

PD-AAN-664

UTILIZATION REVIEW OF 211(D) GRANT
EXTENSION CONTRACT CSD 3415

VIRGINIA STATE COLLEGE
PETERSBURG, VIRGINIA

JUNE 12-13, 1978

BEST AVAILABLE COPY

LIST OF BERD STAFF

ADMINISTRATIVE

Dr. Huey J. Battle, Director
Dr. Charles D. Whyte, Assistant Director

Mrs. Juanita S. Spencer, Administrative Assistant
Mrs. M. Page Glass, USAID Secretary
Ms. Betty M. Glass, SEA/CR Secretary

RESEARCH

Dr. Emmanuel T. Acquah, Assistant Research Associate
Dr. Michael S. Joshua, Research Associate
Ms. Janet C. Tuthill, Assistant Research Associate

Dr. Vo Huu De, SEA/CR Research Associate

Dr. Frederick S. Lesnett, Assistant Research Associate
Dr. Samuel K. Moak, Research Associate

GRADUATE RESEARCH ASSISTANTS (AID/SEA/CR)

Sameul K. Andoh	William R. Jackson
Quanda Cooper	Francisca Moghalu
Magid Dagher	Regina Ohene-Darko
Samuel Graham	Kevin L. Sage-El
Emmanuel Gyawu	Ahlam Zaki

FORMER STAFF MEMBERS

Mr. Franklin C. Moore, Assistant Research Associate
Dr. Donald R. Chipley, Research Associate
Mr. Rexford Ahene, Graduate Research Assistant
Mr. Agyapong Gyekye, Graduate Research Assistant
Mr. Neal Harmon, Graduate Research Assistant

TABLE OF CONTENTS

	PAGE
RESPONSE #1	2
RESPONSE #2	15
RESPONSE #3	21
RESPONSE #4	22
APPENDIX - 1978 Back-to-Office Report - Whyte	

cc
///

UTILIZATION REVIEW
OF 211(d) GRANT EXTENSION CONTRACT csd 3415
VIRGINIA STATE COLLEGE

TO: Members of Utilization Review Team

1. Dr. Lehman Fletcher,
Department of Economics, Iowa State University
2. Ms. Gayleatha Cobb, AA/AFR/AID
3. Ms. Rene Laryea, AFR/CAWAP/AID
4. Mr. James Dalton, Near-East Bureau
5. Mr. Erhardt Rupprecht, DS/AGR/ESP (Team Leader)

PREPARED BY: Bureau of Economic Research and Development
Virginia State College

REVIEW DATE: June 12 - 13, 1978

SUBJECT: RESPONSES TO ISSUES

The issues are addressed, where possible, under five categories in accordance with the work plan [3(d) as listed in scope of work letter]. These categories are as follows:

1. Expanded Knowledge
 - (a) Field research projects
 - (b) Participation in design analysis and/or evaluation
2. Advisory/Consultative Services
 - (a) Capacity
 - (b) Utilization
3. Education and Training
 - (a) Master's degree program
 - (b) Seminars, workshops, etc.
 - (c) VSC's staff (training) in LDCs)
 - (d) LDCs staff (training) in LDCs and VSC
4. Linkages and Network - Capacity
 - (a) Existing linkages
 - (b) New linkages
 - (c) Participation
5. Information and Dissemination Capacity
 - (a) Library resources
 - (b) Reports

ISSUE # 1

(a) To what extent has Virginia State College continued to further develop its capacity to assist LDCs in resolving problems affecting small farmers and businesses in rural areas during the period of the grant extension? (b) To what extent has this capacity been utilized?

RESPONSE # 1

1. Expanded Knowledge

(a) Field research projects in LDCs.

Emmanuel Acquah (Research Associate) has been assigned to the VSC/UST linkage program in Ghana since July 1977. His research activities include:

1. Collaborative research with Ghanaian professionals (Acquaye, Land Economy and Opoka Debra, TCC).
 - (a) "Customary Land Practices in Relation to Agricultural Production."
 - (b) "Economic Viability of Small Scale Farms in the Ashanti Region."
2. Supervising the conduct of a research project being carried out by a BERD Graduate Student Research Assistant (Ohene-Darko) - "Supply Responses of Cotton Farmers in Ghana."
3. Supervising two masters thesis research work, one in each of the two projects (Gyawu and Andoh).
4. Providing technical assistance to UST research staff in small field projects [i.e., Dept. of Agricultural Economics - (Praka Asante); and Technical Consultancy Center - (W. Powell and B. Ntim)].

