intended to cover training as required by the personnel of the entire government planning machinery.

C. Provisions for Government Follow-Up

The Government intends to maintain a planning organization of the character and quality consistent with the development needs of the Sudan from time to time. To this end the Government will provide appropriate levels of resources and otherwise ensure the continued effective working of the institutions to be established and developed, and the personnel to be trained under the project.

D. Other Related Activities

This project takes into account on-going and expected technical assistance. Such assistance is mainly multilateral in character and is administered by the UNDP. Of particular relevance are on-going technical assistance to the Ministries of Agriculture, Industry and Mining, and Public Service and Administrative Reform. The project also anticipates the strengthening of the Planning Unit in the Ministry of Transport by specialists in transport sector planning and coordination, as well as other forms of technical assistance now in the pipeline to help improve economic management. Further, the project expects that all these specialists will train counterparts on-the-job and participate in job oriented seminars to be organized under this project.

E. Future UNDP Assistance

There should be a review of progress towards the end of the second year of the project. If the review suggests that an extension would be necessary to ensure the success of the project, further UNDP assistance may be required for that purpose.



Part II OBJECTIVES OF THE PROJECT

The Government attaches considerable importance to this project in its effort to improve economic management as a means of attaining a higher rate of economic development.

A. Long-Range Objectives

The long-range objective of the Project is to assist in building up an adequate, efficient and self-sufficient Sudanese planning capability.

B. Immediate Objectives

The immediate objectives are to implement the National Planning Legislation passed in 1973; make the National Planning Commission a more effective coordinator of development activities; provide economic development policy advice; prepare and appraise development projects; improve economic and financial management; train personnel in macroeconomic and sector analyses, planning methodology, financial management, project preparation and appraisal, and the evaluation of economic activities; and prepare the country's next multiannual plan.

Part III WORK PLANA. Description of Project Activities

Location: Khartoum

<u>Project Activities</u>	<u>Proposed Duration and Starting Date</u>
1. Advise on and assist in the implementation of the provisions of the National Planning Act 1973.	36 months September 1, 1973
2. Advise on and assist in the preparation of a program of policy oriented research and studies and train counterparts on-the-job in the analytical methodology and techniques required to carry out the work.	32 months January 1, 1974
3. Advise on and assist in the identification, preparation and appraisal of projects for the public and private sectors, and train counterparts on-the-job in the methodology and techniques required to carry out the work.	30 months November 1, 1973
4. Advise on and assist in establishing appropriate systems for follow-up and methodology and techniques for evaluating policy, project, and other elements of plan implementation, and train counterparts on-the-job in doing the work.	30 months November 1, 1973
5. Advise on and conduct job oriented seminars in economic analysis and project identification, preparation and appraisal.	30 months February 1, 1974



Project ActivitiesProposed Duration  
and Starting Date

6. Advise on the selection of persons for training overseas, and on the type of training to be pursued. March 1, 1974  
The training is to have a job oriented focus.
7. Advise on and assist in annual planning and budgeting and in the preparation of Sudan's next multi-annual plan; 32 months  
January 1, 1974

B. Description of UNDP Inputs1. Assignment of International StaffStarting Date    Duration

Location: Khartoum

- a. Senior Planning and Development Adviser  
(Project Leader)

Sept. 1, 1973 36 m/m

The Senior Planning Adviser should be a development economist preferably with experience in the administration of a government planning organization and in direction and coordination of the preparation of a national development plan. He is expected to administer the project and supervise the work of the other advisers; advise and assist the Commissioner General for Development on the whole range of analytical, appraisal, procedural, organizational and operational matters with which they are concerned including the development of planning capability throughout the government organization; advise on the types of training that are appropriate, on a training program, and on selection of counterparts for overseas fellowships under the project; organize on-the-job training of counterparts; and organize and conduct seminars in the Sudan for the provision of job oriented training to selected personnel of the entire planning organization.

