

ADAPTIVE CROP RESEARCH AND EXTENSION (ACRE)

APR 30 B

ISN - 34056
PD-APP-1395

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) 6360102/15
REGULAR EVALUATION SPECIAL EVALUATION

6. KEY PROJECT IMPLEMENTATION DATES A. First PRO-AG or Equivalent FY <u>78</u> S. Final Obligation Expected FY <u>82</u> C. Final Input Delivery FY <u>82</u>			8. ESTIMATED PROJECT FUNDING A. Total \$ <u>12,000,000</u> B. U.S. \$ <u>6,700,000</u>		7. PERIOD COVERED BY EVALUATION From (month/yr.) <u>Sept. 1978</u> To (month/yr.) <u>Nov. 1981</u> Date of Evaluation Review <u>May 26, 1982</u>	
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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 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
Amend PP to increase life of project funding to at least \$6,710,000.	1. A. Dickie, AAO Dir. REDSO/WA	Sept. 30, 1982
Extend SULSU contract AID/AFR-C-1585 one year to December 31, 1984.	2. A. Dickie, AAO SER/CM	Dec. 31, 1982
Agree to consider sharing the cost (up to \$250,000) for the construction of a continuing Education Center to be sited at Njala ACRE for in-service training of extension personnel and participating ACRE farm families. (This is contingent on availability of funds and REDSO approval of site/building plans.)	3. A. Dickie, AAO Dir. REDSO/WA	May 31, 1983
Agree to provide from USAID/ACRE contributions (Support and other costs line item) POL for the ACRE project vehicles assigned to each of the SULSU/ACRE team members.	4. A. Dickie, AAO WESScarborough ADO	March 31, 1982
Agree to consider procuring a back-up water pump for the Njala ACRE water system, if needed, as an interim measure to insure an adequate supply until the proposed EEC funded system is completed in late 83 early 84.	5. A. Dickie, AAO WESScarborough ADO	Nov. 30, 1982
The institutionalization of ACRE is proceeding at a measured pace, however, Mission believe real progress will have been made when GOSL approves the ACRE staff conditions of service and began funding ACRE's operating costs from their <u>Recurrent</u> budget rather than their development budget.	6. A. Dickie, AAO WESScarborough ADO	Ongoing
	7. A. Dickie, AAO WESScarborough	Ongoing

9. INVENTORY OF DOCUMENTS TO BE REVISED PER ABOVE DECISIONS

- | | | |
|---|---|--|
| <input checked="" type="checkbox"/> Project Paper | <input checked="" type="checkbox"/> Implementation Plan e.g., CPI Network | <input type="checkbox"/> Other (Specify) _____ |
| <input checked="" type="checkbox"/> Financial Plan | <input checked="" type="checkbox"/> PIO/T | _____ |
| <input type="checkbox"/> Logical Framework | <input checked="" type="checkbox"/> PIO/C | <input type="checkbox"/> Other (Specify) _____ |
| <input checked="" type="checkbox"/> Project Agreement | <input type="checkbox"/> PIO/P | _____ |

10. ALTERNATIVE DECISIONS ON FUTURE OF PROJECT

- A. Continue Project Without Change
- B. Change Project Design and/or Change Implementation Plan
- C. Discontinue Project

11. PROJECT OFFICER AND HOST COUNTRY OR OTHER RANKING PARTICIPANTS AS APPROPRIATE (Names and Titles)

Wilbur E. Scarborough, ADO

r. W.E. Taylor, Director, ACRE Project

Wilbur E. Scarborough
U.S.

12. Mission/AID/W Office Director Approval

Signature _____
Typed Name *Alex Dickie*
Alex Dickie, AID Affairs Officer
Date _____

September 9, 1982

w/o Exec Summary
Best Available Document

8. ACTION DECISIONS APPROVED BY MISSION OR AID/W CONTINUED

We will closely monitor progress towards this objective.

7. A CPA firm has been contracted and is assisting ACRE establish and strengthen accountancy/management capability. Additional ACRE staff have been hired i.e. store ledger clerk, book keeper, and two accounts clerks. A senior accountant has been recruited and his appointment is imminent. We believe this strengthened and expanded accounting section is critical to responsible management of ACRE, and we will closely monitor it's development.

Best Available Document

13. SUMMARY

ACRE project, which is designed to develop improved technology packages and the delivery systems to effectively disseminate them to small farmers who will utilize them to increase agricultural productivity, incomes, and their nutritional status, has made considerable progress.

ACRE staff have been recruited from the MAF and Njala University and the private sector, and are being trained on the job and formally in adaptive crop production research/extension; and are actively developing/implementing on-farm adaptive research trials with the assistance of the five member SULSU/ACRE contract team. The second ACRE cropping season is well-underway, and 450 farm families are actively participating in field research and demonstration trials.

The Baseline data survey is nearing completion, which includes socio-economic, agronomic, nutritional, and appropriate technology components. This information will be very useful in assessing and developing appropriate packages that are complementary to the various cultural, economic, and agro-ecological environments in Sierra Leone.

Major construction i.e. ACRE staff housing, administration buildings, laboratories and maintenance facilities have been completed and these facilities are now operational. Most of the required project supplies/equipment and vehicles have been received or ordered.

Substantive problems encountered were: late arrival of SULSU technicians and required contract consultants; delayed construction start up and completion; the retention of some skilled ACRE staff; the underestimation of required facilities and commodities needed; and the development/implementation/institutionalization of the applied farming systems research/extension approach for identification and solution of small farmers production and marketing problem.

14. EVALUATION METHODOLOGY

This Mid project evaluation was conducted to measure progress achieved towards attaining EOPS outputs, and to verify project hypotheses re the efficacy of using the farming systems approach to address and resolve small farmer's production and marketing problems.

The Mid-Term Evaluation team based their analysis on the following information: (1) review of project and non-project documents; (2) observation of physical facilities, research sites, and on-farm trials and demonstrations; (3) participation in meetings and conducting structured and unstructured interviews with GOSL, IADP, NUC, ACRE, AID and U.S. contract ACRE project officials and, with farmers and other residents of rural zones (see Appendix A).

14. EVALUATION METHODOLOGY CONTINUED

Project planning documents and contractual agreements, and the goals and structures called for in those documents, were compared to project performance. The Evaluation Team established and continually revised sets of key questions on which to focus the work. This was done at all levels from inter-governmental to inter-institutional to intra-project to individual farm operations. Internal management and program monitoring documents were important in the review. Other documents reviewed concerned other development projects and socio-economic development in Sierra Leone. Interviews and meetings provided more information for assessing project performance in relation to stated goals. Dr. Hess used a structured interview to gather comparable information from a 10% random sample of contact farmers in the project. Observations and preliminary conclusions were discussed with all key project staff, the U.S. contract team and the MAF representatives to establish the best way to present the evaluation report.

The external evaluation team included the following:

Charles Simkins	ST/AGR	Team Leader/Agricultural Specialist
Graham Thompson	REDSO/WA	Evaluation Officer
David Hess	REDSO/WA	Economic Anthropologist
John Cloutier	REDSO/WA	Financial Management Analyst
Mellen Duffy	REDSO/WA	Nutritionist

Observers working full-time with the team included:

Wilbur Scarborough	USAID/SL	Agricultural Development Officer
Vernon Hall	SULSU	Contract Team Leader
E.J. Mammy	ACRE	Extension Coordinator
L.M. Feika	MAF	Asst. Chief, Agriculture

15. EXTERNAL FACTORS

Primary constraints to increased agricultural productivity in Sierra Leone are shortages of appropriate technological packages and required labor during critical periods in the cropping cycle i.e. land preparation, planting, weeding, pest control during grain maturing stage, and harvesting; market inadequancies e.g. absence of feeder roads and appropriate storage facilities; and government pricing disincentives.

These labor constraints were anticipated during project design, hence the focus on adaptive appropriate technological packages that would be compatible within the existing agricultural labor supply constraints. One function of the Baseline Survey is to determine the labor input required of ACRE technological packages to insure that only those innovations with a favorable input/output ratio are promoted.

15. EXTERNAL FACTORS CONTINUED

Improvement of feeder (market) roads which facilitate movement of produce goods and services has been given increased attention by GOSL. The Highway Trust Fund II has been modified to include feeder road development/maintenance; and funds generated thru sale of PL 480 Title I commodities are now being used to expand the feeder road network. Specialized training and consultancy assistance is being utilized by ACRE to reduce post harvest crop losses and develop improved on-farm storage structures that can minimize crop loss and allow farmers to better regulate their crop marketings.

The Sierra Leone Produce Marketing Board (SLPMB) in the past has maintained artificially low producer prices which reduced the farmers incentive to increase production. SLPMB now acknowledges such pricing is counter productive, and this year increased the producer price of rice, the major cereal staple by 50%. Such GOSL efforts are encouraging, and we anticipate will continue.

The local inflation rate has substantially exceeded original PP projections. As a consequence, GOSL and AID local currency expenditures have been considerable higher than anticipated. GOSL has increased their LOP contribution in cash by more than 60% to cover increased construction, personnel, and fuel and utility costs. Inflation worldwide, however, is now abating; we are optimistic that the rate in Sierra Leone will decrease also. Mission will closely monitor this situation, since it does have implications for GOSL recurrent cost support.

16. INPUTS

Initially, several critical AID project inputs i.e. technical assistance (SULSU contract team and consultants); training (academic and in-service); commodities (vehicles and spare parts, laboratory supplies and equipment, maintenance equipment); construction (staff housing, laboratory and maintenance buildings); as well as essential GOSL project inputs, notable water and electrical utilities and certain key staff appointments i.e. senior extension officers and research assistants, accounting and stores staff, maintenance supervisor, training officer, communication specialists, extension agronomist, community nutritionist-were either delayed or available in inadequate amounts.

This was due in part to a 14 month delay in approving the SULSU contract, after signing the Pro Ag; a further delay in recruiting a contract team acceptable to the GOSL; and the additional delay in assigning the contract team to Njala because staff housing was not completed due to GOSL commandeering available cement supplies to construct the 1980 OAU Conference building and facilities. Also, there was a serious under-estimation of the project facilities and commodities required e.g. the PP budgeted for five 4-wheel drive vehicles - fourteen were actually needed. Finally, there was an overestimation of the numbers of line personnel which would be made available to ACRE, on a full time basis from the MAF and Njala University staff pool.

16. INPUTS CONTINUED

Most of these earlier inputs deficiencies have now been corrected, and progress towards EOPS objectives is accelerating. GOSL and the SULSU Contractor have requested, and USAID is prepared to approve, a one year no additional cost SULSU contract extension to compensate for these initial start up delays. This will provide sufficient technical input to complete the PP objectives as planned during ACRE Phase I.

17. OUTPUTS

At the beginning of this evaluation, November 1981, these input shortages had retarded project progress by approximately eighteen months. Consequently, the evaluation team was only able to assess the implementation of the first year's cropping activity which had its share of the normal start up planning, organizational, and conceptualization problems typical of farming systems research/extension development.

At the start of ACRE's second year cropping season, a comprehensive two week in-service training Workshop for ACRE extension staff, IADP personnel, and participating farmers was conducted at the ACRE Headquarters. ACRE/SULSU technicians and consultants, senior ACRE administrators, University of Njala scientists, and Ministry of Agriculture field staff provided the technical/managerial input. The Workshop which was well attended, was designed to improve the extension delivery capabilities of the ACRE staff, the general consensus was that it succeeded. (Fifteen additional extension field instructors (EI's) were hired this year for a total of fifty extension field staff.)

Following closely on this Workshop, was a one week joint research division/extension division planning/coordinating Workshop held to develop a collaborative workplan schedule for this year's 1982 cropping season. Additionally, the first group of long term M.SC and Ph.D degree participants have left for training, and a life of project training plan has been completed and approved. Finally, this year 450 farm families are actively participating in ACRE research and demonstration trials, an increase from last year's 289; and several thousand farmers have utilized the ACRE developed Mini-Kit technological packages.

18. PURPOSE

The stated purpose of the project is "to develop a crop adaptive research and replicable technology delivery system responsive to the needs of the rural smallholder".

The achievements toward reaching the project purpose at the time of this evaluation were considerable.

18. PURPOSE CONTINUED

1. Adaptive research on major food crops is being carried out by ACRE research staff in cooperation with staff from the Njala University.

A reconnaissance of research trials in the field was carried out by the Evaluation Team. The trials were well designed, appropriate for the needs of the rural smallholder and well tended. Trials included soil management, rotation and introduction of new varieties of cassava, sweet potato, upland rice, maize, cowpeas, pigeon peas and yams, and other types of trials.

2. Adaptive research and extension activities in crop production have been extended to 450 families in the 5 zones of operation which are Njala, Makeni, Kabala, Rokupr, and Kenema.

3. A system of technology transfer has been organized with scheduled activities and a functioning reporting system. At present, the ACRE program has 55 agricultural officers and instructors involved in placing demonstrations, making farm visits and holding group meetings.

4. Trials recently completed in the five areas of operation indicate that the yields of crops can be significantly increased by substitution of improved practices for traditional practices. A combination of improved varieties, fertilizer usage and weed control in adaptive trials has resulted in a 70 to 100% yield increase for most crops.

19. GOAL AND SUB-GOALS

The goal of the project as stated in the project paper is to "increase smallholder productivity and nutritional status".

Adaptive crop research trials and demonstrations in this project, as well as other project reports by F.A.O. and M.A.F. in Sierra Leone, have shown that with improved practices, large increases in yields of rice, cassava, sweet potatoes and maize are possible. The evaluation team had the opportunity to view first hand several trials which indicated excellent crop production potential. The willingness of farmers to accept new technology and cooperate with this activity was consistently observed.

The major concern regarding increased production lies with factors outside the project, namely, the constraints of labor shortages at peak periods in the agricultural cycle, lack of marketing infrastructure, pricing policies which discourage improved production, and lack of credit for input, labor, and supplementary food expenses. Many farmers are anxious to receive fertilizer for they know it greatly increases the yields of their crops. At present, however, there is little available credit for the purchase of fertilizers.

The constraints of labor can principally be relieved by an introduction of intermediate technology - improved hand tools, hand planters, improved harvesting techniques and careful timing of planting.

