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TEAM PROJECT EVALUATION

VIRGINIA STATE UNIVERSITY

LOW-INCOME FARMERS AND SMALL BUSINESS UNITS

211(d) GRANT EXTENSION

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MARCH 11-14, 1980

The 1976 team concluded, "... that Virginia State College, through BERD, has made tremendous progress in its grant program, considering the resources they had prior to the grant and those resources which the grant helped to develop."

The 1976 Review team did note, however, that VSU still lacked sufficient direct experience in the LDCs. It recommended an extension of the grant in order to provide VSU faculty with opportunities for short term assignments in LDCs to achieve fuller and continuing utilization of capacity to assist AID, LDCs and other international donors. The grant extension approved in 1977 had the purpose of developing VSU's response capability and multidisciplinary capacity to assist LDCs in the general area of comprehensive planning for rural development. Outputs were to include: (1) expanded knowledge base, (2) strengthened educational and training capacity, (3) gradually developed advisory and consultation capacity, (4) developed linkages and networks with domestic and LDC professionals, and (5) increased information capacity.

This team project evaluation assesses VSU's performance during the grant extension. In addition, although primary attention is focussed on activities during the extension, the overall impact of the eight years of support will be considered to assess VSU's current capacity.

The Evaluation Team was provided a scope-of-work which included the following issues:

1. Has the 211(d) grant extension enabled VSU to develop a capacity to analyze the socio-economic viability of small scale farmers and to assist in maintaining that viability?
2. What will be the impact on staff levels, stipends, and student research activities when the 211(d) grant expires?

3. Has VSU significantly strengthened its curriculum and support facilities for the teaching of international agricultural economics? What is the long run viability of the improvements made during the term of the grant and grant extensions? What will be the impact of the termination of the grant on these improvements?
4. What are the prospects for utilizing the capabilities developed at VSU in AID and other donor agency projects through contractual or other means? How has VSU attempted to identify and pursue such possibilities?
5. What lessons have been learned that are applicable to other institution-strengthening activities?

The Evaluation Team consisted of:

Dr. Fred Mann (Rapporteur)
Associate Director of International Programs
University of Missouri - Columbia

Dr. Kurt Ansel
Professor of Agricultural Economics
University of Kentucky

The evaluation was conducted March 11-14, 1980. The team spent March 11 in Washington, D.C. meeting with AID officials and reviewing project materials. It then proceeded to Petersburg where it met with VSU faculty, staff, students, and administrators including:

Dr. H. J. Battle, Vice President for Research and Human Services, formerly, Director, BERD, and manager, 211(d) grant

Dr. M. S. Joshua, Acting Director, BERD and formerly Research Associate, BERD, during period of 211(d) grant

Dr. E. Acquah, Assistant Research Associate, BERD

Dr. F. Lesnett, Assistant Professor of Sociology and Research Associate, BERD

Dr. S. Moak, Professor of Marketing and Research Associate,
BERD

Dr. J. Campbell, Assistant Research Associate, BERD

Ms. Janet Tuthill, Assistant Research Associate, BERD

Dr. V. De, Research Associate, BERD

Dr. H. Maclin, Research Associate, BERD

Dr. W. Richie, Dean, School of Business

Dr. W. Elias, Dean, School of Science and Technology

Dr. M. Fields, Chairperson, Department of Agriculture

Mr. L. Miller, Dean, School of Humanities and Social Sciences

Mr. R. Dunn, Programs and Auditing Office

Mr. M. Paterson, Virginia State Cooperative Extension Service

Mrs. K. VanDyke, Librarian, BERD

Dr. J. Anim-Appiah, BERD, UST

Dr. M. Achufusi, Deputy Vice Chancellor, University of Nigeria,
Nsukka

Mr. W. Jackson, Graduate Student, Department of Economics and
Research Assistant, BERD

Mrs. Quanda Cooper, Graduate Student, Department of Economics
and Research Assistant, BERD

Mr. Kevin Sage-El, Graduate Student, Department of Economics,
and Research Assistant, BERD

This report is organized in four major sections: a) achievement of project purpose, b) achievement of outputs, c) provision of inputs and d) conclusions and lessons learned.

