

6410041 (3)

PD-AAB-809-C1

Keep

AID 1977-801	SECURITY CLASSIFICATION	641-1-10041
PROJ: APPRAISAL REPORT (PAR) 446	Unclassified	
NO. DAY	OBLIGATION SPAN	004 PROJECT TITLE
60169	THRU FY 7 B	Faculty of Agriculture, University of Ghana
GHANA		Reference Center Room 1606 NS

006 FUNDING TABLE

DOLLAR FINANCING: PARAGRAPH (0000)	TOTAL	CONTRACT (NON-ADD)	PERSONNEL SERVICES			PARTICIPANTS		COMMODITIES		OTHER	
			AID	PASA	CONTRACT	DIR. PASA	CONTRACT	DIR. PASA	CONTRACT	DIR. PASA	CONTRACT
CUMULATIVE NET THRU FISCAL YEAR FY 1969	230	183	-	-	183	3	-	44	-	-	-
PROPOSED OPERATIONAL YEAR (FY 1970)	132	89	-	-	89	19	-	15	-	-	-

COMMODITIES 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 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. LOCAL CONTRACTOR	0. PARTICIPATING AGENCY	DES?	1	6		
2. OVERSEAS CONTRACTOR	1. UNIVERSITY					
3. OVERSEAS 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 1020-25 I as necessary):

It should be noted that this is the first PAR prepared for this project.

This project was initiated in the fourth quarter of FY1966 at the request of the University of Ghana and the Government of Ghana. From the outset plan has been to recruit OP/IX personnel of full professional rank who had considerable experience in developing programs of teaching,

DIRECTOR ROYAL →	SIGNATURE	DATE
	<i>[Signature]</i>	

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Rec'd AFR/EP 7/24/70

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PAR CONTINUATION SHEET

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curriculum development, applied research, and extension in the United States. This approach was decided on because the University of Ghana wanted men who would provide leadership in the areas of animal science, extension education, agriculture engineering and agronomy to the Faculty of Agriculture.

(1) The overall performance of project implementation has not been satisfactory. Stated simply, the USAID recruiter, Overseas Educational Services (OES), has not been able to deliver the four man package to the Faculty of Agriculture. To date, OES has been able to deliver less than four man years of assistance, when under the original project plans approximately ten man years should have been delivered. The Professor of Animal Science has completed his first tour and has started his third academic year with the Faculty of Agriculture. The position as Professor of Agriculture Engineering was filled for one year by one individual and a second man arrived for the beginning of the 1969-1970 academic year. The Professor of Agriculture Extension arrived November 16, 1969. The Professor of Crop Science has yet to be recruited. Recruitment problems have diminished the impact of this project. The result of the efforts of the four professors taken individually will be much less than would have been the case if USAID had been able to deliver the four man team to the Faculty of Agriculture as a unit. While the Mission feels that OES should accept primary responsibility for the slowness of the recruiting process, the Faculty of Agriculture should also share a portion of the blame. The Faculty has altered the skills areas several times and were occasionally slow to respond to OES nominations.

(2) USAID regards the higher education of individuals involved in Ghana's agriculture sector as critical to the expansion of the agriculture sector. Ideally this project could go a long way towards improving the educational facilities for the training of animal scientists, extension agents, agronomists, and agriculture engineers. The training of young people in the area is critical for Ghana because the Ministry of Agriculture definitely lacks the quality of staff level personnel necessary for the successful implementation of agriculture sector policies, programs and projects. The senior officers in the Ministry of Agriculture are overworked and they do not have a staff upon which to rely; thus, implementation fails.

The foregoing statements discuss the relationship between sector goals and this project. Regarding the actual contribution this project has made to date towards the achievement of the sector goals the project outputs have been less than satisfactory. While certain aspects of the situation are beginning to change, the student output is low, the agriculture research effort is not well directed and the ^{University is} role of the intellectual leader for the agriculture sector is only beginning.

(3) The total cost of this project is expected to be approximately \$638,000. With this amount USAID will provide sixteen man years of professional services, twelve man years of participant training at the graduate level, and commodities including books, demonstration supplies and a vehicle. The cost per man year

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of professional services is approximately \$31,000, or \$124,000 per year for the four professors. With the present Faculty of Agriculture enrollment of 136 students, the provision of the U.S. professors costs USAID about \$900.00 per student. This would surely be termed excessive if the professors were not also engaged in research, staff improvement and assisting in charting the future development of the Faculty of Agriculture.

