

FINAL REPORT

on the

FACT FINDING MISSION AND EVALUATION

of the IDRC Funded

INTEGRATED ROOT CROP PROJECT

at

Visayas State College of Agriculture

Baybay, Leyte, Philippines

April 1992

Prepared By:

Marcel Zollinger
Agrologist/Rural Development Specialist
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TEAM

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II. Abbreviations and Acronyms

GTZ	Gesellschaft für Technische Zusammenarbeit (German Foreign Aid Organization)
IDRC	International Development Research Centre
IRCP	Integrated Root Crop Project
PRCRTC	Philippine Root Crop Research and Training Center
TOR	Terms of Reference
ViSCA	Visayas State College of Agriculture

III. Executive Summary

The IDRC funded Integrated Root Crop Program (IRCP) is the latest of a number of root crop research programs with the Visayas State College of Agriculture (ViSCA), which is situated near Baybay in the Leyte Province of the Central Philippines. The College has been given the national responsibility for root crop research carried out under the auspices of the Philippine Root Crop Research and Training Center (PRCRTC). While earlier projects between IDRC and ViSCA were smaller and largely oriented towards plant breeding, the project under discussion is a large conglomerate of some 35 individual research tasks, looking at many different aspects of research and production of root crops.

The consultancy had several goals. The most important was to gain an overview of the activities to date, the results achieved and the work remaining to the end of the contract. In addition an assessment of the inter-disciplinary mode of operation was requested as well as the provision of technical backup. Each study leader through a self-evaluation process, resulting in verbal and written reports, covering achievements, shortcomings and the work remaining. Parallel to this task, senior staff were asked to address a number of important project management topics. The details of these reporting activities are found in an Annex Volume.

While the process of self-evaluation proved to be very satisfactory and achieved the goals set out, some misunderstandings, inadequate objectivity and emphasis on the "means" rather than the "end" could not be avoided, but were accounted for in the analysis.

In the analysis of the findings, as well as in the numerous interactions with staff at all levels, it became evident that the dedication and ability of project staff was of the highest calibre. This was reflected in the significant achievements which the project could clearly demonstrate. Most encouraging was the progressive attitude of project staff in terms of farmer focus, farming systems, consumer orientation, economic aspects and environmental concerns. Given these findings the obvious conclusion to be reached is that ViSCA as an institution, and the PRCRTC as the executing research establishment, are in an excellent position to continue research in root crops, and have the ability to produce results with the potential for nationwide impact on rootcrop production.

A number of specific issues identified during the evaluation are highlighted, and recommendations are made to improve the present project and to consider in the course of designing potential new projects.

Past research had been conducted by individual researchers whose main role at ViSCA is teaching. The joining of these small individual projects into an integrated project has led confusion as to authority, responsibility and accountability. This present unsatisfactory system should be replaced by a clear management hierarchy, and the obvious solution would be to have the PRCRTC, which has the national mandate to carry out root crop research, also be fully in charge of this project.

The task of joining a number of small individual projects with independent project leaders into a single, large, integrated system imposed numerous difficulties which have been successfully overcome through very capable and strong central leadership. However, there was considerable evidence that the day-to-day leadership of the project was lacking, and that the project leader, who holds a prominent position with a multitude of important responsibilities, was not in a position to provide clear hands-on guidance. It is therefore recommended that, while the present project director retains overall responsibility, he should delegate the day-to-day management to the director of the PRCRTC.

The strong and authoritarian leadership, as necessary as it was, also had some drawbacks for the project. The capability demonstrated by project staff would certainly be conducive to a more open and democratic approach to project management.

The project financial system was found to be properly run, and sound controls are in place to account for expenditure. Despite this, staff have had problems with financial aspects as reallocations, lack of information and tight control have hindered the full achievement of some of the set goals. It is recommended that a more consultative approach be taken, based on annual budgets which, once approved, should permit a degree of freedom to spend on the budgeted items.

ViSCA has for this project followed a system of honorarium in order to recognize and reward the additional work its professors take on in the field of research. However, given that the College has made involvement in research mandatory, and that such activities bring a number of other benefits such an incentive may no longer be appropriate. Since other projects do not seem to follow this approach, the different benefit levels between projects create inequality.

One of the more noticeable shortcomings identified during the evaluation was the degree of overlap between different studies, pointing to a lack of interaction between studies and the absence of a clear delineation of the boundaries between studies, likely due to a lack of close supervision. Aside from the recommended clearer management structure, the project needs to carefully review all research activities, identify the areas of overlap and assign clear boundaries between these activities. Staff need to communicate and cooperate much more and be fully aware of the activities of other groups in order to prevent duplication.

There were also evident gaps in what should develop into a comprehensive root crop research system. This was inevitable given the project's amalgamation of earlier individual previous research activities. However, an opportunity now presents itself to look at the entire root crop system in a holistic way, and to identify all areas of weakness in the production system, where research could be crucial to overcome limitations. Such a systems approach could then serve as a process of prioritizing research needs, and become the foundation of a new comprehensive integrated root crop research system.

IDRC has been interested in streamlining research, and in amalgamating small individual projects into bigger units. This may provide benefits of economy of scale, but this project has shown that to treat an integrated large project as a standard project does not do it justice. The

diversity of different subject matter still necessitates frequent visit by various IDRC specialists who need to have almost as frequent an involvement as if each study were an individual project. IDRC management and its Program Officers need to reassess the amount of attention required by large integrated projects, especially their design and early implementation which need a high level of involvement, guidance and support.

Attention also needs to be given to those research activities which build up an infrastructure and services requiring ongoing funding, especially in the Information and Communication sectors. In order to carry on their functions, these will need to continue to be funded after the end of the project, but other funding sources have not been secured.

Finally the local farming population has been keenly adapting new root crop varieties, and has largely used under-utilized sloping land to plant these new crop varieties. This may have serious longterm implications in terms of soil erosion and environmental degradation. The short-term advantages produced by new root crop varieties may extract a heavy longterm price. To evaluate this problem and to look at possible solutions, it is suggested that the IRCP set up a system of collaboration with the new GTZ environmental project at ViSCA.

Beyond the implications of these recommendations for ViSCA and the IRCP, there are also lessons for wider application by IDRC. This project has shown that integrating autonomous research projects into a larger research unit is a difficult task. It requires much organizational skill, tact, and a management structure that allows individual researchers the continuation of a degree of participation in management and decision making, and a level of financial autonomy.

The new and larger project will also have much higher requirements for sound management, communication and coordination. It is therefore essential that a solid and logical management system is put in place, with staff in charge that are recognized less for their scientific capability and more for their ability to manage a large and diverse team of researchers.

Integrated projects may well need as much attention by IDRC Program Officers as the individual small projects did. To assume that an integrated project has the requirements as an ordinary project may be counterproductive.

The integration of individual research activities under an umbrella project will also open new possibilities, which IDRC should fully use. Foremost is the opportunity to look at the integrated system in a holistic way, and to assess the research needs on a priority basis, as the foundation for a systematic and comprehensive research plan for a total production system.

The last lesson learned here is that integrated research projects need a longterm commitment by the donor. Many research activities depend on results of other investigations, and the whole dynamic of working with a comprehensive research team requires much more time than an individual research project. The donor needs to appreciate this and be willing to lend its support far beyond the standard three year project duration.

Overall the project has provided solid results in many different areas of the root crop production system, and the IRCP at ViSCA should receive high marks. If shortcomings have been identified, these should form the basis for even better performance over the remaining time of the project, and point the way towards the design of continuing activities based on the lessons learned. A number of important lessons have wider applications and might be useful as recommendations in the design of future integrated research projects by IDRC.

IV. Summary of Recommendations **(Refer to Appendix 6 Comments)**

Note: The only response to the circulation of the draft report has come from the IRCP Overall Program Coordinator, Dr. Eliseo R. Ponce. This useful information has been incorporated in the text wherever possible, but the full response has also been presented in Appendix 6. Please refer to these comments in particular in relation to the recommendations made below.

Recommendation 1:

Root crop research is the mandate of the PRCRTC, and any future research project should come under the full jurisdiction of the Center. It would then be responsible for allocating research tasks to interested professors of the teaching college, and would be accountable for their work.

Recommendation 2:

In order to establish a closer and more hands-on system of project management, it is recommended that, while the Director of Research and Extension should remain in the position of overall responsibility, he should delegate the day-to-day management of the IRCP to the Director of the PRCRTC who would become the chief executive officer for the project.

Recommendation 3:

It is proposed that the present rather authoritarian management system be replaced with a more open and democratic approach. This could be achieved by establishing an advisory management team of senior project staff, under the guidance of the Director of the PRCRTC.

Recommendation 4:

The project financial system should be based on an annual budget, which needs to be established in line with the funding available and consultation with all study leaders. Once the budget is approved, expenditures in line with the budget should be routine, and should not need approval. At the same

time, changes in the budget should be made in consultation with the affected study leaders.

Recommendation 5:

The incentive, which the honorarium was designed to generate in the past, is no longer necessary, and the inequality it creates can lead to friction. The issue should be reviewed, and it is recommended that the system of paying an honorarium be discontinued.

Recommendation 6:

For the remaining year of the project, a careful review of all research activities should be carried out to identify and eliminate areas of overlap. At the same time, more cooperation and communication between related activities will be necessary in order to integrate the results of different studies. Finally, for a new project, individual study task areas will need to be more clearly delineated and better supervised.

Recommendation 7:

As a prerequisite to the design of a new integrated project, the project leadership should prepare a comprehensive root crop research flowchart. Based on this chart, priorities should be set for areas of most pressing research, on the basis of which a logical and systematic research program can be designed for the future.

Recommendation 8:

IDRC management and individual Program Officers need to reassess the amount of attention given to large integrated projects. There is a need to recognize the complexity of such projects and the additional management problems encountered. These projects need more attention and more frequent visits than the traditional small research projects. Particular integrated projects will need attention and care in their design, especially the project management aspects.

Recommendation 9:

For research projects which establish a service function of a permanent nature, the project should locate potential future recurrent funding sources from the outset and then design the research activities with these sustainability aspects in mind.

Recommendation 10:

The promotion of root crop production is likely to have serious negative environmental consequences. In order to prevent this, it is recommended that the IRCP set up a system of collaboration with the new environmental project of GTZ at ViSCA to jointly establish environmentally sound root crop technology packages.

CHAPTER ONE: INTRODUCTION

1.1. The Visayas State College of Agriculture

The present State College of Agriculture was founded in 1924 as a provincial agricultural school, became the Visayas State College of Agriculture in 1975 and established its present facilities under a World Bank Project in 1976. ViSCA is located on the west coast of Leyte Island in the central Philippines, 8 km from Baybay, and 116 km from Tacloban City, the nearest airport (see Map 1, pg. 2). The present college consists of 161 buildings and has considerable land resources, including 400 ha of agricultural land and 600 ha of forest. Its faculty consists of 232 members, of which 60 have a doctorate degree, supported by 202 administrative staff. The college offers courses in 14 agriculture oriented departments (see Chart 1, pg 3), and has an enrolment of 271 post-graduate students, and 1644 undergraduates. The College also has an active research program and has within its overall structure seven Research and Training Centers. Of ViSCA's overall budget of 64,612,000 Pesos (\$ US 2,585,000), 19,923,000 P are allocated to instruction, 17,011,000 P for research, 2,346,000 P for extension, and the remaining 25,332,000 P for administration and support Services. This budget is supported by various Philippine agencies providing 1,317,000 Peso, and by a number foreign funding agencies donating 9,987,000 Pesos. Of these foreign donors, the IDRC project is the most important single contributor with 6,956,000 Peso (\$ US. 278,000), or 61 % of foreign donor support.

