

EVALUATION OF OIC/TOGO AGRICULTURAL TRAINING
AND PRODUCTION PROJECT (693-0217)

FY 77-81

By

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PREFACE

Why evaluate? Outside of program requirements imposed by a bureaucracy, in Togo a more basic reason would be given. A Togolese proverb puts it this way:

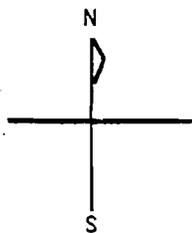
té o é nā kɛ dé ku sūn tu

or, a tree does not see its shadow. Togolese mean by this that "you need someone from the outside to help you assess your actions," or "you are too close to see your own mistakes yourself." Although USG is sometimes faulted for over-designing and over-evaluating while under-implementing, some persons, including African managers, recognize the merits of periodic reflexion and delving analytically into project history. At the end of a five-year phase-one project, which has had a turbulent history, an evaluation is particularly appropriate.

The Evaluation Team has sensed the importance of the following evaluation and has attempted to face the responsibility of such an undertaking with an objective and dispassionate eye. This evaluation was especially intended to increase the depth of analysis and to raise the level of readers' understanding of project evolution.

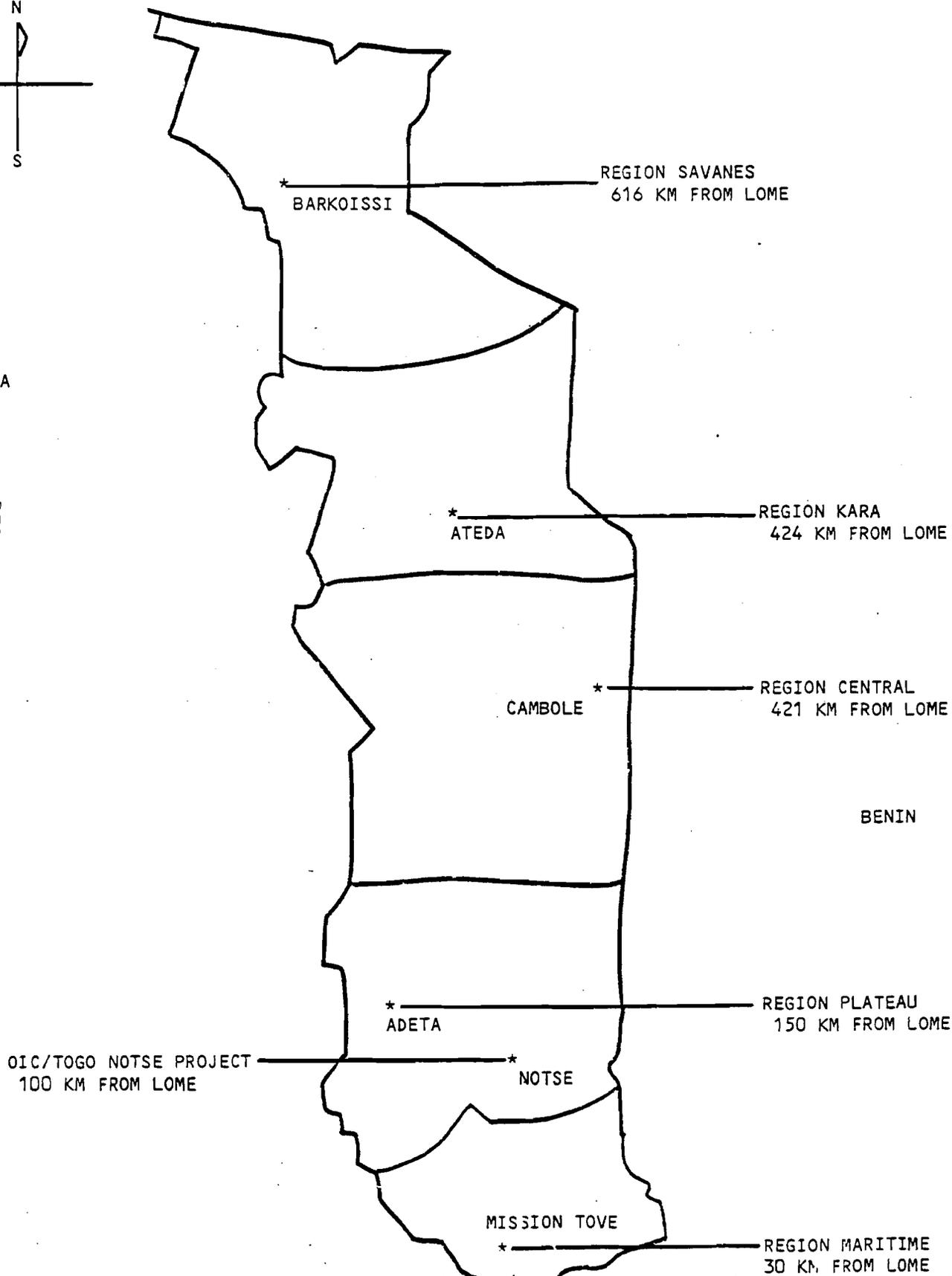
The intrusion of an evaluation upon an action-oriented program such as OIC/Togo is bound to be perceived with some apprehension as well as with some reluctance, for time devoted to retrospection signifies time not devoted to a program with currently 35 trainees to teach and feed and 25 local staff to supervise. The Evaluation Team would like to commend the senior OIC/Togo program staff for its disposition of helpful cooperation which went beyond dutiful compliance. The field staff is especially to be saluted for its daily laboring in favor of a brighter future for rural Togolese youth.

LOCATION OF OIC/TOGO PROJECT AT NOTSE AND OF GOT
EXPERIMENTAL FARMER TRAINING CENTERS



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PROJECT DATA SHEET

Grantee: Opportunities Industrialization Centers
International, Philadelphia, Pa.

Country: Togo

Project Title: Agricultural Training and Production

Project Number: 693-0217

Life of Project: June 1, 1976 - September 30, 1981

Project Funding:

FY 77	\$ 336,000
78	374,780
79	548,460
80	742,823
81	<u>653,501</u>
Subtotal	\$2,655,564 ^{1/}
GOT in-kind contribution	<u>40,248</u>
Total	\$2,695,812

Audit: February 1980

Evaluations:

Wolf and Co.	May 1979
OICI	July 1979
REDSO/WA	August 1979
Barnett, et al.	December 1979
OICI, AID/W, REDSO/WA	November 1980
AID	November 1981

Project Purpose Revised: PIO/T, July 1981

^{1/} On September 22, 1981, OICI requested additional \$175,068 for October-December, 1981.

SUMMARY

This evaluation report examines Opportunities Industrialization Centers International's first agricultural training and production project in Francophone Africa during five years of project activity, FY 77-81 with AID grants of \$2,655,564. Particularly close attention was paid to performance in FY 81 when OIC/Togo was expected to improve operations substantially and redirect activities.

The evaluation was a summative rather than formative evaluation, that is, was oriented more toward past performance than to future design. Recommendations for the future will be made by AID management.

In envisaging the present evaluation of OIC/Togo, the Office of the AID Representative in Lomé sought information to help determine whether the "results prove to be unequivocally positive" (Lomé 04565, September 19, 1981). While the Evaluation Team hopes the reader will read the entire report (perhaps starting with Chapter XIII: Observations and Conclusions; Technical Recommendations; and Options, pp. 70-80), the Team has consolidated its assessment of OIC/Togo performance onto the two following tables (p. v). The Evaluation Team has judged the OIC/Togo project performance to have been "poor" during the first four years and "average" during the last year. No major project elements were rated "good" or "very good". The overall rating for the five-year period is "poor".

OIC/Togo Performance

During FY77-80

<u>Indicator</u>	<u>Very Good</u>	<u>Good</u>	<u>Average</u>	<u>Poor</u>	<u>Very Poor</u>
<u>Overall performance</u>				X	
<u>Achievement of outputs</u>				X	
<u>OICI management</u>				X	
<u>Training</u>			X		
<u>Farm production and management</u>				X	
<u>Extension</u>				X	
<u>OIC/Togo relations with GOT</u>					X

OIC/Togo Performance

During FY81

<u>Indicator</u>	<u>Very Good</u>	<u>Good</u>	<u>Average</u>	<u>Poor</u>	<u>Very Poor</u>
<u>Overall performance</u>			X		
<u>Achievement of outputs</u>			X		
<u>OICI management</u>			X		
<u>Training</u>			X		
<u>Farm production and management</u>			X		
<u>Extension</u>				X	
<u>OIC/Togo relations with GOT</u>			X		

I. INTRODUCTION

An evaluation can have many purposes and be structured in several ways. Chapter II indicates how and when the scope of work for this evaluation was developed.

Chapter III describes the composition of the Evaluation Team and the manner in which its members were selected, followed by summary qualifications of the evaluators and a list by categories of the persons met and/or interviewed during the course of the evaluation.

Project descriptions were developed at two occasions: in the original 1976 proposal and during the April 1981 re-design for the last year of phase one. Although these descriptions repeated in Chapter IV were modified to some extent during project evolution, they represent the essence of what the project was designed to accomplish.

Chapter V compares project outputs as they were planned, both during FY 77-80 and FY 81, and as they were achieved. An attempt is made to assess the extent to which (in percentage figures) major disaggregated outputs were achieved.

Chapters VI to XI cover what the Evaluation Team considers to be the most crucial project elements. Chapter VI provides an assessment of the commercial farm component of the Notsé training center. Aspects of soils, yields, livestock, and farm organization are presented.

Chapter VII includes an analysis of five areas of on-site training: recruitment; attrition and attitudes; curriculum; extra-curricular life; and duration of training.

The viability of the technical package available to graduate trainees is assessed in Chapter VIII on extension. First, there is an analysis of the off-site farmer work of OIC/Togo extension staff. Second is an examination of the graduate trainee's situation. The Evaluation Team interviewed approximately 30% of the former trainees on their individual or group farms.

Chapter IX attempts to review the critical role of project management, the least tangible of the six key project elements. The methodology adopted for this review is a content analysis of available documents, particularly numerous Program Director Reports and Board Minutes.

An economic and financial assessment of phase one, particularly the last fiscal year, constitutes Chapter X. In an effort to enlarge the scope of inquiry, OIC/Togo cost figures are compared to those projected by the GOT five experimental farmer training centers and to those demonstrated by another PVO active in farmer training in Togo.

Chapter XI traces the relationship between OIC/Togo and the GOT, specifically the Ministry of Rural Development, over the first four years

of project activity when contacts were minimal, through the last year when contacts were somewhat reinforced.

The performance of OIC/Togo during FY 81 concerning a series of conditions imposed by AID in December 1980 is the subject of Chapter XII. Several of these conditions treat areas discussed in other chapters; nonetheless, a compact review of compliance with this group of conditions is useful.

Chapter XIII closes the main body of the evaluation report and presents three types of final statements: observations and conclusions; technical recommendations; and options. Observations and conclusions are designed to give the Evaluation Team's sense of the essence of OIC/Togo's performance in key areas. Technical recommendations are offered in only selected cases, particularly concerning the on-site training curriculum. This evaluation being more oriented toward the past (summative evaluation) than to the future (formative evaluation), technical recommendations were perceived by the Evaluation Team as ancillary by-products rather than the central focus of the evaluation. Recommendations concerning future funding were specifically excluded from the scope of work, this aspect being the prerogative of management. The section on options lays out briefly a wide spectrum of alternative actions as follow-on to project phase one.