Charles Whyte (Assistant Director), in collaboration with Acquah and UST's professionals carried out project identification and designed the existing

research projects (and work plans) and has supervised (and evaluated) the research projects (begun October 1977).

The projects, each having two years duration (up to May 1979), are being carried out on schedule. Both have implementation phases scheduled for July - September 1978; and the written documents are scheduled for completion May 1979.

Michael Joshua, who has had 20 months research experience in LDCs (Ghana-1975-77) continued research work on joint research projects with John Anim-Appiah (Ghanaian professional) begun in 1976. These are scheduled to be completed as research papers by September 1978. They are:

1. "Enterprise Combination and Capital Requirements in Northern Ghanaian Agriculture;" and
2. "Production of Implements for Small Scale Rice Farmers in Northern Ghana - Socio-Economic Aspects."

Joshua also was major supervisor of Rexford Ahene's thesis (below).

Neal Harmon (former BERD Research Assistant) successfully completed his master's thesis--"Food Marketing, Transportation and Small Farm Production in Ghana: A Case Study of the Atebubu Agricultural District", March 1978. Harmon now works for a coffee distributing firm. He has made application to AID and other Federal Government agencies for employment in his area of training.

Rexford Ahene (former BERD Research Assistant) successfully completed his master's thesis--"Farm Organization and Input Utilization: A Case Study of Rice Production in Northern Ghana"--March 1978. Ahene is now a Ph.D graduate student at the University of Wisconsin.

Franklin Moore (former BERD Assistant Research Associate) continued research work on his Ph.D thesis entitled: "The Political Economy of Food Marketing in Ghana: 1972 - 1976." Moore also supervised Harmon's research work (above).

Moore is now Associate Peace Corps Director for Agriculture and Rural Development in Ghana.

Gyekye, Acquah and Whyte completed monograph for publication in the BERD monograph series--"An Evaluation of Institutional Credit and its Role in Agricultural Development in Ghana."

Tuthill formulating proposal of project--"U.S. Voluntary Agency Development Assistance in Food Production and Agriculture in Subsaharan Africa"--(in preliminary stage) to be submitted by September 1978.

BERD staff (Whyte/Aquah) in collaboration with linkage staff (of BIRD) at UST - formulating proposals for USAID/Ghana support:

1. "Customary Land Practices in Relation to Agricultural Production: Atebubu District of the Brong-Ahafo Region."
2. "Economic Viability of Small Scale Farms in the Brong-Ahafo Region."
3. "Rural Development of the Dwommo District."

Completion of proposals scheduled for August/September 1978.

BERD began discussions with USAID/Ghana on possible subcontracts with IITA for research on farming systems under DIPRIT program; and with Experience Incorporated (I.C.) for research on socio-economic problems--under DIPRIT program. Possible sub-contract with Bank of Ghana for marketing project (Phase II) of the MIDAS program (see 1978 Back To Office Report--Whyte).

Related domestic field research projects were carried out by the BERD staff. They include:

1. "The Small Farmer and Agricultural Marketing in South Central Virginia," (Moore)--in review for final draft.
2. "Marketing Organization and Activities by County in South Central Virginia," (Noak)--in second Draft.

3. "Manufacturing and Service in South Central Virginia" (Moak/Whyte)--in final draft for publication--forthcoming.
4. "Agricultural Resources and Development of Small Farms in South Central Virginia" (Moak/Whyte)--monograph forthcoming (second draft).
5. "An Assessment of Human Resources and Development of Small Farms in South Central Virginia" (Acquah/Gyekye)-- monograph forthcoming (document in final review).
6. "Value of Farm Wives' Time in Agricultural Production: A Case Study of South Central Virginia" (Acquah)--document in progress.
7. "A Targeted Area Information System for Facilitating Program Development, Education Guidance and Client Career Selection: Supply and Demand"--Chipley (former BERD summer Research Associate)-project completion doubtful.

