PD-AAQ-374
ISN: 37526

PROJECT EVALUATION SUMMARY (PES) — PART I

Project Symbol Code

1. PROJECT TITLE	2. PROJECT NUMBER	3. MISSION/AID/W OFFICE
Agricultural Education	631-0031	USAID/Cameroon

4. EVALUATION NUMBER (Enter the number assigned by the reporting unit e.g., Country or AID/W Administrative Code, Fiscal Year, Serial No. beginning with No. 1 each FY) 631-84-5

☒ REGULAR EVALUATION ☐ SPECIAL EVALUATION

5. KEY PROJECT IMPLEMENTATION DATES			6. ESTIMATED PROJECT FUNDING	7. PERIOD COVERED BY EVALUATION
A. First PRO-AG or Equivalent FY 83	B. Final Obligation Expected FY 88	C. Final Input Delivery FY 88	A. Total $ _____	From (month/yr.) 12/83
			B. U.S. $ _____	To (month/yr.) 5/84
				Date of Evaluation Review 5/84

8. ACTION DECISIONS APPROVED BY MISSION OR AID/W OFFICE DIRECTOR

A. List decisions and/or unresolved issues (Note: Mission decisions which affect AID/W or regional office action should specify type of amendment, e.g., Program, PACD, PID, which will require detailed request.)	B. NAME OF OFFICER RESPONSIBLE FOR ACTION	C. DATE ACTION TO BE COMPLETED
1. The University of Florida team must produce a report on the recommended curriculum and administrative structure to the Director General of UCD by October, 1984; [illegible] Friday, October 19, 1984.	Busby Pritchett Eno	10/84
2. Familiarization tours to the U.S. must be greatly increased to include more UCD faculty and more MINAGRI and MESRES officials.	Norton Busby Owona	Continuous
3. Seminar program at UCD needs to be expanded to include more American professors from a variety of universities.	Busby Owona	Continuous
4. Additional University of Florida administrator must be hired in Florida to coordinate familiarization tours, seminars, and participant training.	Busby Eno	8/84
5. Formal, annual meetings should be established between the University of Florida and the UCD to discuss problems and to improve liaison between two institutions.	Busby Owona	12/84
6. Better rapport between University of Florida team and ENSA must be developed prior to the move to UCD in order to assist smooth transition.	Busby	7/84

9. INVENTORY OF DOCUMENTS TO BE REVISED PER ABOVE DECISIONS

- ☐ Project Paper
- ☐ Financial Plan
- ☐ Logical Framework
- ☐ Project Agreement
- ☒ Implementation Plan e.g., CPI Network
- ☐ PIO/T
- ☐ PIO/C
- ☐ PIO/P
- ☐ Other (Specify) _____
- ☐ Other (Specify) _____

10. ALTERNATIVE DECISIONS ON FUTURE OF PROJECT

- A. ☐ Continue Project Without Change
- B. ☐ Change Project Design and/or
- ☒ Change Implementation Plan
- C. ☐ Discontinue Project

11. PROJECT OFFICER AND HOST COUNTRY OR OTHER RANKING PARTICIPANTS AS APPROPRIATE (Names and Titles)

Rene Owona, GRC
Joseph Busby, Univ. of Florida
William Pritchett, Univ. of Florida
Charles Eno, Univ. of Florida
Richard Norton, USAID/Cameroon

12. Mission/AID/W Office Director Approval

Signature [signature]

Typed Name Herbert N. Miller
Acting Director

Date 10/18/84

AID 1320-1 (7-76)

Thomas Mbu, USAID/Cameroon
Randal Thompson, USAID/Cameroon

		Name of Office Responsible For Action	Date Action To Be Completed
7.	Assistance to library should be begun sooner than anticipated in order to train students in library use.	Busby Owona	1984
8.	Teaching Resource Center should be developed as soon as possible. Short-term audio-visual consultants should be hired and equipment purchased and professors taught how to use audio-visual techniques.	Busby	12/84
9.	Re-draft work plans of University of Florida team to take into consideration findings of evaluation.	Norton Owona Busby	8/84
10.	University of Florida should continue recruitment of mechanic and field him as soon as possible.	Busby Eno	8/84
11.	Following the development of a curriculum and administrative structure, a Project Paper Supplement should be written to increase participants, teaching assistants, and technical assistance.	Busby Norton Owona Thompson	6/85
12.	Recommendations of USAID engineer and engineering consulting firm should be implemented as soon as possible.	Owona Busby Collins	7/84
13.	Inter-Ministerial Committee to oversee construction should be appointed as soon as possible to assure timely completion of construction activities.	Owona	8/84
14.	Internal Evaluation and Monitoring System should be developed for the project.	Norton Owona Busby Thompson	12/84