Appendices

- A presents the organizational chart of OIC/Togo, showing in particular the roles ascribed to the Technical Cooperation Team (TCT) in its interaction with local staff and Board. A second part of Appendix A includes a staff profile (both local and TCT), indicating name, age, position, field of study, relevant training and experience. Thirdly, members of the present Board of Directors are listed.
- B indicates the breadth of responsibilities of the Ministry of Rural Development via its organizational chart. It is particularly important to note the five regional offices of MRD which have considerable responsibility and to note the five experimental farmer training centers, which are attached to the office of cooperatives not to that of agricultural training.
- C provides, for reference, the original 1976 logframe covering five years.
- D furnishes, for reference, the revised 1980 logframe covering FY 81.
- E describes the recent GOT initiative of creating experimental farmer training centers in five regions of the country. An understanding of this system is particularly important, for any future contribution to MRD farmer training from AID or OIC would most likely be closely molded on this system.

- F indicates how extension education will soon expand in Togo thanks to World Bank input.
- G introduces into the comparative discussion another PVO active in rural Togo. It represents an effort to combine bilateral assistance-- including expatriates--with GOT support, to build training facilities, and to train farmers.
- H reproduces the questionnaire (minus the blank spaces left for writing in the responses) developed for and administered to a representative sample of graduate trainees from the Notsé center.
- I compiles key data from the questionnaire reproduced in H (above).
- J includes acronyms used in the evaluation report.

II. SCOPE OF WORK FOR THE EVALUATION

A. AID Inputs

AID/Washington cable State 013977 of January 18, 1981 stated that the "evaluation would involve a review of OIC/Togo project for compliance with conditions under option one, as well as OIC and GOT performance."

The phrase "compliance with conditions under option one" refers to Abidjan cable 12775 (notably paras 4 and 8) of December 10, 1980 which was co-drafted by the Togo AID Rep. and by REDSO/WA staff. From this reference, the evaluation team is charged to assess whether (or not) substantial compliance has been made with specific conditions of project evaluation, whereby OICI would namely (from para 4):

- A) Significantly de-emphasize concentration on land clearing, agricultural production and purchase of agricultural machinery in favor of primary emphasis on agricultural training and extension;
- B) Hire a qualified French-speaking training and extension specialist on the TCT;
- C) Supply OAR/Lomé with a written commitment and definite schedule to relocate to project site the Togolase project director and all but one TCT staff, and to identify for Lomé residency a sole OIC/Togo staff person to be responsible for Lomé office;
- D) Submit to OAR/Lomé a written plan for gradual integration of the project into GOT Ministry of Rural Development framework. Plan must have GOT approval and contain recommendations for sensible utilization and/or eventual disposal of project buildings and equipment. It is anticipated that this plan would be developed through GOT/OIC/AID committee action, GOT being represented by MRD and Ministry of Plan and OIC by the OICI advisor and OIC/Togo Board Liaison member. Committee has recently been formed by Director-General of MRD;
- E) Procurement out of FY 81 funds of consulting services to develop plans and install an adequate supply of drinking water at project site;
- F) Introduction of more appropriate technology such as animal traction in the project to include local and outside purchase of improved hand tools and animal drawn implements;
- G) Submit for OAR/Lomé approval: (1) a detailed plan of expenditures for FY 81; and (2) all future nominations for TCT staff.

Of particular significance to the evaluation would be evidence that the GOT had "associated itself operationally with the project" (para 8). One indication of this host government association was to be the "execution of quadripartite agreement among GOT/AID/OICI and OIC/Togo (para 8).

Following a pre-evaluation planning meeting at REDSO/WA on October 7, 1981 at which Togo AID Representative participated, the scope of work for evaluation team was further delineated to include examination of following project elements: viability of training; viability of technical package available to post-trainees; project management; project impact; project costs including GOT support; OICI/Togo relationship to Ministry of Rural Development, GOT. The contents of the scope of work thus far developed, was shared in written form with the Deputy Executive Director and Director of Finance/Administration, and with the Evaluation Officer, both of OICI/Philadelphia, during their visit to REDSO/WA on October 8, 1981.

B. OICI Inputs

Lome cable 04565 of September 17, 1981 included several elements which the OICI/Philadelphia Evaluation Officer desired to be included in the evaluation:

- "1. Necessity for informing OAR qualifications of newly assigned TCT personnel, and an indication of their French language proficiency. Equally important, any such notification should bear an OICI certification that the qualifications represented by such personnel are indeed correct as far as OICI knowledge is concerned. Also, an indication of where such personnel will be located (Notsé, Lomé or other).
2. Information concerning coordination of local program budget with MRD.
3. Existing or future plans for integration of OIC/Togo into MRD plans and steps taken towards such integration.
4. Plans for coordination OIC/Togo activities with other activities in Notsé area (Entente, FIDA, GOBelgium, etc.), and steps taken towards such coordination. In view of increased emphasis GOT is placing on Notsé area in regards to food-producing activities, such coordination is indispensable.
5. Division of responsibilities between TCT and local staff; work relationships and organizational tasks. To the extent possible, Togolese staff should be afforded opportunity for increased management responsibilities.
6. Compliance with reporting requirements as set forth in AID/OICI Agreement. Virtually all of the data requested above should be included in quarterly reports to be issued by OICI. This requirement incidentally, has so far been ignored.
7. If research or experimentation has been taking place at OIC/Togo, the results should be published and reported as soon as possible.

8. Reports on suitability of agricultural equipment at OIC center. In the past evaluation, certain recommendations were formulated by AID/W agricultural expert, Harold Jones, particularly in regards to increased use of appropriate hand tools and light equipment versus increased (and perhaps premature) mechanization.
9. An indication of results on part of OIC/Togo management to obtain support from private sector."

Further OICI input into evaluation effort emerged on October 14, 1981 when the Deputy Executive-Director of OICI/Philadelphia presented the REDSO/WA Director with the "Annual Progress Report of the OIC Togo Agricultural Training Project (October 1, 1980-September 30, 1981)," suggesting that this document (100 pp plus appendices) provide a point of departure for the evaluation.

A final remark is necessary regarding the nature of the evaluation. In contrast, the November 1980 assessment consisted of a series of individual technical notes written by specialists who generally had accepted the working premise, "the OIC/Togo project has had problems; now that some specialists have gathered here, let them give their advice on how the project can be improved." The November 1981 evaluation is conceived from a different perspective. First, it is an end-of-project evaluation, reviewing progress over the life of phase one (five years). Second, it requires special examination of OIC performance during FY 81 and the status of OIC/Togo and MRD relations. Third, it is viewed as a summative evaluation, whereby its past accomplishments are analyzed and judged. It is not conceived as a formative evaluation, whereby emphasis is directed to the future, to how some future project might benefit from lessons learned. Fourth and last, the evaluation will be presented as a collective team report.

III. EVALUATION TEAM: COMPOSITION AND ACTIVITIES

A. Composition

Abidjan cable 2305 of March 26, 1981, suggested a four-person evaluation team to include a representative from AID/W and from an outside consulting firm. This cable recommended the evaluation to be an "AID evaluation separate from OICI responsibility under grant" and that "OICI be invited to work with project manager in Lomé to assist evaluation team but neither be considered member of team ." State cable 68531 gave concurrence to this approach, specifically recommending "same makeup as November (1980) team, with exception of OICI/Philadelphia representative."

Lomé cable 3908 of Aug. 6, 1981 specifically requested that REDSO/WA's Human Resources Development Advisor and Agricultural Economist--already familiar with the project--participate in the evaluation. The same cable confirmed that agricultural advisor Tian-Liow Chen from OAR Togo would also participate.

State 273930 of October 14, 1981 announced that AID/W was nominating Harold Jones as agronomist advisor to the evaluation. Formerly with AFR/DR and a member of the team which assessed the OICI/Togo project in November 1980, Jones had retired from AID and was working as a consultant to International Agricultural Development Services (IADS) in New York. Abidjan cable 10943 of Oct. 16, 1981 and Lomé cable 5239 of Oct. 23, 1981, concurred with the AID/W nomination.

The Evaluation Team represented the following collective experience: over 45 years of working in Sub-Saharan Africa in training and agricultural projects. Two members were farmers. One spoke two indigenous Togolese languages, which was critical in talking to village chiefs and former trainees.

Between Oct. 26 and No. 30, 1981, team members spent 75 work days devoted to the OIC/Togo evaluation.

B. Activities

For the purpose of the evaluation, discussions were held with several official and private groups and with individuals. This list follows. At times, the Evaluation Team met alone with its interlocuters, such as with the MRD Cabinet Director and with the Board Chairman. At other times, OIC staff joined the Evaluation Team, such as in meeting the Director of Agricultural Training three times, in visiting a GOT experimental farmer training center, and in interviewing 19 former trainees who were resettled. MRD staff also accompanied the Evaluation Team to the project center at Notsé, to the experimental farmer training center, and to visit 10 graduate trainees in their villages.

OIC/Togo (Notsé)

Djoji Kuakuvi : Program Director

Tilahun Giday (TCT) : Acting Program Advisor, Farm Management/
Equipment Specialist

Henry Taylor-Cline (TCT) : Animal Husbandry Specialist

Manyo Kwassi : Training Coordinator

Abotsi Edeh : Extension Officer

Training Class V-B (Aug. 1981 - January 1982); Collective interview
with the 16 trainees present (2 additional
students sick)

Training Class VI (October 1981 - March 1982); Collective interview
with 15 students present (2 additional students
on authorized leave)

OIC/Togo (Lomé)

Boubacar Sylla (TCT) : Finance/Administration Specialist

GOT/MRD

Alayisso Ayeva	Cabinet Director
Arouna Sema	Director-General of Ministry of Rural Development
Aoussiham-Tchou Houyenga	Director of Rural "Animation" and Cooperatives and Director-General of Ministry of Rural Development (ad interim)
Ativi Foli	Director of Agricultural Education
Koffi d'Almeida	Director Rural Youth Training
Kodjo Agbegninou	Regional Director of Rural Development (Plateau Region, Atakpamé)
Tchaniley Mamah	Director of Tové Agricultural Training
Djagnikpo Akoegnon	Director of Rice Culture Training Center
Komlan Bossou	Director of Mission Tové Experimental Agricultural Training School (one of five centers opened in March 1981)
Yao Abile	Director of La Kara Experimental Agricultural Training School (one of five centers opened in March 1981)
Nahm-Tchougli Kamidi	Office Cooperatives Division

PVO Community

Kouassivi Akpalo	Director CONGAT-Service (Consortium of 24 PVOs)
Carla Van Blake	Project Coordinator, National Council of Negro Women
Gbatchi Kouko-Messah	National Director, Togolese Union of "Maisons Familiales"
Tchedre-San Gbati	Director of Training, Togolese Union of "Maisons Familiales"
Gilbert Breton	Technical Assistant, Togolese Union of "Maisons Familiales"

Off-Site Farm Extension

1. Visit to Kpové, 12 km from Notsé Center to inspect crop and livestock activities. Discussions with President of village group (Ka Gassou), Secretary (Bondi Kossi), and several members, including one woman, as well as with village Chief.
2. Visit to Tsavé, 20 km from Notsé Center to inspect crop and livestock activities, Discussions with President of village group (Datodje Kpassi), Secretary (Agbo Koffi Kpassa), and several members as well as village Chief.