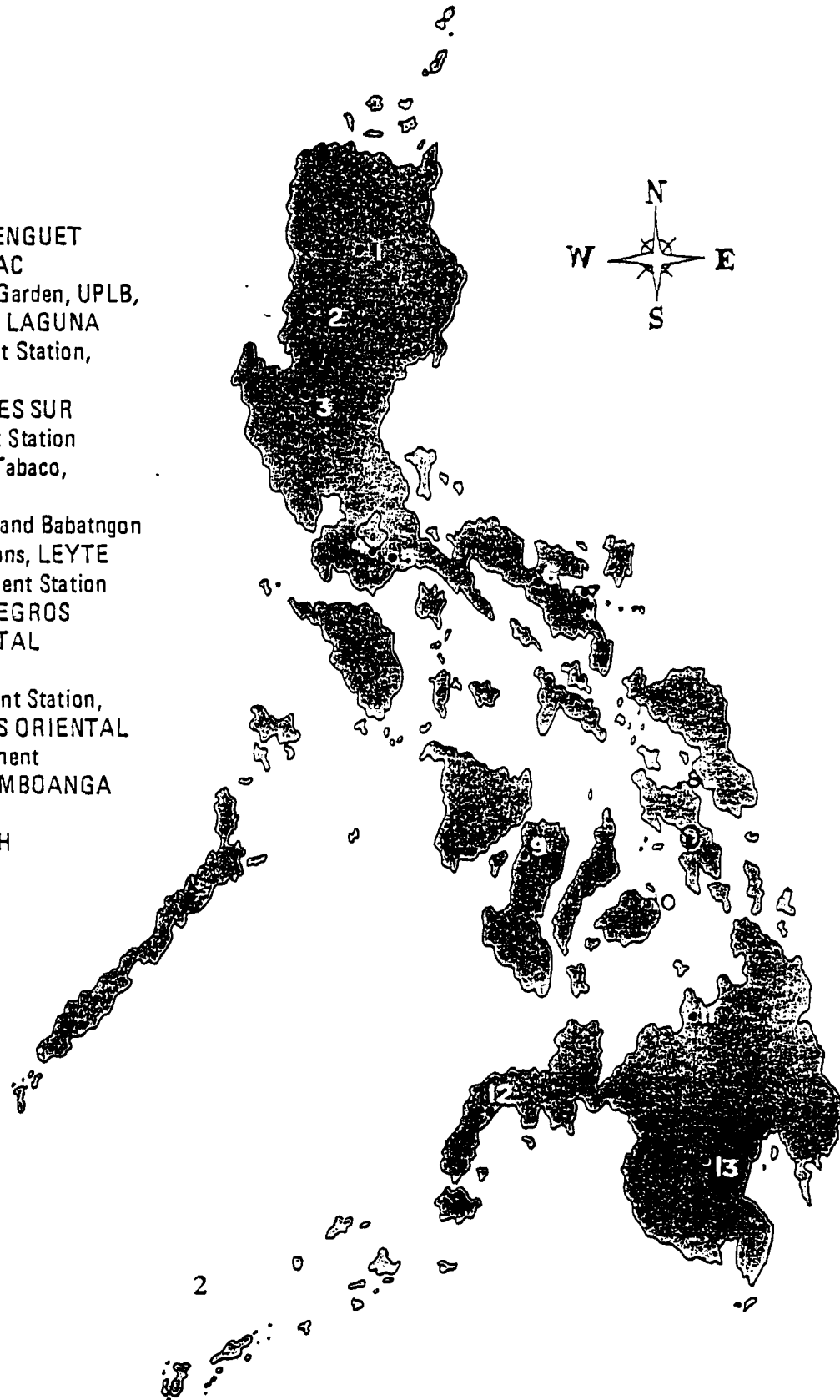
1.2. The Philippine Root Crop Research and Training Center

Among the Research and Training Centers under ViSCA College, the Philippine Root Crop Research and Training Center (PRCRTC) plays the most prominent role (see Chart 2, pg.4). It has as a national mandate to carry out research in all root crops, and has been widely recognized for its achievements. The Center has produced a number of high yielding varieties of sweet potato and three varieties of improved cassava, and has established a number of processing technologies for these crops. For these research achievements, the Root Crop Center has received a number of awards. As the bulk of funding for this root crop research comes from IDRC, the Centre can be proud to have contributed to this success.

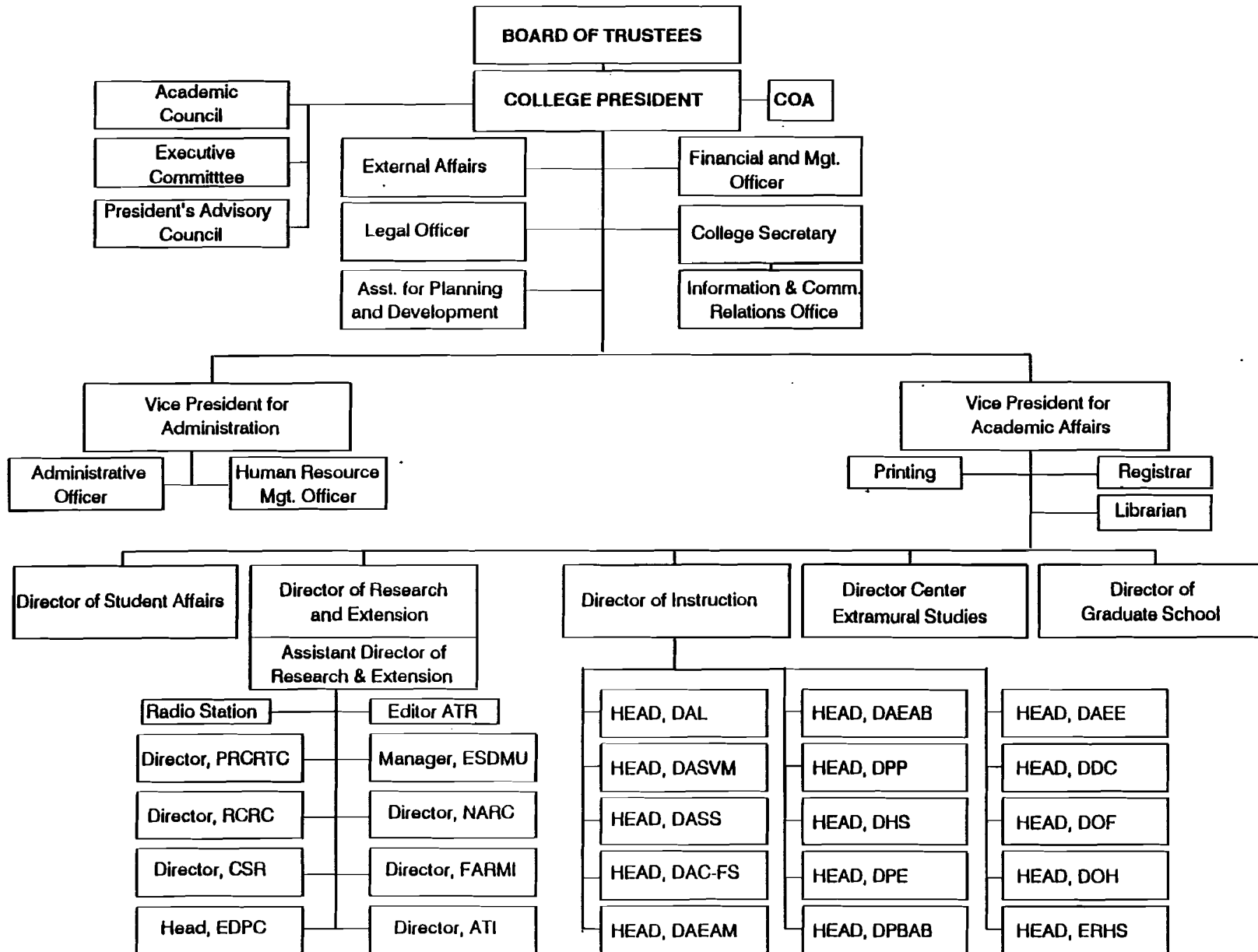
GEOGRAPHICAL LOCATION OF PRRTC AND ITS COOPERATING STATIONS

⊙ PRRTC, VISCA,
Baybay, LEYTE

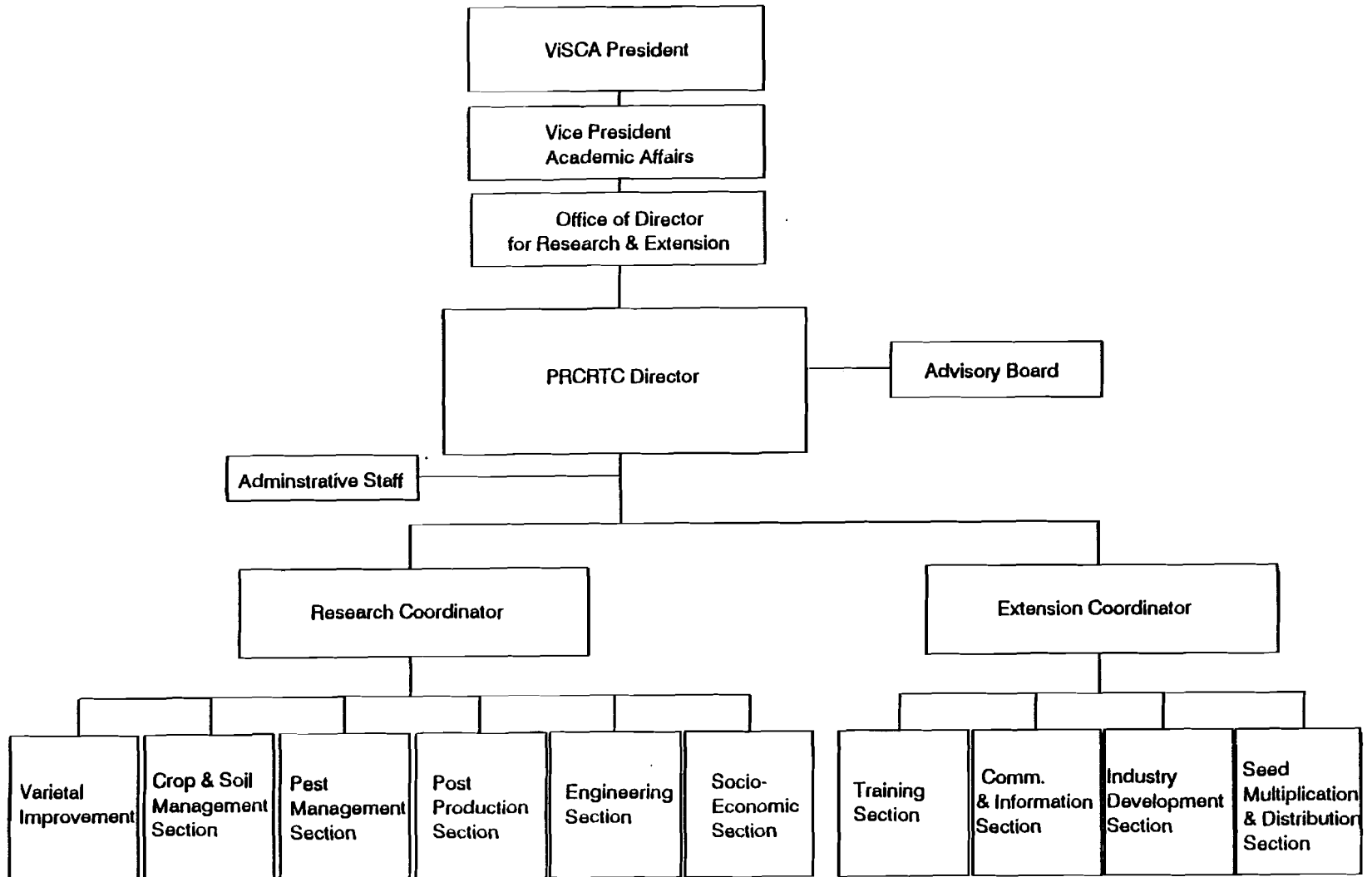
1. BPI - Banaue, IFUGAO
2. MSAC - La Trinidad, BENGUET
3. TAC - Camiling, TARLAC
4. MAF - BPI - Economic Garden, UPLB,
Los Baños, LAGUNA
5. BPI - Tiaong Experiment Station,
Tiaong, QUEZON
6. CSAC - Pili, CAMARINES SUR
7. BPI - Albay Experiment Station
Mayon Crossing, Tabaco,
ALBAY.
8. BPI - Region 8 Abuyog and Babatngon
Experiment Stations, LEYTE
9. UP - La Granja Experiment Station
La Carlota City, NEGROS
OCCIDENTAL
10. BES-Ubay, BOHOL
11. BPI - Claveria Experiment Station,
Claveria, MISAMIS ORIENTAL
12. MAF - BPI, Ipil Experiment
Station, Ipil, ZAMBOANGA
DEL SUR.
13. USM - Kabacan, NORTH
COTABATO



ORGANIZATIONAL CHART OF ViSCA



ORGANIZATIONAL CHART OF PRCRTC



1.3. The IDRC Funded Integrated Root Crop Project

In the Philippines, root crops are a major agricultural commodity and an adequate level of research support is essential for the expansion of this industry, both on a commercial scale and at the small farm level. National statistics indicate that the country produced 668,837 metric tonnes of sweet potatoes in 1990, on an area of 136,685 ha, giving an average yield of 4.9 tonnes per hectare. The new varieties released by the PRCRTC on the other hand have average yields of between 15 and 20 tonnes. The largest producing region is the Eastern Visayas area with 16 percent of the national production. This is a good reason for having a research institute in this area.

