

6630111-5
A.I.D.

Reference Center
Room 1656 NS

PD-AAB-919-E1

663-11-110-111

19p

AIC 1020-2K (7-68)

PROJECT TITLE: AGRICULTURE ADVISORY SERVICES
COOPERATING COUNTRY: ETHIOPIA
REGION: AIDW OFFICE

ETHIOPIA

AGRICULTURE ADVISORY SERVICES

006 FUNDING TABLE

AID DOLLAR FINANCING OBLIGATIONS (\$000)	TOTAL	CONTRACT (NON-ACC)	PERSONNEL SERVICES			FACILITY IMPROV		COMMODITIES		OTHER	
			ID	PASA	CONTRACT	ID	CONTRACT	ID	CONTRACT	ID	CONTRACT
CUMULATIVE NET THRU ACTUAL YEAR (FY 19 69)	854		573			211		64		16	
(FY 19 70)	417		214	33		93		72		5	

CCC VALUE OF P.L. 480 COMMODITIES (\$000) → This Actual Year Operational Res 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. 15511 Attachment A. Enter the appropriate descriptive code in columns b and c, using the coding guide provided below.

TYPE CODE b	TYPE CODE c	1. IMPLEMENTING AGENCY	TYPE CODE d	e. CONTRACT/ PASA NO.	f. LEAVE SPACE FOR ID USE
1. U.S. CONTRACTOR 2. LOCAL CONTRACTOR 3. THIRD COUNTRY CONTRACTOR 4. PARTICIPATING AGENCY 5. VOLUNTARY AGENCY 6. OTHER:	0. PARTICIPATING AGENCY 1. UNIVERSITY 2. NON-PROFIT INSTITUTION 3. ARCHITECTURAL & ENGINEERING 4. CONSTRUCTION 5. OTHER COMMERCIAL 6. INDIVIDUAL 7. OTHER:	UJWA - PASA	4 0	APR (AJ)02-66	

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 1020-251 as necessary):

BEST AVAILABLE

MISSION DIRECTOR APPROVAL → SIGNATURE: *William R. Reed* DATE: 12-16-69

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887-10-28-002

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GENERAL NARRATIVE - PART I-A

Recognition of the importance of agricultural development in the total economic development process demands a higher level of agricultural planning than has existed in the past. Without marked improvement in this area, the allocation of additional IEG and external resources to agriculture cannot, in the long run, achieve the desired results. Thus, considerable strengthening of the Ministry of Agriculture's planning capability and effort now, and in the next few years, is of the highest priority. The deficiency in agricultural planning was recognized by the Ethiopian Planning Board during the time the Second Five Year Development Plan was being prepared. The plan therefore suggested the establishment of a planning unit within the Ministry of Agriculture. Due to lack of available personnel, the Ministry until very recently had been unable to establish such a planning organization.

In 1965 the Ministry requested advisory services to assist in the planning effort. In FY 1966 the United States provided the services of three U.S. advisors to advise the Ministry in the reorganization and expansion of its Agricultural Economics Department and in the development of agricultural sector plans. The first U.S. advisor, an Agricultural Economist, has worked closely with the Ministry in its planning effort. The second, a U.S. Agricultural Marketing Advisor, has worked with the Ethiopian Grain Corporation and the Livestock and Meat Board on marketing problems. The Food and Agriculture Officer has provided the necessary Mission backstopping.

MINISTRY OF AGRICULTURE

An evaluation of the ~~effectiveness~~ effectiveness of the project must be viewed from targets established and goals achieved. One of the principal targets of the Agriculture Advisory Services was to establish and have fully operational by 1970 an Agricultural Economics and Statistics Department within the Ministry of Agriculture. This Department was to have the capability of providing synthesized data and required studies in a timely manner. Such data and studies were envisioned as necessary to establish an economic base for planning for agricultural economic development. At the request of the Minister of Agriculture in January 1967, USAID Agricultural Advisory Services technicians prepared the organizational structure recommendations for operational procedures, and personnel requirements for a Department. These were submitted to the Ministry in June 1967. At that time, the Ministry accepted in principal the need for establishing a Department along with a Planning Unit.

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PART COPY SECTION

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Although the Department has not yet been established, the Ministry's sincerity should not be questioned, budgetary difficulties have presented allocation of funds for a department. Meanwhile, participants have been sent to the U.S. to study various aspects of agricultural economics to staff the Department when it is established.

