

PDBCB 437

**AGENCY FOR INTERNATIONAL DEVELOPMENT**  
**PROJECT DATA SHEET**

1. TRANSACTION CODE **A**  
A = Add  
C = Change  
D = Delete

Amendment Number **2**

DOCUMENT CODE **3**

2. COUNTRY/ENTITY  
**Sudan**

3. PROJECT NUMBER  
**650-0021**

4. BUREAU/OFFICE  
**AFR** **06**

5. PROJECT TITLE (maximum 40 characters)  
**Southern Manpower Development**

6. PROJECT ASSISTANCE COMPLETION DATE (PACD)  
MM DD YY  
**06 30 83**

7. ESTIMATED DATE OF OBLIGATION  
(Under 'B' below, enter 1, 2, 3, or 4)  
A. Initial FY **82** B. Quarter **3** C. Final FY **82**

8. COSTS (\$000 OR EQUIVALENT \$1 = )

A. FUNDING SOURCE	Amendment FIRST FY <b>82</b>			LIFE OF PROJECT		
	B. FX	C. L/C	D. Total	E. FX	F. L/C	G. Total
AID Appropriated Total	700		700	6640		6640
(Grant)	( 700 )	( )	( 700 )	( 6640 )	( )	( 6640 )
(Loan)	( )	( )	( )	( )	( )	( )
Other U.S. 1.						
Other U.S. 2.						
Host Country CIP		268	268		2368	2368
Other Donor(s)					890	890
<b>TOTALS</b>	<b>700</b>	<b>268</b>	<b>968</b>	<b>6640</b>	<b>3258</b>	<b>9898</b>

9. SCHEDULE OF AID FUNDING (\$000)

A. APPROPRIATION	B. PRIMARY PURPOSE CODE	C. PRIMARY TECH CODE		D. OBLIGATIONS TO DATE		E. AMOUNT APPROVED THIS ACTION		F. LIFE OF PROJECT	
		1. Grant	2. Loan	1. Grant	2. Loan	1. Grant	2. Loan	1. Grant	2. Loan
(1) FN	120	070		5940		700		6640	
(2)									
(3)									
(4)									
<b>TOTALS</b>				<b>5940</b>		<b>700</b>		<b>6640</b>	

10. SECONDARY TECHNICAL CODES (maximum 6 codes of 3 positions each)  
**690 730 740**

11. SECONDARY PURPOSE CODE

12. SPECIAL CONCERNS CODES (maximum 7 codes of 4 positions each)  
A. Code  
B. Amount

13. PROJECT PURPOSE (maximum 480 characters)

To improve the Regional Ministry of Agriculture's ability to train and utilize its personnel responsible for working with traditional farmers and pastoralists.

14. SCHEDULED EVALUATIONS  
Interim MM YY MM YY Final MM YY  
**06 83**

15. SOURCE/ORIGIN OF GOODS AND SERVICES  
 000  941  Local  Other (Specify)

16. AMENDMENTS/NATURE OF CHANGE PROPOSED (This is page 1 of a \_\_\_\_\_ page PP Amendment.)

17. APPROVED BY  
Signature *[Signature]*  
Title **Director, USAID/Sudan**  
Date Signed MM DD YY

18. DATE DOCUMENT RECEIVED IN AID/W, OR FOR AID/W DOCUMENTS, DATE OF DISTRIBUTION  
MM DD YY

SOUTHERN MANPOWER DEVELOPMENT PROJECT

650 - 0021

Project Paper Amendment No.2

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# SOUTHERN MANPOWER DEVELOPMENT PROJECT

650 - 0021

## Project Paper Amendment No.2

### I. Project Recommendation and Summary

#### A. Recommendation

This Project Paper Amendment recommends that the Southern Manpower Development Project (650-0021) be authorized additional funding of \$700,000 to continue technical assistance and other project activities through June 30, 1983. This amendment brings the total Life-of-Project authorized funding to \$6,640,000.