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19. GOAL AND SUB-GOAL CONTINUED

Certain labor constraints may be eliminated with the introduction of animal traction. There are many social, cultural and economic constraints which must be dealt with before animal traction can become an important part of agriculture in Sierra Leone, but ways must be sought to overcome these. The water buffalo might prove satisfactory for farm power as well as a means of transportation.

20. BENEFICIARIES

The direct beneficiaries of this project are the 20,000 small holder farm families within the five project zones i.e. Njalla, Rokupr, Kenema, Makeni, and Kabala, who thru adopting improved technological packages developed by ACRE, will increase their agricultural productivity, farm incomes, and general nutritional status. Also benefiting are the ACRE/Njala University/Ministry of Agriculture Research and Extension staff who are developing and implementing the first comprehensive farming systems research/extension activity in Sierra Leone.

Indirect beneficiaries are the additional laborers hired for work because of increased production, and the merchants and craftsmen/artisans who are able to increase the sales of goods and services to farmers who have better incomes because of their adoption of ACRE's improved production and marketing techniques.

21. UNPLANNED EFFECTS.

There were no substantive unplanned effects.

22. LESSONS LEARNED

It is too early to formulate a list of lessons learned from this project activity. We are confident this can be done at a later stage in its evolution.

23. SPECIAL COMMENTS OR REMARKS

Titles of attachments and number of pages

- | | | |
|----|--|--------------------------|
| A) | Mid-Project Evaluation of the USAID/Sierra Leone Adaptive Crop Research and Extension (ACRE) 636-0102-November 1981. | 86 pages
w/appendices |
| B) | Letter of 16 August 1982 from Permanent Secretary, MAF to Alex Dickie, AAO, requesting one year extension of ACRE Project Contract No. AID/AFR-C-1585. | 1 page |
| C) | Letter of 14 May 1982 from Director, ACRE Project to ADO announcing Special Meeting of Executive Steering Committee. | 1 page |

23. SPECIAL COMMENTS OR REMARKS CONTINUED

- D) Memo from Secretary, Executive Steering Committee (Director ACRE) to Executive Steering Committee re Mid-Project Evaluation of the USAID/Sierra Leone ACRE Project. 2 pages
- E) Minutes of the Special Meeting of the Executive Steering Committee of ACRE Project, held 26 May, 1982. 11 pages
- F) Communication from the Management Directorate Meeting of 26th February Doc. No. EXCON 1982/1-10 1 page
- G) Comments by ACRE Staff to Mid Project Evaluation Report Doc. No. EXCON - 1982/2 12 pages
- H) Minutes of the Special Meeting of the Executive Steering Committee, held 18 November, 1981 Doc. No. EXCON 1982/1-3 5 pages
- I) Comments on Mid-Project Evaluation Report by Director ACRE Doc. No. EXCON 1982/1-4. 8 pages
- J) Mid-Project Evaluation Report on ACRE MEMO DIR/FI/222 dated 16 February, 1982 (Contract Staff response) Doc No. EXCON 1982/1-5. 5 pages
- K) Comments on the Mid-Project Evaluation Report by the Research Coordinator Doc. NO. EXCON 1982/1-6 6 pages
- L) Comments on the Mid-Term Evaluation Report by the Extension Co-ordinator Doc. No. EXCON 1982/1-7. 4 pages
- M) Comments on Mid-Project Evaluation Report by Assistant Accountant. 3 pages
- N) Comments on the Mid-Term Project Evaluation Report by Estate Engineer. 3 pages



Ref. No. EDN/AFAL/33/47/11A VOL. 11

SIERRA LEONE

...16th August... 1983

Telephone: Ex

Dear Sir,

Re: SIERRA LEONE ACRE PROJECT CONTRACT NO. AID/af-0-1885

This is to formally request the AID Office in Washington through you for an extension of the present phase of the ACRE Project for one additional year i.e. December 30, 1983 to December 30, 1984.

During the six months in-house evaluation, discussions between the SLSU contractors, the Technical Team and the ACRE/GDSL counterparts which took place at Njala on April 24-May 9, 1982 it was agreed that an extension by one additional year would enable us to make up for the late starting of the Project.

If you can recall, there were delays in the appointment of staff, procurement of working materials and equipments and in the construction of the buildings. We therefore feel that it would be in the interest of all concerned to give the project an additional year so as to be able to complete its activities.

I thank you for your usual co-operation and understanding. I would like to state that the Government of the Republic of Sierra Leone gives top priority to all Agricultural Development Activities.

Please express our gratitude to your Government for its bilateral assistance and we look forward to their continued assistance to the ACRE Project.

Yours faithfully,

W B MUNU
Permanent Secretary

Mr Alex Dickie
AID Affairs Office
U S Embassy
Freetown

cc. Dir, ACRE
Pr, NUC

Best Available Document

Attachment C

ADAPTIVE CROP RESEARCH & EXTENSION

DIR/AD/431

Agric. Dev. Officer,
USAID
U.S. Embassy, Freetown.

(ACRE) Project,
Private Mail Bag 510
Njala/Freetown.

14th. May, 1982

Dear Sir,

Special Meeting of Executive
Steering Committee Meeting.

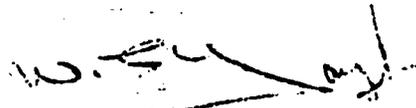
You are cordially invited to the above meeting which is scheduled to take place on Wednesday 26th May at 10 A.M. in the Ministry of Agric. and Forestry - Tower Hill, Freetown.

A G E N D A

- (a) Mid Project Evaluation Reports
DOC. EXCOM 1982/ 1 - 1 to 9
- (b) Communication from the ACRE Management
Directorate DOC. EXCOM 1982/ 1 - 10

Your usually active participation to the above meeting will be highly appreciated.

WET/smb.


W. E. Taylor,
DIRECTOR, ACRE.

Best Available Document

MID-PROJECT EVALUATION

ATTACHMENT D

OF THE

USAID/SIERRA LEONE

ADAPTIVE CROP RESEARCH AND EXTENSION

(ACRE) 636-0102

Copies of the above report were received for consideration by the ACRE staff in February this year. On receipt of the report, the response from the various Heads of section was solicited in those aspects of the report that concerned their sections. These Heads of Sections were the Chief of Party, Research Co-ordinator, Extension Co-ordinator, Assistant Accountant, Estate Engineer and the Director of the Project.

On receipt of reactions from the various sections, these and the mid-project evaluation reports were then considered at an ad-hoc committee (Technical Committee) meeting that consisted of all ACRE staff, both full and part-time. The result of the discussions that followed was later considered at a special meeting of the ACRE Management Directorate. At this meeting, a member of the Evaluation Team, Mr. Graham Thompson was present and was able to clarify a number of issues.

Finally the report and the various reactions that have developed were considered at a special meeting of the Executive Steering Committee of the ACRE project. A copy of the minutes is attached for ease of reference.

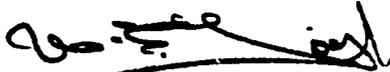
In summary, the Mid-Project Evaluation Report has been discussed exhaustively at the various levels in the administrative process of the ACRE project.

Since the report was written, most of the recommendations that were made have been considered and the necessary steps taken to ameliorate the situation. In a few instances such as, recommendations in relation

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to the future institutionalization of the project, this would need a careful consideration. The development of a satisfactory future status of the project would take some time.

On the whole the process of evaluation in a project such as ACRE is a continuous one. It is one of the sure ways of ensuring that the Project is given an opportunity of adjusting itself to solve the many problems so as to be able to meet its objectives.



W. E. Taylor
Secretary, Executive Steering
Committee
(Director - ACRE)

ADAPTIVE CROP RESEARCH AND EXTENSION (ACRE) PROJECT

MAF/USAID/NUC

Minutes of the Special Meeting of the Executive Steering Committee of
ACRE Project, held in the Conference Hall of the Land & Water Division
of the Ministry of Agriculture and Forestry, in Freetown on Wednesday
26th May, 1982

The meeting was chaired by the Senior Assistant Secretary for
Projects (Mrs. Femi Anthony) who deputised the Permanent Secretary.

PRESENT:

Prof. J.A. Kamara	-	Principal, NUC, Co-Chairman
Wil, E. Scarborough	-	ADO-USAID/Freetown
A.R. Siafa	-	Chief Agriculturist, MAF
K.P. Sondai	-	Ministry of Trade and Industry
A.M.B. Sesay	-	Ministry of Education
S.B.E. Scott	-	Ministry of Development
F.B. Ngegba	-	Assistant Accountant, ACRE
G.A. Lansana	-	Estate Engineer, ACRE
N.G. Kuyembeh	-	Dean of Agriculture, NUC
E.J. Mammy	-	Extension Co-ordinator, ACRE
Al. Agard Jr.	-	Acting Chief of Party, ACRE
E.R. Rhodes	-	Research Co-ordinator, ACRE
Femi, M. Anthony	-	Senior Assistant Secretary Project, MAF
W.E. Taylor	-	Director, ACRE

The meeting was declared open at about 11 a.m. The Chairperson explained that the Permanent Secretary of Ministry of Agriculture and Forestry could not attend the meeting because of some other and more pressing engagement.

In answer to a question it was explained that this was a special meeting called to consider only the two items as listed on the agenda. The Director promised to call a regular meeting at which the minutes of the previous regular meeting of the Steering Committee will be discussed.

In response to a question on the best procedure to adopt in considering the report it was agreed that the main recommendations as embodied in the report be discussed one after the other. The Director briefly described the stages that the report had gone through in its consideration. He also indicated that the document EXCON 1982/1-1 to 1-9 were all related to the Mid-Project Evaluation Report.

A. CONSIDERATION OF THE RECOMMENDATION AS IN THE BODY OF THE REPORT

RECOMMENDATIONS FOR GOVERNMENT OF SIERRA LEONE ACRE PROJECT

1. Nutrition Component

It was reported that the present nutrition work of the Project is being undertaken by the Head of the Home Economics Department who is a part-time scientific staff. It was agreed that there is need for a full time Nutritionist employed at the level of a Senior Extension Officer and supported by Extension Aids. As this had not been provided for in the present Phase, it was suggested that it be considered in a second Phase of the ACRE Project.

At this point the ADO indicated that USAID is now favourably considering the possibility of extending ACRE, activities to include a second Phase. It was noted that there was already a proposal for Nutrition Component of ACRE Project in the Annex of the report. This proposal can be considered in more detail as soon as the necessary funds are provided. The Director of ACRE was asked to clarify the function of the Applied Nutrition Supervision in consultation with the Head of Home Economics Department who is part-time scientific staff on the Project.

2. Condition of Service for ACRE Staff

The Director indicated that the document on the condition of service will be given a final consideration at the next meeting of the Executive Steering Committee. This document it was agreed should be regarded as a temporary measure to provide condition of service for staff already appointed on contract terms to the Project. A permanent condition of service, it was agreed can only be developed when there was certainty of the future of the ACRE Project.

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3. Vehicle Operation, Maintenance Repairs and Replacement Programme

It was reported that the vehicles are serviced at the ACRE maintenance centre and are kept in running order. The Maintenance Centre is in need of equipments and spares.

In answer to a question, the Estate Engineer explained that the Broncos were not economical to use in terms of fuel consumption. There was also a problem of getting the spares to keep these vehicles on the road. The AID bureaucracy was not helpful in the acquisition of spares. It normally took between 6 to 9 months for an order to be effected. However, orders for spares have been sent to AID Washington.

Since the present fleet of vehicles are in good condition to serve to the end of the present Phase, the replacement plan for vehicles will commence in a second Phase of the ACRE project.

4 & 5. Intra-African long term training and selection of candidate

The Director informed the meeting that at a technical committee meeting a list of long and short term participants training in the U.S. and Africa has been developed. In answer to a question, he also indicated that all participants, both long and short term trainees will be legally bonded to ACRE Project.

In his contribution the ADO pointed out that in a second Phase of ACRE, there will be need to train in such areas as tree crops, agribusiness, agro-forestry etc. It was agreed that the ADO and the Director would have to meet to discuss the areas for consideration in a second Phase of the ACRE project.

6. Status of the Base-Line Survey

The Research Co-ordinator explained that the present survey that is now so hereby criticised should have been done by the SULSU contractor and not the Government of Sierra Leone Staff.

However, the survey is now being finally put together by Dr. Tuthill, a SULSU staff. The report it is hoped will be produced in simple terms and at the same time be informative. The present CIMMYT involvement will be used to develop very simple and easily used methodology for future survey work.

It was pointed out that other surveys in nutrition and intermediate technology surveys are in progress. Although the Nutrition survey is only a one-time survey, the technological survey is divided up so as to be able to deal with the various stages of crop production, processing and storage.

In a contribution from the Principal of Njala University College, it was agreed that there was a definite need to have a "bench mark" against which future progress can be measured. The survey was therefore necessary for future evaluation of the project.

It was also agreed that where possible, Extension personnel and farmers are to be used in the collection of field information.

7. Energy needs of Research Laboratory and Seeds Processing Plant

The laboratory and seed handling building are under construction. With the considerable improvement in energy supply since the evaluation team was in Sierra Leone, it is doubtful whether this is now a real problem. However, it was agreed that the matter be considered when there was any real problem related to energy shortage.

8. Provision of Adequate Water Supply

The Director indicated that for the short-term the measures that have been taken included the following:

- i) Linkage with the water treatment supply from Mano
- ii) Electric pumps now fitted to the Administrative Block so as to keep the tanks supplied with water for use in the area.
- iii) Extensive repairs effected on water Bowser so as to supply water when and where needed.
- iv) Consideration given to providing a stand-by pump to the main pump on Njala University College Campus.

The Principal, Njala University College stated that the Government of Sierra Leone had added two pumps for NUC but that only one had been installed. It was agreed that the Chief Agriculturist, the Agric. Development Officer and the Director should approach the Minister of Energy and Power on this issue.

In his contribution, the Principal explained that in the long term, EEC was going to provide a water supply for the entire Njala Community. He estimated that the tender of the contract award will be out by December 1983. He therefore felt that ACRE should exercise some patience so as to allow the EEC plans for water supply to Njala to be effected.

