

PD-ABI-257
2/16/87 87485

UNCLASSIFIED
CLASSIFICATION

EVALUATION SUMMARY (PES) - PART I

Report Control
Symbol U-447

1. PROJECT TITLE Opportunities Industrialization Center, Inc. Agricultural Extension and Training Project		2. PROJECT NUMBER 693-0225	3. MISSION/AID/W OFFICE
4. EVALUATION NUMBER (Enter the number maintained by the reporting unit e.g., Country or AID/W Administrative Code, Fiscal Year, Serial No. beginning with No. 1 each FY)			
<input checked="" type="checkbox"/> REGULAR EVALUATION <input type="checkbox"/> SPECIAL EVALUATION			

5. KEY PROJECT IMPLEMENTATION DATES			6. ESTIMATED PROJECT FUNDING	7. PERIOD COVERED BY EVALUATION	
A. First PRO-AG or Equivalent FY <u>84</u>	B. Final Obligation Expected FY <u>87</u>	C. Final Input Delivery FY <u>87</u>		From (month/Yr.) <u>October 1985</u>	To (month/Yr.) <u>November 1986</u>
			A. Total \$ <u>3,953,265</u>		
			B. U.S. \$ <u>3,236,463</u>		

B. ACTION DECISIONS APPROVED BY MISSION OR AID/W OFFICE DIRECTOR

A. List decisions or unresolved issues; cite those items needing further study. (NOTE: Mission decisions which anticipate AID/W or regional office action should specify type of document, e.g., slogan, SPAR, PIO, which will present detailed request.)	B. NAME OF OFFICER RESPONSIBLE FOR ACTION	C. DATE ACTION TO BE COMPLETED
1. Increase Board of Directors to 15 members as stipulated in Pro Ag, drawing from DRDR, MRI, the private sector, MASCOT, and religious associations, assuring representation by women.	OIC	June 1987
2. Procure U.S. ST TA in fund raising, data collection and analysis, pedagogy, extension, and curriculum development	OIC	March 1986 August 1987
3. Draft Action Plan for non-AID future financing and act on it	OIC	March - August 1987
4. Promulgate and act on Personnel Reduction Plan to reduce local staff to 25 or less by September 1, 1987.	OIC	March - Sept. 1987
5. Adhere strictly to ProAg provision for replacing unsatisfactory seconded staff expeditiously, and replace unsatisfactory persons promptly.	Togo OIC GOT Mission to support as appropriate	April 31, 1987
6. Amend ProAg to update	Mission, OIC OIC, GOT	June 15, 1987
7. Integrate women into OIC training program, both as students and staff	OIC	April 15, 1987

9. INVENTORY OF DOCUMENTS TO BE REVISED PER ABOVE DECISIONS

<input type="checkbox"/> Project Paper	<input type="checkbox"/> Implementation Plan e.g., CPI Network	<input type="checkbox"/> Other (Specify)
<input type="checkbox"/> Financial Plan	<input type="checkbox"/> PIO/T	_____
<input type="checkbox"/> Logical Framework	<input type="checkbox"/> PIO/C	<input type="checkbox"/> Other (Specify)
<input checked="" type="checkbox"/> Project Agreement	<input type="checkbox"/> PIO/P	_____

10. ALTERNATIVE DECISIONS ON FUTURE OF PROJECT

A. Continue Project Without Change

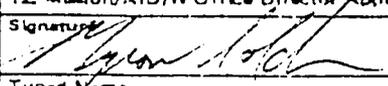
B. Change Project Design and/or
 Change Implementation Plan

C. Discontinue Project

11. PROJECT OFFICER AND HOST COUNTRY OR OTHER BANKING PARTICIPANTS AS APPROPRIATE (Name and Title)

Mr. Joseph E. Gettier, Project Officer USAID/Togo
Mr. K. Woledji, Program Director, OIC/Togo
Mr. H. Taylor-Cline, Program Advisor, OIC/Togo

12. Mission/AID/W Office Director Approval

Signature: 

Typed Name: _____

Date: _____

- | | | |
|--|-------------------|---------------|
| 8. Develop and implement comprehensive curriculum for GOT personnel, and staff courses in this program primarily with regular OIC staff | OIC | June 15, 1987 |
| 9. Add to OIC curriculum fish culture and agro-forestry | OIC | June 28, 1987 |
| 10. Agree on OIC role in training agricultural instructors; if there is to be no role, indicate in ProAg Amendment item 7 herein | OIC,GOT | June 1, 1987 |
| 11. Review compliance with A.I.D. environmental regulations of Agoto activity | Mission REDSO/WCA | July 1, 1987 |
| 12. OICI should reimburse OIC for cost of November evaluation | OICI | May 1, 1987 |
| 13. OIC/Togo should collaborate with other projects in the Notse area such as Project Tractor Sociale and SOTOPRODER for the mutual enhancement of each project's objectives | OIC/Togo | May 1, 1987 |

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EXECUTIVE SUMMARY

This November 1986, evaluation was conducted at the project's three-quarter's mark, and is a year late to be the scheduled mid-term evaluation. The evaluation team consisted of a REDSO/WCA Project Development Officer as Team Leader, OICI's Director of Evaluation, a GOT (MDR) official who also is an OIC/Togo Board Member, and an Agricultural Training Specialist and Agricultural Extension Specialist fielded by SECID. The evaluation's central concerns are the validity of project design, implementation progress vis-a-vis projected targets, cost-effectiveness, and sustainability.

The project design remains valid. Indeed, the purpose may be more valid now than at the project's inception due to the GOT concern for training unemployed, unsettled rural youth in agricultural skills and assisting their settlement on farm sites so they will remain in rural areas, and due to the World Bank effort to integrate and reorganize the Togolese agricultural extension service. These factors enhance the project's relevance to GOT priorities. Input to output and output to purpose linkages are sound and there is reason to expect the purpose will be achieved on schedule and contribute to the goal.

Among the project's three major components, OIC's farmer training is most successful, although improvement could be made in the area of data collection and analysis during follow-up visits to trainees. Regarding the second component, OIC's training of extension agents and other GOT personnel has not met with the same success. The MDR has not been sufficiently organized and cooperative to permit master curriculum planning for extension agents. Projected training of one group of agricultural instructors never took place because they judged they did not need the training (mistakenly, the team believes). Regarding the third component, progress toward the OIC program's institutionalization is satisfactory, with two exceptions. First, performance of some local staff has been unacceptable and anticipated insurmountable problems with their replacement has inhibited OIC management from trying to do so. Second, the Board of Directors, although verbalizing concern about solicitation of future financing, has failed to take effective action.

Input delivery has lagged in several areas, among them the fielding of the Technical Cooperation Team (TCT). There now is a full complement of qualified TCT personnel and project implementation has improved markedly as a result. OICI's obligations to provide independent U.S. technical assistance and U.S. participant training -- both out of headquarter's funds -- are far behind target. The GOT also is delinquent in its contributions, having given only 42 percent of the amount pledged to date. These delays and deficiencies in input delivery have not been insurmountable impediments to successful project implementation. Project management has been good and, in some cases (especially recently), exemplary.

In the past this project suffered from a high cost per trainee, or at least it had that reputation. Current per trainee costs have been calculated by training category and compared with those at the National Institute of Agricultural Training (NIAT). The calculations and comparison yielded several instructive observations. An eight month course at NIAT is more expensive than one at OIC: \$4,080 at NIAT as opposed to \$3,937 at OIC for young farmers. Arguably, NIAT should cost less because it relies on theoretical rather than practical training. In addition, OIC cost per trainee has declined \$643 since 1984. A further decrease can be expected from implementation of the new village model for young farmer training with which OIC has been experimenting.

At this juncture sustainability of the OIC program in some form and of the benefits accruing from its past activities is the highest priority of project management. Calculated on the basis of budget projections covering FY 1988 - FY 1991, the anticipated average annual budget is \$512,076, of which projected average recurrent costs are \$471,221 (92 percent). If the GOT contribution remains at its present level and revenues from the sale of the Center's agricultural produce can contribute from 16-20 percent of the required amount, a minimum of about \$187,881 will be needed annually from other sources, such as donor and additional GOT funding. Accordingly, it is imperative that Togo OIC become skilled in soliciting financial support, and that it broaden its GOT contacts so that it is selected by the government to implement young farmers' training and extension agent instruction, for both of which it could command fees. To the extent it makes a valuable contribution to GOT priority concerns such as these two, OIC will garner GOT policy and financial support for sustained operations.

The prospect for benefit sustainability is good. Trainee follow-up would be an activity of any future OIC program. The trainees also are likely to help themselves through their newly formed "alumni" association. They also are likely to win community support through some of the voluntary technical advising they are undertaking in their own villages.

Major recommendations address:

- improving fund raising capability;
- collaborating with other projects for mutual benefit;
- reducing local staff;
- replacing unsatisfactory seconded staff;
- improving extension agent training;
- improving data collection and analysis regarding former trainees.

ACRONYMS

AID/T	U.S. Agency for International Development
AID/W	Agency for International Development/Washington
CATHWEL	Catholic Relief Services
CONGAT	Congress of Non-Governmental Organizations of Togo
CNCA	National Agricultural Credit Bank
DEFA	Direction de l'Enseignement et de Formation Agricole
DRDR	Regional Directorate for Rural Development/MDR
EAA	Agricultural Apprenticeship Training School/NIAT
EITA	School for Agricultural Supervisors/NIAT
GOT	Government of Togo
IFAD	International Fund for Agricultural Development
ILO	International Labor Organization
INFA	National Institute for Agricultural Training
MASOT	Mouvement des Anciens Stagiaires de l'OIC-Togo
MIS	Management Information System
MRD	Ministry of Rural Development/GOT
MRI	Ministry of Rural Infrastructure/GOT
NIAT	National Institute of Agricultural Training at Tove
OICI	Opportunities Industrialization Centers International
PACD	Project Activities Completion Date
PCV	Peace Corps Volunteer

PDRN	Projet de Developpement Rural Notse
PPT	Project Performance Tracking System
PP	Project Paper
ProAg	Project Agreement
PRODERMA	Development Authority for the World Bank
PVO	Private Voluntary Organization
REDSO/WCA	AID/s Regional Support Office based in Abidjan
RYFCT	Regional Young Farmers Training Center
SOTOCO	Togolese Cotton marketing parastatal
SPA	Small Project Assistance/Peace Corps
SRCC	Reserch Institute for Coffee and Cocoa
TCT	Technical Cooperation Team
Togo OIC	Togo Opportunities Industrialization Center
UNDP	United Nations Development Program
WATDC	West African Trading and Development Corporation

PREFACE

PROJECT HISTORY

The current Phase II project is an outgrowth of an experimental agricultural training and post-training farm placement project begun in 1977. The pilot Phase I Togo OIC project lasted until 1982. During this time 147 rural Togolese youth with low educational levels were trained intensively in a variety of agricultural subjects at the Togo OIC 122 hectare Training Center and farm near Todome (Plateau Region) with the objective of preparing them for lives as successful small farmers. Efforts were made to assist them in obtaining land to farm. In addition, village-based training and limited agricultural commodities were provided to about 200 farmers living in five villages near the Center. There was a dual rationale underlying these activities: raising the standard of living of the rural poor; and, stemming urban migration. The Phase I activity suffered from a high cost per trainee and from a low farm placement rate for trainees.

Project personnel scrutinized the project during 1982 to develop more productive directions, the most important of which were integration of the project into the Government of Togo (GOT) rural development strategy, and, improved cost-effectiveness. The result of this rethinking was a September, 1982 - September, 1983, "Interim" project, during which this Phase II project was designed on the basis of lessons learned during Togo OIC's previous project experience.

The grant to Opportunities Industrialization Centers International, Inc., or "OICI", (Philadelphia) for Phase II Togo OIC activities described in a September 26, 1983, Project Proposal was authorized in AID/W on September 30, 1983, and the first obligation was made the same day. A four party agreement (hereinafter referred to as the ProAg) was signed January 18, 1984, by representatives from Togo OIC, OICI, the GOT Ministry of Rural Development (Ministre de Developpement Rural or MDR), and the Office of the A.I.D. Representative in Togo. The ProAg slightly modified some elements of the Project Proposal. It has been the controlling document regarding project goal, purpose, and targets, and has been the source of implementing priorities and expectations by the current evaluation team.

In broad outline, envisaged project activities and outputs may be divided into three categories: 1) institutionalizing Togo OIC, primarily through strengthening of the Board of Directors and local staff. Project documentation calls for a self-sufficient entity able to attract adequate funding from non-A.I.D. sources after the December 31, 1987 Project Assistance Completion Date (PACD); 2) training of farmers (youths at the Center and established farmers in their villages and at the Center) and associated follow-up activities; and, 3) training of GOT personnel (agricultural extension agents and their supervisors, and agricultural instructors).

PROJECT EVALUATION REQUIREMENTS AND HISTORY

The ProAg stipulates that, "periodic program review/evaluation will be carried out by OICI in months 6, 12, and 36," and that, "(a) mid-term evaluation and end-of-project evaluation will take place in months 24 and 48, respectively." It further stipulates that the mid-term and final evaluations be joint OICI-USAID-GOT endeavors.

Although there have been four substantial review and evaluation efforts prior to November, 1986, the recommended schedule has slipped, and this mid-term joint evaluation is a year behind schedule. The first evaluation is an October, 1984, report by the then MDR Chief of Agricultural Training (who was also a Togo OIC Board member) and by a Togo OIC local staff member. This report addressed the status of Phase I trainees, their prospects, the efficacy of OIC's training, and the development of follow-up methods. It reported that contacted trainees: were engaged in agriculture; sometimes had difficulty in obtaining funds and in pursuing livestock activities on the scale they would like; and, would benefit from a follow-up support system. Unfortunately, no effort was made to delineate follow up methods. Nor was there adequate examination of the relevance of OIC's training.

The second effort, a major Program Review in May, 1985, was conducted by OICI. It aimed to ascertain progress toward achieving outputs during the elapsed Phase II and to recommend actions which would enhance realization of the project purpose. It found progress in meeting output targets generally satisfactory. Its most notable recommendation addressed future funding options of Togo OIC, advising that the best would be 43 percent from the GOT, and 57 percent from a combination of donor financing, farm revenues, and fees-for-service. Another recommendation urged improvement of trainee follow-up to make it more meaningful and cost effective.

In November, 1985, the OICI Agricultural Training Specialist reviewed Togo OIC management, operations, and training. His report recommended improving pedagogic (as opposed to technical) skills in crops instruction, refining the curriculum, and strengthening the monitoring of instructors. The report also stressed developing project proposals to secure future funding.

In August, 1986, two MDR officials, one a Board member, examined the relevance and value of OIC's in-service training of GOT extension agents. They found OIC training content and methodology to be appropriate to the needs and training level of the agent beneficiaries. They also found that farmer clients of OIC-trained agents were using techniques that the agents had originally learned at OIC and had passed on.

In addition to these four major reviews of Phase II activities, there are several ongoing, reviews of project activities and resources by

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project staff, such as those at the end of each training session and those relating to personnel.

FOCUS OF THIS MID-TERM EVALUATION

This mid-term evaluation: assesses the validity of the original project design; examines actual versus anticipated outputs; explores the relevance of training content and methodology; reviews the availability and value of trainee follow-up information and methodology; investigates - in so far as is possible at a project's mid-point - the project's impact on beneficiaries and its contribution to Togo's development; analyzes cost effectiveness of project activities; and, addresses the important matter of sustainability (with emphasis on benefit sustainability as opposed to project sustainability), including efforts and plans to marshal future financing.

Even though this evaluation is about a year late in relation to the proposed schedules, it is timed propitiously in relation to the questions being asked. As indicated above, the questions of cost-effectiveness and sustainability have been raised in several of the previous reviews. To date there has been insufficiently vigorous action to produce visible, definitive progress in following trainee progress, reducing the highest per trainee costs, obtaining firm funding commitments, and developing revenue raising plans. This evaluation team has benefitted from Togo OIC's responses to the previous reviews. The additional year has given project personnel an opportunity to formulate well-considered ideas in response to criticisms raised in previous evaluations, especially those dealing with the issues of cost cutting, future funding, and weaknesses in the curriculum which were raised in the May and November, 1985, review. There is a consensus, which includes concerned MDR officials, that means to assure continuation of those project activities which are essential to sustained benefits must be found now. The motivation and sense of urgency regarding this matter are high at this time, and it is possible that recommendations made at this 36 month interval will carry more weight and spur more immediate, forceful action than they might have a year ago.

METHODOLOGY

The methodology used in this evaluation was to compare actual project inputs and outputs with those specified in the ProAg in order to ascertain project achievement to date. Project assumptions were reviewed to determine if they are still operative and the issue of project validity was examined. Finally, the question of the sustainability of the project after PACD was scrutinized.

Printed sources of information included the ProAg, Project Proposal, previous evaluations, audit reports, annual reports, curriculum

materials, GOT and USAID documents, and other related matter. A bibliography is found in Annex A.

The Evaluation Team interviewed over 200 people associated with the project. The list includes members of the Togo OIC Board of Directors, the Togo OIC staff, the OICI TCT, GOT officials, USAID/Togo representatives, Peace Corps staff and volunteers, and current and former Togo OIC trainees including former RYFTC trainees whom OIC has assisted. For the latter two groups, interview guides were used. (See Annex E.) A list of persons contacted is found in Annex B.

EVALUATION TEAM MEMBERS

- Julie Defler, Project Development Officer and Team Leader, REDSO/WCA, Abidjan.
- Quy D. Nguyen, Director of Evaluation, OICI, Philadelphia.
- Folli Ametitovi, Ministry of Rural Development, Lome, and Member, Togo OIC Board of Directors.
- Glenn Howze, Training Specialist, SECID, Consultant.
- Theodore Wittenberger, Extension Specialist, SECID, Consultant.

I. PROJECT TENETS

A. GOAL

The sectoral goal to which this project contributes is: "increasing the food production capability of the rural sector of Togo by (a) upgrading the agricultural production and farm management skills of farmers, and (b) assisting the Government of Togo in improving its agricultural extension and training services." (Annex I, paragraph II B, January, 1984, ProAg)

B. PURPOSE

The project purpose is: effective development and institutionalization of an on-going program of practical training and demonstration to upgrade (a) the agricultural production and farm management capabilities of small farmers and (b) the technical knowledge as well as training skills of GOT's agricultural extension agents and instructors. (Annex I, paragraph II C, January, 1984, ProAg).

Conditions which will indicate that this purpose has been achieved include the OIC Center's functioning effectively to provide:

- practical agricultural and farm management training; including the development of financial skills for small farmers;
- in service training for GOT extension personnel and instructors;
- demonstration of appropriate technology in agricultural production and farm management; and,
- assistance in farm placement of young farmers, coordinating with extension and local credit entities.

Additional conditions relate to institutionalization and sustainability, and include:

- an effective Board of Directors;
- an effective local staff; and,
- adequate financial support commitments to assure continued operations after the termination of A.I.D. and OICI support.

C. PROJECT CONGRUENCE WITH MISSION POLICY

There is close correlation between the tenets of project and Mission policy. According to the FY 1984 Togo-Benin Annual Budget Submission Mission Action Plan, "the A.I.D. strategy objective for Togo is to foster

development in agricultural production and improvement in the rural quality of life through institutional development, human resource development and the influence of relevant sectoral policies." Included among the A.I.D. program goals in Togo is, "increased agricultural production and growth of the sector through ... the strengthening of agricultural training and extension" This project focuses on institutionalization, human resources development, agricultural training, and strengthening of extension, with the goal of increasing rural food production capability.

D. PROJECT CONGRUENCE WITH GOT POLICY

Agricultural development, with emphasis on increasing agricultural production, is the highest priority of the GOT's "New Strategy of Rural Development" promulgated in March, 1985. This Strategy specifically focuses on the peasant, and directs that he be, "considered globally, with his aspirations, ideas and beliefs; he is the instrument and the beneficiary of development." The goal of rural development is stated as: "the amelioration of the conditions of life of the peasant -- by an increase in his revenue, and raising his standard of living -- by the improvement of his socio-economic environment."

This projects' goal and purpose are congruent with and support the GOT's New Strategy tenets, especially insofar as both focus on increased agricultural production as a means of raising the peasant's standard of living and on improving the peasant's socio-economic context.