#### B. Project Summary

The Project has worked with the Regional Ministry of Agriculture in Juba and training institutions in Yambio and Rumbek to improve the training and utilization of RMOA personnel working with traditional farmers and pastoralists, and thus to improve the productivity of these groups. In Juba the Project is playing a key role in helping the RMOA deal with manpower issues, the coordination of research, the relationship of research to extension and the planning for a cost effective extension service. At the Yambio Institute for Agriculture and the Rumbek Agriculture Training Center the project has worked on curriculum design, improving teaching methods, and the development of field work activities that enhance the relevance of the training program. The project has also had a major logistics element responsible for construction and field support of the other elements of the project. Annex I provides a recent report on the project accomplishments to date. A comprehensive evaluation of the project was done in February 1981. Based on the results of this evaluation and discussion between the project contractor, Development Alternatives Inc. (DAI), USAID and the RMOA, a project paper amendment was prepared and authorized in March 1981. This first amendment increased project funding by \$483,000 to \$5,940,000 and made the following changes:

- creation of a full time chief-of-party position
- creation of a Yambio extension and curriculum development position
- deletion of the socio-economic analyst position
- modification of the women's extension specialist position
- modification of the construction supervisor position
- construction changes, including addition of an office building in Yambio and a laboratory/classroom building in Rumbek.

### II. Project Strategy and Justification for Project Amendment

As evidenced by the project evaluation and Dr. David Bassiouni's report attached as Annex I, the project has made considerable progress towards meeting that part of the project purpose concerned with improving the RMOA's ability to train its personnel responsible for improving the productivity of traditional farmers and pastoralists. As the ability of the RMOA to provide pre- and in-service training has improved, project emphasis has shifted to the utilization of the existing manpower and other resources available to the RMOA. The first amendment shifted personnel to Juba and increased the role of the project within the Ministry Headquarters. The first amendment also provided the foundation that this amendment builds upon of using the project to support RMOA activities designed to deal more directly with the traditional agricultural sector.

USAID/Sudan is currently working on the design of a major new project, the Southern Agriculture-Development Project. This project will build upon the achievements of SMDP as well as other AID-funded projects such as the Yambio Agricultural Station Rehabilitation (650-0035) and other donor activities in the areas of training, manpower planning, research and farmers outreach. This second amendment is necessary to ensure that the momentum of USAID's involvement in agricultural development in the South, an integral part of our development strategy, is sustained until the proposed new agricultural project gets underway.

### III. Description of Changes in the Project

#### A. Manpower Utilization

##### 1. Policy Coordination

SMDP's role in advising RMOA senior officials in areas such as manpower utilization, training, research coordination and extension will be continued and strengthened. The project will play a major support in helping the RMOA prepare for the new Southern Agriculture Development Project.

- Input. With a substantial reduction in the scope of project activities and a reduction in logistical and administrative activities, the chief-of-party will have more time to work directly with senior RMOA officials. At least 50 percent of the chief-of-party's time over the 13 months extension will be devoted to issues of policy formulation and coordination of training, research and extension.

##### 2. Target District Extension Activities

The RMOA has repeatedly requested project assistance in experimenting with cost effective farmers' outreach activities in one or more target districts. With the availability of better trained people to work in such a program, one of the major constraints to the implementation of such programs has been removed. The program that is being proposed is consistent with a policy of decentralization and recognizes the importance of two way information flow as part of the extension program. The target district program is designed to give RMOA staff field experience with extension. It also provides the RMOA experience as the responsible implementing agency as opposed to simply providing seconded staff to donor organized activity. The RMOA has identified and the High Executive Council has approved six relatively less developed districts as target districts. They are Raja, Tonj, Yambio, Bentiu, Akobo and Kapoeta. RMOA activities in these districts are to be based on much lower levels of inputs than those presently being used by the World Bank project, Norwegian Church Aid or the Dutch in their extension programs.

SMDP will work with RMOA in Tonj and Yambio districts.

Both Tonj and Yambio are within the area to be covered by the proposed Southern Agriculture Development Project. There are already SMDP activities in Yambio and Tonj is the district adjacent to Rumbek which also has ongoing project activities.

SMDP support will remove the most obvious constraints to extension program development in the Yambio and Tonj districts, such as transport, fuel, tools and access to relevant research funding. Assistance will be given to planning a program that directly benefits the traditional farmers, and special attention will be given to the identification of constraints not related to physical support. Direct farmer training using a version of the Rumbek Agricultural Training Center curriculum will be experimented with in the Yambio district as a possible model of extension that minimizes the need for government extension workers.

