

1. PROJECT TITLE LaKara Skills Development Training PS ANN-7000 (693-350)	2. PROJECT NUMBER 698-0388.12	3. MISSION/AID/W OFFICE OAR/Togo
4. EVALUATION NUMBER (Enter the number maintained by the reporting unit e.g., Country or AID/W Administrative Code, Fiscal Year, Serial No. beginning with No. 1 each FY) <u>693-E-81-3</u> <input checked="" type="checkbox"/> REGULAR EVALUATION <input type="checkbox"/> SPECIAL EVALUATION		

5. KEY PROJECT IMPLEMENTATION DATES A. First PRO-AG or Equivalent FY <u>79</u> B. Final Obligation Expected FY <u>81</u> C. Final Input Delivery FY _____	6. ESTIMATED PROJECT FUNDING A. Total \$ <u>612,000</u> B. U.S. \$ <u>672,000</u>	7. PERIOD COVERED BY EVALUATION From (month/yr.) <u>Sept. 79</u> To (month/yr.) <u>June 81</u> Date of Evaluation Review <u>August 81</u>
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8. ACTION DECISIONS APPROVED BY MISSION OR AID/W OFFICE DIRECTOR		
A. List decisions and/or unresolved issues; cite those items needing further study. (NOTE: Mission decisions which anticipate AID/W or regional office action should specify type of document, e.g., airgram, SPAR, PIO, which will present detailed request.)	B. NAME OF OFFICER RESPONSIBLE	C. DATE ACTION TO BE COMPLETED
NCNW working with GOT should develop modified financial and implementation plans satisfactory to OAR. These modified plans should take into account all of the specific action decisions listed starting on page 2; as well as all of the commentary contained throughout the PES.		All actions - decisions will be included in a modified implementation/financial plan to be developed by NCNW/GOT by 15 Sept. 81. Field actions are to be undertaken in collaboration with GOT counterparts.

9. INVENTORY OF DOCUMENTS TO BE REVISED PER ABOVE DECISIONS <input type="checkbox"/> Project Paper <input checked="" type="checkbox"/> Implementation Plan <input checked="" type="checkbox"/> Financial Plan <input type="checkbox"/> PIO/T <input type="checkbox"/> Other <input checked="" type="checkbox"/> Logical Framework <input type="checkbox"/> PIO/C <input type="checkbox"/> Project Agreement <input type="checkbox"/> PIO/P	10. ALTERNATIVE DECISIONS ON FUTURE OF PROJECT A. <input type="checkbox"/> Continue Project without change B. <input type="checkbox"/> Change Project Design and/or <input checked="" type="checkbox"/> Change Implementation C. <input type="checkbox"/> Discontinue Project
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11. PROJECT OFFICER AND HOST COUNTRY OR OTHER RANKING PARTICIPANTS AS APPROPRIATE (Name and Title) Joseph Albert, <u>Country/Field Officer, P/OAR/OAR</u> Carla Van Blake, <u>NCNW Project Coordinator</u> _____	12. Mission/AID/W Office Director Signature _____ <u>John A. [unclear]</u> 2/11/81
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SPECIFIC ACTION DECISIONS

Management and Finance

1. In view of the fact that monitoring of PVO activity has proved crucial in the case of NCNW work in Togo OAR/Lome should monitor project implementation on a regular basis through the NCNW project coordinator. As this project combines an AID/GOT bilateral project agreement with a direct PVO grant to the NCNW, the latter's project coordinator should, in effect, serve as the AID project manager reporting to NCNW through OAR/Lome in all matters concerning project implementation.
2. Detailed written report directly to the OAR from the NCNW Project Coordinator on project implementation status will be required on a monthly basis in OAR to monitor project in an appropriate manner.
3. NCNW project management and supervision must be strengthened. This might include more frequent field visits, and collaborative submission of progress reports to NCNW by project coordinators and the regional representative of UNFT.
4. A Project Advisory Committee should be established to assure broad based community support, involvement, communication and collaboration in all major aspects of project implementation. Membership might include the regional UNFT representative, the regional director of MOSA, the project manager and her counterpart.
5. Project budget modifications should be negotiated between NCNW and GOT as a part of the revised financial plan.
6. Any future project modification must be executed through regular USAID channels utilizing a PIL.
7. A PACD extension of six months to March, 1983, is recommended in view of the six-month delay in the start-up of the project.
8. A French-language version of this PES, in appropriate form and content, should be prepared ASAP by NCNW for submission to the GOT.

Construction

1. Construction needs to be completed ASAP in a satisfactory manner. As cost over-runs likely, funding considerations need to be addressed in modified implementation/financial plans. These should clarify what construction is being undertaken under the AID contribution and what portion is being financed by the GOT. Permanent supervision of remaining construction to be provided by GOT. Revised construction plans should be developed by qualified architect and submitted to OAR. Direct water connection for training center to be resolved by GOT.

Studies

1. SOTED should analyze its data and present final report by July 1, 1981.
2. A qualified sociologist should review the SOTED study, perform additional analysis of women's needs in the artisanal sector, and suggest activities for further technical analysis. The sociologist should also outline a list of concerns and issues needing to be discussed and resolved by villagers prior to village participation.
3. The technical advisor should be recruited by NCNW by October 15, 1981. Failing that, a series of short-term consultants could provide the same service.
4. The project coordinating committee should recommend two activities to be undertaken, based on attached suggested criteria.
5. Nutrition survey results should be utilized by the short-term nutrition advisor in designing nutrition education curriculum, in collaboration with Cacavelli. Decision by NCNW to limit nutrition survey to one ethnic group in the multi-ethnic Lama Kara area appears short-sighted. The nutrition survey results will unfortunately have limited applicability.

Village Participation

1. Village participation in selecting activities and determining appropriateness of technical innovation should be actively pursued. Issues such as logistics of women's participation need to be resolved early on.

Personnel

1. The GOT will provide the remaining personnel agreed to in the project agreement and will remunerate them as agreed upon. An accountant working four days/month must be hired by GOT as soon as possible.
2. Technical advisor (see studies, 3, above).

SUMMARY

The stated purpose of the \$500,000 LaKara Skills Project (AID 698-0380.12) signed in September, 1979 is to "increase the level of socio-economic well-being of rural women by providing training in income generating skills and assistance in co-operative development, and by educating rural women and their families on improved nutrition practices." The three-year women in development split project grant to the private and voluntary organization, the National Council of Negro Women (NCNW) and the Government of Togo (GOT) was an early attempt by AID not only to view women as the specific target group, but also to work with national women's organizations as the implementing agencies.

The first 14 months of actual project implementation by NCNW and the Union Nationale des Femmes Togolaises (UNFT), under the direction of the Ministry of Social Affairs and Women's Resources (MOSA) (March 1980 - June, 1981) were designated as the planning phase. Studies to be conducted included (a) a socio-economic survey to provide basic data on agricultural and artisanal economic activities and needs; (b) a baseline nutrition survey; and (c) a technical survey/analysis of various crafts. Construction of a training center, utilizing local building materials, was to be done concurrently.

