

**A REPORT ON THE IMPLEMENTATION
OF THE
SOUTHERN MANPOWER DEVELOPMENT PROJECT
FOR THE PERIOD JANUARY - JULY 1980**

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**Development Alternatives, Inc.
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by

Dr. Richard L. Smith
Chief of Party

with
the assistance
of

Dr. Lester Bradford, Planning/Extension, Juba
Rose Jones, Communication and Extension, Rumbek
Stephen Jones, Management and Agricultural Advisor, Rumbek
Bill Robinson, Construction Supervisor, Juba
JoAnne Samaduroff, Administrator, Juba
Paul Samaduroff, Logistics Specialist, Juba
Dr. Patricia S. N. Smith, Women's Extension and Development
Specialist, Yambio
Dr. John M. Villaume, Research/Training, Juba
Mary Lyn Villaume, Women's Extension and Development, Juba
Dr. Ata Qureshi, Agricultural Analyst, Yambio

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650-0027

INTRODUCTION

This is the second report by Development Alternatives, Inc., on the implementation of the Southern Manpower Development Project. It had been DAI's intention to produce a report at the end of March as an update to the end of December report, but the logistics and communications system of the Southern Region defeated efforts to collect adequate information for an acceptable document.

SMDP staff have not been able to live up to the model of quarterly reports, but with increased allowance for the difficulties encountered previously, that model will be followed in the future. Nonetheless, DAI did present to the Director, USAID/Khartoum a "Review, assessment and proposed modifications in the Southern Manpower Development Project" on March 19, 1980, along with a series of memoranda on technical directions and other topics.

Article I, Section B, Paragraph A, of the SMDP contract calls for reports on a six-month basis, with those coming at the end of each year of contract implementation to be "in-depth progress/assessment reports ... following in-depth evaluations." At a meeting in March 1980, a decision was reached by the USAID monitors that a valid assessment of the project would have to await more time for SMDP to make an impact. Verbal discussion at that time placed an evaluation at the beginning of 1981.

This current report is an in-house effort by SMDP long-term field staff to set forth an assessment of activities and give an accurate picture of project status.^{1/} In the absence of adequate communication, it has been put together from reports of staff submitted to the Chief of Party who then edited all contributions, making additions and deletions as seemed appropriate. Below are presented some of the concerns which DAI would like to stress to the readers of this report.

Communication

The six-month period from January through June 1980 has been characterized by an increasing centrifugal tendency within the project, causing it to separate into independent components. In the absence of the radio network envisioned in the project design, SMDP personnel have been unable to plan and organize joint work, keep sufficiently informed of project requirements, or have policy and personnel matters cleared adequately. The continued danger to the health and well-being of SMDP families in isolated sites is not acceptable.

Physical travel by the Chief of Party and other team members has been greatly eased by the addition of regular air transport. Nonetheless, the lack of daily contact by all staff with the Juba office and/or the Chief of Party tends to pile up questions and problems to such an extent that even extended

^{1/} See Appendix A for arrival dates of SMDP staff.

and exhausting meetings do not clear up all issues or resolve them definitively.

Without adequate radio communication, the project cannot proceed as an integrated effort. Despite requests from the Director General of the Regional Ministry of Agriculture, and approval of provisional radio licenses by the then President of the High Executive Council, the radios are still in the Juba Customs warehouse where they have been since January 11, 1980. In January, all formal documents were supplied to the proper authorities; no action has been taken to date. It should be noted that while U.S. Embassy and USAID assistance in this area has not been successful, the Project Paper approved by the Ministry of National Planning specifically spells out the importance of radios and the fact that they would be an integral part of the project. In the absence of cooperation in granting needed radio licenses, USAID and DAI will have to reassess the feasibility of implementing the Southern Manpower Development Project.1/

The Juba office of USAID shares with DAI an unfortunate communications gap with USAID/Khartoum. As helpful as it is to receive the assistance and counsel of the Juba USAID team, many of the budgetary and substantive considerations of the project fall under the authority of Khartoum staff. SMDP looks forward to the upcoming establishment of a regular mail pouch between the national capital and Juba.

1/ After this report was compiled, radios in customs were released through the good offices of USAID/Juba, and were operational on USAID frequencies.

Regional Ministry of Agriculture

More positively, cooperation and assistance from the Regional Ministry of Agriculture has been at a high level. The Director General and his staff have reacted rapidly to minor, as well as major, requests from SMDP. In the future, a system of critical assessment of project components by both Ministry and SMDP staff will have to be regularly instituted to ensure that the project continues to integrate with Ministry policy.

Personnel assigned to the Ministry have been accepted into its on-going activities in a truly gratifying manner. The assistance provided by SMDP to the organization of successful conference on agricultural research is a notable, but by no means isolated, example of the way in which SMDP has become part of the Ministry, responsive to Ministry priorities.

Rumbeck Agricultural Training Centre

Several events at the Centre involving personnel, administration of funds, commandeering of the SMDP fuel stocks, have tended to obscure the substantive work which has gone on. In an area as isolated as the Lakes Province, which has little experience with bilateral or international assistance projects, occasional misunderstandings will occur. DAI is confident of the support of the Director General when problems do arise, and will continue to be sensitive to his assessment of various situations.

The lack of adequate communication with Rumbek compounds the seriousness of whatever contretemps do arise. Even worse, because unnecessary, is the continued risk to the health and well being of the two staff members in Rumbek.

SMDP has begun to confront some very difficult problems facing the Centre which are not likely to find easy resolution. After working closely with the Director for Research and Training, staff have come to a reassessment and redefinition of their expected roles at the Centre.

Yambio Institute of Agriculture

The Yambio Institute of Agriculture has now ended a very exhausting academic year, which was compressed and intense due to the delay to December in opening because of the Ebola Fever quarantine. The absence in Yambio of the third member of the team has slowed much of the progress on curriculum assessment which is vital to SMDP's work. Nonetheless, students have been placed in the field, planning is going on for short- and long-term training, as well as the design and teaching of women's nutrition/home economics and farm management courses in fall 1980. A teaching seminar is scheduled for September-October.

A major issue at Yambio must be the lack of a Sundanese national as Principal. While SMDP has enjoyed great support and cooperation on the part of the FAO Project Manager who is

Acting Principal, the institutionalization of changes and recommendations as well as long-term curriculum development at the Institute would be better affected if there were a non-expatriate, long-term Principal. The appointment of a Sundanese Principal was anticipated by the SMDP design team (as well as by FAO).

The potential for development of a training and extension program in Western Equatoria is excellent. Present is a Commissioner knowledgeable in the area of rural development, a major facility of the Agricultural Research Corporation, a smoothly functioning Institute, as well as the Equatoria Province Agricultural Production Corporation which has great potential as a processing center for agricultural production in the area. With some extra resources and coordination of institutions, a model development scheme can be developed which would serve as an engine of economic growth for the Southern Region. This topic will be dealt with in a separate document prepared by SMDP-Yambio.

Logistics and Administration

DAI has been able to act rapidly and effectively through the utilization of existing supply networks based in Kenya. Housing construction in Juba has occupied most of the efforts of the Logistics Officer and Construction Supervisor, while the Administrator has managed the tortuous, tenuous and extended communication and finance system linking Juba and Washington,

D. C. The vital Yambio houses are considerably behind schedule due to a lack of supervisory personnel, a fault which has now been rectified.

A considerable amount of DAI's success to date has resulted from the relatively low cost understanding DAI has with A-D Aviation in Kenya to supply aircraft on demand. Without these aircraft, SMDP could have accomplished little to date.

SMDP-Logistics is currently conducting an assessment of its logistics, procurement, and construction organization. Many lessons have been learned which could be used in the future by SMDP or other assistance projects to reduce the time required for construction and basic logistical support.

ASSESSMENT OF PROJECT ACTIVITIES: YAMBIO

- A. Establishment of an integrated instructional program focusing on the agricultural and socioeconomic aspects of traditional farming systems in the Southern Sudan.