9 - 13. Financial Matters

(a) The Position of Accountant for the Project is being advertised again because the applicants that responded to the first advertisement were unsuitable.

(b) The staff in the account section has been considerably increased since the evaluation was done last year. The complement of staff at the moment consists of the following:

Assistant Accountant	1
Account Clerks	3
Stores Ledger Clerk	1
Store Keeper	1

(c) The Accountant when appointed and together with the auditing firm will be able to provide improved services; i.e. financial statements of various kinds.

(d) The zonal Bank accounts are now fully operational.

(e) In a contribution the representative of the Ministry of Development and Economic Planning explained that the PL480 funds should be regarded as an emergency fund allocated to meet the shortfall from the Government of Sierra Leone subvention. The present practice in which PL480 is regarded as the main source of fund of the ACRE project is therefore not advisable. He went on further to explain that when there may not be any fund in the PL480, this will adversely affect the financial support of the ACRE project. It was therefore decided that the Director of ACRE take up the matter with the Permanent Secretary to ensure that adequate provision is made both by the Government of Sierra Leone subvention and the PL480 to meet the requirements of the ACRE project.

14. Commodity Procurement Plans

This is presently being co-ordinated by the Chief of Party - USAID/ACRE.

15. Regular Schedule Staff Meetings

The Director informed the meeting that such meetings now take place to discuss all aspects of the ACRE activities.

16. Introduction of Appropriate Technology and Request for Consultant

Although some help was received from IITA, yet the result was not very satisfactory. Both IITA and other Agencies are being contacted with a view to providing assistance in this area. Although a survey is being conducted presently on the type of technology available at the farm level yet there is the need to have a Consultant to advise the team in its approach to appropriate technology problems.

17. Organize and Implement Rice Production Contest for Farmers

The Director indicated that the arrangement for this was well in hand. It was agreed that the award of the prize should be done to coincide with an Agricultural Show or Field Day Event. This, it was suggested would give the activity the publicity that it deserves.

18. Recruitment of Public Information and Communications Specialist

The Committee was informed that the offer of an appointment to fill the post will soon be made. In answer to a question from the Dean of the Faculty of Agriculture, NUC, the Director explained that the facilities that exist at Njala will be strengthened so as to meet the needs of both ACRE and NUC. No duplication will be encouraged as this will only lead to a waste of every scarce resources.

19. Integration of Contract Research and Extension Staff into Project Programmes etc.

The meeting was informed that all the research and extension staff are involved in all aspects of ACRE's research and extension activities. The Work Programme Conference normally involved the participants of all

Research and Extension Staff. In order to further strengthen this aspect of full participation, the Research Co-ordinator is developing a Crop Working Group Concept.

20. Strengthen Linkages with IITA and other Research and Extension Institutions

The Director indicated that presently there is a link with IITA and WARDA in the use of consultancy services. Arrangements are also being made to get consultancy services from CIMMYT in Mexico. It was also disclosed that ACRE is presently considering a proposal from IITA that will further strengthen the linkage for collaborative research, supply of research materials and advice, training and consultancy services and possibly in staff exchange programmes.

21. Developing Yearly Work Programme

The Director indicated that this had already been done.

22. Institutionalization of ACRE Project

The Director indicated that the Steering Committee at its meeting of 10th March 1981 had requested him and his staff to prepare a paper on this issue for its consideration.

Based on written and verbal indications from members of staff a document has been prepared for the consideration by members of staff of the Project. It is hoped that not before long the matter will be referred to the Steering Committee for its consideration.

23. Use of Animal Power Sources in Agriculture

Some collaborative work between NUC (Work Oxen Project) and ACRE on the economics of using animal power for upland rice cultivations is being investigated.

Should the present Work-Oxen project provide cheap and alternate labour source for small farm developments, it will be considered in the next phase of the ACRE project.

In response to the suggestion that Water Buffalos be used, the meeting was advised that this animal be introduced on a trial basis only

as it may not be well adapted to the health problems that are peculiar to similar animals in Sierra Leone. It was agreed that although N'dama was smaller in size to the Water Buffalo, yet it was much more adapted to the Sierra Leone conditions.

24. Increase Contact with Women - ACRE Contact Farmers Families

In this regard the Director indicated that efforts are being made to introduce food crops that are normally tended by women. In this regard the Research Co-ordinator indicated that in the introduction of a new crop, care is taken so that it is in harmony with the production practices of the women. No attempt will be made to disrupt the farming pattern in the areas of operation. The Director further added that the setting up of pilot farm families in each of the zone will not only help in the spread of technology, but will also focuss attention on the role of women in the farming activities.

25. Recruitment of Women for Professional Work in Agriculture in Research and Extension.

The Director informed the meeting that although efforts are being made to recruit women to positions in the project, yet in general very few women appear to have the necessary qualifications and willingness to apply for positions in the project. The Principal of NUC pointed out that the policy of the Ministry of Education to have co-education secondary schools will help girls to get access to courses that are normally better provided for in boys than in girls schools.

It was suggested that the Ministry of Agriculture contacts the Ministry of Education with a view to providing counselling and career guidance that will inform girls of the opportunities which exist in the Agricultural Sector.

RECOMMENDATIONS FOR CONTRACT STAFF IN SIERRA LEONE

In the absence of the substantive Chief of Party, Mr. V. Hall, the Director of ACRE Project led the discussions on the recommendations as follows:

1. Staff Meetings: It was noted that regular monthly meetings are conducted with pre-planned agenda. After some discussions it was agreed that the Director of ACRE should be invited to such meetings.
2. Acquire of an Administrative Assistant: It was agreed that the Chief of Party was in the best position to decide when there was a need for this kind of assistance.
3. Assignment of Vehicles and their Judicious Use: This recommendation has already been carried out.
4. Development of Yearly Work Programme: The Research Co-ordinator commented that this was always done. He further explained the procedure which ensures integration with Sierra Leone Researchers.
5. Review of Adaptive Research and Demonstration Trial Plans with Research and Extension Personnel
The Research Co-ordinator explained that all trials and demonstrations are reviewed at the work programme conference. This ensures that all concerned are given the opportunity to provide inputs.
6. Explain research and demonstration aims to farmers and eliciting their opinion on the objectives, methodology and results
This is being done. However, consideration should be given to deciding the best way of achieving this. Whether at the usual work programme or at a special session involving farmers only. It is suggested that this be done both at Headquarters as well as at the village level.
7. Extension personnel and farmers involvement in data collection
In the discussion it was agreed that the recommendations may have been worded badly. It was agreed that farmers and extension personnel should be used to provide field information such as observation on crop performance etc.

RECOMMENDATIONS FOR SULSU CONTRACT ADMINISTRATION

The meeting agreed that this section be referred to the SULSU Contract Administration as it was addressed to them. However, the Director informed the meeting that at an in-house evaluation conducted recently by the SULSU contract team, the view was expressed that they would need to be provided copies of all documents produced by ACRE Sierra Leone. These documents will enable them to follow the progress that is being made and will also enable them to provide the necessary reports and back-up services.

B. CONSIDERATION OF COMMUNICATIONS FROM THE ACRE MANAGEMENT DIRECTORATE

(DOC. EXCOM 1982/1-10)

1. Needs of the Extension Wing of the ACRE Project as a Result of Consultancy Report

The following were agreed upon:

- a) Appointment of a Training Officer.
- b) Increased effort should be made in recruiting more women in the various levels of ACRE's activities.
- c) Provision of zonal crop multiplication centre to supply fresh planting materials to meet the demand in the zones.
- d) Appointment of a communication specialist and the collaboration with NUC in providing facilities to meet the needs of both ACRE and the College.

2. Needs of Research Wing of ACRE Project as a Result of Consultancy Report

ACRE should collaborate with NUC in the setting-up and use of a Computer already with NUC. The Director should contact the Permanent Secretary of Ministry of Agriculture and Forestry in connection with the release of the Peace Corps from PEMSU to assist ACRE set up a Computer system at Njala.

2. Other Needs of ACRE Project

Continuing Education Centre: There was a general consensus that there was a need for this facility to both ACRE and NUC.

The Principal of NUC outlined effort that had been made in the past to provide such a building that would provide useful services for conferences, accommodation, meeting place etc. He welcomed the idea and promised to get the University Architect to prepare line drawings based on the information that had been outlined on the possible uses of the building. After the drawings have been produced both parties, i.e. ACRE and NUC would consider the matter further.

There being no other business the meeting was adjourned at about 5.30 p.m.

W.E. Taylor
Secretary

Attachment F

DOC. NO. ELCON 1982/1 - 10

COMMUNICATION FROM THE MANAGEMENT DIRECTORATE

MEETING OF 26TH FEBRUARY

1. Needs of the Extension Wing of the ACRE Project as a result of Consultants Report

- (a) There is a need to appoint an officer who will be incharge of training. This officer will in addition to co-ordinating all aspects of Extension training will also be an assistant to the Extension Co-ordinator.
- (b) There is a need to get more women involved in all aspects of ACRE. This should be as Scientific staff, as well as contact farmers.
- (c) There is need to set up crop multiplication site at the zonal level so as to be able to provide adequate and fresh amount of planting materials to meet the demands both from within and outside the Project.
- (d) There is a need to have a communication specialists as well as the supporting facilities. The later should be explored for possible collaboration with N.U.C.

2. Needs of the Research Wing of the ACRE Project as a result of Consultants Report

- (a) In order to be able to analyse research data quickly so that the results can be of immediate use, the present system is unsatisfactory. ACRE's most appropriate arrangement is for it to have its own computer facilities.

3. Other needs of ACRE Project

There is need to have a General Purpose Building that can be used as a training/conference centre. In this regard it is recommended that both the college and ACRE determin its design and location so that it can be mutually beneficial. The possibility of the college also contributing towards the building should be explored. The building (continuing education building) should provide such facilities as laboratories, dining, kitchen, conference hall, offices and computer services.

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ATTACHMENT G

DOCUMENT NO. EX COM-1932/-2

COMMENTS BY A.C.R.E. STAFF

TO

MID-PROJECT EVALUATION

R E P O R T

INTRODUCTION:

The Mid-Project Evaluation report of the ACRE Project has been considered both by a technical committee as well as the ACRE Management Directorate. The minutes of these two meetings are as shown in the appendix.

From the comments that were made at both meetings, as well as those from the heads of the relevant sections, it can be seen that a significant number of recommendations made has already been taken up and implemented. However, a few such as the future of the Project, and the development of long term crop programmes would need more time for further consideration.

It has become obvious that the time frame within which the evaluation team was expected to carry out its task was very short and therefore inadequate. Ideally it would have been prudent for the team to meet with the ACRE staff and discuss their findings especially in relation to the role of SULSU contract team, the local Research Team and the Extension Staff. The reactions from the Research Co-ordinator and Asst. Accountant certainly indicate the lack of discussion of important issues between the evaluation team and the Headquarter staff.

The Evaluation Team admittedly did a very good job under difficult conditions. Whatever misunderstanding that may have been created can be looked upon as a useful experience that will help us in future evaluation of the Project.

The following is a summary of the comments made in relation to the recommendations as listed on pages 7 - 13 of the Report. The individual reactions from the Director, the Chief of Party, Research Co-ordinator, Extension Co-ordinator, Asst. Accountant and Estate Engineer, provide more detailed information to the relevant sections in the body of the report.

SUMMARY OF REACTION TO MID-PROJECT EVALUATION REPORT

The following is based on the deliberation of the above report both at the Technical Committee level as well as the ACRE Management Directorate.

EXECUTIVE SUMMARY (Pages 2 - 6)

Positive Contributions:

- (a) Positive contribution elements to long term Agric. development in Sierra Leone
 - (b) Need for extending activities beyond present scope.
 - (c) High morale of ACRE staff.
 - (d) Staff being trained in adaptive crop production research.
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- (a) Method of involving more farmers families, promote and sustain the farm family participation.
- (b) Method of strengthening the Research-Extension and farm family linkage.

Problems needing attention:

- (a) Supply of utilities to Njala.
- (b) Need for unification of project activities by USAID and GOSL staff.
- (c) Future of ACRE in relation to Ministry of Education and Ministry of Agric. and Forestry.
- (d) Integration of financial inputs and accounts from USAID and ACRE GOSL and appointment of Financial Control Staff.
- (e) Development of Nutrition Component, for relevant improvement in the areas of nutrition.

SUMMARY OF RECOMMENDATIONS FOR ADAPTIVE CROP RESEARCH AND EXTENSION PROJECT

(Pages 7 - 13)

Recommendation for GOSL ACRE Project

1. Nutrition Component:

It is recommended (1) that high priority be given to the staffing and implementation of the Nutrition Component. It is also recommended that 3 Research Assistants in Food Technology and Nutrition Aids be recruited. Plans are afoot to have a total of 2 Research Assistants (housing problems and total number of training positions available have to be considered).

It is recommended that at least one full-time Nutritionist together with about 6 extension aids be appointed to assist the Head of Home Economics Department of M.U.C. These additional staff will assist Mrs. Dahniya in her work and at the same time be responsible for extension work to the farm families. (Refer to pages 42A and 60A of the Report).

2. Develop Conditions of Service for ACRE Staff:

Conditions of Service have been developed according to the guidance of MAF for uniformity among projects. The final document will be considered for approval by the Executive Steering Committee.

It is generally accepted that the Conditions of Service when approved should take into consideration the services as exist in other projects as well as the institutions that are presently concerned with its implementation. The present staff of ACRE Project are governed by the unapproved conditions of service which takes into account its possible future integration with MAF or NUC.

3. Vehicle operation, Maintenance Repair and Replacement Programme:

An Estate Engineer has been appointed to take care of the physical plant and vehicle. In addition appointment has been offered to a Mechanical Superintendent whose main responsibility will be to manage the vehicle section. Despite the many problems as outlined by the Estate Engineer (see appendix) progress is being made in this area.

4. Implementation of the planned Intra-African long-term Training activities:

Based on the experience gained so far in the activities of ACRE a comprehensive report is being prepared on the long-term as well as short-term training needs of ACRE. The Institutions both African and American that can meet our requirements will also be determined. This aspect of ACRE activities is presently being co-ordinated by the Chief of Party until such time when a training officer position is approved for appointment.

