

10/14/71

25/110

PAGE 1 of (12)

FSN - 25383

PROJECT APPRAISAL REPORT (PAR)

1. PROJECT NO. 620-11-110-744	2. PAR FOR PERIOD: 2/69 TO 12/70	3. COUNTRY NIGERIA	4. PAR SERIAL NO. 71-2
----------------------------------	-------------------------------------	-----------------------	---------------------------

Agricultural Education, West

RD-APP-768

6. PROJECT DURATION: Began FY 61 Ends FY 71	7. DATE LATEST PROP under revision 12/4/70	8. DATE LATEST PIP to be revised 2/25/69	9. DATE PRIOR PAR 2/69
---	---	---	---------------------------

10. U.S. FUNDING	a. Cumulative Obligation Thru Prior FY: \$ 2,576,000	b. Current FY Estimated Budget: \$ 125,000	c. Estimated Budget to completion After Current FY: \$ 0 if phased out in FY 1977
------------------	--	--	---

11. KEY ACTION AGENTS (Contractor, Participating Agency or Voluntary Agency)

a. NAME	b. CONTRACT, PASA OR VOL. AG. NO.
University of Wisconsin	AID/afr-350

I. NEW ACTIONS PROPOSED AND REQUESTED AS A RESULT OF THIS EVALUATION

A. ACTION (X)			B. LIST OF ACTIONS	C. PROPOSED ACTION COMPLETION DATE
USAID	AID/W	HOST		
			With the execution of actions 3-5 listed below, the problems discussed in this PAR were discussed in the previous PAR, and formation of the IAR&T presents a major action to alleviate them. Further actions to move forward with IAR&T should be:	
X	X	X	1. Prepare new project design and strategy to continue assistance to IAR&T for two years during which time the contract advisors would assist in developing a scope of activities to be embraced by IAR&T. Prepare a new PROP.	Completed
X	X	X	2. Prepare a detailed course of action which focuses on institution-building objectives and targets to be addressed in developing IAR&T.	December 1971
			Problem areas which have been recognized and which should be dealt with in the revised strategy include: - Nigerian staff development - add participant training - establish career service to alleviate turnover, and improve esprit - include incentives for advancement and self-improvement - Quality of student body - limit enrollment to manageable size - increase selectivity for entrants - establish minimum academic standards, and discipline students accordingly	Memorandum items to be addressed in new IAR&T development program, see above " " "
(See continuation)				

D. REPLANNING REQUIRES	E. DATE OF MISSION REVIEW
REVISED OR NEW: <input checked="" type="checkbox"/> PROP <input checked="" type="checkbox"/> PIP <input checked="" type="checkbox"/> PRO AG <input type="checkbox"/> PIO/T <input type="checkbox"/> PIO/C <input type="checkbox"/> PIO/P	April 28, 1971

PROJECT MANAGER: TYPED NAME, SIGNED INITIALS AND DATE Harold L. Kugler, Acting Food & Ag. Officer	MISSION DIRECTOR: TYPED NAME, SIGNED INITIALS AND DATE John A. Harmon, Deputy Director
--	---

PROJECT APPRAISAL REPORT (PAR)

PAGE 1 of 8

1. PROJECT NO. 620-11-110-744	2. PAR FOR PERIOD: 2/69 10 12/70	3. COUNTRY NIGERIA	4. PAR SERIAL NO. 71-2
----------------------------------	-------------------------------------	-----------------------	---------------------------

5. PROJECT TITLE

6. PROJECT DURATION: Began FY _____ Ends FY _____	7. DATE LATEST PROP	8. DATE LATEST PIP	9. DATE PRIOR PAR
---	---------------------	--------------------	-------------------

10. U.S. FUNDING	a. Cumulative Obligation Thru Prior FY: \$	b. Current FY Estimated Budget: \$	c. Estimated Budget to completion After Current FY: \$
------------------	--	------------------------------------	--

11. KEY ACTION AGENTS (Contractor, Participating Agency or Voluntary Agency)

a. NAME	b. CONTRACT, PASA OR VOL. AG. NO.

