PC-AAS-844

AID 1020-25 (7-68)

PROJECT APPRAISAL REPORT (PAR)

(U-446) See M.O. 1026.1

SECURITY CLASSIFICATION: UNCLASSIFIED

001 PROJECT NUMBER: 664-11-130-205.1

002 PAR AS OF: MO. 07 DAY 01 YR. 69

003 U.S. OBLIGATION SPAN: FY [ ] Thru FY [ ]

004 PROJECT TITLE: Agricultural Production and Research (Cereal Activity)

005 COOPERATING COUNTRY - REGION - AID/W OFFICE: Tunisia

FND 25393

006 FUNDING TABLE

AID DOLLAR FINANCING-OBLIGATIONS ($000)	TOTAL *	CON-TRACT (NON-ADD)	PERSONNEL SERVICES			PARTICIPANTS		COMMODITIES		OTHER COSTS	
			AID	PASA	CON-TRACT	DIR. PASA	CON-TRACT	DIR. PASA	CON-TRACT	DIR. PASA	CON-TRACT
CUMULATIVE NET THRU ACTUAL YEAR (FY 1969)	236		60	22		58		96			
PROPOSED OPERATIONAL YEAR (FY 1970)	139		40	35		54		10			

CCC VALUE OF P.L. 480 COMMODITIES ($000) → Thru Actual Year : NA Operational Year Program : NA

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
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:

a. IMPLEMENTING AGENCY	TYPE CODE b.	TYPE CODE c.	d. CONTRACT/ PASA/ VOLAG NO.	e. LEAVE BLANK FOR AID/W USE
1. CIMMYT	3	2	AID/afr-573	
2. U.S. Dept. of Agr.	4	0	AFR(AC)10-69	
3.				

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):

For many years Tunisia has been suffering from the ill effects of stagnation in the production of cereals accompanied by a relatively high rate of population growth which together have progressively undermined to varying degrees all economic development efforts. Early in 1966, Dr. Norman Borlaug of the International Wheat and Corn Improvement Center (CIMMYT), Mexico, visited Tunisia in order to

MISSION DIRECTOR APPROVAL → SIGNATURE: Stuart T. Baron DATE: August 18, 1969

*Includes livestock activity.

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008 Narrative for Part 1-A (cont)

evaluate production conditions within the country. His subsequent report indicated that the opportunities for increased wheat production in Tunisia were similar to those in Pakistan, India, Mexico and Turkey. These countries, which had been regularly importing great quantities of wheat, suddenly had found themselves nearly self-sufficient. The major contribution to this success was the introduction of the newly developed, disease-resistant, semi-dwarf varieties from CIMMYT, plus the utilization of a "package" of production practices which favored maximum yields.

Although the final decision to commence an accelerated production program in Tunisia (supported jointly by CIMMYT, AID and the Ford Foundation) had not been conclusively reached until June of 1968, the first phase of the program did get underway in 1967 with the decision of the USAID to import from Mexico 50 tons of seed of the best available Mexican bread wheats. In preliminary nursery trials at the Institut National de la Recherche Agronomique de Tunisie (INRAT) during the two previous seasons, similar Mexican wheats had yielded quite well, some averaging 50% more than the locally-grown variety, Florence-Aurore, the standard of comparison. Plans were developed with the various directions and services of the Ministry of Agriculture to conduct a production/seed multiplication demonstration during the 1967-68 cropping year. Thirty-two farm sites located in the more favorable rainfall areas of the North, where four-fifths (4/5) of the grain is normally grown, were selected to cultivate the newly introduced Mexican varieties (Inia 66, Tobari 66, Jaral 66, Sonora 63). These new improved varieties were compared with those varieties regularly grown (Florence-Aurore, Ariana 66, a durum variety Mahsoudi, and a farmer's choice). All of the varieties included in the demonstrations were planted under identical conditions at each location so that each variety would have an opportunity to yield its maximum.