5. Complete the Selection of Candidates for long-term training:

Because of the practical problems such as shortage of office space and residential accommodation all the candidates cannot be recruited at this stage. However, as soon as the training programme is prepared and approved, the selection process will be initiated. Presently 7 staff member of ACRE were appointed Research Assistants. Until they are sent away for training, there will not be office as well as housing facilities for new staff.

6. Status of the Base-Line Survey:

It is recommended that Project should formally consider discarding the present base line survey. It is pertinent to point out that the Base Line Survey consists of the following surveys:

- (a) Socio-economic survey
- (b) Agronomic Survey

- (c) Nutrition Survey
- (d) Appropriate Technology Survey

The Head of the Development Division of WARDA recently reviewed progress in the socio-economic survey and left behind a draft report. The field data collection of the socio-economic and Agronomic is practically complete. The report for the Socio-economic, will be out before that of the Agronomic, since pressure is being put on the Socio-economists to complete the report before they proceed on study to Germany.

The Nutrition Survey like the Socio-economic survey was conceived as a one-time recall survey with its inherent limitations and opportunities.

The appropriate technology survey is being done to coincide with the activities on the farm. This therefore means that unlike the other surveys it is not a one-time recall survey. There is complete disagreement with the evaluation team that this activity should be cancelled. It will provide useful information as well as a reference point for the ACRE Project. The suggestions that Extension Personnel and farmers be used to collect and analyse data is implemented when this is possible. Since there is a need to constantly monitor the ACRE activities in relation to its adoption by farmers, there is a need to have a simple and quick method if achieving this. In this regard the consultancy services of CIMMYT is being called upon.

7. Energy needs of Research Laboratory and seeds processing plant:

Until now both the laboratory and the seed plant are under construction. Presently with the completion of the power line and linkage to SLEC, ACRE now gets 21 hours of electricity. It is felt that at the moment there does not appear to be any serious problem. However, when there is a country-wide fuel shortage, then no lasting alternative arrangements can be made.

8. Provision of Adequate water supply:

(a) Short-term measures:

- i. Linkage with Mano supply established.
- ii. Electric pumps are to be fitted to Admin. Building so as to keep tanks fully supplied.
- iii. Water Bowser has undergone extensive and expensive repairs.
- iv. There is a proposal to provide N.U.C. pumping station with a suitable stand -by water pump.

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In his contribution, the Principal explained that in the long term, EEC was going to provide a water supply for the entire Njala Community. He estimated that the tender of the contract award will be out by December 1983. He therefore felt that ACRE should exercise some patience so as to allow the EEC plans for water supply to Njala to be effected.

9 - 13. Financial Matters

- (a) The Position of Accountant for the Project is being advertised again because the applicants that responded to the first advertisement were unsuitable.
- (b) The staff in the account section has been considerably increased since the evaluation was done last year. The complement of staff at the moment consists of the following:

Assistant Accountant	1
Account Clerks	3
Stores Ledger Clerk	1
Store Keeper	1

- (c) The Accountant when appointed and together with the auditing firm will be able to provide improved services; i.e. financial statements of various kinds.
- (d) The zonal Bank accounts are now fully operational.
- (e) In a contribution the representative of the Ministry of Development and Economic Planning explained that the PL480 funds should be regarded as an emergency fund allocated to meet the shortfall from the Government of Sierra Leone subvention. The present practice in which PL480 is regarded as the main source of fund of the ACRE project is therefore not advisable. He went on further to explain that when there may not be any fund in the PL480, this will adversely affect the financial support of the ACRE project. It was therefore decided that the Director of ACRE take up the matter with the Permanent Secretary to ensure that adequate provision is made both by the Government of Sierra Leone subvention and the PL480 to meet the requirements of the ACRE project.

16. Introduction of Appropriate Technology:

This aspect is being actively considered. However, attempts so far to get guidance from IITA consultancy has not been successful. It is recommended that AID assists in the selection and appointment of a consultant in this area.

17. Organize and implement rice production contest for farmers:

This is already being considered by the Extension Wing of ACRE.

18. Recruitment of Public Information & Communication Specialist:

Interviews have been conducted and recommendations for appointment already made.

19. Integration of contract Research and Extension Staff into Project Programme etc.

All research activities, demonstrations, on-farm-trials and extension activities involve all staff. The reason for this recommendation is unclear. However, refer to detailed comments from the Research Co-ordinator on the issue as in appendix.

20. Linkage with IITA and other Institutions:

Presently ACRE has used consultancy services from IITA and WARDA. Plans are progressing well to have similar services from CIMMYT in Mexico. The possibility of these and other institutions providing training inputs is being explored; IITA and CIMMYT continue to provide crop materials that ACRE is using for its on-farm trials and demonstration work.

21. Developing yearly work programme:

This has always been done. Refer to Work Programme Conference comments in Research Co-ordinator's reaction in appendix.

22. Institutionalization of ACRE Project:

The Steering Committee has requested the ACRE staff to develop a proposal for its consideration. The work is in progress.

23. Use of Animal Power Sources in Agriculture:

As there is a project on the use of Oxen as an Agricultural power source on N. U. C. Campus, the area for collaboration work is being developed.

24. Increase contact with Women - ACRE Contact Farmers Families:

In an effort to meet this objectives the following are being either introduced or strengthened:

- (a) Appointment of women for the nutrition component.
- (b) Active introduction of crops that are normally tendered by women.
- (c) Setting up of pilot farm family unit in each zone to facilitate spread of technology and focusing attention on the role of the women in the farming activities.

25. Recruitment of Women for professional work in Agriculture - Research and Extension:

This is now being actively considered.

COMMENTSRecommendation for Contract Staff in Sierra Leone

Comments as presented by Chief of Party is as follows:

1. Hold regular staff meetings with pre-planned agendas. This has been initiated. Regular staff meetings are the first Monday of each month of at 0830 hours.
2. Acquire an administrative Assistant. Items that must be considered are: (a) adequate work to keep an assistant fully occupied, (b) increased overhead expenditures of salary and other financial benefits, (c) office space, (d) housing, (e) transportation. When all items are considered at this point in time an assistant is not justifiable.
3. In co-operation with the ACRE Director, develop an assignment of project vehicles which allows for more judicious use.
An assignment of ACRE vehicles has been completed.
4. Each staff member should develop a yearly programme of work which is integrated with Sierra Leone counterparts or research and extension terms
This is in progress for 1982. Each SULSU staff member has submitted a plan of work but we still need to meet with Sierra Leonean counterparts. This will be done when all Sierra Leonean part-time staff from Njala University College have submitted their plans of work for 1982 to Dr. E. R. Rhodes.
5. Contract team members should carefully review adaptive research and demonstration trial plans with research and extension personnel.
This activity definitely needs to be upgraded from last year when there was no thorough exchange of information regarding activities of research and extension between W.U.C., ACRE/GOSL and ACRE/SULSU PERSONNEL. Suggest all research and extension personnel submit a detailed copy of their final field activities to all other personnel so that all participants in the programme will have definite information on research and extension activities in progress.
6. Explain research and demonstration aims to farmers and eliciting their opinions about research objectives, methodology and results.
First, all explanations to farmers must be in terms they understand and

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will be useful to them. Although most of this effort will be at village meetings and at location sites of on-farm trials, another important aspect is to have farmers visit Njala to see research in progress by establishing Njala ACRE Field Days for farmers and other interested persons e.g. IADP, MAF, Peace Corps, etc..

7. Extension personnel and farmers should be trained and supervised in data collection and analysis.

Such activity is desirable provided it does not take too much time away from on-farm trials. However, we have already received information that Extension Instructors have too much overload now. This suggests a need to re-examine the work load of Extension Instructors, especially, as they relate to the farmers and on-farm trials for which they are responsible.

COMMENTS FROM CHIEF OF PARTY TO RECOMMENDATION FOR SULSU CONTRACT ADMINISTRATION

1. Develop annual reports and six months internal reports.

The SULSU team leader and USAID Agricultural Officer have both requested these by letter and telegraphic messages but to date none has been received by the SULSU team leader or USAID except for the first six months internal review.

2. Develop more effective procedures for use of consultants. Insure their lengths of stay in Sierra Leone is sufficient and develop reports either before leaving the project site or before being paid. First, SULSU needs sufficient lead time in requesting consultants to properly arrange for their TDY with ACRE Sierra Leone. At times we have not gotten sufficient lead time notice from ACRE/GOSL. Second, we must improve on identifying duties of consultants and specifying qualifications required of a consultant.

Although this has been done to a considerable extent when a consultant is requested, consultants arriving Sierra Leone State they were not told what they were to do. It appears that SULSU Contract Administration is not informing consultants of information sent to them. Third, there has been repeated times when a consultant is scheduled to stay for only half the time requested. This needs correcting. At least three months lead time from ACRE/GOSL will help. Fourth, requests for consultants is being made

directly to SULSU from Sierra Leone outside of routine channels. To insure proper procedures, requests must come through Research Co-ordinator for research or Extension Co-ordinator for Extension. The request then goes to Director, ACRE Project, to Chief Of Party then to USAID Freetown. From there it must go by official message to SULSU by way of USAID/Washington. This establishes an official status for a consultant. The above procedure is to be observed at all times. Fifth, so far we have written reports from all consultants except Mr. Thomas C. Boyde, an Information Specialist, who was a consultant to ACRE for two months. We have sent a message requesting Mr. Boyd's report be sent to Sierra Leone with least delay. Sixth, return visits for consultants should be scheduled as needed.

3. Develop an annual Work Plan. So far SULSU Contract Administration has not submitted an annual work plan. At this point in time they still require a consolidated plan of work for ACRE/SULSU and ACRE/GOSL. Hopefully, this will be completed soon and included a schedule of identifying short - and long - term participants and a schedule of requesting consultants as well as a plan of work for 1982.
4. Develop better communications to inform contract staff in Sierra Leone on progress of requests for consultants as well as hardware needs. First consultants. Often we have no information, then receive very short notice a consultant is arriving. Also consultants have remarked they were given very short notice they were to come. This needs to be corrected. Second, procurements of hardware needs. SULSU has repeatedly refused to purchase hardware needs - see following item 3.
5. Arrange for petty cash purchase of small items in support of consultants. To date, requests for small commodity purchases has been refused on the basis such purchase were not budgeted in the SULSU contract.
6. Insure complete instruction to contract staff in travel arrangements, custom clearances, visa requirements and inoculations. Most items are understood by present SULSU staff. However, initial inoculations are to be completed before a team leaves the United States. This has not been the case which results in down time team members having to travel to Freetown plus loss of time from sickness resulting from inoculations. As for travel, an arrangement is urgently needed for

SULSU to pay air fare for R & R and Home Leave travel rather than have the team member pay and wait six to eight months for reimbursement if the amount is more leones than a team member wants.

7. Give special attention and expedite quickly, critical needs of contract staff in respect to family living and project problems. Have made some recent request but no response to date. In all fairness to SULSU Administration the time lapse has not really been long enough considering the poor mail service between Sierra Leone and Vice versa.
8. Implement the six monthly project evaluations as required and sent copies without delay to USAID and project team leaders. To date there had been no response except for the first six months evaluation report.
9. Send copies of all financial reports to the team leader. To date none has been received,
10. Plan for orderly replacement of field staff with equally qualified individuals. Do not have any information regarding moves to replace those with contracts expiring before the end of ACRE Phase 1.

For very pertinent comments made by the Chief of Party on other aspects of the report, refer to the appendix.

ADAPTIVE CROP RESEARCH & EXTENSION
(ACRE) PROJECT - MAF/USAID

Minutes of the Special Meeting of the Executive Steering Committee
held in the Conference Hall of Land Resources Division of the
Ministry of Agriculture and Forestry, in Freetown on
Wednesday 18th November, 1981

The meeting was chaired by the Permanent Secretary, Ministry of Agriculture and Forestry who is also Co-Chairman of the Steering Committee. The meeting was called for the presentation of the report on the findings of the ACRE Mid-Term Project evaluation.

PRESENT: i.e. Members of Executive Steering Committee:-

Mr. W.B. Munn	- Permanent Secretary MAF - Co-Chairman	
Prof. J.A. Kamara	- Principal - N.U.C.	
Mr. K.P., Sondai	- Sen. Asst. Secy. Ministry of T & I	
Mr. C.B. Sésay	- Asst. Chief Agriculturist - M.A.F.	
Mr. D. McLure	- Projects Co-ordinator - MAF	
Mr. Wil Scarborough	- Agric. Development Officer - USAID	
Mr. H.M. James	- Deputy Secretary, Ministry of Development	
Mr. C. Uphaus	- Agric. Economist - USAID/ACRE	
Mr. N.G. Kuyembeh	- Dean of Agric. - NUC	
Dr. V.L. Hall	- Chief of Party - USAID/ACRE	
Miss F.B. Ngegba	- Asst. Accountant, ACRE	
Dr. E.R. Rhodes	- Research Co-ordinator, ACRE	
Mr. G.A. Lansanah	- Estate Engineer, ACRE	
Mr. E.J. Mammy	- Extension Co-ordinator, ACRE	
Prof. W.E. Taylor	- Director, ACRE <u>Secretary</u>	
Mr. J. Len Massaquoi	- Admin. Officer, ACRE	} In attendance
Mrs. H.S. Bangura	- Con. Secretary, ACRE	

ABSENT WITHOUT APOLOGIES

Agric. Adviser of V.P. 1
Financial Secretary, Ministry of Finance.

MEMBERS OF THE EVALUATION TEAM

Dr. C.A. Simkins	- Evaluation Team Leader
* Mr. Graham Thompson	- Chief Project Development Officer- REDSO/WA Abidjan
* Miss Melan Duffy	- Nutritionist - REDSO/WA Abidjan
* Mr. J. Cloutier	- Financial Analyst - REDSO/WA Abidjan
* Dr. D. Hess	- Anthropologist - REDSO/WA Abidjan
Mr. L.M. Feika	- Asst. Chief Agriculturist - MAF

(* not present for Steering Committee Meeting)

MEMBERS OF SULSU CONTRACT TEAM

Dr. G.M. Sawyer	- Director, SULSU, ACRE B. Rouge L 5 USA
Mr. A.J. Handerson	- Asst. Director SULSU, ACRE B. Rouge L 5 USA
Mr. J.W. Pattan	- Admin. Asst. " " " " " "

2. In his introduction of the Evaluation Team and the presentation of the Chairman of the meeting, the Director welcomed all to the very special meeting. He apologised for the short notice, and expressed delight that many members were able to attend the meeting. He commended the co-operation that he had received from both the College (NUC) and the Ministry of Agriculture and Forestry as well as from the SULSU Technical Team.