13. SUMMARY

The Agricultural Education Project proposes to assist the Government of the Republic of Cameroon to create an agricultural university capable of training agricultural technicians who can effectively staff the government, parastatal, and private sector agricultural support institutions of Cameroon in the role of managers, researchers, planners, and teachers.

The project, signed on July 15, 1982 has a PACD of September 30, 1988. Eight project outputs are anticipated. These include:

(1) Development of the Revised Academic and Administrative University structure.

(2) Development of a Revised Curriculum.

(3) Development of Linkages between the UCD and its Client Agencies.

(4) Development of faculty and staff.

(5) Development of an Interdisciplinary Research and Development (R&D) Program.

(6) Development of Demonstration Farms.

(7) New Facilities.

(8) Maintenance and Motor Pool Units.

The project is being implemented by the University of Florida under the collaborative assistance mode. This mode allows the contractor/implementor to participate in the project design and also allows the project design a great deal of flexibility. Work plans are written year-by-year after an indepth in-house review is carried out which serves to better focus the direction of the project.

The University of Florida will provide a total of 36 person years of technical assistance over the course of the project. The first group of team members consisted of the Chief-of-Party (who arrived in December, 1982), a Research and Extension Specialist, and a University Administration Specialist (both of whom arrived in January, 1983). The University Administration Specialist departed in March, 1984.

The first in-house review of the project was conducted in April and May, 1984. Participants included the Director general and Deputy Director General of the UCD, the Chief-of-Party and the Research and Extension Specialist of the University of Florida team, the Backstop Project Officer from the University of Florida, and the USAID project officer, assistant project officer, and evaluation officer.

The evaluation found that significant progress had been made in some areas of the project, whereas other areas were far behind schedule. One of

the most positive aspects of the project has been the development of a very good working relationship between the University Center at Dschang (UCD), the University of Florida, and USAID. This positive working relationship is a crucial first step in creating a workable project and should assure a cooperative approach to problem-solving during the various stages of the project.

The evaluation also found that success had been achieved in familiarizing UCD staff with the concept of the land grant model through the provision of "think pieces" and familiarization tours to the United States, both of which were found to be highly effective. However, the range of this familiarization process has been rather narrow. As a result of interviewing faculty and students at UCD, it was found that the majority of faculty and students do not have a clear idea about what the project is attempting to accomplish or what the land grant model implies in terms of university organization. The opinion was offered on several occasions by the faculty, that they felt that the University of Florida team was keeping too low a profile and was not being aggressive enough with the presentation of its point of view, nor with its contacts among the faculty. The faculty felt that the team would be well-received if they created a stronger presence on campus. Suggestions were made that seminars be given on campus about the land grant system and that the team mix more with faculty and students. The lack of French speaking capability has been one factor which has hindered the team. In addition, the team has been over-burdened with administrative details. Now, as more teaching staff are fielded by the University of Florida, there should be more interaction with the UCD staff and students.

The University of Florida team has been very active in working with committees on campus. The committees for curriculum, research, the library, and a journal have been formed and have begun dialogs to establish standards and practices for these areas. Although the committee for curriculum is critical for obtaining faculty input, the University of Florida team should also independently analyze the curriculum and propose changes to the Director General. These recommendations should be used to stimulate discussion within UCD.

In general, the evaluation found that although significant strides have been made toward achieving the project objectives, that the University of Florida should now take a more aggressive stand toward introducing the changes mandated by the project.

Recommendations:

The evaluation team made the following recommendations:

(1) The University of Florida team must produce a report on the recommended curriculum and administrative structure to the Director General of UCD by October, 1984.

