

UNCLASSIFIED

Annual Budget Submission

FY 1985

GAMBIA

BEST AVAILABLE



JUNE 1983

**Agency for International Development
Washington, D.C. 20523**

UNCLASSIFIED

FY 1985 ANNUAL BUDGET SUBMISSION
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FY 1985 ANNUAL BUDGET SUBMISSION
TABLE I - LONG RANGE PLAN BY APPROPRIATION ACCOUNT (\$000)
 COUNTRY/OFFICE THE GAMBIA

	FY 1983	----	FY 1984	----	FY 1985	-----PLANNING PERIOD-----			
	ESTIMATE	CP	ESTIMATE		AAPL	1986	1987	1988	1989

SAHEL DEVELOPMENT PROGRAM	3,900	3,500	3,500	.	4,000	4,200	4,400	4,600	4,800
<u>NON-ADD</u>									
PVO'S	17	-	-		750	1,250	-	-	-
P.L. 480 TITLE II	626	720	4,790		4,800	4,850	4,850	4,850	850
VOLAG (CRS)	626	720	790		800	850	850	850	850
SECTION 206	-	-	4,000		4,000	4,000	4,000	4,000	-

TOTAL PERSONNEL (WORK YEAR)									
U.S. NATIONALS									
REGULAR	6.3	6.0	6.0		6.0	5.0	5.0	5.0	5.0
FOREIGN NATIONALS									
REGULAR	4.0	-	3.0		3.0	3.0	3.0	3.0	3.0
TCN	1.0	-	1.0		1.0	1.0	1.0	1.0	1.0

MISSION ACTION PLANINTRODUCTION

The Gambia contains those characteristics of basic underdevelopment and macro-economic crisis common to most of sub-Saharan Africa. Its agriculture is overwhelmingly dependent on one crop - peanuts. Production methods for this crop, and even more so for food crops and livestock, feature low levels of technology and extensive rather than intensive approaches. Institutions are rudimentary and weak. There is a shortage of skilled persons at all levels. Terms of trade have turned sharply against peanuts, the predominant export crop, with little hope of improvement in sight. This has caused a deepening foreign exchange and budgetary crisis, with decreased farm income and difficulties in maintaining rice imports in the offing. Revenue and foreign exchange shortages are also creating an inability to maintain the institutions, infrastructure, and services created by past investments in development.

Conditions are not uniformly bleak, however, and in many respects prospects are better than elsewhere provided appropriate action is taken now. Land and range resource degradation is relatively less than elsewhere in the Sahel. Soil and climate are suitable to production of many food alternatives to rice and cash alternatives to peanuts. Farmers have shown themselves to be adaptable and responsive to incentives. While the Government and donors have relied heavily on public sector investment and institutions and top-down patterns of government-imposed agricultural development schemes focussing on rice and peanuts, the Government is also adaptable. It has accepted stringent financial measures, commenced reform in the area of taxes and subsidies, and has generally weighted its efforts in favor of agricultural production as opposed to urban consumer subsidization. The Government has expressed its intention to transfer the administration of marketing, storage, and credit programs to groups of farmers.

From the A.I.D. perspective the Government's primary problem is not one of adhering to outmoded policies and investment patterns but fully developing and implementing the appropriate policies and resource allocations while working its way through its immediate crises.

STRATEGY

In view of the above and the development of our assistance program to date, the fundamental elements of the Mission's strategy as laid out in the FY 84 CDSS and reaffirmed in the FY 85 Priorities Paper are:

- To help the GOTG manage its food gap and balance of payments deficit while simultaneously aiding in the reconstitution of its economic and fiscal policy framework.
- To help the country restructure its economic foundation through the diversification of its agriculture sector.

FY 1984 - FY 1985 OPERATIONAL OBJECTIVES AND MEASURES OF IMPACT

While it is not possible to quantify our objectives at this point, we have established the following benchmarks as indicators of progress and measures of impact in our overall strategy:

- Steps will have been taken by the GOTG to simplify and rationalize its complex of taxes, subsidies and credit intervention policies.
- A determination will have been made on the extent to which maize might be established as a domestic food crop and as a commercial export.
- GOTG institutional and program changes will have begun with respect to enhancing the development of alternatives to the groundnut/imported rice syndrome.
- GOTG institutional and program changes will have begun with respect to the integration of crops, livestock and woodlands at the village level.
- A direction will have been discerned with respect to the privatization of certain government activities such as production exports.

The macro-economic assistance and the individual indicators of progress listed above all lead toward agriculture diversification and efforts to increase agricultural productivity. In terms of the diversification activities it is interested in supporting, the Mission sees diversification unfolding as follows over the next few years:

1. Increasing the total production of upland cereals and expanding their use as food - first maize and then sorghum and millet;
2. Exploring possibilities for commercialization of certain of these and other crops both domestically and externally - first maize, then tree crops (nuts or citrus), and cassava.
3. Exploratory work on intensification and commercialization of livestock production - recognizably a long term undertaking, but with high economic potential.

The two channels through which we intend to work primarily are 1) the research-extension structure and 2) the marketing structure - including cooperatives and private entrepreneurs.

Three major working themes would be 1) developing an appropriate policy environment and resource allocation capability; 2) increasing production in ways that stabilize, improve, and protect the natural resource environment; and 3) developing data collection and analysis capability supportive of the diversification effort.

The GOTG has not adopted the above as its own strategy in terms of focussing its resources. On the other hand, it has publically accepted the idea of diversification. It has endorsed each of the individual action elements presented above. From experience and stated intention, it will allow the necessary staff and other in-kind resources to be used and, finally, there is nothing conflicting or jarring in this approach. The extent to which this overall approach becomes a primary focus of the GOTG in terms of allocating its own efforts and resources depends on the success we will have in selling the approach and the success shown in carrying it out.

The Mission's own task over the next two years will be to reconstitute and adjust its combination of assistance instruments and staffing configuration to carry out the above approach. At present, the Mission's program consists of a series of projects. Several contain elements of diversification and institutional development but without the concentrated focus outlined above. Our staff is project oriented. The new program will be a combination of (1) policy development and resource allocation assistance (Economic and Financial Policy Advisors and Section 206); (2) program assistance (Section 206); and (3) projects - including refinement of our Mixed Farming, Soil and Water, and Forestry activities and development of two follow-on projects in research and diversification and in cooperatives development. Concurrently with the above, we will have to work with the host government in selecting from competing priorities and with PVOs and central A.I.D. offices in limiting ourselves to priority activities and meshing them into our overall program.

To carry out its task and help achievement of the country benchmarks, the following activity and management benchmarks should be achieved over the next two years by A.I.D.:

1. January 1984 - First section 206 commodities arrive. (See below and Table XIII narrative).
2. January 1984 - Promotion of maize production and consumption and marketing investigations well underway (See below and Table VIII narrative).
3. March 1984 - Formal arrangements for arrival first long term financial advisor completed. (See below and Table VII narrative).
4. May 1984 - Section 206 funding proceeds flowing into diversification support. (See below and Table XIII narrative).
5. June 1984 - Soil and Water and Forestry activities refined to be fully supportive diversification approach. (See below)
6. June 1984 - Staff adjustments to include appropriate economic expertise completed. (See Table IX narrative).
7. November 1984- Initial obligations under follow-on cooperatives development project. (See below and Table IX narrative).
8. May 1985 - Initial obligation under follow-on Research and Diversification Project. (See below and Table VIII narrative).

Key to the Mission entering into a sustained policy dialogue with the Government of the Gambia and achieving the fiscal and economic policy reforms necessary to foster a breakthrough in the country's chronic food deficit and dependence on groundnuts, is the initiation of the proposed PL-480 Title II Section 206 and Economic Policy Advisory Assistance projects.

The former, for which a PID has been submitted to AID/W, would permit the importation of 10,000 MT of U.S. rice over the next three to five years to ease the country's financial burden. The proposed amount represents a third of the government's average annual rice imports. In return for the level of food security and the payback of local currency to key development projects, the GOTG would agree to explore and enact economic policy reforms aimed at addressing the reasons for the food problem. The Mission remains convinced that Section 206 rice is the correct approach because rice is central to most if not all policy issues and the program contains the best possibilities for the right combination of dialogue and conditionality.

Hand and glove with this approach, the proposed Economic Policy Advisory Assistance Project would fund high-level technical advisors to key government policy-makers and resource allocators, first, the Minister of Finance and Trade followed as appropriate by Central Planning and the Gambia Produce Marketing Board. This would help provide the wherewithal for the necessary financial and economic analyses and concomitant policy changes. This project stems from the recent successful provision of short-term assistance by OAR/Banjul to the Minister of Finance through Harvard's Institute of International Development. The Mission proposes to initiate the project during FY 83, within our current OYB. While it is unusual to propose a current fiscal year project at such a late date, the Mission believes that it is warranted because it represents an excellent and rare opportunity to significantly

assist an AID recipient country in developing its policy direction. Moreover, the GOTG is interested in applying this advisory assistance to the current Senegambia fiscal and economic policy negotiations, the outcome of which could have a profound impact on The Gambia's economy. We need to move quickly to take advantage of the situation.

A recent evaluation of the Mixed Farming and Resource Management project determined that it has been generally successful and has had particularly noteworthy success in increasing maize yields and in introducing a maize package to farmers on an experimental basis. The project tripled the normal yield during the 1982 growing season in these experimental plots. Project technicians are anticipating the actual production of some 7500 MT in 1983, which would represent a 45% increase in the country's 1982 maize output. Maize shows promise of becoming a significant food and cash crop in the country. To enhance this possibility, the Mission is adding a marketing component to the project. By FY 1985, the field trials and marketing information should be sufficient to determine the crop's real potential. Based on its maize, forage, and range work to date the project will take a farming systems approach to working with farmers over its final three years.

Building on the Mixed Farming Project's experience and data gathered from its socio-economic and marketing components and, as well, from information compiled under the Gambia River Basin Development project, the proposed FY 1985, \$8.0 million Agriculture Research and Diversification project will launch a concerted effort at developing alternatives to the groundnut/imported rice syndrome through applied research in both traditional and non-traditional, indigenous farm products. A major element of the project will include the transfer of technology from research institutions such as ITTA and ICRISAT. Full scale promotion of maize and pilot work on sorghum, millet, cassava, nuts and horticultural crops are primary candidates for inclusion.

In FY 1984, the Mission will initiate an effort to enhance the village and farmer's production environment through the proposed \$4.0 million Agro-Forestry Integration project which will be aimed at linking crop production, soil conservation and energy supply. It is intended that this project will help set the stage for the above agriculture diversification efforts. Its design will be based on experience gained from the current Gambia Forestry project, particularly the village woodlot component. A PID Team is now in the field.