3. The Chairman for the occasion (Mr. W.B. Munu) formally opened the meeting. He formally on behalf of MAF welcomed all present. He stressed the interest of his Ministry in the progress of the ACRE Project. Apology was expressed on behalf of the Hon. Minister of Agriculture and Forestry who would have liked to be present, but was unavoidably absent due to other matters of State that required his attention. The Chairman then requested the Leader of the Evaluation Team to present his report.

4. Dr. Simkins expressed his profound appreciation on behalf of his team, to the Sierra Leone people and ACRE Project staff in particular for the wonderful hospitality they extended to them. He assured them that they had enjoyed every bit of their stay in Sierra Leone.

He also expressed admiration for the local ACRE staff whom he described as being very highly qualified and dedicated workers. He hoped that they would continue their good work with diligence. Dr. Simkins indicated that the final report which is now being prepared will be available by December, 1981.

In his presentation of their findings, the team leader pointed out that although they had seen about 10% of the contact farmers, yet it was gratifying to note the tremendous interest that the farmers have in the programme. In addition the team were also able to visit both Research and Extension sites as well as observe the technologies that are being used. The important aspect (constraints) of the findings were outlined as follows:-

(a) ADMINISTRATION:

Because of the heavy work load on both the Director and Chief of Party, there was therefore a need for Assistants. In the case of the Chief of Party it was suggested that he be provided with an Administrative Assistant.

(b) EXTENSION & RESEARCH:

It was reported that as a result of misinformation given to the farmers by the enumerators after the base-line data survey, some farmers have been left in a confused state. The view was expressed that the survey was too detailed and unnecessary. However, in future survey, this should be done by the Extension Instructors who were already familiar with the farmers and their activities. He further advised that more farmers who are willing to accept new technology be involved in the Project. With regard to the sites chosen he stressed that accessibility and prominence of sites for demonstrations

must be among the criteria used in the selection process.

(c) MAJOR CONSTRAINTS:

(i) It was observed that labour was the major constraint in all farming activities. It was therefore recommended that the areas of investigation into appropriate technology be emphasized.

(ii) Another important constraint was marketing of Agricultural produce. This is especially important for farmers that operate within the Kabala zone.

(d) NUTRITION COMPONENT (CROPS)

The effort by the Research Co-ordinator to give prominence to the areas of nutrition research was commended. He recommended strong international linkage with other institutions that do appropriate work in nutrition.

(e) INSTITUTIONAL LINKS:

The view was expressed that there was a need for a more formal link not only with NUC, but with other national and international institutions.

5. GENERAL DISCUSSION

Farming Constraints:

(a) (i) Rodents and Birds

The Agric. Development Officer in his contribution informed the meeting that from discussions that he had with the farmers that he visited during the evaluation, rodents such as the cutting grass and birds such as Wever birds caused huge losses. He wanted to know whether there was information available on the size of losses that they can cause on rice and also the method of control.

The Project Co-ordinator (MAF) indicated that from studies carried out in the Northern Area IADP, losses of up to 50% was recorded.

Several suggestions were put forward as to how these pests can be controlled. The meeting agreed that ACRE should direct its activities to providing solutions to the problems of losses as a result of rodents and birds.

(ii) Weeds

The Principal NUC commented that labour demand for weeding was a very serious constraint. This was more so when fertilizer was used at the wrong time. He therefore recommended that more emphasis be put on all aspects of weed control.

(iii) Fertilizer Use

The Assistant Chief Agriculturist (Mr. C.B. Sesay) in his contribution pointed out that although it was generally recognised that the application of fertilizer increased yield, yet because of the continued increase in the cost of fertilizer, farmers find it

increasingly difficult to use it. He therefore requested ACRE to look into alternate and appropriate technology that will help to improve both soil moisture the soil fertility.

(b) POST HARVEST LOSSES:

In his contribution the Deputy Chief Agriculturist Mr. C.P. Sesay indicated that ACRE should find solutions to reducing post harvest losses. He indicated that this was a major concern at the international level.

BASELINE SURVEY

There was a general disagreement with the evaluation team leader, who had expressed the view that there was no need for the baseline survey and that it should be stopped. This disagreement was strongly supported by the Principal of NUC and the Assistant Chief Agriculturist (Mr. L.M. Feika), The Research Co-ordinator in his contribution commented that the Project design made this activity a requirement and that it was necessary. He added that it would provide a bench mark against which farmers problems and other constraints will be identified for possible solution to be found by ACRE.

LINKAGES WITH IN COUNTRY PROJECTS.

The Director indicated that he had experienced a general improvement in the relation between ACRE and the other Agricultural Projects. He concluded that with the general recognition of the role of ACRE in Adaptive Research and Extension, the situation continued to be improved.

CONCLUDING REMARKS

6. The Director of SULSU on behalf of his contract Team thanked the Evaluation Team for the excellent work that they had done. He noted phillospphically that in projects such as ACRE there were bound to be voluntary or involuntary impediments. However, with time and determination these will disappear. He stressed that the success of the ACRE project depended on the full co-operation of all concerned with it.

Joseph Pattan, the newest SULSU Team member expressed the view that SULSU appreciated the importance of ACRE to Sierra Leone and that they were determined to make this project a success.

Mr. Henderson thanked the Chief of Party and his team for their co-operation with the Director in the execution of the ACRE project.

The Chairman in his closing remarks pointed out that the Cattle and Crop problems in the Northern part of Sierra Leone needed very serious considerations. This he commented was having a very adverse effect on food production in the area.

He finally thanked all present for their contribution to the discussions of this special meeting. He commended the good relationship now existing between MAF - ACRE & N.U.C.

He concluded that the MAF will continue to give all support to the ACRE Project and that the report when received will be given due consideration.

The meeting adjourned at 12.20 p.m.

DR. W. E. TAYLOR
DIRECTOR, ACRE
SECRETARY.

COMMENTS ON MID - PROJECT EVALUATION

REPORT By DIRECTOR

DOC. NO. _____

EXECUTIVE SUMMARYPOSITIVE CONTRIBUTIONS:

- (a) Positive contributions to long term Agric. development in Sierra Leone.
- (b) Need for extending activities beyond present scope.
- (c) High morale of ACRE staff.

Areas needing attention:

- (a) Method of involving more farmers families, promote and sustain the farm family participation.
- (b) Method of strengthening the Research - Extension and farm family linkage.

Problems needing attention:

- (a) Supply of utilities to Njala.
- (b) Need for unification of project activities by USAID and GOSL staff.
- (c) Future of ACRE in relation to Ministry of Education and Ministry of Agric. and Forestry.
- (d) Integration of financial inputs and accounts from USAID and ACRE GOSL and appointment of Financial Control Staff.
- (e) Development of Nutrition Component. For relevant improvement in the areas of nutrition.

RECOMMENDATIONS FOR GOSL ACRE PROJECT

Pages 7 - 10

1. Refer to comment from Research Co-ordinator.
2. Conditions of Service have been developed according to the guidance of MAF for uniformity among projects. The final documents will be considered for approval by the Executive Steering Committee.
3. The Estate Officer is presently attending to this.
4. The long and short - term training needs and linkage is presently under consideration.
5. There are practical problems such as office and residential accommodation that will not allow recruitment at this stage. However, as soon as the training programme is drawn up the selection process will be initiated.
6. Refer to comments from Research Co-ordinator.
7. This aspect will be considered as soon as these facilities are being used.

.../2

8. Estate to report on this.
9. With the improvement of the staffing level it is hoped that the services described will be provided. In addition the duties of any accounting firm contracted to work for ACRE must be clearly defined.
10. There is some confusion here. We are made to believe that we ACRE/GOSL should be able to account for our own funds and not that from AID.
11. The position of Accountant was not provided for in the original document. However, since there is an arrangement to have the Asst. Accountant undergo additional training, an Accountant will be recruited shortly.
12. Accounts section has been increased to the following level:-
 - Assistant Accountant - (1)
 - Accounts Clerks - (2)
 - Stores Ledger Clerk - (1)
13. Bank Accounts have been opened in all zones for payroll disbursement.
14. The development of a mid-term to end of project commodity procurement plan is in progress.
15. Regular Administrative and Technical meetings now take place. It includes all stage i.e. AID and Sierra Leone staff.
16. See comments from Research Co-ordinator.
17. Rice production contest - to be considered by the Extension wing of ACRE.
18. Post of Information and Communication Specialist to be filled shortly.
19. Extension and Research to comment.
20. IITA will visit ACRE in May to establish areas of co-operation and collaboration.
21. This is being attended to.
22. This will be discussed by Management Directorate and Executive Steering Committee as soon as the working papers are prepared.
23. Since there is a work - Oxen Project at Njala, ACRE should be more closely involved with its activity.
24. Extension to comment on this.
25. Future recruiting policy will try to include this consideration.

RECOMMENDATIONS FOR USAID/SIERRA LEONE

Pages 10 - 11

USAID/SIERRA LEONE TO COMMENT

RECOMMENDATIONS FOR CONTRACT STAFF IN SIERRA LEONE

Pages 11 - 12 - See comments from Chief of Party.

RECOMMENDATIONS FOR SULSU CONTRACT ADMINISTRATION

Pages 12 - 13 - SULSU to comment.

GENERAL COMMENTS ON THE REPORT

1. It appears that Mr. L. M. Feika was only an observer and did not make much contribution to the report (see page 15) this needs clarification.

EXTERNAL FACTORS

2. General agreement with observation on labour shortage, marketing inadequacies, price disincentives, credits and inflation problems (pages 16 - 19)

Recommendations on (a) reconsideration of labour intensive trials and demonstrations.

(b) development of appropriate technology for production and storage.

These are accepted and are being considered.

The future of ACRE to include credit and marketing inputs is accepted - but needs careful consideration.

INPUTS

1. TECHNICAL ASSISTANCE
Why was no comment made on the full-time Sierra Leone Staff as has been done for the U.S. Technicians ? (pages 20 - 21).

2. TRAINING

The training aspect of the project is now being considered in the light of experience gained after the first year. In addition it is now proposed to appoint a Senior Officer who will be in charge of training at all levels and in all areas.

3. CONSULTANT SERVICES

The recommendations are discussed and integrated into the project. In addition there is now an attempt to carefully systematize the services of consultants so that the results can be of use to the project.

The list of consultancy services as listed on page 2 of paragraph 3 are essential - refer to comments from Research Co-ordinator.

4. CONSTRUCTION

There is a need for a continuing Education Centre. It will be of great value to both N.U.C. and ACRE for all forms of in-service seminar, conferences and meetings (pages 30 - 31)

5. GOSL CONTRIBUTION AND MAF SUPPORT

Comments on pages 32 - 34 accepted.

6. COMMODITIES

(page. 36)

- (a) There is now a stock control system established.
- (b) Timely action needed for fertilizer requirements.
- (c) A commodity procurement plan is now being developed.

7. SUPPORT FOR S. A. E. Os

1. (a) Furniture have been ordered.
 - (b) Office space provided by other projects.
 - (c) Provision of office furniture being considered.
 - (d) Budget now includes proposal for ACRE residence and office in all five zones.
2. Vehicle : Estate Engineer to take note of recommendations 1, 2 & 3 - (page 38)

8. ANALYTICAL RESEARCH & SOIL TESTING LABORATORY

The constraints i.e. water and electricity supply need careful consideration. The comments on the whole is accepted.
(- see comments from Chief of Party)

9. NEED FOR INFORMATION SPECIALIST

The position will be filled very shortly.

10. RICE PRODUCTION CONTEST

To be considered by the Extension wing of ACRE.

11. NUTRITION COMPONENT

Proposal is being considered for recruitment of staff to strengthen this area. Because this component would entail additional cost, it should be carefully planned. (see comments of Research Co-ordinator).

OUT PUTS

1. Trials Conducted: (page) 43 no comments

2. Quality of work:

- i. Late delivery of materials affected the quality of some trials and demonstrations.
- ii. Management problems with weeding trials.
- iii. More consideration must be given to the second cropping so that it does not adversely affect farmers participation.
- iv. ACRE Extension personnel should use their experiences in planning the nature and timing of demonstrations and trials.

3. Although the statement that all decisions were made by the Research staff is untrue yet the comments for collective decisions must be noted - see comments by Research Co-ordinator on this.

4. (a) Recommendation (1) As on page 45
- (b) Recommendation (2) page 46 needs clarification and examples.
- (c) Recommendation (3) page 46 accepted. First I_n-Service Training has already been conducted.

5. Farmers Compensation:

Research and Extension Co-ordinators have been asked to look at this aspect and so provide guidance as soon as possible quick payment. There must be a system of deciding what a farmer gets for (a) participating and (b) for giving up his land for trials and demonstration. The recommendation as indicated on page 47 is accepted.

6. RESEARCH AND EXTENSION STAFF NEED FOR TRAINING AND EXPANSION OF ROLE

The change from Agric. Officer to Senior Agricultural Extension Officer is necessary so as to be in line with the other Agric. Projects. The duties of the Agric. Officer in Sierra Leone involves not only field work supervision but also a large amount of administration work. ACRE Extension personnel must be involved mainly in extension and not administration work. With the time at our disposal i.e. recruitment of officers in mid 1981, I do not see how it would have been possible to organize the training as envisaged in the project. It was necessary to adopt a more flexible approach so as to be able to carry out the field work that the team evaluated.

The training needs for the project based on the 1981/82 experience is now being developed systematically. According to the conditions of employment all the S.A.E.Os have full responsibility for all adaptive crop research and extension activities in their zone.

The shortcomings as outlined on page 48 are misleading. As far as I know the decision to send information from research to the field i.e. S.A.E.Os is jointly taken by the Research and Extension Co-ordinators. The development of a programme for the year is again done collectively to include all Extension Officers, local and expatriate staff and farmers. (Reference to proceedings of ACRE work - programme conference).

