

FEB 20 1969

142

AID 1020-25 (7-68)			SECURITY CLASSIFICATION		001 PROJECT NUMBER	
PROJECT APPRAISAL REPORT (PAR)			UNCLASSIFIED		620-11-120-773	
(U-446)					Reference Center Room 1656 HS	
002 PAR	MO.	DAY	YR.	003 U.S. OBLIGATION SPAN		004 PROJECT TITLE
AS OF:	09	30	68	FY 62	Thru FY 72	Soil and Water Conservation - Northern Nigeria
005 COOPERATING COUNTRY - REGION - AID/W OFFICE						
NIGERIA						

006 FUNDING TABLE

AID DOLLAR FINANCING-OBLIGATIONS (\$000)	TOTAL	CONTRACT (NON-ADD)	PERSONNEL SERVICES			PARTICIPANTS		COMMODITIES		OTHER COSTS	
			AID	PASA	CONTRACT	DIR. PASA	CONTRACT	DIR. PASA	CONTRACT	DIR. PASA	CONTRACT
CUMULATIVE NET THRU ACTUAL YEAR (FY 19 68)	682	45	38	365		22		150		62	45
PROPOSED OPERATIONAL YEAR (FY 19 69)	142			130						12	

CCC VALUE OF P.L. 480 COMMODITIES (\$000) → Thru Actual Year : N/A Operational Year Program : N/A

007 IMPLEMENTING AGENCY TABLE

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

TYPE CODE b	TYPE CODE c	IMPLEMENTING AGENCY	TYPE CODE		CONTRACT/PASA/VOLAG NO.	LEAVE BLANK FOR AID/W USE
			b.	c.		
1. U.S. CONTRACTOR	0. PARTICIPATING AGENCY	USDA/SCS	4	0	AFR-(AJ)-12-65	
2. LOCAL CONTRACTOR	1. UNIVERSITY					
3. THIRD COUNTRY CONTRACTOR	2. NON-PROFIT INSTITUTION					
4. PARTICIPATING AGENCY	3. ARCHITECTURAL & ENGINEERING					
5. VOLUNTARY AGENCY	4. CONSTRUCTION					
6. OTHER:	5. OTHER COMMERCIAL					
	6. INDIVIDUAL					
	7. OTHER:					

PART I - PROJECT IMPACT

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

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

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

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

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

Attached

MISSION DIRECTOR APPROVAL →	SIGNATURE <i>James C. Johnson</i>	DATE 2-10-69
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## PAR CONTINUATION SHEET

This sheet is to be used for any Narrative Sections for which sufficient space has not been provided on the form. Identify each narrative by its Part and Section Designation.

008 NARRATIVE FOR PART 1-A

During the period covered by this PAR, the former Northern Region of Nigeria was subdivided into six states. Soil Conservation demonstration-training projects and staff were established in several of them. However, high level administrative and field personnel capable of organizing, planning and implementing soil conservation programs were not available in numbers necessary to staff several state services. Both the USAID and the Federal Ministry of Agriculture and Natural Resources have taken steps in an effort to overcome this problem. The Ministry has established and budgeted for a Federal Soil Conservation Service with headquarters in Kaduna, North Central State, to co-exist with the State services and provide technical services to them. Staffing for the new federal service is just being brought on board and a definition of functions has not as yet emerged. The USAID has made minor changes in project purposes by deemphasizing field work and demonstration projects and has improved policy guidelines for its field advisory services. Advisory assistance to the federal service is planned, and increased emphasis is being placed on training of senior field personnel at a central training site in cooperation with the federal service. As a result of these developments, it has been possible to reduce the number of SCS/PASA personnel by one (5 to 4), close the training center at Mubi and concentrate efforts.

Training for senior field personnel at the proposed site is regarded as a short-range measure. It is desirable that within a few years the universities will assume this function. This change in venue will involve establishing a curriculum in soil conservation and hence, a period of several years will be required before B.S. degree graduates become available.

