

AID 1020-28 (7-68)

SECURITY CLASSIFICATION

001 PROJECT NUMBER

PROJECT APPRAISAL REPORT (PARTIAL) (U-446) See M.O. 1026.1

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649-11-110-038

002 PAR

MO. DAY YR.

003 U.S. OPERATION YEAR

004 PROJECT TITLE

AS OF:

0 3 0 8 7 0

FY 6 7

Thru FY 7 0

005 COOPERATING COUNTRY - REGION - AID/W OFFICE

AGRICULTURAL SERVICES

SOMALI DEMOCRATIC REPUBLIC

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 70 ) | 5,613 | 3,684              | 935                |      | 2,591    | 294          | 225      | 368         | 270      | 332         | 598      |
| PROPOSED OPERATIONAL YEAR (FY 19 )          |       |                    |                    |      |          |              |          |             |          |             |          |

CCC VALUE OF P.L. 480 COMMODITIES (\$000)

Thru Actual Year :

Operational Year Program :

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        | 1. University of Wyoming | 1         | 1  | AID/afr 412                |                              |   |          |  |
| 2. LOCAL CONTRACTOR         | 1. UNIVERSITY                  |                          | 2. NATCO  | 2  |                            |                              | 4 | PRC3/038 |  |
| 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 I as necessary):

Note: This PAR is to be read in conjunction with the previous PAR on this project of 12/3/69 and PROP TOAID A 30 of 3/7/70.

Drafted by: APO/S/Wallace:mmj  
Clearances: CONT/I/Johnson  
PRC/MLStecko

|                           |                            |                       |
|---------------------------|----------------------------|-----------------------|
| MISSION DIRECTOR APPROVAL | SIGNATURE<br>Clark, George | DATE<br>July 11, 1970 |
|---------------------------|----------------------------|-----------------------|

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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.

Summary Narrative

Until the preparation of the referenced PROP on this project in March little change had occurred since the submission of the December PAR. Wyoming technical assistance personnel had continued to perform largely an operational role. The redirections enunciated in the PROP, however, combined with new Wyoming leadership triggered new dynamism on the part of the contract personnel. The PROP stated that "emphasis from here on is going to be focussed primarily on conditioning the host government for project takeover of all aspects by June, 1973". The Wyoming team accepted this modification and proceeded with all possible dispatch in establishing an overdue training program for coordinated station management and research for the Somali counterparts. Wyoming technicians were counseled to gradually withdraw from operational roles to advisory ones while urging their counterparts to assume responsibility for actual operations. Furthermore, as a step toward greater Somalization of the project, and with the consent of the Ministry of Agriculture, the contractor was able to transfer most of its Somali employees to the Ministry of Agriculture. The remainder were dismissed.

the

Resistance was initially encountered in the Ministry to new role taken by the Wyoming technicians, but encouraging progress and confidence on the part of the counterpart personnel was in evidence by June 1 when the USG was forced by Section 620 (n) of the Foreign Assistance Act to announce the termination of most economic aid to Somalia. During the course of June negotiations, the GSDR subsequently stated that the Wyoming team members could depart at any time even though the Mission was able under Section 617 of the Foreign Assistance Act to offer to continue most of them through CY 1970. The GSDR, however, did wish AID to complete the Agricultural Research Center (ARC), wanted more scholarships for its employees, and presented the USAID with a shopping list of equipment and spare parts.

The Mission agreed to the immediate termination of Wyoming personnel all of whom had departed by the end of June. USAID agreed to contract for finishing work on the ARC and to provide a modest amount of spare parts for the Research Station equipment to facilitate the transition, and to permit the Ministry time to budget for necessary commodities beginning with its next fiscal year in January. The USAID did not see that it could usefully provide new participant training at this point, and did not program any.

With the exception of approximately \$7,000 worth of commodities presently being ordered, the continued training of those participants currently in the United States, and the completion of the ARC now scheduled for December, AID's participation in this project is rapidly drawing to a close.

General Evaluation

Noting the marginally satisfactory rating given in the last PAR and that the continued relevance and importance of the project was to be subsequently dependent upon improved GSDR staffing and funding support, it is doubtful that GSDR performance would have justified continuing the technical assistance until June 1973 even under normal conditions. This is despite the stimulating leadership and clearer understanding of the application of technical assistance displayed by the new Wyoming Chief of Party; for the Ministry of Agriculture continued to remain uncooperative as is evidenced from the following:

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1. In March, prior to the takeover of all local labor employment by the Ministry, the Wyoming Team submitted recommendations and relative ratings on all Station employees. Eight out of 55 were ranked as highly valuable to the Station program; three of these eight were identified as key employees. The Ministry subsequently notified most of the locals that they would be employed by the Ministry but rates of pay were not specified. On April 11 the Ministry terminated six of the locals three of whom were considered the "backbone" of the Station and who had had long tenure. No Ministry explanation was given other than high salary costs. The Minister of Agriculture was advised by Wyoming that the loss of the key experienced help on the Station was serious and would force the Wyoming to curtail its remaining program to match the remaining counterpart resources. The Minister, however, declined to discuss the matter further.
2. In April representatives from the USAID and Wyoming met on several occasions with Ministry of Planning and Agriculture personnel to discuss the assumption of more responsibility by the counterparts in the areas of research and station management. Although the remaining counterpart personnel were enthusiastic and receptive to the idea, higher Ministry officials were resistant, wanting no appreciable change until Masters degree counterparts were available. No agreement was reached on a suitable course of action and the Ministry even went so far as to instruct the counterparts not to accept new responsibilities. This, however, may have reflected some misunderstandings of respective positions. Nonetheless and with USAID backing, the Wyoming team continued on its course of playing basically an advisory role until their services were deemed no longer necessary by the GSDR.