I. NEW ACTIONS PROPOSED AND REQUESTED AS A RESULT OF THIS EVALUATION

A. ACTION (X)			B. LIST OF ACTIONS	C. PROPOSED ACTION COMPLETION DATE
USAID	AID/W	HOST		
			<ul style="list-style-type: none"> - Revise curricula and syllabi to coordinate program between the schools at Akure and Ibadan - Provision for obtaining and evaluating planning data re non-degree manpower needs and training requirements plus follow-up data on the assignment and performance of course graduates - Provision of commodities, including spare parts - assure IAR&T budgeting covers necessary commodities which USAID and Contractor have otherwise had to supply in lieu of MANR funding 	Memorandum item (cont'd) " "
X		X	3. Investigate possibilities of establishing at Akure or Ibadan a training program to improve Nigerian staffs capacity to maintain agricultural equipment used at IAR&T and at other institutions.	October 31, 1971
X		X	4. Obtain agreement of either the University of Ife or University of Ibadan bookstore or both to stock textbooks used in the sub-professional schools or find alternative solution.	June 1971
X	X	X	5. Attempt insure that IAR&T is transferred intact (i.e., with USAID-funded and other equipment necessary to its viable functioning) to the University of Ife.	April 30, 1971
X		X	6. Inform Western State Government and/or University of Ife that funds for construction of Akure classrooms and library will be deobligated if construction not completed by mutually agreed date.	June 30, 1971

D. REPLANNING REQUIRES	E. DATE OF MISSION REVIEW
REVISED OR NEW: <input type="checkbox"/> PROP <input type="checkbox"/> PIP <input type="checkbox"/> PRO AG <input type="checkbox"/> PIO/T <input type="checkbox"/> PIO/C <input type="checkbox"/> PIO/P	

PROJECT MANAGER TYPED NAME, SIGNED INITIALS AND DATE	MISSION DIRECTOR, TYPED NAME, SIGNED INITIALS AND DATE
--	--

AID 1020-25 (10-70)	PROJECT NO.	PAR FOR PERIOD.	COUNTRY	PAR SERIAL NO.
PAGE 2 PAR of 22	620-11-110-744	To December 30, 1970	NIGERIA	71-2

II. PERFORMANCE OF KEY INPUTS AND ACTION AGENTS

A. INPUT OR ACTION AGENT CONTRACTOR, PARTICIPATING AGENCY OR VOLUNTARY AGENCY	B. PERFORMANCE AGAINST PLAN							C. IMPORTANCE FOR ACHIEVING PROJECT PURPOSE (X)					
	UNSATISFACTORY		SATISFACTORY			OUTSTANDING		LOW		MEDIUM		HIGH	
	1	2	3	4	5	6	7	1	2	3	4	5	
1.													
2. University of Wisconsin					X								X
3.													

Comment on key factors determining rating

- Contractor has provided good leadership in convincing the Western State Government place the IAR&T under the University of Ife. The need for this chance, which will make more effective use of the training schools and research institute was foreseen and guided by the contractor.
- Good flexibility and acceptable progress towards targets possible under adverse local circumstances and transitional (to IAR&T) conditions.

(See continuation)

4. PARTICIPANT TRAINING			X									X	
-------------------------	--	--	---	--	--	--	--	--	--	--	--	---	--

Comment on key factors determining rating

- Participant training not part of project. Plan was for government to assign participants (FAL) trained under another project, but given the system of 2-year rotations teaching assignments and lack of prestige associated with these, most participants gravitated towards the KANR instead. (See continuation)

5. COMMODITIES			X									X	
----------------	--	--	---	--	--	--	--	--	--	--	--	---	--

Comment on key factors determining rating (Farm and lab. tools and equipment, books, teaching aids and school bus.)

