

AID 1020-25 (7-68) <b>PROJECT APPRAISAL REPORT (PAR)</b> (U-446) See M.O. 1026.1	SECURITY CLASSIFICATION <b>UNCLASSIFIED</b>	001 PROJECT NUMBER 620-11-130-774	A.I.D. Reference Center Room 1656 NS
002 PAR AS OF: MO. DAY YR. 05 16 69 003 U.S. OBLIGATION SPAN FY 61 Thu FY 71 006 COOPERATING COUNTRY · REGION · AID/W OFFICE Nigeria	004 PROJECT TITLE Livestock Development - Nigeria <span style="float: right;">26p.</span>		

**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 1969)	5,212	864	1,659	678	140	235	-	1,545	-	231	724
PROPOSED OPERATIONAL YEAR (FY 1970)	377	25	178	108	18	33	-	10	-	23	7

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

**007 IMPLEMENTING AGENCY TABLE**

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

TYPE CODE b	TYPE CODE c	a. IMPLEMENTING AGENCY	TYPE CODE		d. CONTRACT/PASA/VOLAG NO.	e. LEAVE BLANK FOR AID/W USE
			b.	c.		
1. U.S. CONTRACTOR	0. PARTICIPATING AGENCY					
2. LOCAL CONTRACTOR	1. UNIVERSITY					
3. THIRD COUNTRY CONTRACTOR	2. NON-PROFIT INSTITUTION	1. Bureau of Land Mgt.	1	0	AFR-13-65	
4. PARTICIPATING AGENCY	3. ARCHITECTURAL & ENGINEERING	2. U.S. Public H. Serv.	1	0	AFR-(HA)18-68	
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 I as necessary):

This is the first PAR to be prepared for this project. For the principal events over the life of the project reference is made to the U-520 - History and Analysis Report for Livestock Development--North, dated 4/26/68. The title of this project was changed to Livestock Development - Nigeria at the beginning of the current fiscal year.

MISSION DIRECTOR APPROVAL →	SIGNATURE <i>[Signature]</i>	DATE 7/8/69
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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

Perhaps the most important change affecting the project since the U-520 Report, has been the elimination of the regional form of government in Nigeria and thus the regional ministry of Animal and Forest Resources through which the project was being operated. The project is now being carried out with state Ministeries of Agriculture and Natural Resources as well as with area-wide agencies such as the Livestock and Meat Authority and the Interim Common Services Agency. This change has required the preparation of seven work plans instead of one, has changed the counter-part situation in certain cases and in other cases has resulted in differences in subactivity support.

The activities in the Livestock Development Project are being rapidly phased out with a marked reduction in the staff of the BLM/PASA range management team and the scheduling for termination of most positions following completion of present tours of incumbents. An exception to this trend is the planned assistance to the Livestock and Meat Authority which has been given responsibility for the project subactivities of poultry industry development and meat processing and marketing in the 6 states of the North. Assistance to the Federal Department of Veterinary Research at Vom was also recently initiated to fill the major technical staff gap caused by the civil war and the loss to the institution of many technical staff members.

- (1) In achieving the primary project target of building institutions needed to develop the livestock industry of Nigeria the overall performance and effectiveness of project implementation are considered satisfactory. There is some variation between subactivities, but generally good progress has been made in the physical construction of institutional facilities. The development of operational staff and on-going programs to effectively utilize the facilities has been less satisfactory. It seems that original planning did not accurately foresee the scope of the problems which needed to be overcome and thus, the plans were unduly optimistic. Cultural factors, a lack of technically qualified Nigerian counterparts and the development of certain facilities before demand warranted their existence, have combined to keep the project from fully achieving the expected results. For a more complete discussion of each phase of project activities and the problems faced see 012.

Due in part to the problems just discussed the project is just now reaching the point where increased production can be stressed. An exception perhaps are the poultry breeding/hatching centers which have had an effect on production of poultry products. It is expected that through time certain of the activities will have a greater effect on production than they have had to date. (see 012)

## 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

- (2) As already noted, this project has been part of the USAID effort to create institutions needed to develop the livestock industry. Without the types of activities and practices demonstrated under this project the industry cannot be expected to rise above its current low productivity level. Progress has been made - even though adoption of improved practices and methods have not, for most subactivities, been widespread - because more people are aware of the "improved" ways and working toward their implementation.
- (3) In most project activities anticipated results have been in line with costs. A considerable amount has been spent on range management, for example, with out achieving completely satisfactory results in terms of rangeland now being properly managed or increased production from existing ranges. However, a great deal has been learned about conducting range programs under Nigerian conditions and the problems which must be overcome to make it work. A need existed to test the efficiency of cattle fattening under feedlot conditions in Nigeria. The results at Manchok have pointed out the problems. The same is true for the beef breeding activity at Bornu. Poultry units have been established to supply chicks at a reasonable price to farmers to stimulate the development of the Nigerian poultry industry. The VOM center produces vaccine at efficient cost levels. No other Northern Nigeria facility offers the training given at the Livestock Services Training Center at Mando Road. The alternative was participant training which for the number of students the cost would be prohibitive. Certainly the abattoir development has not, as yet, provided an adequate return on the sizeable investment, but the facilities are serving as training facilities and as a demonstrational center.
- (4) Livestock and poultry products represent between 12 and 15 percent of the agricultural output of \$200,000,000 in Northern Nigeria and are especially important from the standpoint of providing the needed protein in the Nigerian diet. Large areas of Nigeria are only suitable for cattle production. It is also apparent that the increasing demand for animal products (beef in particular) in Nigeria cannot be met from increased Nigerian production unless the efficiency of production is increased. This project continues to tackle that problem.

