

PDABH 725

USAID/LOME

56823

**Program Portfolio Review
and
Project Implementation Reports**

April 1 - September 30, 1993

**Office of the USAID Representative
Lomé, Togo**

December 1993

USAID/LOME
PROGRAM PORTFOLIO REVIEW AND
PROJECT IMPLEMENTATION REPORTS
for the period
April 1 - September 30, 1993

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PROGRAM SUMMARY TABLE
AS OF SEPTEMBER 30, 1993

| NUMBER/TITLE | ADMINISTRATIVE DATA | | | | FINANCIAL DATA (\$ 000) | | | | | | | | |
|--|--------------------------|----------------|--------|-----------------------|-------------------------|----------------|-------------|---------|----------------|----------|-------|--------|----------------|
| | IMPLEMENTATION AGENCIES | CONTRACT NAME | AMOUNT | EVALUATIONS LAST NEXT | AUDIT LAST NEXT | INITIAL OBLIG. | PLANNED LOP | CUM OBL | CUM ACC EXPEND | CUM COMM | PACD | | |
| TOGO BILATERAL (693) | | | | | | | | | | | | | |
| 0227-Rural Inst.and Private Sector (TRIPS) | CARE/CUNA/Min Rural Dev. | CARE | 4,452 | 4/93 | 10/95 | 5/93 | N/A | 8/88 | 14,426 | 12,000 | 9,245 | 12,000 | 8/98 (planned) |
| | | CUNA | 4,219 | | | | | | | | | | |
| 0234-Togo Child Survival and Population | GOT:MOHP | INTRAH | 140 | N/A | 9/94 | N/A | N/A | 9/91 | 15,526 | 7,082 | 59 | 967 | 12/98 |
| | | JSI | 290 | | | | | | | | | | |
| | | PATHFINDER | 96 | | | | | | | | | | |
| | | CARE INT. | 300 | | | | | | | | | | |
| | | MICHIGAN UNIV. | 75 | | | | | | | | | | |
| | | CDC | 400 | | | | | | | | | | |

| NUMBER/TITLE | ADMINISTRATIVE DATA | | | | | | | FINANCIAL DATA (\$ 000) | | | | | |
|--|----------------------------|---------------|--------|------------------|-------|------------|---|-------------------------|-------------|----------|----------------|----------|--------|
| | IMPLEMENTATION AGENCIES | CONTRACT NAME | AMOUNT | EVALUATIONS LAST | NEXT | AUDIT LAST | NEXT | INITIAL OBLIG. | PLANNED LOP | CUM OBLI | CUM ACC EXPEND | CUM COMM | PACD |
| TOGO REGIONAL (698) | | | | | | | | | | | | | |
| 0463.93-Human Resources Development Assistance | MOP&Chamber of Commerce | N/A | N/A | 11/90 | N/A | N/A | N/A | 6/88 | 1,303 | 1,303 | 1,182 | 1,297 | 9/95 |
| 0475-African Training for Leadership and Advanced Skills | African American Institute | AAI | N/A | N/A | 4/94 | N/A | N/A | 2/90 | N/A | 665 | N/A | 503 | 5/2006 |
| TOGO PL 480 TITLE II | | | | | | | | | | | | | |
| Catholic Relief Services (CRS) | CRS/GOT | N/A | N/A | 11/90 | N/A | 11/90 | N/A (Approved FY 93 Funding: \$3,683,000) | | | | | | |
| Opportunities Industrialization Center (OIC) | OIC/GOT | N/A | N/A | 8/88 | 12/93 | 9/89 | 2/94 (Proposed FY 93 Funding: \$430,000) | | | | | | |

Mission Director Narrative

The period April 1-September 30 was marked by a continuing political uncertainty in Togo. The political climate, discussed in detail below, and the US government reaction had profound consequences on the portfolio. In addition, increasingly serious and consistent rumors held that Togo was one of the countries in which bilateral presence would be phased out. In fact, both budget trends and staffing trends lent credence to those rumors. The FY 93 budget was cut in two stages from \$10 to \$1.5 millions; USDH staff was allowed to decrease by attrition from 4 to 2, with agreement that a third staff member, the program officer, would be reassigned in early FY94.

Political Developments.

The beginning of the period was marked by continued unrest. Large parts of the Togolese population continued to be refugees in neighboring countries or displaced in the interior of Togo. Negotiations between the opposition and the presidential side continued in a sporadic fashion throughout the period. Both the French and German governments suspended their foreign assistance, and in the case of the French, moved precipitously to repatriate technical assistants. The general strike dragged on with less and less effectiveness. Finally, in July the "Ouagadougou accord" was signed establishing the date and conditions for the long-awaited presidential elections. In large part, the opposition ceded its major demands, including: that the legislative elections precede the presidential and the type of ballot in exchange for guarantees of physical security (by the French), equal access to media for campaigning, and an international monitoring committee. The date for the presidential election was set for August 25, and the general strike was formally called off on August 2.

Then followed what turned out to be very lackluster technical arrangements and campaigning. Opposition campaigns as well as technical preparations were very slow to begin. Outside technical advisors and international observers gave warning signs that both the pace and substance of the process was not going well. Opposition candidates formally withdrew on the weekend of the election, and all international observers but the French also left the scene. The President won re-election in what amounted to a very thorough boycott; he gained approximately 96 percent of the votes cast, but only about 36 percent of the eligible population voted.

By the end of September, daily life had pretty much resumed, but continued to be very muted as commerce and business activity was seriously impaired by the strike. In the governmental sector as well, the cut-off in aid by all major donors and the lack of salaries for Togolese civil servants severely impacted performance. It is estimated by the World Bank that private enterprises were operating at around 50 percent of their previous capacity. However, in the primary sector particularly agricultural production, increases has been noted due to the increased manpower available for agricultural production and good rains.

Program highlights.

In the implementation of its strategy, USAID/Lome continued to cut back programs, to consolidate actions, and to re-direct actions away from the government.

The only area of major governmental involvement was in support of the electoral process. USAID/Lome mobilized USAID/W and local resources to support the National Electoral Commission for the Togolese presidential elections. Election assistance was provided through Technical Assistance and Training Project with IFES under an HRDA grant from USAID/Lome. Two internationally recognized election experts provided training to introduce systems development to election officials. They developed procedures manuals for various aspects of the election process. In addition, the National Democratic Institute, through Africa Bureau regional funding, provided for international and local observation. Unfortunately, as described above, neither IFES experts nor NDI felt that conditions had been met for "free and fair" elections, so their support was withdrawn just prior to the elections.

The major program accomplishment of the period was the reauthorization of the Togo Rural Institutions and Private Sector (TRIPS) project to continue support to the Togolese national credit union association (FUCEC) through a cooperative agreement with the international arm of the Credit Unions of North America. This involved several steps. First, an intensive outside evaluation was undertaken through a contract with DAI. Following immediately upon questions raised by the evaluation, FUCEC commissioned a detailed management diagnostic designed to help FUCEC consolidate the gains it had made through its spectacular growth, put sound financial management in place, and reach sustainability. REDSO and USAID/Lome staff then worked for several weeks negotiating with both CUNA headquarters and FUCEC staff to put the changes in place. In the end, the project amendment was authorized in REDSO and an extension of the existing CA took place assuring FUCEC two more years of funding, and a continued life after USAID funding is completed at the end of FY 95.

Actions continued to close out the government and CARE portions of the TRIPS project. Inventories were dispensed with, final bills paid, final reports accepted. Financial close out is proceeding so that remaining balances may be de-obligated and re-obligated into the CUNA component.

In the health sector, steps were taken to continue vital activities in the face of possible program close down and almost certain prohibition against work in the public sector. Local and international consultants carried out a two stage assessment of private and other non-governmental capacity to deliver family planning and health services. The first stage was a complete nationwide inventory of all private organizations and associations involved in health activities. In the second stage, the most promising PVOs were identified and their capacity was assessed in-depth. The consultant team developed four options for the continuation of health programs using these various networks, consistent with the design of the bilateral TCSP project. In addition, scopes of work and work plans were developed for four buy-ins to centrally funded family planning projects, a buy-in with CARE and a PASA with CDC for AIDS work; and a buy-in for nutrition intervention. Four of the buy-ins were obligated during the fiscal year; one buy-in and the PASA were not obligated until later. The nutrition buy-in was withdrawn because of administrative difficulties and in the face of the program closeout.

In addition to the overall health assessment described above, specific measures were taken to assess local capacity in AIDS and family planning. The Regional AIDS Advisor carried out an assessment of activities, organizations and USAID's actual and potential role in addressing the AIDS problem in Togo. Preparations were completed to analyze the management capacity of the local International Planned Parenthood Federation affiliate, ATBEF. The procurement of the technical assistance team planned under the TCSP, suspended in May, was finally cancelled in November. Work also proceeded in the formal closeout of the CCCD, the FHI-II, and HSSCS projects.

In the training program, the only activity to be carried out was the technical assistance in support of the elections noted above. Under ATLAS, no recruitment efforts were undertaken. Processing continued for the students already overseas. Those selected in the 1992 recruitment round were enrolled in English language training while waiting for clarification of their status and placement.

The food aid program administered by CRS with the Government of Togo was suspended as a result of the political unrest. However, four emergency distributions took place using food already in the system and an OFDA grant. The food distribution was handled through a PVO network. When the general strike was over and routine programming could have been resumed with the government, USAID/Lome and CRS/Togo jointly decided to pursue reorientation of this Title II program through the PVO network.

Activities of Opportunities Industrialization Centers (OIC) which had been suspended during the strike were resumed with the help of a small HRDA grant. A joint in-depth evaluation of the OIC program, scheduled for early CY 93 had to be cancelled because of unrest. As a result, questions about the impact and management of this program remained. USAID/Lome took several steps to address these questions: REDSO/WAAC and USAID/Lome staff conducted a

financial review; REDSO/FFP reviewed and made recommendations about their accounting and handling of commodities; an additional visit by REDSO/FFP in conjunction with the OICI representative was scheduled. While awaiting the resolution of these issues, FY 93 grain was called forward and the current MYOP was 58 extended.

Future Actions.

Over the next two quarters, USAID/Lome will aggressively pursue project closeout of two-thirds of the TRIPS project, the three old health projects, and other "unfinished business." USAID/Lome will continue its contingency planning for program without presence. The only major activity will be to re-configure the health portfolio to permit more involvement of the NGOs in the place of the government program. USAID/Lome will continue its active monitorship with REDSO help of the FUCEC project to make sure that necessary management changes are incorporated.

TOGO BILATERAL PROJECT OBLIGATION/EXPENDITURE TABLE

| PROJECT # | PROJECT NAME | LOP PLANNED | PACD PLANNED | | FY 90 CUMUL | FY 91 CUMUL | FY 92 CUMUL | FY 93 | | FY 93 TOTAL |
|-----------|--|----------------|-----------------|----------|----------------|----------------|----------------|----------|----------|----------------|
| | | | | | | | | 1st SEM. | 2nd SEM. | |
| 693-0227 | Togo Rural Institutions and Private Sector | 14426 | 8/98 | OBLIG | 5820 | 2800 | 2270 | 0 | 1110 | 1110 |
| | | | | EXPEND | 2989 | 2171 | 1492 | 1840 | 7405 | 9245 |
| | | | | PIPELINE | 2831 | 3459 | 4237 | 2397 | 2756 | 2756 |
| | | | | MORTGAGE | 8606 | 5806 | 3536 | 3536 | 2426 | 2426 |
| 693-0228 | Health Sector Support for Child Survival | 6000 | 6/93 | OBLIG | 4500 | 1000 | 500 | 0 | 0 | 0 |
| | | | | EXPEND | 2203 | 1485 | 1653 | 548 | 111 | 659 |
| | | | | PIPELINE | 2297 | 1812 | 659 | 111 | 0 | 0 |
| | | | | MORTGAGE | 1500 | 500 | 0 | 0 | 0 | 0 |
| 693-0234 | Togo Child Survival and Population | 15526 | 12/98 | OBLIG | 0 | 3762 | 3320 | 0 | 7082 | 7082 |
| | | | | EXPEND | 0 | 0 | 0 | 20 | 59 | 79 |
| | | | | PIPELINE | 0 | 3762 | 7082 | 7062 | 6562 | 6562 |
| | | | | MORTGAGE | 0 | 11764 | 8444 | 8444 | 1362 | 1362 |
| 693-0237 | Health and Population Sector Support | 19000 | 12/98 | OBLIG | 0 | 0 | 3000 | 0 | 0 | 3000 |
| | | | | EXPEND | 0 | 0 | 0 | 0 | 0 | 0 |
| | | | | PIPELINE | 0 | 0 | 3000 | 3000 | 0 | 3000 |
| | | | | MORTGAGE | 0 | 0 | 16000 | 16000 | 16000 | 16000 |
| 693-0230 | Project Development and Support | | C | OBLIG | 317 | 203 | 398 | 0 | 390 | 390 |
| | | | | EXPEND | 230 | 88 | 328 | 157 | 200 | 357 |
| | | | | PIPELINE | 87 | 202 | 272 | 115 | 305 | 305 |
| | | | | MORTGAGE | 1591 | 1388 | 990 | 990 | 600 | 600 |
| TOTAL | | | | OBLIG | 10637 | 7765 | 9488 | 0 | 8582 | 11582 |
| | | | | EXPEND | 5422 | 3744 | 3473 | 2565 | 7775 | 10340 |
| | | | | PIPELINE | 5215 | 9235 | 15250 | 12686 | 9623 | 12623 |
| | | | | MORTGAGE | 11697 | 19458 | 28970 | 28970 | 20388 | 20388 |