During the period that the 1967-68 USAID/GOT wheat demonstration was being conducted, a parallel effort was underway to involve CIMMYT and the Ford and Rockefeller Foundations in the accelerated cereals production program in order to give it more permanent long-range support than could normally be provided by USAID alone. These efforts culminated in the signing of an agreement in June, 1968, which reflected the common accord to undertake the 5-year program now underway. Tunis was selected as the center of the regional cereals improvement effort. CIMMYT, under contract to AID, and the Ford Foundation provided or will provide the services of seven cereal technicians (4 in Tunisia—a plant breeder, a soil fertility expert, a cereal extensionist, a production management specialist—and 3 in Morocco) and research commodities. USAID contributed commodities and operating costs to the extent of approximately $250,000 as a grant to CIMMYT. The Tunisian Government met the remaining need for personnel and operating budget required to bring the accelerated program to fruition. Presently, there are directly assigned to the project the following GOT personnel: a coordinator, a technical director, 3 agronomists and 20 technical assistants.

008 Narrative for Part 1-A (cont)

The major goal of the program was to make Tunisia free of wheat imports by 1972 through the introduction of the new Mexican wheats and the continued support of a "package" program, i.e., a combination of all production factors (land preparation, cultivation, fertilization, weed and insect control, etc.) properly integrated with agricultural research, extension and education. One of the original targets was to supervise the planting of the new improved Mexican varieties on 50,000 hectares by the fall of 1969, 100,000 hectares by 1970, 200,000 hectares by 1971, and 300,000 by 1972.

Based on the 1967-68 demonstrations, the 1968-69 program included the supervised plantings of more than 12,000 hectares with the four selected Mexican varieties for seed and production purposes; the establishment of 25 varietal, fertility and weed control demonstrations; and, in cooperation with INRAT, the planting of more than ten hectares to evaluate the best breeding materials available from Mexico, Pakistan, India, Turkey, Argentina and the United States for grain yield, prevalent diseases, lodging, seed quality, etc. In addition, extensive trials are being conducted with fertilizers and with production management practices to determine how to plant various wheats more effectively, when and under what conditions to utilize to a maximum extent the limited precipitation available, and how to minimize the losses from the extremes of high and low temperature, wind, hail, etc.

RITY CLASSIFICATION UNCLASSIFIED

PROJECT NUMBER 664-11-130-205.1

PART I-B – PROJECT EFFECTIVENESS

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

2. This section is designed to record progress toward the achievement of each project output target which was scheduled in the PIP, Part II. Where progress toward a target is significantly greater or less than scheduled, describe reason(s) beneath the target.	ACTUAL AND PLANNED OUTPUTS (ALL DATA CUMULATIVE)				
	3. ACTUAL CUM. TO DATE	4. AS OF PRIOR JUNE 30		5. PLANNED BY NEXT JUNE 30	6. PROJECTED TOTAL FOR PROJECT LIFE
		a. PLANNED	b. ACTUAL		
1. Analyze and evaluate pre-project wheat production, research, and training efforts in Tunisia.	100%	100%	100%	-	100%
2. Conduct inventory of physical and human resources available for an expanded program of wheat improvement in Tunisia.	100%	100%	100%	-	100%
3. Evaluate all conceivable constraints (natural/physical, economical, political and social, etc.) that will affect the configuration of a wheat improvement program.	Continuous	Continuous	Continuous	Continuous	-
4. Establish a common cereals office so that AID, contract and GOT planners and technicians can integrate and maximize their efforts.		100%	100%		100%
5. Increase the available number of trained technicians to accomplish the program goals by initiating the training of wheat specialists and technical assistants, utilizing U.S. universities and third-country training facilities.	27	4 CIMMYT 3 U.S. 17 Mor. 3 Leb.	4 CIMMYT 3 U.S. 17 Mor. 3 Leb.	13 U.S. academic 6 CIMMYT Mexico	85
6. Plan and commence a research program of comparative trials utilizing both introduced and local varieties of wheat in order to provide a continuous supply of new varieties adapted to changing environmental conditions.	—	1000's thru CIMMYT Approx. 50 combinations in Tunisia	1000 s thru CIMMYT 50 combinations in Tunisia	1000s thru CIMMYT 100 combinations in Tunisia	Thru CIMMYT 1000 annually 500 combinations in Tunisia