ACHIEVEMENT OF PROJECT PURPOSE

The basic purpose of the grant extension was to build VSU's capacity to work on important problems of international agricultural and rural development. This purpose has been achieved and, further, in the absence of the extension, many of the more significant elements of this capacity may not have been achieved.

Several indicators of capacity were examined. These are:

- (1) degree of commitment to international programs by key administrators;
- (2) financial resources allocated to BERD by VSU;
- (3) organizational structure established by VSU to implement international programs and physical facilities made available;
- (4) interest among faculty to participate in international activities;
- (5) faculty experiences acquired during extension period; and
- (6) on-going involvements in international programs.

1. Degree of Commitment by Key Administrators

Because of a conflicting commitment (legislative review of VSU's budget proposals), Thomas M. Law, President of VSU, could not meet with the evaluation team. However, the team was provided a copy of a position paper titled "VSC's Institutional Commitment to International Development" prepared by President Law in 1978. This paper articulates a strong commitment to international programs. Evidence of this commitment is specified as (a) VSU's mission and scope statement was revised in 1977 to incorporate international activities, (b) an International Office was established within BERD, (c) VSU was a founding member of

SECID and (d) a Title XII officer was designated. Furthermore, the University has adopted promotion and tenure criteria which accommodate and encourage participation of University faculty in international activities, provides released time for faculty to study foreign languages and to undertake long-term foreign assignments.

Dr. Huey Battle, the long term director of BERD and manager of the 211(d) grant program throughout its life was recently appointed Vice President for Research and Human Services. This appointment is indicative of support for international activities at the highest university levels. It also suggests that there will be continuing support since many elements of the program will remain under his authority.

2. Financial Resources Allocated to BERD by VSU

VSU allocated \$69,000 of state appropriated funds to BERD for international activities. The bulk of these funds are utilized for staff salaries and as matching funds for VSU's Title XII strengthening grant. In addition, VSU receives substantial funds for agricultural research and extension from the U.S. Department of Agriculture, a portion of which are allocated to BERD for rural development research in Virginia.

3. Organizational Structure and Physical Facilities

The Bureau for Economic Research and Development was established by VSU in 1969 to develop a capacity for resolving problems of small farms and rural non-farm business units, and to enhance the quality of life of rural residents. BERD supplements traditional teaching functions of academic departments on the VSU campus by carrying out interdisciplinary research on these problems. The original 211(d) grant and the grant

extension have been administered and managed by BERD. 211(d) funds have permitted BERD to add an international dimension to its research capacity and to add internationally focussed courses in economics and agricultural economics.

BERD has carried out its 211(d) activities with a very capable staff in a highly motivated interdisciplinary research environment. With the exception of teaching some courses and supervising the research of some students, BERD staff is not associated with academic departments. Because the staff does not have faculty appointments, they cannot obtain tenure. Instead they are hired on year-to-year contracts. In effect, BERD has functioned as a research unit attached to, but independent of the academic organizational structure of VSU. Although this structure has permitted VSU to develop capacity for and to achieve specific research objectives of the 211(d) grant and extension, the capacity is not integrated into the academic structure of the University.

We believe that the long-run viability of VSU's capacity in international activities requires more formal and strengthened linkages between BERD and academic departments through greater involvement of University faculty in BERD's research program and formal incorporation of BERD staff into academic departments. To achieve this, joint appointments and/or shared time and funding may be necessary. BERD and VSU administrators are well aware of this need and expect to take appropriate steps in the near future. It is anticipated that this will occur as the functions of the new office of Vice President for Research and Human Services are defined and articulated and during the process of re-establishing the School of Agriculture as recently authorized and funded by the Virginia legislature.

4. Level of Faculty Interest

BERD recently sent a questionnaire to 22 selected faculty in departments which could contribute to a program in international rural development. Thus far, it has received 11 replies indicating a strong interest in participating in such a program.

5. Level of On-Going Involvement

In 1979, VSU became co-lead institution in SECID Egerton College (Kenya) Project. The Deputy Director of BERD, Dr. Charles Whyte, serves as Chief of Party in Kenya and Dr. Battle serves as Associate Home Site Coordinator. In addition, VSU competed for and was awarded an Indefinite Quantity Contract in the area of rural development. In its first year, VSU received only two requests to propose teams. The first of these was awarded to another contractor while the second was in process when the site visit was made. VSU is one of only two 1890 land grant institutions which have received both a Title XII Minority Institution Strengthening Grant and a matching fund Strengthening Grant. VSU has focussed its strengthening grant activities on rural credit. These four projects are evidence of achievement of the project purpose: to develop a response capability and multidisciplinary capacity to assist LDCs in the general area of comprehensive planning for Rural Development.