- Contractor indicates commodities significant to improving nature of courses, manner of instruction and over-all curricula. For instance, more outside reference work possible since library books arrived. Greater practical orientation possible with farm equipment and tools. (See continuation)

6. COOPERATING COUNTRY	a. PERSONNEL		X										X
	b. OTHER			X								X	

Comment on key factors determining rating

- A. Personnel - essential to develop teaching/administrative staff to carry on after termination.
- Very inadequate number of counterparts assigned.
 - Staff unwilling to accept association with training schools - negative prestige.
 - No provision for permanent staff. No advancement incentives. Turnover extremely high.
 - Management of commodities poor.
- B. Other Factors
- Host government cooperative on making changes, especially transfer of schools to University of Ife, but very slow. Political support generally good. (See continuation)

7. OTHER DONORS	Not applicable												
-----------------	----------------	--	--	--	--	--	--	--	--	--	--	--	--

(See Next Page for Comments on Other Donors)

II. PERFORMANCE OF KEY INPUTS AND ACTION AGENTS

A. INPUT OR ACTION AGENT CONTRACTOR, PARTICIPATING AGENCY OR VOLUNTARY AGENCY	B. PERFORMANCE AGAINST PLAN							C. IMPORTANCE FOR ACHIEVING PROJECT PURPOSE (X)				
	UNSATISFACTORY		SATISFACTORY			OUT-STANDING		LOW		MEDIUM		HIGH
	1	2	3	4	5	6	7	1	2	3	4	5
1.												
2.												
3.												

Comment on key factors determining rating

3. Satisfactory understanding of objectives; good work plans; ability to discern and find solutions to major problems.
4. Satisfactory level of technical competence. Full complement of advisors '69-'70.
5. Good relationships with USAID, the government, and the local people.
6. Regular and informative reporting.

4. PARTICIPANT TRAINING	1	2	3	4	5	6	7	1	2	3	4	5
-------------------------	---	---	---	---	---	---	---	---	---	---	---	---

Comment on key factors determining rating

2. Those PAL participants who were available were too specialized for the kind of general educational program, and had no experience in teaching methods.
3. Under new project - IAR&T - training should be added to inputs to correct the problem.

5. COMMODITIES	1	2	3	4	5	6	7	1	2	3	4	5
----------------	---	---	---	---	---	---	---	---	---	---	---	---

Comment on key factors determining rating

2. Much mechanical equipment not in use due to difficulty procuring spare parts, and getting maintenance. Poor commodity control by cooperating country.
3. Host country financial and budgetary deficiencies cut basic recurrent commodities drastically. USAID and contractor supplied these in lieu. If not for this compensatory actions, commodities would have rated a. # 1.

6. COOPERATING COUNTRY	a. PERSONNEL	1	2	3	4	5	6	7	1	2	3	4	5
	b. OTHER												

Comment on key factors determining rating

2. Funds and commodities not put in as planned (due to financial structures of the war and poor budgeting).
3. Project related administrative organization unsuitable - new IAR&T - University of Ife relation designed to improve this.
4. Poor maintenance of equipment.
5. Planning data and statistics not available.
6. MANR has not been able to construct AID-grant-funded construction on schedule. See III A.4.

7. OTHER DONORS	1	2	3	4	5	6	7	1	2	3	4	5
-----------------	---	---	---	---	---	---	---	---	---	---	---	---

(See Next Page for Comments on Other Donors)

AID 1020-25110-744	PROJECT NO. 620-110110-744	PAR FOR PERIOD: 2/69 - 12/70	COUNTRY NIGERIA \	PAR SERIAL NO. 71-2
--------------------	-------------------------------	---------------------------------	----------------------	------------------------

II. 2. Continued: Comment on key factors determining rating of Other Donors

III. KEY OUTPUT INDICATORS AND TARGETS

A QUANTITATIVE INDICATORS FOR MAJOR OUTPUTS		TARGETS (Percentage/Rate/Amount)					END OF PROJECT
		CUMU- LATIVE PRIOR FY	CURRENT FY '71		FY '72	FY '72	
			TO DATE	TO END			
Number of students enrolled annually at Ibadan, including Animal Health. * (Not cumulative.)	PLANNED	250	300	300	300		300
	ACTUAL PERFORMANCE	231	246				
	REPLANNED						
Number of students enrolled annually at Akure	PLANNED	400	350	350	350		300
	ACTUAL PERFORMANCE	461	492				
	REPLANNED						
Schools staffed with teachers trained in teaching methodology and their subject matter (B.Sc. level or above)	PLANNED NA	4	NA	NA			
	ACTUAL PERFORMANCE	9	9				
	REPLANNED			9	22		22
Complete construction of AID-financed construction of library and classroom facilities at Ibadan.	PLANNED						
	ACTUAL PERFORMANCE		100%				
	REPLANNED						