PART I-B - PROJECT EFFECTIVENESS

39

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

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		
A.	<p><u>Poultry Industry Development</u></p> <p><u>The Target:</u> To establish three poultry production/hatching centers of 3,000 breeding hens and 30,000 eggs hatching capacity each at Kaduna, Jos and Ilorin, train people to operate them, and thus provide the base for developing a modern poultry industry in Northern Nigeria.</p> <p>A delay in the construction of the third poultry production/hatching center at Ilorin was originally envisaged with the thought that experience gained at Kaduna and Jos would aid in the construction of the Ilorin Center but other factors developed to cause even further delays, such as getting plans approved, a change in method of financing, etc.</p> <p>The Kaduna and Jos units are now operating at approximately one-third of planned capacity but should be operating near one-half capacity by next June 30.</p>	2	3	2	3	3
B.	<p><u>Beef Cattle Breeding and Ranch Management</u></p> <p><u>The Target:</u> To establish a beef cattle breeding ranch of 20,000 acres and 1,000 breeding cows in Bornu Province as a site for training in ranch management and the establishing of a breeding program to develop a beef cattle breed of high genetic production potential.</p> <p>Progress in establishing a breeding cow herd has been retarded by difficulties in locating good foundation quality breeding stock and the appearance of pleuropneumonia in some purchased foundation stock which made it necessary to dispose of all of that lot of approximately 100 head.</p>	1	1	1	1	1

PART I-B - PROJECT EFFECTIVENESS

109

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

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)				6. PROJECTED TOTAL FOR PROJECT LIFE
		3 ACTUAL CUM. TO DATE	4. AS OF PRIOR JUNE 30		5. PLANNED BY NEXT JUNE 30	
			a. PLANNED	b. ACTUAL		
	<p><b>C. <u>Cattle Fattening and Marketing</u></b></p> <p><b><u>The Target:</u></b> To establish a 5,000 - acre cattle fattening ranch with an annual <u>throughput capacity of 5,000</u> head at Manchok (North-Central State); to investigate the economics of cattle finishing and explore market channels for such cattle; and to train people to operate same.</p> <p>The establishment of the ranch has been essentially completed, although some construction work remains unfinished. Construction delays were caused by the crisis within the country, the contractor with the contract for construction going bankrupt, and other factors.</p> <p>The present cattle through-put is only about one-tenth of that planned and has been retarded by lack of rail facility and trucks for cattle transport, as well as difficulty in locating a market outlet under present internal conditions.</p>	1	1	1	1	1
	<p><b>D. <u>Abattoir Development</u></b></p> <p><b><u>The Target:</u></b> To establish a modern abattoir in Kaduna with a capacity of 20 head of cattle per hour as a demonstration and training facility, stressing proper flaying, sanitation and inspection, and serving as a base for collecting slaughter data for the formulation of carcass grades.</p> <p>The abattoir has been established and is now operating at the rate of about 20 head per day. The collection of slaughter data has not been started. The flaying, inspection and sanitation is at a high level. It is planned that all Kaduna cattle slaughter will soon be carried out at the Abattoir and four additional skinning beds are now being added to provide for this enlarged operation.</p>	1	1	1	1	1

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620-11-130-774 (Livestock Development Nigeria)

## PART I-B - PROJECT EFFECTIVENESS

9

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

ODE NO. ID/W JSE NLY	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		
	<p><b>E. <u>Meat Processing and Marketing</u></b></p> <p><b><u>The Target:</u></b> To strengthen the meat animal industry by developing retail outlets in Kaduna as a base for demonstrating the use of refrigeration, more sanitation practices, proper cutting and differential pricing of high quality meats and train Nigerians in operating same.</p> <p>The market outlets planned have been established but the volume of throughput has been reduced below profitable levels of operation by the current crisis within the country and the elimination of the city of Kaduna as a regional capitol - thereby reducing the number of urban elites in the city who appreciate high quality meats.</p> <p><b>F. <u>Range Management</u></b></p> <p><b><u>The Target:</u></b> to select and develop six range areas as large scale demonstration units and initiate appropriate range management programs on each such scheme.</p> <p>The sites selected are located in the four states of North-Western, North-Central, North-Eastern and Benue-Plateau. Three of the six schemes are located in the North-Eastern State. One of these schemes in the North-Eastern State, located in Bornu Province, has not yet been completed. The other five are sufficiently well developed to serve as demonstrations. However, the initiation of a range management program, involving grazing control and rotation, as well as grass fire control is yet to be fully established, and thus demonstrated. The value of these schemes, has been reduced because of a lack of cooperation on the part of the Fulani nomads in accepting good range management practices.</p>	1	1	1	1	
		5	6	5	5	6