In support of the above activities the Mission is continuing to build the soil conservation capabilities of the GOTG through the Soil and Water Management Unit project. It is anticipated that the return in FY 1985 of about half of the long-term participants funded under the

project, including the Unit's director, coupled with the project-supported technical assistance, the GOTG will be in a position to initiate significant technical contributions to the diversification effort. Similarly, we expect to direct the technical resources of the Regional Food Crop Protection and Integrated Pest Management projects towards diversification, while minimizing their burden on the host government's and the Mission's absorptive capacity. The Sahel Manpower Development II project will focus on covering training requirements in areas that would help bolster the Mission's strategy, but are outside the scope of specific projects. The Regional Financial Management project will in general assist in improving the GOTG's accounting procedures, but will also be aimed at helping to connect fiscal and economic policy changes emerging from the Economic Policy Advisory Assistance project to GOTG accounting and budgeting machinery.

To enhance the off-take of production generated under its strategy, the Mission proposes to initiate in FY 1985 a \$2.0 million Cooperative Development II project the purpose of which would be to establish the foundation for the privatization of Gambian cooperatives. This would be accomplished through the organization of a model cooperative in the livestock area to demonstrate the socio-economic benefits of a true private cooperative. The project would build on the current AID-funded Cooperative Development project being implemented by CLUSA and would tie into Mixed Farming assisted livestock activities.

Additionally, the Mission anticipates completing the construction and equipping of a new workshop in FY 1985 for the GOTG's Public Works Department. The workshop and equipment coupled with technical assistance in management and equipment maintenance is expected to improve the GOTG's capability to maintain roads needed to get farm products to market and basic services to the farmers.

The P.L. 480 Title II (CRS) program as presently structured is not directly supportive of the Mission's strategy and a restructuring is being considered. One possibility is to use the program to introduce new food preparation and consumption patterns that might be required in connection with farm products emerging from the Research and Diversification Project.

FY 1985 ANNUAL BUDGET SUBMISSION

TABLE III - PROJECT OBLIGATIONS BY APPROPRIATION ACCOUNT
FY 1983 to FY 1985 (\$ thousands)

Country/Office THE GAMBIA

	<u>APPROPRIATION ACCOUNT</u>	<u>FY 1983</u>	<u>FY 1984</u>	<u>FY 1985</u>
SDP				
635-0202	SOIL AND WATER RESOURCES MANAGEMENT UNIT	710	-	-
635-0203	MIXED FARMING AND RESOURCE MANAGEMENT (PC)	804	1696	500
635-0205	GAMBIA FORESTRY (PC)	-	-	-
635-0206	RURAL ROADS MAINTENANCE	1829	-	-
635-0208	COOPERATIVES DEVELOPMENT (RUPVO-PC)	17	-	-
635-0215	TRAINING FOR DEVELOPMENT (RUPVO)	-	-	-
635-0217	INTEGRATED RURAL DEVELOPMENT (RUPVO)	-	-	-
635-0219	AGRICULTURE RESEARCH AND DIVERSIFICATION	-	-	1600
635-0220	AGRO-FORESTRY INTEGRATION	-	764	610
635-0221	SMALL PROJECT ASSISTANCE (PC)	40	40	40
635-0222	ECONOMIC POLICY ADVISORY ASSISTANCE	500	1000	500
635-0223	COOPERATIVES DEVELOPMENT II	-	-	750
	TOTAL	3900	3500	4000
NON-BILATERAL ACTIVITIES (NON-ADD) <u>1/</u>				
625-0012	GAMBIA RIVER BASIN DEVELOPMENT		680	723
625.0928.4	REGIONAL CROP PROTECTION III			
625-0928.4	INTEGRATED PEST MANAGEMENT			
625-0929	P, M AND R	71	51	50
625-0936.2	SAHEL MANPOWER DEVELOPMENT II	318 <u>2/</u>	200	200
625-0940	SAHEL WATER DATA NETWORK			
625-0950	REGIONAL FINANCIAL MANAGEMENT	750	-	-
625-9901	SELF-HELP	100	100	100
931-1918	MASS MEDIA/HEALTH PRACTICES	157	-	-

1/ FUNDING FIGURES NOT LISTED WERE UNAVAILABLE TO MISSION DURING ABS PREPARATION

2/ \$113 OF TOTAL IS FOR CONTINUATION OF FUNDING FOR SMDP I PARTICIPANTS

TABLE IV PROJECT BUDGET DATA

PROJECT NUMBER		PROJECT TITLE		OBLIGATION DATE		LIFE OF PROJECT COST RUTH PLAN	SUM PIPELINE AS OF 9/30/79	ESTIMATED U.S. DOLLAR COST (\$000)						DECISION UNIT THE GAMBIA						
								FY 1983		FY 1984		FY 1985 APPL OBLIG.	FY 1986	FY 1987	FY 1988	FY 1989	FORWARD FUNDED TO (MO/YR)			
								OBLIG.	EXPEND.	CTML PIPELINE	OBLIG.							EXPEND.	CTML PIPELINE	
635-0202	G	78	83	2747	2747	971	710	400	1281	-	400	881	-	-	-	-	-	-	-	
635-0203	G	79	85	6000	5000	3056	804	1500	2360	1696	1500	2556	500	3/86	3360	4600	2844	4800	4800	
635-0205	G	79	79	1575	1575	1062	-	640	422	-	422	-	-	9/84	-	-	-	-	-	-
635-0206	G	79	83	4744	6344	3731	1829	800	4760	-	1500	3260	-	12/86	1000	1000	600	-	-	-
635-0208	G	80	83	983	1000	770	17	350	437	-	437	-	-	9/84	40	40	-	-	-	-
635-0215	G	80	82	794	794	148	-	148	COMPLETED	-	-	-	-	-	-	-	-	-	-	-
635-0217	G	81	81	300	300	264	-	80	184	-	100	84	-	12/83	1884	4400	2844	4800	4800	
635-0219	G	85	88	-	8000	-	-	-	-	-	-	-	1600	3/87	3360	4400	2844	4800	4800	
635-0220	G	84	88	-	4000	-	-	-	-	764	500	164	610	9/86	1026	1000	600	-	-	-
635-0221	G	83	87	200	200	-	40	20	20	40	40	20	40	6/87	40	40	-	-	-	-
635-0222	G	83	85	-	2000	-	500	-	500	1000	450	1150	500	1/88	-	-	-	-	-	-
635-0223	G	85	86	-	2000	-	-	-	-	-	-	-	750	3/86	1250	-	-	-	-	-
635-0224	G	88	89	-	7644	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
635-0012	G	81	81	10002	-	10002	3900	3938	9964	3500	5349	8115	4000	-	4200	4400	4600	4800	4800	4800
625-0928.4	G	81	81	-	-	-	-	-	-	680	-	-	723	-	-	-	-	-	-	-
625-0928.4	G	83	86	12	-	12	71	60	23	51	60	14	50	-	200	200	2844	4800	4800	4800
625-0929	G	83	86	-	-	-	318	150	168	200	200	168	200	9/85	200	200	2844	4800	4800	4800
625-0936.2	G	83	83	-	-	-	750	100	650	-	300	350	-	9/86	-	-	-	-	-	-
625-0950	G	83	83	54	-	54	100	124	30	100	120	10	100	-	-	-	-	-	-	-
625-9901	G	80	83	388	388	388	157	-	-	-	-	-	-	6/84	-	-	-	-	-	-

THE GAMBIA
FY 1985 ABS

NON-BILATERAL ACTIVITIES

<u>PROJECT NO.</u>	<u>TITLE</u>	<u>DATE STARTED</u>	<u>TERMINAL DATE</u>	<u>RESPONSIBLE AID OFFICE</u>	<u>ANTICIPATED LOP COST (IN-COUNTRY)</u>	<u>PRIORITY</u>
625-0012	GAMBIA RIVER BASIN DEVELOPMENT	1981	1986	USAID/DAKAR		MED
625-0928.4	REGIONAL FOOD CROP PROTECTION III	1983	1987	USAID/DAKAR		MED
625-0928.4	INTEGRATED PEST MANAGEMENT	1983	1986	USAID/OUAGA		LOW
625-0936.2	SAHEL MANPOWER DEVELOPMENT PROGRAM II	1983	1987	USAID/BAMAKO	913,000	MED
625-0940	SAHEL WATER DATA NETWORK II	1982	1986	USAID/NIAMEY		LOW
625-0950	REGIONAL FINANCIAL MANAGEMENT	1983	1986	AFR/SWA	750,000	MED
931-1918	MASS MEDIA/HEALTH PRACTICES	1981	1984	S&T/ED	388,000	LOW
AID/PHA/G-1101	PRIMARY HEALTH CARE TRAINING (PROJECT CONCERN	1979	1984	FVA/PVC	500,000	LOW

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THE GAMBIA

P, M AND R REQUIREMENTS

FY 83

- ALLOTTED	51,000
- OBLIGATED TO DATE	<u>41,000</u>
	BALANCE
	10,000
- AGRO FORESTRY PP PREPARATION	<u>30,000</u>
	BALANCE REQUIRED
	20,000
	TOTAL
	71,000

FY 84

- EVALUATION OF COOP DEVELOPMENT PROJECT	8,000
- PREPARATION OF NEW COOP DEVELOPMENT PROJECT	15,000
- EVALUATION OF INTEGRATED RURAL DEVELOPMENT PROJECT	8,000
- PREPARATION AG RESEARCH AND DIVERSIFICATION PID	<u>20,000</u>
	51,000

FY 85

- PREPARATION OF AG RESEARCH AND DIVERSIFICATION PP	25,000
- MANPOWER ASSESSMENT	<u>25,000</u>
	50,000

PROJECT TITLE: ECONOMIC POLICY ADVISORY ASSISTANCE

PROJECT NUMBER: 635-0222

PROJECT FUNDING:	FY 1983	500,000
	FY 1984	1,000,000
	FY 1985	<u>500,000</u>
	LOP	2,000,000

PROJECT PURPOSE: To institute economic and fiscal policy reforms supportive of economic development objectives.

PROBLEM: The Gambia's inordinate dependence on groundnuts and the concomitant limitation on resources required for economic development have been excentuated over recent years by declining groundnut production and worsening terms of trade for food imports. It is all too evident that for economic development to succeed this groundnut/imported rice dependence must be broken. An extraordinary effort is required to achieve this and a key step in this regard is the systematic rearrangement of the government's fiscal priorities and the development of economic policies that guide and enhance rather than hinder development efforts.