E. QUALITATIVE INDICATORS FOR MAJOR OUTPUTS	COMMENT:
1. Schools staffed with teachers trained in teaching methodology and their subject matter.	Progress is poor in this area. Due to administrative set up of schools under MANR, staff was assigned on rotational basis only. Assignments were considered undesirable jobs. Attitude of staff was one of disinterest. Formation of new IAR&T under University of Ife will provide (See cont.)
2. Curricula developed and revised, and made relevant to the work students will do after graduation. Improved instructional methods and teaching.	COMMENT: Basic curricula and syllabi have been reviewed and redesigned at each of the two schools. 75 percent complete. Current thrust is to overhaul curricula and syllabi on a joint basis between the schools to recreate a coordinated program - Akure to feed into Ibadan for higher level (See continuation)
3. Rationalize the training programs with other agricultural training programs provided by states and universities.	COMMENT: The new IAR&T is designed to directly coordinate subprofessional training with the University of Ife. The new institute will be so organized as to provide linkages with various ministries, private organizations, and of educational and research institutions through which its own training programs can be coordinated.

AID 1020-25(10-73)	PROJECT NO.	PAR FOR PERIOD:	COUNTRY	PAR SERIAL NO.
PAGE 3 PAR (a)	620-11-110-744	2/69 - 12/70	NIGERIA	71-2

II. 7. Continued: Comment on key factors determining rating of Other Donors

III. KEY OUTPUT INDICATORS AND TARGETS

A. QUANTITATIVE INDICATORS FOR MAJOR OUTPUTS		TARGETS (Percentage/Rate/Amount)					END OF PROJECT
		CUMU- LATIVE PRIOR FY	CURRENT FY		FY ____	FY ____	
			TO DATE	TO END			
Complete construction of AID- finance library and classroom facilities at Akure	PLANNED						
	ACTUAL PERFORM- ANCE		55%				
	REPLANNED			100%			
	PLANNED						
	ACTUAL PERFORM- ANCE						
	REPLANNED						
	PLANNED						
	ACTUAL PERFORM- ANCE						
	REPLANNED						
	PLANNED						
	ACTUAL PERFORM- ANCE						
	REPLANNED						
B. QUALITATIVE INDICATORS FOR MAJOR OUTPUTS	COMMENT:						
1.	better basis of staff development, particularly by creati a career staff. Participants will be financed.						
2.	COMMENT: training. Such major changes possible now that schools part of IAR&T, and independent of MANR for administrativ decisions. Progress to date is considered very satisfact given transition conditions. Good program to improve instruction; satisfactory progress and programs.						
3.	COMMENT:						

AID (20-25/10-70) PAGE 3 PAR (c)	PROJECT NO. 620-11-110-744	PAR FOR PERIOD: 2/69 - 12/70	COUNTRY NIGERIA	PAR SERIAL NO. 71-2
-------------------------------------	-------------------------------	---------------------------------	--------------------	------------------------

II. 7. Continued: Comment on key factors determining rating of Other Donors

Not applicable.

