

UNCLASSIFIED  
CLASSIFICATION

PROJECT EVALUATION SUMMARY (PES) - PART I

Report Symbol U-447

1. PROJECT TITLE <b>YAMBIO RESEARCH STATION REHABILITATION (OPG)</b>			2. PROJECT NUMBER <b>650-0035</b>	3. MISSION/AID/W OFFICE <b>USAID/Sudan</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) <b>650-82-01</b>	
A. First PRO-AG or Equivalent FY <b>80</b>	B. Final Obligation Expected FY <b>81</b>	C. Final Input Delivery FY <b>82</b>	<input checked="" type="checkbox"/> REGULAR EVALUATION <input type="checkbox"/> SPECIAL EVALUATION	
6. ESTIMATED PROJECT FUNDING			7. PERIOD COVERED BY EVALUATION	
A. Total \$ <b>2,270.00</b>			From (month/yr.) <b>2/80</b>	
B. U.S. \$ <b>1,066.00</b>			To (month/yr.) <b>10/81</b>	
			Date of Evaluation Review <b>2/82</b>	

8. 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., a/gram, SPAR, PIO, which will present detailed request.)	B. NAME OF OFFICER RESPONSIBLE FOR ACTION	C. DATE ACTION TO BE COMPLETED
1. Proposal by IVS for a one year extension of project to complete renovation of the physical facilities.	IVS	2/1/82
2. Response by USAID to IVS proposal	J. Beebe	2/15/82
3. Rehabilitation completion schedule	IVS	2/27/82
4. Drawing of representative rehabilitation work	IVS	2/27/82
5. End of project report by IVS	IVS	8/31/83
6. Statement of Yambio ARS and IVS effort to ensure local capability to maintain rehabilitation work done following end of project.	Yambio ARS, ARS and IVS	4/15/82
7. Approval by AID/W of an additional one year extension of PACD	AID/W	4/15/82
8. Revised Grant Agreement and arrangements for additional funding, if any	J. Beebe	4/15/82
9. Revised logical framework	IVS	2/1/82
10. Notification by USAID of procedure by which Participant Training responsibilities are to be shifted from this project to the new Southern Region Agriculture Development Project.		
11. Procedures for making available required local currency	J. Beebe	5/15/82

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

11. PROJECT OFFICER AND HOST COUNTRY OR OTHER BANKING PARTICIPANTS AS APPROPRIATE (Names and Titles)		12. Mission/AID/W Office Director Approval	
Dr. R. Wani, Director Yambio ARS Mack Hosack, IVS Yambio Chief-of-Party Lowell Histan, IVS/Washington Representative Dr. James Beebe, USAID Project Officer Robert McCandliss, USAID/Juba Area Coordinator Lynn Sheldon, USAID Engineer		Signature <i>Keith W. Sherper</i> Keith Sherper Date April 29, 1982	

### 13. Summary

The original project purpose of re-establishing the Yambio Agricultural Research Station (YARS) as an "integral element of the agricultural research and development network in the Southern Sudan" was never achievable with the level of effort proposed for the project. However the renovation of the existing facilities, provision of functioning laboratories, installation of basic utilities and training of YARS research and technical staff are recognized as necessary conditions for achieving the original purpose. Initial project implementation was seriously delayed by IVS problems with recruiting, fielding and supporting project staff. Since Mack Hosack and later Gisela Thomas and Janice Heale arrived on site, progress has been very impressive. A one year extension of PACD and a modest increase in the grant will be required to meet all of the rehabilitation needs of the YARS. Implementation of the participant training program was delayed by confusion over services to be provided by AID/W. USAID further involvement at the YARS will depend upon the relevance of its research programs to the development of the traditional agricultural sector and is to be considered as part of the design effort for the Southern Agricultural Development Project.

### 14. Evaluation Methodology

The evaluation of the project was done by Dr. Reuben Wani, Director of the Yambio ARS; Lowell Hestand, IVS/Washington Representative; and Mack Hosack, IVS Yambio Chief-of-Party between October 5 and 15 and was based on a scope of work jointly prepared by IVS and USAID. On October 15 and 16, the evaluation was joined by James Beebe, USAID Project Officer; Lynn Sheldon, USAID Engineer; and Robert McCandliss, USAID Coordinator for the Southern Region.

The evaluation resulted in a clearer statement of specific project objectives, and a clearer understanding of appropriate IVS - Yambio ARS - USAID relationships. As a result of the evaluation USAID requested that IVS prepare a written proposal for the use of the remaining funds under the GPG and as well as a proposal for meeting all of the major rehabilitation requirements of the Station identified during the evaluation. (Continued on Page 11).