As a result of the 211(d) grant, on campus international development involvement has increased substantially. The grant made it possible to establish a graduate program in economics and to include in it a specialization in international economics and to add an international dimension in the undergraduate programs in economics and agriculture. Graduate students specializing in international economic development have increased from two in 1976-77 to sixty-seven in 1979-80. Economics

offers the following five internationally focussed courses.

Undergraduate offerings are: Economic Development
International Economics
Comparative Economic Systems

Graduate level offerings are: Economics of Underdeveloped Countries
International Economics

The Department of Agriculture offers three courses with an international component: Agricultural Marketing, Agricultural Policy, and Project Analysis. A wide array of other departments (Art, History and Philosophy, Language and Literature, Political Science, and Sociology) also offer courses with an international focus.

With the re-establishment of a School of Agriculture, it is expected that a Department of Agricultural Economics will be organized. The basic undergraduate and graduate agricultural economics courses are already in place (including international courses) largely as a result of the 211(d) grant.

OUTPUTS

The grant project statement envisioned five outputs from the 211(d) grant. (1) Research (Expanded Knowledge Base), (2) Education and Training, (3) Advisory and Consultation Services, (4) Information Capacity, and (5) Linkages and Networks. Summarized below are the indicators of output achievement specified in the grant statement, and our assessment of VSU's achievement of these outputs.

1. Research (Expanded Knowledge Base)

In order to attain greater knowledge of rural development problems in LDCs, the grant extension funded VSU to conduct five small research projects at a total cost of \$94,000. Topics suggested in the grant document as examples included agricultural credit, agricultural marketing, storage and processing facilities, rural labor mobility and role of women in the labor market. No countries were specified. It was anticipated at least some of the studies would be conducted in Ghana in collaboration with UST.

VSU fulfilled its obligations for research under the extension. BERD undertook ten foreign studies and eight domestic rural development studies. All ten foreign studies were conducted in Ghana. Of these, five have been completed and final reports prepared. One final report has been released and four are being printed. Data analysis for three of the remaining five studies is complete and final reports are currently being written. Four of the domestic studies have been completed and final reports have been published or are being printed. Three final reports are being prepared currently and data for one study is still being analyzed. The following is a list of the studies undertaken

during the grant extension.

Foreign Studies:

- Principal Investigators: Agyapong B. Gyekye, Emmanuel T. Acquah,
Charles D. Whyte
Title: An Evaluation of Institutional Credit and Its
Role in Agricultural Production in Ghana
Publication: BERD monograph series
- Principal Investigators: Emmanuel T. Acquah (VSU) and Ben Acquaye
(University of Science and Technology, Kumasi,
Ghana)
Title: Customary Land Practices in Relation to
Agricultural Production.
Publication: Research in final analysis - to appear as BERD
monograph
- Principal Investigators: Emmanuel T. Acquah (VSU) and K. Opoku Debrah
(UST)
Title: Economic Viability of Small Scale Farms in
Forest Zone of Ashanti (Ghana)
Publication: Research in final analysis - to appear as BERD
monograph
- Principal Investigators: Michael S. Joshua (VSU) and John Anim-Appiah
(University of Science and Technology)
Title: Enterprise Combination and Capital Requirements
in Northern Ghanaian Agriculture
Publication: BERD monograph being printed
- Principal Investigators: Michael S. Joshua (VSU) and John Anim-Appiah
(University of Science and Technology)
Title: Socioeconomic Study of the Rice Industry in
Ghana
Publication: BERD monograph being printed
- Principal Investigators: Michael S. Joshua (VSU) and John Anim-Appiah
(UST)
Title: Tractor Operation Costs and Returns - Kumbungu
Case Study (Ghana)
Publication: BERD working paper being printed
- Principal Investigators: S. Kojo Andoh and Emmanuel T. Acquah
Title: Economic Viability of Small Scale Farms in the
Ashanti Forest Zone of Ghana: A Case Study of
Koniyaw
Publication: BERD monograph in preparation
- Principal Investigators: E. Agyeman Gyawu and Emmanuel T. Acquah
Title: Land Tenure Systems in Relation to Agricultural
Production in Ghana: A Case Study of Kumbungu
Publication: BERD monograph in preparation