The statement that: no S.A.E.O has never had a meeting with the Project Director to discuss his work needs clarification. Since the appointment of all S. A. E. Os they have been to see me at least once a month and we have discussed matters pertaining to their work.

The training of E.Is has commenced and the result was very successful. With a knowledge of farming cycle in the country, training has to be done during the school period of between January and February. With the appointment of a Training Officer the position will be improved.

The use of E. Is for the collection in relation to research and project monitoring needs special consideration if it should not over burden them with an already crowded schedule - (refer to comments from Chief of Party).

As much as it is accepted that enumerators may have created initial problems by given wrong information to farmers, yet I feel that this point is being overplayed. I would have appreciated if an alternative was suggested.

In surveys which may be done to indirectly measure the effectiveness of the E.Is I do not think that it would be wise to use the E.Is as enumerators.

7. RECOMMENDATION:

- (a) Redefinition of roles of S.A.E.Os and E.Is. This was provided by the Extension Co-ordinator.
- (b) Provision of periodic training - this is being planned.
- (c) The decision as to who should do the training however should be left with the project to decide.
- (d) The need for Research and Extension to meet regularly is accepted.
- (e) The need for research scientists to meet the extension staff at the zones is accepted.
- (f) The insinuation that extension staff do not participate in decision that affects their trials and demonstrations is untrue.

8. Selection of Contact Farmers Families and Expansion of Activities to Intermediate Farmers Families

Although the impression given that the research greatly influenced the selection of the contact farmers is not true, yet it has been decided that extension will decide on farmers selection.

Recommendations 1, 2, 3 accepted. However, when activities expand, care should be taken so that it does not appear as competition to the I.A.D.P's e.g. production of fertilizer and credit.

10. Nutrition Component Out Puts

There is a need to provide local nutritionists to be responsible for the programme of work as outlined. The one part-time staff who is head of a department and the research assistant is grossly inadequate.

There is a proposal to have (a) one Senior Extension Officer - Nutrition and (b) 6 Extension Instructors. (see comments of Research Co-ordinator).

PURPOSE

1. See comments from Research Co-ordinator on pages 59 - 60.

2. Nutrition Component Purpose:

The major constraint is the lack of adequate staff level for the programme. This will be delt with soon.

BENEFICIARIES - KEY SOCIO-CULTURAL AND SOCIO-ECONOMIC FACTORS.

Comments are generally accepted.

SPECIAL PROBLEMS

Foreign Exchange and Cash Flow:-

Present

- (a) The method of obtaining foreign exchange in connection with training and conferences continue to be satisfactory
- (b) Transfer of funds is no longer a problem. The signatories to the account are those of the Director and Assistant Accountant only.
- (c) Staffing level in the accounts section has been increased. There is proposal for the recruitment of an Accountant and the provision of training for the Assistant Accountant.
- (d) Zonal Bank Accounts have now been opened. It is operated by the zonal S.A.E.Os and the Asst. Accountant.
- (e) Electrical energy required for full scale operation needs close consideration.
- (f) Accounts will take note of recommendations on inventory control.

2. Accounting Firm

Description of scope of work accepted.

3. Vehicle Assignment

- (a) All SULSU contact Staff have been assigned a vehicle.
- (b) A Mechanical Engineer is being recruited to be incharge of vehicle repairs etc.
- (c) Estate Engineer should comment on the section on vehicle maintenance and operation (pages 85 - 89). This area needs his careful attention.


W. E. Taylor,
DIRECTOR, ACRE.

ATTACHMENT J

DOC. NO. _____

MID-PROJECT EVALUATION REPORT ON ACRE - MEMO.
DIR/FI/222 DATED 16 FEBRUARY, 1982CONTRACT STAFF IN SIERRA LEONE

1. Hold regular staff meetings with pre-planned agendas. This has been initiated. Regular staff meetings are the first Monday of each month at 0830 hours.
2. Acquire an administrative Assistant. Items that must be considered are: (a) adequate work to keep an assistant fully occupied, (b) increased overhead expenditures of salary and other financial benefits, (c) office space, (d) housing, (e) transportation. When all items are considered at this point in time an assistant is not justifiable.
3. In co-operation with the ACRE Director, develop an assignment of project vehicles which allows for more judicious use. An assignment of ACRE vehicles has been completed.
4. Each staff member should develop a yearly program of work which is integrated with Sierra Leonean counterparts or research and extension teams. This is in progress for 1982. Each SULSU staff member has submitted a plan of work but we still need to meet with Sierra Leonean counterparts. This will be done when all Sierra Leonean part-time staff from Njala University College have submitted their plans of work for 1982 to Dr. E. R. Rhodes.
5. Contract team members should carefully review adaptive research and demonstration trial plans with research and extension personnel. This activity definitely needs to be upgraded from last year when there was no thorough exchange of information regarding activities of research and extension between N.U.C., ACRE/GOSL and ACRE/SULSU personnel. Suggest all research and extension personnel submit a detailed copy of their final field activities to all other personnel so that all participating in the programme will have definite information on research and extension activities in progress.
6. Explain research and demonstration aims to farmers and eliciting their opinions about research objectives, methodology and results. First, all explanations to farmers must be in terms they understand and will be useful to them. Although most of this effort will be at village meetings and at location sites of on-farm trials, another important aspect is to have farmers visit Njala to see research in progress by establishing Njala ACRE Field Days for farmers and other interested persons e.g. IADP, MAF, Peace Corps, etc.
7. Extension personnel and farmers should be trained and supervised in data collection and analysis. Such activity is desirable provided it does not take too much time away from on-farm trials. However, we have already received information that Extension Instructors have too much overload now. This suggests a need to re-examine the work load of Extension Instructors, especially, as they relate to the farmers and on-farm trials for which they are responsible.

SULSU CONTRACT ADMINISTRATION

1. Develop annual reports and six months internal reports. The SULSU team leader and USAID Agricultural Officer have both requested these by letter and telegraphic messages but to date none has been received by the SULSU team leader or USAID except for the first six months internal review.
2. Develop more effective procedures for use of consultants. Insure their lengths of stay in Sierra Leone is sufficient and develop reports either before leaving the project site or before being paid. First, SULSU needs sufficient lead time in requesting consultants to properly arrange for their TDY with ACRE Sierra Leone. At times we have not gotten sufficient lead time notice from ACRE/GOSL. Second, we must improve on identifying duties of consultants and specifying qualifications required of a consultant. Although this has been done to a considerable extent when a consultant is requested, consultants arriving Sierra Leone state they were not told what they were to do. It appears that SULSU Contract Administration is not informing consultants of information sent to them. Third, there has been repeated times when a consultant is scheduled to stay for only half the time requested. This needs correcting. At least three months lead time from ACRE/GOSL will help. Fourth, requests for consultants is being made directly to SULSU from Sierra Leone outside of routine channels. To insure proper procedures, requests must come through Research Co-ordinator for research or Extension Co-ordinator for extension. The request then goes to Director, ACRE Project, to Chief of Party then to USAID Freetown. From there it must go by official message to SULSU by way of USAID/Washington. This establishes an official status for a consultant. The above procedure is to be observed at all times. Fifth, so far we have written report from all consultants except Mr. Thomas C. Boyd, an Information Specialist, who was a consultant to ACRE for two months. We have sent a message requesting Mr. Boyd's report be sent to Sierra Leone with least delay. Sixth, return visits of consultants should be scheduled as needed.
3. Develop an annual work plan. So far SULSU Contract Administration has not submitted an annual work plan. At this point in time they still require a consolidated plan of work for ACRE/SULSU and ACRE/GOSL. Hopefully, this will be completed soon and included a schedule of identifying short- and long-term participants and a schedule of requesting consultants as well as a plan of work for 1982.
4. Develop better communications to inform contract staff in Sierra Leone on progress of requests for consultants as well as hardware needs. First consultants. Often we have no information, then receive very short notice a consultant is arriving. Also consultants have remarked they were given very short notice they were to come. This needs to be corrected. Second, procurement of hardware needs. SULSU has repeatedly refused to purchase hardware needs - see following item 5.
5. Arrange for petty cash purchases of small items in support of consultants. To date, requests for small commodity purchases has been refused on the basis such purchases were not budgeted in the SULSU contract.

6. Insure complete instruction to contract staff on travel arrangements, custom clearances, visa requirements and inoculations. Most items are understood by present SULSU staff, however, initial inoculations are to be completed before a team member leaves the United States. This has not been the case which results in down time team members having to travel to Freetown plus loss of time from sickness resulting from inoculations. As for travel, an arrangement is urgently needed for SULSU to pay air fare for R & R and Home Leave travel rather than have the team member pay and wait six to eight months for reimbursement if the amount is more Leone than a team member wants.
7. Give special attention and expedite quickly, critical needs of contract staff in respect to family living and project problems. Have made some recent requests but no response to date. In all fairness to SULSU Administration the time lapse has not really been long enough considering the poor mail service between Sierra Leone and vice versa.
8. Implement the six monthly project evaluations as required and send copies without delay to USAID and project team leader. To date there has been no response except for the first six months evaluation report.
9. Send copies of all financial reports to the team leader. To date none has been received.
10. Plan for orderly replacement of field staff with equally qualified individuals. Do not have any information regarding moves to replace those with contracts expiring before the end of ACRE Phase I.

OTHER ITEMS

1. How will the Project operate to bring in farm families that are not considered contact farmers. This is a most important issue if the Project is to meet the objective of affecting 20,000 farm families in Phase I. This issue must be discussed.
2. How will the Project attain the central objective of creating a strong and constant linkage among research, extension and farm families. More input response is needed from farmers, Extension Instructors and Senior Extension Officers. A move has already been made to allow for more input from the farmer-extension sides.
3. Develop a strategy to extend project services beyond its present scope. One of the ACRE Project objectives is to develop and establish a long range food crop research and extension plan/strategy. An approach to this needs immediate attention.
4. Institutionalization of the ACRE Project. This needs immediate attention in order to begin strengthening relationships for a smoother integration with MAF and MOE.
5. Incorporation of nutrition component. An outline of a proposed nutritional component was developed in May 1980. Immediate steps should be taken to activate a nutrition component into the ACRE Project. Given the objectives of the nutrition component, and the remaining time frame of ACRE Phase I, nutrition objectives must be

- arranged in order of priority considering (a) their importance in relation to immediate family need and of staffing and acquiring commodities and (b) what is realistically possible in the remaining time in Phase I. We need to move immediately on this item. Can the LEARN project from CARE be successfully utilized to reduce down time in getting the nutrition component underway?
6. Need to develop an end-of-project procurement plan based on needs and usage rates. Such a plan must be lean and tight and closely controlled to prevent ordering more equipment than is absolutely required.
 7. Immediately establish a committee for selection of candidates for long- and short-term training. The committee is to be composed of the USAID Agricultural Officer, Director of the ACRE Project, the Chief of Party and any other individuals deemed appropriate. The committee should be constituted and meet quarterly. Suggest that SULSU team members be included on the committee as they work daily with potential candidates.
 8. With least delay identify candidates for short- and long-term training including six to attend intra-African long-term training facilities. All vacancies for training should be filled with least delay. Allowable costs for participants has increased from \$1,100 per month to \$1,800 per month. Money remaining in the budget estimates this will allow for 15 two-year participants under SULSU training and 9 two-year participants from USAID/Sierra Leone. A much closer review must be made to assure fitness into available money.
 9. Formally discarding the present baseline survey. Since a baseline survey was contracted by USAID, it is recommended to complete the survey but sharply reduce the data input to only that absolutely necessary to establish a baseline. This will probably eliminate considerable data already accumulated but this is highly recommended.
 10. Analyze energy needs for the research laboratory and seed processing plant. There may have been an over-reaction here in so far as electrical needs are concerned. After all, electricity is to be supplied to houses and other buildings of ACRE and it is somewhat questionable that the laboratory or seed handling building will cost all that much more. This needs to be checked up.
 11. Adequate water and utilities are needed for all ACRE facilities. The water situation at the ACRE headquarters is insufficient, irregular and inadequate. This must be corrected, especially for the laboratory operation. Electrical connection to SLEC must be done with least delay. A stand-by pump is urgently needed to maintain a water supply to NUC and ACRE. These considerations should include short, medium and long term needs.
 12. Strengthen linkages with IITA and other research and extension institutions. If possible, develop a formal agreement with institutions for training and/or research and extension resource materials. Since it is impractical for Sierra Leone to support a highly specialized research programme at this time, suggest a formal agreement be initiated between such institutions as IITA, CYMMIT, ICRISAT, IRRI, and others, to make crosses specified by Sierra Leone researchers.

When desirable cultivars are identified, yet still segregating, these would be sent to Sierra Leone for selection to fit local conditions under which the crop will be grown. Such a system would keep Sierra Leone overhead expenses to a minimum but at the same time allow for local input on release of desirable varieties.

13. Introduce appropriate technology and other labor saving techniques into crop production. ACRE should touch base with the animal power project at Njala to determine how the two can co-operate to introduce animal power into appropriate technology needed by the ACRE Project.

Vernon L. Hall
Chief of Party - ACRE Project

Attachment K

EXCOM-1982/1-6

COMMENTS ON THE MID TERM EVALUATION REPORT

DOC. NO.

by

THE RESEARCH COORDINATOR

GENERAL

The summary of Recommendations to GOSL/ACRE pages 7-10 are carefully phrased and I cannot find fault with most of those which pertain to Research.

However, there are a few points in the Summary Recommendations and several point in the body of the report which I have commented on as shown below.

RECOMMENDATIONS FOR GOSL ACRE PROJECT

(PAGES 7-10)

1. It is recommended (1) that high priority be given to the staffing and implementation of the Nutrition component. It is also recommended that 3 Research Assistants in Food Technology, Nutrition Education, and Public Health nutrition together with 10 Extension Aids be recruited. Plans are afoot to have a total of 2 Research Assistants (housing problems and total number of training positions available have to be considered). I would recommend having a full time Home Economist (M.Sc. level) to assist Mrs. Dahniya and to be responsible for extension work to the farm families. (See also P.42A and 60A of the report).
2. It is recommended (6) that Project should formally consider discarding the present base line survey. It is pertinent for me to point out that the Base Line Survey consists of:-
 - (a) Socio-economic survey
 - (b) Agronomic survey
 - (c) Nutrition survey
 - (d) Appropriate Technology survey

The Head of the Development Division of WARDA recently reviewed progress in the socio-economic survey and left behind a draft report. The field data collection of the socio-economic and Agronomic is practically complete. The report for the Socio-economic, I hope will come out before that of the Agronomic, since pressure is being put on the Socio-economists to complete the report before they proceed on study to Germany.