The socio-political delicacy inherent in efforts to change longstanding policies is clear. An added complication as well as a motivating force is the need to meld these policies with those of Senegal within the context of the Senegambia confederation.

The government through its recent standby arrangements with the IMF has demonstrated its willingness to take certain risks with respect to changes in economic and fiscal policies. Evidence of this is its publicly stated intent to take such steps as eliminating subsidies for fertilizer and for the production of irrigated rice. Interest has also been expressed within some GOTG circles in the privatization of certain government activities. The question now is one of how to best proceed on these matters.

PROJECT PROPOSAL: Building on short-term advisory assistance recently provided to the Ministry of Finance and Trade by the Mission, this project proposes to provide high-level, long-term technical assistance to key government entities involved in the development of economic and fiscal policies. The technicians would be attached as direct advisors to the policy makers but would function within the framework of overall AID policies and emphases. GOTG entities would likely include the Ministry of Finance and Trade, the Ministry of Economic Planning and Industrial Development and the Gambia Produce Marketing Board. The technical assistance would be obtained through a contract with a suitable institution such as the Harvard Institute for International Development.

PARTICIPANTS: 5 long-term and 10 short-term at an approximate cost of \$200,000.

PROJECT TITLE: AGRICULTURE RESEARCH AND DIVERSIFICATION

PROJECT NUMBER: 635-0219

PROJECT FUNDING: FY 1985 \$1,600,000
LOP \$8,000,000

PROJECT PURPOSE: To increase agricultural production through applied research on traditional and non-traditional farm-products.

PROBLEM: The Gambia's agriculture sector and economy as a whole have traditionally been dependent upon the production of groundnuts. While certain grain crops are produced, the country has had a chronic food deficit and the GOTG has had to use some 30 percent of the foreign exchange it earns from the sale of groundnuts for rice imports.

Groundnuts dominate the agricultural sector. They account for more than half of the total land area cultivated for all crops and for 75-85 percent of total exports. If food crops were cultivated instead of groundnuts, the country would be more than self-sufficient in food. Gambians would be able to consume 170 kg/person/year - the FAO recommended minimum calories intake from grains for The Gambia - and export a surplus of 75,000 - 100,000 tons. Farmers grow groundnuts because the crop provides their major source of cash. This is because both government and the private sector have organized infrastructure and services to support the crop. All other crops, except irrigated rice and, to a lesser extent cotton, receive only limited support and there are only limited commercial market outlets for them.

PROJECT PROPOSAL: This project proposes to develop alternatives to the groundnut imported rice syndrome through the enhancement of both traditional crops such as millet and sorghum and the development of non-traditional, indigenous crops such as maize, cassava, cowpeas and forage crops. Efforts will be directed at applied and adaptive research in areas such as the control of mealy bug and mosaic for cassava, improved soil moisture retention techniques, improved citrus varieties and alternate cultural practices. Emphasis will be placed on transferring technology from research institutes such as ICRISAT and IITA as well as from on-going experiments like those under the maize component of the Mixed Farming and Resource Management project.

PARTICIPANTS: Mission anticipates 10 long-term and 10 short-term participants during the life of the project at a cost of approximately \$400,000.

PROJECT TITLE: COOPERATIVES DEVELOPMENT II

PROJECT NUMBER: 635-0223

PROJECT FUNDING:	FY 85	\$	750
	FY 86		1,250
	LOP	\$	2,000

PROJECT PURPOSE: To establish the foundation for the privatization of the cooperative movement.

PROBLEM: The Gambia has relatively large-scale cooperative, or more accurately, cooperative-like, movement reaching virtually every corner of the country. While the term 'cooperative' and the cooperative organization are well known, the actual concept of a true cooperative is rather vague to most cooperative members. Indeed, cooperatives in The Gambia deal almost exclusively in groundnuts and, in fact, function as little more than buying agents for the government's marketing board at government-set prices. In effect, the cooperatives are controlled by the government and as such members do not perceive them as their own. The cooperatives by their present nature do not provide members with the kind of marketing power and related benefits known in the U.S.

A.I.D., through CLUSA, has been assisting in the development of the cooperatives, as have other international donors, most notably the ILO. The Mission's efforts have been rather limited in scope being directed primarily towards member education, numeracy and credit operations. While some notable success has been achieved in these areas, the project was not designed to achieve cooperative privatization, though its activities have helped set the stage for more effort in this direction.

PROPOSAL: This project proposes to demonstrate the socio-economic benefits of privatizing the cooperatives by establishing a model cooperative in livestock. The project would build upon experience from the CLUSA project and draw from information and experience developed under the socio-economic, marketing and livestock components of the Mixed Farming and Resource Management project. It would aim at converting the activities of the GOTG's Livestock Marketing Board, the Livestock Owners Associations and the informal livestock market into an organized cooperative arrangement. The intent of focusing on the livestock area where there are no cooperative activities, rather than on the existing groundnut cooperatives, is to avoid GOTG resistance to experimenting in such a sensitive area and to also avoid the need to modify established organizational practices. The project would in addition serve to finance the off-take of increased livestock activity anticipated from the Mixed Farming project.

It is expected that the project would be implemented by CLUSA and that a portion if not all of the local currency costs would be born by Section 206 proceeds.

TABLE V - FY 1985 PROPOSED PROGRAM RANKING		Country/Office				
PROGRAM ACTIVITY		ONGOING NEW	LOAN GRANT	APPR ACCT	PROGRAM FUNDING (\$000)	
RANK	DESCRIPTION				INCR	CUM
1	635-0203 MIXED FARMING AND RESOURCE MANAGEMENT	0	G	SDP	500	500
2	635-0219 AGRICULTURAL RESEARCH AND DIVERSIFICATION	N	G		1600	2100
3	-- P.L. 480 TITLE II SECTION 206 (NON ADD)	N	G		(4000)	2100
4	635-0222 ECONOMIC POLICY ADVISORY ASSISTANCE	N	G		500	2600
5	635-0220 AGRO-FORESTRY INTEGRATION	N	G		610	3210
6	635-0223 COOP. DEVELOPMENT II	N	G		750	3960
7	625-0012 GAMBIA RIVER BASIN DEVELOPMENT	0	G		(723)	3960
8	625-0928.4 REGIONAL FOOD CROP PROTECTION	0	G		()	3960
9	625-0936.2 SAHEL MANPOWER DEVELOPMENT II	0	G		(200)	3960
10	625-0928.4 INTEGRATED PEST MANAGEMENT	N	G		()	3960
11	-- P.L. 480 TITLE II - CRS	0	G		(800)	3960
12	625-0929 P, M AND R	0	G		(50)	3960
13	625-9901 SELF HELP	0	G		(100)	3960
14	635-0221 SMALL PROJECT ASSISTANCE	N	G		40	4000
	TOTAL				4000	

TABLE V - NARRATIVE

The Mixed Farming and Resource Management Project is ranked first because it lays the foundation for the Mission's agriculture diversification effort. Information from the socio-economic, marketing and aerial photography/cartography components will provide essential data for the design of future interventions. In addition, the results of the activities under the maize and forage components will provide both practical research experience as well as a realistic measurement of the national potential of maize and livestock as food and cash products.

The Agriculture Research and Diversification project will spearhead the Mission's strategic thrust. It will flow directly from the Mixed Farming project both in extending its successful activities and in using its data for development efforts in other farm products and thus provide the potential for overcoming the country's dependency on groundnuts and imported rice.

Both the P.L. 480 Section 206 Project and the Economic Advisory Assistance Project are aimed at eliciting economic and fiscal policy reforms; the advisory project through direct technical assistance and the Section 206 project through both the judicious application of rice import-generated local currency and the provision of a measure of food security sufficient to enable the GOTG to chance policy reforms.

The Agro-Forestry Integration Project will amalgamate the results and activities of the Gambia Forestry, Mixed Farming and Soil and Water Unit projects as a means of enhancing the village and farmers total environment and thereby increasing the potential for agriculture diversification and increased production.

The Cooperative Development II Project will be aimed at demonstrating the viability and thereby the economic benefits of privatizing the country's cooperative movement.

The Gambia River Basin Development Project has good potential for providing important data that can be used for further refining medium and long range strategy and thus can have a direct bearing on other ongoing or planned activities, such as the Research and Diversification project.

The Regional Food Crop Protection Project is conceptionally within the Mission's strategic thrust and is therefore given a medium level ranking. But it is a managerially unweildy project and requires more attention with respect to improving its coordination with other in-country activities.

The SMDP II project is being given a relatively low-ranking because it now has much less flexibility than it did in the past and considerably less funding (to The Gambia) than SMDP I. These changes have restrained its potential impact.

The IPM Project has yet to show anything for itself, but it is within our major area of concern and is thus given a higher ranking than it perhaps deserves on face value.

The P.L. 480 Title II Program is still a rather far-flung enterprise, though it is now better managed by CRS than in the past owing to the enactment of recommendations stemming from an AID audit. The lack of focus, however, coupled with continuing questions as to whether it fosters dependency and is a disincentive to production give it a low-ranking.

P, M and R is unquestionably an important management tool, but it is given a low ranking because of the difficulties encountered by the Mission in obtaining funds on a timely basis.

The Self-Help Project has good PR potential, but its actual impact has never been evaluated.

The Small Project Assistance project has not yet gotten underway.

