

# USAID CAMEROON

**EQUATORIAL GUINEA  
COOPERATIVE  
DEVELOPMENT  
PROJECT**

**MID-TERM EVALUATION**



**PROJECT NO. 653-0002**

# BEST AVAILABLE DOCUMENT

## PROJECT EVALUATION SUMMARY (PES) - PART I

Report Symbol U-327

<b>1. PROJECT TITLE</b> Equatorial Guinea Cooperative Development		<b>2. PROJECT NUMBER</b> 653-0002	<b>3. MISSION/AREA/OFFICE</b> USAID/Cameroon
		<b>4. EVALUATION NUMBER</b> (Enter 00 number maintained by the reporting office, Country or AIDAV/2 digit office code, First Year, and the beginning of the fiscal year) <span style="float: right;">631-86-3</span>	
		<input checked="" type="checkbox"/> <b>REGULAR EVALUATION</b> <input type="checkbox"/> <b>SPECIAL EVALUATION</b>	
<b>5. KEY PROJECT IMPLEMENTATION DATES</b>		<b>6. ESTIMATED PROJECT FUNDING</b>	
A. First Phase of Equipment FY 83	K. Final Completion Expected FY 85	A. Total \$3,000,000	C. U.S.
		<b>7. PERIOD COVERED BY EVALUATION</b>	
		From (month/year) August 1983	
		To (month/year) November 1985	
		Date of Evaluation Review	

8. ACTION DECISIONS APPROVED BY MISSION OR AIDAV OFFICE DIRECTOR		
A. List decisions and/or unknowns requiring further study. (NOTE: Mission decisions which require AIDAV or regional office action should specify type of document, e.g., report, EPAH, FIO, which will present detailed request.)	B. NAME OF OFFICER RESPONSIBLE FOR ACTION	C. DATE ACTION TO BE COMPLETED
(1) Investigate feasibility of project involvement in (a) marketing of coffee and cocoa produced by cooperative members; (b) establishment of cooperative stores; (c) purchase or repair of selected production inputs; and (d) developing income generating activities such as vegetable production among cooperatives.	CLUSA	March 1986
(2) Negotiate an agreement with Peace Corps/W for placement of Peace Corps administrator on CLUSA technical assistance team.	CLUSA	June 1986
(3) Amend Cooperative Agreement to modify Financial Plan for certain line items.	USAID	December 1985
(4) Develop a revised development plan and budget based on several options available (primarily on (1) and (2) above). Calculate time and funding needed to carry out each proposed activity.	CLUSA	March 1986

<b>9. INVENTORY OF DOCUMENTS TO BE REVISED PER ABOVE DECISIONS</b> <input type="checkbox"/> Project Paper <input type="checkbox"/> Implementation Plan (w/ CPI Network) <input type="checkbox"/> Other (Specify) _____ <input checked="" type="checkbox"/> Financial Plan <input checked="" type="checkbox"/> FIO/R                      _____ <input type="checkbox"/> Logical Framework <input type="checkbox"/> FIO/C <input type="checkbox"/> Other (Specify) _____ <input type="checkbox"/> Project Agreement <input type="checkbox"/> FIO/A                      _____	<b>10. ALTERNATIVE DECISIONS ON FUTURE OF PROJECT</b> A. <input type="checkbox"/> Continue Project Without Change B. <input type="checkbox"/> Change Project Design and/or <input checked="" type="checkbox"/> Change Implementation Plan C. <input type="checkbox"/> Discontinue Project
<b>11. PROJECT OFFICER AND HOST COUNTRY OR OTHER RANKING PARTICIPANTS (AS APPROPRIATE (Name and Title))</b>  James Alrutz, CLUSA                      Larry Dominessy, USAID Hal Frantz, CLUSA                      William Schillinger, USAID Robert Freitas, CLUSA                      Donald Kennedy, USAID	<b>12. Mission/AIDAV Office Director Approval</b> Signature: <i>J.P. Johnson</i> Typed Name: Jay P. Johnson Date: 1/5/86

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-Rio Muni Site Visit Report. June, 1984

-Seven Quarterly Progress Reports through September, 1985.

-Coffee/Cacao Equipment Report, August, 1985.

USAID/CAMEROON

MID-TERM EVALUATION

OF THE

EQUATORIAL GUINEA

COOPERATIVE DEVELOPMENT PROJECT (653-0002)

November 4-22, 1985

**B. PRELIMINARY REMARKS**

In late 1982, USAID/Cameroon contacted CLUSA regarding the possibility of fielding a team to explore the feasibility of designing a cooperative development project in Equatorial Guinea that would complement the existing USAID Agricultural Development project (653-0001). The Agricultural Development project contained two components, the first of which was to provide 23 trucks and pickups (including spare parts) to Equatorial Guinea's cacao and coffee cooperatives to assist in transporting inputs and delivering production to market.

A project evaluation of the 653-0001 project in July, 1982 resulted in the recommendation that the project be amended to add an additional \$1 million. Funds for the cooperative component of the project were to provide for additional commodities to relieve other identified constraints of the cooperatives. These commodities included fungicides, coffee hullers, hand tools, and additional vehicle spare parts. Funds for short-term technical assistance in vehicle maintenance and financial management were also provided.

A second 653-0001 project evaluation was conducted in 1983. This evaluation identified serious problems in the maintenance and control of the cooperative vehicles provided by the project. The evaluation recommended that an American Cooperative Development Organization (CDO) be invited to design a project aimed at improving performance of cocoa and coffee cooperatives and improving the utilization of the vehicles provided by USAID.

CLUSA subsequently designed the Cooperative Development project (653-0002). Cooperative Agreement No. 653-0002-A-00-3018-00 was signed with CLUSA on August 29, 1983, providing three million dollars over four year period. The technical assistance team began arriving in country in February, 1984.

A mid-term evaluation of Part I of the Cooperative Development Project (653-0002) was conducted by USAID and CLUSA personnel from November 4-22, 1985. In accordance with the AID-CLUSA Cooperative Agreement, the evaluation was an in-depth assessment to determine the future course of action and direction that the project will follow during Part II.

The evaluation team determined that CLUSA has accomplished the major goals originally established for Part I, and, in many cases, considerably surpassed these goals. The CLUSA technical assistance team has established a productive working relationship with the Ministry of Agriculture as well as with cooperative members which has resulted in increased understanding and cooperation in achieving the project purpose.

As intended, the evaluation team has enclosed in this report several recommendations emphasizing future direction of the Cooperative Development project in Equatorial Guinea.

C. RECOMMENDATIONS

A. It is recommended that the major thrust of the CLUSA cooperative development activity in Equatorial Guinea be to continue strengthening the transportation network already established in phase 1 of the project, develop a crop commercialization component to facilitate the marketing of crops produced by coop members, provide continued support to the food producing sector and continue providing technical assistance and training to the coops.

The following activities should be carried out both on the island and in Rio Muni:

1. Continue to develop the transport systems in order to provide increasingly better access to markets and, additionally, to transport agricultural inputs such as hand-tools as well as items of first necessity (soap, cooking oil, etc.) to rural markets and/or to cooperative stores.
2. Continue to provide training to professional staff, mechanic/drivers and other employees at the Cooperative Service Centers.
3. Continue the construction of the two Cooperative Service Centers.
4. Provide training in cooperative principles, organization and management to extension agents and other key personnel in MOA as well as to cooperative leaders and members.
5. Collaborate in agricultural extension activities so as to support improved agricultural practices among cooperative members.
6. Assist the agricultural economy by continuing to develop small projects, such as the restoration of the Ela Nguema market, and secondary activities such as developing fish culture ponds and supporting women's groups as opportunities present themselves to increase the project's development impact.
7. Undertake a periodic (semi annual for example) assessment of transport user fees to ensure that effective and realistic rates have been established.
8. Develop a revised plan of action, budget and time to completion based on the various options available.

The following activities should be directed specifically towards cooperative development on the island:

1. Provide a cacao production/management consultant to perform a study of the production practices and cocoa marketing potential of selected cooperatives. Based on the conclusions, develop an appropriate CSC role in cocoa production and marketing.
2. Restore, if feasible, the cacao production equipment (dryers, tractors, etc.) at selected coops.
3. Ensure the availability of agricultural inputs (fumigants, hand-tools, etc.) for selected coops.

The following activities will be directed specially towards cooperative development in Rio Muni:

1. CLUSA should proceed, as planned, to provide a crop marketing consultant to assess the production and marketing potential for coffee in Rio Muni.
2. Based on the recommendations of a crop marketing study, develop the role of the CSC in the commercialization of crops grown by coop members.
3. Facilitate the establishment of farmer's markets both in Bata and in selected rural villages and, additionally, investigate the feasibility of assisting selected coops in re-establishing cooperative stores (Economatos) to ensure the availability of both agricultural tools and implements as well as items of prime necessity for the coop members.

4. Investigate the feasibility of rehabilitating an old bus station to function as a cooperative produce market. This market would also serve as a depot for produce being brought to Bata by project trucks.
5. If viable, restore or replace coffee production equipment at selected coops and assist in the marketing of the coffee crop.

B. Summer Study Program for E.G. AMDP Participants

Establish a work-study program in Equatorial Guinea during the summer of 1986 for the 7 Equatoguinean students at Western Illinois University. The students should work under MOA and CLUSA supervision to accomplish relevant short-term assignments in subject areas relative to agricultural development in Equatorial Guinea. The work-study program should be designed as soon as possible so that the Equatoguinean students and officials at Western Illinois University have ample time to establish requirements for receiving academic credit and arranging logistics of travel.

C. Peace Corps-CLUSA collaboration

Establish an agreement between the Peace Corps and CLUSA whereby the in-country administrative support person for the Peace Corps Volunteers will be a member of the CLUSA technical assistance team. Peace Corps Volunteers should be assigned to CLUSA to work in the general areas of cooperative development, agricultural extension and vocational training. CLUSA should submit recommended PCV job descriptions for the project to Peace Corps/Washington in the near future.

D. World Bank-CLUSA collaboration

CLUSA and the World Bank should explore the possibility of collaborating to strengthen the cooperative transport sector. Ideally, World Bank would provide vehicles and several man years of mechanic technical assistance and CLUSA would provide facilities for vehicle repair and maintenance as well as control the use of the vehicles to insure their most productive use.

C. METHODOLOGY

Site visits, interviews of cooperative leaders and MINAGRI officials, and a review of relevant project documents were used by the Evaluation team to gather the needed information. During the information gathering and following the daily activities of the evaluation, team members held numerous meetings to discuss the facts and impressions gained about the project. Preliminary findings were then discussed with both the American Ambassador and the Minister of Agriculture in Malabo. The team then reassembled in Yaounde for the full write-up of the Evaluation and review by USAID officials.

The Evaluation began with the arrival of USAID staff members Don Kennedy and Bill Schillinger in Bata, Rio Muni, where they joined CLUSA COP Hal Frantz and CSC/Bata Manager Bob Freitas on November 4, 1985. Following a brief inspection of the temporary CSC in Bata, the team left for site visits in the south-central region. The Coops at Akonibe, Acurenam, Evinayong and the French Agricultural research project in Niefang were visited over a period of three days. On the return to Bata, the new CSC site was seen and a potential Coop produce market visited. The following day, members headed south to the coastal town of Mbini to see another Coop, prior to departure that afternoon.

On November 9, 1985 the team arrived in Malabo where they were met by Larry Dominessy of USAID and Jim Alrutz, Africa Director for CLUSA. USAID Director Jay Johnson also traveled to Malabo to participate in meetings with the Minister of Agriculture and the Prime Minister. During the 5 days in Malabo the team attended the Re-opening Ceremony of the Ela Nguema Market, visited a cacao dryer in operation at a Coop site, visited the provisional CSC as well as the site of the new CSC under construction and visited the Malabo Central Market to see produce being unloaded from the project's trucks.

E. PRINCIPAL ISSUES AND FINDINGS

- 1) What are the future needs for vehicles, parts, shop equipment and tools?

The twelve USAID trucks presently in operation will require continued support. It is estimated that \$5,000 per GMC per year and \$2,500 per pick-up per year for the next two years will be needed to maintain the transportation systems. However, it should be noted that the project mechanics cannot guarantee keeping these trucks in operation for much more than one additional year owing to the abusive handling given to these vehicles before retrieval. Therefore, in order to maintain our present commitments to the coops being served by the transport systems, provisions will have to be made for replacement trucks in the near future. Additionally there will be an ongoing need to purchase shop equipment and tools for the CSC shops.

- 2) What are the possible future uses of the project transport system and how can the system become economically viable?

During the first nine months of operation the project vehicles were used mainly to bring produce to market. Two areas of additional use

would be to ship agriculture inputs from Malabo and Bata to the rural coop sites and to increase the now relatively low levels of cacao and coffee presently being transported. The recommendations for part 2 of the project presented in the Executive Summary specifically address activities that would lead to additional use of the vehicles. These activities, when carried out, could lead to economic viability for the system by reducing dead-heading of the trucks to the rural sites and adding the transport of cash crops to the system.

- 3) What will be the future needs for expatriate staff? How long will an expatriate administrator and mechanic be necessary?

The project team believes that the following staffing levels will be needed up to the end of the project:

COP/CSC Manager - Malabo	(1)
Project Admin Officer/Peace Corps Administration	(1)
Mechanic/Trainer - Malabo	(1)
CSC Manager - Bata	(1)
Administrator/Peace Corps coordinator - Bata	(1)
Cooperative Organizer-up-country Rio Muni	(1)
Mechanic trainer-Bata	(1)

- 4) Should the project continue to rent housing or should permanent housing be built?

Some permanent housing units should be built or purchased. This recommendation is based on the following factors: a) project staff size is expected to increase; b) suitable housing in both Malabo and Bata is very difficult to obtain, and, even if available, usually requires substantial repairs to make liveable; and c) housing rental fees in Equatorial Guinea are exorbitantly high.

- 5) How can the CSC's best be organized and managed and what is necessary for the CSC's to become economically viable?

The team feels that ultimately the CSC's could evolve into second-level cooperative businesses which provide a series of services to its member cooperatives. These services would include transportation and technical assistance in crop production and marketing. The value added to the goods by these services ought to cover the overhead of the CSC's and any profits resulting from the transactions would be passed back to the producer coops as patronage refunds.

- 6) Should CLUSA or the CSC's be involved in the production and marketing of cacao and/or coffee?

This is a complex question which generated considerable discussion among evaluation team members. All the cooperatives visited by the evaluation team in Rio Muni reported that the lack of a functioning marketing system for their crops was their major problem. The team recommends that CLUSA hire cocoa and coffee production/marketing consultants in the near future to carefully assess the production and marketing potential for coffee and cocoa. If these studies indicate that cooperatives would benefit substantially from marketing assistance from the CSC, CLUSA should, with the concurrence of USAID, consider active involvement in such a program.

- 7) What problems have arisen from the four way communication between the E.G. team, USAID/Cameroon, AID/Washington and the Contracts Officer at REDSO and the fact that the project operates under multiple budgets, i.e. the \$3,000,000 grant in the Cooperative Agreement, the \$240,000 amendment under project 653-0001 to hire the first 2 mechanic trainers and a \$135,000 amendment to finance the operation of the 2 CSC's?

The evaluation team has noted that delays of several months have occurred in obtaining relatively simple amendments for funding needs and the approval of the construction contracts caused by the need for four way communication. A possible solution, since CLUSA is headquartered in Washington, D.C., would be to move contract responsibly to AID/W. The team also recommends that all existing budgets and any further funds to be granted to the Cooperative Development Project be combined into a single budget covering all activities.

- 8) Should the project have purchased some new transport vehicles rather than attempt to retrieve and repair the vehicles purchased under project 653-0001?

This issue generated differing views among evaluation team members. The positive benefits were: (a) CLUSA created a positive image for itself with the Ministry of Agriculture and with cooperative members by retrieving and putting back into operation the transport vehicles; (b) the retrieval and repair of the vehicles allowed mechanic trainees valuable hands-on experience performing major repairs and overhauls; (c) the LOP funding level of \$3,000,000 was not enough to purchase new vehicles without adversely affecting funding for other project components; (d) it allowed USAI, to negate its requirement of the Ministry of Agriculture to establish payment schedules from the cooperatives for the purchase of the vehicles and also its requirement to establish special accounts and special accounts board to manage the funds; and (e) a \$70,000 order for vehicle spare parts had already been made (under 653-0001 project) prior to USAID receiving the CLUSA project proposal. Arguments in favor of the purchase of at least some new vehicles were: (a) the transport system could have been put into operation at a much earlier date; and (b) considering the deplorable condition many of the vehicles were in after two years of neglect and the labor and spare parts needed to rehabilitate them, it would have been more economical to have purchased some new replacement vehicles.