(2) Familiarization tours to the US must be greatly increased to include more UCD faculty and more MINAGRI and MESRES officials. It is recommended that the Director General draw up a list of faculty which should be included. Moreover, the Minister and Vice Minister, as well as the Directors of Agriculture and Agricultural Education of the Ministry of Agriculture should be included. In addition selected individuals with the Ministry of Higher Education and Scientific Research should be sent.

(3) The Seminar program at the UCD needs to be expanded to include more American professors from a variety of universities. This program should be added as an additional component and technical assistance provided to carry it out. The program is crucial in order to improve the rapport between the UCD and American land grant universities and to develop informal information sharing vehicles. Professors who are expert in agricultural areas should be sought from a variety of American universities. Professors on lecture tours for U.S.I.S. could also be employed.

(4) An additional United States based University of Florida employee should be hired to assist Maria Cruz organize the seminar program, coordinate the familiarization tours to the US and handle participant training. The current University of Florida team has spent too much of their time on these activities which have proven to be more complex and time-consuming than previously anticipated. This individual is crucial if the other team members are to be able to accomplish what they should. This person should be hired as soon as possible.

(5) Formal, annual meetings should be established between the University of Florida and the UCD to discuss problems and to improve the liaison between the two institutions. These meetings should be structured around problems which are currently plaguing the project and should include specialists which can assist in the solution of those problems. These annual meetings, probably held during the summer break, should be held alternatively at the University of Florida and UCD. The Director General of UCD should present a format for these meetings to be used for discussion with the University of Florida.

(6) The University of Florida team should spend more time at ENSA and develop a closer working relationship in order to facilitate the move of ENSA to the UCD campus. ENSA should be worked closely with in the formulation of the suggested curriculum.

(7) Assistance to the library should begin sooner than previously anticipated. The Director General is willing to provide additional space for the library and would like to start teaching students about library usage as soon as possible. The librarian should begin her tour earlier than planned for in the project paper.

(8) Teaching Resource Center should be developed as soon as possible. An Audio-visual short-term consultants should be hired and equipment purchased and an effort made to show teachers how to use these techniques in their courses.

(9) The University of Florida team's work plans should be redrafted to take into account the recommendations of the evaluation.

(10) The University of Florida should continue recruitment of the mechanic and field him as soon as possible.

(11) The recommendations of the USAID engineer and the engineering consulting firm should be implemented as soon as possible.

(12) Inter-ministerial committee to oversee construction should be appointed as soon as possible to assure timely completion of construction activities.

(13) Internal Evaluation and Monitoring System should be developed for the project. The USAID/Cameroon Evaluation officer should work with the team to devise a scheme for developing an internal system. Suggestions have been made to hire a full-time social scientist who would be able to develop a system of measuring the impact of the project both on the University and also on the farmers. Baseline studies should be made and data collection during the project should be coordinated with the evaluations.

(14) Following the development of a curriculum and administrative structure, a project paper supplement should be written to increase participants, teaching assistants, and technical assistance.

14. EVALUATION METHODOLOGY

This was the first evaluation of the Agricultural Education Project. According to the Project Agreement as well as the regulations pertaining to the collaborative assistance mode, the project must have a yearly "in-house assessment" to determine what progress has been made to date in the project, as well as to develop the work plan for the contract for the following year of the project. Consequently, this first evaluation was conducted in a participative mode by a team consisting of the USAID project officer, assistant project officer, and evaluation officer, the university of Florida backstop officer and project team, and the University Center at Dschang Director General and Deputy Director General.

General meetings were held to review the progress made in delivering inputs and in accomplishing outputs. Interviews were held with selected faculty and students to determine the visibility of the project within the UCD. Project files were reviewed and meetings with USAID/Cameroon staff were held to obtain their input about the project achievements. The evaluation findings were then reviewed in a group to obtain feedback and have discussions which would then lead to fruitful recommendations for actions to be taken.

15. EXTERNAL FACTORS

There have been two major changes in the project setting which will have far-reaching positive effects on the project.

First of all, the Ministry of Higher Education and Scientific Research was created in 1984. This new ministry incorporates all of the institutes of higher education plus the Delegation of Scientific and Technical Research. This new ministry unifies, for the first time, teaching and research. This will require that individuals communicate with each other about their research findings and that research findings can more easily be channeled into course materials. This is the first step in realizing the land grant model in Cameroon.