III. KEY OUTPUT INDICATORS AND TARGETS

A. QUANTITATIVE INDICATORS. FOR MAJOR OUTPUTS		TARGETS (Percentage/Rate/Amount)					END OF PROJECT
		CUMULATIVE PRIOR FY	CURRENT FY		FY ____	FY ____	
			TO DATE	TO END			
	PLANNED						
	ACTUAL PERFORMANCE						
	REPLANNED						
	PLANNED						
	ACTUAL PERFORMANCE						
	REPLANNED						
	PLANNED						
	ACTUAL PERFORMANCE						
	REPLANNED						
	PLANNED						
	ACTUAL PERFORMANCE						
	REPLANNED						
B. QUALITATIVE INDICATORS FOR MAJOR OUTPUTS		COMMENT: Steps to improve day-to-day administration, such as improvement of records, have been taken. Others are planned. Major administrative accomplishment has been effecting transfer of schools to University of Ife from MANR. Under new arrangement, major administrative improvements in program will be possible.					
4. Improve the schools administration.		COMMENT: Quantitative enrollment is essentially on schedule at Ibadan and 25 percent oversubscribed at Akure. The overcrowding at Akure is having deleterious effects on the program. While MANR controlled enrollment, the schools had no control over number or quality, and no disciplinary authority for poor performance. Hence, students (See con					
5. Appropriate number of students enrolled, and quality of acceptable level.		COMMENT:					
3.		COMMENT:					

AID 1020-25(10-70) PAGE 3 PAR	PROJECT NO. 620-11-110-744	PAR FOR PERIOD: 2/69 - 12/70	COUNTRY NIGERIA	PAR SERIAL NO. 71-2
----------------------------------	-------------------------------	---------------------------------	--------------------	------------------------

II. 7. Continued: Comment on key factors determining rating of Other Donors

III. KEY OUTPUT INDICATORS AND TARGETS

A. QUANTITATIVE INDICATORS FOR MAJOR OUTPUTS		TARGETS (Percentage/Rate/Amount)					
		CUMULATIVE PRIOR FY	CURRENT FY		FY ____	FY ____	END OF PROJECT
			TO DATE	TO END			
	PLANNED						
	ACTUAL PERFORMANCE						
	REPLANNED						
	PLANNED						
	ACTUAL PERFORMANCE						
	REPLANNED						
	PLANNED						
	ACTUAL PERFORMANCE						
	REPLANNED						
	PLANNED						
	ACTUAL PERFORMANCE						
	REPLANNED						
B. QUALITATIVE INDICATORS FOR MAJOR OUTPUTS	COMMENT:						
1.							
2.	COMMENT: have tended to perform at a lower level than should be. The control and authority to be vested in the schools under the IARET independent arrangement will provide the basis for overcoming these problems.						
3.	COMMENT:						

AID 120-25 (10-70) PAGE 4 PAR	PROJECT NO. 620-11-110-744	PAR FOR PERIOD: 2/69 - 12/70	CCOUNTRY NIGERIA	PAR SERIAL NO. 71-2
----------------------------------	-------------------------------	---------------------------------	---------------------	------------------------

IV. PROJECT PURPOSE

A. 1. Statement of purpose as currently envisaged.
To develop staff and facilities of: (1) the agricultural training schools (Akure and Ibadan) to attain capability to upgrade the number of middle-level extension, research and technical personnel required, particularly by MANR, to support sustained growth in agricultural production; (2) the Farm Institutes (Odeda and Ilesha) to train farm settlers and adult farmers in skills of practical farming in order to support increased production of marketable commodities. (This second aspect of project purpose terminated July 1970 when assistance to Farm Institutes phased out.)

2. Some as in PROP? YES NO

B. 1. Conditions which will exist when above purpose is achieved.	2. Evidence to date of progress toward these conditions.
<p>A. <u>Agriculture Schools</u></p> <ol style="list-style-type: none"> Schools training sufficient number of students to significantly upgrade middle-level agricultural personnel for Western State. Better trained personnel are improving the administration and delivery of MANR services. Schools are performing the designated functions independent of external aid. Agricultural program shows effects (e.g., production, marketing) of improved services. <p>B. <u>Farm Institutes</u></p> <ol style="list-style-type: none"> Schools training the planned number of students. Production of marketable goods has increased. Institutes are performing the designated functions independent of external aid. 	<p>A. <u>Agriculture Schools</u></p> <ol style="list-style-type: none"> Schools training slightly less than estimated need but as many as MANR can absorb. Enrollment far exceeds current capacity. Progress on this item considered quite good. <u>Note:</u> Approximately 25 percent of enrollees are sponsored by other ministries, states, agricultural institutions, and in one case by a neighboring country, which do not have their own training facilities. Technical competence of trainees has been improve though doubtful as much as anticipated due to their lack of incentive caused by civil service protection of positions, and schools lack of disciplinary authority. No attempt thus far made to try to directly measure impact of training on improvement of services. Due to need for guidance in reorganizing schools in conjunction with new IAR&T, University of Ife format, plus lack of more than a small nucleus of experienced Nigerian staff creates need for continued assistance. New project design will (See cont.

