

CLASSIFICATION

PROJECT EVALUATION SUMMARY (PES) - PART I

Report Symbol U-447

1. PROJECT TITLE  <b>RENEWABLE RESOURCES MANAGEMENT PROJECT</b>			2. PROJECT NUMBER <b>682-0205</b>	3. MISSION/AID/W OFFICE <b>NOUAKCHOTT</b>
5. KEY PROJECT IMPLEMENTATION DATES			4. EVALUATION NUMBER (Enter the number maintained by the reporting unit e.g., Country or AID/W Administrative Code, Fiscal Year, Serial No. beginning with No. 1 each FY)	
A. First PRO-AG or Equivalent FY <b>78</b>	B. Final Obligation Expected FY <b>81</b>	C. Final Input Delivery FY <b>85</b>	<input type="checkbox"/> REGULAR EVALUATION <input checked="" type="checkbox"/> SPECIAL EVALUATION	
6. ESTIMATED PROJECT FUNDING			7. PERIOD COVERED BY EVALUATION	
A. Total \$ <b>5,466,100</b>			From (month/yr.) <b>FEB 1980</b>	
B. U.S. \$ <b>4,677,200</b>			To (month/yr.) <b>JAN 1982</b>	
			Date of Evaluation Review <b>FEB 1982</b>	

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

A. List decisions and/or unresolved issues; cite those items needing further study. (NOTE: Mission decisions which anticipate AID/W or regional office action should specify type of document, e.g., airgram, SPAR, PIO, which will present detailed request.)	B. NAME OF OFFICER RESPONSIBLE FOR ACTION	C. DATE ACTION TO BE COMPLETED
1) Eliminate activities in Haddad	Griego	June 82
2) Modify scope of work in Boutilimit	Griego	June 82
3) Modify scope of work in Mederdra	Griego	June 82
4) Modify training Program to fit needs of modified project	Griego	June 82
5) Transfer purchasing responsibility to contractor/SDSU	Griego/WASHDC CONTRACTS Officer	June 82
6) Lack of wells at the nursery centers	Griego	June 82
7) Have GIRM start to meet financial obligations outlined in Project Agreement	Griego	June 82
8) Hire expatriate technician for Mederdra	Griego/SDSU Contractor	June 82
9) Address the indemnities issue	Griego/USAID Director	June 82
10) Change PACD from 31 August '83 to 30 April '85	Griego/USAID	June 82

Clearance: *Goldman*  
*Reed*  
*Westlake*  
*Whitton*

9. INVENTORY OF DOCUMENTS TO BE REVISED PER ABOVE DECISIONS	10. ALTERNATIVE DECISIONS ON FUTURE OF PROJECT
<input type="checkbox"/> Project Paper <input checked="" type="checkbox"/> Implementation Plan e.g., CPI Network <input checked="" type="checkbox"/> Other (Specify) <b>Cost Reimbursement Contract</b> <input type="checkbox"/> Financial Plan <input checked="" type="checkbox"/> PIO/T <input checked="" type="checkbox"/> Logical Framework <input type="checkbox"/> PIO/C <input type="checkbox"/> Other (Specify) <input checked="" type="checkbox"/> Project Agreement <input type="checkbox"/> PIO/P	A. <input type="checkbox"/> Continue Project Without Change B. <input checked="" type="checkbox"/> Change Project Design and/or <input checked="" type="checkbox"/> Change Implementation Plan C. <input type="checkbox"/> Discontinue Project

11. PROJECT OFFICER AND HOST COUNTRY OR OTHER RANKING PARTICIPANTS AS APPROPRIATE (Name and Title)	12. Mission/AID/W Office Director Approve.
Project Officer <b>Rudy R. Griego</b>	Signature <i>Peter Benedict</i>
Project Design Officer <b>Allan Reed</b>	Typed Name <b>Peter Benedict</b>
Director Protection of Nature Service <b>Kane Hadya</b>	Date
Secretary General, Ministry of Rural Development <b>Kane Abdoul Cire</b>	

### 13. SUMMARY

In general terms, the lack of communication between project participants has been the greatest constraint to accomplishing project objectives.