The association of root crop research between ViSCA and IDRC goes back to the very beginning of this research activity in the Philippines. In 1975, when the Root Crop Research Program was established, IDRC provided a substantial amount of its early funding needs. Since then IDRC has supported root crop research at ViSCA on a continuing basis. While early efforts concentrated on plant breeding, largely with the aim of producing higher yielding varieties, the research program has more recently developed a more comprehensive approach, and now includes such areas as crop protection, cultural management and farmer training, as well as post-harvest technology and the processing and utilisation of the different root crops. In line with recent IDRC orientation, these numerous individual projects were put under an overall management system. The present evaluation thus focuses on this new, large and integrated project, called the Integrated Root Crop Project (IRCP), has reached its final stages of the present project.

CHAPTER TWO: METHODOLOGY

2.1. The Complexity of the Task

According to the Terms of Reference (see Appendix 1), the consultancy had several goals to achieve, the most important of which was to gain an overview of the research activities under the IDRC funded program. Since there were numerous different research activities integrated into the overall root crop research program, this task was quite complex. There were no less than 12 research projects to consider, covering a total of 35 individual studies (see Chart 3, pg. 7). All of these would have needed some in-depth fact-finding to understand the complexities of each research activity and to appreciate its accomplishments. In addition, the task included an aspect of evaluation and indications were that this could be a delicate and sensitive topic given the local complexities of management and organization. Finally the task encompassed the establishment of a workplan for the extension phase to June 1993 for all the research activities, in line with the set goals and within the limits of the remaining budget.

In addition to these main tasks, the TOR asked for a review of the inter-disciplinary component, to assist in the establishment of an on-going formative evaluation process, and to provide technical back-up on economic aspects of technology generation.

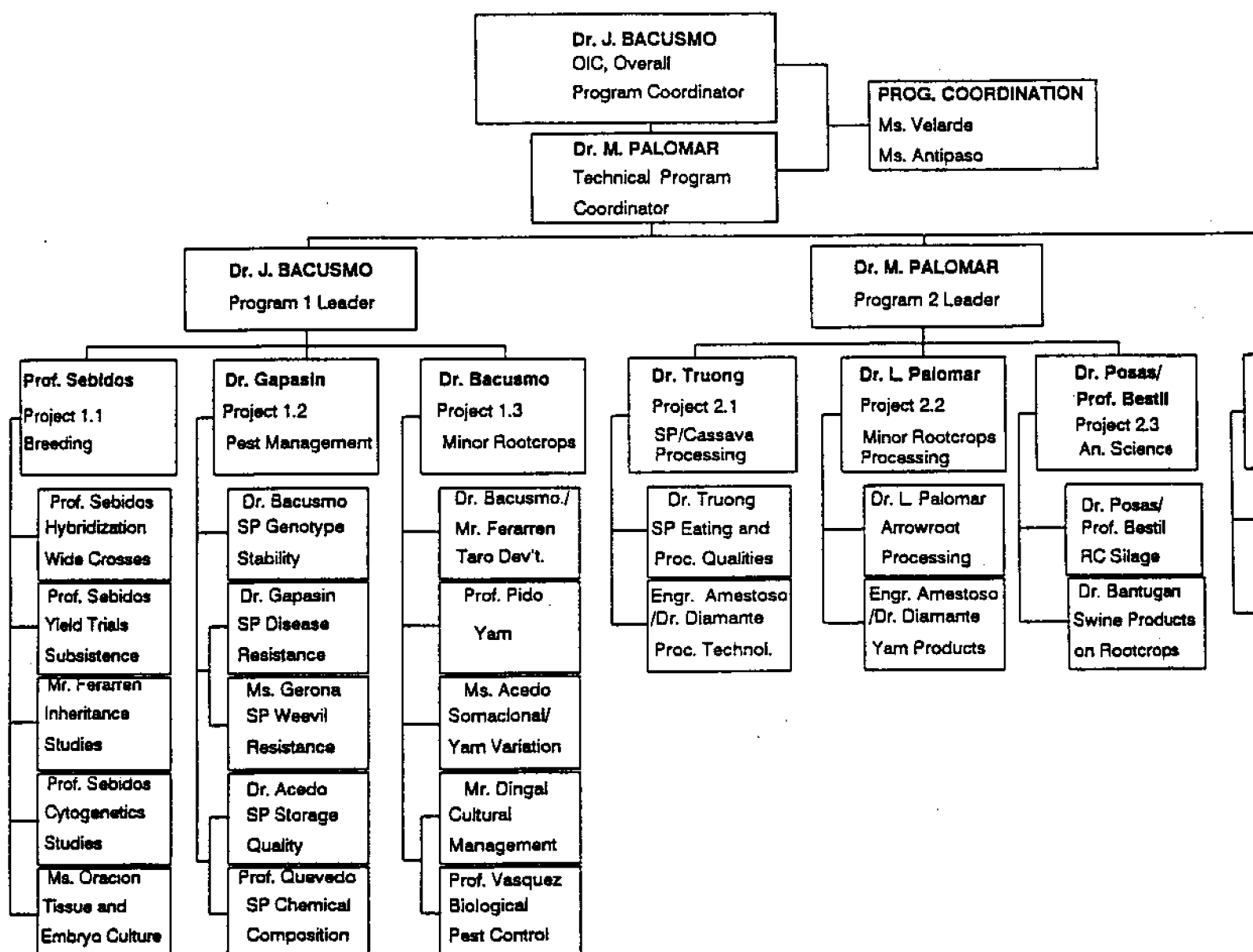
To accomplish all these tasks in the limited time available called for an innovative and somewhat unusual approach. Such a different approach however had its own limitations, and while it may not have been totally successful, it did fulfil all the requirements of the TOR.

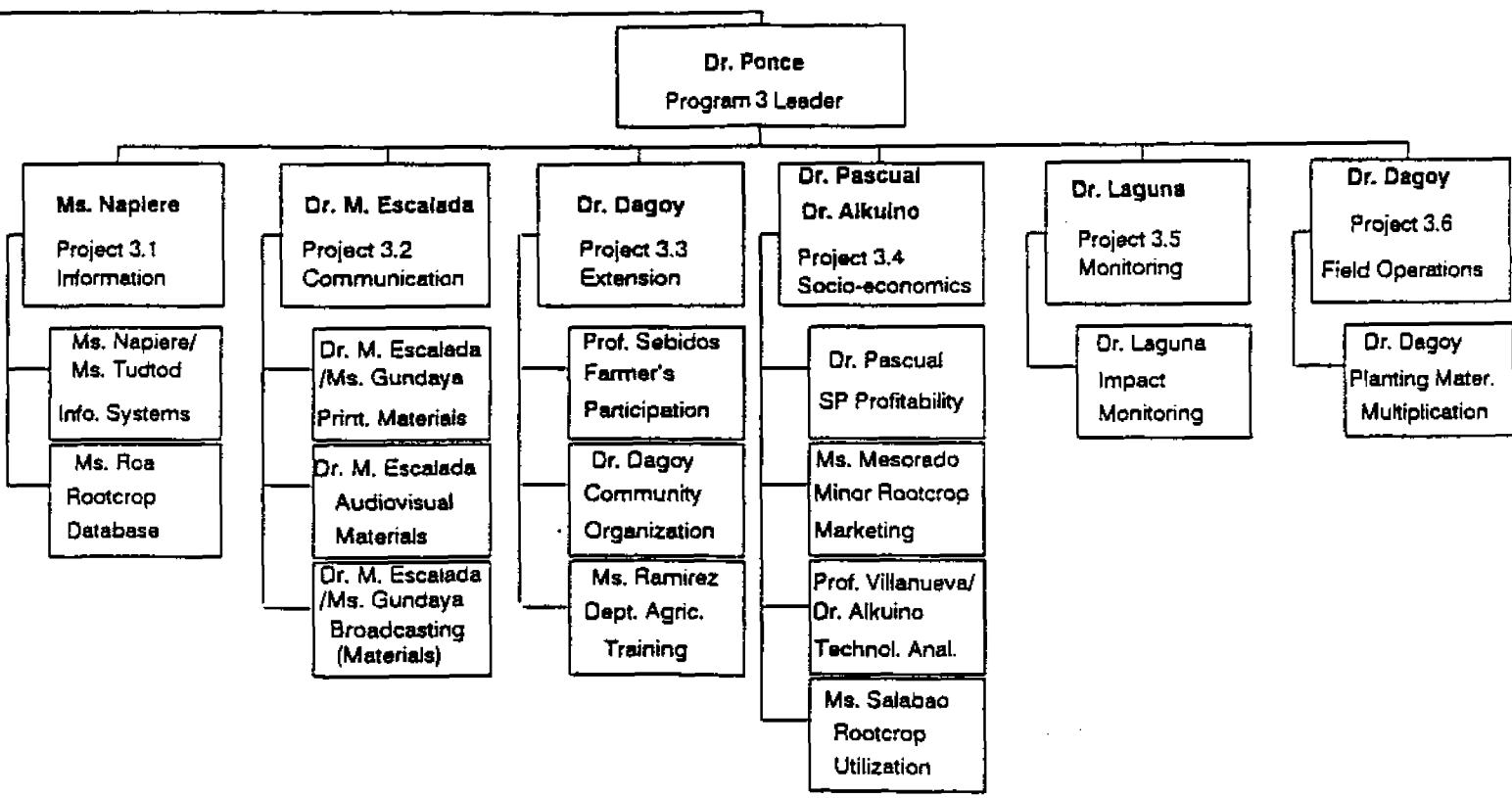
2.2. The Approach to the Evaluation

It was clear from the outset, that standard evaluation methodology would not be appropriate. To discuss an individual research study with a scientist and his staff could not be accomplished in less than a day, if an in-depth understanding was expected. This evaluation component alone would thus have required 35 days and for the various management and finance topics which also required coverage, additional time would have been needed. In line with function c) of the TOR, the consultant decided to implement a self-evaluation process by project staff for each of the research studies. It was clear that such an approach would have some drawbacks, where the degree of objectivity was of

special concern. However it was thought that these weaknesses could be overcome with a clear approach to task setting and instruction. For a detailed description of the evaluation methodology, refer to Annex Two in the Annex Volume.

ORGANIZATIONAL CHART OF IDRC-IRCP





2.2.1. Evaluation of the Individual Studies

The process started with a seminar for all research study leaders to inform them about the basic evaluation philosophy. Especially stressed was the importance of this activity as an essential component of the project cycle, as part of a learning process. At the same time, it was outlined to project staff that their overall approach needed to be objective and constructive. The researchers were then requested to produce a short report on the following topics within five days:

- Clearly define the goals, targets and measurable indicators which were set out for the study, either in the project document, or as they were understood by study staff.
- Write a brief report on the work carried out, as a type of methodology, but with emphasis on the practical, as it actually happened.
- Outline the work achieved to date, with special emphasis on practical results.
- Evaluate the results achieved, especially in relation to the goals and targets as they were initially set (first point).
- Discuss the successes, problems and shortcomings of the study, with an analysis as to why these happened, and how these problems could be overcome.
- Outline the work which still needs to be done:
 - between the present date and June 1992
 - during an extension phase from July 1992 to June 1993
- Finally, draw some conclusions and recommendations, the latter including suggestions as to what type of work could be of importance to a potential new project.

Based on these written reports the individual project leaders were then requested to present a brief summary of the individual study reports under their leadership in a second seminar. These presentations were also expected to contribute to team building as they allowed other project staff to gain a better overview of the work of their colleagues.

2.2.2. Evaluation of the IRCP Management System

Parallel to the evaluation process carried out by the individual study leaders, Dr. J. Bacusmo, the Acting Program Coordinator, was asked to form a "Management Team" made up of senior staff members of the research program. In a workshop with this team the consultant asked the team members to define the major management and institutional topics. The group was asked to address these topics, but were left free to choose their own approach, but one individual was appointed to be rapporteur for each of the topics, and it was his/her responsibility to provide a report. In a second meeting with the management group, summaries of these reports were presented by the rapporteurs and aspects of interest were discussed among the group, where additions and corrections were proposed. Based on this additional input by the group, the rapporteur then was asked to finalize his/her report.

2.3. The Deliverables

In accordance with the TOR, the consultancy produced the following deliverables:

- This present report, which is largely concentrating on an analysis of specific topics of interest and concern of the IRCP. This analysis is largely based on the information provided through the above reporting activities undertaken by project staff.
- The reports of the rapporteurs of the management team address a number of institutional and management topics of concern to the project, and make recommendations as to potential improvements. This report is found in Annex 3 of the Annex Volume.
- The reports of the individual study leaders outlining their achievements and evaluating their work, is presented in the Annex Volume as Annex 4.
- Workplans for all the individual research activities were part of the individual reports, but have been separated out into a Work Program for the whole project, first for the period February 1992 to June 1992, and secondly for the extension period July 1992 to June 1993. This workplan outline is found in the Annex Volume as Annex 5.

- Finally, a printout of the financial records was obtained to gain an understanding of the financial situation and this is presented in the Annex Volume as Annex 6.

Beyond these actual deliverables, the consultant, in his role as a resource person, was able to establish among project staff a better understanding of the project cycle, and of the specific and essential role evaluations play. At the same time, the evaluation process may have established a more impact and goal oriented approach for these research activities and may have generated a better team spirit by inducing a better understanding of the work carried out by each member of the research team.

CHAPTER THREE: ANALYSIS OF THE REPORTING ACTIVITIES

3.1. Overview of the Specific Management Issue Reports

Note: The detailed documentation on the eight specific management and institutional reports can be found in Annex 3.

The management team was given a considerable amount of freedom to carry out their task as befits senior staff. First they were instrumental in deciding which management and institutional topics were important to consider, and what would be the major aspects of these topics. The actual topics decided upon were :

- The relationship of IDRC to ViSCA in general and to the IRCP in particular.
- The role of ViSCA as a research establishment, in view of its other mandates, and the ability of the institution to carry out research.
- The present system(s) of dissemination of research results generated by ViSCA and the IRCP, the adoption rates of new technologies and the hindrances to a more rapid and comprehensive rate of adoption.
- The relationship between ViSCA and the IRCP with the Department of Agriculture and other government bodies, in particular in relation to the dissemination of research results.
- The performance of an integrated research program containing a multi-disciplinary team and the usefulness of this model for the future of ViSCA, as well as for IDRC.
- The IRCP management system, its organizational structure and its efficiency and effectiveness, especially the degree of cooperation between the Academic Departments and the PRCRTC, with clear indications for potential improvements.
- The existence and comprehensiveness of internal evaluation systems, both short term for ongoing management purposes and long term for the program as a whole with special emphasis on the generation of a quantitative database to facilitate future

evaluation with particular regard to impact on productivity and income generation for farmers.

- Budget and financial aspects of the project, especially in relation to the overall management of the project, and the effects the present system has on the execution of individual studies.

The management team proved very capable in addressing these complex topics, and in carrying out a critical analysis of these issues, addressing the various problems and shortcomings in a professional and objective way. It was also able to recommend improvements, and to propose alternative approaches which would overcome some of the identified problems. On the negative side, it became evident that several members of the management team considered themselves vulnerable and were reluctant to be critical of the institution, the project, and its leadership. Despite assurances that their reports were to be treated confidentially and anonymously, these staff members were more forthcoming in the verbal presentations and thus many of the more sensitive aspects of the project were expressed there, but will not be found in the written reports. The consultant considered this verbal feedback as adequate to address the main topics of concern in his own analysis.

3.2. Overview of the Individual Research Activity Reports

Note: The documentation of the individual reports can be found in Annex 4.

The staff of ViSCA must foremost be congratulated for the hard work which they carried out under considerable time pressure to produce these reports. Credit must also go to the project leaders who presented summaries of these study reports in the seminar. The reports clearly followed the consultant's instructions, and were without exception of a high standard. They therefore were able to give a clear picture of the goals, the achievements and the problems encountered, and thus were invaluable in generating a full understanding of the complex program.

At the same time, staff could not be given quite full marks as some of the reports tended to show three main shortcomings. These were:

- an overly strict adherence to standard scientific reporting which tends to put considerable emphasis on the approach, the process and the methodology. For an

evaluation exercise it would have been preferable for staff to be more result oriented, and to emphasise the "End" more than the "Means".

- a lack of a clear understanding of the evaluation aspect, where many reports focused on operational problems such as lack of paper, but neglected to address the fundamental issues of direction, benefit and impact.

Many of the evaluation attempts looked at the farmer and his problems, ie. external shortcomings, rather than on the study itself. In summary the exercise showed a degree of inability for critical self-analysis, that may somewhat detract from the overall usefulness of the activity.

The reports in general revealed that the research projects had been carried out with a considerable degree of sound professional work, and most of the set goals had been attained. They also showed an enthusiasm for the work and a strong orientation towards the small farmer, and towards the recipients of the technology in general, with a clear aim to improve their livelihood. The project staff's orientation provides a solid foundation for future useful work.

The reports however, identified the following shortcomings and problems:

- There is a considerable amount of duplication of similar activities by different projects and studies, indicating the absence of a clear demarkation of tasks. This may be due to a lack of integration and cooperation, or a lack of clear and close leadership. For example three different studies were involved in taste and acceptability testing for sweet potatoes; also various groups were found to carry out similar extension tasks, including the multiplication of planting material.
- A number of study activities are dependent on each other, and should have been carried out in sequence, but ended up being carried out in parallel. This meant that some studies had to come to a halt because they needed to wait for results of other studies. For example, the surveys and rapid rural appraisal studies were slow to start; many of the other activities which needed the results proceeded without them. Consequently, some changes of direction had to be made later, and some studies were too far advanced to consider the results of the surveys.
- Considerable information has been generated on different characteristics of sweet potato varieties, such as pest and disease resistance, storage characteristics, and taste

and acceptability. The results for several of these parameters seem to have been quite contradictory, and they have not been compared and integrated. Therefore, varieties have not been ranked as to their combined usefulness, and the results have not been fed back to the plant breeder to incorporate in the selection process. 4.04

- The majority of project staff are quite young, and may on average not have all that many years of professional experience. But, without exception, they seemed very keen to learn, and would have benefitted from more guidance by senior and experienced scientists, either IDRC Program Officers or outside consultants. This type of support could have helped avoid some of the early mistakes. 3.02
3.06

These main topics and many others of somewhat lesser importance, have provided most useful background to the evaluation process, and will be taken up again in the following chapter.

3.3. Workplan for the Extension Period

Note: The documentation of the workplans for the 35 individual research studies can be found in Annex 5.

The workplan as presented in the Annex Volume is divided into two sections. The first looks at the work to be completed between the writing of the workplan (February 1992), and the end of the actual IDRC project, (June 1992). The second part of the workplan then outlines the activities of those studies which will need extra time to reach their goals, and describes how these tasks will be carried out by the end of the one-year extension period (i.e. the workplan for July 1992 to June 1993). It is assumed that by June 1993 all work will have been completed.

The approach to the generation of this workplan took place in three distinct steps:

- Each study leader was asked, as part of his/her evaluation report, to outline the work still to be completed during the two distinct time periods.
- The project leaders were then asked to review these individual workplans, and to compile them into a comprehensive Project Workplan.

- Finally the workplans were presented to the management team by each project leader, and in discussion the team finalized the workplan with the consultant.

This part of the overall process was very well done. It was evident that each study researcher and each project leader had a clear picture of where they stood, and what was left to achieve. It was also evident that little extra funding would be needed, aside from salaries, to complete the work, and thus the remaining funds were considered adequate to achieve the set goals. The workplans were also realistic, and there is little doubt that the tasks outlined can and will be completed by June 1993.

CHAPTER FOUR: ANALYSIS OF THE INTEGRATED ROOT CROP PROGRAM

4.1. A Historical Perspective

The present Integrated Root Crops Project represents a new approach to funding and managing an IDRC project. It grew out of a long association between ViSCA and IDRC, during which time the traditional IDRC system was to support and finance individual projects submitted by individual scientists. This model gave each project leader full responsibility for his/her work, full control over finances, and direct reporting and interaction with IDRC and its responsible Program Officers. This freedom and direct accountability are one of the strong points of the traditional IDRC approach which have been appreciated by researchers worldwide. 511

With the new model combining individual projects into an overall research program, many of these advantages have been lost. A number of ViSCA researchers, used to their freedom to manage their research program, were not very pleased with the new integrated approach, which relegated them from being in charge to "cogs in a wheel", and removed among other aspects all control over funding. While for IDRC there seem to be advantages to be gained from an "economy of scale", there was only a perception of loss for the researchers. 3.03

The design of the Integrated Root Crop Project had to take this reality into account, and it was decided that in order to overcome potential problems, the imposition of strong leadership was the best answer. This approach has largely worked, and the individual researchers have accepted the new way of being part of a larger unit in an integrated system. However, a residue of resentment was detected during the evaluation. This manifested itself in two main areas: a lack of true integration between several different study activities and a considerable uneasiness over the way project finances were managed. 3.01

Thus, while strong leadership was a necessary precondition to the integration process, it proved to have drawbacks which now hinder the full attainment of project goals. The present project should therefore be seen as an interim step towards an integrated project. Now that general integration has been achieved, the problem areas resulting from this approach, need to be resolved. 3.01

4.2. The General Level of Capability

Throughout this process of evaluation, the dedication and ability of project staff was found to be of a high calibre. The research results, although judged by a non-scientist, seem of high quality, and the keen attitude exhibited by all staff has been reflected in their positive and eager approach to this evaluation and to the resource person carrying it out. A detailed account of the results of individual studies is found in Annex 4.

If one small shortcoming was noted among many of the staff, it was a reluctance to stand up for their convictions, and to defend their opinions in the presence of opposition. Project staff, although generally young, certainly have the ability to make a positive contribution to the decision making process. A more open and democratic project management approach is therefore recommended, as it would, among other things, permit staff to gain more job satisfaction, and thus to perform better.

4.3. Staff Attitudes and Orientation

Integration of individual research projects was difficult to achieve given the above mentioned losses to individual project leaders that this implied. It was thus gratifying to see the degree of cooperation and interaction between most of the different groups. This was especially noticeable in the field operation pilot project in Pinabacdao where extension staff worked closely with such diverse groups as the root crop processing and plant breeding teams. In other areas the degree of cooperation still needs to be improved, but as attitudes have been found to be very positive, this should be quite easy to achieve under good leadership.

Attitudes were also very progressive in terms of farmer orientation, farming systems, consumer orientation, economic aspects and environmental concerns. Here the field operations in Pinabacdao have had a very positive influence on the researchers. Especially the feedback from farmers in this pilot project has helped the researchers to understand the working environment of the small farmer, and thus provides an influence on the direction of the research effort. The interest in consumer attitudes, such as taste preferences for sweet potato varieties and processed products, also indicates a caring research team "with both feet on the ground". All researchers are keenly aware that the overall goal of their effort is to make the farmer better off, and here production costs and marketing opportunities are particularly appreciated parameters.

But maybe the close contact observed between farmers and researchers was most clearly highlighted by an attitude of cooperation among equals, rather than the common top-down approach. The farmer is given the freedom to choose his own varieties according to his own judgement of what aspects of quality are important to him. Research staff then act as advisors, in a spirit of helping the farmer. While this may seem to be the logical approach, such close contact with one's client, the farmer, is far from common.

4.4. The Achievements

Since it would be too complex a task to report here on the detailed achievements of each of the 35 individual studies, these can be found in Annex 4. To a remarkable extent the goals set were achieved, or will be achieved by the end of the extension phase. While PRCRTC has received considerable public recognition for its plant breeding successes and for the new high yielding varieties it has released, other studies have also produced significant results. Plant breeding in the minor root crops of yam and taro has made good progress, and the results of sweet potato quality research are most useful. In other areas the root crop information system and data base have been established, and high quality communications materials are now available. Considerable progress has been made in the post-production area, both in the marketing and processing aspects. While many of the individual study activities can be terminated, others will need to continue in order to bring to fruition the progress made to date.

4.5. The Potential of ViSCA as a Research Institution

As an institution, ViSCA as an institution plays an important role both in the field of agricultural education and in research. It has all the prerequisites necessary to continue to fulfil its two mandates. It is located in a relatively remote area, which is an advantage for applied agricultural research, and it has all the physical infrastructure necessary, including extensive resources. It can be proud of its dedicated staff and sound leadership structure. ViSCA as the institution, and within it PRCRTC as the specific research institute are in a good position to continue research in root crops, and to produce results with the potential for a nationwide impact on root crop production.

Nevertheless the institution may be facing an era of instability. Conflicts over the appointment of a president have caused some problems in the past, and since his term is coming to an end, the appointment of a new president may again be a potential source of

friction. The elections for a new national government, scheduled for the near future, could also have an influence on the college, especially if a new government should decide on major policy changes. Even now, a process of decentralization is underway, including the Ministry of Agriculture, and this will demand adjustments by institutions such as ViSCA. Despite these potential areas of uncertainty, it is the opinion of the consultant that ViSCA is in a strong position to weather these challenges and to continue to be an important agricultural learning site and a key research institution, especially for root crops.

CHAPTER FIVE: SPECIFIC ISSUES, CONCLUSIONS AND RECOMMENDATIONS

It is consistent with the nature of an evaluation that one looks back in order to analyze the past performance of a project, and then looks at how the identified shortcomings can be overcome. This by its nature leads to ideas as to how a new and better project could be designed and to make recommendations for future improvements. In the context of this evaluation however the recommendations are not to be understood as the basis for the design for a new project, as a decision on a future project cannot be made here.

At the same time the TOR asked the consultant for a presentation of some general lessons to be learned by IDRC, which could be of use to similar future integrated projects. This chapter addresses the IRCP project in the specific sense, while the next chapter looks at some general lessons.

5.1. The Mandate of PRCRTC

Over the past decade of IDRC support to root crop research at ViSCA, the individual researchers receiving support have generally been professors and lecturers from the teaching college who wanted to be involved in research as well as instruction. This follows the pattern of many other IDRC funded research projects. ViSCA has made a name for itself in root crop research thanks to this system, and with the support of IDRC. Parallel to this development, a presidential decree established the Philippine Root Crop Research and Training Center (PRCRTC) at ViSCA in 1977. Over the following decade the PRCRTC established itself, and expanded to a size which allows it to fulfil its mandate as the national research centre for root crops.

Thus the association of IDRC in its project funding with individual staff members, generally in teaching positions, was completely justified in the past. However this approach has now created a difficult situation for the new integrated project. On one hand, there is an institution, PRCRTC within ViSCA, which has the national mandate to conduct research on root crops, while on the other hand, professors and lecturers from the teaching college carry out most of the root crop research, to a large extent outside the control of the PRCRTC. This is an undesirable situation, as it implies the absence of a clear hierarchy of command, decision-making and responsibility, resulting in a lack of coordination and common purpose. The teaching staff are, at present, not responsible to PRCRTC, and clearly they undertake research as a second priority, as their teaching commitments always

take precedence. This was even noticeable during this evaluation, when most project staff were coming and going during the seminars because of their teaching obligations.

This diffuse situation needs to be replaced by a proper management system. It is consistent with the mandate of PRCRTC that it take on the overall responsibility for root crop research. This means in practical terms that any future project on root crops, be it funded by IDRC or other donors, will need to be contracted with PRCRTC. This research institute would then have the clear responsibility for all root crop research, would be answerable to the donor and would be responsible for the use of the funds. 301

However, this more logical allocation of responsibility does not mean that PRCRTC would have to employ a large number of full time researchers. Indeed, under the proposed clear management system, the bulk of the actual research would continue to be carried out much as it is now. Most of the research activities would continue to be undertaken by professors of the teaching college, who have shown the ability to carry out sound research in the past, and have an interest in continuing their work. However, for their research activities, they would now come under a clear hierarchy, would be responsible to PRCRTC, and would work under the guidance of the root crop center. This was discussed with the management team, and there was full acceptance of the principle that PRCRTC should be true to its mandate of responsibility for all root crop research. 301

Recommendation 1*

Root crop research is the mandate of the PRCRTC, and any future research project should come under the full jurisdiction of the Center. It would then be responsible for allocating research tasks to interested professors of the teaching college, and would be accountable for their work.

5.2. The Project Management System

To join a considerable number of individual projects into an integrated system was a difficult task to accomplish. It was successfully managed through the use of strong leadership. The project was in the hands of the capable leadership of the Director of Research and Extension who took on management, administration and financial responsibilities of the Integrated Root Crop Project. Under his leadership the project was able to achieve a degree of cooperation among formerly independent projects. 301

* Please refer to the comments on the Recommendations by Dr. E. Ponce in Appendix 6.

The system as it has been established was however not without drawbacks. It became evident that the day-to-day management, as well as the close supervision and coordination of the various activities, left much to be desired. During the research seminars it became clear that several groups were involved in similar work, showing a degree of duplication which should have been prevented. From this and other evidence one has to conclude that a degree of close supervision and tight management of the project was lacking. 3.01

This is not surprising, given the fact that the Director of Research and Extension holds a prominent position in the hierarchy of ViSCA, and has a considerable number of other important responsibilities. Holding this important position makes it difficult to do justice to these varied other important tasks, and at the same time to carry out the day-to-day management responsibilities of such a complex research system. While it seems logical to have the Director of Research and Extension remain in a position of overall responsibility for the IRCP, there is a need to delegate the management responsibilities to a position which can be involved in the day-to-day management of the project on a full-time basis. It is felt that delegating these responsibilities to a chief executive officer would overcome the shortcomings of the present system. The logical person to take on this task within the present hierarchy, and in line with Recommendation 1, would be the Director of the PRCRTC. 3.01

Recommendation 2*

In order to establish a closer and more hands-on system of project management, it is recommended that, while the Director of Research and Extension should remain in the position of overall responsibility, he should delegate the day-to-day management of the IRCp to the Director of the PRCRTC who would become the chief executive officer for the project.

5.3. The Management Approach

Under the present strong leadership of the project, many of the researchers felt that they were not able to work up to their full potential because they were unable to participate in some of the management aspects of the project. Their exclusion was found to have been particularly detrimental in the area of cooperation between studies, the establishment of an ongoing evaluation and learning system and the financial decision-making process. Staff in every area of the research project felt intimidated and stifled by the authoritarian 3.01

* Please refer to the comments on the Recommendations by Dr. E. Ponce in Appendix 6.

management approach, and indicated that they could perform better under a more open management system.

It was evident to the consultant that there is, among project staff, a considerable pool of knowledge and experience which has been left untapped, and that staff at all levels are quite capable, and indeed eager, to make a contribution to the decision-making process. Their involvement under a more open management system would certainly benefit the project, and would result in better staff morale, and consequently would produce better results. This change in management style could follow the system adopted during this evaluation where a management team was formed from senior staff members, a team that showed considerable dedication, knowledge and commitment.

Recommendation 3*

It is proposed that the present rather authoritarian management system be replaced with a more open and democratic approach. This could be achieved by establishing an advisory management team of senior project staff, under the guidance of the Director of the PRCRTC.

5.4. The Financial System

The most sensitive area of project management was found to be the decision-making process on the use and distribution of funds. Under the previous system of individual research projects, each researcher had his/her own budget, and was directly responsible to IDRC for the use of the funds. In the new integrated project, this aspect of decision-making was taken away, and vested in the Director of Research and Extension. It seems that in the beginning, study leaders were informed about the financial situation, but that more recently they have been left in the dark as to the financial situation. An additional irritant was that a considerable part of the original budget was reallocated to a new field operations project, with a minimum of consultation with study leaders. As a result of this reallocation of funds, the money available to most studies was reduced, and indications are that now most requests for justified expenditures seem to be routinely rejected .

To improve this aspect of the project, it is important that each study leader submit an annual budget in line with the requirements of his/her workplan, at a level of funding required to reach the set goals. Once this budget is approved, the disbursement of funds

* Please refer to the comments on the Recommendations by Dr. E. Ponce in Appendix 6.

in accordance with the budget should be routine, and not be subject to approval on a case by case basis.

Recommendation 4*

The project financial system should be based on an annual budget, which needs to be established in line with the funding available, but in consultation with all study leaders. Once the budget is approved, expenditures in line with the budget should be routine, and should not need approval. At the same time, changes in the budget should be made in consultation with the affected study leaders.

5.5. The Honorarium Issue

The system of paying an honorarium might be of minor concern, but it has the potential to cause friction in the future and should be resolved. The reasons why such a system was established are not clearly understood, but the honorarium may have been conceived to provide an incentive for college professors and lecturers to undertake research. The college has now established guidelines that make it mandatory for teaching staff to carry out some research activities, and thus the honorarium paid out under the IRCP creates inequality, since only those staff members involved in the IDRC funded IRCP have this advantage. Indications are that other donor agencies, especially the newly involved German development organization GTZ, have no intention of paying an honorarium to their researchers.

Teaching staff have indicated that their participation in research, such as the IRCP project, generates a number of substantial advantages for them, e.g. opportunities for publishing and promotion, as well as the purchase of better equipment. Thus while they obviously appreciate the extra income, an objective assessment would indicate that this incentive is no longer necessary, and if it remains will be a potential cause of friction.

Recommendation 5*

The incentive, which the honorarium was designed to generate in the past is no longer necessary, and the inequality it creates can lead to friction. The issue should be reviewed and it is recommended that the system of paying an honorarium be discontinued.

* Please refer to the comments on the Recommendations by Dr. E. Ponce in Appendix 6.

5.6. Research Coordination

One of the direct results of the often remote management system has been a lack of coordination between some of the research activities. Two examples have been mentioned earlier, and are briefly reviewed here:

- The testing of sweet potato varieties for taste and acceptability has been carried out by at least three groups, without any coordination between them. The study on chemical composition of varieties looked at acceptability, as did some of the post-production studies and some of the extension and socio-economic studies. The results were inconclusive at best, and depending on the methodology used, were quite contradictory. 301 5.11
- In plant breeding, it seems that the initial breeding system is based entirely on selecting for yield. Here a large number of strains and lines are tested, and selected according to this single parameter. At a later stage the highest yielding varieties are then tested for other parameters, including disease and pest resistance, storage quality and taste acceptability. Research on these secondary selection criteria seem to have been carried out quite independently of each other, and qualitative performance results for each parameter can be quite contradictory. It is possible that, for example, pest resistance is inversely related to taste acceptability. The results of these studies have therefore not been integrated among themselves, and have not been taken into consideration by the plant breeder, who continues to be preoccupied by yield. 5.11

These observations indicate a need for much closer coordination which will be achieved by a more involved management style as proposed in Recommendation 4. Beyond the management aspect, it will also be necessary to establish a more integrated approach among all the studies, through a much clearer setting of goals, and a delineation of which study is allocated which task. This calls for closer cooperation, communication and interaction between all the different study leaders.

Recommendation 6*

For the remaining year of the project, a careful review of all research activities should be carried out, to identify and eliminate areas of overlap. At the same time, more cooperation and communication between related activities will be necessary in order

* Please refer to the comments on the Recommendations by Dr. E. Ponce in Appendix 6.

to integrate the results of different studies. Finally, for a new project, individual study task areas will need to be more clearly delineated and better supervised.

5.7. A Planned Research System

Since, under the new project, a number of individual research topics had been brought together, a degree of haphazardness could not be avoided. It has become clear that some areas of research have overlapped and some other important research areas have likely not been addressed. Now is the time to take a more systematic approach to project design. Based on the organization chart of the IRCP (see Chart 3, pg 8), it should be possible to draw up a flowchart of the whole root crop research system as it now exists. From this basic chart, a process of setting priorities can then be undertaken. Based on these priorities, it can for example be decided which areas are the most important for further research, which crucial research needs are now not being addressed and which research studies should be discontinued.

This process should be at the base of the design process for a new project, and should in a comprehensive way address the full system of root crop research from inheritance studies through to the marketing and utilization of the root crops. This is probably the most exciting aspect of the present project as it could evolve into an fully integrated "cradle to grave" research system for root crops. The main advantage of such a planned approach would be to have a more logical and systematic means of defining the most pressing research needs, an opportunity that the traditional IDRC project funding system could not offer. ViSCA has all the prerequisites to be able to carry out such a full and comprehensive research program.

Recommendation 7*

As a prerequisite to the design of a new integrated project, the project leadership should prepare a comprehensive root crop research flowchart. Based on this chart, priorities should be set for areas of most pressing research, on the basis of which a logical and systematic research program can be designed for the future.

* Please refer to the comments on the Recommendations by Dr. E. Ponce in Appendix 6.