Specific extension activities in the target districts will likely include the distribution of improved maize, dura, rice and groundnut seeds and in the Yambio district pineapple suckers and budded citrus trees. Farmers will be encouraged to experiment with improved cultural practices on an incremental basis and the results of these efforts as well as results from demonstration fields managed by the extension workers will be fed back into the research system.

The project effort in extension work over the 13 month extension should be seen as a first step in the development of an extension system. The approach will be iterative in which a number of methods and models can be explored and modified with the results serving as a basis for the new project and expansion to the other target districts. SMDP activities in the target districts will be premised on the ideas of developing extension services that include non-government employees, and on training extension workers who serve as a communication link among the farmers, the RMOA, and agricultural research workers.

- Input. At least 75 percent of the extension advisor's time over the 13 month extension of the project will be devoted to planning and working with the RMOA to implement a target district extension program. Local currency funds will provide for reconditioning existing RMOA vehicles to be used in target districts as well as providing for the local purchase of 3 motorcycles, 12 bicycles, fuel and agriculture equipment. Local currency will also cover construction of storage facilities and 4 traditional thatched-roofed housing units for use of extension workers assigned to parts of Yambio district away from the town center. Local currency will also be used for a training program for RMOA and district staff involved in the target district program as well as for a seminar for Assistant Commissioners of Agriculture and their extension officers. Target district extension staff will receive on-the-job training in local planning and data collection.

### 3. Manpower Planning

Results of the Manpower Survey completed by the SMDP in January 1982, provided the RMOA with its first assessment of the number of individuals employed in different locations, their skills level and the requirements of their positions. Preliminary results indicate a much larger part of the RMOA budget goes to salaries for clerical and support staff than may be needed to run an efficient operation. The directory of senior technical staff suggests the need for the development of career paths and better in-service training. Information on existing duties of former graduates at Yambio and Rumbek have implications for changing the pre-service training programs at this institution.

- Input. The chief-of-party is expected to play a key role in helping the RMOA identify appropriate courses and action based on the manpower study. In addition, the project extension provides for two months of short-term technical assistance for follow-up on the analysis and use of the manpower study.

### 4. Research Coordination

Because of the limited resources available for agricultural research in the Region and the lack of coordination or even shared knowledge among different agencies involved in research, the RMOA with the assistance of SMDP established the Regional Agricultural Research Technical Committee (RARTC). With SMDP assistance, a conference was held which brought together for the first time most of the different individuals and agencies involved in research. Additional activity by the RARTC that had been planned has been delayed by the political situation in the Region. The RMOA, through the RARTC, will play the lead role in identifying priorities for research and in disseminating research findings made

by the different agencies. Activities by the project during the project extension will prepare the way for the implementation of a systems approach to agricultural research contemplated under the proposed new project.

- Input. In addition to a support role to be played by the chief-of-party, SMDP will provide short-term technical assistance to advise the RMOA on the development of a research strategy focusing on geographic zones and on already initiated research activities. The project will provide local currency for another research conference, preparation and reproduction of research findings and local travel of individuals from the RMOA involved in research coordination. The new Southern Agriculture Development Project will implement this strategy.

## B. Manpower Training

### 1. Yambio

With SMDP assistance and with the cooperation of the RMOA and the FAO, the lead donor in the rehabilitation of the Yambio Institute of Agriculture, progress has been made in changing an academic program into a field-oriented program. There have also been significant improvements in the quality of the institution as a result of SMDP activities. Reports done by SMDP consultants indicate however, that there is still much to be done in these areas. The assistance provided to Yambio over this 13 month period is intended to maintain momentum in institutional development already underway.

- Input. Both the long-term advisor in extension and the chief-of-party will be involved in overseeing project involvement at Yambio. The project will provide for the dollar costs of additional hand-tools and other supplies needed to implement field activities as well as books and other institutional materials. One month of short-term TA will be provided in the area of curriculum revision with particular attention to providing skills required by Yambio graduates to meet administration requirements of their post-graduation employment. The extension also provides for two Egerton College instructors to visit Yambio to conduct training courses in agricultural economics, farm management and extension. The project extension will fund approximately LS.42,000 in operating costs. This will give the Institute and the RMOA time to work out a means of financing and to identify a level of operations appropriate to expected future funding levels. Additional local currency will support truck rental for field training exercises and limited maintenance of SMDP provided facilities.