This activity will encompass: (a) a more extensive and redirected program of theoretical and practical training oriented to the environment around Yambio; and (b) an ongoing program of data collection and analysis designed to improve the knowledge base on farming systems throughout the Southern Region.

Two SMDP staff arrived in Yambio on December 10, 1979. They were the Socioeconomic Analyst and Women's Extension

Specialist. A great deal of time and effort has gone into establishing adequate living arrangements and establishing a logistics supply system. The lack of an Agricultural Analyst until recently has made proper assessment of the curriculum difficult and has burdened the present staff members with the work of administration and supervision of building construction on top of their other more substantive activities.

The fundamental principle of the Yambio Institute component of SMDP is that the curriculum should be modified based upon knowledge of the farming systems of the Southern Region. The two SMDP team members have concentrated on developing a knowledge of the immediate "laboratory area" around Yambio where much of the training work of the Institute will be conducted. With the applied research and survey conducted thus far, the project is prepared to train students, establish specific data collection methods and exercises, as well as serve as the basis for future or continued collaboration with the Ministry of Agriculture representatives in the local area.

-- Subactivity: Elementary course work on the agricultural and socio-economic basis of traditional farming systems in the Southern Region.

SMDP personnel arrived at the beginning of a truncated academic year (due to the Ebola Fever quarantine) during the dry season. The second term was also quite curtailed. The socio-economist concentrated his own efforts on getting to know the local area,

conducting some research relevant to social and economic structures currently extant in Yambio District, in particular, and Western Equatoria, in general. The agricultural analyst, newly recruited to replace DAI's first candidate, was present during only a short period.

In the upcoming academic year, planned to start at the beginning of September, SMDP staff at Yambio and Juba will be undertaking a course in farm management. This course will fill the requirement in the curriculum for socio-economic training, statistical analysis and analysis of small farming systems in their agronomic as well as economic aspects.

SMDP personnel were never planned to actually become involved in day-to-day instruction at the Institute. Nonetheless, in the absence of appropriate counterparts in the extension or socio-economic areas, it appears appropriate to at least document course material through the development of a course in farm management.^{1/}

The lack of appropriate Southern Sudanese counterparts at the top level of the Institute, as well as in many of the areas of concern to SMDP, raises some very interesting questions about the potential of SMDP to influence the core curriculum for more than the brief time the project is now allotted. It

^{1/} The current extension instructor is on secondment from the central Ministry of Agriculture, Khartoum, and is in no way a permanent staff member.

is not clear that curricula can be developed in the absence of individuals who will be responsible for carrying them out.

The Institute is in the process of developing its own teaching staff through selection and training abroad of promising Southern Sudanese. FAO and SMDP funds will be used for this training, however, those trained to do the teaching will not be present to assist in the development of the curriculum.

- Subactivity: Training in basic techniques of observation, collection, recording and analysis of field data; and application of these techniques to survey existing farm management practices in the Southern Region.

At the beginning of April 1970, students from the Institute were put into field sites around Yambio for a period of ten days. This exercise was organized by the Instructor for Extension and SMDP. Students were placed with "monitors" of the EPAPC who were also made available as translators. Students were provided a maintenance allowance by SMDP and some brief training in data collection. The period for this exercise was between the semester break.

Since the Institute began functioning once again in 1974, this was the first time students had been taken out on a field training exercise. Careful preparation during the first semester extension course, plus involvement of some students in setting up the field placements, lead to a remarkably smooth

first attempt at actual field training. The major conclusions which can be drawn are:

- Through careful and frank discussion with students as well as local chiefs, inter-tribal friction between Azande farmers and non-Azande can be avoided. This was a major fear of students before going to the field and a major relief to them in discovering that these hostilities could be overcome.
- For many of the students, this was a first real taste of the kind of data gathering needed for them to become good extension agents. A very positive result of this training was the realization by many that they must learn about farmers and their lives as well as about crops and animals in order to give good advice or recommend plans of actions for farmers.
- Field methodology and analytical techniques are weaknesses which next year's farm management course will attempt to rectify.

At the end of the second semester, the first year students in Agriculture who desired to do so were sent back to their home areas to collect information about local farming systems. About 20 students were prepared for this exercise through the extension source and a four-day seminar conducted by SMDP staff at Yambio and from SMDP at the Ministry of Agriculture, Juba. DAI anticipates that this field training and data collection exercise will provide initial information for more detailed studies of Southern farming systems by Institute staff and students in the future.

- B. Strengthening of the Institute's capacity to prepare its women trainees for effective careers in agricultural development.

The Ministry has indicated a major interest in the development of this part of the Institute curriculum to be defined in terms of home economics and nutrition. Unfortunately, there is no easily transferred curriculum which would prepare female Yambio graduates for the kind of work they might become involved with in the future -- particularly since there is yet no defined career path for female graduates. SMDP's women's extension specialist has, therefore, worked inside the guidelines set forth by the Ministry to determine likely roles for female extensionists and to develop a curriculum to suit this anticipated need. She has interviewed and observed present students and employed graduates on the one hand, and done the same for the target group female farmers around Yambio, on the other. SMDP's target group is small farmers, and its long-term goal is to "increase the productivity and income of traditional farmers in Southern Sudan."1/ Thus, it is incumbent on SMDP to work for a curriculum which will be congruent with both the needs of female students and women cultivators of the Southern Region.

1/ Project Paper, page 1.

Students

Female students at the Institute demonstrate great ambivalence toward their possible future roles. Generally, they tend to view themselves as being of a separate and higher class than small farmers. While they may feel a willingness to help poor agricultural women, they do not appear enthusiastic or positive about engaging in outreach/extension activities. The field extension practical in April revealed many women feared for their safety out of proportion to any "real" threats which may have existed in the area around Yambio; fear of magic was a major contributor to the real fear of female students. Ironically, and surprisingly, those who made the effort during their field stay did not find male farmers particularly reticent in speaking to them simply because they were female.

Women students want equal opportunities with the men to engage in careers. Conversely, however, they also seem to insist on special privileges and protection of womanhood. Of the graduating class of five, only two wished to be posted by area of interest rather than geographic area. It should be emphasized that, in private interviews, women students tend to reject the view that they should be posted to specially defined "women's roles" like nutrition to the exclusion of "men's roles" like animal husbandry or forestry.

Many of the difficulties outlined above are inherent in the laudable decision on the part of the Ministry to train

female as well as male students. With time and sufficient dialogue, the future of women graduates will find greater resolution.

Women Cultivators

Women in Yambio District, as in much of Southern Sudan, take almost full responsibility for growing food crops for their families and for preparing these foods. To the extent that they have adequate amounts of land and enjoy good health, women can produce enough food for their families with some seasonal shortages. Cash crops and cash management tends to be the province of men. While many purchases are of mutual interest, e.g., radios, children's school fees, there is a notable dearth of labor-saving devices which would be of interest to women, such as hand grinders for grains.

It follows that the quality of life for women who work in agriculture would be enhanced through the development of:

- Increased avenues of cash earning for women; and
- Skills which reduce the need for cash.

The latter category seems best to attack first. The Women's Extension Specialist has developed a pilot sewing course in order to provide simplified techniques for women to provide clothing for their children. The response has been gratifying and has proven the need in the rural area for a skill which most women students would be quite willing to learn and practice.

Curriculum

Putting together the needs of women students with the needs of small farmers, specifically female farmers of the Southern Region, is no easy task. The following course outline provides a summary description of the classroom and field practice work to be undertaken by the Women's Extension Specialist, hopefully in conjunction with the present Women's Extension Demonstrator and the Instructor of Extension.

Family Health and the Woman Farmer

- A. Social organization: What is a family?
What are Sudanese family types?
- B. Women's roles:
 - Azande and student's home areas
 - Production of food and other duties
 - Child bearing and raising
 - Decisionmaking
 - Women in the larger society
- C. Crop raising and nutrition
 - General nutrition introduction
 - Nutritional value of foods: amounts, storage effects, optimal combinations
 - Nutrition and pregnancy
- D. Practical work: Emphasis on field training
 - Food preparation
 - Sewing

This course will be documented and will serve as the basis for similar courses in the future. Short-term assistance is being sought for refinement of course contents and methodology.