OAR

John Lundgren : AID Representative
Solomon Sherman : Project Officer
Sid Bliss : General Development Officer
Robert Ritchie : Program Officer

US Embassy

Irvin Hicks : Chargé d'Affaires

IV. DESCRIPTION OF THE PROJECT

The following project description is taken from the original OICI/Philadelphia proposal, submitted to AID on March 25, 1976:

"The broad purpose of the OIC/Togo project is to design and demonstrate an effective model that will contribute to higher productivity and a concomitant rise in the living standards of the most impoverished group of people in Togo's principally rural population. The underlying objective of the project will be achieved through the introduction of semi-modern farming methods and intermediate farm technology.

Specifically, the project proposes to establish an agricultural training center cum production farm in the region of Notsé with the following objectives:

- a) to train post-primary school leavers in intensive extension methods in order to create a core of agricultural extension workers who will be capable of working directly with village family farm units throughout the country;
- b) to train young adult village farmers in improved intensive and extensive farming methods appropriately adapted to their physical and socio-economic environment;
- c) to design and implement a training program in simple farm mechanics, equipment maintenance and repair to enable the rural farmer to be as self-sufficient as possible;
- d) to design and implement a crop and livestock production farm from which revenue is generated to finance in part the training component of the project;
- e) to provide a viable economic alternative to rural school leavers who now migrate to the city in search of wage income employment; and
- f) to advise and assist OIC/Togo trained farmers in obtaining arable land and agricultural credit on favorable terms."

"The OIC/Togo program is specifically targeted at members of this group who are still residing with their families, and who, after attending the farmer-training course, will carry the benefits of his (sic) training back to the family farm unit."

"The project would be executed over a five year period comprising five (5) distinct and measurable phases: Planning, Implementation, Demonstration, Institutionalization and Replication.

The planning phase encompasses all the steps necessary in order to:

- 1) secure adequate funding for the project;
- 2) coordinate the hiring of project staffers both OICI and local;
- 3) procure commodities detailed in the financial plan

- 4) prepare the site and facilities for training and production, which include contracting with local firms for:
 - a) construction of an access road;
 - b) construction of buildings to accommodate trainees and staff as detailed in the financial plan;
 - c) procurement of water and electricity supplies.
- 5) design the basic training curricula and production farm components.

The implementation phase is targeted to accomplish the following objectives:

- 1) recruitment and intake of first group of trainees/farmers;
- 2) procurement and maintenance of livestock for production unit as detailed in the financial plan, as well as marketing of farm produce;
- 3) transfer of skills and training methodology simultaneously on several levels:
 - a) OICI Specialist trains Togolese counterparts and trainees;
 - b) Togolese Instructors train farmers and extension agents;
 - c) OIC Togo trained Extension agents train traditional farmers.
- 4) completion of first twelve months of training program.

During the implementation phase, on-going evaluation components are initiated utilizing the OICI Management Information System (MIS) which consist of:

- Quarterly and annual Program Management Review
- Quarterly and annual staff Performance Review
- Quarterly and annual Program Financial Review.

The demonstration phase commences with the second full year of training and production and comprises the following activities:

- 1) the training and production units are fully operational;
- 2) all space, facilities and personnel on the farm site are fully utilized;
- 3) a capacity student enrollment is achieved;
- 4) an intense transfer of skills, methodology, and philosophy is occurring at each training level;
- 5) production unit efforts form a pattern on which to base realistic projections of revenue and expenses; and
- 6) the evaluation system is on-going.

The institutionalization phase will be the result of a collaborative effort between OIC International, the Government of Togo, and the OIC Togo Board of Directors to ensure the continuation of the project during and after the phase-out of OICI financial and technical assistance. Institutionalization will be achieved in the following

manner:

- 1) Financial support for the OIC Togo program will be forthcoming from:
 - a) Revenue from the production side of the Program;
 - b) GOT direct and in-kind assistance as negotiated by the local Board of Directors;
 - c) Funds generated by the local Board of Directors.
- 2) Technical support will be available from:
 - a) The core of OIC-trained counterparts on the project professional staff;
 - b) The core of OIC-trained farmers and extension agents;
 - c) Government-assigned agricultural technicians.
- 3) Genuine acceptance and utilization of OIC Togo introduced farming methods in the project area.

The replication phase will be indicated by the establishment of a successfully demonstrated training and production farm serving as a useful model for:

- 1) Additional agricultural extension and farm mechanics training programs initiated by the Ministry of Rural Economy; and
- 2) The development and expansion of community development programs in the less accessible rural areas, emphasizing motivational training and demonstration techniques."

PIO/T 932-13-690-070-73-32692 of June 24, 1976 provided OICI/Philadelphia with a first year of funds to "establish a cost-effective, self-supporting agricultural training and demonstration farm to introduce intermediate level agricultural technology to the rural population in the Plateau Region of Togo."

After four years of a five year project, and after numerous evaluations and assessments

(Wolf and Company	May 1979
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during which basic design flaws, performance inadequacies, and low outputs were identified, AID insisted on a project redirection. The new purpose of the project for the final year would be "to establish a viable non-formal agricultural training center and demonstration farm which can provide appropriate training and extension assistance to small farmers in the Plateau and Maritime regions of Togo." (This modification of the statement of purpose is in accord with the recommendation that OICI de-emphasize that aspect of its program aimed at making its training and demonstration center self-supporting and concentrate more on increasing the capability of the center to provide appropriate training and extension assistance). To attain this purpose, OICI, during the period of time funded by this grant, will undertake:

- 1) to provide training for small farmers using inputs and technologies that simulate actual conditions their students come from and will return to;
- 2) to modify the curricula of the training center to incorporate training in use and repair of hand tools, small farm construction skills, and animal traction production techniques. (This will be in addition to the training already being offered in crop and animal husbandry);
- 3) to institute a more thorough and systematic program of visiting and providing assistance to the graduates of its training and demonstration center;
- 4) to regularize and formalize their relationship with Togo's Ministry of Rural Development; and
- 5) to upgrade the physical plant at the Center through the installation of an adequate drinking water system.

(Source: Action Memo signed by Acting Assistant Administrator for Africa on April 9, 1981.)

V. OUTPUTS PLANNED AND ACHIEVED

Appendices C and D contain the logframe developed for FY 77-81 and that which was revised for FY 81, wherein output targets are declared. This chapter will list major output targets one by one, from both logframes, and compare with the end-of-phase one reality.

A. Cultivated Farmland

The original logframe projected that 60 hectares of land would be fully utilized on a rotating basis for small livestock breeding and production and an additional 60 hectares of land would be fully utilized on a rotating basis for food and cash crop production. The revised figure in FY 81 was 50 hectares. Up until FY 81, 38 hectares had been cleared and planted. The total land area cultivated during both agricultural seasons of FY 81 was 42 hectares. Crop rotation practices were not in use. Note: Some outputs in the revised FY 81 plan are included in OICI's "Project Performance Tracking System," not in its logframe. These elements (for instance, 50 hectares of training plots) will be incorporated into the discussion.

B. On-site Trainee Completions and Placements

The original logframe stipulated that 140 young farmers would receive training. By October 1980, 59 had completed training. The revised plan projected 70 trainees for FY 81, benefiting from much shorter training sessions. Fifty-three completed training during FY 81 and 35 additional students are currently being trained. The original logframe implies that the total number of young farmers trained would be placed in supervised farming situations. The revised logframe projected that 47 of the 70 graduate trainees would be resettled. Thirty-five of the 59 graduates during FY 77-80 settled; 47 of the 53 graduates during FY 81 have resettled.

C. Credit for Graduate Trainees

The original logframe cites "90 farmers organized into credit unions in order to purchase motorized cultivation equipment." Before FY 81, 10 graduates had received a credit loan from the national credit agency (CNCA) and had used it for land clearing, land preparation, seeds, and maintenance (not for motorized cultivators). The revised FY 81 goal was for 10 additional graduates to receive credit loans. None did through CNCA; nevertheless some graduates worked out informal loans from village chiefs and others.

D. Off-site Trainee Completions

The off-site extension operation was not envisaged in the original logframe. By December 1980, 51 farmers in Tsavé had been reached. The target for FY 81 was 45 additional trainees. Sixty-three trainees from Kpové and 51 from Tsavé are currently being reached.

E. Extension Agent Trainee Completions

The original logframe projected the training of 60 agricultural extension agents. The project did not develop in this direction and followed instead the goal of training independent farmers. Within the second cohort, nevertheless, were 4 extension agents (ORPV). A fifth extension agent received a month's training in poultry raising at Notsé in August 1981. No extension agent training was projected in the revised logframe.

F. Training of Togolese Counterparts

The original logframe projects training of 3 agricultural instructors, 2 farm managers, 10 mechanics, 10 staff administrators, 3 GOT assigned agricultural technicians (total: 28). The senior and technical Togolese staff trained have been the following:

<u>Staff Position</u>	<u>Staff no longer with OIC</u>	<u>Staff currently with OIC</u>
1. Program Director	2	1
2. Training Coordinator		1
3. Finance and Administrator Officer	2	1
4. Feeder Instructor	1	1
5. Crops Instructor		1
6. Farm Manager	1	
7. Livestock Technician/Instructor	2	1
8. Project Mechanic		1
9. Farm Crafts Instructor	1	1
10. Extension Officers	2	1
11. Secretaries	<u>2</u>	<u>2</u>
Total	<u>13</u>	+ <u>11</u> = 24

Lower level staff such as tractor operators and livestock assistants were also given some training. The Evaluation Team had no way of verifying skills acquisitions of the Togolese staff attributable to their work relationships with TCT. Basically, it is assumed every Togolese staff person will be trained due to his inherent position in a structure which is heavily guided by external influence (TCT). OIC staff training takes several forms: pre-service training which includes OIC philosophy and familiarity with project goal and purposes; in-service training which consists mainly of on-the-job training, plus staff meetings.

G. Core Curriculum Developed

The original logframe stipulated the development of a core curriculum including agronomy, animal husbandry, farm mechanics, and small farm management. Such a curriculum has been developed and utilized.

H. Basic Skills Curriculum Developed

The original logframe stipulated the development of a basic skills curriculum including communications, computation, health and nutrition, attitudinal and motivational training. Such a curriculum has been developed and is in practice.

I. Construction by Local Entrepreneurs

The original logframe projected the following facilities:

- 3 wells
- 1 improved 15 km road
- 2 residences for staff
- 1 training facility
- 1 40-bed dormitory
- electricity at center.

As of September 30, 1981, the following physical facilities were in place:

- 2 classrooms
- 2 dormitories (40 beds)
- office for staff
- workshop building
- main store
- 2 corn cribs
- kitchen
- housekeepers' residence
- feed store and mixing floor
- 2 pig shades
- 6 cisterns
- fuel tank and 2 pumps.

