

PROJECT APPRAISAL REPORT (PAR)

PAGE 1

1. PROJECT NO. 698-11-995-403/2	2. PAR FOR PERIOD: 6-30-74 TO 3-30-76	3. COUNTRY Senegal	4.
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Economic Development Research Organizations Project
Social Science Research Sub-Project: Senegal/University of Dakar

6. PROJECT DURATION: Began FY 73 Ends FY 75	7. DATE LATEST PIP April 4, 1973	8. DATE LATEST PIP none	9. DATE PRIOR PAR July 15, 1974 (e)
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10. U.S. FUNDING	a. Cumulative Obligation Thru Prior FY: \$ 132,000	b. Current FY Estimated Budget: \$ -	c. Estimated Budget to completion After Current FY: \$ 132,000
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11. KEY ACTION AGENTS (Contractor, Participating Agency or Voluntary Agency)

a. NAME University Institute of Technology of University of Dakar, Government of Senegal	b. CONTRACT, PASA OR VOL. AG. NO. Grant Agreement, June 27, 1973
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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		
			<p>The attached documents are submitted in lieu of PAR PP2-4:</p> <ol style="list-style-type: none"> 1. John Blumgart, Review of IUT Research program 2. Dan Cox, memo to file, April 15, 1976 3. Dakar 1164 <p>This project is being phased out and no further action is proposed or recommended.</p> <p>Transferable lessons learned: <u>1/</u></p> <ol style="list-style-type: none"> 1. Lack of professional working relationship between IUT and the University graduate faculty. 2. IUT was not committed to Africanization. 	

1/ Project Evaluation Guidelines, Third Edition, August 1974, P 33

REPLANNING REQUIRED	REVISOR OR NEW	<input type="checkbox"/> PROP	<input type="checkbox"/> PIP	<input type="checkbox"/> PRO AC	<input type="checkbox"/> PIP/PT	<input type="checkbox"/> PIP/C	<input type="checkbox"/> PIP/P	E. DATE OF MISSION REVIEW April 1976
PROJECT MANAGER: TYPE NAME, SIGN, INITIALS AND DATE	Dan Cox <i>[Signature]</i>			MISSION DIRECTOR: TYPE NAME, SIGN, INITIALS AND DATE E. Dennis Conroy <i>[Signature]</i> 4/29/76				

Memorandum

TO : Mr. Norman Schoonover, ADO/Dakar

FROM : John D. Blumgart, AFR/DS *JB*

SUBJECT: Review of IUT Research Program

DATE: July 18, 1975

The purpose of this memorandum is to summarize the results of our meetings with IUT and the Ministry of Planning and Cooperation over the past week and to lay out some recommendations for future action.

I. Background

As you know, we had an introductory meeting with representatives of IUT and Planning at the Ministry on July 15. Present in addition to you, Mr. Walsh and myself, were Mr. Diallo, Director of Planning, Mr. Sow, Division of Control, and Mr. Guy Le Moine, an advisor to the Division of Control, Mr. Kergreis, Director of IUT and Mr. Bernard Guilhot, Director of the Tertiary Division of IUT and in charge of the research project at IUT. At that meeting, a list of questions I had prepared concerning the progress and status of the project (attached) was circulated and became the basis for much of the discussions that followed.

On the 16th and 17th we met each morning with the IUT people until 12:30. In these discussions we were joined by Mr. Amadou Niane, Chief of the Division of General Planning in the Planning Ministry. On the 16th we were given a background briefing on IUT and went over the list of questions in some detail with Messrs. Kergreis and Guilhot. On the 17th, Dave Walsh and I met with Guilhot and had a tour of the library and research facilities at IUT and plus a briefing on the methodology and status of the household expenditure survey by Miss Chatain and Mrs. Launois who are running that survey under Guilhot's direction. On the afternoon of the 17th there was a wrap up meeting at the Planning Ministry attended by Diallo, Niane, Sow, Kergreis, Guilhot, Walsh and myself.

II. Progress and Status of The Program

(a) The Three Studies

Consumer Expenditures: At this point the first phase of the consumer expenditure study has been completed, namely the survey of 3,000 households made in April 1974, and will be provided to the Planning Ministry and AID on July 25. The second phase of the survey involves a much more extensive list of data items, and has been compiled by repetitive interviewing once a day for 30 days (March 1975)



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of 550 households selected at random from the previous 3,000. The second phase has run into data processing problems involving IUT's computer. Given the up-coming vacation period, (August-September), the final report on the study will not be available until the end of November, assuming the computer problem is resolved.