- Principal Investigators: Francisca Moghalu and Michael S. Joshua
 Title: The Role of Credit in the Adoption of New Technology: A Case Study of Small Rice Farmers in Northern Ghana
 Publication: BERD monograph in preparation
- Principal Investigators: Regina Ohene-Darko and John Anim-Appiah
 Title: Supply Responses of Cotton Farmers in Ghana: A Case Study of the Wa Area
 Publication: BERD monograph being printed
- Domestic Studies:
- Principal Investigator: Emmanuel T. Acquah
 Title: An Assessment of Human Resources in South Central Virginia
 Publication: BERD monograph series
- Principal Investigator: Frederick S. Lesnett
 Title: The Social and Economic Factors Affecting Hourly Earnings and Weekly Labor Supply of Male and Female Household Heads in South Central Virginia
 Publication: BERD monograph series
- Principal Investigator: Frederick S. Lesnett
 Title: A Comparative Socioeconomic Profile of South Central Virginia
 Publication: BERD monograph series
- Principal Investigator: Frederick S. Lesnett
 Title: Socioeconomic Factors Affecting the Utilization of Health Services in South Central Virginia
 Publication: Research in Progress
- Principal Investigator: Samuel K. Moak
 Title: Profile of Manufacturing and Service Activities in South Central Virginia
 Publication: BERD monograph being printed
- Principal Investigators: Magid Dagher and Joseph C. Campbell
 Title: Credit to Small Farmers in Selected Counties of South Central Virginia: A Performance Analysis of the Farmers Home Administration
 Publication: BERD monograph in preparation
- Principal Investigators: Samuel Graham and Vo Huu De
 Title: The Effects of Socioeconomic Characteristics on Adoption of Recommended Beef Farm Practices: A Case Study of Small Beef Farmers in South Central Virginia
 Publication: BERD monograph in preparation

Principal Investigator: Emmanuel T. Acquah
 Title: Value of Farm Wives' Time in Agricultural
 Production: A Case Study of South Central
 Virginia
 Publication: BERD monograph in preparation

In addition, VSU undertook a collaborative study with UST of the "Economic Viability of Small Scale Farms and Sociological Profile of Farms and Non-Farm Units of the Atebubu District (Ghana)." This study was funded by AID/ACCRA as a baseline study for its DIPRUD and MIDAS projects. It required 25 person months of VSU staff.

It is our assessment that BERD carried out highly competent, quality research. Their research is professionally conceptualized, implemented and documented. VSU uses some of the most recent and sophisticated analytical methods. Given the quality of its product, it is unfortunate that VSU-BERD has not subjected its work to peer review through submission to journals, publishers, and professional associations. It is only in this manner that VSU can attain the professional recognition it deserves. Added professional recognition will facilitate VSU's efforts to obtain additional contracts and grants. Moreover, wider circulation of VSU research results will contribute to a broader understanding of the problems of development.

2. Education and Training

The education and training component of the grant extension specified three activities: (1) graduate student training, (2) addition of courses to the VSU curriculum, and (3) workshops and seminars. Sixty-nine thousand dollars were allocated to this output.

The verifiable indicator magnitude of output for student training was listed as four to six students of whom two to three were to be foreign. VSU achieved this output level with the completion of M.S.

(economics) degrees by the following students:

Mr. Samuel Andoh (Ghana)
 Mr. Magid Dagher (U.S.)
 Mr. Samuel Graham (U.S.)
 Mr. Emmanuel Gyawu (Ghana)
 Ms. Francisca Moghalu (Nigeria)
 Ms. Regina Ohene-Darko (Ghana)

In addition, one student, Mr. William Jackson is currently completing his M.S. thesis. Mr. Jackson and Mr. Graham went to Ghana to collect data for their M.S. theses and to participate in the DIPRUD project. After his return from Ghana, Mr. Jackson spent six months in Washington, D.C. as a student intern in AID.