### 2. Rumbek

At the time of the preparation of the original Project Paper there was concern over the viability of the Rumbek Agricultural Training Center (RATC). After two years of SMDP assistance RATC has a curriculum that places heavy emphasis on field work and an emerging reputation for providing its graduates with skills relevant to the development of the traditional farmer at the Region. The training program at RATC may provide a basis for training farmers directly as part of an extension program not based on government salaried employees. Maintenance of this program will require limited project technical assistance and local currency for student subsistence and field work.

- Inputs. Both the long-term advisor in extension and the chief-of-party will be involved in overseeing project involvement at Rumbek. The project will provide one month of short-term TA in the field of curriculum evaluation and revision. SMDP will provide LS.18,000 in local currency to cover student subsistence and LS.21,000 to cover truck rental for field activities, handtools, seeds, replacement cattle for the animal traction program and building maintenance. The project will prepare an assessment of the educational and administrative capabilities of the Center near the end of the 13 month extension.

#### IV. Beneficiaries

With this amendment the project moves closer to having a direct impact on the traditional farmers and pastoralists of the region. The original project was premised on a belief that conditions in the Region are such that direct impact could only follow a strengthening of the RMOA institutional capability. Central to this effort have been SMDP efforts to improve pre- and in-service training of RMOA staff. These will be the largest group of direct beneficiaries with the training staff at Yambio and Rumbek and members of the RMOA staff directly involved in extension benefiting the most. Other beneficiaries will include provincial and district personnel involved in training courses and farmers from the Yambio district involved in the program of training farmers as extension agents. The approximately 200 farmers and their families involved in the extension program in the target districts will also be direct beneficiaries of the project.

#### V. Relationship to Other Agriculture Activities in the Region

Agricultural Rehabilitation Project Southern Region (476 -su), IDA World Bank Project. This project is now deeply involved with the planning department of the RMOA as a result of its absorption of the World Bank funded Project Formulation Unit. The SMDP will continue to develop manpower training strategies within a context of what the World Bank project is doing in planning. The Project Development Unit, the other major element of the World Bank activity however, has evolved an approach to the development of districts that is significantly different from that for which the RMOA is requesting AID assistance. The PDU approach places emphasis on careful analysis on soils, ecology, social organization, economics and farming practices; necessitating a heavy investment in expatriate expertise and resources, before establishing programs aimed at farmers. Programs once established have tended to be outside the normal RMOA framework and have been characterised by their requirement for substantial outside resources to remain in operation. PDU activities in Yei, Mundri and Gogrial districts provide a contrast to the more cost effective approach to extension to be initiated by SMDP and carried through by the proposed Southern Agriculture Development Project.

UNDP/FAO (SUD/72/035) Yambio Institute for Agriculture. This project continues as the primary source of assistance for the rehabilitation of the Yambio Institute. FAO will continue to provide expatriate personnel, construction and limited assistance with operating costs. SMDP has played a key role in in-service teacher education and curriculum reform and is expected to maintain this role.

Rural Development Planning (650-0012). It is anticipated that it will only be towards the end of the extension of SMDP that the Rural Planning Project will be functioning in the region. Because Rural Planning Project personnel will be assigned to Rumbek, cooperation on the mobilization of resources for the target district activity in Tonj is anticipated. Since both SMDP and the Rural Planning Project are being implemented by the same contractor close cooperation can be expected.

#### VI. Evaluation

This amendment provides the resources necessary to carry out the end of project evaluation or assessment recommended by the project evaluation. Such an activity, in addition to providing for an objective review of project strength and weakness, will provide a baseline for eventual evaluation of the Southern

Agriculture Development Project. This evaluation will pay particular attention to the training institutes, the target district activities and SMDP activities with the RMOA.

#### VII. Additional Funding Required for the First Amendment \*

After AID/W had negotiated contract with the contractor for the changes proposed in the first amendment, USAID/Sudan was informed of an additional shortfall of \$171,900 that could not be covered by PIO/T 650-0021-3-10004. This shortfall results from higher than anticipated costs in salaries, allowances, travel and transportation, other direct costs, overhead, fringe benefits and shipment of equipment and materials that were not offset by savings in consultant fees, participant training and equipment and supplies.