At the request of the Minister, Agricultural Advisory Services technicians drew up a plan of action to be carried out by the Planning Unit in implementing and evaluating Ministry of Agriculture plans for development during the Third Five Year Plan. Because of an inadequate Planning Unit during the formulation of the Third Five Year Plan, the Ministry of Agriculture, together with the Ministry of Planning, organized an Agricultural Planning Committee to formulate plans for agricultural development. There was no sound basis upon which to build plans. This gap in knowledge and data led to the negotiation and signing of a two-year contract between Stanford Research Institute and the Technical Agency of IEG to conduct a survey of the Agro-industrial sector of the Ethiopian economy and to produce bankable development projects. The contract was signed in December 1966 and the field work of the survey was completed in December 1968. The contract will be completed by December 1969.

An evaluation of the Second Five Year Development Plan and a pre-Third Five Year Plan policy paper were prepared for the agricultural sector by Agricultural Advisory Services technicians and other bilateral and FAO advisors in December 1967. Following this, Agricultural Advisory Services technicians cooperated extensively in the preparation of a one-year interim plan of operation for the Ministry of Agriculture completed in February 1968.

The Agricultural Advisory Services has played a leading role in the planning for rural development within Ethiopia. Consistent with the regional plans which are being developed, six locations have been selected in rural Ethiopia for development under concentrated or "package programs". Working with the Ministry of Agriculture, Agricultural Advisory Services personnel developed preliminary plans for three of the selected areas: (1) an expansion of the National Livestock Development Project; (2) the Shashamane Farm Development Project; and (3) the Ada Area in Shoa Province. Preliminary planning for these three project areas was completed in June 1969.

One unsatisfactory aspect of the Agricultural Advisory Services project has been difficulty to get action on the part of the Ministry to establish the Planning Unit and the Economics and Statistics Department. However, reasons for the failure are understandable. (1) Until recently the Ministry was not able to hire a senior level economist to head the unit: (2) the Ministry has failed to assign full responsibility for planning to the head of the Planning Unit, the head has too many routine

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PART CONTINUATION SHEET

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Ministry matters assigned, thus detracting from the planning effort; (3) --the Ministry has failed to staff the unit with qualified personnel, which are admittedly scarce. If the Ministry were to secure qualified Ethiopians, they would have to come from the University or other high priority assignments. Aside from expatriate advisors, a maximum of two Ethiopians have been assigned to the Unit. The failure on the part of the Ministry administration to grant to the Planning Unit powers of decision-making and the establishment of a planning policy has delayed action.

ETHIOPIAN GRAIN CORPORATION (EGC)

008 - The present major facilities of the EGC were completed by CY 1965. Until that time, few modern grain corporation activities were undertaken - due mainly to lack of management and inefficient use of available capital. Excellent physical storage facilities were constructed, but not used. Starting in September 1965, USAID/E provided an Agricultural Marketing and Processing Advisor to help plan, develop and organize the key management and operational staff into an efficient organization. The effectiveness and efficiency of the EGC has increased constantly since FY 66, to the point where now the corporation is a relatively well-run business.

Activity objectives of this project were to assist in developing by 1970 a capability within the Ethiopian Grain Corporation to administer a program of purchasing, handling, storing, distributing, and marketing grain throughout Ethiopia. Among the other inputs in support of these objectives, in June and July 1966 USAID/E funded and cooperated closely in an in-depth study of the EGC - including many field trips to all active grain locations. The USAID/E advisor helped to implement the resultant group recommendations. This advice included successfully helping management planning for future growth and expanded commercial operations. The EGC has achieved a significant place of leadership in the grain marketing and processing industry in Ethiopia.

Although much of the present commercial system used throughout the country is based on the traditional grain marketing patterns - the EGC is making progress in changing some of these traditions. For example, the EGC is the only group in the Empire which established and uses a grain-grades and-standards basis for paying for grain purchased. This system is used throughout the EGC organization - and its effects are expected to penetrate into the overall national system in due time.

The EGC has 15 buying stations, located in the 9 principal grain-producing provinces of Ethiopia. The EGC distribution system covers 11 provinces, insuring sales capabilities in most of the major consumption centers of the nation. In order to increase efficiency, and insure undivided loyalty of its country-point managers, the management has concentrated its organization personnel policy on a direct hire basis, rather than the previous agency-buyer system of paying a commission on all purchases with no defined responsibility for implementing company plans, procedures, and policies.

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LIVESTOCK AND MEAT BOARD (LMB)

From September 1965 to September 1967, on a part-time basis, and from September 1967 until June 1969, as a major concentration, the USAID/E Agricultural Marketing and Processing Advisor has worked with the Imperial Ethiopian Livestock and Meat Board. Although the LMB legally began in March 1964, physical activities commenced in June 1964. After an initial period of establishing management and operating plans, policies, and procedures, the LMB has steadily improved in its various functions to achieve its present reasonably high degree of effectiveness.