Three of the six completed students are now studying for the Ph.D. at other universities indicating the substantial quality of VSU's graduate program. All three students are receiving financial support from their universities.

The grant document specified that VSU was to offer four new courses during the grant extension, two in economics and two in agricultural economics. Three new graduate level courses were initiated, all in agricultural economics:

Agricultural Production Economics
 Agricultural Policy
 Agricultural Policy Analysis for LDCs

The long term viability of these courses is in question as initial enrollments were very low - less than five in each. Establishment in 1980 of the School of Agriculture, with a masters program in agricultural economics, will necessitate the continuation of these courses. Hopefully, enrollments will increase.

The specified verifiable indicator of achievement of seminar and workshop outputs was three seminars, one workshop, and two conferences. During the first year of the extension, VSU organized a series of six

formal seminars for its students, conducted by BERD staff, two college seminars on "Food and National Development in Ghana," and "Problems of Rural Development in LDCs." In the second year, the seminar series for graduate students was extended to fifteen sessions. During both years, BERD organized a French language course for its staff and VSU faculty.

During the last year of the grant, two seminars were presented by invited speakers:

Dr. Art Coutu, North Carolina State University, "Rural Development in Peru."

Dr. Ben Acquaye, University of Science and Technology (Ghana), "Land Tenure and Land Policies in LDCs."

It is clear that VSU achieved the desired output levels for all aspects of this component of the grant. However, these numbers do not reflect the overall importance of BERD and the 211(d) grant to the strengthened capability of the University. For instance, 60 percent of the M.S. graduates of the Department of Economics have received support from BERD, only a portion of which were 211(d) funded. BERD staff annually teach numerous courses in agricultural economics and economics. It is clear that as a result of the 211(d) grant, a viable graduate program has been established in economics and the beginning of one in agricultural economics is present.

3. Advisory and Consultative Services

In order to familiarize VSU faculty and staff with AID procedures and policies, it was anticipated that AID would utilize 24-32 person months of VSU faculty and staff time on short-term assignments such as project design and evaluation teams. Total cost was projected at \$35,000 with the grant absorbing salary and international travel costs and the missions funding all in-country costs.

Because of a lack of demand by AID for VSU's services, VSU had difficulty in meeting this obligation. The following consultative and advisory services were provided:

Janet Tuthill, Design Officer, Project Design Team, Upper Volta (1.5 mos.) Nov.-Dec. 1972

Charles Whyte, Project Evaluation Team, Kenya (1 mo.) April-May, 1978

Charles Whyte, University Capacity Assessment (3 mo.) AID/W, 1977-78

Janet Tuthill, Project Evaluation, AID/W (.25 mos.) Aug. 1979

E. A. Acquah, DIPRUD Project, Ghana (7.5 mos.) 1979

Michael Joshua, DIPRUD Project, Ghana (5 mos.), 1979

Frederick Lesnett, DIPRUD Project, Ghana (4 mos.), 1979

Janet Tuthill, DIPRUD Project, Ghana (1.5 mos.), 1979

William Jackson and Samuel Graham, (graduate students) DIPRUD Project, Ghana (6 person months), 1979.

A total of 29.75 person months of consultative-advisory work was provided to AID by VSU during the grant extension. Thus, VSU fulfilled the formal requirements specified in the grant project proposal. It must be noted, however, only the formal requirement, not the intent of the project was fulfilled. Only 2.5 person months entailed participation on a project design or evaluation team, and neither of these activities were funded through the grant. Both involved participation on teams organized by SECID in fulfillment of a contract with AID. DS/AGR/ESP utilized 3.25 person months of staff time in activities which were no doubt instructive, but not of the type contemplated in the grant proposal. The remaining 24 person months were utilized in completing the DIPRUD study, a research project. Although the DIPRUD study is an important contribution to AID and Ghana, and was a significant learning

experience for BERD staff, this too falls outside the type of activities contemplated in this component of the grant. Both DS/AGR/ESP and VSU view the DIPRUD study as contributing to the fulfillment of the obligation to provide advisory and consultative services. For this reason, the evaluation team includes it here. However, this and the activities for DS/AGR/ESP are not, strictly interpreted, appropriate to this component.