cana:wk1(c):pipeline:12/14/93

Operations Dept. PMU

ACRONYMS

| | |
|---------|---|
| AAI | African American Institute |
| AALC | African American Labor Center |
| AID/W | Agency for International Development/Washington |
| AIDS | Acquired Immune Deficiency Syndrome |
| ATBEF | Association Togolaise pour le Bien-Etre Familiale |
| ATGN | Association Togolaise/Groupe Nutrition |
| ATLAS | African Training for Leadership and Advanced Skills |
| AVSC | Association for Voluntary Surgery Contraception |
| CA | Cooperative Agency |
| CAFS | Centre for African Family Studies |
| CARE | Cooperative for American Relief Everywhere |
| CDD | Diarrheal Disease Control |
| CCCD | Combatting Childhood Communicable Diseases |
| CDC | Center for Diseases Control |
| CHU | Centre Hospitalier Universitaire |
| CHR | Regional Hospital Center |
| CICM | Centre International de Crédit Mutuel |
| CISE | Center for Integrated Care of Children |
| CLF | Central Liquidity Facility |
| CNCA | Caisse Nationale de Crédit Agricole (National Agricultural Bank) |
| CNSS | Caisse Nationale de Sécurité Sociale |
| COOPEC | Cooperative d'Epargne et de Credit |
| CRS | Catholic Relief Services |
| CS | Child Survival |
| CTP | Country Training Plan |
| CU | Credit Union |
| CUD | Credit Union Development |
| CUNA | National Association of Credit Union |
| CVD | Village Development Committee |
| DAC | Development Assistance Corporation |
| DANA | Departement d'Alimentation et de Nutrition Appliquée |
| DAS | Direction/Directrice des Affaires Sociales |
| DEPD | Direction de l'Enseignement du Premier Degré (Department of Primary School Education) |
| DESA | Direction des Enquêtes et Statistiques Agricoles |
| YDFA | Development Fund for Africa |
| DHS | Demographic and Health Survey |
| DILAMB | Direction de Laboratoires d'Analyses Bio-Medicale |
| DME | Maternal and Child Division |
| DOI | Division of Immunization (CDC) |
| .JPP | Planning and Programming Department |
| DRDR | Direction Régionale du Développement Rural (Regional Rural Development Office) |
| DSF | Division de la Santé Familiale |
| DTU | Diarrheal Treatment Unit |
| EPI | Expanded Immunization Program |
| FAO | Food and Agriculture Organization of United Nations |
| FED | Fonds Européen de Développement (European Development Fund) |
| FHI | Family Health Initiatives |
| FIDA | Fonds International pour le Développement Agricole |
| FP | Family Planning |
| FPIA | Family Planning International Assistance |
| FPLM | Family Planning Logistics Management |
| FFP | Food For Peace |
| FFW | Food For Work |
| FUCEC | Federation des Unions Cooperatives d'Epargne et de Credit |
| FVA/PVC | Foreign Voluntary Assistance/Private Voluntary Cooperation |
| G6PD | Glucose 6 Phospho-Deshydrogenase |
| GOT | Government of Togo |
| GTZ | German Cooperation Agency |
| HIID | Harvard Institute for International Development |
| HIS | Health Information System |
| HIV | Human Immune Deficiency Virus |
| HRDA | Human Ressources Development Assistance |
| HSSCS | Health Sector Support for Child Survival |
| IBRD | International Bank of Reconstruction and Development (World Bank) |

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| | |
|------------|--|
| IEC | Information, Education and Communication |
| IFES | International Foundation for Electoral Systems |
| INTRAH | International Program for Training in Health |
| IPPF | International Planned Parenthood Federation |
| IUD | Intra-Uterine Device |
| JHPIEGO | Johns Hopkins Programs for International Education in Gynecology and Obstetrics |
| KAP | Knowledge Attitude and Practice |
| LOP | Life of Project |
| M&E | Monitoring and Evaluation |
| MCDI | Medical Care Development International |
| MCH | Maternal and Child Health |
| MDI | Market Development and Investment |
| MDR | Ministry of Rural Development |
| MIS | Management Information System |
| MOP | Ministry of Plan |
| MOHP | Ministry of Health and Population |
| MRD | Ministry of Rural Development |
| MYOP | Multi-Year Operational Plan |
| NDI | National Democratic Institute |
| NGO | Non-Governmental Organization |
| NNT | Neo-Natal Tetanus |
| OAR | Office of the AID Representative |
| OCCGE | Organisation de Coordination et de Coopération pour la Lutte Contre les Grandes Endémies |
| OCDI | Organisation pour la Charité et le Développement Intégral |
| OFDA | Office of U.S. Foreign Disaster Assistance |
| OIC | Opportunities Industrialization Centers |
| ORS | Oral Rehydration Salt |
| ORT | Oral Rehydration Therapy |
| OTP | Office Togolais des Phosphates |
| PACD | Project Assistance Completion Date |
| PASA | Participating Agency Service Agreement |
| PC | Peace Corps |
| PCU | Planning and Coordination Unit |
| PCV | Peace Corps Volunteer |
| PDO | Project Development Officer |
| PEV | Programme Elargi de Vaccination |
| PfP | Partnership for Productivity |
| PIR | Project Implementation Report |
| PNBEF | Programme National pour le Bien-Etre Familial |
| PNLS | Programme National de Lutte Contre le SIDA |
| PP | Project Paper |
| PRITECH | Primary Health Care Technologies |
| PSTNA | Private Sector Training Needs Assessment |
| PSC | Personal Services Contractor |
| PMT | Project Management Team |
| PTMS | Participant Training Management System |
| PVO | Private Voluntary Organization |
| RFFPO | Regional Food for Peace Officer |
| RFP | Request for Proposal |
| RHUDO/WCA | Regional Housing, Urban Development Office/West Coastal Africa |
| RYFTC | Regional Young Farmers Training Centers |
| RWSS | Rural Water and Social Sanitation |
| SA | Social Affairs |
| SEATS | Family Planning Service Expansion and Technical Supports |
| SNES | Service National d'Education pour la Santé (National Service of Health Education) |
| SNP | Service National du Paludisme |
| SNSS | Service National de Statistiques Sanitaires |
| SOTOPRODER | Societe Togolaise de Promotion du Developpement Rural |
| SPP | Planning and Programming Service |
| SSS | Solution Salée Sucrée |
| STD | Sexually Transmitted Diseases |
| T&V | Training and Visit |
| TA | Technical Assistance |
| TCSP | Togo Child Survival and Population |
| TOT | Training of Trainers |
| TRIPS | Togo Rural Institutions and Private Sector |

| | |
|---------|---|
| TSO | Technical Services Division (CDC) |
| UGAZA | Union des Groupements Agricole du Zio et de l'Avé |
| USIS | U.S. Information Service |
| UNFPA | United Nations Fonds for Population Activities |
| UNDP | United States Development Program |
| UNFT | Togo National Women's Union |
| UNICEF | United Nations International Children's Funds |
| UPC/PCU | Planning and Coordination Unit |
| USCC | U.S. Catholic Conference |
| SPP | Service de Programmation et de Planification (Division of Programming and Planning) |
| URD | Unité de Recherche Démographique |
| VAT | Vaccin anti-tétanique |
| VDC | Village Development Committee |
| WINS | Women and Infant Nutrition Field Support |
| WHO | World Health Organization |
| WOCU | World Council of Credit Union |
| ZRD | Zio River Development |

TRIPS PROJECT IMPLEMENTATION REPORT
APRIL 1, 1993 - SEPTEMBER 30, 1993

I. BACKGROUND DATA

A. ADMINISTRATIVE DATA

| | | | | |
|--------------------------------------|---|--|-------------|-------------------------|
| PROJECT TITLE | : | Togo Rural Institutions and Private Sector (TRIPS) | | |
| PROJECT NUMBER | : | 693-0227 | | |
| RELEVANT STRATEGIC OBJECTIVE | : | N/A | | |
| DATE OF AUTH | : | ORIGINAL | 08/25/88 | LAST AMENDMENT 09/16/93 |
| DATE OF OBLIG | : | ORIGINAL | 08/24/88 | LAST AMENDMENT 09/28/93 |
| PACD | : | ORIGINAL | 09/30/93 | AMENDED 08/25/98 |
| IMPLEMENTING AGENCIES | : | CUNA, CARE, Ministry of Rural Development (MRD) | | |
| MAJOR CONTRACTORS (GRANTEES)/AMOUNTS | : | CARE | \$4,451,708 | |
| | : | CUNA | \$4,218,701 | |
| USAID PROJECT OFFICER | : | Sarah C. Clark & Sam K.S.A. Attiogbé | | |
| HOST COUNTRY COUNTERPART | : | Ayélé M. Gninofou | | |
| PROJECT CONTRACT OFFICER (REDSO) | : | Orion Yeandel | | |
| STATUS OF CPS/COVENANTS | : | All met | | |
| DATE OF LAST EVALUATION | : | March/April 1993 | | |
| NEXT EVALUATION | : | October 1995 | | |
| DATE OF LAST AUDIT | : | May 1993 | | |
| NEXT AUDIT | : | N/A | | |
| DATE OF LAST SITE VISIT | : | September 1993 | | |
| DATE LAST CONTRACTOR REPORT RECEIVED | : | May 1993 | | |
| DATE NEXT CONTRACTOR REPORT DUE | : | December 1993 | | |

B. FINANCIAL DATA (U.S. DOLLARS 000)

| | | | | |
|--|--------------------|------------------------|----------|--------------|
| AUTHORIZED LOP AMT.: | ORIGINAL: | \$12,000,000 | AMENDED: | \$14,426,000 |
| AMT. OBLIGATED: | 4/1/93 - 9/30/93 : | \$1,110,000 | | |
| | CUMULATIVE : | \$12,000,000 | | |
| AMT. COMMITTED: | 4/1/93 - 9/30/93 : | \$1,110,000 | | |
| | CUMULATIVE : | \$12,000,000 | | |
| EXPENDITURES: | | CUNA | CARE | PPS |
| PLANNED FOR 4/1/93 - 9/30/93 | : | \$818 | | |
| ACTUAL FOR 4/1/93 - 9/30/93 | : | \$603 | \$89 | |
| CUMULATIVE | : | \$4,204 | \$4,351 | \$690 |
| PROJECTED FOR 10/1/93 - 3/31/94 | : | \$592 | None | None |
| PIPELINE: END OF CURRENT PERIOD (9/30/93): | | \$1,877 ^(*) | \$237 | \$642 |
| HOST COUNTRY CONTRIBUTION: | PLANNED LOP : | \$25 | \$1,496 | \$20 |
| | ACTUAL TO DATE : | N/A | N/A | N/A |
| PERCENT LOP TIME PERIOD ELAPSED | : | 100% | 100% | 100% |
| PERCENT OF TOTAL AUTH. OBLIG | : | 100% | 100% | 100% |
| PERCENT OF TOTAL OBLIG. EXP | : | 75% | 88% | 48% |
| PERCENT OF TOTAL AUTH. EXP | : | 75% | 88% | 48% |

(* Pipeline of CARE and PPS as of 09/30/93 are budgeted for increase of CUNA finding

II. PROJECT PURPOSE

Expand the sustainable participation of the Togolese private sector in Togo's agricultural and rural financial markets.

III. SUMMARY PROJECT DESCRIPTION

This project is a continuation of two previous projects: (i) Zio River Development Project implemented by Partnership for Productivity (PFP) and taken over by CARE in 1987, and (ii) Credit Union Development Project implemented by the Credit Union National Association of North America (CUNA) via the World Council of Credit Unions (WOCCU).

The objective of the CARE component is to increase the role of the private sector in rural areas. CARE has worked with farmer groups and associations, and small businesses to improve input supply and product marketing.

The CUNA/WOCCU component's objective is to provide financial and technical assistance to the Togolese Credit Unions Federation (FUCEC) in order to enable the credit union movement in Togo to become a sustainable source of financing for rural and urban grassroots people and possibly for agricultural and rural development.

The two components were to be coordinated at the level of the Government of Togo (GOT) by the Planning and Programming Service (PPS) within the Ministry of Rural Development (MRD). As the TRIPS project was one of the first to be authorized under the Development Funds for Africa, the PPS component was purposefully designed to facilitate meeting its special reporting requirements. The PPS component was provided local cost financing and three years of technical assistance in management.

The CARE and PPS components were phased out as of the September 30, 1993 initial PACD. The CUNA Cooperative Agreement was extended on September 28, 1993 effecting a scaling of the TRIPS project down to the sole CUNA/WOCCU component with the same objective.

Under the extension and in response to specific recommendations of the recent evaluation, training and inspection services are to be bolstered, and activities aimed at strengthening the Credit Union network in Togo are to continue. A major new activity is the re-organization of the FUCEC headquarters for increased management efficiency and sustainability. Some highlights of the proposed re-organization are (i) creation and staffing of a Deputy Manager position to second the Manager in the overall FUCEC management responsibilities; (ii) consolidation of Financial Services into one department to be headed by an individual highly qualified in Financial Analysis and Management; (iii) hiring of a Financial Officer to head the consolidated Financial Department; (iv) creation of Member Services Department to encompass services such as promotion and marketing, education and training, and computerization; and (v) consolidation of core support and logistics services under an administrative services department.

IV. PROJECT STATUS - PERFORMANCE INFORMATION

A. PROGRESS TOWARDS EOPS (SEE TABLE)

Pursuant to social and political disturbances, implementation activities under the CARE and the PPS components were effectively terminated prior to the period under consideration with the exception of close-out activities.

The CUNA/WOCCU component continued but its performance was adversely affected by the socio-political turmoil epitomized by a general strike which lasted from mid-November 1992 through early August 1993. Performance indicators such Savings Collected, Outstanding Loans, Credit Unions Membership, and Number of Member Credit Unions tapered off while loans delinquency rates are suspected to have augmented significantly calling for increase in reserves for bad loans.

Activities under CUNA/WOCCU component centered mainly around the project evaluation, the Management Diagnostic Study, and the Proposal for the 3rd phase of Credit Union Development in Togo, and a major review and redesign exercise with active participation and contribution from all concerned parties. These activities resulted in Project Authorization Amendment Number One, and Project Paper Amendment Number One for an extension period which began October 1st, 1993.

B. PROJECT OUTPUTS (SEE TABLE)

Most of the outputs for the CUNA/WOCCU and CARE components have been achieved prior to this period. Further, implementation activities under CARE and MRD/PPS components were completely halted by the beginning of the period. Though, data on the CUNA/WOCCU component outputs for the past six months are not available, levels achieved as of 12/31/92 are however reported in the table below for reference. In fact, activities under CUNA/WOCCU component continued through 09/30/93, and the TRIPS project extension beyond this initial PACD solely concerns the CUNA/WOCCU component.