II. PROJECT OUTPUTS

A. INSTITUTIONALIZING THE TOGO OIC PROGRAM

1. Board of Directors

- (1) Mr. Arouna SEMA - Technical Advisor - MDR - President
- (2) Mr. Komla Dometo GNEMEGNA - Acting Director General - CNCA -
Vice President
- (3) Mr. Tchambakou AYASSOR - Director of PDRN - Member
- (4) Mr. Labite AGBODJAN - Economist in the Ministry of Plan - Member
- (5) Mr. Foli AMETITTOVI - Planning Officer MDR - Member
- (6) Mr. Keke AGOKOLI III - Paramount Chief of Notse - Member
- (7) Mr. Djakpassou ATCHIKITI III - Village Chief of Todome - Member

a. Responsibilities

The Board of Directors is charged with: securing an appropriate legal status for Togo OIC; redefining and refining Togo OIC's goals; establishing and maintaining close, harmonious relations with relevant GOT entities; developing donor contacts; mobilizing adequate and continuous funding support for post-A.I.D. financing; assuring compliance with donors' conditions of financial assistance; defining an appropriate organizational structure to facilitate program implementation; monitoring and reviewing project operations; and, recruiting and hiring key project executives, and evaluating their performance.

b. Membership and Organization

The January, 1984, ProAg stipulates that by the third month, Board membership should increase from 7 to 15, the rationale being that a larger membership would facilitate broad-based community and government support, and that increased membership was needed to staff the four Board committees. This action never was taken. The May, 1985, Program Review recommended an increase of at least two members (for a minimum of nine), one from the MDR's Regional Directorate for Rural Development and one from the Ministry of Rural Infrastructure's (MRI's) Livestock Service. These entities send the largest number of extension agents to OIC seminars. This action has not been taken. It is the judgement of the team that addition of these two members would enhance Board membership. The team further believes that the Board's fund raising capabilities and commercial astuteness could be enhanced by addition of at least two members from the private sector. The Board would benefit further from two members from the religious community, and two members from the recently formed association of former trainees. Women should be represented on the Board. The rationale for increasing Board membership is more valid than ever, and the Board should attain its projected size without further delay.

The desirability of a larger Board notwithstanding, the present seven member Board has been strategically selected to represent important, concerned GOT entities. The Board President is Advisor to the MDR and served formerly as Director General of Rural Development. His deputy is an Assistant Director General of the national agricultural credit bank. Another member is responsible for planning in the MDR's Directorate of Rural Development and served formerly as the MDR's Director of Agricultural Training. The Director of the FIDA financed project for rural development in Notse (Projet de Developpement de Notse, or PDRN) serves on the Board and facilitates mutually synergistic collaboration with that project. He formerly was the MDR Director of Rural Youth. Another member is responsible for the Ministry of Plan's studies and two members are traditional chiefs of administrative units near the OIC Center. The collective credentials of this Board indicate it is qualified to advise a practical agricultural training and demonstration program for rural youth, extension agents, and instructors. Indeed, the

agricultural qualifications of the Board are deemed sufficiently strong to negate the need for the Agricultural Advisory Council called for in the ProAg. The team concurs in this judgment. The high positions held by Board members give Togo OIC access to influential, decision-making circles and the potential for marshalling resources that implies. The Board currently has four committees: executive, finance and fund raising, program review, and personnel.

c. Exercise of Responsibilities

As is true of any managerial entity, the Board performs some of its functions better than others. On the positive side, it meets at least quarterly, and is doing an excellent job of establishing and maintaining close GOT contacts, and of facilitating compliance with donor conditions for financing. Further, it is entirely supportive of Togo OIC goals, and has done a more than adequate job of advising on organizational structure, monitoring operations, and personnel recruiting.

The Board is reviewing -- and should review -- OIC Togo's legal status. Togo OIC was registered with the GOT in 1976 as a Non-Governmental Organization, pursuant to this project's phase I. The January, 1984, ProAg stipulated that before month 12 Togo OIC be incorporated and registered as a "non-profit human resources development organization" to assure its continued immunity from taxes and other GOT bureaucratic requirements, and its institutional identity within the network of rural development organizations. This action never has been taken, in spite of the recommendation of the May, 1985, Program Review that it should be. The Board deems the 1975 registration sufficient. The team believes that this matter must be subjected to a thorough, definitive review, and that legal counsel must be obtained for its resolution. It is reasonable to expect that the 1976 registration might be outdated, especially if the GOT changes its registration and incorporation requirements from time to time. It would be prudent for OIC to protect its preferred status so near to the termination of A.I.D. financing.

At this juncture the Boards' most serious failing is in the area of fund raising. The ProAg stipulated that there be an "effective resource mobilization program developed and implemented," and charges the Fund Raising Committee with completing "annual fund raising plans by months 13, 25, and 38" Although there have been limited efforts to secure donor funding (discussed more fully in the "Sustainability" section below), there has not been a systematic, organized campaign of donor solicitation. This failing is all the more grievous because each major review of Phase II has strongly recommended a resource mobilization program. Proposal preparation is a specialized skill, and one in which Togo OIC clearly needs some intensive, expeditious instruction. At least some Board members should partake of this instruction (along with appropriate local staff). If other African OICs have succeeded in fund raising, Board members profitably could make a fact finding trip to gain fund raising ideas which could be applied to the Togo OIC situation.

Board performance can be strengthened in the area of personnel. Specifically, it has not evaluated the performance of the Executive Director in writing. Such evaluation arguably is a task only the Board is positioned to undertake because the Executive Director reports to it. It also has not been effective in obtaining replacements, -- expeditious or otherwise -- of unsatisfactory personnel seconded from the GOT. As a consequence (as will be discussed below) the project is saddled with several dysfunctional individuals. Because both aspects of this Board's inadequacy relates to the GOT, there is reason to believe that the strong GOT contingent on the Board is positioned to take prompt corrective action, if it has the will to do so.

A perusal of minutes of Board of Directors' meetings indicates that the group could be more active in identifying issues requiring attention. At present, most topics are brought to the Board by local staff and the TCT. To some extent this is natural, because the Board is more removed from daily operations and the problems attendant thereto than these two groups. Nevertheless, the Board will not realize its optimal effectiveness until it takes an active role in trouble shooting. Contact with other African OIC Boards may assist in overcoming this shortcoming also.

2. Togo OIC Local Staff

a. Number and Turnover

The January, 1984, ProAg calls for a 31 person local staff. This number has increased modestly to 37 to accommodate the multiplicity of unanticipated activities Togo OIC has undertaken (see following sections) and to permit sufficient specialization of labor and responsibility. The ProAg mandates that ten GOT persons be assigned to the project, with their salaries and benefits paid by the GOT. Twelve persons in fact have been seconded, of whom Togo OIC pays the salaries of two pursuant to a GOT ruling that organizations receiving seconded personnel pay their salaries.

Personnel turnover has been insignificant. Thirty staff members (81%) were hired before or during 1984, six in 1985, and one in 1986.

b. Functions, Responsibilities, and Qualifications

The 37 staff positions include Administrative and Finance (Executive Director, Finance Officer, Administrative Secretary, Store-keeper, Purchasing Officer, Secretaries, Chauffeurs, and Night Security Guards). Teaching (in a variety of subjects at several levels, with varying degrees of practical application), Student Services (Counselling), Extension and Rural Construction (Wood and Sheet-metal). Each position involves generally what is indicated by its title.

Responsibilities on the whole seem to be understood, accepted, and executed satisfactorily. Interestingly, the three staff members who are former Togo OIC trainees reportedly are among the most effective. Staff members hired by OIC appear technically qualified for their respective jobs but often lack the pedagogic skills needed by a training institution. This evaluation echoes the 1985 Program Review recommendation that steps be undertaken to improve instructors' training skills.

Review of the organizational chart indicates that there is not a clear separation between training and administration. The Farm Manager, for instance, is under the Training Coordinator, and has several instructors under him, as well as administrative personnel, such as tractor drivers and chauffeurs. Arguably the Farm Manager and those personnel he supervises who are administrative and managerial in nature should report to the Chief Accountant. Training personnel who usually report to him should remain under the Training Coordinator, perhaps with a new immediate supervisor who also is a trainer. Under the proposed change, the Farm Manager would have a more reasonable scope of responsibility than at present.

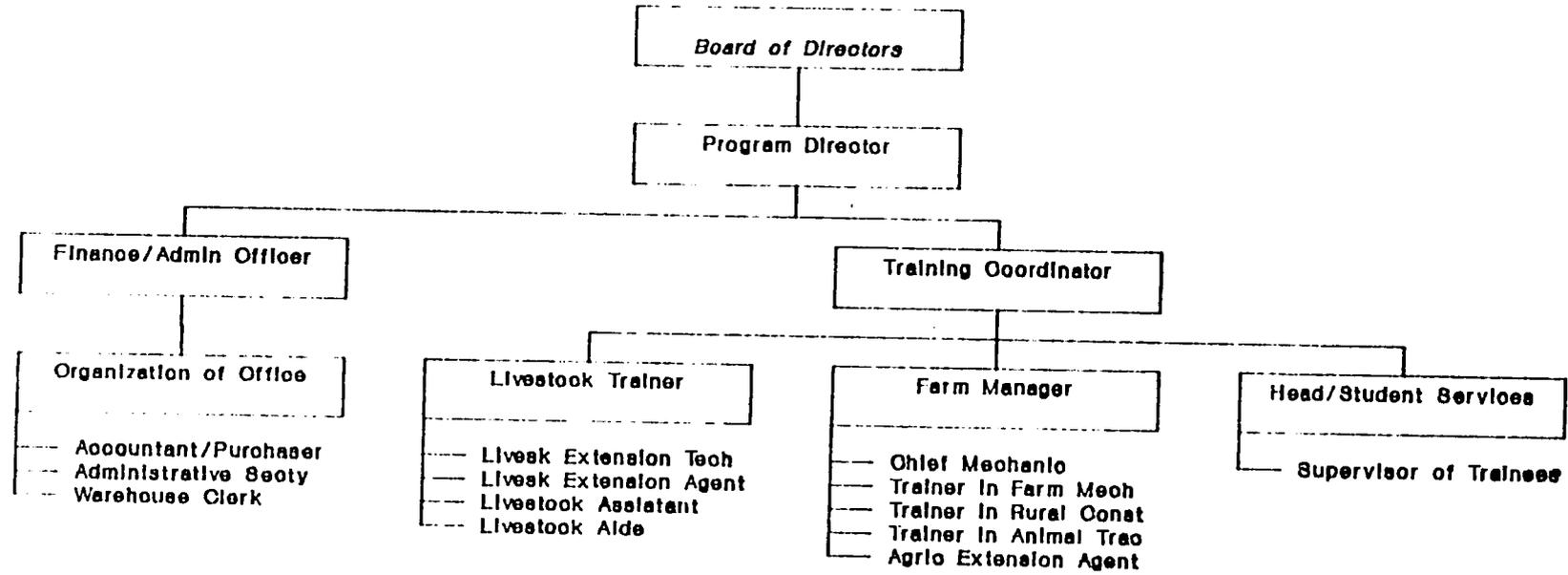
c. GOT Seconded Staff

Article 8, paragraph (d) of the ProAg specifies a collaborative procedure by which GOT personnel are to be seconded, namely, that the Board Personnel Committee and TCT may reject MDR-nominated individuals after interviews and other screening mechanisms, and if they do so, they may request additional nominees. In practice this procedure is not followed. Togo OIC has not rejected any nominee because of the difficulty in obtaining new nominations and the uncertainty that the replacement will be superior to the rejectee. As a result, a supposedly collaborative secondment process is tantamount to unilateral assignment. About one-third of those thus far seconded have had difficulty adjusting to the OIC work environment, which is relatively demanding in terms of initiative, effort, and a hands-on approach to training. These seconded personnel seem unaccustomed to applying their best efforts for the full work day and to working in a practical manner in the fields and livestock areas as opposed to in their offices. Ideally they should be replaced. To minimize the occurrence of such instances, Togo OIC has attempted to institute a practice of multiple nominations for the same position, so far without success.

Article 8, paragraph (e) of the ProAg states that unsatisfactory seconded personnel "... will be expeditiously replaced," and that Togo OIC will have a right of refusal and renomination per the above scenario. This provision has not been tested. Effectively, on the basis of the time an initial secondment takes and because an improvement is not guaranteed, OIC has been inhibited from requesting replacements.

Project implementation would be enhanced by a system of multiple

Togo OIC Organization Chart



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GOT nominations for OIC to review for any given position. If the idea of multiple nominations meets total GOT resistance, strict adherence to the secondment provisions to which the GOT agreed should be strictly adhered to. The team declines to formulate a recommendation concerning these matters because it probably would not be realistic in light of MDR's entrenched practices. However, any progress which can be made in this area is much to be desired. One remedy to unsatisfactory seconded personnel performance worth trying is for OIC to use what leverage it has by virtue of the fact that it pays seconded employees "indemnities" or allowances above their salaries. In cases in which unsatisfactory performance is attributable to lack of motivation, these allowances might be diminished or cut, after a warning. The team believes this idea has promise and urges that it be explored.

d. Staff Upgrading

A competent, resourceful staff is essential to the institutionalization of the Togo OIC Program. The ProAg directs that all local staff undergo pre-service training, and participate in in-service and on-the-job training. It also stipulates that two senior staff be sent to the U.S. each year for participant training and to attend the OIC annual convention. Additionally, there was to be "short-term technical training" at West African agricultural training institutions for eight staff members, 300-400 person days of local consultant services, and 22 visits by OICI headquarters staff.

Staff development through training undeniably has taken place, although differently from what was envisaged. Strengthening by OICI visits is on target, with 20 visits to date related exclusively to the project. In addition, 13 headquarters personnel came to Togo to participate in the African Development Conference, during which there were several staff training sessions.

Some local training has been undertaken using local consultants' services. The most important effort is a 12 day seminar for 12 staff members at NIAT organized by the OIC Training Coordinator and one TCT member and conducted by Togolese training specialists under the direction of the Director of the Ecole Normal. This seminar focused on pedagogical skills, (including training principles, methodology, and psychology), use of visual aids, and evaluation approaches and methods. In addition, the animal traction instructor took a three and a half month basic training program conducted by the Animal Traction Project (Projet pour le Developpement de la Traction Animale, or PROPTA) in Atakpame.

Third-country training also has been provided. An OIC extension agent was sent to the West African Center for Social Studies (Centre d'Etudes Sociale de l'Afrique de l'Ouest, or CESAO) at Bobo-Dioulasso, Burkina Faso for a month to study agricultural management. The rural construction instructor studied soil and water conservation for a month at the International Institute of Tropical Agriculture (IITA) in Ibadan,

Nigeria. The Executive Director, Farm Manager, Training Coordinator, and two TCT members (Program Advisor and Animal Husbandry Specialist) spent four days at IITA and the Regional International Livestock Center for Africa (ILCA) in Ibadan to assess possible training opportunities for teaching staff. Because the latter of the IITA visits cannot be considered short-term technical training, third country training is behind schedule and should be accelerated.

In addition to the above there are weekly hour and a half long sessions for staff at the Center in pedagogic techniques, curriculum and document preparation and use, problem solving, and training coordination and programming.

The most conspicuous variance between projected and actual staff upgrading is the absence of U.S. short term technical assistance, other than that for evaluation and audit. This training was to be paid for out of OICI's headquarters budget, not from A.I.D.-financed life-of-project funding. It would have been valuable if given in the right fields (such as fund raising, data collection, pedagogy, curriculum development, and extension) by highly qualified people. As there is still some time left, OICI is urged to correct this deficiency promptly. The two days' training given to seven Board members and 44 staff and trainees during the 1986 African Development Conference does not compensate for the absence of U.S. in-country technical assistance independent of OICI personnel visits.

The above activities contribute to the project purpose by enhancing the chances that the local staff will be able to run the Center effectively and conduct Togo OIC's "ongoing program of practical training and demonstration" by themselves when technical assistants depart. Time and money permitting, these activities -- especially through local and U.S. consultants -- should be increased.

3. Upgrading the Togo OIC Training Center

A sufficiently, appropriately equipped training center with adequate infrastructure is essential to institutionalizing the Togo OIC program. The January, 1984, ProAg calls for improvement of the OIC Center at Todome to "facilitate the implementation of training activities and ... ensure their effectiveness." Included among the projected actions are: upgrading of the livestock and crop demonstration units, construction of a new office building block, development of a new water source, construction of an improved feed mixing and storage facility, development and fencing of pasture crops, and land drainage and clearing sufficient to permit crop rotation demonstration plans. All these actions have been completed. Perhaps most important among these is the 55 meter borewell with a capacity of 36 cubic meters per hour. In addition, a rural construction workshop, biogas production unit, and animal weigh station were built, and the two kilometer access road to the Center was enlarged.

Many indicators of end of project status are intimately related to the effective functioning of the Center. Accordingly, providing adequate facilities and infrastructure is necessary for and essential to realizing the purpose. The proposed activities were completed, and the nature and scope of the additional improvements were appropriate to establishment of a rural agricultural practical training and demonstration facility.

B. FARMER TRAINING

Since its founding in 1976, Togo OIC has concentrated its efforts on the training of village-level subsistence farmers. During USAID Phase I funding, this effort was focused primarily on young farmers, with the rationale being that the training would provide these young men with the skills necessary to adequately support themselves and their families, while at the same time increasing the food supply for the nation. While Togo OIC represented OICI's first attempt at agricultural training, the effort was consistent with its efforts in other countries, where the organization concentrated on training disadvantaged youths in readily marketable skills. Agricultural training, rather than the teaching of urban-based skills, was selected for the Togo OIC project because the vast majority of Togolese people remain rural and are involved in agriculture.

With USAID Phase II funding, the design of the project called for the emphasis of the project to shift from the training of young farmers to the training of trainers--extension agents and instructors at other farmer training centers. Nevertheless, farmer training remained one of the planned outputs for the project.

In reality, farmer training has remained the primary emphasis of Togo OIC during the first three years of Phase II and has even increased. This situation arose because of the impracticality, and in one case, the impossibility, of training extension agents in the anticipated numbers, and because of the increased demand by young farmers for training.

The ProAg called for a variety of farmer training outputs. These are outlined in Table II.B.1. The training of young farmers was to remain the major farmer training effort in terms of person weeks. (In terms of absolute numbers of trainees, however, extension agents were the largest group.) Other planned farmer training outputs included additional training for settled Togo OIC graduates and settled RYFTC graduates, training for recent RYFTC graduates, internships for NIAT/EAA and NIAT/EITA students, and center-based and off-site training for "adult" farmers. With the exception of the young farmers effort, the farmer training efforts were designed to be short-term to last for only a week or so.

While each of the programmed farmer training outputs is discussed in detail below, it is worth noting that Togo OIC and the TCT in general have met or exceeded the scheduled farmer training outputs agreed to in the ProAg, and in the cases where the projected outputs have not been met, the failures were largely due to factors outside the control of Togo OIC and the TCT. In global terms, the project proposal called for providing 1,110 persons with farmers training during the first three years of the project. Togo OIC actually furnished training for 1,170 persons in the proscribed farmer training categories, or 105 percent of its target (see Table II.B.1.). Person/Weeks (P/W) is a useful indicator when comparing projected versus actual outputs. Stated in P/W, the ProAg called for 4,290 P/W of farmer training. Togo OIC actually provided 6,215 hours of farmer training, or 145 percent of the proscribed amount.

Furthermore, during the first three years of the Phase II project, Togo OIC received requests for farmer training from several farmer groups and organizations not anticipated in the ProAg. In most cases, Togo OIC attempted to be responsive to these requests and thus has provided farmer training to an additional 695 trainees representing eleven different groups or organizations. While most of these training efforts have been one time requests involving endeavors of a week or less, the demand for livestock training has resulted in the establishment of a regular twelve-month curriculum. The Special Livestock Training curriculum and the other unanticipated farmer training outputs will also be discussed in some detail below.

1. Young Farmer Eight Month Training and Resettlement Program at Togo OIC Center.

As indicated above, the major effort of the Togo OIC remains the training of young farmers. This was the major output of Phase I and remained a programmed output for the current project. While the project proposal called for a six-month curriculum, the actual implementation in Phase II has been an eight-month curriculum, "hands-on" course in practical agriculture devised to relate well with the village-style subsistence-type agriculture practiced by the overwhelming majority of Togolese farmers.

As with the USAID-funded Phase I, recruitment for the training is largely from villages in the vicinity of the Togo OIC Center near Notse. With few exceptions, the trainees have come from only two of the five administrative regions in Togo, the Maritime and Plateau regions.

Typically, the trainees are young farmers who lacked the qualifications for admittance to NIAT. Thus, Togo OIC focuses on a group of persons who would otherwise not receive any agricultural skills training. There is more than ample demand for agricultural training by this clientele. There were over 500 applicants for the 44 available trainee slots for the current training year.

During the Phase I project, Togo OIC provided lodging and meals for the trainees. This is not being done in Phase II. Trainees typically live with villagers near the training center and are given a 10,000 FCFA (about \$30) monthly stipend to pay living costs. This latter arrangement has reduced costs. Maintaining dormitories and dining facilities during Phase I was expensive, and diverted much time and attention away from the training program.

a. Appropriateness of the Young Farmers Training Curriculum

The six-month Phase I curriculum has been expanded by two months during Phase II. Recently, the TCT Training and Extension Specialist prepared a detailed curriculum guide which provides an elaborate 150 page outline of the Togo OIC program for training young farmers. (See Wolf, Curriculum. 1986) The curriculum developed by Togo OIC emphasizes training in practical agriculture. The young farmers training is divided between the classroom and the field in a ratio of about 1:3.

The curriculum is divided into six major components. Detailed outlines of each of the components are found in the curriculum guide mentioned above. Lesson plans for each of the subjects covered have been developed and are on file in the Training Office.

The first unit is labelled "Feeder" and is primarily an orientation segment concerned with OIC philosophy, attitudes toward self and others, introduction to agriculture, basic mathematical and communication skills, and personal health matters. OICI emphasizes the concepts of "self help" and "self-worth", and the Feeder curriculum is used to teach those ideas.

Agronomy is the second component of the curriculum. It is divided into two sections--vegetable and crop production. The units covered by the vegetable production component include botany, soil fertility and management, garden planning and preparation, cultivation, pest management, and harvesting and marketing of produce. For the practical experience of vegetable production, each student is assigned five small plots. The young farmer trainees use the plots to produce vegetables for autoconsumption and to market. The practicum is used to demonstrate to the trainees that scientific agriculture is relevant to the task of upgrading traditional Togolese agriculture. The cultural practices taught in this segment of the course are directly applicable to village agriculture. The tools used are the same as those used in the village and the inputs are the same as those available to village farmers.

The crop production unit of the curriculum is concerned with classification of field crops, pest management, cultural practices, disease control, crop harvest, storage, and marketing. The crops covered in this unit are the major field crops grown in Togo--corn, sorghum, millet, rice, beans, groundnuts, cotton, root crops and fruit crops. For the practical component of the crop production curriculum, each student

is given .25 hectare where he grows at least three types of crops, generally corn, beans and cotton. In addition, the Center maintains larger fields with the other major crops where trainees can gain the experience of working with them. For the same purpose, there are plantings of key fruit and oil crops. As with vegetable production, the trainees utilize only tools and agricultural inputs that are readily available in the typical Togolese village.

The third curriculum component is animal husbandry, which involves management, breeding, nutrition, health, and marketing. Major units are taught for poultry, swine, rabbit, and small ruminants. For the practicum, each student is required to build a chicken coop of a type which can be replicated easily in the village. The trainee raises two bands of thirty broilers from day-old chicks to market weight or age, and one band of thirty layers from day-old to three months of egg production. In addition, each trainee is given a doe rabbit to breed and raise the offspring. Students are also given "hands-on" experience working with the Center's animal production units. Most Togolese farmers have had little experience with animal production. Thus, the animal production section of the curriculum is particularly useful. A number of students interviewed during the evaluation voiced the opinion that animal husbandry was both a useful subject and one which should receive greater attention in the curriculum.

The fourth component of the curriculum is concerned with animal traction. While few farmers in the southern part of Togo have had much experience with animal traction, agricultural development experts tend to agree that it is an appropriate technology which can increase agricultural production in much of Africa by increasing the amount of land farmed and by allowing better cultural practices. Animal traction is one of the major innovations being promoted by Togo OIC. Trainees are taught animal selection, training, field operations, nutrition, and health. The Center maintains two pair of traction animals which are used to provide students with "hands-on" experience.

The fifth component of the young farmers training curriculum concerns farm management. The segment involves the application of sound management and business principles to agriculture and includes units on record-keeping, banking, credit cooperatives, taxes, and planning for the agricultural year. For practical experience, these principles are applied by trainees to their own livestock, crop, and vegetable enterprises.

The final component of the curriculum is devoted to rural construction. Trainees are taught basic principles of carpentry, masonry and metal working in order to fabricate simple tools and equipment from wood and metal, and to build simple structures from wood and masonry. As part of their agronomy and animal husbandry projects, the trainees use these skills to construct necessary items and make the needed tools. Once again, the emphasis is on using materials that are both affordable

and available at the village level. Rural construction was often mentioned by students as a subject that they felt was beneficial and one that should receive additional emphasis.

How relevant is the curriculum for training young farmers? The "hand-ons" practical approach used by Togo OIC, which emphasizes teaching agricultural practices which can be readily applied in Togolese villages, makes the training pertinent. It should be noted that in spite of the fact that Togo OIC has been under some pressure to introduce the use of more advanced agricultural technology into the curriculum, it has resisted. This is a recognition of the fact that the trainees will return to their village where they will be small farmers, lacking the financial means for the purchase of advanced agricultural equipment. Togo OIC teaches the application of scientific agriculture to existing Togolese practices and the introduction of "appropriate technology", i.e., technology which can be readily adopted and afforded. After ten years of training young farmers, Togo OIC has developed a curriculum that is very relevant to the type of agriculture that the trainees will practice.

Can the curriculum be improved? In spite of the fact that Togo OIC has developed a curriculum that is responsive to the needs of the trainees, there is still room for improvement. For example, the curriculum is weak in its treatment of postharvest grain losses, and would benefit from more instruction dealing with grain storage. Two important subjects missing from the curriculum are forestry and fish culture.

In the case of forestry, villagers are typically involved in the gathering of fuel wood for their own use and often for selling. Currently, village farmers know little about production and management techniques for forestry. Furthermore, a forestry component could be used to teach conservation techniques such as alley cropping. Fish culture is a farming activity which has proven quite popular with village farmers in other West African countries, and even in other parts of Togo. The Peace Corps has volunteers trained in fish culture technology for village farmers and could possibly make a volunteer available to develop a training component at the Training Center.

b. Projected versus Actual Outputs

The ProAg specified that 110 young farmers were to receive 24 weeks of training during the life of the project. Of this number, 30 were to be trained through 1986 the time of the evaluation. (See Table II.B.1) During the first year of Phase II, due to the great demand for the training, and in an attempt to reduce costs per trainee, Togo OIC decided to increase the number of trainees for 1985 and succeeding years from 30 to 44. To date, 104 young farmers or 130 percent have completed training. In terms of P/W, 2,000 P/W of Young Farmers training were projected, and 3,640 P/W (132 percent) have actually been completed.

Table II.B.1

FARMER TRAINING OUTPUTS SPECIFIED IN PROAG

Planned vs Actual for Fy84 to Fy86 by Trainee Group

Trainee Group	Length of Training	Fy84		Fy85		Fy86		Total		Percent Completed	Per/Wks Planned	Per/Wks Actual	Percent Completed
		Planned	Actual	Planned	Actual	Planned	Actual	Planned	Actual				
FARMER TRAINING													
Young Farmers	8 Months	20	24	30	36	30	44	80	104	130%	2,000	3,640	182%
Resettled DIC Graduates	1 Week	30	58	30	48	0	45	60	151	252%	60	151	252%
Resettled RYFTC Graduates	1 Week	60	81	60	19	0	28	120	128	107%	120	128	107%
New RYFTC Graduates	1 Week	0	0	20	0	20	0	40	0	0%	40	0	0%
NIAT/EAA Students	1-4 Weeks	40	17	40	125	40	18	120	160	133%	240	320	133%
NIAT/EITA Students	1 Week	40	0	40	0	40	0	120	0	0%	120	0	0%
Adult Farmers --On Site	1 Week	40	71	80	28	30	31	150	130	87%	150	130	87%
Adult Farmer--Off Site (1)	26 days	200	210	140	287	80		420	497	118%	1,560	1,846	118%
TOTAL		430	461	440	543	240	166	1,110	1,170	105%	4,290	6,215	145%

(1) Many of the Adult Farmers were trained in two or more years.

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Thus, Togo OIC is well ahead of schedule in completing this output. Furthermore, the length of training was eight months rather than the 24 weeks required by the ProAg. The conclusion is that actual output for young farmers training substantially exceeds that projected.

c. Assessment of the Program by Current and Former Trainees

In order to assure trainee input into the evaluation process, the evaluators interviewed 43 current and 24 former young farmer trainees. (See Annex B for a list of the respondents and Annex E for a copy of the open-ended interview guide.) They were asked to judge the adequacy of the program and offer suggestions for its improvement. They were unanimous in their approval of Togo OIC program. When asked to list the aspects of their training in terms of importance, they frequently mentioned animal husbandry training, cultural practices for crops, vegetable production techniques, rural construction and animal traction as consequential subjects. All indicated that they appreciated the practical nature of the training. While most of the respondents did not recommend any changes in the program, those who did typically indicated that the program should be lengthened by a couple of months and that additional emphasis be put on animal husbandry training, including the introduction of fish culture into the curriculum. An indication of the relevance of the training is that the respondents were able to talk in very specific terms when asked what aspects of their training they had applied to their current agricultural endeavor. In addition, most of the former trainees indicated that their income had increased substantially since receiving the training. In summary, the young farmers training curriculum received high marks from the intended beneficiaries.

d. Predictable Contribution to Purpose

Progress to date in training young farmers contributes significantly to the achievement of the project purpose which is in part "the institutionalization of an on-going program of practical training and demonstration to upgrade the agricultural production and farm management capabilities of small farmers." During the Phase II of Togo OIC, a curriculum for teaching appropriate agricultural technology has been developed and implemented. After the combined ten years of the Phase I and II, the training program for young farmers is both well defined, routinely offered, and generally recognized in agricultural and training circles. In this sense, the training is institutionalized. There remains the broader question of where this training will fit into the overall Togolese agricultural training program after the PACD for the current project. This question will be addressed in a following section.

There is another way in which the training is being institutionalized in a much broader sense. A common response of former trainees was that they are teaching what they have learned at Togo OIC to relatives and friends. The former trainees have organized an alumni organization (MASOT--Mouvement des Anciens Stagiaires de l'OIC du Togo)

and have as one of their stated purposes the promotion of the techniques learned at Togo OIC.

e. Summary and Suggestions

Significant and more than satisfactory progress has been made in achieving the outputs for young farmers' training. The following generalizations can be made about the Young Farmers Training Program at Togo OIC:

- 1) After ten years of experience in training young farmers, the process has become routine and is to a large degree institutionalized.
- 2) The curriculum is well-defined with a published outline and detailed lesson plans developed for each of the subjects covered.
- 3) The curriculum, with its emphasis on practical training and appropriate technology, is well suited for training young farmers to assume productive roles in Togolese agriculture.
- 4) Actual young farmer training outputs have exceeded those projected in the ProAg.
- 5) The progress made in young farmers' training contributes significantly to the achievement of the overall project purpose of institutionalizing "the on-going program of practical training and demonstration to upgrade the agricultural production and farm management capabilities of small farmers."
- 6) The beneficiaries of the training evaluate the training positively and have been able to use the training in their agricultural endeavors to increase their incomes.

While the young farmers training is essentially on target, there are improvements which could be made.

- 1) Togo OIC should consider strengthening its animal husbandry training curriculum by offering training in village-based fish culture.
- 2) A basic omission in the curriculum seems to be a lack of any training in forestry. Togo OIC should consider including a section on forestry in its agriculture curriculum.
- 3) The curriculum should strengthen its modules dealing with post-harvest losses and grain storage technologies.

2. Center-Based Internships for National Institute of Agricultural Training (NIAT) Students at Togo OIC Center.

The second type of farmer training specified in the ProAg is short-term training for students at the National Institute for Agricultural Training at Tove. NIAT offers two levels of training--a two year curriculum, the Ecole d'Apprentissage Agricole (EAA) for training village-level extension agents, and a three year curriculum, Ecole des Ingenieurs des Travaux Agricoles (EITA) for training extension personnel at a higher level. During Phase I, project personnel routinely travelled to NIAT to train. The Phase II ProAg called for on-site internships at the Togo OIC training center.

In addition to interviewing Togo OIC staff concerning training for NIAT students, a member of the evaluation team interviewed key personnel and several students at NIAT. In general, personnel at both institutions are positive about the cooperation and indicate that it should continue.

a. Appropriateness of the Training for NIAT Students

The training provided NIAT students at Togo OIC is designed to complement the training afforded them at Tove. The NIAT/Tove training is more academic, with an emphasis on "modern" agriculture which employs a high level of technology. Togo OIC provides these students with "hands-on", practical experience at a technological level appropriate for traditional farmers. The NIAT administration recognizes the relative strength of the animal husbandry section at Togo OIC and has requested that the training concentrate on this area.

The exact training program is set jointly by the administrations of the two institutions at a meeting at the beginning of the school term. At this meeting, course content and the schedule for training is determined. The students are scheduled in groups for training.

The evaluation team believes that this type of instruction is especially beneficial for persons training to be extension workers. An often-noted problem with extension training in West Africa is that the technologies taught bear little resemblance to the agriculture being practiced at the village level. Thus, extension workers often are unable to relate to the problems of subsistence farmers. Furthermore, the technical packages that they have learned usually are too costly to be employed by the vast majority of the farmers. This makes for a dissatisfied and usually ineffective extension force. The training the NIAT students receive at Togo OIC is designed to alleviate this problem. It provides students with practical experience in village-style agriculture. The students are required to use appropriate agricultural technologies. They learn that scientific agriculture can be applied to subsistence farming.

The major problem with the training for NIAT students is that it

is too short. The ProAg called for four week training sessions. While a few of the students have trained at Togo OIC for four weeks, most of the training was only of one week duration. The NIAT administration indicates that one week is about all that can be successfully programmed during the academic year. A few students have been allowed to do longer term short courses during their vacations.

b. Projected versus Actual Outputs

The record of the achievement of projected training outputs for NIAT students is mixed. (See Table II.B.1) The ProAg specified that 40 students per year from each of the two programs were to be trained for four weeks at Togo OIC.

Progress has been made toward achieving the planned outputs for the NIAT/EAA students. A total of 160 students or 133 percent of the planned number were trained during the first three years of the project. However, it should be noted that 125 of these were trained in 1985. Only 17 were trained in 1984 and 18 in 1986. Furthermore, while a few underwent the scheduled four weeks of training, most of the students were at Togo OIC for only one week. The NIAT administration indicated that it was difficult to program the students for more than one week of off-site training during the academic year. The students who did complete the longer period of training did so through their own volition during their vacation breaks.

To date, no students at the NIAT/EITA level have received training at Togo OIC. The NIAT administration reported that it has been unable to program the necessary time for these students. This is some indication that the NIAT administration does not give a very high priority to the training. Togo OIC personnel also indicated that it has been difficult to even arrange meetings with NIAT to discuss the scheduling of students. Nevertheless, the administration indicated that the training at Togo OIC would benefit these students. An effort should be made during the next academic year to schedule the EITA students for training. If this effort is not successful, the ProAg should be amended to drop the training of EITA students as a projected output.

c. Assessment of the Training Program by NIAT/EAA Students

The NIAT/EAA students are very positive in their assessment of the training they received from Togo OIC. They indicate that the Togo OIC training, with its emphasis on "hands-on", practical experience complements the more theoretical training they receive at NIAT. They were particularly appreciative of the animal husbandry training which is largely missing from the curriculum at Tove. The consensus was that the length of the training was too short and should be lengthened by several weeks.

d. Predictable Contribution to Purpose

The training of NIAT students has the potential for contributing significantly to the achievement of the project purpose of institutionalizing the on-going program of practical training to upgrade both 1) the farm production and demonstration skills of farmers and, 2) the technical knowledge of extension agents. The sort of practical training and experience offered by Togo OIC could be beneficial in teaching future extension agents to understand the production problems and constraints of subsistence farmers. Unfortunately, the program is not being utilized by NIAT for the EITA students and is being underutilized for the EAA students.

e. Summary and Suggestions

The farmer training output involving NIAT students have only been partially achieved. The basic findings are as follow:

- 1) The "hands-on" practical training that NIAT students receive at Togo OIC is complementary to the more "theoretical" training they regularly receive. Since the graduates will be extension workers, it provides them with an understanding of the type of traditional agriculture practiced by Togolese farmers and of how to make it more effective.
- 2) While projected outputs for the NIAT/EAA students have been largely achieved in terms of number of students trained, to date no NIAT/EIAT students have been trained at Togo OIC.
- 3) Both the NIAT students and the administration indicate that the type of practical training, especially animal husbandry training, is beneficial.
- 4) While providing practical training at Togo OIC has the potential of improving the quality of extension service in the country, this has not been and is unlikely to be achieved due to the limited number of persons trained and the short duration of the training.

The Togo OIC training program for NIAT students could be improved by:

- 1) NIAT administration's deciding if and to what extent NIAT/EITA students are going to be trained at Togo OIC before the beginning of the next NIAT school term. If the decision is that these students are not going to be trained by Togo OIC, then the ProAg should be amended to reflect this decision.

- 2) The administrations of Togo OIC and NIAT establishing a detailed training plan for NIAT students well before the beginning of the academic year.
- 3) Lengthening Togo OIC training program for NIAT students to the planned four weeks, which should be during the NIAT academic year, not during vacations.

3. Upgrading Resettled Togo OIC and RYFTC Graduates at Togo OIC Center

The third type of farmer training specified by the ProAg involved the upgrading of farming skills of Togo OIC and RYFTC graduates. In particular, the former trainees were to be offered one week short courses covering the subjects of agricultural production and farm management. This was to be accompanied by bimonthly follow-up visits by Togo OIC staff and GOT agricultural extension agents to the resettlement areas. The ProAg also calls for the establishment of agricultural demonstration projects in villages with 20 or more resettled RYFTC graduates.

a. The Training Program for Former Trainees

Following the general approach of Togo OIC, the short courses offered to former Togo OIC and RYFTC trainees emphasize "hands-on" and practical instruction. The former trainees are now practicing farmers faced with real life problems of production and management. Thus, the short courses are designed around the current problems faced by the resettled graduate. In many cases, the subjects covered constitute a review of materials covered during the regular training program. However, the review is often more pertinent to the trainee than the original presentation because he now faces the problems in the real life situation of trying to make a living. The important point to note is that it is the former trainees who set the agenda for the training. In this sense, the training offered is relevant to the needs of the farmers.

Rather than create new teaching materials for each short course offered to former young farmer trainees or other clientele, Togo OIC during the Phase II project has attempted to develop standard modules which are germane to a diverse clientele. Since the Young Farmers' training effort is the major teaching program of Togo OIC, the modules developed for its curriculum serve as the basis for most of the short-term training, including the short-term training of resettled Togo OIC and RYFTC graduates. This curriculum was judged sound and relevant in a previous section.

While the training by the RYFTC was suppose to be similar to that given by Togo OIC, in actual fact, it was not. The RYFTC graduates appeared less prepared to earn a living as farmers than the Togo OIC graduates. The RYFTC students indicated that their training was basically theoretical with only limited practical experience. Since

completing their training, they have experienced major problems with resettlement and establishing viable farming operations. They seem to lack the initiative and "self-help" attitude which is so evident in the Togo OIC graduates. Worth noting is that other development projects have noted similar problems with former RYFTC graduates. (See Schiller.)

b. Projected versus Actual Outputs

The ProAg agreement called for 60 former Togo OIC and 120 former RYFTC graduates to receive one week short courses during the first three years of the project. (See Table III.B.1) The actual output has exceeded the planned output. One hundred fifty-one resettled Togo OIC graduates and 128 resettled RYFTC graduates have attended one week short courses at Togo OIC. This represents 252 percent of planned output for the former and 107 percent of planned output for the latter.

The prescribed follow-up by Togo OIC extension personnel is in place and appears to be routine. What has not happened is the establishment of demonstration projects in villages with 20 or more resettled RYFTC graduates. This is due to the fact that until recently the RYFTC graduates had been living in Notse and commuting to their farms. They have now received land and Togo OIC is in the process of helping them establish gardening and poultry demonstration units. Four RYFTC graduates are currently undergoing six weeks special training for poultry production at Togo OIC.

c. Assessment of the Short Courses by Settled Former Trainees

The participants in the short courses judged the training beneficial. When asked if there had been any follow-up to this training by Togo OIC extension staff, the participants indicated that there are periodic visits to their farms by Togo OIC staff, who routinely provide information concerning particular technical and management problems incurred by the farmers.

There is much less evidence that these former trainees are being served by GOT extension personnel. This may be just as well since there is no need for duplication of effort. The situation may change when the GOT's new extension strategy begins to be implemented with World Bank assistance. If GOT extension agents begin serving former trainees, Togo OIC extension efforts should be phased out.

d. Predictable Contribution to Purpose

The short courses do contribute to the institutionalization of "an on-going program of practical training and demonstration to upgrade the agricultural production and farm management capabilities of small farmers. The short courses are being offered routinely and there is regular follow-up by Togo OIC personnel. What has not been well-defined is the relationship of this effort, which is essentially an extension

Table III.B.1

FARMER TRAINING OUTPUTS SPECIFIED IN PROAG

Planned vs Actual for Fy84 to Fy86 by Trainee Group

Trainee Group	Length of Training	Fy84		Fy85		Fy86		Total		Percent Completed	Per/Wks Planned	Per/Wks Actual	Percent Completed
		Planned	Actual	Planned	Actual	Planned	Actual	Planned	Actual				
FARMER TRAINING													
Young Farmers	8 Months	20	24	30	36	30	44	80	104	130%	2,000	3,640	182%
Resettled OIC Graduates	1 Week	30	58	30	48	0	45	60	151	252%	60	151	252%
Resettled RYFTC Graduates	1 Week	60	81	60	19	0	28	120	128	107%	120	128	107%
New RYFTC Graduates	1 Week	0	0	20	0	20	0	40	0	0%	40	0	0%
NIAT/EAA Students	1-4 Weeks	40	17	40	125	40	18	120	160	133%	240	320	133%
NIAT/EITA Students	1 Week	40	0	40	0	40	0	120	0	0%	120	0	0%
Adult Farmers --On Site	1 Week	40	71	80	28	30	31	150	130	87%	150	130	87%
Adult Farmer--Off Site (1)	26 days	200	210	140	287	80		420	497	118%	1,560	1,846	118%
TOTAL		430	461	440	543	240	166	1,110	1,170	105%	4,290	6,215	145%

(1) Many of the Adult Farmers were trained in two or more years.