TABLE VII - LIST OF PLANNED EVALUATIONS
 FY 1985 ANNUAL BUDGET SUBMISSION
 COUNTRY/OFFICE THE GAMBIA

Project List (Project No. & Title)	FY 1984		FY 1985		Reasons/Issues	Funding Source (\$000)	USAID Person Days	Collateral AID Assistance
	Last Eval Completed (Mo./Yr.)	Start To Start To (Qtr) AID/W (Qtr)	1ST	2ND				
635-0202 SOIL AND WATER MANAGEMENT UNIT	1/82		1ST	2ND	PACD (12/31/87) GENERAL PROGRESS	PROJ. 8	10	USDA/SCS - 2 WKS
635-0203 MIXED FARMING AND RESOURCE MANAGEMENT	5/83		2ND	2ND	PACD (03/31/86) MEASURE TO WHICH RESEARCH TRIALS HAVE BEEN APPLICABLE IN A VILLAGE CONTEXT AND IDENTIFY RE- QUIREMENTS FOR A WIDER APPLICATION OF THE RESULTS	-	15	REDSO/WCA (DESIGN OFFICER, AGRONOMIST, AG ECONOMIST, AG ENGINEER) - 3 WKS
635-0205 GAMBIA FORESTRY	2/82	2ND		2ND	PACD (09/30/84) GENERAL PROGRESS AND CON- SIDER NON-FUNDED EXTENSION OF PACD	PROJ. 10	10	REDSO/WCA (DESIGN OFFICER) - 2 WKS
635-0206 RURAL ROADS MAINTENANCE	NONE		3RD	4TH	PACD (12/31/86) EXAMINE NEW MANAGEMENT SYSTEMS DEVELOPMENT IN RELATION TO THE NEW WORKSHOP WHICH SHOULD BE COMPLETED BY THE TIME OF THE EVALUATION	PROJ 16	10	REDSO/WCA (ENGINEER) - 2 WKS
635-0208 COOPERATIVES DEVELOPMENT	2/82	1ST	1ST	1ST	PACD (09/30/84) GENERAL PROGRESS IN RE- LATION TO CONSIDERATION OF A NEW PROJECT	PMR 8	10	REDSO/WCA (DESIGN OFFICER) - 3 WKS
635-0217 INTEGRATED RURAL DEVELOPMENT	NONE	1ST	1ST		PACD (12/31/83) GENERAL PROGRESS AND CONSIDERATION OF NON-FUNDED EX- TENSION OF PROJECT	PMR 8	10	---

EVALUATION OFFICER:
 TONY FUNICELLO
 PROGRAM OFFICER

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TABLE VII
EVALUATION PLAN NARRATIVE

The most important evaluation of FY 1984 will be that done on the Cooperative Development project. Interest will be focused on measuring the extent to which project activities in the areas of member education, credit and numeracy together with other donor activities have moved member groups of the Gambia Cooperative Union (GCU) towards achieving the status of a true cooperative and thus a private enterprise, rather than the GOTG-controlled organization it is now. While it is evident that a fundamental GOTG policy decision would have to be made before any such change could be made, it is important to establish how close GCU is to having the level of sophistication required for such independence. In this regard, the evaluation would set the stage for consideration of a second cooperative project that would address the institutional capabilities of Cooperatives.

The evaluation of the Integrated Rural Development project would basically measure the pace at which the project is being implemented after its late start to determine the length of time required to complete the project.

The Gambia Forestry evaluation would re-examine the fuelwood plantation component's concept in terms of the GOTG's capability to support the plantations' maintenance in light of its financial difficulties. Consideration will be given to terminating this element of the project at the end of the current (1983) growing season.

The key evaluation for FY 1985 will be that done on the Mixed Farming project. A comprehensive evaluation conducted in May 1983 determined that the project has been successful to date. It is now entering a crucial stage, however, with respect to the integration of its components into a village setting, particularly in regard to its research activities in maize and livestock forage. The results of the FY 85 evaluation are expected to significantly influence the development of the proposed FY 85 Agriculture Research and Diversification project.

The Soil and Water project evaluation will examine progress towards its integration with other OAR/Banjul and GOTG development efforts. It will also look at its success in developing practical field-oriented conservation techniques.

The construction of the workshop under the Rural Roads Maintenance project is projected for completion in late 1984. The project evaluation will examine progress on the installation of improved management and equipment maintenance systems as they relate to the new building as well as to the maintenance capability of the Public Works Department for public service vehicles and road maintenance equipment.

TABLE VIII - OPERATING EXPENSE NARRATIVE

Section A - Management Improvements

Since the establishment of the bilateral program in 1979, the Office of the AID Representative in The Gambia has grown to the extent that it now supports 20 current and planned projects totalling over \$50 million. The great majority of existing project are first generation. As recently as July, 1982, the OAR took over the books and records from the Regional Controller in Dakar, transferring to Banjul the financial activities which had previously been conducted there. At this point, records on some projects are still in the process of being transferred. As the projects have increased in number and in scope, and with the financial records now located in Banjul, the OAR has assumed responsibilities similar in scope and complexity to a full-size Mission.

As a result of the rapid expansion in project numbers, the OAR has attempted to maintain an operation sufficient to support the size of the program. Given the scarcity of qualified and trained local staff, the lack of an experienced JAO, and the lack of administrative management expertise within the USDH staff the OAR has had to struggle to provide the support required.

Management support services have been provided by a few management personnel on TDY, an IDI Management Intern (5 months) and a succession of Personal Services Contract (PSC) employees (mostly locally-hired former Peace Corps Volunteers) with little or no knowledge of AID management policies. Consequently, management operations tended to focus on daily operating requirements with little concentration on setting and implementing management objectives.

In order to improve management operations, OAR/Banjul recently has set a number of objectives:

1. Conduct thorough review of program management and management support operations, including existing records, procedures, processes, and services within OAR and the JAO. In February, 1983, a broad assessment of command and program management was undertaken at the Mission's request by a former Mission Director. In conjunction with this consultant's assessment and recommendations, a second consultant reviewed OAR/Banjul's management services to include an examination of administrative management, real property management, personal property management, procurement and contracting, motor pool operations, communications and records, personal support service policy, travel and transportation, personnel management, and FAAS agreement. In order to review the progress made toward implementing the recommendations resulting from both visits, this second consultant will return to Banjul in July-August 1983. In addition he will conduct training sessions for Management Office

staff on policies and procedures, duties, responsibilities, etc., to enhance job performance and knowledge of management functions.

2. Establish issuance system to codify OAR policies and procedures. As a result of the above mentioned visits, a policies and procedures issuance system was designed and work started on drafting and issuing the policies. A number of policies have been issued and at the present rate, the issuance system should be completed and current by the beginning of CY 1984.
3. Consolidate current office space from existing two buildings into one building. Presently, the AID Representative, Program Office and Project Offices are contained in one building and the Management and Controller Offices are located in another building across the street. OAR is currently in the process of consolidating the entire office in one building, a move which should be completed by the end of FY 83. Consolidation will allow smoother management operations and work flow, will enhance security, and will provide sufficient space for current and projected staff requirements.
4. Develop professional staff of foreign national employees, particularly in Management and Controller Offices. A TCN Accountant with many years experience with AID is currently training two FN employees in maintaining AID accounting records. One FN employee has participated in an AID Management Workshop. OAR/Banjul will gradually fill positions within the Management Office currently occupied by locally-hired USPSCs with FN employees in order to provide greater institutional memory and continuity, and minimize the cost of training. Presently, the USPSCs stay for 1-1 1/2 years at which point others have to be trained as replacements.
5. Establish a Communications and Records section. OAR/Banjul has recently set up a separate communications and records section to consolidate previously fragmented duties into one office. An experienced C&R person on one month TDY has helped establish the necessary systems and has trained local staff in C&R operations. With this section, it will be possible to better control and monitor flow of documents and minimize the time which has been lost on prior occasions in searching for misplaced documents.
6. Install Word Processing capabilities. OAR plans to obtain word processing capability in FY 84 in order to curtail extensive staff time now required in typing and editing project documents and reports. The system has not been selected, but will be compatible with the system the Embassy anticipates obtaining in order that mutual spare parts supply can be established.

If one considers that the majority of the improvements listed above concern establishing procedures and systems where none existed previously, it is difficult to enumerate in dollar figures the savings to be realized from the installation of these procedures and system.

Section B - Justification for Funding Changes

U100 indicates more than 10 percent increase over 1983, which is due to funding for assignment cost for two USDH positions which were originally budgeted in FY 83 and now shifted to FY 84.

U200 indicates more than 10 percent increase over 1983, which is due to budgeting for TCN salary for remaining period of 3 year contract ending in July 1985. Initial funding was provided in FY 82 for 1 1/2 years.

U300 indicates more than 10 percent increase, which is due to budgeting of two USPSC positions for remaining period of contracts.

Section C - Trust Funds

No applicable to The Gambia.

TABLE VIII - FY 1983

OPERATING EXPENSE SUMMARY

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ORGANIZATION: OAR/Banjul

EXPENSE CATEGORY	FUNCTION CODE	OBJECT CLASS	DOLLAR FUNDED	JUST FUNDED	TOTAL BUDGET	UNITS
<u>U.S. DIRECT HIRE</u>	U100		545.1		545.1	XXXXX
U.S. CITIZENS BASIC PAY	U101	110	293.2		293.2	6.3
PT/TEMP U.S. BASIC PAY	U102	112	-		-	-
DIFFERENTIAL PAY	U103	116	52.6		52.6	XXXXX
OTHER AID/W FUNDED O.C. 11	U104	119	0.5		0.5	XXXXX
OTHER MISSION FUNDED O.C 11	U105	119	-		-	XXXXX
EDUCATION ALLOWANCES	U106	126	38.2		38.2	6.0
RETIREMENT - U.S.	U107	120	20.5		20.5	XXXXX
LIVING ALLOWANCES	U108	128	3.3		3.3	XXXXX
OTHER AID/W FUNDED O.C. 12	U109	129	6.8		6.8	XXXXX
OTHER MISSION FUNDED O.C.12	U110	129	10.4		10.4	XXXXX
POST ASSIGNMENT - TRAVEL	U111	212	7.8		7.8	2.0
POST ASSIGNMENT - FREIGHT	U112	22	52.0		52.0	3.0
HOME LEAVE - TRAVEL	U113	212	12.9		12.9	6.0
HOME LEAVE - FREIGHT	U114	22	21.5		21.5	6.0
EDUCATION TRAVEL	U115	215	7.4		7.4	6.0
R AND R TRAVEL	U116	215	3.0		3.0	2.0
ALL OTHER CODE 215 TRAVEL	U117	215	15.0		15.0	3.0
<u>FOREIGN NATIONAL DH</u>	U200		16.4		16.4	XXXXX
BASIC PAY	U201	114	14.3		14.3	5.0
OVERTIME, HOLIDAY PAY	U202	115	0.2		0.2	0.1
ALL OTHER CODE 11 - FN	U203	119	0.5		0.5	XXXXX
ALL OTHER CODE 12 - FN	U204	129	1.4		1.4	XXXXX
BENEFITS FORMER FN PERS.	U205	13	-		-	XXXXX
<u>CONTRACT PERSONNEL</u>	U300		110.5		110.5	XXXXX
PASA TECHNICIANS	U301	258	-		-	-
U.S. PSC - SALARY/BENEFITS	U302	113	42.0		42.0	3.0
ALL OTHER U.S. PSC COSTS	U303	255	-		-	XXXXX
F.N. PSC - SALARY/BENEFITS	U304	113	64.6		64.6	42.0
ALL OTHER F.N. PSC COSTS	U305	255	3.9		3.9	XXXXX
<u>HOUSING</u>	U400		115.5		115.5	XXXXX
RENT	U401	235	27.7		27.7	4.0
UTILITIES	U402	235	20.8		20.8	XXXXX
RENOVATION AND MAINT.	U403	259	3.5		3.5	XXXXX
QUARTERS ALLOWANCE	U404	127	-		-	-
PURCHASES RES. FURN/EQUIP.	U405	311	41.6		41.6	XXXXX
TRANS./FREIGHT - CODE 311	U406	22	21.1		21.1	XXXXX
SECURITY GUARD SERVICES	U407	254	-		-	XXXXX
OFFICIAL RESIDENCE ALLOW.	U408	254	0.3		0.3	XXXXX
REPRESENTATION ALLOWANCE	U409	252	0.5		0.5	XXXXX

TABLE VIII - FY 1983

OPERATING EXPENSE SUMMARY

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ORGANIZATION 1 QAR/Banjul

<u>EXPENSE CATEGORY</u>	<u>FUNCTION CODE</u>	<u>OBJECT CLASS</u>	<u>DOLLAR FUNDED</u>	<u>TRUST FUNDED</u>	<u>TOTAL BUDGET</u>	<u>UNITS</u>
OFFICE OPERATIONS	U500		677.5		677.5	XXXXX
RENT	U501	234	21.9		21.9	XXXXX
UTILITIES	U502	234	10.2		10.2	XXXXX
BUILDING MAINT./RENOV.	U503	259	50.0		50.0	XXXXX
OFFICE FURN./EQUIP.	U504	310	20.6		20.6	XXXXX
VEHICLES	U505	312	24.0		24.0	XXXXX
OTHER EQUIPMENT	U506	319	6.4		6.4	XXXXX
TRANSPORTATION/FREIGHT	U507	22	30.8		30.8	XXXXX
COMMUNICATIONS	U508	230	22.0		22.0	XXXXX
SECURITY GUARD SERVICES	U509	254	-		-	XXXXX
PRINTING	U510	24	3.0		3.0	XXXXX
RIG/II OPERATIONAL TRAVEL	U511	210	-		-	-
SITE VISITS	U512	210	7.0		7.0	40.0
INFORMATION MEETINGS	U513	210	7.9		7.9	9.0
TRAINING ATTENDANCE	U514	210	5.0		5.0	2.0
CONFERENCE ATTENDANCE	U515	210	10.0		10.0	5.0
OTHER OPERATIONAL TRAVEL	U516	210	40.0		40.0	20.0
SUPPLIES AND MATERIALS	U517	26	71.8		71.8	XXXXX
FAAS	U518	257	291.4		291.4	XXXXX
CONSULTING SVCS - CONT.	U519	259	35.7		35.7	XXXXX
MGT./PROF. SVCS. - CONT.	U520	259	-		-	XXXXX
SPEC. STUDIES/ANALYSES CONT.	U521	259	-		-	XXXXX
ALL OTHER CODE 25	U522	259	19.8		19.8	XXXXX
TOTAL O.E. BUDGET			1465.0		1465.0	XXXXX
RECONCILIATION			665.0		665.0	XXXXX
OPERATING ALLOWANCE REQUEST			800.0		800.0	XXXXX

OTHER INFORMATION:

Dollar requirement for local currency costs \$311,939
 Exchange rate used (as of May 1, 1983) US \$1.00 equal Dalasi 2.58

Exchange rate based upon 5/3/83 as 5/1/83 was Sunday and 5/2/83 was holiday.

TABLE VIII - FY 1984

OPERATING EXPENSE SUMMARY

ORGANIZATION : OAR/Banjul

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<u>EXPENSE CATEGORY</u>	<u>FUNCTION CODE</u>	<u>OBJECT CLASS</u>	<u>DOLLAR FUNDED</u>	<u>TRUST FUNDED</u>	<u>TOTAL BUDGET</u>	<u>UNITS</u>
<u>U.S. DIRECT HIRE</u>	U100		603.2		603.2	XXXXX
U.S. CITIZENS BASIC PAY	U101	110	287.5		287.5	6.0
PT/TEMP U.S. BASIC PAY	U102	112	-		-	
DIFFERENTIAL PAY	U103	116	57.5		57.5	XXXXX
OTHER AID/W FUNDED O.C. 11	U104	119	-		-	XXXXX
OTHER MISSION FUNDED O.C 11	U105	119	-		-	XXXXX
EDUCATION ALLOWANCES	U106	126	52.9		52.9	10.0
RETIREMENT - U.S.	U107	120	20.1		20.1	XXXXX
LIVING ALLOWANCES	U108	128	5.1		5.1	XXXXX
OTHER AID/W FUNDED O.C. 12	U109	129	6.7		6.7	XXXXX
OTHER MISSION FUNDED O.C.12	U110	129	4.0		4.0	XXXXX
POST ASSIGNMENT - TRAVEL	U111	212	12.8		12.8	4.0
POST ASSIGNMENT - FREIGHT	U112	22	108.0		108.0	4.0
HOME LEAVE - TRAVEL	U113	212	2.0		2.0	1.0
HOME LEAVE - FREIGHT	U114	22	3.0		3.0	1.0
EDUCATION TRAVEL	U115	215	5.0		5.0	4.0
R AND R TRAVEL	U116	215	18.6		18.6	8.0
ALL OTHER CODE 215 TRAVEL	U117	215	20.0		20.0	6.0
<u>FOREIGN NATIONAL DH</u>	U200		72.3		72.3	XXXXX
BASIC PAY	U201	114	70.5		70.5	4.0
OVERTIME, HOLIDAY PAY	U202	115	0.2		0.2	0.1
ALL OTHER CODE 11 - FN	U203	119	0.2		0.2	XXXXX
ALL OTHER CODE 12 - FN	U204	129	1.4		1.4	XXXXX
BENEFITS FORMER FN PERS.	U205	13	-		-	XXXXX
<u>CONTRACT PERSONNEL</u>	U300		175.9		175.9	XXXXX
PASA TECHNICIANS	U301	258	-		-	-
U.S. PSC - SALARY/BENEFITS	U302	113	84.6		84.6	3.3
ALL OTHER U.S. PSC COSTS	U303	255	-		-	XXXXX
F.N. PSC - SALARY/BENEFITS	U304	113	87.0		87.0	44.0
ALL OTHER F.N. PSC COSTS	U305	255	4.3		4.3	XXXXX
<u>HOUSING</u>	U400		116.8		116.8	XXXXX
RENT	U401	235	42.5		42.5	6.0
UTILITIES	U402	235	24.1		24.1	XXXXX
RENOVATION AND MAINT.	U403	259	4.0		4.0	XXXXX
QUARTERS ALLOWANCE	U404	127	-		-	-
PURCHASES RES. FURN/EQUIP.	U405	311	30.0		30.0	XXXXX
TRANS./FREIGHT - CODE 311	U406	22	15.0		15.0	XXXXX
SECURITY GUARD SERVICES	U407	254	-		-	XXXXX
OFFICIAL RESIDENCE ALLOW.	U408	254	0.5		0.5	XXXXX
REPRESENTATION ALLOWANCE	U409	252	0.7		0.7	XXXXX

TABLE VIII - FY 1984

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OPERATING EXPENSE SUMMARY

ORGANIZATION : OAR/Banjul

<u>EXPENSE CATEGORY</u>	<u>FUNCTION CODE</u>	<u>OBJECT CLASS</u>	<u>DOLLAR FUNDED</u>	<u>TRUST FUNDED</u>	<u>TOTAL BUDGET</u>	<u>UNITS</u>
OFFICE OPERATIONS	U500		699.9		699.9	XXXXX
RENT	U501	234	23.3		23.3	XXXXX
UTILITIES	U502	234	11.6		11.6	XXXXX
BUILDING MAINT./RENOV.	U503	259	4.0		4.0	XXXXX
OFFICE FURN./EQUIP.	U504	310	5.0		5.0	XXXXX
VEHICLES	U505	312	12.0		12.0	XXXXX
OTHER EQUIPMENT	U506	319	70.0		70.0	XXXXX
TRANSPORTATION/FREIGHT	U507	22	31.0		31.0	XXXXX
COMMUNICATIONS	U508	230	24.2		24.2	XXXXX
SECURITY GUARD SERVICES	U509	254	-		-	XXXXX
PRINTING	U510	24	0.5		0.5	XXXXX
RIG/II OPERATIONAL TRAVEL	U511	210	-		-	-
SITE VISITS	U512	210	8.0		8.0	40.0
INFORMATION MEETINGS	U513	210	9.0		9.0	10.0
TRAINING ATTENDANCE	U514	210	5.5		5.5	2.0
CONFERENCE ATTENDANCE	U515	210	11.0		11.0	6.0
OTHER OPERATIONAL TRAVEL	U516	210	39.3		39.3	20.0
SUPPLIES AND MATERIALS	U517	26	79.0		79.0	XXXXX
FAAS	U518	257	320.5		320.5	XXXXX
CONSULTING SVCS - CONT.	U519	259	20.0		20.0	XXXXX
MGT./PROF. SVCS. - CONT.	U520	259	-		-	XXXXX
SPEC. STUDIES/ANALYSES CONT.	U521	259	-		-	XXXXX
ALL OTHER CODE 25	U522	259	26.0		26.0	XXXXX
TOTAL O.E. BUDGET			1,668.1		1,668.1	XXXXX
RECONCILIATION			692.3		692.3	XXXXX
OPERATING ALLOWANCE REQUEST			975.8		975.8	XXXXX

OTHER INFORMATION:

Dollar requirement for local currency costs
Exchange rate used (as of May 1, 1983)

\$320,623
D2.58 = 1 US\$

Estimated Wage Increases - FY 1983 to FY 1984
Estimated Price Increases - FY 1983 to FY 1984

10%
10%

Exchange rate based on 5/3/83 as 5/1/83 was Sunday and 5/2/83 was holiday.