:URITY CLASSIFICATION UNCLASSIFIED | PROJECT NUMBER 664-11-130-205.1

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		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		
	7 Conduct comprehensive on-the-farm bread-wheat test demonstrations utilizing the best local and Mexican varieties available, while introducing improved management practices, including better land preparation fertilization, and, if applicable, irrigation, etc.	56*	24	24	26	250
	8 Plan and commence a research program on the fertilization necessary for optimum wheat production.	7 trials	7 trials	7 trials	36 trials	250
	9 Establish four (4) sub-centers for wheat improvement to provide more intensive advisory programs in farm management.	2	4	2	2	4
	10 Procure the necessary commodities to carry out the research and demonstration required by an expanded cereals program.	95%	95%	95%	2-3%	100%
	11 As soon as two superior bread wheat varieties are identified, develop multiplication programs of sufficient size to ensure that seed is available to farmers to accomplish target #12.	12,000 quintals	12,000 quintals	12,000 quintals	140,000 quintals	300,000 quintals
	12 Upon identification of two superior bread wheat varieties, expand production of these varieties as quickly as feasible to 300,000 hectares.	12,000	12,000	12,000	140,000	300,000
	13 Increase the average yield of bread wheats throughout Tunisia to 20 quintals/hectare.	-	18	16	18	20
	14 Conduct a comprehensive network of on-the-farm durum wheat test demonstrations utilizing only introduced varieties while continuing to stress improved farm management practices.	0	0	0	0	50

*32 demonstrations 1967-68.

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PART I-B – PROJECT EFFECTIVENESS

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

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		
15. As soon as two superior durum wheat varieties are identified, develop multiplication programs of sufficient size to ensure that seed is available to farmers to accomplish target #16.	0	0	0	10 tons seed	20,000 tons
16. Upon identification of two superior durum wheat varieties, expand production of these varieties as quickly as feasible to approximately 200,000 hectares.	0	0	0	100	200,000

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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:

Unsatisfactory			Satisfactory		X		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.

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

a. CODE NO. (AID/W USE ONLY)	b. SECTOR AND PROGRAM GOALS (LIST ONLY THOSE ON WHICH THE PROJECT HAS A SIGNIFICANT EFFECT)	c. POTENTIAL IMPACT ON EACH GOAL IF PROJECT ACHIEVES TARGETS	d. ACTUAL IMPACT ON GOAL TO DATE RELATIVE TO PROGRESS EXPECTED AT THIS STAGE
	(1) Increase cereal production to a point of self-sufficiency.	3	2
	(2) Reduce balance of payments deficit by decreasing cereal importation.	2	2
	(3) To assist the GOT in developing an organizational capacity to successfully carry out an accelerated food production program.	1	2
	(4) To assist the GOT in improving agricultural production management practices throughout Tunisia.	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 I):

b.(1) Wheat is the most important agricultural commodity in Tunisia—both in terms of diet and area cultivated. Yet, during the past several years, the wheat deficit on the average has been on the order of 200,000 metric tons annually, representing over 25% of the total consumption requirements for the country. Most of the deficit has been met through PL 480 imports. The one overriding objective of this project is to eliminate this deficit. The effect that the external factor, cooperatization, may have on the achievement of project targets is discussed in Parts 1-C (014) and 111 (Narrative).

b.(2) This goal is directly related to that portion of the general balance of payments deficit precipitated by wheat importation. This foreign exchange savings could be in the neighborhood of 3 1/2 million dollars per year, taking into consideration the fact that Tunisia presently receives most of its imported wheat on a concessional basis.

PART I-C – Continued

C.2 – GENERAL QUESTIONS

These questions concern developments since the prior PAR. For each question place "Y" for Yes, "N" for No, or "NA" for Not Applicable in the right hand column. For each question where "Y" is entered, explain briefly in the space below the table.	MARK IN THIS COL.
013 Have there been any significant, unusual or unanticipated results not covered so far in this PAR?	N
014 Have means, conditions or activities other than project measures had a substantial effect on project output or accomplishments?	Y
015 Have any problems arisen as the result of advice or action or major contributions to the project by another donor?	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):

REF 014 Since the inception of the accelerated cereals program there has been a renewed and determined effort on the part of the GOT to cooperatize the entire sector. How exactly this will affect the outcome of the project is unknown at this time, but there are foreboding indicators appearing that leads one to believe that a new form of instability is being introduced into agriculture. The most salient characteristic of the cooperatization is its speed of implementation, given the GOT's shortage of managers and agricultural technicians. The Government is in-effect assuming direct control over most means of agricultural production with the concomitant power to determine such things as patterns and methods of cultivation, distribution of various crops, overall production targets and pricing of produce. This action in itself is not categorically bad, but when the country lacks or has only a diminished supply of the essential resources necessary to implement such action, for example, availability of trained manpower (technical and managerial), adequate capital and credit facilities, a functional logistics system, administrative and organizational capacity, adequate educational and research institutions, an operational extension service, and a system of incentives—it is a move that should be under continuous scrutiny. It is significant that overall wheat production actually declined during this past year. In what proportions this can be attributed directly or indirectly to cooperatization, drought, or poor production management techniques is difficult to determine.