- C. Integration of the Yambio Institute into a program of in-service training and continuing education, organized and directed by the Ministry of Agriculture and the College of Adult Education and Training at the University of Juba.

This activity will serve Yambio graduates and other agricultural personnel working in the Southern Region, and will utilize Institute facilities and teaching staff for selected courses. This activity at Yambio will have to await the construction of facilities and development of course material. The Juba advisors responsible for developing this area have been in close contact with the College and the results of their work are reported below in the section on Juba.

- D. Provision of a teaching methods seminar for agricultural teaching staff and of a plan for continuing seminars to be conducted by the College of Adult Education and Training.

The teaching methods seminar for Yambio is now scheduled for September 1980, at the initiation of the new academic year. DAI has located four candidates and plans are going forward to recruit two for the seminar. Initial discussions have been held with the College of Adult Education and Training and will be continued upon the arrival of short-term consultants for the Yambio Institute course.

- E. Upgrading of the professional qualifications of the Yambio teaching staff through study tours, short courses and fellowships in African countries.

This is difficult to accomplish if only because Southern Sudan is not an optimal place from which to act rapidly in

developing training opportunities. Much has been done, much needs to be done.

- Subactivity: Instructional tour for the "Sudanese Principal, Vice-Principal and extension instructor to selected research and teaching institutes in four African countries."

There is no Sudanese Principal. The Vice-Principal is a Southern Sudanese who may or may not stay. The instructor of extension is seconded from the north and there is no reason to believe he would be willing to make a long-term commitment to the Institute.

This particular sub-component is one whose time has not yet come. Two options present themselves. The first is to wait until reality fits the project design. The second is to open discussions with the Ministry and USAID over utilizing the tour in a different way, perhaps to strengthen the Division of Research and Training, or assess other countries' adult education courses and retraining programs.

A major obstacle to summer instructional tours seems to be that when the Institute at Yambio is closed for the summer, so are many of the institutions which might be visited.

While awaiting clarification on how to handle this activity, SMDP staff have gone ahead and begun to contact various institutions in Africa which could contribute their experience to the work now being done at Yambio.

-- Subactivity: Short-term training in extension methods or small farming systems.

Egerton College in Kenya has agreed to prepare a condensed training course for three of the Yambio Junior Faculty who will be sent to the College for six to eight weeks. The training could begin as early as mid-September. The faculty at Egerton has been requested to prepare this training in Extension Methods specifically oriented towards small farming systems, stressing practical field aspects. Action is due to formalize the agreement with Egerton and prepare travel documents for students.

-- Subactivity: Third country B.Sc. training for Yambio demonstrators.

In discussion with the Director General, Director of Research and Training and Project Manager at the Institute, preference has been given for using one of the two B.Sc. fellowships for graduate training of one of the instructors recommended by both the Director General and Project Manager. USAID has been notified of this change with no official comment having been made so far.

Seven African universities and five American universities have been contacted to provide appropriate training in animal husbandry and pasture management. DAI Washington and SMDP staff are actively pursuing placement of the individual selected for earliest departure.

The other fellowship has not found a candidate to date. One individual recommended by the Ministry has also been listed for FAO support. Nonetheless, SMDP continues to make contacts with Universities and will pursue placement of the second fellowship.

- F. Establishment of a library and provision of complementary teaching and learning materials.

The establishment of a library is an impressive undertaking. Both SMDP and FAO continue to make orders of various books for the library. A major difficulty has been in gaining access to library accession lists and the publishers' brochures but, with time, the library will begin to take on far more than the simple formative aspect it has now.

Audiovisual material and instructional material orders will be placed soon after agreement with the Project Manager at the Institute about types and quantities of material. Faculty are being requested to provide specific needs in the area of texts and other materials. The upcoming teaching seminar should provide a great deal of insight into the kinds and types of materials which SMDP should order and place at Yambio.

ASSESSMENT OF PROJECT ACTIVITIES: RUMBEK

While a straightforward assessment of the Yambio component against the Project Paper is possible, due to the more settled nature of the Institute, such an approach would not be valid for the Rumbek Agricultural Training Centre (RATC). This is true simply because, in order to give a sensible answer to a specific question, there should be some common point of reference. The Centre seen by the project design team has been changed and it makes little sense to speak of training 120 students per year in two six-month sessions just at the end of a nine-month year which began with 27 students and ended with 18. The SMDP team in Rumbek has done an intensive review of the potential and needs of the Centre, and were asked by the Chief of Party to concentrate on reporting what they have done, what the obstacles to work have been, and what areas of concern will be dealt with in the future. The Centre is in a formative stage and it is not possible to predict exactly where it should go, or how it should get there.

SMDP Rumbek Activities - January-June 1980

Collection of background data on other agricultural projects

A number of projects in the Southern Region could be helpful in improving RATC, either through direct training of students or through study and understanding of their training or technical methods. Contacted thus far are:

- Norwegian Church Aid - Torit
- FAO Horticultural Gardens - Rejaf
- MA/FAO Farm
- Juba Island Agriculture Project
- Project Development Unit - Rumbek
- Lakes Province Horticulture Garden - Rumbek
- Lakes Province Veterinary Department - Rumbek
- Lakes Province Cattle Ranch - Rumbek

Officials of all these projects indicated a willingness to link their efforts with the training of RATC students. In the upcoming academic year these contacts will be followed up and used as the basis for students' practicals.

Implementation of the final training session
for the 1979-1980 school year.

The final three month training session opened on April 1st with two SMDP staff, one teacher and four students. In mid-April, one more teacher appeared along with 14 students. At this stage, instruction was being given in ox-plowing, crops, extension, horticulture and related areas. Of six classes, SMDP was teaching four.

In addition to classroom work, nine feddans of farm land were cultivated by students using the Centre's ox teams. Groundnuts, maize and okra were planted from seed provided by SMDP. A soy bean trial plot was also established using seed provided by the International Soy Bean Project, University of

Illinois, Urbana. It is apparent from observations of the efforts of both staff and students at the Centre that the level of practical technical ability is not high. For further discussion of staff, see below.

Unfortunately, SMDP staff were withdrawn at the order of the Chief of Party due to the actions of the then Acting Commissioner in commandeering SMDP's total stock of petrol. Instruction was undertaken once again in the beginning of June, with the return of SMDP staff.

Review of curriculum

Through observation of staff teaching methods, critical discussions with staff evaluating the instructional program and methods used, student interviews and discussions with PDU, SCC and MOA personnel in Juba and Rumbek a number of conclusions arise.

Teachers have little or no preparation in teaching and have virtually no aids to instruction other than a simple blackboard. A few textbooks have been provided by SMDP and have been much prized by students. Practical work, while ostensibly 5/7th of the curriculum, is poorly planned and supervised and much time is lost in the training program. Classroom work is more abstract and theoretical than appropriate to the requirements for training grass roots extension agents.

In an effort to begin an attack on these problems, SMDP established a small collection of resource books for teachers, but there is little space to house them and teachers lack familiarity with their use, thus this effort has born little fruit to date.

A training manual with simplified discussions of the major curriculum areas at Rumbek is being prepared along with a teacher's guide. Textbooks prove to be a bit too advanced for students and not Sudan-specific enough and the teachers need an overall guide for curriculum and daily lesson planning. A standardized training manual and accompanying guide should upgrade the level of training appreciably.

Student visits to local farmers, as a class and individually, have been instituted as well as regular visits to the demonstration plots set up by PDU.

Of major importance for the development of curriculum at Rumbek has been the approval by the Ministry to reorient the training schedule to follow the growing season, rather than the academic year, which encompasses so much of the dry season. Classes will now begin in February -- two months before the rains. These months will be used for classroom instruction and ox-plow training. In-depth practical training will be initiated with the onset of the rains in April. Students will remain in training until the end of November.

