PD-AAB-196-F1 6200774 (4)

TECHNICAL ASSISTANCE PROJECT EVALUATION REPORT	1. Cooperating Country Nigeria	2. Data Current as of: March 31, 1966 12p
3. Project Title Livestock Development - Northern Nigeria		4. Project Number 620-11-130-774
5. Date original ProAg Executed May 31, 1962	6. Estimated Date of U. S. Physical Completion July 1970	7. Estimated Date of U. S. Financial Completion July 1971

8. IMPORTANCE RANKING BY MISSION DIRECTOR

In terms of overall importance to the achievement of U. S. objectives in this country, this project falls in the:

a. ☐ Lowest Quartile b. ☐ 3rd Quartile c. ☐ 2nd Quartile d. ☐ Top Quartile

of all AID dollar TA projects in all activity fields in this country (exclude Technical Support). One fourth of the number of projects must be ranked in each quartile.

9. CONTRIBUTION - The actual contribution of the project to the following U. S. objectives during the last six months is:

a. U. S. Objectives	b. Rating 1. Not Relevant	2. Negative	3. None	4. Modest	5. Good	6. Outstanding
1. Directly Increase Production				x		
2. Improve Infrastructure					x	
3. Improve Economic Institutions					x	
4. Directly Improve Personal Welfare				x		
5. Improve Social-Political Institutions				x		
6. Security	x					
7. U. S. Relations	x					
8. U. S. Commercial Interest					x	

10. ACHIEVEMENT OF ACTIVITY TARGETS

a. How well are the activity targets of the project being achieved?

1. ☐ Unsatisfactory 2. ☐ Marginal 3. ☐ Adequate 4. ☒ Good 5. ☐ Outstanding

b. In general, project execution in relation to schedule is:

1. ☒ Seriously behind 2. ☐ Slightly behind 3. ☐ On time 4. ☐ Ahead

11. MISSION DIRECTOR RECOMMENDATION: (Check one)

a. ☐ This project should be discontinued earlier than originally planned. If checked, when? _____

b. ☐ This project should be evaluated in depth as a basis for determining its effectiveness, future scope and direction.

c. ☐ This project should be continued as currently planned.

12. PROJECT COORDINATOR		13. APPROVED BY MISSION DIRECTOR
Laybourne L. Larson (Name)	/S/ on file (Signature)	/S/ on file (Signature)
Livestock Advisor FSR-3 (Title and Grade)	June 1, 1966 (Date)	June 21, 1966 (Date)

I. ACCOMPLISHMENTS

A. List all significant accomplishments attributable to this project during the six months covered by this report. Be succinct, explicit and, where possible quantitative. For each accomplishment indicate whether it is substantially the same as, more than, or less than planned.

B. List in comparable realistic terms expected accomplishments during the next six months.

A.1 Range Management was advanced by placing 714 sq.mi. under controlled grazing, construction of 21 earth dams (204,000 sq.yd.total) issuance of new grazing permits for 32,500 head of cattle, construction of staff quarters for 12 families, and reconnaisance of 1000 sq.mi. for additional management sites. (More than planned).

2. Cattle breeding and fattening involved making over 500 tons of silage & 100 tons of hay, placing 132 prospective herd sires on performance test, calving 35 cows, selling 126 head of fat cattle, purchasing 200 head of stocker cattle, clearing 300 acres of crop land, building 11 miles of fence, and completing one land use map. Both ranch headquarters were about one half completed. (Less than planned).

3. Processing and marketing involved construction of the abattoir, installation of power meat cutting equipment in the retail outlet, slaughtering over 100 head of cattle (some from the cattle fattening ranch) as a demonstration and to determine fair market costs for pricing modern retail cuts in the market. (As Planned).

4. Poultry development included the construction of the center at Jos and the completion of the one at Mando Road. 1100 layers were placed in permanent housing, 1550 chicks were imported, 7 new incubators (capacity 17,500 eggs) were installed and started, 3000 sq.ft. of laboratory space was completed, 1500 post mortems were done, 8 pilot demonstrations units were started, and the manufacture of poultry feeds at Jos was transferred from the Ministry to a private entrepreneur. (Less than planned).

5. At the Mando Road School 55 students were given practical work and classroom instructions in the 2 year diploma course for Livestock Assistants. One dam and 2 miles of terraces were built and 50 acres of grass established. (More than planned) Minor objectives have not been included, due to lack of space allowed.

B.

1. Range management during the wet season will involve management of over 1500 sq.mi. and employ 22 Senior Staff and 176 Junior Staff Officers of the Ministry and native authorities. Maintenance and fire prevention measures will be included.

2. Cattle breeding and fattening operations will include the completion of all building construction, planting and harvesting 340 acres of feed, crops, controlled breeding of 256 cows, fattening and marketing of 300 head of cattle on grass and concentrates, purchasing 400 head of stocker cattle, additional fencing and stock water development.

3. In meat processing and marketing the abattoir and the retail outlet will be placed in operation capacity to chill 50 beef carcasses daily will be installed and carcasses will be evaluated to promulgate the grading of cattle. A 6 weeks course will be taught in meat inspection and strict sanitation measures adopted throughout the slaughtering and processing operations.

4. Poultry development will include hatching and distributing to private operators 4000-5000 female baby chicks per week. Extension activities will be intensified. Processing machinery for slaughtering broilers and feed grinding and mixing machinery will be installed. New laboratory equipment will be installed and all pathology consolidated in the new building.

5. At Mando Road School 20 second year students will be graduated and 25 special students given a six weeks certificate course in the regular students curriculum 100 acres of feed crops will be planted and harvested.

II. TECHNICIANS - U. S. and Third Country ☐ None

A. ON BOARD AND RATING
Enter the number of technicians in each category.

1. Type of Technician	2. Total on Board		3. Rating of Performance					
	a. Scheduled	b. Actual	a. Unsatisfactory	b. Marginal	c. Adequate	d. Good	e. Outstanding	f. Not Rated
a. U. S. Contract								
b. U. S. PASA	5	5			1	3	1	
c. U. S. Direct Hire	13	12		1	4	4	3	
d. Third Country								

B. CONTRACTORS

1. Contract Number	2. Name of Contractor	3. Type of Contractor
a. 20208 f. 20211 k. 20210	GON	Construction
b. 20209 g. 20207 l. 30102	"	
c. 20211 h. 30134	"	
d. 30135 i. 40258	"	
e. 30136 j. 40258	"	

C. PARTICIPATING AGENCIES

1. PASA Number	2. Name of Participating Agency	3. Organizational Entity
a. AFR-13-65 (PIO/T	B.L.M.	Dept. of Interior
b. 620-201-2-60016)		
c.		

D. Indicate the number of each type of technician with any of the following problems which have had a significant adverse effect on the project during the past six months.

1. Type of Technician: U. S. a. Contract	b. PASA	c. Direct Hire	d. Third Ctry.	2. Problem
				a. Inadequate technical knowledge
		1		b. Inadequate knowledge of country and culture
				c. Language barrier or translation difficulties
				d. Health problems resulting in evacuation or excessive absenteeism
				e. Family or emotional problems
				f. Negative attitude toward project
		3		g. Poor personal relations with U. S. technicians
		1		h. Poor personal relations with Third Country technicians
		1		i. Poor personal relations with counterpart technicians
				j. Poor personal relations with local citizenry
				k. Inadequate communication between project technicians and Mission
				l. Lack of occupational adaptability (inability to apply technical knowledge to country situation)
				m. Other (Specify in Narrative Section)

III. PARTICIPANTS ☐ None

A. Give the number of participants falling in each of the following categories by the location of training.

1. Location of Training a. U.S.	b. Third Country	2. Participant Program Status
12		a. Participants have received training and returned to country from start of project to the beginning of this reporting period
2		b. Participants have returned to country during this six month reporting period
2		c. Participants are being trained
9		d. Participants are being processed for training
		e. Participants have yet to be selected
25		f. Participants will have been trained when project terminates (Item f. is the sum of a. through e.)

B. In general, the participant training component of this project in relation to schedule is:

1. ☐ Seriously behind 2. ☐ Slightly behind 3. ☒ On time 4. ☐ Ahead

C. Of the returned participants, indicate the number whose performance in their job is rated as follows:

1. ____ Unsatisfactory 2. ____ Marginal 3. 14 Adequate 4. ____ Good

5. ____ Outstanding 6. ____ Not Rated

D. Indicate the number of returned participants who fall into each of the following categories:

1. ____ Have undesirable character traits

2. ____ Are hostile to the United States

3. ____ Received inadequate training in the United States

4. ____ Received inadequate training in a Third Country

5. ____ Are assigned to positions below their level of competence

6. ____ Are assigned to positions above their level of competence

7. ____ Are unable to get their ideas accepted by their supervisors

8. ____ Are using their training almost as planned

9. ____ Are employed in higher rank positions than planned

10. ____ Are not being utilized to take good advantage of their training

11. ____ Have been lost to the project but are using their training

12. ____ Are no longer in contact with the Mission

IV. AID DOLLAR FINANCED COMMODITIES ☐ None

A. Quality of commodities delivered for use in this project in general is: (Check)

1. ☐ Unsatisfactory 2. ☐ Marginal 3. ☐ Adequate 4. ☒ Good 5. ☐ Outstanding

B. Use being made of commodities in this project in general is: (Check)

1. ☐ Unsatisfactory 2. ☐ Marginal 3. ☒ Adequate 4. ☐ Good 5. ☐ Outstanding

C. U. S. Government Excess Property

1. Has any such property been delivered to date for use on this project? ☒ Yes ☐ No

2. Original acquisition cost of such property: $ 44,000

3. Has the quality of the excess property satisfied the needs of the project?
☐ Yes ☒ No If no, briefly describe problem in the Narrative Section.

D. Are there any commodity problems which have had a significant adverse effect on the project during the past six months? (Check)

1. ☐ Late delivery of commodities to port of entry
2. ☒ Difficulty or serious delays in transporting commodities from port of entry to project site(s)
3. ☒ Lack of adequate storage facilities
4. ☐ Severe damage in shipment
5. ☒ Commodities have arrived but are not being used
6. ☐ Significant portion lost or stolen
7. ☒ Commodities received did not meet PIO specifications
8. ☒ Related facilities not ready to receive commodities
9. ☐ Unsuited to climate/environmental conditions
10. ☐ Unnecessarily sophisticated for use by country nationals
11. ☒ Lack of satisfactory maintenance facilities and sufficient spare parts
12. ☐ Other (Specify in Narrative Section)

E. OVERDUE COMMODITY DELIVERIES

If any deliveries on any PIO/C are overdue 120 days or longer, check the responsible authorized procurement agent and describe the situation in the Narrative Section.

1. ☐ Cooperating Country 2. ☐ Mission 3. ☐ GSA 4. ☐ Other: _____

F. List the PIO/Cs issued for this project and the dollar value of commodities authorized, ordered and delivered. Check Column 2 for PIO/Cs on which deliveries are 120 days or more overdue.

1. PIO/C Number	2. Deliveries 120 Days Overdue	Dollar Value (000)		
		3. Authorized	4. Ordered	5. Delivered
a. Total Number Completed PIO/Cs: 38		1,204	1,204	1,204
b. 50484		99,	78,	
c. 50485		20,	17,	
d. 50486		18,	14,	
e. 50487		7,	7,	
f. 50489		1,		
g.				
h.				
i.				
j.				

V. COOPERATING COUNTRY

A. In general, the country government's participation in this project is:

1. ☐ Unsatisfactory 2. ☐ Marginal 3. ☐ Adequate 4. ☒ Good 5. ☐ Outstanding

B. Check country problems of a serious nature having a significant adverse affect on this project's progress in the last six months:

1.__ Disagreement between government ministries
2.__ Disagreement between government officials within a single ministry
3.__ Change in executive leadership
4.__ Sufficient cooperating country funds have not been provided
5.__ Necessary enabling legislation is not being developed/passed
6.__ An organization has not been established or staffed as agreed
7.__X Excessive red tape, bureaucratic delays, or important deadlines missed
8.__ Delays in the clearance of U. S. Technicians
9.__ Qualified counterpart technicians have not been assigned
10.__ Qualified counterpart technicians have not been assigned on time
11.__ Qualified participant trainees are not available
12.__ Qualified participant trainees have not been nominated
13.__ Qualified participant trainees have not been nominated on time
14.__X Maintenance of facilities and equipment is sub-standard
15.__ Local political differences
16.__X Tribal, class, or caste conflicts
17.__X Cultural resistances to changes
18.__ Cooperating country personnel not receptive to U. S. technician major recommendations
19.__ Other (Specify in Narrative Section)

C. Mission estimate of attitude toward the project. If there are significant differences between government entities, check Mixed and explain in Narrative Section.

1. Cooperating Country	2. Rating Categories				
	a. Negative	b. Mixed	c. Passive	d. Favorable	e. Enthusiastic
a. Government in General				x	
b. Citizens Being Reached				x	