Secondly, there has been a major policy change concerning the placement of ENSA graduates. Before, these graduates were automatically placed in the Ministry of Agriculture. Research and educational institutes had to barter with the Ministry of Agriculture to obtain some graduates to fill their positions. Now, the University Center at Dschang has the right to recruit ENSA graduates before they are placed in the Ministry of Agriculture. This is highly advantageous for the development of UCD because they can select the "cream of the crop" and can meet their faculty targets with highly qualified individuals.

16. INPUTS: See Annex B.

17. OUTPUTS

The project has eight outputs. Progress made to date on each of these outputs is as follows:

(1) Development of Revised Academic and Administrative University Structure

a. Reorganized administrative and management organization, procedures, and staff.

Most of the progress made to date toward achievement of this output has been the writing of the "thought pieces" by the Chief-of-Party for the Director General of the UCD. These pieces have addressed various aspects of administering a land grant university and are meant to provide the Director General with information to write statements on administering the university. These statements will serve as the basis for re-organizing the administrative and management systems..

In addition, the familiarization tours to the United States have also been designed to acquaint UCD officials with the land grant university administration model. Both the Director General and his Deputy are writing reports on their tours with lessons learned for applicability to the UCD.

In spite of these advances, the University of Florida team should devote more time to offering a plan for the UCD to employ to organize its administration. This plan should be provided by October, 1984, and should be used to stimulate discussion within the UCD so that the UCD can make a recommendation to the GRC by December, 1984. It is crucial that the University of Florida team meet this deadline.

b. Revised academic scheduling procedures

Very little has been accomplished in this area to date, although some information has been collected. Recommendations for academic scheduling should be included in the report on administration to be submitted by October, 1984.

c. Mechanisms for improved communication and cooperative action with the UCD

Several committees have already been established to ensure the optimal contribution of the staff to academic and research policy decisions. Committees on the curriculum, on research protocols, on a journal, and on the library have been established.

(2) Development of a Revised Curriculum

Some groundwork has been made toward the development of a revised curriculum. The current curriculum has been collected and translated, sample curricula have been obtained from land grant universities, and contacts have been made. However, less progress has been made in this area than required. This area should have the highest priority for the University of Florida team for the next few months. A report reviewing and critiquing the current curriculum as well as proposing specific changes must be written by October, 1984. If this report is not written, future progress in the project will be severely jeopardized. Many other activities in the project depend on the completion of this report.

(3) Development of Faculty and Staff

To date only three long-term participants have been sent to the United States, far less than the 58 person target. The UCD feels, however, that progress has been made as fast as can be expected due to their attempt to maintain the highest standards in the selection criteria. This year, a list of sixteen candidates has been presented. Once these are approved by the GRC, they will be processed for placement. The selection of candidates for long-term training should be stepped-up now that the UCD can directly select graduates of ENSA. Project experience has shown that more participants should be trained to the Ph.D. level than anticipated in the original project paper in order to have the qualifications and status to contribute to the development of the UCD. Seven Ph.Ds are currently projected, rather than three.

The University of Florida team has spent an inordinate amount of time coordinating the participant training program. This has kept them from pursuing their other responsibilities. Since this program is such a key component of the project. it may be more effective to hire another team member who could administer this program as well as the program of seminars and US observation tours.

In-service training has not yet begun in UCD, since the technical assistance team which will be directly engaged in teaching has not yet arrived.

(4) Development of an Interdisciplinary Research and Development (R&D) Program

A committee on Research has been appointed and has started a dialog among faculty members concerning how to improve and focus research. A Director of Research and Extension has not yet been appointed, and probably will not before the role of the UCD in extension has been clearly defined.

(5) Development of Linkages between the UCD and its client Agencies

No progress has been made in this area.

(6) Development of Demonstration Farms

Progress has been made in developing blueprints for the demonstration farms, and for establishing procedures for using the farms.