In addition to the above related projects, there are two projects that have been funded--one by USDA and the other by DOT.

1. USDA - "Production and Marketing of Livestock--Opportunities for Small Rural Farmers in South Central Virginia." (Whyte, Joshua, De and 4 graduate student research assistants).
2. DOT - "Socio-Economic Impact of Intra-State Motor Carrier Regulations on Rural Development." [Battle, Joshua and three graduate student research assistants (to be recruited)].

One additional staff was employed for the SEA/CR research project in BERD. He is Von Ho De with a Ph.D in Agricultural Economics and has expertise in production, resources and quantitative methods.

(b) Participation in design, analysis and/or evaluation

Apart from those mentioned above (under a) in which BERD/VSC staff designed, analysed and evaluated projects initiated with the use of grant and other funds secured by BERD, BERD/VSC staff members have participated in activities supported by AID in LDCs.

Tuthill served as Project Design Officer on a USAID project design team for the Agricultural Human Resource Development project in Upper Volta (Nov-Dec, 1977). She participated in the project paper defense, January 1978, at AID/W and attended a subsequent planning meeting with SECID (contracting organization) team members and AID officials, March 1978.

Whyte served as a member of a four man DR/AFRI/USAID Evaluation/Design Team to Kenya, April - May 1978. The team evaluated a former East African Community Food Crops research project being carried out by a USDA PASA team in Kenya; and developed a project paper for USAID/Kenya. Whyte served as Agricultural Economist with responsibilities to assist in the preparation of the project paper.

Whyte served in carrying out a study (evaluation) of 1890 institutions' capacity and capability for greater involvement in LDCs/AID projects and programs. Document in preparation for completion by August 1978.

2. Advisory/Consultative Services

The activities under 1(a-b) above have served to increase the advisory consultative capacity of Virginia State College for utilization by LDCs, AID and other donors.

(a) Capacity

BERD/VSC has six "core" staff members and at least six others from the faculty/staff with expertise and experience in LDCs for project design

analysis and evaluation in LDCs. In addition, approximately 12 other staff/faculty members have expressed interest in international development activities (in LDCs). The available faculty/staff members have expertise in Agriculture (Agricultural Economics, Extension, Soil Science, Education) Economics, Business (Management/Marketing), Sociology, Education, International Studies, and Psychology.

BERD/VSC provided up to four staff/faculty members during the two years extension period for participating in AID projects--a total of from 8 to 12 man-months each year. These included:

- | | | |
|--|---|--|
| 1. Emmanuel Acquah
(Ph.D, Agri. Econ) | - | Production, Resources
Management, Development |
| 2. Michael Joshua
(Ph.D, Economics) | - | Credit, Management
Development |
| 3. Janet Tuthill
(M.A., International
Studies) | - | Resources, Sociology
Development, Education |
| 4. Frederick Lesnett
(Ph.D, Sociology) | - | Rural Sociology,
Resources |
| 5. William T. Richie
(Ph.D, Economics) | - | Development,
Resources |
| 6. Samuel Moak
(Ph.D, Bus. Adminis-
tration) | - | Marketing, Management |
| 7. Huey J. Battle
(Ph.D, Agri. Econ/Econ) | - | Manpower, Marketing,
Development |
| 8. Charles Whyte
(Ph.D, Agri Econ/Econ) | - | Production, Marketing,
Resources, Development |
| 9. Franklin Moore | - | (Former BERD/VSC Employee) |
| 10. Donald Chipley | - | (Former BERD/VSC Employee) |

(b) Utilization

During the period May 1977 to June 1978, only two staff/faculty, for approximately five man-months, have been utilized--Tuthill by SECID/AID/W (Upper Volta); and Whyte by DR/AFRI and ESP/AGRI (Kenya and U.S., respectively). AID/W and/or AID/Missions have not been very responsive to our requests and availability for utilization. BERD/VSC has explored numerous utilization possibilities with USAID/W with little or no success.

BERD/VSC had assumed (see logical framework of work plan) that:

1. Regional Bureau would identify opportunities to utilize VSC's staff capacity and expertise; and
2. US-AID support to VSC's commitment to international development work would continue during the life of the grant extension.