	<u>Starting</u> <u>Date</u>	<u>Duration</u>
b. <u>Senior Projects Adviser</u>	Nov. 1, 1973	30 m/m

The adviser should have good basic training in a discipline that has direct bearing on, and preferably suitable experience in, the preparation and appraisal of projects in various sectors. Subject to the project leader, he will be the senior adviser on project preparation and appraisal and is expected to take appropriate initiatives in these fields. He will be required to advise and help in developing the capability of the National Planning Commission and of other government ministries and agencies in the preparation and appraisal of projects. These activities would be undertaken through training of counterparts on the job, both directly and by assisting other advisers, and participating in job oriented seminars conducted as part of the project, in the Sudan. In order to perform these functions, he will work closely with other advisers, with all organs of the National Planning Commission and with the planning units in the other government ministries and agencies.

	<u>Starting</u> <u>Date</u>	<u>Duration</u>
c. <u>Industrial Adviser</u>	Jan. 1, 1974	24 m/m

This adviser should have good basic training in economics, and preferably experience of analytical work designed to ensure suitable policies for the development of the industrial sector, and the management of public corporations. The analytical work is expected to cover studies of such matters as the structure of tariffs, the impact of taxes and other incentives (and disincentives) on industry, foreign concessions practices and policies, financing mechanisms, and industrial efficiency. He will be required to train counterparts on the job in the



National Planning Commission, assist in the training of staff on the job in the Ministry of Industry and Mines and participate in job oriented seminars in the Sudan as part of the project.

<u>Starting</u> <u>Date</u>	<u>Duration</u>
--------------------------------	-----------------

d. Fiscal Adviser

Jan. 1, 1974	24 m/m
--------------	--------

The adviser should be a well trained economist preferably with post graduate study and work experience in public financial management. He will advise on and assist in studies of the structure and systems of taxation, the pattern and growth of government expenditures and the pricing policies of public corporations, with a view to recommending policies which would ensure annually rising public sector savings compatible with adequate private incentives for effort and investment. He will also be expected to advise both the National Planning Commission and the Ministry of Finance and National Economy on all aspects of budget preparation including the introduction of a system of consolidated public sector budgets. The adviser will provide on-the-job training to counterparts in the Ministry of Finance and National Economy and the National Planning Commission and will participate in job oriented seminars conducted in the Sudan as part of the project.

<u>Starting</u> <u>Date</u>	<u>Duration</u>
--------------------------------	-----------------

e. Manpower Adviser

Feb. 1, 1974	24 m/m
--------------	--------

The adviser should be a well trained economist preferably with post graduate study and work experience in the forecasting of manpower requirements, planning human resources development, and making studies of labour productivity and of policies for labour remuneration designed to improve the efficiency of the labour force. These are the main fields in which he will be required to advise and assist. He will also

advise on and assist in the establishment of a planning unit in the Ministry of Public Service and Administrative Reform, however, this aspect of his work will depend on technical assistance to the Ministry from UNDP/ILO. Further, he will maintain close contact with and advise on planning in the various ministries responsible for manpower development, train counterparts on the job and participate in job oriented seminars conducted in the Sudan as part of the project.

	<u>Starting</u> <u>Date</u>	<u>Duration</u>
f. <u>Agricultural Adviser</u>	Feb. 1, 1974	24 m/m

The adviser should have sound basic training in a discipline with direct relevance to agricultural development. He should preferably have work experience of studies of strategies and policies designed to foster agricultural development and of the preparation and appraisal of projects in the agriculture sector. In particular, he should be acquainted with the full range of technological problem confronting the development of agriculture under semiarid tropical conditions. He will advise on and assist in studies of such questions as the appropriate strategy for agricultural development, policies for prices of inputs and production, subsidies, choice of crops, allocation of priorities among projects, the most effective government organizational structure for helping to develop agriculture, etc. He will also work closely with ministries and other government agencies in the preparation and appraisal of agricultural projects, train counterparts on the job, and participate in job oriented seminars conducted in the Sudan as part of the project.