### 15. External Factors (Prepared by IVS) \*

#### Shortage of Local Skilled Manpower

Progress in the building renovation element of the project has been difficult, but at the same time both steady and continuous. The remaining building renovation work to be done is similar in difficulty to this past year's work. However, there is a shortage of skilled workers to carry out the renovation work at a more rapid pace. IVS project personnel have found only a few skilled artisans from Yambio capable of producing the quality results which the project attempts to realize. Better results would likely have been achieved had the complete workforce been imported from the outside (i.e., from Juba). IVS project personnel do not believe in this approach, feeling that residents of Yambio should be the beneficiaries of the funds spent on the labor element of the building renovation program, which are practically the only funds directly reaching the local community. IVS

\* USAID accepts all parts of evaluation prepared by IVS that are included as part of P&S

project personnel are not planning to change present employment practices, rather, they will accept the need for a higher level of supervision in order to maximize benefits to the local community.

During this past year the core of the project's skilled labor has been five artisans from Juba, who, in the early months of their work did introduce good work habits and attitudes which speeded up the progress. The revitalization, did not, however, maintain itself as earlier expected. As the months passed their productivity decreased and their work habits and attitudes changed. Based on this experience, IVS project personnel concluded that the building renovation to be completed in the project will be accomplished through, primarily, the laborers of Yambio.

16. Inputs (After July 1980 - Prepared by IVS)

IVS Technical Assistance

Frank Houston, a CUSO volunteer, worked on the project through the end of November 1980. During this period IVS only partially covered Mr. Houston's support.

Mr. Houston's project responsibilities were limited, primarily, to building rehabilitation activities. During his period of work he supervised the renovation of five staff houses. Due to the Project Officer position being vacant at that time, only an incomplete record of Mr. Houston's contribution to the project is available. However, observations by the YARS Director and the current Project Officer indicates that Mr. Houston's productivity, and the quality of his work, was good.

During the past year the recruitment of qualified IVS personnel has been the major factor positively affecting the project. IVS has placed the following personnel in the project during the past year:

- Mack Hosack, Project Officer  
(Arrived on site in Yambio 17 December 1980)
- Janice Heale, Site Services Manager  
(Project-supported activities began 1 May 1981)
- Gisela Thomas, Administrative Assistant  
(Project-supported activities began 1 March 1981)

It is IVS' and YARS Director's assessment that the current IVS project personnel have:

- contributed an extraordinary amount of energy to the project,
- achieved an extraordinary level of quality in all renovation and construction workmanship,
- procured and installed project equipment, and procured other project goods, in a highly cost-effective way, and
- generally managed and administered the project in highly competent manner.

Further, it is the assessment of the four IVS participants, in the review of the project, that the impressive project achievements this past year were only possible through the energetic and competent efforts of the current IVS/Juba Administrator, Tony Patterton, whose contributions effectively encompassed direct Volunteer support, maintenance of Juba Field Office and Volunteer/Staff housing and direct support and coordination of project activities.

### 17. Outputs (Prepared by IVS)

The following is a summary of progress towards achieving project objectives identified in the original IVS project document and the project amendments approved by USAID/Sudan on 4 November 1980.

<u>Activities and Objectives</u>	<u>Status</u>
<u>1. Rebuilding Rehabilitation</u>	
a. <u>Completed:</u>	
- Director's House No. 25	Completed
- Senior Rest House No. 401	Completed
- Senior Staff House No. 1	Completed
- Junior Staff House No. 411	Completed
- Mid-Junior Staff House No. 403	Completed
- Mid-Junior Staff House No. 429	Completed
- Administration Building	Completed
b. <u>In Progress:</u>	
- Senior Staff House No. 2	90% completed
- Senior Staff House No. 3	75% completed
- Storage Building No. 427 (Generator Room)	80% completed
- Storage Building No. 428 (Fuel and Hardware)	75% completed
- Administration Building (Public Latrine)	50% completed
- Laboratory Building	5% completed
- Seed Drying Shed Building	5% completed

2. Procurement

a. Laboratory Equipment	Ordered
b. Meteorological Station Equipment	Ordered, purchased, in transit
c. Library Equipment, Periodicals, Reference Books	Ordered, purchased, in transit
d. Office Equipment	Delivered on site
e. Farm Equipment	Purchased, in transit
f. Other Equipment	Delivered on site, purchased, in transit
g. Electrical System Equipment	On site, installed, and in transit
h. Water System Equipment	Purchased, in transit
i. Vehicles	On site, in use
j. Fuel	Continuous
k. Spare Parts	On site, purchased, in transit
l. Construction Materials	Provided and used, purchased in transit continuous

3. Training

- a. M. Sc. Candidate: Application for Mr. Loggale sent to University of Florida.
- b. M. Sc. Candidate: Mr. Ibrahim identified as second training candidate.
- c. Course in Librarianship: Ms. Ganysia currently in training in one year librarianship course at the University of Juba.