(7) New Facilities

See Report of the USAID Mission Engineer on progress and problems of construction. (Annex A to this evaluation)

(8) Maintenance and Motor Pool Units

The University of Florida team has been actively helping the UCD develop its motor pool. The Chief of Party, in particular, has been working with the Director General of UCD to assure that the proper management skills are developed. A mechanic from the North Cameroon Liaison Office (NCLO) garage in Maroua came to UCD to provide assistance and a Cameroonian motor pool manager was hired and given some training at the NCLO garage.

(18) PURPOSE

It is too early in the project to assess progress made toward the attainment of the purpose.

19. GOAL

It is too early in the project to assess progress made toward the attainment of the goal.

20. BENEFICIARIES

The direct beneficiaries include the faculty and students of the UCD who are directly involved with project activities. The indirect beneficiaries are the farmers of Cameroon who will benefit from improved agricultural research, teaching, and extension. It is too early in the project to measure the impact of the project activities on these beneficiaries.

21. UNPLANNED EFFECTS

None.

22. LESSONS LEARNED

(1) Coordination between USAID/Yaounde training office, University of Florida, and the team vis-a-vis participant training should have been better orchestrated at the beginning.

(2) Communication between UCD, USAID, and the University of Florida regarding construction should have been directed from the beginning of the project.

(3) For a university to have credibility, there should be a Ph.D. Department Head for each Department.

Annex A

PROGRESS REVIEW AND EVALUATION OF CONSTRUCTION PLANNING FOR THE AGRICULTURAL EDUCATION PROJECT 631-0031

Background

The Agricultural Education Project proposes to assist the Government of the Republic of Cameroon (GRC) to create an agricultural university at Dschang (UCD) capable of training agricultural technicians who can effectively staff the government, parastatal, and private sector agricultural support institutions in the role of managers, researchers, planners and teachers.

In 1978, the GRC's Ministry of Education (MINEDUC) prepared a construction program describing the physical requirements of the UCD, which later came to be known as the "Red Book". Based on the "Red Book" program, MINEDUC then requested the Ministry of Equipment (MINEQUIP) to provide studies, plans and specifications, and bid documents for implementing the construction program. In 1979, MINEQUIP, under the direction and guidance of the Office of the Presidency's Central Direction for Contracts (recently incorporated in the new Ministry of Data Processing and Public Contracts), signed a contract for technical services with a newly established partnership formed by Ngangue-Akwa & Doualla Bell, an architectural firm located in Douala, and Tamajong Ndumu & Partners, an engineering firm located in Limbe. A subsequent study resulted in several changes to the previously envisioned program which was modified and became known as the "Modified Red Book".

Also, in 1979, the GRC asked the Belgian government and USAID for assistance in financing the construction of the UCD. The Belgian government agreed to finance the Animal Science and Plant Protection Departments under its foreign assistance program. USAID agreed to finance the cost of construction of all other technical blocks, a teaching block and auditorium, kitchen and dining facilities, a library and media center, dormitories, and student union building, an infirmary, a sewage treatment plant and sewer disposal system and site improvements and campus farm, in addition to the off campus facilities in Bansoa and Djouttitsa (farms) and Wakwa and Ekona (extension centers). The project Loan Agreement was signed on July 15, 1982. All other facilities will be financed by the GRC including all utilities, access and off campus roads, administrative, sport and recreational facilities.

According to the Project Agreement, USAID must approve all plans and specifications and any subsequent changes; also, all equipment and commodities must be purchased and have an origin in the United States or in a Code 941 country. From the beginning, USAID/Yaounde had made the assumption that U.S. construction firms would be interested in bidding on a

contract of this size (estimated at about 30 million dollars including the GRC's share of about 4 million dollars). The feeling was that even if U.S. firms were not interested in making separate bids, they would be interested in joint venture bids with Cameroonian construction firms. USAID therefore took the position that it will only accept plans and specifications reflecting the degree of completeness normally associated with similar documents as prepared by U.S. architectural and engineering firms. With this in mind, USAID persuaded the GRC in 1982 to hire an American firm as part of the joint venture to assure that the drawings and specifications would have the detail normally associated with American construction plans and to guarantee that the technical laboratories and library will be properly laid out. The firm of Peirson and Whitman (P&W) with an office in Douala was selected to perform this role. The original contract signed in 1979 between the GRC and the joint venture firm of Nsangue Akwa/Douala Bell (Architect) and Tamajong Ndumu and Partners (Engineer) was then amended in September 1983 to include P&W, as part of the joint venture contracted to do the technical studies for the Agricultural Education Project. In addition, an agreement was signed in October 1983 between P&W and the Engineer, clearly spelling out the division of engineering work between them. P&W has responsibility for all the technical blocks including the Animal Science and Plant Protection departments financed by the Belgians, the teaching block, auditorium, library and media center; all the site work, including telephone, electric distribution system, water distribution system, sewage treatment plant, sewer disposal system, and the sports complex including the gymnasium building. The Engineer has responsibility for the engineering work of all remaining facilities, including but not limited to, the dormitories, kitchen and cafeteria, student union building, infirmary, farms and extension centers, all of which are to be financed by USAID.

According to the agreement signed between P&W and the Engineer, P&W agreed to work in association with the Engineer and in cooperation with the Architect in fulfilling the terms of the contract as amended. In accordance with the terms of the contract, the following schedule must be adhered to:

1. Submittal to MINEQUIP of APS (Sketch submission) - November 1983

2. Submittal to MINEQUIP of APD (Comprehensive Preliminary Plans and Specifications) - March 1984

3. Submittal of PEO (Final Plans and Specificiations) - July/August 1984
   (12 weeks after approval by MINEQUIP of APD)

4. Submittal of DCE Dossier (Construction Documents) - October/November 1984
   (6 weeks after approval by MINEQUIP of PEO).

According to the schedule in the amended Contract, construction would begin in early 1985.

Progress to Date

The APS was submitted on schedule in November 1983. Comments were submitted by USAID in December 1983 and it was approved by MINEQUIP in January 1984 subject to modifications being made by the Architect in accordance with the comments. To date, the APD has not been submitted.

Problem and Discussion

The design studies are presently about four months behind schedule and the reason given by the Architect, who is the signatory to the contract for the joint venture, is that the engineering input into the plans has not been provided and that the engineering is incomplete. Both the Architect and the Engineer claim that the incomplete state of the engineering is due to the inactivity and lack of cooperation of P&W. On the basis of existing evidence, the inactivity of P&W does seem to have played an important role in the delay of the studies. P&W at the time of the negotiation of the contract in the fall of 1983 did have qualified professionals working in its Douala office. However, shortly after the signing of the contract these professionals left Cameroon for personal reasons and they were never replaced. This meant that the close collaboration with the Architect relative to the laboratory layout and provision in the design for special equipment and appliances which was required of P&W was not forthcoming; likewise with the Engineer who needed to collaborate with P&W to work out uniform, agreed upon design standards (French, American, Cameroonian or a mix for example), and uniform design criteria; in effect, the Engineer was looking to P&W for leadership with respect to engineering design, which was an agreed upon, although unwritten expectation by the original joint venture firm when it brought P&W into the joint venture in September 1983. The President of P&W, Troy Doby who is based in Raleigh, North Carolina, subsequently took the position that it was difficult to find a qualified engineer willing to remain in Cameroon for extended periods and that the engineering work could be done more expeditiously from the United States anyway. Although engineers were sent to the Douala office for short periods of time, they were relatively inexperienced, non-French speakers, incapable of giving the Architect and the Engineer the kind of assistance they needed.

There are other factors, however, which contributed to the delay in the design studies, some of which are quite important. For instance, the "Modified Redbook" proved to be far too sketchy as a program and many details needed by both the Architect and the Engineer were not addressed, e.g., how many students the University would ultimately serve, so that allowance for growth could be incorporated into the design; how many students each laboratory would serve, which buildings or rooms should be airconditioned, which design norms should be followed, i.e., French, American or Cameroonian, etc.

