PD-ABE-759

ISN 79242

A.I.D. EVALUATION SUMMARY - PART I

1. BEFORE FILLING OUT THIS FORM, READ THE ATTACHED INSTRUCTIONS.
2. USE LETTER QUALITY TYPE, NOT DOT MATRIX TYPE

IDENTIFICATION DATA

A. Reporting A.I.D. Unit:
Mission or AID/W Office _____
(ES# _____)

B. Was Evaluation Scheduled in Current FY Annual Evaluation Plan?
Yes ☐ Slipped ☐ Ad Hoc ☐
Evaluation Plan Submission Date: FY ____ Q ____

C. Evaluation Timing
Interim ☐ Final ☒
Ex Post ☐ Other ☐

D. Activity or Activities Evaluated (List the following information for project(s) or program(s) evaluated; if not applicable, list title and date of the evaluation report.)

Project No.	Project /Program Title	First PROAG or Equivalent (FY)	Most Recent PACD (Mo/Yr)	Planned LOP Cost (000)	Amount Obligated to Date (000)
635-0202	GAMBIA SOIL AND WATER MANAGEMENT PROJECT	FY 78	JUNE/91	$5,170	$4,960

ACTIONS

E. Action Decisions Approved By Mission or AID/W Office Director Action(s) Required	Name of Officer Responsible for Action	Date Action to be Completed
This end-of-project evaluation sums up the experience gained from a thirteen-year effort by USAID. The findings, conclusions, recommendations and lessons learned will be harmonized into the Mission's forth-coming Natural Resources Management Program (635-0235). The only action required is to send the evaluation and its A.I.D. Evaluation Summary to the appropriate A.I,D./Washington offices.	Donald Drga	October '91

(Attach extra sheet if necessary)

APPROVALS

F. Date Of Mission Or AID/W Office Review Of Evaluation: (Month) August (Day) 9 (Year) 1991

G. Approvals of Evaluation Summary And Action Decisions:

	Project/Program Officer	Representative of Borrower/Grantee	Evaluation Officer	Mission or AID/W Office Director
Name (Typed)	Donald Drga	John Fye	Fred Witthans	Bonnie Pounds
Signature				
Date	8/24/92	8/25/92	2/25/92	2/25/92

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ABSTRACT

Evaluation Abstract (Do not exceed the space provided)

The project aimed to help the Government of The Gambia (GOTG) establish a self-sustaining Soil and Water Management Unit throughout the country. The project was implemented by the Ministry of Agriculture's (MOA) Department of Agricultural Services with technical assistance provided by the United States Soil Conservation Servite (US SCS). This end-of-project evaluation (6/78-6/91) was conducted by team of representatives from the MOA, US SCS, USAID/REDSO/WCA, USAID/Banjul and Gessellschaft fur technische Zusammenarbeit (GTZ) of Germany. The team reviewed project documents, visited sites throughout The Gambia and conducted personal interviews. The purpose of the evaluation was to: measure the extent to which planned goals and outputs were achieved; determine the economic impact of the Soil and Water Management Project on rural Gambia over the 13 year life-of-project; assess the sustainability of the Soil and Water Management Unit; determine if SWMU structures and activities have a positive effect on the environment and natural resources; and assess the training component.

The major findings and conclusions are:

- *The project created enduring changes in agricultural practices that improved agricultural productivity while conserving resources.*
- *An economic analysis, conducted in May 1991, found the project highly beneficial to farmers.*
- *The construction of dikes and bunds in the lowlands stops salt-water intrusion and impounds the runoff. The dikes brought about significant increases in lowland hectarage, thereby not only increasing the total production, but also maintaining the natural habitat of certain species of wildlife, fauna and flora.*
- *The assessment shows that SWMU activities have significant overall effects on the environment and natural resources conservation and improvement.*

- *The evaluators noted the following "lessons":*

- *The GOTG must provide adequate budgetary support for personnel as well as operating costs.*
- *In order to maintain SWMU's impact, funding must be secured for on-going program replacement of heavy equipment. The present equipment cannot be expected to last more than three years.*
- *Wherever possible, farmers should be trained in conservation technologies by agricultural extension agents. Examples include contour farming, proper use of plowing, use of hedges, etc.*

COSTS

1. Evaluation Costs

1 Evaluation Team

Name	Affiliation	Contract Number OR TDY Person Days	Contract Cost OR TDY Cost (U.S. $)	Source of Funds
Martin Shulman	REDSO/WCA	20		O.E.
Idrissa Samba	REDSO/WCA	20		O.E.
Gail Updegraff	USDA-SCS	15		PASA
Artur Vallentin	GTZ	20		GTZ
Saihou Jobe	USAID/Banjul	20		O.E.