Phase One, that of long term training in the U.S. for two Mauritanians, has been underway since 1979. Phase Two, resources inventory using satellite and aerial photo imagery was completed in July of 1981. Results of this phase should be available by summer of 1982. A suggestion would be to evaluate the quality of the resource inventory. Phase Three, the pilot intervention centers in Boutilimit, Mederdra and Haddad, has been plagued by numerous logistical and personnel problems.

Work at the centers has not progressed according to plan; the lack of water in Boutilimit and Mederdra has caused the loss of one full year of work. Extension and training-related activities have not begun because of the lack of progress. The center in Haddad has no infrastructure and has remained inactive since the loss of the U.S. technician assigned there. In addition, and since the review was conducted, it was necessary to ask for the removal of the expatriate technician in Mederdra.

The lack of project indemnities for the Mauritanian technicians has been a major issue, and will continue to be a constraint to the project. The fact that another on-going USAID project pays indemnities and that past projects paid them has been seen by the nationals as reason for them to receive same. Early in the project's inventory phase, these technicians went on strike demanding indemnities. Lack of indemnities has had a definite negative impact on project morale.

Recommendations were made to delay action on the proposed amendment to the project; this was based on the findings of the review. It was felt the project was not sufficiently underway to assume the responsibilities mandated by the amendment and that the overall effect would be to hinder the overall project outputs.

A budgetary review revealed a serious overexpenditure of funds due to a number of factors. Projected activities, and the funds needed to complete the project as originally designed, cannot be completed within the remaining budget.

Recurring problems with the USAID Project Support Division have caused numerous delays in activities and overexpenditure of project funds. The inability of this Division to handle project needs has been a major constraint.

...

#### 14. EVALUATION METHODOLOGY

Review of both the current Renewable Resource Management Project (682-0205), currently under contract to South Dakota State University (SDSU), and the Proposed Amendment (3-3-81) to the project was undertaken to satisfy two broad requirements. First objective was to establish for the new USAID project manager a familiarization with the current project activities and accomplishments to date and to assess the compatibility of the proposed amendment with the on-going project and to determine if the renewable resource needs of the Mauritanian Government (GIRM) are being addressed and are within the capabilities of the Ministry of Rural Development.

The review process included interviews with individuals currently associated with the project and individuals involved in developing the proposed amendments ; these included USAID, Peace Corps and GIRM personnel. A detailed study of the official correspondence, program files and reports was also undertaken.

This report is divided into four major sections addressing Current Projects, Proposed Amendment, Alternative Actions, and Recommendations based on the findings. The report is included as Attachment A.

#### 15. EXTERNAL FACTORS

The Government of Mauritania originally agreed to provide funds totaling \$ 788,400, to include Personnel and Labor, Commodities, Facilities, Land, Water, and Training. To date, only Facilities, Land, and Water have been realized by the project; this totals \$ 101,000 of the original amount.

A proces-verbal was signed by USAID and the Ministry of Rural Development in March 1982, agreeing to recommendations of the review. A second proces-verbal was signed in April 1982, following a presentation of the budgetary review. This documents the agreements reached by all participants to the needed changes within the project. The documents emphasize that the Government of Mauritania is in agreement to:

- 1) furnish the originally obligated funds in the categories outlined,
- 2) modify scope of work at the centers,
- 3) to eliminate Haddad from further activity,
- 4) include range management activities on a small scale at Mederdra.

## 16. INPUTS

Commodities purchases and contract services incountry have been a major problem, the lag time made necessary because of the various bureaucratic channels has delayed project activities. Construction of building, water system, wells and other major items have been hindered in timing and quality of work by the lack of attention afforded by the Project Support Division. In addition, the inefficiency has led to over expenditure of funds on some contracts.

It is recommended that the contractor assume purchasing and support responsibilities for the remainder of the project. This action will eliminate a constraint in accomplishing tasks needing immediate and careful attention. It is further recommended that the contractor assure that the Chief of Party is supported in these activities by a competent administrative assistant.

## 17. OUTPUTS

Outputs of the initial two phases of the project are now underway (long term training) or expected, Summer 1982 (resource inventory using satellite imagery and aerial photos).

The proposed outputs by the Pilot Intervention Centers have not been realized primarily due to lack of water. This can be attributed, in part, to lack of input (wells) by Project Support Division. Outputs at the Haddad Center were further complicated by the death of the expatriate technician late in 1981. Once wells are constructed at the Centers, nursery production will begin and activities toward accomplishing project goals will commence.