Progress in both studies and construction has been uneven. The socio-economic survey done by the Togolese consulting firm SOTED has resulted in a low quality, methodologically unsound study which needs to be reviewed by a qualified sociologist. The nutrition survey is almost complete, but unfortunately, a recent short-sighted decision by NCNW to limit the survey to one ethnic group in the multi-ethnic area of Lama Kara gives the results limited applicability. No technical analysis of artisanal activities has been undertaken.

Project management has been marked by lack of technical skills by the American project personnel, poor supervision of field activities by both NCNW and the Ministry of Social Affairs, unclear lines of authority, responsibility and ultimate accountability of project personnel; very weak support and direction from NCNW headquarters; uncoordinated MOSA-UNFT decision making; and little, if any, NCNW monitoring of project activities by NCNW headquarters staff.

SUMMARY (con't.)

These factors allowed a major project modification in construction to be made without adequate architectural plans, formal agreement among the parties concerned or appropriate consideration of budget and implementation plan implications. Additionally, various aspects of the construction element of the project were unclear at the outset of the project. These should have been clarified through a formal agreement among all parties concerned. To exacerbate the situation, an unqualified ex-Peace Corps Volunteer hired as project architect wanted to "experiment in design." He did so with the verbal support of various people concerned with the project and proceeded to construct buildings with no structural integrity to the walls. The two large buildings were condemned by REDSO/WA engineers after the roof of one building caved in. His recommendations for building completion are attached.

The construction issue seems to have overshadowed the real purpose of this accelerated impact project which is to provide training in income-generating artisanal skills to women.

If followed, the recommendations attached will hopefully get the project back on track. The single most important recommendation urges a stronger, coordinated project management to focus on the selection of training activities (see attached suggested financial, technical, and social criteria for project activity selection). If the recommendations are not followed, the project might well become a classic case of "all dressed up and no place to go."

EVALUATION METHODOLOGY

The first year, joint evaluation of the LaKara Skills Project was undertaken May 18-June 5th as prescribed in the Project Agreement Evaluation plan.

The evaluation team, consisting of the REDSO/WA women in development advisor and NCNW program developer worked in close collaboration with two representatives of the Ministry of Social Affairs and Women's Affairs, led by Mme. Aithnard, the Directrice of Women's Affairs, and various members of the Union Nationale des Femmes Togolaises. The team enthusiastically endorsed the Ministry and UNFT's joint request to participate in order to learn an "American evaluation methodology" as this is their first collaborative experience with USAID.

In addition to reading all the project files, the team held working sessions in Lome with the Minister of Social Affairs, the Peace Corps Director, SOTED, and with USAID personnel.

A two-day trip to Lama Kara enabled the team to discuss logistical problems and solutions with the MOSA staff in Lama Kara, the UNFT representative, the nutrition survey team, and to view the construction site. A highlight of the visit was an altogether too brief late afternoon spent with the women of Awandjello, a village 15 kilometres south of Lama Kara, exploring their needs for assistance in the artisanal sector.

EXTERNAL FACTORS

The GOT preference for cement buildings not voiced prior to the signing of the project agreement led to a major modification in the construction aspect of project design. The ultimate changes were made without formal agreement among all parties concerned. Although certain modifications were envisioned, and judged acceptable with the 611 (a) process during an April 1980 visit led by the REDSO engineer, excessive unauthorized modifications were made. This apparently resulted from a lack of common understanding concerning overall responsibility for construction supervision, and construction proceeded without adequate architectural plans.

The change in construction necessarily entailed modifications in the budget and implementation plans, neither of which seem to have been fully considered at the time the decision was made. The situation was exacerbated by the hiring of an ex-Peace Corps Volunteer as chief architect who chose to experiment in designing the Landa buildings. The poor, unsound design and construction of the

two major buildings resulted in a near accident when the roof on one of the buildings collapsed. Both large buildings have since been condemned by the REDSO/WA engineer.

The construction needs to be completed as soon as possible in a satisfactory manner. As cost overruns are likely, funding considerations need to be addressed in modified implementation and financial plans.

INPUTS

See attached revised budget.

The mix of inputs necessary for project success were examined in depth by the NCNW representative who unfortunately did not leave a report.

OUTPUTS

The following table measures progress made against output targets for the first 14 months of project implementation. Although the project agreement was signed in September, 1979, the project advisor did not arrive until February, 1980. Consequently, the evaluation team chose to use March, 1980 as the date project implementation began; June 1981 is then month 15.

Magnitude of output expected as of month 14	Status	Problems, observations
1. Socio-economic survey conducted by research consultant.	Data being analyzed by SOTED. Research conducted Feb. 23-March 9, 1981	Data results, when analyzed, appear to be highly questionable: (1) questionnaire changed after it was approved by MOSA; (2) questionnaire not field tested; (3) enumerators trained for only one day; (4) no supervision of enumerators; (5) several statistically insignificant results. The study was a low-budget undertaking, resented by SOTED, and has produced late and low-quality results.
2. Nutrition survey of project area conducted Nutrition course designed.	Togo Nutrition Center conducted research May, 1981. Results to be analyzed by July 30, 1981	Survey interviewed Kabye ethnic group of Lama Kara area, even though the Kabye represent only 40-50% of the population. Decision by NCNW to limit survey to one ethnic group seems short-sighted. Design of nutrition education curriculum awaits results of survey.
3. Technical research conducted by technical advisor. Course designed for 2 skills developed	Technical -advisor not yet recruited	Although project advisor has visited Ghanaian center for appropriate technology and has gathered information on various arts and crafts practiced in the area, no systematic analysis of the artisanal sector has been done in Lama Kara.
4. Construction of training facility completed.	Two main buildings begun, one with caved-in roof, second condemned. Four small round huts almost completed, need roofing.	Definite construction plan not formalized after signing of project agreement and initial 611 (a) certification; major delays and possible cost overruns have been incurred.

OUTPUTS

<u>Magnitude</u>	<u>Status</u>	<u>Observations</u>
5. Personnel hired and in place	NCNW project manager arrived Feb., 1980. Project Assistant assigned, Feb. 1981 Accountant not yet assigned. Technical advisor not yet recruited.	Crucial need exists for technical advisor to conduct survey for selection of two artisanal activities to be improved and taught to village women. No sound technical analysis of social, economic and technical feasibility of activities proposed has been done, so that it is unclear (1) what activities are to be taught; (2) what is the improvement in technology proposed by the project; (3) whether the technology proposed by the project is economically feasible.
6. First villages sensitized	Six villages visited by UNFT and MOSA	Sensitization is not an <u>ex post facto</u> event, but should proceed and influence selection of activities to be taught and should begin early enough for the various issues involved in village participation to be discussed and resolved.

PURPOSE

The project purpose is to (1) provide training in income-generating skills and assistance in co-operative development for rural women; and (2) educate rural women and their families in improved nutrition practices.

The first year of the project was the planning phase. This meant (1) recruitment of project personnel: co-ordinator, assistant project co-ordinator, technical advisor, and accountant/secretary; (2) construction of training facilities; (3) completion of socio-economic, nutrition, and technical surveys, design of appropriate curriculum for two crafts courses and one nutrition course; and (4) sensitization and selection of first village participants.