<u>Starting Date</u>	<u>Duration</u>
----------------------	-----------------

g. Transport Adviser

Feb. 1, 1974 24 m/m

The adviser should have good basic training in a discipline that is directly related to, and preferably have work experience in, the development of national transport policies and the preparation and appraisal of projects in the transport sector. He will advise on and assist in studies of the long- and medium-term transport needs and of inter and intra modal priorities within the overall needs, advise and assist in the coordination of the development of transport and in the preparation and appraisal of projects in the transport sector. To these ends he is expected to maintain close relationships with the government ministries and agencies responsible for transport development. He will also train counterparts on-the-job and participate in job oriented seminars in the Sudan as part of the project.

<u>Starting Date</u>	<u>Duration</u>
----------------------	-----------------

h. Short-Term Consulting Services

Feb. 1, 1974 18 m/m

It is envisaged that the need will arise from time to time, for the services of consultants on short-term assignments. They would support the work of advisers and work in areas where short-term high level advice would further the objectives of the project. Eighteen man months of such services are considered to be adequate.

2. Provision of Subcontract Services

Not Applicable

3. Training Provisions

The majority of the personnel who will be engaged in all aspects of planning in the foreseeable future, will already have sound basic general training. Their main need therefore will be for skills in

(see page 12 of previous draft on file)

what?

advisers and ~~and~~ in areas where short-term high level advice would further the objectives of the project. Eighteen man months of such services are considered to be adequate.

2. Provision of Subcontract Services

3. Training Provisions

Not Applicable

The majority of the personnel who will be engaged in all aspects of planning in the foreseeable future, will already have sound basic general training. Their main need therefore will be for skills in specific jobs. Such skills are likely to be most effectively acquired through on-the-job training by advisers, courses to be conducted in the Sudan, and in a few cases, fellowships for short skill oriented courses abroad. The program of training is fashioned accordingly. The training will take place over the period of the project and will cover subjects such as project preparation and appraisal, economic analysis geared to determining sector policies, plans and programs, and macroeconomic analysis.



#### 4. UNDP Provided Supplies and Equipment

##### a. Expendable Equipment

The operation of the project will require the use of miscellaneous items of expendable equipment including textbooks, offprints and other study material in connection with the training to be undertaken in the Sudan. It is estimated that these will cost about \$5,000 over the life of the project.

##### b. Non-Expendable Equipment

A library of basic texts and reference material is a necessary complement to the work of the advisers and to the training program. So also are the following items of equipment -

Vehicles 3 - 1 Land Rover 2 Sedan Cars	\$15,000	
Typewriters - Electric - 6 4 English 2 Arabic	1,500	
Calculating Machines - 7	3,500	
Duplicating Machines - 3	2,100	
Dictating Machines - 5	1,500	
Office Furniture & Fittings desks, chairs filing cabinets, library shelving and other equipment	<u>8,400</u>	32,000
Library Books		<u>25,000</u> <u>\$57,000</u>

#### C. Description of Government Inputs

##### 1. Pre-Requisite Activities

Not Applicable

2. Assignment of National Staff

The Government will assign suitably qualified counterparts and semi-professional and clerical support staff to work with the advisers. The government will also provide appropriate staffing for a project secretariat including at least an Administrative Assistant/Accountant, two secretaries, three drivers and a messenger. Such staff to be recruited by and be responsible to the Project Leader.