4. Electrical System Installation

Completely installed and in operation. Power supplied to 38 buildings.

5. Water System Installation

Equipment and materials purchased and in transit.

5.

6. IVS Technical Assistance

IVS has provided the following technical assistance in the project:

- a. Project Officer -- 12 months
- b. Site Service Manager (Builder) -- 12 months
- c. IVS/Yambio Administrative Assistant -- 7 months
- d. IVS/Juba Administrator -- 12 months (24 months x 50%)
- e. IVS/Khartoum Administrator -- 4 months (24 months x 15%)

7. Land Clearance

The project has not been engaged in this activity to date, in view of YARS priorities.

outputs  
Planned Project/October 1981 through September 9, 1982

1. Building Rehabilitation

- a. The following building, in progress, to be completed:
- Senior Staff House No. 2
  - Senior Staff House No. 3
  - Administration Building Public Latrine
  - Laboratory Building
  - Seed Drying Shed Building
- b. The following additional buildings to be rehabilitated:
- Garage/Parking Building
  - Mid-Junior Staff House No. 430
  - Mid-Junior Staff House No. 404
  - Mid-Junior Staff House No. 405
  - Junior Staff House No. 423

2. Procurement

All goods and equipment in the process of procurement at the beginning of the period (see Project Status Report, October 1, 1981, "Procurement") will be delivered to the Y.A.R.S. site. Construction materials, fuel, and spare parts will be procured periodically, as required.

3. Training

- a. M. Sc. Candidate: Mr. Loggale to have begun and to be engaged in graduate studies in Agronomy at the University of Florida.
- b. M. Sc. Candidate: Mr. Ibrahim to have begun and to be engaged in graduate studies in Soil Science at the University of Florida.
- c. Course in Librarianship: Ms. Ganysia to have completed course in Librarianship at the University of Juba.
- d. Training course in Maize Production: Mr. Awasi, Y.A.R.S. technical assistant in the agronomy section, to attend a twelve week training in maize production technology for the research workers at the International Institute of Tropical Agriculture, Ibadan, Nigeria.
- e. Six short courses at the MTC Juba in appropriate vocational skills.

7.

f. Visit of Y.A.R.S. Director to the International Institute of Tropical Agriculture, Ibadan, Nigeria.

4. Electrical System Installation

Minor corrections, if necessary, and routine maintenance.

5. Water System Installation

Complete water system to be installed.

6. IVS Technical Assistance

a. Project Officer -- 12 months

b. Site Services Manager -- 12 months

c. IVS/Yambio Administrative Assistant -- 12 months

d. IVS/Juba Administrator -- 6 months (12 months x 50%)

7. Land Clearance

Clearance of fifteen (15) feddans of YARS land (the area to be identified by the YARS Director)

While IVS is ultimately responsible for administering the training activities of the project (above, 3.), the YARS Director, in view of his greater experience and knowledge of the YARS training needs, and of YARS personnel, must effectively plan and coordinate this activity of the project. IVS, however, will continue to administer the project's training component funds.

18. Purpose (Revised purpose proposed by IVS)

Purpose

To rehabilitate and re-equip the existing physical plant of the YARS, provide a water and electricity supply system, clear land, and provide training of YARS research and technical staff, thus providing some of the basic infrastructure and skilled manpower necessary for the YARS to establish an applied agricultural research program.

Verifiable Indicators

All existing YARS building (see Outputs) rehabilitated and equipped, farm machinery and tools provided, water and electricity utilities provided, and 10 YARS research and technical staff trained.

19. Goal (Revised goal proposed by IVS)

Goal

To contribute to the Govt of Sudan's efforts in increasing

Verifiable Indicators

An expanding YARS program of agricultural crops research.

appropriate agricultural research and extension services in the Southern Region, leading to expanded crops production and improving income and living standards of farmers.

An effective working relationship existing between the YARS, the Southern MinAg. and other institutions in the Southern Region involved in agricultural research and extension.

Recognition of YARS research program as being appropriate to provide for the priority needs of 'green belt' farmers.