TABLE VIII - FY 1985

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OPERATING EXPENSE SUMMARY

ORGANIZATION: OAR/Banjul

<u>EXPENSE CATEGORY</u>	<u>FUNCTION CODE</u>	<u>OBJECT CLASS</u>	<u>DOLLAR FUNDED</u>	<u>TRUST FUNDED</u>	<u>TOTAL BUDGET</u>	<u>UNITS</u>
<u>U.S. DIRECT HIRE</u>	U100		536.1		536.1	XXXXX
U.S. CITIZENS BASIC PAY	U101	110	296.7		296.7	6.0
PT/TEMP U.S. BASIC PAY	U102	112	-		-	-
DIFFERENTIAL PAY	U103	116	59.3		59.3	XXXXX
OTHER AID/W FUNDED O.C. 11	U104	119	-		-	XXXXX
OTHER MISSION FUNDED O.C 11	U105	119	-		-	XXXXX
EDUCATION ALLOWANCES	U106	126	52.9		52.9	10.0
RETIREMENT - U.S.	U107	120	20.8		20.8	XXXXX
LIVING ALLOWANCES	U108	128	4.8		4.8	XXXXX
OTHER AID/W FUNDED O.C. 12	U109	129	5.9		5.9	XXXXX
OTHER MISSION FUNDED O.C.12	U110	129	3.8		3.8	XXXXX
POST ASSIGNMENT - TRAVEL	U111	212	2.8		2.8	1.0
POST ASSIGNMENT - FREIGHT	U112	22	21.8		21.8	1.0
HOME LEAVE - TRAVEL	U113	212	12.8		12.8	5.0
HOME LEAVE - FREIGHT	U114	22	18.5		18.5	5.0
EDUCATION TRAVEL	U115	215	5.0		5.0	4.0
R AND R TRAVEL	U116	215	6.0		6.0	4.0
ALL OTHER CODE 215 TRAVEL	U117	215	25.0		25.0	6.0
<u>FOREIGN NATIONAL DH</u>	U200		55.7		55.7	XXXXX
BASIC PAY	U201	114	53.9		53.9	4.0
OVERTIME, HOLIDAY PAY	U202	115	.2		.2	0.1
ALL OTHER CODE 11 - FN	U203	119	.3		.3	XXXXX
ALL OTHER CODE 12 - FN	U204	129	1.3		1.3	XXXXX
BENEFITS FORMER FN PERS.	U205	13	-		-	XXXXX
<u>CONTRACT PERSONNEL</u>	U300		155.0		155.0	XXXXX
PASA TECHNICIANS	U301	258	-		-	-
U.S. PSC - SALARY/BENEFITS	U302	113	54.6		54.6	3.0
ALL OTHER U.S. PSC COSTS	U303	255	-		-	XXXXX
F.N. PSC - SALARY/BENEFITS	U304	113	95.8		95.8	46.0
ALL OTHER F.N. PSC COSTS	U305	255	4.6		4.6	XXXXX
<u>HOUSING</u>	U400		70.5		70.5	XXXXX
RENT	U401	235	45.1		45.1	6.0
UTILITIES	U402	235	20.0		20.0	XXXXX
RENOVATION AND MAINT.	U403	259	4.0		4.0	XXXXX
QUARTERS ALLOWANCE	U404	127	-		-	-
PURCHASES RES. FURN/EQUIP.	U405	311	-		-	XXXXX
TRANS./FREIGHT - CODE 311	U406	22	-		-	XXXXX
SECURITY GUARD SERVICES	U407	254	-		-	XXXXX
OFFICIAL RESIDENCE ALLOW.	U408	254	.6		.6	XXXXX
REPRESENTATION ALLOWANCE	U409	252	.8		.8	XXXXX

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TABLE VIII - FY 1985
OPERATING EXPENSE SUMMARY

ORGANIZATION : OAR/Banjul

<u>EXPENSE CATEGORY</u>	<u>FUNCTION CODE</u>	<u>OBJECT CLASS</u>	<u>DOLLAR FUNDED</u>	<u>TRUST FUNDED</u>	<u>TOTAL BUDGET</u>	<u>UNITS</u>
OFFICE OPERATIONS	U500		668.1		668.1	XXXXX
RENT	U501	234	23.3		23.3	XXXXX
UTILITIES	U502	234	11.6		11.6	XXXXX
BUILDING MAINT./RENOV.	U503	259	4.0		4.0	XXXXX
OFFICE FURN./EQUIP.	U504	310	-		-	XXXXX
VEHICLES	U505	312	24.0		24.0	XXXXX
OTHER EQUIPMENT	U506	319	4.0		4.0	XXXXX
TRANSPORTATION/FREIGHT	U507	22	4.0		4.0	XXXXX
COMMUNICATIONS	U508	230	26.2		26.2	XXXXX
SECURITY GUARD SERVICES	U509	254	-		-	XXXXX
PRINTING	U510	24	.5		.5	XXXXX
RIG/II OPERATIONAL TRAVEL	U511	210	-		-	-
SITE VISITS	U512	210	9.0		9.0	40.0
INFORMATION MEETINGS	U513	210	10.0		10.0	10.0
TRAINING ATTENDANCE	U514	210	6.0		6.0	3.0
CONFERENCE ATTENDANCE	U515	210	12.0		12.0	7.0
OTHER OPERATIONAL TRAVEL	U516	210	55.0		55.0	25.0
SUPPLIES AND MATERIALS	U517	26	80.0		80.0	XXXXX
FAAS	U518	257	352.5		352.5	XXXXX
CONSULTING SVCS - CONT.	U519	259	20.0		20.0	XXXXX
MGT./PROF. SVCS. - CONT.	U520	259	-		-	XXXXX
SPEC. STUDIES/ANALYSES CONT.	U521	259	-		-	XXXXX
ALL OTHER CODE 25	U522	259	26.0		26.0	XXXXX
TOTAL O.E. BUDGET			1,485.4		1,485.4	XXXXX
RECONCILIATION			735.2		735.2	XXXXX
OPERATING ALLOWANCE REQUEST			750.2		750.2	XXXXX

OTHER INFORMATION:

Dollar requirement for local currency costs

\$335,317

Exchange rate used (as of May 1, 1983)

02.58

Estimated Wage Increases - FY 1984 to FY 1985

10%

Estimated Price Increases - FY 1984 to FY 1985

10%

Exchange rate based on 5/3/83 as 5/1/83 was Sunday and 5/2/83 was holiday.

TABLE VIII (a)

NARRATIVE

In order to increase efficiency and curtail costs involved in typing and editing program reports and documents, OAR/Banjul plans to procure word processing equipment in FY 84. Planning for such installation is in the rudimentary stage at this point, since there is little expertise in this area at post currently. In addition, the Embassy is planning installation of a similar capability in the future, and we are coordinating our procurement planning to acquire compatible systems in order that a mutual store of replacement parts and equipment can be maintained.

The new JAO director, who will arrive at post in July, apparently has two years experience working with WANG equipment, and we will make further plans after his arrival. We have tentatively budgeted 50,000 for procurement in 3rd quarter FY 84.

TABLE VIII(b)
OBLIGATIONS FOR WP SYSTEMS
(\$000)

	-----Fiscal Year-----		
	1983	1984	1985
A. Capital Investments in W/P Equipment		45	
B. W/P Equipment Rental and Supplies		4	4
C. Other W/P Costs		1	1
Total		50	5

Amount included in Mission allowance for existing systems

Amount included in Mission allowance for new/expanded systems

TABLE IX(a) - WORKFORCE REQUIREMENTS (U.S. DIRECT HIRE)

31

SKILL CODE	POSITION TITLE	WORKYEARS			
		FY 83	FY 84	FY 85	FY 86
011	AID Rep.	1.0	1.0	1.0	1.0
023	Program Officer	1.0	1.0	1.0	1.0
103	Agric. Dev. Officer	1.0	1.0	1.0	1.0
043	Controller	1.0	1.0	1.0	1.0
103	Asst. Agr. Dev. Officer	1.0	1.0	1.0	1.0
121	Project Manager	1.0	1.0	1.0	0
940	Proj. Dev. Officer	-3	0	0	0
Total		6.3 *	6.0	6.0	5.0

* The table shows work year level for FY 83 as 6.3 while approved level is 6.0. The increase of .3 is due to the fact that AID/W transferred Project Development Officer's position from Mission to AID/W effective January 9, 1983

TABLE IX(b) - WORKFORCE REQUIREMENTS (F.N. DIRECT HIRE)

32

<u>SKILL CODE</u>	<u>POSITION TITLE</u>	<u>WORKYEARS</u>			
		<u>FY 83</u>	<u>FY 84</u>	<u>FY 85</u>	<u>FY 86</u>
600	Participant Training Specialist	1	1	1	1
070	Driver to AID Rep.	1	0	0	0
050	Secretary to AID Rep.	1	1	1	* 1
070	Management Sepcialist	1	* 1	1	1
040	Assistant Controller (TCN)	1	1	*1	1
		5	4	4	4

THE GAMBIATABLE IX - NARRATIVE

As indicated in Table IX(a) the Mission currently has seven USDH positions. The Project Development Officer position has been vacant since the incumbent was medically evacuated in September 1982. While The Mission is aware that the workforce ceilings are not necessarily indicative of the actual number of positions that will be authorized, it wishes to make certain that this position not be "lost" because of its current vacancy.

That is, the Mission is arriving at the point when the position is most needed. The Mission's increasing involvement in policy dialogue and its strategy of tying budget support (Section 206) and economic policy reforms to major changes in production and marketing in the agriculture sector will require a staff with more skills in agriculture economics, macro-economics, and project design. The Mission anticipates recruiting a Project Development Officer with an economics background whose skills will strengthen current staff weaknesses in the latter two areas and thereby increase Mission capability to carry out the complex linkage process.

Three other positions will be turning over within the next six months: the Program Officer, Assistant Agriculture Development Officer, and the Project Manager. Replacements for the first two have already been nominated and accepted and an individual is in the process of being accepted for the third position. The in-coming Agriculture Development Officer is an Agricultural Economist, thus Mission needs in this area will be covered. The person identified for the Project Manager position, if assigned, will bring additional macro-economic skills to the job, as he has had training in this area. His capabilities in economics when coupled with those of the Project Development Officer, should provide the Mission sufficient capacity in this area to meet perceived program requirements.

On the contract side, the Mission currently has three American PSC's on its staff, all ex-PCV's. One is an assistant to the Project Manager and the other two are in the Mission's administrative office. For the future, we anticipate continuing with this arrangement. We plan to add a Gambian professional under a PSC to our agriculture office in FY 1984. It is worth noting that apart from the current four FNDH's and one TCN, all of the Mission's support staff are PSC's. The Mission has not been successful in identifying a local firm interested in handling our local personnel requirements under an institutional contract.

The Mission would propose to handle a reduction in personnel of 10% per year by converting our FNDH/TCN positions to PSC's, assuming this would be permissible. This would be a painful process and would certainly hurt staff morale, but it would not significantly affect the program.