The overall performance of the project and its effectiveness toward implementation of project goals as defined in the documentation relevant to the rating period is considered satisfactory. In several areas of Northern Nigeria various types of soil conservation practices have been demonstrated and used in establishing benchmarks and developing guidelines which can be extended over a wider section of the country. In addition, training materials have been developed and soil conservation courses for junior-level Nigerian staff sponsored at two locations. Although 58 junior staff personnel have received training, they do not possess qualifications required to fill top field level positions. The most pressing need at this stage of development is training for senior field and administrative staff and their assignment to positions, that will create a situation conducive to realization of a good soil conservation organization. The establishment of a Nigerian Federal SCS and the willingness of the Northern States to provide higher level personnel than in the past for a twelve month course beginning in 1969, appears to offer project technicians a better opportunity to help create lasting institutions.

The benefits to be achieved from a good soil conservation program-increased agricultural production, better use of natural resources and higher land values have been plainly demonstrated at project sites. Potentially, therefore, soil conservation activities could have a marked impact on achievement of the primary objective of our agriculture program, i.e., increased production. Project activities have not to date, however, had a significant impact on overall production levels.

In assessing the relevance of a project such as this to the achievement of our sector objective of achieving increased production, it should be borne in mind

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008 (contd)

that, if successful, the most significant results will appear over a period of time longer than that covered by the Program Memorandum. Considerable time will be required to develop a cadre of senior field and administrative level personnel capable of carrying on a program sizable enough to have a marked effect on production. In addition, certain GON policy changes, i.e., increases in prices to farmers, improved coordination between agencies such as State Extension, Ahmadu Bello University and the SCS, (discussed in the Program Memorandum) must be made first in order to create the land values and public and private attitude necessary to encourage private conservation measures on a large scale.

The question of efficiency in resource utilization is at best a difficult one to address for demonstration-training and institution building projects and the ultimate objective, i.e., increased output, is dependent on the success of the demonstration-training institution efforts.

The reorganization of the former Northern Region into six states brought about the decree that established the responsibility for soil conservation in the Federal Ministry of Agriculture and Natural Resources. This decree has served to focus our institution building effort. However, the Federal SCS is just becoming established and at present there is not a well defined definition of functions, particularly between the several states of the Federation as well as between the Federal agency and each state agency.

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## PART I-B - PROJECT EFFECTIVENESS

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

1. CODE NO. AID/W USE ONLY	2. This section is designed to record progress toward the achievement of each project output target which was scheduled in the PIP, Part II. Where progress toward a target is significantly greater or less than scheduled, describe reason(s) beneath the target.	ACTUAL AND PLANNED OUTPUTS (ALL DATA CUMULATIVE)				
		3. ACTUAL CUM. TO DATE	4. AS OF PRIOR JUNE 30		5. PLANNED BY NEXT JUNE 30	6. PROJECTED TOTAL FOR PROJECT LIFE
			a. PLANNED	b. ACTUAL		
	(1) Train all levels of supervisory staff <u>1/</u>	12	11	12	15	60
	(2) Train technical staff	0	3	0	3	9
	(3) Train field staff	58	58	58	15	100
	(4) Develop field demonstration training projects <u>2/</u>	35	37	35	10	50
	(5) Develop soil conservation service (SCS) technical standards and specification guides	35	37	35	15	60
	(6) Establish federal SCS Division <u>3/</u>					
	(7) Formulate national SCS policies and objectives					
	(8) Develop educational materials (pamphlets, circulars, leaflets, etc.)	6	4	6	9	15
	<u>1/</u> This training has been concentrated primarily at the lower-level supervisory staff. A curriculum for senior staff has been developed and training courses are scheduled to begin in 1969. Proposed U.S. participant training also is designed to improve the senior staff quality and numbers.					
	<u>2/</u> The demonstration-training projects will be a part of the central training area and will be used for training supervisory staff.					
	<u>3/</u> When the former Northern Region was divided into six states, the problem arose as to what measures should be undertaken to continue soil conservation work. It was decided by the Federal Ministry of Agriculture and Natural Resources to establish a Federal Soil Conservation Service with headquarters centrally located at Kaduna. This move was initiated in an effort to efficiently utilize the small force of top-level personnel.					