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PART I-B - PROJECT EFFECTIVENESS

9

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

ODE NO. ID/W JSE NLY	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)				6. PROJECTED TOTAL FOR PROJECT LIFE
		3 ACTUAL CUM. TO DATE	4. AS OF PRIOR JUNE 30		5. PLANNED BY NEXT JUNE 30	
			a. PLANNED	b. ACTUAL		
	<p><b>G. <u>Livestock Services Training Center</u></b></p> <p><u>The target:</u> To develop a livestock training center with a capacity of sixty students at Mando Road (near Kaduna), offering a two-year sub-college level curriculum to train technical staff in direct support of modernizing the livestock and poultry industry.</p> <p>This school has been effectively operating at capacity (except in range management) and a curriculum in range management was added two years ago. These graduates are being assigned to field projects and are fulfilling an important function. Some students are being sent to this school from adjacent countries.</p>	1	1	1	1	1
	<p><b>H. <u>Veterinary Services Development</u></b></p> <p><u>The Target:</u> To offer special technical assistance in upgrading disease diagnosis and vaccine production to the Federal Department of Veterinary Research at Vom.</p> <p>This assistance became most essential with the beginning of the crisis within the country and the departure of many of the best qualified technicians from the Veterinary Research Center. There has also always been a need for improved quality vaccines and diagnostic services. This is being accomplished. Some vaccines, including rinderpest in particular, is being provided to other African countries. Progress is up to expectation.</p>	1	1	1	1	1

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## PART I-B - Continued

010

## B.2 - OVERALL ACHIEVEMENT OF PROJECT TARGETS

Place an "X" within the bracket on the following seven-point scale that represents your judgment of the overall progress towards project targets:

	Range Management Manchok R. Abattoir Dev. <del>Plant</del> C. Bornu R. Meat Proc. <del>Plant</del> Station	
Unsatisfactory	← Satisfactory →	Outstanding

## PART I-C - PROJECT SIGNIFICANCE

011 C.1 - RELATION TO SECTOR AND PROGRAM GOALS (See detailed instructions M.O. 1026.1)

This section is designed to indicate the potential and actual impact of the project on relevant sector and program goals. List the goals in col. b and rate potential and actual project impact in cols. c and d.

a. CODE NO. (AID/W USE ONLY)	b. SCALE FOR COLUMN c: 3= Very Important; 2= Important; 1= Secondary Importance SCALE FOR COLUMN d: 3= Superior/Outstanding; 2= Adequate/Satisfactory/Good; 1= Unsatisfactory/Marginal	c. POTENTIAL IMPACT ON EACH GOAL IF PROJECT ACHIEVES TARGETS	d. ACTUAL IMPACT ON GOAL TO DATE RELATIVE TO PROGRESS EXPECTED AT THIS STAGE
	b. SECTOR AND PROGRAM GOALS (LIST ONLY THOSE ON WHICH THE PROJECT HAS A SIGNIFICANT EFFECT)		
	(1) Institutional development		
	1. Poultry Development	3	2
	2. Beef Cattle Breeding	2	2
	3. Cattle fattening & mkt.	2	2
	(2)		
	4. Abattoir development	2	2
	5. Meat processing & marketing	2	2
	6. Range management	2	2
	7. Livestock Serv. Trng. Center	3	3
	(3)		
	8. Veterinary Services Dev.	2	2
	Food Production		
	1. Poultry Dev.	3	2
	2. Beef Cattle Breeding	2	1
	(4)		
	3. Cattle fattening & marketing	2	1
	4. Range Management	3	1
	5. Livestock Serv. Trng. Center	2	2
	6. Vet. Serv. Div.	2	2

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

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

- (1) The major emphasis in this project to date has been institutional building. This is because the Northern States of Nigeria, where this project has been concentrated, have been especially weak in facilities with which to carry out a livestock development program.
- (2) Increased food production will follow the completion of the facilities such as poultry plants, livestock farms, and improved ranges with their stock water tanks.
- (3) The poultry plant facilities at Kaduna and Jos are in operation. These centers, along with the Ilorin unit now under construction, are a major improvement in poultry development in the six northern states and provide equipment and housing capable of hatching 500,000 chicks annually. Prior to USAID assistance the chick hatching capacity was

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## PAR CONTINUATION SHEET

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012 NARRATIVE FOR PART 1-C (Continued)

- only 25,000 chicks annually. Nigerian staff are capable of running both centers.
2. The 20,000 A. Bornu Cattle Breeding Ranch is scheduled to be a key station in providing improved males to cattle producers in the North-Eastern State which is the largest cattle producing state in Nigeria. As stated (009) progress in meeting the objective has been retarded and the future contribution will depend to a considerable extent upon the qualification of Nigerian managers assigned to the ranch and, also, upon financial support given.
  3. The 6,000 acre Manchok Ranch is operated by the LMA and currently suffers from a lack of competent management as well as the problem of marketing (009). However, the ranch can be a most effective tool for teaching the science of ranch management; for cost accounting studies in the economics of fattening trade cattle; and for providing fat slaughter cattle in relatively large numbers in order to expand a market in Nigeria for improved quality beef with higher prices eventually being paid the producer and the animal protein supply in human nutrition being increased as well.
  4. The small abattoir at Kaduna (009) has provided demonstration facilities for more sanitary cattle slaughter and also cold storage holding of carcasses. The original plan was to train abattoir workers for the six northern states. This program will be reactivated with the assignment of a new USAID technician to the L.M.A.  
  
