

1/82 Eval. attached
(F477-81)

ISW - 34052 SB
PD-AAP-092
685-0215/42

UNCLASSIFIED

PROJECT PAPER

AMENDMENT

THE GAMBIA

**AGRICULTURAL TRAINING AND RESETTLEMENT
(OICI)**

685-0215

91

Authorized June 17, 1982

UNCLASSIFIED

AUTH. PACKAGE,
PDAAT 092

JUN 11 1982

ACTION MEMORANDUM FOR THE ASSISTANT ADMINISTRATOR FOR AFRICA

FROM: AAA/APR/DR, John W. Koehring *JK*

SUBJECT: The Gambia: Opportunities Industrialization Center, International (OICI) Agricultural Training and Resettlement Project 635-0215

I. Problem: Your approval is required for execution of an amendment to an Operation Program Grant (OPG) for OICI, a registered Private Voluntary Organization, not to exceed the amount of \$265,028 from the FAA Section 121 Sahel Development Appropriation. Previous funding authorized under this grant totals \$529,909, of which \$475,585 was obligated; the remaining \$54,324 is available for obligation, providing a total of \$319,352 for obligation in FY 1982.

II. Discussion:

A. Project Description

The OICI began its project in The Gambia during CY 1977 under a grant from the PVO central office. The objective of the project was to conduct an agricultural training program for rural school leavers. In FY 1980, the Africa Bureau assumed control for funding and monitoring the project under the terms of a grant that expired on December 31, 1981.

Late last year, as the grant was drawing to a close, the Africa Bureau and OICI agreed in principle to a one year phase-out period for the grant so that OICI would resettle each of 57 graduate-trainees on their own lands and assist them through a full agricultural cycle. The one year period will also permit OICI to complete its affairs in The Gambia in an orderly manner and withdraw.

Over the past few months, the final details of the one year phase-out amendment have been worked out between OICI and the Africa Bureau. The principal activities which are to be implemented under this grant are:

1. Identification and purchase of trainee agricultural input packages including seeds, fertilizer and implements;
2. development of individual trainee farm plans;
3. provision of technical assistance to trainees during planting, weeding, and harvesting cycles; and
4. phase-out, end of project and withdrawal of OICI staff from The Gambia.

B. Financial Summary

A.I.D. financing for this one year grant will be \$319,352, all of which will be obligated in FY 1982. The budget for project funding is as follows:

	<u>Funding to Date</u>	<u>Amendment</u>	<u>Proposed Total LOP</u>
Personnel Costs	\$127,979	\$ 66,304	\$194,283
Travel and Transportation	59,561	30,554	90,115
Other Direct Costs	9,103	9,130	18,233
Local Program Costs	166,898	136,078	302,976
Indirect Costs	<u>112,044</u>	<u>77,286</u>	<u>189,330</u>
Total Obligation	\$475,585	\$319,352	\$794,937
Authorized/Not Obligated	54,324	(54,324)	- 0 -
Total Authorization	\$529,909	\$265,028	\$794,937

There are no engineering costs involved in this project. The Project Committee believes the budget represents a reasonably firm estimate of the costs of this project.

C. Committee Action

The Project Review met on March 26, 1982, and recommended approval of the project amendment subject to determination by AA/AFR of the need for a detailed technical analysis of the close out amendment. The ECFR met on April 22, 1982 and, as a result of the discussion, the AA/AFR requested information on (1) the earliest date by which OICI could close out its program in The Gambia and the budget that would be required to fund OICI activities until that date, and (2) an assessment by Africa Bureau technicians of the technical benefits to Gambian trainees of activities proposed in the amendment.

With respect to Item 1, OICI has informed A.I.D. that, based on previous discussions with the Africa Bureau and commitments it perceives that it has made to the Government of The Gambia, the earliest date the field operations can close down is December 31, 1982. The OICI budget request would remain the same as currently proposed, i.e., \$319,352.

With respect to Item 2, Africa Bureau technicians have examined the relevant project documentation on hand and have submitted the following statement:

The two evaluations conducted on the subject project confirm that trainee completion and their placements fell short of targets set. That the project, as a whole, did not meet its stated objectives is difficult to contest. However, it will be pointed out that the school leavers who have so far been trained obtained useful skills and those resettled are farming or are gainfully employed in agriculture-related activities. Based on experience to date, there is some evidence that the training and resettlement components of the project are not without technical merit. On this basis, the Project Committee believes that AID assistance to resettle the school leavers who are now trained is technically feasible.

D. Summary of Analyses

1. This grant provides for a one year phase-out period of an on-going project and does not represent a new activity of any sort. Required socio-economic analyses were performed as part of earlier project review processes and remain valid for the phase-out period.
2. The Gambia is a democratic country. Generally, no issues of concern to the U.S. exist in the area of human rights.
3. The project is technically sound as reviewed by the Project Committee.
4. The environmental impact has been evaluated and a categorical exclusion has been granted by the Bureau Environmental Officer.
5. The Implementation Plan for the project has been reviewed by the Project Committee which believes that it is realistic and establishes a reasonable time frame for phasing out the project.
6. The major implementing agency involved is the Opportunities Industrialization Center, International (OICI) with headquarters located in Philadelphia, Pennsylvania.
7. The AID officers responsible for this project are:

Keith Simmons
OAR/Banjul
Banjul, The Gambia

Rose Marie Depp
AFR/DR/SWAP
AID/W

E. Conditions and Covenants

The Project Committee recommends the inclusion of the following covenant to this grant:

OICI/Philadelphia will submit a plan to AID which satisfactorily demonstrates that OICI staff in The Gambia will receive the financial allotments needed to carry out the terms of this amendment at the time the funds are required.

III. Notification to the Congress: Notification of this activity was submitted to Congress on May 18, 1982. This notification expired without comment on June 1, 1982.

IV. Section 121(d) Certification: Pursuant to Section 121(d) of the Foreign Assistance Act of 1961, as amended, before AID funds can be obligated for this project, a determination is required that the Host Country Government maintain a system of accounts with respect to AID funding which provides adequate identification of, and control over, the receipt and expenditure of those funds. USAID/The Gambia has certified that, as this is a PVO grant, no funds will be directly handled by the GOTG. Therefore, the determination set out in Section 121(d) of the FAA is not required. The AA/AFR approved this action on May 3, 1982. A copy of that approval is attached to the Grant amendment.

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V. Recommendation: That you sign the attached Project Authorization, and thereby approve an increase in life-of-project funding to \$794,937 for the OICI project in The Gambia.