The study appears to be well designed and executed in a careful, scientific manner with 110 enumerators and field supervisors (i.e. each enumerator covered five to six households daily and each supervisor covered 10 enumerators). IUT students were used in 1974 for data collection but could not be used in 1975 because, according to Guilhot, it would have taken them away too long from their studies. Employees of Promotion Humaine were used instead. Two IUT students were used by the IUT research team for preparing and testing the questionnaires; the remaining six members of the research team are French. The data being generated by the survey will be the first of its kind in Senegal. It will not only cover consumer expenditure patterns but wages and other income sources, family size, ethnic origins, and a great deal of sociological and demographic information. The quality of the analysis of all this data remains to be seen. Diallo and his colleagues expressed great interest in the material in connection with the preparation of the next five year plan, and Guilhot mentioned that a lot of requests and inquiries were being made by other organizations.

Productivity Study: The original program schedule called for this study to be started this year and to be completed next July. Following an initial effort, further action on this study has been suspended. The basic problem is the reluctance of enterprises to provide information, especially on costs, prices and profits. The only recourse is to get an authorization from the government (i.e. the Ministry of Planning) compelling enterprises to provide the information in question. IUT and the Planning Ministry are planning to discuss this question during the period immediately ahead. Implementation of this study would require additional AID funding.

Manpower/Human Resources Study: This study was to have started in the next academic year and been completed by July 1977. No work has started yet. Guilhot indicated that while it was not on as sensitive a topic as the previous one, it was nevertheless a vast topic and would have to be scaled down and given greater focus, a view with which I agree. He also noted that the topic had its political aspect since it touched on the whole issue of Senegalization.

Evaluation of the Research Program: It is difficult to evaluate the quality of the research since we have received no product as yet to evaluate. However, it is possible to make some preliminary comments on the conduct of the research in terms of the program's original objectives.

(1) Senegalese participation in the program to date has been marginal. Senegalese have been used as enumerators and field supervisors and two IUT graduates have held each year low ranking positions on the professional research team. But there has been virtually no Senegalese involvement in the professional aspects of designing or conducting the consumer study nor will they be involved in the analysis of results. Nor will this situation materially change, apparently, during the projected life of the project (see below re comments on Senegalization of IUT). Thus, when the French leave, most of the expertise generated by the research program will leave with them.

(2) The quality of the research may not be optimal because of intra-University friction between IUT and the Faculty of Law and Economics. We were aware of this problem at the time we made the initial grant but anticipated that, in view of the Prime Minister's April 1972 letter that explicitly proposes intra-University cooperation, and that with the prodding of the Ministry of Planning and the presence of the University of Michigan 211(d) teacher/researchers, cooperative linkages would be established. If anything, the situation is worse today than then and there is blame enough for both sides. Even the University of Michigan people have been made to feel not welcome at IUT. Thus there has been no participation by other Faculties of the University and there is some question as to whether the IUT faculty itself (which is primarily business school oriented) has the expertise to analyze fully the results of the research.

(3) The Ministry of Planning has not monitored the program as was planned at the time of its initiation. However, at our meetings it showed real interest in the data that is being generated and has expressed a desire to play a more active role in monitoring and guiding the program in the future.

(b) Senegalization

The Senegalization of the IUT faculty has not proceeded nearly as rapidly as envisaged at the time the project was proposed. At that time, the goal was 50% Senegalization of the IUT staff within five years. When I reminded Guille^{ms} of this, he acknowledged that the earlier projection had been "in error". At the present time the teaching staff of the "Tertiary Division" (which includes economics, business administration, accounting marketing, etc.) includes 15 full time European/teachers and 4 Senegalese. About 40-50% of the

30 or so part time teachers are Senegalese. However, none of the Senegalese faculty are participating in the research program.

A basic problem for the further Senegalization of the IUT faculty is the disparity between University and private sector or government enterprise salaries for Senegalese returning from abroad. Non-University starting salaries are about double those offered by the University and most of the trainees naturally elect occupations in the former sector (this problem was also mentioned by the University of Michigan teachers). There is no requirement on the part of the returnees to fill a particular assignment or work for a particular institution. The only bright spot in this bleak picture will be the arrival next fall of a graduate returnee named Diallo who is scheduled to join the research team at IUT.

(c) Staff Training and Scholarships

It will be recalled that the program included two items for the development of the Senegalese staff at IUT and the Faculty of Economics. The budget, as shown in the attachment to Amendment One includes the CFA equivalent of \$13.3 thousand for training opportunities for Senegalese faculty or students in Senegal or abroad and \$12.9 thousand for student fellowships (to help finance students to write the equivalent of their M.A. or Ph. D. theses in Senegal).

No Senegalese have benefitted from these items to date. In fact, the scholarship item has not been touched, partly because IUT's own graduate program is too recent for this purpose, partly because IUT/Faculty of Economics frictions have denied these resources to the Faculty's graduate students.

The only use to date for the "staff training" item has been \$2,500 for Mr. Guilhot's attendance at a Harvard-sponsored summer training program in France -- an expenditure which might well be justified if it had been accompanied by comparable training opportunities for Senegalese staff or students. Again, lack of cooperation with the Faculty of Economics has prevented it from benefitting from this item.

(d) Research and Library Facilities

Funding provided by the grant has enabled IUT to remodel and furnish several rooms on the second floor of what is now the administration building for use as research facilities for the consumer expenditure study and for future research activities. The IBM 1130 computer which IUT rents is housed in these quarters. In addition, some documents and publications have been acquired for the library that will be located in the building that is to house the Tertiary Division.

(e) Finances

According to a recent review by the Regional Controller (Mr. Phil Amos), \$75.7 thousand of the \$132,000 obligated to date has been expended and there is a pipeline of \$56.3 thousand. A request for a large payment is pending. Also the pipeline figure includes a number of items totalling \$8.2 thousand which have been disallowed. About \$6,000 involves the procurement of European equipment (vehicle, typewriters, air conditioners) and most of the remainder is for Senegalese secretarial salaries.

Dave Walsh and I believe the secretarial salaries should be allowed since they are integral to the research program and part of the original purpose of the grant was to help finance the operational costs of the program. However, the grant agreement is quite specific about procurement of U.S. or Senegalese equipment and we told the people at IUT that we could not finance these items, particularly since this matter had been explained to them in the discussions leading up to signing of the agreement.

More broadly, it is clear that the amount obligated to date will not be sufficient to finance the first two studies (household expenditure and productivity) as contemplated in Amendment One. The problems and delays in implementing the household expenditure study, plus a deterioration in the CFA/dollar exchange rate (the grant is calculated at CFA 230 - 240 and the actual rate over much of the past year has been much lower) is resulting in cost overruns for the study. At our request, Guilhot is going to present an estimate as to the additional amount necessary to finance the second study at the time he presents IUT's report on the first phase of the first study (July 25). In the meantime, he gave us our final meeting a breakout of expenditures to date in accordance with the categories shown in the budget attached to Amendment One (copy attached). This should be reviewed by Amos to see if some items have been exceeded and whether there is a need to amend the budget.

III. Wrap Up Meeting, July 17

In our final meeting with the IUT and Planning officials Walsh and I reviewed our concerns on the problems discussed above, particularly the Senegalization issue, the lack of utilization of funds for scholarships, and the overruns in time and cost for the production of the studies. The IUT people reiterated the circumstances, as described above, which made progress on these questions difficult. Mr. Guilhot agreed to include an explanation on these points in the July 25 report

(which will include, in addition to a first phase report on the first study, a second annual report on the program as a whole). Mr. Diallo, on behalf of the Planning Ministry, reiterated the importance of the studies for planning purposes. It was agreed that the Planning Ministry and IUT would have further discussions regarding the feasibility (i.e. government authorization) of the productivity study and whether alternative studies should be considered. In this connection, Mr. Guilhot suggested a marketing study of the Dakar area, noting that IUT was better able to gather data in the urban areas of Senegal than the rural. Walsh and I indicated that we could not provide any assurances on funding further studies until the first study had been evaluated. Guilhot reiterated that we would have a final report on the first study by the end of November.

IV. Evaluation and Recommendations

For the reasons noted above, the program has not proceeded in accordance with a number of the purposes contemplated in the Agreement and related documents, including the request by the Prime Minister. Major attention and funding has been devoted to establishing a research center at IUT and in the execution of the first study. Very little has been done to "strengthen and expand social science research capacities at the University" or to "encourage the involvement of the staff and students of the teaching departments of the University in policy-oriented and inter-disciplinary social science research activities".