BERD/VSC "core" staff members (Acquah, Whyte, Battle) have provided consultative advisory services to the University of Science and Technology (UST) Kumasi, Ghana in the formulation of their Bureau for Integrated Rural Development (BIRD) and in their research activities in rural development [Technical Consultancy Center (UST), and the Ministry of Agriculture, (GOG)].

3. Education and Training

(a) Master's Degree Program.

The education and training capacity of BERD/VSC have been expanded during the period under review. "Core" staff members taught courses in two departments - Economics and Agriculture:

<u>Staff</u>		<u>Courses</u>
1. Moore (Agriculture)	-	Pricing and Price Making; and Farm Management (graduate)
2. Joshua (Economics)	-	Economic Principles (undergraduate)

- | | | | |
|----|-----------------------|---|--|
| 3. | Battle
(Economics) | - | Economic Development
(undergraduate) |
| 4. | Whyte
(Economics) | - | International Trade and
Economics of Underdevelop-
ment (graduate) |

BERD "core" staff supervised graduate student research assistants as follows:

	<u>Staff</u>		<u>Students</u>
1.	Acquah (Supervisor)	-	Andoh, Gyawu and Ohene-Darko
2.	Joshua (Supervisor)	-	Ahene and Dagher
3.	Moore (Supervisor)	-	Harmon, Graham
4.	Battle (Academic Advisor for thesis)	-	Ahene, Harmon
5.	Tuthill (Supervisor)	-	Moghalu
6.	Whyte (Technical Advisor and thesis commit- tee member)	-	Ahene, Harmon

Graduate student research assistants under SEA/CR (USDA) program in BERD were supervised by Joshua and Whyte. They are:

- | | | | |
|----|------------------|---|---------------------|
| 1. | Cooper, Zaki | - | Whyte (Supervisor) |
| 2. | Sage El, Jackson | - | Joshua (Supervisor) |

A total of twelve (10 current) graduate student research assistants, therefore, received training given by BERD staff in Ghana and the United States during the period under review. Training included: project design (proposal), data gathering techniques (methodology) and project analysis through formal and informal seminars discussions and field work.

Two new graduate courses in Agricultural Economics were submitted to the College Curricula Committee for adoption. They are:

- 1) The Role of Agriculture in Economic Development.
- 2) Marketing of Agriculture Products.

These courses are intended to further strengthen the College curricula in economic development.

One BERD staff member (Acquah) gained experience in teaching in an LDC (Ghana). He taught a six hour (credit) course in Research Methodology to graduate students and seniors in Agricultural Economics and lectured to Economics seniors in the same subject.

Several UST junior staff enumerators received training in research data gathering techniques and these will be useful to UST and in future UST/VSC activities. The skills developed will increase VSC's linkage capacity for research in Ghana.

(b) Seminars, Workshops, Short Courses and Conferences

BERD/VSC has intensified its training capacity by adding (to its regular working seminars, conferences and short courses) an Intensive French course for staff and faculty at VSC, conducted by Tuthill February-May 1978--six persons (four from the BERD staff) out of an initial ten completed the course. Interest in continuing the training has led to a weekly conversation course for four of the six persons.

BERD has had a series of BERD working seminars and a series of two college seminars. The college seminars were devoted to discussions on Ghana's development and included:

- 1) Food and National Development in Ghana (Moore/Joshua),
- 2) Problems of Rural Development in LDCs--Case of Ghana (Moore/Joshua).

The working seminars included:

1. Computer Capability at VSC
(Frederick Lesnett, fall 1977-78)
 2. Industrialization and Take-off in LDC:
Case of Jamaica
(M. S. Joshua, fall 1977-78)
 3. Project Design and Evaluation in LDCs - The Upper
Volta Human Resource Development Project
(J. Tuthill, fall 1977-78).
 4. Determinants of Hourly Earnings Among Black and White
Males and Females: A Study of South Central Virginia
(Lesnett, spring 1978).
 5. A series of seminars on Agriculture and Economic Develop-
ment in Ghana was given by Franklin Moore (spring 1978):
 - (a) Socio-Economic Background to Current Economic
Development;
 - (b) Internal Traditional Marketing Arrangement;
 - (c) The Role of the State Corporation in the Socio-
Economic Development of Ghana; and
 - (d) Role of Agricultural Marketing in Ghana 1972-78.
 6. Project Design and Evaluation in LDCs - Food Crops Research
Project in Kenya. (Whyte, spring 1978)
- (c-d). VSC and LDC Staff Training.