- 9) What steps need to be taken to ensure that transport user fees are fair, effective and meet the desired purposes?

User fees are handled in two basic ways: a) a fixed charge per standard sized sack or parcel without regard to the length of transport; and b) a rental fee for a vehicle based on the number of kilometers used. The rental fee would be more attractive to cooperatives when, for example, a large volume of produce is to be transported from a particular cooperative to market. Although these user fees have been established based on good estimates and judgment, there should be periodic review and refinement of the fee rates.

- 10) Why was it necessary to modify the Cooperative Agreement Financial Plan two times?

At the inception of the project it was very difficult to foresee the exact financial needs of the project. As a result, certain budget line items were underestimated. This necessitated two amendments to the Cooperative Agreement Financial Plan. With two years project field experience, CLUSA and USAID are now in a better position to realistically assess budget needs. A budget assessment will need to be conducted following completion of the coffee/cocoa studies scheduled for early 1986.

F. LOGFRAME ANALYSIS

Goal

The long-range goal to which the CLUSA Cooperative Development Project in Equatorial Guinea will contribute is to enable the small farmer to progress from a subsistence level to one of economic viability within an economy that provided him with adequate incentives for

increasing production in both qualitative and quantitative terms. This is the micro-economic goal. The long range macro-economic goal is to contribute to the revitalizing of the agricultural based economy by qualitative and quantitative increases in cash crops (coffee and cacao) in order to provide more adequate levels of foreign exchange, and to improve agriculture production and marketing for domestic consumption in order to reduce food imports.

#### Purpose

The purpose of the project is to make the cooperatives economically and administratively viable and to establish an institutional framework that will assure the small farmer of the technical and capital inputs needed for production as well as a market for his produce.

The project team has noted that, in order to establish the necessary framework, inputs beyond those originally called for in part 2 of the project will be needed. The original plan was based on the notion that in part 2 of the project CLUSA would be doing "institution building" in order to establish organizational and of administrative viability in selected coops. The opinion of the evaluation team is that unless the project becomes more involved in the economic aspects of the coops, the technical assistance will not be relevant or successful. Therefore, in addition to training, it is recommended that CLUSA explore the feasibility of restoration or replacement of processing equipment and assistance in crop commercialization for selected coops as noted in the Recommendations.

### Outputs

The principle project objectives are divided into three parts. Activities initiated in each part will continue throughout the life of the project. The three parts are:

1. The establishment of an adequate functioning transport system for farm inputs and produce available to the cooperatives. Specifically:
  - a) Lease or build housing for technical team members and physically establish the Cooperative Service Centers (CSC's) both in Bioko and Rio Muni.
  - b) Retrieve the project vehicles provided to the coops and rehabilitate at least five of them.
  - c) Train mechanics and drivers.
  - d) Gather baseline data and make initial contacts with the coops to orient them to the project.
  - e) Put into operation a transportation system to used by the coops for the transport of their produce.
2. The establishment of a technical assistance and training program that will bring selected coops to a reasonably acceptable level of administrative viability.
3. The establishment of a functioning credit system within selected coops and the provisions of limited amounts of credit.

The Evaluation Team assessed the progress made in achieving Part I benchmarks and outputs as follows:

1. Cooperative Service Centers (CSC)

- a. Two temporary CSC's, one in Malabo and another in Bata, have been put into operation, through which technical assistance is being offered to cooperative leaders and members.
- b. The construction of permanent CSC's has begun in both locations.

2. Vehicles

A total of 22 of the 23 vehicles originally provided under the 653-0001 project have been retrieved as follows:

	Donated by USAID	Retrieved	In operation
GMC	14	14	7
FORD	3	3	2
FARGO	6	5	3
TOTAL	23	22	12

3. Training of mechanic/drivers

Training of mechanic/drivers was performed out of both CSC's on an on-the-job basis. Formal classes in motor repair and maintenance have been prepared and are being made available.

4. Collection of data.

All of the cooperatives on Bioko and in Rio Muni have been visited. Based on a questionnaire prepared by the project team, general information regarding cooperative members, crops in cultivation, areas in production and crops commercialized has been gathered.

5. Transportation system.

- a. A transport system on Bioko began operating in February, 1985 and has continued until the present. Fifteen or more cooperatives participate in the system on a regular basis. Approximately 12 tons of food are brought to market in Malabo on CSC trucks weekly.

A transport system with regular routes to three districts was initiated in Rio Muni in late 1985. Coffee as well as food products have been delivered to Bata.

In addition the project rehabilitated a second produce market in Malabo using the Ambassador's Self-Help fund. This new market is providing an additional outlet for produce grown by coop members.

Inputs

As called for in the project proposal, the project has been staffed by a chief-of party resident in Malabo, a Cooperative Service Center Manager resident in Bata, and Administrative Officer resident in Malabo. The Administrative Officer arrived at post in February, 1984 at the time of the signing of the CLUSA agreement with the GREG; the Chief-of-Party arrived in April, 1984; the Bata technician in May of that year. In May of 1984, AID amended the Cooperative Agreement to include two mechanic/trainers to set up the truck and vehicle repair services and the transportation system for the Cooperative Service Centers. The mechanic for Malabo began work in June, 1984 and the Bata mechanic in January, 1985. Local counterparts for the U.S. technicians have been hired as well as the driver/mechanics for the service centers. Four support vehicles were purchased for the program.

Temporary facilities were rented for setting up the Cooperative Service Centers. These are primarily used for the restoration and maintenance of the USAID trucks provided to the GREG in 1981. Garage equipment, tools and spare parts have been purchased through the Agricultural Development Project (653-0001). The construction of the permanent CSC's began in November, 1985 and are expected to be completed by June, 1986. To date the project has not used any consultants in its activities but two consultants are scheduled in early 1986.

G. EXTERNAL FACTORS/ASSUMPTIONS

A. The most important macro-economic factor which changed during the year was the adoption by Equatorial Guinea of the Central African Franc (CFA) as its currency and the entrance of Equatorial Guinea into the Union des Etats de l'Afrique Centrale (UDEAC). Following a steep drop in economic activity in January-March during the adjustment to the CFA, the economic situation has slowly improved. A noticeable indicator has been the greater availability of goods in the markets of Malabo and Bata and a concomitant drop in the price of some of those goods.

Effects in the agricultural sector have been noted in the purchase of coffee in Rio Muni. The past season was the first time in which farmers were offered a convertible currency for their coffee. They responded by marketing substantial quantities of their crop through normal in-country channels rather than selling to buyers in neighboring countries. The move from the Bipkwele (former E.G. currency) to the CFA has resulted in providing a common yardstick for pricing export crops and will allow farmers cooperatives to make the essential price comparisons in deciding where to market those crops.

B. The World Bank is implementing a technical assistance and credit project to rehabilitate the cacao sector on the island of Bioko. This project should have a significant impact on production, grading and marketing of the primary export crop of the country. Though the World Bank Cacao Rehabilitation project is moving slowly, it is expected to increasingly affect the incomes of and economic viability of the cacao cooperatives with which the CLUSA project is also working.

C. An assumption that the GREG would become more supportive of the project as the project moved forward has actually occurred. The government has moved from a neutral posture to one of positive support as it has seen the project accomplish its initial objectives of providing vehicle rehabilitation and transport for the cooperatives. The support from the GREG has been both a welcome and necessary for the long-term success of the project.

D. An unexpected finding of the project has been to encounter a greater availability of trained local personnel than was assumed at the outset. Following the decimation by the Macias regime of educated and trained persons, it was expected to be extremely difficult to find the numbers of local people sufficient to staff both the Bioko and Rio Muni parts of the project. The project team has found the contrary; by paying decent salaries and providing a good working environment, these trained human resources have quite literally re-surfaced.

#### H. BENEFICIARIES

The principal beneficiaries of the project have been 15 cooperative groups of women producers who weekly use project trucks to transport food to the Malabo market. Since February 1985, these women producers, as associate members of existing cooperatives, have taken advantage of the assured transport offered by the project to supply the capital market

with 60% of the bulk produce available for sale. These groups, representing approximately 150 farm families, have been able to commercialize crops that formerly were unable to be marketed due to unavailable or high-cost transport. The Rio Muni component of the Project is expected to have a similar impact on farm families and increase availability of food items, now that transport has been in operation on the continent since late 1985.

With the repair by the project and subsequent re-opening of the long abandoned Ela Nguema market, Malabo has a better distributed food supply and the Coops have a point of sale previously unavailable. This market is expected to become fully utilized and offer to that portion of the city a source of fresh produce available in sanitary surroundings.

The project has had an employment effect in both Malabo and Rio Muni. The Cooperative Service Center employs 20 drivers, mechanics and staff persons while the Center in Bata employs 16 persons. Additionally, 75% of those employees have come directly from the cooperatives and benefit those cooperatives directly through their increased skills and indirectly with the income earned.

#### I. UNPLANNED EFFECTS

Although it was assumed that the transportation component of the project would have a positive effect on the produce marketing system, no one foresaw the magnitude of impact. Before the transportation system was initiated, the central market in Malabo was virtually void of fresh fruits and vegetables and what little produce that was supplied came on a very irregular basis. Today, after nine months of providing daily transport to the Central Market from a total of 15 women's produce marketing groups, the market receives well over 12 metric tons of food per week. Because of the increased supplies, the project initiated with

the mayor of Malabo a program to restore a second market serving a section of the city three kilometers from the Central Market. This market was recently opened and inaugurated by the Prime Minister. The importance of the transport system can in part be judged by the fact that the President of Equatorial Guinea invited the CLUSA Chief-of-Party for a personal interview following the establishing of the transportation system, and, following the opening of the new market, he paid a personal visit to see it for himself.

In addition to the direct impact on urban market revitalization and the urban consumer, the transport and marketing system has undoubtedly had a psychological effect on government officials and the general public in that they now know that at least some sectors of their beleaguered economy can function. It has also shown the farmer that food production can be a viable economic activity. Depending on demand and price, the farmer may also eventually decide to augment his production and possibly diversify his food crops.

One other unplanned effect from the establishing of the transport system has been the use of the system by government extension services to get their people to rural areas that were often inaccessible to them due to lack of transport.

Another far reaching impact on Cooperatives in E.G. as institutions is that present attitude of GREG is that the coops not only can be, but ought to be autonomous. The Minister of Agriculture stated to the Evaluating team on two occasions that the impact of the Cooperative Development Project has produced results beyond those areas strictly within its own responsibility and encouraged the team to proceed.

J. LESSONS LEARNED

A valuable observation was made during the design of the Project in that no government contribution could realistically be expected. This project avoided the mistakes of other development projects in Equatorial Guinea that assumed that the financially strapped government would somehow find the funds to pay for local personnel or contribute "hard" resources.

By budgeting for local staff costs, realistic salaries were able to be offered by the Project and personnel were recruited with minimum difficulty.

The GREG in general, and the Ministry of Agriculture in particular, developed a much more serious attitude toward the project when it became clear that CLUSA would not allow misuse of project vehicles.

The prime lesson learned was that simple commodity drops do not work. While it would seem almost too simplistic to repeat here, nevertheless, technical assistance and training must accompany the provision of machinery. The corollary to this is that spare parts must be available and obtainable or the expected machinery life spans are indeed short.

K. ANNEXES (attached)

- 1) Rio Muni Site Visit Report. June, 1984
- 2) The seven quarterly progress reports submitted through September 1985.
- 3) Report on State of Coffee/Cacao Equipment in Rio Muni. August, 1985.

Clearances:ARD:WFSchillinger (draft)

ARD:LJDominessy (draft)

PDE:SScott (draft)

PDE:DKennedy (draft)

PRM:BKosheleff 1-7-86

D/DIR:MJordan WLFORKS

DIR:JPJohnson 1/8/86

ORIENTATION OF COOPERATIVES  
IN EQUATORIAL GUINEA  
TO THE CLUSA PROJECT

Reported by Harold A. Frantz  
Chief of Party  
CLUSA, Equatorial Guinea

July, 1984

During the months of May and June, 1984, two members of the CLUSA team accompanied by one or more representatives of the Ministry of Agriculture of Equatorial Guinea visited virtually all of the cooperatives on the island of Bioko (37) and the majority of the cooperatives in Rio Muni (11 of 16). The purpose of the visits was twofold. First, to orient the directors and members of the cooperatives as to the general objectives of CLUSA world-wide as well as the specific objectives of the CLUSA Equatorial Guinea project, and second, to gather preliminary base-line data on the cooperatives in the form of the perceived needs of the cooperative directors and members for their cooperatives. This information would be used as a basis for planning the project's future programs.

### ISLAND OF BIOKO

The visits on the island of Bioko took place from May 2nd through May 9th, 1984. (See Appendix A.). During each of these days the CLUSA staff members were accompanied by Don Domingo Ebang Andeme, the Ministry of Agriculture Functionary responsible for the World Bank project. Chief of Party Frantz was present each day. On the first day Administrator Black attended. On all subsequent days Service Center Manager - Bata Freitas was present.

#### General Impressions (Bioko):

The vast majority of cooperatives on the island are engaged principally in the production of cacao. (The sole exception is the horticultural cooperative of Moka). Some cooperatives mentioned that their members grow food crops, but not on a commercial scale. All of the coops complained of a shortage of manpower which accounts for an inability to fully exploit their plantations. Most members felt that a single farmer working alone could tend no more than two to three hectares. In the past Nigerian workers supplied the necessary labor force in the plantations but they are no longer in the country. (CLUSA team members suggested at various times in both Bioko and Rio Muni that cooperative members might try working together on each others plantations to improve their work efficiency. In each case we were told that this is not the custom and that farmers traditionally work their own land and use hired help if additional hands are needed.)

Another comment made by members throughout the island was that because of a general lack of farm mechanization, the work of tending the cacao trees was extremely labor intensive and inefficient. For example, fumigation with copper sulfate in order to combat the prevailing conditions of moisture that will

cause serious losses in crop yields is undertaken by hand sprayer. A motorized sprayer (only a few are in use at the present time) allows the farmer to spray far more trees in one day, thus allowing him to maintain more hectares in production. Presently most plantations are either partially or completely abandoned.

### Needs of the Cooperatives:

One of the most common needs mentioned by coop members was the lack of a cacao dryer (secadero). Most of the towns we visited had an old, typically inoperable cacao dryer which either had been abandoned by a former commercial operator or had belonged to the cooperatives during colonial times when production was high. It appears that the majority of these dryers were built during the 1940's and 1950's. It is notable the size of the investment that it must have required to construct perhaps hundreds of these steel and cement dryers, many of which have elaborate systems of belts, pulleys and motors. Our impression is that to fully renovate a significant number of these dryers would require an investment much greater than those of any of the development projects currently in effect or under consideration (perhaps even including the World Bank project). However, it is possible that given more modern techniques it would be more feasible to modernize a few cacao dryers in such a way as to increase production to a capacity great enough to serve the needs of all the cooperatives.

Among the needs most commonly noted by cooperative members were a shortage of basic hand tools such as machetes and files (to sharpen machetes). In addition there is a lack of rubber boots considered by members to be a necessity for working among the cacao trees. All cooperatives complained about a virtual plague of squirrels who destroy as much as one-half of the crop before the cacao can ripen. It was felt that the only means of combating this problem was with shotguns and that there was a general lack of both guns and ammunition. (Ministry of Agriculture representatives commented that a petition has been made to the Ministry of Defense to allow each coop to have three shotguns for use against the squirrels).

The most common fumigant used to treat cacao against the effects of moisture is a mixture of copper sulfate and calcium carbonate in water which is applied to the trees by hand sprayer. These chemicals were in short supply or in some cases totally lacking. Most members felt that unless they soon received a supply of these chemicals that they would lose their crop.

Many of the towns visited exhibited a serious lack of basic health and sanitation facilities. Coop directors and members complained of a lack of sanitation services, potable water or medical facilities in their towns. Formerly, during colonial

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times when the coops were functioning on a profitable basis, these services were provided by the coops through their colonial administrators.

A lack of transportation both to and from the market in Malabo and within the area of the cacao groves as well was mentioned by members in many cooperatives. Well over one-half of the coops either lack a vehicle of any type or have an old vehicle in bad repair usually lacking tires and a battery. In a few cases the cooperative has a mechanic but lacks spare parts. In other cases the coops lack anyone with mechanical training or even driver skills. Many coops were eager to participate in the mechanic/driver training component of the CLUSA project.

We noted that in a few cases the USAID supplied vehicles had been poorly located. In one case a GMC was placed in the town of Baney which has poor roads which were difficult to negotiate in our Jeep; whereas the town of Basacato del Este has a Fargo pickup truck and due to its location on a main road could have accommodated a larger vehicle.