Clearances:

AFR/DR:NCohen [Signature]
AFR/DR/SWAP:JMcCabe [Signature]
AFR/SWA:FGilbert [Signature]
AFR/DP:SSharp [Signature]
GC/AFR:LDeSoto [Signature]
AFR/DR/SDP:BBoyd [Signature]
AFR/DR/ARD:JHartman [Signature]

DAA/AFR:ARLove [Signature]
DAA/AFR:FDCorrel [Signature]

Drafted by: AFR/DR/SWAP:JSchlesinger:fn:4/29/82

PROJECT AUTHORIZATION AMENDMENT

Country: The Gambia
Project: Agricultural and Resettlement Project
Project No.: 635-0215

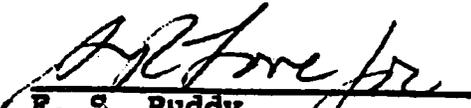
1. Pursuant to Part 1, Chapter 1, Section 121 of the Foreign Assistance Act of 1961, as amended, the Gambia Agricultural and Resettlement Project was authorized on September 16, 1980. That authorization was subsequently amended to increase life-of-project ("LOP") funding to \$529,909. That authorization is further amended as follows:

- a. Total authorized LOP funding is increased by \$265,028 from \$529,909 to \$794,937.
- ✓ b. The Project Assistance Completion Date (PACD) is extended from December 31, 1981 to December 31, 1982.
- c. The following covenant is added to require that OICI/Philadelphia will submit a plan to AID which satisfactorily demonstrates that OICI staff in The Gambia will receive the financial allotments needed to carry out the terms of this amendment at such time as the funds are required.

2. The authorization cited above remains in force except as hereby amended.

Date:

June 17, 1982


F. S. Ruddy
Assistant Administrator
for Africa

Clearances: As shown on Action Memorandum.


Drafted by: GC/AFR:LDeSoto:my:6/8/82:20379

MAY 3 1982

ACTION MEMORANDUM FOR THE ASSISTANT ADMINISTRATOR FOR AFRICA

FROM : AFR/SWA, Frederick E. Gilbert

**SUBJECT: Gambia OICI Agricultural Training and Resettlement Project
(635-0215)**

RE : Delegation of Authority No. 144

Problem: Section 121(d) of the Foreign Assistance Act of 1961, as amended, (the "FAA") precludes any new obligation of Sahel Development Project funds for disbursement by a foreign government until the Administrator has determined "that the foreign government will maintain a system of accounts with respect to those funds which will provide adequate identification of and control over the receipt and expenditure of those funds". On January 6, 1982, the Administrator delegated the authority to make this determination to you in Delegation of Authority No. 144.

Discussion: In anticipation of this requirement, the Africa Bureau, at the beginning of FY 1982, initiated a process of "Certification Review" and "Certification" by Mission Directors and Office Heads. This review is designed to establish the adequacy of Host Country accounting systems. The Certification requirements are spelled out in State 278344 dated October 20, 1981 (attachment A). This cable was followed by State 313799 dated November 25, 1981 (attachment B) which was prepared by the Office of Financial Management, and established for the Missions the minimum standards for host country accounting systems which must be met prior to certification.

In accordance with this process, Gambia has certified (Banjul 899, attached) that funds for local cost financing of the subject project will not be released to the cooperating government. All funds will be disbursed by A.I.D. directly to the OICI in Philadelphia.

Recommendation: That the determination set out in Section 121(d) of the FAA is not required.

APPROVED: ✓

DISAPPROVED:

DATE: 5.3

Clearances:

AFR/SWA:JWoods *BW*
AFR/DR/SWAP:JMcCabe *[Signature]*
GC/AFR:LDeSoto *[Signature]*
AFR/SWA:HWoods *[Signature]*
DAA/AFR:WHNorth *[Signature]*

THE GAMBIA OIC
FINAL PROGRAM PROPOSAL
JANUARY 1, 1982 - DECEMBER 31, 1982

Rev. Leon H. Sullivan
Founder & Chairman of the Board

Gary O. Robinson
Executive Director

I. Introduction

The Gambia OIC agricultural training and resettlement program for rural school leavers and village farmers began its fifth year of operation in FY 82. The project originally began in October 1977 when OICI was awarded a grant from USAID under the Bureau of Population and Humanitarian Assistance (No. AID/pha-G-1125). In August 1979, responsibility for funding and monitoring the program was transferred to the Africa Bureau of USAID with the country missions having overall authority for overseeing the progress of the program. The budgets were also to come out of Mission budgetary allocations.

Funds were made available to keep the program in operation through December 31, 1981. Now, there is a need for an extension to complete the obligations made in the original proposal such as the resettlement of trainees. The lack of adequate budget to accomplish the resettlement was due in large measure to the fact that expected government inputs were not forthcoming.

During FY 81, much has been done that has greatly increased the smooth progress of the program. A new Board of Directors was appointed by the Ministry of Agriculture and TGOIC staff have worked closely with the USAID Mission in Banjul to keep them closely informed of the project's progress and activities. A memorandum of agreement was finally signed in December 1980 between the Government of The Gambia and OICI.

In March 1981, OICI carried out a feasibility study for the redesign of the program under a Phase II as the original grant agreement was to end in September 1981. An extension budget was approved by AID until December 1981 to cover the necessary time required to process a new proposal. At this time, an extension phase out of OICI's programming has been suggested by AID/WA from January 1, 1982 to December 31, 1982.

The purpose of this proposal is then to comply with the request of AID/WA to submit an implementation plan of the identified activities as well as to phase out OICI assistance in December 1982.

II. The Gambia OIC Proposed Program Design - 1982

The proposed program for TGOIC during the calendar year 1982 represents the desires of AID/WA and is thus a continuation of the present program rather than the start up of new activities. The program for 1982 will primarily maintain the present accomplishments with a greatly expanded program in trainee resettlement.

Therefore, although no new trainees will be recruited and trained during the calendar year, the existing graduates will be resettled with an adequate package of equipment and supplies. Local staff will implement the extension activities for the graduate resettlements. The equipment at the center will be disposed of according to terms of the grant agreement. However, modest demonstration plots will be created for the workshops involving resettled graduates.

Following is a detailed description of the program components including an extensive explanation of the activities briefly described above:

A. Goal

The original project goal will remain as follows:
To strengthen and diversify the capacity of the rural labor force.

B. Purpose

Center graduates resettled on their own land and farming effectively through use of improved practices.

C. Objectives

The objectives of the extended program activities are as follows:

1. To continue to provide extension and technical assistance to GOIC former trainees.
2. To resettle GOIC graduates in the 1979, 1980 and 1981 classes.
3. To maintain staffing levels (both TCT and local) at minimum required.
4. To develop and initiate a phase-out plan.

D. Project Management

OICI will continue to manage the project as it has in the past.

1. Reports to USAID

- a) Quarterly -- Four quarterly reports shall be completed.
- b) Semi-Annual -- Two semi-annual reports will be submitted.
- c) Final Report -- One final report (end of project) will be completed.

E. Evaluation

OICI will participate in the end of project evaluation with AID/W.

F. Staff

The staffing during this period will be less than it was on December 31, 1981. At that time, there was one technical advisor and twenty-five (25) local employees.

1. Technical

OICI will retain one technical person, Program Advisor, with the project. His primary duties will be to provide guidance, technical assistance and management to the GOIC project in line with the stated objectives and output levels.

The Program Advisor will work with the local staff and Management Committee to ensure the effective implementation of the GOIC program design. He will possess a combined background and experience in both agricultural program management and extension delivery system. Other key duties to be performed by the advisor will be:

- a) To provide training and direction to the Board in OICI philosophy policies and procedures.
- b) To aid in developing work objectives, performance standards, planning tools, policies and procedures necessary to the needs of the GOIC program staff.
- c) To be the official representative of OICI in all matters pertaining to GOIC program.