The failure to attain the desired level of foreign advisory and consultative services reflects AID's hesitancy to utilize the services of VSU staff. For understandable reasons, Bureau and Mission staff appear to be exceedingly reluctant to utilize the services of unknown and untested personnel on TDY teams. This reality has impacted all four minority institution 211 (d) grants. Hence, none have fully achieved this output of the grants.

4. Information Capacity

The grant contemplated five activities under this project component: (a) increased library holdings (1,000 volumes), (b) publication of research results, (c) three seminars and one workshop, (d) two conferences, and (e) increased distribution of the quarterly newsletter, BERD's Eyeview. Because seminars, workshops and conferences also were included in the education and training component of the grant document, they were reviewed in that section of this paper and will not be discussed here. However, it should be noted that the anticipated level of output was achieved.

During the grant extension, BERD added at least 500 new titles to its already extensive collection. In addition, it maintained the currency of its periodical collection. In all probability, it added a

total of 1,000 volumes (including periodicals) to its collection although existing records do not permit us to verify this in the short time available. During the extension, all holdings were inventoried and catalogued.

BERD utilizes its own monograph series to disseminate the results of its research. During the extension period, four monographs were published, and four are presently at the printers. An additional six are in final preparation.

Four papers were presented at professional meetings and one staff member published the results of his Ph.D. dissertation research in a major national journal. In addition, the proceedings of a conference co-sponsored by VSU and UST were published.

During the grant extension, BERD distributed 8 quarterly issues of BERD's Eyeview to 850 persons in LDCs and the U.S.

As stated earlier, VSU should disseminate the results of its research more widely by submitting papers to professional journals. To date, none of its work has appeared in this type of outlet.

5. Linkages and Networks

The grant extension anticipated the strengthening of an already existing linkage with UST and the establishment of linkages with possibly two additional foreign institutions. Linkages with U.S. institutions were to be maintained.

During the initial grant, VSU established a linkage with UST in Kumasi, Ghana. During the grant extension this linkage culminated in establishment of a sister organization to BERD at UST called the Bureau for Integrated Rural Development (BIRD). The two organizations, BERD of VSU and BIRD of UST collaborated on the DIPRUD project. There has been

a regular exchange of both faculty and students between the two universities. A BERD staff member, Dr. Acquah, was continuously on the UST campus for the funded life of the extension (July, 1977-September, 1979) and three other BERD staff, Dr. Joshua, Dr. Lesnett and Ms. Tuthill, spent lesser periods of time in Ghana. In addition, President Law and Dr. Battle, spent two weeks at UST to review and renew the linkage agreement. Dr. Whyte visited UST on numerous occasions to maintain the linkage and arrange collaborative work. Two VSU students also spent three months in Ghana. Dr. Anim-Appiah of the UST faculty spent five months on the VSU campus conducting collaborative research, and during the grant period three UST students attended VSU and received M.S. degrees. Dr. Ntim of UST visited VSU for 2 weeks. It is obvious that the linkage with UST has been strong and productive for both institutions.

VSU also has established a linkage with Egerton College of Kenya. This has come about through VSU's co-leadership of a SECID/AID project. The primary activity of the linkage is Dr. Charles Whyte's residence in Kenya as Chief of Party of the SECID/AID team.

VSU also has attempted to establish linkages with the University of Liberia and the University of Nigeria. Dr. M. Joshua of VSU visited Liberia but the effort link has not yet come to fruition. Dr. Battle and President Law visited the University of Nigeria with the result that a faculty member of that university will be in residence on the VSU campus for the current academic year. However, no formal linkage has been established.

VSU also has maintained strong linkages with U.S. universities and SECID. VSU has particularly strong ties with the other 1890 land grant

universities, the University of Wisconsin, Virginia Tech, and North Carolina State University.

INPUTS

1. Virginia State University

Among the inputs provided by VSU were administration, personnel and physical facilities.

Administration was provided by Dr. Huey Battle, former Director of BERD and Dr. Charles Whyte, former Deputy Director of BERD. It is clear that the grant project was well administered.

Personnel consisted of Dr. E. T. Acquah, BERD; Dr. M. S. Joshua, BERD; Dr. F. S. Lesnett, Department of Sociology; Dr. S. K. Moak, Department of Marketing; and Ms. J. C. Tuthill, BERD. In addition, eight graduate students and a secretary were funded by the project. The level of personnel input is consistent with the grant document.