Of the 37 Cooperatives on Bioko we formed a somewhat more favorable impression of approximately one-half (18) due to 1, the generally high level of interest and participation from their directors and members, 2, a good level of attendance at the orientation meetings and 3, an enthusiastic and favorable reception from the town people. In addition these 18 coops reacted more positively than the others in regard to their willingness to participate in the transportation system and the various education programs outlined during the course of the orientation. Although these impressions are based solely on this single visit, we are more likely to focus our initial efforts on the 18 coops listed in Appendix B.

## RIO MUNI

During the period from June 9th through June 17th, 1984, Chief of Party Frantz and Manager Freitas accompanied by Don Domingo Ebang Andeme and Don Florentino Esono, Agricultural Engineer in Bata, visited 11 cooperatives in Rio Muni. Since CLUSA did not have a vehicle in Rio Muni, we borrowed a Toyota Land Cruiser from the FAD cooperative project for the period of the site visits. Unfortunately, we had to shorten the visits since the FAD vehicle was not available to us after June 17th. Consequently, we were not able to visit the Coops of Nsib, Nsoc-Nsomo, Ncomo, Nkimi or Mbini this trip. We hope to orient these cooperatives to the project within a short time (as soon as a vehicle is available).

## General Impressions (Rio Muni):

The cooperatives in Rio Muni commercialize both cacao and coffee although the prevalence of one crop or the others varies from one climatic zone to the next. Climate varies greatly from the warm coastal area around Bata to the highlands which reach 900 meter above sea level, accounting for differences in the type of crops and in yields.

In general the needs expressed by the coop directors and members in Rio Muni were fewer and simpler than in Bioko. For the most part the needs were 1, hand tools to work the cacao, coffee or coffee plantations and 2, a transportation system to facilitate the arrival of farm implements on a timely basis and shipment of the crops to the market in Bata.

Although Rio Muni cooperatives are fewer in number than those on Bioko, they tended to have far more members and were spread out over greater distances. In at least one case the house of the coop President was located 30 minutes from the town proper with members living as much as one hour away from town by car. For this reason the lack of a functioning transportation system appears to be somewhat more critical in Rio Muni than on Bioko. Additionally on Bioko the commercial companies contracted by the government to buy the cacao crop often provide transportation; whereas at the present time there is virtually no commercial trucking outside of Bata itself with the exception of logging trucks.

## The cooperatives of Mongo and Monte Bata:

These two coops are located in the same zone approximately 25KM from Bata. They have both commercialized coffee and cacao in the past and members grow yucca, pineapple and bananas, normally for family consumption. Monte Bata has a large abandoned plant with a coffee hulling machine and a dryer along with a cacao dryer. All of the equipment is in bad repair. The coop of Mongo had a USAID GMC but it is currently inoperable and located in Bata. These two coops expressed the identical needs:

1. Lack of machetes, files, pruning shears and wheel barrows.
2. Lack of transportation.

## The cooperative of Evinayong:

This town is located in a valley at higher altitude in a more temperate zone. The coop was given a GMC truck which is currently inoperable. We spoke to a large group (their are 366 members) and were well received. The major needs noted were:

1. Machetes, files, coffee sacks and wheel barrows.
2. Transportation.

### The cooperative of Akurenani:

We received an especially warm welcome from the town's delegate and Chief of Police, who showed us around the town and the clean well layed out market. The coop commercializes coffee exclusively. Because of the relative isolation of this town they have a serious need for transportation. The coop was given a Fargo pickup but it is currently inoperable. The needs of the coop are: machetes, files, axes and coffee sacks

### The cooperative of Aconibe:

We received a less warm reception in this town. We were taken to see an experimental farm project just outside of town called PEDASA which was constructed under the supervision of a Cuban consultant during 1981 to 1983 on 10 hectares. The project included irrigation, appropriate technology small animal projects supported by feed mills for making animal feed from soy bean and corn grown on the farm. It appears that the project failed over a policy dispute. The farm is presently being administered at a low level by Ministry of Agriculture functionaries. The coop members expressed the following needs:

1. a general store stocked with farm implements.
2. a coffee hulling machine.
3. food items such as rice and cooking oil.
4. a pickup truck for use on secondary roads to gather crops from members.

### The cooperative of Nsork:

Large turnout at this coop which has 700 members in an isolated town. We were well received and several members participated in lively discussions. We meet one member who has begun to act as a coffee buyer for the coop, since there are no buyers or truckers currently servicing the zone. Later we saw this same gentleman in Bata and he had successfully sold 60 sacks of 60 kilos each of coffee to a buyer in Bata. The coop is in great need of a vehicle since there is no commercial traffic. Consequently many farms are abandoned. It would be appropriate for CLUSA to facilitate local businessmen such as the coop member we met by providing transportation at low cost, thus facilitating both the cooperative and local business.

### The cooperative of Mongomo:

We received no official reception in this town and only 5 members meet with us. Later we drove to the house of the President of the coop who greeted us warmly and presented us with a list of the needs:

1. machetes, files, wheel barrows, chain saws, pruning shears and coffee sacks.
2. light vehicle to transport implements to the farms and

- collect member's crops.
- 3. credit for members.
- 4. coffee scale and office equipment.
- 5. better housing, a storage warehouse and a general store.

The cooperative of Añisok:

A large coop of 886 members who grow both coffee and cacao. We were warmly received with good participation from members. We were told that a good system for transportation would be to send one GMC with the capacity to carry 100 sacks of coffee to market and also send one or more pickups to travel the secondary roads to gather sacks of coffee from members. In this way the large truck could be kept off the poor secondary roads. They said that in the past many coops were forced by lack of a proper vehicle to try to take a GMC on secondary roads meant only for light traffic. They expressed a need for machetes, files, axes and the need for a light truck (pickup).

The cooperative of Ayene:

Another large coops (400 members) where we meet with a large and lively group. The original coop was founded in 1946 and at one time had three coffee hulling machines and 2 dryers. The town had a lively market and we saw a few trucks around town. This town also has many poor secondary roads which can only be travelled by a light vehicle. The member's needs were:

- 1. coffee hulling machine.
- 2. cacao dryer.
- 3. credit to repair buildings belonging to the coop but in poor repair.
- 4. agricultural implements of all kinds.

The cooperative of Oveñq (Ebebiyin):

This coop is located 15KM south of the town of Ebebiyin and has 1,500 members. We met in a school and the group was large, lively and vocal. It was indicated that because of an access road to Gabon that coffee, cacao and yucca are sold across the border. The members expressed an interest in elected boards of directors and an appointed Administrator as they had in former colonial times. They also expressed a need for:

- 1. agricultural implements in general.
- 2. restoration of their former coop building to a usable state.

The cooperative of Ebebiyin Villa:

This is a new cooperative and only 4 members were present. This zone had very poor roads. They have 2 dryers in bad repair and a Fiat tractor at a repair shop in Bata. The needs were:

- 1. scales, machetes, files and coffee sacks.
- 2. mechanization of the dryer.
- 3. a warehouse.

4. a general store.
5. credits to members.
6. better roads.

### CONCLUSIONS

During the trips to both Bioko and Rio Muni we were impressed by the agricultural richness and potential of Equatorial Guinea. Although we were commonly told in nearly every town that the farmers have "nothing", we began to reply that they were fortunate to live in a virtual agricultural paradise (while at the same time acknowledging the lack of agricultural implements). Bob Freitas saw many areas both on the island and Rio Muni that were similar to the areas of Costa Rica where he worked as an agricultural extensionist that are considered rich tropical areas. Hal Frantz noted the similarity in climate and soils particularly in Rio Muni to the agricultural zones of eastern Paraguay and the Brazilian state of Parana which is the "midwest" of Brazilian agriculture. Although fertilizers are not used in Rio Muni, for example, we saw corn 15 feet tall and an abundance of peanuts, yucca, pineapple, banana and plantanes all looking remarkably healthy. In general we formed a favorable impression as to the potential to commercialize agricultural products both for export and for local consumption.

### CLOSING COMMENTS

1. The need for a functioning transportation system was apparent for both the island and for Rio Muni. Perhaps owing to the greater distances within Rio Muni and lack of commercial traffic, the need for a well designed and managed system is greater than on the island.
2. The CLUSA team will immediately try to locate temporary facilities to use as a garage (with the assistance of the Ministry of Agriculture) so that the repair, maintenance and on the job training of mechanic/drivers can begin as soon as possible, while awaiting more permanent facilities.
3. A high priority should be placed on education programs designed to train cooperative directors and members in cooperative principals, administration, member responsibilities and privileges. Many of the coops seem to exist in name only, that is they do not function as cooperative businesses. Training needs to be directed towards establishing administrative functions (coop managers) to direct the business aspect; while directors must be taught to function as general policy makers and planners.
4. Attention must be directed to designing a commercialization system which can provide credit for the purchase of member's crops; finance the cost of transportation, of the crops to market

and the purchase of farm implements; sell the crops in the market and use the receipts to credit the accounts of each coop; and pay administrative costs of commercialization. This system will require a trained manager who can operate a business enterprise. Profits from the commercialization of products would be used to finance additional farm inputs and programs such as member education.

APPENDIX A

Wednesday, May 2nd

SANPAKA  
BASUPU  
BALOERI  
BATOICOPO  
BASACATO  
BATETE  
LUBA

Thursday, May 3rd

BOMBE  
MOERI  
MUSOLO  
MILAJA  
BARRIO LAS PALMAS  
BOHEMERIBIA  
BELEBU-BALACHA

Friday, May 4th

FISTON  
REBOLA  
BANAY  
BALEKIA  
TOPE  
BARESO  
BAHO BASUALA  
BASACATO DEL ESTE  
BOSOZO

Monday, May 7th

BARIOBE  
BAKAQUE PEQUEÑO  
BAKAQUE GRANDE  
BAHO PEQUEÑO  
BAHO GRANDE  
BILEIPA  
BANTABARE  
BOLOKO  
BALACHA DE RIABA  
MAULE

Tuesday, May 8th

EHOCO

Wednesday, May 9th

MOKA

APPENDIX D

BAHO BASUALA  
BAHO GRANDE  
BAHO PEQUEÑO  
BALACHA DE RIABA  
BARESO  
BARIOBE  
BATETE  
BELEBU-BALACHA  
BOHEMERIBIA  
BOLOKO  
BOMBE  
BOSOSO  
EHCCO '  
FISTON  
MAULE  
MOKA  
MUSOLA  
REBOLA

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PROPOSAL FOR COLLABORATIVE PROGRAMMING BETWEEN THE COOPERATIVE LEAGUE OF THE USA (CLUSA) AND PEACE CORPS IN EQUATORIAL GUINEA.

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CLUSA PROJECT:

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The USAID funded CLUSA program in Equatorial Guinea has as its long-range goal the revitalization of the agriculturally based economy of the country by improving and increasing its main cash crop production (coffee and cacao), in order to provide more foreign exchange, and to improve agricultural production and marketing for domestic consumption, in order to reduce food imports. The purpose of the project is the achievement by the cooperatives of Equatorial Guinea of economic, administrative and associative viability and the establishment of an institutional framework that will assure the small farmer the inputs (both technical and capital) needed for production as well as a market for his product so that he not only covers his costs, but additionally enjoys a profit margin; thus moving from the subsistence level to one of economic viability.

COOPERATIVES:

The government of Equatorial Guinea has placed a major emphasis on agricultural cooperatives in order to achieve its goals of increasing foreign exchange and reducing dependency on imports. In 1980 the present government established most of the present coops (35 on the island of Bioko and 15 in Rio Muni); although the history of cooperatives in the country goes back much further. During the colonial era the Spanish had formed agricultural cooperatives and many older Ecuatoguineans remember these former organizations and speak well of them.

The new coops, although they have not begun to achieve the production levels of the past, already account for a significant contribution to the economy. According to the Ministry of Agriculture, the cooperatives, which hold only 10% of the land in the country, represent 70% of the production of cacao.

PROJECT IMPLEMENTATION:

CLUSA presently has 5 team-members in Equatorial Guinea, four Americans and one Canadian. The four Americans and their two spouses are all former Peace Corps volunteers who represent among them a total of 15 years of volunteer experience in 6 different countries. The project team began to arrive in the

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country during February, 1984, following the signature of the Project Agreement with the government, and reached full strength only in January, 1985.

The first year objectives pursued by the team in order to achieve the long-range goals have been: (1) to establish a transportation system for farm inputs and produce by repairing and making use of the USAID vehicles donated as one aspect of the earlier AID project, (2) to establish two Cooperative Service Centers (CSC's): one on Bioko and another on Rio Muni to serve as centers for the technical assistance components of the project, and (3) to collect data on cooperative membership, area and types of crops under cultivation, production and marketing statistics, member services and business volume.

As we begin the second year of the project there will be greater emphasis on technical assistance and training such as:

- o Cooperative member education programs, including cooperative organizations and principles, operations, and how members can govern and benefit from their cooperatives.

- o Analysis of how members can improve productivity and reduce the amount of labor required for production.

- o Leadership training including cooperative business management, the roles of board members and manager, production and marketing principles.

- o Technical assistance in the setting up of management and administrative systems.

- o Training of mechanics both for the CSC shop in order to maintain the USAID trucks and for the repair and maintenance of small farm equipment such as small tractors, chain saws, sprayers, etc. and to assist the cooperatives in repairing their cacao and coffee drying equipment.

#### BENEFITS OF COLLABORATIVE PROGRAMMING:

The CLUSA team feels that the participation of volunteers in these programs would greatly enhance their effectiveness. Volunteers could work out of either or both of the CSC's using them as a base of operations and be involved in the planning, organizing, implementation and follow-up phases of each of the technical assistance activities mentioned above. Volunteers would be able to spend more time working directly with the cooperative members in the field; thus adding to the overall effectiveness of the programs.

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Collaboration with the CLUSA project would allow Peace Corps to quickly establish itself in Equatorial Guinea by taking advantage of an existing program which already is having an impact on the countries' development and improving the lives of the small farmer target group. Besides serving as a base of operations for the volunteers, by working out of the CSC's they would benefit from CLUSA's good relations both with the government of Equatorial Guinea and the cooperatives themselves. As a practical matter, the CSC will have office space, a classroom and shop facilities available as well as transportation to and from the villages. Additionally, CLUSA could assist with locating housing and the establishment of other logistical support systems and health care since the team has established these systems for themselves in the past year.

#### VOLUNTEER PLACEMENTS:

We have identified three areas which could be ideal volunteer assignments. The first would be as a COOPERATIVES SPECIALIST, to assist with the cooperative member education programs, business practices and management training and leadership training, and the training in cooperative principles of extension agents from the Ministry of Agriculture. The second is as CROP/HOME EXTENSIONISTS to work on improving agricultural production of both cash and subsistence crops and improve health and nutrition in the homes. The third area is VOCATIONAL TRAINING to assist the CLUSA mechanic in his training of mechanics both for repair and maintenance of the truck fleet as well as small farm equipment.

#### PROPOSAL:

That Peace Corps place three volunteers initially with the CLUSA project to work on any (or all) of the specialties mentioned above. The volunteers would be able to use the facilities of the CSC as their base of operations. CLUSA would assist with locating housing for them. Initially the three could live in Malabo and visit the villages along with the CLUSA team members or ride out on the trucks on the daily transportation runs to the coops. Later housing could be sought in the rural areas themselves. One ideal location, for example, may be in the Luba area, a fishing village on the main road leading south along the west side of the island. From this location a volunteer could reach 8 to 10 coops on a motorbike and would be able to get into Malabo by catching a ride on the CLUSA trucks which pass by the area at least 3 times each week.

As time goes on the project has many other possible

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programs in mind both on the island and on the continent which would be enhanced greatly by Peace Corps participation. Just to name two examples of future participation there is (1) the establishment of fish farming in Rio Muni, and (2) the organization of cooperatives dedicated to corn production to use as an ingredient for animal feed.

CLUSA is fortunate to have begun its project at a time when cooperative development in Equatorial Guinea is just beginning to take shape. We have found most coop members to be receptive to us and hospitable. As a former volunteer, I have taken note during my regular visits to the villages that many of them would be ideal locations in which to live, to work and to carry out Peace Corps goals.

Malabo, 3 March 1985

Hal Frantz  
Chief of Party  
CLUSA  
Equatorial Guinea

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EQUATORIAL GUINEA  
QUARTERLY PROGRESS REPORT  
JULY-SEPTEMBER, 1984

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OVERVIEW:

During the third quarter of 1984, we were able to establish two provisional Cooperative Service Centers, one in Malabo and the other in Bata. These two facilities will serve as headquarters for all CLUSA operations until construction of permanent facilities can be completed in 1985. The truck parts and mechanic's hand tools purchased by USAID have been received, inventoried and located in their respective Service Centers. Retrieval and repair of the USAID trucks has begun. Three project vehicles have been purchased and are presently in the country. Radio communication was established between Malabo and Yaounde. The first of our programs directed towards the Cooperatives, establishing a system for the collection of data on cooperative membership, area and type of crops under cultivation, production and marketing statistics, member services and business volume has begun.

GOALS/ACHIEVEMENTS:

1. Vehicles.

a. Bring the two Jeep CJ-8 station wagons into the country.

Black and Freitas picked up the vehicles in Douala. Scherer went with them to assure that the vehicles were in good mechanical order, and then returned to Malabo. Black and Freitas drove the vehicles to Yaounde to have the short wave radio mounting brackets installed in one Jeep and then drove to the Gabonese border, crossed into Gabon and next to the border of Equatorial Guinea. They then entered Rio Muni and drove to Bata. These two Jeeps will remain in Rio Muni to be the two project vehicles there.

b. Repair two USAID trucks, one in Bioko and another in Rio Muni.

Two Ford pickups, one in each location, have now been repaired and are in good running condition. The third project Ford has also been on the road but we lack enough Ford parts to have all three running at the same time. Scherer is preparing a list of additional parts which would have to be purchased in

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order to put the third Ford in running condition

- c. Make plans to secure the fourth project vehicle.

A pro-forma invoice was secured in The Canary Islands for purchase of a Toyota Land Cruiser Station Wagon as the fourth project vehicle destined for Malabo. A memo requesting a waiver from USAID/Yaounde for purchase of this vehicle was prepared and sent to Yaounde.

- d. Retrieve additional USAID vehicles for repair.

In total, seven USAID vehicles have now been retrieved. In addition to the three Fords mentioned above, two GMC's are in the CSC in Bata, one GMC and one Fargo are in the CSC in Malabo. The two GMC's in Bata are in fair condition and could be put on the road in a short time. The GMC in Malabo is the vehicle with the seized engine (Bososo truck) which was in front of the MDA. It will require major engine work. The Fargo (residence of the Prime Minister) has two engines, one original engine and one from the Bata Fargo, both of which require major engine work.

## 2. Housing.

- a. Secure housing in Bata for Freitas and get Scherer moved into his apartment in Malabo.

A temporary residence was located in Bata for Freitas. He will be able to live there until the end of March, 1985 when the lease for the temporary CSC expires. We will have to locate permanent housing for Freitas and housing for the Bata mechanic. Scherer's apartment was not available for occupancy until mid-September. Minor repairs are presently being made and we plan to move Scherer in by October 1st.

- b. Travel to Las Palmas to secure furniture and appliances for the CLUSA team members:

A trip was made to Las Palmas and pro-forma invoices were secured from several suppliers. Copies of these have been made and sent to CLUSA/W and USAID/Yaounde. Upon approval we will order the items from our shipping agent.

## 3. Cooperative Service Centers.

- a. Complete minor revisions contracted for at the temporary CSC in Malabo.

Revisions have been made and we now have a secure storage room for the tools and parts, an office for the mechanic, shelves in the storage room, lighting in the storage room and office, and an electrical outlet in the shop.

b. Inventory truck parts.

An inventory has been completed on the truck parts, as well as for the Sears tools and the McMaster-Carr hardware.

c. Secure a site in Bata.

We have located and moved into a temporary CSC in Bata which includes use of a warehouse, office space and an apartment for Freitas. Modifications have been made to improve the security of the facility. Three large cases of truck parts and a case of tools were shipped to Bata and are now located in the temporary CSC.

d. Complete plans and specifications for the Malabo CSC. Select a contractor and begin construction.

Plans and specifications are still being worked on since the basic concept for a permanent CSC has continued to evolve. In October an engineer from USAID/Yaounde will visit Malabo to assist us in finalizing the plans.

e. Locate a site in Rio Muni, decide on plans and select a contractor.

Although we have been shown several sites in Bata, as yet none of them seem to be adequate for the CSC.

f. In Las Palmas, obtain pro-forma invoices for hand tools, lubricants, etc. authorized by USAID/Y to be purchase by us, as well as for office furniture and electrical generators for the CSC's.

Pro-forma invoices were obtained for the hand tools, lubricants, etc. and copies sent to USAID/Yaounde for approval. Pro-forma invoices for the office furniture were sent to USAID/Yaounde and to CLUSA/W. Pro-forma invoices for the generators are being held awaiting further analysis of our needs.

#### 4. Communications.

A short wave radio was mounted at the CLUSA house in Malabo. We communicate regularly (three times per week) with USAID/Yaounde.

#### 5. Programs:

a. Assist the MOA in establishing a data collections (inventory) system for the cooperatives.

A plan was drawn up and data collection forms were

prepared. During his visit to Malabo, Dominessy approved use of project funds to finance the project. CLUSA purchased the materials (paper, pens and pencils), agreed to pay the per diem for three Equatoguinean counterparts and purchase the fuel for the exercise. Towards the end of September, Chief of Cooperatives for MOA, Don Carmelo Ela Obiang, went to Bata where he will be joined by Freitas to begin the inventory.

b. Develop a plan with MOA for cooperative training.

A basic plan was developed for classes in cooperative principles, accounting and management and training for cooperative directors and committee members. It was decided to postpone carrying out these plans until 1985 because of time constraints. In the meantime we have begun to accumulate curriculum materials from which lesson plans can be prepared.

c. Work Plan for Rio Muni.

Most of the activities were carried out, but the general objectives of establishing a transportation system and the training of mechanic/drivers were not accomplished. We were not able to complete the repairs on the two GMC's during the six weeks and more importantly we did not secure viable housing for Scherer and did not identify driver/mechanic candidates.

6. Miscellaneous.

a. Meet with Dominessy in Malabo.

All team members had an opportunity to meet with Dominessy during his visit, August 22-28, 1984. In addition, meetings were held with most of our counterparts at MOA. Trip results appear in Dominessy's memo dated September 4, 1984.

b. Improve administrative support system.

Office supplies, copy machines and a personal computer were received in Malabo. Reports are now prepared using word processor software. The project accounting was put on computer.

GOALS FOR THE NEXT QUARTER:

1. Cooperative Service Centers.

a. Prepare specifications, request bids from contractors, select a contractor and commence construction of a permanent CSC in Malabo.

b. Locate a site, prepare specifications, request bids from contractors, select a contractor and commence construction of a permanent CSC in Bata.

c. Order office furniture for the two CSC's and have shipped from Las Palmas.

## 2. Housing.

a. Complete revisions of Scherer's apartment in Malabo and get him moved in.

b. Locate permanent housing in Bata for Freitas.

c. Send Freitas' personal effects to Bata.

d. Order furniture and appliances for Black, Freitas, Scherer and the second mechanic and have shipped from Las Palmas.

e. Locate housing in Bata for the second mechanic.

## 3. Vehicles.

a. Receive approval from USAID/Yaounde for the fourth project vehicle, order from Las Palmas and have shipped to Malabo.

b. Secure registrations for the two Jeep CJ-8's in Bata.

c. Secure registrations and all other necessary documents for the USAID trucks and have them registered under the name of CLUSA.

d. Retrieve one additional Fargo and one GMC on Bioko and put them in running condition.

e. Order lubricants and hand tools and have them shipped from Las Palmas.

f. Complete list of Ford parts necessary for all three Fords to be in running condition and send to Dominessy to be ordered.

## 4. Communications.

a. Send radio equipment to Bata.

b. Install mobile unit in one of the Jeep CJ-8's and establish communications between Malabo and Bata.

## 5. Programs.

a. Complete the data gathering (inventory) exercise for approximately twenty of the cooperatives.

b. Continue to accumulate educative source materials to be used in the future for preparing a cooperative education program.

c. Identify four possible mechanic/driver trainees on Bioko and prepare vehicle maintenance training materials so that classes in vehicle maintenance and driving can commence in 1985.

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EQUATORIAL GUINEA  
QUARTERLY PROGRESS REPORT  
SEPTEMBER - DECEMBER, 1984

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OVERVIEW:

During the fourth quarter of 1984 we received shipment of the commodities ordered in September, 1984 from Las Palmas, which included furniture and appliances for the project team, operating equipment for the two provisional CSC's and the fourth project vehicle. We also located and recruited the second mechanic for the CSC in Bata. He will begin working for us on January 7, 1985. We located housing for both the CSC Manager in Bata and for the second mechanic. We now have a complete project team of 5 members, housing and furniture for each team member and all of the project vehicles. In addition, 4 USAID vehicles were put into running condition and we have begun a transportation system serving a few cooperatives on Bioko on an informal basis.

GOALS/ACHIEVEMENTS:

1. Cooperative Service Centers.

a. Prepare specifications, request bids from contractors, select a contractor and commence construction of a permanent CSC in Malabu.

The specifications were prepared and bids solicited of 5 contractors. Three of these turned in bids. During December the plans from the 3 contractors were taken to Yaounde for review by the USAID engineer. We choose one of the contractors whose drawings and plans appeared to best meet our needs. The USAID engineer is now doing a detailed review of the plans and will send us his written comments soon. We expect to prepare a contract form and are hopeful of signing a contract in January.

b. Locate a site, prepare specifications, request bids from contractors, select a contractor and commence construction of a permanent CSC in Bata.

We have located what appears to be a good site for the CSC. The USAID engineer has scheduled a trip to Bata in January to review the site. It was decided to use basically the same specifications for the Bata CSC as for Malabo. Some initial inquiries were made and it appears that there is only one contractor in Bata capable of handling construction. Bids will be solicited from this contractor and two other possible contractors in January.

c. Order office furniture for the two CSC's and have shipped from Las Palmas.

The office furniture has been received and is being stored in the provisional CSC in Malabo.

## 2. Housing.

a. Complete revisions of Scherer's apartment in Malabo and get him moved in.

Because of the difficulty in obtaining materials, we are just now doing the revisions of Scherer's apartment. The Scherer's will move in during January.

b. Locate housing in Bata for Freitas and for the second mechanic.

We have located a house (for Freitas) and an apartment (for Robert Gagne) in Bata.

c. Order furniture and appliances for the team and have shipped from Las Palmas.

The furniture and appliances have been received and are installed in the apartments of Scherer and Black. We are trying to locate a vessel to ship furniture and appliances to Bata.

## 3. Vehicles.

a. Receive approval from USAID/Yaounde for the fourth project vehicle, order from Las Palmas and have shipped to Malabo.

The fourth project vehicle is now in Malabo.

b. Secure registrations for the two Jeep CJ-8's in Bata.

Registrations have now been secured for all project vehicles

c. Secure registrations and all other necessary documents for the USAID trucks and have them registered under the name of CLUSA.

Registrations and other documents were received for all the USAID trucks on Bioko.

d. Retrieve one additional Fargo and one GMC on Bioko and put them in running condition.

All but one of the USAID vehicles on Bioko have now been retrieved. At the present time two GMC's, one Ford and one Fargo

pickup are in good running condition.

e. Order lubricants and hand tools and have them shipped from Las Palmas.

The lubricants and hand tools have been received and are in the provisional CSC in Malabo.

f. Complete list of Ford parts necessary for all three Fords to be in running condition and send to Dominessy to be ordered.

The lists were submitted to Dominessy.

#### 4. Communications

a. Send radio equipment to Bata.

Radio equipment is now in Bata.

b. Install mobile unit in one of the Jeep CJ-8's and establish communications between Malabo and Bata.

Rather than install the mobile unit, a permanent base station radio was installed at Freitas's new house in Bata. In addition the telephone service between Malabo and Bata has been improved and we are using it.

#### 5. Programs.

a. Complete the data gathering (Inventory) exercise for approximately twenty of the cooperatives.

The Cooperative Inventory was completed for 14 cooperatives in Rio Muni.

b. Continue to accumulate educative source materials to be used in the future for preparing a cooperative education program.

We received additional educative material from a contact in South America. We also asked CLUSA/Washington to begin to accumulate books and other materials for us to be used as a Cooperative library for the two CSC's.

c. Identify four possible mechanic/driver trainees on Bioko and prepare vehicle maintenance training materials so that classes in vehicle maintenance and driving can commence in 1985.

We now have 4 mechanic/drivers working at the provisional CSC in Malabo. Scherer has started giving "on the job" training and has prepared an outline and some of the materials for his

formal classes.

6. Other Accomplishments.

a. The second project mechanic, Robert Gagne, has been recruited and will begin working at the CSC in Bata on January 7, 1985.

b. Jim Alrutz made a visit to Equatorial Guinea in which he met with the Minister of Agriculture, Anatolio Ndong (our principle counterpart at MOA), as well as other counterparts. He saw our installations both in Malabo and Bata, and traveled to Yaounde to meet with Dominessy regarding several matters including the timing for the review and evaluation of the first Part of the project.

c. During the visit to Yaounde with Alrutz (which included Frantz and Freitas) several possible dates were proposed for the evaluation (Review and Assessment) of Part I of the project. Recently a memo was sent to Yaounde suggesting that the Review and Assessment be held in August, 1985 rather than March, 1985, the date discussed earlier, based on discussions between Alrutz and Frantz during Alrutz's visit.

GOALS FOR THE NEXT QUARTER:

MALABO:

1. Cooperative Service Center.

Prepare a contract form and negotiate a contract with the contractor selected for the construction of the CSC in Malabo. Receive and review the written commentaries from the USAID engineer regarding the plans submitted by the contractor and incorporate any changes in the contract. Decide on a method of payment. Receive approval from USAID to go ahead with the construction. Sign a contract. Commence the construction of the CSC.

2. Transportation system.

Visit selected cooperatives on the island to discuss the details of a regularly operating transportation system serving the cooperatives. Arrive at an agreement satisfactory to all parties involved including MOA. Establish a transportation system serving at least 5 cooperatives.

3. Inventory of Resources.

Collect and compile additional cooperative

4. Vehicles.

Retrieve the one Put this GMC and one

5. Training.

Begin formal class mechanic/drivers work

6. Equipment.

Arrange to have the shop equipment to Bata.

BATA:

1. Housing.

Renovate the house the Gagnes can move in Remodel the kitchen of installed in the house

2. Cooperative Service

Select the site for and send them to the USAID and have them reviewed by a contractor, agree on terms Receive approval from USAID construction.

3. Orientation of 2nd

Have Gagne come to Bata Arrange for an inspection needs for retrieval of

4. Provisional CSC.

Arrange to have equipment so that power tools and parts and tools and

line statistical data from 5 islands.

USAID vehicle (a GMC) on Bioko. Put the Fargo in running condition.

Mechanics and driver training for the provisional CSC in Malabo.

Bring furniture and appliances as well as long stored in Malabo to be shipped

apartment in Bata so that Freitas and improve the security in both buildings. apartment. Have water and electricity

CSC in Bata. Prepare the bid forms for eligible contractors. Receive the bids from a USAID engineer. Select a contractor on best terms and prepare a contract form. Sign a contract and begin the

mechanic.

to work with Scherer for one week. by Gagne so that he can assess the condition of USAID vehicles in Rio Muni.

be installed in the provisional CSC. Be organized. Perform an inventory of the equipment to improve security.

5. Mechanic/Drivers.

Begin the process of locating and selecting Mechanic/Drivers to work in the CSC in Bata.

6. Vehicles.

Prioritize the repair of the two GMC's and one Ford already retrieved in Bata. Begin the work of repairing these vehicles.

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## EQUATORIAL GUINEA QUARTERLY PROGRESS REPORT JANUARY - MARCH, 1985

263/85

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### OVERVIEW:

During the first quarter of 1985 we established a transportation system operating out of the temporary CSC in Malabo serving a selected group of cooperatives on the island. This system is having a positive impact on the distribution of food on the island by making the market of Malabo accessible to cooperatives who grow substantial amounts of food but have not been able to get their products to market. Besides increasing the amount of food available in Malabo, the system also benefits the members by increasing their disposable income. Recently we have begun to transport agricultural implements as well as food products. Early in the next quarter we plan to increase the service by adding more cooperatives and routes to the system.

Bata saw considerable progress during the quarter with the nucleus of a team being established for vehicle maintenance and repair. The shop is now a functioning unit. The inventory of retrievable trucks was completed and cooperatives invited to send trainees to the provisional Center. Direct assistance to cooperatives was begun with an examination of the Coops' debts. Housing revisions for CLUSA team were all but completed; mechanic and family moved in, with the CSC manager to move in within two weeks.

### GOALS/ACHIEVEMENTS:

#### MALABO:

#### 1. Cooperative Service Center (CSC).

Prepare a contract form and negotiate a contract. Receive approval from USAID. Sign a contract. Commence the construction of the CSC.

A contract for the construction of the CSC was negotiated with the contractor, a method of payment was determined and the contract was signed. Approvals were received from USAID/Yaounde and we are awaiting approval from the USAID agreements officer in order to make the advance payment called for in the contract.

#### 2. Transportation system.

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Visit selected cooperatives to discuss a regular transportation system. Arrive at an agreement. Establish a transportation system serving at least 5 cooperatives.

During the quarter a total of 15 cooperatives were visited regarding the transportation system. Meetings were held with the Secretary Generals of both the Ministry of Agriculture and the Ministry of Territorial Administration. There was a meeting with the President of Equatorial Guinea. Authorization was obtained for the system. 11 cooperatives are now being visited on a regular basis (once each week). Besides the regular weekly routes, 2 other coops are being served on the basis of their needs and the availability of vehicles. During the week of March 11th we hauled 7 truckloads of food to Malabo amounting to an estimated 10,000 kilograms of food products for the regular runs plus hauling a truckload of agricultural supplies from one coop to another and a load of fruits and vegetables from the horticultural coop to Malabo.

### 3. Collect baseline statistical data from 5 coops on the island.

We collected data from a total of 13 coops and are in the process of entering the data into the Kaypro. Two reports were developed using the Database II software. The first shows the number of active members, quantity of land in use and the amount of cacao cultivated in the recent campaign by the 13 coops; the second is a list by cooperative of its members, the quantity of land cultivated by each member and the yield per hectare of each member.

### 4. Vehicles.

Retrieve the one remaining GMC truck and put this and one Fargo in running condition.

All 10 USAID trucks on the island have now been retrieved. Of the 5 GMC's, 4 are in running condition and one will be used for parts. Of the five pickups, one was shipped to Bata and 2 are in running condition. Of the two remaining (Fargos), one will be used for parts and the other is awaiting an electrical part ordered from the U.S. and a set of tires.

### 5. Training.

Begin classes for the mechanic/drivers.

All mechanic/drivers have been given a course in shop safety and classes in driving are under way. Course material (pamphlets, slides, etc.) are on order from Spain for courses in motor mechanics and vehicle maintenance.

### 6. Equipment.

Ship furniture, appliances and shop equipment to Bata.

Since we have not been able to arrange for shipment by boat to Bata (the national freighter is out of service), we made an airlift to Bata in order to get some of the materials there.

#### 7. Other accomplishments.

Mr. Domingo Ebang Andeme was hired as Assistant Director of the Malabo CSC.

A talk was given on cooperative principles and organization to a group of extensionists at the Agricultural School of Malabo in association with the Spanish Cooperation. A work plan was developed whereby the extensionists would hold meetings at 15 cooperatives during April, 1985 to discuss cooperative principles and organization with the members.

#### DATA:

##### 1. Housing

Renovate the house and apartment so that Freitas and the Gagnes can move in. Improve security. Have water and electricity installed in the house.

The Gagnes have moved into their apartment. A new water system had to be put in to replace the old which was pumping foul water into the apartment. The kitchen has been remodeled and a number of security related improvements made. A fence was put around Freitas' house, the kitchen remodeled and windows repaired. Iron bars are being installed on the windows. The electricity is installed, the well dug out. Once the water system is in, the electricity is working and the security work is completed, Freitas will be able to move in.

##### 2. Cooperative Service Center (CSC).

Select a site, prepare bid forms for contractors, receive bids and have reviewed by USAID engineer. Select a contractor, sign a contract and begin the work.

A site was selected and bid requests sent out to 4 contractors. 2 of the contractors responded with bids and plans for construction of the CSC. The bids were reviewed by the USAID engineer.

##### 3. Orientation of Gagne.

Have Gagne spend one week in Malabo with Scherer and then make an inspection tour of the USAID vehicles in Rio Muni.

Gagne spent a week in Malabo and then made an inspection tour of all the vehicles in Rio Muni that could possibly be put into running condition.

#### 4. Provisional CSC.

Install electricity and improve security in the CSC. Perform an inventory.

Electricity has been installed, iron gates placed over the doors and steel straps installed to secure the unused rear doors. An inventory was performed. Additionally, the shop is organized and now functioning.

#### 5. Mechanic/Drivers.

Begin locating mechanic/drivers for the CSC.

Two mechanic/drivers and a warehouse assistant have started to work in the CSC. A visit was made to 4 coops and applications were distributed asking for the coops to send trainees to Bata to work in the CSC.

#### 6. Prioritize the repair of the vehicles already retrieved.

The repair work was prioritized and work is well under way on the two GMC's in the CSC.

#### 7. Other accomplishments.

A trip was made by Black and an extensionist from MOA to assess the possibilities for a fish culture project in Rio Muni. Further studies are under way and a project proposal is being developed.

Basic cooperative data continued to be gathered and was submitted as a study to the Project. The focus was the cooperatives' debts problems.

#### GOALS FOR THE NEXT QUARTER:

##### MALABO:

#### 1. Cooperative Service Center (CSC).

Receive approval from the USAID agreements officer. Make

the advance payment to the contractor so that materials can be ordered from Spain. Commence the construction of the CSC.

## 2. Transportation system.

Expand the normal routes to include selected coops on the eastern side of the island. In addition, transport agricultural implements and materials from Malabo to selected coops as they become available.

## 3. Resource Inventory of Coops.

Continue to enter the data collected from the 13 coops on Bioko into the Kaypro system so that extract reports are available.

## 4. Training.

Receive course materials ordered from Spain. Plan, organize and begin to teach courses in motor mechanics and vehicle maintenance to the mechanic/drivers.

In coordination with the Spanish Cooperation develop a training program to teach cooperative principles, organization and basic accounting to 15 cooperatives using the Extension Agents in each area to organize meetings and instruct the members.

## 5. Food Marketing Study.

Commence a study of the food distribution system on Bioko. Determine the economic and social impacts of the present transport system on the coop member. Suggest methods for improving the food distribution system and increasing the benefit to the coops.

## 6. Regional Cacao Drying Project.

Study the feasibility of transporting wet cacao from those coops who do not have cacao dryers to those that do. If feasible, facilitate negotiations between the coops in order to establish a system of regional cacao dryers; thus making better use of resources already within the coop network.

## 7. Equipment.

Ship remaining furniture, appliances and shop equipment still located in the Malabo provisional CSC to Bata.

BATA:

1. Cooperative Service Center (CSC).

Receive approval from AID engineer and project officer. Select contractor to perform work. Negotiate contract and receive approval from contracts officer.

Process all documents for land donation by the government and apply for approval by the Presidency.

2. Repair of Vehicles.

Have two GMCs and one Fargo repaired and three additional GMCs retrieved from the interior and in the shop for repairs.

3. Transportation System.

Begin transport system with two GMCs, one Ford and one Fargo. Initial runs begun, transporting coffee to Bata for processing. Limited intra-town transportation of food crops to begin.

4. Training.

Plan, organize and begin to teach courses in vehicle maintenance and repair to eight trainees as mechanic/drivers and helpers. "Hands-on" approach to be emphasized.

Plan and organize for extension agents training courses related to cooperative organization and principles. Assist extension service in Bata to prepare work plan that includes attention to the cooperatives' needs.

5. Data Gathering.

Continue to gather data on cooperative debt problems. Organize meetings between each cooperative, MOA and the appropriate bank to resolve differences between the amounts the bank maintains are owed by Coops and what the Coops believe remain as debts.

6. Housing and Shop Supplies.

Receive all supplies, appliances and furniture located in Malabo so that houses and shop are properly equipped.

COOPERATIVE DEVELOPMENT PROJECT, E.O.

GOALS and ACTIVITIES for RIO MUNI  
January - March 1985

The primary goals for the Rio Muni part of the Cooperative Development Project during the months of January, February and March will generally fall into three categories: (1) renovation and improvements to housing for expatriate staff, (2) selection of the future service Center site, preparation of bid documents, selection of contractor and commencement of new Center construction, and (3) orientation of the new principal mechanic for Bata, inventory and retrieval of AID-donated vehicles on the continent, and continuation of provisional shop set-up and vehicle repair.

Timing and completion dates are not generally enumerated as the activities in all three areas will likely be pursued concurrently and throughout the quarterly period. Certain target dates have been given where reasonable.

Specifics:

1)A) Renovation to House and Apartment.

The house will require the following materials and work prior to being suitable for habitation by the CSC Manager:

\* Security --- windows need to be secured with iron bars and the doors will require deadbolt locks. The iron-bars and labor are available locally but the locks are not thought to be in E.G. markets.

Fence --- a fence should be constructed around the house and grounds to improve security and to eliminate a path crossing directly behind the backdoor and a road occasionally used that cuts close to the radio installation. A bamboo fence is thought at this time to be the most cost effective and local materials and labor will be used.

\*Electricity- though the landlord is supposed to take charge of securing connection to city power, it is expected that CLUSA will have to pay some of the costs. The cable may be available for purchase in Bata and an electrician should be contracted from a company such as Escuder, Bata, to inspect the wiring in the house prior to use.

\*Well --- the landlord has agreed to dig out the well for the house, while CLUSA will need to purchase a hand pump and cement to cap the well. The pump is thought available only in Cameroon but local

contractors will also be contacted. Cement should be able to be purchased locally.

\*Furniture --- purchased in Las Palmas and currently in Malabo will need to be shipped to Bata. It is uncertain whether the Equatorial Guinean freighter, the Acacio, will be undergoing refitting during this period. If so, other freighters or a chartered plane will have to be secured. Additional furniture can be ordered from a local cabinetry shop

#### 1)B) Renovation to Apartment.

Generally, the apartment rented for the mechanic and his wife is in better physical condition than the house and should require fewer improvements. The apartment is also furnished (minus the appliances).

\*Security --- as in the house, security is of paramount importance and both windows and doors will need to have locks and iron bars added.

\*Garage --- as part of the property rented with the apartment there is an area appropriate for establishing a secure garage. With the addition of a door to close off three existing walls, the garage should be reasonably secure against the lifting of batteries and tires. In the future a tin roof could be added to further improve security.

\*Kitchen --- appears to be the area in greatest need of improvement prior to occupation by the CLUSA mechanic. Cabinetry, shelving and some structural work is likely to be needed. The labor and materials should be able to be secured in Bata.

\*Child- Proofing --- the outside balcony has fairly wide spaces between posts and could pose a danger to the couple's two year old child. Effective protection might be gained by installing some sort of chicken wire fence. This wire may not be available locally.

#### 2)A) Site selection.

It is believed that one suitable site has been found for the new Service Center. The site is located approximately 1.5 kms from the present CLUSA office and taller at SOGEC as one heads away from the center of town towards the airport and is set back about 100 m from the principal road. The land is flat and the vegetation is primarily grass and weeds, therefore requiring minimal land preparation.

A question was raised by one of the Ministry of Agriculture

technicians as to whether the potential existed of flooding during heavy rains. This matter was brought up with the senior technical person in the Ministry of Public Works and he assured the CLUSA Data Manager that this parcel never floods although lower land nearby has experienced inundations. This will be looked at more carefully and other advice sought.

An alternate site has been located along the main road heading towards the port. While the visibility is good and the land would also require minimal preparation, it is located farther away from the center of town and would pose some difficulties to most persons who may wish to visit the Service Center and do not possess a vehicle.

Following location of a suitable site, it must be surveyed and certified as appropriate for the intended use by the Ministry of Public Works, then solicitations are to be prepared and submitted to the Ayuntamiento and the Regional Administrative Delegate for approval and granting the land to CLUSA for construction of the Service Center. This process is well known as it was followed during a previous selection of what turned out to be an inappropriate site.

#### 2)B) Bid preparation.

Preliminary contacts and assessments of capabilities of the three principal contractors in the Bata area have been made. At this point, one contractor of the three, ESCUDER, Bata, appears able to undertake construction of the Service Center. Nevertheless, a description of the scope of work and a formal letter requesting bids and plans for constructing the Service Center will be submitted to all three contractors. Both the scope of work and letter will be essentially similar to that approved previously by the AID engineer and submitted by CLUSA to the contractors on Bioko.

It is anticipated that the AID engineer, Win Collins, and the Project Officer, Larry Domesney, will arrive in Bata on the 21st of January, '85, to review the site selection and any plans and bids submitted by the contractors.

#### 2)C) Selection of Contractor and Construction Commencement.

The selection of the contractor should be accomplished in the first week of February if the plans and bids are viewed as acceptable by the AID engineer.

It is hoped that groundbreaking can begin between the last week in February and the first week in March. As the duration of the construction has been estimated at four months for Malabo, time for construction for the Bata Service Center should be between four to seven months. A longer period may be needed owing to the

greater difficulty in securing imported construction materials.

Also to be noted, the current contract for the provisional office and workshop will need to be extended until about August-September. While hopefully the Director of SOGEC will be amenable to the extension, during the original contract negotiations he stated that the company intended to utilize the space sometime in the near future.

### 3)A) Mechanic's Orientation.

The new principal mechanic for Bata, Robert Gagne, is expected to start work with the CLUSA team on January 7, '85. He will spend a week or possibly slightly longer in Malabo familiarizing himself with the shop operations in Malabo. By taking advantage of the experiences Scherer has had with the AID vehicles, it is hoped that Robert will be able "get up to speed" more quickly than would otherwise be possible.

### 3)B) Inventory and Retrieval of Vehicles.

It is expected that the mechanic will need to visit and assess the condition of all vehicles on the continent. This should be able to be accomplished within a month of the return of the mechanic from Malabo. The Service-Center Manager may accompany Gagne to some of the visits as he knows most of the locations. In addition, the Jefe Negociado de Cooperativas may serve as a guide to some vehicles not yet located by CLUSA personnel.

Following the general inventory of the vehicles, the mechanic will begin retrieval operations of the least damaged of the trucks. The Fargo pick-up in Acurenam will likely be a high priority as the project is short of light trucks. Depending upon the mechanic's assessment, a diesel motor may be substituted for the present gasoline one in this pick-up.

Additionally, the project will seek to recover the only GMC currently functioning on the continent. As it is being used by the Minister for his personal affairs, this will have to be treated somewhat sensitively.

### 3)C) Provisional Shop Set-Up and Vehicle Repair.

At present, the provisional shop is in reasonable condition due to the previous work by mechanic Scherer but additional items will need to be purchased and a minimal amount of interior improvements should be made. The improvements most needed will be to run power and lights to at least part of the shop, and to construct a temporary "strong room" for the mechanic's tools and the most valuable and "walkable" parts.

The mechanic will be taking a new inventory of all spare parts

and tools as soon as feasible upon beginning work.

There are two GMC's and one fork pick-up currently in the shop. It would appear that the GMC's are nearest to being repaired and would receive priority. Additionally, the Acurenom Lamps mentioned above would likely be repaired. During this period, the mechanic would begin selection of his assistants and may make some progress towards selecting driver/mechanics for the up-coming transport system.

While it would appear to be over-optimistic to expect a functioning transport system during the first quarter, it is hoped that trial runs would be begun in order to gather data on timing, fuel consumption and vehicle demand. Another goal of the trial period will be to assess the Ministry's and general government's willingness to allow the system to function without undue interference.

Submitted by:

Bob Freitas, CSC Manager, Data  
December 28, 1984

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EQUATORIAL GUINEA.  
QUARTERLY PROGRESS REPORT  
APRIL - JUNE, 1985

OVERVIEW:

During the second quarter of 1985 the transportation system on the island was expanded by the addition of several new routes so that at least 15 cooperatives are now benefiting from the service on a regular weekly basis. Growers of food staples have continued to be the major users of the system. During the month of June, 1985, 12 to 13 metric tons of staples were brought to market each week. Consequently the central market of Malabo now has a regular supply of basic food items. In addition to food staples, we also transported fumigants to several cooperatives as well as shipping commodities such as bags of cement, metal beams, plastic pipe, etc. to assist several villages with their small projects.

In Bata, two GMC's and one Fargo were put in running condition and initial runs of the transportation system were made. A load of coffee and another of pineapples were shipped into Bata. Regular classes were given to mechanic/driver trainees in vehicle maintenance and repair. Progress was made in resolving problems between the coops and the bank regarding the debt situation of the coops.

GOALS/ACHIEVEMENTS:

MALABO:

1. Cooperative Service Center (CSC)

Receive approval from the USAID agreements officer. Make the advance payment to the contractor and commence work on the CSC.

The advance payment was made to the contractor and the construction material was purchased and has been received in Malabo. The approval by the USAID Contracts Officer was requested and several cables exchanged regarding the details of the contract. Construction was not begun since the original site chosen for the CSC was rejected by GREG. Another site has been identified and we are awaiting approval from GREG.

2. Transportation system.

Expand the normal routes to include selected coops on the

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eastern side of the island. Transport agricultural inputs to coops as they become available.