The Nutrition Survey like the Socio-economic survey was conceived as a one-time recall survey with its inherent limitations and opportunities. All I need is a directive to the effect that the Nutrition survey should be cancelled. The records will show that the team of evaluators were perhaps not convinced of the need for having a reference point.

RECOMMENDATIONS FOR U.S. CONTRACT STAFF
AND QUALITY OF WORK (Section 4.2)
(Page 11, and Pages 44-46)

3. It is recommended (5) that "contract team members should carefully review adaptive research and demonstration trial plans with research and extension personnel".

On page 45 it is stated that in 1981 "all decisions were made by Research staff as to which varieties, techniques, fertilizer, herbicides would be in trials and demonstrations". Further down the page it is stated that "SULSU contract staff who have had a great deal of experience in adaptive research trials should assist the A.C.R.E. Project staff in planning trials."

First, it should be pointed out that successful Adaptive Research requires an intimate knowledge of the local environment, the local crops and the local farmers practices.

Secondly, the implication that extension and U.S. research staff were not given the opportunity in deciding on the nature of the On-Farm trials and demonstrations is very misleading. This theme was repeated in other parts of the report.

No mention was made in the report whatsoever of the 1981 Work Programme Conference at which research trials and demonstration were open for discussion and ammendment. The list of participants at the conference included:-

- (a) 4 Senior Extension Officers (Njala, Rokupr, Makeni & Kabala zones)
- (b) 2 Extension Officers who supervised the 1980 field trials
- (c) 5 (at least) Extension Instructors
- (d) 18 farmers
- (e) 3 SULSU Contract Staff
- (f) The Extension Coordinator

Trial 2 was initially designed by a SULSU staff and it only involved planting in straight lines etc. this was criticised at the Work Programme Conference and I modified it accordingly to include the evaluation of rice varieties under local management. Trial 4 was designed by another SULSU staff in consultation with me.

4. On page 44 reference is made to adaptive trials involving herbicides without fertilizer. Strictly speaking this is not correct. There was an adaptive trial (trial 3) involving treatments of herbicide with and without fertilizers which is not the same thing as reported.
5. On the same page reference is made to cases where the 2nd dry season crop is groundnut and that A.C.R.E. should not weaken the role of women. The second dry season crop varies from household to household. Indeed cassava and sweet potato as dry season crops are not new to certain farm households.
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In any case I will recommend that field staff make a better distribution of trials and demonstrations i.e. in an area where the 2nd crop is ground nut the double cropping involving cassava and sweet potato should not be put.

6. I agree that we should develop more fully those demonstrations which offer a total package (P.45). This of course assumes that the effect of the individual variables should have been evaluated in the Adaptive Research Trials.

While not offering it as an excuse it is worth pointing out that single variable demonstration such as dibbling and close planting were spill-overs of the UNDP/FAO/IITA/Sierra Leone Rice Project directed by Dr. Mahapatra. According to annual reports of this project these trials have been so promising that it was felt that it would do no harm for A.C.R.E. to repeat them but in addition collect production costs to make possible a fuller evaluation.

7. In 1982, subject to the outcome of the Work Programme Conference the types of demonstrations could be reduced and there will be about 6 replications over similar sites. Dr. Schilling, Consultant in Biometrics recommended 4 - 6 replications, but I feel it is safer to plan for at least 6 replications, since not all trials/demonstrations planned would indeed be planted.

8. CONSULTANCY SERVICE (page 29)

There is need for a suitable consultant in Appropriate Technology but I have no intention of requesting consultants in tropical soils and in Agricultural research methodology.

9. RESEARCH AND EXTENSION SUPPORT COSTS (page 31)

It is stated that "research support costs" are for special research activities conducted by students and other non-project personnel, in direct support of project activities. I need further clarification on this.

10. COMMODITIES (p.25 - 36 - 39)

The report states that much of the equipment for the laboratory is too sophisticated. However on page 39 the need for this type of laboratory is recognised. "There is no doubt that this laboratory could do much to supply research data important to the future development of agriculture in Sierra Leone". I should observe that the first draft lists of equipment and chemicals were prepared by myself; Dr. Beacher on his consultancy mission reviewed the list, made modifications had further discussions with me before he ordered the equipments. My experience is that it is costly and time consuming to have soil & plant samples analysed overseas. My concerns about the laboratory are that measures should be taken to stabilize voltage supply to the equipments, and for A.C.R.E. generators to come on immediately SLET electricity is cut-off. Project should be flexible enough also to allow the A.C.R.E. generators to supply electricity to the labs whenever voltage fluctuations from SLET is extreme.

11. The evaluation team felt that the planning and development of staff for the laboratory has been well done. The sa. Leonean from France has returned to Sierra Leone, but he has to go through the usual process of interview and selection by a MAF/ACRE Project Panel. The laboratory technician and equipment specialist have taken up appointment and will be sent to IITA soon for On-the-job training.
12. On page 36 it is stated that one zone had insufficient fertilizers to run certain trials. I need clarification on this.

SELECTION OF CONTACT FARM FAMILIES AND EXPANSION
OF ACTIVITIES TO INTERESTED FARM FAMILIES (P.54 - 56 & 67 - 68)

13. It is recommended that Project should discontinue work with farmers who have not fully participated in the programme.

A memo on similar lines has been sent to the Extension Coordinator. In fact Site Selection now rests completely with the Extension Wing on the understanding that the various ecologies are adequately covered and that the land is characterized by soil surveyors. The Extension Wing should note the recommendation on page 67 "that sites should be uniform and not subject to forces which might bias the information obtained". The characterization will help to make the REPLICABILITY (mentioned on page 68) of project activities in other parts of Sierra Leone possible.

14. On page 67 the report talks about the "constraint of random selection of farmers". It was the intention of the Research Wing all along that the 360 farm families were to be selected by different criteria from those dictated by the methodology for the 1500 farmers of the socio-economic survey. At a meeting held on 11th November 1980 in the Research Coordinator's office (present were Messrs Kamara, Katewu and the Extension Coordinator) it was agreed that the criteria for selecting contact farmers as spelt out by the Extension Coordinator in his letter of 27th October 1980 were to be followed. In all cases farmers nominated by the Research or Extension team were to be cleared by both parties.
15. In any case I am happy to note (page 54 last line) that extension criteria were more generally applied than so called research criteria in selecting the contact farmers.

RESEARCH AND EXTENSION STAFF: NEED FOR TRAINING
AND EXPANSION OF ROLE (p.47 - 48 & 52)

- 16.3 The report states that there is no flexibility in research schedules to allow for contribution of S.E.C.'s knowledge and experience. I need further clarification of this. In any case the Extension Wing has been directed to inform Research staff in good time when planting materials are needed for 1982 work.

In addition plans are afoot to develop zonal Multiplication sites. Cassava already out in the zones will be used as source of planting materials for trials & demonstrations in 1982.

On page 52 it is recommended that research staff particularly Sierra Leoneans plan a regular schedule of field visits. There are some constraints worth highlighting.

- (a) Except for the Research Coordinator all senior Sierra Leonean research staff are employed by Project on a part-time basis. Their first responsibility is to the University.
- (b) There are about 12* of them (more to join the staff later) and they will have to make do with the very few vehicles available in the pool or join up with SULSU staff (presumably at the convenience of SULSU staff), if the recommendation of the Evaluation team that at least 5 vehicles should be made available for the exclusive use of the SULSU contract team is implemented.

Apart from these constraints I agree that researchers (SULSU staff as well as Sierra Leoneans) should go out more often. In addition all Research staff should be required to submit detailed trek reports when they return to Njala.

17. EXTERNAL FACTORS

On page 19 it is stated that the current research and promotion of dibbling, ridging, close and row planting should be reconsidered. My view is that demonstrations should not make too much demands on labour which is scarce. The economics of production should be explained to the farmer so that he knows whether his net returns to labour and improved technology is worth the extra labour and inputs. The final decision is left to him.

On page 41 line planting and other improved technology which made more demands on labour is recommended for the rice contest. I need clarification on this in the light of what was mentioned on page 19.

this number does not include junior part time Field Assistant/Soil Survey Assistant - the latter needs to travel out with 2 trained junior assistants for the Land Characterization exercise.

PURPOSE (59 - 60)

19. It is reported that Research trials at A.C.R.E. Centre (by local full and part time staff and SULSU staff) were well designed and well tended, and appropriate to the needs of the rural small holder. This is to be expected since all local and SULSU research staff are experienced in Experimental Designs. In addition there are 2 experienced senior Field Assistants looking after field work at A.C.R.E. Centre.

A Sierra Leonean staff of N.U.C. is completing his Ph.D. in Biometrics. When he takes up appointment with A.C.R.E. his duties will include assistance to scientist in design of A.C.R.E. Centre research as well as On-Farm-trials and demonstrations.

20. The report mentions the need (p.60) of determining cost effectiveness of various practices used in Adaptive Research and Extension trials. This is a good point. In the 1981 On-Farm work attempt was made by Dr. Tuthill to collect production costs from all trials and demonstrations on my recommendations. The production cost from the demonstration packages are the most meaningful, but the costs that we get from the small trial plots are still useful since they identify the cost effectiveness of individual variables and therefore give us some ideas of "improved practices" not worth pursuing at this stage of our Agricultural development. Dr. Tuthill analysis of Trial 2 as presented in the 1982 In Service Training clearly illustrates this point.

ADAPTIVE CROP RESEARCH AND EXTENSION
(ACRE) PROJECT - MAF/USAID

COMMENTS ON THE MID-TERM EVALUATION REPORT

By

The Extension Co-ordinator

GENERAL

The Evaluation Report has given indication of progress in ACRE Project activities. I wish to, however, make observations and/or comments on some aspects of the Report.

1. RECOMMENDATIONS FOR COSL/ACRE PROJECT (Pages 7-10)

- A. Recommendation 2 (Page 7) - It is suggested that the terms of service for ACRE Project staff be developed. The current lack of formal Conditions of Service for Project staff may in the future contribute to the feeling of insecurity. Active consideration should therefore be given to normalise this.
- B. Recommendation 16 (Page 9) - asks for the introduction of appropriate technology and labour saving techniques into crop production. Reference was made to current research and promotion of dibbling, ridging, close and row planting as labour demanding. As these methods have been favourably reported on by the field staff and farmers it is appropriate to continue with them with modifications. It would be wise to make an appeal to the members of the Appropriate Technology Division to address themselves to making simple devices that would be efficient, easy to operate, and labour saving.
- C. Recommendation 17 (Page 9) - calls for the organization and implementation of rice production contests for farmers. This is definitely in place. It would be ACRE's contribution to providing impetus to existing crop production activities already operating throughout Sierra Leone. Since the project has an objective of reaching 20,000 farmers by year 1983, I would recommend that several small farmers within the project zones and beyond be allowed to participate in the contest, and that other major food crops like cassava, maize, sweet potato, etc. be included. Ground rules to be formulated would emphasise the education aspect of the contest.
- D. Recommendation 18 (Page 9) - calls for the recruitment of public information and communication specialist. It is essential to have one recruited and attached to the extension wing for two basic

- 1) As a resource person for extension wing with duties such as designing visual materials which would be used by extension personnel as teaching aids, production of extension bulletins, etc.
- 11) To promote the work of ACRE throughout the country such as preparing news release which would be distributed to the local news media, general promotional ideas such/availability of ACRE services, announcement of important ACRE events, analysis of ACRE achievements, etc.

E. Recommendations 24 and 25 (Page 10) - call for inclusion of women in extension work. This is in place considering the role household women play in production and the need to have people of the same sex working directly with them. As this seems to be an extension function, I would like clarification early enough to necessitate planning for implementation.

2. TRAINING (Pages 22 - 27)

This aspect of the Report is exhaustively dealt with on pages 22-27. The need for providing appropriate training for staff should not be over emphasized. For long lasting network of extension activities it becomes absolutely necessary that on-going training of extension staff in extension and research education be given highest priority. Pre- and in-service training for extension staff are also needed.

3. CONSULTANT SERVICES (Page 28)

The services of consultants in certain areas should be continued as the need to share the experiences of specialists in critical areas is valuable to the success of this Project. Requests for consultants would be made from time to time through the recommended channels.

4. COMMODITIES (Page 36)

It is reported that one zone had insufficient fertilizer to run certain trials last year. This sounds strange as full packages of planting materials and fertilizers for trials and demonstrations were delivered to the zones and no report of shortages were made. A more proper and stringent delivery and accounting systems of all field materials would in future be enforced.

5. SUPPORT FOR SENIOR EXTENSION OFFICERS AND EXTENSION INSTRUCTORS (Pages 37 and 38)

The recommendations contained in this section of the Report are acceptable. The work load on these people has been considerably increased with additional demands on reporting, carrying out field operations, etc. the need for appropriate support cannot be over-emphasized.

6. Insure complete instruction to contract staff on travel arrangements, custom clearances, visa requirements and inoculations. Most items are understood by present SULSU staff, however, initial inoculations are to be completed before a team member leaves the United States. This has not been the case which results in down time team members having to travel to Freetown plus loss of time from sickness resulting from inoculations. As for travel, an arrangement is urgently needed for SULSU to pay air fare for R & R and Home Leave travel rather than have the team member pay and wait six to eight months for reimbursement if the amount is more Leones than a team member wants.
7. Give special attention and expedite quickly, critical needs of contract staff in respect to family living and project problems. Have made some recent requests but no response to date. In all fairness to SULSU Administration the time lapse has not really been long enough considering the poor mail service between Sierra Leone and vice versa.
8. Implement the six monthly project evaluations as required and send copies without delay to USAID and project team leader. To date there has been no response except for the first six months evaluation report.
9. Send copies of all financial reports to the team leader. To date none has been received.
10. Plan for orderly replacement of field staff with equally qualified individuals. Do not have any information regarding moves to replace those with contracts expiring before the end of ACRE Phase I.