		<u>Location</u>	<u>Starting Date</u>
a.	(i) Senior counterpart to senior planning and development adviser	Khartoum	Sept. 1, 1973
	(ii) Counterpart	"	"
	(iii) Counterpart	"	"
b.	(i) Senior counterpart to senior projects adviser	"	Nov. 1, 1973
	(ii) Counterpart	"	"
	(iii) Counterpart	"	"
c.	(i) Senior counterpart to industrial adviser	"	Jan. 1, 1974
	(ii) Counterpart	"	"
	(iii) Counterpart	"	"
d.	(i) Senior counterpart to fiscal adviser	"	Jan. 1, 1974
	(ii) Counterpart	"	"
	(iii) Counterpart	"	"
e.	(i) Senior counterpart to manpower adviser	"	Feb. 1, 1974
	(ii) Counterpart	"	"
	(iii) Counterpart	"	"
f.	(i) Senior counterpart to agricultural adviser	"	Feb. 1, 1974
	(ii) Counterpart	"	"
	(iii) Counterpart	"	"



		<u>Location</u>	<u>Starting Date</u>
g.	(i) Senior counterpart to transport adviser	Khartoum	Feb. 1, 1974
	(ii) Counterpart	"	"
	(iii) Counterpart	"	"
h.	Staffs of National Planning Commission and of Planning Units in other Ministries and Agencies	"	Different Times
i.	Administrative and Support Personnel	"	Sept. 1, 1973
3.	<u>Government Provided Supplies and Equipment</u>		<u>Cost</u> (Sudanese Pounds)
	a. <u>Expendable Equipment</u>		
	(i) Stationery, Postage, Rent, Telephones		5,600
	b. <u>Non-Expendable Equipment</u>		
	(i) Office Equipment and Administrative Support		2,400
4.	<u>Miscellaneous</u>		
	(i) Operations and Maintenance of Vehicles and Equipment		6,000

Project No.:

Title: Strengthening of Planning Organization and  
Training of Personnel in Planning10. PROJECT PERSONNEL COMPONENT

	TOTAL	1973	1974	1975	1976
	m/m \$	m/m \$	m/m \$	m/m \$	m/m \$
11. <u>Advisers</u>					
01 Senior Planning and Development Adviser	36 90,000	4 10,000	12 30,000	12 30,000	8 20,000
02 Senior Projects Adviser	30 75,000	2 5,000	12 30,000	12 30,000	4 10,000
03 Industrial Adviser	24 60,000	- -	12 30,000	12 30,000	- -
04 Fiscal Adviser	24 60,000	- -	12 30,000	12 30,000	- -
05 Manpower Adviser	24 60,000	- -	11 27,500	12 30,000	1 2,500
06 Agricultural Adviser	24 60,000	- -	11 27,500	12 30,000	1 2,500
07 Transport Adviser	24 60,000	- -	11 27,500	12 30,000	1 2,500
08 Short term Consultants	18 45,000	- -	6 15,000	9 22,500	3 7,500
19. Component Total	204 510,000	6 15,000	87 217,500	93 232,500	18 45,000

30. TRAINING COMPONENT31. Fellowships

01 Details to be determined	90 48,000	- -	36 19,200	48 22,400	12 6,400
02 Inservice Training	N/A 60,000	- -	60,000	-	-

## 39. Component Total

108,000

79,200

22,400

6,400



Project No.:

Title: Strengthening of Planning Organization and  
Training of Personnel in Planning

LC.	<u>EQUIPMENT COMPONENT</u>	<u>TOTAL</u>		<u>1973</u>		<u>1974</u>		<u>1975</u>		<u>1976</u>	
		m/m	\$	m/m	\$	m/m	\$	m/m	\$	m/m	\$
41.	Expendable equipment		5,000		2,000		1,500		1,500		-
42.	Non-expendable equipment		57,000		35,000		12,000		5,000		5,000
<hr/>											
49.	Component Total		62,000		37,000		13,500		6,500		5,000
<hr/>											
50.	<u>MISCELLANEOUS</u>										
51.	Operation and Maintenance of Equipment		9,000		700		3,500		3,500		1,300
52.	Reporting Costs		5,000		-		-		-		5,000
53.	Sundry		6,000		1,000		2,000		2,000		1,000
<hr/>											
59.	Component Total		20,000		1,700		5,500		5,500		7,300
<hr/>											
	<u>GRAND TOTAL</u>		<u>700,000</u>		<u>53,700</u>		<u>315,700</u>		<u>266,900</u>		<u>63,700</u>