Routes were expanded to include virtually the entire island. A total of 28 coops received some use of the system during the quarter. All requests to transport agricultural implements and fumigants from Malabo to the coops were met.

### 3. Resource Inventory of the Coops.

Continue to enter the data collected from the 13 coops on Bioko into the Kaypro system so that extract reports are available.

Through collaboration with the World Bank Cacao Rehabilitation Project, we were able to obtain current statistical data on all 36 cooperatives on Bioko. This information will be used as the base-line data for the permanent data gathering system.

### 4. Training.

a. Receive course materials ordered from Spain for training of the Mechanic/drivers. Plan organize and begin to teach courses in mechanics.

The materials were not received because the original price quoted for the materials was not correct. A new set of prices were received and the material has been reordered. Training of the mechanic/drivers was continued on an informal basis.

b. Develop a plan to teach cooperative principles, organization and basic accounting to 15 coops in collaboration with the Spanish Cooperation and the Extension Service.

During the quarter a total of 15 cooperatives were visited on 3 different occasions by 3 agents of the Extension Service. Talks were given on cooperative principles, organization, as well as initial classes in basic accounting.

### 5. Food Marketing Study.

Commence a study of the food distribution system on Bioko. Determine the economic and social impact of the present transportation system and suggest methods for improving the system.

The study was begun and information has been gathered both from the central market and the cooperatives. Based on preliminary results of the study, routes were altered to improve service to the coops and a study was begun to determine the

feasibility of renovating a second market in the Ela Ngulema neighborhood of Malabo in order to provide an additional outlet for goods from the coops.

#### 6. Regional Cacao Drying Project.

Study the feasibility of transporting wet cacao from those coops who do not have cacao dryers to those that do.

This study was postponed, but will be undertaken during the 3rd and 4th quarter of 1985.

#### 7. Ship remaining furniture, appliances and shop equipment still located in Malabo to Bata.

The majority of the remaining items were shipped. A few remaining household items will be shipped in July, 1985.

### BATA:

#### 1. Cooperative Service Center (CSC)

Receive approval from USAID engineer and project officer. Select contractor and negotiate contract.

Approval received from USAID to select a contractor from the bids and plans. A contractor was selected based on recommendations by USAID engineer. All documents have been processed for the land donation by GREG. Final approval on the land has been petitioned. Contract negotiations are awaiting approval from the USAID Contracts Officer.

#### 2. Repair of vehicles

Have two GMC's and one Fargo repaired and three additional GMC's retrieved.

Two GMC's are in running order. One of these will require additional work to rebuild the bed. The Fargo was completely overhauled and has a new diesel engine. One additional GMC was retrieved and another is pending retrieval. The remaining repairable GMC suffered an accident before being turned over to the CSC and therefore retrieval will be delayed.

#### 3. Transportation system

Begin transport system with two GMC's, one Ford and one Fargo; initial runs to transport coffee to Bata and limited transport of food crops.

16/8

Transport was begun with one GMC and one Fargo; initial runs were made transporting cooperative coffee and an experimental station's pineapples to Bata.

#### 4. Training.

a. Plan, organize and begin to teach courses in vehicle maintenance and repair.

Mechanic/driver training in vehicle maintenance and repair is in progress with specific time set aside. Classes in welding were given.

b. Plan and organize Extension Agents training courses related to cooperative organization and principles.

Although further conversations have been held with the extension service, no specific work plans or training for the extension agents has yet been agreed on.

#### 5. Data gathering

Continue to gather data on cooperative debt problems. Organize meetings between coops, MOA and the bank to resolve discrepancies in debt levels.

Meetings were held between each coop, the Banco de Desarrollo y Credito, MOA and CLUSA to resolve the differences. Basic problems with the credit system were uncovered. A report on these meetings and the debt situation at the coops is being prepared.

#### 6. Housing and shop supplies.

Receive all supplies, appliances and furniture located in Malabo.

The two CLUSA houses have been essentially equipped. Both are fully functional although some items remain in Malabo. Back-up generators have been ordered.

#### OTHER ACCOMPLISHMENTS:

An annual operating budget was prepared for the two CSC's and submitted to USAID/Yaounde and to CLUSA/Washington. A request was made of USAID/Yaounde for an amendment to the Cooperative Agreement to provide funds for the operation of the two CSC's from June through December, 1985 based on the annual operating budget.

## GOALS FOR NEXT QUARTER:

### GENERAL:

#### Evaluation of Part I of the project

Prepare for and carry out the Evaluation of Part I in conjunction with MDA and USAID. Prepare a revised project budget in preparation for the Evaluation.

### MALABO:

#### 1. Cooperative Service Centers (CSC)

Receive approval from the USAID Contracts Officer. Receive authorization from GREG for the construction site. Commence the construction of the CSC. Have a ground breaking ceremony.

#### 2. Project Amendment

Receive approval from USAID for an amendment to the Cooperative Agreement to provide funds for the operation of the CSC's for the period from June through December, 1985.

#### 3. Transportation system

Continue to operate the transportation system, making improvements as suggested by the results of the Food Marketing Study. Place special emphasis on the training of Equatoguinean counterparts in all aspects of the transportation system and operations of the CSC shop.

#### 4. Food Marketing Study

Complete preliminary results of the study by September 15, 1985, the date scheduled for the start of the Evaluation of Part I of the project. Continue to study possibilities for opening other markets for food goods from the coops.

a. If feasible, collaborate with GREG in re-opening the market in Ela Nguema and stock the market with food staples.

b. In collaboration with the Ministry of Transport, study the feasibility of shipping excess food staple production of the coops on the island to the market in Bata.

#### 5. Inventory Control at CSC Shop

Develop an inventory control and parts reordering system for the CSC shop. Train Equatoguinean counterparts in all aspects.

#### 6. Resource inventory of the Coops

Enter the data from the Cooperative Resource study of 36 coops into the Kaypro computer system to form the base-line data for the permanent data gathering system.

### BATA:

#### 1. Cooperative Service Center (CSC)

Negotiate contract and receive approval of USAID Contracts Officer. Receive approval on land from GREG. Have ground breaking ceremony.

#### 2. Repair of Vehicles

Repair the Nkimi Ford and replace the bed. Repair the two GMC's (Evinayong & Anisork). Repair the MOA work vehicle in Bata. Set up one Ford as a mobile service truck.

#### 3. Transportation system.

Establish regular runs up-country for the transport of coop crops. Establish rules and tariff rates. Hire a transport coordinator.

#### 4. Training

Continue Mechanic/driver training. Expand classes to 2 half day sessions per week. Continue welding classes; begin automotive electric classes. Purchase needed tools, cables, testers and training equipment for the classes.

Plan and organize a course for the Extension Agents related to coop organization and principles. Organize and hold brief seminar in Bata with the regional Extension Agents.

#### 5. Data Gathering

Publish findings of the coop debt situation. Begin to hold meetings at coop sites with bank officials, MOA and CLUSA to arrive at understanding of individual member problems.

#### 6. Housing and Shop Supplies.

Develop a parts and supplies procurement system. Receive needed parts and supplies already on order.

653-0002

# GLUSA INFO COPY

EQUATORIAL GUINEA  
QUARTERLY PROGRESS REPORT  
JULY - SEPTEMBER, 1985

USAID  
OF 25 516th St

ORIGINAL ATTACHMENTS OR ENCLOSURES  
SENT TO ACTION OFFICE

DATE 10/29/85

## OVERVIEW:

### MALABO:

During the third quarter of 1985 the transportation system on the island continued to provide growers of basic food staples a means of getting their goods to market. 15 cooperatives took part in the system on a regular weekly basis. During the 3 month period an estimated 150 to 175 metric tons of food staples were transported by Cooperative Service Center trucks to the central market of Malabo.

Renovations were begun on a second public market in the Ela Nguema neighborhood of Malabo. A grant was obtained from the American Embassy to purchase materials. The labor is being coordinated by the project team. This second market will provide an additional outlet for the cooperative growers.

Two new systems were initiated to improve administrative control of the Malabo CSC. The first was to arrange a system of invoices and the payment of a monthly statement for the purchase of fuel for the trucks, thus eliminating the need for the drivers to pay in cash for fuel. The second was to establish a card file inventory control system for the truck parts.

### BATA:

In Bata, the repair work on the trucks proceeded according to plan. The Evinayong GMC was repaired and a new truck bed built. The Nsje GMC is also in running condition. One Ford was equipped with an auxiliary fuel tank in order to extend its range.

In addition, transportation system runs were made to three districts in the interior. The establishment of regular service to the coops is now being discussed with coop leaders in various districts.

A major study was undertaken to assess the status of agricultural machinery and equipment on the continent. This study will be reviewed as one aspect of the project Evaluation, in order to determine if it is feasible to assist selected cooperatives with the repair of equipment.

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8/23/85

DJE  
11/5

## GOALS/ACHIEVEMENTS:

### GENERAL:

Evaluation of Part I of the project.

Prepare for and carry out the Evaluation of Part I, in conjunction with MOA and USAID. Prepare a revised project budget in preparation for the Evaluation.

The Evaluation was postponed until the 4th quarter. Revised budget estimates have been prepared.

### MALABO:

#### 1. Cooperative Service Center (CSC)

Receive approval from the USAID Contracts Officer. Receive authorization from GREG for the construction site. Commence the construction of the CSC. Have a ground breaking ceremony.

Approval of the USAID Contracts Officer was not received during the period. A provisional approval for the site was received from GREG. By the end of the period the contractor had begun to prepare the site for construction.

#### 2. Project Amendment.

Receive approval from USAID for an amendment to the Cooperative Agreement to provide funds for the operation of the CSC's for the period from June through December, 1985.

Approval of the amendment was received.

#### 3. Transportation system.

Continue to operate the transportation system, making improvements as suggested by the results of the Food Marketing Study. Place emphasis on the training of Equatoguinean counterparts in all aspects of the transportation system and operation of the CSC shop.

Transportation system routes were altered during the period so as to even out the flow of goods entering into the market as much as possible. Emphasis was placed on training of counterparts. As a result, by the end of the period Equatoguinean counterparts were basically responsible for the operation of the transportation system and the CSC shop.

#### 4. Food Marketing Study.

Complete preliminary results of the study. Continue to study possibilities for opening other markets for the food goods of the coops.

As mentioned earlier, renovations of the Ela Nguema market were begun during the period. In addition, a trip was made to Bata on the new boat (Truman), which has started to make regular runs between Malabo and Bata, for the purpose of studying the possibility of shipping food products between the two locations. The study established that it may become feasible to ship food goods between the two locations once the scheduling for the "Truman" becomes more predictable.

#### 5. Inventory Control for the CSC Shop.

Develop an inventory control and parts reordering system for the CSC shop.

An inventory control system was developed as mentioned above. Progress was made on developing a parts reordering system. A list of parts already on order was requested from USAID/Yaounde. A system whereby the project could order parts directly from the U.S. will be discussed during the Evaluation.

#### 6. Resource Inventory of the Coops.

Enter the data from the Cooperative Resource study of 36 coops in the Kaypro system to form the base-line data for the permanent data gathering system.

Base-line data for the 36 coops was entered into the Kaypro system. Extract reports can now be drawn showing the resources of each coop. Provisions have been made to update the data on an annual basis.

### BAIA:

#### 1. Cooperative Service Center (CSC).

Negotiate contract and receive approval from USAID. Receive grant from GREG.

Negotiations were undertaken with the construction company Escuder-Galiana. Detailed drawings and engineering plans were sent to USAID/Yaounde for review and approval received. GREG approved the grant for land for the CSC.

#### 2. Repair of Vehicles

Repair the Nkimi Ford. Repair 2 GMC's. Set up a mobile service unit.

The Evinayong GMC was completely repaired and a new truck bed was built and mounted. The Nsie GMC was also put into running condition. The Mongomo GMC was fitted with brackets for securing repair machinery. The Anisok and Aconibe GMC lack and certain essential replacement parts. The Nkimi Ford is being used as a source of parts in order to keep the other two Fords running. One Ford was outfitted with an auxiliary gas tank.

### 3. Transportation System.

Establish regular runs for transport of food crops. Establish rules and tariffs. Hire a transport coordinator.

A transport coordinator has been hired and participated in the establishment of rules and tariff rates. Runs were made up-country to Acurenam, Akonibe and Mbini. Meetings to organize the system have been scheduled for early October.

### 4. Training.

Continue Driver/mechanic training. Expand class schedule.

Driver/mechanic training continued. An outline for a 10 week formal course in mechanics has been prepared and work continues on the preparation of charts and visual aids. Tables and chairs for the classes have been delivered.

Plan and organize a course for the Extension Agents related to coop organization and principles. Organize a brief seminar in Bata with the Extension Agents.

A brief 2 day session was held with the Extension Agents of 3 districts to study the organization of food producing coops. A work plan for proceeding with the study was prepared and agreed upon by the Coordinator of the Extension Service.

### 5. Debt Gathering.

Publish findings of the coop debt situation.

Progress on the debt situation was delayed. A study was completed on agricultural machinery in the continent. Copies were distributed to other international agencies and to MDA.

### 6. Housing, Shop Supplies and Procurement.

Develop a parts and supplies procurement system.

Further maintenance and repair was done on the housing. Discussions were held regarding methods for improving the parts re-ordering system, to be clarified during the Evaluation.

#### GOALS FOR THE NEXT QUARTER:

##### GENERAL:

Evaluation of Part I of the project.

The primary goal for the fourth quarter will be to carry out the Evaluation of the project. Most of the month of November will be taken up by the Evaluation. The goals for December will probably depend to a large extent on the results of the Evaluation. In general, the month of December will be spent planning specific activities for Part II of the project. Listed below are those on-going activities which will continue during the quarter.

##### MALABO:

#### 1. Cooperative Service Center (CSC).

Supervise the beginning of the construction. Inspect the work being done on a regular basis. Receive invoices for progress payments and review as needed.

#### 2. Ela Nguema Market.

Arrange along with the Mayor of Malabo an opening date for the market. Advise cooperative growers in advance so that the market can be stocked with food goods. Have an opening ceremony.

#### 3. Transportation system.

Continue the operation of the transportation system. Adjust routes as needed to accommodate the needs of the cooperatives during the cacao picking and drying season. Make trucks available to the coops for this purpose.

##### BATA:

#### 1. Cooperative Service Center (CSC).

Sign a contract for the construction of the CSC. Begin the construction.

2. Vehicle repair.

Retrieve and repair the Nkomo GMC. Continue repair of the remaining GMC's until 4-5 are in good running condition.

3. Training.

Hold formal classes in motor repair and maintenance twice each week.

4. Date Gathering.

Continue the program organized with 3 districts to study food production possibilities and use the information gathered to establish transport to regional markets.

COOPERATIVE EQUIPMENT SURVEY  
AGRICULTURAL COOPERATIVES  
MAINLAND EQUATORIAL GUINEA  
(RIO MUNI)

Prepared by: Steven Scherer  
Cooperative League of the USA  
( CLUSA )  
August 20th, 1985



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## PART I

## ABSTRACT

The following study is of jointly owned or abandoned coffee and cocoa equipment in Rio Muni, Continental Equatorial Guinea. The owners of the machinery are officially both the Equa-Guinean Ministry of Agriculture and the National Agricultural Cooperatives. (E.G./MoA. & Ag. Coops.) This study was performed in order to accomplish the following goals:

1. Determine what equipment exists for the processing of cocoa and coffee for the Ag. Coops.
2. Determine the state of the equipment, and its state of repair.
3. Make an analysis of the reparability of the existing equipment.
4. Examine existing possibilities for short term repair of the equipment in time for the upcoming harvest. (Fall 85 - Spring 86).
5. Provide CLUSA, E.G./MoA., U.S./A.I.D., U.N.D.P. - F.A.O., and the World Bank Projects information as to the possible needs of the Ag. Coops. with regard to repairing this equipment and the importation of new materials.
6. Working with an E.G./MoA., inform the Ag. Coops. as to the nature of the study, and how they might help in effectuating its proposals.

## BACKGROUND INFORMATION

The information in this study was gathered by questioning Ag. Coop. Representatives and viewing, first hand, the state of coffee and cocoa equipment on the mainland E.G. with an E.G./MoA. Extensionist.

While the author has some expertise in both automotive and agricultural mechanics, there is no specific background in either cocoa or coffee machinery prior to this study. As the equipment viewed is relatively simplistic by nature, its reparability or future usefulness has been relatively easy to determine.

What the author could not determine is the potential output of the equipment, once restored to operating condition. Output and productivity will depend on the following factors:

1. Quality and quantity of crop produced.
2. Quality and quantity of existing labor forces.
3. Machine productivity under "normal" operating conditions.

(As any of the above factors could alter output, no estimations have been made.)