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- d) To advise local management and technicians in developing and maintaining the demonstration plots and animal husbandry unit.
- e) To maintain the development and implementation of on-going evaluation systems designed to measure program performance and results.

Fiscal Specialist (TDY)

One fiscal specialist from OICI Central Office will visit the training center two times during this funded period. Among the key functions performed by this specialist will be:

- a) To provide training and direction in establishing and maintaining the required OICI fiscal/administrative guidelines, procedures and systems.
- b) To aid in preparing fiscal MIS reports.
- c) To prepare the required financial statements and reports necessary for management to make intelligent and timely decisions.
- d) To advise the Board/Management Committee, especially the finance committee, on financial concerns and strategy for their resolution.

The length of each visit will vary depending on the needs but will not exceed 18 days during the year.

2. Local Staff

The local staff, with the aid of the program advisor, will administer the extension and resettlement activities. The local staff is under the direction of the program director, who is the highest local executive. The Director is directly responsible to the Management Committee.

OICI will provide a counterpart, the Program Advisor, to work very closely with the Director in implementing the program goals and objectives.

The Director's key administrative duties parallel those of the Program Advisor except that the Director is not a representative of OICI. Instead, the Director will represent the Management Committee of TGOIC.

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To accomplish the program goals and objectives for the funding period, a total of twelve (12) Gambians are needed. The staff positions are seen in Exhibit I. These positions represent the minimum personnel needed to carry out the tasks delineated in this proposal.

Although on-campus training will not be continued during this period, the administrative and support personnel will be needed in the extension activities. The duties of the technical instructors in the previous years included teaching, supervising the demonstration components and off-site extension follow-up. During this period the majority of the instructors' time will be spent in resettling the trainees.

Some local key positions that were vacant at the end of last year will have to be filled. A case in point is the administrative services officer, who maintains the financial records.

G. Management Committee

The Management Committee (Board of Directors) will continue its role as the policy making body for the local program. It is expected to meet at least once each quarter. The program advisor will train and motivate the Committee and its sub-committees of finance, program and personnel, in performing the required functions. This training will be at the rate of one session each quarter during the regular meeting of the committee.

This Committee will work very closely with GOG and the local community in developing community interest in the program. The Committee is the mechanism which assures that a "people to people" technique is employed in OICI projects. It provides a vehicle through which diverse leadership from the private and public sectors of the Gambia become actively involved in the program.

In its role as a policy making body, the Management Committee will be responsible for assuring compliance with conditions of financial assistance.

The general responsibilities of the Management Committee of the GOIC program are as follows:

1. To determine major policies and program directions.
2. To determine the organizational structure.

3. To select the top local executive and staff at the organization.
4. To appraise the performance of the executive to whom responsibilities have been delegated.
5. To authorize and appraise disbursement of local program funds.

III. Implementation Plan Calendar Year 1982

The budget request for the 1982 calendar year, January 1982 through December 31, 1982 is \$331,694. During this period, the proposed budget will be utilized to accomplish the following:

A. Resettlement of Former Graduates

There are approximately fifty-seven (57) former graduates that have not been resettled due to lack of financial assistance. The breakdown by year is as follows:

<u>Date Graduated</u>	<u>Number of Trainees not Settled</u>
December 1979	10
December 1980	17
December 1981	<u>30</u>
Total	57

OICI has developed financial resettlement cost estimates in the following areas:

- Groundnut/cereal production
- Bee-keeping
- Poultry keeping
- Vegetable production
- Rice production

The average cost per trainee per resettlement is \$1,000 depending upon the enterprise or combination of enterprises selected. The money will go toward the purchase of animal drawn equipment, seeds, fertilizers, insecticides, bee-keeping equipment, chicks, feed, medicine, poultry housing, and supplements. All items are to be purchased by the organization.

It is expected that GOIC will resettle fifty (50) trainees back on their individual farms during this period. Approximately twenty (20) trainees are already resettled.

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Assistance Plan

The entire organization (GOIC) will be involved initially in evaluating trainee needs, aiding trainees in identifying land, the purchasing and placement of the needed resources, developing individual farm plans and technical assistance plans for each trainee.

Once the trainee resettlement package is in place, the technical instructors and other staff as required will visit each trainee at least once per week and twice per week during the following critical stages:

- Land preparation
- Planting
- Weeding
- Harvesting
- Marketing

The administrative and support personnel will provide assistance as needed. This includes the program director and training manager in managing controlling and directing the overall activities, the administrative services officer in fiscal management and purchasing, the needed inputs, the secretarial pool in typing and the farm laborer in the demonstration plots.

The GOIC Center will conduct on-campus, two day workshops for these trainees in May, July, September and November. These workshops will provide an opportunity for both trainees and staff to discuss problems, review progress, and make corrective actions for increased efficiency and effectiveness. In addition, each workshop will have structural topics to discuss. The following are some topics to be discussed:

- land preparation
- planting
- weeding
- pest control
- fertilization practices
- harvesting
- marketing
- dry season farming
- record keeping
- farm plans
- disease/pests of poultry

Other important topics may be added upon demand.

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All visits to each trainee farm will be recorded and signed by both staff and trainee. Each trainee will be required to keep records of his production activities.

B. Transportation/Equipment Needs

Extension activities require that the staff must be able to get to the various villages in order to provide the extension services. In the past, GOIC extension (follow-up activities) have been limited due to a lack of reliable transportation. Therefore, it is imperative that this element be adequately provided. The 30 trainees who graduated in December 1981 are from all parts of the Gambia and thus more extensive travel than ever before will be required. The Center's two existing motorcycles are irreparable; however, the peugeot 504 can be repaired.

Transportation Needs

In order to carry out an increased effective and efficient extension activities during this period, GOIC will need the following:

1. Repair of Present Peugeot 504

This car will be needed to provide the staff with transportation to service those graduates who are settled more than 30 miles from the Center (60% of the trainees). Also, the 504 will be used to provide support services to the Center. The estimated cost to repair this vehicle into good condition is approximately \$4,000. The following major items are to be done:

- major overhaul of motor
- major overhaul of front end/steering mechanism
- new brake system

2. Purchase of One 80CC Motorcycle

One new motorcycle is needed to provide transportation of the staff for extension services to the former graduates within a 30 miles radius of the Center.

C. Evaluation/Reporting

It is anticipated that OICI will make an on-site evaluation of the project in November 1982. This will be done in close collaboration with all parties concerned, i.e., AID/Banjul, AID/WA, REDSO and GOTG. OICI in collaboration with TGOIC will provide all parties with: four quarterly reports, two semi-annual reports and one end of project report.

IV. Scheduled Accomplishments and Critical Factors for Success

A schedule by month, of the proposed accomplishments during this funding period is seen in Exhibit II. These activities will be the new means for accomplishing the project goal, purpose and objectives. The accomplishment of these actions within a twelve month period will depend upon a reasonable adherence to the following critical factors:

A. Proposal Approval by AID/W

It is very critical that AID/W approval of the proposed project be finalized by March 1, 1982. Without the approval of funds or availability of funds, certain critical actions cannot be initiated.