As discussed under "outputs" above, the project is making slow progress towards the 'end of project status', and has suffered badly from the decision to change the construction design. Concentration of efforts on construction has meant insufficient attention paid to the training^{ing} aspects. The project paper identified five different activities which women were presently involved in and which (if improvements were made to the technique) could become financially lucrative in the area.

Activity selection is the single most important decision determining whether or not the project purpose will be met, and great care should be taken to assure that the activities are in fact appropriate in the region. There should be more village participation in the selection of activities than the unenthusiastic attempts made thus far to help villagers to define their needs and to discuss the proposed program. Several logistical problems need resolution by the villagers. For example, if the training course lasts 2-3 weeks, who will be responsible for the woman trainee's household responsibilities during her absence?

The importance of introducing technically sound and socially appropriate improvements in the technology cannot be overemphasized.

The first activity, soap-making, has been selected; the second activity remains to be identified, hopefully with strong villager participation. (Attached are suggested criteria for activity selection.)

GOAL/SUBGOAL

The stated project goal is to "increase the level of socio-economic well-being of rural women in northern Togo." The project has thus far not affected the socio-economic well-being in the area.

BENEFICIARIES

Not applicable at this time.

SPECIAL COMMENTS: MANAGEMENT AND COMMUNICATION

NCNW project management has fallen far short of what was expected and needed. For example, the decision to change the construction plans should have elicited a whistle blow from NCNW to GOT and a demand for a clear statement from the GOT on why the change was needed and what the financial implications might be.

NCNW is responsible for assuring that a training project remains a training project and not something else. To date, NCNW has not located a technical advisor; hence the real raison d'etre for this project has not yet been addressed.

Supervision of project activities has been sloppy and often left undone. The apparent free rein given to an ex-Peace Corps volunteer to design and construct the center showed unfortunately poor judgement on the part of project management and questionable professional competence by the architect. Yet the issue of supervision and accountability of project personnel is still hazy. How was the decision made to modify construction to the extent undertaken? Why was no request made for assistance from the regional public works engineer? Certain modifications to the original construction plans were authorized at the time of the REDSO engineer's visit in April 1980. These changes did not invalidate the original 611 (a) certification. The ultimate modifications, however, far exceeded those originally envisioned. This incident illustrates the necessity for closer monitoring by AID and more detailed periodic reporting on project implementation status on the part of NCNW.

Finally, communication between national and local level MOSA and UNFT needs to be strengthened and the lines of authority and responsibility should be drawn more clearly. It is the opinion of the evaluation team that UNFT is a young, dynamic organization which could benefit from NCNW institutional ties. The LaKara skills project offers UNFT the opportunity to become more technically competent in the areas of skills training, project implementation, and evaluation.

May, 1981

Suggested Criteria for Activity Selection

The following are suggested criteria for selecting the three training activities. The social acceptability and potential beneficiaries analysis should be undertaken by a sociologist, while a technology specialist would be better placed to do the technical feasibility, financial viability and replicability analysis.

1. Technical feasibility: Does an alternative technology exist? Is it easily accessible? Is it an improvement? Are materials locally available and within the financial means of the trainees?
2. Financial viability: What is added cost of innovation? Will added cost be offset by higher price commanded by item in the market? Is there a ready market for new product?
3. Social acceptability: Is proposed innovation in keeping with present way of doing things? Does it answer a perceived need? Is the technology proposed sufficiently different to warrant a feasibility study? Is technology labor or time-saving?
4. Potential beneficiaries: What percentage of village women are potential trainees?
5. Replicability: Are the new skills fairly simple and easily taught within three weeks? Does the activity require a minimum of external support? Can other village women be taught by project training graduates?
6. Self-sufficiency: index of local management capabilities and financial viability.

UNITED STATES GOVERNMENT

Memorandum

TO : Robert Ritchie, Acting AID-Rep.

DATE: June 1, 1981

FROM : L. Weiss, Engineering Advisor/REDSO/WA *L. Weiss*

SUBJECT: Lakara Skills Project (NCNW) 698-0388.12
Site visit to evaluate construction activities.

Observations: There are two basic types of buildings being constructed and they are - round hut type (3) with walls of masonry (brick and mortar) and a ring-beam for lateral support of roof and secondly are rectangular buildings (2) with walls of molded brick laid without mortar for bonding and a concrete multiple arch roof.

Round Hut Type Buildings: These buildings are complete up to the ring-beam level and roof constructions (structural) is just beginning - the roof construction on these buildings should be reviewed and the following critical points should be addressed. 1) The roof truss connection to the ring beam. 2) The location and details of splice in roof rafters.

Rectangular Buildings: The construction of these buildings have progressed to eave height and have concrete beams resting on palm columns (2"x2"x108") and the masonry walls (non mortar bonded) and one building has its multiple arch concrete roof in place and setting forms for roof construction on other building is beginning. The construction of masonry walls without use of mortar for supporting a heavy concrete roof should be reviewed long with the design details of the concrete arch. The following critical points shall be addressed. 1) The use of and size of palm columns used to support concrete beams. 2) Location of the rods, anchoring details and material used. 3) Capability of wall design to withstand loads (horizontal and vertical).

Building Construction: Per A.I.P./A.I.D. was to fund construction of two (2) training huts at a cost \$ 20,000 with remaining construction to be by P.V.O. and Host Govt.

Recommendations: It is suggested that before the subject construction continues AID engage a local (Togo) engineer/architect to review the above critical design points and prepare the necessary design details and construction plans for completion of these facilities. A scope of work for services of A/E firms has been prepared and is attached.

cc: NCNW
AFR/RA/Henderson
L.A. Weiss



SCOPE OF WORK

- I. Engineering/Architectural services for review of design and construction of five (5) buildings at Landa which is about 14 km East Lama Kara.
- II. The engineer/architect shall review the design and structural connection to the ring-beam on the three (3) round buildings. The engineer/architect shall prepare detail drawings for connection of roof rafters to ring-beam and he shall also design roof truss system. In addition to the roof structural system the means of providing sufficient light for working various handicraft machines etc. shall be reviewed and means for rectifying shall be delineated.
- III. For the remaining two building the engineer/architect shall review the arch type roof of concrete and the method used for installing the palm wood tie-rods. The l/r ratio for columns shall be checked and the structural soundness of the no-motar walls used to support a concrete roof. The engineer/architect shall prepare detail sketches and specifications for all structural modifications and building procedures to be incorporated into these building to make them safe.
- IV. The engineer/architect shall also prepare a construction schedule and recommend how the construction shall be carried out and by whom.
- V. The engineer/architect shall also provide an estimate of cost to complete these building in accordance with the plans and specification he has prepared under paragraphs II and III above.
- VI. The engineer/architect shall also provide an estimate of cost for his services to supervise and inspect the demolition and reconstruction needed to complete the above five buildings.

NARRATIVE SUMMARY	OBJECTIVELY VERIFIABLE INDICATORS	MEASURES OF GOAL ACHIEVEMENT	IMPORTANT ASSUMPTIONS
<u>Project Outputs</u>	<u>Magnitude of Outputs</u>	<u>Means of Verification</u>	<u>Assumptions for Achieving Outputs</u>
<ol style="list-style-type: none"> 1. Women trained in improved techniques of weaving, cloth dyeing, soap-making and basketry. 2. Women instructed in improved child care, health, hygiene and nutrition practices. 3. Women working together in village-based artisans' cooperatives. 4. Documentation on the socio-economic and nutritional status of women and their families in the Lambara circumscription. 5. Women trained in cooperative and credit management skills. 6. Technologies designed to aid in craft production in place and operating in villages. 	<ol style="list-style-type: none"> 1. ²⁰⁰ 368 women graduates of occupational skills training. 2. ³⁰⁰ 507 women graduates of nutrition education instruction. 3. ³ 20 village-based artisans' cooperatives in place and functioning. 4. One socio-economic survey conducted by a research consultant and two enumerators and one survey conducted by a nutrition consultant. 5. Surveys conducted by the Technical Advisor and craft consultants on outlets for products produced by four occupations. 6. Approximately ⁶ 94 women trained and working with village-based artisans' cooperatives. 	<ol style="list-style-type: none"> 1. Post training follow up. 2. Post training follow up; comparison of research findings with those of mid-project evaluation. 3. Post training follow up 4. Post training follow up 5. Post training follow up. 	<p>Trainees will be receptive to the idea of temporarily relocating for training.</p> <p>Existing social structure in villages is conducive to the establishment of cooperative groupings. Village women will be receptive to and available for interviews.</p> <p>INFT will be able to use member network to manage credit at the village level.</p> <p>Technologies will be easily transferable to villages and will be compatible with local labor skills.</p>



NATIONAL COUNCIL OF NEGRO WOMEN, INC.

NATIONAL HEADQUARTERS: 1819 H Street, N.W., Washington, D.C. 20006
TELEPHONE: 202/293-3902

August 10, 1981

Mrs. Jeannette Carson
AFR/RA - Room 3325
AID- Department of State
Washington, D. C. 20523

Dear Mrs. Carson:

Enclosed is the LaKara Skills Training Project Status Report, Grant No. AID/AFR-G-1601 for the period September 28, 1979 to July 31, 1981.

Should you have additional questions, please call Mrs. Irene M. Petty, Director, International Division.

As always, your support and cooperation are appreciated.

Sincerely,

Dorothy I. Height,
National President

Enclosure

DIH:eac

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NATIONAL COUNCIL OF NEGRO WOMEN, INC.
International Division

STATUS REPORT
ON
GRANT No. AID/afr-G-1601
LAKARA SKILLS TRAINING CENTER PROJECT

SUBMITTED: August 10, 1981

Appropriation No. 72-1191021.5
Allotment No. 945-61-698-00-69-91
PIO/T No. 698-388-3-6197310
Project No. 698-0388.12

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LIST OF ABBREVIATIONS

NCNW	National Council of Negro Women, Inc.
UNFT	National Union of Togolese Women
MOSA	Ministry of Social Affairs and Women's Resources

SUMMARY

This is a report on activities during the first 16 months of the technical assistance grant that AID awarded to the National Council of Negro Women on September 28, 1979 for a three year period. The grant is funded in two parts (a) a direct grant to the NCNW and (b) a Project Agreement between USAID and the Government of Togo. This grant affords NCNW the first opportunity to establish an overseas project in collaboration with a national women's organization. In collaboration with the Togolese Ministry of Social Affairs and Women's Resources (MOSA) and the National Union of Togolese Women, the project is designed to improve the socio-economic well-being of rural women in northern Togo through a program of vocational training. It serves as a pilot exploratory project with the potential of being replicated in other sections of Togo.

The project consists of four major actions to be completed over the three year period:

1. construction of a training center;
2. execution of four research studies;
3. provision of training to staff and to village women; and
4. assistance to village women in the formation of cooperatives.

The project is being implemented in three phases: planning, action program and cooperative development.

This report covers the planning phases and the first phase of the action program, and is based on the monthly field reports and the evaluation of June 1981. NCNW welcomes this opportunity to work in partnership with UNFT and the Ministry in implementing this pioneering project.

Working closely with the GOT and UNFT has deepened NCNW's understanding of the dynamics of cross-cultural collaboration and encouraged all parties to make the project a success. We learned by doing and have developed a unique sense of "on the spot expertise."

The buildings are near completion, research studies have provided the data necessary to design some courses, and village sensitization continues. Errors in construction have been rectified and other recommendations from the evaluation are being addressed.

By realistic standards--taking into consideration unforeseen and unpredictable obstacles--the accomplishments have been positive and substantial.

BACKGROUND

The majority of the people in northern Togo are subsistence farmers who live in villages averaging 300 inhabitants. Income is derived from petty trade and the sale of agricultural products. Annual per capita income is markedly lower in the northern region and does not exceed \$58. In contrast, 1978 World Bank figures indicate a Gross National Product per capita income of \$260 per year. Adult literacy was estimated to be 12% nationally. Recent studies indicate that protein/calorie under nutrition and anemia rates are highest in the northern part of the nation.

During non-agricultural periods in northern Togo women supplement family incomes by soapmaking, weaving, basketry and fabric dyeing activities. However, existing production technologies prevent them from deriving maximum economic benefits from their labor.

School leavers are an increasingly growing segment of the population of the Lama-Kara District in northern Togo. Education patterns continue to be academically-oriented, with the educational system not producing sufficient numbers of individuals trained in the skills necessary for national development.

Taking these facts into consideration, NCNW and UNFT collaborated in devising a program to: (1) upgrade the skills of rural women to allow them to derive greater economic benefit from their trades; (2) train girl school-leavers in their present geographic and social environment for the purpose of self employment; and (3) provide the training, skills and environment necessary for the development of village-based cooperatives among skilled women which will result in more efficient production, purchase of raw materials and marketing of products. The project will also provide trainees with information on sound health, hygienic and nutritional practices. Through establishment of a demonstration vegetable garden, trainees and their families will be encouraged to cultivate and consume fruits and vegetables.

From the inception of the project, the Togolese men have been interested and involved in the project. They provided advice on project design and implementation techniques; and they are committed to participate by providing technical assistance to cooperatives and helping in the development of needed technologies. Having the communities actively involved in the project are encouraging signs that the project will meet the objectives.

Prior to the actual signing of the grant in 1979, NCNW was actively engaged in preparing preliminary materials and performing tasks relevant to the recruitment process. After an extensive nationwide U.S. search, Ms. Carla VanBlake was selected as Project Coordinator for the LaKara Skills Training Center. Her

previous overseas work experience in Mali and Nigeria, and her French fluency were key qualifying factors for the selection. After a comprehensive orientation period at NCNW headquarters covering the programs and philosophy and a briefing of the proposed activities of the Center, Ms. VanBlake departed for Togo on February 28, 1980.

The recruitment process for the position took a great deal more time than anticipated. The search process and time requirements involved in the start-up process of an integrated rural development project in Africa were considerable.

PROJECT IMPLEMENTATION

The project purposes are: (1) to provide remunerative skills training and assistance in cooperative development for northern rural Togolese women; and (2) to educate these women and their families in improved nutrition practices. The project is divided into three phases: Planning (mos. 1-13); Action Program (mos. 14-26); and Cooperative Development (mos. 27-36).