C. OVERALL PROJECT STATUS:

CARE and PPS close-out activities dominated the beginning of the period. Inventory of property acquired under the Zio River Development project, and under the CARE and PPS components of TRIPS was carried out. Project implementation letter (PIL) Number Eight was signed by GOT and USAID disposing of the property inventoried. The PIL was complemented by two separate agreements: one between the GOT and USAID, and the other between the GOT and CARE.

A series of major accomplishments occurred on the side of the CUNA/WOCCU component which underwent a management diagnostic study preceded by a fifth year evaluation (a final evaluation for the other two components). CUNA/WOCCU submitted an unsolicited proposal for its third phase of Credit Union Development in Togo. A project authorization and paper amendment exercise with the active participation of REDSO/WCA/Abidjan, CUNA/WOCCU, FUCEC, and USAID/Lome followed. The exercise culminated in the TRIPS project Authorization Amendment Number One signed on September 16, 1993 along with the TRIPS Project Paper Amendment Number One Face Sheet. PIL Number Nine notifying the GOT of the redesign and extension of the TRIPS project and realigning the budget was signed by the USAID Representative on September 16, 1993 and by the GOT on September 20, 1993. Concomitantly, the Cooperative Agreement with CUNA was reviewed and extended via the signature of its Amendment Number Nine on September 28, 1993. This Amendment obligated and committed the last tranche of the initial LOP Appropriation securing de facto two years of funding for CUNA under the extension period starting on 01/10/93.

Further, the PPS component was audited in May 1993. No major findings and/or recommendations resulted from this non-federal performance audit.

CARE: Most close-out activities were smoothly and successfully carried out. The Project Manager departed from post end of June; however, the extension of his stay expired end of May.

Through a commodity disposition agreement signed with the GOT, CARE has been able to keep most of the office-related commodities procured under its component of the TRIPS project and the Zio River Development project (ZRD).

A batch of ten experimental hydrotillers (floating rototillers) worth over \$45,000, imported from The Philippines, arrived in Lomé after the inventory of the project-procured commodities. After searching and examining various options to dispose or transfer the equipment to ensure an effective utilization either in Togo or elsewhere in other USAID-funded activities, they were turned over to the field structure left behind by the project. Arrangements were made to train the

potential users and some mechanics for repairs. The hydrotillers were accompanied by a substantial bulk of spare parts. Attempt to use remaining balances of revolving funds to keep the CARE training unit in activity stumbled on the need expressed by the GOT via the PPS component to share in the amount. Agreement over sharing between CARE and GOT so that sufficient funds would be available to reactivate the training unit proved difficult to reach. The revolving fund, currently estimated at \$60,000, was carried over from the Zio River Development Project into the CARE component as a portion of GOT's contribution.

ZRD-procured assets were ultimately turned over to the GOT along with the warehouses where they were stored.

CUNA: The redesign schedule for the TRIPS amendment to extend the CUNA Component was fairly maintained with commendable participation and contribution from REDSO/WCA and particularly from the relevant REDSO PDO. Due to effort deployed to ensure timely availability, the following final reports were all in fact available during the REDSO DOA 551 Concurrence Review in Abidjan: (i) TRIPS project's recent evaluation, (ii) FUCEC Management Diagnostic Study, and (iii) CUNA/WOCCU Proposal for the third phase of the Credit Union Development in Togo.

FUCEC Management Diagnostic Study was completed and recommended a reorganization of FUCEC along a new organigram. Notable aspects of the proposed re-organization are positions of Deputy Manager and Financial Officer and a regrouping of the services into few departments. CUNA/WOCCU Proposal for the extension period took into account these recommendations and made provisions for their implementation.

Lagged impact of the socio-political disturbances namely the nine-month long general strike translates into difficulty to effectively monitor the performance of FUCEC and its member CUs. Loan delinquency rates are suspected to have substantially increased. Reserves for bad loans may have to be accordingly increased.

Contract for the WOCCU Productive Credit Advisor (PCA) expired on December 30, 1992 and was extended through September 30, 1993. Consequently, the WOCCU/PCA departed from post at the end of the extension of his contract.

PPS: A performance audit was carried out in May by a non-Federal Auditor. Reply to findings and recommendations in the draft report, and to recommendations retained for compliance follow-up was sent to RIG/A/Dakar.

As part of the ongoing close-out process, the remaining balances of the revolving funds may be used to finance activities in line with those authorized under the PPS component. Request was submitted for prior concurrence.

D. IMPORTANT PROBLEMS AND ISSUES

CARE: CARE undertook extensive internal audit in August 1993. Some non-compliance issues resulted from the audit. The audit recommended that CARE seek retroactive concurrence for the following activities that were carried out without prior USAID approval as specified in the Cooperative Agreement: (i) procured a Mitsubishi Pick-Up, (ii) disbursed for air and R&R travels, and (iii) extended the Project Manager's stay an additional month. In compliance, CARE sought retroactive concurrence for the above activities, and prior approval to use remaining project-procured commodities sales proceeds, and to decrease planned CARE's contribution proportionally to the decrease in USAID funding due to the early termination of activities. Pursuant to the advice of our REDSO/WCA/RLA, retroactive concurrence was granted for the procurement of the Mitsubishi Pick-Up, and the disbursement for the air and R&R travels after complementary information was provided by CARE. Use of the remaining project-procured commodities sales proceeds by CARE was also approved subject to prior USAID concurrence in

targeted activities. However, it was indicated that the salary of the Project Manager for the additional month stay at post must not be charged to the project. Regarding the proportional decrease in CARE's contribution, further information about its effect on the projected USAID funding through September 30, 1993 was requested from CARE. This last issue is pending to-date.

The use of the remaining balance of the revolving fund is unresolved, and the fund rests in a bank account managed by CARE with CARE and USAID's signatures. Our REDSO/WCA/RLA advised that once USAID and MDR/PPS agree upon activities to be funded that the funds be reverted to the GOT after CARE and USAID's signatures are removed.

CUNA: During the period, continuation activities solely took place under this component. The major issues are related to the implementation of the planned re-organization in accordance with the Proposal for the 3rd phase of Credit Union Development in Togo, and the Project Paper Amendment Number One along with recommendations of the REDSO/WCA Project Review Committee (PRC).

CUNA/WOCCU Reporting systems need to comply with corresponding provisions in the Cooperative Agreement which stipulate that "WOCCU/CUNA shall monitor the project performance under the Agreement and will provide USAID/Lome semi-annual reports on project implementation status. The format for this report will follow that of USAID Project Implementation Reviews."

Beside the need for CUNA/WOCCU to comply with the CA provisions concerning reporting, an issue regarding financial reporting was raised by the REDSO/WCA/PRC. It was recommended that once the Financial Department is in place that the highest priority be accorded to creating appropriate systems in order to start preparing and publishing on a semi-annual basis beginning in June 1994 complete financial statements. The financial statements are to include (i) the sources from which FUCEC generates funds and the factors that impact those generations, (ii) a list of uses of FUCEC funds and an indication of which of those uses are fixed and which are variable and the factors that affect the variable costs, and (iii) proforma financial statements that forecast how the projected sources of funds will cover the projected uses of funds from the present until FUCEC reaches a breakeven point. Preparation and publication of the aforementioned information is to become part of CUNA's reporting requirements to USAID under the extension. A series of TDYs from REDSO/WCA's appropriate resource persons are being planned to work with CUNA/WOCCU and FUCEC to put in place and operate the financial reporting system.

Further and in view of the REDSO/WCA/PRC, CUNA will have to help FUCEC explore methods for rendering even more useful data already being gathered for monitoring and USAID program impact purposes. To this effect, TDYs will be arranged for the appropriate REDSO/WCA's resource persons to assist CUNA/WOCCU and FUCEC to assess the appropriateness of using geographic mapping by relevant financial service markets for guiding FUCEC in credit union development. To address the issues of financial reporting and use of geographic mapping, the first TDY is arranged for October 20 through 24. This initial TDY will give the REDSO/WCA's Private Sector Advisor and Regional Economist the opportunity to touch base with the USAID Representative, the departing Supervisory Program Officer, the CUNA/WOCCU COP and Federation Management Adviser, and the FUCEC Staff. A field visit to a sample of member credit unions is also planned.

Another issue relates to improvement of the credit union legal and policy framework which is one the amended project activities for the extension period. In fact since June 1991, the Central Bank for West African States (BCEAO) has been involved in designing common legal framework for mutual and cooperative savings and credit institutions in the seven member states of the West African Monetary Union (UMOA). The first draft was presented at a day long workshop in June 1993 at the BCEAO's local office in Lomé. The content of the draft and the

presentation procedures adopted by the drafters during the workshop were judged quasi-unanimously unfit and inappropriate by the donor community including USAID/Lome and the other concerned parties. Close scrutiny of the content revealed inter alia that the proposed legislation intended to separate the credit union association from the resultant cash deposit facilities and apply to the latter bank legislation with no mention of the development issues relevant to the CU movement. The proposed legislation was found detrimental to the interest of the underprivileged small savers. Faced with the absence and disinterest of conventional banking system, these underprivileged small rural and urban savers initiate and manage the individual Cus to avail themselves with essential financial services which are otherwise not accessible to them. This fundamental aspect does not transpire from the proposed piece of legislation. Solely the cumulative cash deposits that result from such a grassroots endeavor seem to be the focal point which is being interpreted as plans to interfere with the CU management and take over the cash deposit facilities. Despite a strong and quasi-unanimous reaction from the Donor Community, a second draft of the legislation with draft by-laws presented in October 1993, does not represent a substantial improvement over the first from the standpoint of the separation of the cash deposit from the CU association making out of the former a sort of a bank submitted to a host of bank regulations inadequate for Cus. The issue and challenge remain the appropriate contributions that USAID could make to the common effort being deployed by the Donor community to either prevent the legislation from being adopted in its current state or to shield FUCEC from its adverse effects if it is passed as it is i.e. without substantial changes to account for CU development issues.

E. MAJOR ACTIONS FOR THE NEXT TWELVE MONTHS (10/1/93 - 09/30/94)

| ACTIONS | ACTION AGENT | TIME FRAME |
|---|--------------|--------------|
| <u>CUNA/WOCCU</u> | | |
| Work plans for the 1st year under the extension submitted to USAID for approval | CUNA/WOCCU | Dec 93 |
| Deputy Manager, Financial Officer, and Director of Member Services positions created and staffed | CUNA/WOCCU | Jan 94 |
| REDSO/WCA/PRC-recommended financial reporting systems in place | CUNA/WOCCU | Mar 30, 1994 |
| Semi-annual progress report and the first financial report received from CUNA/WOCCU | CUNA/WOCCU | Mar 30, 1994 |
| FUCEC's new organigram adopted by the Board of Directors | CUNA/WOCCU | Nov 30, 1993 |
| FUCEC re-organized in accordance with the new organigram | CUNA/WOCCU | Mar 30, 1994 |
| Draft a PIL to notify GOT of incremental funding of the extended CUNA CA from the remaining balances of the CARE and PPS components | USAID | Apr 1994 |

| | | |
|--|-------|----------|
| Draft PIO/T to request increase of CUNA CA funding by the remaining balances | USAID | May 1994 |
| Amend CUNA CA to obligate the remaining balances into the extended CUNA CA | USAID | Jun 1994 |

CARE

| | | |
|--|---------------|--------------|
| Remove CARE and USAID's signatures from the account containing the remainder of the revolving funds | CARE & USAID | Nov 30, 1993 |
| Resolve the rest of the issues raised by the CARE's internal audit (request for proportional decrease in planned CARE contribution, the remaining amount out of the total projected expenses through 09/30/93) | CARE & USAID | Nov 30, 1993 |
| CARE contract amended anew and PIO/T drafted to channel remaining balances from the CARE component into the CUNA CA | USAID & REDSO | Jan 15, 1994 |

MRD/PPS

| | | |
|--|-------------|--------------|
| Finalize agreement on the uses for the remaining balances of the revolving funds | USAID & MRD | Nov 30, 1993 |
| Malcolm Versel's and local cost financing contracts amended and PIO/T drafted to channel the remaining balances into the CUNA CA | USAID | Jan 15, 1994 |

TRIPS PROJECT IMPLEMENTATION REPORT

EOPS AND OUTPUTS PROGRESS TABLE: APRIL 1, 1993 - SEPTEMBER 30, 1993

PROJECT NAME AND NUMBER: TRIPS (693-0227)

V. PROGRESS TOWARDS EOPS

| PLANNED EOPS (LOGFRAME EOPS) | PROGRESS TO DATE (*) |
|--|--|
| 1. Credit Unions Savings increase from FCFA 0.63 billion to FCFA 2.73 billion | Credit Union savings are over fCFA 3.4 billion |
| 2. Credit Unions's outstanding Credit increases from fCFA 0.491 billion to fCFA 1.64 billion | Outstanding credit is over fCFA 2.5 billion |
| 3. 80 self-sustaining credit unions | 130 self-sustaining Credit Unions |

(*) Data on Progress to-date are as of December 31, 1992

VI. MAJOR OUTPUT

| LOGFRAME OUTPUTS | INDICATORS/ PLANNED LOP | | CUM. THRU 3/31/93 | CURRENT PERIOD 4/01/93- 9/30/93 | TOTAL CUMUL. | PERCENTAGE OF LOP |
|--|----------------------------|---------|----------------------|--|-----------------|----------------------|
| | ORIGINAL | REVISED | | | | |
| 1. Adoption by the GOT of legislation/policy which improves the environment for Credit Union Development | | | | | | |
| a. Credit Union insurance established | | | met | | | 100 |
| b. FUCEC right to inspect Credit Union records and enforcement | | | met | | | 100 |
| 2. Credit Union Movement strengthened | | | | | | |
| a. Number of Credit Unions | 188 | 200 | 150 | NA | NA | 75 |
| b. Total membership | 38,000 | | 39,000 | NA | NA | 104 |
| Male | | | 28,000 | NA | NA | |
| Female | | | 10,000 | NA | NA | |
| Groups | | | 1,000 | NA | NA | |
| c. Shares and Savings (FCFA million) | 2,730 | | 3,395 | NA | NA | 124 |
| d. Loans Outstanding (FCFA million) | 1,640 | | 2,506 | NA | NA | 153 |
| e. Delinquent Loans Drops from 35% to | 15% | | 14% | NA | NA | |
| f. Credit Unions participating in risk management program | 50 | | 4 | 0 | 4 | 8 |
| g. FUCEC self-sufficiency in core budget increases to 30% (of goal measured on day of report) | 72% | | | | | 17% |

| | | | | | | |
|----|--|-----|-------|----|-------|------|
| h. | annual dues collection increase from 60% to | 80% | 100% | NA | NA | 120% |
| i. | Credit Union officers and staff trained | 780 | 1,028 | 23 | 1,051 | 135% |

TCSP PROJECT IMPLEMENTATION REPORT
APRIL 1, 1993 - SEPTEMBER 30, 1993

I. BACKGROUND DATA

A. ADMINISTRATIVE DATA

PROJECT TITLE: Togo Child Survival and Population (TCSP)
 PROJECT NUMBER: 693-0234
 RELEVANT STRATEGIC OBJECTIVE: Improved maternal and child health status and reduced fertility on a sustainable basis.
 DATE OF AUTH: ORIGINAL 09/30/91
 DATE OF OBLIG: ORIGINAL 09/30/91 LAST AMENDMENT 03/27/92
 PACD ORIGINAL 09/30/97 AMENDED 12/31/98

IMPLEMENTING AGENCIES : Ministry of Health and Population
 MAJOR CONTRACTORS (GRANTEES)/AMOUNTS:

INTRAH (PAC IIB) / \$140,000
 JSI (SEATS) / \$290,000
 PATHFINDER INT'L / \$96,000
 CARE INT'L (Protect) / \$230,000
 CARE INT'L (TTCS) / \$70,000
 Michigan Univ. / \$75,000
 CDC / \$400,000

USAID PROJECT OFFICER : Karen Wilkins
 HOST COUNTRY COUNTERPART : Dr. Siamevi
 PROJECT CONTRACT OFFICER (REDSO) : Orion Yeandel, USAID/W various
 STATUS OF CPS/COVENANTS : All Conditions Precedent have been met.