B. Budget

An adequate budget is necessary in order to initiate and successfully complete the proposed actions. The majority of the extension activities are centered on the June-October rainy season; therefore, resettlements, land preparation, and adequate staff must be fully provided before June 1982.

C. Transportation

The staff needs to be mobile in order to perform the extension services. The purchase of the motorcycle and the repair of the Center's car is of utmost importance. Without these critical elements actions cannot be performed.

D. Stability of the Management Committee (Board)

The existing members should remain constant so that training given will not be diluted or lost as occurred in 1980 when the original Board resigned at the request of the Government of the Gambia and was replaced by very competent but new members.

V. Audit

OICI will conduct an external audit of the GOIC program in December 1982.

B

AMENDMENT TO THE GAMBIA OIC
FINAL EXTENSION PROPOSAL SUBMISSION
JANUARY 1, 1982 - DECEMBER 31, 1982

Submitted March 9, 1982

OIC INTERNATIONAL, INC.
 THE GAMBIA PROJECT
 BUDGET PROPOSAL SUMMARY

JANUARY 1, 1982 TO DECEMBER 31, 1982

LINE ITEM

U.S. Salaries/Benefits (see page B-2)	\$ 46,261
Allowances (see page B-3)	20,043
Travel & Transportation (see page B-4)	30,554
Other Direct Costs (see page B-5)	<u>9,130</u>
Sub-Total	<u>105,988</u>
Local Program Cost (see page C-1)	136,078
Indirect Cost*	<u>77,286</u>
Grand Total Requested from USAID	<u><u>\$319,352</u></u>

*OICI Central Office negotiated overhead cost calculated as follows:
 32.1% of total costs minus equipment costs.

OIC INTERNATIONAL, INC.
THE GAMBIA PROJECT
BUDGET PROPOSAL
JANUARY 1, 1982 TO DECEMBER 31, 1982

B-2

LINE ITEM

<u>U.S. Salaries</u>	(man-months)	
Program Advisor	12	\$ 35,585
Fringe Benefits (30%)*		<u>10,676</u>
Total Salaries/Benefits		<u>\$ 46,261</u>

*Employer's contribution has been projected to 30% of gross salary relative to the following categories:

Hospitalization, Life, Accidental Death and Dismemberment and long term disability	11%
Pension	10%
F.I.C.A. & Unemployment tax	<u>9%</u>
TOTAL	<u>30%</u>

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OIC INTERNATIONAL, INC.
THE GAMBIA PROJECT
BUDGET PROPOSAL
JANUARY 1, 1982 TO DECEMBER 31, 1982
ALLOWANCES SUMMARY

B-3

LINE ITEM

Temporary Housing Quarters*	\$ 1,360
Housing Quarters including utilities, maintenance & security (see page B-6)	8,827
Post Allowance (Post Class 5)	960
Overseas Differentials (25% of salary)**	<u>8,896</u>
Total Allowances	<u>\$20,043</u>

*Program Advisor end of project hotel accommodations
30 days x \$45.36/day = \$1,360

**According to USAID regulations, OSD is 20% for Banjul and
25% for Farafenni where the Advisor resides.

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OIC INTERNATIONAL, INC.
 THE GAMBIA PROJECT
 BUDGET PROPOSAL
 JANUARY 1, 1982 TO DECEMBER 31, 1982
 TRAVEL AND TRANSPORTATION

<u>LINE ITEM</u>	
<u>Travel & Transportation</u>	
Flight Cost*	\$ 7,100
Excess baggage (22 lbs. each way x 2 = 44 lbs.)	<u>330</u>
Sub-Total	7,430
Shipment/Storage (see page B-8)	11,810
Domestic travel (see page B-9)	2,266
Local Travel (see page B-10)	<u>9,048</u>
Sub-Total	<u>23,124</u>
Total Travel & Transportation	<u><u>30,554</u></u>
*January 1982	
<u>Program Advisor</u>	
1 full fare Tuskegee/Phila/Banjul =	\$ 1,000
1 full fare Banjul/Phila/Tuskegee =	1,100
<u>Evaluation Officer</u>	
1 roundtrip fare Phila/Banjul/Phila =	<u>1,600</u>
Sub-Total	3,700
<u>Fiscal Specialist (TDY)</u>	
2 roundtrips Phila/Banjul/Phila during 1982 =	3,400
TOTAL	<u><u>\$ 7,100</u></u>

OIC INTERNATIONAL, INC.

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THE GAMBIA PROJECT

BUDGET PROPOSAL

JANUARY 1, 1982 TO DECEMBER 31, 1982

OTHER DIRECT COSTS

LINE ITEMS

Other Direct Costs

Bank charges (12 x \$27.75/mo)	333
Postage (12 x \$33.33/mo)	400
Telephone/Telegraph (12 x \$222/mo)	2,667
Resource materials	1,000
Office supplies	1,000
Printing/Reproduction	800
Office Rent (Banjul) (12 x \$175/mo)*	2,100
Sub-Total	<u>8,300</u>
Contingencies (10%)	<u>830</u>
Total Other Direct Costs	<u><u>\$ 9,130</u></u>

*Contract is on a twelve-month period.

OIC INTERNATIONAL, INC.

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THE GAMBIA PROJECT

BUDGET PROPOSAL

JANUARY 1, 1982 TO DECEMBER 31, 1982

HOUSING (QUARTERS)

LINE ITEM

U.S. Staff Position

Program Advisor

Housing (12 x \$325/mo)

\$ 3,900

Utilities (11 x \$250/mo)

2,750

Maintenance (11 x \$50/mo)

550

Security (11 x \$75/mo)

825

Sub-Total

8,025

Contingency (10%)

802

Total Housing (Quarters)

\$ 8,827

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OIC INTERNATIONAL, INC.

B-7

THE GAMBIA PROJECT

BUDGET PROPOSAL

JANUARY 1, 1982 TO DECEMBER 31, 1982

FLIGHT SCHEDULE - YEARLY TRIPS

<u>LINE ITEM</u>	<u>(man-months)</u>	<u>Round Trips</u>	
U.S. Staff Position			
Program Advisor	12	1	
Fiscal Specialist (TDY)	1	2	
Evaluation Officer (TDY)	<u>1/2</u>	<u>1</u>	
Totals	<u>13 1/2</u>	<u>4</u>	
Excess Baggage*			44 lbs.
Cost (\$7.50/lb x 44lbs)			\$330

*Program Advisor Only

OIC INTERNATIONAL, INC.