The total surface area is 1,600 m². Electricity is provided at the site by a generator, which functions normally 3 hours each evening. Four kilometers of road were built and two more were graded. In November 1981, 3 wells were drilled, one of which allows the drawing of water via a submersible pump and generator.

J. Personnel

No personnel projections were included in the original logframe. Appendix B of the original proposal contains a description of TCT requirements:

- Program Advisor
- Farm Manager
- Animal Husbandry Specialist
- Farm Mechanics Specialist.

In project year 5, the technical skills members of the TCT would have gone home after having successfully trained their counterparts, and only the Program Advisor would remain. No one is maintaining in November 1981 that the Togolese counterparts are sufficiently trained to allow the departure of skills specialists.

The four members of the TCT sent by OICI to the Togo project had a slightly different complexion:

- Program Advisor
- Farm Management/Equipment Specialist
- Animal Husbandry Specialist
- Finance/Administration Specialist.

In addition to these four, a fifth, a Feeder/Extension Specialist, was projected in the FY 81 planning revision. This fifth member was not recruited. The Program Advisor went on leave in September 1981 and the Farm Management/Equipment Specialist has been Acting Program Advisor since.

Concerning local staff, 37 positions were foreseen in the original proposal (Table A.3.II). Actual staff at Notsé and in the Lomé office over the course of the project varied between 25 and 38. The FY 81 revision states 28 as the anticipated number. As of September 30, 1981, the local staff numbered 24, lacking a Farm Manager, an Animal Instructor, an Extension Service Coordinator, and an Extension Agent.

Analysis

Other outputs, mentioned in one logframe but not in the other, and which are considered secondary, include the following:

- students trained especially in feeder skills
- performing Board of Directors
- recruitment, screening, counseling
(difficult to consider as outputs)
- plan and budgets
- operating fiscal system
- livestock production
- OIC/Togo support committees.

In order to make the actual achievement output targets more clear and comprehensible, an effort at quantification, by the percentage method, will be used. In reviewing outputs A-J above, such a procedure is more or less accurate, more or less meaningful depending upon the nature of the output. Each letter A-J will be followed by two percentages, if appropriate, or statements. The first refers to the percentage of original output targets which were met by November 30, 1981. The second refers to the percentage of the revised (FY 81) output targets that were met.

PERCENTAGE OF OUTPUTS ATTAINED

<u>Item</u>	<u>% original outputs met on 11/30/81 (FY 77-81)</u>	<u>% revised outputs met on 11/30/81 (FY 81)</u>
A. Cultivated farmland	35	84
B. On-site trainee completion	105	126
On-site trainee placements	59	133
C. Credit for graduate trainees	11	0
D. Off-site trainee completions	-	119
E. Extension Agent completions	8	-
F. Togolese staff training	86	-
G. Core curriculum	100	-
H. Basic skills curriculum developed	100	-
I. Construction	(see text)	
J. Personnel: TCT	100	80
: Local	65	86

Commentary

The above quantification is a crude one, for it reduces to a common denominator elements of diverse nature. Nonetheless, it reveals a general pattern:

1. A substantial range in the degree of reaching outputs;
2. After the FY 81 redesign a generally higher level of attaining targets;
3. In approximately one half of the items measured, OIC reached or surpassed its output target levels,

VI. FARM PRODUCTION AND MANAGEMENT

Introduction

The demonstration farm consists of 38 hectares of the 120 ha project site, twelve hectares are taken up by physical facilities and pastures. Seventy hectares remain uncleared.

The farm production/training cycle follows an annual climatic pattern of two rainy seasons (March to July and August to October). Annual rainfall average is approximately 1,005 mm or 39.5 inches. The crop seasons are seldom as sharply defined as noted above, however. Local wisdom has it that substantial variations are experienced in the rainfall pattern, both in quantity and distribution. More erratic rainfall patterns have been apparent over the past 5 to 10 years.

Soils

Clearly the most formidable problems facing management of the farm are soil related. This is becoming more evident as each production cycle is completed. The natural constraints imposed by the physical and chemical properties of the soil make it extremely difficult to maintain a sustained productivity level while carrying out effective conservation.

Following are some extracts from the soil description of the area as done by the French site classification system. "Generally sandy loamy at the deeper layers; often gravelly deposits are reached at deeper levels ... the features of heavily absorptive loams in the same profile and the considerable gravel presence greatly reduces effective fertility and will pose problems that will necessitate costly fertilizer to make the soils productive."

"Suitability for crop production. At average depths the soils present physical properties which vary from acceptable to mediocre. They are subject to absorption, because of the presence of a bed of thick clay loam at a level near the surface. This causes considerable surface hardening during the dry season. The topsoil is very erodible, necessitating anti-erosion practices. Maximum ground cover is suggested as a preventive measure."

In summary, most of the soils in the region of the present project site are of a loam texture at the surface, and often become fully clayish at deeper layers. They are subject to hydromorphy at the profile base or in the entire profile. Rapid absorption of the soils poses some problems in their exploitation.

Development and management of the land should relate to :

- a) a thorough knowledge of water availability and supply;
- b) correction of major shortcomings caused by mineral exportation (use of commercial fertilizer);
- c) the implementation and practice of suitable anti-erosion measures.

The practical implication of the above should form the basis for further development of the farm training/production unit. Crop and animal production/management must award the highest importance to the soil condition on a basis for planning production training programs, particularly in rain-fed agriculture.

Yields

At the top of the list of problems effecting production at the project site is waterlogging. This land drainage problem has been very costly, negating considerable effort and inputs through low to zero production levels on a substantial portion of the cleared area. This condition has been a major factor in influencing the wide fluctuation of crop yields, i.e. maize, from an average of 523 Kg/ha in the first season of 1978 to 2,180 Kg/ha, the first season of 1979. The 1981 first season yield av. was 861 Kg/ha. The three season average is 1,183 Kg/ha. This is extremely low given the level of technology applied. Only slightly above traditional farm levels, which are quoted at 500 to 1,000 Kg/ha. Experimental yields at the nearby IRAT research sub-station are reported at 3,500 to 4,200 Kg/ha.

Other problems quoted as contributing to low yields are :

- a) Limited land cleared;
- b) Lack of labor for weeding operations;
- c) Difficulties of harvesting;
- d) Inadequate equipment (quantity and type);
- e) Excessively wet fields;
- f) Shortage of farm management personnel.

With the exception of item (a) above, there seems to be some legitimacy to the problems quoted. In the case of item (a), clearing more lands means acquiring more problems. It is difficult to accept the rationale of clearing more land, when 38 cleared ha are not completely developed and production is not yet at acceptable levels.

The second season crops, still in the field, by all signs are headed for zero to very low yields on much of the area, and waterlogging is the main cause. Superficially it appears that most of the problems could be remedied with land leveling, and surface, and subsurface drainage. The services of an expert agronomist/drainage engineer are badly needed to examine the problem and to assist in preparing a drainage plan for the area. This requirement should have been an integral part of the farm development plan, a requisite fairly well spelled out in the original Project PIO/T 932-13-690-076-73-32692, of June 24, 1976. Apparently adequate supervisory follow-up was not done. Local wisdom has it that the project site area was abandoned some years ago by traditional farmers due to severe problems. The nature of the problems was not spelled out. The abandonment itself should have created enough suspicion that major soil problems would be encountered.

Maintaining Soil Fertility

Plant nutrient levels are being maintained through the application of commercial fertilizers, i.e. maize, 300 Kg per ha. Fertilizer applications are based on FAO recommendations for the region which may or may not be justified. More specific requirements should be based on soil tests of the various soil types found on the site. To date no soil analysis has been done. A periodic check should be made to determine how consistently effective the present applications are in maintaining required plant nutrient levels. It was shocking to find that the use of animal and plant residues had been totally neglected in the cropping pattern, with the exception of small amounts, being applied to vegetable plots. The application of plant and animal residues often represent the main source for maintaining productivity levels of soils under village conditions. Intelligent use of such residues can be relatively inexpensive, yet effective, particularly in light of the escalating cost of petroleum based commercial fertilizers.

In retrospect the progress made towards carrying out the decision to de-emphasize the commercial production aspect of the project in favor of a training focus is being brought about as much, if not more by natural or extraneously imposed factors, than that of wilfull action of all concerned. A breach of contract to clear more land and the severe water logging problem serve as major deterrents to further commercialization of the farm production area.

Farm Organization

The farm organization consists principally of activities related to the major production/training components, crop and livestock and the supporting services of the engineering farm mechanics section. There is no evidence of an overall farm plan as such. Each individual responsible for various segments of the farm/training component devises a semi-annual plan based on the two annual cropping cycles. Relevant members of the staff meet as a group to review the individually prepared plans as a means for making adjustments, agreed to trade-off, etc. in light of time constraints imposed by equipment, tools, labor, number of students, etc. Combining individual plans with larger common overall farm requirements would seem highly desirable as a management tool. Personnel turnover due to firing and transfers has added to farm management problems.

Records keeping and inventory control are generally adequate. Production records of yields, expenditures and disposals are generally up to date. Equipment log books are kept. Monthly animal and crop management reports and transfer records for farm products to determine internal cash value etc., are a part of the cost system that has been established.

Storage and security of equipment and tools are much improved due to the completion of the workshop during the past year. Difficulty in procuring parts for the U.S.-made equipment has been observed: not a new experience.

Livestock

The livestock component of the project consists primarily of swine production. Some attention is paid to poultry, sheep and goats.

The swine enterprise appears to have the strongest remaining commercial basis of all the crop and livestock production components. During 1981, 138 hogs were marketed. 282 kg of pork meat were transferred to the trainee food unit. Based on an average market weight of 61.5 kg and a dressing percentage carcass weight of 679 kg, approximately 7 hogs were used for student food. Staff members suggest that student interest is very high for getting into swine production after graduation. Very little evidence can be produced, however, which shows that settled farmers are pursuing swine production. Admittedly some excellent work has been done by the OICI provided Livestock specialist in herd management training and the development of good swine rations from local products. For the present time, this has very little application/utility for the resource-scarce small farmers being trained and settled by the project. Depending on development trends of the swine industry in TOGO, much of what has been done at the project site could conceivably be a very worth while spin-off in both the animal feed industry and a large scale swine production business.

The rationale given for maintaining a large swine herd was based on the need to have a certain number of sows in order to allow each student to experience the full cycle of breeding to weaning, and managing the resulting litter. Some de-emphasis on numbers and on the commercial aspects of swine production is certainly in order, as is more of an emphasis on goats/sheeps and chickens. High priority should be given to seeking ways to overcome problems that currently discourage villagers from maintaining small animals.

A very rudimentary goat effort was added to the livestock program in FY 81. One male goat and several does were brought in to serve as a nucleus to start the goat/sheep component. Plans to produce 19 lambs and 18 kids through procuring and breeding 9 ewes and 9 does was not carried out (budgetary constraints were cited as the reason).

The poultry emphasis is very modest. During the past year it consisted of the purchase of 400 day-old chicks being raised as a teaching demonstration. 295 were sold as broilers and 50 were allocated to the student food unit. A 12% or 47 bird mortality rate--somewhat high--was experienced.

VII. TRAINING

The training activities at the OIC/Togo center in Notsé are divided among "on-site" training and "off-site" training. The off-site training, begun in 1980, currently involves two villages nearby Notsé. The center's extension agent has developed in these villages side-by-side traditional and modern plots of sorghum, corn, and beans. The center's TCT livestock specialist and his counterpart have supervised the construction of chicken houses and provided chicks, vaccinations, feed, and advice with planned in-kind credit reimbursement on the part of the villagers. The center's only extension agent spends the majority of his time (60%, he estimates) with the off-site experiment. Because this off-site operation utilizes essentially the center's extension personnel, it will be described in the following chapter (VIII) on Extension. This chapter will be devoted to on-site training.

The analysis of on-site training will cover five areas: recruitment; attrition and attitudes; curriculum; extra-curricular life; duration.

Recruitment

OIC/Togo sends its training coordinator from village to village to seek candidates. From word of mouth, candidates also present themselves either at the Notsé project site or at the OIC/Togo office in Lomé. For the fifth cohort in 1981, OIC/Togo used the radio to solicit candidates (GOT uses exclusively the radio for its recruitment to the five experimental centers). The radio is much cheaper as an initial means of communication than special visits, however all trainee recruiters agree subsequently in-depth interviews are required in order to ascertain motivation and commitment. The "Maisons Familiales" PVO visited by the Evaluation Team reported that their low attrition rate of trained farmers was probably due to the fact that they work with and study the candidate in his milieu for several weeks before he is admitted to the training center.

An interview with the candidate is held by both the OIC/Togo Program Director (who has studied Communications and Personal Relations) and the Training Coordinator. For the fifth cohort, for example, 21 out of 40 candidates were accepted. Candidates are often initially suggested by village chiefs. Theoretically chiefs should know something about the candidates' character and they appear to be an appropriate authority to pass through. In reality, however, they often do not know very well the candidates they propose. Furthermore, although their support can be crucial in terms of making land available, providing material plus moral and monetary support, chiefs have a tendency to consider their protégés as their own personal labor force. At best, recruitment via the chiefs has given mixed results (see following section on Extension).

The Annual Progress Report, Oct. 81 of OICI presents an interesting statistic: 58% of FY '81 trainees come from farm families, 42% do not. The Evaluation Team could not obtain information regarding a break-down of this rather large 42% figure. At any rate, it is part of the OIC philosophy to reach people from varying levels, backgrounds, etc.

The OICI/Philadelphia Executive Director recommended recruiting OIC trainees from "all social layers and regional areas in Togo" (Board Minutes, June 20, 1978). The regional diversification is very difficult to justify within the OIC self-contained system as will be seen when it comes to providing necessary agricultural services and extension advice to distant graduate trainees. The socio-economic background factor presents a different set of dimensions. OIC/Togo has determined that trainees from farming families are more motivated than others. On the other hand, they have also found that, in general, trainees from non-farming families are likely to receive financial and in-kind support from their more wealthy parents at the crucial period of their resettlement. Due to these facts, recruiting from varied socio-economic backgrounds does appear to have its rationale.

Attrition and attitudes

The following table* presents the attrition rate over the five year project life. The table presents not only the numbers of trainees who began and ended training, but also those that resettled.

Cohort	Year	<u>Trainee Resettlement</u>			
		# Began Training	# Ended Training	# Resettled	% of Trainees who resettled
I	78-79	25	22	10	40%
II	78-79	22	12	9	41%
III	79-80	35	25	16	46%
IV	80-81	47	34	29	62%
V-A	81	23	19	18	95%
V-B	81	23	--	--	--
VI	81	22	--	--	--

197

* Taken from Annual Progress Report, Oct. 81, p.33 and updated.

(Of the 197 persons who began training, only one was a woman. She completed training, but did not resettle. The project management said women were generally not attracted to the Notse training center, and nor did village chiefs put forward women's candidacies.) It can be noticed that the percentage of trainees who resettle has been constantly increasing: this is a positive accomplishment. It appears to be due to the increased effort by OIC/Togo recruiters to see that expectations of training candidates are conducive to the OIC/Togo program objectives. For example, despite its efforts to caution candidates that OIC training would not lead to white collar employment, many early trainees nurtured such a dream. Two of the most notorious wrote the Minister of Rural Development and REDSO/WA seeking employment! When the OIC/Togo management asked the first cohort during training about their job aspirations, just less than half wanted to be farmers:

11 wanted to be farmers
6 wanted to be extension agents
6 wanted to be civil servants
(Program Director's Report, February 1979)

In November 1981, on the other hand, when the Evaluation Team interviewed cohort V-B and VI, each of the 31 trainees present declared he fully realized OIC trained independent farmers and not civil servants. Unfortunately, however, the attrition rate increases over time, for one must add another column: number of resettled trainees who give up farming. This subject and its analysis based on field visits to a representative stratified sample of trainees are part of the following chapter.

Attitudes constitute a crucial factor, whether it is during recruitment, in training, or after resettlement. The Evaluation Team asked 31 trainees a number of questions, of which some of the answers were the following:

- we went to OIC because it was free
- government schools last 2 or 3 years: OIC only 5 months
- we would like to have some pocket money
- we want some musical entertainment, some radio and TV
- we want some vacation
- we want some clothes
- we want tractors

These were not the only types of answers, but were prevalent enough to suggest a frame of mind that the GOT is trying expressly to suppress through the absence of a campus-style boarding facility in its experimental centers. Trainees are looking for a better life mainly through easily obtainable material gain (last five statements). As the TCT Program Advisor frankly explained to the Evaluation Team, the trainees are at the center "buying time" (first two statements). Whether it is OIC, GOT, another PVO or whichever, the key problem is motivation.

Curriculum

Currently the on-site training curriculum consists theoretically* of twenty-two weeks of courses :

OIC/Togo Curriculum

<u>Subject</u>	<u>Classroom Hours</u>	<u>Practical Hours</u>	<u>Total</u>
Feeder	42	12	54
Introduction to Crop and Vegetable Production	9	64	73
Crop Production	35	114	149
Livestock Production	28	68	96
Farm Technology	11	44	55
Farm Management and General Information	32	14	46
	<u>157</u>	<u>316</u>	<u>473</u>
	(33%)	(67%)	

The Feeder Program is in part based on OIC philosophy and treats the development of motivation and proper attitudes. It also consists of basic functional skills, such as arithmetic, reading, communications, and elements of African farming. The other subjects are more self-explanatory. The entire curriculum outline consists of 60 pages, written in July 1981 and designed to take the place of the formerly used curriculum that was spread over fifty weeks. The practical work, which occupies twice as much training time as classroom sessions, is carried out at the center, on demonstration plots located on the 38 cleared hectares on the farm, or in the piggery. Typical example of practical work performed by trainees (as reported in Program Directors' monthly reports) include maintenance of farm machinery, weeding, planting, mechanical corn shelling, preparation of animal feed, slaughtering, etc. Theoretical classes are held in two classrooms totaling 126 m². The teaching staff, a profile of which appears in Appendix A, supervises both the theoretical and practical work.

The OIC/Togo curriculum is definitely more impressive on paper than is the curriculum developed by the MRD for its five experimental centers. In this regard, it is evident that the MRD is groping for the most appropriate teaching matter and the most effective instructional methods and is highly interested in studying the OIC/Togo model.

* During the Evaluation Team interviews in the field it was learned that the fourth cohort's training had been reduced to 19 weeks (Nov. 10, 1980 - March 20, 1981)

On the other hand, the OIC/Togo curriculum could be strengthened. Training should prepare students for two different ends: primarily, better management of the basic resources generally at their disposal upon settlement, such as land, traditional tools, seed, plant and animal residues; secondarily, understanding and experience in undertaking the higher level of management demanded of more costly inputs (credit, insecticides, fertilizer, animal or mechanical power). Much of the training to date has been accomplished through the demonstration of high-cost capital-intensive technology. This practice has merit inasmuch as its higher level technology is available to the graduate trainee on a sustained basis. Otherwise, building up expectations which cannot be met results in frustration and discouragement. The most impressive operation on farm is swine production. Training in this practice also takes place, but ironically swine production on such a level is practically inexistent in Togolese villages. As will be seen in the following chapter, only one out of 112 graduates is working in a piggery, and that on a large private farm, not as an independent farmer. That farmer trainee is performing a useful service, he is appreciated by his colleagues for his competence, and he is happy. However, he does not constitute the independent or village group related farmer that OIC/Togo was created to foster.

Several suggestions for improving the training curriculum appear in chapter XIII.

Extra curricular life

Upon the request of the current OIC/Togo Program Director, the Ministry of Youth and Sports sent a field agent to the Notsé center at its expense to organize athletic events and cultural activities (theatre, dance, etc.). Concurrently another agent was sent to one of the MRD experimental centers for the same purpose. This gesture is significant in its representing an increased GOT contribution and in its recognizing the less than ideal extra-curricular atmosphere at the Notsé center. Several examples of correspondence to the Board over the years had reported about the trainees being left on their own. Trainees currently play ping-pong (when a classroom is vacated) and have received some sporting equipment. Concerning the necessities of food and lodging; lodging has been taken care of by two dormitories (274 m²) near the office and classrooms. All beds are covered with mosquito nets, as it specifies in the OIC/Togo 9-page brochure (an excellent idea!). The usual complaining about food which takes place in any institution is heard. The monthly cost of food per trainee was estimated at \$28 (Program Director's Report, April 1979), or precisely the figure that trainees fending for themselves in the GOT experimental centers are paying.

Duration

In Nov. 1980 in an effort to increase student output and cut unit costs, OIC/Togo significantly curtailed the length of its training program from 12 to 5 months. As was pointed out during the November 1980 assessment of OIC/Togo, duration is one matter and the quality or adequacy of instruction is another. There were no clear indications during field visits in November 1981 that 5 months of training sufficed. In addition, the MRD is categorical concerning its belief that even a year's instruction is insufficient.

VIII. EXTENSION

The chapter on extension will be divided into two parts:

(A) Survey on a sample of graduate trainees and (B) Off-site training.

A. Survey

The extension support to OIC/Togo graduate trainees is probably the single most important element necessary for project success. No matter how well designed the training program is, no matter how much the trainees learn at the Notsé center, if there is not a viable "package" of agricultural support services--such as seeds, insecticides, fertilizer, vaccination, information, advice, and credit--on a timely basis, the trainees will become discouraged and will not find the success they are looking for as independent farmers or animal husbandmen.

In order to examine how successful the extension support had been to OIC/Togo graduate trainees, the Evaluation Team vowed to expend substantial resources to visit as many of them as possible. Twenty-four (29%) of the 82 resettled trainees from OIC/Togo were chosen to be surveyed, with OIC/Togo and the Evaluation Team each choosing 12. Those chosen were grouped by geographic area and village and their work schedule, in order to plan successive visits effectively. An effort was made to visit some trainees from each of the five cohorts (I-V) which had graduated. The Team managed to see from 24% of one cycle (IV) to 44% of another (II), as in the following table:

<u>Cycle</u>	<u>Graduates</u>	<u>Resettled</u>	<u>To Visit</u>	<u>%</u>
I	22	10	3	30
II	12	9	4	44
III	25	16	5	31
IV	34	29	7	24
V	<u>19</u>	<u>18</u>	<u>5</u>	28
Total	112	82	24	
%		73%	29%	

Nineteen of the 24 trainees were visited with OIC/Togo personnel; an MRD official also accompanied the Evaluation Team on one half of the visits. Those visits without OIC personnel included visits to two who had dropped out of a farming group. One of these two was visited in his home in Lomé, where he is looking for a job.

From the list of 112 graduates of the OIC/Togo Training Center cycles I-V, the Evaluation Team did not include the 30 graduates who, according to project personnel (training coordinator and extension agent), have not been resettled. OIC does not have knowledge of their whereabouts. These 30 graduates have apparently left the project zone

and their activities can no longer be followed. It is uncertain whether they have left farming entirely, subsequent to graduation, or if they have moved to another agricultural zone, outside of the parameters of the project's supervision.

The original plan for the survey called for 3-4 graduates to be visited each day from November 12 through 22, 1981. For those visits made with OIC personnel, OIC notified the prospective trainees and/or their village Chief of the impending visit several days in advance. Some of the trainees had left their villages and thus had to be replaced in the survey by another graduate from the same village/cycle.

In addition to including trainees from each cycle, the selection included some trainees who worked individually, some in groups; some whose chief occupation was crops, others whose was livestock; some whose parents were farmers, some whose parents were not.

The interviewing team consisted of 3-4 persons: one or two members of the Evaluation Team and OIC's Training Coordinator and extension agent. When present, the representative from the Ministry of Rural Development also took part in the questioning.

The survey was conducted in either French or the local language, "Ewé." The graduate was contacted either in his home or at his farm site. The interview took about one hour for each graduate. The survey team usually visited the village Chief either before or after visiting the graduate.

The graduate was usually met in his village and walked with the survey team to the farm site, a distance of about 20-40 minutes by foot. Where possible, visible assessments of each trainee's farm site were made. These visual inspections took about 30 minutes. A review of the last harvesting was also made. The team looked particularly for the factors which would increase chances of resettlement.

A questionnaire consisting of over 24 questions was administered to each graduate. Appendix H reproduces all the questions asked systematically of each of the 24 graduate trainees interviewed. Appendix I contains in tabular form the key data elicited through the questionnaire. The questionnaire data reveal the following statistical information:

- Average age of graduate trainees is 24.2 years.
- 87.5% have completed six years of education. The average education is 7 years. Only one of the 24 graduates surveyed had no education.
- Most of those surveyed lived in villages with the exception of two who are in the National Agricultural School and one dropout who is now working in Lome.
- The 21 who were actually farming crops lived in 16 different villages and sub-villages. The average distance from the OIC/Togo

Notsé project site was 63.3 km. Their resettlement plots were up to six km from their villages (about a half hour walk).

- 14 out of 24 trainees were helped by their village chief in getting established in farming. Of these 14, only 4 were also helped by their family.

- 91% of the trainees would recommend OIC training.

- Three-quarters of OIC trainees interviewed find that marketing of their production is not a problem.

- Every trainee received either seeds (13), fertilizer (10), or a motorized cultivator (1) with the exception of those graduates working in livestock or as employees.

- Three out of 24 trainees received credit assistance: one of these three has paid back 40% of the loan (after two years).

- 18 out of the 24 trainees grew corn during the most recent agricultural season. In addition, 6 grew vegetables, 5 beans, 4 cotton, 4 cassava, 3 yams, 1 sweet potatoes, 1 sorghum.

- 19 out of 24 trainees (79%) come from farm families.

- 8 out of 24 trainees were helped by their families in getting established in farming. Of these 8, 3 were non-farming families.

In addition, the following observations can be made:

1. Two of the graduates from Cycle II have gone on to study at the National Agriculture School in Tové. They are pursuing coursework and after three years will receive degrees in Agricultural Technology. The Tové Director of Studies said that the two students had more agricultural knowledge and practice than the other students.

2. One graduate has been employed on a modern, private farm, "Bethania." He has had the opportunity there to introduce and apply new technologies which he had learned at OIC/Togo, including mixed animal feed, separating of hog litters into different pens, mating, ear-cutting, and animal health. He is in charge of 194 swine. The Director of the farm volunteered the opinion that the OIC graduate was his most valuable employee.

3. Six of the graduates are presently working on three different group farms. One group farm, organized by the village chief of Davié, is continuing production crop activities (corn, cassava and beans) into the second growing season of 1981. Problems have arisen within the group:

a. They are without income from first cultivation to harvesting; they have corn held in storage the village chief of Davié says, and are waiting for a higher price, before marketing it;

b. They complain that OIC/Togo took back the motorized cultivator; without machine help, they cannot handle a total of five hectares (first season they cultivated five hectares and second season, only 1,95 hectares) of farm crop;

c. The village chief is also a member of the group. He has organized it and given a loan of 550,000 CFA francs or approximately \$2,000. While this informal loan represents a sum about five times the amount that CNCA accorded to the ten graduates of cycle one, and while the chief seems to be in no particular hurry to be repaid, it is feared that some exploitation by the chief of the trainees is going on. A reading of the group president's diary revealed several cases where the chief was sending his children to the fields to appropriate harvests. Such incidents threatened to break apart the group, according to a diary entry.

4. A visit was made to Kovié where one of the three graduates working in a group had been selected as part of the sample. The Evaluation Team in this case could compare from its November 1980 assessment:

"Out of 10 trainees sent from Kovié, three have returned to work on 20 hectares of land made available by a development project. The chief donated 6 bags of cement and some fencing materials with which the three trainees built a chicken coop. There were no chicks, however, and no feed. The three had abandoned plans to plant vegetables when an OICI tractor came but got stuck in the mud."

In November 1981, the three trainees had entirely disappeared! The chief reported that one had gone to Lomé, one to Nigeria, and one to Ivory Coast and he had no reason to think they would return. Two had apparently left in December 1980, just following the visit mentioned above. The Evaluation Team went to the field site, where they discovered the chicken coop still standing but having never been used for anything. The roof leaked and must be redone, the chief explained.

During the last season the chief had planted one hectare of rice with the last remaining trainee. The Team asked him to get his books, from which the following figures in CFA francs were read concerning the rice crop:

<u>Expenditures</u>		<u>Receipts</u>
Clearing field	32,157	64,000
Purchase seeds	17,000	(from the sale of
Planting (5 laborers)	6,000	four bags of white
Chasing birds	9,000	rice in the local
Food (5 months)	11,185	market)
Fuel for trainee's		
mobylette	22,500	
Harvesting (2 women)	<u>10,000</u>	
Total	107,842	64,000

The chief admitted that the trainee had used most of the fuel for his personal use, and had stolen bags of rice and a machette. Although financially the one hectare of rice experience appears a net loss, the chief was not to be deterred. "Those first trainees were lazy. But I sent my own son to Notsé. He'll not let me down!" As in Kovié, it appears as though the chief expropriates the OIC trainees to constitute his personal labor force.

5. The remaining fifteen graduates are involved in individual farming activities. Of these, six are interested solely in crop production; nine participate in livestock and vegetable gardening activities in addition to crop production. The profile of these farmers is varied: between 0.05 and 4.0 hectares per farm were planted during the principal growing season in 1981. The average farm size is 1.1 hectares. The usual crops are corn, cassava, yams and vegetables during the first season (April-August), and cotton, groundnuts, beans and sorghum during the second season (September-December). Vegetable garden crops, such as cucumbers, onions, okra, pepper, are also planted throughout the agricultural calendar, depending on the availability of water. (Note: Some trainees have not had adequate time to prepare their planting season. Two training cycles (III and V) have run from January to October, and from May to October, whereas the first planting season begins in April.)

6. Marketing of crops presents no problem. After family consumption, maize, beans, groundnuts, cassava, yams and vegetables are easily sold either on the local market or at more distant commercial exchange points. All raw cotton is purchased by SOTOCO, the Togolese cotton company. Occasionally, the harvest of second season is held in storage from February to June, in order to obtain a higher price. Storage during the dry season poses few problems.

7. Since graduation, OIC trainees have received visits from extension agents representing OIC, SOTOCO, DRDR and IRAT (Togolese Institute for Agricultural Research). Graduates reported four to five visits total over the agricultural year. Since OIC/Togo has only one extension agent at present and precarious transportation, it is unable to assure one extension visit per graduate per year.

8. Motorized cultivators were distributed to the Davié and Danyi farm groups and to one individual graduate. Most of the graduates, however had expected to receive a cultivator. Those which were distributed did not produce ideal results. Part of this was due to the arrangement whereby the cultivators were loaned out only during the first planting season, then recuperated by OIC for general maintenance, and not loaned out during the second planting season.

9. Three of the cycle I graduates received and put to use credit loans from CNCA (National Agricultural Credit Bank). Since December 1979, one of the three has paid back close to 40% of his loan (37,240 CFA francs or \$150). These loans were used to resettle, clean up land, hire additional farm labor, etc. Most of the graduates expect a loan in the future. (Note: calculated conservatively, the first cycle graduate, Adjaho Komla, who has

repaid his loan, had crop and animal husbandry cash earnings of about 450,000 CFA francs (\$1,700) from the second planting season in 1981. He cultivated a total of four hectares, and raised poultry and small ruminants. He is OIC's model farmer, and has won a prize for his prowess.

10. A small livestock production farm was begun during cycle V. Improved techniques of livestock production are incorporated into indigenous systems. Since the inclusion of an animal husbandry program in cycle V, baby chicks have been supplied to the trainees. Initially, feed is also furnished for the chicks. After resettling, graduates are expected to reimburse OIC the cost of the chicks and feed. In addition, the OIC resettled program has delivered chicks and feed (as well as seeds and fertilizer) to graduates of the on-site survey. Seven of the 24 graduates of cycles I, IV and V received a total of 175 chicks.

11. Sixteen of the 24 farmer-graduates from cycles II, III and IV received fertilizer totaling 2,145 kg; and maize seed totaling 153 kg. Not all of the graduates were able to make full use of the fertilizer. For example, OIC delivered 1,300 kg of fertilizer to a farm group in Davié for the two 1981 planting seasons. The group cultivated 6.95 hectares, using only 400 kg of fertilizer. Poor planning seems to be the reason for the discrepancy. Farmers claim that the soil is rich enough without heavy doses of fertilizer. In addition, the graduates do not seem capable of making the necessary calculations for fertilizer needs. Applications are probably made in doses insufficient to make optimum impact on production.

12. Among graduates of the crop, livestock and poultry production training, several of the improved techniques they learned at OIC were being applied to their farming. The most frequently cited (and observed) techniques in practice in crop production were row planting, proper spacing between rows, spacing between plants, seed selection, fertilizer application methods (side dressing or by pocket), thinning and crop rotation.

In livestock and poultry, the applied techniques include breed selection, mating, construction of hog pens and chicken coops, mixed animal feed and record keeping. Fourteen of the 24 graduates of the OIC training cycles said that the instruction in improved livestock raising techniques was most beneficial.

13. Some techniques which the graduates were taught, but have not yet extensively practiced, include motorized cultivation, use of a large farm machinery, farm mechanics, and livestock and poultry management on a large scale.

14. Graduates are anxious to receive extension visits from OIC personnel, and to follow up on techniques which have been learned at a rudimentary level. The graduates also expressed a need for greater assistance with resettlement plans. They are interested in other sources of animals, such as through Projet Vivrier (partially AID funded). Without giving any particular reasons, the training graduates, when asked, agreed that they would advise other young Togolese to attend the OIC Training Center.

15. Over 50% of the graduates were helped in resettlement activities by their village chiefs. The chief gave land, helped to organize farm groups, furnished some tools and materials, and even gave money. Counterbalancing their generosity, however, has been a tendency to exploit the trainees and use them as enlightened laborers.

16. Three of the cycle V trainees returned to the Plateau region where they were contacted and assisted by Peace Corps volunteers attached to the AID funded Improved Rural Technology activity, Togo farming Skills Development (698-047.26). Volunteers furnished vegetable seeds, gave technical advice and helped to organize meetings. It was the first time that OIC graduates have had contact with PCVs working in this agricultural program, and constitutes a promising precedent.

Following the above statistical information and sixteen observations, the Evaluation Team has come to certain conclusions concerning OIC/Togo extension. The conclusions are based heavily on the field interviews, although the Team realizes that the sample is not rigorously representative. Extrapolation is made however to the whole population of graduate trainees who are represented in the sample by each cohort; by those practicing agriculture and those raising livestock; by those working alone and in groups; by those whose parents are farmers and by some whose parents are not. The conclusions are also based on discussions held with the staff at Notsé, and with GOT officials.

There are some success stories involving OIC/Togo graduates, but they are the exception rather than the rule. With an increasing number of graduates, living at an average of 60 km away from the Notsé center, it is absurd to think that OIC can satisfactorily provide extension services. OIC/Togo has made an effort at providing seeds and fertilizer at the beginning of the trainees' resettlement, and in some cases certain material at later instances. However with its single extension agent (devoting most of his time to other activities) and unreliable transportation, OIC/Togo is quickly rendered powerless as a source of extension. The futility of OIC/Togo attempting to provide some extension services is illustrated by its sending fertilizer to one graduate over 250 km away from Notsé rather than working through the regional government-run distribution system. What is necessary is a series of linkages and an "adoption system," whereby graduates are taken into a GOT, parastatal, cooperative, or other group network which provides extension. The linkages mentioned to date have been with the FIDA project, the Entente project, the Projet Vivrier, SOTOCO, SONAF, ORPV, IRAT, and the DRDR. The latter may be the most promising since it represents the regional arm of the Ministry of Rural Development. Discussions with MRD officials on this subject revealed that OIC graduates could be identified and added to its list of customers for extension services: it was only OIC's working within its own shell which prohibited this cooperation earlier, the Evaluation Team was told. Credit assistance was made available only for the first cohort and the lack of financial capital has been a major disappointment to more recent graduates. Village chiefs have provided informal credit and material assistance, but this aid is not without ulterior motives

of building up their own farming enterprise. Family support has also counted in some cases. In the midst of the generally unreliable support, OIC/Togo graduates are at the mercy of early discouragement. The percentage of resettled trainees dwindles as time goes on, especially among trainees working in groups who become disillusioned with farming and give up.

B. Off-site Training

The program of off-site training involves the exposure of adult traditional farmers to basic modern approaches by way of field demonstrations at the village level. Two villages participate in off-site training in crops selected for practical work/demonstration farms as well as in animal husbandry.

Off-site Training at Tsavé (22 km from Notsé). Tsavé was chosen as the site of the first off-site training and has a population of approximately 500. In July of 1980, training was started in crop production. In August 1981, livestock training was added to the training activities. A group cooperative was organized which served 51 farmers (39 male and 12 female) and which focused exclusively on crop production. The total surface area under cultivation was one hectare of sorghum. However, with 51 members of the group, and only one hectare, it seems unlikely that there will be any effective training of farmers in productivity. The one hectare plot presently under cultivation was divided into two equal parcels of modern and traditional farming, as described in the table below:

<u>Plot</u>	<u>Surface</u>	<u>Characteristics</u>	<u>Observations</u>
Demonstration	0.5 hac.	Planting in rows Respecting advisable distance between rows Respect plant spacing within row Plant thinning Fertilizer applications	Crop (sorghum not yet harvested and final yields are uncertain: estimates are 300 kgs gain on demonstration plot.)
Traditional	0.5 hac.	Traditional methodologies/ techniques Fertilizer applications	Soil testing revealed that traditional plot contains relatively poorer soils, so results may be skewed

The Tsavé group of farmers began the crop training cycles in July 1980. Consequently, three cycles have elapsed to date, complete with demonstrations and follow-on extension. In spite of this experience, the secretary of the group, M. Bondi, was able to report that only 5,000 CFA (\$20.00) is presently on account. That is, the group leader could not talk about comparative earnings or comparative yields from the two methods, even after three seasons. The OIC extension agent, being new, also did not know of the yield or earnings history. In conclusion one can say that the Togolese farmer may respond favorably to demonstration (techniques, methods, etc.), but would respond even better to production and profitability.

The livestock training program in Tsavé started in August 1981 with poultry being given to 12 farmers (8 male and 4 female). The farmers constructed their own coops with locally available materials. There are presently 44 chickens with an average weight of two kgs. The average price of chickens is 750 CFA/kg, thus the 44 chickens are worth approximately 66,000 CFA. Once the chickens are sold the farmers should be able to make some profit once they have reimbursed OIC/Togo for the cost of the chickens and feed.

Off-site Training at Kpové (19 km from Notsé). Kpové was chosen as the second site for off-site OIC/Togo training. It has a population of approximately 400. The crop production training program was begun in July 1981. There is a total of 1.35 ha under cultivation in the training plot. Crops include maize, cowpeas and groundnuts.

The Kpové cooperative consists of 63 members (55 male and 8 female), including a poultry sub-group of 9 males and 5 females. The people are divided into three groups with each group having a group chief who is responsible for all the group activities, and a secretary. The village chief is also a member of the cooperative. This type of organization is suited for practical work/demonstration.

The Evaluation Team visited some farmers of the group at the training plot, with some female members also present. Questions were posed and a discussion ensued regarding the OIC/Togo training center supplies and training/extension services. Comparisons were made between the appearances of the traditional and demonstration parcels, and reasons for these differences were advanced. All of the common characteristic differences were noted: row planting, distance between rows, spacing, fertilizer applications and weeding. Even though it was too early to project yields with any certainty, it appears as though the demonstration plot will produce about 15-20% more sorghum.

In response to the Evaluation Team's questioning, the President of the group at this training plot said that clean fields (more complete weeding), fertilizer applications, planting in rows and observing a specific distance between rows were methods that his group had learned and put into practice.

Livestock training program in Kpové began in November 1981. An effective chicken coop, designed by the OIC/Togo Animal Husbandry Specialist, measuring 4m by 8 m, has been constructed by the farmers with locally available materials (wood, wire, tin roof sheets--all

worth 20,000 CFA francs or \$80.00). The farmers say they will be able to receive 50 chickens by mid-November 1981. Off-site training in Kpové includes a program whereby OIC/Togo furnishes chickens, supplemental feed and vaccines. Group member farmers bring corn to the OIC center to be ground into a chicken feed, enriched with bread and fish products as well as with vitamin additives.

The Evaluation Team concludes that the off-site training contains some positive and some negative points. Useful activity has been generated in two villages with both agricultural and chicken raising activities. One village witnessed the attention paid by the OIC/Togo extension agent to the other village and by the strength of the example requested to participate: motivation from the village itself is an encouraging factor. In some cases the demonstration plots appear as though their productivity will be clearly superior to that on the traditional plots. On the negative side, the off-site training represents a diverting of scarce resources from the main purpose of the project, agricultural training at the Notsé center and follow-up of graduate trainees. The single extension agent from OIC/Togo spends 60% of his time with the nearby off-farm sites as opposed to 40% of his time with the distant graduates. The fact that the off-farm experiment began only in 1980 means that by the end of phase one no conclusive results are yet available regarding the viability of that component. One can say, however, that the chicken raising enterprise, as impressive as it is, is totally dependent upon OIC/Togo for feed mixes, vaccinations, new chicks, and advice. Once again, the success of what OIC launches depends on what support services are available to the villager on a sustained basis.

IX. PROJECT MANAGEMENT

Introduction

An examination of project management over the five years of phase one and particularly concerning the last fiscal year must first distinguish among the parties responsible for different aspects of project management. Subsequently the analysis should report on performance, citing concrete examples of management decisions and actions (or the lack of them), and the implications of such performance.

The major parties responsible for OIC project management are (1) OICI/Philadelphia and (2) "their men in Togo", the Technical Cooperation Team (TCT) headed by the Program Advisor; (3) the OIC/Togo Board of Directors and (4) "their man," the (Togolese) Program Director.

Theory

A. OICI/Philadelphia's role in project management can be defined as the following:

- Issue general guidelines* for project management, such as role of Board, role of TCT, financial reporting system, management informations system (MIS), reporting requirements, etc.
- Recruit TCT
- Periodically visit/inspect site, conduct internal audits, troubleshoot, etc.
- Corresponded with TCT, Board of Directors, AID, Ministry of Rural Development, etc. on project matters
- Write periodic reports.

B. According to OICI/Philadelphia guidelines, "the role and function of the TCT consists of putting certain personal knowledge and competencies in common with local program collaborators in order to accelerate the transfer and implementation of OIC concepts and ideals while working with local program people to achieve an OIC program viable for the local community." The TCT Program Advisor is the administrative head of the TCT. In OICI/Philadelphia guidelines concerning roles of TCT, Board, Program Director, no project management responsibility is delegated to the TCT. Concerning the relationship of the TCT to the Program Director in terms of responsibility, OICI/Philadelphia stipulates that "the TCT will provide support but the program director and his staff have the principal responsibility for the developing of an effective OIC training program." OICI/Philadelphia's guidelines come from the U.S. as non-country specific procedures to follow in any OICI office/program abroad. The TCT, which reports directly to the

* Specifically, "Guidelines and Procedures for Functional Roles: Relationships in Field Programs and Local Program Board and Staff."

OICI/Philadelphia Executive Director, has the responsibility of representing OICI/Philadelphia and of orchestrating the adaptation of headquarters guidelines to the national realities.

C. The OIC/Togo Board is charged by OICI/Philadelphia to be the principal policy-making body and in particular to:

- Identify community needs;
- Approve overall program plans and priorities;
- Determine major personnel, fiscal and program policies;
- Approve proposals for financial assistance;
- Assure compliance with conditions of financial assistance;
- Hire and fire the Program Director;
- Assist Program Director in selection of his key assistants;
- Raise funds from local sources (Board shall set priorities for disbursement of such funds);
- Develop self-help plans for ultimate program self-sufficiency;
- Monitor on-going financial status of program operations;
- Monitor training (curriculum, approach, output).

Funds made available to the project for local use are forwarded from OICI/Philadelphia to the Togo project through the Board. Two members of the Board normally have signature authority on this local bank account.

D. The (Togolese) Program Director's role as defined by OICI/Philadelphia is to:

- Be the administrative head of the program;
- Hire, fire, direct and monitor personnel;
- Plan program operations;
- Obtain equipment and books;
- Organize planning of activities;
- Evaluate personnel performance.