Planning Phase. Project Coordinator, Carla VanBlake, arrived in Togo to begin actual implementation, February 29, 1980. The recruitment process took longer than the month allocated in the implementation schedule. This was due to the fact that several of the individuals identified through NCNW's Skills Bank Registry during the pre-grant planning period were no longer available by the time the Project Agreement was signed. This initial delay had a ripple effect on subsequent GOT and NCNW project actions which were pushed back six months. Although there was a delay in starting, the project can be successfully completed with a six-month extension of the PACD (Project Agreement Completion Date).

This report refers to March 1980 as month one of project implementation and June 1981 is month 16 (see Attachment A, Revised Implementation Schedule).

Major tasks initiated included the following:

- establishment of structured working relationships with GOT personnel
- recruitment of three additional project staff (Togolese coordinator, technical advisor, and accountant/secretary)
- initiation of building construction utilizing local materials and workers
- design of curriculum for two crafts courses and one nutrition course
- sensitization and selection of the first village participants
- commencement of three studies: (1) socio-economic baseline data survey of local agricultural/artisanal economic activities and needs; (2) nutritional research survey; and (3) technical survey and analysis of selected crafts

Project Inputs. A Technical Advisor is central to this vocations skills training project. It has proven difficult to locate someone with a combination of the required skills (i.e., weaving and cloth-dyeing/soap and oil-making). The alternative has been to recruit individuals with these specialized and professionally unrelated skills. These individuals are being recruited from among the membership of the Regional Commission for Project Development (of which the UNFT is a member), the N.C.W.D. in Kumasi, Ghana*, and members of the U. S. Community in Lama Kara.

Weaving: The technical research for weaving has been started on a short-term volunteer basis by a U.S. artist living in Ketao, Togo, who specializes in

* The N.C.W.D. (National Council for Women and Development) is an organization of women for community development specializing in weaving, soap-making, and other crafts.

sculpture and fibers. At present she is studying the traditional loom, working on an improved prototype, and building a simple spinning wheel from locally-available materials. The volunteer is working with the head weaver from Landa--the site of the training center--and expects to have four women trained using the new technology, in the use of loom and spinning wheel by the end of month 18 (August 1981). These local women will have the upgraded technical skills (see Attachment B for an outline of the research being conducted).

Soap/Oil: The technical research for soap/oil production is scheduled to begin during month 18 (August 1981). Descriptions (in French and English) of traditional local soap and oil production practices are being forwarded to the Regional Commission for Project Development and the N.C.W.D.

Local Participation. UNFT sensitization of the surrounding villages commenced during month four (June 1980) but was discontinued due to internal reorganization and the need to clarify staff lines of responsibility for coordination of sensitization activities. It has recommenced and now fully encompasses at least seven villages: Soundina, Awendjelo, Landa, Cacaveli, Tchambadé, Pya, Pagouda, and Lassa (approximately 2,100 villagers).

In preparation for the start-up of a soap and oil production cooperative, the women of Landa and Awendjelo have been planting trees which will eventually provide them with the necessary raw materials. Trees used in the production of caustic potassium have been planted; and preparations are underway for a small palm oil plantation in Awendjelo.

Such continuous and growing local involvement despite initial lags is a strong indicator of receptivity to this skills upgrading program. Informal questioning of men in Awendjelo Village during the joint NCNW-USAID evaluation indicated positive attitudes toward the program. An elderly male villager summed up

community reaction when he stated that the program was good because it would help the women, and women use what they receive to help their families.

Advisory Committee. A Project Advisory Committee consisting of seven members was reestablished during month 16 (June 1981) to assure broad-based community involvement at all stages of the project, including crafts training courses to accompany the soap-making course (which preliminary survey results indicate is the most wide-ranging activity of women throughout the District).

The Committee is presently composed of the following representatives:

- Chief of Circumscription, Kara District (top GOT area official--equivalent to a governor--who has control over all District activities)
- Regional Director, Ministry of Rural Development
- Regional Director, Ministry of Plan
- Regional Director, Ministry of Social Affairs and Women's Resources (responsible for dispensing GOT project funds)
- Regional Coordinator of Women's Resources and UNFT Regional President
- Chief of the Canton of Lanua
- NCNW Project Coordinator
- Assistant Project Coordinator

The reestablished Committee had its first meeting toward the end of month 16 (June 1981). A summary of women's project-related activities was presented for approval and suggestions. Committee members reviewed recommendations arising from the collaborative NCNW-USAID evaluation and agreed to undertake the following:

- (1) Ministry of Rural Development will collaborate by contributing
 - cooperative consultant to work with women's groups helping them to organize and to establish credit
 - Sector Chief, Agriculture, to work with gardens; train four young

- (1) - people using INADES training materials (one of these will be hired as a gardener); set up tree nurseries for fruit trees, local trees used for production of caustic potassium; palms for orchards; develop a watering system for the dry season; and develop fire breaks to protect gardens and orchards.
- (2) Ministry of Plan is contributing by means of:
- registering the project with the Regional Commission for Project Development (this will give access to all technical, economic, and political resources in the region);
 - a Ministry - seconded sociologist to review the SOTED socio-economic survey in order to develop a supplementary program for activity selection (see section on sensitization);
 - helping Project Coordinator identify the necessary resource people for the economic feasibility studies for activity selection.

GOT-Recruited Personnel. Recruitment of three additional staff was difficult because of the shortage of adequately trained Togolese in the northern part of the country. The first Assistant to the Project Coordinator had to be transferred after it was determined that he was willfully misrepresenting the project and encouraging work slowdowns.

The present Assistant Project Coordinator is originally from the District, and has a university degree in community development. She has taken charge of most of the project accounting and is training the project Secretary in book-keeping methods.

Sensitization Strategy. The Advisory Committee has approved a three pronged sensitization program aimed at (a) sensitizing women at the village

level; (b) providing information on women's problems and needs at the village level as a basis for program planning and (c) developing a permanent two-way communication channel which will serve later as a means of evaluating project impact on village needs as well as changing needs.

The three-pronged program consists of: (1) questionnaire development; (2) training; and (3) village-level group meetings. Questionnaire development is being undertaken in collaboration with a sociologist from the Ministry of Plan to fill the information gaps in the SOTED survey. The survey will take place during month 17 (July 1981). The questionnaire team consists of the regional UNFT Coordinator, Project Coordinator, Assistant Project Coordinator, one social agent who has worked on similar studies, and the sociologist. The list of questions is to be initially tested on the UNFT group in Landa (site of the training center). It will be discussed and answered by the women in small groups. These women will then help refine the questions through further discussion. The refined questions will be tested the same day in Soundina. Two literate women will accompany the team on a second trial the following day at Lassa and Awendjelo (two more literate women will be picked up from these cantons). The four literate women who have followed the team through the questionnaire development will then participate as trainers.

Training. Trainees are in teams of two women (the president and secretary who is literate in French) from each canton of two circumscriptions-- Lama Kara and Pagouda. Training will take place at two sites, one in each circumscription, with two training teams:

Site One (Lama Kara): NCRW Project Coordinator, Assistant Coordinator, Landa Representative, Awendjelo Representative.

Site Two (Pagouda): Regional UNFT representative, Representative from MUSA; Soumdina Representative, Lassa Representative.

