

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

SECURITY CLASSIFICATION
UNCLASSIFIED

001 PROJECT NUMBER
649-11-990-047

MAR 4 1969

002 PAR MO. DAY YR. 003 U.S. OBLIGATION SPAN
AS OF: 05 30 69 FY 64 Thru FY 70

004 PROJECT TITLE
YOUTH TRAINING
S mali Republic

006 FUNDING TABLE

AID DOLLAR FINANCING-OBLIGATIONS (\$000)	TOTAL	CONTRACT (NON-ADD)	PERSONNEL SERVICES			PARTICIPANTS		COMMODITIES		OTHER COSTS	
			AID	PASA	CONTRACT	DIR. PASA	CONTRACT	DIR. PASA	CONTRACT	DIR. PASA	CONTRACT
CUMULATIVE NET THRU ACTUAL YEAR (FY 19 68)	61					61					
PROPOSED OPERATIONAL YEAR (FY 19 69)	31					31					

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

007 IMPLEMENTING AGENCY TABLE

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

TYPE CODE b	TYPE CODE c	a. IMPLEMENTING AGENCY	TYPE CODE		d. CONTRACT/PASA/VOLAG NO.	e. LEAVE BLANK FOR AID/W USE
			b.	c.		
1. U.S. CONTRACTOR 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:					

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PART I - PROJECT IMPACT

I-A. GENERAL NARRATIVE STATEMENT ON PROJECT EFFECTIVENESS, SIGNIFICANCE & EFFICIENCY.

This summary narrative should begin with a brief (one or two paragraph) statement of the principal events in the history of the project since the last PAR. Following this should come a concise narrative statement which evaluates the overall efficiency, effectiveness and significance of the project from the standpoint of:

- (1) overall performance and effectiveness of project implementation in achieving stated project targets;
- (2) the contribution to achievement of sector and goal plans;
- (3) anticipated results compared to costs, i.e., efficiency in resource utilization;
- (4) the continued relevance, importance and significance of the project to country development and/or the furtherance of U.S. objectives.

Include in the above outline, as necessary and appropriate, significant remedial actions undertaken or planned. The narrative can best be done after the rest of PART I is completed. It should integrate the partial analyses in I-B and I-C into an overall balanced appraisal of the project's impact. The narrative can refer to other sections of the PAR which are pertinent. If the evaluation in the previous PAR has not significantly changed, or if the project is too new to have achieved significant results, this Part should so state.

008 NARRATIVE FOR PART I-A (Continue on form AID 1020-25 I as necessary):

This project has been based on two basic and not necessarily mutually inclusive criteria - that of training youths manifesting leadership on the one hand and expecting them to transmit teaching

MISSION DIRECTOR APPROVAL →	SIGNATURE Daly C. LaVergne	DATE February 19, 1969
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649-11-990-047

PART 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.

PART 1 - PROJECT IMPACT (Continued)1-A. General Narrative Statement on Project Effectiveness, Significance & Efficiency (Continued)

and other learned skills on the other. Hence, the fact that one may possess those personal qualities which enable him to lead others does not mean that he can easily transmit or relay skills learned in a teaching or training capacity. Nevertheless, the criteria are valid enough since leadership and teaching abilities combined in one individual make him more valuable in his relationship to the youth activities expected of him initially and probably in his subsequent career.

With the emphasis this project places on leadership as an end in itself, there seems to be an implicitness that a short exposure to the "American experience" is of significant worth to long-term US objectives. Obviously, this is a political value toward which one of the project purposes appears to be oriented; and to evaluate the success of this project purpose will take years.

However, the questionability of the criteria and purposes of this project notwithstanding, the results of this project to date have been satisfactory enough to have merited its existence. A good percentage of the trainees have possessed sufficient leadership qualities and intellectual abilities to enable them to be more effective in youth activities upon their return, activities to which the Mission attaches importance because of significant problems of youth indigence and apathy in Somalia. Also, even though cost-benefit quantification of this project is impossible, low project cost in relation to present and probable future returns has also been such as to indicate the justifiability of this project.

If this project is continued beyond FY 1970 (see IV A) more emphasis will be placed on other USAID sector goals and less emphasis on the non-economic aspects heavily emphasized heretofore.

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PROJECT NUMBER

649-11-990-047

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)				
		3 ACTUAL CUM. TO DATE	4. AS OF PRIOR JUNE 30, 1968		5. PLANNED BY NEXT JUNE 30	6. PROJECTED TOTAL FOR PROJECT LIFE
			a. PLANNED	b. ACTUAL		
	Number of participants funded	12	NA	12	19	27
	Number of youth organizations benefitting from trainees -	10		10		10
	As was noted in Audit Report 29/69 (S-3) of October 15, 1968, on this project, this was an open-end project lacking a date of completion and the total number of participants to be trained.					
	The project has since been refined to phase out in FY 1970 with 7 new participants for FY 1969 and 8 for FY 1970. It is expected that targets can be met satisfactorily.					

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2

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549-11-990-047**4****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.