USAID firmly supported Wyoming despite the apparently approaching impasses, since Ministry recalcitrance was exacerbating the fundamental and long-standing problem of creating any depth of qualified counterpart personnel after 5 years of project life. The Ministry's termination of the Station Superintendent (7 years at the Station), his field foreman (5 years), and the administrative assistant (5 years) left the Station with ineffective management of field crews, equipment, and farm operations. If the Ministry did not accept the challenge of assuming more responsibility and living with its own decisions, then AID could not reasonably justify living with their decisions and continue to operate the project indefinitely as a "Wyoming Project".

Therefore, with a project history in which the GSDR withheld or skimmed on funding and staffing support, failed to furnish consistently competent and continuous leadership, diffused agricultural development responsibilities among too many government agencies, avoided providing consistent qualified counterparts in depth, and only token support for extension efforts, it could be understood if the USAID had little regret over the early termination of this project - a termination which could have been justified on the lagging results of the project itself. Under trying conditions Wyoming and the USAID sought especially hard over the past few months to ready the Ministry for project takeover. These overtures were not accepted.

This, however, is not to write the project off as a failure. This project has consistently attracted favorable comments from foreign visitors - even from non-friends - as being on the "right track" for the long-range benefit of Somalia. Despite these, immediate and perhaps actually minor, set-backs, failures, annoyances, exasperations and such, the project nevertheless leaves much of value to Somalia. And it just may be that with the responsibility for and identification with the ultimate success or failure of this

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solely theirs, the Somalis may use the not inconsiderable resources and know-how transferred in the course of this project to fashion an ultimately viable institution capable of meeting in the Somali context many of the objectives originally conceived for it.

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PART I-B - PROJECT EFFECTIVENESS

009

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

| 1.<br>CODE NO.<br>AID/W USE ONLY | 2.<br>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<br>ACTUAL CUM. TO DATE                         | 4. AS OF PRIOR JUNE 30 |              | 5.<br>PLANNED BY NEXT JUNE 30 | 6.<br>PROJECTED TOTAL FOR PROJECT LIFE |
|                                  |  |  | a.<br>PLANNED          | b.<br>ACTUAL |                               |  |
|                                  | N/A. No PIP on this project.   |  |                        |              |                               |  |

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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:



**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.<br>CODE NO.<br>(AID/W USE ONLY)  | SCALE FOR COLUMN c: 3= Very Important; 2= Important; 1= Secondary Importance<br>SCALE FOR COLUMN d: 3= Superior/Outstanding; 2= Adequate/Satisfactory/Good; 1= Unsatisfactory/Marginal | c.<br>POTENTIAL IMPACT ON EACH GOAL IF PROJECT ACHIEVES TARGETS | d.<br>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)   | Improve the management planning and institution building capability of the Ministry of Agriculture   | 3   | 1   |
| (2)   | Assist in the planning and implementation of an effective agricultural extension program   | 3   | 1   |
| (3)   | Assist in the planning and implementation of an effective agricultural research program  | 3   | 1   |
| (4)   |  |   |   |

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):

The narratives for 1 and 2 in the previous PAR are still valid.

3. With the premature phaseout of the Wyoming technicians and the recent Ministry dismissals of three key counterpart personnel at the Station, this program goal has actually regressed; the Station has less capability to carry on a meaningful research program.

## 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<br>IN<br>THIS<br>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?  | Y                          |
| 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/A                        |
| 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.)   | Y                          |
| 021 <u>NARRATIVE FOR PART I-C.2</u> Identify each explanatory note by the number of the entry to which it pertains. (Continue on form AID 1020-25 I as necessary):  |                            |
| 014 No change from last PAR except that the premature phaseout of AID may have hindered the GSDR ability to carry on at a lesser level than if AID's involvement had extended a few more years. There would have been no appreciable difference even later, however, unless the Ministry took greater interest in the project and gave it deserving support.  |                            |
| 015 No change from last PAR.  |                            |
| 017 In addition to what was stated in the last PAR, the project manager wonders if this project was continued in 1965 with Wyoming mainly because AID thought it was appropriate. From what information is available, the project manager has seen little to justify an expensive agricultural project of this magnitude after a previous five years of various agricultural assistance with questionable results. Somali governments have always been willing to give official praise to agricultural development but the occupation is generally scorned in the predominant nomadic value structure. In sum, AID was correct in its assumption of Somalia's priority development need in agriculture; but it appears that AID's assessment of Somali interest was less than adequate. For one of the main reasons of this project's failings has been consistent lack of interest in its success by the various Somali governments. The lesson to be learned is that AID should have a good understanding of sociological factors of a country before it embarks on an expensive venture which could be prejudiced at the start because of these factors. |                            |
| 020 At the writing of the last PAR local publicity was mentioned as being sporadic. However, for the last six months there has been no publicity.   |                            |