B-8

THE GAMBIA PROJECT

BUDGET PROPOSAL

JANUARY 1, 1982 TO DECEMBER 31, 1982

SHIPMENT/STORAGE

LINE ITEM

Shipment (Program Advisor)

Air personal effects (250 lbs each way x 2 x \$6/lb)	\$ 3,000
Surface personal effects (1500 lbs x 1 way x \$3/lb)	4,500
Car shipment (one car x 1 x \$3,500/car)	3,500

Storage (Program Advisor)

(2,500 lbs x \$.324 lb.)	<u>810</u>
Total Shipment/Storage	<u><u>\$11,810</u></u>

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OIC INTERNATIONAL, INC.
 THE GAMBIA PROJECT
 BUDGET PROPOSAL
 JANUARY 1, 1982 TO DECEMBER 31, 1982
 TRAVEL (U.S.) DOMESTIC

LINE ITEMTravel U.S. Domestic

Program Advisor - Consultation & Proposal Preparation

Orientation (Philadelphia)	
Per diem 15 days x \$75/day	\$1,125
Local travel (200 miles x .225/mi)	45
Debriefing (End of contract)	
Per diem (5 days x \$75/day)	375
Travel to Washington	
Per diem (3 days x \$75 x 1)	225
Subsistence (2 days x 2 persons x \$34.50/day)	138
Travel (6 trips x \$52/trip)	312
Taxi fare	46
	<hr/>
Total U.S. Travel	\$2,266

OIC INTERNATIONAL, INC.
THE GAMBIA PROJECT
BUDGET PROPOSAL
JANUARY 1, 1982 TO DECEMBER 31, 1982
LOCAL TRAVEL (GAMBIA)

B-10

LINE ITEM

U.S. Staff Position

Program Advisor Per diem Banjul 4 days/mo x 12 x \$84/day)	\$ 4,032
Private vehicle mileage (4 roundtrips per month Farafenni to Banjul x 250/miles/trip)	3,000
Fiscal Specialist (TNY)* Per diem 24 days x \$84/day)	<u>2,016</u>
Total Local Travel	<u><u>\$ 9,048</u></u>

*Two trips during year at 12 days/trip.

OIC INTERNATIONAL, INC.

B-11

THE GAMBIA PROJECT

BUDGET PROPOSAL

JANUARY 1, 1982 TO DECEMBER 31, 1982

TRAVEL/TRANSPORTATION - FLIGHT SCHEDULE

U.S. Staff Position	Staff	Beginning one way	roundtrip	Ending one way
Program Advisor	1	1		1
Fiscal Specialist (TDY)	1	--	2	--
Evaluation Officer (TDY)	1	--	1	--
Totals	3	1	3	1

OIC INTERNATIONAL, INC.

B-12

THE GAMBIA PROJECT

BUDGET PROPOSAL

JANUARY 1, 1982 TO DECEMBER 31, 1982

SHIPMENTS

U.S. Staff Position	Storage	Air Personal Effects	Household Shipment	Car	Total
Program Advisor	810*	3,000	4,500	3,500	11,810

*All figures in pounds

THE GAMBIA PROJECT
LOCAL PROGRAM BUDGET SUMMARY
JANUARY 1, 1982 TO DECEMBER 31, 1982

C-1

LINE ITEM

Local Salaries & Benefits (see page C-2)	\$ 52,008
Travel and Transportation (see page C-3)	6,600
Other Direct Costs (see page C-4)	76,170
Commodities and Equipment (see page C-5)	<u>1,300</u>
 Total Local Budget	 <u><u>\$136,078</u></u>

THE GAMBIA PROJECT
 LOCAL BUDGET PROPOSAL
 JANUARY 1, 1982 TO DECEMBER 31, 1982
 STAFF SALARIES AND FRINGE BENEFITS

LINE ITEM

<u>Staff</u>	<u>No. of Positions</u>		12 mo. salary
	Jan. - Mar.	3mo. salary	
Program Director	1	\$ 1,297.5	\$ 5,190
Training Manager	1	1,162.5	1,163
Accountant	1	1,036.5	4,146
Bookkeeper	1	442.5	1,770
Student Services Coordinator	1	730.5	731*
Women's Group Coordinator	1	577.5	578*
Mechanic	1	730.5	731*
Technical Instructor	4	2,310	5,775**
Storeclerk	1	442.5	443***
Secretary	1	552	2,209
Drivers	2	802	3,208
Farm Laborers	3	760.5	2,282****
Watchmen	2	507	2,028
	20	\$11,352	\$30,254
Fringe Benefits (25%)		2,838	7,564
Sub-total		\$14,190*****	\$37,818
Severance Pay (3 mo. salary from April 1, 1982)			14,190*****
TOTAL			<u>\$52,008</u>

*Includes 1 staff person for 3 months and 0 for 9 months

**Includes 4 instructors for 3 months and 2 for 9 months

***Includes 1 storekeeper for 3 months and 0 for 9 months

****Includes 3 workers for 3 months and 2 for 9 months

*****Severance pay is calculated for 20 staff members: 8 to be discharged by the end of March and 12 at the end of December, 1982.

According to Gambia Government Labor Regulations, employers terminating permanent employees must provide a minimum of three month's pay. The Gambia OIC does not have any employees seconded from the Government.

THE GAMBIA PROJECT
LOCAL BUDGET PROPOSAL
JANUARY 1, 1982 TO DECEMBER 31, 1982
TRAVEL & TRANSPORTATION

C-3

LINE ITEM

Travel & Transportation

Staff per diem (\$120/nights x \$10/night)	\$ 1,200
Fuel & Lubricants (12 x \$300/mo)	3,600
Vehicle Maintenance (12 x \$125/mo)	1,500
Ferry fees (12 x \$25/mo)	<u>300</u>
Total Travel & Transportation	<u><u>\$ 6,600</u></u>

THE GAMBIA PROJECT
 LOCAL BUDGET PROPOSAL
 JANUARY 1, 1982 TO DECEMBER 31, 1982
 OTHER DIRECT COSTS

LINE ITEMOther Direct Costs

Janitorial Supplies	\$ 200
Insurance (vehicles)*	3,000
Audit (end of project)	3,000
Bank charges	400
Office supplies	1,000
Telephone/Telegraph	1,500
Postage	270
Printing/Reproduction	1,000
Infrastructure Maintenance	2,500
Trainee resettlement (57 x \$1,000/trainee)	57,000
Generator repair	400
Training supplies	1,000
Equipment maintenance (including office and farm)	900
Repair of Stationwagon	<u>4,000</u>
Total Other Direct Costs	\$76,170

*1 car, 1 pick-up, 5 ton truck and 1 motorcycle

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THE GAMBIA PROJECT
LOCAL BUDGET PROPOSAL
JANUARY 1, 1982 TO DECEMBER 31, 1982
COMMODITIES AND EQUIPMENT

C-5

LINE ITEM

Motorcycles (1)	\$ 1,300
Total Commodities & Equipment	\$ 1,300

THE GAMBIA OIC
PROJECT DESIGN SUMMARY
LOGICAL FRAMEWORK MATRIX.