Unfortunately, for the third consecutive year the weather had a substantial effect on the outcome of the project. Late and insufficient rains in many southern and eastern areas of the wheat producing belt seriously reduced over-all yields. The rainfall for the 1968-69 cropping season continued to be far below the 60-year average for all the wheat producing areas; however, the distribution of the rain received was relatively good which permitted a satisfactory yield for the conditions faced.

Insects and disease were generally not a serious problem in wheat production for the 1968-69 season.

021 Narrative for Part 1-C.2 (cont)

REF 017 In view of the success that the GOT has had with the cereals activity they are using the organizatio model and work plan of the cereals production project as a guide for other crop production activities, e.g., horticulture, wine, olives, etc.

REF 018 The need for more resistance to Septoria leaf blight than currently exists in the Mexican wheat is now known in view of the severe epiphytotic experienced in Morocco in 1968-69. Maximum efforts are now being made to breed varieties having a known resistance with the locally superior varieties.

REF 019 The increased rate of production of the Mexican wheat varieties and the rapid expansion of the accelerated cereals program have been rather spectacular but not to the extent that is anticipated in the future. Within two or three years, if the project proceeds as scheduled, there should be much worthwhile information to publicize.

SECURITY CLASSIFICATION	PROJECT NUMBER
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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
1	ProAg signed.		X	
2	Assignment of GOT Counterparts.		X	
3	Arrival of Contract personnel.		X	
4	Choose 24 demonstration and research plots throughout country.		X	
5	Occupy temporary joint office for accelerated cereals program.		X	
6	Commence demonstrations at 24 sites.		X	
7	Arrival of Project commodities.		X	
8	Departure of participants for short-term training at CIMMYT.		X	
9	Departure of participants for academic training.		X	
10	Commence advisory work - land preparation.		X	
11	Arrival 375 tons of Mexican seed (75%).		X	
12	Commence advisory work - fertilization.		X	
13	Commence advisory work - seeding.		X	
14	Importation of 125 tons of Mexican seed (25%).	X		
15	Commence advisory work - weed and insect control.		X	
16	Recommence advisory work - fertilization.		X	
17	Commence advisory work - harvesting.		X	
18	Critique total production, yield/hectare etc.		X	
19	Commence advisory work - cleaning, marketing and storage.		X	
20	Commence laboratory analysis and quality micro-testing (Item 066).	X		
21	Commence construction of permanent cereals office building.		X	

PART II – Continued

023 **II-A.2 – OVERALL TIMELINESS**

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

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

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	N
		033 Promptness of required reports	P-
025 Adequacy of technical knowledge	P	034 Adherence to work schedule	P
026 Understanding of project purposes	P-	035 Working relations with Americans	P
027 Project planning and management	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	P-	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		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	P-
PREDEPARTURE 042 English language ability	N	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	
046 Quality of technical orientation	P	057 Adequacy of performance	P
047 Quality of general orientation	N	058 Continuance on project	
048 Participants' collaboration in planning content of program	P-	059 Availability of necessary facilities and equipment	
049 Collaboration by participants' supervisors in planning training	P-	060 Mission or contractor follow-up activity	
050 Participants' availability for training	P-	061 Other (describe):	
051 Other (describe):			

PART II-B – Continued

3. FACTORS-COMMODITIES

PLACE AN "X" IN APPROPRIATE BLOCK:	062 FFF		063 NON-FFF	X	064 NO COMMODITY ELEMENT	

065 Timeliness of AID/W program approval (i.e., PIO/C, Transfer Authorization).	P	072 Control measures against damage and deterioration in shipment.	P
066 Quality of commodities, adherence to specifications, marking.	P-	073 Control measures against deterioration in storage.	P
067 Timeliness in procurement or reconditioning.	P	074 Readiness and availability of facilities.	P
068 Timeliness of shipment to port of entry.	N	075 Appropriateness of use of commodities.	P
069 Adequacy of port and inland storage facilities.	P	076 Maintenance and spares support.	P-
070 Timeliness of shipment from port to site.	P	077 Adequacy of property records, accounting and controls.	P
071 Control measures against loss and theft.	P-	078 Other (Describe):	

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.

Generally the project is progressing quite well and in accordance with the original implementation plans. Because of the initial success achieved in the 1967-68 and 1968-69 cropping seasons, the rate at which the project will be expanded has been increased (see Part I-B - Project Effectiveness).

Initially there were several minor problems such as getting on-board the entire project staff - which has never been entirely achieved, e.g., regional supervisors (originally it was planned to have four, but it is now agreed that the two presently on board will be satisfactory); locating suitable office space; arranging for commodity importation; and developing a satisfactory participant training roster and schedule. Since this was the first full year of the project, it is expected that any residual aspects of these problems will be minimal.

A problem that has caused more concern is the lack of a thorough understanding of the project objectives on the part of the contractor, CIMMYT. Some of the CIMMYT personnel assigned to Tunisia did not understand or fully appreciate the importance of the extension component of the project. Furthermore, the CIMMYT training center in Mexico has not accomplished the project's participant training goals as fully envisioned by the GOT and USAID.

As discussed in Sections C21, Narrative for Part I-C.2 and Part III Narrative, we do foresee the possibility of future problems.

079 Narrative for Part II-B (cont)

b. Implementing Agency

This section pertains to Centro Internacional de Mejoramiento de Maiz y Trigo (CIMMYT) which along with the USAID, Ford Foundation and GOT is implementing the accelerated wheat program.

REF 026-029 The in-country project objectives are not quite understood by some of the Contractor (CIMMYT) employees, and the Mission has had some difficulty in making itself understood with regard to third-country training objectives.

CIMMYT personnel do not fully understand their total role in supporting the goals of the accelerated cereals activity. They seemingly are unaware of the importance of the extension education factor which is currently the weakest link in the GOT agricultural development program.

The participants from the cereals project have been sent to the CIMMYT training center in Mexico for orientation, training and experience in the various facets of wheat production science. Unfortunately, some of the participants have had their programs diverted from the original goals as stated in the PIO/P's, i.e., CIMMYT places in our opinion an inordi ate amount of emphasis on wheat breeding research for all participants. Due to our production oriented objective it was anticipated that the training would be more comprehensive and provide training in agronomy, production management, fertilization and extension education as well as provide some support in plant breeding. Tunisia is attempting to develop a balanced program - one that provides equal support to extension education and research. It is extension that has been slighted in the CIMMYT training program. Upon the insistence of the GOT and the Mission, the extension production training requirements of the accelerated cereals production program (ACPP) now will be satisfied; a new program is to be set up this fall at CIMMYT, Mexico specifically designed to train production-oriented personnel.

REF 027 The project planning and management has not been quite as effective as originally anticipated. One basic problem resulting from the conglomerate of organizations participating in the project, i.e., CIMMYT, Ford Foundation, USAID and the GOT, is the inherent difficulty of coordination and communication. Project management would be improved if (1) more time of the CIMMYT project director, presently residing in Mexico, could be spent studying and reviewing the project with all personnel involved at the project site or (2) give that authority and responsibility to one of the CIMMYT and/or USAID employees regularly associated with the project. Presently this is not defined in the contract between CIMMYT and AID.

Another facet of this situation is the discrepancies that exist among the rights, privileges and working conditions of the various team members. Each participating organization has its own set of rules and standards.

REF 028-030 The CIMMYT personnel choose to direct their efforts to expanding the research component of the project to the detriment of production and farm management,

079 Narrative for Part II-B (cont)

REF 028-030 (cont)
where needs are greatest. Maximum support for both research and production must be the Accelerated Cereals Production Program's goals. Without underestimating the importance of research, for which the Tunisians themselves have a relatively good capability, it is essential at this time and place that production be paramount—an absolute minimum of 50% of the time and effort of the American team—if the goal of self-sufficiency in wheat is to be achieved. The Tunisian farmer at present has not had the benefit of a truly organized day-to-day effective extension service to give the advice and guidance that he requires.

An additional handicap for the CIMMYT personnel--except for Mr. Paul Marko—is their absolutely minimal knowledge of French and their slowness to improve that knowledge. This does hamper the transfer of their technical knowledge to the local staff and farming community and prohibits the optimum utilization of the Tunisian counterpart. One of the technicians rationalized by saying that he can do a quicker and better job if he does the work himself rather than involve the GOT technicians.

REF 032 This has been totally lacking with regard to participant training reports from the CIMMYT training center in Mexico, although close communication exists between the CIMMYT training office and the USAID with respect to other facets of the training program.

To the Mission's knowledge only one report has been forwarded by the contractor to AID/W, per the contract requirements, and this report is considered unimpressive by the project monitor when compared with regular reports prepared by the project here in Tunisia. One important deficiency was the absence of a financial section giving a breakout of the various expenditures made for commodities, training, and personnel support.

REF 039 The contractor, as has AID, appears to have had trouble in recruiting qualified technical personnel for the Tunisian and Moroccan projects. The total complement of personnel for Morocco as originally defined in the contract has not been fulfilled as of this date, but the Mission has been told that it is to be accomplished shortly.

c. Participants

The evaluations indicated under the "Factor-Participant Training" (11-B-2) naturally represent a composite evaluation. As can be seen, the greater part of the factors have been marked "positive or satisfactory," which reflects the Mission's general impression.

REF 042 The English language training provided by the GOT had not been as thorough as the Mission would like. Consequently, from time to time, individual participant training programs have been postponed or in some cases entirely cancelled because the participant had not achieved the required proficiency.

079 Narrative for Part II-B (cont)

REF 044 This factor must be considered "negative or less than satisfactory" due to the fact that initially the participant selection system was on an ad hoc "who you know" or "who could be spared" basis with "less than satisfactory" consideration given to the training needs of the program. The fact that training outside the country is coveted by many officials as both prestigious and, frankly, an enjoyable experience, was initially a difficult problem to overcome. Higher ranking officials felt somewhat slighted when subordinate employees with critical specialities preceded them in such activities.

The GOT is reluctant to release qualified employees who can not be suitably replaced. This is not unexpected, but since there is already a dearth of qualified employees, it does become an important constraint. The result has been that some below average individuals have been presented for training.

REF 047 The quality of general pre-departure orientation is relatively poor. The GOT provides little guidance to the participants with regard to the objectives and specific targets of training, the responsibilities of the trainees in terms of accomplishments expected, and the role of the trainee upon his return to Tunisia. The Mission's Agriculture Office has ameliorated this situation by supplementing GOT orientation with meetings and discussions between our technical personnel and the participants and by entertaining the participants socially before departure.

REF 053 CIMMYT did not differentiate sufficiently the needs and backgrounds of each of the trainees. All the trainees were treated as though each was destined to become a research worker (see 026-029 Narrative).

d. Commodities

Commodity procurement has been carried out primarily to support the research and demonstration portions of the project. The bulk of the agricultural equipment necessary to implement the project was already located on the various participating farms and cooperatives throughout the country.

REF 066 There has been a problem with a few American manufactured items (balance, tapes and test weighing apparatus) that were not calibrated to the metric system as originally specified in the order. Fortunately, this has not caused any real delay or less effective implementation of phases of the project associated with laboratory analysis since it was possible to improvise until such time as the item was made useable. Though this situation has been less than satisfactory it is not considered critical at this time.

REF 068 The more serious delays in receiving commodities during the past year can be attributed to the U.S. dock strike. Those problems experienced are not expected to reoccur.

079 Narrative for Part II-B (cont)

REF 071 Petty thievery has been a minor irritant with regard to tractor and motor vehicle shipments. Small, detachable items such as batteries, mirrors, and windshield wipers have been stolen. This usually causes a delay in making the equipment operational or preparing the vehicle for the Tunisian safety inspection. The problem is somewhat compounded by the scarce supply of American manufactured spare parts in Tunisia. This situation is a general one which not only hampers the repair of project vehicles but also plagues that portion of the agricultural sector that utilizes American equipment.