Administration of RATC

Due to the protracted absence of the Principal and the Centre's difficult financial situation, SMDP staff and funds have become intimately involved with the day-to-day operation of the Centre. This involvement includes minor maintenance, painting the dormitory and classroom, purchase of tools for maintenance work, provision of office supplies and food stuffs for students, and payment of Centre employees not involved in instruction. The Director General of the Southern Ministry of Agriculture has initiated a request through the national Ministry of Planning to USAID for local currency funding to cover many of the expenses now being handled by SMDP project funds. The 40,000 Sudanese pounds requested would go far toward alleviating the financial problems of the Ministry, as well as allow SMDP to expend its funds in the previously programmed areas of curriculum development.^{1/} The Chief of Party has provisionally approved the use of SMDP funds in this way until USAID's local currency funding is made available -- the option being to close the Centre.

Constraints

A number of constraints to project implementation are notable. They are set forth below in summary form:

- No counterpart was present during almost all of SMDP's first four months at Rumbek.
- SMDP staff had to assume much of the management of the Centre due to the Principal's absence.

^{1/} See Appendix 4 for a description of the proposed joint SMDP/Local currency support to Rumbek.

- With the non-return of most of the faculty after the three-month practical, SMDP felt obligated to undertake day-to-day instruction.
- Many extraneous issues entered in, such as the commandeering of the SMDP lorry and of SMDP fuel stocks on separate occasions.
- The reality of the Rumbek Agricultural Training Centre did not fit the picture given in the Project Paper, or later information gathered about it by DAI.

In many ways, the Centre is a much more coherently run and established institution than when USAID saw it initially. The RATC is a worthwhile institution, but not one likely to ever look like the one depicted in the Project Paper.

Issues for the Future and Projected Activities

Below is presented a set of issues now of major concern to SMDP, followed by a projection of activities to be undertaken from July through December 1980.

Issues

Technical agricultural skill of staff. RATC staff have been observed to be deficient in some of the skills and knowledge which is necessary to properly train students. One solution to this would be the development of retraining or specialized courses for selected teachers. A recommendation of SMDP-Rumbek is the formulation of a technical advisory committee for Rumbek, perhaps made up of knowledgeable agriculturalists from MOA, PDU, FAO and other organizations. This committee could review and evaluate the agricultural practices carried out at

the Centre, evaluate the technical accuracy of classroom lectures and oversee the technical training of faculty.

Administrative training. The Principal now assigned to Rumbek has a good grasp of the day-to-day administrative requirements of his post. There is a need, however, for an improvement in short- and long-term planning for training, budgeting and staffing. Some short-term training in this area for the Principal and his Vice-Principal would be in order.

Extension. Rumbek ATC needs a full-time extension instructor. Extension teaching is currently added to the Principal's duties, duties which often call him away to Juba to resolve major budgetary and administrative matters. Since the Centre exists for purposes of extension, it would appear logical to give prominence and permanence to that position.

Farm management. The size and importance of the Centre's farm is likely to increase greatly in the future as students begin to do more practical work. The appointment of a farm manager would be appropriate in order to maintain high standards in the work of agricultural production at the Centre.

Curriculum changes. It is the intention of SMDP-Rumbek to create a fresh, new and viable system for extension training. This means that curriculum changes will be more structural and more substantive than a mere modification of the

hours taught in the field versus the classroom. The integration of the academic year with the growing season is a first positive step in this direction and more will follow. It is vital that the Ministry be intimately involved with the reasons for, and nature of, upcoming changes.

PROJECT ACTIVITIES: JULY - DECEMBER 1980

- I. Design and implement a recruitment system for the Rumbek Agricultural Training Centre.
 - A. Conduct meetings with MOA and Centre personnel to agree on an appropriate selection process. July 1980.
 - B. Design the recruitment system. July - August 1980.
 - C. Design, construct and print forms, letters, posters and advertisements. August - September 1980.
 - D. Disseminate the recruitment materials to provincial offices of the MOA. September - November 1980.
 - E. Conduct the actual selection of students. December 1980.
 - F. Inform candidates of their acceptance to RATC. December 1980.
 - G. Evaluate the recruitment and modify for future efforts. On-going.

- II. Design and implement curriculum changes to reflect a more "hands-on" approach to training.
 - A. Summarize current texts and re-write summary as a training manual for students.
 - B. Design, write and print a teacher's manual. On-going.
 - C. Assist each instructor in identification of key topics for his/her class curriculum. July 1980.

- D. Assist each instructor in making individual lesson plans through:
 - 1. In-service training in lesson planning. July 1980.
 - 2. Participation by instructors in Yambio Institute's teaching seminar. October 1980.
 - 3. Periodic evaluations of both the lesson plans and the instructors' in-class and practicals presentations. On-going.
- E. Supervise and direct field practicals.
- F. Identify area farmers willing to participate in a cooperative training arrangement, in collaboration with A/Commission for Agriculture.
- G. Provide a means by which Arabic-speaking students are assisted in classes.
- H. Increase area agricultural projects' access to agricultural inputs and coordinate with training of Centre students.
- I. Establish in-service training design schedule and date. October 1980.

ASSESSMENT OF PROJECT ACTIVITIES:
JUBA, REGIONAL MINISTRY OF AGRICULTURE

The jobs of the Advisor for Research and Training and Advisor for Planning and Extension are carried out as integrated activities rather than as separate project components. While the format of this report follows activities under separate project components, it bears emphasis here that many activities reported below, e.g., the Manpower Survey, Research Conference or data gathering on extension, are undertaken by these

staff members in a highly collaborative way. The position of Women's Extension Specialist is not in the Project Paper. This position is an addition approved by USAID and the first report on activities in that area is presented below.

Research and Training

Assistance to the Division of Research and Training in the Regional Ministry of Agriculture is focused on four activity areas.

- A. Establishment of an information system for collecting, interpreting and utilizing research results concerning small farmers in the Southern Region with special emphasis on improving the curricula of the region's agricultural training institutions.

Most efforts in this area have been in the form of organizational work leading to the First Annual Conference on Research for Agricultural Development. Clarification of the need for, and initial design of, an information system for the Ministry has been logically subsumed under the Conference organizational effort. Thus, the Conference itself was a means of rapidly gaining agreement among the interested parties on the nature of information requirements and a basic system which would respond to defined needs.

The Conference was proposed by the Director General as an effort to inventory and share agricultural research findings. There was general agreement that the substantial amount of work which had been done in the Southern Region on research topics

was not being adequately disseminated. The Advisory Committee set up to plan and implement the conference (made up of Ministry and donor agency staff with the SMDP Advisor on Research and Training acting as Executive Secretary) rapidly perceived that a number of other related goals could be achieved:

- Establishment of research priorities in the light of agricultural development policy;
- Establishment of a standing committee to:
 - implement research according to established priorities;
 - identify other agricultural information needs, e.g., curricula development;
 - serve as clearing house for research findings, publishing and otherwise disseminating information;
 - advise the Director General on research policy; and
 - administer an annual research conference.
- Broaden research to include economic, social and ecological components of agricultural development.

These proposals, approved by the Director General, were later endorsed by the Conference.

SMDP staff contributed to the conference in a broad range of activities from long sessions in the Advisory Committee discussing the purposes and limits of the conference to solicit papers, recruit government and donor agency personnel to participate, provide editorial services, arrange accommodations, oversee the production of materials and manage the nine-person

conference secretariat which handled the administration of the conference. SMDP also provided substantial material support.

The conference was quite successful and useful to Ministry and donor agencies. In the future, SMDP intends to fortify its own and the Ministry's capabilities through the provision of several months of short-term technical assistance in the field of information systems.

- B. Analyze the agricultural manpower requirements of the Southern Region and utilize the results of this analysis to review the structure and content as well as the direction of training at Yambio Institute of Agriculture, Rumbek Agricultural Training Centre and other training programs with a view to making recommendations concerning possible changes.

A manpower survey is a crucial first step in the development of an agricultural training policy. Overall training objectives should be created through an understanding of the nature and number of staff required to implement programs, the availability of staff "on line" and in training, as well as deficits or surpluses in various job categories. Additionally, the projected career paths of agricultural development staff has to be analyzed in terms of projected retraining or advanced training requirements, as well as those of a financial and organizational nature.