A replacement for the Mederdra technician, who was recently removed, is expected to be recruited and on site during summer of 1982. In the meantime, Mauritanian technicians are carrying out the center activities.

The recommended changes in outputs are the following: eliminating Haddad, therefore no output; adding a reduced range management component to Mederdra and increasing tree production to make up one year's loss of activities ; and increase nursery production in Boutilimit.

## 18. PURPOSE

"To survey existing renewable natural resources and implement a series of pilot interventions which together will provide sufficient data to develop an integrated program of renewable resource management and conservation for Mauritania".

...

A data base on renewable resources will be a reality when data is processed into a report and accompanying mosaics. This end result is expected by summer of 1982. Long term training of Mauritians will be accomplished by Sept of 1983; to date, the two students have done satisfactory work in the U.S. Remaining activities related to work at the Centers are dependent on several factors: installation of wells, GIRM supplying labor for nursery work, ample number of counterpart technicians. A reduced scope of work, in light of the present constraints and proposed changes, will produce a proportionally reduced output.

Affected by the reduced output over the remaining 5 years of the project will be the "integrated" aspect of a renewable resources management and conservation program for Mauritania. The time allotted for these activities to have the desired impact on the country is realistically insufficient. Data gathered in the inventory phase and results of Center's activities can provide a base for developing an integrated program in the future. A more immediate purpose will be to provide training to Mauritians in the forestry practice of nursery development, reforestation techniques, and in extension work, with the express goal of developing a cadre of nationals capable of replicating the many practices associated with conservation and development of the renewable resources.

Therefore, End of Project Status should reflect the changes from the original project concept, taking into account the reduced scope of work in Range Management and related training. With this in mind, the EOPS as originally stated remain valid.

#### 19. GOAL

"To promote self-sustained development in the rural sector through the establishment of comprehensive programs to build a manpower and resource base needed to withstand adverse climatic and environmental conditions, without disruption of continued development."

Goals and specified indicators measuring achievement should be changed to be more realistic. The indicators of the original document stressed elements implying long term planning and integration which cannot be achieved either under the original activity or under the reorganization of the project. A sound basis for future projects addressing planning, integration and development of renewable resources can be achieved.

Therefore the project's goal should read: To develop and promote replicable renewable resource development and conservation in the rural sector through training, extension, and through development of activity centers and demonstration sites.

...

Indicators of goal achievement will read:

- 1. A number of GIRM personnel become qualified to plan and implement immediate, short-term development programs in renewable resource management and conservation.
- 2. The Development of programs to replicate activities demonstrated by the project.
- 3. Develop an awareness of the need for integration among GIRM technical and administrative personnel in solving problems of natural resource management.
- 4. Increased production of tree and other vegetation species with a potential of decreasing per capita imports of wood and wood by products.

20. "Not pertinent @ this time"

21. "Not pertinent @ this time"

22. LESSONS LEARNED

The most effective management tools, communication and a tracking system, were the missing elements that have led to the present state of the project. Open communication between all participants would have eliminated the many problems encountered in logistical and personnel matters.

An effective contract team must be one that has competent leadership and is able to work as a unit. The Chief of Party should not assume the dual responsibility of administration and technical leadership, this definitely limits his effectiveness. Technical backstop by the contractor should be an integrated element of the project, affording project technicians the ability to discuss and have reviewed, in detail, the various aspects of their work.

The Host country government must be made to realize that their obligations to the project must be met if the project is to succeed. In this case, it appears that, due to change in leadership, the host country government was unaware of it's total obligation, reiterating the need for communication.