Also, there was an obvious lack of leadership in coordinating the studies of the three partners to the joint venture. Normally, in the American system, this role would be assumed by the Architect, especially

since he was the signatory to the contract on behalf of the joint venture. Thus, P&W looked to the Architect to resolve questions related to the program for instance. This of course did not happen since the Architect, used to operating in the Cameroonian/French system, did not view his role as one of leadership but rather as executing the architectural work in accordance with the official program and official request of the MINEQUIP who is responsible for technical and administrative supervision of the contract. This view also held with respect to questions raised by P&W relative to surface areas needed and cost efficiencies of alternative designs vis-a-vis the design proposed by the Architect. It is not difficult to understand therefore the hesitancy on the part of P&W as well as the Engineer to proceed without some sort of leadership to iron out the differences. Neither the UCD nor the MINEQUIP delegated someone to provide the kind of consistent coordination and leadership that could have prevented the studies from slowing down, and in light of P&W's apparent withdrawal, eventually coming to a halt.

From the accounts of all the parties to the joint venture, the grinding to a halt of the studies was expedited by the GRC's failure to pay the joint venture for the APS work it successfully completed in November 1983. Up to the present, no payment has been received for this work. It is to be noted that both the Engineer and P&W seem to have completely stopped working on this project several months now. Discussions with the Engineer in May 1984 revealed that he had not done any work for several months on the project for fear that he would have to do it over again after some basic decisions were made about surface area or building location, and likewise for fear that he would not be paid for the double work involved in such a case. Similarly, the last time P&W had any engineering presence in Cameroon was in early April 1984 when two of its engineers spent a few days in Douala. At that time, they briefly questioned the need for the number of floors and the amount of surface area shown on the architectural plans, proposed their own ideas on the subject and then returned to the United States. Although they promised to have a permanent engineering presence in Cameroon within a month, nothing has been heard from them since.

To further complicate matters, the P&W office in Douala was closed in early May 1984 when the GRC seized all its holdings on a court order for non-payment with respect to matters totally unrelated to this project. Needless to say, the GRC, USAID, UCD and all other parties interested in the progress of the studies regard the resolution of this inactivity situation in general, and that of P&W in particular as a matter of top priority.

Actions Taken to Date

1. Engineers and architects of the firm of Gauthier Alvarado & Associates in Falls Church, Virginia, an IQC contractor specializing in planning and design of Agricultural Institutions visited Cameroon during May/June 1984 at the request of USAID/Cameroon. They collected all the available information and talked with the Architect, Engineer, UCD officials, University of

Florida consultants, USAID officials and GRC officials and after synthesizing all the data, defined a comprehensive program that would answer many of the unanswered questions previously raised by the Engineer and Architect on space requirements, lighting requirements, airconditioning requirements, equipment requirements, adjacency requirements, growth requirements, etc. At the same time the program, if it is adhered to, will assure the provision of functional laboratories, comfortable dormitories and other student facilities, and classrooms, while allowing flexibility for growth without diminishing environmental quality, and meeting the overall objectives within the land grant system of agricultural education.

2. A meeting was held in the MINEQUIP on 12 July 1984 which was attended by representatives from UCD, Ministry of Data Processing and Public Contracts, USAID, MINEQUIP, the Architect and the Engineer. Notably absent was the representative of P&W, who was invited but sent a letter explaining that his contract with P&W had expired on 30 June 1984 and therefore, he could not officially represent P&W. At the meeting, it was decided to replace P&W for reasons of non-performance. It was also decided that immediate steps be taken to find a replacement engineering firm to continue the engineering studies to completion as expeditiously as possible. USAID explained that it still considered it necessary that the laboratories and the library be laid out by an American firm and that it has already requested Gauthier Alvarado & Associates to do it at USAID's cost but that it no longer required that the engineering be done by an American firm. The GRC is therefore free to select from among qualified firms with the broad range of engineering expertise and organizational capability needed to handle the various engineering studies. Such a concession on USAID's part went a long way towards relieving tensions created between the GRC and USAID by the feeling that USAID pressured them into accepting an American engineering firm that became the nucleus of the delay problem with resulting inflationary cost effects, and by the corollary fear that the same thing will happen again if USAID insists in bringing in American companies, unaccustomed to the design/construction milieu in Cameroon, the Cameroonian/French way of doing things and with limited knowledge of the administrative system in French West Africa, not to mention limited French speaking capability. It also precluded having to consider the unacceptable alternative of USAID taking over the studies (at a cost of about 2 million dollars) in opposition to the terms of the Project Agreement and incurring a delay of some eight months to one year through the process of advertising, requests for proposals, interviews, short listing, selection and award of contract for said studies. The GRC intends to select an engineering firm from a restrained list of qualified firms presently operating in Cameroon and, by so doing, short circuit the long drawn out selection process.