SECURITY CLASSIFICATION	PROJECT NUMBER
UNCLASSIFIED	664-11-130-205.1

PART III – ROLE OF THE COOPERATING COUNTRY

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

SPECIFIC OPERATIONAL FACTORS:	
080 Coordination and cooperation within and between ministries.	P
081 Coordination and cooperation of LDC gov't. with public and private institutions and private enterprise.	
082 Availability of reliable data for project planning, control and evaluation.	P
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.	P
088 Availability of LDC physical resource inputs and/or supporting services and facilities.	P-
089 Maintenance of facilities and equipment.	P-
090 Resolution of tribal, class or caste problems.	
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.	P-
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).	
098 Other:	
HOST COUNTRY COUNTERPART TECHNICIAN FACTORS:	
099 Level of technical education and/or technical experience.	P
100 Planning and management skills.	P
101 Amount of technician man years available.	P
102 Continuity of staff.	P
103 Willingness to work in rural areas.	P
104 Pay and allowances.	P
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):

There has been a great deal of optimism on the part of the GOT with regard to the potential of the accelerated cereals program. This is not unexpected after hearing of the phenomenal successes that have been achieved in other programs throughout the world, and in the 1967-68 production demonstrations initiated by USAID. In spite of the fact that the Tunisian cereals program is barely underway in terms of project life, there exist many encouraging signs of future success.

The GOT had been experimenting with many different varieties of the new Mexican wheats prior to the inception of this project. They had a rudimentary breeding and laboratory research program (INRAT) that provided a nucleus for the accelerated program. The Tunisian officials realized many years ago that a giant step in the area of cereals production was an essential prerequisite to agricultural and, ultimately, economic development in general. Consequently, from the initial phases of this project there was an unwritten commitment, if somewhat vague and amorphous, to the objective of increased cereals production through the introduction of new varieties. The strength of the project comes from the

106 Narrative for Part III (cont)

fact that the U.S. donors have been able to capitalize on this commitment to varying degrees and to use technical assistance to reinforce and encourage it. There is no question that the project is receiving substantial support from the GOT both in terms of financial resource input and cooperation.* The GOT budgeted financial input progressively increases from $96,000 (dollar equivalent) in 1969 to approximately $600,000 in 1973. This is in contrast or inversely related to the steady decrease in the U.S. input through 1973. In other words, the GOT will be absorbing a greater share of financial responsibility as the project proceeds and as their ability for this absorption becomes greater. Also a complete and functional office named the "Special Office for Accelerated Cereals," with its many appropriate subordinate, specialized offices, has been formed in a rational way that incorporates most of the necessary functions required to effectively implement an accelerated production program. The extent to which the GOT Cereals Office organizational model has been employed in other areas of the agricultural sector (grape, olive, dates, citrus) illustrates the confidence of the GOT officials in the efficacy of this form of organization. The Mission's corresponding cereals office has been meshed with the GOT office, thus providing the very important side-by-side experiences that facilitate the transfer and relatively uninhibited acceptance of learning and friendship.

Unfortunately, there have been two hang-ups in particular that have thwarted a more effective cooperation. First, the multilateral (CIMMYT, Ford Foundation, USAID) nature of the U.S. assistance has presented several problems of uncoordinated efforts on the part of the U.S. donors which, on several occasions has caused a lack of decisiveness in some aspects of the project. This situation has evolved primarily from the lack of a clear statement of responsibility and authority among the participating entities. Second, the GOT's inability to meet all of the ideal requirements for finances, manpower and logistical support (which are generally related to overall governmental insufficiencies) tends to compromise the efforts to obtain maximum output. This last point is not unexpected as it is a major characteristic of developing countries, but these constraints do introduce an element of uncertainty in the relationship between counterparts and ultimately in predicting the final outcome of the project. But, being a priority project in general, the needs of ACPP are met in one way or another.

In addition, as mentioned in Part 1-C.2 (021), the effect of the cooperative movement is unknown at this time. The stated cultivation and production goals for this coming year (1969-70) are 140,000 hectares of improved wheats, which under normal conditions should yield approximately 210,000 metric tons. These are realistic goals. There is a sufficient supply of land, seed, fertilizer, farm equipment, manpower, etc., assuming average rainfall and favorable climatic conditions, to achieve production goals. Therefore, the failure to achieve these goals would have to be attributed to the less tangible factors—such as farmers incentives, cultural barriers, etc.

*However the GOT has not provided qualified counterparts (ingenieurs) and participants for degree training as originally agreed.

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):

At this time no changes with programming implications are contemplated. This project is a new and dynamic undertaking working within a relatively unsettled environment. Therefore, future changes with programming ramifications cannot be precluded. Probably the two more critical variables to be watched are the ambitious production schedule and the outcome of the agricultural cooperativization.

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).	X
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: