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SCOPE OF WORK FEASIBILITY STUDY
FOR
PHASE II - THE GAMBIA OIC
AGRICULTURAL RESETTLEMENT TRAINING PROGRAM
MARCH 1-20, 1981

Submitted to USAID
JANUARY 26, 1981

Rev. Leon A. Sullivan
Founder and Chairman of the Board

Gary Robinson
Executive Director

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A. Overview/Introduction

The Gambia OIC Rural Training Resettlement Program was funded on October 1, 1977. Funding was through September 1982. The overall objective was to train rural school leavers to become productive farmers thereby aiding The Gambia to become self-sufficient in food production. During the past few years the program has been diligently striving toward its overall objective. Significant and important outputs have been made. There have been some notable achievements and a few shortfalls. The major components--infrastructure, staff development, joint evaluation and the pilot phase--have been satisfactorily completed.

B. Purpose

OICI and The Gambia OIC long range development plans call for the continued development and expansion of its Rural Training Resettlement Program. Thus, the primary purpose of this study team will be to investigate the feasibility of and need for the expansion of The Gambia OIC Agricultural Training Program in Farafenni. A secondary purpose will be to evaluate outputs to date and develop a program design that will be more relevant and conducive to The Gambia.

C. Objectives

The following objectives are to be met:

1. To ascertain the relevancy of the program.
2. To re-design the project, if necessary.
3. To critically evaluate present deficiencies and make recommendations.
4. To ascertain the project impact on the local community.
5. To seek cooperation and inputs with GOG and the local AID mission.
6. To develop a phasing-in of GOG financial inputs.
7. To develop and design a proposal with significant input from GOG and local AID mission, that will be mutually agreeable to all parties.

D. Expected Outputs

The feasibility study will provide OICI with the following information:

1. Assessment of the Training Design:
 - a. Appropriateness of training curricula
 - b. Appropriateness of follow-up program
 - c. Demand for training
 - d. Appropriateness of teacher/trainee ratio
 - e. Problems of resettlement
 - f. Appropriateness of the credit scheme
 - g. Capability of training staff
 - h. Program capacity for trainee outputs.

2. Assessment of Technical Information:

- a. The project design concept.
- b. Appropriateness of staff development technical assistance plans.
- c. Appropriateness of standard operating procedures
- d. Appropriateness of personnel policies
- e. The supply of trained manpower
- f. Appropriateness of community relations/public relation.

3. Fiscal Assessment:

- a. Fund-raising efforts/amounts
- b. Contributions (in-kind) by the community and/or donor agencies.
- c. Contributions by the private sector
- d. Local government contributions
- e. Financial plan/budget for phase II.
- f. Evaluation/recommendations of the production unit
- g. A phasing-in plan for local government financial inputs.
- h. Proposed fiscal procedures/control
- i. Cost/benefit ratio
- j. Inflation/contingency needs
- k. Potential for long term financial viability.

4. Economic Assessment:

- a. Direct and indirect economic benefits to the trainee and community.
- b. An economic analysis of the production component
- c. Cost per trainee (training and resettlement)
- d. An economic analysis of the target communities and villages.
- e. Infrastructure/renovation/maintenance cost and time.
- f. Cost of institutionalization and technology transfer.
- g. An analysis of economic conditions of target population to determine if it justifies the need of continued financial support.
- h. An analysis of the compatibility of the project with national goals and development strategy.

5. Social and Cultural Assessment:

- a. Background/demographic information on target group of beneficiaries.
- b. Appropriateness of the OIC concept to The Gambia.
- c. Social benefits of the project:
 - (i) direct benefits to local population through local expenditures of project funds.
 - (ii) degree of increase in worker productivity.

- (iii) degree of increase in farming skills.
 - (iv) degree of increase in the income distribution gap.
 - (v) degree of increase in the skills and education of the local population.
 - (vi) plan for institutionalization of The Gambia OIC motivational and skills training concept.
- d. An analysis of the local education system. This will include entrance requirements, length of program, fees charged, number of students enrolled annually, counseling and placement services, recruitment procedures, curricula, methods of teaching, methods of evaluation and number graduated annually.
 - e. An analysis of the beneficiary group characteristics. This will include age, number, sex, educational levels, family situations, and income levels.
 - f. An analysis of the impact and position of project in overall community. This will include the demand and/or need for non-formal agricultural skills training, and the extent to which the needs of community education are not presently being met by local resources.
 - g. An analysis of the factors that are creating a demand for the training center. This will include a forecast of population growth, lack and/or extent of non-formal training facilities/programs for target group.
 - h. Potential of trainees to utilize skills learned in a productive manner.
6. An Assessment of the Environmental/Soil/Climatic Factors:
- a. A detailed analysis of the climatic factors during the past five years to determine its effects on production.
 - b. Soil sample analysis of the farm area.
 - c. Recommended cultural practices to off-set unfavorable environmental factors.
 - d. Effects of fertilization on production.
7. A Logical Framework Matrix and PPT Schedule:
- This will include a summary of the proposed program activities complete with realistic time frames.
8. An Analysis of the Basic Assumptions:
- This will include data to support these assumptions.

9. Assessment of Managerial Factors will include:

- a. A list of available, usable, and repairable equipment conducive to The Gambia.
- b. Availability of local consultants.
- c. Availability of local personnel.
- d. Identification of program goals, purpose and objectives.
- e. Identification of housing, educational and other needs for the technical support team.
- f. Coordination and consultation with other PVO organizations in The Gambia.
- g. Availability of local material resources.
- h. Availability of transportation.
- i. An assessment of the Board's capability and inputs.

10. Assessment of the Political Factors will include:

- a. Receiving GOG official endorsement of the project.
- b. Drafting new MOA between GOG and OICI that is mutually acceptable to both parties.
- c. USAID Banjul will be receptive to the continued existence of TGOIC and agree to consider funding phase II.
- d. GOG will be receptive to the continued existence of TGOIC and will agree to a financial phasing-in plan for phase II.

E. Composition of Study Team

The former Program Advisor for The Gambia OIC will serve as team leader and will be directly responsible for synthesizing the findings and compilation of the final report. The following is a list of members:

- | | | |
|-----------------------|---|---|
| OICI | - | C.L. Mannings, Ph.D.
Team Leader, Program
Advisor, OIC The Gambia |
| " | - | R.M. Burke, Program
Officer, OICI |
| The Gambia Government | - | Representative of Ministry
of Agriculture and Natural
Resources |
| " | " | - Representative of Ministry
of Education |
| " | " | - Representative of Director
of Youth and Sports |

In addition, assistance will come from both OICI Central Office staff and the staff of TGOIC.

Professional skills are represented in the following areas:

1. Institutional Analysis
2. Financial Analysis
3. Technical Analysis
4. Economic Analysis
5. Policy Analysis

The team will work in close collaboration with the GOG, TGOIC, USAID/Banjul and local consultants to facilitate completion of the data collection and compilation. The team will spend a total of 18 working days to assemble and synthesize relevant data.

F. Methodology

The team will meet with both GOG and USAID/Banjul officials to obtain specific information as well as documents on governmental procedures necessary for efficient program implementation. Each team member is responsible to the leader for collecting, analyzing and synthesizing data in the preparation of a detailed report in his respective speciality. These reports will be combined to form the basis for the phase II project proposal.