The USAID/E Agricultural Marketing and Processing Advisor has worked closely in all phases of LMB activities related to management, marketing, processing, distribution, transportation and warehousing. He has helped guide the management planning of this organization to develop many of the working documents which have been used by this new organization.

Major concentrated efforts of the LMB have been in the fields of national and international market development for Ethiopian livestock, meat, meat by-products, hides and skins. In order to implement these marketing plans, the LMB has promulgated decrees regarding marketing and associated activities pertaining to the animal industry. The LMB has published several manuals regarding regulations and implementation methods for improved sanitary slaughter facilities, especially as these are involved with companies in international marketing. Working plans have also been developed for local slaughter slab and abattoir construction and operation. The first country-point slaughter house was completed in Sidamo Province in CY 1968. Construction was planned and supervised by the LMB staff and advisors. Five live-cattle markets were constructed by USAID in 1961, but never fully utilized. The market at Dilla is being refurbished and staffed by LMB personnel to make it an improved marketing center for local cattle owners, sellers, buyers and/or traders. Plans are ready for activation of the other four centers. These markets will begin to institutionalize the present cattle marketing system in southern Ethiopia. The Board also is to perform market analysis on behalf of the Ethiopian meat processing industry. Recently, the first analysis of cattle taxes and fees paid by Ethiopian meat exporters has been completed, for industry guidance. LMB effectiveness continues to improve as staff training and experience increase. IEG recognition of the capabilities of the LMB was recently achieved when the LMB was designated as the sole issuing agency for meat export permits.

In 1965, USAID funded a USDA veterinary meat inspector to study and analyze the meat processing industry in Ethiopia and to draft necessary legislation that would provide the Ethiopian meat processing industry with the necessary legal, international veterinary meat inspection certification required for exportation of meat products. Such certifications would enable Ethiopia to export meat products in the world market and thus give an added stimulus to this essential industry.

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The IEG Parliament has not passed this essential legislation. Many officials feel that the legislation, as drafted, would not permit private citizens to slaughter their own animals for their own consumption without obtaining veterinary inspection.

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PART I-B - PROJECT EFFECTIVENESS

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

DE O. S/W SE LY	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 6/30/69 ACTUAL CUM. TO DATE	4. AS OF PRIOR JUNE 30		5. PLANNED BY NEXT JUNE 30	6. PROJECTED TOTAL FOR PROJECT LIFE
			a. PLANNED	b. ACTUAL		
	1. Ethiopian Grain Corporation competently staffed and adequately financed to serve as effective market organization for grain production in Ethiopia.	100%	100%	100%	100%	
	2. Agricultural Economics Department established, adequately staffed and financially supported within the Ministry of Agriculture and capable of providing information required for planning.	50%	60%	40%	100%	
	3. Livestock and Meat Board staffed and financially supported to serve as effective organization for controlling marketing and processing of livestock and livestock products both internally and as export commodities.	85%	65%	65%	100%	
	4. Ministry of Agriculture achieves basic capability to administer, plan and implement major agricultural development projects and programs in the agricultural sector.	60%	50%	50%	100%	

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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. CODE NO. (AID/W USE ONLY)	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) Establish an effective planning unit capable of evaluating and implementing agricultural development projects and programs.	3	1
	(2) Establish an effective department of Agricultural Economics and Statistics capable of carrying out applied research and obtaining data & information for sound planning.	3	2
	(3) To train Ministry personnel in Agricultural Economics, Marketing, Statistics and Administration to build the Ministry's capability to plan, implement and administer agricultural development projects.	3	2
	(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):

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012 PART 1-C.1

(1) Planning, evaluation and implementation of plans are relatively new to IEG. Only after evaluation of the achievements of the Second Five Year Plan did the IEG realize that serious efforts must be made to implement plans if results were to be obtained. The Ministry of Agriculture has recognized the importance of having an organization for evaluation and implementation. However, because of severely restricted Ministry budgets, the planning unit has not been sufficiently staffed to be an effective organization.

In late 1968 considerable progress was made. A well-qualified Ethiopian Agricultural Economist was assigned to the Planning Unit. An arrangement was made between the Ministry and the Economic Commission for Africa whereby a planning expert would be loaned to the Ministry for a two-year period to assist in plan implementation. The US Agricultural Economic Advisor was requested by the Ministry to prepare guidelines and a plan of action for plan evaluation and implementation.