23. LIST OF ATTACHMENTS

- A. Renewable Resources Management Project Review
- B. Proces Verbal dated FEB 1982
- C. Proces Verbal dated APRIL 1982

RENEWABLE RESOURCES MANAGEMENT PROJECT  
(682-0205)

PROPOSED AMENDMENT 3/31/81

REVIEW

Luigi R. Grieco  
27 January 1982

*BEST AVAILABLE COPY*

## I. Preface

- A. Justification
- B. Steps taken
- C. Sources of information

## II. Current Project - Perceptions

- A. State of Project as perceived by Contractor
- B. State of Project as perceived by USAID
- C. State of Project as perceived by Peace Corps
- D. State of Project as perceived by GIRM
- E. Synopsis of Perceptions - Issues and Observations

## III. Amendment - Perceptions

- A. Amendment as perceived by contractor
- B. Amendment as perceived by USAID
- C. Amendment as perceived by Peace Corps
- D. Amendment as perceived by GIRM
- E. Synopsis of Perceptions - Issues and Observations

## IV. Alternative Actions/Amendment Proposal

- A. Accept in total
- B. Reject in total
- C. Accept in part (modification)
- D. Postpone acceptance

## V. Recommendation

## Preface

Review of both the current Renewable Resource Management Project (682-0205), currently under contract to South Dakota State University (SDSU), and the Proposed Amendment (3-3-81) to the project was undertaken to satisfy two broad requirements. First objective was to establish a familiarization with the current project activities and accomplishments to date. Second objective was to assess the compatibility of the proposed amendment with the on going project and to determine if the renewable resource needs of the Mauritanian Government (GIRM) are being addressed and are within the capabilities of the Ministry of Rural Development.

The review process included interviews with individuals currently associated with the project, individuals involved in developing the proposed amendment; these included USAID, Peace Corps and GIRM personnel. A detailed study of the official correspondence, program files and reports was also undertaken.

This report is divided into four major sections addressing Current Project, Proposed Amendment, Alternative Actions, and Recommendations based on the findings.

## II. Current Project - Perceptions

### A. Contractor - SDSU

Contracting Chief of Party, Dr. Wa Mbanga stressed the need for total involvement (AID, GIRM, Contractor, P/C) in order to assure continued vitalization of project goals. First phase of the project, selection of six Mauritanians for photo interpretation studies in Brookings, South Dakota, was begun in March of 1980. Selection was from the Kaedi Agricultural Extension School graduates, a level of education not equivalent to high school. At the same time, aerial photo reconnaissance of the country was begun.

The six trainees selected were sent to South Dakota State University where they underwent training using landsat mosaics and aerial photos of Mauritania, a program designed around the country they, presumably, were familiar with. Only two of the students had prior knowledge of earth related sciences. Also, it was clear, by the end of the training period, that two of the individuals had no concept of photo interpretation nor interest in learning. Accomplishments during this phase included the training and development of a color agrophysioram, map articulating differences in physical environment. Final work on third goal, development of a landsat color composite of the SW portion of Mauritania, is scheduled to be completed before the end of January 1981.

The second, or inventory, phase of the project was designed to produce color composite maps and interpretations of the following:

1. Forest types
2. Vegetative - pasture
3. Soils
4. Geology
5. Drainage - watershed

Although the technical work has been completed, the maps and accompanying interpretation have not yet been produced. This phase of the project officially ended in July 1981, and April 1982 has been set as the date for completion of the goals. Accuracy of the finished product has been emphasized and institutions.

This phase of the project, involving the returning

Trainees, was the establishment of pilot project centers at Mederdra, Boutilimit and Haddad. Development of these centers included construction of housing, office space, and warehouses. Housing facilities in Mederdra literally collapsed after two months and wells have not been dug or drilled. The establishment of the nurseries has begun on a smaller scale than originally conceived and is limited largely by lack of water on the site. Contracts for well drilling have been negotiated and yet never implemented.

Problems have been compounded by dissatisfied GIRM technicians. Early in Phase II, it was determined that three of the technicians were unsuitable for the project and, later, a letter was written by the Chief of Party asking Protection of Nature Service that they be removed. The request was granted.

Prior to the removal of the three, five of the six technicians went on strike demanding an indemnities payment from USAID as was currently being paid to GIRM technicians of the AID projects. Although three technicians have written a letter to the Minister of Rural Development asking to be relieved from the project, presumably because their request for indemnities has been refused.

Planned community participation in the planting activities is not expected to materialize according to one of the contract technicians. He feels that there are no incentives to draw the people out to assist in the work. To date, extension activities have not begun.

During the latter part of 1981, the range management technician tragically lost his life to a serious disease. A replacement has been discussed by SDSU with their Chief of Party and a number of applicants are being reviewed in anticipation of a March 1982 placement.