SMDP Ministry personnel have spent much of the second quarter of this year designing and implementing a study which will be both an assessment of the strong and weak points of

existing extension systems (Ministry, NCA, PDU, SCC) and a survey of the manpower requirements of each system. A product of this study will be a detailed account of the staff structure, job skills, job activities and staff-to-client coverage of different approaches in different areas.

The analysis of manpower requirements is only one part of the overall manpower survey, the details of which will be further developed in the upcoming half year.

- C. Plan and coordinate, in cooperation with the College of Adult Education and Training (CAET), continuing education for Yambio Institute of Agriculture graduates as well as for other Ministry personnel, including a teaching methods course for Institute and Rumbek Agricultural Training Centre staff.

During April, May and June, SMDP staff have been working with CAET in teaching a course in Agricultural Extension. They have established working relations with staff at the college and have initiated discussions of its institutional capacity for undertaking the pre- and in-service training envisioned in the SMDP proposal. An initial teaching methods seminar at Yambio has been planned.

- D. Coordinate and plan all pre-service and continuing agricultural training in the Southern Region.

This is an activity in need of definition. In order to gain this, SMDP recommends and will formally propose a Training Supervisory Board composed of Ministry and donor agency personnel involved in training as well as representatives from

training institutions. To this end, SMDP continues to catalogue the various training activities related to agricultural development which are now taking place in Southern Sudan.

Extension

Assistance to the Division of Extension had been somewhat problematic until the arrival on the scene of the very able Director of Extension. The Ministry extension service at this time is, at best, rudimentary and calls for a long period of planning and design before it will bear fruit in the form of a fully functioning outreach arm of the Ministry. The following activities are planned:

- Assist the Ministry of Agriculture in defining priorities and establishing a program for resource allocation within the following areas:
 - stimulation of food crop and cash production among traditional farmers;
 - improved management and marketing of livestock; and
 - large donor-assisted schemes.

A necessary first step in performing this task is the acquisition of background information. Visits have been made by the Extension Advisor to many of the donor and Ministry operated schemes from Bor to Yei and from Torit to Pibor. Many of the specialists and experts who pass through the Ministry on some one or other development scheme have lended a perspective of what is possible in the areas outlined above. Fertilizer experts, intermediate technologists and rural development

specialists all have laid the basis for recommendations which will be carefully formulated and presented within the next six months by the Extension Advisor.

In June, the Research Conference brought together sponsors of all the extension programs in the South and demonstrated common concerns and the need for further clarification of the role each agency is undertaking within the overall extension program. Many of the research priorities set forth by the conferees are of direct concern to the Department of extension in delineating the criteria for selection of crops and technologies best adapted to the Southern Region.

- Assist the Ministry in conducting a manpower survey which will identify training and manage manpower needs and assist the Department of Extension in preparing detailed plans for the staffing, operations, support and evaluation of the Ministry's extension program.

The status of the Manpower Survey is set forth above. Assessment of the current extension program of the Ministry points up several issues of interest to implementation of SMDP.

A broad gap in information flow and communication structure has been identified within the Ministry's relationship to A/Commissioners for Agriculture. Joint work with the Director of Extension in producing radio broadcast material, organizing farm shows and competitions, and consulting directly with the A/Commissioners for Agriculture will go far toward unifying

the extension service and improving the information outreach and feedback roles of the Extension Department. Plans are now being formulated for a training course for A/Commissioners to help improve the flow of information and resources between them and other agencies.

At this time, the Department of Extension is not able to exercise adequate control over extension programs at the Provincial level -- to say nothing of District level. It would be optimal to place better trained A/Commissioners with closer and more regularized liaison with the Department of Extension. While the goal is clear, the methodology is not and this will occupy considerable effort on the part of SMDP in its planning role well into the future. A tangible sign of progress is the establishment within the Ministry of a planning Committee to advise on the management of current extension activities. Significant support from the Project Formulation Unit has helped to maintain the goals of the committee in coordinating the activities of donor and Ministry efforts. A smaller committee within the Department of Extension monitors day-to-day inter-agency and Ministry efforts.

- Coordinate and evaluate field training and extension activities based at Yambio and Rumbek, in order to provide the Ministry with recommendations regarding the recruitment, training and placement of personnel who will work directly with small farmers and pastoralists.

With the need to settle in, to become acquainted with the Ministry and the new responsibilities, and build up a knowledge base from which to work, frequent coordination trips to the outlying Yambio and Rumbek institutions have not been possible. It is apparent that the students at Yambio who had been placed in the field by SMDP in April had a far more sensitive appreciation of the problem of the small farmer than many recent Yambio graduates who had had an exclusively technical education. Thus, a far greater proportion of the advisors' time will be spent in the Rumbek and Yambio locations orienting and learning from the students.

The Rumbek Agricultural Training Centre staff of SMDP and the Ministry will be in Juba during some of the month of July to discuss and plan for the recruiting and posting of students, as well as to discuss staff recruitment and training. The Centre has become an important contributor to the stock of Ministry agricultural overseers, and appears to be rising in significance as part of the total program.

Support

Much of what the advisors in Juba do and will continue to do in the future is in the nature of support to the Yambio Institute or the Rumbek Centre or to ongoing activities at the Ministry. Retraining courses at Yambio and staff recruitment at Rumbek intimately involve the Research, Training and Extension Advisors. In the absence of adequate radio communication, this assistance has been episodic.

Women's Extension, Juba

The addition to the project of another position in Juba for a woman's extension specialist has added to SMDP's ability to tap into information about issues of central concern to the health and well being of rural families and urban consumers of agricultural products. The focus of work to date has been in the collection and analysis of information about nutritional status in the Southern Region. Working together with PDU nutritionists and nutrition workers, survey data collected earlier has been slowly brought into a form in which some tentative statements can be made.

Method

A goal to be achieved in nutrition studies in the future must be greater methodological rigor in terms of sampling technique, interview methods, field recording of data, statistical analysis and validation of findings.

Nutrition Extension

The preparation in nutrition given to extension workers seems quite adequate to the task. The extension method employed (lectures) should be supplemented by an outreach program. Such a program could contact more families and would have the positive effect of orienting extensionists to the real living conditions of their clients. SMDP will begin to focus increasingly on the extension structure which might better reach

the client population in the field of nutrition per se, as well agricultural production. Indeed, it is a dubious proposition that family welfare in the Southern Region can be positively affected in the absence of a significant nutrition extension system.

ASSESSMENT OF PROJECT ACTIVITIES:
LOGISTICS AND ADMINISTRATION

One of the purposes in establishing a strong logistics component within SMDP was to provide USAID the information it will require to set up its own and other projects' logistical support systems. The end of 1979 report detailed much of the system and this report will concentrate on a frank assessment of where SMDP now stands.

The system which is intended to provide the goods and services required by SMDP in order to attain its goals has come under great pressure. While all the tasks planned have not been completed on schedule, it is hard to point out where the flaw has been. The Southern Region is at the end of a long supply and communications system where relatively simple problems can slow work significantly.^{1/} SMDP staff involved in logistics, construction and administration for the project are in the somewhat

^{1/} The theft of zinc chromate paint at Yambio stopped further construction on one house for three weeks while an emergency rush order was filled by DAI's supplier -- in record time!

contradictory position of feeling proud of what they have accomplished and frustrated by what they wanted but were unable to do.

Logistics Supply Network

SMDP enjoys one of the most rapid and efficient logistics systems in Southern Sudan. Through telex communication between Nairobi and Washington, responsible suppliers in Nairobi and usually adequate mail service between Nairobi and Juba, SMDP is in at least as good a position as organizations that have been in the Southern Region longer and with more resources. The major obstacles to efficient use of any Nairobi-based system are the requirement to pay duty on mailed items (USAID/Kenya and REDSO/EA have refused assistance) and the complex regulations which make difficult the forwarding by land or airfreight brought to Nairobi.

Freight charges for items shipped from Nairobi or Mombasa are nothing short of astronomical, leading DAI to request a modification of the project budget to allow for extraordinary shipment charges. To date, no response has been received on this request, other than verbal understandings with the USAID/Sudan staff. See Section, "Modifications in the Project," (later in this report), and Appendix B.