(4) With the change in government to one that is popularly based, undoubtedly it will be more attuned to the problems of its constituency. The main problem is increasing the income of the constituents. Increased agricultural productivity could play a significant role in redressing many of Ghana's economic woes. Increased productivity implies improving the Government of Ghana personnel who have the mandate for implementing Ministry of Agriculture policies, programs and projects. Thus, the Faculty of Agriculture at the University of Ghana has the increasingly important task of improving both the quality and quantity of personnel flowing into the agriculture sector at both the private and public level.

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PART I-B - PROJECT EFFECTIVENESS

009

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

1. CODE NO. AID # 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)				6. PROJECTED TOTAL FOR PROJECT LIFE
		3. ACTUAL CUM. TO DATE	4. AS OF PRIOR JUNE 30, 1969		5. PLANNED BY NEXT JUNE 30	
			a. PLANNED	b. ACTUAL		
	1. Improve curriculums designed to integrate field research activities with teaching and to train agriculturists who are well prepared either to enter practical agriculture or to pursue research and further specialized training.	15%	40%	10%	30%	100%
	2. Expanded, more active and well coordinated programs of adaptive research geared to produce solutions to the specific problems of Ghanaian agriculture.	15%	40%	10%	30%	100%
	3. Improved and more active programs of information exchange and professional contact between the Faculty of Agriculture and the wider agriculture community consistent with the Faculty's obligation to provide intellectual leadership in identifying and solving local problems.	15%	40%	10%	30%	100%
	4. Development of high quality, dynamic Departments of Agricultural Engineering, Agricultural Extension, Animal Science and Crop Science.	15%	40%	10%	30%	100%
	5. Improve present practices and policies of student recruitment with the ultimate goal of increasing the number of agriculturists trained by the Faculty of Agriculture each year.	136 students	135	116	185	300

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(2) Faculty of Agriculture and other Ghanaian agriculture institutions will play an important part in achieving the self-sufficiency goal. If Ghana is to achieve self-sufficiency in food, feed and fiber by 1972, agriculture productivity will have to break from the recent pattern of stagnation. To do this, the caliber of personnel implementing Ghana's agriculture programs will have to be improved.

(3) The sector goal of improved production support is more directly addressed through project 007, Agriculture Extension and Production. However, the Faculty of Agriculture project indirectly affects the achievement of the sector goal.

Column D:

(1) As is stated elsewhere in this document this project has been plagued with problems of recruitment. When the project was initiated in FY1966, the Mission thought it would have provided about ten man years of professional services to the Faculty of Agriculture by this time. From this statement it is obvious that progress is woefully behind schedule. Only in the Department of Animal Science has any significant progress been achieved. In this department research has been initiated and the curriculum has been improved.

(2) Same as (1)

(3) Same as (1)

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PART I-C - Continued

C.2 - GENERAL QUESTIONS

These questions concern developments since the prior PAR. For each question place "Y" for Yes, "N" for No, or "NA" for Not Applicable in the right hand column. For each question where "Y" is entered, explain briefly in the space below the table.	MARK IN THIS COL.
013 Have there been any significant, unusual or unanticipated results not covered so far in this PAR?	N
014 Have means, conditions or activities other than project measures had a substantial effect on project output or accomplishments?	N
015 Have any problems arisen as the result of advice or action or major contributions to the project by another donor?	N
016 If the answer to 014 or 015 is yes, or for any other reason, is the project now less necessary, unnecessary or subject to modification or earlier termination?	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?	N
019 Do any aspects of the project lend themselves to publicity in newspapers, magazines, television or films in the United States?	N
020 Has there been a lack of effective cooperating country media coverage? (Make sure AID/W has copies of existing coverage.)	N
021 <u>NARRATIVE FOR PART I-C.2</u> Identify each explanatory note by the number of the entry to which it pertains. (Continue on form AID 1020-25 1 as necessary):	

017 - The impact of this project has been weakened due to recruitment problems. One position remains unfilled as of this date. USAID should have sought a university contract or at least a better recruiting agency than OES. It is felt that a U.S. university could have provided the four professors as a package and a U.S. university definitely would have designated a chief of party. The failure to designate a chief of party for the project even though there has been a de facto party leader in the person of the Professor of Animal Science, has also weakened the project because there are four individuals rather than a team with a leader.