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effort, and the GOT's other extension programs through the MDR and some of the production parastatals. The MDR is in the process of defining its "new development strategy" and perhaps this is an opportune moment for addressing the question of the relationship of Togo OIC's extension effort to other extension programs.

e. Summary and Suggestions

Togo OIC routinely provides short courses and follow-up for former young farmer trainees. The major findings are:

- 1) The short courses for former trainees have become a regular part of the Togo OIC program;
- 2) The subject matter for the short courses is responsive to the particular needs of the former trainees and the teaching materials used are adapted from curriculum modules developed for the long-term Young Farmers Training program;
- 3) Togo OIC extension personnel provide periodic follow-up;
- 4) Participants judged the short courses relevant and the follow-up responsive to their needs;
- 5) Actual numbers of participants in short courses have exceeded the planned numbers specified by the ProAg;
- 6) This component of the project contributes to the project purpose.

There are two suggestions concerning the follow-up of former trainees:

- 1) In conjunction with the GOT, Togo OIC should consider whether the establishment of agricultural demonstration projects should be kept in the ProAg;
- 2) In conjunction with the GOT, Togo OIC should determine the relationship of its extension efforts to those of GOT.

4. Intensive Training at the Togo OIC Center for New RYFTC Graduates

Shortly before the ProAg was signed, the GOT had established five Regional Young Farmers Training Centers (RYFTC). They are designed to provide nation-wide training similar to that offered at Togo OIC. The ProAg called for Togo OIC to provide three to five weeks of intensive training to new RYFTC graduates in order to strengthen their skills in agricultural production and farm management. Unfortunately, due to a variety of administrative difficulties the RYFTCs were closed during the first year of the project. Accordingly, no "new" RYFTC graduates were trained. This, of course, is no fault of Togo OIC. An amendment to the ProAg should remove this training output.

5. Upgrading Agricultural Skills of Adult Farmers

A fifth farmer training output specified in the ProAg was the off-site training of adult farmers in selected villages in the vicinity of the Togo OIC Center. Three-quarters of the group also were to receive a short course in agricultural production and farm management at the Togo OIC Center. The purpose of this effort was to reach an important population, which is unable to enroll in the eight-month course because they already are established and have responsibilities. Farming skills of whole villages can be upgraded in this way.

There has been a major modification in this project component during the last year. The Rural Development Project at Notse (Projet de Developpement Rural Notse or PDRN), which is funded by the International Fund for Agricultural Development (IFAD), began operation during the last year and is serving the same groups of adult farmers served by Togo OIC. To avoid duplication of effort, it was decided that PDRN would assume the extension functions being carried out by Togo OIC. In exchange, Togo OIC committed itself to conduct some of the short-term training needed for the PDRN staff. Togo OIC continues to conduct one week short courses for Adult Farmers at the Center and to provide follow-up for those trained previously.

a. The Training Program for Adult Farmers

Togo OIC has established an extension program for selected villages in the area served by the project. The method employed is essentially the Training and Visit model developed by the World Bank in India. Village-level training in appropriate agricultural technologies is conducted by Togo OIC personnel. This training involves primarily demonstrations in the villages followed by regular visits to assist the farmers in the implementation of the technologies.

While the technologies taught in the villages are the same as those offered at the Center, they are geared to the particular needs of the village farmers. The Togo OIC Training Office has developed a curriculum titled: "Plan d'Etudes du Programme pour la Formation des Paysans Adultes hors Centre". It is geared to the agricultural calendar and emphasizes teaching the various technical packages at the time they are needed by the farmers. The special curriculum outline for poultry production, "Plan d'Etudes du Programme de Formation des Paysans Adultes hors Centre en Aviculture" also is used. It has been judged relevant for Togolese village agriculture in a previous discussion of Center-based training. Instruction for adult farmers is typically in a local language and often at a simpler level.

b. Planned versus Actual Outputs

The ProAg specified that during the first three years of the project 420 adult farmers would receive periodic training in their village for eight months and 150 were to receive a one week short course at the Togo OIC Center. It should be noted that most of the adult farmers participated in the training program more than a single year and are thus counted two or three times for the three year totals. (See Table II.B.1.) Substantial progress has been made toward the realization of these planned outputs. During the first two years of the project, actual outputs for off-site training actually exceeded the projected levels of training for the three year period of the evaluation. On a yearly basis, 497 adult farmers received off site training twice a month, which represents 118 percent of the planned output. Since this training function has been turned over to PDRN, no future outputs for off-site training of Adult Farmers is anticipated.

To date, 130 Adult Farmers were given a one week training session at the Togo OIC Center, which is 87 percent of the planned output. The project is on track for achieving this category of projected output.

c. Adult Farmers' Assessment of the Training

The evaluation team interviewed 31 adult farmers from three village groups to ascertain their judgment about the efficacy of the training and to determine if the training was being utilized. The interviews took place in groups. Seven of the group members were women. The farmers were enthusiastic in their support for the program. Most indicated that they had been able to implement specific technologies--planting in rows, spacing, use of fertilizer, animal traction, etc.--taught during the bi-weekly village visits of Togo OIC personnel and the one week on-site short courses.

d. Contribution of Adult Farmer Training to Project Purpose

The Adult Farmers' training component contributes significantly to the achievement of the aspect of the project purpose which calls for the institutionalization of practical training and demonstration to upgrade production and management skills of small farmers. Project personnel work directly with intended beneficiaries to improve agricultural skills, focusing on existing production systems and "appropriate technology".

As with some of the other Togo OIC efforts, the Adult Farmers' training component has the potential of overlapping substantially with GOT extension efforts. In principle, the same villages being served by Togo OIC are also being serviced by the GOT extension personnel and perhaps extension personnel from one or more production parastatals. As discussed above, PDRN has also started working in the same villages. The

appropriate GOT entity should coordinate extension efforts in order to eliminate duplication and maximize beneficial impact.

e. Summary and Suggestions

Substantial progress has been achieved in implementing the Adult Farmer component. A summary of the current status is as follows:

- 1) For the first two years of the project, Togo OIC routinely carried out training and demonstration efforts for adult farmers in villages in the vicinity of the Center. This function is now being carried out by PDRN;
- 2) Togo OIC regularly conducts one week short courses at the Center for adult farmers;
- 3) During the first three years of this four year project, actual outputs for the in-village training have exceeded planned outputs, and those for the one week short course are close to the planned figures;
- 4) The direct beneficiaries are satisfied with the training and report that learned skills are being utilized to improve agricultural practices at the village level;
- 5) Adult Farmers' training contributes directly to the achievement of the project's purpose.

As indicated above, there is potential for the services provided by this component to duplicate GOT, parastatal, and other projects. Villages served by the project are in the jurisdiction of other extension services. The cooperation between Togo OIC and PDRN is a step in the right direction.

Specific suggestions are:

- 1) DRDR should coordinate all extension efforts to assure that duplication is minimized. This coordination is anticipated pursuant to the World Bank's effort to streamline GOT's agricultural extension effort;
- 2) The ProAg should be revised to reflect the fact that Togo OIC is no longer responsible for training Adult Farmers in the villages.

6. Unanticipated Farmer Training Outputs--Special Animal Husbandry Training

The Phase II project produced several farmer training outputs which were not a part of the ProAg. (See Table II.B.2.) The most

Table II.8.2

FARMER TRAINING OUTPUTS NOT SPECIFIED IN PROAG

Trainee Group		Fy84	Fy85	Fy86	Total	Total P/W
FARMER TRAINING						
Special Livestock Trainees	12 Weeks	21	83	76	180	2150
Former OIC Livestock Trainees	1 Week	0	0	21	21	21
NIAT Student Summer Practicum	6-7 Weeks	0	3	2	5	30
Young Christian Students	2 Days	52	0	0	52	10
NIAT/Tove Students	47 Days	123	0	0	123	25
Kpalime Adult Farmers Coop	3 Days	45	0	0	45	9
Kouve Women Group	1 Day	0	32	32	64	13
Mango Animal Husbandry Group	1 Day	0	13	0	13	3
Okpanve AgroPastoral Group	1 Day	0	37	0	37	7
Dunabe AgroPastoral Group	1 Day	0	110	0	110	22
Aniame AgroPastoral Group	1 Day	0	45	0	45	9
TOTAL		241	323	131	695	2309

important of these involved a twelve week special animal husbandry training course developed by Togo OIC in response to popular demand.

Livestock raising is not a traditional agricultural activity in the regions of Togo served by the project. In recent years, there has been an increasing demand for chickens, eggs, rabbits, pork and meat from small ruminants as the urban centers of Togo have grown. Farmers in the regions served by Togo OIC are increasingly turning to livestock and poultry production as a cash crop. However, they lack the technical skills and experience for this new enterprise.

Togo OIC has developed a reputation in the country for providing quality livestock training. MDR has recognized this strength and has begun to use it as its major source for non-academic livestock and poultry training. It has closed a GOT Center devoted to poultry training and requested that Togo OIC provide regular training to persons interested in small scale commercial livestock and poultry production.

a. The Curriculum used for the Special Animal Husbandry Training Course

Togo OIC has developed a detailed curriculum for this course. During the last year, a detailed outline, "Plan d'Etudes du Programme de la Formation Speciale en Elevage" was prepared by the Center's Training Office. It is designed for a twelve week period and covers production, health and management techniques for poultry (broilers and layers), rabbits, swine and small ruminants. Since beef and dairy production are unimportant to the regions served by Togo OIC, and because the capital outlay for cattle is beyond the reach of the Center's clientele, the curriculum does not include these subjects. As with the other training programs at Togo OIC, the focus is on practical. Students are given "hands-on" experience in the production of livestock and poultry.

The actual course modules are adapted from the ones developed for the Young Farmers' Training Course. The major difference is that the production and management systems taught, and the practical experience given, is orientated toward small commercial production, rather than toward village-style agriculture. Rather than learning to construct livestock and poultry buildings and equipment out of materials typically found in villages, trainees learn to use inexpensive materials typically available in Togolese market towns. Likewise, they gain practical experience managing larger numbers of animals than the Young Farmer trainees.

The curriculum developed by Togo OIC appears to serve the clientele. The students are typically young adults who have decided that they want to be livestock and poultry producers. They typically have the financial resources to start a modest animal production unit, usually layers and broilers. The curriculum at Togo OIC provides them with the necessary training.

b. Number of Special Animal Husbandry Trainees

One hundred eighty farmers have completed the twelve week special animal husbandry course at Togo OIC--21 in 1984, 83 in 1985, and 76 in 1986. The Center can handle three classes per year of about 25 students.

c. Assessment of the Special Training Programs by Former Trainees

The evaluation team interviewed seven Special Animal Husbandry Trainees. Each trainee was currently involved in the production of layers and broilers as a primary source of income. (Most respondents reported that the major source of their income was from egg sales.) The average size of their operations was two to three hundred birds. All gave high marks to the training that they had received at Togo OIC. Each of their poultry operations was patterned after the Togo OIC poultry houses used for instruction and the practicum. The former trainees reported that Togo OIC had followed their progress with periodic visits from Center extension personnel. They continued to use the Center as the source for major inputs for their business--baby chicks, feed and health supplies. Most indicated that their poultry enterprise already had resulted in a substantial increase in income, and all agreed that they expected their income to continue to grow in the future. Most felt that they could profit from additional training, especially in the area of farm management.

d. Contribution of Special Animal Husbandry Training to Project Purpose

Although the Special Animal Husbandry Training component was not an original part of the project design, it is consistent with other elements of the project and contributes to the purpose of institutionalizing practical training intended to upgrade the skills of traditional agricultural producers. There appears to be a growing and profitable market for small livestock, especially chickens and eggs. Furthermore, Togo OIC has earned the reputation of providing sound practical non-academic training in this area. It appears to have developed a comparative advantage in animal husbandry training.

Since the Special Animal Husbandry Training activity has become one of the major routine outputs of Togo OIC, the ProAg should be amended to reflect this. Furthermore, since the function was added after the development of the PP, Togo OIC, in collaboration with relevant GOT agencies, should conduct a needs and demand assessment for this type of training. This would be useful in determining the mid-term and long-term requirements for this type of training. As indicated above, livestock and poultry raising is a new enterprise for farmers in the region. Before investing any more resources in this activity, Togo OIC should determine: 1) how many additional producers the market can support, and 2) how many additional farmers are interested in the training.

e. Summary and Suggestions

The Special Animal Husbandry Training component of Togo OIC was added after the ProAg was signed. It has become one of the major routine training outputs for the Center. The major findings for this section are:

- 1) A detailed curriculum has been developed which includes segments on management and production techniques for poultry and other small livestock;
- 2) Togo OIC is currently training about 75 persons in this curriculum per year, three classes of 25 students;
- 3) Former students of this curriculum are actively involved in small scale commercial activities and report that they are now earning most of their income from these activities;
- 4) Although the livestock training was not a part of the ProAg, it is consistent with the purpose of the project.

There are two major suggestions concerning the Special Animal Husbandry component.

- 1) The ProAg should be amended to reflect the inclusion of this component as a major output for the project.
- 2) A Needs Assessment should be conducted to determine the future demand for this type of training.

7. Other Unanticipated Farmer Training Outputs

Togo OIC has conducted additional Farmer Training. Usually, it has been at the request of an organization or group that wanted the training on a one time basis. Typically, the training was for short duration, a week or less. Table II.B.2 contains a list of this training.

There is a consensus among Togo OIC training staff that this sort of ad hoc training often distracts from the core training program. If this is the case, future commitment for special training should be carefully weighed to 1) determine if there are staff resources available to conduct the training, and 2) that the requested training does not impede the routine training program. Togo OIC cannot be expected to provide training on demand. It should concentrate on doing well the training prescribed in the ProAg.

C. TRAINING OF GOT EXTENSION AGENTS AND INSTRUCTORS

While the major focus of the Togo OIC project remains farmer training, the Phase II project also provides for the training of GOT

extension agents and agricultural instructors. Worth noting is that fact that the training of GOT personnel was the thrust of the Project Proposal for the current phase. While Phase I had been concerned almost solely with farmer training, Phase II, as outlined in the Proposal, had as its core the training of GOT agricultural instructors and extension agents. The rationale was that a greater number of farmers could be reached if Togo OIC trained trainers, who in turn, could train the farmers. Farmer training was not even mentioned in the Proposal's project purpose statement, although there was significant farmer training proposed. However, in the ProAg, farmer training once again surfaced as a major output, and the project purpose then had two parts: 1) upgrading the capabilities of small farmers; and, 2) upgrading the technical knowledge of GOT's agricultural extension agents and instructors.

1. A Subordinate Role for the Training of GOT Personnel

It should also be noted that the ProAg was much less specific, both quantitatively and qualitatively, about training outputs for GOT extension agents and instructors than it was for the farmer training component. Furthermore, while the training of GOT personnel was one of the two explicit points expressed in the ProAg statement of purpose, the outputs specified for GOT training are far less than those listed for farmer training. It is true that the planned number of GOT trainees is slightly greater than the planned number of farmer trainees, but this is not the best measure of project effort. (See Tables III.B.1 and III.C.1.) A better measure is the number of person weeks (P/W) devoted to each type of training. The planned number of P/W of farmer training is 4,290, which is almost four times greater than the 1,248 P/W planned for GOT personnel. This is hardly an indication that equal importance was given to training farmers and GOT agricultural instructors and extension personnel.

An even greater discrepancy between the two types of training occurs when the actual outputs achieved to date are compared. While 1,170 persons received farmer training, only 749 GOT personnel were trained. Stated in level of effort, only 749 P/W of training was provided to GOT personnel, compared with 6,215 for farmers. This can be interpreted to mean that the level of effort devoted to training agricultural instructors and extension personnel was only 12 percent of the level applied to training farmers. When the outputs for Special Animal Husbandry trainees, which were not included in the ProAg, are considered, the training of GOT personnel is less than ten percent of the total training effort.

The difference in levels of effort is readily apparent when one observes the Center in operation. The Togo OIC staff, both TCT and national, devote almost all of their energies to farmer training. Curricula have been developed and published for the various types of farmer training. The training staff is routinely involved in teaching

various clienteles of farmers, working with them in practical training and demonstrations, and delivering extension and follow-up services. The teaching of GOT agricultural extension agents and instructors is often left to hired consultants. An examination of the Center's expenditures also provides an indication that the lion's share of the resources are going to farmer training.

Why did this disparity in effort develop? While there is no clear answer to this question, there are several probable explanations. The first is that farmer training is at the core of the OIC philosophy and the training of government employees is not. OIC, in both its American and African manifestations, has concentrated on training disadvantaged people--school leavers, the unemployed, the unskilled, and others. The focus of the OIC program is to take unproductive people and provide them with the motivation and skills necessary to be productive. This is quite different from training bureaucrats who, at least in relative terms, are not disadvantaged. The genesis of training GOT officials most likely did not come from within Togo OIC or OICI, but rather from the GOT and/or USAID/Togo. In the implementation of the project, it was natural for Togo OIC to devote its energies to training farmers rather than GOT personnel.

A second explanation is that the GOT has been slow in making demands for training from OIC. This is probably true for two related reasons. The first is that the GOT may be unsure as to what kind of training Togo OIC might be able to offer that would be useful. The subject matters are known (animal husbandry, farm mechanics, rural construction, etc.), but the Togo OIC curriculum has not been packaged specifically for extension training. The second reason is that the GOT has set training priorities which it feels are outside the domain of Togo OIC. In fact, the practical approach to farmer training and extension which is the hallmark of Togo OIC training would be extremely beneficial in the training of Togolese extension personnel. These issues will be discussed in following sections.

Regardless of the reasons, the component of Phase II designed to train GOT agricultural instructors and extension agents has been much less productive than the farmer training component. An effort should be made to redress this situation.

Two types of GOT training were specified by the ProAg. The first concerned instructing teachers from agricultural training schools in selected subjects. The second included upgrading the skills of extension personnel. The current status of these activities are discussed below. In addition, there is a brief discussion of some related training not specified in the ProAg.

Table III.C.1

GOT PERSONNEL TRAINING OUTPUTS SPECIFIED IN PROAG

Planned vs Actual for Fy84 to Fy86 by Trainee Group

Trainee Group	Length of Training	Fy84		Fy85		Fy86		Total Planned	Total Actual	Percent Completed	Per/Wks Planned	Per/Wks Actual	Percent Completed
		Planned	Actual	Planned	Actual	Planned	Actual						
INSTRUCTOR													
RYFTC Instructors	1 Week	20	0	20	0	20	0	60	0	0%	60	0	0%
NIAT Instructors	1 Week	8	0	8	0	0	0	16	0	0%	16	0	0%
Sub-Total		28	0	28	0	20	0	76	0	0%	76	0	0%
EXTENSION AGENTS													
Crop Extension Agents													
Field Assistants	1 Week	80	111	120	59	160	61	360	231	64%	360	231	64%
Assistants Sector Chiefs	1 Week	40	38	40	10	80	29	160	77	48%	160	77	48%
Sector Chiefs	1 Week	20	18	20	11	30	7	70	36	51%	70	36	51%
Livestock Extension Agents	1 Week	80	60	120	130	160	160	360	350	97%	360	350	97%
Small Ruminants Agents	1 Week	40	0	80	0	80	0	200	0	0%	200	0	0%
MRD Accountants	1 Week	15	12	15	24	0	19	30	55	183%	30	55	183%
Sub-Total		275	239	395	234	510	276	1,180	749	63%	1,180	749	63%
TOTAL		303	239	423	234	530	276	1,256	749	60%	1,256	749	60%

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2. Training of GOT Agricultural Instructors

The ProAg called for two specific groups of agricultural instructors to be trained, 20 instructors at the RYFTCs and four instructors from NIAT. To date, Togo OIC has not trained any GOT agricultural instructors.

a. Training of RYFTC Instructors

In the case of the RYFTC instructors, the regional centers closed March 1983 before there was an opportunity to provide the staff with any training. The Centers, which were designed to provide farmer training, produced only one class. Since the Regional Centers would have served the same farmer clientele, it is reasonable to assume that the Togo OIC curriculum would have been useful for training the RYFTC teaching staffs. Thus, the reason that the planned outputs were not achieved was not due to any fault of Togo OIC. The ProAg should be amended, removing this training output.

b. Training of NIAT Instructors

The ProAg also specified that Togo OIC would train eight instructors in animal husbandry, farm equipment and rural construction from the National Institute for Agricultural Training at Tove (NIAT). (The number of instructors to be trained was later determined to be four.) To date, no NIAT instructors have been trained by Togo OIC. When the NIAT administration was interviewed by the Evaluation Team and asked why training had not occurred, the reason given was that the institution currently had a different set of training objectives for its faculty. Specifically, it was said that the NIAT needed training in pedagogy.