DATE OF LAST EVALUATION : N/A
 NEXT EVALUATION :
 DATE OF LAST AUDIT : N/A
 NEXT AUDIT :
 DATE OF LAST SITE VISIT : N/A
 DATE LAST CONTRACTOR REPORT RECEIVED: N/A first reports due March 1994
 DATE NEXT CONTRACTOR REPORT DUE : March 1994

B. FINANCIAL DATA (U.S. DOLLARS 000)

AUTHORIZED LOP AMT.: ORIGINAL: 15,526
 AMT. OBLIGATED: 4/1/93 - 9/30/93: 0
 CUMULATIVE : 7,082
 AMT. COMMITTED: 4/1/93 - 9/30/93: 932.5
 CUMULATIVE : 966.9
 EXPENDITURES: PLANNED FOR 4/1/93 - 9/30/93: 500
 ACTUAL FOR 4/1/93 - 9/30/93: 40
 CUMULATIVE : 59.4
 PROJECTED FOR 10/1/93 - 3/31/94: 580
 PIPELINE: END OF CURRENT PERIOD (9/30/93): 7,022
 HOST COUNTRY CONTRIBUTION: PLANNED LOP: 5,544
 ACTUAL TO DATE: 0
 PERCENT LOP TIME PERIOD ELAPSED: 29%
 PERCENT OF TOTAL AUTH. OBLIG: 46%
 PERCENT OF TOTAL OBLIG. EXP: 0.8%
 PERCENT OF TOTAL AUTH. EXP: 0.4%

II. PROJECT PURPOSE

Improve the delivery of family planning and maternal and child health services so as to increase contraceptive prevalence and maternal and child survival.

III. SUMMARY PROJECT DESCRIPTION

This project consists of four key components:

- (1). Improve Ministry of Health and Population (MOHP) management, and expand the public sector health and family planning cost recovery program;
- (2). Strengthen integrated and decentralized health and family planning service delivery;
- (3). Promote public and private sector collaboration in health and family planning;
- (4). Expand and strengthen private sector health and family planning service delivery.

IV. PROJECT STATUS - PERFORMANCE INFORMATION

A & B. PROGRESS TOWARDS EOPS and PROJECT OUTPUTS:

The Togo Child Survival and Population project was originally scheduled to begin activities in 1992. With the political instability and insecurity in the capital city, the final selection and fielding of the technical assistance team was delayed and finally cancelled during this reporting period. Therefore core activities and anticipated progress towards end of project status have not taken place.

C. NARRATIVE OF KEY EVENTS AND ACCOMPLISHMENTS DURING THE REPORTING PERIOD.

1. Procurement for long term technical assistance team was cancelled. As a result, commodities transferred from the HSSCS project and assigned to USAID for use by the TCSP TA team were stored for distribution to various MOHP departments and regional offices. In addition, commodities transferred from cooperating agencies working in FP who had closed their offices (FUTURES GROUP and AVSC) for use by the TA team were delivered to CA's still operating in Togo for use in on-going buy-ins and grants contributing to the goals and objectives of TCSP.
2. Documentation was prepared for buy-ins to 6 centrally funded projects: PAC IIB (INTRAH), SEATS (JSI), PROTECT (CARE INT'L), and Pathfinder Int'l. for FP activities; WINS (EDC) for nutrition; TTCS (CARE INT'L) for HIV/AIDS activities. Contracting was completed for 5 (all except WINS) by the end of the reporting period.
3. A PIO/T was prepared for a Participating Agency Services Agreement (PASA) with the Centers for Disease Control (CDC) for the provision of a variety of short-term technical assistance. Negotiation of the PASA was initiated by the REDSO/OP.
4. The last and final condition precedent was met by the MOHP with the naming of several personnel to key ministry positions, and a PIL was signed to that effect.
5. A meeting was arranged by MOHP, Division of Family Health, in collaboration with SEATS, between various family planning cooperating agencies, the Ministry and other organizations active in FP to update action plans following the 10 months of general strike and in light of changing conditions in Togo. This meeting was held in Atakpame, Sept. 28-29.

6. A team was fielded by the CDC to investigate means for continuing the health information system under turbulent conditions. The team recommended decentralization of the health information system to the regional level of the Ministry.
7. An inventory and in-depth assessment of PVO's and NGO's working in the health sector was done in August/September. The assessment identified four alternative strategies to achieve certain objectives specified in TCSP through the NGO health and population network.
8. The Michigan Fellow arrived in May and has begun defining population strategies for USAID/Lome.
9. USAID/Lome participated in the mid-term evaluation of the Guinea Work Eradication Program of the Peace Corps. It is believed that at its current pace, eradication is possible by 1996, but several key constraints were identified which could compromise the program.
10. Some of the commodities from former USAID projects which were assigned to the implementing ministries (PIL 9 for HSSCS, PIL 27 for CCCD) have been distributed to the designated offices (Ministry of Health and Population and Ministry of Human Rights and National Solidarity).
11. In response to USAID/Lome request, the Regional AIDS Advisor from REDSO performed a 10 day TDY at the end of September to assess HIV/AIDS situation in Togo and make recommendations for Mission activities. Results show a compelling HIV/AIDS situation, with a cumulative total of AIDS cases reported to WHO to date at 2,064 (for a national population estimated at 3.5 million). Indications are that the epidemic may reach levels similar to the hardest hit countries in Africa.

D. IMPORTANT PROBLEMS AND ISSUES

The overall future of the TCSP project and its different components are uncertain in the face of a likely close-out of the USAID/Lome Mission. USAID is currently exploring options to continue each of the 3 major sector areas of focus of TCSP: family planning, AIDS, and health service delivery. The issues and problems for each are noted below.

Given the suspension of activities with the Government of Togo, if any activities are continued under TCSP they must be reoriented through PVO/NGO's and the Project Grant Agreement must be amended appropriately. A major question is the degree of flexibility by the MOHP in permitting such a reorientation. Another question is the degree to which USAID/W and REDSO will be able to provide backstopping and monitoring assistance.

Family Planning

- All projects with FP CA's (INTRAH, SEATS, Pathfinder, CAKE) have been funded for one year only, and arrangements must be made to fund these projects for the remaining two years of planned project life.
- A further complication is the fact that 2 of the projects (INTRAH and SEATS) must be rebid, therefore the contractors may change.
- A comprehensive assessment of ATBEF needs to be completed to determine its management capacity to assume more responsibility for national programming.
- Several evaluations have identified the absence of a comprehensive IEC strategy as a major weakness in the Togo FP program, and one which should be addressed in the near future.
- Finally, if these project activities are to continue beyond the planned close-out of the USAID/Lome office in FY 1994, arrangements must be made to monitor and coordinate activities in country.
- Michigan Fellow will depart Togo end of CY 93 for new mission; contact/action person in USAID/Lome Mission must be identified.

AIDS

- In light of the serious AIDS situation in Togo, as well as the innovative efforts both underway and proposed, USAID/Lome would like to develop and sustain an AIDS program through the PVO\NGO network. However, basic issues must be addressed, such as size and focus of project, as well as the funding mechanism and TA backstopping in the absence of USAID/Lome office. Design support would also be required from REDSO and USAID/W.

Health Service Delivery

- USAID/Lome office has prepared an assessment outlining three options for continuing USAID's momentum in the sector by reorienting health service activities through PVO's and NGO's. The first issue is to determine whether continuation of selected activities in health is considered a priority by USAID/W and REDSO, and if so which option for activities should be pursued. Secondly, if activities are to continue, other USAID offices or REDSO must be identified to help in their design as well as assume management/oversight responsibilities.

E. MAJOR ACTIONS FOR THE NEXT TWELVE MONTHS (10/1/93 - 09/30/94)

| ACTIONS | ACTION AGENT | TIME FRAME |
|--|---------------------------|----------------|
| Carry out assessment of ATBEF and prepare population strategy. | USAID/IPPF REDSO/ATBEF | October 1993 |
| Hire a Commodity Mgmt Spec. for inventory of commodities distributed to ministries, and assist in distribution of remaining commodities from HSSCS & CCCD project. | USAID | Oct-Nov 1993 |
| Finalize annual workplans for buy-ins and PASA. | CA's, CDC | Oct-Nov 1993 |
| Distribute copies of completed and translated document of PVO/NGO inventory to other donors. | USAID | Nov 1993 |
| Preliminary visit to plan DHS II | IRD/Macro, URD | Nov 4-10 1993 |
| Health Care Financing Workshop | MOHP, USAID | Nov 1993 |
| Strategic planning exercise for reorientation of TCSP, preparation of PP amendment. | USAID, REDSO, USAID/W | Jan 18-20 1994 |
| Prepare PIO/T for IPPF buy-in | REDSO/RCO | Dec 6-11 1993 |
| Plan decentralization of HIS | MOHP, CDC | cancelled |
| IEC assessment team from PATH to plan national campaign strategy | JSI, SEATS | Jan 24, 1994 |
| Prepare SOW for PIO/T for AIDS grant activities | REDSO/RAA | Jan 5-14 1994 |
| Prepare PIO/T's for buy-ins/grants to NGO's for implementation of health activities | REDSO/RCO | Feb 2-19 1994 |
| FP Round-table Conference and follow-up on ATBEF evaluation | REDSO/HFP | Feb 21-25 1994 |
| Finalize management/monitoring arrangements for AIDS portfolio | REDSO/RAA | Apr 11-15 1994 |

| ACTIONS (continued) | ACTION AGENT | TIME FRAME |
|--|--------------|----------------|
| Review CA progress reports and prepare PIO/T's for FP buy-ins | REDSO/HFP | Mar 18-22 1994 |
| Finalize project close-out actions and transfer of management responsibilities | REDSO/RLA | May 16-27 1994 |

TCSP PROJECT IMPLEMENTATION REPORT

EOPS AND OUTPUTS PROGRESS TABLE: APRIL 1, 1993 - SEPTEMBER 30, 1993

PROJECT NAME AND NUMBER: Togo Child Survival and Population; 693-0234

V. PROGRESS TOWARDS EOPS

| PLANNED EOPS (LOGFRAME EOPS) | PROGRESS TO DATE |
|--|---|
| 1. Health management information system for MOHP developed and implemented in all 30 prefectures by 1994. System will include health statistics, program-related, personnel, logistics, and financial information; | No progress to date, see section IV A and B |
| 2. Integrated system to collect information on technical program-related interventions developed and implemented by the central statistics office by 1994; | |
| 3. Information on the private sector included in GOT annual health statistics by 1995; | |
| 4. Standard treatment and drug utilization protocols developed and implemented for priority child survival interventions by 1994; | |
| 5. Integrated supervisory protocols based on the above standard treatment and drug protocols developed and implemented for prefectural level supervision by 1994; | |
| 6. Public sector cost recovery system developed and established in all 397 health facilities by 1997 based on sales of essential drugs, contraceptives, and consultation fees, where appropriate; | |
| 7. Functioning village development committees established by 1996 in the 397 communities where public health facilities are located. These committees will control local facilities for quality of care, and manage the local currency fund generated by the cost recovery system; | |

8. 30 multi-purpose prefectoral public health teams trained and providing technical, administrative, training, and supervisory support in each prefecture by 1996;
9. The full range of modern family planning services offered in 60% of MOHP public health facilities by 1997; 80% will offer all methods except the IUD, and 100% will offer non-medical family planning methods;
10. 30 prefectoral teams trained and submitting annual work plans and budgets by September of each year for the following year's Government budget submission. All teams will be trained by 1995;
11. MOHP guidelines for professional standards, and criteria for different categories of health personnel to open private health care facilities approved by GOT by 1995;
12. Essential drug list by category of health facility approved by MOHP, and essential drugs being distributed at least quarterly to all health facilities by 1997;
13. Twenty-five new private sector health facilities established outside of Lome by 1997. These facilities may be managed by physicians or other para-professional personnel according to standards to be established by the MOHP;
14. Contraceptive prevalence rate increased from 3% to 12% for modern methods;