#### B. USAID

The Renewable Resources Management Project has undergone varying degrees of leadership since its inception in the latter part of 1970. Project Division Chief who, because of work load, admittedly has provided little guidance during the past several months. Nevertheless, as Project Officer, he feels that the contractor has carried out its duties according to joint agreement. Moreover, he feels the contractor is capable of continuing in this capacity.

A project status report, (John Grayzel, September 30, 1981) cited a project weakness, "failure to make an obvious or

significant connection between research and needed applied "activities", but failed to elaborate on this broad statement. In this same report he cited logistical problems such as lack of wells at key sites, shortage of fertilizer, and a delay in counterpart salaries (a GIRM responsibility). Furthermore, he only lightly touched on PSD involvement in procuring local services as a perceived problem and raised the issue of inter-project cooperation. The shortcomings of this report reflect the lack of attention the project has received.

#### C. PEACE CORPS

As far as can be determined by the relatively new Peace Corps Director, Peace Corps was not involved in the current project.

#### D. GIRM

Director of Protection of Nature Service considers the project important as a source of scientific information concerning the ecology of the country and as a means of identifying other potential interventions to combat adverse conditions. He feels that the necessary elements of a sound project exist but this has been hampered by the lack of needed facilities on the project sites. The lack of wells and the slow pace at which the buildings are being constructed were noted. He added that the lack of technicians also greatly hindered the project, and elaborated on the harsh conditions under which the technicians were required to live. The Director suggested that "material motivation" is always a consideration in attracting technicians to these types of areas and is always needed to encourage their remaining for extended periods of time. He cited especially, the hardships suffered by those who have families which must be cared for away from all relatives. If a final solution to enticing technicians to the project site is a form of payment, he feels it must then be done.

Mr. Kane feels that USAID is responsible for the existing situation. Initially, he was opposed to the idea of indemnities and only after being convinced that indemnities were common form of payment in USAID and other such organizations did he reluctantly change his opinion. His claim is that he was told that USAID was prepared to pay indemnities and there would be no problem.

#### E. Synopsis of Issues.

An apparent lack of continuity in communications

exists between AID and GIRM, and also between USAID and the SDSU contracting team. This most probably stems from the changes in leadership and consequent inattention at the Project Manager level. This fact, coupled with what the team feels is also a lack of response and support from PSD, has been an obstacle to accomplishing the logistical goals of the project. One case in point deals with the construction of faulty housing facilities in Mederdra. Wambanga heard negative reports from the Ministry regarding the contractor being considered by PSD for the job. He relayed this information through the division to PSD, in spite of his efforts and objections, that same contractor was selected for the job. The end result was a collapsed structure two months after completion.

From a technical aspect, the project activities including range management, tree planting and sand dune stabilization have not significantly materialized. Proposed range activities under the current project appear premature and should consider land tenure constraints that will influence the progress of work. Sand dune stabilization, as such, is still in the experimental stages (in spite of the many years of work) and should not be a focal point of the project. The activities involved in this goal, such as tree planting, have proved successful and should be continued.

Although these activities were to serve as a means of training GIRM technicians for eventual leadership roles at the pilot centers, most of them have shown little or no interest in the work. Furthermore, the GIRM has been slow to identify additional personnel to replace those who have been fired or who have asked to be removed. Therefore, in a very practical sense, the branding of the initial six technicians at Brookings has not served the intended purpose. In order to meet project objectives, the activities described in the project must be a joint effort between expatriates and nationals.

The industrial issue has been somewhat down played, but appears, in fact, to be the basis for the current and possibly the future technician problems. Initially, five of the six Mauritanian technicians decided to strike, because indemnities were not paid. The Chief of Party wrote a letter to each one stating that their action was against the GIRM because the Director of Protection of Nature Service was against granting indemnities, and gave them 24 hours to appear before appropriate action would be taken. The strike took place after a meeting of Chief of Party, Project Manager and

Director of Protection of Nature Service, at which time the Project Manager promised a final ruling on the issue. Ruling on the issue, according to Chief of Party, was not tendered because of the strike; rather, it was decided by Mission Director that guidance from the Ministry would be solicited. A letter was prepared for and signed by the Mission Director, essentially telling the Minister that indemnities would be granted only if GIRM requested them. Kane Hadya remained opposed to the indemnities until April 1981. He then relented and stated that, against his principles, he would draft a letter requesting indemnities for the Minister's signature. On October 81 a letter was sent to AID asking that the Mission respond favorably to the request for indemnities for the technicians. At this point, then acting Mission Director, Terry Lambacher, responded that the issue could not be ruled on by the Mission, but rather Washington would have to make the final decision. A parting statement by Mr. Kane Hadya was that perhaps USAID does not take the Mauritians seriously.