Togo OIC has indicated its willingness to train NIAT professors but has, thus far, received no requests. While it is difficult to pin down, there seems to be another factor retarding the achievement of this training output. NIAT provides agricultural training at a higher level than Togo OIC, training which is more academic and less practical. NIAT faculty tend to have higher levels of training than the Togo OIC staff. There may well be a judgment by NIAT administration and faculty that it is inappropriate for Togo OIC to train its personnel. The judgment seems to be that Togo OIC should be concerned with training farmers and low-level extension agents. Regardless of the reasons, the training is not being done. Unless there is an expeditious decision, on the part of NIAT, to initiate this training activity, the ProAg should be amended with the training of NIAT instructors dropped as a training output.

3. Training of GOT Extension Personnel

The second Phase II training component involving GOT personnel calls for upgrading the knowledge base and skill levels of agricultural extension personnel and MDR accountants. Regarding the extension agents, the Proposal argued that the Togo OIC approach to training, with its emphasis on "hands-on" practical experience, was particularly appropriate for teaching extension agents how to apply the principles of modern scientific agriculture to the practice of traditional, village-based production systems.

It is worth noting that all of the GOT/MDR administrative personnel interviewed by the Evaluation Team reported that they felt that the Togo OIC role in training agricultural extension agents was very important. They indicated that the Training Center was particularly important for training the agents in animal husbandry and rural construction, and for providing them with practical experience. They emphasized that with MDR's "new development strategy", extension agents are required to be generalists. The Togo OIC training is being used to remedy the agents' substantive deficiencies in key crops, different types of livestock and related matters. All indicated they believed that as the government's "new strategy" is formalized and put into action, there will be an increasing role for Togo OIC in the training of extension personnel.

While some progress has been made during Phase II, the success of this component has been limited. The training program could have been better designed and the number of agents trained was well below the planned number.

a. The Content of the Short Courses for Agricultural Extension Agents and MDR Accountants

The agenda and schedule for training is worked out in joint conference between MDR and Togo OIC administrators. To date, the strategy used is for MDR officials to identify specific substantive areas for training, knowledge, and/or skill deficiencies shared by a large segment of extension agents. After establishing priorities, Togo OIC proposes a short course to cover the areas of training proposed. There is little evidence that much thought is given to the subject of training prior to the scheduled meetings. The number of trainees is agreed upon, at the meeting and the general areas of training are selected.

The short courses are scheduled for one week. Since the major justification for training the extension agents is that they lack basic knowledge and skills necessary to be effective extension agents, one week is not sufficient time for training. Worth noting is the fact that many of these same extension personnel are also trained at NIAT and the training is spread over several months.

respondents also noted that the training activities in animal husbandry and rural construction were also useful. All respondents indicated that the length of the sessions was too short. Additional training in agricultural extension methodology was frequently requested.

d. Contribution to Project Purpose

As indicated above, the training of GOT extension personnel is one of the explicit items in the ProAg project purpose. While there is much room for improvement in this training activity, that which has occurred is nevertheless responsive to the purpose of the project. It could be even more responsive if more planning and design went into this activity.

e. Summary and Suggestions

While the training of GOT extension personnel is an integral part of the project purpose, it has commanded only a small portion of the project's resources. Major findings concerning the training of GOT personnel are:

1. Curriculum development for extension training is done on an ad hoc basis in response to requests from GOT;
2. The staffing of the extension training courses is largely with short term consultants and not by regular Center staff;
3. Only about three-fifths of the planned training outputs have been achieved;
4. In general the extension agents viewed the training as useful;
5. While the training contributes to the achievement of the project purpose, a greater effort is needed if there is to be significant progress toward upgrading extension personnel.

Suggestions for improving the extension training program are as follow:

1. Togo OIC, in collaboration with extension training personnel should develop a comprehensive curriculum designed to upgrade extension personnel with subject matter modules which can be taught individually or in concert;
2. The Togo OIC staff should take an active role in the teaching of the short courses for extension agents.

4. Unanticipated Training for GOT and Other Professional Level Personnel

Togo OIC has conducted additional training of GOT and other personnel. (See Table III.C.2.) Three hundred eighty-three persons were trained for 276 P/W. The content of the training was diverse and included such subjects as animal traction, training methodology, extension techniques, and animal husbandry.

As with the unanticipated farmer training, Togo OIC should be selective in the types of training it offers to GOT and other professional groups. It should be training which is already routinely given at the Center.

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Table III.C.2

GOT PERSONNEL TRAINING OUTPUTS NOT SPECIFIED IN PROAG

=====						
Trainee Group		Fy84	Fy85	Fy86	Total	Total P/W

INSTRUCTOR						
Peace Corps Volunteers	2 Weeks	0	2	0	2	2
University of Benin Students	6 Weeks	0	0	4	4	24
Peace Corps Volunteers	3 Days	23	0	0	23	14
Teacher/Trainees ENI-Notse	1 Day	130	0	0	130	26
OIC/Liberia and OIC Nigeria	1-2 Weeks	0	0	3	3	5
Sub-Total		153	2	7	162	71
EXTENSION AGENTS						
SOTOCO	1 Week	0	184	0	184	184
PDRN/FIDA	1 Week	0	17	0	17	17
Cuso Livestock Agents	1 Day	0	0	20	20	4
Sub-Total		0	201	20	221	205
TOTAL		153	203	27	383	276
=====						

III. INPUTS

A. A.I.D.

1. A.I.D. granted OICI \$3,236,463 pursuant to a Cooperative Agreement dated September 30, 1983, and obligated \$510,672 the same day. Life-of-project funding was totally obligated as of August 31, 1985. There have been no cash flow problems.

B. USAID/Togo-Benin

The project has had a project officer assigned to it at all times. The officer has been effective in serving project needs on the one hand, and in keeping the Mission informed on the other.

C. OICI

1. Funding

OICI has been prompt in following its established procedures for disbursing funds to the field and there have been no cash flow problems.

2. Technical Cooperation Team

TEAM PROJECTED AND ACTUAL

Member	FY 84	Actual	FY85	Actual	FY86	Actual	Proj	Total to date	
	Proj		Proj		Proj			Actual	Variance
Program Advisor	12	12	12	12	12	12	36	26	None
Extension/Ag. Training Specialist	6	0	12	12	12	12	30	24	-6
Animal Husbandry Specialist	12	12	12	12	12	12	36	36	None
Finance/ Administration Specialist	12	12	12	8	12	12	36	32	-4

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The above chart shows the projected and actual service for TCT members. Variance in the case of the Extension and Agricultural Training Specialist is due to the difficulty of recruiting an appropriate candidate and the necessity of training the selected candidate in French. In the case of the Finance/Administration Specialist, variance is due to the necessity of replacing this team member in mid-project due to technically unsatisfactory performance. Project implementation has improved markedly since FY 1986 when there has been a full complement of technically qualified, French speaking staff on board. During FY 84 and FY 85, implementation was hampered, but not irretrievably so; the present team seems to be making up for lost time.

3. Short-term Technical Assistance

The ProAg calls for between 140-200 person days of U.S. consultant services to be paid for by OICI headquarters funds. The U.S. consultant services provided to date through this mechanism are limited to audit and evaluation personnel. The project still is entitled to about four months of U.S. consultant services, and the team urges that they be provided promptly in the area of fund raising, data collection and analysis, pedagogy, curriculum development and extension methodology.

Reportedly the two independent U.S. consultants engaged for this evaluation team are being paid for out of project funds, arguably because OICI habitually does not pay for independent consultants for evaluations. The majority of the team finds this posture most irregular, especially in light of the fact that provision had been made in the ProAg for financing U.S. consultants out of OICI funds. If the higher number of 200 person days is used, OICI could finance this evaluation team's U.S. consultants and still have an obligation to provide about four months of additional service.

4. Short-term Local Consultants

The ProAg provides for between 300-400 person days of local consultants services. Drawdown on this obligation is not on target. The quantitatively poor drawdown is less of a concern than the fact that the preponderance of local consultants has been engaged to give seminars for extension agents. This fact is troubling for two reasons. First, it indicates that OIC deems itself unequipped to train extension agents or that it has insufficient interest in doing so. Second, it indicates that OIC has not taken full advantage of the opportunity offered by this provision to upgrade its staff and streamline its management.

5. OICI Support

With the exception of the above issue concerning U.S. consultants' services, OICI U.S. backstopping and field visits have been satisfactory. The ProAg calls for 22 field visits, and so far there have been 20, with an additional 13 for the OICI-sponsored African Development Conference in March, 1986. These visits were made by an appropriate mix of administrative and technical personnel.

6. U.S. Training

The ProAg stipulates that one Board of Directors member and two local staff will receive U.S. training each year, and that this training be paid for by OICI headquarters funds. To date only one Board member and two staff have benefitted from U.S. training. OICI believes that the African Development Conference held in Togo during FY 86 (during which over 60 OIC-associated persons received some training) replaced, and was more valuable and cost effective than U.S. training for a more limited beneficiary group. The majority of the team seriously questions this assertion and believes that each experience has its own benefits. OICI is urged to accelerate its U.S. training to compensate for the delay in meeting agreed-upon targets, and to provide training and educational visitations especially in the areas of fund raising and pedagogy.

7. Materials and Equipment

U.S. commodity procurement is one of the major responsibilities of OICI, and it has performed entirely satisfactorily.

D. GOVERNMENT OF TOGO (GOT)

The GOT has satisfied its obligation to second ten persons to the project; it has seconded 12, ten of whose salary is paid for by the GOT. However, as shown by the chart below, it has contributed only 42.2 percent of the FY 1984 - 1986 amounts it agreed to contribute in the ProAg. The sum of the projected FY 1987 contribution and the FY 1984 - FY 1986 arrears of \$258,806 amount to \$527,504, or 73.6 percent of its projected contribution. As noted above in the discussion on local staff, the qualitative deficit of local staff and the GOT's unwillingness to take simple remedial measures are far greater implementation constraints than the quantitative shortfall. Whereas the team does not believe that it is realistic to expect the GOT to make up this shortfall completely, a formal request should be made for one-half of the arrears and for the full FY 1987 contribution.

GOT CONTRIBUTION (U.S. \$)

	PROJECTED	ACTUAL	% PROJECTED ACTUALLY CONTRIBUTED
FY 84	179,539	50,916	28%
FY 85	121,803	51,801	42.5%
FY 86	146,762	86,581	59%
FY 87	<u>268,698</u>	<u>-</u>	
	716,802	189,298	

Amount agreed to contribute to date: \$448,104
Amount contributed to date : \$189,298
% of agreed-upon contribution actually
contributed : 42.2%

Deficit to date: \$258,806, or
57.8 of FY 1984 - FY 1986
amount projected

E. LOCAL COMMUNITIES

During Phase II the village of Atachave has transferred 1900 hectares of land at Agoto for the settlement of OIC trainees. This gift was unanticipated. The access road is being upgraded to be usable year round. When this work is completed (hopefully by June, 1987), the area will be extremely valuable as a resource for young farmers whose families do not have sufficient land to offer their children. Even at present there are about 35 young farmers settled at Agoto.

IV. PROJECT MANAGEMENT

For purposes of this evaluation, project management is the process of converting inputs to outputs, and of taking the necessary actions to transform outputs into end-of-project indicators. Several key functions of project management are assessed in this section.

A. DEVELOPMENT AND IMPLEMENTATION OF MANAGEMENT SYSTEM

Generally, there are numerous possible indicators of the presence of a management system, and this project has more than a representative share. The large number of management tools being used by project staff to monitor and control operations may be attributable partly to the ProAg stipulation that there be such a system and associated documents. Specifically mentioned by the ProAg are personnel policies, job descriptions, a manual of standard operating procedures, training curricula, an annually updated project performance tracking system, annual work plans, annual budgets, and a detailed reporting schedule.

As envisaged, these tools were developed by local staff and the TCT, sometimes on the basis of standard models supplied by OICI. All of the above-mentioned tools are in place and in use. In addition these are standard operating manuals for administration and finance, training, animal husbandry, and farm management. Work plans are developed for the whole project and for each major division.

There is one conspicuous deficiency, and that is in the area of data collection and analysis related to former trainees. The team realizes that this lack may accrue partly from inadequate training, and urges that technical assistance be procured promptly to train staff in these areas. Trainee feedback and the effectiveness of trainee farming operations can provide valuable information for improving training content and methodology, and for defining new program directions. Improved trainee follow-up has been recommended by previous Phase II reviews, and remedial action in this area is long overdue.

B. FINANCIAL CONTROL

In general, project financial control is more than adequate. There are annual budgets for the project as a whole (as called for in the ProAg) and for each administrative division. These are drawn up by the administration and finance division. The ProAg stipulated that there be annual financial audits, and there have been. Audit recommendations centered on effecting technical, accounting modifications and did not allege financial mismanagement nor lack of compliance with basic accounting practices.

Program planning would be facilitated greatly by a more accurate idea of the costs of discrete activities. Accordingly, costs should be disaggregated and assigned to the functions for which they were incurred at the most detailed meaningful level of specificity.

C. PROGRAM PLANNING

Program planning is essential to successful current operations and to sustainability. The Board of Directors, the TCT, and local staff share responsibility for this activity. There has been one success and one deficiency in this area.

The success is the program and financial projection for the years 1988-1991. The activities selected for this period are on- and off-site young farmers' training; on-site young women's training; practical animal husbandry training; and, GOT extension agent instruction. Budgets have been projected for each component. This planning enterprise was undertaken by the TCT and it is a well-constructed planning tool. Various programmatic hypotheses can be easily injected into the budget format to ascertain the effect of a given change on overall cost.

The deficiency is in the area of data collection and analysis for tracking the progress (or lack thereof) of settled trainees and using the information to enhance program effectiveness. A system for routinely collecting pertinent data on settled trainees, maintaining it in a data base, and producing regular and special reports should be instituted. The use of a small computer should be explored. U.S. short-term technical assistance for designing and implementing such a system should be procured, and funded by OICI's headquarters's account.

D. CURRICULUM DEVELOPMENT

A central management problem facing any educational institution is the development and maintenance of the school's curriculum and curricula. During the last three years, Togo OIC has made substantial progress toward the institutionalization of sound procedures in this domain. In the last year and a half, the Togo OIC Training Office has published major components of the curricula. (See Annex A for Bibliography. Wolf is listed as editor of the publications.)

Each curriculum has been divided into substantive areas for which training modules have been developed. For each module, detailed lesson plans have been developed. The Training Office exercises control over the addition or elimination of modules or changes in the lesson plan. The Training Office maintains a file with copies of all curriculum materials.

Realizing that Togo OIC has limited staff and other training resources, the Training Office is currently trying to define the areas of instruction that should be the Center's domain. Once done, the plan is to develop module-based curricula for each area which can be tailored to various trainee groups.

V. PROJECT VALIDITY

A. ASSUMPTIONS

Generally, the assumptions set forth in the September 26, 1983, Project Proposal Logical Framework still are valid, with the following exceptions:

1. Closing of the Regional Young Farmers Training Centers (RYFTCs) and Unavailability of Small Ruminants' Agents

The GOT closed the RYFTCs in March, 1983, because they were deemed too expensive and insufficiently effective. Accordingly, projected project activities addressed to training RYFTC trainees and instructors could not take place. Also, a small ruminants' project which planned to send its extension agents to OIC ceased recruiting new agents due to termination of external funding. Therefore, these agents could not be trained.

2. National Institute of Agricultural Training (NIAT) Instructors' Training

The ProAg stipulated that a total of four NIAT instructors drawn from the specialties of Farm Equipment and Rural Construction and of Animal Husbandry be trained by OIC for one week in FY 1984 and FY 1985. The NIAT instructors reportedly considered themselves already trained to a higher level than the training planned by OIC and therefore resisted OIC instruction. Accordingly, plans for this training were cancelled.

3. Input Assumptions Related to GOT Contribution

Two input assumptions regarding the GOT contribution are no longer totally valid. The first assumes that GOT contributions will be provided on time and at least the projected levels. The second assumes that seconded GOT personnel will accept the project's strategy,

methodology, goal, and purpose, and will function harmoniously with other staff members. The above discussion on "Inputs" shows that to date total GOT contributions never have been at projected levels. The quantitative shortfall in and of itself has not caused an implementation problem. However, the qualitative shortfall reported in the above discussion on unsatisfactory seconded personnel has posed an implementation problem.

B. CONTINUED VALIDITY OF GOAL

The goal of increasing rural food production capability is congruent with both the A.I.D. and GOT policy priority for increasing food production. The goal level two-pronged strategy of farmer training in agricultural production and farm management and of extension agent and instructor training is also consistent with A.I.D. and GOT policy and has sufficient demonstrated efficacy to continue to be practically reasonable and valid.

C. CONTINUED VALIDITY OF PURPOSE

The core of this project's purpose is the institutionalization of an on-going program of practical training and demonstration to upgrade small farmers', extension agents', and agricultural instructors' capability to increase or contribute to increasing food production. The continuing validity of this idea must be assessed in terms of the appropriateness of Center-based training, as opposed to technology and management skills transfer at the beneficiary's site. There are advantages to each approach, and the practical challenge is proper application, not choosing one over the other.

The second approach assumes that the beneficiary has a site. This assumption may not always be valid regarding rural youth. Even when a beneficiary has a site, there may be certain important advantages to Center-based training. It permits intensity of focus, teaching, and learning for both instructors and students. It further permits simultaneous coordinated transfer of appropriate technology in a wider range of subjects than would be possible in a village. For rural youth with little or no previous training and limited experience being responsible and accountable for agricultural production (as opposed to assisting the responsible person, as a son does his father), the intensity and range of Center-based training may be preferable. Center-based training also has significant advantages for other groups. For farmers who have some experience, well-planned Center-based training for short periods has the potential to improve technical and management skills more quickly than village-based instruction. Center-based training arguably is the preferred method for more advanced beneficiary clients, such as extension agents and others, who periodically need skills' reinforcement and updating.

There is an important caveat to these three observations. The training must be heavily "hands-on" and participating for it to "clone" -- for the trainee to be able to replicate the learning technologies for beneficial results, and to be ready for the accountability accruing from being responsible for an endeavor. One way to encourage this cloning is to maximize opportunities for individual activity. Individual activities are not feasible for short reinforcement courses but can be invaluable in a program lasting several months. To its credit, Togo OIC realized this fact early and has standardized individual practice for corn, cotton, vegetables, chickens, and rabbits for its young farmers' program. Reportedly, students' dedication to these areas is noticeably greater than that to group exercises involving other field crops, pigs, and small ruminants. The Regional Young Farmers' Training Centers (RYFTCs) learned this lesson the hard way. Their instruction was given in groups, and in general sparked insufficient interest among trainees to incite them to practical applications on their own farms. Indeed, team interviews with youth who had studied two years at a RYFTC show a marked contrast between them and the OIC youth, especially in the areas of self-reliance, resourcefulness, a willingness to work hard, and a predisposition to apply learned techniques. The RYFTC graduates seemed to expect gratuitous provision of important inputs and were content with a dependent posture, whereas the OIC graduates were trying, largely successfully, to stand on their own. A number of factors may contribute to this difference, but the main one appears to be OIC's heavy reliance on individual activities for the success or failure of which only one person is responsible.

Center-based agricultural training has enough advantages to be optimal for various kinds of desirable training at different levels. It should be coordinated with other training when a candidate's needs indicate another mode of instruction would be optimal. But it should be pursued. Only a galaxy of training modes can be optimal in the long run to satisfy a large community's wide variety of needs. One mode cannot be optimal for everyone, nor can one mode be optimal for any one person at all times.

The project purpose concept of a Center-based practical training and demonstration program for small farmers, extension agents, and agricultural instructors continues to be valid, provided that there is sufficient practical training, which at this time there unquestionably is. The beneficiary community is large enough and important enough to Togo's development to warrant the undertaking. The validity of this concept is increased by the GOT's emphasis on farm preparation and placement for rural youth. The bulk of Togo OIC's training weeks, and, hence, resources, to date, have been devoted to the Young Farmers' Training Program, which addresses at least the farm preparation aspect of the GOT emphasis and gives limited assistance in the farm placement area. OIC itself cannot and should not try to do more in this second area. Rather, it should expand its collaboration with other organizations active in placement and in assistance to established

farmers and "pass on" its trainees to them. The benefit will be mutual in that the recipient associations will obtain motivated youth with strong basic training. On its part, Togo OIC should be prepared to take back some of its former trainees and some beneficiaries of recipient organizations for short reinforcement courses and intensive study in specialized areas.

D. CONTINUED VALIDITY OF PROJECT STRATEGY

The end-of-project status indicators, outputs, and inputs have been discussed elsewhere at length in this evaluation. However, it is appropriate here to provide an overview of their present appropriateness. The project design as modified by the ProAg is deemed reasonable and entirely satisfactory to bring about realization of the project purpose. Recommendations for modifying the ProAg to make it current are set forth in the Recommendations section. None of these modifications is being suggested because of a conceptual fault in the initial design.