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012 - NARRATIVE FOR PART 1-C-1 -

Progress toward development of the Northern Region MANR capability for planning and implementing soil and water conservation programs was limited as noted in para. 008. The creation of six states from the former Northern Region has brought about changes in the institutional relationships relevant to conservation activities. The ultimate success of the Federal MANR in this field will depend in part on constitutional relationship between federal and state governments which emerge from the present internal conflict.

Soil conservation may be defined as proper use of land according to its capabilities for production. The project activities to date have had relatively little effect on overall production. On the demonstration-training sites, however, yields have been increased by 10 to 25%. Incentives such as these, as disseminated by both SCS staff and others, will tend to bring about greater involvement of government and people and will have a favorable influence on widespread use of conservation measures.

The potential impact of soil conservation activities on production is in some measure dependent upon certain factors unrelated to the building of effective institutions. Farmers react to soil conservation measures much in the same way that they react to extension, i.e., they are willing to adopt new techniques and practices if they can see that it will be profitable to do so. As discussed at length in the Program Memorandum, low prices to farmers, particularly for cash crops, often depress incentives to adapt improved cultural practices. Wide scale adaption of conservation techniques is therefore directly related to changes in GON pricing policies for major crops of the area involved.

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## PART I-C -- Continued

## C.2 - GENERAL QUESTIONS

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

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

014 - As noted herein, the division of the former Northern Region into states followed by the establishment of a Federal SCS served to focus the USAID's institutional building effort.

017 - In the past, two teams of technicians were assigned to two areas separated geographically from each other and also from the field headquarters. These conditions made it difficult for the technicians to receive adequate logistic support from USAID. This is particularly true for the team which was stationed at Mubi (North-Eastern State). The effectiveness of this project was as a result lessened in two ways:

- 1) Technicians were forced to spend substantial time attending to their logistical support problems.
- 2) The demonstration effect of the project, as measured by institution building and production goals, was less than desired and less than perhaps would have resulted from more centralized operations. Demonstrations were useful as measured by local interest and as a means to establish criteria for technical purposes on varying types of soils and topography.

## PART II - IMPLEMENTATION REPORT

## II-A - STATUS OF SCHEDULE

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

(a) PIP ITEM NO.	MAJOR ACTIONS OR STEPS; CAUSES AND RESULTS OF DELAYS; REMEDIAL STEPS	(b) STATUS - PLACE AN "X" IN ONE COLUMN		
		(1) BEHIND SCHEDULE	(2) ON SCHEDULE	(3) AHEAD OF SCHEDULE
1,2,3	<u>Training Personnel</u>			
	(1) Selection and development of site		X	
	(2) Providing budget to train on-the-job participants		X	
	(3) Selecting trainees	X		
	(4) Developing syllabus		X	
	*(5) Participant training in U.S.A.		X	
4.	<u>Developing Field Demonstration Projects</u>			
	(1) Determining types of demonstrations		X	
	(2) Selecting sites		X	
	(3) Securing equipment		X	
	(4) Personnel to develop projects		X	
	(5) Budget to maintain projects		X	
5.	<u>Technical Standards and Specifications</u>			
	(1) Conducting surveys		X	
	(2) Analyzing data	X		
	(3) Publishing data	X		
	(4) Distributing data	X		
6.	<u>Establishing Federal SCS Division</u>			
	(1) Appointment of senior conservationist		X	
	(2) Establishing SCS headquarters		X	
	(3) Providing operational budget		X	
7.	<u>National SCS Policies and Objectives</u>			
	(1) Organize policy making group	X		
	(2) Develop policy and objectives	X		
	(3) Approval of policy and objectives	X		
8.	<u>Develop Educational and Visual Aid Materials</u>			
	(1) Collecting material		X	
	(2) Publishing material		X	
	(3) Distribution of materials		X	

PART II - Continued

023

II-A.2 - OVERALL TIMELINESS

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

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

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

II-B - RESOURCE INPUTS

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

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

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

2. FACTORS-PARTICIPANT TRAINING

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

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## PART II-B -- Continued

## 3. FACTORS-COMMODITIES

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

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

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

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

a. Overall Implementation Performance.