### III. Amendment - Perceptions

#### A. Contractor - SDSU

One cable communication from SDSU states that the institution is aware of the proposed amendment and is, presumably, ready to act on a contract agreement. Reported conversations between SDSU representatives and USAID/Washington individuals have dealt with SDSU's interest in assuming the expanded project. A search of all correspondence has not turned up written documentation detailing such an understanding. Justification for Non-Competitive Procurement from South Dakota State University was requested in July 1981 and subsequently approved.

The SDSU team was asked to provide technical information during the development of the amendment. This input also included budget figures for related tasks and establishment of centers.

According to one team member, SDSU does not directly provide technical backstop for renewable resources; rather SDSU relies on the technicians to request information from known sources and then acts in a liaison capacity.

#### B. USAID

The amendment approach has been one of the "more for less". A report cited earlier (Grayzel 1981) described the merging of the two projects (current plus amendment) as a means of countering efforts "so small in intent and resources as to approach insignificance." Although the amendment was originally conceived as a separate project at a higher cost, it can in its entirety, be incorporated within the existing project. And, by using the existing contractor to expand current activities, it can accomplish the original and amended goals at a savings to the US Government. One element in the proposed amendment, designed to end current logistical, contract, and commodity purchase problems, provides for an administrator to be assigned by the contractor for life of the project and assigned the mentioned activities to the contractor.

The main emphasis of the proposed amendment is one of institution building, the development of a renewable resource planning body within the Ministry of Rural Development. Also included is additional training in-country, in third world countries, and in the United States.

It is felt that all the needed human participation and GIRM technical assistance available is to assist in carrying out an expanded program. The program is to be carried out with the

current contractor and team has not been considered an issue should the amendment be adopted.

### C. Peace Corps

Consultations with Peace Corps during the development of the amendment revealed definite interest by that organization to participate in the activities. On March 20, 1981, a proposal detailing the Peace Corps involvement was submitted to USAID by the Acting PC Director. At present time the PC Director is virtually unaware of the status of the amendment and, thus, is unable to include the projected needs in his annual request for volunteers. He does feel, however, that the required eleven volunteers is an unrealistic number for the eventual first year. Although the PC proposal originally committed a minimum fill of six volunteers", PC Director feels that three would be a more realistic number. But, time constraints in submitting his request for volunteers will probably mean at least one year's delay in obtaining any volunteers. He explained that the request was to have been made January 1 to Peace Corps headquarters in Washington, for placement in the project areas approximately December 1982.

### D. GIRM

The amendment as originally conceived and presented to GIRM remains acceptable to the Director of Protection of Natural Service. He stated that GIRM is capable of full participation up to the level at which they are staffed and cites the need for a solid infrastructure, human competence for continuation, the need for long term goals, and the need for a motivating factor. The need for Peace Corps involvement is recognized as invaluable to the project longevity after AIB activities have terminated.

Mr. Kane feels that the politics of austerity brought about because of war and drought have a supporting need of the extended scope of work offered by the proposed amendment. In order to continue the work, he feels that the government will at some point in time be able to continue the indemnities to those working in adverse conditions, he sees the infrastructure providing, in part, a replacement for indemnities.

### E. Synopsis of Issues

Although the concept of "more for less" is appealing,

a more indepth look at the assumptions made in the proposed Amendment is required to obtain a more realistic view. The participation issue centers primarily on Peace Corps Volunteer and Contractor participation and the ability of GIRM to furnish technicians.

Peace Corps is unable to immediately furnish the total number of volunteers needed (eleven). The maximum number of volunteers possible for the first year (1982) is three, this is three less than what is considered to be minimum number for project activities. In all probability because of a lack of lead time, Peace Corps will not be able to furnish volunteers in 1982. Assuming this is correct, Peace Corps Volunteers will not be available to the project until late 1983. At this point in time, there is no way of predicting how many volunteers will be available in 1983 or subsequent years.