The abattoir is now being expanded by the LMA to make it possible to slaughter all cattle required to meet the meat demands of the city of Kaduna. This will replace the current unsanitary system of using open-air slaughter slabs.
  5. This activity, begun on a small scale as one of the links in the development of the overall livestock program (producer - consumer). Only with improved processing and marketing can Nigeria ever hope to meet internal demand for quality meat or enter the quality export market.  
  
The meat processing and marketing facilities in Kaduna have already demonstrated to LMA officials and others a demand for chilled meats. This demand, however, was reduced by the elimination of Kaduna as a regional capitol and by exodus to the states of many high Nigerian and expatriate officials.
  6. The six range management pilot schemes under development in four of the six Northern States through the BLM/PASA and one DH technician have provided access and water to some 1,313,000 acres of grazing land, much of which could not have been used without this development assistance. It is estimated that some 100,000 cattle are now using these ranges during the peak grazing season in the area.

## PAR CONTINUATION SHEET

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012 NARRATIVE FOR PART 1-C

Within Northern Nigeria approximately 135 million acres are now used for livestock grazing. More and more of this area is being utilized for crops. The result is less acres available to feed the livestock industry necessary to meet the growing demand for meat and meat products. It has been estimated that the current productivity of range land is less than 0.3 animals per acre per year. Under proper management, given Nigerian conditions, it could conceivably be tripled. This phase of the livestock project was designed to demonstrate the required range management practices. However, difficulty in getting cattle producers (Fulani) to accept even the basic principles (rotation grazing and controlled burning) has prevented the objective from being met (see 018).

7. The Livestock Services Training Center, now under the direct supervision of the Interim Common Services Agency, but to be transferred to Ahmadu Bello University, has dormitory and classroom space for sixty students. This school was conceived primarily to alleviate the acute shortage of trained middle level (non-degree) personnel in livestock, poultry and range management. The school turns out 30 to 35 graduates who are utilized by the various state Ministries of Agriculture and Natural Resources. In the future it is thought that graduates will also go to the private sector as demand arises.

8. Assistance to the Federal Department of Veterinary Research is comparatively new. The Vom center, the only facility of its type in Nigeria, produces livestock and poultry vaccines for Nigeria's need and provides some adjacent countries with their requirements, especially for the rinderpest campaign. Over ten million doses of vaccines were produced by the laboratory last year.

The effect of the change of the government organization from region to state, (which occurred April 1, 1968) and the establishment of the Livestock and Meat Authority (which assumed responsibility for a major portion of the project activities, such as the poultry centers, cattle fattening ranch, and abattoir and meat markets) upon future operation of these project facilities is yet to be determined. Continued technical assistance given by USAID might have significant effect.

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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?	N
015 Have any problems arisen as the result of advice or action or major contributions to the project by another donor?	N
016 If the answer to 014 or 015 is yes, or for any other reason, is the project now less necessary, unnecessary or subject to modification or earlier termination?	N
017 Have any important lessons, positive or negative, emerged which might have broad applicability?	Y
018 Has this project revealed any requirement for research or new technical aids on which AID/W should take the initiative?	Y
019 Do any aspects of the project lend themselves to publicity in newspapers, magazines, television or films in the United States?	Y
020 Has there been a lack of effective cooperating country media coverage? (Make sure AID/W has copies of existing coverage.)	N

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

017. It is rather axiomatic that the local Ministry of Works was not adequately staffed to assume responsibility for much of the erection of facilities, and installation, maintenance and service of specialized equipment as planned under this project. It has, moreover, become quite evident that much of the complicated equipment brought in has no place at an isolated site in LDC's, the availability of spares notwithstanding. Further, it is considered most unfortunate that adherence to mandatory purchasing requirements by the Agency has led to the delivery of many different brands of farm equipment to the project, for which there are no satisfactory store of spares. Obviously, a measure of standardization is needed in this connection.
018. The range management activity is broadly concerned with the relationship between nomadic husbandrymen, their livestock and natural rangeland. Perhaps the greatest unknown element in the effort pertains to the nomads themselves. Experience has shown a need for the study of these peoples by a qualified social anthropologist who might be able to assist with formulating meaningful guidelines leading to a measure of control over their wanderings. In the final analysis, this will have to be eventually accomplished if Range Management principles are to be applied. The fact that the nomadic Fulani pays little attention to national borders, would indicate the desirability of a regional approach to such studies and this, of course, would represent a situation best initiated by AID/W.
019. When considering the many activities in this project, the various range management schemes probably offer the most in terms of potential for publicity in newspapers, television and films in the United States. This is particularly true with respect to routine operations, scenery, wildlife, different breeds of livestock, traditional husbandry practices and details of the culture, dress and habits of the rather colorful Fulani.

