

Project Completion Report
USAID/Ghana

Project Title: Agricultural Management Development (Ag. Mgt.) Project

Project Number: 641-0070 Functional Account: FN

Date Authorized: May 1975 Authorized By: W. Haven North, Director

Amount Authorized
for Life of Project: \$1,558,000 (ARDN) (Grant)

Amount Obligated
During LOP: \$1,486,000 (Grant)

Obligating Documents: 641-0070

Original PACD: FY 1979 Revised PACD: 9/30/82

Project Purpose: The purpose of the Agricultural Management and Development Project was to develop a self-sustaining indigenous agricultural management capability which will lead to improved planning, allocation, and utilization of agricultural sector resources in Ghana.

To achieve the stated purpose the project was divided into three components:

1. Annual Regional Management Seminars (ARMS):

A two-week annual in-service management training program for MOA officials in the regions to help improve the management of services and programs to farmers.

2. Diploma in Agricultural Administration (DAA):

A 9 to 12 month diploma program to provide MOA officials with required skills for effective management of agricultural programs.

3. Masters in Agricultural Administration (MAA):

A two-year graduate level degree program to aid MOA administrators in key planning and administrative positions within the Ministry.

1. Summary of Project Inputs:

The MAA program was conducted at the University of Ghana, Legon, by faculty of the University. USAID has provided the technical assistance, training equipment, materials and vehicles called for in the project agreement.

The DAA program was conducted by faculty of the Ghana Institute of Management and Public Administration, which is affiliated with the University of Ghana, Legon. USAID has furnished all required technical assistance and commodities.

The ARMS component is perhaps the most successful aspect of the project. The Kwadaso Agricultural College near Kumasi is where mid-career field officers from the regional and district levels of MOA have travelled to participate in the two-week management seminars held by the Institute of Agricultural Management. These seminars are conducted by full-time Ghanaian Trainer/Consultants, each of whom has had the opportunity to increase his own managerial competence through a program of overseas training arranged by USAID. All technical support, commodities, including vehicles and training equipment have been provided by USAID per the project agreement.

A. Technical Assistance:

Although the AID provided technical assistance was slow in coming, thereby delaying the project by several months, 7 U.S. (PASA) technicians lived and worked with Ghanaian counterparts at all these sites providing direct assistance to the project. Plus these were intermittent short-term consultancy provided from the U.S. to all three institutions.

B. Commodities:

A total of 7 project vehicles, training equipment and supplies were shared among all three training sites.

C. Participant Training:

Eleven (11) Ghanaians participates training (mostly in the U.S.) over the life of the project.

D. Others:

AID contributed to the limited renovation done at the training institute at Kwadaso Agricultural College near Kumasi.

E. Host Country Inputs:

The GOG provided faculty and support staff office/classroom spaces and food/lodging for the Agricultural officers during their stay at the training institutions.

II. Status of Project of PACD :

A. Construction:

Due to Ghana's extremely high rate of inflation increased building costs made the construction of a new structure at Kwadaso Agricultural College unfeasible. To meet the need for classroom, dormitory, and kitchen facilities, an under utilized building on the campus was extensively renovated.

B. Delivery of Commodities:

Except for the kitchen equipment for the Institute at Kwadaso college commodities including certain imported materials for renovation have been delivered prior to the end of the project. Due to lateness in ordering the kitchen equipment and misunderstanding and non-acceptance of AID's method of payment by the Vendor, we had to forego the purchase of the equipment. However, the mission provided a limited yet essential pieces of kitchen equipment to the institute via grant-in-aid.

C. Delivery of Technical Assistance:

U.S. Technical support for the project was consistent with the project agreement and all U.S. technicians departed Ghana prior to the PACD.

III. To What Extent has the Project Been Achieved?

The Project experienced a number of difficulties which were due primarily to the severe economic problems which have been present in Ghana during the life of the project.

a) Fewer individuals than expected have participated in training. The MOA has found it difficult to release as many of its staff as originally anticipated since many mid and upper level managers have left the country and were not replaced.

b) The MOA has not met all its financial, managerial, and technical support requirements. Training operations were delayed or frustrated by failure of the MOA to provide quarterly financial encumbrances on a timely basis (a problem with all GOG ministries). There has been a consistent lack of adequate funds for such expenses as food at residential seminars and maintenance of buildings. A general shortage of foreign exchange has caused problems in getting clearances and airline tickets for overseas training participants. Prior to a mid-term evaluation, MOA did not provide adequate and responsive managerial support for the project. This situation has since improved.

- c) The training office at the Institute of Agricultural Management has been broken into twice and some of the training equipment stolen.
- d) There has been a general failure at all three sites to adequately secure their office and maintain their training equipment.

Although a smaller number of officials participated in the training than was originally planned, the project has been successful in meeting its objectives. A relatively self-sustaining capability have been established and management training is continuing at all three sites, each with varying degrees of success.

IV. What Additional Inputs Are Required By A.I.D., The Host Country Or Other Donors To Assure Achievement of Project Purpose:

None by AID. But since two of the three components were integral parts of the MOA management training functions, the MAA (Master in Agricultural Economic) component at the University of Ghana, Legon has been discontinued with the end of AID's support, the GOG is still providing support for the continuation of the training at Kwadaso and GIMPA.

V. Recommendations:

A. What Further Monitoring Is Required By A.I.D.? What Staffing Implications Does This Raise:

None, therefore no staffing implications.

B. Is a Follow-on Project Anticipated? Why?

No. The project was designed to fit into the existing GOG MOA structure.

C. Has This Project Produced Any Development Lessons Or Experience Which Would Warrant It Being Presented To AID/W As a Replicable Project:

No.

D. Is An End-Of-Project Evaluation Recommended? Why?

There is no need for an end of project evaluation. A mid-stream evaluation was conducted in 1979 to assess the progress toward program goals and suggested modifications of the inputs and implementation to increase the likelihood of achieving project goals. Mission feels that information provided by the evaluation at the time, plus the close monitoring of the project until it ended, makes another evaluation unnecessary.

E. Other Comments:

The program was a bit ambitious in its objective particularly with respect to the GOG contribution. However, given that the overall objectives remain constant in the midst of the conditions (deterioration of economic conditions and political upheavals) in Ghana, Mission believes the program has been relatively successful in meeting its objectives.

Report Prepared By: James R. Washington, Project Manager
Date Prepared: March 18, 1983

Clearances: A/DIR

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