BERD/VSC staff members acquired knowledge (capability) from working abroad in LDCs both under the VSC/UST linkage program and under short term TDY participation in project design and evaluation [1(a-b) above]. VSC will have LDC professionals (from UST) as visiting research associate/professor this summer - Ben Acquaye and John Anim-Appiah. The exchange of staff and faculty helps to improve and expand the capacity of VSC to respond to requests from LDCs, AID and other donors.

4. Linkages and Network - Capacity

(a) Existing Linkages

The BERD/VSC capacity to assist LDCs has been strengthened by its linkages and networks program.

Thirty LDC institutions currently receive the BERD newsletter (BERD's EYEVUE). At least two requests per month are made by institutions for having them placed on our mailing list.

Linkages with U.S. institutions include: The South East Consortium for International Development (SECID) and BIFAD, with BERD's Director serving as International Coordinator of VSC, representative to BIFAD and trustee of the College to SECID.

The UST/VSC rural development linkage in Ghana was continued under the extension and has enabled VSC to improve and expand its capacity to assist LDCs in resolving problems affecting small rural farmers and businesses. Through this linkage program UST was able to develop a Bureau of Integrated Rural Development (BIRD) which will serve as an important organization through which future linkage activities will be funded and carried out (see 1978 Back To Office Report - Whyte).

Through SECID, VSC has linkage with all of the 1890 institutions and several S. E. 1862 Land Grant Colleges and Universities. The ESP/AGR/DSB study of the 1890 Land Grant Colleges and Universities carried out by Whyte places VSC in a very unique position with respect to its knowledge of those institution's capacity and capability; and also allows VSC to have potentially more effective linkages with its sister 1890 institutions.

(b) New Linkages

As a result of Tuthill's and Whyte's assignments in Upper Volta and Kenya respectively, VSC is in a more knowledgeable and favorable position

to establish formal linkages with institutions in those countries (University of Nairobi - Kenya and The Institute Superieur Polytechnique of The University of Ouagadougou - Upper Volta). Virginia State College will provide short-term English language training for five students from the latter institution in collaboration with SECID when they arrive in the U.S. for training in 1978.

VSC has kept up correspondence with The University of Liberia (Liberia) for possible linkage arrangements when that institution has formed a viable organization, and providing VSC can secure funds (through contracts) for such a linkage.

(c) Participation

The BERD/VSC staff members actively participate in activities of its linkages and network to further develop their capabilities and the capacity of the College to assist LDCs.

Up to 18 man-months of BERD's research assistant staff members are allocated for assisting in the conduct of linkage activities during the grant extension. During this reporting period 15 man-months have been utilized in Ghana with the participation of: Ohene-Darko, Andoh and Gyawu.

Twenty-five to thirty-three man-months of VSC's staff members are available for participating in linkage activities during the grant extension--advising and consultative services by BERD staff members have been offered as follows during this review period:

<u>Staff</u>	<u>Organization</u>
Acquah	VSC/UST linkage, Ghana (3 man-months)
Battle	VSC/UST linkage, Ghana (0.5 man months) SECID (1 man-month)

<u>Staff</u>	<u>Organization</u>
Battle	BIFAD/Title XII (0.5 man-month)
Tuthill	SECID/Others (2 man-months)
Joshua	VSC/UST linkage, Ghana (1.0 man-month)
Whyte	VSC/UST linkage Ghana (2 man-months) AID/W and AID/Mission (3 man-months)

Total man-months of participation in linkage activities during this review period is 13.0.

5. Information and Dissemination Capacity

(a-b) Library Resources and Reports

In further developing its capacity for assisting LDCs, AID and other donors, BERD/VSC has improved its information and dissemination capacity substantially.