#### OVERALL NOTATIONS and RECOMMENDATIONS

As there is a substantial amount of both coffee and cocoa equipment throughout mainland E.G., any importation of new equipment should augment the reparation and re-installation of this existing equipment to service. A basic breakdown of equipment viewed is as follows:

##### 1. SMALL MOTORS

Total 29, 50% in operation or near semi-operational status.

(The author saw none of the U.S. Self-Help Project Lister Motors at any of the sites visited.)

##### 2. COFFEE HULLERS

Total 32, 80% intact and would function if cleaned, lubricated, and a power source supplied.

##### 3. COFFEE GRADERS

Total 11, 70% recoverability, again cleaning, lubrication, and power supply needed.

##### 4. TRACTORS

###### A) Fiat 780 ETD

Total 4, 100% recoverability, missing minor parts.

###### B) Agria 9900E,

Total 4, 50% recoverability, one is running now and another could be fabricated from the remaining three.

##### 5. COCOA DRIERS

Total 12, two of which are twice the normal length (Nsie). A total of eight driers could easily be restored to manual operation by augmenting missing or broken tiles and fire bricks. The possibility of restoring one to a fully automated state exists, but it would require substantial scavaging from other sites. Remaining driers could also be converted into storage and warehouse facilities.

The entire region is littered with salvagable equipment, including generators, vehicles, scrap metal, and other easily reclaimable materials. There is also a site 33 Km. south of Mbini and about 7 Km. in the jungle that at one time employed over a hundred workers in coffee and palm oil processing. It is now owned by the local Ag. Coop. but is abandoned and the author was told that it is now inaccessible by vehicle, owing to collapsed bridges. It is known as "BELEFUS" and was originally owned by a man named "Borero", who returned to Spain at the time of independence, (1968) and has not been heard of since.

### Recovery and Repair

While a large scale salvage operation would prove useful on a National scale, the immediate needs of the Ag. Coops. could best be met through the regeneration of two or three defunct operations at key points or "bottlenecks" on the Continent. Of the sites visited, Acurinam in the South, Nsile in the Northeast, and either Mongo or Montebata in the west appear to be the most promising. (It is the authors understanding that the E.G./MoA. has a private rental agreement on both Mongo and Montebata with a local Spanish investor which might impede any development work at this time.) As an alternative, the site at Domanduy might be acceptable.

As there is currently no center well enough established at this time for the repair of this type of equipment, there would be little advantage in removing the majority of the machinery from its sites. Additionally, an on site restoration plan should be able to optimise existing Ag. Coop. labor forces, creating a stronger cohesion within the Ag. Coop. structure as well as better machinery care in the long term. The work would hinge on the following factors:

1. Cooperative initiative.
2. The loan of tools and technical assistance during the reparation phase of the work.
3. The purchasing and/or fabrication of drive belts and related drums and pulleys.
4. An available power supply, either electric, mechanical, or hydro.
5. Product transport from field to processing to market.

## PART II

## SITE NOTATIONS

## Cooperative

## Membership

## ACONIBE

167

There is substantial equipment at the "PEDASA" site just outside of Aconibe. The site was established and Cuban-managed until about two years ago. It consists of around 40 HA. The site could be redeveloped into an Ag. Coop. training center with relative ease. Though there is no coffee or cocoa equipment at the site, housing is good, and there is substantial infrastructure in the form of three tractors, over a hundred empty rabbit hutches, three rice hullers, and a small carpentry shop. Electrical generators, though not functioning, are also present. The site at one time produced fresh water fish, pineapples and palm oil. This is now at a fraction of its former productivity. (Photo. Plate No.1)

## ACURINAM

313

There are three Ag. Coop. sites in Acurinam, all within a few meters of each other. The Ag. Coop. Office is without a roof, and it, along with two of the sites are heavily overgrown with vegetation. There are seven hullers and one classifier, all reparable. Additionally, the Ag. Coop. owns a Fiat 780 ETD tractor. The E.G./MoA. Extension office is next door to the sites mentioned. (Photo. Plate 2)

## ANISOK

54

There are two sites in Anisok. The first is abandoned, with pieces of a McKinnon Huller and a defunct R.A. Lister two cylinder diesel motor. Both are in very poor condition and only suitable for parts. The second site is privately owned and contracts with the local Ag. Coop. It appears to be maintained through the salvage of other nearby facilities (Ayene). (Photo. Plate 4)

## ANDOM-ONVANG

No. \_\_\_\_\_

There appears to be no equipment at Andom-Onvang, as the Ag. Coop. is newly formed (2/85). (No Photos)

## AYENE

77

The site of Ayene has excellent storage facilities. There are

two cocoa driers, one of which is reasonably intact, though it will need to have its fire chamber reconstructed. There are two John Gordon Hullers, No.s 2 and 5. The entire area is overgrown and will need to be cut back. (Photo. Plate 3)

## BIKUREA

Private Site

Bikurea is a small operation which is marginally functional. It includes one R.A. Lister Diesel motor and a John Gordon Huller. No. 5. (Photo. Plate 4)

## DOGO

Abandoned Site

Dogo is the closest site to Bata. The site is not well populated, and generally defunct. There is one cocoa drier which is severely rusted out and substantial amounts of scrap iron. Additionally, there is the lower half of a Lister two cylinder diesel and a water powered John Gordon Huller, No. 2. (Photo. Plate 5)

About a quarter Km. East of Dogo there is also a small coffee processing facility, using a Lister two cylinder diesel. The operation appears to be in good shape and is under lock and key. The author was also told of another water powered operation, now defunct, in the jungle South of this site. It is of small scale.

## EVINAYONG

1085

The coffee operation has been left unattended for many years and is very solidly rusted over. It is suitable for parts only. The Ag. Coop. also owns a new Fiat 780 ETD tractor and are looking for a battery and trailer to return it to operation. There is also an Agricultural Experimental Station, which has an excellent Carpentry shop. (Photo. Plate 7)

## MBEME

235

There is no apparent equipment in Mbeme. (No Photo.s)

## MBINI

29

The site in Mbini is next door to the Ag. Extension office. It consists of an intact but unmounted Lister two cylinder motor and a John Gordon Huller, No. 5. There are also some spare rollers and misc. scrap. The local Ag. Extensionist, has a new motorcycle and is trying to reorganise the Ag. Coop. (Photo.s Pending)

## MONGO

144

(Also Mongo-Cruce)

This is the largest operational coffee processing operation seen. It uses all German equipment on a belt drive system. It is powered by a relatively new three cylinder Deutz Diesel. The operation includes hullers, blowers, and classifiers, all of which appear to be in good condition. The site has one cocoa drier which is in ruins and could best serve by conversion into a storage facility, as there is no other storage nearby. (Photo. Plate 6)

## MONGOMO

164

There are three separate sites in Mongomo. The first is housing a Lister two cylinder, which appears to have run recently. It powers a John Gordon No. 1 Huller. There is also an Agria 9900 tractor at this site as well as an Agria trailer without axles or wheels. The second site, located behind the first, has two cocoa driers. One is missing about one third of its tiles and the other is intact. Both driers are manual. The third site in Mongomo is overgrown by vegetation and exposed. There is the lower half of a huller and a large drum-type separator. Both are very badly rusted. (Photo. Plate 7)

## MONTEBATA

157

Montebata is the largest and most dramatic site seen. At one time, it must have been the greatest producing site, though now it is in a state of general disrepair. The site does not appear to be well populated, but the infrastructure is there to rebuild the majority of the machinery. Abandoned living quarters could be modified into a storage facility. The original plan used a combination of hydro-diesel power plant to drive the equipment. New belts will be needed to put the plant back in operation. There is also one cocoa drier, intact, and operational last season. It is manual. (Photo. Plate 8)

## MUGA

Private Site

Muga is a very small operation, similar to Bikurea. There are two hullers and a Petter one cylinder diesel. While the operation appears to be very well cared for, it is very antiquated. (Photo. Plate 9)

## NCOMO

361

The site of Ncomo consists of a cocoa drier, a warehouse with coffee equipment, an abandoned office, and the Ag. Coop.s Presid-

ents house. All of the equipment is worthy of either repair or parts. The drier is intact and functioned last season. It is manual. Of the two Lister Motors, the single cylinder is suitable for parts and the two cylinder is repairable. The two John Gordon Hullers are repairable. There is also an Agria 9900E tractor, which I was told functioned last season. The entire area is overgrown by vegetation. (Photo Plate 9)

## NKIMI

228

There is no apparent equipment in Nkimi. (No Photo.s)

## NSIE

1181

Nsie is the most promising site in the Northeastern region, though it is somewhat off the main road and overgrown by vegetation. The site has both coffee and cocoa equipment. The two driers are twice the normal length seen in the other sites, and at one time were automated. They are both now missing about one half of their tiles and their fire chambers are disintegrating. Of the machinery present, there are three motors, the largest being a Caterpillar Model D3111 H (the same as in Montebata). It is short of several parts, but could be consolidated into a running state. There are two small diesel motors, Bamford and Deutz, both are two cylinder and intact, bot not running.

There are two John Gordon Hullers and a third of unknown make. There is also a classifier of unknown make. The Ag. Coop. also owns an Agria 9900E which is beyond repair and suitable for parts. The site also includes a Cooperative Office, Economat, several houses, and a vehicle repair area with a grease pit. (Photo. Plates 10,11,12)

## NSORK NSOMO

216

While Nsork Nsomo is undergoing a community redevelopment project through the work of The Euro-Action Accord, and is about to complete a new road through to the Mongomo highway, the Ag. Coop.s only machinery, an Agria 9900E tractor will, at best, serve for parts. (Photo. Plate 12)

## NVENAYONG

No. \_\_\_\_\_

There is no apparent equipment in Nvenayong. (No Photo.s)

## NSOC

44

All of the machinery in Nsoc has been exposed to the elements for many years. As a result, their three motors, two Listers and a Coventry are perhaps best as parts. There are also two hullers which will require substantial work. The Ag. Coop. showed interest in repairing the machinery and have selected a new site in which to install it, though it lacks a roof and is overgrown. There were no apparent storage facilities. (Photo. Plate 9)

## OVENG

659

The site in Oveng is similar to Ncomo. There are two driers which could easily be combined into one functioning drier. There is a cocoa classifier and a junk R.A. Lister two cylinder motor (Now in the F.A.O. workshop in Bata). Good storage facilities are present, but the site is overgrown by vegetation. (Photo. Plate 13)

## PART III

## CLASSIFICATION OF EQUIPMENT BY TYPE

## 1. SMALL MOTORS

## A) R.A. Lister

## Single Cylinder

- |                                                              |   |               |
|--------------------------------------------------------------|---|---------------|
| 1. Acurinam                                                  | - | parts only    |
| 2. Acurinam                                                  | - | Parts only    |
| 3. Aconibe                                                   | - | Runs, Private |
| 4. Bikurea                                                   | - | Runs, Private |
| 5. Ebomicia                                                  | - | Runs, Private |
| 6. Ncomo                                                     | - | No cyl. head  |
| 7. Nsie                                                      | - | Intact        |
| 8. Nsoc                                                      | - | Base only     |
| 9. (Near Dogo, there is another, intact but rusted severely) |   |               |

## Two Cylinder

- |                 |   |                    |
|-----------------|---|--------------------|
| 1. Anisok       | - | Parts only         |
| 2. Dogo         | - | No cyl heads       |
| 3. Dogo + 1/4Km | - | Runs, Semi-private |
| 4. Mbini        | - | Intact             |
| 5. Mongomo      | - | Intact, No filters |
| 6. Montebata    | - | Intact             |
| 7. Nsie         | - | Intact             |
| 8. Nsoc         | - | Intact, Rusted     |

## B) Petter Motors

- |         |   |               |
|---------|---|---------------|
| 1. Muga | - | Runs, Private |
| 2. Nsoc | - | Parts only    |

## C) Deutz Motors

- |              |   |                                   |
|--------------|---|-----------------------------------|
| 1. Acurinam  | - | One cyl., Parts only              |
| 2. Acurinam  | - | One cyl., MAH916 No cyl. head     |
| 3. Aconibe   | - | (PEDASA) 12 cyl. intact generator |
| 4. Mongo     | - | Three cyl., Operational           |
| 5. Mongo     | - | One cyl., Schmieröl (Antique)     |
| 6. Montebata | - | Three cyl., Operational           |
| 7. Nsie      | - | Intact, Missing filters           |

## D) Caterpillar Motors

1. Montebata - D3111H, Missing filters, electric governor assy, manometer
2. Nsie - D3111H, Missing starter motor, valve cover

## E) Other Motors

1. Acurinam - M.W.M., Four cyl., parts only
2. Evinayong - Guldner Motor, One cyl., parts only
3. Nsie - Bamford Motor, Two cyl., intact
4. Nsoc - Coventry Motor, One cyl., parts only

## 2. COFFEE HULLERS

## A) John Gordon

	Type	Quantity
1. Acurinam	No. 2	3
	5	2
2. Ayene	2	1
	5	1
3. Bikurea	5	1
4. Dogo	2	1
	2	Parts
5. Ebomicia	5	1
6. Evinayong	5	Parts
7. Mongomo	1	1
8. Mbini	5	1 + Parts
9. Nsie	1	1
10. Nsoc	1	1
	2	1
11. Muga	5	1
12. Montebata	2	1
	5	1
	<b>Total</b>	<b>19</b>

## B) W.M. McKinnon

1. Acurinam	2
2. Anisok	Parts
3. Nsie	1
4. Nsoc	1

## C) Kaffeemaschine

Mongo	3
-------	---

D) Unknown Make

	Quantity
1. Dogo + 1/4Km	1 or 2
2. Domanduy	2 or 3

3. COFFEE GRADERS

	Type
1. Acurinam -	John Gordon, Base and Roller only
2. Dogo -	W. M. McKinnon, Intact
3. Domanduy -	Make Unknown
4. Mongo -	Make Unknown
5. Mongomo -	Kaffeemaschine, Intact
6. Montebata -	Intact, Needs much work
7. Nsie -	John Gordon, Intact
8. Ncomo -	Make Unknown, Wooden, Intact
9. Oveng -	John Gordon, Base & Roller only
	Jubuz, Reus, Wooden, Intact
	Make Unknown, Wooden

4. TRACTORS

- 1. Aconibe (PEDASA)
  - a. Fiat 780 ETD, Needs battery, clutch disc, filters
  - b. Fiat 480, 3 Cyl., Needs battery, filters, fuel pump
  - c. John Deere, Utilised as P.T.O. for rice processing
- 2. Acurinam
  - Fiat 780 ETD, Needs tube for right front tyre 2.4 x 24
- 3. Dogo
  - Hinomoto Garden Tractor frames
- 4. Domanduy
  - Springtooth assembly only
- 5. Evinayong
  - Fiat 780 ETD, 59 Hours, Needs battery, filters
- 6. Mongomo
  - Agria 9900E, Needs tyres, tubes, battery, filters
- 7. Ncomo
  - Agria 9900E, Needs battery, filters
- 8. Nsie
  - Agria 9900E, Parts only
- 9. Nsork Nsomo
  - Agria 9900E, Parts only

## 5. COCOA DRIERS

### 1. Ayene

2 cocoa driers - One is missing all of its tiles, and the other is missing only one tile. At one time, both were automated, but both are in disrepair at present.

### 2. Dogo

1 cocoa drier - Abandoned, Has 50 or 60 good tiles, but the majority of the supporting "I" beams are rusted through.

### 3. Mongo

1 cocoa drier - Non-operable, Has 50+ good tiles but again the "I" beams are rusted out.

### 4. Mongomo

2 cocoa driers - One is missing about one-third of its tiles. The other is intact.

### 5. Montebata

1 cocoa drier - Drier is in good condition, used last season.

### 6. Nsie

2 cocoa driers - Both are double the normal length and at one time, were automated. They are both missing about one-half of their tiles and will need to have their fire chambers rebricked.

### 7. Ncomo

1 cocoa drier - Intact, functioned last season.

### 8. Oveng

2 cocoa driers - One is missing about one-quarter of its tiles. The other is missing about one-sixth of its tiles.

## OTHER MISC. EQUIPMENT BY SITE

### 1. Bikurea

There is a Siemens electric generator with Hitzbleck regulators. The machinery is poorly mounted and non-functional.