2 Mission/Office Professional Staff Person-Days (Estimate) 5

3. Borrower/Grantee Professional Staff Person-Days (Estimate) 20

2

A.I.D. EVALUATION SUMMARY - PART II

SUMMARY

J. Summary of Evaluation Findings, Conclusions and Recommendations (Try not to exceed the three (3) pages provided)
Address the following items:

- Purpose of evaluation and methodology used
- Purpose of activity(ies) evaluated
- Findings and conclusions (relate to questions)
- Principal recommendations
- Lessons learned

Mission or Office:	Date This Summary Prepared:	Title And Date Of Full Evaluation Report:

PURPOSE OF EVALUATION AND METHODOLOGY USED

This fourth and end-of-project evaluation was required to determine the overall achievements of the project and provide suggestions and recommendations for the future of the Soil and Water Management Unit (SWMU).

The evaluation team included a Training Officer and an Environmental Advisor, both from REDSO/WCA, with contributions from an USDA/SCS Agricultural Economist, and the USAID/Banjul Agricultural Assistant. The team reviewed all pertinent project documents, including the Project Paper, the 1982, 1985 and 1988 project evaluations, and other project reports. This was followed by selected site visits, an assessment of SWMU capabilities through interviews, review of work plans and external project evaluation reports, and an evaluation of GOTG commitment to the SWMU.

PURPOSE OF ACTIVITIES EVALUATED

The Gambia Soil and Water Management Project (635-0202) has been operational since it was authorized on March 28, 1978. It underwent its last extension and revision in April 1988. This evaluation is for the period of the last project extension. The goal and purpose of the extension remain the same as the original project. The sector goal is to halt and reverse the environmental deterioration caused by inadequate traditional cultivation practices and to stabilize and increase the production of food and cash crops by reducing farm susceptibility to drought and environmental problems. The project purpose is to increase the ability of the Ministry of Agriculture (MOA) to develop the material and institutional capability to develop and disseminate the educational and technical services and materials to the rural population.

FINDINGS AND CONCLUSIONS

Financial and technical assistance for this project has been a joint venture of the GOTG, USAID, USDA/SCS, and GTZ.

So far the SWMU has achieved its goals quite well in introducing soils conservation and rehabilitation techniques into rural areas to insure sustainable agriculture. Where introduced, the use of these techniques seem to be sustainable. The SWMU project created enduring changes in agricultural practices that improved agricultural productivity while conserving resources. However, the SWMU is still weak in the area of agro-forestry, range management and evaluation/monitoring. Monitoring remains a major weakness, although the Unit has established a monitoring plan, developed a research instrument and gathered some baseline data.

Aside from providing technical training, an important benefit of short-term, off-shore training has been its motivational and incentive value. It provided the opportunity to network with other professionals, increased professionalism and the cohesion and motivation of the staff.

Vehicles and tractors are key equipment for the Unit to operate properly and to provide effective support to farmers. Even with the spare parts, it is not likely that the current vehicles and tractors will last beyond another three years due to heavy usage on very bad roads. Procurement of vehicles and tractors when required is necessary to guarantee the achievements of the Unit.

It should be pointed out that the Government has been genefally supportive of the Unit. Nevertheless, GOTG support for the project is clearly inadequate and is the major reason that the Unit has been unable to effectively decentralize and expand its operations nationwide.

An economic analysis, conducted in May 1991, found the project highly beneficial to farmers. However, the management of the Unit still requires improvement. Much time and resources are wasted by lack of communication, team planning and monitoring.

The construction of dikes or bunds in the lowlands stops the saltwater intrusion and impounds the runoff. The impounded water helps to leach the salts while simultaneously providing enough moisture for crop growth. These dikes brought about significant increases in lowland hectarage, thereby not only increasing the total production, but also maintaining the natural habitat of certain species of wildlife, fauna and flora. The laying-out of contour berms in combination with contour farming reduces these effects by controlling the runoff, thus increasing infiltration to provide enough moisture to enhance plant growth. The success of SWMU's activities was echoed in almost all the villages visited.