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## 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
	<b>A. <u>Poultry Industry Development</u></b>			
	1. To establish a poultry breeding and hatching demonstration center at Ilorin with a capacity of 300,000 chicks annually.	X	(see note below)	
	a/ Let tenders for construction	X		
	b/ Supervise building erection	X		
	c/ Install and connect specialized equipment	X		
	d/ Test run incubators	X		
	e/ Organize and train operating staff	X		
	f/ Establish operational procedures for hatchery and breeding flocks	X		
	g/ Set up chick distribution program	X		
	A delay in tendering for the Ilorin Poultry Unit has delayed progress for this target.			
	2. To continue offering supervision and training according to felt need at the Jos and Kaduna production/hatching centers.		X	
	3. To provide technical backstopping and supply baby chicks to MANR agricultural extension services for distribution to the private sector.	X		
	<b>B. <u>Beef Cattle Breeding and Ranch Management</u></b>			
	1. To further develop the Bornu Cattle Ranch and establish sound management practices for for both pastures and breeding herd.		X	
	a/ Increase breeding herd from 250 to 400 cows by both purchase and natural herd multiplication.		X	
	b/ Continue established program of selective breed improvement.	X		
	c/ Develop an additional 100 acres of cropland.		X	
	d/ Continue on-the-job training of station staff and labor force.		X	
	Note: X has been used for major steps and x for minor.			

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## 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)		(b) STATUS - PLACE AN "X" IN, ONE COLUMN		
PIP ITEM NO.	MAJOR ACTIONS OR STEPS; CAUSES AND RESULTS OF DELAYS; REMEDIAL STEPS	(1)	(2)	(3)
		BEHIND SCHEDULE	ON SCHEDULE	AHEAD OF SCHEDULE
	<b>C. <u>Cattle Fattening and Marketing</u></b>			
	1. To upgrade general management at the Manchok Fattening Ranch.	X		
	a. Study equipment requirements, put needed on-site equipment to use, and arrange for transfer of surplus items		X	
	b. Study systems of forage production and preservation.	X		
	c. Increase annual through-put of cattle from 500 to 200.	X		
	d. Investigate the economics of cattle fattening on grass versus concentrate feeding and combinations thereof.	X		
	2. To investigate cattle fattening possibilities in the Kaduna area, utilizing by-product feeds	X		
	3. To encourage the sale of slaughter cattle on the basis of weight.	X		
	4. To establish meaningful grades for slaughter cattle.	X		
	5. To study cattle marketing, including shrink and transportation costs.	X		
	Accomplishing these steps is behind schedule because of a delay in the responsible AID technician arriving on site.			
	<b>D. <u>Abattoir Development</u></b>			
	1. To upgrade general management at the Kaduna abattoir including the establishment of limited feeding facilities to reduce weight loss in animals being held for slaughter and/or test the feasibility of regular fattening at site.	X		
	2. Study carcasses with the view of developing carcass grades	X		

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## 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.

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
	3. To establish facilities for the slaughter of pigs at the Kaduna abattoir and train staff in pig slaughter	X		
	4. To promote fuller use of the Kaduna abattoir, including a possible monopoly for all city slaughter. (Same footnote as for C)	X		
	<u>E. Meat Processing and Marketing</u>			
	1. To upgrade management at the Kaduna Cold Meat Market and increase monthly gross revenue from ₦1500 to ₦2500.		X	
	2. To investigate the possibility of opening retail outlets in both Zaria and Jos for high quality beef, pork and broilers.  (Same foot note as for C)	X		
	<u>F. Range Management</u>			
	1. Continue development of the Sokoto range management pilot scheme - North Western State.		X	
	a. Continue general site development, including stock water (1 well and 2 dams), the establishment of two enclosures, and the establishment of two perennial grass trial seedings.		X	
	b. Establish a milk collection center.	X		
	c. Give on-the-job training to scheme staff		X	
	d. Continue salt and cotton seed subsidy program.		X	
	2. Continue development of the Katsina range management pilot scheme - North Central State		X	
	a. Continue general site development and upkeep, involving the construction of one additional stock water dam, and the fencing of four dam fills, spillways and a wild life protection zone.		X	

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(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
	b. Give on-the-job training to scheme staff		X	
	c. Make post-growth season production utilization studies	X		
3.	Complete development and establish management program in Bornu, Yautare, Udubo Range Management Pilot Schemes - North-Eastern State		X	
	a. Establish management programs for each of the three sites.	X		
	b. Continue on-the-job training for 15 grazing control assistants,		X	
	c. Initiate cattle counting and controlled rotational grazing on each of the three pilot schemes.	X		
4.	Complete development and establish a management program on Wase Range Management Pilot Scheme - Benue-Plateau State		X	
	a. Continue developing the Wase Scheme, including the construction of three tapkis for stock water		X	
	b. Maintain 25 miles of demarcation lines.		X	
	c. Introduce supplemental feeding of salt and cotton seed to cattle in the dry season.		X	
	d. Give on-the-job training to four grazing control assistants.		X	
	e. Distribute equipment and machinery at Jos workshop to the various states concerned.		X	
	f. Give on-the-job training to two heavy equipment operators, three mechanics and five drivers.		X	