OBJECTIVE SUMMARY	OBJECTIVELY VERIFIABLE INDICATORS	MEANS OF VERIFICATION	IMPORTANT ASSUMPTIONS
<p><u>Object Goal</u></p> <p>strengthen and diversify the agricultural capacity of the rural labor force</p>	<p><u>Measure of Goal Achievement</u></p> <ol style="list-style-type: none"> 1. Degree of increase in trainee farm household income. 2. Degree of increase in agricultural production per employed person surveyed by the project. 3. Degree of reduction in rural underemployment and unemployment in target community. 4. Degree of increase in crop diversification within target population. 	<ol style="list-style-type: none"> 1. Statistical survey of trainees by GOIC and OICI staff. 2. Statistical Reporting Service statistics on rural household receipts. 3. Ministry of Economic Planning statistical data concerning: <ol style="list-style-type: none"> a. agricultural sector growth trends b. national employment by occupation and income level 	<ol style="list-style-type: none"> 1. That diversified Agricultural development continue to be GOG priority during 1982. 2. That climatic conditions are conducive to crop and livestock production. 3. That viable linkages with relevant GOG Ministries are made.
<p><u>Object Purpose</u></p> <p>graduates of The Gambia OIC will be settled on their own land and farming effectively.</p>	<p><u>End of Project Status</u></p> <ol style="list-style-type: none"> 1. 50 school leavers trained at GOIC resettled on their farms and have produced one crop season. 2. The GOIC training center has developed a viable extension support program. 3. 88% of the trainees will be producing more than other comparable age farmers. 4. The trainees will understand the agricultural concepts taught at GOIC and apply them on their own land. 	<ol style="list-style-type: none"> 1. The Gambia MIS records on trainee follow-up activities. 2. Direct observations, follow-up reports, annual evaluation. 	<ol style="list-style-type: none"> 1. GOIC extension methods are acceptable and adoptable by the trainees. 2. There's no undue delay in receiving funds.

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THE GAMBIA OIC
PROJECT DESIGN SUMMARY
LOGICAL FRAMEWORK MATRIX.

JANUARY 1, 1982 - DECEMBER 31, 1982

NARRATIVE SUMMARY	OBJECTIVELY VERIFIABLE INDICATORS	MEANS OF VERIFICATION	IMPORTANT ASSUMPTIONS
<p>Inputs</p> <p>TCT (in person months) Program Advisor</p> <p>12 local staff (person months)</p> <p>short term (TDY) (person months)</p> <p>Equipment/vehicles</p>	<p><u>Magnitude of Inputs</u></p> <p>12</p> <p>168*</p> <p>1</p> <p>\$1,300**</p>	<p>1. GOIC/OICI MIS Fiscal Reports</p> <p>2. External Audit</p> <p>3. Joint Evaluation GOG, USAID and OICI</p>	<p>1. Funding will be timely and funds released on schedule.</p>
<p>includes 24 person months due to local staff terminations after January 1, 1982 required by revisions in program</p> <p>1 Motorcycle</p>			

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THE GAMBIA OIC SCHEDULE OF ACTIVITIES
JANUARY 1, 1982 - DECEMBER 31, 1982

JANUARY, 1982

1. Submit January - December 1982 project proposal to USAID/W.
2. Program Advisor will re-contract and return to The Gambia.
3. GOIC staff complete the assessment of the trainee resettlement requirements.
4. Solicit bid estimates for the repair of the Peugeot 504 and the purchase of one motorcycles.
5. Local staff submit yearly work plans.

FEBRUARY, 1982

1. The Peugeot 504 major repairs are completed.
2. Identify sources to purchase trainee resettlement packages.
3. Recruit and hire local staff replacements
4. Conduct four staff developments sessions in budget preparation and planning.
5. Conduct one general staff meeting.
6. Quarterly meeting of the Management Committee.
7. Finalization of staff work plans.

MARCH, 1982

1. Begin purchasing trainees resettlement packaging items (implements, seeds, fertilizer, etc).
2. Purchase one motorcycle.
3. Final approval of The Gambia OIC 1982 budget by USAID/W.
4. Purchase the required training and office supplies.
5. Hold one general staff meeting.
6. A phase-out plan for GOIC submitted.

7. Individual trainee farm plan developed.
8. Conduct four staff development sessions in evaluation, program management, budget development and staff development.

APRIL, 1982

1. Inspect individual trainee land for resettlement.
2. Collect agro-economic data about villages for later comparison.
3. Prepare first quarterly report.
4. Repair center generator.
5. Quarterly scheduled maintenance of farm and office equipment.
6. Hold one general staff meeting.
7. Conduct four staff development sessions in planning, delegating authority, forecasting and controlling.

MAY, 1982

1. Final delivery of each trainee resettlement package to his farm.
2. Quarterly meeting of the Management Committee.
3. Hold one staff meeting.
4. Conduct four staff development sessions on accountability, writing reports and utilizing time effectively and efficiently.

JUNE, 1982

1. Fifty trainees begin planting on their farms.
2. Semi-annual maintenance of infrastructure done.
3. Hold one staff meeting.

JULY, 1982

1. Semi-annual and quarterly reports prepared.
2. Quarterly scheduled maintenance of office and farm equipment.

3. Hold one general staff meeting.
4. Conduct four staff development sessions in principles of management.

AUGUST, 1982

1. Mid-season evaluation of trainees farms.
2. Quarterly meeting of the Management Committee.
3. Hold one general staff meeting.
4. Conduct four staff development sessions on evaluation, management styles, proposal writing/development and organization.
5. Fiscal Specialist visit to the field.

SEPTEMBER, 1982

1. Conduct four staff development sessions in job interviewing, preparing resumes, phasing out process, interpersonal relationships.
2. Quarterly scheduled maintenance of office and farm equipment made.
3. Hold one general staff meeting.

OCTOBER, 1982

1. Prepare quarterly report.
2. Conduct four staff development sessions in MIS procedures, conducting meetings and fiscal monitoring.
3. Hold one general staff meeting.

NOVEMBER, 1982

1. Conduct joint OICI, GOG and AID program evaluation.
2. Quarterly scheduled maintenance of office and farm equipment.
3. Semi-annual scheduled maintenance of infrastructure.
4. Hold one general staff meeting.
5. Conduct four staff development sessions on procedure for taking inventory, project evaluation, budget review.
6. Quarterly scheduled meeting of the Management Committee.

DECEMBER, 1982

1. Phase-out, end of project.
2. Program Advisor return to the USA and debriefing at Philadelphia.
3. Submit semi-annual, quarterly and final reports.
4. Conduct external audit.
5. Hold one general staff meeting.
6. Evaluate resettlement and outreach programs.
7. Final evaluation of local staff and phase-out.
8. Prepare final inventory.
9. Close all accounts and records.
10. Conduct one staff development session in phasing-out.
11. Fiscal Specialist final visit to the field.

ASSESSMENT OF SELECTED PROJECT OPTIONS
FOR AGRICULTURAL TRAINING IN
THE GAMBIA



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I. EXECUTIVE SUMMARY

A. Purpose

The purpose of this report is to assist AID/Gambia in determining whether the proposed Opportunities Industrialization Center International (OICI) follow-on project in The Gambia merits its financial support and, if not, to suggest an agricultural training project and use of the existing Gambia Opportunities Industrialization Center (GOIC) complex that would merit such support.

B. Procedure

The assignment was carried out by one Devres staff member. He spent one day at AID/Washington, one day at OICI in Philadelphia, and two weeks in The Gambia. Relevant documents were reviewed, the current GOIC project site was visited (where staff, current and past students, and surrounding villagers were met with), and discussions were held with relevant AID/W, AID/Gambia, OICI, GOIC, and Government of the Gambia (GOTG) officials. A complete draft report was written during the two weeks in The Gambia.

Every attempt was made in carrying out the assignment to be objective and to include successful and beneficial as well as negative aspects in all considerations of the current GOIC project and a possible follow-on project. The current GOIC project, however, has failed to achieve most of its planned outputs and its purpose and goal. OICI has only marginal capacity to implement any new activities in The Gambia. Documenting these

conclusions and concentrating on their causes makes this report a decidedly negative one. Only the conclusion that an agricultural training project is possible in The Gambia and the recommendation that it be carried out helps, in the end, to counterbalance this negative tone. The following are the major conclusions reached in this report. Other conclusions can be found at the end of each major chapter in the report.

C. Conclusions

- o The GOIC project has failed to achieve its purpose and has realized only a very limited degree of success. However, a core of successful accomplishment was developed by the project. Although limited in extent, this core of benefits is valuable and worth preserving as one part of a new project.
- o OICI's ability to effectively implement any new activities in The Gambia is marginal. Thus, OICI's further involvement, if any, in implementing training activities in The Gambia should be limited strictly to a situation where it is the only way to retain the benefits and contributions made by the GOIC project to date as part of a follow-on effort. OICI should have no other role in the follow-on project suggested in this paper.
- o The OICI proposal for a follow-on project is not meritorious as designed and does not deserve AID/Gambia financial support.
- o A meritorious agricultural training program, as is outlined in Chapter VII of this report, can be designed that would make effective use of the GOIC training center and which would deserve AID/Gambia financial support. Such a project would be taken cognizance of by the Ministry of Agriculture and Natural Resources (MANR) and would concentrate on providing existing farmers with proven technical packages and ensuring that they use them. The project would also include the training of resident youth as one of its components, but not the central one.
- o The benefits achieved by the GOIC project, limited though they are, can and should be preserved until they can be incorporated into the recommended follow-on project rather than allowed to dissipate. To do so requires eliminating any funding gap between the current GOIC effort and a follow-on project. To achieve this limited but important goal by January 1, 1982, an "Interim Stage" of one to one and one-half years¹ of funding to continue current

¹The exact length of the Interim Stage could be shorter or longer than this recommended period, depending upon the time required to prepare the Project Identification Document and Project Paper and obtain project funding.

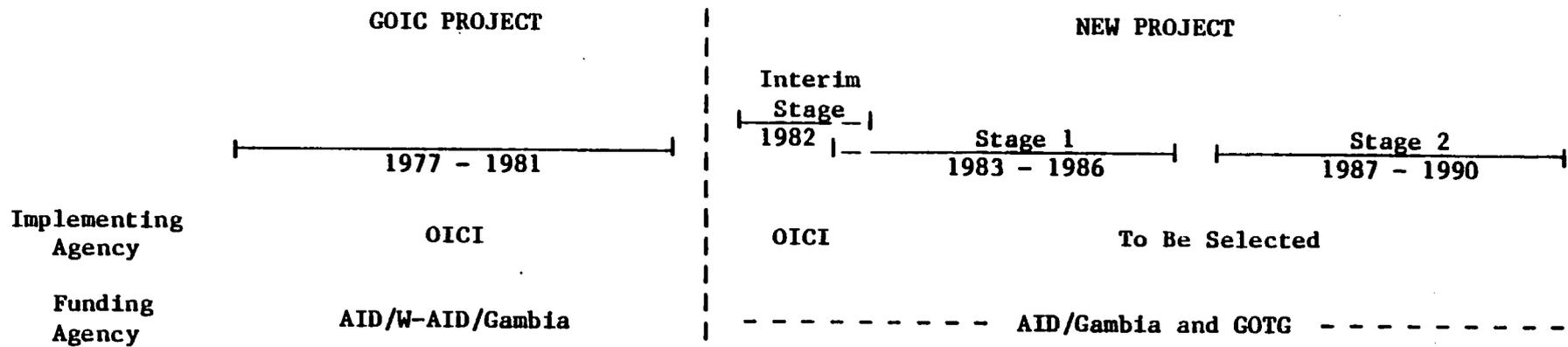
Chamen site activities should be sought. Use of OICI as the implementing agency under MANR and as the funding channel during this period is the only expedient means for achieving this objective, but a clear specification and mutual agreement by AID/Gambia and OICI ahead of time as to the limits and nature of OICI activities during and after any Interim Stage must be reached before OICI is used as the implementing agency and funding channel for such a stage.

- o A detailed follow-on project as described in Chapter VII can and should be worked toward actively during an Interim Stage by AID/Gambia and the GOTG. It is possible to complete its design and secure its funding during this 12- to 18-month period, especially if there is timely and adequate support from AID/Washington and REDSO/WEST.
- o It is essential to secure strong GOTG commitment to and interest in the recommended project by beginning GOTG financing in the Interim Stage and increasing it gradually through Stages 1 and 2.

D. Recommendations

- o The OICI follow-on proposal is not meritorious and AID/Gambia should not fund it.
- o The agricultural training project outlined in Chapter VII of this report should be funded by AID/Gambia. It should be designed during the Interim Stage and implemented in two phases as indicated in Figure 1.
- o The Interim Stage of the recommended project should be funded beginning January 1, 1982 for 12 to 18 months so as to preserve and improve upon the core benefits generated by the GOIC project to date, including its youth training and Community Outreach Program (COP) aspects.
- o OICI should be the recipient of Interim Stage funds via an Operating Program Grant (OPG) and should be the implementing agency of the extended GOIC effort for this period of one to one and one-half years, but only if it agrees to the following preconditions:
 - That its involvement will terminate at the end of the 12- to 18-month Interim Stage;
 - That it will forego efforts to "politicize" its further involvement in the project; and
 - That it will give its full support to maintaining and improving the youth training and COP program at the GOIC center and to AID/Gambia's and the GOTG's efforts to design a new expanded project during the Interim Stage.

Figure 1: Suggested Implementation Schedule for Recommended Project



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If OICI cannot agree to these preconditions or if it does not abide by them during attempts to negotiate an Interim Stage OPG, AID/Gambia should close down the GOIC effort on December 31, 1981 and work with the GOTG over the next 12 to 18 months to launch the Chapter VII project in 1983.

- o AID/Gambia should not fund an Interim Stage unless it continues and improves the current GOIC project. Sharp changes in the project by the GOTG such as a wholesale replacement of the senior staff should be ruled out during the Interim Stage, but they could be reviewed for inclusion as part of the Stage 1 activities of the new project. If the GOTG cannot accept this "extension" period, it may desire to continue GOIC activities during the proposed Interim Stage with its own funds, but AID/Gambia should not fund an Interim Stage under such circumstances.
- o During the Interim Stage, the GOTG and AID/Gambia should prepare a Project Identification Document (PID) and Project Paper (PP) for Stages 1 and 2 of the recommended project and secure funding for Stage 1.
- o The GOTG, via MANR, should have oversight responsibility for Stages 1 and 2 of the recommended project. Once implemented, MANR should use a Management Committee (MC) to manage the project on a day-to-day basis.
- o The GOTG should begin its financial contribution to the project in the Interim Stage and gradually increase it each year so that by the last year of Stage 2 (1990) it is financing most project requirements. The extra long project life (two stages) should not be agreed to by AID/Gambia unless it serves to achieve this objective.
- o The "next steps" suggested in Chapter VIII of this report should be undertaken by AID/Gambia, the GOTG, and OICI immediately.