Training sessions begin with a description of the project emphasizing the village women's role in program planning. Objectives of this orientation session will be sensitization, promotion of an understanding of the project and its potential, and an explanation of the need for their participation in activity selection and program planning so as to insure that the programs truly respond to their needs. Trainees will test the questionnaire among themselves using role playing techniques and simulated village-based discussion groups.

Village-based Group Discussion. Each team of two women will return to their canton to discuss the project and community needs and interests.

Over a period of a week, the two training teams will circulate among the 17 cantons to correct any problems that may arise in the discussion groups.

At the end of the week the Questionnaire team will pick up the answers at central points and prepare a report for submission to the Committee for activity selection. The end result of this sensitization program should be:

- (1) four literate women trained in questionnaire development and organizing village-based discussion groups;
- (2) 17 literate women trained in leading group discussions to give voice to the needs of village women;
- (3) 21 cantons sensitized and involved in program planning, thus establishing a two-way channel of communication between project staff and village women;
- (4) information on needs and interests of the women.

RESEARCH STUDIES

The research components of this project include socio-economic, technical, marketing, and nutrition studies. They are central to the project since the data collected will be analyzed to produce an instructional package for the training program.

Socio-Economic Survey. The survey was conducted by a Togo-based research firm (SOTED) to collect baseline data (i.e., information on daily routines, household tasks, time allocations - for scheduling training courses, an economic profile of the target group of beneficiaries to determine sources of income, current annual income levels, operating expenses related to particular occupations, etc.).

Problems related to the survey have been identified and are being addressed. For further discussion refer to section on Advisory Committee. These include:

- insufficient funds budgeted for the survey (relative to fees paid for comparable in-country studies) resulted in a lower quality product.

For example, the questionnaire was changed after it was approved by the MOSA. Again, the lack of a Togolese counterpart, labor problems caused by weak GOT support, and lack of a functioning Advisory Committee, hampered the effectiveness of the Project Coordinator in monitoring the progress of this study.

The SOTED study did not identify the problems of the female artisans and the recommendation was made to recode the data so that certain factors could be taken into account (e.g., site variations, redistribution of responsibilities among co-wives to make allowances for skills training classes, etc.)

The revised document is being reviewed by the Regional Planning Office which will subsequently redesign and recode the questionnaire to include sensitization issues and more precise artisanal data.

Nutrition Survey. The survey of nutritional practices was conducted during month 14 (April 1981) by the Togo Nutrition Center and eight teams of two enumerators each in the Kara District of Northern Togo. Survey results are expected

by the end of month 17 (July 1981). Based on suggestions made during the joint NCNW-USAID evaluation, the Advisory Committee has also taken steps to extend the survey to reflect nutritional practices among a broader range of groups.

As with skills training, course design of this component will emphasize the use of tools and resources compatible with the work and home environments of the trainees. Food preparation will take place outdoors and will involve the use of utensils and equipment familiar to the trainees. Produce from the garden will also be used in preparation of trainee and project staff meals.

Sixty women from Landa Canton have been organized to grow vegetables (10 women from each of six villages). Group cooperation and participation has been quite good as evinced by the fact that all the necessary garden materials were supplied from within the group (i.e., seeds, seedlings, fertilizers, tools, etc.). As of the end of month 16 (June 1981) all 41 of the sown beds have sprouted and are being tended by a thus far successful rotation system established by the women. The Sector Chief from the Ministry of Rural Development has agreed to help the women improve agricultural techniques.

The Sector Chief has also agreed to have a gardener trained who will work on the Center's garden and future groups of women. A Peace Corps Volunteer is also working with this group.

The group of 60 women also has planted and is cultivating a mango orchard at the Center. The trees were donated by MOSA.

Crafts Analysis. Technical assistance is being provided to (1) improve the durability and appearance of local soap, (2) provide greater efficiency of weaving looms and improved dexterity, (3) increase the output, variety and quality of cloth-dyeing, and (4) improve the nutritional intake of women and their families. Crafts consultants will conduct the technological research to examine the following:

- (a) existing techniques used in weaving, fabric-dyeing, and soap-making
- (b) availability of raw materials necessary for engaging in these activities
- (c) division of labor among women engaging in the activities
- (d) ownership customs regarding equipment, etc.

Based on the analyses of the craft consultants' reports, the Project Coordinator, her counterpart, and the Advisory Board will determine which two skills will be taught first. A curriculum will then be designed for both courses, emphasizing the use of more efficient techniques in the application of each skill. Course designs include developing teaching aids, designing lesson plans, drawing up competency and evaluation tests and scheduling the training sessions. Two separate modules are to be designed for each course: one geared to the skills and experiences of skilled women, and the other geared to school-leavers and unskilled women. Technologies introduced in craft production will be appropriate to the social context within which women work.

Construction. A major constraint to implementation of this skills training project during the first year was the unauthorized modifications in the agreed upon project construction plans (i.e., changes in construction materials and design).

NCNW recognizes that both headquarters and field personnel too narrowly defined the role of the Office of the AID Representative, Togo, for guidance and assistance in completion of the construction phase of the project. The problems have been resolved and NCNW has taken steps (1) to be certain that headquarters and field staff are thoroughly familiar with provisions governing USAID Mission/PVO support and (2) address the need for stronger project supervision and accountability for decision making.

Soon after her arrival, the NCNW Project Coordinator initiated discussions regarding the projected building plans with the GOT, UNFT, and Advisory Committee members. There was some concern about the feasibility of the design as planned, as some of the materials were not readily available in the area; and the cost estimates for construction were seemingly inadequate. Construction modifications were proposed by these groups.

New budget estimates were determined. Emphasis was placed on appropriate technology and the use of local materials and resources. Due to misunderstanding of instructions and a clear identification of who would be responsible for payment of the labor used to clear the land and other construction-related work, there was an initial delay at the work site. The Coordinator, in collaboration with local officials, resolved the problem through modification of the budget in order to provide for adequate payment of the workers.

The modified design called for use of interlocking bricks which would be made by people of the village, using clay from a nearby pit. Several training sessions for the brick makers were held, with GOT agents working out the logistics of the bricklaying operation with the workers. There were delays in receiving some supplies and equipment; but the preliminary steps of ground-clearing and brickmaking proceeded. Buildings were constructed using both paid and volunteer labor, and workers of all ages from the area - including school children - participated.

Following the recommendations of the evaluation team (see attachments for recommendations), the Project Coordinator has arranged to have a Togolese architectural firm, BETA, redesign the construction plans in collaboration with an engineer from the Ministry of Public Works.