Development of demonstration-training activities has been a major part of the project. The conservation schools have provided training for field and low-level personnel. Technical standards and training materials have been developed. However, the project has been handicapped by an inadequate indigenous cadre, top level administrative personnel and scatteration of project jobs. A lack of high level personnel (suitable counterparts for SCS technicians) and the non-continuity of the host government political structure has caused the institution building phase of soil conservation to progress more slowly than was anticipated. The former condition would probably have been less exaggerated if greater concern had been given to the selection of participants of the caliber required by the job (052 - 057). The wide dispersion of projects limited effectiveness for training and demonstration purposes.

B. Implementing Agency

The PASA/SCS personnel have been technically well qualified, but at times over-zealous in promoting soil and water management activities. Recent Mission reviews have provided information which served in reaching a decision to curtail activities in certain areas and focus greater attention on training and institution building. To insure that PASA technicians adhere to guidelines as they relate to the project's new emphasis, provision for stronger direction from the Mission is required.

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## 079 NARRATIVE FOR PART II-B (Contd)

## C. Participants

Additional training for participants has not been provided since a TAPER was prepared in 1966. Plans are being considered to sponsor three qualified participants for soil conservation training in the United States. These individuals will be assigned to key supervisory positions in the Federal Service when they return to Nigeria.

## D. Commodities

The status of commodities remains as it was when the TAPER was submitted. Reconditioning and spare parts problems are minor but still exist (067) and (076). An inadequate spare parts inventory for minor repairs and reconditioning has been responsible for some delay in implementation. Plans to alleviate this condition have been suggested to the custodian of the equipment. Other commodities (five handcock terracers that were purchased prior to the PASA) have never been fully used (075), because of their inappropriateness for Nigerian conditions. New commodity requests are being more carefully scrutinized to avoid future recurrence of this problem.

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## PART III - ROLE OF THE COOPERATING COUNTRY

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

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

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

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

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

Country performance in this project has generally been good. Federal, State and local authorities (including Native Authorities) have supplied adequate numbers of low level personnel and ample budgetary support. Actually, they have wished to initiate a larger number of projects than the PASA technicians and Nigerian personnel are capable of handling. The major problem, as mentioned earlier, and one which seriously affects the probability that the program will be successfully continued once the USAID advisors have departed, is the scarcity of high level Nigerian manpower trained in Soil Conservation. The federalization of the project, the assignment of a senior man to be counterpart to the SCS/PASA team leader (a counterpart is presently on the job) and the assurance that other capable men will serve as counterparts to the USAID-financed technicians at the training school promise to reduce the severity of the problem. However, this aspect of country performance will continue to be watched closely and if it does not improve the project will require careful evaluation.

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PART III - Role of the Cooperating Country (continued)

083. Executive leadership for the project by GON has been inadequate. Local training and U.S. participant training have been proposed to alleviate this condition.
089. See narrative for 079.
102. Conditions and action same as for 083.

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## PART IV - PROGRAMMING IMPLICATIONS

## IV-A - EFFECT ON PURPOSE AND DESIGN

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

For example, changes might be indicated if they would:

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

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

It has already been noted that; a) high level host country personnel trained to plan, implement and evaluate soil conservation programs are in very short supply; b) the creation of states aggravates this problem at state level; and c) scatteration of AID inputs has tended to reduce the effectiveness of personnel in demonstrating techniques and training personnel. These problems have come to light in a series of reviews conducted over the past several months. As a consequence, some significant changes in direction have been made.

(1) Training is now concentrated at a central location. The first courses for senior field level personnel will begin in February 1969.

(2) Activities at Mubi are being phased out.

(3) Major attention will be given to providing advisory assistance to the newly established Federal SCS (including the training center).

The new emphasis is designed to strengthen the institutional development and training phases of the project. The change in project direction is not expected to add to the cost of the project.

## IV-B - PROPOSED ACTION

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

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

109 NARRATIVE FOR PART IV-B: The initial PROP and PIP for this project are in preparation.

Included in the comments will be program emphasis in the following areas:

- (1) Training of senior field and administrative technicians.
- (2) Physical concentration of PASA staff and demonstration activities.
- (3) Increased involvement of allied advisory services and GON institutions in the dissemination of information and practices.
- (4) Increased attention to evaluation of costs of practices as related to both total land productivity and unit productivity under local conditions.