The team will interview and collect data from the following public, private and governmental institutions:

1. Government of The Gambia

- a. Ministry of Agriculture and Natural Resources
- b. Ministry of Education, Youth, Sports and Culture
- c. Ministry of Finance and Trade
- d. Ministry of Economic Planning and Development
- e. Ministry of Local Government
- f. Ministry of Health and Social Welfare
- g. Director of Curricula Development
- h. Director of Agriculture
- i. Director of Education
- j. Director of Youth and Sports
- k. Director of Rural Development Program
- l. Director of Community Development
- m. Director of Rural Vocational Training Center
- n. Director of The Gambia College
- o. Director of Civil Service
- p. Commissioners NBD and LRD
- q. Director of Cooperative Union
- r. Director of GPMB
- s. Director of Hydromet

2. USA Embassy/AID
 - a. Director of SWMU
 - b. Cooperative League of America Representative
 - c. Leader of Mixed Farming Project
3. Donor Agencies and PVO's
 - a. EEC Representative
 - b. IBAS
 - c. UN-WFP
 - d. CRS
 - e. RDP-Sapu
 - f. Community Development
 - g. AVTC
 - h. Commercial and Development Bank
4. Major private agricultural related industries.
5. TGOIC Board of Directors
6. Technical Training Institutions

Exhibit 1 shows a partial list of relevant materials and documents to be reviewed.

G. Reporting

The report resulting from the feasibility study will be written in accordance with OICI Central Office policy and procedures. This report will be submitted to the OICI Executive Director within three(3) weeks after the completion of the on-site study. Copies will be distributed to appropriate AID agencies, GOG and TGOIC Board. This report will include the following:

1. Individual report of team members on their major areas of analysis.
2. A draft program proposal including the findings and recommendations of the team with respect to the following:
 - a. Program design
 - b. Program implementation
 - c. Financing-budgets
 - d. Logical framework matrix
 - e. Training schedule
 - f. Training output estimate
 - g. Program justification
 - h. Institutionalization schedule
 - i. Cost benefit analysis
 - j. Program inputs
 - k. Staff needs (local/TCT)

The above reports will be critically reviewed and analyzed by OICI Central management staff, USAID, GOG, and TGOIC Board. If the report receives favorable review from all parties and the supporting data indicate its viability, a final project proposal for phase II will be prepared and submitted to USAID/Banjul, GOG and TGOIC Board.

It is noted that a position paper with the team's basic findings and proposed program design will be written in the field and presented to AID/Banjul and GOG.

H. The Gambia OIC Phase II
Feasibility Study Proposed
Budget

1. Consultant Fees

U.S. Consultant	- 28 pd x \$170 x 1	= \$4760
Local Consultants	- 12 pd x \$100 x 1.5	= <u>1800</u>
	Subtotal	\$6560

2. Per Diem Allowance

International	- 21 pd x \$ 85 x 2	= \$3570
Domestic	- 21 pd x \$ 75 x 1	= <u>1575</u>
	Subtotal	\$5145

3. Travel and Transportation

International

Feasibility Study Team	- \$1600 x 2	= \$3200
Local Travel	- \$1500	= 1500
Excess Baggage	- \$ 600	= 600
Miscellaneous	- \$ 400	= <u>400</u>
	Subtotal	\$5700

Domestic

Tuskegee-Philadelphia	- \$400 x 1 trip	= \$ 400
Airport Taxis	- \$ 50 x 3	= 150
Washington D.C. (Amtrak)	- \$ 50 x 8 trips	= 400
Local	\$100	= <u>100</u>
	Subtotal	\$1050

4. Other Cost

Communications, postages	\$ 500	
Bank	350	
Supplies and Materials	650	
Visa fees	<u>100</u>	
	Subtotal	\$1600

Grand Total	\$20,055
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Exhibit 1

Partial list of required Data/Information materials needed for The Gambia OIC phase II feasibility study:

1. Economic/Development

- a. Five year Development Plan 1977-82.
- b. Five year Development Plan 1982-87.
- c. List of all national economic surveys and studies by the Ministry of Economic Planning during the past five years.
- d. List of all rural development plans/surveys during the past five years.
- e. Annual rate of inflation during the past five years.
- f. Actual GNP for the past five years
- g. Annual per capita income and spending during the past five years.
- h. Annual rural per capita development spending for past five years.
- i. Agricultural sector growth during the past five years.
- j. Annual export earning by commodity for the past five years.
- k. List of major companies associated with agricultural production.
- l. Annual budgets by sectors of donor agencies inputs during the past five years.