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PART II - IMPLEMENTATION REPORT

II-A - STATUS OF SCHEDULE

022 A-1 - INDIVIDUAL ACTIONS (See detailed instructions M.O. 1026.1). This is a listing of major actions or steps which were scheduled for physical start or continuing implementation in the reporting period as reflected in the Project implementation Plan, Part I.

(a)		(b) STATUS - PLACE AN "X" IN ONE COLUMN		
		(1) BEHIND SCHEDULE	(2) ON SCHEDULE	(3) AHEAD OF SCHEDULE
PIP ITEM NO.	MAJOR ACTIONS OR STEPS; CAUSES AND RESULTS OF DELAYS; REMEDIAL STEPS			
1.	Review current curriculums. ^{1/}	X		
2.	Prepare proposed curriculums. ^{1/}	X		
3.	Secure approval of the necessary curriculum revision. ^{1/}	X		
4.	Identify research problems which the Faculty of Agriculture can possibly address within the personnel and funding constraints.		X	
5.	Prepare research plan and budget. ^{1/}	X		
6.	Involve students in ongoing agriculture research activities.		X	
7.	Develop a projected staffing pattern for the Faculty of Agriculture at alternative levels of enrollment and research activities. ^{2/}	X		
8.	Recruit staff for vacant positions. ^{2/}	X		
9.	Develop training program designed to improve Faculty of Agriculture Ghanaian personnel. ^{2/}	X		
10.	Identify counterparts to OPA professors.		X	
11.	Conduct conferences and symposiums on problems and aspects of Ghanaian agriculture.		X	
12.	Develop policies that will increase student enrollment in the Faculty of Agriculture. ^{3/}	X		
Causes of delays: ^{1/} Low Faculty of Agriculture priority. ^{2/} Recruitment problems. ^{3/} Lack of funding to expand student enrollment.				

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PART II - Continued

024

II-A.2 - OVERALL TIMELINESS

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

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.

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

II-B - RESOURCE INPUTS

This section appraises the effectiveness of U.S. resource inputs. There follow illustrative lists of factors, grouped under Implementing Agency, Participant Training and Commodities, that might influence the effectiveness of each of these types of project resources. In the blocks after only those factors which significantly affect project accomplishments, write the letter P if effect is positive or satisfactory, or the letter N if effect is negative or less than satisfactory.

1. FACTORS-IMPLEMENTING AGENCY (Contract/Participating Agency/Voluntary Agency)

024 IF NO IMPLEMENTING AGENCY IN THIS PROJECT. PLACE AN "X" IN THIS BLOCK:		032 Quality, comprehensiveness and candor of required reports	
025 Adequacy of technical knowledge	F	033 Promptness of required reports	
026 Understanding of project purposes	P	034 Adherence to work schedule	P
027 Project planning and management		035 Working relations with Americans	P
028 Ability to adapt technical knowledge to local situation	F	036 Working relations with cooperating country nationals	
029 Effective use of participant training element		037 Adaptation to local working and living environment	P
030 Ability to train and utilize local staff	F	038 Home office backstopping and substantive interest	
031 Adherence to AID administrative and other requirements	J	039 Timely recruiting of qualified technicians	N
		040 Other (describe):	

2. FACTORS-PARTICIPANT TRAINING

041 IF NO PARTICIPANT ELEMENT IN PROJECT. PLACE AN "X" IN THIS BLOCK:	X	TRAINING UTILIZATION AND FOLLOW UP	
PREDEPARTURE		052 Appropriateness of original selection	
042 English language ability		053 Relevance of training for present project purposes	
043 Availability of host country funding		054 Appropriateness of post-training placement	
044 Host country operational considerations (e.g., selection procedures)		055 Utility of training regardless of changes in project	
045 Technical/professional qualifications		056 Ability to get meritorious ideas accepted by supervisors	
046 Quality of technical orientation		057 Adequacy of performance	
047 Quality of general orientation		058 Continuance on project	
048 Participants' collaboration in planning content of program		059 Availability of necessary facilities and equipment	
049 Collaboration by participants' supervisors in planning training		060 Mission or contractor follow-up activity	
050 Participants' availability for training		061 Other (describe):	
051 Other (describe):			