With respect to the programmed reduction in USDH workyears from 6.0 to 5.0 in FY 1986, it is difficult to respond without knowing whether this refers to a theoretical budget figure or actual positions. If it is assumed that the Mission's current level of seven USDH positions will be maintained, then the above reductions would translate to an FY 86 level of six positions. If so, we would have to eliminate one position. This would be very difficult given our position and we would have to examine program progress and our staffing mix at the time to see which position to cut. By FY 1986, the Mission's efforts to achieve its strategic objectives will have been well underway. Short of cutting these projects off, the effect of the proposed staff reduction would be to spread project management responsibilities more widely throughout the remaining staff. This would inevitably reduce the quality of project management and thereby threaten implementation progress and the achievement of program objectives. It would also jeopardize the possibility of undertaking activities whose addition might provide just the impetus required to achieve the objectives.

FY 1985 ANNUAL BUDGET SUBMISSION

TABLE XIII

PL 480 TITLE II

I. Country The Gambia

Sponsor's Name Catholic Relief Services

A. Maternal and Child Health.....Total Recipients 33,000

No. of Recipients by Commodity	Name of Commodity	(Thousands)	
		KGS	Dollars
<u>33,000</u>	<u>NFDM</u>	<u>792</u>	<u>87.1 (8.7)</u>
<u>33,000</u>	<u>Rice</u>	<u>792</u>	<u>269.3 (26.9)</u>
<u>33,000</u>	<u>Vegetable Oil</u>	<u>396</u>	<u>340.5 (34.0)</u>
<u>Total MCH</u>		<u>1980</u>	<u>696.9</u>

B. School Feeding.....Total Recipients _____

No. of Recipients by Commodity	Name of Commodity	(Thousands)	
		KGS	Dollars
_____	_____	_____	_____
_____	_____	_____	_____
<u>Total School Feeding</u>		_____	_____

C. Other Child Feeding.....Total Recipients _____

No. of Recipients by Commodity	Name of Commodity	(Thousands)	
		KGS	Dollars
_____	_____	_____	_____
_____	_____	_____	_____
<u>Total Other Child Feeding</u>		_____	_____

D. Food for Work.....Total Recipients _____

No. of Recipients by Commodity	Name of Commodity	(Thousands)	
		KGS	Dollars
_____	_____	_____	_____
_____	_____	_____	_____
<u>Total Food for Work</u>		_____	_____

E. Other (Specify) Adult Health.....Total Recipients 500

No. of Recipients by Commodity	Name of Commodity	(Thousands)	
		KGS	Dollars
<u>500</u>	<u>Rice</u>	<u>54</u>	<u>18.4 (1.8)</u>
<u>500</u>	<u>Vegetable Oil</u>	<u>3</u>	<u>2.6 (.8)</u>
<u>Total Other</u>		<u>57</u>	<u>21.0</u>

II. Sponsor's Name _____

Subtotal Commodities	2037	717.9
Operating Reserve	204	71.7
Total Commodities	<u>2241</u>	<u>789.6</u>

P.L. 480 Narrative

The PL 480 program in The Gambia consists of a Title II MCH and adult health program* administered by Catholic Relief Services (CRS) and a proposed Title II section 206 program.

The CRS program started in The Gambia in 1975 during the long drought that severely affected the Sahel region. At the initiation of the program during that time, villages were selected at random to receive food relief. As most villages were considered to have need because of the drought, little was done to determine individual targeting criteria. Improved rainfall conditions have required a re-examination of this situation, which is discussed below.

The GOTG office responsible for food aid coordination is the National CILSS (committee to fight Sahelian drought) Secretariat of the President's office. The GOTG agency responsible for food storage and distribution of commodities is the Ministry for Local Government and Land.

The CRS food and nutrition MCH program presently reaches 30,000 recipients in 85 villages throughout The Gambia. In FY 84 the program level will be increased to the FY 81 level of 33,000 recipients. The 10% reduction ordered in FY 1982 has been restored as all the management audit recommendations from the 1981 audit report have been cleared and CRS has maintained the required level of management and accountability for the commodities of rice, NFDM and oil.

OAR/Banjul, after discussions with the GOTG Department of Medical and Health regarding CRS, the need to center on at-risk children, use of the "road to health card" for the growth surveillance program, and coordination in the field between CRS and health employees, decided that a study should be made of the CRS program to see how best to address mentioned issues and explore ways to improve policy and program coordination with the GOTG.

In addition, as a result of a request by the GOTG in 1981 to quadruple the MCH program over a four year period from 30,000 to 120,000 recipients, OAR/Banjul included a review of that request as part of the scope of work for the study.

Basically OAR/Banjul felt, and Medical and Health tended to agree, that the initial drought conditions used to establish the program no longer held. Further, the motive had changed from direct food relief to one of providing an economic package to a family who, in turn, commits themselves to insuring the proper growth of their child. This commitment was then monitored through the surveillance program which measured the height and weight for age of

*This program is for some 500 adults who are institutionalized, hospitalized, or who have suffered a personal disaster such as their home burning down.

all children in the MCH program. Once food was distributed directly to families rather than a general distribution, the idea of establishing targeting criteria to the at-risk population was raised by the GOTG Department of Medical and Health.

The scope of work for the pre-evaluation assessment included all of the above mentioned issues. The study was carried out in September of 1982 and the preliminary draft report prepared in November and received in January 1983. The report recommends targeting primarily on children under three, and the poorest children from three to five, closer coordination with the GOTG, an overhaul of the education and training program, a suggested increase in program recipients from 33,000 to 53,00 by 1989, and a special ration increase during the hungry season. The report was submitted to CRS and the GOTG by OAR/Banjul with the suggestion that the GOTG convoke a meeting of all parties to discuss each of the recommendations. To date that meeting has not taken place.

OAR/Banjul has made it clear to CRS that any requests to expand the number of recipients would not be considered until the other program issues are discussed and acted upon in a manner satisfactory to the GOTG and USAID.

In addition to the above, OAR/Banjul has also discussed with CRS the AID/W PLO 480 Title II guidance calling for greater development emphasis of Title II programs. We have pointed out that the intent of the guidance is to tie the program into the AID Mission's strategy. In addition, CRS should work with The Gambia government to be more involved in the planning as well as implementation of the program with the goal of attaining the maximum feasible government financial involvement.

The CRS program does have an oil seeds promotion project started by an AID generic grant which has had good results according to CRS. It has provided sunflower seed oil and a sunflower cake high in protein that can be used as a food supplement. In addition, CRS is beginning a pilot program involving machines that decorticate and mill grains.

The CRS operational plan requests 40,000 recipients which OAR/Banjul will not support at this time because, as noted above, no response has come from the GOTG or CRS regarding the issues mentioned in the pre-evaluation assessment.

The proposed Title II Section 206 program is scheduled for commencement early in FY 1984. The reason for the activity is to provide short term relief against severe macro-economic difficulties caused by drastic declines in the terms of trade for groundnuts. Simultaneously, the activity will support policy changes, institutional reforms, and project activities which reduce dependence on groundnut exports and rice imports. This rationale is elaborated in the PID submitted in March 1983.

Since the PID submission, Gambian and expatriot observers have found that, in general, the increase in groundnut production in FY 1983 was not accompanied by a corresponding increase in cereals production. In fact,

rice, the preferred cereal, decreased by anywhere from 13% (Ministry of Agriculture's estimated production figures) to 40% (Produce Marketing Board's marketing survey). Insofar as groundnut prices decreased more than exports increased, there is a declining amount of foreign exchange available to meet increased foreign exchange requirements.

It is also commonly agreed, however, that upland cereals production, millet, sorghum, and maize increased by an amount about equal to the decrease in rice. However, Gambian and expatriot observers think much of the increased maize production was marketed privately over the border in Senegal. The situation with Sorghum is confusing. Production appears to have increased, the price has doubled over the past year and still there is very little to be found on the market.

While the results of these developments on food availability for the rural folk may be mixed, the deteriorating in the government budgetary and foreign exchange position has definitely continued since the PID was prepared and is probably accelerating. It is also becoming more certain that the GPMB will not be able to sustain its peanut price support program and declining farmer incomes are the prospect for the coming year.

Also since the submission of the PID, the Mission has continued development and refinement of its diversification strategy. The four project components are: (1) mixed farming (increased maize production); (2) forestry - community forestry approach centered on multi-purpose village tree plantings of mixed species; (3) soil and water project - greater field orientation; and (4) new research and diversification project - sorghum and millet added to range and forage.

In line with these developments, OAR/Banjul intends to program its section 206 proceeds in the following order of priority:

- A. Local operations costs associated with the above four projects;
- B. Recurrent costs support to research and extension services field operations and to in-service training programs for staff of both services as well as associated farmer training programs;
- C. Cushioning income losses to farmers, for example, through direct support to the GPMB.

In examining the question of programming section 206 proceeds, the PID team has looked at two possibilities: (1) a single, relatively management free funding drop into a given project, program, or institution; and (2) a GOTG list of projects. OAR has since concluded that neither approach is sufficient. First, even accepting as given the conceptual validity of all current or concretely planned programs, none possesses good enough operational prospects to permit a funding drop. Second, we are finding that while development of a project list is a helpful tool, much additional dialogue and consideration is needed to provide focus needed to achieve program impact. Above order of priority reflects further dialogue and consideration undertaken since departure of PID Mission.

OAR intends to pursue associated policy measures in the following way. On the macro level, we will associate ourselves with the IMF approach. This follows recent Clive Gray recommendation. Further, we have recently reviewed both the January 1982 standby arrangements and the October 1982 IMP progress review and feel comfortable with this recommendation. The problem is that while the IMF approach improves the GOTG immediate financial - including foreign exchange - position, it severely restricts important development activity. Programming priorities given above reflect our attempt to use proceeds in ways consistent with both financial and development priorities.

Within the overall context of the IMF approach, our particular policy focus would be (1) continued shifting from subsidies and price controls into freer use of the pricing mechanism and (2) privatization. Pricing would include seeing that the imported rice is priced high enough to help facilitate economic allocations by farmers between production of peanuts and other crops. Privatization would include (1) private import of rice as described in the PID, (2) private supply of farmer inputs, building on work to date supported by FAO, and (3) private crop and livestock marketing arrangements by villages.

It should be noted that among the IMF standby measures were economic policy and financial management activities of the type exemplified by our Sahel Financial Management Project and the recent Clive Gray consultancy. Thus, section 206 program would link to further progress in these areas.