Project No.:

Title: Strengthening of Planning Organization  
and Training of Personnel in Planning

10. <u>PROJECT PERSONNEL COMPONENT</u>	<u>TOTAL</u>		<u>1973</u>		<u>1974</u>		<u>1975</u>		<u>1976</u>	
	m/m	£	m/m	£	m/m	£	m/m	£	m/m	£
Counterparts to Senior Planning and Development Adviser	108	12,960	12	1,440	36	4,320	36	4,320	24	2,880
Counterparts to Senior Projects Adviser	90	10,800	6	720	36	4,320	36	4,320	12	1,440
Counterparts to Industrial Adviser	72	8,640	-	-	36	4,320	36	4,320	-	-
Counterparts to Fiscal Adviser	72	8,640	-	-	36	4,320	36	4,320	-	-
Counterparts to Manpower Adviser	72	8,640	-	-	33	3,960	36	4,320	3	360
Counterparts to Agricultural Adviser	72	8,640	-	-	33	3,960	36	4,320	3	360
Counterparts to Transport Adviser	72	8,640	-	-	33	3,960	36	4,320	3	360
Counterparts to Short Term Consultants	54	6,480	-	-	18	2,160	27	3,240	9	1,080
Other Planning Staffs	1,116	89,280	36	2,880	480	38,400	480	38,400	120	9,600
Administrative Support Staffs	360	18,000	24	1,200	144	7,200	144	7,200	48	2,400
19. Component Total	2,088	180,720	78	6,240	885	76,920	903	79,080	222	18,480



Project No.:

Title: Strengthening of Planning Organization  
and Training of Personnel in Planning

LC.	<u>EQUIPMENT COMPONENT</u>	<u>TOTAL</u>		<u>1973</u>		<u>1974</u>		<u>1975</u>		<u>1976</u>	
		m/m	\$	m/m	\$	m/m	\$	m/m	\$	m/m	\$
41.	Expendable equipment		5,600		200		2,400		2,400		500
42.	Non-expendable equipment		2,400		100		1,000		900		100
49.	Component Total										
49.	Component Total		8,000		300		3,400		3,300		1,000
50.	<u>MISCELLANEOUS COMPONENT</u>										
51.	Operation & Maintenance of Equipment		6,000		300		2,400		2,400		900
52.	Component Total		6,000		300		2,400		2,400		900
99.	<u>GRAND TOTAL</u>		<u>194,720</u>		<u>6,840</u>		<u>82,720</u>		<u>84,780</u>		<u>20,380</u>

ORIGINAL DIRECTOR

NF/rr

Mr. van der Heide, Acting Deputy Director  
Asia and the Middle East Branch, OTC

RECORDS CONTROL

JUN 26 1973

12 June 1973

*[Handwritten signature]*

TE 210(2) FBRD

Norbert Falzon, Assistant Director  
Resources and Transport Division

INDONESIA: Jakarta Sewerage Master Plan including  
Preliminary Engineering and Feasibility Studies

The above-mentioned draft project document is well  
prepared and we have no comments to offer at this time.



ORIGINAL DIRECT

Drafted: H. Herman/ew

TE 311/1 GEN

5 June 1973

TE 210(2) FBRD

Dear Mr. Bloomfield,

Thank you for your letter of 29 May in answer to mine of 17 May to Mrs. Bomstein. Although three copies of IBRD/IDA reports are regularly provided to the United Nations, the heavy demand for them among the different services at U.N. Headquarters has meant that my Branch frequently does not receive relevant reports. As mentioned in my letter of 17 May, the Branch is concerned with all Latin American and Caribbean countries as well as the 13 European countries enumerated.

I should, therefore, be very grateful if you could arrange for a fourth set of IBRD reports on these countries to be provided to the United Nations. For simplicity of internal distribution, it would be best if these reports could be addressed to me directly by IBRD. However, if your own administrative procedures require that this additional set also be addressed to Mr. Feissel, please let me know so that I may make arrangements for them to be forwarded to me subsequently.