012 NARRATIVE FOR PART I-C.1 (Continued)

to train people who could train others upon their return so that a potential multiplier effect could be obtained. This has been particularly effective in English literacy classes conducted by the Somali Youth Organization (SYO) for over 1,000 adults during the last 3 years.

3. Rated low as only one participant was trained, therefore the impact was marginal.

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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.

013	Have there been any significant, unusual or unanticipated results not covered so far in this PAR?	N
014	Have means, conditions or activities other than project measures had a substantial effect on project output or accomplishments?	N
015	Have any problems arisen as the result of advice or action or major contributions to the project by another donor?	N
016	If the answer to 014 or 015 is yes, or for any other reason, is the project now less necessary, unnecessary or subject to modification or earlier termination?	N
017	Have any important lessons, positive or negative, emerged which might have broad applicability?	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?	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):

020 - **The intensive English classes organized by the Somali Youth Organization with the intent of eradicating illiteracy indicate a sense of dedication on the part of members of the SYO. Consequently, newspaper or magazine coverage might be an incentive to other youth groups to take positive action in community affairs.**

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6

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. Participant Training		X	

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PROJECT NUMBER
649-11-990-047

7

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	
(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):	

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	
025 Adequacy of technical knowledge		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	P
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	
046 Quality of technical orientation	P	057 Adequacy of performance	P
047 Quality of general orientation	P	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	P
050 Participants' availability for training	P	061 Other (describe):	
051 Other (describe):			

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UNCLASSIFIEDPROJECT NUMBER
649-11-990-047

8

PART II-B - Continued**3. FACTORS-COMMODITIES**

PLACE AN "X" IN APPROPRIATE BLOCK:	062 FFF	063 NON-FFF	064. NO COMMODITY ELEMENT.	X	072 Control measures against damage and deterioration in shipment.
065 Timeliness of AID/W program approval (i.e., PIO/C, Transfer Authorization).					073 Control measures against deterioration in storage.
066 Quality of commodities, adherence to specifications, marking.					074 Readiness and availability of facilities.
067 Timeliness in procurement or reconditioning.					075 Appropriateness of use of commodities.
068 Timeliness of shipment to port of entry.					076 Maintenance and spares support.
069 Adequacy of port and inland storage facilities.					077 Adequacy of property records, accounting and controls.
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 1020-25 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.

The implementation of this project has proceeded on schedule and almost all of the participants trained are applying their skills to various youth activities. Inasmuch as USAID implementation has merely consisted of placing participants and following up on them after their return, neither significant achievements nor problems have arisen as a matter of implementation.

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UNCLASSIFIED

PROJECT NUMBER

649-11-990-047

9

PART III - ROLE OF THE COOPERATING COUNTRY

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

SPECIFIC OPERATIONAL FACTORS:

080	Coordination and cooperation within and between ministries.	
081	Coordination and cooperation of LDC gov't. with public and private institutions and private enterprise.	
082	Availability of reliable data for project planning, control and evaluation.	P
083	Competence and/or continuity in executive leadership of project.	
084	Host country project funding.	N
085	Legislative changes relevant to project purposes.	P
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.	N
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.	
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.	
100	Planning and management skills.	
101	Amount of technician man years available.	
102	Continuity of staff.	
103	Willingness to work in rural areas.	
104	Pay and allowances.	
105	Other:	

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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):

Following the establishment of the Youth Leadership Section in the Ministry of Education in 1967, the GSR has continued to give greater attention to the support of youth activities. The most dynamic of the country's various youth groups has been the Somali Youth Organization which has continued to expand in membership and activities. In sum, considering other GSR priorities, overall host country performance can be considered satisfactory.

084 - The GSR contributes little to this project itself; however, the latitude afforded the Mission in ultimately making participant selections in this field of youth and leadership can be considered worth the extra cost of complete US funding.

090 - There seems to be serious attitudes of tribalism and regionalism (North vs. South) rooted in the Somali character. These attitudes are not likely to disappear for many years and are considered for balancing purposes in project planning.

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UNCLASSIFIED

649-11-990-047

10

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):

Mission experience with this project and changing Mission and host country circumstances do call for a few changes in the scope of this project. Current plans call for the phaseout of this project and the USAID Mission in FY 1970; however, continuation of the Mission and certain activities beyond this date are now under review.

If approval for the continuation of this project is given at the \$50,000 per year level as is proposed, the Mission can exert a positive effort in providing an American educational experience to Somalis who the Mission feels have considerable leadership potential. In addition, the continuation of this project will afford the Mission the opportunity and flexibility to fulfill other selected participant needs for completed or nearly completed projects for which now unforeseen but limited further trained manpower may be needed. In this manner, the USAID can better guarantee the long-term success of projects in which millions of dollars have been invested over the past years.

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.	X
7. Discontinued earlier than presently scheduled. Date recommended for termination: Mo. ___ Day ___ Yr. ___	
8. Other. Explain in narrative.	

109 NARRATIVE FOR PART IV-B:

If this project is continued beyond its presently scheduled termination date of FY 1970, it will be evaluated in depth and a PROP and PIP will be submitted.

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