In the past year--500 new titles have been added to the BERD Reference Center, primarily in the rural development subject area. More than 160 periodicals are currently being received.

A resource person (Tuthill) has the responsibility for maintaining and adding to the reference center as well as obtaining information from other sources.

The BERD's EYEVUE is now circulated to around 800 persons in LDCs, international and U.S. institutions as well as governmental and inter-governmental agencies.

A working paper series is currently being established in conjunction with the working seminars; and the monograph publications receive wide distribution.

Dissemination of information through working seminars, college wide seminars, short courses (research methodology) and lectures are important ways in which BERD/VSC uses to further develop its capacity for assisting LDCs.

Further Comments

Issue 1(b) which has been treated in parts above, needs further elaboration. It is obvious that the extent to which the capacity (developed under the grant) has been utilized was the direct result of initiatives taken by BERD/VSC. The expected assistance and cooperation from AID had been less than anticipated. For example, BERD/VSC assumed that Regional Bureaus, with the assistance of ESP/DSB, would identify opportunities to utilize VSC staff capacity and expertise. Of the 25-33 man-months made available for utilization during the grant extension (see work plan) only about 5 man-months (see 2-b) have been utilized during the past year.

ISSUE # 2

What will be the impact on staff levels, curricula, stipend and student research activities when the 211(d) grant expires?

RESPONSE # 2

General

BERD/VSC has made some progress in securing funds from other donors to carry on its activities. For example, grants from SEA/CR (USDA) and US-DOT, have been secured for research in areas similar to those for which the AID grant is being used. However, these activities will be restricted to domestic problems. BERD/VSC, therefore, faces a challenge to secure funds in the form of grants or contracts from AID/W or AID/Mission to carry out its international activities. It is hoped that AID Regional and other Bureaus will assist BERD/VSC in its effort to do so.

The efforts by BERD/VSC to secure funds have been:

- 1) Developing and submitting an IQC (Rural Development) proposal - May 24, 1978, (Battle - coordinated).
- 2) Maintaining contact with BIFAD/Title XII through international affairs coordinator (Battle) for information concerning proposal development for a grant.
- 3) Maintaining contact with SECID for possible sub-contract(s). (Trustee - Battle).
- 4) Following up on discussions initiated by ESP/DSB with USAID/Ghana by developing proposals (in progress) for possible subcontracts in Ghana (begun May 1978).
- 5) Preparing a directory of donor agencies (in progress) for use in securing funds.
- 6) Exploring various possible funding opportunities through discussions and correspondence with donor agencies.

BERD/VSC has received strong support from the College President, Dr. Thomas Law, whose administration has made a strong commitment to the research activities of BERD and is currently considering ways of implementing changes and programs at the College that will come to grips with the realities of the problems and the predicament BERD faces in continuing as a viable research organization at Virginia State College. The President has been receptive to ideas put forth by the BERD administration, and has, himself, formulated constructive ideas for a plan to institutionalize BERD. It is believed that implementation of such a plan will be forthcoming before expiration of the 211(d) grant funds.

BERD/VSC is hopeful of maintaining all its present activities and expanding those activities that will improve its capacity for assisting AID and other donors in LDCs. However, should its efforts fail to generate replacement funds, its activities will be severely curtailed as described below:

1. Expanded Knowledge

(a) Staff and Faculty

- (1) Of the six "core" full time professionals (5.25 man-year equivalent) currently employed, only about 3.00 man-year equivalent reasonably could be secured for one, perhaps, two more years.
- (2) Of the three support staff (3 man-year equivalent), only two reasonably could be secured for another year.
- (5) Of the two part-time BERD associate staff, no change in their academic appointments would occur but their research activities (full-time summer with BERD) likely would be reduced substantially.
- (4) Of the ten (10) research assistant positions BERD currently has filled approximately six (6) would be lost and four (4) reasonably could be secured for another year. However, the six graduate students research assistants currently in BERD will complete their education and training prior to grant expiration.

The thrust of the research program particularly the international component would be lost. AID could secure only limited utilization from the College in that, perhaps, those with the greatest expertise (knowledge)

would be lost at least through Virginia State College.

(b) Field Research Projects.