The team would neither add to nor subtract from the end-of-project conditions, nor would it, at this time, attempt to define the use of "effective", "effectively", and "adequate", which appear throughout the conditions, although more precision might have been preferable at the design stage. With the exception of the Board's performance in fund raising, the range of being "effective" and "functioning effectively" is acceptable, and we foresee no net gain being obtained by injecting more precise indicia at this stage.

The combination of outputs selected to achieve the project purpose and the combination of inputs selected to achieve outputs remain conceptually valid and have demonstrated practical efficacy as discussed in other sections. We see no reason to change.

E. COST EFFECTIVENESS

1. OIC Per Trainee Costs

Chart V-A sets forth OIC per trainee cost with and without the TCT added in. A description of the methodology of computing this chart is set forth in the Annexes. Cost computations without the TCT are given in CFA and in dollars. Cost is given for the full training period for each category--not per training week. Computations which include the TCT indicate the cost to A.I.D. per trainee. The Young Farmers' program invariably is the most expensive, at a three year average of \$4,067. There is a sharp drop to \$970 for the Special Animal Husbandry Trainees and \$796 for off-site assistance to former OIC trainees. There is another sharp drop to \$165 for seminars (over 90 percent of which were for government extension agents, with the remainder for adult farmers and farmer trainees), \$101 for one-time, ad hoc special needs assistance, and \$85 for village-based assistance to adult farmers.

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Chart V-A : Togo OIC Estimated Cost per Trainee FY 1984 - 1986

	Young Farmers		Seminars		Special Trainees		Adult Farmers Off-Site		Former Trainees		Ad Hoc Assistance		Year Ave. for All Trainees
	Cost	No. of Train.	Cost	No. of Train.	Cost	No. of Train.	Cost	No. of Train.	Cost	No. of Train.	Cost	No. of Train.	

1984 Without TCT													
CFA	1,700,165	24	45,827	479	479,007	21	25,580	210	220,364	57	20,585	373	415,255
U.S.\$ (\$1 = 440 CFA)	3,864		104		1,089		58		500		47		944
With TCT (U.S.\$)	4,055		109		1,141		61		525		48		990

1985 Without TCT													
CFA	1,618,359	36	55,086	660	329,270	83	35,482	237	395,268	47	31,534	237	410,833
U.S.\$ (\$1 = 469 CFA)	3,451		117		702		76		843		67		876
With TCT (U.S.\$)	3,769		127		771		82		920		73		957

1986 Without TCT													
CFA	1,488,109	44	88,629	425	354,264	76	32,369	114	273,678	28	42,370	55	379,903
U.S.\$ (\$1 = 378 CFA)	3,937		234		937		86		724		112		1,005
With TCT (U.S.\$)	1,378		258		999		111		944		181		1,145

Ave. Without TCT 1984-1986													
CFA	1,602,211		63,181		387,514		31,144		296,437		31,496		401,997
U.S.\$	3,751		152		909		73		689		75		942
With TCT (U.S.\$)	4,067		165		970		85		796		101		1,031

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CFA costs show that the CFA per trainee cost has declined CFA 212,059, or \$643 (at the November, 1986 exchange rate of 330) since 1984. Accordingly, based on a group of 44, the Center effected economies of \$28,292 for 1986. CFA costs also show a steady increase in seminar per trainee costs. That from 1984-1985 accrues primarily from a quadrupling in local consultants, and that from 1986-1987 accrues from a combination of predominantly fixed costs and a significant decrease in the number of students. The sharp increase in farmer trainee cost for 1985 is attributable to the acquisition of the 1900 acre plot at Agoto and expenses related to making it ready for settlement. Overall, the CFA per trainee cost for the average of all categories has declined CFA 35,352 or \$107 since 1984. Conversations with the TCT and OIC staff indicate this decline has been effected deliberately (especially that for young farmers), and that further economies are being attempted through experiments with small villages guided by farmer trainees, as discussed elsewhere.

The above-noted average decline notwithstanding, the question arises as to whether the various per trainee costs are reasonable. The absence of a comparable training program for similar clientele constrains incisive analysis in this area. However, several observations can be made. First, it must be determined as a policy matter whether assisting disadvantaged youth--many of them landless--and other rural poor and whether upgrading GOT trainers are worth doing in and of themselves. That is a policy judgment. Because assistance to these beneficiary groups is squarely consistent with A.I.D. and GOT priorities, an affirmative judgment is not, on its face, facetious. Nor is a decision to rely primarily on Center-based training, as discussed above in the purpose validity section. Assuming the activity's merit, on-site investigation by the team show that project activities are not being conducted in a deliberately nor a negligently wasteful fashion. There is an effort, largely successful, to execute project activities as cheaply as possible to produce an acceptable result. The present high average per trainee cost stems mainly from the young farmers' training. Training the untrained is an inherently expensive activity for much the same reason that infants command the most nutritious food. Accordingly, the present cost is not necessarily unreasonable.

2. OIC Future Directions and Cost Cutting

There currently is a major rethinking of the structure of the young farmers' program. The Center is experimenting with trainee groups of four living with a successful former trainee at Davie and Adetikape. The former trainee has somewhat the same role as a teaching assistant at a U.S. university. He guides the activities of the trainees and acts as liaison with OIC instructors, who visit the group for teaching and practica. He also acts as liaison with OIC Management, which provides farming inputs. The present plan is to amplify and refine this model at the Center by building "villages" of four inexpensive houses (each of which would lodge four trainees and one former trainee) of stabilized

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bricks on Center land. This location will reduce transit time and costs for Center personnel participating in trainee development. It also will make accessible Center facilities to the trainees. The purported merit of this approach is that costs per trainee can be reduced without sacrificing individualized activities and guidance, and that benefits can be expanded by increasing the number of trainees--eventually to 80 per year. If this model proves successful, it will be applied at Agoto. This approach is described in detail in the annexes. It appears to be worth trying. The team's experience with local staff and the TCT indicated they are the first to notice problems with their activities and resourceful in devising solutions; in the event a solution is not found, they are the first to overhaul or, if necessary, discontinue an activity. There is no reason to expect less self-criticism with this new model's development.

3. Per Trainee Cost Comparison: NIAT

One method for ascertaining the reasonableness of the present OIC per trainee cost is to compare it with the cost of a similar institution, or with a program that serves the same clientele for the same purpose--whether or not by the same method. Unfortunately, there is no institution or program with a predominantly practical bent which concentrates on training untrained rural youth and assisting them in settling. The National Institute for Agricultural Training (NIAT) offers some similarities, as well as some significant differences. This institute trains educated young people in a variety of agricultural areas. Unlike OIC, it relies primarily on theory and there is little practical work, nor the need for the relatively expensive equipment and supplies practical work entails. Also, what practical work there is, is done in groups, rather than individually. Students are housed at the Institute and receive CFA 25,000 per month stipend for food and pocket money. Students also receive some clothes.

Chart V-B sets forth FY 1985 NIAT per trainee costs. The monthly cost is shown to be CFA 192,669, or \$510 (using the average 1986 exchange rate of 378). This cost includes the cost of expatriate instructors, a permanent feature in NIAT instruction, but does not include the cost of NIAT's TCT, which is a temporary feature as at OIC. The per student cost for an eight month course of study would be \$4,080. This compares with OIC's eight month FY 1986 young farmer program per trainee cost without the TCT of \$3,937. CFA comparisons may be more informative in the context:

- NIAT per trainee cost, CFA 1,541,352
- OIC young farmers 1986 per trainee cost, CFA 1,488,109

Arguably, the training at NIAT should be less expensive because of two significant factors: its students start at a higher level, and its

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Chart V-B

NIAT Average Per Trainee Cost
Academic Year 1986
(1\$ = CFA 378)

Category -----	Revenue -----	Expense -----
GOT INCURRED		
Salaries		75,725,000
Technical Commodities		2,050,000
Subscriptions (Phone, Reviews, etc.)		1,128,000
Maintenance, Expendibles		44,000,000
Infrastructure Amortization (25 years)		40,000,000
Sub-Total		----- 162,903,000
DONOR INCURRED		
UNDP for a Wide Variety of Expenses		90,000,000
FED for Student Allowances and Food		4,350,000
FAC : Expatriate Salaries		38,200,000
U.N. : Salary for Volunteers		12,000,000
Sub-Total		----- 144,550,000
Gross Expenses		===== 307,453,000
AGRICULTURAL PRODUCTION REVENUES	4,000,000	
	=====	=====
NET EXPENSES		303,453,000

program is less practical and does not involve individual activity. This comparison is fraught with many inaccuracies. What it indicates is that Togo OIC's per beneficiary costs, even for its most expensive category of trainee, is not out of line--once it has been decided to provide vocational agricultural training to the rural poor and to those responsible for technology transfer to them. The analysis here is not assessment of this project vis-a-vis the entire panoply of development activities one might for the sake of argument, undertake, with per direct, short-term beneficiary cost the controlling consideration. One must remember also that any reductions in OIC per trainee cost attendant upon implementing the proposed village approach to training young farmers would widen the disparity.

4. Benefits

It would be convenient to be able to quantify benefits. At this project's three-quarter's mark, meaningful quantification is not possible. It is possible to say that the terms of the interviewee's responses and the team's observations of their operations and of Center operations make it reasonable to expect that in time, quantifiable benefits will accrue from project activities to farmer trainees and their neighbors, and to GOT extension trainees and their clients. The most heavily impacted group should be the young farmers. The most anticipated benefits are increases in agricultural production and income of affected farmers.

5. Strategy Appropriateness

Two questions must be asked: is there an obviously cheaper equally effective method for pursuing the same objectives as this project's approach; and, is there an obvious way to increase benefits? The answer to both questions at this juncture is no. The project approach has not proved so egregiously ineffective or expensive that it should be scrapped. This is not to say that the project's strategy cannot be fine-tuned and improved from both cost-effectiveness and benefit realization perspectives. The village model being developed by Togo OIC offers promise on both counts. There may be other experiments which could be tried, but none are obvious, and the village approach should serve well for present purposes. It is difficult to experiment with several new approaches simultaneously in any event. The team has concluded that the project strategy is appropriate for the purpose it was selected to achieve.

VI. SUSTAINABILITY

A. RECURRENT COSTS

The previous section's discussion of Togo OIC's efforts to reduce per trainee cost is germane to the subject of sustainability, for which

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recurrent costs must be kept to a minimum and, if necessary, cut. The TCT, in close collaboration with senior local staff, has engaged in detailed program planning and cost projections for the fiscal years 1988-1991. The substantive training program tentatively selected includes components for:

- young farmers, on- and off-site
- young women, on-site;
- special animal husbandry trainees; and
- GOT extension agents.

Chart VI-A sets forth the amounts budgeted for each training category in both CFA and U.S. dollars. Chart VI-B sets forth the amounts budgeted by functional expense category by year. The projected average annual budget is \$512,076, of which projected average recurrent costs comprise 92 percent, or \$471,221, and projected average one-time costs eight percent, or \$40,855.

A breakdown of funding sources is set forth in Charts VI-C-1 and VI-C-2. GOT officials, especially personnel in the MDR, have indicated they expect GOT contributions to the project will be maintained at FY 1987 projected level of CFA 42 million (CFA 30 million in cash and CFA 12 million in kind (land?)), for the years under consideration. Proceeds from the Center's agricultural produce cannot be expected to contribute any more than a fifth of Togo OIC's revenues.

The anticipated training of GOT extension agents shown in Chart VI-A would be undertaken pursuant to a World Bank project, to integrate and rationalize the Togolese agricultural extension service. This project is in its preliminary stages and there is uncertainty about when full-scale implementation will start and about whether and when Togo OIC will be asked to participate. Togo OIC has a reputation in Togolese agricultural circles for having no equal in practical livestock and poultry training, so the chances are good it will be asked to perform this service -- for a fee. The cost of this program is estimated at an average of \$84,668. This account is included in the estimate of funding which will be required from "Other Sources" on Chart VI-C, which averages to an annual amount of \$272,549. Should the World Bank program be late in starting, or should Togo OIC not be asked to train GOT agents, the yearly amounts set aside to pay for this service shown in chart VI-A, averaging \$84,668, will not be needed.

Accordingly, a minimum of \$187,881 (\$272,549 minus \$84,668) will be needed to operate the proposed Togo OIC program, which will consist of four components if extension agent training is not undertaken. The most probable source of this funding is other donors, either directly by Togo

Chart VI-A : Togo OIC Projected Budget in CFA by Training Category
1988 - 1991

	1988	%	1989	%	1990	%	1991	%
1. Young Farmers On-Site	67,327,000	40%	66,918,000	38%	62,351,000	38%	63,894,000	38%
2. Young Farmers Off-Site	35,086,000	21%	40,726,000	23%	41,157,000	25%	39,142,000	23%
3. Young Women On-Site	19,881,000	12%	19,857,000	11%	18,154,000	11%	18,887,000	11%
4. Special Trainees	17,518,000	10%	18,611,000	11%	16,931,000	10%	17,739,000	11%
5. GOT Ext. Agents	28,071,000	17%	28,754,000	16%	27,112,000	16%	27,825,000	17%
TOTAL CFA	167,883,000	100%	174,866,000	100%	165,705,000	100%	167,487,000	100%

Chart VI-B : Togo OIC Projected Budget in U.S. Dollars by Training Category
1988 - 1991
(\$1 = CFA 330)

	1988	%	1989	%	1990	%	1991	%
1. Young Farmers On-Site	\$204,021	40%	\$202,782	38%	\$188,942	38%	\$193,618	38%
2. Young Farmers Off-Site	\$106,321	21%	\$123,412	23%	\$124,718	25%	\$118,612	23%
3. Young Women On-Site	\$60,245	12%	\$60,173	11%	\$55,012	11%	\$57,233	11%
4. Special Trainees	\$53,085	10%	\$56,397	11%	\$51,306	10%	\$53,755	11%
5. GOT Ext. Agents	\$85,064	17%	\$87,133	16%	\$82,158	16%	\$84,318	17%
TOTAL CFA	\$508,736	100%	\$529,897	100%	\$502,136	100%	\$507,536	100%

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Chart VI-B-1 : Togo OIC Projected Budget in CFA, 1988 - 1991

	1988	1989	1990	1991	Average
Recurrent					
Personnel	51,887,000	54,481,000	55,906,000	55,906,000	
Consultants	1,500,000	1,500,000	1,500,000	1,500,000	
Commodities - Consumable	3,000,000	3,136,000	3,070,000	3,070,000	
Travel & Transportation	15,288,000	13,954,000	12,184,000	12,184,000	
Infrastructure Maintenance	2,000,000	2,000,000	1,500,000	3,000,000	
Direct Costs	65,455,000	76,219,000	79,179,000	79,179,000	
Other Direct Costs	6,275,000	6,725,000	5,207,000	5,207,000	
Total Recurrent	145,405,000	158,015,000	158,546,000	160,046,000	155,503,000
Non-Recurrent					
Commodities & Equipment	14,144,000	15,951,000	4,366,000	7,441,000	
Infrastructure & Installation	7,614,000		2,793,000		
Land Clearing	720,000	900,000			
Total Non-Recurrent	22,478,000	16,851,000	7,159,000	7,441,000	13,482,250
Grand Total	167,883,000	174,866,000	165,705,000	167,487,000	168,985,250

Chart VI-B-2 : Togo OIC Projected Budget in U.S. Dollars, 1988 - 1991
(\$1 = CFA 330)

	1988	1989	1990	1991	Average
Recurrent					
Personnel	\$157,233	\$165,094	\$169,412	\$169,412	
Consultants	\$4,545	\$4,545	\$4,545	\$4,545	
Commodities - Consumable	\$9,091	\$9,503	\$9,503	\$9,303	
Travel & Transportation	\$46,327	\$42,285	\$36,921	\$36,921	
Infrastructure Maintenance	\$6,061	\$6,061	\$4,545	\$9,091	
Direct Costs	\$198,348	\$230,967	\$239,936	\$239,936	
Other Direct Costs	\$19,015	\$20,379	\$15,779	\$15,779	
Total Recurrent	\$440,620	\$478,834	\$480,441	\$484,987	\$471,221
Non-Recurrent					
Commodities & Equipment	\$40,861	\$48,336	\$13,230	\$22,548	
Infrastructure & Installation	\$23,073		\$8,464		
Land Clearing	\$2,182	\$2,727			
Total Non-Recurrent	\$68,116	\$51,063	\$21,694	\$22,548	\$40,855
Grand Total	\$508,736	\$529,897	\$502,135	\$507,535	\$512,076

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Chart VI-C-1 : Togo OIC Projected Funding Requirements & Sources in CFA

	1988	1989	1990	1991
	----	----	----	----
Total Required Funds CFA	167,883,000	174,866,000	165,705,000	167,487,000
Training Costs Recaptured Through Production Revenues	27,100,000	32,000,000	33,500,000	33,500,000
GOT Input *	46,305,000	48,620,250	51,051,262	53,603,825
Other Sources **	94,478,000	94,245,750	81,153,738	80,383,175
GRAND TOTAL	167,883,000	174,866,000	165,705,000	167,487,000
	=====	=====	=====	=====

Chart VI-C-2 : Togo OIC Projected Funding Requirements & Sources in U.S. Dollars
(\$1 = CFA 330)

	1988	1989	1990	1991
	----	----	----	----
Total Required Funds CFA	\$508,736	\$529,897	\$502,136	\$507,536
Training Costs Recaptured Through Production Revenues	\$82,121	\$96,970	\$101,515	\$101,515
GOT Input *	\$140,318	\$147,334	\$154,701	\$162,436
Other Sources **	\$286,297	\$285,593	\$245,920	\$243,585
GRAND TOTAL	\$508,736	\$529,897	\$502,136	\$507,536
	=====	=====	=====	=====

* Based on FY 87 commitment for 30,000,000 CFA in cash and 12,000,000 in kind.

** Potential funds sources include approximately \$800,000 (as of November, 1986) unliquidated. Phase II obligations which would be available if a request for a no-cost PACD extension from December 31, 1987 to December 31, 1989 were approved. Another probable source of funds is expected to be Togo OIC's participation in the retraining of extension agents as part of a World Bank endeavor to upgrade the Togolese extension service. World Bank monies would pay for the agents' training.

OIC, or through the umbrella association of Togolese Non-Governmental Organizations (currently undergoing a metamorphosis). As has been mentioned in the section on outputs, Togo OIC will have to improve its fund raising action to match its rhetoric. To date there has been much discussion on this subject, but no significant action. Donors must be solicited, and a capacity to widen and continue donor contacts must be developed. To the extent that funds cannot be marshalled, economies will have to be effected or implementation of selected components suspended or cancelled.

B. FUTURE INSTITUTIONAL PLACEMENT OPTIONS

1. Non-Governmental Organization Status

In 1976 Togo OIC was registered with the GOT as a Non-Governmental Organization, or NGO. The status of a NGO in Togo is not as nebulous as it often is in other countries. The GOT has realized the potential of these organizations for attracting donor resources it cannot attract directly, and has fostered their existence and development. It has created a GOT office specifically to deal with NGO affairs, and has directed NGOs to reorganize their umbrella group so that all Togolese NGOs are members. This group will serve as the liaison between individual NGOs and the GOT NGO office.

The evaluation team sees little reason for Togo OIC to fashion another institutional identity at this point. To do so would jeopardize the institutionalization of the program. A move into the private sector necessarily would overemphasize commercial activities at the expense of development efforts, and would subject OIC to taxes and a host of other bureaucratic incumbrances. A move to be completely integrated into the MDR would limit OIC's control over its own destiny and its ability to undertake pilot experiments to improve project operations. In short, there is no realistic option to its present status. Fortunately, that status does not pose insurmountable problems to sustainability. Indeed, it may offer some opportunities, if OIC is assertive enough to seize them.

2. Responsiveness to GOT Needs

In talking with GOT officials and Board members the team repeatedly was advised that OIC would undertake those activities which attracted funding, especially GOT funding. The idea is that if OIC responds to GOT needs, especially those arising under the New Rural Development Strategy, the GOT somehow will find a way to sustain OIC activities. Being responsive right now is difficult because government requirements under the new strategy are only in preliminary stages of definition. The fluidity in part will require a waiting game. In part it also can be used as an opportunity to get in the "ground floor" and mold those requirements. Suggestions for anticipatory responsive action follow.

GOT officials were unanimous in their favorable recognition of OIC's practical livestock training. Insiders at OIC realize that it recently has become vulnerable in this area due to the replacement of two key livestock personnel (who were dismissed for minor malfeasance) by two far less qualified GOT personnel. These people are counterproductive and they should be replaced expeditiously before they jeopardize the reputation of this OIC section and make it impossible for OIC to market what reportedly has been a predominant capability in this area. OIC should do everything possible to contribute to the World Bank extension program. It may open other doors for participation in GOT programs.