VI. MAJOR OUTPUTS

| LOGFRAME OUTPUTS | INDICATORS/ PLANNED LOP | | CUM. THRU 9/30/93 | CURRENT PERIOD 4/01/93- 9/30/93 | TOTAL CUMUL. | PERCENTAGE OF LOP |
|--|----------------------------|---------|---|--|-----------------|----------------------|
| | ORIGINAL | REVISED | | | | |
| 1. Reduction achieved in anaemia of pregnant women; | 25% | | No progress to date, see section IV A and B | | | |
| 2. Reduction achieved in reported cases of neonatal tetanus; | 75% | | | | | |
| 3. Reduction in reported cases of diarrheal diseases; | 35% | | | | | |
| 4. Pregnant women receive prenatal care; | 90% | | | | | |
| 5. Birth deliveries are attended by qualified personnel; | 80% | | | | | |
| 6. Women who give birth in MOHP facilities receive tetanus toxoid #2; | 90% | | | | | |
| 7. Children aged 12-23 months immunized by antigen; | 80% | | | | | |
| 8. Children under 5 are growth monitored; | 50% | | | | | |
| 9. Children under 5 with diarrhea receive ORT; | 50% | | | | | |
| 10. Condom use increased in populations with multiple sex partners; | to 10% | | | | | |
| 11. Quarterly reports on AIDS cases and seropositivity in established sentinel groups published by MOHP; | | | | | | |
| 12. Yearly sales of condoms through the social marketing program increased; | to 3,000,000 | | | | | |

HRDA PROJECT IMPLEMENTATION REPORT
APRIL 1, 1993 - SEPTEMBER 30, 1993

I. BACKGROUND DATA

A. ADMINISTRATIVE DATA

PROJECT TITLE : Human Resources Development (HRDA)
 PROJECT NUMBER : 698-0463.93 (Regional Project)
 RELEVANT STRATEGIC OBJECTIVE : N/A
 DATE OF AUTH : ORIGINAL 07/24/87 LAST AMENDMENT / /
 DATE OF OBLIG : ORIGINAL 06/13/88 LAST AMENDMENT 04/29/92
 PACD : ORIGINAL 09/30/92 AMENDED 09/30/95

IMPLEMENTING AGENCIES : Ministry of Plan and Chamber of Commerce
 MAJOR CONTRACTORS (GRANTEES)/AMOUNTS : N/A
 USAID PROJECT OFFICER : John Grant/Hyacinthe Sodji
 HOST COUNTRY COUNTERPART : Ministry of Plan
 PROJECT CONTRACT OFFICER (REDSO) : USAID/W
 STATUS OF CPS/COVENANTS : N/A

DATE OF LAST EVALUATION : October/November 1990
 NEXT EVALUATION : N/A
 DATE OF LAST AUDIT : N/A
 NEXT AUDIT : N/A
 DATE OF LAST SITE VISIT : Local training activities as they occur.
 Last activity October 1992.
 DATE LAST CONTRACTOR REPORT RECEIVED : N/A
 DATE NEXT CONTRACTOR REPORT DUE : N/A

B. FINANCIAL DATA (U.S. DOLLARS 000)

AUTHORIZED LOP AMT.: ORIGINAL: 53,000* AMENDED: N/A

AMT. OBLIGATED: 4/1/93 - 9/30/93 : 0
 CUMULATIVE : 1,303

AMT. COMMITTED: 4/1/93 - 9/30/93 : 155
 CUMULATIVE : 1,297

EXPENDITURES: PLANNED FOR 4/1/93 - 9/30/93 : 200
 ACTUAL FOR 4/1/93 - 9/30/93 : 165
 CUMULATIVE : 1,182
 PROJECTED FOR 10/1/93 - 3/31/94 : N/A

PIPELINE: END OF CURRENT PERIOD (9/30/93) : 121

HOST COUNTRY PLANNED LOP : N/A

CONTRIBUTION: ACTUAL TO DATE : N/A

PERCENT LOP TIME PERIOD ELAPSED : 71.43%
 PERCENT OF TOTAL AUTH. OBLIG : 100%
 PERCENT OF TOTAL OBLIG. EXP : 91%
 PERCENT OF TOTAL AUTH. EXP : 91%

* LOP for Togo = \$1,303

II. PROJECT PURPOSE

Stimulate, facilitate and support national training programs that will provide qualified, technical, scientific and managerial personnel and policy planners to strengthen African development institutions, enhance the growth of the private sector and increase the participation of women in development.

III. SUMMARY PROJECT DESCRIPTION

This project consists of 3 basic types of training:

1. Local training in the form of seminars or workshops (Public and Private sectors).
2. Third Country training (Academic and Technical - Public and Private sectors).
3. Short term or Technical training in the U.S. (Public and Private sectors).

To support the above training program, a Country Training Plan (CTP) targeting Public Sector, Private Sector and Democracy/Governance was to be prepared. However, because of the political situation in Togo coupled with the suspension of USAID economic assistance to Togo, no CTP was prepared and, as a result, no funds were obligated to support the above training program during the fiscal year 1994. Some training activities mainly related to elections in Togo were funded with balances from previous years money.

IV. PROJECT STATUS - PERFORMANCE INFORMATION

A. PROGRESS TOWARDS EOPS: (SEE TABLE)

Progress towards EOPS was satisfactory until the breakout of political violence which led to the suspension of the project in FY 1993. However, HRDA funding was used to fund election related training activities for the presidential election held on August 25, 1993.

B. PROJECT OUTPUTS: (SEE TABLE)

Prior to the suspension of all HRDA activities in February 1994, more than 80% of several of the key outputs had been achieved.

C. NARRATIVE OF KEY EVENTS AND ACCOMPLISHMENTS DURING THE REPORTING PERIOD.

During the reporting period, USAID/Lome made a grant to IFES (International Foundation for Electoral Systems) to provide training/electoral assistance to the government of Togo. Under the grant, election experts were sent to Togo as technical advisors to the Togolese government in election organization and training. They arrived in Togo in late July and began to work with USAID, with the Togo Electoral Commission and with other Togolese agencies concerned with preparation of the presidential election which took place on August 25, 1993. Even though the election was held in a big confusion, it was generally admitted that the IFES advisors did a good job.

Because of the general political situation in the country and the fact that USAID has suspended its economic assistance to Togo, no other training activities were organized during the reporting period.

NARRATIVE FOR CURRENT SEMI ANNUAL PERIOD (APRIL 1, 1993 - SEPTEMBER 30, 1993)

There were practically no training activities during the reporting period apart from the training/electoral assistance given by IFES as reported above relating to the presidential election held on August 25 1993.

D. IMPORTANT PROBLEMS AND ISSUES

The main problem encountered during the reporting period was the political situation in the country as reported in the last PIR of April 1, 1991 - March 31, 1993. The suspension of USAID economic assistance to Togo prevented us from doing training activities which we were expecting to do, hoping that the situation would improve to allow the suspension to be lifted.

E. MAJOR ACTIONS FOR THE NEXT TWELVE MONTHS (10/1/93 - 09/30/94)

| ACTIONS | ACTION AGENT | TIME FRAME |
|---|--------------|------------|
| 1. Initiate Close-out procedures notification of termination of GOT activities. | REDSO | Dec.93 |
| 2. Close-out grants under HRDA | REDSO | Dec.1993 |
| 3. Assist with inventory and disposition/transfer of project materials, and transfer of residual project management responsibility. | REDSO | March 1994 |
| 4. Preparation of final project and deobligation of unspent project balances. | REDSO | March 1994 |

EOPS AND OUTPUTS PROGRESS TABLE: APRIL 1, 1993 - SEPTEMBER 30, 1993

PROJECT NAME AND NUMBER: Human Resources Development Assistance (HRDA)
698-0463.93

V. PROGRESS TOWARDS EOPS

| PLANNED EOPS (LOGFRAME EOPS) | PROGRESS TO DATE |
|---|------------------|
| 1. Training institutions strengthen training in scientific, technical and planning capacities (University Professors) | |
| 2. Share of women among USAID participants increases to 35 percent | 40% |
| 3. Share of project participants for private sector training is 50% | 60% |

VI. MAJOR OUTPUTS

| LOGFRAME OUTPUTS | INDICATORS/ PLANNED LOP | | CUM. THRU 9/30/93 | CURRENT PERIOD 4/01/93- 9/30/93 | TOTAL CUMUL. | PERCENTAGE OF LOP |
|--|----------------------------|---------|----------------------|--|-----------------|----------------------|
| | ORIGINAL | REVISED | | | | |
| 1. U.S. Short Term Training (No. people trained) | 30 | | 27 | 0 | 27 | 90 |
| 2. Third Country Long Term (" " ") | 15 | | 4 | 0 | 4 | 27 |
| 3. Third Country Short Term (" " ") | 50 | | 41 | 0 | 41 | 82 |
| 4. In-country (Seminar - " " ") | 350 | | 668 | 0 | 668 | 191 |

Number of Participants by Sector

| | | |
|----------------|-----|-----|
| Private Sector | 444 | 60% |
| Public Sector | 222 | 30% |
| Parastatal | 74 | 10% |

Number of Participants by Gender

| | | |
|--------|-----|-----|
| Male | 444 | 60% |
| Female | 296 | 40% |

ATLAS PROJECT IMPLEMENTATION REPORT
APRIL 1, 1993 - SEPTEMBER 30, 1993

I. BACKGROUND DATA

A. ADMINISTRATIVE DATA

PROJECT TITLE : African Training for Leadership and Advanced Skills
(ATLAS)
PROJECT NUMBER : 698-0475 (Regional Project)
RELEVANT STRATEGIC OBJECTIVE : N/A
DATE OF AUTH : ORIGINAL 07/23/90 LAST AMENDMENT / /
DATE OF OBLIG : ORIGINAL 02/21/90 LAST AMENDMENT 09/25/92
PACD : ORIGINAL 05/31/2006 AMENDED / /

IMPLEMENTING AGENCIES : African-American Institute (AAI)
MAJOR CONTRACTORS (GRANTEES)/AMOUNTS : AAI
USAID PROJECT OFFICER : John Grant/Hyacinthe Sodji
HOST COUNTRY COUNTERPART : Ministry of Plan
PROJECT CONTRACT OFFICER (REDSO) : USAID/W
STATUS OF CPS/COVENANTS : All met

DATE OF LAST EVALUATION : N/A
NEXT EVALUATION : 04/94
DATE OF LAST AUDIT : N/A
NEXT AUDIT : N/A
DATE OF LAST SITE VISIT : N/A
DATE LAST CONTRACTOR REPORT RECEIVED : N/A (This project is managed by USAID/W)
DATE NEXT CONTRACTOR REPORT DUE : N/A

B. FINANCIAL DATA (U.S. DOLLARS 000)

| | | |
|--|---------------------------------|-----------------------------|
| AUTHORIZED LOP AMT.: | ORIGINAL: 140,000* | AMENDED: |
| AMT. OBLIGATED: | 4/1/93 - 9/30/93 | : 0 |
| | CUMULATIVE | : 665 |
| AMT. COMMITTED: | 4/1/93 - 9/30/93 | : 503 |
| | CUMULATIVE | : |
| EXPENDITURES: PLANNED FOR | 4/1/93 - 9/30/93 | : To be provided by USAID/W |
| | ACTUAL FOR 4/1/93 - 9/30/93 | : |
| | CUMULATIVE | : |
| | PROJECTED FOR 10/1/93 - 3/31/94 | : 30 |
| PIPELINE: END OF CURRENT PERIOD (9/30/93) | | : 564 |
| HOST COUNTRY PLANNED LOP | | : N/A |
| CONTRIBUTION: ACTUAL TO DATE | | : N/A |
| PERCENT LOP TIME PERIOD ELAPSED | | : 21.87% |
| PERCENT OF TOTAL AUTH. OBLIG (AFR/ONI/TPPI) | | : U S A I D / W |
| PERCENT OF TOTAL OBLIG. EXP (AFR/ONI/TPPI) | | : U S A I D / W |
| PERCENT OF TOTAL AUTH. EXP | | : USAID/W (AFR/ONI/TPPI) |

* Total amount authorized for regional project

II. PROJECT PURPOSE

To strengthen leadership and technical abilities and enhance professional performance of individuals serving in African public and private sector entities.

III. SUMMARY PROJECT DESCRIPTION

The ATLAS scholarship program authorizes training at the following levels:

- a) Ph.D degrees
- b) Master's degrees
- c) Bachelor's degrees

USAID/Lome funds only the first two levels i.e. Ph.D degrees and Master's degrees.

IV. PROJECT STATUS - PERFORMANCE INFORMATION

A. PROGRESS TOWARDS EOPS: (SEE TABLE)

It is difficult for USAID/Lome to assess progress towards EOPS of this regional project. Furthermore, implementation of this project in Togo was suspended in FY 1993.

B. PROJECT OUTPUTS: (SEE TABLE)

Eight Togolese have been sent to the U.S. for graduate training and five others are expected to leave Togo in the near future.

C. NARRATIVE FOR CURRENT SEMI ANNUAL PERIOD (APRIL 1, 1993 - SEPTEMBER 30, 1993)

During the reporting period, USAID/Lome received information from AAI/NY that all the six candidates selected after the ATLAS interviews of January 1993 were all accepted by the Committee of Deans of Universities. However, the file of one candidate has to be completed with a third letter of recommendation before it can be submitted to any university for placement. Meanwhile, the other five have been attending intensive English language courses at USIS/Lome in order to improve their proficiency before they leave for the United States.

Due to the political situation in the country and the suspension of USAID economic assistance to Togo, no ATLAS scholarships interviews were organized for the 1993/94 cycle. As a result, there will be no ATLAS recruitment in FY 1994.

D. IMPORTANT PROBLEMS AND ISSUES

The main problem reported in the last status report i.e. the political situation in the country remains the same. This has once again prevented us from implementing all training activities which we should have done in normal circumstances. Mission's attention was mainly focussed on the five candidates whose placement is pending. Funds are currently available from previous years OYB transfers to AAI to cover only three of them. Efforts are being made to obtain new funding from USAID/W to take care of the remaining two candidates. The issue of the future of USAID's economic assistance to Togo and the ATLAS program has not been resolved. In the likely event of USAID/Lome phase out in FY 1994, arrangements must be made to transfer management responsibility for the graduates currently in training to another office.

(Note: As this report is being finalized in October 1993, Mission has just received word from USAID/W that funding will be provided by USAID/W for the two final candidates and that the five candidates will be able to start their graduate training in FY 1994.