#### VIII. Financial Analysis

To cover this project amendment and the shortfall in funding for the first amendment will require AID financing of \$700,000. Table I provides the dollar budget. The GOS contribution will include LS.298,000 to be provided from the Commodity Import Program generated local currency. A revolving fund may be established to disburse these local currency Trust Funds. The revolving fund will be disbursed by either the GOS or the Technical Assistance Contractor in accordance with procedures prescribed by USAID/Sudan. Table II provide the local currency budget. Tables III and IV detail cost changes resulting from this PP amendment.

\* Revised estimated by AID/W of shortfall indicated that up to \$221,079 may be needed. When it became obvious that funds under this amendment would not be available early enough to maintain project personnel in the field through May USAID Sudan issued PIO/T 143-50-650-00-69-11 amendment one cancelling unexpended project funds for the air charter service and issued PIO/T 143-50-650-00-60-23 amendment four making available from the air charter and unearmarked funds up to \$213,265 to cover the shortfall. With approval of this amendment, funds for the charter services are to be replaced.

TABLE I  
DOLLAR BUDGET

**I. Salaries**

Long-term

Chief-of-Party (13 pm)	\$34,000	}	\$70,000
Extension Specialist (13 pm)	\$36,000		
Fringe benefits (12,3%)			8,600
Overseas Overhead (65%)			45,500
Subtotal			\$124,100

Short-term (includes transportation)

Manpower planning (2 pm)		18,000
Research coordination (1 pm)		9,000
Curriculum Yambio		9,000
Curriculum Rumbek		9,000
Egerton College Yambio (2 pm)		6,000
Subtotal		\$ 51,000

Home Office

13 pm at 1,400 /mo		18,200
Fringe benefits (21%)		3,800
Overhead (92%)		16,700
Subtotal		\$ 38,700

**I. Allowances (for long-term T.A.)**

Post differentials		17,000
COLA		2,600
Education allowance (including transportation)		22,400
Storage of HHF		2,200
Per diem: U.S. 4 days		300
Nairobi		800
10 days		
Subtotal		\$ 45,800

**III. Travel and Transportation**

Chief-of-Party home leave		7,500
Extension specialist home leave		5,000
Juba-Nairobi (3 RT's)		1,500
Subtotal		\$ 14,000

**IV. Equipment and Supplies**

Equipment for target district program		10,000
Tools, education equipment Yambio		10,000
Spare parts for SMDP generators		25,000

**Fuel**

SMDP staff vehicles 8 bbl/mo	\$13,500
RMOA Juba 5 bbl/mo	8,500
Target district 4 bbl/mo	6,800
Generator Juba 15 bbl/mo	25,000
Freight: (25% of fuel and equipment)	25,000
Subtotal	\$123,800

**V. Other Direct Costs**

Defense Base Act Insurance	4,600
Communications (\$400/mo x 13)	5,200
Printing of reports	2,600
	<u>\$ 12,400</u>

SUBTOTAL \$409,800

Evaluation (3 pm) 37,000

Shortfall in first PP Amendment 183,168

Contingency 70,032

TOTAL \$700,000

TABLE II  
LOCAL CURRENCY BUDGET IN LS

<b>I. <u>Salaries</u></b>		
Salaries drivers, clerical support, adm. support) (LS 2500/mo)		32,500
<b>II. Long-term TA, in-country per diem</b>	4,000	
Short-term, in-country per diem	<u>21,000</u>	25,000
<b>III. <u>Travel and Transportation</u></b>		
In-country		9,500
<b>IV. <u>Equipment Supplies and Others</u></b>		
Juba maintenance subcontract	6,500	
Yambio student subsistence	42,000	
field work transportation	3,000	
Rumbek: student subsistence	18,000	
field work transportation, tools, seeds	21,000	
Target district - vehicle repair	30,000	
motorcycle repair	5,400	
bicycles	5,300	
building materials	12,000	
farm equipment, seeds	13,000	
<b>In-country training</b>	25,100	
<b>Research Coordination</b>	<u>11,000</u>	
		<u>192,300</u>
<b>Subtotal</b>		259,300
<b>Contingencies 15%</b>		<u>38,900</u>
<b>TOTAL</b>		<u><u>298,200</u></u>