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PART II-B - Continues

3. FACTORS-COMMODITIES

PLACE AN "X" IN APPROPRIATE BLOCK:	062 FFF	063 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).			N	073 Control measures against deterioration in storage.	
066 Quality of commodities, adherence to specifications, marking.			F	074 Readiness and availability of facilities.	P
067 Timeliness in procurement or reconditioning.			N	075 Appropriateness of use of commodities.	P
068 Timeliness of shipment to port of entry.			N	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.			N		

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.

(a) The overall implementation performance has not been very satisfactory. As is pointed out in numerous other places in this document recruitment of the professional talent has been extremely slow. The participant training element will only commence in FY1971, this element should have been integrated more fully into the project from the outset, but to date the Faculty of Agriculture has not made any nominations. Similarly, the commodity portion of the project has been slow moving due to slow AID/W approvals and the unfamiliarity on the part of the OPIA professors with AID commodity procurement procedures.

(b) Implementing Agency:

The implementing agency for this project is OIS in the persons of four OPIA personnel. These individuals were recruited on the basis of personal services contracts. The performance of the individuals, once they were on board, has been superior. Their technical knowledge, understanding of the projects purposes and ability to adapt their expertise to the project requirements have contributed significantly to the long run growth of the Faculty of Agriculture as an institution. They have been able to train and utilize local staff. Their working relationships with Ghanaians and Americans has been superior. This particular asset has increased the integration of the Faculty of Agriculture into the broader Ghanaian agriculture community.

The primary problem with the implementing agency is total lack of timely recruitment. The staggering of recruitment over three years for three positions, one

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of which was filled by two different individuals, and the fact that the Crop Science position is still unfilled has undermined the impact of this project. Immediate recruitment of the fourth position and designation of a chief of party would improve the operations of this project. One possible reason for the slow recruiting process is the offhand manner in which the already recruited professors were treated by OES. For instance, in at least one case an OES professor arrived in Ghana without a formalized contract.

(c) Participants:

Not applicable

(d) Commodities:

Commodity procurement under this project has been slow. The vehicle for the Department of Animal Science has only recently arrived in Ghana, the original order was placed on May 16, 1968. The slow delivery of books and other equipment has also hindered the functions of the project. Commodities as a part of this project constitute only about 10 per cent of the total expected cost of this project and yet slow commodity procurement can seriously hinder project implementation. Thus, the failure to deliver the project components in a package lessens the impact of the overall project.

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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.	N
083 Competence and/or continuity in executive leadership of project.	P
084 Host country project funding.	N
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.	
088 Availability of LDC physical resource inputs and/or supporting services and facilities.	
089 Maintenance of facilities and equipment.	
090 Resolution of tribal, class or caste problems.	
091 Receptivity to change and innovation.	N
092 Political conditions specific to project.	
093 Capacity to transform ideas into actions, i.e., ability to implement project plans.	
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.	
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.	N
101 Amount of technician man years available.	N
102 Continuity of staff.	N
103 Willingness to work in rural areas.	
104 Pay and allowances.	N
105 Other:	

In the space below for narrative provide a succinct discussion and overall appraisal of the quality of country performance related to this project, particularly over the past year. Consider important trends and prospects. See Detailed Instructions for an illustrative list of considerations to be covered.

For only those items marked N include brief statements covering the nature of the problem, its impact on the achievement of project targets (i.e., its importance) and the nature and cost of corrective action taken or planned. Identify each explanatory note.