5.8. The Role of IDRC

One of the advantages of large integrated projects is a perceived economy of scale, ie. Program Officers of IDRC will visit one large project instead of 35 small ones. For the IRCP at ViSCA this has turned out not to be the case. The integration of individual projects may produce benefits if it results in a large project of an uniform nature. But given the diverse subject matter, from plant breeding, animal projects, post-production research, to economics, communication and social science, the visit of a number of different Program Officers each for his/her specific field is necessary. Thus amalgamating several different projects may not prove to be advantageous in this case. 3.05

Project and study leaders had expected a degree of support, guidance and advice from Program Officers during the course of the project. This was considered essential to the success of their research, this as expected. A short visit by one or even several Program Officers can only afford a superficial review of each project, so the close relationship that an individual project leader had with the Program Officer in the past has been lost. 3.06

In order to give such a large integrated project the support and guidance it needs, more frequent visits and a longer time on site should be considered. This seems to be especially important during the design stage of a project. Some shortcuts that were taken at this stage ended up having a detrimental effect. 3.07

IRCP researchers have also been negatively affected by the rapid staff turnover of IDRC Program Officers. Each new staff member has his/her own priorities and interests which they then apply to existing projects, causing a degree of confusion and uncertainty among many of the researchers. 3.08

Lastly, emphasis in the new IRCP project was put on integration and cooperation among the different disciplines involved. However, the IDRC system itself is neither interdisciplinary nor integrated, and thus is not considered suitable to serve as an example. Each Program Officer has his/her field of expertise, often with a particular and rather narrow interest. While they can provide excellent support in their own area of specialization, they have not been able to take an integrated view of the overall project, and indications are that they have been of limited usefulness to the project in this respect. 3.09

Recommendation 8*

IDRC management and individual Program Officers need to reassess the amount of attention given to large integrated projects. There is a need to recognize the complexity of such projects, and the additional management problems encountered. These projects need more attention and more frequent visits than the traditional small research projects. In particular, integrated projects will need attention and care in their design, especially the project management aspects.

3.05

3.06

5.9. Sustainability

A number of individual research studies have attained their goals, or will have attained them by the end of the extension period. Under the Information project, a root crop information system and a root crop data base have been established. Parallel to this project the Communication project has produced excellent printed, audio-visual and broadcasting materials. These activities therefore will cease to be research studies, and are not likely to remain part of an IDRC funded project. It is however essential that both these projects continue as important support activities to the root crop project, and to the PRCRTC in general.

4.05

This raises the question of sustainability. If these activities are no longer to be funded by an outside donor, who will finance them in the future? Project staff think that it might be possible to receive some funding from the regular ViSCA budget, but this would sharply reduce the present level of activities. It seems that when a research project establishes an activity which is expected to be ongoing, the question of long-term operating costs should be addressed right at the beginning. Project staff in communications and information do not seem to have considered this aspect of their project.

4.7

Recommendation 9*

For research projects which establish a service function of a permanent nature, the project should locate potential future recurrent funding sources from the outset and then design the research activities with these sustainability aspects in mind.

4.10

* Please refer to the comments on the Recommendations by Dr. E. Ponce in Appendix 6.

5.10. Environmental Concerns

In the environments where root crops are important to the local agricultural system, such as in the Visayas region of the Philippines, they occupy a specific niche. Generally, low lying areas, especially where irrigation is possible, are planted with rice and other higher value crops. Root crops, especially sweet potatoes and yams, are grown in a rainfed system, largely on soils of low productivity and usually on steep slopes. This production system is prone to cause environmental degradation of the land through erosion, and any improvement in yield through the better varieties promoted by the PRCRTC will be an incentive to till more sloping land. The positive work of the root crop research project may well lead to substantially increased environmental damage. 3-03

Project leadership has recognized this, and in their pilot and demonstration area in Pinabacdao have made attempts to counteract this land degradation danger. At the same time GTZ has now started a substantial environmental project at ViSCA, focusing on the preservation of upland forest. Instead of counteracting each other, there is considerable scope for cooperation.

One particular area would be the joint development of an environmentally sound root crop production system on sloping land where the environmental project of GTZ could give some valuable advice. The other potential area of cooperation is the establishment of a forest based food production system which is of particular interest to the GTZ project. In such a system, Taro varieties could play an important role, and provide an opportunity for collaboration between the two projects.

Recommendation 10*

The promotion of root crop production is likely to have serious negative environmental consequences. In order to prevent this, it is recommended that the IRCP set up a system of collaboration with the new environmental project of GTZ at ViSCA, to jointly establish environmentally sound root crop technology packages.

* Please refer to the comments on the Recommendations by Dr. E. Ponce in Appendix 6.

CHAPTER SIX: TOWARDS A REDESIGNED NEW PROJECT

The key recommendations as presented in Chapter Five make a strong case that this project has solid potential. Some of the fundamental lessons learned have been presented, based on the analysis of the evaluation, and have led to the above recommendations. It is important that a new project be built on the lessons learned during the past phase, and that these lessons form the foundation for a better project design.

At the same time, some new policy aspects of IDRC will also have to be taken into account. The present reorganization of IDRC is bound to create considerable uncertainty for recipient organizations. Thus the design of a proposal for a future project will need an understanding of the priorities and direction of IDRC. Here some fundamental assumptions can be made:

- IDRC will be under severe budgetary restrictions for some time to come, and thus a new project should be smaller and focus on optimizing the benefits generated by earlier work.
- IDRC is expected to streamline project management, and is likely to give more emphasis to program funding, i.e. the preference for a cluster of projects with the same institution, and thus is likely to give preference to integrated projects such as the IRCP.
- Increased emphasis may be given to applied research, and a new proposal should be more on-farm oriented, rather than centered on complex theoretical research.

If ViSCA should consider submitting a new proposal, it should take these IDRC internal factors into consideration, but should also be aware that under the present reorganization of IDRC such parameters may change again.

At the same time, this preceding report outlines a number of topics of concern, and, based on the consultant's analysis and the input of project staff, has made a number of recommendations which should be considered by ViSCA in the design of a new project proposal.

It is however the personal opinion of the consultant that if these two aspects are taken into account, and that if the leadership of the IRCP continues to build on the experiences of the

past, ViSCA will be in a solid position to propose a new project which will have a high degree of promise for success.

CHAPTER SEVEN: LESSONS LEARNED FOR GENERAL APPLICATION

7.1. The Challenge of a Changeover

The IRCP at ViSCA was not a new project at a new institution, but rather the institution has had a long history of association with IDRC through its funding of several research projects. These individual projects had a large degree of autonomy, including full responsibility for the execution of the research and the administration of the funds. While there may be good reasons for IDRC to wish to amalgamate such a group of individual projects at one institution, it must be recognized that these formerly independent researchers become the losers in this changeover process. They lose their autonomy, their decision-making power and the control of funds to a new overall project management system. As a result they become "workers" where before they were the "boss".

Assuming that this policy trend at IDRC is here to stay, a number of steps are suggested to soften the impact of this changeover. First the new integrated system must recognize this loss of autonomy, and establish a new management system which will enable former project leaders to participate as much as possible in the decision-making process. This would require a team approach to management, in an open and democratic system, where each project leader can participate. At the same time, the loss of control over finances is a particular blow, and a different financial system needs to be put in place to give the project leaders a degree of freedom to spend their budget according to the actual needs of the research work.

7.2. The Need for a Sound Management System

In the preceding section, the case has been made for a more open and democratic system of leadership. This however must not be interpreted as proposing weak management. On the contrary, the experience with IRCP at ViSCA has shown that such an integrated project has considerable new management requirements. It is not enough to put a number of individual projects under a common system, and to assume that they will perform as before. Integration is a dynamic process, which needs solid supervision and sound management. Otherwise, individual projects will either become too specialized, or start to overlap with other activities, as seen at the IRCP. When individual research projects and studies are amalgamated, the management task becomes more complex and demanding. For a large

new project, such as the IRCP which covers 35 studies, leadership and control become very complex and demanding tasks.

In projects such as the IRCP at ViSCA, the design of a new project must therefore pay particular attention to the process of setting up a sound management structure, and to finding capable managers to oversee the project. This may not be easy. Researchers are not automatically good managers. On the other hand, administrators may not have the understanding to lead a team of scientists. Therefore, such integrated projects, if they are to be successful, need considerable additional input, especially in the setting up of a sound management system during the design stage.

7.3. Economy of Scale ?

One of the advantages of larger projects will be a perceived economy of scale. While there is no doubt that some economies are possible, one should not disregard the additional demands and costs of such an approach. One new demand was mentioned above: the need to design an effective and efficient management structure. This will be an additional task for the Program Officer.

His/her second major task is supporting, backstopping and advising the ongoing project. If it were a large homogenous project on one specific research topic, the effort by a Program Officer would be substantially reduced. However, in the case of the IRCP, the integration process put together projects involving six different research topics, from plant breeding to economics. Support for each activity will thus need to come from individual specialized Program Officers, who will need to visit at a frequency similar to the earlier segregated project system. In the past, a group of Program Officers, covering all subject areas, made a joint visit for the annual review, but during this time most of their attention was focused on administrative aspects of the project, leaving little time to work with individual researchers. The quality of cooperation between the individual researcher and the IDRC Program Officer is being lost, and with it, one of the main strengths of the old system. The saving in time, effort and travel costs may therefore be limited, and the loss of quality needs to be considered.

7.4. A Comprehensive Approach to a Research Topic

One of the main advantages of an integrated project approach may not yet have been fully appreciated. Under the traditional system, an individual researcher made a proposal to IDRC for funding. It was often difficult to assess the importance of this particular research topic in the context of the overall research needs of a commodity or a country. Therefore such individual research proposals were generally based on the interests of the individual scientist, and did not necessarily take national priorities and needs into account. 5.11

The present IRCP at ViSCA has now moved to amalgamate all the different root crop research activities under one project, and in the process also has added some new research topics. It has thus taken a first step towards a comprehensive root crop research package. During the evaluation an attempt was made to draw a flowchart of root crop research activities taking place at ViSCA, from cytogenetic studies to the marketing of processed sweet potato products. It quickly became evident that there was a degree of haphazardness in this flowchart, which is inevitable, given the need to integrate the different existing projects. 5.11

However, an integrated project like the IRCP offers a unique opportunity to put the whole research program on a more logical footing. Analyzing the flowchart of present activities will show some gaps in important research activities which are not currently being addressed by the project. At the same time, the present projects should be evaluated to determine their importance and priority. From this analysis a comprehensive root crop research program can then be established, based on the needs of the overall system and on the national priorities for the sector. Such a logical and pragmatic approach to research priorities focussing on a specific commodity could have a major impact on the effectiveness of research, by producing optimum results for a given level of funding. 5.11

7.5. Integrated Projects Need a Longterm Commitment

One of the problems of an integrated project approach, as found in the IRCP project, was the interdependence of different research activities. When the present phase of the IRCP started, all the activities commenced, out of necessity, at the same time. Yet some activities were dependent on results of other activities, and should have started in a staggered manner. The foremost example was the baseline study which was to take place at the beginning of the project. The design of several other projects was to be based on the results of this study. Due to delays in the baseline study, these other activities could not wait, and 5.11

started without this background information. Once this information was available, a considerable degree of redesign was unavoidable. A second example of this problem is the marketing of processed products. Until the post-production section actually established viable processing methods, there was nothing to market.

The present mode of operation by IDRC, which is based on three year projects may not be suitable to such integrated projects. Instead a longer term commitment may have to be made, to allow a staggered approach to the different research activities. At the same time the pressure to complete the work by a given deadline should be removed, because delays are much more common in an inter-dependent system. And as shown by the IRCP, a project extension of a year (or more) is not a serious problem.

7.6. Conclusions

The experience gained from the evaluation of the IRCP at ViSCA has shown that an integrated project is more than the sum of its parts. It is not enough to just put a number of individual projects under a central management. Such integrated projects have different dynamics and different needs. The IRCP has shown the approach to be viable in general, but it has also shown a number of weaknesses, which need to be overcome. This is an important part of a learning process, and the lessons learned from the present project can be applied to design a much improved new phase, should this be desirable.

The lessons learned from a quite different integrated project, at BAIF in Pune, India, may offer some parallels. In both projects, the coordination between the upstream research and the applications in the field provide a major challenge and demand close attention. Feedback on the involvement of Program Officers of IDRC was similar; in both cases, less contact both in quantity and quality was received than was expected. And in both projects a major opportunity presented itself to more closely define research topics based on the needs of the actual recipients.

These lessons should be augmented by looking at other integrated projects of IDRC, so that some useful guidelines can be established for the design of future integrated projects elsewhere.