There is little basis for believing this situation will basically change so long as the program is being conducted under its present auspices and management. Therefore, there is little basis for recommending funding for additional studies. On the other hand, everyone, we included, have an interest in seeing the first study completed and delivered to the GOS and ourselves. Thus, the program should be continued with presently available funding for that purpose which should be accomplished by the end of November. At that point, I would recommend that the present program with IUT be terminated and whatever balance remaining in the grant be de-obligated.

Between now and then, I would recommend that you and your colleagues explore, jointly with the Ministry of Planning, alternative arrangements for accomplishing the program's objectives. One of these might be to give SONED a major role in the formulation and management of the research program. SONED reportedly has capable economic advisors attached to it, is well hooked into the Ministry of Planning, and could draw on students and faculty from the appropriate Faculties of the University for the execution of the research.

A second option would be to shift management responsibility to the Faculty of Law and Economics. At the time we made the grant, the Faculty's attitude toward research appeared to be hopelessly theoretical, formal, and unrelated to Senegalese problems, while IUT appeared to be innovative, pragmatic and development-oriented. Since then, partly as a result of the influence of the University of Michigan teacher/researchers, the Faculty -- and its research institute, CREA -- is becoming a more vital and dynamic institution. It is embarking upon a graduate degree program and some progress is being made toward Senegalization of the staff, including the Director of CREA. CREA has completed an excellent study on tourism which was well received by the Ministry of Planning and is now carrying out a study on the demographic, social and economic characteristics of the Bakel area, partly with AID (population funding) financing and partly from its own budget.

The first step in any such exploration would be to review our concerns and objectives with the Ministry of Planning and to determine its willingness and ability to play a more active role. Part of the problem of the present program has been insufficient monitoring by the Ministry. Another lesson we have learned from the present program is the need to set up a mechanism for the technical review, by an inter-disciplinary group drawn from the University and the Ministry, of the design of the research proposal and the periodic monitoring of their execution. These matters should be included in any future grant agreement we may wish to conclude for additional research. As you know, the need for this kind of research in Senegal is still very real and important, as is the need to develop an indigenous research capacity.

cc: AFR/RA:D.Conroy
AFR/RA:J.Kraus
AFR/DS:PLyman
AFR/CWR:D.Baker
AFR/RA: D. Cox
AFR/DS:JBlumgart:



Department of State

TELEGRAM

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ACTION AID-31

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E.O. 11652: N/A
SURJ: SOCIAL SCIENCE RESEARCH 698-11-995-400

REVIEWED SUBJECT PROJECT WITH GUILHOT IUP PROJECT MANAGER
AND HAVE CONCLUDED TO TERMINATE PROJECT AFTER COMPLETION OF
PART II OF CONSUMERS EXPENDITURE SURVEY SCHEDULED FOR END
OF MARCH. AVAILABL FUNDS ARE SUFFICIENT TO CARRY THROUGH
THIS PHASE AND EXPECT ANY SMALL AMOUNT REMAINING TO EITHER
DEOBLIGATE OR FUND SMALL ACTIVITY WITHIN PROJECT.
AGGREY

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UNITED STATES GOVERNMENT

Memorandum

TO : For Files

DATE: April 15, 1976

FROM : AFR/RA: Dan Cox *DC*

SUBJECT: Social Science Research Grant - UIT Senegal: Meeting, December 1975

Participants: Norman Schoonover, ADO/Dakar
John Blumgart, AFR/DS
E. Dennis Conroy, AFR/RA

PURPOSE: To review the progress of the subject grant.

Mr. Schoonover summarized the status of the project indicating that very little progress has been achieved since Mr. Blumgart was there to review the project last July. He indicated that the first phase of the first Consumer Expenditures Study was nearing completion but that nothing had been done on the second study - Productivity Survey - and voiced doubt that UIT had the capability to go beyond the second phase of the Consumer Expenditure Study. He also noted that UIT was not moving forward with the training component of the grant and also doubted if this situation would improve. In view of the above Mr. Schoonover suggested that we might want to consider termination of the grant after phase one of the Consumer Expenditure Study is completed. He added that the present grant funds (\$132,000) might be sufficient to complete this. Mr. Blumgart concurred in that we seriously consider termination of the grant when the Consumer Expenditure Survey is completed.

cc: AFR/RA: E. Dennis Conroy
AFR/RA: James Kraus
AFR/DR/SDP: John Blumgart



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