Project Outputs. As noted earlier the program goal (improving the socio-economic well-being of rural women in northern Togo) will have been achieved when it is established that the skills training has led to an increase in per capita incomes of women trained and to an increase in national craft production as measured by GOT statistics. Experience in the field to date indicates that projections regarding the magnitude of outputs were too ambitious given the level of inputs and the time frame. To achieve the project goal and purposes the following changes will be necessary:

CURRENT PROJECTIONS

a fully operational training center capable of providing training for 350 women per year

training courses in four skills have been designed, tested, and successfully implemented

women are members of legally constituted cooperatives, assured of access to credit

one woman is trained in the design, implementation and management of community development projects

four instructors trained as trainers of occupational skills

a demonstration vegetable garden located at the training center serves as a source of food for the trainees and staff and as a teaching aid for nutrition education

RECOMMENDED CHANGES

a fully operational training center capable of providing training for 100 women per year. (This would bread down to approximately 15-20 women per session, or five (5) sessions annually, for each of the two remaining years, with each session to last roughly three weeks each)

training courses in three (3) skills have been designed, tested, and successfully implemented

no change

no change

three (3) instructors trained as trainers of occupational skills

no change

one nutrition education course is designed, tested and implemented

one (1) nutrition education course is designed, tested and implemented. (This would break down to approximately 10 women per week/40 per month for eight months, or 320 women per year)

NARRATIVE BUDGET

Initially AID granted NCNW the sum of \$298,000 to provide project assistance to the GOT. The anticipated amount of the grant was \$383,000. As funds were not available at the time of funding, it was stipulated that the additional funds would be provided if available and the participating parties agreed to continue the grant activities.

This revised grant incorporates the additional increment plus projected expenses for the life of the project.

The additional expenses appear under direct costs. The entire budget is for \$383,000.28.

NATIONAL COUNCIL OF NEGRO WOMEN, INC.
International Division

LAKARA SKILLS TRAINING CENTER
AID/G-1601

ACTUAL EXPENSES AND REVISED BUDGETED EXPENSES
OCTOBER 1, 1979 - NOVEMBER 30, 1982

COST CATEGORY	ACTUAL EXPENSES	REVISED BUDGET		TOTAL
	10/1/79 - 6/30/81	7/1/81 - 11/30/81 5 mos. yr. 2	12/1/81 - 11/30/82 yr. 3	
Salaries & Fringe Benefits				
Project Coordinator	\$ 35,390.39	\$ 14,000.00	\$ 35,280.00	\$ 84,670.39
Technical Advisor		6,667.00		6,667.00
Program Support				
Director	12,022.99	934.00	4,480.00	17,436.99
Program Officer	8,684.59	1,467.00	5,280.00	15,431.59
Secretarial Support	3,893.79	1,000.00	2,400.00	729.79
Other	4,412.50			4,412.50
Fringe Benefits @20%	17,482.82	6,015.00	11,860.00	35,357.92
Total Salaries & Fringe Ben.	81,887.18	30,083.00	59,300.00	171,370.18
Consultants				
Socio-economic Research				
Consultants		3,375.00		3,375.00
Basketry Consultant		12,900.00		12,900.00
Dyeing Consultant		12,900.00		12,900.00
Nutrition Consultant		12,900.00		12,900.00
Total		42,075.00		42,075.00
Other Direct Costs				
Allowances (including Post				
Differential Costs	25,940.45	6,000.00	15,000.00	46,940.15
Travel	18,833.64	2,320.00	6,010.00	27,163.64
Communications (telephone,		1,000.00	2,000.00	3,000.00
postage, cables, etc.)		778.00	1,000.00	1,778.00
Maintenance				
Total Direct Costs	126,661.27	82,256.00	83,310.00	292,227.27
Indirect Costs @31.4%	38,786.01	25,828.00	26,159.00	90,773.01
TOTAL COSTS	165,447.28	108,084.00	109,469.00	383,000.28

Following are the original (and revised implementation) schedules for the planning, action, and cooperative development phases of the LaKara Skills Training Project

<u>ACTIVITY AND PHASE</u>	<u>PROJECTED MONTH</u>	<u>REVISED SCHEDULE</u>
1. Recruit Project Coordinator	1	(5)
2. Orientation for Project Coordinator	1	(5)
3. Arrive Togo	1	(6)
4. Contact AID/Lome, Ministry of Social and Women's Affairs and UNFT	1	(6)
5. Acquire Living Quarters	1	(6)
6. Contacts with Other Ministries and Related Organizations	1-2	(6-7)
7. Begin Construction of Site Facility	3	(12)
8. Recruit Ass't Project Coordinator	3	(9.14)
9. Recruit Technical Advisor	7	(---)
10. Recruit Research Consultant	3	(---)
11. Research Consultant Recruits/Trains 2 Research Assistants	-	(15)
12. Recruit Nutrition Consultant		
13. Conduct Phase I of Socio-Economic Research Survey	4-6	(16-20)
14. Technical Advisor Conducts Research	7-11	(22)
15. Technical Advisor Develops Course Design for First Two Skills	11-12	(--)
16. Nutrition Consultant Conducts Nutrition Research	11	(19)
17. Nutrition Consultant Designs Nutrition Education Courses	12	(22)
18. Cooperative Consultant Seconded from Office of Coops (MRD)	7	(21)
19. Recruit Nutrition Instructor	13	(21)
20. Order Teaching Materials and needed Course Technologies	13	(--)
21. Order Equipment for Facility	13	(--)
22. Project Coordinator Draws UP Evaluation Plan	13	(21)

23. Technical Advisor Recruits/Train First Two Skills Courses In- structors	-	(21)
24. End Construction of Facility	13	(--)
25. Annual Evaluation	13	(21)
<hr/>		
II. <u>Action Program (mos 7-36)</u>		
1. Select First Village	6	(8)
2. Sensitization of First Village	6-8	(8-10;17-19)
3. Village Selects Participants	9	(--)
4. Coop Consultant Trains Village Women	12	(--)
5. First Training Cycle Begins	13	(--)
6. First Training Cycle Ends	13	(--)
7. Follow-Up First Training Cycle	13	(--)
8. Initiate Curriculum Modifications to First Training Cycle	13	(--)
9. Recruit Craft Consultants	13	(--)
10. Craft Consultants Conduct Train Instructors for Remaining Skills Research	13-15	(--)
11. Craft Consultants Design Courses for Remaining Skills and Order Needed Equipment	15-16	(--)
12. Craft Consultants Recruit and Train Instructors for Remaining Skills Courses	16-17	(--)
13. Annual Evaluation	21	(--)
14. Training Cycles Continue	15,16,18,19,22,24	(---)

TECHNICAL RESEARCH FOR WEAVING

RESEARCH GOALS

1. To establish a method to increase production by eliminating time loss factors in loom operation and improvement of loom efficiency.
2. To assess local marketability of traditional cloth.