2. Demographic Data, Farafenni and North Bank Division

- a. Population 10 years old and over by sex, age group, and education level.
- b. Total and household population by sex, number of household municipality and urban-rural in latest census.

3. Finance

- a. Local salary scales and benefits.
- b. Budget for fiscal year 81.
- c. GOG contribution to PVO projects.
- d. Specific list of duty free privileges.
- e. Local training centers recurring costs and cost/benefit analysis.

- f. Cost per trainee in government supported training centers.
 - g. List of equipment and materials for the program including estimated cost.
4. Technical
- a. TGOIC local lease agreement with GOG.
 - b. Initial MOA's between OICI and GOG.
 - c. Plans for renovation/construction of additional building.
 - d. Plans and drawings of the center's building.
 - e. Topography map and land use plan.
5. The Gambia OIC
- a. Planned vs. actual accomplishments in phase I.
 - b. List of villages where trainees are placed.
 - c. Cost per trainee in training and resettlement.
 - d. List of surveys, research or in-house feasibility studies/evaluations.
 - e. Economic information of villages where trainees are resettled.
 - f. Economic and demographic profile of all villages located within a 15-mile radius of the center.
 - g. A financial package of the estimated credit each trainee needs for resettlement according to specific farming interest.
 - h. Agricultural components of greatest demand (crops, animal).
 - i. Cost of institutionalization of the project.
 - j. Projected staff needs.
6. Governmental Projects
- a. Major rural development projects and training centers.
 - b. List of all agricultural development projects and assistance programs.
 - c. List of all production cooperatives.
 - d. List of all vocational technical schools or training programs.

7. Environmental and Climatic

- a. Annual rainfall for the past five years.
- b. Annual rainfall distribution during the past five years.
- c. Length of both dry and rainy seasons during the past five years.
- d. Any surveys or analyses of the effect of climatic conditions on crop production.
- e. Annual evaluation of factors affecting harvesting by MANR during the past five years.

8. Other

- a. Any studies or surveys on rural development by USAID, PVO's or other donor agencies during the past five years.

Exhibit IIDaily Schedule of Activities for The Gambia OIC phase II
feasibility Study Team - March 1-20, 1981:

<u>DATE</u>	<u>TIME</u>	<u>ACTIVITY</u>
1/3/81	3:00 P.M.	Depart to The Gambia
2/3/81	1:00 P.M.	Arrive Dakar Senegal to be met by TGOIC and driven to Banjul.
3/3/81	1:00-5:00 P.M.	Team will check in and have initial discussion with TGOIC management.
4/3/81	8 A.M. - 12 Noon	Meet with GOG team representatives, review schedule of activities, make individual member assignments and finalize the schedule.
4/3/81	1:00--5:00 P.M.	Courtesy call on USAID, American Embassy, MANR and Ministry of Education.
5/3/81	8 A.M. - 5 P.M.	Courtesy call on Ministries of Finance, Planning and Health; meet with Board of Directors, TGOIC, USAID, SWMU, Director of Agriculture, Sports and Youth.
5/3/81	8 A.M. - 12 Noon	Travel to Farafenni
5/3/81 -to- 9/3/81	12 Noon - 5 P.M.	Meet with representatives of TGOIC staff and trainees at the training center to collect the desired information. Also, talk with various community, village and government leaders in the NBD and the resettled trainees.
10/3/81	8 A.M. - 5 P.M.	Visit Sapu and MID area.
11/3/81	8 A.M. - 5 P.M.	Visit RDP center at Jenoi, RVTC at Mansakonko.
12/3/81	8 A.M. - 12 Noon	Travel to Banjul.
12/3/81	1:00-5:00 P.M.	Visit Gambia College, Xumdum Station, Lamin Vocational Technical School.
13/3/81	8 A.M. - 5 P.M.	Consult with EEC, WFP, IBAS, FFHC, Commercial and Development Bank, other donor agencies.