Another important concern under the new strategy is the training and settlement of young farmers. The GOT is eager to stem urban migration and the often-accompanying social unrest and has explored ways of dealing with unemployment, unsettled rural youth to keep them in rural areas. So far GOT programs for the purpose have aborted. Togo OIC has expertise in this area to contribute and services to market. It should do so, promptly. This will require resourcefulness in creating and nurturing GOT contacts, and in acting as a "people broker" to put in touch with each other interested officials who can marshal and have made available to OIC resources for activities related to rural youth.

The message for the future is clear. Responsiveness to GOT requirements under the new strategy, the ability to anticipate those requirements and "tool up", and the capacity to position itself to participate in and influence the formation of those requirements will be the linchpins of OIC's sustainability.

Togo OIC is to be commended for its program planning, recurrent cost and budget projections, and cost cutting experiments. It has some valuable planning and control tools for future use.

Togo OIC has little choice but to be a NGO in the near future. This status may give it more liberty than a unit incorporated into a GOT ministry and more freedom from certain kinds of GOT impediments than a private sector entity--if used correctly.

Togo OIC's only means of sustaining its program in Togo is to respond to the GOT's requirements as they evolve under the new rural development strategy. Having realized this fact, OIC can transform it into an opportunity to participate in the molding of those requirements and, hence, in the rural development of Togo in a very fundamental way. If Togo OIC uses this opportunity prudently, it can make itself considered by the GOT indispensable to GOT rural development. At that point the sustainability of the Togo OIC program would be firm.

C. BENEFICIARY COMMITMENT TO SUSTAINED BENEFITS

There are several strong indications that settled trainees are committed to sustaining the benefits facilitated by their training. The most conspicuous is the formation of an "alumni" association, MASCOT, the members of which have requested a place on the Board of Directors. They also envision serving as an agricultural cooperative regarding input purchases and marketing of production. In addition, there have been several reports of settled trainees farming groups of non-OIC farmers in their villages to teach them better farming methods on a voluntary basis.

On an immediate, personal level settled trainees appear committed to changing their agricultural production behavior to sustain the benefits accruing from use of the techniques learned at OIC. There is an easily noticeable difference between the well-being of their operations and that of their neighbors who have not adopted improved techniques. That difference should give them the incentive to continue, assuming they can transform it into increased consumption and incomes.

It is questionable whether potential farmer beneficiaries would be willing to pay for the training in amounts significant enough to improve costs effectiveness. A demand for payment might effect a change in clientele away from those who need OIC services most. OIC could experiment in this regard and retrench if desirable. It is more likely that farmer trainees will be willing to volunteer their time and energy to conduct village field days and to work on demonstration plots. The GOT probably will be willing to support OIC training services for its extension agents, especially if the training is an integral part of the World Bank-sponsored reorganization. OIC should budget a profit into its charge for this training so that it has something to put back into the Center for program growth.

VII. OTHER CONCERNS

A. IMPACT

Assessing a project's beneficial impact at mid-point is an exercise in conjecture. Nevertheless, the following analysis indicates that it is not unreasonable to expect improved welfare of the direct beneficiaries.

In November, 1984, 24 young farmers completed the OIC course. They subsequently divided into three groups of eight, two of which went to Agoto and one of which remained on the OIC Center land. They began some production activities in the second quarter of 1985, but had to delay poultry production until mid year while chicken coops were being built. Agoto settlers had to clear land and encountered access difficulties because of inadequate road conditions.

Chart VII-A shows that average gross revenue before loan repayments for these groups ranged from CFA 147,868 (\$319) to CFA 165,558 (\$358). These figures should be compared with the minimum wage for unskilled labor of CFA 130,000 (\$281). It should be remembered that finding a job as unskilled labor is a most uncertain enterprise.

These group's revenues can be expected to increase in 1986. Production will not be delayed by start-up activities. Productive resources also will increase. There should be about three times as many chickens in 1986 than in 1985 and cultivated area is expected to have doubled. Admittedly loan repayments will cut into these revenues until the loans are repaid. However, an unskilled worker would have housing and food expenses which the new farmer does not incur, and these expenses would cut into his minimum wage. The new farmer would seem to be in a better position to improve his quality of life in the medium term. Accordingly, beneficial impact can be realistically anticipated from the OIC program -- both in terms of an individual's relatively greater resources compared with those of an unskilled worker, and in terms of the socio-economic welfare accruing from decreased urban migration.

B. WOMEN IN DEVELOPMENT ISSUE

An important issue, which essentially has been ignored by the project, is the role of women. While the Project Proposal makes cursory mention of the training of women, the PROAG does not address the matter.

During the first three years of the project, there has been virtually no participation by women. There are no women on the Togo OIC Board of Directors. The only women employed by Togo OIC are in clerical and domestic positions. The only women trained by the project are one or two in the Special Animal Husbandry Training course and two women's village groups, the latter for only a one day workshop. In terms of P/W of training, women have been recipients of less than one percent of the training.

This lack of involvement by women in the project should be redressed given the fact that women play a vital role in Togolese agriculture. The role of women in the nation's agriculture is equal to, if not greater than, that of men. Women are as much in need of "upgrading" in agricultural management and production skills as men.

The Evaluation Team is cognizant of the Togolese cultural norms which make it difficult for women to be trained away from their homes and by men. However, these same norms exist in other West African countries where substantial progress is being made in training women in agriculture.

The Evaluation Team recommend, that during the remaining period of the project, Togo OIC should make a concerted effort to involve more women in the project. Women should be included on the Board of Directors, hired as program staff members, and recruited as students for

Chart VII-A

Revenue of 1984 Graduates (Settled in 1985)
1985 (in CFA)
(\$1 = 463 CFA)

	Group 1 8 Members -----	Group 2 **7 Members -----	Group 3 8 Members -----
Revenue* from Crops	689,488 \$1,489	665,456 \$1,437	780,887 \$1,687
Revenue* from Poultry	493,452 \$1,066	493,452 \$1,066	493,452 \$1,066
Total Revenue for Group	----- 1,182,940 \$2,555 =====	----- 1,158,908 \$2,503 =====	----- 1,274,339 \$2,752 =====
Average Revenue per Graduate	147,868 \$319	165,558 \$358	159,292 \$344
Less Loan & Interest per Graduate	----- 108,325 \$234 -----	----- 108,325 \$234 -----	----- 108,325 \$234 -----
Net Average Revenue per Graduate	39,543 \$85	57,233 \$124	50,967 \$110

Sources : Togo OIC Training Division and Animal Husbandry Section.

* Revenue is to be defined as 'value of farm produce'. Part of the production has been kept for personal consumption. Therefore, not all farm produce was sold for money.

** One member died after formation of group.

the Center's regular training program. The Team urges USAID/Lome to use its good relations with the GOT to effect this change.

C. ENVIRONMENTAL ISSUES

In 1984 the community of Atchave donated 1900 hectares of land at Agoto to the project. It is primarily wooded savannah with riverine forest. At present there are 33 former OIC trainees settled there. Access road construction is underway to make the area accessible during the rainy season. This work is being financed by a combination of project, GOT, U.S. Self-Help, and Peace Corps funds. Land clearing also is taking place. The unforeseen rural infrastructure and settlement activities in the area warrant inspection by the REDSO/WCA Regional Environmental Officer to assure their compliance with applicable environmental regulations.

D. LESSONS LEARNED

The wisdom of hindsight can be constructively employed in planning. Project management wishes there had been more mutually beneficial collaboration with other development projects. These might have been several opportunities to pass on young farmer trainees at the end of their OIC course to another project which could assist in credit, land clearing, and technical advice. A related lesson is that project management wishes it had been more open to learning from other projects' activities. During Phase II project management learned the value of close, harmonious relations with the GOT; in contrast with Phase I, it established and maintained good relations. Not all lessons are painful, and the project has demonstrated the value of practical work and of the application of appropriate technology to its clientele, most of whom will not have access to costly, complex inputs in the foreseeable future. The project's use of individualized activity has been extremely successful and might be a method other development activities could profitably adopt.

One lesson this team has learned is the difficulty of impressing upon an evaluated entity the importance of crucial recommendations. In the case of OIC, every Phase II review to date has recommended systematic data collection and analysis regarding former trainees. Indeed, the May, 1986 Audit Report of A.I.D. Assistance to Togo mentioned this point. In addition, even Phase I evaluations recommended that OIC promptly develop fund raising competence. The importance and reasonableness of these recommendations seems clear, yet, OIC in each case has failed to take effective action. If this dalliance continues, the benefits previously realized by the OIC program will be diminished, and the program will have no future.

E. POLICY IMPEDIMENTS TO PURPOSE ACHIEVEMENT

The evaluation team found little in the way of GOT policy which it judged as impeding the realization of Project Goal and Purpose. The

one exception is the GOT's policy of maintaining a superficially low price for corn and other grains. Prices paid to farmers are often below production cost. This, of course, serves as a disincentive to production, and hinders the farmer in his attempt to raise his standard of living.

Fortunately, this policy impediment is being addressed. The GOT, with the assistance of the African Economic Policy Reform Project (AEP RP), is initiating a program to encourage the export of food grains. If successful, this should increase the demand for grains which should produce a market reaction resulting in higher producer prices.

F. RELEVANCE OF PRIVATE SECTOR

A rural training endeavor, is not foreseeably profitable enough to attract private investment. It is true that the Center derives some revenue from the sale of its agricultural produce, but this amount is not significant. During Phase I OIC was ambivalent about the extent of its commercial activities and was criticized by one evaluation team for diverting its resources to preparatory commercial production activities at the expense of training. Since then it has retrenched, wisely this evaluation team believes, and made training clearly its highest priority.

This team has observed that the Board of Directors could profit from private sector participation. New perspectives and contacts would be facilitated. At this juncture when securing financial support is of paramount importance, OIC needs to open its doors to many points of view to be aware of all explorable options. The team believes that the Board is cheating itself by its recalcitrance on this issue.

G. CONCLUSIONS

At the end of its third year of operation, the Togo OIC Phase II project has made substantial progress toward achieving its objectives. It is accomplishing what it was designed to accomplish. With some notable exceptions, outputs are on target; inputs have been timely, and the purpose, design and assumptions remain valid. Though progress has been made, significant problems related to post-project sustainability remain.

1. Outputs

To date, the outputs have contributed significantly to the achievement of the project purpose. The three major outputs are: 1) institutionalization of the Togo OIC Training Center; 2) the training of various farmer clientele; and 3) the upgrading of knowledge and skills of GOT agricultural instructors and extension agents.

Indications that the institutionalization of the Togo OIC Training Center is occurring are that: 1) a functioning, well-placed

Board of Directors exists; 2) a competent local staff, composed of both project-hired and GOT seconded personnel, is in place and their skill levels have been upgraded through in-service training; and, 3) effective systems for project monitoring, documentation, and administrative management are on-line. Institutionalization problems which still require resolution before PACD are: 1) clarification of the organization's legal status; 2) enlargement of the Board of Directors to include the private sector and women representatives; 3) a viable program for fund raising; 4) a managerially sound system for personnel management; and 5) a satisfactory mechanism for recruiting and approving GOT seconded personnel.

Evidence that the farmer training component of the project is on target are that: 1) a curriculum characterized by its "hands-on" practical approach, with subject matter modules and detailed lesson plans, is in place; 2) in general, actual farmer training outputs exceed those planned; 3) a functioning and effective trainee follow-up and extension unit is in place; and, 4) the beneficiaries rate the training highly and are currently involved in productive agriculture which on the whole has meant an increase in their standard of living. The major remaining problems are: 1) several gaps in the curriculum; and, 2) a perennial difficulty in scheduling training which involves the concurrence of another institution (NIAT).

Partially by design and otherwise due to a lack of direction from the Togolese government, the training of GOT agricultural instructors and extension agents has played a relatively minor role in project activities and has resulted in only modest outputs. Indications that progress is being made toward the achievement of this output include: 1) the responsiveness of Togo OIC to all training requests by GOT; 2) the realization, at least in numbers trained, of about three-fifths of the projected outputs; and, 3) positive evaluations by GOT trainees of the training programs and evidence that the training is being reflected in their training efforts. On the negative side: 1) the training of GOT personnel is not well integrated into the overall operation of the Center; 2) the courses are taught by temporary consultants, not Togo OIC personnel; and 3) curriculum planning and development is usually done on an ad hoc basis. The remedial actions needed include: 1) the development of a comprehensive curriculum for upgrading skills and knowledge of extension agents; 2) the active involvement of Center staff in the teaching of extension personnel; and, 3) the development of an explicit understanding between Togo OIC and the relevant Togolese agencies of Togo OIC's responsibility for this training activity.

2. Inputs

Project inputs have been provided by three sources--A.I.D., OICI and the GOT. In large measure, the inputs have been made as planned and have contributed to the achievements of the inputs. A.I.D. has provided its total projected funding ahead of schedule. USAID/Togo-Benin has

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provided effective management. OICI has satisfactorily provided financial management and long-term technical assistance, but is well behind schedule in providing both independent, U.S.-based short-term technical assistance and U.S. participatory training. The project currently had a need for expert technical assistance in fund raising, curriculum development and other key areas. Since the GOT has currently supplied only about two-fifths of the agreed funding for the project, efforts should be made to improve this performance.

3. Validity

The project can be judged valid in terms of its design, assumptions, appropriateness of outputs for achieving purpose, and its cost effectiveness. The project design, as specified in the ProAg, has not required substantive changes. The one major weakness in project design is the omission of a women-in-development component from the design. While two project assumptions proved invalid and resulted in the cancellation of several outputs, the cancelled items represented only a small portion of the total outputs. All outputs are contributing to the achievement of the project purpose. Togo OIC has made progress in reducing its training costs and its costs compare favorably with another training institution in Togo.

4. Sustainability

Post-project sustainability remains uncertain. Although there have been some efforts by Togo OIC to develop marketable proposals, none to date have been successful. In addition, the staff is making efforts to structure the Center's program into components which can be funded individually. There are also important efforts at cost cutting. An intensive effort should be made by Togo OIC to obtain the needed support between now and PACD. This effort could be aided by short-term consultants experienced in fund raising, proposal development and the packaging of programs for presentation to potential donors.

VIII. RECOMMENDATIONS

1. Given that there is a clear and urgent need to expand the scope and intensity of activities, particularly in the area of fundraising, to be undertaken by OIC/Togo's Board of Directors,

It is recommended that the Board be increased to 15 members, as stipulated in the ProAg, drawing from DRDR, MRI, the private sector, MASCO, and religious associations, assuring representation by women.

2. Given that short-term technical assistance (STTA) is an integral input to the project,

It is recommended that OICI procure and provide to OIC/Togo SSTA in fund raising, data collection and analysis, pedagogy, extension and curriculum development.

3. Given that the future of the project rests with alternative sources of income and funding,

It is recommended that OIC/Togo in conjunction with OICI draft and act upon an action plan for future (non-AID) funding.

4. Given that economies and increased efficiency in the area of personnel are indicated,

It is recommended that OIC/Togo promulgate an act on a Personnel Reduction Plan to reduce local staff to 25 or less by September 1, 1987.

5. Given that in the ProAg the GOT agreed to replace unsatisfactory seconded personnel expeditiously and that several unsatisfactory seconded personnel are serving on the OIC local staff and diminishing OIC program operations,

It is recommended that the Management of Togo OIC identify seconded personnel who should be replaced, and forward their names to the GOT with a request for replacement pursuant to the ProAg provision for expeditious replacement.

6. Given that the ProAg was drafted in 1984 and conditions have changed since then,

It is recommended that USAID/Togo, the GOT, OICI, and Togo OIC amend the Project Agreement signed by them January 18, 1984, to update it in the following ways:

- delete the Agricultural Advisory Council;
- delete Togo OIC training of and services to new RYFTC graduates;
- delete Togo OIC training of RYFTC instructors;
- delete Togo OIC off-site training of adult farmers as an output for fiscal years 1986 and 1987;
- adjust Togo OIC fiscal year 1987 extension agent training target pursuant to GOT-Togo OIC dialogue;
- adjust Togo OIC fiscal year 1987 NIAT instructor and student training target pursuant to NIAT-Togo OIC dialogue;
- insert special animal husbandry training target for fiscal year 1987;

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-- insert an agreement in principle that Togo OIC will participate in training of GOT extension agents pursuant to the World Bank extension service reorganization effort, and set forth a schedule of projected events to effect this result;

-- insert an agreement in principle that Togo OIC will participate in training rural youth to prepare them for settlement pursuant to the GOT's new rural development strategy. This amendment could be effected by a series of Project Implementation Letters if desirable.

7. Given that women comprise a major (if not the major) human resource contributing to agricultural production in Togo,

It is recommended that OIC/Togo integrate women into its training program both as students and staff.

8. Given that, by both concept and agreement, a key objective of the current phase of the OIC/Togo project is the training of GOT personnel,

It is recommended that, OIC/Togo develop and implement a comprehensive curriculum for GOT personnel, and staff courses in this program with regular OIC personnel.

9. Given that new training needs have been identified since the inception of the current phase of the project,

It is recommended that OIC/Togo add to its training curriculum fish culture and agro-forestry.

10. Given that there is a clear need to more adequately define current project objectives and to better coordinate them with the priorities of the GOT,

It is recommended that OIC/Togo and the GOT agree on OIC's role in training agricultural instructors; if there is to be no role, indicate such in a ProAg amendment.

11. Given that settlement and access road construction is taking place at Agoto and that, because these activities were unforeseen, no environmental examination has been performed,

It is recommended that the A.I.D. Regional Environmental Officer inspect the site and road construction activities to assure their compliance with applicable environmental regulations.

12. Given that OICI bears fiscal responsibility for the evaluation of the OIC/Togo project,

It is recommended that OICI reimburse OIC for the cost of the November, 1986 evaluation.

13. Given that there are several projects in the vicinity of the project with which Togo OIC could collaborate to the mutual enhancement of each project's objectives, and the necessity to marshal as many resources as possible in support of Togo OIC's program,

It is recommended that Togo OIC management solicit mutually beneficial collaboration with other projects, such as: Project Tractor Sociale; SOTOCO and its links with PROPTA; SOTOPRODER -- especially in the area of fish culture and rabbits; the International Labor Organization, the Partnership for Productivity Project in the Tove area, and the FED settlement activity near Kara for cooperation in trainee farm settlement and assistance, and other appropriate projects and development activities.