An important subactivity in this area will be the documentation and reassessment of the entire logistics system. While this is going on now, the demands of construction and project

initiation have taken away from the time required for thoughtful evaluation.

Construction

At the end of one year from contract signing, no member of the SMDP team is in the housing planned for them. The major obstacles to finishing the houses have been a dearth of adequate supervisory personnel, the need to train and closely monitor workers on each construction site and a rather lackadaisical attitude on the part of a few producers of crucial items in Nairobi. Additionally, project start-up required that team members expend considerable time in developing adequate alternative housing arrangements. The need to develop a logistics supply network, identify items to be ordered and await their final delivery to Sudan, as well as the health quarantine in the fall of 1979, meant that construction effectively began toward the end of January 1980. In the course of slightly more than five months of construction activity, the status of project construction is now:

Juba:	1 house 85% complete
	1 house 70% complete
	1 house 60% complete
	1 office 35% complete
	Generating plant 95% complete
	Water system 60% complete
	Fencing 40% complete
Yambio:	1 house 70% complete
	1 house 50% complete
Rumbek:	Yard fenced and sand hauled by Rumbek SMDP

It is apparent that the construction schedule of the Project Paper could not be achieved without far more adequate communications with Nairobi, less customs and foreign exchange paper work, and a far more rapid and secure supply line than offered by either of the two current routes. The hiring of more short-term supervisory personnel to assist with the day-to-day work at Yambio and Rumbek may go far to speed up the process of construction. Almost all items needed to completely finish the buildings are either in Sudan or now en route.

Vehicles

The possibility of linking SMDP fuel procurement with UNDP never seemed feasible. UNDP is far too large to benefit from such an arrangement, thus this part of the Project Paper will not be realized. SMDP fuel is purchased through Interfreight well in advance of need and stocks are adequate in Yambio and Juba. The commandeering of fuel in Rumbek by the Acting Commissioner has left the Logistics Specialist with the need to get fuel to Rumbek at a time when the SMDP/Rumbek truck probably cannot get through due to heavy rains.

Maintenance of the vehicles is through the Joint Agency Workshop which has been generally adequate. Leyland truck parts are in short supply and a stock has been ordered. Additionally, tools have been ordered for the Yambio Institute workshop in order to better maintain the three Land Rovers and one Leyland truck assigned there.

Radios

Lacking adequate action by the Sudanese and American governments, the radio network cannot be set up.^{1/}

Records, Inventory

Financial records have been kept carefully. Inventory control has been difficult in the various work sites without good storage facilities. Some minor theft has been experienced, especially at Yambio, but not at a significant level of value. Through July, an inventory will be run in all sites.

- A. Assist Ministry of Agriculture in Improving its Supply Requirement Projects, Ordering, Procurement, Shipment, Warehousing and Inventory Control Procedures (When the Team and Project Logistical Arrangements are Smoothly Functioning).

When project logistical and construction demands lessen, SMDP will look closely into this area. The Logistics Specialist will investigate the feasibility of creating a logistics handbook for project support in Southern Sudan.

Administration

Keeping track of SMDP operations can be a strenuous task. For example, SMDP has three separate bank accounts in the United States, Kenya and Sudan and there are eight separate cash accounts to handle advances to team members, dollar payment of landing fees, Sudan pound payments to construction workers --

^{1/} Radios were operating in August 1980. See footnote on page 3.

and on and on. Other activities which require the time of the Administrator include aircraft scheduling, purchase of tickets for children going and coming, counseling staff on freight and insurance matters and reporting day-to-day and special operations to the Chief of Party.

DAI is currently looking at several candidates to act as office managers for the Juba-based operations in order to give other staff there relief from the burdensome, day-to-day consumption of time involved with procuring airport passes, stay permits and travel permits, cashing checks, etc. A Sudanese national would be able to manage the office staff and day-to-day operation of the office far better than expatriate staff who really should specialize in financial management, control and reporting. Many of the difficulties which have been encountered could be alleviated through the presence of an Arab-speaking Sudanese, wise in the way of regional government administration.

Nairobi Logistics

DAI will no longer be employing an individual in the Nairobi logistics position. By mutual agreement of all concerned, DAI has given the job of logistics coordination and project support to Site Supplies (Kenya) Ltd. To date, the arrangement has been more than satisfactory. This is not a contractual arrangement but a simple agreement to pay for services.

MODIFICATIONS IN THE PROJECT

The project review and team meeting in early March 1980 led to a number of proposed modifications presented by DAI to USAID. Of major continuing significance was the request for funds to cover extraordinary transportation costs, use of aircraft for transportation and coordination and an expansion of the SMDP building program.

A one-year report is not the appropriate place to continue this discussion except to note that the agreements reached in Khartoum must be followed by concrete financial agreements. For the record, the discussion presented then is presented in Appendices B, C and D.

- Appendix B summarizes the justifications and increased amounts requested.
- Appendix C presents the argument in favor of building an Office/Meeting building at the Yambio Institute of Agriculture.
- Appendix D is a revision of DAI's proposal to USAID for expansion of the Rumbek Agricultural Training Centre building program based upon discussion with USAID/Khartoum Office of the Comptroller. This paper is a proposal to the Director General of the Regional Ministry of Agriculture to utilize funds set aside by USAID in a Local Currency Support Fund. The Director General has accepted these recommendations, indeed they are vital to the survival of the Centre, and has sent them to the Ministry of Planning for proper processing.

THE FUTURE OF SUBSTANTIVE IMPLEMENTATION

As was acknowledged by all parties at the inception of project implementation, the simple physical establishment of the project with its personnel would be a major test of DAI's ability. While the project could have been implemented more rapidly, this can now only be demonstrated with the benefit of hindsight. A true test would be to find an agency which has acted more rapidly or more efficiently. Better models are hard to find.

In the effort to survive and become established -- and to present a positive American presence in Southern Sudan -- there always remains the danger that the substantive purposes of the project can be pushed to the background. It is acknowledged by the members of the technical team that only through the production of concrete products (evaluations, discussion papers, plans, courses, information system designs and integrated policy recommendations) that SMDP can accomplish its task. It is far too easy (in the context of day-to-day issues) to put off the production of discrete items until "more is known, more information is collected."

Each team member has been requested to set forth plans to produce palpable evidence of his work to be presented to other team members for criticism and then produced for discussion within the Ministry and donor agencies. Such efforts will draw

criticism, they are partially intended for that purpose. Questions of research, training, extension and overall information flow must be brought to the level of debate over specific alternative actions and priorities.

Aside from providing a focus for discussion, the written documents to be produced will serve as an integrative mechanism for project activities. No part of the project is unrelated with other parts and through interaction between technicians over specific issues, an information collection and dissemination design for agricultural development in the Southern Region can be developed.

APPENDIX A

DATES OF ARRIVAL-AT-POST OF TEAM MEMBERS SOUTHERN MANPOWER DEVELOPMENT PROJECT

The arrival of Southern Manpower Development Project advisors and support staff was as follows:

Advance Party: Dr. Richard L. Smith, Chief of Party July/Aug. 1979
 Dr. John Villaume " "
 Paul Samaduroff "

	Arrival in Nairobi	Posted in Sudan
Paul Samaduroff----- Logistics Specialist	23 July	27 July
JoAnne Samaduroff----- Administrator	22 Sept.	15 Jan.
Bill Robinson----- Construction Supervisor	22 Sept.	23 Nov.
Dr. Richard Smith*----- Chief of Party	3 Oct.	29 Nov.
Dr. Lester Bradford*----- Planning/Extension	3 Oct.	15 Oct.
Stephen Jones*----- Management and Agricultural Advisor	20 Oct.	1 Nov.
Rose Jones*----- Communication and Extension	20 Oct.	1 Nov.
Dr. Patricia S. N. Smith----- Women's Extension and Development Specialist	8 Nov.	29 Nov.
Dr. John M. Villaume----- Research/Training	15 Dec.	23 Dec.
Mary Lyn Villaume----- Women's Extension and Development	15 Jan.	29 Jan.
Dr. Ata Qureshi----- Agricultural Analyst	22 Feb.	8 Mar.