E. MAJOR ACTIONS FOR THE NEXT TWELVE MONTHS (10/01/93 - 09/30/94)

| ACTIONS | ACTION AGENT | TIME FRAME |
|--|-------------------------|------------|
| 1. Transfer additional funding to ATLAS | USAID/W (CCWA & AFR/DP) | Nov./Dec. |
| 2. Confirmation of placements for 5 candidates | AAI/NY | December |
| 3. Complete formalities for departure of candidates (visas, medical, pre-departure orientation etc.) | SODJI | Dec./March |
| 4. Assist with arrangements for transfer of management of ATLAS program. (Possible MOU with USIS) | REDSO | December |
| 5. Complete transfer of project materials and files. | REDSO | March 1994 |

ATLAS PROJECT IMPLEMENTATION REPORT

EOPS AND OUTPUTS PROGRESS TABLE: APRIL 1, 1993 - SEPTEMBER 30, 1993

PROJECT NAME AND NUMBER: African Training for Leadership and Advanced Skills (ATLAS) 698-0475

V. PROGRESS TOWARDS EOPS

PLANNED EOPS (LOGFRAME EOPS)

PROGRESS TO DATE

1. Strengthened programs in educational and training institutions particularly in scientific, technical and economic fields.
2. Improved and expanded performance of research institutions in carrying out research relevant to African development particularly increasing agricultural productivity and technologies.
3. Improved efficiency and equity in the provision of key services by public sector institutions.
4. Improved indigenous management of African economies.
5. Improved indigenous management of financial sector institutions and private enterprise.
6. Increased participation of women in leadership and non-traditional roles in the economy.

According to progress reports received from AAI, all ATLAS fellows are performing well, although none have completed their programs to date. We anticipate that they will all successfully complete their studies and return to Togo based on our past experiences with AFGRAD fellows.

VI. MAJOR OUTPUTS

| LOGFRAME OUTPUTS | INDICATORS/ PLANNED LOP | | CUM. THRU 9/30/93 | PERIOD 4/01/93- 9/30/93 | CURRENT CUMUL. | TOTAL LOP | PERCENTAGE OF |
|----------------------------|----------------------------|---------|----------------------|-------------------------------|-------------------|--------------|---------------|
| | ORIGINAL | REVISED | | | | | |
| 1. U.S. Long Term Training | | | 8 | 0 | | 8* | |

* = 1 Woman and 7 Men

CRS PROGRAM IMPLEMENTATION REPORT
APRIL 1, 1993 - SEPTEMBER 30, 1993

I. BACKGROUND DATA

A. ADMINISTRATIVE DATA

PROJECT TITLE : CRS PL 480 Title II Food Distribution Program
 USAID PROJECT OFFICER : Koffi Agbekou
 IMPLEMENTING AGENCY : Catholic Relief Services

IMPLEMENTING AGENCY CONTACT PERSON : Bill Rastetter, Country Representative
 RESPONSIBLE GOVT MINISTRIES : Ministère du Bien-Etre Social et des
 Droits de l'Homme

PERIOD OF CURRENT MYOP : FY 93-95
 DATE APPROVED : June 1992

DATE OF LAST EVALUATION : November 1990
 NEXT EVALUATION :
 DATE OF LAST AUDIT : November 1990
 NEXT AUDIT :
 DATE OF LAST SITE VISIT : September 1993
 DATE LAST REPORT RECEIVED : December 1992 (annual report)
 DATE NEXT REPORT DUE : December 1993 (annual report)

B. FINANCIAL DATA (U.S. DOLLARS '000)

TOTAL PROGRAM AMOUNT FOR FY93 :
 VALUE OF TITLE II FOOD : 3,683
 OCEAN FREIGHT : 1,091
 MONETIZATION : 420
 BALANCE BROUGHT FORWARD : 380
 REVENUE THIS PERIOD : 36
 EXPENDITURES THIS PERIOD : 221
 BALANCE AVAILABLE AS OF 9/30/93 : 195
 MONETIZATION PLANNED FOR NEXT 6 MONTHS: 3,000 MT
 OFDA EMERGENCY GRANT : 25

TOTAL TONNAGE AUTHORIZED BY COMMODITY (METRIC TONS):
 BULGUR : 2,838
 WSB : 2,723
 SOYBEAN OIL : 1,369
 WHEAT : 3,000

TOTAL CALL FORWARD AMOUNT AND DATE BY COMMODITY (METRIC TONS):

| | 1ST QUARTER* | | 2ND QUARTER** | | 3RD QUARTER | | 4TH QUARTER | |
|-------------|--------------|------|---------------|------|-------------|----------|-------------|--------|
| | AMT | DATE | AMT | DATE | AMT | DATE | AMT | DATE |
| BULGUR | -0- | | -0- | | 740 | 12/28/92 | 416 | 4/2/93 |
| WSB | -0- | | -0- | | 844 | 12/28/92 | 417 | 4/2/93 |
| SOYBEAN OIL | -0- | | -0- | | 385 | 12/28/92 | 167 | 4/2/93 |

AMOUNT IN STOCK BY COMMODITY (METRIC TONS):

| | QUANTITY IN STOCK | 3/31/93 | QUANTITY RECEIVED 4/1/93-9/30/93 | AMT USED TO DATE | TOTAL ON HAND 9/30/93 |
|-------------|----------------------|---------|-------------------------------------|---------------------|--------------------------------|
| BULGUR | 528 | | 739 | 418 | 821 |
| WSB | 240 | | 837 | 337 | 709 |
| SOYBEAN OIL | 243 | | 547 | 140 | 646 |

* Diverted to CRS/GH; ** Cancelled

II. PROJECT PURPOSE (OBJECTIVES AS PER MYOP)

To improve the nutrition and health status of the three targeted groups (mothers and their children, school children and disadvantaged) through the provision of a food supplement, education, and development activities.

III. SUMMARY PROGRAM DESCRIPTION

This program consists of three components:

1. Maternal and child health (85% of program): The objective is to reduce malnutrition among enrolled children in 83 MCH centers throughout Togo. The program target 93,500 mothers and children. It provide an education program to improve child and maternal care practices and distribution of 10 kg food ration per month per family.
2. School Feeding (10% of program): The objective is to increase the enrollment and attendance of students at 72 rural primary schools. 14,000 school children are enrolled and the program provides 7 kg of food per children per month in two nutritious meals a day.
3. Humanitarian Assistance (5% of program): The objective is to provide short-term assistance to poor, handicapped, orphans, and victims of natural disasters. This program gives food assistance to 6,000 beneficiaries.

Because of the general nationwide strike from November 1992 through June 1993, the maternal child health and school feeding activities were suspended. CRS/Togo received approval from USAID to implement an emergency food distribution program since then. The objective of this program was to provide a one-time food ration to the most vulnerable population throughout Togo. CRS/Togo worked with the local Catholic Church in identifying the most vulnerable population.

IV. PROJECT STATUS - PERFORMANCE INFORMATION

A. PROGRESS TOWARDS MYOP OBJECTIVES:

None

B. OVERALL PROJECT STATUS:

Because of the nationwide general strike in the period, no progress was made on the current MYOP objectives in the maternal child health or school feeding program. However, CRS/Togo distributed USG food commodities under an emergency distribution program focused at the most vulnerable population. In total, 1,524 MT of USG food and 500 MT of local food commodities were distributed to approximately 74,000 families.

NARRATIVE FOR CURRENT SEMI ANNUAL PERIOD (APRIL 1 - SEPTEMBER 30, 1993)

The Togolese socio-political crisis paralyzed activities in public and private sectors through the end of general strike in June and economic activities have only picked up slowly in the months since. The fall in the purchasing power created a shortage of food stocks in homes of the poorest segment of society. To relieve the distress of the very poor families, a vast operation of emergency food distribution was organized by CRS/Togo and OCDI in the four dioceses of Togo with the assistance of a \$25,000 emergency food from OFDA. The operation had four phases during which a total quantity of 1,524.054 MT USG food and 5,000 bags of local food was distributed in 100 parishes.

Phase I (Feb.15 - Mar.15): Phase I of the project covered nineteen parishes in Lome, two hospitals, and one confessional hospital (Afagnan). In all, 729,922 MT of food (Bulgur, WSB, Vegetable oil) were distributed during this phase to 31,830 families.

Phase II (Mar. 30 - May 30): Phase II concerned sixteen parishes of the diocese of Atakpame and sixteen parishes of the South-Eastern and central parts of the Lome Archdiocese. Respectively, 297,432 and 378,177 MT of food were distributed to 12,668 families.

Phase III (Jun. 30 - Aug. 30): Phase III covered twelve parishes of the diocese of Dapaong and the twenty four parishes of the diocese of Sokode. Respectively, 2100 bags of corn/sorghum and 2800 bags of corn were distributed to 7,000 and 10,000 families.

Phase IV (Aug. 1 - Sept. 15): Phase IV took place in the thirteen parishes in Kloto (archdiocese of Lome) 118,503 MT of USG food and 100 bags of corn were distributed to 5,000 families.

C. IMPORTANT PROBLEMS AND ISSUES:

1. The political situation posed a particular challenge to CRS and the Title I program. Through the end of the general strike, the school feeding and food distribution program through the Ministry of Social Affairs remains suspended. With the suspension of USAID assistance to the GOT and likely phaseout of USAID office, it is unlikely that the CRS program with the GOT can resume. As a result, CRS and USAID must work together to explore options for carrying out the food assistance program through the private OCDI network. USAID/Lome must also identify mechanisms for providing a management oversight after the USAID office closes.
2. An amended MYOP and a new AER will be submitted after a more detailed assessment involving REDSO and CRS Baltimore staff.
3. USAID and CRS will have to negotiate the new private sector orientation of the program with the GOT.
4. Within the framework of program reorientation, USAID would like to restrict focus to maternal and child health humanitarian assistance while CRS would like to also include School Feeding. A mutual understanding between CRS and USAID on this issue must be reached.
5. CRS's new country agreement with the GOT is still pending as well as important issues regarding CRS headquarter agreement such as exemption of duties.
6. An important issue to examine in the next period is the extent to which USAID decides to implement the recommendations of the NGO assessment to channel increased TCSP resources through CRS to strengthen OCDI activities.

D. MAJOR ACTIONS FOR THE NEXT TWELVE MONTHS
(10/1/93 - 9/30/94)

| ACTIONS | ACTION AGENT | TIME FRAME |
|--|-----------------|----------------|
| 1. USAID/CRS/GOT initial consultation on the future of Title II program | USAID/CRS | October 93 |
| 2. CRS & USAID/Lome consultation with CRS/Baltimore on rechannelling of Title II assistance through OCDI | CRS | October 1993 |
| 3. CRS strengthening grant team to plan details of a new title II program through OCDI and initiate work on revised MYOP and a new AER | CRS-Balt/CRS-T | November 1993 |
| 4. Submit final report on OFDA Emergency Food Program | CRS | November 1993 |
| 5. Submit the annual report for FY 93 | CRS | December 1993 |
| 6. Finalization and review of amended MYOP and new AER | CRS/USAID/REDSO | Dec.1-10, 1993 |
| 7. Submit amended MYOP and new AER | CRS/USAID/REDSO | Dec. 15, 1993 |

- | | | | |
|-----|---|-----------------|-----------------|
| 8. | Plan for transfer of USAID management/oversight of CRS program to another USAID office | CRS/USAID/REDSO | March, 1994 |
| 9. | Complete negotiation of new CRS country agreement with the GOT and resolution of related issues (tax free status) | CRS-T/GOT | Jan.-Feb., 1994 |
| 10. | Initiate the Reoriented Title II Food Distribution Program through the OCDI network | USAID/CRS | Jan.-Feb., 1994 |
| 11. | Complete Management transferred from USAID/Lome | USAID | May, 1994 |

MYOP PROGRESS TABLE: APRIL 1, 1993 - SEPTEMBER 30, 1993

PROJECT NAME AND IMPLEMENTING AGENCY:

PROGRESS TOWARDS MYOP OBJECTIVES:

GOAL #: 1, Ensure phaseover of major program responsibilities to CRS/Togo's three local counterparts

PRINCIPAL OBJECTIVES

BENCHMARK
INDICATORS

PROGRESS
10/01/92 - 3/31/93

| | | |
|--|---|---|
| 1. A new country agreement is negotiated and signed with the Ministry of Foreign affairs by November 1992 | Relevant documents are drafted, translated & approved by CRS/HQ by Oct 1, 1992 | Done |
| | Country agreement negotiated & signed by CRS Togo and the Ministry of Foreign Aff. by Nov. 1992 | Suspended due to strike and issues with new GOT regulations |
| 2. A protocol of cooperation is negotiated and signed with each of the three local counterparts by June 1993 | Preliminary concertation completed by Oct. 1992 | Postponed pending signature of new country agreement |
| | Relevant legal draft documents translated by CRS/TC and approved by CRS/HQ by March 93. | |
| | Separate formal agreements are negotiated and signed with each counterpart by June 1993. | |

PRINCIPAL OBJECTIVES

BENCHMARK
INDICATORSPROGRESS
10/01/92 - 3/31/93

| | | |
|--|--|--|
| 3. A framework for a shared responsibility for financial/ commodity management and accountability is developed and implemented by Sept. 1994 | Central, Reg. and field offices receive the copies by May 1993. | Postponed pending signature of new country agreement |
| | Task force formed by May 1993. | Formed |
| | Regional workshops on Regulation 11 are completed by June 1993. | Postponed pending signature of new country agreement |
| | Internal Regulations and procedures are written and approved by CRS and each of the three counterparts by August 1993. | Postponed pending signature of new country agreement |
| | Regional workshops on Internal Regulations and procedures completed Sept. 1993. | Postponed pending signature of new country agreement |
| | Major points of the new internal regulations and procedures are complied with by each party involved by Sept. 1994. | |
| 4. Each local counterpart has the internal capacity to prepare MYOP updated by Sept 1994. | Workshops are completed by June 1993. | Postponed pending signature of new country agreement |
| | Each local counterpart submits a draft FY-95 MYOP updated by Oct. 1993. | Postponed pending signature of new country agreement |

PRINCIPAL OBJECTIVES

5. Ensure program oversight each fiscal year over the planned period

BENCHMARK INDICATORS

PROGRESS
10/01/92 - 3/31/93

Each local counterpart submits a semi-annual Progress Report to CRS/TG by April 15 and Oct. 15 every year.

Currently submit annual reports

CRS/TG submits an Annual Progress Report USAID by December 31st each year.