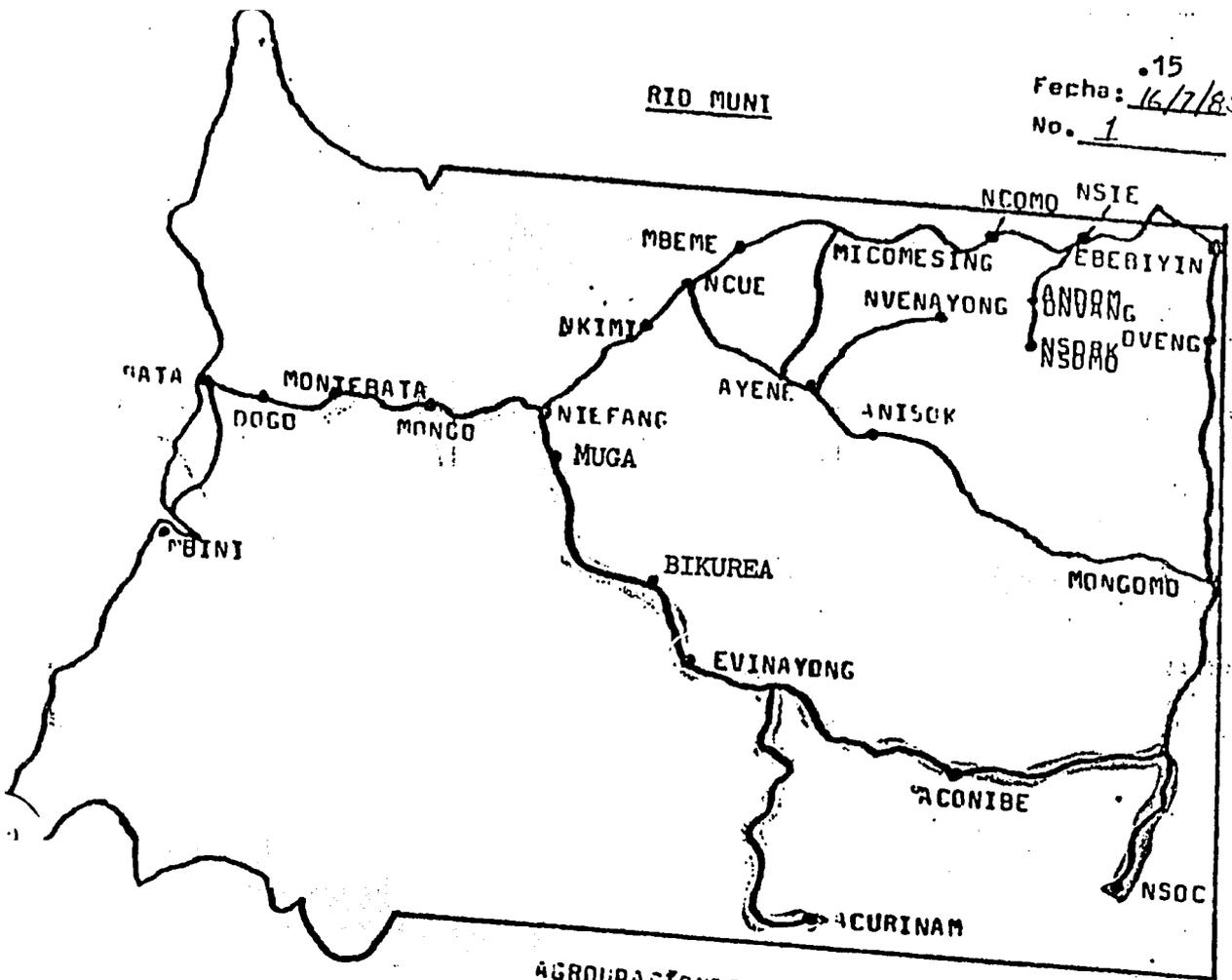
## 2. Dogo

There is substantial scrap metal, angles, "I" beams and other "junk" which might prove useful for restoration.

## 3. Montebata

There is an old hydro-electric plant at Montebata which might be restorable, if new electricians were installed.

**ANNEX I**  
**Trip Itineraries**  
**Survey Data Sheet Format**



AGROUPACIONES COOPERATIVAS

1.	ACONIBE	167
2.	ACURINAM	313
3.	ANISOK	54
4.	ANDAM-ONVANG	
5.	AYENE	77
6.	EVINAYONG	1065
7.	MBEME	235
8.	MBINI	29
9.	MONGO-CRUCE	144
10.	MONGOMO	164
11.	MONTE-BATA	157
12.	NCOMO	361
13.	NKIMI	228
14.	NSIE	1181
15.	NSOC-NSORK	44
16.	NSORK-NSOMO	216
17.	NVENAYONG	
18.	DVENG	659
19.		
20.		

NOTAS:

ITINERARY I

Dogo:  
A:9:30 Dia 1  
S:10:00

Montebata:  
A:10:20  
S:10:50

Mongo:  
A:11:00  
S:11:30

Muga:  
A:14:00  
S:14:20

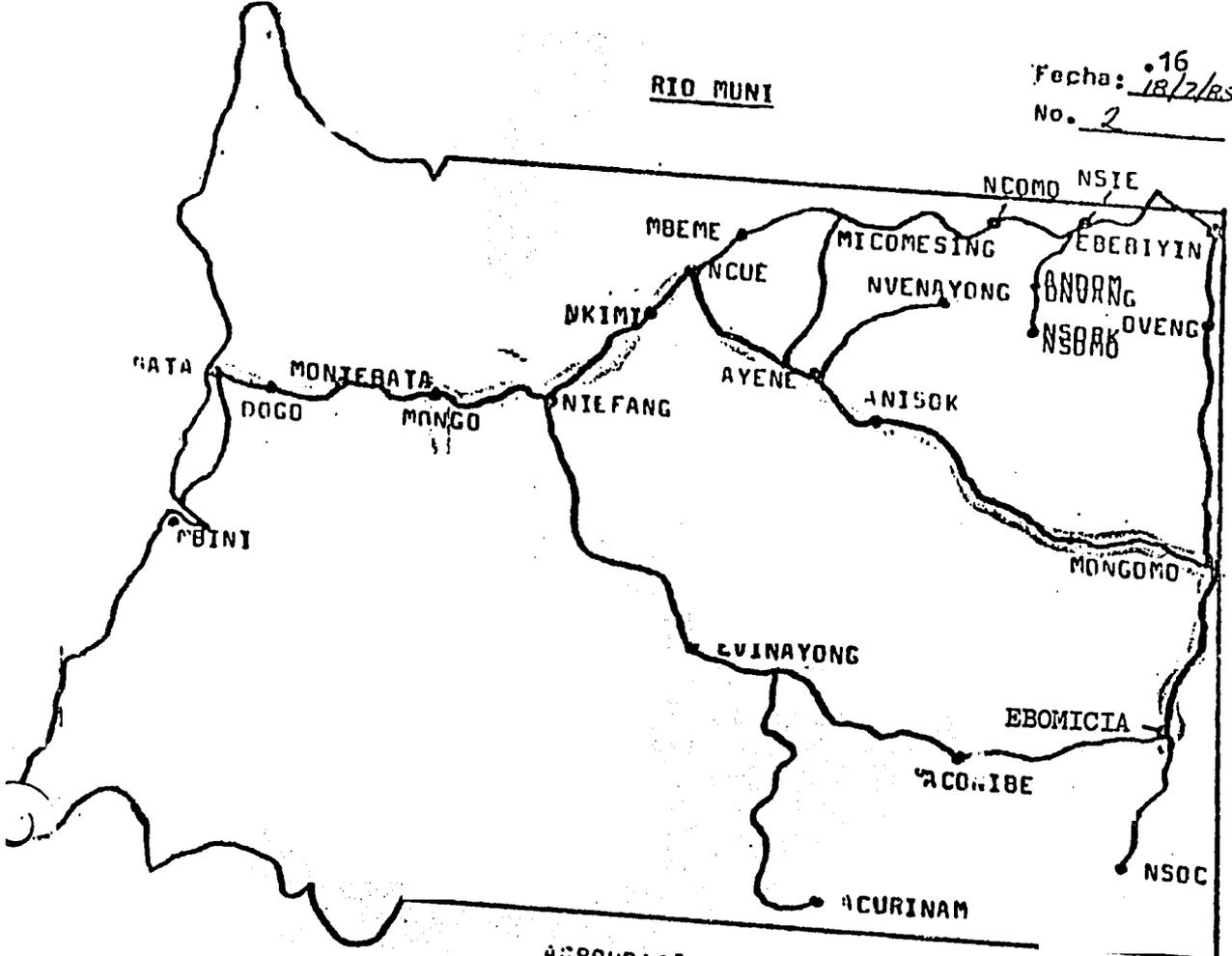
Bikurea:  
A:15:00  
S:15:30

Acurinam:  
A:19:30  
S:10:00 Dia 2

Aconibe:  
A:13:00  
S:15:00

Nsoc:  
A:17:45  
S:21:00

Evinayong:  
A:16:30  
S:17:20



AGROUPACIONES COOPERATIVAS

1.	ACONIBE	167
2.	ACURINAM	313
3.	ANISOK	54
4.	ANDOM-ONVANG	
5.	AYENE	77
6.	EVINAYONG	1085
7.	MBEME	235
8.	MBINI	29
9.	MONGO-CRUCE	144
10.	MONGOMO	164
11.	MONTE-BATA	157
12.	NCOMO	361
13.	NKIMI	228
14.	NSIE	1181
15.	NSOC-NSORK	44
16.	NSORK-NSOMO	216
17.	NVENAYONG	
18.	OVENG	659
19.		
20.		

NOTAS:

ITINERARY II

Ebomacia:  
S:8:00

Mongomo:  
A:8:30  
S:9:30

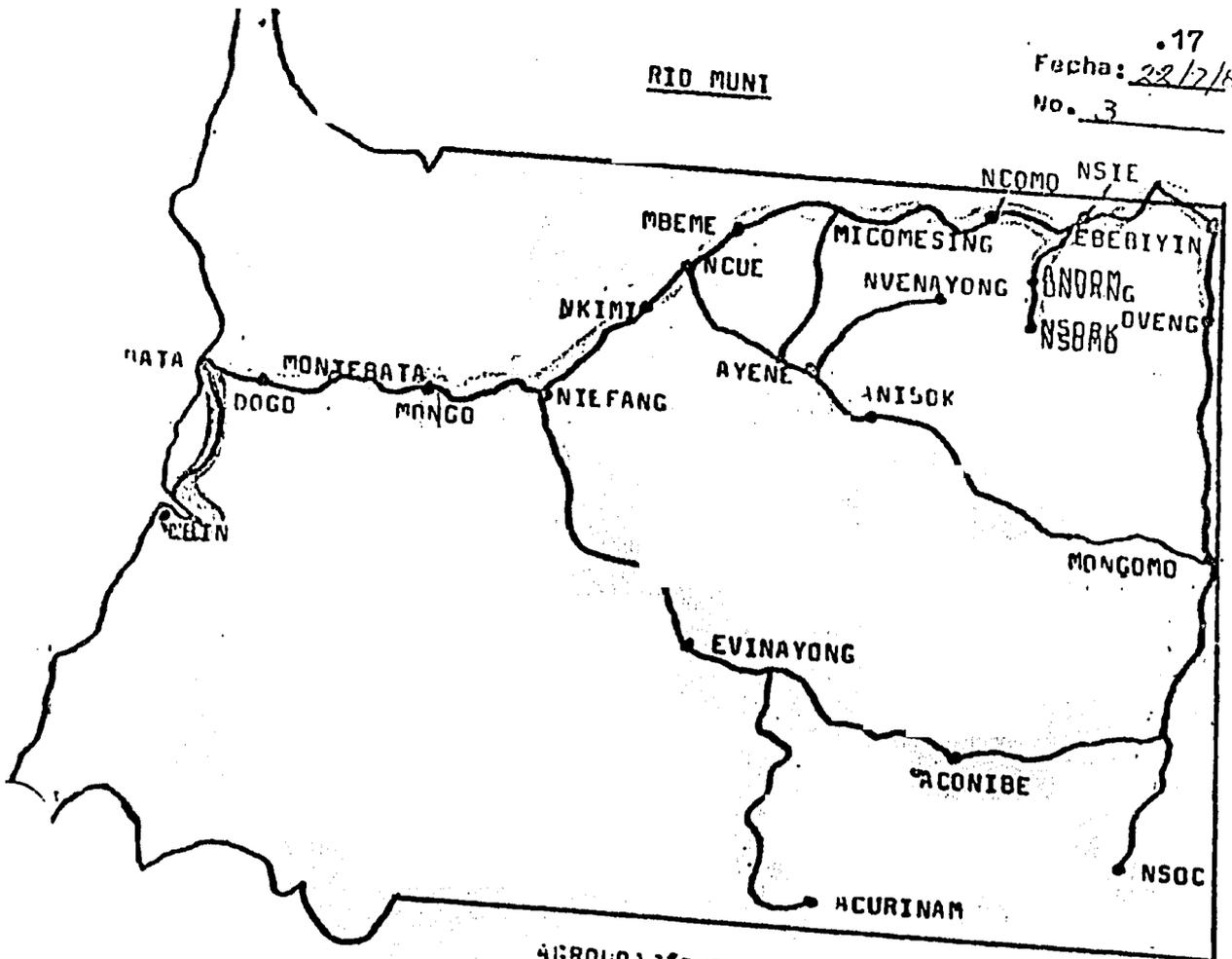
Anisok:  
A:10:50  
S:11:20

Ayene:  
A:11:30  
S:11:50

(FARGO Km 11)  
A:12:10  
S:12:20

Domanduy  
A:12:45  
S:13:00

Bata:  
A:15:30



AGROUPACIONES COOPERATIVAS

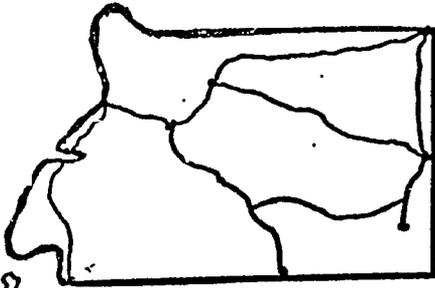
1. ACONIBE	167
2. ACURINAM	313
3. ANISOK	54
4. ANDOM-ONVANG	
5. AYENE	77
6. EVINAYONG	1085
7. MBEME	235
8. MBINI	29
9. MONGO-CRUCE	144
10. MONGOMO	164
11. MONTE-BATA	157
12. NCOMO	361
13. NKIMI	228
14. NSIE	1181
15. NSOC-NSORK	44
16. NSORK-NSOMO	216
17. NVENAYONG	
18. OVENG	659
19.	
20.	

NOTAS:

Itinerary III

Bata:	S:9:30	Dia 1	Ebebiyin:	A:22:00
				S:9:00 Dia 2
Nkimi:	A:11:00		Oveng:	A:10:00
	S:11:10			S:11:00
Mbeme:	A:11:30		Nsie:	A:13:30
	S:11:40			S:14:45
Ncomo:	A:12:40		Bata:	A:22:30
	S:13:15			
Andom Onvang:	A:15:00		Mbini: (19/8/85)	A:11:00
	S: 0			S:13:30
Nsork . . . . .mo:	A:10:30			
	S:17:00			

Fecha: \_\_\_\_\_



Tipo del equipo: \_\_\_\_\_

Matricula: \_\_\_\_\_

Locacion: \_\_\_\_\_

Dueño: \_\_\_\_\_

Estado del equipo: \_\_\_\_\_

Para reparacion: \_\_\_\_\_ Para respuestos: \_\_\_\_\_ Otra: \_\_\_\_\_

Cuántas personas dependen del equipo? \_\_\_\_\_

Tiempo parado: \_\_\_\_\_ Bajo techo: \_\_\_\_\_

Photos: \_\_\_\_\_ Rollo: \_\_\_\_\_ No.s: \_\_\_\_\_

Notas y Recomendaciones: \_\_\_\_\_

SURVEY DATA SHEET FORMAT

**ANNEX II**  
**Photographs**

- Plate .01
  - Aconibe - PEDASA
- Plate .02
  - Acurinam
- Plate .03
  - Ayene
- Plate .04
  - Anisok
  - Ebomicia
  - Bikurea
- Plate .05
  - Dogob
- Plate .06
  - Mongo
- Plate .07
  - Evinayong
  - Mongomo
- Plate .08
  - Montebata
- Plate .09
  - Muga
  - Nsoc
  - Ncomo
- Plate .10
  - Nsie
- Plate .11
  - Nsie
- Plate .12
  - Nsie
  - Nsork Nsomo
- Plate .13
  - Oveng
- Plate .14
  - C.L.U.S.A. Fargo (Mbeme)
- Plate .15
  - C.L.U.S.A. G.M.C. (Nsie)
  - C.L.U.S.A. G.M.C. (Ncomo)

( Please Note: Owing to lighting conditions and lag time in developing of prints, not all of the equipment in this survey is included in the photographic plates.

Additionally, where redundant photographs were taken, only the more revealing have been included.)