TABLE III

ORIGINAL, FIRST AMENDMENT, THIS AMENDMENT CHANGES AND REVISED BUDGET

	<u>Original</u>	<u>1st Amendment</u>	<u>This amend- ment changes</u>	<u>Revised</u>
Technical Assistance	2,175,000	2,429,612	+ 259,600	2,689,212
Construction	346,000	655,580	- 0 -	655,580
Commodities	987,000	1,471,168	+ 123,800	1,594,968
Training	113,000	236,555	- 0 -	236,555
Transportation	- 0 -	787,583	+ 14,000	801,583
Other	<u>152,000</u>	<u>359,502</u>	<u>+ 12,400</u>	<u>371,902</u>
Subtotal	3,773,000	5,940,000	+ 409,800	6,349,800
Inflation	1,307,000	- 0 -	- 0 -	- 0 -
Evaluation			+ 37,000	37,000
Shortfall 1st amend.	-	-	+ 183,168	183,168
Contingencies	<u>377,00</u>	<u>- 0 -</u>	<u>+ 70,032</u>	<u>70,032</u>
TOTAL	<u>5,457,000</u>	<u>5,940,000</u>	<u>700,000</u>	<u>6,640,000</u>

TABLE IV  
SUMMARY FINANCE DATA

AUTHORIZATION

Original Project Authorization	\$5,457,000
Additional Authorization first amendment (3/3/81)	483,000
Total authorized to date	5,940,000
Proposed additional authorization this amendment	700,000
Total proposed authorization	6,640,000

OBLIGATIONS

Project Agreement August 30, 1978	\$2,000,000
Project Agreement Amendment December 13, 1979	1,000,000
Project Agreement Amendment December 15, 1980	2,400,000
Project Agreement Amendment April 4, 1981	540,000
<b>Total</b>	<b>5,940,000</b>

PIO/T contract for technical assistance

650-0021-3-80028 9/13/78	2,000,000
650-0021-3-80028 am 1 8/30/78	no funds
650-0021-3-00014 6/19/80	1,000,000
650-0021-3-10004 12/20/80	2,301,035
650-0021-3-10004 am 1 12/29/80	
650-0021-3-10004 am 2 1/10/81	no funds
650-0021-3-10004 am 3 5/13/81	
650-0021-3-10004 am 4 4/8/82	213,265
<b>Total</b>	<b>5,940,000</b>
as of 12/31/81 disbursement	5,016,266
Accruals	5,493,366
Pipeline	446,634

PIO/T Ezbon Yombek Wani

650-0021-1-10028	12/12/81	increase	\$7,010
650-0021-1-10028	2/16/82	decrease	\$7,010
<b>Total</b>			<b>- 0 -</b>

PIO/T Procurement of long-term charter aircraft services

650-0021-3-10016	5/18/81	increase	\$183,168
650-0021-3-10016 am 1	4/8/82	decrease	183,168

## **IX. Changes in the Logical Framework**

Logical framework being referred to is the revised one in the Project Paper Amendment of 3/25/81.

The increased level of effort suggested by this amendment does not change the goal section of the Logical Framework. The only change in the purpose section is the addition to assumptions:

7. RMOA will be able to provide qualified counterparts for long-term advisors and these counterparts will be in positions to initiate project activities. The following narrative summary and objective indicator are added to Juba outputs.

12. (Narrative summary). Pilot extension program is operating in two target districts.

12. (objective indicator). Functioning pilot extension service in operation in Yambio and Tonj districts. RMOA and local office the recipients of in-service training and at least 200 farmers participating in the program.

The following objective indicators are modified to reflect increases in the magnitude of outputs resulting from this amendment.

Juba output 1 add: Plan formulated for implementing manpower study recommendations.

Juba output 4 add: Specific plans formulated for coordinating extension research and training, with particular attention to their relationship to the new Southern Agriculture Development Project.

Juba output 5 add: An integrated agricultural research strategy formulated that defines the role of the Technical Committee and the role of various donor activities and the ARC.

Yambio output 1 add: Revised curriculum including administrative skills required by graduates.

Yambio output 12 add: In-service training carried out for relevant faculty members in agricultural economics, farm management and extension.

Rumbek output 1 add: Curriculum reviewed and revised based on implementation experience.

Rumbek output 7 add: Assessment conducted of the educational and administrative capabilities of the Rumbek Center.

The project input section is modified to reflect the revised budgets contained in this amendment.