V. PROGRAMMING GOAL

A. Statement of Programming Goal

The agriculture sector strategy is currently under consideration for revision from an institution-building emphasis to a production emphasis. The ultimate goal is increased agriculture productivity and expansion of export crops.

B. Will the achievement of the project purpose make a significant contribution to the programming goal, given the magnitude of the national problem? Cite evidence.

If the purpose, as related to the agricultural schools, is achieved, the result should be a very significant impact on the agricultural infrastructure and, *ceteris paribus*, on Western State's agriculture which is a sizeable portion of the total Nigerian picture. Approximately 25 percent of the schools' students come from other ministries, agricultural organizations, and other Nigerian states. Since these groups do not have their own training facilities and the number of similar institutions in Nigeria is limited; the Western State schools are significant for the country as a whole insofar as training is concerned.

Since the purpose of the farm institutes was not economically sound, their impact on Nigeria's agriculture is probably not very significant.

Evidence
concept OK

AID 143-25 (10-76) PAGE 4 PAR	PROJECT NO. 620-11-110-744	PAR FOR PERIOD: 2/69 - 12/70	CCOUNTRY NIGERIA	PAR SERIAL NO. 71-2
----------------------------------	-------------------------------	---------------------------------	---------------------	------------------------

IV. PROJECT PURPOSE

A. 1. Statement of purpose as currently envisaged.

2. Same as in PROP? YES NO

<p>B. 1. Conditions which will exist when above purpose is achieved.</p>	<p>2. Evidence to date of progress toward these conditions. concentrate on correcting the problems which have heretofore militated against staff development. 4. Measuring actual impact will be difficult in view of impact of other efforts, e.g., production projects, and uncontrollable events. However, some correlation might be reasonably established in the future between training and production by making comparisons of before and after data, and comparisons between areas.</p> <p>B. <u>Farm Institutes</u></p> <p>Purpose only partially attained.</p> <p>1. Caliber and relevance of training offered during project considered very good. Numbers trained were less than planned but due to enlistments in the military during the civil war.</p> <p>2. The purpose - to train people for the government farm settlements as a means to improving production proved to be untenable in itself. The farm settlements were economically unviable in (See cont.)</p>
--	--

V. PROGRAMMING GOAL

A. Statement of Programming Goal

B. Will the achievement of the project purpose make a significant contribution to the programming goal, given the magnitude of the national problem? Cite evidence.

AWD 1020-25 (10-70)	PROJECT NO.	PAR FOR PERIOD:	CCOUNTRY	PAR SERIAL NO.
PAGE 4 PAR	620-11-110-744	2/69 - 12/70	NIGERIA	71-2

IV. PROJECT PURPOSE

A. 1. Statement of purpose as currently envisaged.

2. Same as in PROP?

 YES NO

B. 1. Conditions which will exist when above purpose is achieved.

2. Evidence to date of progress toward these conditions.

practice. During the final 2 years of the project effort was concentrated instead on training established farmers to improve their practices.

3. To the extent that about persons received training, some of which - particularly that directed at established farmers - will be utilized over extended period, some benefit to agriculture should be derived though not as much as envisioned by the original project plan.

4. The extent to which the institutes will be able to carry on their program without AID assistance uncertain at this point. Facilities are being used by other USAID efforts - rice/maize - and serve a useful function.

V. PROGRAMMING GOAL

A. Statement of Programming Goal

B. Will the achievement of the project purpose make a significant contribution to the programming goal, given the magnitude of the national problem? Cite evidence.