Thank you very much for your kind assistance.

Yours sincerely,

Jacques Rapoport  
Deputy Director  
Europe, Latin America and  
Interregional Projects Branch  
Office of Technical Co-operation

Mr. Donald K. Bloomfield, Chief  
Records Management Section  
International Bank for Reconstruction and Development  
1818 H Street, N. W.  
Washington, D. C. 20433



ORIGINAL DIRECT

RECEIVED  
MAR 21 1973

drafted: L. Flanders/dm  
cleared: Mr. Radovic  
Mr. Watts  
cc: Mr. Abdi  
Mr. Doo Kingue  
Mr. Campaigne

MAR 21 1973

TE 210 (2) IBRD

TE 322/1 LIBERIA (151-1)

13 March 1973

Dear Mr. Christoffersen,

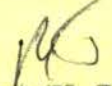
Subject: LIR/72/018 Project Co-ordinator (Maintenance Management)

This is to confirm that after discussions with UNDP and Mr. G. Abdi of your office as well as consultations with Mr. Campaigne, Resident Representative in Liberia, we are agreed that the above project should be implemented by IBRD, although we had taken urgent action on recruitment and could have fielded a suitable candidate by early March.

We agreed to this action in the spirit of inter-agency cooperation, and because we considered it to be in the best interests of the country to do so. However, as already pointed out by Mr. Watts to Mr. Abdi, we cannot but regret the unusual manner in which this change of executing agency was accomplished. We hope that in the future, such matters will be handled with more foresight so that efforts by this organization to evaluate projects and locate suitable staff for them would not be wasted.

While we have formally yielded all responsibility for the execution of this project, please be assured that we will be pleased to cooperate in any way possible in effecting its implementation.

Sincerely yours,

  
Bahgat El-Tawil

Acting Director, Office of Technical Cooperation

Mr. Leif E. Christoffersen  
Division Chief  
Western Africa Region, IBRD  
1818 H Street, N.W.  
Washington, D.C. 20433



ORIGINAL DIRECT

drafted: H. Herman/ew

cleared:

Mr. Rapoport

Mr. Gabriel Valdes S., Assistant Administrator  
and Director, Regional Bureau for Latin America  
UNDP

7 March 1973

cc Mr. van Heerden

Bahgat El-Tawil, Acting Director  
UN Office of Technical Co-operation

Mr. Balcazar Aranibar

GUYANA - Project Request GUY/72/011/A/01/42  
Transport Planning and Management Study

TE 210(2) IBRD

1. Since the Government is clearly in need of assistance in transport planning and has a sizable road programme, we support, in principle, the subject request, since it is directed to both these aspects in assisting the Government.

2. However, we have received only the project summary and do not have a copy of the project document in our files. From the summary and information on the proposed project in the Background Paper and the draft Country Programme for the Co-operative Republic of Guyana, we would recommend close scrutiny of project details before final approval is given. The purposes and elements of the project are listed on page 3 of the project summary, but they may require modification. In particular, the drafting of a transport plan should be highlighted in technical assistance to the Transport Planning Unit of the Ministry of Economic Development. Also, instead of two transport economists, it may be preferable to provide one transport economist and one transport engineer with planning experience. With respect to the management study of the Ministry of Works and Communications, a blanket figure of \$750,000 is indicated for it under sub-contract, but the professional manpower input is not specified.

3. In the UN/OTC comments of 9 February on the draft Country Programme, addressed to the Resident Representative and copied to you, we mentioned our concern about the costs of this project in relation to the pressures on the IPF. As described in the project summary document, the project would cost \$900,000, or 18 per cent of the IPF. From the draft Country Programme, besides sub-contracting for the management study of the Ministry of Works and Communications, it now appears that sub-contracting for technical assistance in the transport planning component of the project is also being considered, which would raise project costs to \$999,000, or about 20 per cent of the IPF. Furthermore, no training component appears to be included in the proposal.