<u>DATE</u>	<u>TIME</u>	<u>ACTIVITY</u>
14/3/81	8 A.M. - 1 P.M.	Consult with GOG officials in Agriculture, Finance, Education, Planning Ministries.
15/3/81	8 A.M. - 5 P.M.	Free day.
16/3/81 "	8 A.M. - 12 Noon 12 Noon - 5 P.M.	Consult with USAID Banjul; visit GPMB, Cooperative Union.
17/3/81	8 A.M. - 5 P.M.	Team will finalize program design and recommendations.
18/3/81	8 A.M. - 5 P.M.	Presenting recommendations and discussing them with relevant ministries and USAID.
19/3/81	8 A.M. - 12 Noon	Exit conference with USAID, TGOIC management, staff, and Board.
19/3/81	12 Noon - 6 P.M.	Travel by road to Dakar.
20/3/81	1:00 A.M.	Depart Dakar to U.S.A.

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OIC INTERNATIONAL

COMMUNITIES INDUSTRIALIZATION CENTERS INTERNATIONAL INC.

240 West Fairmount Avenue Street Philadelphia, PA 19106 United States of America Telephone 215 842-0220 Fax: 902024 OICINTLPHA

Rev. Leon ...

Gary Robinson Executive Director

February 2, 1981

Mr. Dennis Baker Development Officer Office of Private & Voluntary Cooperation Agency for International Development Washington, D.C. 20523

Dear Mr. Baker:

This letter is to request travel authorization for the following OICI staff members who are assigned to Africa to conduct feasibility studies and perform feasibility follow-up studies during the periods indicated below:

1. Bernard Faulkner and Hubert Boyer, Program Advisor at OIC Togo and OIC Sierra Leone, respectively and Ronald Howard and Dorinda Russell, Operations Officer and Research Assistant, respectively, at OICI Headquarters, will conduct feasibility study for a Phase III OIC in Ghana, between February 21, 1981 and March 13, 1981, per attached feasibility scope of work (OIC-Ghana Phase III).
2. Ronald Howard and Dorinda Russell will follow-up the OIC Sierra Leone feasibility study in Sierra Leone between March 14, 1981 and March 20, 1981, per attached follow-up scope of work for the OIC Sierra Leone Phase II.
3. Dr. C.L. Mannings, Consultant and former Program Advisor to the Gambia and Rosemary Burke, OICI Program Officer, will conduct a Phase II feasibility study in the Gambia between March 1, 1981 and March 20, 1981, per attached feasibility scope of work for OIC Gambia Phase II.

The Gambia Feasibility is being substituted for the Togo feasibility study which was originally scheduled under the ISG Grant for FY81. Dr. Mannings and Ms. Burke will also undertake follow-up tasks in

BOARD OF DIRECTORS

- Mr. Carl Halsted
- Rev. Joshua Liorish
- Rev. Dr. ...
- Mr. John E. K. Moses
- Mr. Kouadio Jean Maurice
- Mr. Jose P. ...
- Mr. Amegbun ...
- Dr. ...

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Mr. Dennis Baker
Development Officer
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February 2, 1981

the Ivory Coast. This follow-up on OICI-Ivory Coast feasibility study will be conducted between February 19, 1981 and February 28, 1981, per attached scope of work.

Please note that all travel expenses associated with the above trips will be absorbed within the ISG Grant for FY81.

Thanking you in advance for your review and expeditious response.

Respectfully yours,

Kura Abedje

Kura Abedje
Director, Finance & Administration

KA:awr

Enclosures

cc: Roland Nicholson, Desk Officer, Ghana ✓
Jeanette John, Desk Officer, The Gambia ✓
Earline Wilkinson, Desk Officer, Sierra Leone
Bernard Lane, Desk Officer, Ivory Coast
Robert Barnes, Project Officer, Ghana and Ivory Coast
Joel Schlessinger, Project Officer, The Gambia
Edward Smith, Project Officer, Sierra Leone
Director, Planning & Program Development, OICI

Approved: _____
DENNIS BAKER

Date: _____