APPENDICES

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Appendix 1: Copy of Terms of Reference

DRAFT

PROPOSED TERMS OF REFERENCE FOR THE RESOURCE PERSON

- a) The resource person will be responsible for assessing the net benefits of the Integrated Root Crop Program (IRCP). The specific responsibilities are:
- (i) to analyze the effectiveness of the IRCP, including the appropriateness of the methodologies used;
 - (ii) to evaluate the interdisciplinary components of the project in terms of the operational processes and conceptual underpinnings. The strengths and weaknesses of the IRCP as an interdisciplinary initiative should be highlighted; and
 - (iii) to review the research achievements and their impacts.

OTHER FUNCTIONS:

- b) Based on the above review, to formulate a workable strategy that will assist the VISCA team as they begin to approach the termination phase of the program. In collaboration with Project and Program Leaders, to recommend changes, continuation or termination of selected studies and to help define the work for studies that are to be continued (maximum of one year).
- c) To contribute directly to the planning, organization, implementation and documentation of the on-going formative evaluation at VISCA, leading to a comprehensive report (final responsibility of VISCA) and to a possible future summative evaluation.
- d) To document problems and constraints faced by both IDRC and ViSCA staff in the implementation phases of the program. To note procedures and solutions that have been used to solve problems, or if problems are still found, to suggest solutions or improvements that may at this stage still be feasible.
- e) To review technical inputs made by IDRC program officers to the program and to comment on the problem of turnover of program officers that VISCA staff have had to deal with as this relates to the technical advice for the individual studies.
- f) To provide technical back-up and support to micro and macro economic aspects of technology generation and dissemination, as per the specific objectives of the 3-P-88-0240.

SCHEDULE OF ACTIVITIES:

The work of the resource person will be divided into two phases. The first phase covering February to March 1992 will cover items (a), (b) and (f) as described in the Terms of Reference. The second part will cover items (c), (d) and (e) including a final synthesis report to be submitted towards the end of 1992. The study will take eight weeks or 40 person days to complete.

Appendix 2: Itinerary of the Evaluation

Date	Activity
Wed. Feb. 12	Travel Ottawa - Vancouver - Tokyo
Thu. Feb. 13	Loss of day (Dateline)
Fri. Feb. 14	Travel Tokyo - Manila (Flight delayed)
Sat. Feb. 15	Travel Manila -Tacloban - Baybay Introductions and Strategy Session at ViSCA
Sun. Feb. 16	Preparation of Work Schedule and planning Session with Senior Staff, ViSCA
Mon. Feb. 17	Tour of the ViSCA facilities Seminar with Project staff on evaluation tasks Tasks Allocation for Management Team
Tue. Feb. 18	Field Trip to the Pinabacdao, Samar, Pilot Project Site
Wed. Feb. 19	Discussions with Dr. J. Bacusmo on major management topics Reporting Background Information Collection Seminar Preparation
Thu. Feb. 20	Seminar on the 35 Research Study Reports Meeting with Management Team to refine and allocate Report Topics
Fri. Feb. 21	Data Collection and Review of Reports Debriefing Meeting with President M. Villanueva Preparation of Workplans by Management Team Progress Review Meeting with Dr. J. Bacusmo
Sat. Feb. 22	Compiling, formatting and correcting the individual study reports.
Sun. Feb. 23	

Itinerary (cont.)

Date	Activity
Mon. Feb. 24	Compiling, formatting and correcting the individual study reports. Compiling the work plans for the project extension period. Seminar on the work plans
Tue. Feb 25	Seminar and reporting on the Management issues by the Management group. Seminar on the planning and evaluation cycle for ViSCA staff
Wed. Feb 26	Compiling, formatting and correcting of management topic reports
Thu. Feb 27	Finalizing documents, debriefing with Dr. Bacusmo, and travel ViSCA - Tacloban - Manila
Fri. Feb 28	One Day Gained (Date Line)
Fri. Feb 28	Travel Manila - Tokyo - Toronto - Ottawa

Appendix 3:**Persons Met**

Name	Title	Function	Location
Acedo, Dr. A.	Professor	Horticulture	ViSCA College
Acedo, Ms. V.	Instructor	Root Crops	PRCRTC ViSCA
Alquino, Dr. J.	Dep. Head	Agr. Economics	ViSCA College
Antipaso, Ms. C.	Res. Ass.	Program Coord.	IRCP ViSCA
Bacusmo, Dr. J.	Director	Root Crop Research	PRCRTC ViSCA
Bantugan, Dr. S.	Professor	Animal Science	ViSCA College
Bartolini, Mr. P.	Professor	Root Crops	PRCRTC ViSCA
Bestil, Mr. L.	Instructor	Animal Science	ViSCA College
Crispin, Mr. G.	Farmer	Cooperator	Pinabacdao
Dagoy, Dr. S.	Director	Social Research	ViSCA College
Dingal, Mr. A.	Instructor	Coconut Center	RCRC, ViSCA
Epinosa, Mr. O.	Res. Ass.	Field Operation	IRCP Pinabacdao
Evangelio, Pr. F.	Professor	Root Crops	PRCRTC ViSCA
Ferraren, Mr. D.	Instructor	Plant Breeding	ViSCA College
Gapasin, Dr. R.	Dept. Head	Plant Protection	ViSCA College
Gerona, Ms. R.	Instructor	Plant Protection	ViSCA College
Gundaya, Ms. E.	Head	Train./Extension	PRCRTC ViSCA
Persons Met (cont.)			

Name	Title	Function	Location
Ifong, Mr. R.	Res. Ass.	Field Operation	IRCP Pinabacdao
Laguna, Dr. R.	Professor	Agr. Economics	ViSCA College
Laran, Ms. H.	Res. Ass.	Field Operation	IRCP Pinabacdao
Mesorado, Ms. N.	Instructor	Agr. Economics	ViSCA College
Napire, Ms. R.	Librarian	College Library	ViSCA College
Oracion, Ms. M.	Instructor	Plant Breeding	ViSCA College
Palomar, Dr. M.	Director	Graduate School	ViSCA College
Pascual, Dr. N.	Director	Coconut Research	RCRC ViSCA
Pido, Prof. N.	Professor	Root Crop Research	PRCRTC, ViSCA
Pardales, Dr. J.	Res. Coord.	Root Crops	PRCRTC ViSCA
Quevedo, Prof. M.	Professor	Root Crop Research	ViSCA College
Quimio, Ms. C.	Instructor	Plant Breeding	ViSCA College
Ramirez, Ms. M.	Adm. Assist.	Root Crops	PRCRTC ViSCA
Roa, Ms. J.	Instructor	Root Crops	PRCRTC ViSCA
Salabao, Ms. A.	Instructor	Agr. Economics	ViSCA College
Saligue, Ms. P.	Res. Ass.	Field Operation	IRCP Pinabacdao
Sanico, Ms. R.	Professor	Root Crops	PRCRTC ViSCA
Persons Met (cont.)			

Name	Title	Function	Location
Sebidos, Prof. R.	Professor	Plant Breeding	ViSCA College
Sejiti, Mr. C.	Farmer	Cooperator	Pinabacdao
Soten, Mr. A.	Farmer	Cooperator	Pinabacdao
Van Den, Dr T.	Professor	Food Science	ViSCA College
Vilamayor, Dr. F.	Director	Research/Ext.	PRCRTC ViSCA
Villanueva, Pres. M.	College President		ViSCA College

Appendix 4:**Timetable of Activities**

Monday, Feb. 17	Seminar with the IRCP staff to outline self-evaluation tasks.
Tuesday, Feb. 18	Field Trip to Pinabacdao, Samar Preparation of research study reports Initial discussion on management study topics
Wednesday, Feb. 19	Preparation of background material Finalizing research study reports
Thursday, Feb 20	All day seminar with the Project leaders, giving summary presentations of the study reports. Management Team Meeting to review, clarify and allocate report topics
Friday, Feb. 21	Management Team meeting to review workplans and finalize the reports, consulting with staff where necessary. Resource Person to review reports. Management Team to start on management topics. Meeting with President Marianito R. Villanueva for early debriefing and feedback on key topics.
Saturday, Feb 22	Review of all submitted research study reports Continued work on Management Team reports
Monday, Feb. 24	Management Team meeting to consider the sections of the reports outlining the work to be done to the end of the extension phase. Draft of a detailed extension workplan. Management Team finalizing reports.
Tuesday, Feb 25	Seminar of Management Team presenting the reports on the management topics.
Wednesday, Feb. 26	Management Team Meeting to write draft outline for a potential submission to IDRC for a new project.
Thursday, Feb 27	Debriefing, collection of support material and completing any unfinished tasks.

Appendix 5:

Bibliography

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Centre for Social Research in Small Farm Development,
Visayas State College of Agriculture, August, 1988

Project Summary, Integrated Root Crop Program (Philippines),
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Status Report, Integrated Root Crops Research Program,
Visayas State College of Agriculture, Baybay, Leyte, November 1989.

Travel Report 15/91, edit. N. Mateo, Report on the Second
Annual Review Meeting of the Integrated Root Crop program, ViSCA College, Baybay,
Philippines.

Trip Reports by various IDRC Officers to the ViSCA Project

Appendix 6: Comments on the Circulated Draft Report

**OFFICE OF THE DIRECTOR OF RESEARCH AND EXTENSION
Visayas State College of Agriculture
Baybay, Leyte**

01 July 1992

Dr. Nicolas Mateo
Associate Director
Agriculture, Food and Nutrition
Sciences Division
International Development Research Center
Singapore Regional Office
Singapore 1024

Dear Nicolas,

Please find a short reaction to the report of Mr. Zollinger with regard to his brief visit to ViSCA in connection with the evaluation of the IRCP.

As I informed you during our telephone conversation, I did not receive a copy of the draft before or even after it was sent to IDRC Singapore. In fact, your copy was the first one I received.

Recommendations:

1. That root crop research is the mandate of PRCRTC has never been an issue and records show that ViSCA has fully supported this policy. The administration has also recognized the limitations of PRCRTC's present structure to exercise effective control on staff affiliated with the center. Thus, ODREX has occasionally come to PRCRTC's rescue, as in the case of the one past Sweet Potato program that had failed to come up with required reports 18 months after the program's completion.

If the consultant is alluding to the IRCP, he should interview the IDRC Regional Director, the ViSCA President, and Dr. Ken McKay who has first-hand knowledge of the historical reasons that led to the involvement of ODREX.

2. This comment is based on the consultant's lack of understanding of the research management system based on the study, project and program leaders system established by PCARRD. At ViSCA, where researchers of major programs requiring interdisciplinary participation (such as IRCP) come from various academic units of the college, no single academic unit head has full administrative authority on the researchers involved. This is because the staff salaries come from the mother unit regardless of participation in other units.

By the sheer magnitude of the IRCP, there is no alternative but to decentralize the day-to-day management of various projects and study leaders. Records of financial transactions and memoranda issued by the overall coordinator confirms this statement. Ninety-five percent of financial transactions do not pass the program leaders, much less the overall program coordinator. In fact, the study leaders were delegated an approving authority equal to that of the academic department heads of ViSCA while the project leaders have an approving authority equal to the ViSCA Director of Research. This took effect at the early part of the project's implementation, precisely to decentralize the day-to-day management of IRCP.

3. It is wished that the report would be more precise in this recommendation to help management improve its performance. As it is, the recommendation is general and sweeping, lacking the specifics that would help management analyze the various facets of administration (task, structure, people, reward system, and information-decision processes), and make necessary corrections for improvement.

I must admit that it was upon my insistence that certain not so popular control measures were instituted by IRCP to prevent abuse of authority and to increase accountability. Foremost among those regulated were the giving of honoraria, the use of savings, and the use of project funds for travel. IRCP departed from the usual practice of honorarium payment. Instead of monthly automatic payment, honorarium is paid based on the satisfactory completion of required reports/output. Also, IRCP requires study leaders to secure permission from the Overall Program Coordinator, for the use of balances from a previous year of operation for items not in the original budget. This was in response to a prior incident where study leaders spent money for items not found in the original budget. Finally, travel under IRCP must be directly

related to the project activities. This has curtailed non-project site travel charged to IRCP.