Done

An A-133 Audit is completed in FY 93 and in FY 95 by the agreed upon deadlines.

Postponed to FY94

An Internal Review is completed by Nov. 93

Response to Audit findings are prepared and submitted by the agreed upon deadlines.

Done for 1990 audit

The phase over program evaluation is completed and draft report submitted by Oct. 1994.

GOAL #: 2, Assist the Ministry of Social Welfare and National Solidarity improve the effectiveness of its health and nutrition education program 46

PRINCIPAL OBJECTIVES

BENCHMARK INDICATORS

PROGRESS
10/01/92 - 3/31/93

1. The simultaneous weighing and counseling is practiced in all nutrition centers by Sept. 1993

Names of new Agents are systematically collected from the Regional Offices by CRS/TG by Jan. 1993

Overall this objective has been reached in 95% of all collaborating centers

Agents showing weaknesses in organization are tracked down through the supervision system by May 1993.

A training plan is jointly elaborated and carried out by June 1993.

Implementation is evaluated by Sept. 1993 by the Min. of Social Welfare & CRS/TG.

2. The individual counseling is fully institutionalized by Sept, 1993

The performance sheet is filled out and feedback given by regional supervisors to agents during monitoring by May 1993.

Progress had begun before general strike which effectively ceased operations in all CNI

All agents provide individual counseling by Sept. 1993.

PRINCIPAL OBJECTIVES

BENCHMARK
INDICATORS

PROGRESS
10/01/92 - 3/31/93

3. A home visit strategy to cover at least 25% of at-risk children is developed and implemented by November 1994

The list of at risk children is set up

With advent of strike, only progress reached was to remind CNI of the need through a administrative notice

The training consultant is identified by CRS/TG by Feb. 93

20 Agents and 30 mothers are trained by March 1993

The intervention strategy is developed and tested by August 1993 by S.W. & CRS/TG.

Percentage of at risk children covered assessed by 1994 by S.W. & CRS/TG.

4. By May 1994, at least 75% of the staff is capable of collecting relevant and accurate information on children and clearly communicating it to mothers

The up-dated data collection system is in place by Oct. 1992

No progress to date towards this objective

Visual aids are designed by May 1993 to help communicate data to rural mothers.

Center Staff is trained in data interpretation by May 1993.

75% of agents who collect accurate information and who communicate them to mothers by May 1994.

PRINCIPAL OBJECTIVES

BENCHMARK
INDICATORS

PROGRESS
10/01/92 - 3/31/93

5. A transportation plan is developed and implemented in the five administrative regions by November 1994

Need assessment done by May, 1993

No progress to date

Transportation plan approved by July 1993.

Two vehicles are delivered to two Regions by Sept. 1993.

Maintenance, fuel and insurance for vehicles are covered by the recipient contributions.

The management of vehicles is evaluated by Sept. 1993

6. A new targeting strategy is developed and tested by Sept. 1994

Consensus is achieved on the proposed strategy by Oct. 1993.

Proposal made for definition of at risk children

Study sample is selected by December 1993.

Awareness Campaign is completed by March 1994.

Feasibility study is completed by Sept. 1994

GOAL #: 3, Assist the Ministry of Education increase the effectiveness of the school lunch program

| PRINCIPAL OBJECTIVES | BENCHMARK INDICATORS | PROGRESS 10/01/92 - 3/31/93 |
|---|---|---|
| 1. All appointed Ministry staff is exposed to program's Regulation and procedure by Sept 1993 | Each relevant office has the texts by March 1993. Two workshops for school Directors, Deputies, Inspectors and Counselors are completed by Sept. 93 All staff members involved in the School Lunch Program are aware of and comply with major management requirements by Sept. 1993 | Appropriate staff identified |
| 2. 55% participating schools assure two meals per day to enrolled children by Sept. 1993 | The list of default schools is established by Oct. 1992. Constraints are identified by Dec. 1992. Solutions are tested by April 1993. Solutions are evaluated by June 1993. Percentage of schools providing 2 meals per day is assessed by Sept. 1993. | Overall progress towards this objective - over 90% of schools providing two meals per day |

PRINCIPAL OBJECTIVES

BENCHMARK
INDICATORS

PROGRESS
10/01/92 - 3/31/93

| | | |
|--|---|--|
| 3. The frequency of the monitoring visit is increased from an average of one to four a year, by Oct. 1994. | Training of counselors is completed by Feb. 1993. The mapping is completed and schools are categorized by March 1993. Monitoring plan completed and implemented by Sept. 94 Evaluation of results completed by Sept. 1994. 4 visits to schools per year by Oct. 94 | Done and 10.000.000 CFA set aside No construction due to general strike |
| 4. Ensure that all participating schools have a water source or a plan to install one by Sept. 1995 | List of schools and estimates submitted for approval by March 1993. Contracts between beneficiaries and CRS signed by Feb. 1994. Construction plan and human resources. identified and mobilized by Sept. 1994. Progress report submitted by March 1995 Evaluation completed by Sept. 1995 | |

PRINCIPAL OBJECTIVES

BENCHMARK
INDICATORS

PROGRESS
10/01/92 - 3/31/93

5. A strategy for increased community participation in program management is developed and implemented by Sept. 1994

Candidates for the study tour identified by March 93 by DEPD

Postponed due to strike

Arrangements with the BF program are made by April 1993 by CRS/TG.

Visit reports are submitted by and discussed with DEPD by Sept. 1993.

Education counselors organize at least two meetings with parents committees per year.

Proceeds from campaigns invested into the School Feeding Program.

Goal #4: Strengthen the intervention capacity of the local Church to deliver humanitarian assistance to needy people.

PRINCIPAL OBJECTIVES

BENCHMARK
INDICATORS

PROGRESS
10/01/92 - 3/31/93

1. Assure that OCDI manages the distribution of the current level of humanitarian aid by Sept. 1993

Agreement reached on the transfer of responsibility by Jan. 1993.

Original plan Postponed pending resolution 1A
However, OCDI is CRS's partner for emergency distributions and as such has received training

Distribution list update submitted to CRS by March 1993.

Distribution report submitted to CRS by Sept. 1993

OIC PROGRAM IMPLEMENTATION REPORT
APRIL 1, 1993 - SEPTEMBER 30, 1993

I. BACKGROUND DATA

A. ADMINISTRATIVE DATA

PROJECT TITLE : Opportunities Industrialization
Center (OIC) PL 480 Title II
Training Center
USAID PROJECT OFFICER : Sarah C. Clark/Sam K. Attiogbe
IMPLEMENTING AGENCY : OICI, Inc. / OIC-Togo
IMPLEMENTING AGENCY CONTACT PERSON : Ronald W. Howard,
Kossi K. Wolédji, OIC-Togo
RESPONSIBLE GOVT MINISTRY : Ministry of Rural development
PERIOD OF CURRENT MYOP : FY 1991 - 1993
DATE APPROVED : March 1990
DATE OF LAST EVALUATION : August 1988
NEXT EVALUATION : Nov/Dec 1993
DATE OF LAST AUDIT : Oct 1992 [Internal]; Sept 1989 [RIG]
NEXT AUDIT : Feb 1994
DATE OF LAST SITE VISIT : Aug 1993
DATE LAST REPORT RECEIVED : Oct 1993
DATE NEXT REPORT DUE : Dec 1993

B. FINANCIAL DATA (U.S. DOLLARS 000 / FCFA 000)

TOTAL PROGRAM AMOUNT FOR FY93 : \$430
VALUE OF TITLE II FOOD : \$80
OCEAN FREIGHT : N/A
MONETIZATION : \$350.0 (FCFA 94 500)
BALANCE BROUGHT FORWARD : \$23.7 (FCFA 6 387)
REVENUE THIS PERIOD : \$372.6 (FCFA 101)
EXPENDITURES THIS PERIOD : \$25.5 (FCFA 6 877)
BALANCE AVAILABLE AS OF 9/30/93 : \$1.4 (FCFA 378)
MONETIZ. PLANNED FOR FY93 : \$228.7 (FCFA 61 763)
(1 480 mt)

TOTAL TONNAGE AUTHORIZED BY COMMODITY (METRIC TONS)
SOYBEAN OIL : 8
SFCM : 21C
WHEAT : 2,076

TOTAL CALL FORWARD AMOUNT AND DATE BY COMMODITY (METRIC TONS)

| | FY 93 | |
|-------------|-------|----------|
| | AMT | DATE |
| SOYBEAN OIL | 8 | 11/20/93 |
| SFCM | 210 | 11/20/93 |
| WHEAT | 2,076 | 10/30/93 |

AMOUNT IN STOCK BY COMMODITY (METRIC TONS):

| | QUANTITY IN STOCK 3/31/93 | QUANTITY RECEIVED 4/1/93-9/30/93 | AMT USED TO DATE | TOTAL ON HAND 9/30/93 |
|------------------|---------------------------------|--|---------------------|-----------------------------|
| SOYBEAN OIL NONE | NONE | NONE | NONE | NONE |
| SFCM NONE | NONE | NONE | NONE | NONE |
| WHEAT NONE | NONE | NONE | NONE | NONE |

II. PROJECT PURPOSE (OBJECTIVES AS PER MYOP)

The purpose of OIC-Togo is to improve the standards of living of rural inhabitants through agricultural training, trainees settlement, employment generation, and services to the farming community throughout the togolese territory.

III. SUMMARY PROGRAM DESCRIPTION

OIC-Togo executes each FY the following four specific training activities:

- (i) Young Farmers Training (YFT) which provides about 70 young togolese rural school drop-outs per cycle a training in appropriate technology for food crop production and animal husbandry. Each training cycle lasts ten months. Gender breakdown per cycle averages to at least 36% of women.
- (ii) Young Women Program (YWP) designed to train up to 80 rural women per cycle in rabbit and poultry rearing, and vegetable growing. The initial curriculum was recently revised to incorporate basics of timely family planning and public health issues and topics such as contraception and AIDS. Two training cycles of three months each are held per FY.
- (iii) Special Training in Animal Husbandry (STAH) which avails 60 togolese young farmers with practical training in livestock and poultry production in rural areas. A training cycle of three months is conducted per FY.
- (iv) Seminars for former graduates are conducted each FY to keep them abreast of new developments in appropriate farming and animal husbandry techniques and issues. About 200 former graduates benefit each FY from the seminars which include technical assistance and follow-up visits to resettled trainees.

In sum, OIC-Togo provides each FY diversified cropping and animal rearing training, and continued education opportunities to about 500 underprivileged rural young togolese school drop-outs with women accounting for more than 60%. The OIC-Togo training center is a unique last resort to hope in the sense that no alternative similar training structures currently exist in Togo. The center was established in 1974 with USAID funding and been since almost exclusively financed through various USAID funding schemes.

In addition to the training activities, OIC-Togo developed a production component with cropping and animal rearing activities specifically designed to generate income to gradually reduce dependence on external funding and increase financial sustainability. Proceeds from these activities help defray about 20% of the center's operating expenses per FY.

IV. PROJECT STATUS - PERFORMANCE INFORMATION

A. PROGRESS TOWARDS MYOP OBJECTIVES:

The training program of OIC-Togo was halted from mid-November 1992 through June 1993 by socio-political disturbances and a resultant nine-month long general strike. Further, FY93 funding was delayed as the monetization wheat shipment underway when the strike started had to be diverted another final destination. Nevertheless, owing to an interim grant conceded by USAID/Lome, OIC-Togo resumed training activities in June.

B. OVERALL PROJECT STATUS:

Activities during the reporting period may be classified into two major categories as follows. First, it became necessary to determine whether planned training activities for FY93 could still be properly carried out under the socio-political crisis which prevailed, and whether another call forward was at all warranted to ensure that OIC-Togo receive adequate funding and food for FY93. Further, the mission needed more information to fully analyze, appraise, and make recommendations about (i) a request for a year extension of the current

MYOP (FYs 1991-1993) through FY94, and (ii) a funding proposal via an endowment which suggested allotting annually to OIC-Togo over three consecutive years three-fold of past average annual monetization wheat level. For these matters, REDSO/WCA/RFFPO, USAID/Lome Supervisory Program Officer and staff visited the OIC-Togo training center during the second week of May. They were impressed by the extent of USAID-funded infrastructure and equipment in place and their upkeep (see 93 Lome 02448), and by the motivation of the whole staff which managed to keep low profile and remained available and in touch with the center despite the general strike. Most trainees whose training was interrupted and completion of which was pending managed also to remain within the center's reach. Subsequent to the visit, some guidance was laid down in 93 Lome 02448. It was then decided that rather than submitting a new follow-on MYOP for another 3-year period requesting a year extension of the current ending MYOP through FY94 was more appropriate and recommendable under the togolese crisis situation. The commodity levels were to remain about the same as in FY 94 but subject to adjustments to eventual FY93 carryover stocks. The initial program goal, objectives, and activities remain unchanged. Further, the proposed FY94 Title II Program was to include a use of Section 202 (E) funds to finance (i) training, technical assistance, hiring of part-time program manager, and the like to improve and strengthen the Title II Program administration, management oversight and monitoring, (ii) an overall OIC-Togo program evaluation and impact assessment to provide basis for the submission of a new follow-on MYOP and to determine appropriateness and potential effectiveness of future planned activities including the proposed endowment, and (iii) an independent audit to identify any weakness in financial and program accountability systems. USAID/Lome, with WAAC and RFFPO assistance, was to review adequacy of OIC-Togo's financial and management systems and recommend appropriate changes and budget implications to permit the mission's accountability systems certification anew.

Second, subsequent to the visit to OIC-Togo's training center in May, it was determined that conditions which prevailed warranted resumption of training activities. Previous OIC-Togo's funding balances were thoroughly depleted, and newly placed call forward will not arrive before 5 to 6 months. Various contacts with OIC-Togo management clearly revealed that availability of fresh cash constituted a significant and decisive bottleneck to training activities resumption initiatives. It became obvious that despite the upkeep of the center's infrastructure and equipment, the motivation and availability of staff and trainees, no training activities are likely to be undertaken prior to arrival of the unique yearly call forward i.e. activities would not be recommenced during the remainder of FY93. USAID/Lome was concerned and deemed it worthwhile to help salvage whatever was still feasible out planned activities for FY93 for the benefit of the victimized trainees most of which are from underprivileged rural social strata, e.g. at least completion of interrupted training cycles. Hence, intense activities were undertaken by the mission to secure interim funding for the center, and to ensure that a replacement call forward is swiftly placed.