Catholic Relief Services U.S.C.C.
The Gambia Program
Fiscal Year 1985 - PL 480 - Title II
Plan of Operations

I. Elements of Identification

A. Identification

- 1. Cooperating Sponsor: Catholic Relief Services
Country: The Republic of The Gambia
Date Submitted: May, 1983
Counterparts:
Coordination: The President's Office - National CILSS Secretariat
Other: Ministry for Local Government and Lands
Ministry of Health, Labor and Social Welfare
Ministry of Education
community groups and local voluntary agencies
- 2. American citizen representative: James W. McLaughlin
Supervisory staff

Name	Title
Mrs. J.A. N'Jie	food and nutrition program supervisor
Mr. L.B. Sarr	asst. food and nutrition program supervisor
Mr. M. Fatty	asst. food and nutrition program supervisor (seconded from medical and health dept)
Mr. M. Pierce	program assistant
Mr. B. Sambou	food and supplies officer
Mr. S. Cole	asst. food and supplies officer
Mr. S. Colley	ag. oilseed project field officer
Mr. L. Manneh	mobile team fieldworker
Mrs. N. Sarr	mobile team fieldworker
Mrs. L. Thorpe	bookkeeper/administrative assistant
Mr. A. Jarju	food and nutrition program admin. assistant
Miss M. Touray	secretary

B. Area - Scope - Conditions of Operation

In FY 1985 CRS would like to expand the program from 33000 to 40000 recipients. This will allow CRS to open the program in approximately 14 villages which will be selected from the more than 13 villages on the food and nutrition program waiting list.

CRS would also like to reinstitute its small seasonal food for work program for 200 workers and 800 dependents and continue its small adult health program for 500 destitute people.

The largest and most popular of CRS-sponsored Title II programs in The Gambia is its food and nutrition program for mothers and their children under the age of five.

The program requires the full support of participating communities which, among other things, must provide a site for the program to be carried out, furnish a village warehouse for storing Title II commodities and select a person resident in the community to manage the program. The program managers, who are trained by CRS are usually teachers or community development assistants (local representatives of The Gambia's Community Development Department).

Most program managers have one or more assistants and are also given support by a village helper chosen by mothers and group leaders (Recipients are broken into groups of 50 mothers and their children. The groups elect a group leader and an assistant group leader who are responsible for insuring that the group shows up at the center on the correct day and who assist in food distribution.)

The CRS-sponsored program is designed to improve or maintain the nutritional status of participating children. Mothers in return for the aid they receive in the form of Title II commodities, commit themselves to insuring that their children grow properly. As a means of monitoring this commitment, children are weighed monthly and their weight is recorded on individual and master growth surveillance charts. The former allows the mother to see if her child is maintaining proper growth; the latter gives a continuous reading of the nutritional status of the most vulnerable group in the community. Data from the charts are used by CRS and government for monitoring and planning purposes.

Mothers also receive individual consultation from program managers, listen to a lecture about nutrition or a health-related topic, view a food preparation demonstration and receive a ration of Title II commodities for themselves and their children (2kg of milk, 2kg of rice and 1kg of oil each).

Program managers also insure that participating childrens' immunization records are kept up to date and refer sick children to the nearest health center.

In FY 1982 CRS and the Medical and Health Department have been successfully experimenting in selected villages at integrating medical services with the food and nutrition program. This integration will continue to expand to other villages and CRS has also begun to make use of the new cadre of village health workers in program operations. Also as a means of assisting in this integration, the Medical and Health department have seconded a senior nurse, Mr. Musa Fatty, to CRS.

In addition to asking mothers to improve their childrens nutritional status by better dietary and sanitary practices CRS is also beginning to require participating mothers to engage in income generating activities.

One such activity is the CRS-sponsored oilseed promotion project carried out presently in five parts of The Gambia. In the project enrolled mothers are asked to grow sunflowers from which they obtain oil and high-protein cake. CRS has provided seeds, technical advise, and oil processing equipment to the villages and the results to date have been good.

The oilseeds project is quite popular and CRS has submitted a project to secure funds to expand it to nine additional food and nutrition program villages.

In addition to the oilseed project, CRS has also secured funds for a flour mill project for three food and nutrition villages and hopes to get additional funds to expand this activity.

Other income generating activities such as rabbit raising are currently being looked into.

The CRS food and nutrition program is supervised by a Gambian public health nurse. Program sites are visited regularly (on the average of once every two months) by her and her assistants to insure that program requirements are being met. Also monthly reports and master charts submitted by program managers allow CRS to monitor the program and regular end-use checks by food and supplies staff insure proper food accountability at the center level.

Through interpretation of master chart data CRS and the Gambia government will be able to ascertain the impact of the program on the vulnerable group and determine if the objective of improving or maintaining the nutritional status of participating children is being achieved. Income generating projects will be evaluated also.

Lastly recognizing the increased difficulty in securing food supplies, CRS and the Gambia government are working together to insure that those children who are most in need benefit from the program. Selection of new recipients is made by the village development committee in coordination with the program manager and, whenever possible, health workers. Selection is based on socio-economic, medical and anthropometric criteria.

3. Geographic Distribution

The food and nutrition program will benefit 40000 mothers and children in 105 villages throughout the Gambia. The other programs will also be national in coverage.

4. Distribution

Distribution for all categories of recipients will be done on a monthly basis.

5. Host Country Cooperation

The Government of The Gambia cooperates closely with CRS in overseeing Title II activities.

Coordination and planning of Title II programs is done in conjunction with the CILSS Secretariat in the President's Office. The CILSS secretary calls upon experts from relevant ministries e.g. Education, Local Government, Health to assist him in this exercise.

The central warehouses and one regional warehouse are provided free of charge to CRS by the government.

The Ministry for Local Government is responsible for all inland transport of CRS commodities and has been effectively carrying out its transport work in cooperation with the CRS food and supplies office.

The Government of The Gambia affords duty-free entry to CRS goods and has amended the CRS country agreement to include a provision that it agrees to abide by USAID Regulation 11.

6. Duplication

CRS is the only agency in The Gambia providing food aid for MCH recipients and adult health cases. The World Food Program supports a school feeding program and the German government through the Gambia Freedom from Hunger Campaign supports some food for work projects.

CRS maintains contact with these agencies to insure that no duplication of distribution occurs.

C. Control and Receipting

An independent survey of Title II commodities is conducted ex tackle of ship or ex truck if the goods are brought overland from the port of Dakar.

CRS personnel in coordination with employees of the Ministry for Local Government oversee the movement of goods from the port to the central warehouses or onto lighters for transport up-country. Goods coming from Dakar are delivered directly to the CRS warehouse.

A waybill is issued for each truck load or barge load of commodities. This is backed-up by a Gambian Port Authority gate pass which also lists the contents of each vehicle or lighter.

Quarterly distribution lists are prepared for food and nutrition and adult health centers. Food for work projects are supported only in the dry season and allocations are made on a project by project basis.

Food distributions based on the approved list are made by the CRS food and supplies office and each distribution is supported by a waybill endorsed by CRS and signed by the issuer, the conductor and the consignee. Copies of all original waybills are on file with CRS.

Tally cards for each commodity by packing list are maintained at the central warehouses. Physical inventories are conducted once a month with at least one CRS employee not involved in the CRS food program participating.

Tally cards are also maintained at the provincial warehouse in Basse and a physical inventory is conducted each month.

CRS maintains packing list files containing a control card, copies of the packing list and the bill of lading, relevant correspondence and a copy of the certificate of foreign receipt with supporting documentation e.g. survey report, outturn report, certificate of unfitness, certificate of disposal. The file also contains waybills from the port and a tally/reconciliation list.

CRS also maintains a master shipping ledger, separate stock control ledgers for each commodity; a center control ledger and a commodity loss ledger.

Distribution centers maintain tally cards for each commodity and submit monthly reports showing among other things food receipts and issues and number of recipients reached. Regular end-use checks are made by both food and nutrition program staff and food and supplies office staff to insure that the data being provided by centers is accurate.

CRS submits all reports and documents required by USAID for food program administration to USAID office in The Gambia. These are, in turn, forwarded to USAID/Washington.

D. Port Facilities - Practices

- 1. Off loading facilities at the port of Banjul are adequate to handle Title II food.
- 2. The Gambia government has no objections to independent surveys of Title II commodities being carried out.
- 3. Port charges present no problem.

E. In Country Storage and Transportation

- 1. Title II commodities are stored in warehouses at the port and CRS and the Ministry for Local Government expedite the movement of goods from the port to CRS warehouses.

The Gambia government provides two large central warehouse and one provincial warehouse to CRS. CRS has exclusive right of entry to these stores and finds them more than adequate for Title II needs.

Each food and nutrition program village provides a village store as part of its contribution to the program. Village stores are regularly inspected by CRS staff and if a store is found to be inadequate the program is suspended in the village.

- 2. CRS has experienced no difficulties in securing adequate inland transport from the Ministry for Local Government.
- 3. CRS retains control of Title II food while in transit and while it is stored.

F. Financing

Port charges, inland transport costs and warehousing are covered by The Government of The Gambia as stipulated in the CRS/ Government of The Gambia agreement.

Financing of the administrative and support costs of the Title II program is done with CRS funds and with locally-generated revenue from recipient contributions. One third of the contributions stays in the villages to cover village operating costs (helpers, salaries, food purchased for food demonstrations etc) and two thirds is returned to CRS and is used to defray costs of the food and nutrition program support (printing of growth surveillance charts, purchase of weight scales etc).

G. Acceptability of Available Foods

Non-fat dry milk, rice and oil are programed for MCH recipients; rice and oil for adult health and food for work.

CRS believes that from the standpoints of nutrition, commodity acceptability, storage and transport that the commodities selected are the best-suited Title II foods for The Gambia. The commodity choice and ration has been approved by CRS's regional food and nutrition office and has proved most popular with the recipient population in The Gambia. The commodity rates are as follows:

recipient	no. of recipients	operations	monthly ration			total recipients (metric tons)			
			NFDM	Rice	Milk	NFDM	Rice	Oil	
MCH - child	21,000	12	2kg	2kg	1kg	504	504	252	
MCH - mother	19,000	12	2kg	2kg	1kg	456	456	228	
FFW - worker	200	8		20kg	1.2kg		32	2	
FFW - dependents	800	8		7.5kg	.6kg		48	4	
Adult Health	500	12		9.5kg	.5kg		57	3	
						Total	960	1097	489
							Total 2546 m.t.		

H. Program Publicity

All program managers are trained by CRS and in the course of the training (and latter in refresher courses, field visits by CRS staff and the CRS food and nutrition program newsletter) are informed of the source of the foods, program requirements and how to prepare Title II foods. They in turn pass this information on to recipients at monthly program sessions.

The CRS Title II program gets regular publicity in the local press and on radio. The food and nutrition program is very popular with rural Gambians and Gambia government officials and no factors which may adversely affect publicity are anticipated.