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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?	NA
017 Have any important lessons, positive or negative, emerged which might have broad applicability?	N
018 Has this project revealed any requirement for research or new technical aids on which AID/W should take the initiative?	N
019 Do any aspects of the project lend themselves to publicity in newspapers, magazines, television or films in the United States?	N
020 Has there been a lack of effective cooperating country media coverage? (Make sure AID/W has copies of existing coverage.)	N
021 <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):	

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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
1.	Negotiate and sign USAID loan to provide operating capital for Ethiopian Grain Corporation.		X	
2.	Grain Marketing Study completed by Experience Inc. and accepted as policy guideline by IEG and Ethiopian Grain Corporation.		X	
3.	IEG and USAID agree on program emphasis aimed at developing administrative and planning capability of Ministry of Agriculture		X	
4.	Three participants studying agricultural marketing and finance nominated, selected and studying in U.S.		X	
5.	Two year contract with Stanford Research Institute to conduct survey of agro-industrial sector negotiated and signed. *See page 5-4	X		
6.	Ministry of Agriculture accepts in principal the need for establishing a Department of Agriculture Economics and Statistics.		X	
7.	Grain marketing systems studied and analyzed for Ethiopian Grain Corporation.		X	
8.	Agricultural Sector Analysis completed.		X	
9.	Recommendation for organization, operational procedures and personnel requirements for Department of Ag. Economics submitted to Ministry.		X	
10.	Agricultural Advisory Services personnel initiate and carry out activities aimed at encouraging American investment in large unit agricultural enterprises in Ethiopia.		X	
11.	Six participants in specialized fields of agricultural economics nominated, selected and in training in U.S.		X	
12.	Plan of action developed and accepted by Livestock and Meat Board for developing an effective marketing system for livestock and livestock products.		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) 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
13.	Ethiopian Grain Corporation achieves self-sufficient operational level.		X	
14.	Third Five Year Development Plan prepared for agricultural sector.		X	
15.	One year interim plan of operation for Ministry of Agriculture prepared.		X	
16.	Agricultural planning participant selected and training in U.S.		X	
17.	Six participants in specialized fields of Agricultural Economics nominated and selected for training in U.S.		X	
18.	Livestock auction market at Dilla activated by Livestock and Meat Board.		X	
19.	Locations selected in rural areas for development under concentrated or "package" programs.		X	
20.	Plans developed and accepted by IEG for time-phased implementation of concentrated areas or "package" programs.		X	
21.	Livestock and Meat Board staffed with competent personnel and receiving adequate funding to carry out effective programs in livestock marketing, processing and export.		X	
22.	Ministry of Agriculture achieves basic capability to administer, plan and implement major agricultural development projects and programs.		X	
	*The contract is behind schedule because the IEG Technical Agency requested a second draft of the final report.			

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PART II - Continued

023

II-A.2 - OVERALL TIMELINESS

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

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

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.

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	
025 Adequacy of technical knowledge	X 033 Promptness of required reports	
026 Understanding of project purposes	034 Adherence to work schedule	
027 Project planning and management	035 Working relations with Americans	
028 Ability to adapt technical knowledge to local situation	036 Working relations with cooperating country nationals	
029 Effective use of participant training element	037 Adaptation to local working and living environment	
030 Ability to train and utilize local staff	038 Home office backstopping and substantive interest	
031 Adherence to AID administrative and other requirements	039 Timely recruiting of qualified technicians	
	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	P
043 Availability of host country funding	P 054 Appropriateness of post-training placement	P
044 Host country operational considerations (e.g., selection procedures)	P 055 Utility of training regardless of changes in project	P
045 Technical/professional qualifications	P 056 Ability to get meritorious ideas accepted by supervisors	P
046 Quality of technical orientation	P 057 Adequacy of performance	P
047 Quality of general orientation	P 058 Continuance on project	P
048 Participants' collaboration in planning content of program	P 059 Availability of necessary facilities and equipment	P
049 Collaboration by participants' supervisors in planning training	P 060 Mission or contractor follow-up activity	P
050 Participants' availability for training	P 061 Other (describe):	
051 Other (describe):	P	

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PART II-B - Continued

3. FACTORS-COMMODITIES

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

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

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

079 NARRATIVE FOR PART II-B: (After narrative section a. Overall Implementation Performance, below, follow, on form AID 1020-251 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.

FAR 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 PART II-Ba. Overall Implementation Performance

Overall implementation performance of the project has been satisfactory. While implementation of some aspects of the project has been slower than planned, the project is pretty well on target. The restricted budget of the Ministry of Agriculture has curtailed the hiring of needed personnel and delayed to some extent the establishment of programs necessary to fulfillment of project goals. With the aid of US advisors the Ministry is making every effort to correct the problems within the budgetary constraints imposed. Efforts are being made to make better and more efficient utilization of existing trained manpower available in order to achieve desired results. Participants, who are now employed by the Ministry, are being trained to fill technical positions required to carry out the functions of the project.

b. Implementing Agency

Not applicable.

c. Participants

Overall implementation performance relative to all aspects of participant training has been entirely satisfactory.

d. Commodities

Overall implementation performance by the IEG relative to commodities for this project were entirely satisfactory.