A REVIEW OF THE ACTIVITIES OF THE SOUTHERN MANPOWER  
DEVELOPMENT PROJECT (SMDP) BY Dr. DAVID BASSIOUNI, JANUARY 1982

## 1. The Project

Under a USAID assistance the Southern Manpower Development Project commenced in mid-1979. The start was only made after several visits by various missions. It appeared AID had difficulty in the beginning on deciding on what role to play in the Development of the Southern Region. This understandable since AID had by then just resumed its activities in the Sudan after a long period of absence of U.S. presence. As a compromise it was agreed that the project should be linked to on-going projects to ensure its successful implementation. The scope to be covered by the project included assistance to the Yambio Institute of Agriculture in terms of physical structure, teaching aids curriculum development, practical training and in-service training.

At Rumbek the project would give similar assistance to the Training Centre giving emphasis here to practical training for the overseers. Experts in agronomy and curricula development were recruited for Yambio and at Rumbek a couple specialized respectively in communications and management skills played leading roles at Rumbek. An extension expert was initially placed at Yambio but later withdrawn to the Ministry of Agriculture's headquarters in Juba. An expert in manpower training and research was from the start of the project installed at the Ministry's Headquarters. The Chief of the Party was first placed at Yambio but later on transferred to the headquarters of the Ministry at Juba where he has continued a key administrative and coordinating role. Since its inception the project has played a significant role in developing the Ministry of Agriculture's manpower capability and general managerial skills. A number of consultants in various disciplines assisted in appraising the project.

## 2. The Achievements of the Project

A summary of the achievements realized under the project are as follows:-

### 2.1 Yambio Institute of Agriculture

Practical training and field visits for students were started by the project especially in the neighborhood of the Institute. However the abrupt departure of the agronomist on sick-grounds did affect the continuation of the programme. Audio-visual and teaching aids contributed by the project were a great help to the general teaching in the Institute. A start was made in revising and developing the Institute's curricula. Under the auspices of a consultant a teaching seminar was held at the Institute. The Faculty participated actively in the Seminar which covered curriculum development teaching methods and program planning.

To the credit of the project and particularly the Chief of Party a strong academic tie has been established between the Institute and Egerton College in Kenya. Through this affiliation some faculty staff from Yambio have benefitted from some short-term courses at Egerton College.

The Institute's Library has received and continues to receive book donations to its collection.

On the physical development aspect of the Institute the Project has provided funds for the construction of staff houses, additional classrooms and dormitories. These are assets that will continue to give tremendous service to the Institute.

### 2:2 Rumbek Agriculture Training Centre

Like the Institute the Centre received material, teaching aid and technical support from the project. Curriculum development and teaching methods was given importance by the resident experts and short-term consultants. One staff house and one classroom were completed with Project funds. Some staff members received short courses at Egerton College in Kenya. The deployment of students for practical training on projects and schemes and among farmers was successfully undertaken.

### 2:3 Support to the Regional Ministry of Agriculture and Natural Resources

The Project collaborated with the Ministry in arranging short courses in extension horticulture and management at Egerton College Kenya for a range of staff. Seminars and workshops were arranged in conjunction with the Project for the extension and other staff of the Directorate of Agriculture. Of significance is the participation of Assistant Commissioners of Agriculture in the Provinces in such workshops. The project contributed fuel generously to the Ministry thus making many of the essential services mobile. Extension and Research benefitted much from this contribution.

The Project assisted in convening the first Agriculture Research Conference. Thereafter it has been closely associated with the activities of Regional Agriculture Research Technical Committee.

Perhaps of the greatest impact on the future is the manpower survey of the agriculture sector which the Project is currently undertaking. The surveys aims at probing into structure types and quality of the manpower that today runs the agriculture sector in the Region. The exercise will then determine the deficiencies and critical requirement in manpower. One cannot underestimate the usefulness of the survey for future forecasts and planning.

The meeting point of all the activities of the Project is the Agriculture Extension Service. It was agreed that the Project should together with the Ministry launch extension service in six districts of the Region viz Bentiu, Kapoeta, Akobo, Tonj, Raga and Yambio. A preliminary baseline survey was expected to precede the launching of the extension activities. Some starts has been made in this direction.

## 3. Assessment of the Impact of the Project

3:1 On the whole the Project has made some impression through its various activities but it suffered from the general malaise of being an appendage to on-going better known programmes. Thus credit which should in all fairness be accredited to the Project often goes to the mother projects. On the other hand, the project finding itself in a secondary role will sometimes shy off from playing an effective part in the programme.