- (1) Research activities in LDCs (Ghana would be terminated (short of a funded contract).
- (2) Domestic research activities would be reduced by about 50 percent since heavier concentration on domestic research (from termination of international research) would be more than offset by loss of staff.

(c) Participation in Design, Analysis and/or Evaluation.

- (1) These activities (currently being carried out independent of AID support other than 211(d) funds) would be terminated.
- (2) BERD/VSC capacity to carry out these activities would be reduced by about 75 percent.

2. Advisory/Consultative Services

(a) Capacity.

The capacity of BERD/VSC would be reduced substantially--by greater than 50 percent.

(b) Utilization.

Utilization by LDCs, AID and other donors would depend critically on the time and request for utilization. The staff/faculty remaining after the expiration of the grant would require greater lead time; and, in addition to the limited capacity, the responsiveness to request would be less than optimum.

3. Education and Training

(a) Master's Degree Program.

The program would be severely reduced, perhaps proportionately in terms of students and faculty, with the end result being a smaller limited program.

- (1) Graduate students would be reduced by about 20 percent.

It is expected that enrollment will increase by about 30 percent (from 20-30 students) by fall 1979. BERD, through its other existing programs (i.e., SEA/CR, and US-DOT), could support from 6 to 7 students but would lose 6 positions with the termination of the grant. Hence instead of being able to support 12-13 students in say fall 1979 (40-43 percent of total FTE enrollment), it would only be able to support 20-23 percent.

- (2) The program would lose faculty with valuable experience and qualification in important areas of the program (rural development, international economics, quantitative methods, etc).
- (3) The program would lose the research training capacity provided by BERD in international development.
- (4) The program would lose supervisory expertise for student research (i.e., M.S. thesis).
- (5) The curricula would not be adversely affected and the College would have to provide the needed inputs to at least maintain a viable program through, perhaps, without the international development thrust.

(b) Seminars, Workshops, Short-Courses Etc.

These activities would be curtailed severely and the students' training, particularly in research methodology, would be reduced. The practical field experiences of students would also be reduced considerably.

(c-d) VSC and LDC Staff Training

VSC staff training in LDCs and LDC professional staff training both at home and abroad would be curtailed severely, thus an improvement of capacity

(whatever would exist) would be curtailed severely.

4. Linkages and Networks Capacity

(a-d) Linkages (Existing and New) and Participation

International link activities would be terminated or linkages would be kept on an inactive basis. New linkages and networks would be reduced except, perhaps, for domestic linkages. Participation in linkage activities would also be reduced substantially.

5. Information and Dissemination Capacity

(a) Library resources would be maintained for use by existing staff but additional resources would be curtailed severely.

(b) Reports and publications would be limited to domestic activities after termination of the grant.

The extent of the impact of the expiration of the 211(d) grant on staff levels, curricula, stipends student research activities depends critically on the implementation of the College's plan for institutionalizing BERD and securing at least the "core" positions--so that the current staff members can work effectively and enthusiastically toward a viable and progressive organization. It will also depend on the kind of relationships that are established with donor agencies that have interest in utilizing the available capacity at VSC. Finally, it will depend on the extent to which ESP/DSB/AGRI. and Regional Bureaus are sensitive to the needs and aspiration of BERD/VSC.

ISSUES # 3

- (a) What plans have been made for utilization of VSC's capacity related to LDC problems through contractual mechanisms after the grant expires?
- (b) What actions can be taken by VSC and AID to facilitate such utilization in the time period remaining?

RESPONSE # 3

BERD/VSC has taken several steps in an attempt to encourage LDCs and donor agencies to utilize its capacity or at least to make its capacity known to LDCs and donor agencies.

1. Established membership to SECID and supports the organization with inputs (resources) in the form of advisory/consultative services.
2. Disseminated information concerning BERD/VSC's capacity to:
 - (a) USAID/Ghana
 - (b) USAID/Kenya
 - (c) USAID/Upper Volta
 - (d) DR/Africa/USAID
 - (e) ESP/DSB/AGRI/USAID
 - (f) AID's Regional Bureaus
 - (g) Other donor organizations
3. Discussions with ESP/DSB and USAID/Ghana; follow-up discussions that have led to AID/Ghana's agreement to consider proposals (being developed) from VSC/UST linkage (BERD/BIRD) organization; BERD/VSC staff visits to Ghana (Whyte - 5/8/78-5/15/78, and Battle/Law planned visit for July 1978) for discussions on plans concerning funding of future linkage programs (see 1978 Back To Office Report, Whyte).
4. Developed and submitted a rural development proposal for IQC to Office of Contract Management/AID May 24, 1978.
5. Conducted French language seminar for BERD/VSC staff to develop and improve language capability to take advantage of possible

contracts/assignments in French speaking countries.

6. Made functional inputs in BIFAD/Title XII in preparation for participation in its projects and programs.
7. Established contacts with FAO/UN for collaborative research work in agricultural credit in Liberia.
8. Established membership of the International Peanut Research and Training Program (consortium of University of Florida, Gainesville, Fort Valley State College, North Carolina State University, University of Georgia and Virginia State College).
9. Prepared resource and contact directory of donor organizations/agencies for use in soliciting funds for research.

BERD/VSC needs AID's assistance in identifying host countries, AID/Bureaus and/or donor organizations which will be receptive to VSC's proposals for utilization of its capacity; and in identifying research areas, particularly in which BERD/VSC has comparative advantage.

BERD/VSC needs AID's assistance in establishing contacts with interested donor agency personnel (i.e., regional bureau officers, design and evaluation officers, USAID Mission offices) and administrative level people within the agency.

AID can assist BERD/VSC in providing information and technical assistance in developing research proposals in areas that have been identified with its assistance. ESP/DSB can be most useful in providing assistance.

ISSUE # 4

What lesson have been learned during the life of this 211(d) grant that are applicable to other institution strengthening activities?

RESPONSE # 4

1. Organization (unit) administering the grant at the institution should have permanency for its staff/faculty so that at the

termination of grant funds the capacity can remain intact. This also insures the donor agency of a secured source of expertise for utilization. Failure to have this would be inconsistent with the objective of institution building.

2. The institution should have well established and clearly defined policies and regulations facilitating the operation of the grant program. For example, staff and faculty participation in activities of the donors or recipients (LDCs) should not be penalized financially or otherwise. Instead incentives to encourage participation should be a matter of policy at the institution.
3. Establishing new capacities should be the exception rather than the rule of donor agencies, particularly at minority institutions. Improving existing capacities would perhaps be more useful to donors and recipients and less demanding (given the scarce resources) to institutions similar to Virginia State College. The same holds for establishing linkages with LDC institutions.
4. Sound financial management practices should be a condition on which grants are awarded to institutions. So often a poor management system retards rather than enhances the development of institutional capacity.
5. Institutions receiving grant funds for institutional building should establish linkage(s) with LDCs within the first year of operation. In this way enough time and resources can be allocated for effective and useful linkages, and the development of capacity and capability.

6. Linkages with LDCs should consist of a tripartite arrangement between like institutions of the host country and government (appropriate ministries). The activities of the linkages should also interface with those of the USAID Mission to ensure mission support during and after the grant program.
7. The development of a sound work plan and regular yearly reviews are essential in insuring direction, optimum utilization of resources and minimizing mistakes in developing a capacity for utilization.
8. Activities such as research in host countries should be developed jointly with host country personnel and should be host countries' projects. Furthermore U.S. institution professionals should work with and not for host country professionals.
9. It is important that U.S. institutions understand the need to commit themselves to institution building and not merely accept USAID funds without committing and planning subsequent administrative support during and after the grant period. These commitments and plans should be clearly established prior to funding.
10. The 1890 colleges and universities have special experiences and expertises which can benefit LDCs. They must publicize them to host countries as well as bureaus within AID and other donors.
11. A successful capacity building grant program requires frequent contact and supervision by USAID personnel to insure early utilization of the personnel which is important in developing the capacity.
12. USAID should encourage involvement of grantee personnel in its programs and activities both in AID/W and AID/Mission. Various

AID training programs and activities (seminars, etc.) that involve LDCs in AID/W should be available (opened) to grantee personnel for greater exposure. Opportunities for grantees to have short term assignments in AID/W should be encouraged.