2. AID

AID provided financial support, project monitoring, and regional bureau assistance.

Grant funding was adequate to accomplish the purposes of the grant.

Over the life of the extension, three DS/AGR/ESP employees served as grant project monitors: Mr. Al Harding (May 1977-September 1977), Mr. Erhardt Rupprecht (October 1977-August 1978), and Ms. Kathy Boyd (September 1978-September 1979). The frequent changeover in AID personnel was not in the best interests of effective management.

Regional Bureau involvement largely consisted of support provided by AID/ACCRA. The mission provided funding for and management of the DIPRUD STUDY.

Regional Bureaus did not request VSU's advisory and consultative services in spite of repeated effects by VSU to proffer these services.

CONCLUSIONS AND RECOMMENDATIONS

During the life of the 211(d) grant, VSU has built a substantial capacity for participation in international activities. It has acquired a highly skilled staff with interest and experience in international work. It must be recognized that their numbers are limited, but not moreso than any other university the size of VSU. The commitment of the University to international programs is manifest.

The existence of the graduate program is directly attributable to the 211(d) program which has provided funds for student thesis research and a major component of the teaching program. Curricula in agricultural economics has been upgraded and provides the foundation for an anticipated M.S. program. It is clear that the 211(d) grant was instrumental in building an international component in VSU's curriculum. We believe that this will not be lost with the termination of the grant.

Three major challenges remain as VSU continues to build its international dimension: a) to fully institutionalize BERD within the University, b) to broaden the faculty's international experience, and c) to obtain more opportunities for international work. The following recommendations address these three areas.

1. Utilization

VSU has attained substantial, but under-utilized depth in the area of economic development. The team recommends the following to achieve fuller utilization.

- (a) Relatively few foreign students are enrolled at VSU. The University should attempt to attract more foreign students. USDA and SECID should be contacted to discuss the feasibility

of AID participants attending VSU for both degree and special programs. University catalogs should be present in all International Communications Agency offices abroad.

- (b) To date, VSU has not received any requests for technical proposals through AID's Title XII office. Closer liaison with BIFAD should be used to rectify this situation.
- (c) Wider distribution of VSU's research findings particularly through professional journals will result in an improved image of VSU by its peers. Not only will this attract students and faculty to VSU, it will ultimately result in a better appreciation of VSU's capacity by AID, other donor agencies and LDCs.
- (d) VSU should develop a specific utilization plan which delineates geographic and subject matter specialties and then make this plan known to appropriate missions, technical offices, country desks, and embassies.
- (e) In recognition of the limited number of VSU faculty and staff with international expertise, VSU should consider establishing informal linkages with other universities with similar constraints. Together they might respond to RFTP's which alone, they lack the resources to implement.

2. Institutionalization

- (a) At present, BERD staff, the primary reservoir of international capacity, lack faculty status at VSU. Regular faculty have insufficient contact with BERD. Joint appointments, shared funding or similar arrangements will result in a fuller institutionalization of the international dimension and

broaden VSU's capacity.

- (b) Although the first steps have been taken, VSU must move ahead with establishing internal policies and regulations conducive to international involvement. This implies establishing merit, tenure, and promotion systems which take into account and reward international activities. Research productivity must receive greater recognition in this respect.

LESSONS LEARNED

The VSU experience makes obvious the benefits of long term planning. In order to be successful, strengthening programs must be fully planned including specific research activities, utilization activities, and institutionalization of the strengthened capacity in the broader university. This allows AID and the institution to come to a common understanding about the objectives of the program and facilitates its implementation by both organizations.

A key element in capacity strengthening is formal linkage with a foreign institution. This should be established and planned early in the grant period in conjunction with the host government and USAID mission.

It is apparent from the experience of VSU and the other 211(d) minority institutions that AID is not yet adequately committed to utilization of minority institutions. AID should consider two actions to reduce this problem. DS/AGR/ESP might develop a policy directive for administration approval which directs all missions and Bureau offices to give priority to personnel from minority institutions for short term team membership. Second, a specific individual within BIFAD should be assigned full-time responsibility for monitoring minority institution strengthening grants and coordinating appointment of minority institution faculty to project development and evaluation teams.