PART III - ROLE OF THE COOPERATING COUNTRY

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

SPECIFIC OPERATIONAL FACTORS:	
080 Coordination and cooperation within and between ministries.	P
081 Coordination and cooperation of LDC gov't. with public and private institutions and private enterprise.	P
082 Availability of reliable data for project planning, control and evaluation.	N
083 Competence and/or continuity in executive leadership of project.	N
084 Host country project funding.	N*
085 Legislative changes relevant to project purposes.	P
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.	P
090 Resolution of tribal, class or caste problems.	P
091 Receptivity to change and innovation.	P
092 Political conditions specific to project.	P
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.	P
095 Extent of LDC efforts to widen the dissemination of project benefits and services.	P
096 Utilization of trained manpower (e.g., participants, counterpart technicians) in project operations.	P
097 Enforcement of relevant procedures (e.g., newly established tax collection and audit system).	P
098 Other:	
HOST COUNTRY COUNTERPART TECHNICIAN FACTORS:	
099 Level of technical education and/or technical experience.	P
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.	P
104 Pay and allowances.	N
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):

SECURITY CLASSIFICATION

UNCLASSIFIED

PROJECT NUMBER

663-11-110-111

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.

106 - NARRATIVE PART III

The Ethiopian effort to contribute to and support certain aspects of this project have been good; in other aspects adequate support has been lacking. In the marketing phases of the project involving the Ethiopian Grain Corporation and the Livestock and Meat Board, the contribution and support have been such that the project will have a lasting impact after U.S. inputs are withdrawn. A sufficient number of qualified technicians have been added to the staffs of these organizations to carry on. In the economics and planning aspects of the project, the country's contribution has lagged. Changes in key personnel, both in administration and in technical fields are causal factors. Changes in the key technical leadership in the planning effort have resulted in inadequacies of planning policy, direction and guidance for the Ministry.

082 - Only very limited reliable data are available for planning. While the Ministry has a cadre of qualified economic technicians capable of obtaining data and information required, the lack of budget has prevented the attainment of this objective.

084 - Because of lack of budget, the host country has not been able to provide funds to implement all aspects of this project. This particularly applies to providing funds for personnel required in the Department of Agricultural Economics and Statistics and the Planning Unit.

086 - 087 - See following page.

088 - Physical resource inputs, particularly manpower and funds, have not been made available for carrying out the project. Supporting services have not been adequately provided by the host country.

UNCLASSIFIED

UNCLASSIFIED

663-11-110-111

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.

086 - There is no LDC organization in the Ministry of Agriculture to deal with problems of development and planning. The Planning Commission has the responsibility to deal with these problems. However, there is little communication between the Ministry of Agriculture and the Planning Commission.

087 - As far as the project is concerned, the Ministry of Agriculture has demonstrated very little capability of resolving procedural problems. Technicians will not make decisions and there is a reluctance on the part of administrators to resolve problems or to make firm decisions.

093 - The implementation of project plans requires decisions which Ministry personnel are reluctant to make, and requires the establishment of policy which is made also with a great deal of reluctance. These factors together with the shortage of funds required for initiation of project often make it impossible to implement project plans.

100 - Planning and management skills in the Ministry are inadequate to do the job that must be done in planning and plan implementation. Academic training has been adequate in most cases but technicians lack experience. The Ministry relies heavily on USAID advisors for planning assistance.

101 - The number of technicians available is inadequate to do the job within the time the job must be done. This situation will be somewhat relieved with the return of some participants now training in the U.S.

102 - The planning effort in the Ministry has been greatly impeded by the lack of continuity of staff. Since the Planning Unit has been so inadequately staffed (only one man in addition to the head), when there is a change in head of staff there is no continuity in the work.

104 - Budgeted salaries are in keeping with other Ministries of the IEG, however, there are often delays in personnel receiving pay. Budgeted amounts for per diem are inadequate, and there are often delays in obtaining allowance for fuel.

UNCLASSIFIED

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):

Effect on Purpose and Design

Mission experience to date with this project does not call for an adjustment in purpose or design. Aside from phasing out the Marketing and Processing Advisor in September, 1969, no change in design is deemed necessary.

IV-B - PROPOSED ACTION

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

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

109 NARRATIVE FOR PART IV-B: