

6200714001001

AP PD-AAA-856-A PAR 6200714 ⑤

AID 1020-26 (7-68) SECURITY CLASSIFICATION 001 PROJECT NUMBER
PROJECT APPRAISAL REPORT (PAR) UNCLASSIFIED 620-15-910-714
 (U-446) See H.O. 1026.1

002 PAR MO. DAY YR. 003 U.S. OBLIGATION SPAN 004 PROJECT TITLE
 AS OF: FY Thru FY
 005 COOPERATING COUNTRY - REGION - AID/W OFFICE
Nigeria **INDIGENOUS INDUSTRIAL DEVELOPMENT**

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 68)	\$1,651	473	708		86	19		387		64	387
PROPOSED OPERATIONAL YEAR (FY 19 69)	230	204				11		6		9	

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

007 IMPLEMENTING AGENCY TABLE
 If contractors or participating agencies are employed, enter the name and contract or PASA number of each in appropriate spaces below; in the case of voluntary agencies, enter name and registration number from H.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/ VOLAS NO.	e. LEAVE BLANK FOR AID/W USE
			b.	c.		
1. U.S. CONTRACTOR	0. PARTICIPATING AGENCY					
2. LOCAL CONTRACTOR	1. UNIVERSITY					
3. THIRD COUNTRY CONTRACTOR	2. NON-PROFIT INSTITUTION					
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 1020-26-1 as necessary).

(Attached)

MISSION DIRECTOR APPROVAL SIGNATURE *[Signature]* DATE *18 June 1969*
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PAR CONTINUATION SHEET

This sheet is to be used for any Narrative Sections for which sufficient space has not been provided on the form. Identify each narrative by its Part and Section Designation.

008 Narrative for Part I-APrincipal Events

A Project Agreement was signed in 1962 between the Nigerian Government and AID which provided for the establishment of three Industrial Development Centers, (IDCs), one at Zaria in the North, one at Owerri in the East and the third at Ibadan in the West. These centers would assist in the development and strengthening of small, private business organizations. The agreement was designed to support government plans for expansion of the private industrial sector as envisioned in the six-year development plan. The focus of the Centers' activities was on the development of private entrepreneurs in small scale industries, achievement of a higher level of production and employment, and acceptance by the Nigerian IDCs' management and staff of full responsibility for operations at as early a time as practicable.

The contract implementing agency, Arthur D. Little, withdrew from the project in 1963 and AID, to accelerate the project, began implementation at Zaria and Owerri in late 1965 with direct hire personnel consistent with methods recommended in a report prepared by Nathan Associates in March 1964. For budgetary reasons, and because Western Nigeria was better developed industrially than the other two areas, it was decided not to pursue plans for a Western IDC at that time. Work plans were prepared and agreed to by the respective Nigerian governments in March 1966.

Project Implementation

The Owerri IDC was in full operation by 1967. Machinery, supplies and personnel had arrived, and the project began to show good results. Small industries were started, improved or expanded within the project area; consultations began at plant sites throughout the project area and entrepreneurs were assisted through seminars at the IDC location. The IDC soon became known as a source of advisory assistance enabling Nigerian small businessmen to upgrade their operations. Unfortunately, the Nigerian civil war forced suspension of the project and withdrawal of USAID technicians in July, 1967. At present, we do not know the condition of the buildings and equipment, nor whether the counterparts who were trained from 1965 to 1967 will be available to reestablish IDC operations in Owerri. Decisions concerning the Owerri IDC will have to be held in abeyance until the cessation of hostilities. The projected totals forecast in Block 009 have been estimated on past performance, based upon the assumptions that hostilities cease and the IDCs will be federalized.

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As a result of building delays, failure to recruit local counterparts, and late arrival of technicians, it was not possible to carry out the original program planned for the Zaria IDC until approximately the beginning of 1968 when enough construction was completed, commodities had arrived and personnel were on board to implement the project. This project still is not as effective as it might be as the host country and USAID have yet to complete all their inputs (such as access roads) which were included in the original design for an effective project. However, the program is accelerating and these inputs are gradually being supplied. (Also see Block 079).

Anticipated results compared to costs

The anticipated results compared to costs, using Zaria as an example, are judged to be favorable. However, there are no historical figures that can be used to make an exact measurement of this nature. An IDC costs the Nigerian government approximately \$70,000 a year to operate. Based on the visible benefits to entrepreneurs in the form of new products introduced, machinery purchased or IDC advice, demonstrations of new techniques at the IDC and consultations at plant sites, etc., the IDC working at full capacity should produce results worth far more than the yearly cost. Data needed to substantiate a more accurate cost versus benefit measurement should have been required in the original project design. However, the PhOF and PIP, now in preparation, do provide targets for new investment, sales and employment which can provide a reasonable basis for judging project effectiveness in the future.

Contribution to Achievement of Sector and Goal Plans

It is believed that the Zaria IDC project has accelerated the growth of Nigerian private enterprise in small and medium scale indigenous industries and by so doing contributed to achievement of sector goals. In fact, there is no other donor country or host country project designed to assist this small and medium industry sector except a Ford Foundation supported small loan scheme which operates in very close cooperation with the IDC efforts. This project has provided a central mechanism that is even now being developed further to assist the industrial development in Nigeria.

The Continued Relevance, Importance and Significance of the Project

This project is of increasing importance to industrial development in Nigeria when one considers that over 90% of the employment in industry is in small business. And this small business is coming to the attention of the Federal Government as the sector of the industrial economy begins to grow and express its desire for technical and financial help as reflected in various industrial and government meetings in recent months. Nigerian small business will begin to burgeon in the next several years as more and more very primitive businesses begin to purchase their first machinery, keep books, expand, and seek more up to date information. Also, there is a very determined attitude on the part of the Nigerian government to encourage new Nigerian businesses.

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PART I-B - PROJECT EFFECTIVENESS

009

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

1. CODE NO. AID/W USE ONLY	2. This section is designed to record progress toward the achievement of each project output target which was scheduled in the PIP, Part II. Where progress toward a target is significantly greater or less than scheduled, describe reason(s) beneath the target.	ACTUAL AND PLANNED OUTPUTS (ALL DATA CUMULATIVE)				8. PROJECTED TOTAL FOR PROJECT LIFE
		3. ACTUAL CUM. TO DATE	4. AS OF PRIOR JUNE 30		5. PLANNED BY NEXT JUNE 30	
			c. PLANNED	b. ACTUAL		
	<u>IDC/Zaria</u>					
	Construction of facilities and workshops completed	Jan 68	completed	completed	completed	completed
	No. of entrepreneurs who received technical assistance at IDC.	70*	52*	52*	122*	442*
	No. of entrepreneurs who received technical assistance at their plants.	180	140	140	275	633
	No. of new projects started	26	30	28	33	57
	No. of existing projects revisited	145	90	90	210	510
	No. of seminars conducted	47	33	33	65	137
	No. of participants at seminars	613	456	456	858	1778
	No. of products developed and demonstrated	40	35	35	50	90
	No. of entrepreneurs advanced from hand tools to machinery	35	30	30	45	85
	No. of entrepreneurs who have adopted improved record keeping	57	47	47	77	157
	No. of entrepreneurs introduced to basic market research, sales promotion, etc.	45	35	35	65	145
	No. of Nigerian counterparts receiving training in the United States	3	6	3	6	6
	*Plus those in attendance at seminars (workshops)					

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PART I-B - PROJECT EFFECTIVENESS

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

1. CODE NO. AID/W USE ONLY	2. This section is designed to record progress toward the achievement of each project output target which was scheduled in the PIP, Part II. Where progress toward a target is significantly greater or less than scheduled, describe reason(s) beneath the target.	3. 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		
	<u>IDC/Zaria</u> (Continued)					
	No. of counterpart personnel trained at IDC	10	14	10	4	18
	(Planned recruitment of seven additional senior counterparts did not materialize but during 1969 3 ATOs are being promoted to senior positions, 3 additional ATOs are being recruited and 1 senior Management MO is being recruited.)					
	No. of Handbooks produced by USAID Advisors	3	1	1	3	4
	Pilot marketing survey conducted by students of Institute of Business Administration	1	None	None	-	2
	Publication of IDC Publicity Brochure	1	None	None	1	2
	No. of firms established or expanded	27	*	*	*	419
	Total Amount of New Capital Investment (\$'000)	504	*	*	*	2438
	Total Estimated Annual Sales from New Investment	*	*	*	*	4428
	No. of New Employees in firms established or expanded	465	*	*	*	5225
	*This information is not available. The new Project Coordinator at the IDC has embarked on an ambitious program based on new techniques. Therefore the Projected Project Life totals reflect greatly increased targets for FY 70 and FY 71.					

IDC/OWERRI

Operations at IDC/Owerri were suspended on June 1967. Assuming that upon cessation of hostilities the IDCs will be federalized, the projected totals include estimated targets for FY 70 and FY 71. These estimates are based on the project's past accomplishments.

	<u>Actual</u> <u>Cum. to</u> <u>Jun/67</u>	<u>Planned</u>	<u>Actual</u>	<u>Planned</u> <u>by next</u> <u>June/69</u>	<u>Total</u> <u>Projected</u> <u>for Proj.</u> <u>Life</u>
IDC modernization and expansion complete and demonstration facilities completely equipped	June 1962				
No. of entrepreneurs who attended seminars	200	-	-	-	600
Weeks of seminars held at IDC	40	-	-	-	120
Technical consultations provided entrepreneurs at IDC AND THEIR BUSINESSES	1700	-	-	-	5100
No. of entrepreneurs with improved bookkeeping systems	100	-	-	-	300
No. of Industrial Reports prepared by IDC technicians	50	-	-	-	150
No. of Market Research Studies completed at IDC	50	-	-	-	150
No. of Entrepreneurs advanced from hand to machinery production	9	-	-	-	27
No. of Entrepreneurs introducing basic market research, sales promotion, etc., in their businesses	38	-	-	-	114

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IDC/OWERRI (Continued)

	<u>Actual Cum. to Jun/67</u>	<u>Planned</u>	<u>Actual</u>	<u>Planned by next Jun/69</u>	<u>Total Projected for Proj. Life</u>
No. of Entrepreneurs who expanded their enterprise	50	-	-	-	71
Businesses set up as case studies for demonstration to other entrepreneurs	4	-	-	-	12
No. of counterparts trained in the U.S.	3	-	-	-	7
No. of Nigerian technical assistants trained in small industry management	4	-	-	-	4
No. of firms assisted in securing loan assistance	30	-	-	-	90
No. of IDC/designed products adopted by entrepreneurs	40	-	-	-	120

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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)	b. SCALE FOR COLUMN c: 3= Very Important; 2= Important; 1= Secondary Importance SCALE FOR COLUMN d: 3= Superior/Outstanding; 2= Adequate/Satisfactory/Good; 1= Unsatisfactory/Marginal	c. POTENTIAL IMPACT ON EACH GOAL IF PROJECT ACHIEVES TARGETS	d. ACTUAL IMPACT ON GOAL TO DATE RELATIVE TO PROGRESS EXPECTED AT THIS STAGE
	b. SECTOR AND PROGRAM GOALS (LIST ONLY THOSE ON WHICH THE PROJECT HAS A SIGNIFICANT EFFECT)		
	(1) Development of a strong private enterprise system in which individual Nigerian entrepreneurs and business organizations meet the demands of a competitive production and marketing system	3	2 (good)
	(2) Development of Nigerian private entrepreneurs in small and medium scale industries	3	2 (good)
	(3)		
	(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.

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

Goals (1) and (2) are both rated in column (d) as 2 (good) which is lower than expected. The reasons for this are the IDC at Zaria was slow in starting due to delays in completing construction of all of the facilities and installation of commodities. Recruitment of technicians took a good deal of time and the last USAID technician did not come on board until January 1968. The IDC/Zaria has really had only a year of full operation. The IDC/Awerri, due to conditions in Eastern Nigeria, has been dormant since June 1967. On cessation of hostilities and proposed federalization of IDCs, the IDC/Owerri will require to be reactivated to service indigenous entrepreneurs in the Eastern States. It is also anticipated that with federalization, IDC-type services will need to be provided for indigenous entrepreneurs in the Western States.

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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?	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?	Y
017	Have any important lessons, positive or negative, emerged which might have broad applicability?	X 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 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 if as necessary):

014,016 - See 106 NARRATIVE FOR PART III

015 - The arrival of the ILO Technical Advisor for the leather program scheduled for January 1968 was delayed. ILO believes that they can conscript a man in late 1969.

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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.

(c) 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
	<u>IDC/ZARIA</u>			
1	Project construction and installation of woodworking, metalworking, leatherworking and automotive demonstration equipment. (Construction delayed by political disturbances when construction workers returned to regions of origin.)	X		
2	Arrival of USAID Project Coordinator and USAID Industrial Advisors. (Delay by AID/W in recruitment of technical advisors)	X		
3	Technical and management advisory services supplied by IDC/Zaria industrial advisors to various northern states small entrepreneurs and visits to their plants or businesses.		X	
4	Identification of investment opportunities and encouragement of entrepreneurship. (Behind schedule because of lack of senior local counterparts and inactivity of government loan service. Both are under current favorable consideration by the government.)	X		
5	Continue and expand cooperation with other development organizations, e.g. Federal Institute of Industrial Research, Kaduna Polytechnic, Institute of Administration, Ahmadu Bello University.		X	
6	Evaluate applications for government loans for expanding industries and for new industries. (See Item 7)	X		
8	Conduct seminars and workshops at the IDC and participants' establishments, as well as major centers in the North.		X	
9	Arrival of Nigerian IDC personnel (One director, six Assistant Technical Officers and one Information Officer arrived on schedule but other senior level personnel - 4 senior technical officers and 3 senior Industrial Development Officers have not been located. This is due to inadequate support from ICUSA and the short supply of trained personnel in the north.)	X		

PART II - Implementation Report

IDC/ZARIA (Continued)

	<u>Behind Schedule</u>	<u>On Schedule</u>	<u>Ahead of Schedule</u>
10. Conduct training programs for IDC counterparts to continue the promotion of small industry when AID assistance is discontinued. (See Items 4 and 9)	X		
11. Design and produce proto-type model products which can be produced by local entrepreneurs		X	
12. Recruitment of one Senior Management Trainee and three Assistant Technical Officers to serve as additional counterparts to AID Advisors and assume responsibility for coordination and the continued program implementation after departure of AID Advisors. (Recruitment in process since February 1969). (Three of the present ATO personnel at the IDC have reached a standard of proficiency sufficiently high to make it possible for them to be promoted Senior TOs. Therefore three additional ATOs are required to replace them.)	X		
13. Pilot marketing survey by students of Institute of Business Administration, Ahmadu Bello University, with assistance from IDC/Zaria.		X	
16. Negotiations for services of Peace Corps Volunteers for assignment to various projects in need for continued management/technical help. (Temporarily shelved).	X		
17. Arrival of ILO leather technician. (Arrival expected 1969). Negotiations still in process.)	X		
18. Participant training in the US for counterparts. (Documentation completed but official nomination from ICSA through MED still awaited.)	X		
20. Procurement of additional equipment required for automotive demonstration shop and equipment for the industry/agriculture program.		X	

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	<u>Behind</u> <u>Schedule</u>	<u>On</u> <u>Schedule</u>	<u>Ahead of</u> <u>Schedule</u>
<u>IDC/OWERRI</u>			
1. Modernization and expansion of IDC facilities and installation of workshop equipment.		X	
2. Recruitment of five direct hire industrial advisors		X	
3. Assignment of Nigerian counterparts and IDC personnel (Delay was caused by the unavailability of suitable personnel.)	X		
4. Arrival of ILO shoemaking and leatherworking specialist.		X	
5. Arrival of Ford Foundation Credit Specialist		X	
6/7 Arrival of senior Dutch technicians		X	
8. Arrival of ten Dutch Youth Corps Volunteers		X	
9. Recruitment of Peace Corps Volunteers		X	
11. Participant training in the U.S. for three Nigerian counterparts.		X	
13. Technical and management consultations to entrepreneurs at the IDC and their plants or businesses.		X	
14. Identify investment opportunities and encourage entrepreneurs in the implementation of industrial projects.		X	
15. Design and produce proto-type model products which can be produced by local entrepreneurs.		X	
16. Conduct training programs for IDC counterparts to continue the promotion of small industry when AID assistance is discontinued.		X	
17. Setting up pilot projects which can be used for demonstration purposes.		X	
18. Participant training in the U.S. for counterparts. (Delayed due to cessation of operations at IDC).	X		
19. Continue cooperation with other development organizations.		X	
20. Conduct seminars and workshops at the IDC and participants' establishments.		X	

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IDC/Owerri (Continued)

<u>Behind</u> <u>Schedule</u>	<u>On</u> <u>Schedule</u>	<u>Ahead of</u> <u>Schedule</u>
----------------------------------	------------------------------	------------------------------------

21. Evaluate applications for loans for expanding existing industries and for new industries.

X

Because of the internal situation in Nigeria, the IDC/Owerri operation was suspended in June 1967.

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Page 5-C

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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	
(b) Ahead of schedule	
(c) Behind schedule	X
(1) AID/W Program Approval	
(2) Implementing Agency (Contractor/Participating Agency/Voluntary Agency)	
(3) Technicians	X
(4) Participants	
(5) Commodities (non-FFF)	
(6) Cooperating Country	X
(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:	X	032 Quality, comprehensiveness and candor of required reports	
		033 Promptness of required reports	
025 Adequacy of technical knowledge		034 Adherence to work schedule	
026 Understanding of project purposes		035 Working relations with Americans	
027 Project planning and management		036 Working relations with cooperating country nationals	
028 Ability to adapt technical knowledge to local situation		037 Adaptation to local working and living environment	
029 Effective use of participant training element		038 Home office backstopping and substantive interest	
030 Ability to train and utilize local staff		039 Timely recruiting of qualified technicians	
031 Adherence to AID administrative and other requirements		040 Other (describe):	

2. FACTORS-PARTICIPANT TRAINING

041 IF NO PARTICIPANT ELEMENT IN PROJECT. PLACE AN "X" IN THIS BLOCK:		TRAINING UTILIZATION AND FOLLOW UP	
		052 Appropriateness of original selection	P
PREDEPARTURE			
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	N
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	N
047 Quality of general orientation		058 Continuance on project	N
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	N	061 Other (describe):	
051 Other (describe):			

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PART II-B - Continued

3. FACTORS-COMMODITIES

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

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.

Zaria/IDC

Project overall implementation performance has been generally good. Physical facilities have been completed, although they were in construction from 1964 to 1968. With one exception, a full quota of advisors has been on hand since January 1968. Principal commodities arrived and were installed prior to end of February 1968. Large numbers of investment opportunities have been identified and entrepreneurs encouraged to implement projects. Technical and management assistance have been extended for improved operation of numerous small industrial establishments. Evaluations of loan applications have been made and have resulted in expansion or beginning of a number of new small industrial operations.

Major problem areas have been delays in completion of facilities, recruitment of USAID advisors, recruitment of senior counterpart personnel and lack of credit for small entrepreneurs. The problem pertaining to completion of facilities was solved after considerable delay by foreclosure of the construction contract and completion of construction by the Ministry of Works. Implementation has been rapid since the arrival of USAID advisors.

UNCLASSIFIED

SECURITY CLASSIFICATION

079 NARRATIVE FOR PART II-B (Continued)

The lack of recruitment of senior counterparts was a major problem and delayed the training needed for project takeover and appropriate project operations. Federalization of the IDCs is anticipated in the near future and it is hoped this will resolve any problems of recruitment.

c. Participants

050 - Because of serious shortages of trained manpower in Northern Nigeria, the number of participants available for training for the north has been very limited.