3. USAID through letters, meetings and various discussions, has made the MINEQUIP and the UCD aware of the need to have someone coordinate and monitor on a full-time basis the various studies. As a result, UCD has hired an engineer to coordinate and monitor all studies affecting the improvement and construction work to be done at Dschang.

Recommended Future Actions

1. The laboratories and the library should be definitively laid out within the space envelope presently shown on the architectural plans. Gauthier Alvarado & Associates are intimately familiar with the plans, and have had the benefit of meeting with librarians and the Dean of Architecture at the University of Florida, which provides consultation to the UCD. Therefore, as mentioned above, I intend to use the firm of Gauthier Alvarado & Associates to do these layouts within the next month.

2. An American firm, preferably Gauthier Alvarado & Associates, because of their familiarity with the program requirements, should write the specifications for the U.S.-furnished laboratory, classroom and other equipment. This should be done right away so that the engineers replacing PSW would have them available for consideration in their design of piping and other mechanical equipment not furnished from the United States.

3. USAID should drop the idea of insisting on American style plans and specifications. Contrary to USAID's initial belief that American firms would be interested in bidding for the construction, I believe that the cost of mobilization and demobilization as well as doing business in an unfamiliar foreign country would discourage all but the American firms presently operating in West Africa. These firms are familiar with the Cameroonian/French system of contract document preparation and could successfully negotiate the contract for this project if interested. On the other hand, production of detailed American style plans would not only delay the project, with resulting inflationary cost effects, but would also confuse and give a feeling of restriction to many of the local contractors who are used to more freedom in selecting equivalent materials and equipment, and in deciding among the various alternative ways of execution with respect to construction details.

Annex B

PROJECT INPUTS TO-DATE

a) Thirteen participants are now in th States for long term training. Two more are scheduled to go in September. (Only three long-term participants were in the States at the time of the evaluation).

b) Technical Assistance input. Presently on board: Long term

- Chief of Party - Joe Busby (3 years)
- Research and Extension - Bill Pritchett (2 years)
- Ag. Engineering - Nguyen Vu (2 years)
- Graduate Instructor - John Capece (1 year)
- Graduate Instructor - Glenn Church (1 year)
- Graduate Instructor - Kofi Adu-Nyako (1 year)
- (University Administrator Dan Spinks was medically evacuated after serving 15 months).
- Basic Science Specialist, Ellis Methany scheduled to arrive August 20.
- Curriculum Specialist, George Marlowe due to arrive in January.
- Admin. Assistant Phyllis Volin served approximately 15 months. Her replacement is due in September. His name is Kevin Green.

c) Short term TDY include:

- Marshall Breeze, Audio Visual Specialist
- Charles Eno, Florida backstop officer (two trips to Cameroon).
- G. Zachariah, Dean of Agriculture
- K. Tefertiller, Vice President
- R.Q. Marsten, President
- George Marlowe, Curriculum Specialist
- Dee Baldwin, Librarian
- Bill Kelso, Extension Specialist
- Paul Gibbs, Virologist.

d) Commodity inputs include:

- 5 Vehicles, 1 Jeep CJ.7, 1 Renault R-12 Station Wagon, 2 Nissan Patrol 4 Wheel Drive Wagons and 1 Peugeot 504 Sedan
- 2 IBM Personal Computers
- 1 Over-Head Projector
- 3 Slide Projectors
- 4 1500 Watt Portable Generators
- 1 Xerox Copier
- 1 Electric Typewriter
- 2 Tranceivers and Antennas
- Furnishing for 5 offices
- Furnishing for 5 houses including appliances.

e) Orientation tours to the States have been conducted for:

- Mathieu Minyono, Secretary General of Ministry of Higher Education, Joseph Djoukam, Deputy Director UCD, Rene Owona, Director General UCD.

f) Locally hired help include:

- 1 Driver/mechanic
- 1 Admin. Assistant
- 1 Secretary
- 1 Custodian/messenger
- 1 Gardener
- 9 Night and day watchmen