Undoubtedly, major accomplishments of the mission during the reporting period featured a bridging or interim grant accorded to the center. The grant which amounted to \$49 700 permitted full resumption of training activities and synergistically spurred commencement of other center's activities. The grant restored hope to 342 trainees including 165 women (48%) who finally completed their training after several months of interruption. Graduation ceremonies provide a justified opportunity for the USAID Representative and mission' staff to tour the center's facilities together with some high level officials from the Togolese Ministry of Rural Development and some local Togolese Government and community representatives.

REDSO/WCA's Financial Analyst visited OIC-Togo training center in September and started examination of financial and accounting management systems in place. Complementary examination is planned to complete the work that will lead to the mission re-certification of OIC-Togo's accountability systems.

About the remaining important problems and issues listed for the past reporting period, it is noteworthy that OIC-Togo may still preemptively look for more secure banking institutions somewhere else even though local banks re-opened. OIC-Togo training program fixed costs, funding extension through FY94 and beyond, and financial self-sustainability remain valid problems and issues and are therefore presented anew in section C below.

C. IMPORTANT PROBLEMS AND ISSUES:

Evolution of the socio-political crisis situation caused suspension of USG development assistance but humanitarian aid to Togo, gradual USAID representation and program phase-down with a plausible no permanent local presence option within a foreseeable future. Future project status is closely linked to these evolutions/events. What near future events may reserve for the funding of the OIC-Togo's farmer training through Title II commodity monetization and FFP/FFW assistance in-kind may not be to the advantage of the underprivileged and hopeless grassroots women and men who are the primary beneficiaries. Meanwhile, the following may be indicated as current important problems and issues.

1. OIC-Togo local NGO/PVO registration renewal. To be eligible for direct USAID funding OIC-Togo must be duly registered as an approved local NGO/PVO. OIC-Togo having been accorded a direct funding for resumption of its farmer training activities, steps need to be taken without delay to renew its expired registration.
2. Accountability systems certification. The Title II program being granted to OICI on behalf of its local affiliate OIC-Togo, program audit and evaluation are incumbent on USAID/W. For need of the mission's re-certification of OIC-Togo's accountability systems, REDSO/WCA/FAN will assist by completing the review of OIC-Togo's financial and accounting system.
3. Revision of FY94 AER taking into account eventual FY93 carryover stocks. The replacement call forward did neither arrive before the FY94 AER submission nor before the end of this reporting period. However, initially approved FY93 levels were adjusted before the replacement call forward (93 Lome 2448 and 2484). It is therefore highly unlikely that any substantial carryover stocks turned out.
4. FY93 fixed costs. OIC-Togo's training center incurred fixed costs during FY93 just like during any other past FY as these costs do not depend on implementation of activities. They include inter alia salary of the training staff, infrastructure and equipment upkeep and insurance. Idleness of infrastructure and equipment during FY93 may even have contributed additional upkeep i.e. specific addition to the otherwise normal fixed costs level. Actually, this complements the above discussion on the level of carryover stocks to expect due to training activities interruption during most of the FY93.
5. Program evaluation and assessment. It was recommended that OIC-Togo training program impact be reviewed late FY93 or early FY94, and that resultant findings and recommendations serve as basis for decisions regarding an eventual new follow-on MYOP for funding beyond FY94. The review was to address program impact and sustainability issues including the proposal of endowment fund creation as well as planned Title II program phase-out after FY97. The preceding version of the issue is probably now outdated and irrelevant as funding beyond FY94 is currently uncertain. The mission is steadily moving toward a no local permanent USAID representation and no USAID assistance but in population and public health through NGOs/PVOs.
6. Independent audit. It was also recommended that independent audit be undertaken early FY94 to identify any weaknesses in financial and program accountability systems. Again, the current trend of events probably made this already irrelevant. However, it remains that the interim grant amount of which is more than

\$25,000 need to be audited under normal circumstances. The issue here is whether it is worthwhile going through the CN procedure to secure funding for the audit as no such line item was included to the authorized grant illustrative budget. Further, the last RIG sponsored non-federal audit was in September 1989. Perhaps, consecutive five FYs of Title II Commodity Monetization and FFP/FFW Program warrants RIG's involvement to sponsor undertaking of performance and financial audits even if no funding will be made available after FY94. From FY90 through FY94, a minimum total of \$1 500 000 worth of monetization commodity will have been granted.

7. Interim grant period extension. There is a need to extend the interim grant to permit expenditures of remaining balance mainly for follow-up field visits.

D. MAJOR ACTIONS FOR THE NEXT TWELVE MONTHS
(10/1/93 - 09/30/94)

| ACTIONS | ACTION AGENT | TIME FRAME |
|---|--------------|----------------------------|
| 1. Renew OIC-Togo's NGO/PVO registration | USAID | Dec 15 |
| 2. Revise FY94 AER | USAID | Nov 19 |
| 3. Complete OIC-Togo accountability systems review | USAID/REDSO | Dec 15 |
| 4. Re-certify OIC-Togo accountability systems | USAID | Dec 17 |
| 5. Arrange local accountant for interim grant audit funding | USAID | Nov 19 |
| 6. Approve interim grant period extension | USAID | Nov 17 |
| 7. Young Farmers Training (YFT) | OIC-Togo | Fev-Dec 94 |
| 8. Young Women Program (YWP) | OIC-Togo | Jan-Dec 94 |
| 9. Special Training in Animal Husbandry (STAH) | OIC-Togo | Jun-Sep 94 |
| 10. Seminars | OIC-Togo | Jun-Jul 94 |
| 11. Settlement of new graduates | OIC-Togo | Nov 93- Sep 94 |
| 12. FFP/FFW distribution | OIC-Togo | 12/93; 3/94; 6/94; 9/94 |
| 13. Internal income-generating activities | OIC-Togo | Nov 93 - Sep 94 |
| 14. Performance and financial audits | RIG/Dakar | Feb/Mar 94 |

OIC PROJECT IMPLEMENTATION REPORT

MYOP PROGRESS TABLE: APRIL 1, 1993 - SEPTEMBER 30, 1993

PROJECT NAME AND IMPLEMENTING AGENCY: OICI PL480 Title II Program

PROGRESS TOWARDS MYOP OBJECTIVES:

| PRINCIPAL OBJECTIVES | BENCHMARK INDICATORS (Trainees/FY) | | PROGRESS 4/01/93 - 9/30/93 (Trainees/FY) | |
|---|---------------------------------------|-------|--|-------|
| | Planned | Women | Actual | Women |
| 1. Young Farmers Training | 71 | 18 | 64 | 16 |
| 2. Young Women Program | 49 | 49 | 45 | 45 |
| 3. Special Training in Animal Husbandry | 60 | 0 | 27 | 0 |
| 4. Seminars | 200 | 80 | 202 | 103 |

USAID/LOME
DEMOCRACY/GOVERNANCE RELATED SUPPORT

| DEMOCRACY | PROPOSED DATES | ACTUAL DATES | AMOUNT | NUMBER OF PARTICI- PANTS | STATUS |
|-----------|-------------------|-----------------|--------|--------------------------------|--------|
|-----------|-------------------|-----------------|--------|--------------------------------|--------|

| | | <u>HRDA FUNDING</u> | <u>FY 1992</u> (USAID bilateral Training Project) | | | |
|--|--------------------|---------------------|--|-------------|----------|--|
| NDI Training in Abidjan | -- | | 3/14-15/92 | 3,800 | 5 | Democracy and Civic organization and election obs. completed. |
| Governance in Africa (ATLAS) Dakar | -- | | 4/21-23/92 | 7,500 | 5 | Completed. |
| Democracy Training for labor leaders | -- | | N/A | Est. 12,000 | Est. 30 | Cancelled |
| Seminar on Democracy in Togo (NDI) | Oct 16-30, 1992 | | N/A | Est.130,000 | Est. 250 | Seminar successfully com- pleted in the 5 regions. 350 participants were expected, 420 actually came. (N.B. Approx. \$25,000 remain in grant) |
| TA and Coordinator-IFES for electoral assistance follow-on proposal from | 9-12/92 | | 9-11/92 | 107,589 | N/A | Completed 12/15/92. Except for training (N.B. approx. \$33,500 remain in grant) IFES |
| TA/Training in support of Elections - IFES | 7/28-9/5 | | 7/28-9/5/93 | 115,000 | | G.A. amendment signed. Consultants arrived and completed work. PACD for this G.A. is January 1994. |
| TA/Training in support | | | 12/12-1/30/94 | | | Work restated under previous IFES grant for legislative elections. |

USAID/LOME
DEMOCRACY/GOVERNANCE RELATED SUPPORT

| DEMOCRACY | PROPOSED DATES | ACTUAL DATES | AMOUNT | NUMBER OF PARTICI- PANTS | STATUS |
|---|-------------------|-------------------|---------|--------------------------------|---|
| <u>USIS IV PROGRAMS</u> | | | | | |
| A) Judiciary and Consti- tutional Rights - USA | 8/3-28/92 | 8/3-28/92 | 9,000 | 1 | Completed. |
| B) Pluralism and American Grass Roots Democracy - USA | 8/24-9/1/92 | 8/31-9/25 1992 | 18,000 | 2 | Completed. |
| C) U.S. Legal System | 8/3-28/92 | N/A | 41,600 | 3 | Completed. |
| <u>116E HUMAN RIGHTS FUNDING</u> | | | | | |
| HCR: To fund special activities of the National Conference. | N/A | 09/20/91 | 100,000 | N/A | Grant Agreement signed. Funds released. |
| CNDH: Funding of human rights activities | | 09/23/91 | 10,000 | N/A | Grant Agreement signed and funds released. |
| GERDDES: Training Program on Election observation conducted with NDI. | 7/17-19/92 | 7/17-19/92 | 25,000 | 130 | Successfully completed. |
| Journalism workshop Lome. | -- | 4/13-17/92 | 10,300 | 30 | Organized by USIS. Successfully completed. |
| Translation of Togolese constitution into two national languages (Ewe, Kabye). | N/A | 9/18/92 | 10,800 | | Successfully completed. |

USAID/LOME
DEMOCRACY/GOVERNANCE RELATED SUPPORT

| DEMOCRACY | PROPOSED DATES | ACTUAL DATES | AMOUNT | NUMBER OF PARTICIPANTS | STATUS |
|--|-----------------|------------------|--------------|--|--|
| LDH Traditional Chiefs Seminars | TBD | In process | Est. 6,500 | Est.300 | Grant Agreement signed. Activity started. Project ended. |
| Droit et Devoir en democratie (DDD) poster project | ASAP | 9/1/92 - 9/27/92 | | N/A | Successfully completed. |
| Radio Spots, DDD | N/A | 9/1/92 - 9/27/92 | | N/A | Successfully completed. |
| | | | <u>FY 93</u> | | |
| | | <u>AREAF</u> | | | |
| NDI International Observers | 1993 | N/A | 270,000 | | Proposed for legislative and presidential rounds. Funded by ARAEF. |
| Ballot Printing | | | 100,000 | | Disapproved by ARAEF |
| GERDDES Local Observers | 1993 | N/A | | 20 regional observers 100 local observers 1000 grass-roots observers | Funded by ARAEF in principle through NDI Grant signed 9/25/92. |
| How to Vote Seminar (DDD) | TBD (3 days) | 8/93 | 8,200 | | Approved by 116E; grant signed and check ordered |

USAID/LOME
DEMOCRACY/GOVERNANCE RELATED SUPPORT

| DEMOCRACY | PROPOSED DATES | ACTUAL DATES | AMOUNT | NUMBER OF PARTICI- PANTS | STATUS |
|-----------|-------------------|-----------------|--------|--------------------------------|--------|
|-----------|-------------------|-----------------|--------|--------------------------------|--------|

116E Human Rights

| | | | | | |
|---|------|---------|--------|--|--|
| Youth Education Program (YMCA) | 3/93 | | 20,000 | | Approved in FY 93, but cancelled because of political situation. Re-submitted for FY 94. |
| Military/Gov't Relations | 4/93 | | 20,000 | | Rejected by 116E; to be under Democracy re-submitted as regional (APED) activity. |
| Mass media-TV Spots (DDD) | 1/93 | 8/93 | 10,000 | | Approved by 116E. Grant signed, check ordered and delivered. |
| Civic Education Seminars (DDD) | 2/93 | | 8,200 | | Approved by 116E Grant signed, check ordered and delivered. |
| Strengthening Human Rights Groups (FIDH) | 1/93 | | 25,000 | | Grant agreement signed, check forwarded to FIDH for LTDH. |
| Civic Education for Rural Women (Club Unesco) | 3/93 | 8-12/93 | 8,210 | | Approved by 116E. Grant Agreement signed, check ordered and delivered. Activities in progress. |
| COAS inter-church Civic Education | 8/93 | ---- | 4,500 | | Approved by 116E. Grant Agreement signed, check ordered. Activities completed. |

USAID/LOME
DEMOCRACY/GOVERNANCE RELATED SUPPORT

| DEMOCRACY | PROPOSED DATES | ACTUAL DATES | AMOUNT | NUMBER OF PARTICI- PANTS | STATUS |
|-----------|-------------------|-----------------|--------|--------------------------------|--------|
|-----------|-------------------|-----------------|--------|--------------------------------|--------|

OTHER FUNDING

| | | | | | |
|--|--------|-----------|------------------------|--|---|
| Workshop and course on Human Rights in Strasbourg (France) organized by the International Institute of Human Rights. | | 7/1-30/93 | PD&S funded \$6,000 | | The Secretary General of LTDH attended the workshop/course. He has returned and submitted a report. Successfully completed. |
| Journalism Workshops (USIS) | 2-5/93 | - | USIA Funding | | Follow-on to successful FY 92 workshop; Togo country activities included in regional programs. |
| Journalism Seminar on press in pluralistic environment | 8/9-10 | 8/9-10 | USIA Funding | | Activity completed. |
| <u>Other:</u> | | | | | |
| Photocopier Mobylette 2 typewriters | 8/93 | 8/93 | State Loan | | To support electoral operations |