054, 057, 058 - The training of three IDC/Zaria counterpart personnel in the United States has proved less than satisfactory in view of the following. One employee, who was very satisfactory to the project prior to his training, was released to private industry on his return to Nigeria. One proved not satisfactory after assignment to the IDC/Zaria for one year and was transferred. The third participant was employed at Zaria IDC for one year but returned to his native state on reassignment as necessitated by the April 68 reorganization of the government.

SECURITY CLASSIFICATION

UNCLASSIFIED

PROJECT NUMBER

620-15-910-714

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.	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.	N
089 Maintenance of facilities and equipment.	P
090 Resolution of tribal, class or caste problems.	N
091 Receptivity to change and innovation.	P
092 Political conditions specific to project.	
093 Capacity to transform ideas into actions, i.e., ability to implement project plans.	P
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.	P
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.	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 1):

081 - Although sufficient trained manpower in the northern states proved too thin for significant results in the early years of the project, adequate provision has always been made for the project in their Budget Estimates. Civil strife, which began in 1966, has resulted in political and economic instability which has retarded country support for implementation of plans to institutionalize the project and enable early U.S. withdrawal.

The project has been assigned, since April 1968, under the Interim Common Services Agency, a temporary government agency with insufficient capabilities for support necessary for accomplishment of objectives. Delays were experienced in host country clearance of direct hire technical advisors, recruitment of senior counterpart personnel and submission of nominations for U.S. participant training.

UNCLASSIFIED

106 NARRATIVE FOR PART III (Continued)

081.

Federalization of the project has been recommended to provide continuous adequate support and is being favorably considered at this time by government authorities. Federalization should resolve the problem of recruitment of suitably qualified counterpart personnel, and would reinforce the federal government's belief in and commitment to development of small and medium industry.

082. Reliable basic statistical or other data concerning northern Nigeria industry, manpower, wages, etc., are not available. We are not optimistic that it will soon be available. Project planning, control and evaluation will continue dependent upon limited information accumulated in connection with operation of this project.

086. The project was assigned to the Interim Common Services Agency which is recently becoming capable of providing adequate support. Since the IDC project came under the umbrella of the ICOSA there have been delays in host country clearance for U.S. technical advisors, assignment of senior counterpart personnel, submission of nominations of U.S. trainees and inactivity of government loan service.

088. The government loan service for small industry became inactive in January 1968 and was discontinued in March 1968. Plans for establishment of necessary government credit services are under active consideration by each of the six northern States and the Federal Government.

090. Tribal problems have arisen in the past in the operation of the Zaria IDC. These problems apparently have been resolved by having on the staff of the IDC a complex which will encompass personnel acceptable to all the tribal factions in the north.

094. Present authorities responsible for the project have not displayed either the intent or capability to sustain and expand after termination of US support. Federalization of project is planned as corrective action.

096. (See 057 and 058). While three participant counterparts left the Zaria project, eleven trained local assistant technicians have been utilized in project operations. However, the counterparts' conscription was long delayed, handicapping plans for our withdrawal and is a principal reason for placing IDCs under Federal administration.

102. With the exception of 057 and 058 continuity of staff has been reasonably acceptable. The staff at Zaria has been too limited for real evaluation of this factor, though in the past few months several have been promoted to Senior Technicians and other ATOs are being recruited.

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):

Previous activities of the advisors and technicians, while effective, have been almost personal in nature in that they would contact businesses directly and discuss the potentials and problems of these businesses. For this small number of people to cover such a wide area, as is comprised by the six northern States, was not considered by the new Senior Advisor to be the best use of personnel. A plan is now being put into effect by which technicians and advisors will contact Commercial Officers in each State and other interested officials to imbue them with the benefits available at the IDC and thus increase the "sales forces" three or four times. It is planned that the program will be considerably expanded in terms of businesses contacted and benefited, thus further advertising the original purpose of the facilities. Considering the economic importance of processing agricultural products locally, the IDC has added to its staff an Agro-Industry Advisor to help not only with design and use of processing machinery but also to develop farming machinery which will improve production.

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. 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.	X

109 NARRATIVE FOR PART IV-B:

The project should be continued as presently scheduled, subject to comments in 107.