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(a)		(b) STATUS - PLACE AN "X" IN, ONE COLUMN		
PIP ITEM NO.	MAJOR ACTIONS OR STEPS; CAUSES AND RESULTS OF DELAYS; REMEDIAL STEPS	(1)	(2)	(3)
		BEHIND SCHEDULE	ON SCHEDULE	AHEAD OF SCHEDULE
	G. <u>Livestock Services Training Center - Interim Common Services Agency.</u>			
	1. To continue developing the facilities and curriculum of the L.S.T.C. at Mando Road.		X	
	a. Offer prescribed courses to 30 first year and 30 second year students who will be Livestock Assistants.		X	
	b. Offer prescribed courses to 10 first year and 10 second year students who will be Range Management Assistants.		X	
	c. Upgrade general management of the center's 600-acre farm		X	
	d. Seed most cropland to grass.		X	
	e. Erect four sub-division pasture fences		X	
	f. Construct one swine barn		X	
	g. Construct one calf barn		X	
	h. Install a milk cooler.		X	
	i. Increase beef herd towards an ultimate 200 animal units.	X		
	j. Increase dairy herd to 25 milking cows.		X	
	k. Increase swine herd to five breeding sows and strive for twice-yearly farrowing.	X		
	l. Increase sheep flock to 50 mature ewes.	X		
	m. Maintain a 200-layer poultry flock.		X	

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## 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)		(b) STATUS - PLACE AN "X" IN, ONE COLUMN		
PIP ITEM NO.	MAJOR ACTIONS OR STEPS; CAUSES AND RESULTS OF DELAYS; REMEDIAL STEPS	(1) BEHIND SCHEDULE	(2) ON SCHEDULE	(3) AHEAD OF SCHEDULE
	<p>H. <u>Veterinary Services Development</u>, Federal Min. of Agr. and Natural Resources.</p> <p>1. To assist the Federal Department of Veterinary Research at Vom in improving disease diagnosis and vaccine production.</p> <p>a. Improve methods of vaccine production</p> <p>b. Improve program for vaccine testing.</p> <p>c. Initiate and modify certain diagnostic tests, such as florescent antibody test for rabies; improve agar gel diffusion test for rinderpest</p> <p>d. Initiate and improve histological techniques used in the diagnostic section.</p> <p>e. Modify equipment and facilities, such as remodeling virology walk-in-cooler, and reconditioning egg incubators.</p> <p>f. Produce prescribed vaccines according to demand.</p> <p>g. Offer continuous on-the-job training as needed.</p> <p>h. Establish procedures for the systematic service, maintenance and repair of specialized laboratory equipment.</p>		<p>X</p> <p>X</p> <p>X</p> <p>X</p> <p>X</p> <p>X</p> <p>X</p> <p>X</p>	<p>X</p>

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PART II - Continued

023

II-A.2 - OVERALL TIMELINESS

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

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

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

I. FACTORS-IMPLEMENTING AGENCY (Contract/Participating Agency/Voluntary Agency) USPAS and BLM

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	N P
025 Adequacy of technical knowledge	P P	034 Adherence to work schedule	
026 Understanding of project purposes	P P	035 Working relations with Americans	
027 Project planning and management		036 Working relations with cooperating country nationals	
028 Ability to adapt technical knowledge to local situation	N	037 Adaptation to local working and living environment	P
029 Effective use of participant training element		038 Home office backstopping and substantive interest	P P
030 Ability to train and utilize local staff		039 Timely recruiting of qualified technicians	
031 Adherence to AID administrative and other requirements		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	
PREDEPARTURE		052 Appropriateness of original selection	
042 English language ability	P	053 Relevance of training for present project purposes	
043 Availability of host country funding		054 Appropriateness of post-training placement	
044 Host country operational considerations (e.g., selection procedures)		055 Utility of training regardless of changes in project	
045 Technical/professional qualifications	N	056 Ability to get meritorious ideas accepted by supervisors	
046 Quality of technical orientation		057 Adequacy of performance	
047 Quality of general orientation		058 Continuance on project	P
048 Participants' collaboration in planning content of program		059 Availability of necessary facilities and equipment	
049 Collaboration by participants' supervisors in planning training		060 Mission or contractor follow-up activity	
050 Participants' availability for training	N	061 Other (describe):	
051 Other (describe):			

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## PART II-B - Continued

## 3. FACTORS-COMMODITIES

PLACE AN "X" IN APPROPRIATE BLOCK:	062 FFF	063 NON-FFF	X	064 NO COMMODITY ELEMENT		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.	N
067 Timeliness in procurement or reconditioning.						075 Appropriateness of use of commodities.	
068 Timeliness of shipment to port of entry.						076 Maintenance and spares support.	N
069 Adequacy of port and inland storage facilities.					P	077 Adequacy of property records, accounting and controls.	N
070 Timeliness of shipment from port to site.						078 Other (Describe): A. Surplus B. Method of Procurement	
071 Control measures against loss and theft.							N

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.