OTHER ITEMS

1. How will the Project operate to bring in farm families that are not considered contact farmers. This is a most important issue if the Project is to meet the objective of affecting 20,000 farm families in Phase I. This issue must be discussed.
2. How will the Project attain the central objective of creating a strong and constant linkage among research, extension and farm families. More input response is needed from farmers, Extension Instructors and Senior Extension Officers. A move has already been made to allow for more input from the farmer-extension sides.
3. Develop a strategy to extend project services beyond its present scope. One of the ACRE Project objectives is to develop and establish a long range food crop research and extension plan/strategy. An approach to this needs immediate attention.
4. Institutionalization of the ACRE Project. This needs immediate attention in order to begin strengthening relationships for a smoother integration with MAF and MOE.
5. Incorporation of nutrition component. An outline of a proposed nutritional component was developed in May 1980. Immediate steps should be taken to activate a nutrition component into the ACRE Project. Given the objectives of the nutrition component, and the remaining time frame of ACRE Phase I, nutrition objectives must be

arranged in order of priority considering (a) their importance in relation to immediate family need and of staffing and acquiring commodities and (b) what is realistically possible in the remaining time in Phase I. We need to move immediately on this item. Can the LEARN project from CARE be successfully utilized to reduce down time in getting the nutrition component underway?

6. Need to develop an end-of-project procurement plan based on needs and usage rates. Such a plan must be lean and tight and closely controlled to prevent ordering more equipment than is absolutely required.
7. Immediately establish a committee for selection of candidates for long- and short-term training. The committee is to be composed of the USAID Agricultural Officer, Director of the ACRE Project, the Chief of Party and any other individuals deemed appropriate. The committee should be constituted and meet quarterly. Suggest that SULSU team members be included on the committee as they work daily with potential candidates.
8. With least delay identify candidates for short- and long-term training including six to attend intra-African long-term training facilities. All vacancies for training should be filled with least delay. Allowable costs for participants has increased from \$1,100 per month to \$1,800 per month. Money remaining in the budget estimates this will allow for 15 two-year participants under SULSU training and 9 two-year participants from USAID/Sierra Leone. A much closer review must be made to assure fitness into available money.
9. Formally discarding the present baseline survey. Since a baseline survey was contracted by USAID, it is recommended to complete the survey but sharply reduce the data input to only that absolutely necessary to establish a baseline. This will probably eliminate considerable data already accumulated but this is highly recommended.
10. Analyze energy needs for the research laboratory and seed processing plant. There may have been an over-reaction here in so far as electrical needs are concerned. After all, electricity is to be supplied to houses and other buildings of ACRE and it is somewhat questionable that the laboratory or seed handling building will cost all that much more. This needs to be checked up.
11. Adequate water and utilities are needed for all ACRE facilities. The water situation at the ACRE headquarters is insufficient, irregular and inadequate. This must be corrected, especially for the laboratory operation. Electrical connection to SLEC must be done with least delay. A stand-by pump is urgently needed to maintain a water supply to NUC and ACRE. These considerations should include short, medium and long term needs.
12. Strengthen linkages with IITA and other research and extension institutions. If possible, develop a formal agreement with institutions for training and/or research and extension resource materials. Since it is impractical for Sierra Leone to support a highly specialized research programme at this time, suggest a formal agreement be initiated between such institutions as IITA, CYMMIT, ICRISAT, IRRI, and others, to make crosses specified by Sierra Leone researchers.

When desirable cultivars are identified, yet still segregating, these would be sent to Sierra Leone for selection to fit local conditions under which the crop will be grown. Such a system would keep Sierra Leone overhead expenses to a minimum but at the same time allow for local input on release of desirable varieties.

13. Introduce appropriate technology and other labor saving techniques into crop production. ACRE should touch base with the animal power project at Njala to determine how the two can co-operate to introduce animal power into appropriate technology needed by the ACRE Project.

Vernon L. Hall
Chief of Party - ACRE Project

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Attachment MCOMMENTS ON MID - PROJECT EVALUATION REPORTBY
ASSISTANT ACCOUNTANT

DOC. NO. _____

I have read the evaluation report and below are my comments especially in relation to Section 9 - page 80 headed Special Problems.

(i) Transfer of Funds and Cash flow

It is my opinion that the problems in this area were misunderstood at the time of the Evaluation we were in the process of getting the signatories to the Bank of Sierra Leone account changed.

The Permanent Secretary had unexpectedly gone out of the country for about two weeks therefore we could not effect a transfer. When he returned a transfer request for Le100,000 was sent to the Permanent Secretary (28/10/81) and it was effected on the (2/11/81) (see attached). The balance per our cash book then was Le5,865.98. Salaries had been paid as well as all major bills settled. Only a few bills were outstanding and we held on to them because they were not pressing. These were settled as soon as we received money. In fact the bills outstanding were as follows (see attached).

<u>Invoice date</u>	<u>Supplier</u>	<u>Amount</u>	<u>Date Settled</u>	<u>Cheque No.</u>
27/10/81	Raymond Garage	Le38.00	6/11/81	030280
28/10/81	K. Garmem	2539.00	6/11/81	030277
22/10/81	Beacon	200.00	6/11/81	030278
2/11/81	Kalil Garmem	85.00	7/11/81	030287

All project bills are usually settled almost immediately. We had enough funds in the accounts to settle the bills but as a precaution we held on till the money was transferred.

We have had to borrow money from N.U.C. on three occasions. The first time was in October 1980. The Accountant and I joined the project in September when the Director was away on a trip to the U.S. As he was a signatory to the account we could not effect a transfer of funds in his absence. When he returned, because of pressing needs he borrowed money on behalf of the project and this was refunded as soon as money arrived from our Bank of Sierra Leone account (see attached).

The second time was on the 23rd January 1981. The extension workers in the zones had been informed that I would be out to pay salaries on the 26th of January 1981. A signatory to our bank account was out of station and had stayed longer than was expected. Again the Director borrowed money on behalf of the project (see attached). The balance per cash book on our Njala bank account was Le36,967.25.

The third time also a co-signee to the account was unavoidably absent. The balance per cash book on our Njala account then was L_e68,277.48. There was fuel shortage both diesel and petrol, there were speculations that it would worsen and we had to take steps to ensure that the project would not grind to a halt because of that. Since the co-signee was absent and it was a crises period the Director had no choice but to borrow cash for project use.

(2) Accounting Record and Staffing

Prior to January 1982 the staffing situation in the accounts section was bad. It was extremely difficult for us to cope with routine tasks and therefore the nominal ledger was several months in arrears. Also we could not maintain a stores ledger as the staffing situation rendered it impossible.

The accounting records were already about twenty months in arrears when we joined the project (Accountant and I). Postings did not commence until February after he returned from America bringing the Cash Disbursements Analysis book and nominal ledger which we are now using. When the Peace Corps accountant left in April 1981, only accounts to year end 31/12/79 had been posted. The final accounts were prepared and given to the auditors. When we finished postings for year end 31/12/80 final accounts were also prepared and given to the auditors. The accounts clerk and I just could not handle the day to day transactions of the project as well keep the books up to date.

(3) Payroll

The situation as described in the report has improved. The zonal bank accounts were opened in January 1982 and are now functional. Prior to the arrival of the evaluation team, clearance had been received from the Steering Committee (Tuesday, August 4, 1981) for the opening of the accounts. The financial analyst was informed of this. This could not be implemented then because after that meeting the Permanent Secretary (signatory to the Bank of Sierra Leone Account) left the country on a trip to U. S. A. by the time he returned, the staffing situation had worsened and I could not afford to leave the office for more than two days at a time. Then the evaluation team came. Immediately after the evaluation there were vehicle problems and it was not until January 1982 that I was finally able to make the trip.

Quarterly remittances are made to various zonal accounts, the payroll vouchers are prepared here at Headquarters and sent out. Also individual cheques are made out to the workers. So far there has been no problems and the system will be reviewed in April.

(4) S t o r e s

Requisition procedures for removal of inventory were not accurately stated. The procedure then was as follows. A requisition order is signed by a head of department or other authorized personnel and sent to stores. Before items are given out a copy of the requisition and prepared stores Issue Vouchers are submitted to the Assistant Accountant. (in her absence, the Director). These are matched before signing the SIV's. Nothing leaves the stores without prior approval of the Asst. Accountant or the Director. A copy of the requisition and S.I.V. are sent to accounts for processing and filing. When goods are purchased, a Goods Received Voucher is raised and sent to accounts with the invoice/delivery note. There was no stores ledger at the time of the evaluation. We did not have enough staff to maintain it.

The situation in the accounts section has now improved significantly, we now have 1 stores ledger clerk, 1 book-keeper, two accounts clerks. These were employed in January 1982.

Since the Evaluation Report I was informed by a financial analyst from Abidjan that it is the responsibility of the Accounting firm to present a global picture of the project. It is their business to consolidate both G.O.S.L. and USAID accounts. I am eagerly looking forward to the appointment of a Chief Accountant so that the problems outlined in the report will be solved once and for all.

FBN/fsbn-g

F. B. Ngegba (Miss)
ASSISTANT ACCOUNTANT.

ADAPTIVE CROP RESEARCH AND EXTENSION

(ACRE) PROJECT - MAF/USAID

DOC. NO.

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COMMENTS ON THE MID-TERM PROJECT EVALUATION

REPORT

BY

G. A. Lansanah - Estate Engineer

I have read the report carefully and below are my comments:

(1) TRAINING

I agree with the report that there is a need for training especially in the use of specialised tools and the maintenance of the Broncos that are unique in Sierra Leone. - Page 27.

Consultancy services for transportation equipment repairs will be required from time to time.

(11) NECESSARY SPARE PARTS AND TOOLS - (Pg. 35)

The report states that most necessary spares and repair parts for vehicles and the necessary tools and workshop equipment have not yet been ordered. This might be partially true with respect to AID but not true from ACRE at Njala. The list of urgently required spare parts have long been submitted for procurement. Some efforts have been made through a local dealer but to no avail. We have waited for over eight months for very simple items like master cylinder rubbers in vain. The list of Workshop tools have long been prepared and presented but again, AID procurement procedures and regulations have caused some delay in obtaining these items up to date. However, efforts are now being made to obtain them somehow.

I do not agree with the statement that physical control of inventory is lax. (Pg. 135). In the absence of completed facilities and a stock control cler, the few spares there are have been under lock and key and are only issued but when necessary. The few spare parts arrived with no documentation. The records that exist now were made up by me when I physically checked every item to note down even the part numbers. In the absence of documents, I cannot ascertain the cost of the spares. There cannot, therefore, be any verification between financial and physical records as the former do not exist, at least at Njala.

I agree 100% with the statement of Pg. 84 (of equal importance is the lack of facilities for repair and maintenance of vehicles). Spares originally sent with the vehicles were stolen before reaching Njala.

VEHICLE MAINTENANCE AND OPERATION

Motor Cycles - Pg. 86

The present system of payment for the Hondas and spare parts by the Extension Instructor's seems reasonable and OK for the time being. This will ensure that the Hondas are treated with care.

I agree with the statement on Pg. 86 which state that "the Project's output depends on reliable and efficient transportation which in turn depends on availability of proper types and numbers of vehicles and proper usage and maintenance of these vehicles. But this can only be done properly when the basic items needed to run and service these vehicles are provided viz: Workshop tools and spares. Some efforts are already being made in this regard. Spares and Workshop tools have been ordered.

RECOMMENDATIONS (Pg. 86)

Control and Operation of Vehicles

1. DRIVERS

These are selected through an interview. They are then put on prebational period for six months before being confirmed. If they do not match up to the ACRE's standard, they can be laid off at any time during this period.

2. RULES FOR USE OF AUTOS

This is already in effect.

3. All Bronco drivers are sent down to Freetown for special training on the handling and routine daily maintenance of these vehicles.

4. All ACRE Project vehicles are driven only by people allowed to do so and must have a valid driving licence.

5. This has already been taken care of.

6. This is now the case.

7. This will need further clarification and discussion.

8. A pool system exists, though the number of vehicles in it is now very small (5) although only 3 in good working order.

9. This will help solve some of the transport difficulties.

MAINTENANCE OF VEHICLES

1. Maintenance Plans

It is now agreed that all the zonal vehicles come down once a month for thorough inspection and maintenance. Those in headquarters come to garage twice a month for service. A roster will be sent to all zonal officers.

2. I agree with this statement. Orders have been sent for urgently needed spares over 6 months but have still not arrived. The system of procurement of spares and tools by AID in poor developing countries perhaps needs a second look.

3. Section 3. a, b, c, and d - Pg. 87 - 88 must be accepted and implemented immediately if we have any intention of running a garage. With respect to d, this can easily be done at a very minimal sum, using the project's present staff. This will solve the problem of office accommodation for

Estate Engineer, Mechanical Superintendent and working and storage facilities for the fridge mechanic. This should be carried out with least delay. E and F have already been taken care of.

4. This is being implemented. A Mechanical Superintendent has been offered appointment. We are still awaiting his arrival.

MOTOR CYCLE OPERATION AND MAINTENANCE

With respect to the recommendations on Pg. 38, a good quantity of spares have been ordered. When everything is ready, the Senior Extension Officers will be informed. A system of storage and issue will be developed.

At present, 50% of the repair bills of the Hondas are borne by the Project. At the end of 2 years, these Hondas will become the property of the user. If properly handled, the repair bills for these Hondas will not be burden on many of the Extension Instructors. This is clearly shown from the last service carried out at the maintenance centre during the In-service training.

The services required by every Honda owner are spelt out clearly in the handbook provided with the Cycle. The two lectures and visits made at the maintenance centre during the Inservice training will be of great help to them. Simple service methods were explained and actually carried out on the Hondas.

VEHICLE REPLACEMENT

I agree with vehicle standardization as stated on Pg. 89. The difficulty here only is finding a company that will provide a suitable vehicle for the job and also ensure adequate supply of spare parts. It might help in future if USAID buys vehicles that are common in Sierra Leone. This may make it easier to obtain spares and service readily.

G. A. LANSANAH
ESTATE ENGINEER.