3:2 The greatest impact the Project could have made in the training sphere could have been in the orientation and drilling of students and member staff in practical application of acquired knowledge and skills. At Rumbek great success has been made and the momentum should be kept. A lot leaves to be desired at Yambio. The in-service training which should constitute a cardinal aspect of the general manpower training awaits attention. The training of members of the Faculty at Yambio to under-graduate and post-graduate levels was tackled by the Project but could not be pursued to completion because of the limitation in time and funds.

3:3 The Seminars and Workshops arranged in conjunction with the Ministry have been extremely useful and instrumental in defining problems and finding solutions to these problems. They have helped the Ministry's staff to participate in decision-making.

3:4 The Project has been instrumental in making the Regional Agriculture Research Technical Committee operational especially in coordinating the research programmes of the various agencies. The Committee is gradually emerging as an effective body in planning and coordinating research all over the Region.

3:5 The greatest impact of the Project was expected to be in the field of Agriculture extension. But it is in this particular area that one feels the least impact has been made. In retrospect one views this component with agony and frustration. All the effort that the Chief of Party and myself made to influence the transfer of technology and information from the offices to the farmers in the target districts have not reaped any results. Thus Agriculture Extension the Key to Agriculture Service remains an area of urgent concern.

3:6 Through PL 480 the Project was able to ensure local funds for the Rumbek Agriculture Training Centre. This gave the Centre a great boost in implementing its activities. Perhaps one could attribute some of the Centre's successes to this financial arrangement.

3:7 The manpower survey which has begun under the current phase of the Project when completed will be of immense value in guiding the projection and planning of the proper use of the manpower resources in the Agriculture Sector.

3:8 The greatest strength of the Project appears to lie in the quality and calibre of its expatriate personnel. The Project is fortunate in possessing experienced, dedicated, hardworking personnel, well attuned to their surroundings and its problems and able to operate as a team. Credit must go to the Chief of Party whose skill for managing people, caring for subordinates and the display of untiring personal examples in hard work, conduct and astuteness are responsible for creating and maintaining the spirit of team work.

#### 4. Recommendations for Follow-up Activities

Basing judgement on the fact that the Project has achieved something and made a positive impact in some of the target areas its continuation and graduation elevation into a full-fledged project is recommended. Areas which the revised project could concentrate on are the following in the order of priority:

##### 4:1 Agriculture Extension

It has been mentioned earlier that Agriculture Extension is the testing ground for the investment in the training of manpower. It is here that the success of transferring knowledge and skill by the extensionists to the farmers can be gauged. It is recommended that this area should receive the greatest material and technical support. The extension programme should be based on the production of foodcrops and cash-crop depending on the particular needs of the district concerned. The concept of the target district should be maintained provided the Project operates from within the Ministry's capability. Supporting services like storage, marketing, credit, farm input supply, plant protection service, research rural water and health must form important components of the Project.

##### 4:2 Institution Building

The efforts started in intensifying and consolidating training at Yambio Institute of Agriculture and Rumbek Agriculture Training Centre should be continued with greater emphasis on practical training. In-service training and higher training

particularly of Yambio Institute Faculty should be given importance. Training in management at all levels should be seen as necessary investment. The building of the physical structures training and other institutions and equipping them is another area on which attention should be focussed.

• Completion of the manpower survey and establishment of a Documentation Centre in the Ministry will assist much in availing information to everyone.

Changes in Scopes of Work

1. Chief-of-Party

- a. Direct work with senior RMOA officials in policy formulation and in monitoring and coordinating activities in the areas of manpower utilization, training research coordination and extension (50 percent of time).
- b. Monitoring and support of continuing project activities at Rumbek and Yambio (20 percent of time).
- c. Preparation for and support of short-term consultants provided by the project (15 percent of time)
- d. Financial management of the project and the preparation of reports as required by AID and RMOA (15 percent of time)

2. Extension Advisor

- a. Direct work with senior RMOA officials and district officials implementing extension program in two target districts (50 percent of time).
- b. Assist the extension department of the RMOA formulate a cost effective strategy for extension premised on decentralization and the availability of limited resources (25 percent of time).
- c. Coordination of field training and extension activities at Yambio and Rumbek (25 percent of time).