* Also visited Khartoum before arrival in Nairobi

APPENDIX B

PROPOSED CHANGES IN THE SMDP BUDGET

Introduction

The Southern Manpower Development Project was initiated in July 1979 during a period of turmoil in the south. The Uganda road was closed and the Nairobi to Juba route through northern Kenya was impassable until October. Other donor organizations were chartering air services to maintain life-support systems of fuel and food. In September, DAI sent in petrol, diesel fuel and kerosene by aircharter; this allowed operations to be initiated in the Southern Sudan in October. All families were flown into the project area.

Since January 1979, prices of bulk fuel delivered in Juba have increased by 62 percent for petrol and 63 percent for diesel. Since March 1978, when the project was initially costed by the PP design team, fuel costs have doubled, with attendant increases in land shipment and air charter expenses. In addition, now that the road is open through Uganda, there is a 20 percent surcharge, as well as numerous border crossing and inspection fees, due to continuing political instability.

Increases in the Shipment Budget

Shipment/freight/air support costs in the contract between DAI and AID were budgeted as follows:

Household Effects		\$ 66,800
Freight		
Transport of commodities under "Procurement" budget	\$200,000	
Air Support	<u>30,000</u>	230,000
Construction materials (included within a single construction budget of \$665,551)		80,000

The construction materials transport was never specifically broken out as a line item in any budget submission. The other budgets are included in the cost submissions which were incorporated into the final contract.

With the benefit of six-months' experience, the budget items have been expended as follows:

SHIPMENT (A new item which combined Household Effects and Freight for procured commodities. This is necessary since the accounting system has been unable to distinguish between furniture and appliances shipped to individuals, and household effects. As a result, the "remaining" columns of the contract expenditure submissions are crossed.)

<u>Item</u>	<u>Amount</u>
Household Effects	\$ 66,800
Shipment of Commodities	<u>200,000</u>
TOTAL	\$266,800

To date, the contract has expended or committed to expend \$314,482 in this category, making a deficit of \$47,682, with the project only six months underway.

Truck shipments from Kenya through Uganda are the cheapest form of transportation, with seven sea vans being delivered from Mombasa to Juba for a total of \$59,267. The "average" truck which runs in a convoy from Nairobi to Juba through Uganda is \$9,000 for a one-way trip. In the northern Kenya route, the average truck from Nairobi to Juba will be \$12,000 in the dry season and subjects the goods to severe battering and damage. The total cost of shipment and insurance from the U.S. manufacturer to Juba for all household furniture (not including appliances) was \$116,033. With expenses of this magnitude, the limited budget has been rapidly eroded.

Expenses in the future are estimated to be:

HHE shipment yet to arrive	\$ 9,000	
HHE return	50,000	
Shipment of project materials	109,652	(calculated at 50% of value for crating, insurance and shipment)
Construction procurement	35,000	(water tanks, pipes and fittings)
		<hr/>
Sub-Total	\$204,000	
Deficit (rounded up)	48,000	
		<hr/>
Total	<u>\$252,000</u>	

REQUESTED BUDGET ADDITION TO THE CONTRACT
 IN THE SHIPMENT CATEGORY.....\$252,000

Increases in the Construction Budget

Of the \$500,000 expended to date on construction materials, commodities, local sand and gravel and work crews, more than 24 percent has been for transportation of construction materials from Kenya. Applying the ratio of .24 to the total construction budget of \$665,551, there will be a likely expenditure of \$160,000 on shipment and transport costs. This figure is twice what has been expected, or budgeted, and places in jeopardy the entire construction program, which has been on schedule and undercost except for shipment expenses. To insure that the construction will be completed as scheduled, the following increase is requested:

REQUESTED BUDGET ADDITION TO THE CONTRACT IN THE CONSTRUCTION CATEGORY (SHIPMENT).....	<u><u>\$80,000</u></u>
---	------------------------

Increases in the Air Support Budget

Air support has proven vital for the implementation of this three-location project. Travel times, during the period when it is possible to use road transportation, are one day or more between any two locations, each way. The 52 cents per kilometer cost of the operation of the Land Rovers added to the time lost from short- and long-term technical assistance team members, makes driving less cost effective than air transport. Over the course of the past six months, the following reasons have emerged for continued and scheduled movement of project personnel and commodities by air:

- Coordination of the project, which requires movement between and among the locations.

Team Leader Richard Smith is stationed at Yambio and needs to visit each location and talk with, and read communications from, all assigned technical assistance staff.

- Movement of short-term specialists into Juba and to the remote sites on schedule.

The 22 months of short-term technical assistance will be spent waiting at airports without air support.

- Travel by counterparts from the Ministry of Agriculture to Rumbek and Yambio.

Their schedule often does not allow a week's absence from their Juba responsibilities.

- Scheduled movement into Nairobi for procurement requirements of project support.

The scheduled airline from Juba to Nairobi has not operated on a regular basis since the project began.

- Scheduled movement of team members (including families) for periodic medical attention, such as dental work.

The Southern Sudan is one of the least habitable medical environments in the world; the ability to move families out occasionally (once every six months) for checkups and treatment is important for team health and morale.

- Scheduled flights from Nairobi to each remote location and for resupply of fresh food.

During the dry season, no local produce is available; during the rains, no mail moves by road. To maintain contact with the outside world and prevent months of tin-can cuisine, there needs to be air support with provision for food purchased in Nairobi.

Other organizations working in remote areas in the south have regularly scheduled air support -- AMREF, NCA, UNDP, SIL, ACROSS. This has been established in order to maintain personnel in the field.

The following service is proposed:

- A. Scheduled: Twice a month from Nairobi to Juba/Yambio/Rumbek/Juba/Nairobi -- 12 hours per trip, 24 hours per month.
- B. Unscheduled: One-half trip per month -- Nairobi/Juba/Yambio/Rumbek/Juba/Nairobi -- 6 hours per month.
- Juba/Yambio/Rumbek/Juba -- each month, 4 1/2 hours.

For a 24-month period remaining on the contract, the total hours are 828 at an estimated cost of \$150 per hour for a six-seat Cessna 210 with retractable landing gear and ground speed of 180-190 MPH.^{1/} Estimated costs include fuel, pilot and aircraft.^{2/}

828 hours @ \$150 per hour	\$124,200
15 percent contingency	18,630
Present deficit over the \$30,000 in the original budget	<u>6,500</u>
TOTAL	<u>\$149,440</u>

REQUESTED BUDGET ADDITION TO THE CONTRACT.....\$150,000 (Rc

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^{1/} As of March 1980.

^{2/} Costs have risen since this was written by about \$30/hour.

SUMMARY OF REQUESTED INCREASES IN THE BUDGET

<u>Item</u>	<u>Amount</u>
Shipment	\$252,000
Construction	80,000
Air Support	<u>150,000</u>
Sub-Total	482,000
Fee (7.07%)	<u>34,077</u>
TOTAL	<u><u>\$516,077</u></u>

APPENDIX C

OFFICE/MEETING SPACE AT YAMBIO INSTITUTE OF AGRICULTURE

The development of the Institute has proceeded well under FAO direction since 1975. With the arrival of the USAID Southern Manpower Development Project, attention is being focused on the instructional program. A key aspect of change in this area must be an increased ability on the part of the Sudanese faculty to assist in managing the affairs of the institution, as well as plan courses, meet with students and confer amongst themselves. With the current physical plant, such activities are not accomplished effectively, e.g., there have been no faculty meetings of a formal nature since the beginning of the academic year.

Senior faculty of the Institute share cramped and dark office space and few spend time near the instructional center. Meetings are difficult to arrange and coordinate, most of the teaching staff prepare lectures at home and spend only hours of instruction in and around a central area. The interaction of staff and students vital to the development of a dynamic institution, adapted to the needs of the South, does not take place.