4. Finally, the Background Paper mentioned the intention of the Government to establish a Transport Project Preparational Unit in the Ministry of Works and Communication, for which no provision is as yet being made for technical assistance.

5. In accordance with the above, we would recommend that the following items be considered before final approval is given:

- (a) cost reduction through direct recruitment instead of sub-contract;
- (b) further cost reduction through a smaller input into the management study;
- (c) replacement of one of the two transport economist posts by a transport engineer with planning experience;
- (d) addition of one expert in transport project preparation;
- (e) inclusion of several fellowships in transport planning, management and project preparation.

6. A two-man preparatory assistance mission of approximately 10 days would appear to be required to review the proposal and revise the project document.



UNITED



NATIONS

INDONESIA

 UNITED NATIONS DEVELOPMENT PROGRAMME  
 PROGRAM PEMBANGUNAN PERSERIKATAN BANGSA-BANGSA

 TELEPHONE: 47017-47018-53263-53264  
 CABLES: UNDEVPRO DJAKARTA  
 TELEX: UNDEVPRO 011-4178

ACTION	
TO:	MR. EL-TAWIL
1	Mr. Hreslak
2	Mr. P. S. ...
3	...
MAR 16 1973	
<input type="checkbox"/> - PO BOX 2388 DJAKARTA <input type="checkbox"/> - Acknowledged <input checked="" type="checkbox"/> - No Action Required	
INITIALS: <i>ys</i>	
7 March 1973	

Reference: INS/72/048

Dear Mr. El-Tawil,

Advisory Team for Indonesia National Shipowners'  
Association (INS/72/048)

We are most grateful for your 20 February 1973 comments on the above Project Document. Your remarks have been brought to the attention of the IBRD/IMCO team in Indonesia.

In particular, your comments on the proliferation of small shipping companies are most pertinent. Your statement on the need for more knowledge about cargo traffic is apt and being looked into by the experts.

The experts will be holding regular meetings with groups of personnel from the private lines, and to this modest extent will be offering "training". We believe that the normal type of fellowship study tour would not be appropriate in this project.

As you know, the UNDP in New York designates the Executing Agency. In this instance, the technical assistance being funded by the UNDP is an integral part of an \$8.5 million IDA loan for rehabilitation of the inter-island fleet. This presumably influenced the choice of Agency.

Yours sincerely,

 Andrew J. Joseph  
 Resident Representative

cc. *WF*  
*ys* 21/3/73

Mr. B. A. El-Tawil  
 Acting Director  
 Office of Technical Co-operation  
 United Nations  
 New York

cc: Mr. R. Coomaraswamy, Assistant Administrator and Director,  
 Regional Bureau for Asia and the Far East, UNDP, New York  
 Mr. G. Bain, IBRD Mission, Jakarta

cc. Mr. Lestor  
 Mr. Vassilov

sent  
 20/III  
*cc*

ORIGINAL DIRECT

RECORDS CONTROL

Mr. G. Treggi, TARS

MAR 9 1973

26 February 1973  
*LIBE*

~~TE322/1 (151-1)~~

*TE 2A (2) IBR*

L. Flanders P.M.O./OTC

Post LIR-140-086-X - Project Coordinator - Maintenance Management

1. Please be informed that the above post is hereby cancelled and no further recruitment action should be taken.



ORIGINAL DIRECT

RECORDS CONTROL

MAR 9 1973

26 February 1973

Miss J. Hamel FAM/OTC

~~TE 322/1/(151-1)~~

L. Flanders PMO/OTC

TE 210 (-) IDRPD

LIR-72-018 Project Coordinator (Maintenance Management)