EVALUATION OF OIC/GAMBIA AGRICULTURAL TRAINING
AND PRODUCTION PROJECT (932-0076)

FY 77-81

John I. Dorman
Agricultural Economist
REDSO/WA, Abidjan

January 1982

PROJECT FACT SHEET

Project File: The Gambia OIC Agricultural Training and Resettlement Program (932-0076)

Project Location: Chamen Village, North Bank Division, Republic of the Gambia

PVO Name and Location: Opportunities Industrialization Centers International
240 West Tuipenhocken Street
Philadelphia, Pennsylvania 19144

Contact Person: Philadelphia:
Mr. Gary O. Robinson,
International Director
Tel. (215) 842-0220

The Gambia:
Honorable Amulai Janneh
Chairman, Gambia OIC

Implementing Agent: The Gambia OIC
P.O. Box 64
Banjul, Gambia
West Africa

Project Funding:

1. AID Total	\$1.67 million
2. Host country	0
3. In-kind contribution from local government and other institutions	\$10,000

Life of Project: CY 1977 - CY 1981

Evaluations:

1. Mid-term evaluation by OICI, REDSO/WA, GOG in May 1980
2. Final evaluation by REDSO/WA in December 1981.

PROJECT PURPOSE AND OUTPUT REVISED: OICI, August 1980

I. FINDINGS, CONCLUSIONS AND RECOMMENDATIONS

The evaluation team has assessed the quality of the implementation of the Gambia OIC project using the following indicators. Overall performance was poor.

SUMMARY OF IMPLEMENTATION EFFECTIVENESS

<u>Indicator</u>	<u>Poor</u>	<u>Fair</u>	<u>Good</u>	<u>Very Good</u>
Project Management Team (expatriate)			X	
Local Management Team			X	
Cost Effectiveness	X			
Strengthening Local Institutions		X		
Recurrent Costs		X		
Impact on Production and Income	X			
Training Effectiveness			X	
Resettlement Effectiveness	X			
Recruitment Effectiveness	X			
Production Farm Effectiveness	X			
Government Support	X			
OIC Central Support		X		
Overall Implementation	X			

Findings and Conclusions

During the period assessed by the evaluation team, OIC/Gambia was not considered to be a cost effective vehicle for channeling AID funds for design, implementation, and evaluation of agricultural development in the Gambia. Financial contributions and support from the Gambia Government were not consistent with project agreements.

The original project design (1976) was severely flawed and monitoring procedures by OIC central were inadequate. The mid-term evaluation (May 1980) was not considered to be a constructive and critical document in order for the project management team to redesign at mid-stream. The redesign proposal (August 1980) was inadequate and overly ambitious in terms of planned achievements expected at the end of project.

The project which had the purpose of training school leavers and resettling them on farms was not successful. Recruitment was poorly designed and much lower than anticipated. The number of students who graduated from the training center was also much lower than had been planned. Efforts to resettle graduates on farm land was hindered by lack of funds and poor management decision making. Production impact was poor. In the first two years of project implementation, there was revenue loss on the production farm of over \$20,000. Impact on income after graduate resettlement has been negligible. Production and income impact

of the Community Outreach Program has been poor.

The GOIC initiated relationships with local government, local village groups and the national government. The GOIC assisted in the formation of a Gambian Management Board which was to have overall responsibility for project implementation after the termination of donor assistance. The Board's activities in resource mobilization and in developing support from the Government remained at low levels. OIC/Gambia earned an impressive level of interest and support from the local community and neighboring villages. This was to be expected. The OIC management distributed free use of mechanical cultivators, fertilizer, and free staff advisory time to five villages. The project did not receive financial assistance from the Gambian Government throughout the life of the project.

The economic return of the project in terms of production and income and number of graduates resettled in order to become more productive farmers was much lower than expected. Technological packages for food production and livestock resettlement seemed sound, but in some cases, were not similar to the technology utilized in training. The project, if retained, would have a high recurrent cost. The evaluation team was unable to measure the cost-effectiveness of the technological packages used by individual graduates working on farms. Farm records do not exist; therefore changes in net income could not be ascertained.

No plan has been prepared for the Gambian Government to meet recurrent costs of the project after donor financing is completed. Project agreements do not require collection of data on project operations as would pertain to eventual government takeover. Original or revised project designs did not specify follow-up and data collection. GOIC project management team has been successful in eliciting national government support for a follow-on project, but the financial contribution is considered too low and too late for effective use.

The project management team's (expatriate) composition and size was adequate throughout the life of the project. The effectiveness of three of the eight members was considered excellent. Five of the eight members were assessed as ineffective in implementation of the project. In late 1981, the team was reduced to one member, the project advisor.

In some cases, the GOIC has failed to comply with AID regulations. Following are major shortcomings: (1) financial statements do not show current period and cumulative project expenditures with estimates of expenditures required to complete project objectives indicated; (2) no reports received from OIC on status of government contribution or intention of government to contribute; (3) project management team submitted quarterly reports regularly but were poor in analyses and projection of future action to be taken.

The Community Outreach Program, which had as a purpose extending the training and advisory services of the center's staff, has had marginal success in production impact. The technological package extended to farmers participating in the five villages, surrounding the center was uneconomic and culturally unacceptable. However, some core aspects of the program were successful and could be preserved.

Recommendations

1. An amendment with the present OPG with OIC be negotiated to provide a funding bridge between the current project and a new project to be designed in FY 82.
2. The size of the project management should remain with one project advisor, Dr. C.L. Mannings, throughout the interim period, CY 1982.
3. During the CY 1982 interim period, OIC should: (a) continue the Community Outreach Program; (b) provide resettlement assistance to all GOIC live-in graduates who have returned to farming, and (c) continue maintenance of all buildings, equipment and machinery.
4. Prior to the end of the grant agreement amendment in 1982, OAR/Banjul should instruct OICI to turn over all equipment, vehicles, and machinery to the GOG.
5. GOIC should strengthen its project monitoring and reporting procedure culminating in quarterly reports to be submitted

to OAR/Banjul. The following indicators illustrate items which should be included in quarterly reports:

- a. data on production and income of each village participating in the Community Outreach Program;
- b. data on production and income of each resettled graduate working on farms;
- c. data on value of technological packages extended to each village participating in the Community Outreach Program, as well as each resettled graduate working on farms;
- d. recurrent cost burden of resettlement packages on graduates and community and willingness/ability to assume such costs should be assessed.

6. OAR/Banjul should prepare a tentative two-track programming arrangement in order to systematically continue funding and implementation of the project in FY 83.

Track 1. OAR/Banjul, in conjunction with MANR should prepare a PID which could be used as an internal feasibility study as well as first documentation for a follow-on PP, if the mission desires U.S. contractors to implement a new project.

Track 2. OAR/Banjul, through the AID/W office of Private Voluntary Organizations, should solicit proposals (OPG's) for a new project.

Whichever track is mutually agreed upon, it is recommended that OAR/Banjul prepare a PID. The PID could be useful as a guide in preparation of an OPG if a PVO is chosen to implement.