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PART I - 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)<br>PIP<br>ITEM<br>NO. | MAJOR ACTIONS OR STEPS; CAUSES AND RESULTS<br>OF DELAYS; REMEDIAL STEPS | (b) STATUS - PLACE AN "X" IN,<br>ONE COLUMN |                       |                             |
|---------------------------|---|---|-----------------------|-----------------------------|
|                           |   | (1)<br>BEHIND<br>SCHEDULE                   | (2)<br>ON<br>SCHEDULE | (3)<br>AHEAD OF<br>SCHEDULE |
|                           | Not applicable.   |   |                       |                             |

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## PART II - Continued

023

## II-A.2 - OVERALL TIMEINESS

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) | X |
| (3) Technicians  |   |
| (4) Participants   | X |
| (5) Commodities (non-FFF)  | X |
| (6) Cooperating Country  | X |
| (7) Commodities (FFF)  |   |
| (8) Other (specify):   |   |

## 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                                | N |
| 026 Understanding of project purposes                                      | N | 035 Working relations with Americans                          | P |
| 027 Project planning and management  | N | 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                          | N | 038 Home office backstopping and substantive interest         | P |
| 030 Ability to train and utilize local staff                               | N | 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       | P |
| 042 English language ability   | P | 054 Appropriateness of post-training placement               | P |
| 043 Availability of host country funding                                 | P | 055 Utility of training regardless of changes in project     | P |
| 044 Host country operational considerations (e.g., selection procedures) | N | 056 Ability to get meritorious ideas accepted by supervisors |   |
| 045 Technical/professional qualifications                                | N | 057 Adequacy of performance                                  | P |
| 046 Quality of technical orientation                                     | P | 058 Continuance on project                                   |   |
| 047 Quality of general orientation                                       | P | 059 Availability of necessary facilities and equipment       | N |
| 048 Participants' collaboration in planning content of program           | P | 060 Mission or contractor follow-up activity                 | N |
| 049 Collaboration by participants' supervisors in planning training      | P | 061 Other (describe):  |   |
| 050 Participants' availability for training                              | N |  |   |
| 051 Other (describe):  |   |  |   |

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Narrative for Part IIII-A.2 Overall Implementation Performance

In the six months since the last PAR submission there has been little overall change except that a PROP was written and a change in contract leadership resulted in a marked improvement in project management and planning. However, these changes are now irrelevant in view of the phaseout.

II-B.1 Implementing Agency

With the passing of contract leadership to Mr. Oscar Barnes the previous weakness in application of technical assistance was fully overcome. Teamed with a relatively new Wyoming Director of Research, Dr. Norton May, Mr. Barnes did an excellent job of trying to revamp contract implementation to achieve Somali managed and operated facilities. Had Mr. Barnes had more time to guide the contract team, and had he been able to work with a cooperative Ministry, we are confident that this project would have reached a more tangibly creditable conclusion.

II-B.2 Participant Training

Since the writing of the last PAR, 2 participants have returned in the fields of animal and plant science respectively. The former was a carryover from pre-Wyoming days and is employed at the veterinary center. The latter has been employed at the research station.

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## PART II-B - Continued

## 3. FACTORS-COMMODITIES

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

There has been no appreciable change in overall commodity factors since the last PAR submission. However, the now pending final U.S. commodity orders are going to be consolidated by the contractor prior to shipment to Somalia.

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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.  | N |
| 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.                              | P |
| 083 Competence and/or continuity in executive leadership of project.   | N |
| 084 Host country project funding.  | N |
| 085 Legislative changes relevant to project purposes.  |   |
| 086 Existence and adequacy of a project-related LDC organization.  | N |
| 087 Resolution of procedural and bureaucratic problems.  | N |
| 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.   | P |
| 091 Receptivity to change and innovation.  | P |
| 092 Political conditions specific to project.  | N |
| 093 Capacity to transform ideas into actions, i.e., ability to implement project plans.                      | N |
| 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.                       | N |
| 096 Utilization of trained manpower (e.g., participants, counterpart technicians) in project operations.     | N |
| 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.                       | N |
| 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 1):

Although the USAID was somewhat optimistic at the last PAR writing that cooperating country performance would improve, this optimism proved to be unfounded. Instead Somali performance regressed as described earlier in this PAR.

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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 1020-29 if):

Not applicable.

## 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. PPOP 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. <b>Immediate termination</b>   | X |

109 NARRATIVE FOR PART IV-B:

The USG decision to phase out this project during the first half of FY 1971 followed by the GSPR request to terminate the Wyoming team immediately has resulted in the premature completion of this project for all practical purposes. The ARC will be finished over the ensuing six months, a few commodities will be ordered, and participants in training will be allowed to complete their programs.

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