106 NARRATIVE FOR PART III (Continue on form AID 1020-25 I):

Overall country performance has not been satisfactory. While the Mission conceptualizes this project in the U.S. land grant college mold, the University remains a seemingly detached institution unable to produce the empathy required to become aware of the problems of the rural Ghanaian. However, this may change. The Dean of the Faculty of Agriculture attended the Summer Workshop on Agriculture College and University Development in August 1968 at Purdue University and it is hoped this conference altered his orientation. But still the research programs in agriculture are ineffective because of inadequate funding, staff shortage and there is even the more serious problem that the Faculty of Agriculture has not attuned itself to the agriculture research priorities in Ghana. On the enrollment side of the Faculty of Agriculture, there are a total of 136 students. There are 41 second year B.Sc. students, 21 third year B.Sc. students, 10 fourth year B.Sc. students, and 64 non-degree students. There are about 25 members of the Faculty of Agriculture yielding a faculty-student ratio of about 1 to 5.5. The University's direct cost of faculty per student enrolled in the Faculty of Agriculture is the New Cedi equivalent of about \$300.00 per year, which when added to the \$900.00 in faculty cost that USAID is bearing, the total is \$1,700.00

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per student per year. Thus the Faculty of Agriculture is a high cost institution. A doubling of enrollment could cut costs in half and yet no effective measures are being taken by the University to increase the student enrollment within the Faculty of Agriculture. Thus, the main feature of Ghanaian performance vis a vis this project is the detached perspective of the Faculty of Agriculture, evident from the failure to mount a meaningful research program, the failure to increase student enrollment and the lack of any medium or long term institutional planning.

082 - Data for project planning, control and evaluation in Ghana are wholly inadequate. This affects not only an institution such as the Faculty of Agriculture but the whole spectrum of institutions related to the agricultural sector. One reason for an inadequate research program is the inadequacy of data upon which to establish research priorities; thus in budget hearings the Faculty gets into indefensible positions and funding is denied.

084 - Funding for research is inadequate and funding for increased enrollment is also lacking. The GGG finances most of the students enrolled at the University of Ghana. Thus, when the budget allocation is made, funds for student allowances restrict enrollment but the faculty itself is not cut, yielding a high faculty to student ratio.

091 - The basic need within the Faculty of Agriculture is to become more involved with Ghana's agriculture sector. This involves a change in orientation of considerable magnitude. Producing students with a degree is not enough, the need is for learned individuals who are attuned to the problems of Ghana's agriculture sector. There is also the need to adjust admission requirements for the Faculty of Agriculture so that enrollment will be increased.

100 - Ineffective planning and management within the Faculty of Agriculture create problems of budget allocation within the Faculty. Goals and objectives relating to both teaching and research lack definition meaning that coordination is impossible.

101 - The amount of technician man years available is a major problem. The American professor who heads the Animal Science Department has a staff of one Ghanaian lecturer; six positions are currently vacant. The professor of Agriculture Engineering has a staff of two, a Ghanaian and a Czech, with one vacant position. One problem is that staff training abroad functions independently of staff requirements at the University for the near term. The other problem is that in some disciplines, veterinary medicine, for example, the salary scale is lower than that of the Ministry of Agriculture.

102 - Continuity of staff is a problem because as is stated above staff upgrading is the first priority of the Faculty of Agriculture, and it seemingly functions independently of immediate staff requirements at the University.

103 - Pay is a problem in at least the area of veterinary medicine. The Department of Animal Science has had a difficult time recruiting veterinarians because the Ministry of Agriculture has a higher salary than does the University of Ghana.

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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):

The HOF and PIP are almost as up to date as this PAR. The Mission does not feel that the experience to date with this project calls for substantive changes in the project design. Since this project was conceived there have been several changes in the positions OES was to recruit for the Faculty of Agriculture. The Agriculture economics - Farm Management position was changed to Agricultural Extension. The Crop Science position was changed to a position in Commodity Marketing last year and back to Crop Science recently. These changes have compounded the problem of recruitment.

It seems clear that the recruitment problems during the early stages of this project rendered a successful outcome unlikely. With three of the positions filled and the fourth being actively recruited for implementation should improve. The Mission feels that engaging a university contract at this late date would only retard ongoing activities implying that prospects for a meaningful re-structuring of the project are not promising. For this reason USAID project planning is based upon the premise of meeting our OPIX commitment and completing the project as presently constituted.

IV-B - PROPOSED ACTION

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

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

109 NARRATIVE FOR PART IV-B:

The PIP was done in conjunction with this PAR.