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INPUT PERFORMANCE ANALYSIS

FD-446-239-A1

Kansas State University Contract-aff-707
Faculty of Veterinary Medicine - Project 017

01/21/72

I. Kansas State Contract Dean Performance:

Contractor performance continues at an acceptable standard. Personnel recruited develop good rapport with Nigerian associates and effectively conduct class instruction. Although there is evidence that greater contact with professionals in the animal industry field would have been beneficial to the project, the negative effects have not been serious defects. Administration of the project both in the field and home campus is continuing to be effective in planning and implementation. Management of personnel keeps the team free of discord. Vacancies in staffing positions present no problem. Long range planning for Phase III presents an added work load especially for the Chief of Party, Administrative Assistant and Heads of Departments. Communications with the university administration and with USAID are satisfactory. The Chief of Party is actively planning for the intensive work load Phase II is to require and is looking beyond to the orderly handing over of responsibility to a Nigerian Faculty.

A graduated phase down of KSU Advisors provides for a senior man as head or in key advisory role to the Departments of Pathology, Physiology, and Surgery and Medicine to end of project. The Anatomy department will be adequately covered by a competent Nigerian. Advisors on KSU team are to be provided until Nigerians return from training to take up teaching role in the departments of Pathology, Physiology and Surgery and Medicine. The assignment as Chief or Deputy Chief of Party and Dean of Faculty of Veterinary Medicine should be held as one position on the KSU team for duration of the contract for reason of assuring continued strong American influence in administration of this Faculty. By FY76, the administrative load should have reduced to a point that a Chief of Party can manage the affairs of a much reduced team.

The contractor has been slow in adjusting curriculum from a traditional pattern of courses to a curriculum designed to prepare graduates to meet practical field problems of animal husbandry, epidemiology of animal disease control, grazing and forage related problems, rural sociology and farm economics and management. Proposals (initiated through a curriculum evaluation committee appointed in 1970) are presently before university committees. The proposals provide course changes in directions more relevant to Nigerian conditions which is commendable, yet, much more needs to be done if graduates are to be prepared for the practical tasks found under Nigerian conditions.

The continuance of American influence in policy formation, curriculum development and administration policy is considered to be of high importance in assuring that the long range USAID objectives are fully accomplished. Furthermore, it is important that steps be taken to avoid a depression in Faculty morale following the KJU departure. Well in advance of the terminal date of the contract provisions for follow-on advisement should be thoughtout.

To assure that present efforts to reach objectives set in ~~the~~ consultation are soundly established and that strength of Nigerization is sufficient for quality instruction, research and administration, the EBU contract should continue through FY-77. By that year, a sufficient number of participants will have returned to take more senior teaching positions in the Faculty.

Recommendations:

1. That the EBU team strength phase down on a graduated plan in keeping with the Nigerization of the several departments of Faculty of Veterinary Medicine;
2. That the termination of the present Administrative Assistant Position be set to FY-76 after which time the Chief of Party is to manage administrative details;
3. That positive steps be taken to provide appropriate follow-on advice to the Faculty of Veterinary Medicine after EBU contract terminates in FY-77. Such a solution might well utilize Block-Grant funds;
4. That intensified effort be directed toward curriculum revision to introduce course content more relevant to Nigerian conditions presently existing; and
5. That the EBU contract continue through FY-77.

II. Commodity Procurement and Management Situation Prevailing

A major responsibility of EBU has been commodity procurement and installation. To date commodities have been purchased from the United States. This presents some difficulty for the contractor, particularly in ordering replacement parts. Because of the foreign exchange restrictions in force in Nigeria, prolonged and aggravating delays often occur when items which are not already in stock in Nigeria have to be ordered from the U.S. The problem could be greatly diminished if the contract permitted the purchase of British equipment but unfortunately that is not the case.

Maintenance has also been a problem. The requirements for maintenance of equipment are not sufficiently large for the University to justify the hiring of a maintenance expert exclusively for the Faculty of Veterinary Medicine. Maintenance and repair of the equipment is the assigned duty of a technician who is shared jointly with other faculties. This system has caused frequent delays in the faculty programs. More often than not, repairs are made through some informal personal arrangement between a Faculty of Veterinary Medicine member and an acquaintance in another Faculty.

While the present arrangement is far from ideal, it has been nonetheless workable. However, when additional equipment to be supplied under the proposed Phase III loan arrives the system will become untenable. At that point, ABU must have in operation a systematized and dependable program for equipment maintenance and repairs.

Recommendations:

1. That in view of Phase III commodity provisions, only funds in the pipeline be used for commodity items of immediate need.
2. That the contractor plan for staffing the contract so that expertise is available for purchasing equipment and supervise its installation under Phase III program.
3. That the contractor emphasize with Superintending Technicians and Chief Technician the maintenance routines and techniques appropriate to each specialized item of equipment.

III. Participant Training

Situation Prevailing

Participant training for this project is planned for twenty-one U.S. funded persons over the life of the project. It can be expected that changes in the organization of the Faculty and the curriculum will continue to occur during the remaining life of the project which have direct bearing on study programs of participants. For example, a new department of Public Health and Preventative Medicine becomes active next year for which a trained staff needs to be proved. Each of the curriculum changes recommended by the evaluation has implications for design of study programs of participants. Acceleration of participants training is essential to provide a sufficient period of advisor - counterpart relationship following return from U.S. study. It is estimated that one-third of the returning participants will receive as much as one year contact with KSU advisors.

Recommendations:

1. That the contractor review the assignment of participant positions in light of curriculum modifications and the formation of new departments of Pathology and Public Health Preventative Medicine.
2. That the contractor use every measure to accelerate participant entry in and return from training in the U.S.
3. That forward funding be provided for a period of at least one year to meet requirements of participants remaining in study status after the project termination.

IV. Funding:

Situation Prevailing

An analysis of the costs of this project are being made currently and steps are being taken to advance funds within the constraints imposed by AID/W.

The funds required to carry this project from current FY73 to FY78 are:

Personnel and Support Costs	\$2,029,000
Participant Costs	\$ 286,000
	<u>\$2,315,000</u>

The above makes allowance for additional costs created by requiring the contractor to provide support costs from contract funds.

Recommendations:

1. That the funding for this project be continued in adequate amounts to permit the full accomplishment of project objectives as provided in documentation.
2. That forward funding be provided at project termination to provide for participants still in the pipeline.

Drafted by:AGR:JEWoodhull:poo:6-22-72

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