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Formation Speciale en Elevage, O.I.C - TOGO, CENTRE DE
FORMATION AGRICOLE; 1986

LIST OF PERSONS CONTACTED

Togo-OIC Young Farmer Trainees

ABBOSSI, Bayebam	Young Farmer Trainee at Togo/OIC Center
ADANGBLEDOU, Kossi	Young Farmer Trainee at Togo/OIC Center
AFFO, A. Atti	Young Farmer Trainee at Togo/OIC Center
AGBODJAN, Edoevi	Young Farmer Trainee at Togo/OIC Center
AGBOKOU, K. Kouma	Young Farmer Trainee at Togo/OIC Center
AGOUMA, Abalo	Young Farmer Trainee at Togo/OIC Center
AHODO, Kokou	Young Farmer Trainee at Togo/OIC Center
AKINDJO, Koffi	Young Farmer Trainee at Togo/OIC Center
AKANTO, Kodjo	Young Farmer Trainee at Togo/OIC Center
AKODJI, N. Komlan	Young Farmer Trainee at Togo/OIC Center
AKPADJAVI, Anani	Young Farmer Trainee at Togo/OIC Center
ALLOUDTO, K. Badjah	Young Farmer Trainee at Togo/OIC Center
AMEGBLEAME, Kossi	Young Farmer Trainee at Togo/OIC Center
ANIFRANI, Komlan	Young Farmer Trainee at Togo/OIC Center
APEDO, Masoussi	Young Farmer Trainee at Togo/OIC Center
ATTISSO, Yao	Young Farmer Trainee at Togo/OIC Center
ATTITSO, Kodjo	Young Farmer Trainee at Togo/OIC Center
AWOKOU, Onikokou	Young Farmer Trainee at Togo/OIC Center
DJAGBA, Yougou	Young Farmer Trainee at Togo/OIC Center
DJAGNI, Kouawo	Young Farmer Trainee at Togo/OIC Center
DOGLO, K. Blewussi	Young Farmer Trainee at Togo/OIC Center
EDEH, A. Komlan	Young Farmer Trainee at Togo/OIC Center
ESSEH, A. Komlan	Young Farmer Trainee at Togo/OIC Center
ESSESSI, A. Kwami	Young Farmer Trainee at Togo/OIC Center
EVODA, A. Kossi	Young Farmer Trainee at Togo/OIC Center
FALLAN, K. Assaley	Young Farmer Trainee at Togo/OIC Center
FISSOU, M. Koffi	Young Farmer Trainee at Togo/OIC Center
GATOR, Komi	Young Farmer Trainee at Togo/OIC Center
KOSOLINA, Koffi	Young Farmer Trainee at Togo/OIC Center
KOUDOLI, Komla	Young Farmer Trainee at Togo/OIC Center
LANTAM, L. Koffi	Young Farmer Trainee at Togo/OIC Center
MAMOU, K. Olaka	Young Farmer Trainee at Togo/OIC Center
MENSAH, Fallah	Young Farmer Trainee at Togo/OIC Center
PILIDI, Abiyou	Young Farmer Trainee at Togo/OIC Center
QUENUM, B. Kossi	Young Farmer Trainee at Togo/OIC Center
SAMA, Yoma	Young Farmer Trainee at Togo/OIC Center
SOM, Koffi	Young Farmer Trainee at Togo/OIC Center
TCHADE, Kokou	Young Farmer Trainee at Togo/OIC Center
WANTA, D. Kossoga	Young Farmer Trainee at Togo/OIC Center
YOSSO, W. Toyi	Young Farmer Trainee at Togo/OIC Center
ZAMBA, A. Yawo	Young Farmer Trainee at Togo/OIC Center

1984-85 Graduates of the Young Farmers Training Program

AKANA, Mawuna	1984 Graduate of Young Farmers Training
AKARA, W. Lonlia	1985 Graduate of Young Farmers Training
AKOUMANY, Koudjo	1984 Graduate of Young Farmers Training
ALI, B. Abdoulaye	1984 Graduate of Young Farmers Training
ALIDOU, Asseyidi	1985 Graduate of Young Farmers Training
ALODJISSO, Koffi	1985 Graduate of Young Farmers Training
AMOUZOU, Komi	1985 Graduate of Young Farmers Training
AWOUKO, Kokou	1985 Graduate of Young Farmers Training
BABA, Passoki	1984 Graduate of Young Farmers Training
BAKANA, Dadja	1985 Graduate of Young Farmers Training
DJATO, Numbarkma	1984 Graduate of Young Farmers Training
DJIKU, Kossi	1984 Graduate of Young Farmers Training
DOGBE, Kodjo	1984 Graduate of Young Farmers Training
GOUNI, Mohammed	1985 Graduate of Young Farmers Training
GONCALVES, Koudjo	1985 Graduate of Young Farmers Training
KOLOWA, Abadjo	1984 Graduate of Young Farmers Training
KORTETE, Adjolim	1984 Graduate of Young Farmers Training
OLETTI, Kossi	1984 Graduate of Young Farmers Training
SODJINO, Koudjo	1985 Graduate of Young Farmers Training
SOWADJI, Abalo	1984 Graduate of Young Farmers Training
TCHAKPASSOU, Komlan	1984 Graduate of Young Farmers Training
TCHALEM, Ayegba	1985 Graduate of Young Farmers Training
TEWOU, Novissi	1985 Graduate of Young Farmers Training
TOKOU, Kossivi	1984 Graduate of Young Farmers Training
TSIGBE, KODZO	1985 Graduate of Young Farmers Training

1984-85 Graduates of the Special Livestock Training Program

ADRI, Alice	1985 Special Livestock Trainee
ATTIGOSSOU, Komi	1983 Special Livestock Trainee
KOULOUNG, Koffi	1985 Special Livestock Trainee
LOKOSSOU, Mensanh	1984 Special Livestock Trainee
PIHOUN, Koffi	1985 Special Livestock Trainee

Mouvement des Anciens Stagiaires de l'OIC-Togo

(Togo OIC's "Alumni Association")

ADDAH, Yao	President, 1979 Graduate
ADOMAYAKPOR, Khale	General Secretary, 1986 Graduate
ASSOGBAVI, Kossier	Vice Secretary, 1984 Graduate
ATTIGOSSOU, Komi	Internal Affairs Delegate, 1983 Graduate
BAKANA, Dadji	Treasurer for Notse Zone, 1985 Graduate
MOHAMED, Gouni	Advisor, 1985 Graduate
SODJINOUE, Koudjo,	External Affairs Delegate, 1985

Adult Farmer Trainees

ADEAME, Yadvi	Member of a farmer group at Tsave
AGBOZOU, Ganyaglo	Member of a farmer group at Tsave
AGOUDA, Adadji	Member of a farmer group at Tsave
AHONON, Folly	Chief of the village of Kponou
AMOU, Mawussi	Member of a farmer group at Kponou
ANLOTSU, Lomonvi	Member of a farmer group at Tsave
ANTONI, Koutsawo	Member of a farmer group at Tsave
ATITSO, Adadji	Member of a farmer group at Tsave
AWONO, Houanou	Member of a farmer group at Kponou
AWONOU, Foli	Member of a farmer group at Kponou
BLEWOUSSE, Awonou	Member of a farmer group at Kponou
DATODTI, Mensavi	Member of a farmer group at Tsave
DOFOENYO, Henyonou	Member of a farmer group at Kponou
DOTODJI, Gbassa	Member of a farmer group at Tsave
DAYI, Hoanou	Member of a farmer group at Kponou
EKLU, Anafou	Member of a farmer group at Tsave
EKUE, Adjoa	Member of a farmer group at Tsave
GOGO, Foli	Member of a farmer group at Kponou
GOUDODE, Foli	Member of a farmer group at Kponou
KASSAROU, Komla	Member of a farmer group at Agbatitou
KEGBANO, Komi	Member of a farmer group at Tsave
KPASSA, Afiwoa	Member of a farmer group at Tsave
KPASSA, Koffi	Member of a farmer group at Tsave
MEDJIKO, Hossewoenou	Member of a farmer group at Kponou
NAGO, Houwadan	Member of a farmer group at Kponou
TCHOLI	Chief of a farmer group at Agbatitou
TSOAKA, Yao	Member of a farmer group at Agbatitou
TENGUE, Kossi	Member of a farmer group at Tsave
YAO, Dovi	Member of a farmer group at Tsave
YALESE, Foli	Member of a farmer group at Kponou
ZOSSIME, Foli	Member of a farmer group at Kponou

INFA Personnel and Students

AMENYANU, Komlan	2nd Year Student in the INFA/EEA Program
AUOY, Jean-Pierre	Chief of Agriculture Section, INFA/Tove
DEGBE, Komlan	2nd Year Student in the INFA/EEA Program
DOUGBALOYOR, Dodeo Yawo	2nd Year Student in the INFA/EEA Program
KUAGBENU, Tidjo	Director of Studies, INFA at Tove
TCHALILEY, Mama	Director, INFA at Tove
VOULE, Kokou	2nd Year Student in the INFA/EEA Program

Board of Directors -- Togo OIC

SEMA, Arouna	Board Chairman, and MDR
AYASSOR, Tchambakou	Member and Director, PDRN

Togo OIC Personnel

AGBEKA, Koffi	Coordinator of Training, Togo/OIC
ADJINI, Yawo	Chief Accountant, Togo/OIC
AMESSEFE, Enon	Warehouse Clerk
ASSOGBAVI, Della Komi	Livestock Extension Agent
AYIVOR, Wonda	Accountant
DJIBOM, Agbeko	Livestock Extension Agent, Togo/OIC
DOTSEY, Messon	Chief Mechanic
EDEH, Abotsi	Agricultural Extension Agent, Togo/OIC
GNONGBO, Nabiya	Farm Manager, Togo/OIC
GUEMEDJI, Koffi Dodji	Livestock Aide
KORTETE, Woulou	Rural Construction Trainer, Togo/OIC
LOKOSSOU, Kateri Agboveh	Administrative Secretary
MANYO, Kwassi	Chief of Student Services, Togo/OIC
NOUMONVI, Kodedjro	Animal Traction Trainer, Togo/OIC
SAFOE, Kokou	Livestock Aide
TOVOR, Ayawovi Amewusika	Past Program Director, Togo/OIC
UKOH, Sena Akpo-Bayossou	Chief of Livestock Section, Togo/OIC
WOLEDJI, Kossi-Kuma	Program Director, Togo/OIC

Extension Agents Who Received Short-Term Training at Togo/OIC

AGAMBI, Kossi Kouma	PDRN Extension Agent
ALALAI, Lima	Extension Agent at Notse
ANAGONOU, Amavi	Extension Agent in Training at INFA/Tove
ANIMBA, Yao	PDRN Extension Agent
AMETOZION, Komla	Extension Agent at Livestock Research Center at Avetonou
AMOUZOU, Sokpahossou	Extension Agent in Training at INFA/Tove
DOSSOU, Kable	Extension Agent in Training at INFA/Tove
GASSON, Atsu	Extension Agent in Training at INFA/Tove
GNAKOUAFREM, Kwami	Extension Agent in Training at INFA/Tove
KOUKOU, Komlan Mahutin	Extension Agent in Training at INFA/Tove
MOE, Kossi	Extension Agent in Training at INFA/Tove
PATABADI, Essoniya	Livestock Extension Agent at Notse
TOMEVENYA, Mensah	Extension Agent at Livestock Research Center at Avetonou

OICI Technical Cooperation Team

GIDAY, Tilahun	Program Advisor, OICI TCT Team
MOE, Richard	Finance and Administration Specialist
TAYLOR-CLINE, Henry	Livestock Specialist, OICI TCT Team
	OICI TCT Team
WOLF, Elliot	Training and Extension Advisor, OICI

Government of Togo Personnel

AYEVA, A.	Former Director of Cabinet for MDR and Current Director of SRCC.
BOUCHE, Felix	World Bank Advisor to the MDR
DOUSSOU, Vilevo	Director of Training and Extension, DRDR
KAMBIA,	Director General, Ministry of Rural Development
KPAKOTE, Kwami G.	Director, School of Agronomy, University of Benin
KUWADAH, Akwetey	Animal Production, MDR
KWAKOU, O. Koffi	Director, DEFA
SAMA, Koffi	Director, Maritime Region, DRDR/RM
TOURE, Cheaka	Socio-psychologist, DEFA
WALLA, Koffi	Minister of Rural Development

USAID/Lome

BLISS, Sidney	Rural Development Officer
GETTIER, Joseph E.	Special Projects Officer, USAID/Lome
HOWARD, Barbara	Program Officer, USAID/Lome

Peace Corps/Togo

AMESEFE, Kodzo	Associate Director/Agriculture,
CESARIO, Laura	Volunteer, Peace Corps/Notse, Cooperatives
FLETCHER, Paul	Volunteer, Peace Corps/Notse, Constructing road to project resettlement area.
GILLATT, Margaret	Associate Director/Rural Development, Peace Corps/Lome
HADLEY, Lynne	Volunteer, Peace Corps/Notse, Young Farmer Trainer for OIC/Togo
WENGER, Margaret	Volunteer, Peace Crops/Notse, Trainer for Togo-OIC

On-Site Villages for Training Young Farmers at Togo OIC

For FY 1987, Togo OIC proposes certain significant changes to the present Young Farmers Training Program (YFT) which will enable it to increase the number of trainees per year, reduce the cost per trainee, and improve the quality of training. The proposed training will strive to create conditions to which a disadvantaged young Togolese farmer could aspire after his/her training at Togo OIC. The villages will replicate the conditions that a young farmer will encounter after his/her training at Togo OIC, but also demonstrate the ways in which they can be improved.

To accomplish this, the training model proposed will resemble the already begun off-site YFT groups at Davie and Adetikope. A highly motivated and technically competent former trainee/volunteer will work with a group of four trainees on a common parcel of land. The volunteer will work on a day-to-day basis with his group, guiding them through their practical field and animal husbandry activities. In effect, the volunteer will act as a resident teaching advisor for practical activities. The OIC instructors will be charged with technical course delivery, planning and supervision of practical activities, and follow-up of trainees and their projects.

The YFT curriculum will not change. It will contain the same six sections :

- Feeder
- Farm Management
- Agronomy (field crops and gardening)
- Animal Husbandry
- Rural Construction
- Animal Traction.

In order to allow trainees to concentrate more directly on poultry and rabbit production, the practical training in swine production and small ruminants will be limited to the Togo OIC demonstration units for those species.

To put this training system into practice, it will be necessary to build the essential infrastructure to enable Togo OIC to accommodate the training. In FY 1987, it is proposed to construct four agricultural

training villages at the Togo OIC Center. Each village will be capable of housing 20 people (16 trainees and 4 volunteers). Thus for FY 1987, Togo OIC will be able to train 64 young farmers. With all infrastructure in place for four villages, a fifth village could be built in FY 1988 at the Center which would then enable us to train 80 young farmers per year with this approach.

Each village will have 12 hectares of land. The land will be further subdivided into four 3-hectare parcels. A group, consisting of four trainees and their volunteer leader, will be assigned a 3 ha. parcel. On this parcel, 2.75 ha. will be devoted to field crops, which the trainees may choose to work individually or communally. The remaining 0.25 ha. will contain the trainees personal housing, poultry and rabbit units, 250 square meters of garden vegetables and other necessary farm structures. Thus, one village will contain the following structures:

- 4 three-room houses
- 1 communal gazebo
- 1 water cistern (3000 liter capacity)
- 4 poultry/rabbit units
- 1 oxen stable (draft animals)
- 1 two-cabin outhouse (W.C.)
- 1 traditional shower

Approximately, one hectare of the 12 ha. will be devoted to farm buildings, housing and gardens. The gazebo, cistern, W.C., shower, stable and draft animals will be for the common use of all four groups that make up the village. (One pair of oxen and necessary traction equipment is considered sufficient to meet the needs of one village.) Each of the four groups within a village will be responsible for the management of its common poultry/rabbit unit. Initially, each unit will contain 140 layers and one pregnant rabbit doe.

To facilitate the construction of the village infrastructure in FY 1987, it is intended to associate the construction with the training program. Upon arrival at the Center, trainees will be temporarily lodged in the Togo OIC dormitories and priority will be given to the construction of houses and other essential farm buildings. The U.S. Peace Corps in Togo indicates that it will be possible for the Peace Corps Construction Volunteers to assist in this construction. This type of collaboration will be mutually beneficial to Togo OIC and the Peace Corps.

The training cycle for the village concept will be adapted so as to

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give trainees the experience of all farming activities in both the rainy and dry seasons. The training cycle will therefore be extended to 11 1/2 months beginning in early January and ending in December. In this way, trainees will experience all farm activities throughout the calendar year, allowing them to develop an appreciation for farming as a system and its' cyclic nature.

Recruitment will be undertaken in early December and training will start in early January. The first two months of training will emphasize irrigated gardening, poultry production, rural construction, and farm planning for the growing season. With the arrival of the rains in March, the trainees will start their field activities while putting their basic training in animal traction into practice. The extension of the training cycle will give trainees ample time to harvest and market their field crops in November and December, and to prepare themselves for resettlement.

To increase the participation of women in the YFT program, it is suggested that perhaps one village could be designated for young couples which would insure the participation of women at least 12% of the programming. The recruitment of single women for this program will remain a priority. Men and women will follow the same curriculum and participate equally in all training activities.

In order to promote the "self-help" philosophy of OIC, the 10,000 CFA monthly stipend will be suspended and replaced by a 5,000 CFA stipend or, if feasible, a loan, that will be provided for the first two or three months of training. After this time, it is intended that the trainees field, garden, and livestock activities will be well underway and, thus, they will be able to live off the income generated from their work. It is hoped that this system will motivate the trainees to conscientiously manage their farm activities as the quality of their lives will depend upon the successful management of production activities.

Togo OIC will continue the policy of initially making available to trainees all necessary production inputs, which, as in the past, will either be purchased by the trainees or reimbursed in-kind.

To encourage the trainees to understand their role and responsibility within the OIC family, it is proposed that all trainees be obliged to render some service to the Center apart from their training activities. On a rotation basis, each trainee will donate about one day per month of his/her time to the Center. In this manner, the trainees will be contributing to the reduction of the Center's operating costs.

In order to make the trainees directly responsible for meeting their needs, the noon meal will be suspended. Food provided to Togo OIC from the World Food Program will be distributed to the trainees.

The former OIC trainees/volunteers will be selected from those

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individuals who demonstrate a strong mastery of the skills taught at the Togo OIC and, have a strong desire to share their skills. Benefits to these individuals will be single housing accommodations, 20% of the revenue from the field and livestock production of their group, and approximately 100,000 FCFA as a gesture of appreciation for their participation. In this way, competent and available former trainees lacking start-up funds will be able to share their skills without giving up their own farm activities and will, at the end of their one year of service, have a modest sum with which to commence farm activities on their own land. An indirect benefit to the volunteers will be the leadership skills that they acquire from the experience. These skills will be useful to agricultural cooperatives and other rural organizations.

With a few adaptations, this training system could be implemented in the long term at the Togo OIC resettlement site at Agoto-Godo. In light of the fact that Togo OIC has 1900 ha. and a community of resettled trainees, among them former volunteers, this training approach could be implemented off-site at Agoto, using a cadre of itinerant instructors or multi-disciplined extension agents for instructional delivery and technical follow-up. Given the resources available at Agoto, the potential for applying this approach is strong. Training and resettlement could possibly be combined. Post-training follow-up therefore would be made easier and less costly. Land is limited at the Center, and taking this training approach off-site to Agoto will overcome this constraint. In surpassing the projected limit of 80 on-site trainees and further reducing the cost per trainee, Togo OIC will position itself to become an even greater force in the development of Togolese agriculture.

Methodology for Determining OIC Cost Per Trainee

The steps followed in calculating per trainee cost are:

1. The chart of accounts was studied with the local staff and TCT to ascertain project resource use. On the basis of this study, percentages of resources were allocated to each training program and to institutionalization costs.

2. The CFA annual expense reports from the A.I.D. grant fund, the GOT contribution, and the revenues from the Center's agricultural production (which are kept separately) were combined. Combined expenses for each budget line item were multiplied by the appropriate percentage figure to determine the value of the resources used by each training program.

3. Most expenditures, with a few notable exceptions, have been treated as current costs. Non-consummable commodities have been spread over a three-year time horizon. Office and training equipment have been spread over a five-year period. These figures have not been adjusted to take the time value of money into consideration given the relatively short time horizon.

4. Costs related to the institutionalization of the program and to the TCT were not allocated to a specific training program. Because these costs are more related to creating a viable, self-sustaining organization, than to a particular training program, these costs had to be spread out over time. To remain consistent with the treatment of commodities and equipment, no calculation was made to adjust for the time value of money. However, indirectly, this element has been included through the choice of a relatively short time horizon for these costs. For costs pertaining to institutionalization, TCT as well as buildings and infrastructure, a 15 year time horizon was chosen.

Nom et Prénoms

Promotion

Lieu d'Intervention

GUIDE D'INTERVIEW POUR LES JEUNES AGRICULTEURS

1. Quand étiez-vous un étudiant à l'OIC ?

- Avant 1984
- 1984
- 1985
- 1986

2. A votre avis, est-ce^{que} la formation à l'OIC était efficace ?

----- Oui Expliquez votre réponse

----- Non Expliquez votre réponse

3. Dites-moi, S.V.P., avez-vous utilisé ce que vous avez appris à l'OIC ?

----- Cui Comment ? -----

----- Non Pourquoi ? -----

4. Avez-vous étudié beaucoup de sujets à l'OIC ? Comme vous savez, il y a toujours les bonnes choses et les mauvaises choses avec toutes les formations. A votre avis, quels étaient les sujets les plus importants dans ce que vous avez appris ?

Les sujets moins importants ?

5. Quels produits cultivez-vous ?

6. Dites-moi, comment votre formation à l'OIC vous a-t-elle aidée dans l'agriculture que vous faites ?

7. Faites-vous l'Élevage ?

----- Si Oui, quel type ?

Est-ce que l'information en élevage à l'OIC vous a aidé ?

----- Si Oui, comment ?

----- Si Non, Pourquoi ?

8. A votre avis, gagnez-vous plus d'argent après vos études à l'OIC qu'avant ?

----- Si Oui, est-ce à cause de votre formation à l'OIC ? Expliquez.

----- Si Non, Pourquoi ?

9. Au sujet de l'OIC, y-a-t-il quelque chose que vous voudriez dire ?

10. Deuis votre sortie avez-vous t. visité sur le terrain par un Encadreur de l'OIC ?

----- Si Oui, Combien de fois ?

quelque chose. ----- Est-ce que la visite vous a appris

----- Comment ?

11. Quels sont les problèmes que vous rencontrez souvent sur le terrain ?

E N C A D R E U R

Nom et Prénoms

Niveau d'Etudes

Nombre d'années dans vos positions

Grade(s)

Fonction Actuelle

1. Avez-vous suivi le recyclage à l'OIC ?

----- Si oui, combien de fois ?

----- Dites les périodes ?

----- Quels ont été les thèmes étudiés ?

2. A votre avis est-ce que la formation à l'OIC a ajouté quelque chose à vos connaissances antérieures ?

----- Si oui, lesquelles ?

----- Si non, pourquoi ?

3. Ce que vous avez appris à l'OIC vous a-t-il aidé à améliorer votre travail sur le terrain ?

----- Si oui, énumérez les domaines dans lesquels les paysans se sont surtout intéressés ?

4. Combien de paysans pratiquent ce que vous avez appris à l'OIC ?

P.S. - Énumérez par ordre d'importance.

5. Indiquez les sujets appris à l'OIC qui vous paraissent difficiles à transmettre aux paysans ?

----- Pourquoi ?

6. Quels sont les besoins en formation des paysans dans votre milieu ?

----- Agriculture ?

----- Élevage ?

7. Autres commentaires ?