D. Take-over and Continuation Plans of the Cooperating Country

1. Does the Cooperating Country have take-over and continuation plans?

a. [x] Yes b. [ ] No c. [ ] Inapplicable

2. Cooperating Country attitude with respect to take-over and continuation of the project:

a. [ ] Uncertain b. [x] Intends to take over c. [ ] Anxious to take over

3. If take-over stage is in progress, are Cooperating Country's activities proceeding satisfactorily?

a. [x] Yes b. [ ] No c. [ ] Inapplicable

E. Counterpart Technicians

1. Indicate the number in each of the following categories:

a. 7 On Board b. ____ Unsatisfactory c. 2 Marginal d. 2 Adequate

e. 3 Good f. ____ Outstanding g. ____ Not Rated

2. Indicate the number of counterpart technicians in each of the following areas which have had a significant adverse effect on the project during the past six months:

a. ____ Inadequate technical education

b. ____ Inadequate technical experience

c. 1 Inadequate leadership and supervision skills

d. 1 Working only part time, whereas full time is required

e. ____ Technicians have been assigned and then transferred

f. ____ Unwillingness to work or travel in rural or provincial areas

g. ____ Pay and allowances are too low

h. ____ Maturity and age

i. ____ Motivation

j. ____ Morale

k. 1 Other (Specify in Narrative Section)

F. Total Cooperating Country Financial Contribution Directly to Project

1. Type of Contribution	In Dollar Equivalents (000)		
	2. Total Planned for Life of Project	3. Actually Committed to Date	4. Disbursements to Date
a. Cash	13,400	13,400	9,777
b. In Kind	4,020	4,020	2,010
c. TOTAL	17,420	17,420	11,787

G. Were the contributions of the cooperating country over the past six months reasonably in accordance with agreements?

☐ Yes ☐ No If no, discuss problem in Narrative Section

VI. PROJECT SUPPORT

A. Rate the backstopping for this project as shown below:

1. Type of Backstopping		2. Rating Categories				
		a. Unsatisfactory	b. Marginal	c. Adequate	d. Good	e. Outstanding
a. Timeliness	i. AID/W					
	ii. PASA		x			
	iii. Contractor				x	
b. Quality	i. AID/W					
	ii. PASA				x	
	iii. Contractor				x	

B. Check any backstopping deficiencies which have had a significant adverse effect on the project's progress in the last six months:

1. Backstop			2. Deficiency
a. AID/W	b. PASA	c. Contractor	
			a. Technicians have not been recruited on schedule
x			b. PASA/Contract negotiations have not been concluded on schedule
			c. Participant call forward dates have been delayed
			d. Commodities have not arrived on schedule
			e. Approvals and guidance required have been significantly delaye
			f. Information and technical support have been inadequate
			g. Actions currently pending are impeding project progress
			h. Other (Specify in Narrative Section)

VII. GENERAL (If answer is Yes to any of the following, describe in Narrative Section)

Yes	No	
	x	A. Are there any significant problems or causes of delay in this project not already covered in this report?
	x	B. Has this project revealed the need for technical aids, e.g., pamphlets, materials or equipment, which are not currently available from back-stopping sources?
	x	C. Has this project revealed any requirement for research to be financed by AID/W?
x		D. 1. Does the project involve participation of organizations or countries other than AID and the cooperating country?
	x	2. If the answer to D.1. is Yes, are there any significant personal, logistic, technical, or financial problems resulting from this arrangement?
x		E. 1. Does the project have significant characteristics transferrable to other countries?
x		2. Are there important lessons (positive or negative) to be learned from this project?
x		3. Has the project employed any unusual techniques, devices, or tools from which others may profit?
x		F. Do any aspects of the project lend themselves to publicity (newspaper, magazine, television, or films) in the United States?

G. Indicate the number of times in the reporting period the project site(s) was visited by each of the following:

1. _____ Project Coordinator
2. _____ Local Mission U. S. Personnel
3. _____ AID/W Personnel
4. _____ U. S. VIPs

VIII. NARRATIVE SECTION

Organize this section to correspond with the order of the structured portion of the TAPER. Identify each narrative statement by the appropriate section and item number.

FACE SHEET

9.

a.1 Except for Range Management, where increased forage production resulting from controlled grazing has increased calving percentage, lowered mortality, and increased annual take-off, the other five activities have not yet progressed to the stage where significant production increases can be attributed to them.

a.2 The completion of dams, abattoir, poultry units and laboratory, and the start on headquarters buildings for the two ranches make a significant contribution to improving infrastructure.

a.3 The organization and success of the Grazing Committees associated with the Range Management activity, composed of Fulani Chiefs, the Native Authority and COWN officials is considered to be a "break-through" of great importance in bringing the nomadic cattlemen into the money economy. Furthermore, through the settling of the Cow Fulani, it is possible to initiate programs in health and education for their benefit. (see also a.5)

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a.4 Again the Range Management activity is the only one of the six that has directly contributed to personal welfare to a significant degree. degree.

a.5 The Chief of Kagoro through his political influence has organized the local cattlemen and traders to furnish stocker cattle for the fattening ranch. This is considered an important development because of the antipathy toward governmental entities in the procurement of cattle. (see also a.3)

a.8 U.S. manufactured earth moving and land clearing equipment is now the accepted leader in the field. This project has significantly contributed to that acceptance through use of these machines.

10.

a. Quality-wise the buildings constructed are acceptable. The training of personnel for eventual take-over on all projects is on the whole marginal. The production of forage on the ranches and ranges is acceptable and the quality of instruction at the Livestock Assistants School is believed to be outstanding and to be a most valuable change from the purely academic approach heretofore venerated.

b. All activities, excepting Mando Road Livestock Assistant School, dependent upon elaboration of building plans, the drafting of blueprints, and the consumation of contracts, are seriously behind schedule. Range Management on the other hand, where none of the above was a prerequisite, is ahead of schedule.

II

A.1 b. The leader of the B.L.M. team is outstanding in both technical qualifications and in the amount of work performed. Insofar as he has not been posted in Kaduna where the decisions are made on policy, his negotiating abilities under existing situations are as yet largely unknown. Except for heavy machinery technician the others are rated as good.

1 c. The range management leader has shown a remarkable ability to understand the nomadic cattleman and his problems and was responsible to a large degree for organizing the "Grazing Committees" mentioned under accomplishments. It is believed that he has no significant weaknesses in situation extant. The others rated outstanding are the instructors in the Livestock Assistants Course at Mando Road School. The animal husbandry technician is also serving as farm manager and is using all phases of this for practical demonstrations; while the veterinarian continues to perform with the patience, good humor, and practicality which is required to deal with students, whose background ill prepares them for taking the course prescribed. Furthermore, he and his wife entertain the students in their home on regularly scheduled weekly visits in groups of four at a time. The poultry technician rated "b", assigned to the Ilorin station, failed to win any personal support at the local level. He is not rated here on competence in his field.

D.1.b.c.h. This refers to the poultry technician at Ilorin.
g. This refers to the recently departed animal breeder and to the two technicians at the cattle breeding ranch.
i. This refers to the poultry technician at Jos.

III

A.1.c 41 Future Agricultural Leaders participants are also scheduled to return to work on this project.

IV

C.3 The original specifications for the cattle hauling semi-trailer truck called for a 10 wheel unit under a 30 foot stock rack. Procured was a 18 wheel unit with loading space only, 20 feet long and with no stock rack. It is uneconomical to operate. Two crawler tractors with single action winches are unsuitable for operating the scrapers for which they were procured.

D.3 7 Fertilizer received under PIO/C 20157 was stacked in various places for lack of storage space. Because of improper bagging (stitching instead of sealing on three edges of sacks), the fertilizer, being a highly hygroscopic material, arrived in a saturated condition.

D.5 8 Incubators have been set up in temporary quarters at Jos and are still boxed at Ilorin.

D.11 This applies to all U.S. manufactured earth moving and farm machinery.

V

B.7 As mentioned above, the long delays in construction of project buildings has placed 4 of the 6 activities seriously behind schedule.

B.14 This applies to machinery primarily.

B.16 Qualified technicians from other areas of Nigeria could not be hired because of the "Northernisation" policy.

B.17 The nomadic cattleman is basically conservative to an extreme and it is difficult to engender changes rapidly.

E.2.c k The counterpart assigned the U.S. poultry technician at Jos has continually disregarded advice and has made arbitrary decisions on his own, with adverse effects on the project.

E.2.d The counterpart assigned to the processing and marketing technician in Kaduna is frequently away from the project for a week at a time.

VI

B.1 2.a AID/W has been slow in the recruitment of technicians.

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VIII NARRATIVE LIVESTOCK NORTH

VII

D.1 An FAO poultry marketing specialist and FAO dairy marketing specialist are posted in Northern Nigeria. A German Technical Assistance Group is developing another cattle fattening ranch at Mokwa and the recent "Edict" on the meat industry is based on a livestock industry report done by the Germans. Also the British Technical Assistance is contributing significantly in the tsetse fly eradication program.

E.1 The aforementioned Grazing Committees in range management, or a functional equivalent, are considered to be a "must" in the success of any similar project anywhere. Also the success of procuring cattle for the fattening ranch through the political head of the area resulted in getting cattle at reasonable prices, where before the cattle owners would not sell except at exhorbitant prices.

E.2 It is highly recommended that a training course in preventative maintenance, operation, and safety be made a integral part of any future project using expensive, complex, earth moving and farm machinery.

E.3 See E.1

F. This project as a whole would certainly warrant consideration of publicity for world-wide circulation.