While overall achievement of project targets has been somewhat below expectations, on balance satisfactory progress has been made. It is obvious now that the original project goals were overly ambitious from the standpoint of the ability of the country to absorb and utilize some of the facilities planned. This could no doubt in part be blamed on the technicians responsible for the early planning as well as overall AID policy to go into a country with a crash program with limited restraints on funding.

If we review the various subactivities, we would classify the Livestock Services Training Center as one subactivity best meeting planned goals and the poultry program and the Veterinary Research Center at Vom are not far behind. The coldstore and abattoir in Kaduna have also been serving as satisfactory demonstrations in their respective fields although not operating at capacity partially due to the crisis within the country.

The final success of the range management program will have to await a determination of whether or not the nomadic Fulani cattlemen and their cattle grazing can be controlled. The institutional building phase, i.e., building ponds, fire breaks, roads, etc. have been essentially on schedule but there has been some delay in getting important management practices adopted. Both the range management program and the cattle breeding program at Bornu Ranch are longtime programs which can only be started under normal AID sponsorship and must be carried on through some other agency or means.

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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.

079 Narrative for Part II-B (Continued)

The Manchok cattle fattening ranch has been hard hit by the crisis within the country, the transportation problems developing, and by construction delays. The future success of the ranch from the standpoint of profitable cattle fattening will depend upon future demand for quality beef, the purchasing power within the country, and improved rail transportation facilities.

b. Implementing Agency

The two agencies involved have been the U.S. Bureau of Land Management (BLM), which has supplied from four to six range management technicians, and the U.S. Public Health Service (USPHS) which has provided a Veterinary Virologist. Both agencies have provided technicians with adequate and probably above average technical knowledge. The leaders of the project assistance for each agency have had a good understanding of project purposes. The BLM/PASA team leader (the only one of the team required to submit a report) has been prompt in preparing detailed and comprehensive reports. There has been some delay in the case of the USPHS/PASA (033). The BLM/PASA technicians have had some difficulty in adopting the technical knowledge (which was gained entirely in the U.S. without prior foreign service) to the local situation (029). Both BLM and USPHS Washington offices have given excellent support to their field staff.

c. Participants

On a whole have performed satisfactorily following their return from training. The number of participants actually prepared and available for training has been limited by the small number of Nigerian students with prior high school and college level training and the hesitancy on the part of government departments to readily release prospective participants for training (050). Participants sent have in general been poorly prepared by either previous training or experience to enter technical or professional training in the U.S. (045). Their level of performance in such subjects in school is often due to their excellent memorizing ability. In view of their general weakness in experience and technical qualifications prior to training, and since training did not generally provide the participant with experience, he was still weak from this standpoint upon his return. There has been no problem in keeping participants after training working in the project field. In fact a very high percentage continue on project work. This is partially due to the lack of other than government employment opportunities and also to pledges signed by participants to continue working for the government for a certain period of time following their return from training.

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## PAR CONTINUATION SHEET

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079 Narrative for Part II-B (Continued)d. Commodities

Facilities to receive imported commodities intended for project use were frequently not ready when the commodities arrived. This was caused by 1) slower construction performance than anticipated and 2) a tendency to prematurely order commodities early in the program when commodity funds were more readily available (074).

Maintenance and spare parts support have never been satisfactory. This was partially due to the fact that maintenance in general was not the responsibility of the Ministry responsible for the project and also to a wide variety of brands of equipment so that no one dealer had major advantage in rendering service (076).

Accounting and control records for project imported commodities have also been a problem. This was partially due to the fact that these so called "AID" commodities were accounted for separately from the host government-secured commodities and storekeepers generally felt that they were not entirely responsible for the AID commodities (077).

The "Excess or Surplus Commodity" property used on the project has generally been unsatisfactory. This was partially due to a poor job of servicing and repair and also to the fact that such property arrived without spare parts and these spares were not available within the country. It was also often difficult to obtain spare parts catalogues and operational manuals (078 a).

One of the causes of problems with USAID procured commodities was the requirement that procurement be on a bid basis. This resulted in the purchase of the cheapest commodity which met specifications without regard to repair facilities. Equipment ruggedness is especially important in a developing country and procured equipment frequently lacked durability. (078 b).

Poultry, abattoir and meat market equipment has generally been satisfactory as well as a lot of the farming equipment. A complaint, therefore, is not general as to commodity performance.

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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.	
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.	N
083	Competence and/or continuity in executive leadership of project.	P
084	Host country project funding.	P
085	Legislative changes relevant to project purposes.	
086	Existence and adequacy of a project-related LDC organization.	P
087	Resolution of procedural and bureaucratic problems.	
088	Availability of LDC physical resource inputs and/or supporting services and facilities.	N
089	Maintenance of facilities and equipment.	N
090	Resolution of tribal, class or caste problems.	N
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.	N
095	Extent of LDC efforts to widen the dissemination of project benefits and services.	
096	Utilization of trained manpower (e.g., participants, counterpart technicians) in project operations.	
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.	P
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):

Until the beginning of the present crisis in the country, the host government was doing a very creditable job of financially supporting the various Livestock Development Project subactivities. In fact all of these were a part of their five year plan for which money was budgeted. At the close of the five-year plan period the regions were divided into states and major subactivities were turned over to the Livestock and Meat Authority. During this reorganization certain activities were hurt by lack of adequate funds. Surprisingly enough, this situation seems to be improving at the present time rather than further deteriorating.