The internal rate of return (IRR) for the project over the entire evaluation period (1978 to 2006) is 10.1 percent which means that as long as funds can be obtained at an interest rate of less than 10.1 percent, the project is economically justified. On balance, the project appears to have been, and will continue to be, a wise investment of public and private funds. However, the multitude of positive economic, social and environmental effects not included in the monetary analysis make the project an investment that has benefits well beyond the monetary rate of return.

This assessment shows that SWMU activities have significant overall effects on environment and natural resources conservation and improvement.

PRINCIPAL RECOMMENDATIONS

- First and foremost, the Unit must maintain, indeed expand, its hands-on-village orientation. The effort and time Unit personnel spend working with villagers must in no way diminish.
- The SWMU is a key institution in NRM. It is suggested that AID finds ways of having the SWMU play a major role in all NRM plans in The Gambia.
- The Government of The Gambia must provide adequate budgetary support for personnel as well as operating costs. Any future AID support to the agricultural environment sector should be conditional on evidence of this support.
- Funding must be secured for on-going program replacement of heavy equipment. The inventory of tractors, vehicles and other heavy equipment cannot be expected to last much beyond three more years. Without such equipment the SWMU will lose most of its impact.
- Decentralize the SWMU to bring it closer to its activity zones and increase its village-level impact. Eventually, SWMU should be decentralized to the divisional level. The plan for decentralization to the divisional level, consisting of technical teams and equipment, should be implemented.

- SWMU should be upgraded to the divisional level.
- There must be greater coordination within the SWMU to use its personnel and equipment more efficiently.
- Manuals prepared by the SWMU should be updated and improved by the addition of drawings, sketches and maps. Soil manuals should be completed by the addition of soil maps.
- Simple operational manuals should be completed for all SWMU functional positions. The greatest need is in the areas of monitoring, planning and assessing economic potential of planned activity.
- SWMU must collect baseline and past intervention data to monitor impact; relevant data being gathered and analyzed by other agencies and programs should also be used.
- Study places where roads have played the role of a dike in order to gather elements of the long-term effects of dikes installed by SWMU.
- Assess the effects of SWMU activities on health. Impoundments often are the sources of water-related diseases such as schistosomiasis and malaria. Collect baseline data and control data.
- Make documentation, manuals and guidance and reference materials available at the vision and district levels. Special attention will be given to reports on structures installed by SWMU and techniques used, precisely methods of solving problems.
- Wherever possible, farmers should be trained in conservation technologies by agricultural extension agents. Examples, are contour farming, proper use of tractor ploughing, use of hedges, etc.
- The SWMU should train extension agents in these simple conservation technologies. However, extension agents must have the resources (e.g. transport, appropriate equipment) to reach the farmers.
- Train tractor drivers and owners in different aspects of the requirements of land reclamation and conservation. This is necessary if hire-based services are to be extended.
- The SWMU should define an environmental education program keyed to the village and its conservation mandate.
- A proper range management program of activities should be designed and implemented to assess forage production and overgrazing problems.
- Design an effective agroforestry program related to soils rehabilitation and conservation aimed at fuel and construction wood production.
- As funds are/become available the following training priorities should be followed: (a) on-the-job management training keyed to improving the efficient use of resources; (b) on-the-job technical training in monitoring including collection, management and analysis of data (soil surveys, agro-forestry); (c) mid- and high-level training (i.e., BA, MA) is essential for the long-term effectiveness of the Unit. Trained personnel will inevitably leave, and new personnel must be upgraded. A long-term staff development plan should be made and implemented to ensure fully qualified personnel are available in a timely manner; and (d) attendance at off-shore and regional short-term training, conferences and meetings will not only increase staff technical competence but also increase its sense of professionalism and commitment.

LESSONS LEARNED

1. The importance of allowing enough time in projects for institutions to develop.
2. The necessity of ensuring adequate host government support.
3. The need to coordinate technical assistance, training and other inputs for successful project implementation.

ATTACHMENTS

K. Attachments (List attachments submitted with this Evaluation Summary; always attach copy of full evaluation report, even if one was submitted earlier; attach studies, surveys, etc., from "on-going" evaluation, if relevant to the evaluation report.)

Final Evaluation, Gambia Soil and Water Management, Project No. 635-0202

COMMENTS

L. Comments By Mission, AID/W Office and Borrower/Grantee On Full Report