1. Please be advised that the above referenced project is hereby cancelled.

UNITED



NATIONS

RECORDS CONTROL 2 MAR 1973 -1. MAR 1973  
SECTION FOR AFRICA

MAR 13 1973

*Mr. Radovic*

*Mr. Flanders*

DEVELOPMENT PROGRAMME

CABLE : UNDEVPRO MONROVIA  
TELEPHONES: 21384 & 22767

~~TE322/1 LIBE (151-1)~~

*TE 210 (2) IBRD*

P. O. BOX 274  
MONROVIA  
LIBERIA

REF. RR/332/73 - 7-0-1/10

22 February 1973

Dear Mr. Watts,

LIR/72/018 - Project Co-ordinator  
(Maintenance Management)

Further to my letter of 13 February 1973, please make the following amendment in the above project document:

1. Covering page: The Executing Agency should be IBRD and not the United Nations Agency.

Yours sincerely,

Curtis Campaigne  
Resident Representative

Mr. Kenneth Watts  
Deputy Director for Africa Branch  
Office of Technical Co-operation  
United Nations  
New York, N. Y.

cc: Mr. Michel Doo Kingue - (Your cable DP/22 refers)  
Assistant Administrator and Director  
Regional Bureau for Africa  
United Nations Development Programme  
New York, N.Y.

*Requesting  
WF  
Hamel*



ORIGINAL DIRECT

RECORDS CONTROL  
FEB 22 1973

Drafted: Shrestha/pc

cc. Mr. Lastovka  
Mr. Vassiliou

20 February 1973

Mr. Rajendra Coomaraswamy  
Assistant Administrator and Director, Regional  
Bureau for Asia and the Far East

Bahgat A. El-Tawil, Acting Director  
Office of Technical Co-operation

INDONESIA - Advisory Team for Indonesia National  
Shipowners' Association (INS/72/048)

TE 210(2) IBRD

Please refer to the letter of the Resident Representative, Mr. Joseph, concerning the Government's request for an advisory team for the Indonesian National Shipowners' Association. We have carefully reviewed the project document attached with his letter. Though we feel that in principle the project deserves support, we would like the following observations to be taken into consideration while approving the project document.

We feel that the document does not take into account the proliferation of shipping services in recent years. We understand there are about 100 private companies in addition to the existing state-owned R.I.S. companies. The serious shortcomings in management, operation and financial control are, in our opinion, due to the presence of a large number of small companies which also has resulted in relatively large overhead costs. This has also led, in our opinion, to insufficient distribution of liner services since companies tend to operate the most lucrative or the easiest routes, resulting in the insufficient coverage of less profitable or more difficult areas. We also feel that a detailed knowledge of the needs of inter-insular shipping services is required, not only in terms of tonnages of goods between certain ports of the region and destinations, but also regarding the type of goods, since the type of shipping facilities should be adapted to the type of goods produced in certain areas (e.g. palm oil which requires small tankers).

It is also felt that the project does not include a strong and well-defined training component in the form of a large international fellowship component. We feel that provision should be made for at least a dozen such fellowships from the coastal shipping industry. Provision may also be made for a national seminar, the objective of which would be to exchange views on problems confronting Indonesian sea communications and further development requirements and improvement of efficiency in coastal shipping as well as port operations. In our opinion, a sound and vigorous training scheme would go a long way toward meeting the needs of the country in this field.

We would also like to point out that the U.N. has been handling projects in the field of inter-island and coastal and river transportation and has considerable experience in this field. As you are aware, an interregional seminar on coastal shipping feeder and ferry services has been recently organized by the



U.N. in co-operation with the Government of Norway and as a result of the seminar a unique study document entitled "Coastal shipping feeder and ferry services" has been published. The U.N. is also presently executing in the West Irian Province of Indonesia a major project in the coastal shipping, shipyard rehabilitation and port reconstruction programmes. During the execution of this project 8 seminars were organised in which the U.N. experts as well as the Government staff made a significant contribution. We therefore note with regret that the execution of this project has been assigned to IBRD and IMCO. We feel that the U.N. should at least be associated with them in executing this project.