4. Again, if the consultant had only bothered to check the records with VIFARD and the project documentation staff, he would not have come up with a recommendation that is moot and academic. For the record, a budget hearing participated by program, project and study leaders was conducted before the actual start of the project. Based on the results of the budget hearing, and taking into consideration the available resources from IDRC, a budget advise for the total period broken down by year and by category of expenditure, was issued at the start of the project implementation. Since then the budgets have never been touched by the project management except after the initial year of implementation. A fifty percent cut from all balances generated from the first year of operation was instituted to meet the financial requirement of the field operation or outreach project. This decision to rechannel certain balances was arrived at only after thorough deliberation and consultation with all staff concerned. The minutes of the meeting will show the facts of the case. Further, the financial situation of any study is available from VIFARD. There has never been any prohibition to release financial information.
5. The honorarium rates used in IRCP is patterned after that of the PCARRD/DOST system. But certain modifications were made to upgrade the rates of the study leaders especially the co-study leaders.

The system of honorarium has been recognized by DOST as an incentive to improve productivity and augment the very low salary scale of Filipino researchers and scientists. I agree that this should be reviewed and a better and more equitable incentive system should be instituted. But this has to be acted at the national level not just at the institutional level such as ViSCA. My views on these are reflected on the Agenda for Rural Sector (1986) and the Philippine Agricultural Study (1990) which I participated and published by the Department of Agriculture.

The consultant talked of ViSCA-GTZ Ecology Program which does not have honorarium on paper. But he should realize that the project agreed to grant productivity incentive equal to the regular honorarium rate for written outputs including publications. I should know this because I sit as a member of Project Management Committee (PMC), and I was part of that decision not to grant honorarium but productivity incentive.

6. The suggestion is well taken. For the record, the semi-annual program review which is attended by both IDRC and ViSCA has been precisely held to accomplish recommendation No. 6. I wish recommendation No. 6 is more precise so that the conduct of annual reviews can be improved.
7. Suggestion is well taken. In fact this has already been started. But additional work is needed to refine the systems chart.
8. This recommendation is for IDRC to respond. However, ViSCA has certain thoughts about integrated projects, its advantages and disadvantages, based not just on the IRCP project, but other integrated project operated by the college. My personal views and insights on this matter will be fully reflected in future paper on the problems and issues of integrated project.
9. This is for IDRC to respond to.
10. Serious negative environmental consequences may result not just from production of root crop but also on other crops. The IRCP project is very much aware of this issue; thus, it has pursued the development of sustainable root crop production system as a major objective of the program. The activities in Pinabacdao, Samar reflect this concern.

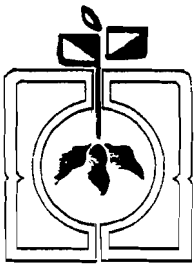
For the record, the project and the assistant project coordinator of the Social Action Project of ViSCA-GTZ Ecology Program is also involved in the IRCP project. More collaborative efforts between IRCP and ViSCA-GTZ are desirable and, therefore, should be pursued.

Warmest regards.

Sincerely,

Eliseo R. Ponce

Appendix 7: End of Mission Reports



Visayas State College of Agriculture
PHILIPPINE ROOT CROP RESEARCH & TRAINING CENTER
City Address: 8 Lourdes Street, Passay City 3129 Philippines Tel. 521-20-27

VisCA College, Feb. 27, 1992

Mr.
Andrew Asibey
Office of Planning and Evaluation
International Research development Centre
250 Albert Str.
OTTAWA
Canada

Re: End of Mission Report

Dear Mr. Asibey

I would like to inform you that my mission to the Integrated Root Crop Program at Visayas State College of Agriculture, Baybay, Leyte, in the Philippines, has been successfully completed on February 27, 1992.

The complexity of the task of evaluating some thirty individual projects, as well as the sensitivities which some of the staff had towards an outside evaluation, called for an innovative approach. Instead of evaluating all the components myself, I conducted a seminar training the individual study leaders to carry out their own evaluation. Parallel to this task, I asked the senior management staff to address a number of relevant project management topics, with a similar aim of evaluating the operation of the Integrated Root Crop Program as a whole. Despite the obvious risk of subjectivity, I am satisfied that the assessment was carried out with a considerable degree of honesty and integrity, producing valuable results.

I had set myself the following tasks, in accordance with my Terms of Reference:

- instill in the study leaders an understanding of constructive evaluation within the project cycle, and guide them through an effective and objective process of self-evaluation.

Baybay, Leyte 6521, Philippines

- form a management team, and guide them through a process of assessment of important project management issues.
- generate short, but concise and accurate reports on all 33 studies, including an evaluation of each study, the work to be done to the end of the project, and potential future work of promise.
- identify a number of management issues, and have a detailed report on each by a member of the management team, including the topic of integration and the design of a better project model based on the lessons learned.
- generate from these two types of reports a detailed workplan for the extension period July 1992 to June 1993
- write a general outline of a potential new project, with the built in improvements generated by the analysis of the two types of evaluation reports submitted.

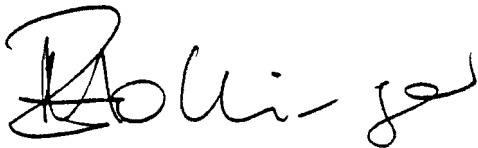
My overall assessment of the project is that ViSCA is an institution which has shown itself worthy of support, both through the dedicated work it has carried out for this project, and because of its practical orientation to on-farm improvements. The integration of a number of earlier projects has however generated some friction, and the complexity of the program made its management difficult. The evaluation however has shown ViSCA staff to possess a considerable capacity for learning, and as a result a number of fundamental improvements have been proposed, which would assure a much improved future project management system.

While I am aware of the limitations of IDRC program funding under the present circumstances of financial constraints, as well as the potentially new programming direction under the new leadership, I would not hesitate to recommend that IDRC seriously consider future support, however based on certain conditions. In my mind among these would be a clear and well defined management system, a narrowing and streamlining of the project activities, and overall a project on a more modest scale.

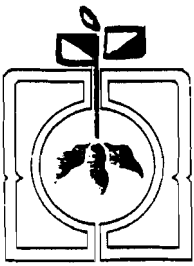
Please refer to my verbal debriefing, and especially my later to be delivered draft report for more details of my assignment.

I would like to thank you for the confidence you have shown in me for this assignment, and hope that I will be able to be of use again to the Centre in the future.

Yours sincerely

A handwritten signature in black ink, appearing to read 'Marcel Zollinger', with a stylized, cursive script.

Marcel Zollinger
Agrologist/Rural Development Specialist
HHC TEAM Consultants Inc., Calgary



Visayas State College of Agriculture
PHILIPPINE ROOT CROP RESEARCH & TRAINING CENTER
City Address: 8 Lourdes Street, Pasay City 3129 Philippines Tel. 521-20-27

ViSCA College, Feb. 27, 1992

Dr.
Eliseo R. Ponce
Director of Research and Extension
Visayas State College of Agriculture
BAYBAY
Leyte
Philippines

Re: End of Mission Report

Dear Dr. Ponce

I would like to inform you that I have been working as IDRC Resource Person with the Integrated Root Crop Project at ViSCA for the last ten days. I must express my gratefulness for having been privileged to work with a group of staff which did their utmost to be of assistance. Special thanks must go to Dr. Bacusmo, who in particular was of great help to me. Thanks to all their support. I feel that I have fully achieved my objectives as outlined in my terms of reference.

I have given the College President a verbal debriefing, and will also do this in Ottawa. I will then produce a draft report by April, and will forward copies both to ViSCA and to IDRC Singapore. Based on the conclusions arrived at in this report, a decision will then be made, if and when a second visit may be desirable.

Baybay, Leyte 6521, Philippines

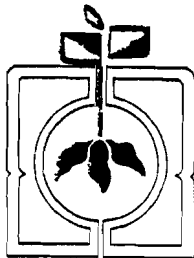
The only disappointment on my mission was that I was not able to meet with you. Before I was offered this contract, I had already an obligation to undertake a mission to Ethiopia, starting March 8. As IDRC wanted to have this assignment take place before, there was no other choice but to carry the task out in February. Unfortunately this was exactly the time when you would be absent, and even an effort to meet you in Manila did not materialize, as I could not delay my departure. I would like to thank all your staff again for their support, and hope that we will meet during my next visit.

Yours sincerely

A handwritten signature in black ink, appearing to read 'Marcel Zollinger', with a stylized, cursive script.

Marcel Zollinger
Agrologist/Rural Development Specialist
HHC TEAM Consultants Inc., Calgary

Appendix 8: Correspondence and Follow-up Letters



Visayas State College of Agriculture
PHILIPPINE ROOT CROP RESEARCH & TRAINING CENTER
City Address: 8 Lourdes Street, Pasay City 3129 Philippines Tel. 521-20-27

11 March 1992

Mr. Marcel Zollinger
217 Crocus Avenue
Ottawa, Canada
K1H 6E7

Dear Marcel

Greetings from ViSCA!

I hope you had a pleasant trip from ViSCA.

Dr. Ponce and I talked about the project yesterday and bits by bits I gave him ideas of what to expect from your report. When we were discussing on the management structure I asked him why is it that with IRCP, unlike the other root crop projects, the ODREx Director is the one managing the project instead of the PRCRTC Director. He explained to me that the present management structure of the IRCP is meant to give the control of the project to the PRCRTC Director. Thus the technical coordinator is Dr. Manuel K. Palomar who, at the time IRCP was approved for implementation, was the PRCRTC Director. However, when Dr. M. K. Palomar was transferred to the graduate school; the technical coordinatorship was not transferred to the acting director of PRCRTC. As you've heard during the management team meeting, Dr. Palomar concluded that the position of technical coordinator is not necessary. The position has really not played an active role because Dr. Palomar felt overruled by Dr. Ponce. Looking back Dr. Ponce feels that it was his mistake to chair meetings of IRCP staff/researcher even if the agenda were technical in nature. He should have allowed Dr. Palomar to act on those matters. Dr. Ponce also attribute the failure partly in not defining the role of overall coordinator and technical coordinator before the project was implemented. Therefore if the present management structure has functioned as conceived and had the technical coordinatorship identified with the office of PRCRTC director and not to a person, then we will be in the management structure you proposed where ODREx will act as final arbiter while the PRCRTC Director will take care of the project implementation.

On the IRCP's expected impact on strengthening ViSCA as a national center for root crops, Dr. Ponce said that it was not mentioned as an objective in the Singapore meeting. He said Ken Mackay stated that root crop is being used only as an avenue for testing the "integrated approach". Testing the integrated approach as the primary objective of IRCP in fact, according to Dr. Ponce, convinced Jingiai to put more money from his office into this project.

.../2

Baybay, Leyte 6521, Philippines

Page 2

Mr. Marcel Zollinger

11 March 1992

I hope this will provide more information for your report. We will be expecting the draft of your visit to VISCA.

With best regards.

Very truly yours,



JOSE L. BACUSMO

Acting Director, PRCRTC, VISCA

OIC, Overall Program Coordinator, IRCP



Center for Social Research in Small-farmer Development

Visayas State College of Agriculture

ViSCA, Leyte 6521-A

Philippines

19 February 1992

Dr. Marcel Zollinger
IDRC Resource Person
ViSCA, Baybay, Leyte

Dear Dr. Zollinger:

The Center for Social Research in Small-Farmer Development would like to take the opportunity of your presence in ViSCA by inviting you to speak in a seminar on "Rural Development Impact Evaluation."

ViSCA's location, as you know, is seldom graced with the presence of distinguished professionals like you. We will be privileged if you can share with us some insights on the above topic.

Should you accept this invitation, we will schedule the seminar on Tuesday, February 25, 1992, 4:00 to 5:00 PM at the CSR audio-visual room.

We will be inviting other interested staff of the College to attend the seminar.

I hope for your favorable reply to our invitation.

Very truly yours,



SALVADOR C. DAGOY
Director

For Luzon & foreign correspondence, please address reply to:

CSR, ViSCA Manila Office
8 Lourdes St., Pasay City 1300
Philippines

Telephone: (063) 521-20-27 Fax: (063) 58-86-92

CENTER FOR SOCIAL RESEARCH IN SMALL-FARMER DEVELOPMENT
Visayas State College of Agriculture
Baybay, Leyte, Philippines

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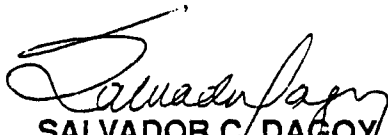
CERTIFICATE OF APPRECIATION

to

MARCEL ZOLLINGER

for serving as Resource Person during the seminar on "Rural Development Impact Evaluation" held at CSR Audio-Visual Room on February 25, 1992.

Given this 25th day of February nineteen hundred and ninety two.


SALVADOR C. DAGOY
Director