20. Beneficiaries

Not pertinent at this time.

21. Unplanned Effects

None identified.

22. Lessons Learned

Not pertinent at this time.

23. Special Remarks (Prepared by IVS)

1. Clarification of IVS Input and Role (Prepared by IVS)

The original IVS project documents, and amendments, continue to serve as an accurate general description of IVS activities in rehabilitating the YARS. However, the project documents were not adequately revised, as they should have been, in July 1980 to reflect changes in the project's activities and objectives (as agreed to between USAID Sudan Mission and IVS on 4 November 1980). The decision, at that time, to eliminate the two IVS agronomist positions (the Farm Manager position was formally eliminated, and plans to recruit for the Agronomist position were postponed indefinitely, effectively eliminating it) substantially reduced the scope of IVS' involvement in the YARS. The responsibilities of the reduced number of IVS project personnel only include:

- 1) Rehabilitation of the YARS Physical Plant
- 2) Procurement of Equipment and Goods
- 3) Installation of Electrical System
- 4) Installation of Water System
- 5) Training (Administration of Training Activities).

Thus it should have been clear, at that time, that it would be inappropriate for the revised IVS project staff to participate in decision-making regarding the planning and administration of the YARS research program. However, the original Purpose and Goal statements of the project continued to reflect the expectation that IVS project personnel would have a substantial role in formulating the YARS' crops research program.

## 2. Clarification of Relationship Between IVS, YARS and USAID (Prepared by IVS)

IVS, through the review of project activities, has discovered a misunderstanding regarding the relationship between IVS, the YARS and USAID. To date current IVS project personnel have not been aware of the generally accepted relationship between grantor, IVS, and a host institution, nor have they clearly understood the specific extent of, and limits to, the authority and decision-making responsibility of these participating institutions. This situation is the result of primarily insufficient support by IVS/W.

The following guidelines will be used by IVS/Yambio personnel in planning and implementing on future project activities:

- YARS staff (primarily the YARS Director) must be substantially involved in formulating all decision that propose major changes in the project's activities and objectives, (and any other specific terms, i.e. budget, duration, etc.). In making decision (forming proposals) on matters that IVS personnel clearly have technical experience in, (construction, water and electrical installations) it is expected that IVS project staff would formally participate with the YARS staff in decision-making. However, any proposals for changes to project activities and objectives, concerning matters in which IVS project personnel do not have substantial experience (research staff training, for example) should be initiated and developed by the YARS staff, IVS project personnel only participating on an informal basis, if required. Under either of the proceeding sets of circumstances, it is IVS' responsibility to formally present requests for the changes in the project to the donor, USAID, for their approval.
- It is IVS' understanding that USAID's involvement should be to periodically monitor project activities, satisfying themselves that project implementation is within the terms and spirit of the grant, monitor current financial status to ensure appropriate expenditure of funds under the terms of the grant, and to approve/disapprove proposed major changes to the project. IVS feels that current IVS project staff are highly qualified to make the necessary technical proposals concerning the construction/renovation of the YARS physical plant. IVS project staff welcomes constructive criticism offered by qualified technicians, on any aspect of IVS project involvement and understands that within the terms of this Grantor-IVS relationship IVS carries principle responsibility for decision-making concerning specific project activities and objectives.

## 3. IVS' Commitment to the Project (Prepared by IVS)

All IVS's personnel (IVS/W, IVS/Yambio and IVS/Juba staff) express a high level of commitment to the project, and are confident that the high level of management and administration can continue.

An outcome of general discussions of IVS/Sudan personnel's needs of the existing IVS/Sudan program exploration and development opportunities, (held at various times and places during IVS/W representative's visit to Juba and Yambio), it was strongly recommended to IVS/W that a qualified and thoroughly oriented Field Director be placed in Juba. This development could only further improve the administration and management of the project.

IVS/W endorses the commitment to put high priority on the recruitment of a Field Director.

Drafted by:JBeebe

Clearances

W. Witt, AGR (in draft)  
L. Sheldon, ENG. (in draft)  
D. Dembowski, PRM (in draft)

#### 14. Evaluation Methodology (continuation) (Prepared by USAID)

In examining the construction work, reference was made to USAID/Sudan Engineer John Smith's report of May 18, 1981. Specific suggestions contained in this report dealing with lintel reinforce and the use sand-cement blocks for structural purposes have been allowed. The proposed schedule identified in this report however has not been met. To make further monitoring of the project more useful, IVS should produce a work plan and representative drawing of the work they are doing.