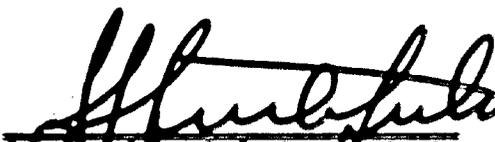


USAID/Senegal
Patte d'Oie NIC Rehabilitation Project
Senegal 685-0226

PROJECT ASSISTANCE COMPLETION REPORT

USAID/ENG
March 1965

Prepared by Abdoulaye Barro


Approved by S.J. Littlefield
Director

Date of Approval: 4/2/85

PROJECT ASSISTANCE COMPLETION REPORT

The objective of this report is to define the status of the project at the Project Assistance Completion Date (PACD). It measures the extent to which the project activities met the objectives that have been defined.

Project Background

The Senegal Patte d'Oie Project was approved on September 28, 1979 to repair construction deficiencies, upon the COS request.

In 1968, a \$5,000,000 housing investment guarantee loan was provided by the U.S. Government for the construction of 669 housing units and a school. Serious structural deteriorations appeared after completion of the housing program due mainly to deficient design, poor construction methods and absence of previous environmental analysis of the project location.

Purpose of the Project

The purpose of the Senegal Patte d'Oie Housing Project (685-02)26-NG-001) was to:

- (1) Undertake the reconstruction of identified structurally deteriorated housing units. These deteriorations were mainly due to highly corrosive air and poor protection of the wall reinforcing steel;
- (2) stabilize the sand dunes through reforestation of seven hectares of land on the windward side of the project site and
- (3) help set up an effective regular maintenance program to maintain the structural stability of the facilities.

Status of the Project

By mid-year 1982, all planned components of the project were completed: 504 housing unit roofs had been repaired, 15,039 square meters of wall and foundation were repaired, 18,102 square meters of unit exterior walls replaced, one six-classroom elementary school with administrative unit and sanitary block was built, and 3 hectares of filao planted, for sand stabilization.

In September of 1982, an evaluation team recommended that additional improvement be made due to outstanding balance gained from increasing dollar value. Based on that, repairs on 12 housing unit exterior walls and 68 housing unit roofs were completed in June 1983 in addition to the work that was previously done.

The inspection made in November 19, 1984, more than a year after completion of additional work, ascertained that structural work was satisfactory. But the whole plantation (3 hectares) have been cleared and the land sold to private land developers. Even though this may be considered a waste of resources given the previously incurred costs, the action will reach the same project objective, i.e. windbreaking and dune stabilising.

Findings and recommendations made with PES dated September 16, 1982

During the project evaluation performed in September of 1982, the physical reconstruction and plantation were found to be completely satisfactory.

The PES revealed that the key deficiency of the project administration was the inadequate or lack of a regular maintenance program in such services as:

- (i) Sewage treatment plant and sanitary sewage system under **SOMIES*** responsibility;
- (ii) Roads, sidewalks and paths within the project under "Service Voirie de Dakar" and **SICAP***;
- (iii) Storm sewage system under **SOMIES** responsibility;
- (iv) Garbage and grass collection under **SICAP** responsibility;
- (v) Other facilities related to the power supply (Public street lighting) under **SENELEC*** responsibility.

In addition, recommendations were made by the evaluation team to further meet the project objectives. The following table is the summary of recommendations and related dates of completion:

***Société Nationale de d'Exploitation des eaux du Sénégal (SONIES)**

***Société Immobilière du Cap Vert (SICAP)**

***Société Sénégalaise du Distribution d'Énergie Électrique (SENELEC)**

| Recommendations | Name of office responsible for action | Date of action to be completed | Effective Date of completion |
|--|---------------------------------------|--------------------------------|---|
| <u>Physical Rehabilitation</u> | | | |
| 1. Undertake joint inspection with SICAP and POHA* of all grant funded activities completed to date and prepare an inspection report noting quantity and quality of work performed. | USAID/ENG | Nov. 1982 | Nov. 24, 1982 |
| 2. Prepare a letter of certification at the end of the final (plantation) sub-contractor warranty period for activities financed under the original grant agreement that all scheduled rehabilitation has been satisfactorily accomplished and that a program for regular project maintenance and repair will be drawn up by SICAP. | SICAP | June, 1983 | Sept. 28, 1984 |
| 3. Amend PROAG by Implementation Letter to permit use of the balance of the grant funds to repair additional structurally deteriorated housing units with priority to be given to replacement of defective roofing and to extend the PACD for this project to the end of the one-year warranty period following this supplemental construction. | USAID/GOS | Sept. 1982 | PIL # 3 Amend # 1 dated Oct. 19, 1984 |
| 4. Undertake a final joint project inspection with SICAP and POHA following completion of all grant funded rehabilitation activities and before the PACE. | SICAP- POHA-USAID | Aug. 1984 | Nov. 19, 1984 |
| <u>Sand Stabilization Program</u> | | | |
| 5. Continue surveillance and maintenance of plantation areas for five (5) years beyond end of one year Eauz et Forets contract warranty period. | SICAP-POHA | June 1987 | Cancelled since plantation no longer exists |
| <u>Project Maintenance</u> | | | |
| 6. Proceed with series of interlocking actions as follows to ensure the creation and financing of a program for continued maintenance and repairs to Patte d'Oie, including correction of any remaining hidden construction defects. The following recommendation would be initiated and administered jointly by SICAP and the Patte d'Oie Homeowners Association: | | | |
| * Patte d'Oie Homeowners Association | | | |