On the other hand, it is obvious that state financial resources might handicap further development and perhaps even maintenance of some of the larger range management projects. Also the large 20,000 A Bornu Cattle Breeding Ranch

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## PAR CONTINUATION SHEET

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106 NARRATIVE FOR PART III (Continued)

could no doubt have been better financed and supported technically in the future if it had been made a federal project rather than state, even though almost one-third of the cattle of Northern Nigeria are in the North-Eastern State where the ranch is located. A major problem has been the lack of qualified personnel to act as counterpart and, as USAID phases out of different activities, to carry on the programs started. Other problems are covered below.

- 082 Accurate or dependable data is not generally kept for use in planning, control and evaluation. If kept it is normally not analyzed and is frequently classified so that use is restricted. Future project planning would especially be retarded by lack of accurate information on numbers of livestock, range carrying capacity, demand for product, etc.
- 088 Physical resources and supporting services and facilities have not been as available in Northern Nigeria as in the Southern part of the country. That is why it has been necessary or seemingly desirable to emphasize development in almost all phases of the project subactivities. The only exception has been at the Federal Department of Veterinary Research at Vom where reasonably adequate facilities (although rundown) existed.
- 089 The host country cannot be given a very high rating for facility and equipment maintenance. The current preference seems to be to "replace" rather than to repair. Since this work generally comes under the Ministry of Works, the project technicians have limited official control over repair and maintenance.
- 090 The major tribal, class or cast problem related to this project is that of the nomadic nature of the Fulani cattle owners and the host government's apparent inability to control grass fires set by these individuals or to even control their use of land for grazing. Thus, development of a controlled, rotational grazing program is seriously handicapped. There seems to be no immediate solution to the problem although it is being suggested that a study of the nomads be initiated.
- 094 The various state governments and agencies fully intend to continue with the various livestock development project activities as started but they will be unable to do so with existing staff as AID assistance phase-out is now scheduled.
- 097 This factor is related to 090 previously discussed. The enforcement of regulatory practices on the Fulani is not easy and they especially do not like to be taxed.

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NARRATIVE FOR PART III (Continued)

099. The level of technical education and/or technical experience of counterparts has been low but the situation is improving with the return of participants, many with college degrees. These, however, do not normally have adequate experience to do a satisfactory job of heading up host government departments or sections at the outset. The only solution is more time for on-the-job training and experience.
100. The situation as to planning and management skills is the same as for technical skills, although probably is not as acute a problem. More training and experience is the only solution.
101. Technician man-years available, if one disregards quality, has not been too bad a situation. However, it is felt that quality should be considered here. The range management subactivity has partially suffered from poor, low quality counterparts. The livestock service training center has also at times lacked counterparts or bad individuals of a low level serving as U.S. specialist counterparts. The situation in both cases is improving with the return of participant trainees from the U. S.

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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):

No major change in project purpose or design is contemplated. However, reference has been made in Part III, 106 to recent changes in organization of the host country institutions responsible for the various subproject activities. The interest shown by these various states and organizations now responsible for the various project activities should be watched carefully to determine where further help would be most needed and would be most effective.

## IV-B - PROPOSED ACTION

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

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

109 NARRATIVE FOR PART IV-B:

The proposed continuation of the project as presently scheduled in PIP is made with certain reservations. That is, an extended prologation and/or intensification of the country's crisis might well neglect even this recommendation. On the other hand, the diverse nature of the project's eight subactivities warrants further comment. Since beef cattle breeding and ranch management, and range management, are by nature extremely long-term endeavors, it is possible that the present PIP termination date is too early for these two subactivities, especially in view of delays in construction completion, inexperience of local technicians, and the conservatism of nomadic husbandrymen.

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109 NARRATIVE FOR PART IV - B (Continued)

It is questionable if AID assistance to the livestock services training center can be phased out as soon as planned without a serious handicap to the school.

No qualified Nigerians are currently available to teach range management. Participants will be returning, who could be assigned to the school at about the time of the scheduled phaseout of the activity, but some on-the-job training would be desirable. Only a start has been made in farm management with no qualified counterpart as yet on board. The Nigerian staff has little experience in this area and it is thought that an additional year (through FY 71) will be necessary to give them the required expertise.

Assistance to the Livestock and Meat Authority would also seem to be a highly worthwhile AID program beyond the scheduled phaseout period of this activity provided conditions within the country return to normal. The LMA is responsible for livestock activities throughout Northern Nigeria and offers the opportunity to work on a larger than single state scale. Certain livestock development problems (marketing, grading) are common to all states and can best be tackled by a central agency. A longer than currently scheduled period of assistance for this newly formed organization would improve the probability that the LMA will develop the capability to contribute to the solution of these area-wide livestock problems.