The GIRM has been able to replace but one of the 3 technicians which have left the project. Furthermore, only two of the original six are actually working. One has not reported for work within the past 8 months, and yet continues to draw his salary. It appears that GIRM is not able to exert effective control over its employees. And, by virtue of continued salary payment, inadvertently encourages dissention.

The amendment calls for a substantial increase in GIRM participation, including the establishment of a Resource Planning Office within the Protection of Nature Service. Past experience indicates a questionable likelihood that an adequate number of qualified technicians and counterparts will be found. Again the indemnities issue is the overshadowing factor.

The contracting institution, SDSU adequately provided technical guidance for the photo inventory portion of the contract. Whereas, it has not provided this level support to the ongoing activities dealing with sand dune stabilization, range management, and forest management. With that phase of the project completed the pilot resource activities are now underway. The proposed Amendment now expands the current activities in the renewable resources field and asks a long term resource planning component. An assumption has been made that the current contractor is able to serve these activities in terms of manpower and technical support. In all probability, this assumption appears to be correct. And, although the technical support for renewable resource activities has been indirect in nature it has been considered adequate.

#### IV. Alternatives Relative to Proposed Amendment

##### A. Accept Proposal in Total

Based on soundness of the proposed amendment in meeting the needs of the GIRM, and GIRM's and Peace Corps ability to meet their commitments to the project, the proposal is accepted. The current project is thus modified to incorporate the goals, objectives and commitments of the new document, SDSU, or the continuing contractor, increases its team to fill the outlined requirements. GIRM increases its input according to agreement, the project time is extended from April 30, 1985 to December 31, 1985.

##### B. Reject the Proposal

Based on sound justification, the proposed amendment is rejected. Activities of the current project would continue unchanged in scale or overall objectives and would terminate as scheduled on April 30, 1985.

##### C. Accept Proposal in Part (Modification of Proposal)

Based on valid criteria a portion of the total proposal is accepted. Commitments, goals and objectives are modified to reflect that portion which addresses the needs of the GIRM. The current project is modified to include the additional activities, including contractor and GIRM commitments. Project will continue until April 30, 1985 unless the modified portion suggests an extension or readjustment of timetable. It must be noted that where modifications are undertaken, time and monetary implications will add a different dimension to the addendum, and could conceivably lead to unprojected cost overruns.

##### D. Postpone Acceptance of Proposal

Based on sound justification a ruling on whether to accept, reject, or modify the proposed amendment is postponed. The current project activities continue unchanged. Presumably, a given period of time will be suggested within which a decisive recommendation will be made and the project will be affected accordingly.

## V. Recommendations

The state of the current project is such that this review but touches on the need for restructuring within USAID. The need for a meaningful establishment of contact and communication between all parties involved is important to the success of the activities. Furthermore, a final determination on the indemnities issue must be taken as a first step to reorienting the project.

Technically, the activities of the current project, addressing sand dune stabilization and range management activities, should be reconsidered and adjusted with more realistic goals in mind. Reforestation and aforestation should be considered the focal point for most activities.

In light of the state of the current project, an extension of the present activities will place a burden on the technicians which would probably dilute the overall desired impact. Participation by Peace Corps conceivably will not materialize according to the time schedule and consequently will adversely affect projected activities.

Participation of GIRM technicians is contingent upon the indemnities issue being resolved. We have been assured that technicians will be supplied, but also that the quality of work is likely dependent on the amount of indemnities. The GIRM has historically not provided the number of technicians needed, and in the view of expanded activities and commitments is unlikely to do so in this case.

This time table of proposed activities has been altered such that an acceptance in any form would require prolonging the end of contract date and thus have serious budgetary implications.

Based on preceding statements, and with the thought of strengthening rather than enlarging the current project, my recommendation is to forego acceptance of the proposed amendment. Basically, the proposed amendment has considered all elements necessary for a successful resource intervention. But, the merging of the two reviewed activities, at this point of time, would not have the cumulative effect desired. It is further recommended that the amendment be reviewed after a period of one year, and a final decision be made whether to include the activities or not.