| Recommendations | Name of office responsible for action | Date of action to be completed | Effective Date of completion |
|---|---------------------------------------|--------------------------------|------------------------------|
| <p>a) <u>Required of SICAP:</u></p> | | | |
| <p>6.1 preparation annually of a maintenance plan and budget responsive to the routine and project maintenance and repair needs of Patte d'Oie.</p> | SICAP-POHA | Nov. 1982 | June 17, 1983 |
| <p>6.2 adjust Patte d'Oie management and maintenance fee (currently 11% - of which 9% management fee, 2% maintenance fee) as necessary to reflect more realistically project maintenance costs. (This should be based on results of 6.1).</p> | SICAP-POHA | Nov. 1982 | October 13, 1983 |
| <p>b) <u>Required of USAID:</u> Amend PROAG by Implementation Letter of commit balance of unliquidated grant funds, if any remaining following action 3 above, to the Patte d'Oie project maintenance budget.</p> | USAID-SICAP | Aug. 1983 | PIL # 3 dated Sept. 21, 1984 |
| <u>BG Loan Repayment</u> | | | |
| <p>7. Provide limited services of a financial analyst to SICAP to assist SICAP and USAID to reconcile BG loan repayment accounts and to regularize the monthly payments process in accordance with the loan documents.</p> | USAID/RCON | Sept. 1982 | Nov. 22, 1982 |
| <p>8. Prepare and have executed between appropriate GOS and USAID representatives an implementation agreement to carry out the terms of rescheduling agreement executed August 1982 between GOS and USG as regards the BG 001 payment of arrearages of monthly payments schedule.</p> | GC/HUD USAID/ECON | Nov. 1982 | Dec. 20, 1982 |
| <u>General</u> | | | |
| <p>9. Conduct joint annual project inspection for three (3) years following project completion date (PACD).</p> | SICAP-POHA | From Aug. 84 to Aug. 87 | Pending |
| <p>10. Participate in final annual project inspection with SICAP and POHA and prepare memorandum to close project files.</p> | USAID/ENG RHUO/WA | Aug. 1987 | Pending |

Inputs

Contributions to the project, as stated by the Patte d'Oie Project Grant Agreement were of \$1,300,000 for the U.S. Government and not less than CFA 127,000,000 for GOS.

To date the U.S. Government has spent \$1,265,523 and \$34,577 gained from rising dollar value is to be deobligated (CFA 205 = US\$1.00 in 1979 versus CFA 470.0 = US\$1.00 in September 1984). For GOS contribution, there is no documentation at SICAP to assess its level of financial participation in the project. However, it is obvious that the GOS financial contribution includes transportation of roofing material, construction supervision and related overhead.

The GOS and the Patte d'Oie Homeowners entered into negotiation to increase the project maintenance budget and agreed on a 10% increase on the monthly lease-purchase payments. In this way, they have made a definite effort toward obtaining a sound and regular maintenance program.

Beneficiaries

The target group of the project is obviously the tenant-purchasers and their dependents, a population of about 6690 inhabitants. They took advantage not only of the rehabilitation and the on-going maintenance programs but they have also taken this opportunity to be really involved in the Patte d'Oie Project management by means of the POHA (Patte d'Oie Homeowners Association).

The contractors are the second group of beneficiaries, 11 Senegalese and one US contractors participated in the project.

Loan Repayment

USAID/Dakar had provided assistance of a financial analyst to SICAP to reconcile HG loan repayment accounts and to regularize the monthly payments process with the loan documents. Despite the rising dollar value the SICAP repayments to the U.S. investors and GOS payment of arrearages are being made even if deadlines are very often missed.

Recommendation

Given the project accomplishments mentioned in this report, it is clear that the objectives of the project have been met:

- (1) The house unit deficiencies have been rectified;

- 2) Basis for an ongoing maintenance program have been set up;
- (3) The new school is functioning;
- (4) In the near future, the new houses being constructed next to the project site will serve as windbreakers and dune stabilizers.

However followup will be required until final annual project inspection of August 1987 recommended by the 1982 evaluation team in order to realize to what extent ongoing maintenance programs under SICAP responsibility is satisfactory.

SUMMARY OF LESSONS LEARNED

1. An environmental analysis is required prior to housing project design;
2. Adequate design and construction practices should be defined according to local constraints and the environmental analysis findings and recommendations;
3. Sound maintenance programs are the key factors in success of housing projects;
4. Homeowners are definitely to be involved in housing maintenance program management to ensure full success.

BIBLIOGRAPHY

1. Reports on shifting sands stabilization and housing rehabilitation, Louis Berger International Inc.. Dec. 1977;
2. Report on school rehabilitation, Louis Berger International, Inc. Dec. 1977;
3. Project Paper dated Sept. 5, 1979;
4. Grant Agreement dated Sept. 28, 1979;
5. Settlement agreement dated Sept. 28, 1979;
6. Rescheduling agreement dated Sept. 27, 1982;
7. Implementation agreement regarding consolidation and rescheduling of payments dated December 20, 1982;
8. Implementation agreement regarding consolidation and rescheduling of payments dated October 11, 1983;
9. Implementation Letter No. (685-0226: Patte d'Oie Rehabilitation Project) dated July 8, 1980;
10. Implementation Letter No. 2 (685-0226: Patte d'Oie Rehabilitation Project) dated July 8, 1980;
11. Implementation Letter No. 3 (685-0226: Patte d'Oie Rehabilitation Project) dated October 19, 1982;
12. Rehabilitation Project) dated Aug. 21, 1984.

Drafted by: Alarro
 Clearance: Masley
 usf Schlessinger
 McClusky
 Jito
 Clendon

ENG [Signature]
 ENG [Signature]
 PDO [Signature]
 PEN [Signature] 2/2/2015
 BCON [Signature]
 BND [Signature]