The following factors will be considered in developing prototypes:

- (A) CULTURAL FACTORS, e.g., established technical processes handed down through generations, gender-related factors, cultural incentives which promote adoption of new ideas.
- (B) PHYSICAL FACTORS.
 - avoiding extensive loom modification (which would involve a lot of different muscle groups and which would cause initial stiffness
 - factors such as pregnancy and the limited sitting position leg movements at a loom.
 - importance of lower arm movements and eliminate stretching or having to remain standing while working.
- (C) ECONOMIC FACTORS, e.g., availability and comparative construction costs for modified and traditional loom, local and external markets to absorb the product

PROJECT EVALUATION SUMMARY (PES) - PART I

Report Symbol U-447

1. PROJECT TITLE LaKara Skills Development Training	2. PROJECT NUMBER 698-0388.12	3. MISSION/AID WORK AREA OAR/Togo
4. EVALUATION NUMBER (Enter the number maintained by the reporting office, Country ID, AID Work Admin Service Code, Fiscal Year, Serial No. beginning with No. 1 each FY)		
<input type="checkbox"/> REGULAR EVALUATION <input type="checkbox"/> SPECIAL EVALUATION		

1. KEY PROJECT IMPLEMENTATION DATES			2. ESTIMATED PROJECT FUNDING		3. PERIOD COVERED BY EVALUATION	
A. Firm PRO-AG or Equivalent FY 79	B. Firm Obligation Expected FY 81	C. Firm Issue/Delivery FY	A. Total \$	B. U.S. \$	From (month/year) Sept. 79	To (month/year) June, 81
Date of Evaluation						

4. ACTION DECISIONS APPROVED BY MISSION OR AID WORK OFFICE DIRECTOR

A. List decisions and/or unresolved issues; cite those items needing further study. (NOTE: Mission decisions which initiate AID work require office action; specify type of document, e.g., program, SPAR, P/O, which will implement detailed request.)	B. NAME OF OFFICER RESPONSIBLE FOR ACTION	C. DATE ACTION TO BE COMPLETED
---	---	--------------------------------

1. Any future project modification must be executed through the regular USAID channels utilizing a PIL.

Construction.

1. Any construction cost over-runs will be borne by GOT and NCNW. Permanent supervision of remaining construction to be provided by GOT. Direct water connection for training center to be resolved by GOT.

Studies

- SOTED should analyze its data and present final report by July 1, 1981.
- A qualified sociologist should review the SOTED study, perform additional analysis of women's needs in the artisanal sector, and suggest activities for further technical analysis. The sociologist should also outline a list of concerns and issues needing to be discussed and resolved by villagers prior to village participation.
- The technical advisor should be recruited by NCNW by August 30th, 1981. Failing that, a series of short-term consultants could provide the same services.
- The project co-ordinating committee should recommend two activities to be undertaken, based on attached suggested criteria.
- Nutrition survey results should be utilized by the short-term nutrition advisor in designing nutrition education curriculum, in collaboration with Cacavelli.

Best Available Document

<input type="checkbox"/> Project Paper	<input type="checkbox"/> [unclear]	<input type="checkbox"/> [unclear]
<input type="checkbox"/> [unclear]	<input type="checkbox"/> [unclear]	<input type="checkbox"/> [unclear]
<input checked="" type="checkbox"/> [unclear]	<input type="checkbox"/> [unclear]	<input type="checkbox"/> [unclear]
<input type="checkbox"/> Project Agreement	<input type="checkbox"/> [unclear]	<input type="checkbox"/> [unclear]

PROJECT OFFICE USE ONLY (DO NOT WRITE IN THESE SPACES)

John K. McLaughlin

John K. McLaughlin

John K. McLaughlin

Studies (con't)

Decision by NCNW to limit nutrition survey to one ethnic group in the multi-ethnic Lama Kara area appears short-sighted. The nutrition survey results will unfortunately have limited applicability.

Village Participation

1. Village participation in selecting activities and determining appropriateness of technical innovation should be actively pursued. Issues such as logistics of women's participation need to be resolved early on.

Personnel

1. The GOT will provide the remaining personnel agreed to in the project agreement, and will remunerate them as agreed upon. An accountant working four days/month must be hired by GOT as soon as possible.
2. Technical advisor (see studies, 3, above)

Management and Finance

1. NCNW project management and supervision must be strengthened. This might include more frequent field visits, and collaborative submission of progress reports to NCNW by project co-ordinators and the regional representative of UNFT.
2. A Project Advisory Committee should be established to assure broad based community support, involvement, communication and collaboration in all major aspects of project implementation. Membership might include the regional UNFT representative, the regional director of MOSA, the project manager and her counterpart.
3. Project budget modifications (see attached) should be negotiated between NCNW and GOT, submitted to AID/W and agreed to in a PIL.
4. In view of the fact that monitoring of PVO activity has proved crucial in the case of NCNW work in Togo, it is recommended that the PVO, AID/W and OAR collectively review and reaffirm the monitoring responsibility of each.
5. A PACD extension of six months, to March, 1983 is recommended in view of the six month delay in the start-up of the project.

Best Available Document

UNITED STATES GOVERNMENT

Memorandum

DATE: June 1, 1981

TO : Robert Ritchie, Acting AID-Rep.

FROM : L. Weiss, Engineering Advisor/REDSO/WA

SUBJECT: Lakara Skills Project. (NCFW) 698-0388.12
Site visit to evaluate construction activities.

Observations: There are two basic types of buildings being constructed and they are - round hut type (3) with walls of masonry (brick and mortar) and a ring-beam for lateral support of roof and secondly are rectangular buildings (2) with walls of molded brick laid without mortar for bonding and a concrete multiple arch roof.

Round Hut Type Buildings: These buildings are complete up to the ring-beam level and roof constructions (structural) is just beginning - the roof construction on these buildings should be reviewed and the following critical points should be addressed. 1) The roof truss connection to the ring beam. 2) The location and details of splice in roof rafters.

Rectangular Buildings: The construction of these buildings have progressed to eave height and have concrete beams resting on palm columns (2"x2"x10") and the masonry walls (non mortar bonded) and one building has its multiple arch concrete roof in place and setting forms for roof construction on other building is beginning. The construction of masonry walls without use of mortar for supporting a heavy concrete roof should be reviewed along with the design details of the concrete arch. The following critical points shall be addressed. 1) The use of and size of palm columns used to support concrete beams. 2) Location of the rods, anchoring details and material used. 3) Capability of wall design to withstand loads (horizontal and vertical).

Building Construction: Per A.I.P./A.I.D. was to fund construction of two (2) training huts at a cost \$ 20,000 with remaining construction to be by P.W.O. and Host Govt.

Recommendations: It is suggested that before the subject construction continues AID engage a local (Togo) engineer/architect to review the above critical design points and prepare the necessary design details and construction plans for completion of these facilities. A scope of work for services of A/E firms has been prepared and is attached.

cc: NCFW
AFR/RA/Henderson
L.A. Weiss

Best Available Document



SCOPE OF WORK

- I. Engineering/Architectural services for review of design and construction of five (5) buildings at Landa which is about 14 km East, Lama Kara.
- II. The engineer/architect shall review the design and structural connection to the ring-beam on the three (3) round buildings. The engineer/architect shall prepare detail drawings for connection of roof rafters to ring-beam and he shall also design roof truss system. In addition to the roof structural system the means of providing sufficient light for working various handcraft machines, etc. shall be reviewed and means for rectifying shall be delineated.
- III. For the remaining two building the engineer/architect shall review the arch type roof of concrete and the method used for installing the palm wood tie-rods. The l/c ratio for columns shall be checked and the structural soundness of the no-rotar walls used to support a concrete roof. The engineer/architect shall prepare detail sketches and specifications for all structural modifications and building procedures to be incorporated into these building to make them safe.
- IV. The engineer/architect shall also prepare a construction schedule and recommend how the construction shall be carried out and by whom.
- V. The engineer/architect shall also provide an estimate of cost to complete these building in accordance with the plans and specification he has prepared under paragraphs II and III above.
- VI. The engineer/architect shall also provide an estimate of cost for his services to supervise and inspect the demolition and reconstruction needed to complete the above five buildings.

Best Available Document