DAI proposes that the lack of office space and meeting area could be easily resolved within the context of the SMDP building program. With little additional local currency funding, an eight-bay metal frame with brick walls (64 feet x 24 feet), similar to

structures recently built by DAI and FAO, could be built. Such a structure would provide office space for senior faculty and SMDP staffs as well as provide a meeting/lounge/seminar room for faculty and students.

Whatever curriculum changes are to be initiated at Yambio by SMDP will be made more easily if there is a physical locus for interaction among the faculty.

ESTIMATED COSTS

Sudanese Pounds	18,000	(Construction materials, labor and furnishings)
US Dollars	15,000	

APPENDIX D

DEVELOPMENT ALTERNATIVES, INC.

1823 JEFFERSON PLACE, N.W.
WASHINGTON, D.C. 20036

TELEPHONE:
202 833-8140

CABLE ADDRESS:
DEVALT
TELEX:
440109 DAI UI

Memorandum To: Dr. David Bassiouni
Director General
Ministry of Agriculture and Natural Resources
Juba

From: Dr. Richard L. Smith
Team Leader
Manpower Development Project

Subject: USAID Local Currency Support Fund Project No. 650-0027

I. Introduction

Under the terms of the USAID grant to the Ministry of National Planning titled Local Currency Support Fund Project No. 650-0027, a total of Ls. 40,000 has been set aside to assist the Regional Ministry of Agriculture in the local currency costs of implementing the (Southern) Manpower Development Project. You have been named by the Under Secretary of the Ministry of National Planning as Project Representative for the "sub-activity" Southern Sudan Manpower Development Project in a letter dated 26/2/80 to the Director of USAID.

Based upon discussions with you, Ministry staff and with USAID, I submit the following proposal for the use of funds. DAI suggests that most effective use of the money could be achieved through integration with Manpower Development Project activities.

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II. Proposed integration of USAID Local Currency Support Fund Project No. 650-0027 with SMDP support to Rumbek Agricultural Training Centre.

Rumbek ATC was built by the Sudan Council of Churches as an ox-plow training center and has only recently been turned over to the Ministry. The shift of purpose from ox-plow to general agricultural training combined with the change from one institution's control to another has revealed areas of needed support not envisioned during the formulation of the SMDP project paper. While Rumbek ATC is being integrated into the expansion of Ministry activities throughout the South, immediate support is required to ensure a functioning institution capable of training extension workers for the near future.

Areas of needed support include:

- . Direct financial assistance with operating costs of the center
- . Development of a water system
- . Repair and refurbishing of existing buildings and provision of furnishings and fixtures
- . Electrification of the Centre
- . Fencing of the Centre
- . Provision of increased classroom and laboratory space
- . Provision of building supervisors for increased building activity

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Direct financial assistance

The Centre is currently having great difficulty providing adequate food support to its students. Payments for food have not been forthcoming since the beginning of the academic year. Rather than involve SMDP in setting a precedent by purchasing food a one-time grant to help cover operating expenses for two years would be appropriate.

A significant part of the Centre's property has been taken over by squatters. They represent a risk to the security of Centre stores and equipment and a decrease in land available to the Centre. Payment for use rights to remove the squatters

would be Sudanese Pounds 2,000; an amount difficult to obtain from the ongoing Ministry budget. The issue here is not availability of farm land but the pressure placed upon RADC land by the growth of Rumbek as an urban center. The squatters represent a threat to the very integrity and continuance of the Centre as Rumbek grows.

Direct operating costs of the Centre are acknowledged by the Ministry to be its responsibility. Nonetheless, experience elsewhere (Yambio) reveals that some assistance with operating costs will have to be forthcoming if students are to be maintained while the Ministry re-arranges its budgets and priorities to include RADC. Assistance of this nature should be on a one-time basis and not part of the SMDP Project.

Development of a water system

The SMDP Project Paper includes support for the establishment of an adequate well and water system for the Technical Assistance team. With relatively little extra expenditure, an adequate water system for the entire Centre could be provided. Water is now provided by only one functioning shallow, hand operated well. All water for washing and sanitary facilities for staff and students is provided by water collected and carried from this one source.

Repair and refurbishing of existing buildings

The Centre's physical plant, while relatively new, is in need of basic maintenance and repair. Houses and dormitories need to be repainted and sealed, walls and ceilings need some repair. SCC has also been removing chairs and other items which they contend were not meant to be transferred to the Centre under Ministry auspices. Better facilities for students to study and accommodate themselves are

required; building bunk beds in the dormitories would increase available space to students who now have only minimal facilities for gathering together or storing their own property.

Electrification of the Centre

Similarly to the provision of a water system, an electrical/lighting system could be developed for the entire centre using generating equipment already purchased for the TA team. Very little extra in the way of wire and equipment would need to be purchased to electrify all dormitory, classroom and staff buildings. This would be a contribution to the instruction program as well as to staff and student morale.

Fencing of the Centre

Stray cattle and people need to be restricted in their access to Centre property, especially during the seasons when test plots of various crops will be grown by students. Fencing is a requirement and must be undertaken soon.

Laboratory and classroom space

The Centre now has but one classroom. There is no space or equipment for simultaneous instruction of two or more groups of students or for practical demonstrations and explanations. A combined classroom/laboratory would be a most welcome and useful addition to the Centre especially as the enrollment mounts beyond the current number of 27 (The project paper envisions 60 students per session).

Building supervisors

An increased building, water system and electrification program at RATC will require a permanent building supervisor to work under SMDP guidance.

PROPOSED BUDGET FOR RUMBEK

USAID PL 480 SUDANESE POUNDS
AND SMDP BUDGET

	<u>USAID SP</u>	<u>SMDP \$</u>
<u>1. Operating Costs</u>		
a. Food support Sept. 1979 - June 1981	4,920	
b. Removal of squatters	2,000	
<u>2. Water System for SMDP and Centre</u>		
a. Borehole drilling and pipe		5,000
b. Electric pump		5,000
c. Water tank		3,000
		(plus \$7,000 already in SMDP budget)
d. Local material and labor for base	1,500	
e. Material (bathroom, sanitary, etc.)	3,500	
f. Labor	3,000	
<u>3. Repair & Refurbishing of Existing Buildings</u>		
a. Materials	2,500	
b. Labor	1,800	
c. Furnishings and Fixtures		
1. Instruction	2,000	3,000
2. Accomodation	2,000	
<u>4. Electrification of Centre</u>		
a. Generator		9,500
b. Wire and Equipment		(already procured) 1,200
c. Labor	600	
<u>5. Fencing of Centre Area - 1400 meters</u>		
a. Materials	5,680	1,000
b. Labor	1,500	

6. <u>Classroom/Laboratory</u>	8,000	15,000
7. <u>Building Supervision</u>		
a. Local Building Supervisor	1,000	
	<hr/>	<hr/>
	40,000	*\$33,200

* These funds are available from the SMDP budget and do not require additions to the DAI contract.

II. Technical details of requesting funds

1. A letter from the Project Representative to USAID requests disbursement under the project sub-activity. The request should include a "Statement of Costs" with information on the following items. In parenthesis, I include appropriate data.

- a. Approved budget (Ls 40,000 total see section II for actual budget)
- b. Eligible costs incurred during the reporting period (N. A.)
- c. Cumulative costs through the end of the reporting period (N.A.)
- d. Balance available (Ls 40,000)
- e. Cumulative payments received through the reporting period (N.A.)
- f. Estimated funding requirement for the next three month period. (10,000 Ls.)

The Statement of Cost must include the following certification signed by you:

"It is certified that the data provided in this "Statement of Costs" accurately reflects costs for eligible items during the period and that such costs are evidenced by books, invoices and records which are maintained pursuant to Section 6.3. (b)."

Authorized Representative

Date

2. DAI and the Ministry could set up an account for this project at the Unity Bank, Juba. I would name Mrs. JoAnne Samaduroff, SMDP Administrator/Accountant as joint signatory with an individual named by you.

3. I am informed that USAID is prepared to act rapidly on this request should it be acceptable to you. Receipt of the funds could be expected within 5 to 6 weeks and much of the work until then could be undertaken with Manpower Development Project funds.

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