The Program Director is hired by the Board of Directors, to which he reports directly.

Reality

The sources available to the Evaluation Team in Togo for information regarding actual project management were of both written and oral nature. The Program Director writes monthly reports and 27 of them were examined. Board of Directors' Minutes are kept and 24 of them were read. The Program Advisor wrote a Special Report to the Board. The Annual Progress Report, October 1981, is rich in allusions to project management. There is also a voluminous file of correspondence that was put at the Team's disposal. Secondly, discussions were held with the Program Director, the Chairman of the Board, the Acting Program Advisor, and the Executive Director of OICI/Philadelphia, as well as with some of each staff.

OICI/Philadelphia staff visited OIC/Togo on an average of twice a year during phase one. Visits served multiple purposes such as encouraging project personnel, resolving problems, participating on evaluation or assessment teams, conducting an internal audit, seeking GOT understanding and support of OIC/Togo, and inspecting site facilities. During September-November 1981, OICI senior staff including the Executive Director, spent over 50 person/days in Togo in a major effort to systematically review the program at the end of phase one and set the stage for their anticipated phase two. The fruit of this effort took the form of the "Annual Progress Report, October 1981", a comprehensive 150-page document which greatly facilitated the data collection chore of the Evaluation Team.

The above sources provide an opportunity to perform a content analysis, from which a certain number of elements of project management can be discussed.

A. Planning

- The bulldozer was expected to clear two hectares an hour but cleared only 4 hectares a day (Program Director's Report, March 25, 1977)
- TCT Finance/Administration Specialist reports Notsé center being short of staff at farm and late in planting crops (letter to Chairman of the Board of Directors, April 7, 1978)
- Food for trainees was not provided for in budget (Program Advisor in Board Minutes, February 24, 1979).
- Certain necessary expenditures had not been budgeted such as construction and trainee support (Program Director's Report, May 1979)
- The Center's machinery is adapted neither to the farm nor to the structure of the soil on the Notsé farm and mechanical weeding is not possible (Program Director's Report, May 1981)

- The Farm Management/Equipment Instructor, who was in charge of crop activity on the farm (in addition to his training duties) due to the absence of a Farm Manager (position remained vacant most of the year), was sent to the U.S. for training and annual leave in May-July 1981, or at most critical times for both first and second agricultural seasons (Annual Progress Report, October 1981, p.60)
- TCT specialist in farm mechanics and equipment arrived in Togo in May 1981, three weeks before his predecessor's departure, thus allowing a smooth turnover (Program Director's Report, June 1981).

B. Financial Situation

- In the beginning the TCT kept the check book for the local budget. When the Board Chairman was in Philadelphia, he complained about this and now the Board has that responsibility (Board Minutes, February 24, 1979)
- TCT Finance/Administration Specialist announces that OIC/Togo has a debit account of 11,500,000 CFA francs and in addition over 5,457,819 in back taxes (letter to Director of Finance/Administration, OICI/Philadelphia, May 31, 1979)
- Director-General of Bank where OIC keeps local account reminds OIC Program Director that OIC has a debit account of 7,489,330 CFA francs (letter, April 3, 1981)
- Amidst a disastrous world economic situation, poor budgetary projections for the project, and the absence of local fund raising, OIC has survived only thanks to bank loans (Report from TCT Finance/Administration Specialist to Board, July 19, 1981).

C. Personnel Turnover FY 81 (from Annual Progress Report, October 1981):

- One extension agent fired;
- Second extension agent resigned;
- New extension agent hired who replaces both;
- Local finance/administration officer fired due to dishonesty;
- Livestock instructor/technician fired due to dishonesty and incompetence and not replaced;
- Farm manager position vacant most of year.

D. Report Writing

- Livestock information arrives in the Director's office in an unpresentable form (Program Director's Report, March 1981)
- Livestock information did not arrive in the Director's office in time for Report (Program Director's Report, May 1981)
- Livestock information presented including statistical table (Program Director's Report, June 1981).

E. Vehicles (from Annual Progress Report, October 1981, p.82-83)

- 2 Isuzu trucks involved in accidents
- Ford and GMC trucks no longer operating due to mechanical problems
- Yamaha motorcycles out of order and still awaiting spare parts
- Over 2,153,975 CFA francs was spent on maintenance and repair work on vehicles and equipment (exceeding project budget)
- Expenditures on fuel and lubricants surpassed 5,000,000 CFA francs (exceeding project budget).

F. TCT and local staff mutual perceptions

- "The Program Advisor declares that he is the highest authority for the Togo project and shows a tendency to eliminate the Program Director's responsibilities." (Letter from Program Director to Board, February 1, 1978)
- "This project has been suffering from continuing lack of local leadership." (Special Report from TCT Program Advisor to Board, November 28, 1979, p.2)
- "We, the TCT, have spent months and years in some cases trying to teach staff who don't know their respective areas and who refuse to accept guidance and direction." (Special Report from TCT Program Advisor to Board, November 28, 1979, p. 10)
- "You have delegated responsibility to staff that cannot and will not look after your interest. My office and staff (TCT) spend more time watching the actions of staff to attempt to safeguard our expenditures and your interest than we do providing advice and training." (Special Report from TCT Program Advisor to Board, November 28, 1979, p.8)

- "It is clear that the American technical assistants who work with us refuse to adapt to local realities which are useful nevertheless. Entirely neglecting the role they should play--that of advisor--the American staff go too far and take over my responsibilities."
(letter from Program Director to Board, Dec. 6, 1979)
- "I don't see how someone who knows nothing about Agronomy can advise an agricultural program." (letter from Program Director to Board, Dec. 6, 1979)

G. Critical Incident: Weeding*

- "The most serious problem at the farm in FY 1981 was that of weeding. Due to budgetary constraints and cash flow problems, it was not possible to hire adequate labor to do weeding for the project. Due to limited funds for weeding operations, OIC TOGO could not offer the competitively high rates paid by SORAD and SOTOCO to local laborers. Since the demand for labor coincided with the time when every farmer was working on his own field, an attractive wage rate was needed to recruit labor (i.e. 8,000-12,000 CFA per hectare for single weeding). Although project management had intended to involve trainees in weeding operations as part of practical training, some of the trainees were reluctant to weed more than 0.25 ha each.

"To resolve the above problem and to attract those farmers in the area who would be interested, a share cropping plan was developed. For weeding and harvesting operations, OIC TOGO offered the farmers 1/6th of the crop. Due to limited response, the proposed share was enlarged to 1/5th of the crop. Finally, for the first season of FY 1981, only 5ha were weeded by labor and another 5 ha by machine as soil conditions later permitted. However, the weeding was carried out late while part of the fields remained unweeded. Crop yields, therefore, were low as reflected in Exhibit III-7."

H. Board's Position

- "All Board members agreed that the present leadership namely the Director lacked the experience, comprehension, and leadership maturity to direct this project. His refusal to follow instructions of the Board in the performance of his duties has been demonstrated over the past."
(Board Minutes, Dec. 1, 1979)

* OIC/Togo Annual Progress Report, Oct. 1981, pp. 61-62.

- "The OIC/Togo Board contributed its own money, installed its own office, worked for three years before any AID funding. The Board is autonomous: it can sign a contract with anyone." (Chairman of the Board to Evaluation Team, discussion Nov. 11, 1981)
- "Money can be raised by the Board, as it is stipulated in the Memo of Agreement between the Board and OICI/Philadelphia. However, the Board can raise money only if it has at its disposal a fully paid fund raising professional. This is an inflationary period and it is especially hard to raise funds. The board already gives a generous amount of time and support." (Chairman of the Board to the Evaluation Team, discussion Nov. 11, 1981)
- "AID should help select the TCT. Professional control must be exerted upon OICI/Philadelphia." (Chairman of the Board to Evaluation Team, discussion, Nov. 11, 1981)
- "Roles of Board and TCT must be more clearly defined. The Board would not be interested in signing any future agreement under the present arrangement." Chairman of the Board to Evaluation Team, discussion, Nov. 11, 1981)

I. Mutual Perceptions: Board and OIC(I)

- "The Board is devoid of any information concerning the OIC/Togo project. The Program advisor is working inside his own shell." (Board Vice President, Board Minutes, July 10, 1978)
- "The Board alone is responsible for the whole OIC/Togo program." (Program Advisor, Board Minutes, Oct. 7, 1978)
- "It is the responsibility of the host country to provide leadership who comprehends and speaks the language of the adopted program or technology. OICI also has a responsibility to adopt the language of the host country." (Special Report from Program Advisor to Board, Nov. 28, 1979, p. 4)
- "The Board has a very difficult time finding local staff that is bilingual to be able to converse with TCT." (Chairman of the Board to Evaluation Team, discussion Nov. 11, 1981)
- "It is unfortunately only now that OICI/Philadelphia has sent us a capable TCT. Early on I went to Philadelphia at my own expense to complain. We do our best to supply counterparts but the TCT parts are deficient!" (Chairman of the Board to Evaluation Team, discussion Nov. 11, 1981)

- "More important than the inadequate frequency of its meetings is the Board's failure to meet its primary responsibilities with respect to:
 - a. Liaising with the Government of Togo
 - b. Hiring competent local staff to all vacant positions
 - c. Fund raising(Annual Progress Report, Oct. 1981, p. 93)

- "The failure of the Board to adequately liaise with the government created not a bridge but a gap between OIC/Togo and the government" (Annual Progress Report, Oct. 1981, p.97)

- "The Board is accountable to the government of Togo for how total project funds are spent. Yet the Board does not know how much money comes in and goes out. Sound financing is critical, yet the Board is not informed about the financial picture, especially concerning TCT support. We are having the project audited currently." (Chairman of the Board to Evaluation Team, discussion Nov. 11, 1981)

- "The Chairman of the Board constantly claims that neither he nor the Board has information on the status of OIC-Togo Grant-Fund. This claim is untrue and misleading in view of the fact that:
 - a. monthly reimbursement requests from OIC/Togo are signed by the local program director and the local finance officer who are hired by, and report to, the OIC/Togo Board of Directors;
 - b. checks drawn on the OIC/Togo program funds are signed by the Board Chairman, the Treasurer or the Board and the local program director."(Letter from OICI/Philadelphia Director of Finance/Administration to Minister of Rural Development, Nov 4, 1981, p.4)

- "The Board and the TCT have so much friction between them that they don't get to the technical matters." (Chairman of the Board to Evaluation Team, discussion Nov. 11, 1981)

Critical Incident: Board and OICI/Philadelphia

During an OICI/Philadelphia internal audit of OIC/Togo, it was determined that the Board had expended a total of 2,968,485 CFA francs from project funds which were disallowable (Letter from OICI/Philadelphia Director of Finance/Administration to Chairman of the Board, Oct. 6, 1981). As a consequence of the above determination, the bank which holds the OIC/Togo project accounts was instructed to disallow the two current Board members from signature authority (Letter from OICI/Philadelphia Director of Finance/Administration to CNCA Bank Deputy Director, Oct. 13, 1981). Funds were transferred to new accounts set

up with signature authority of two TCT members. The response of the Chairman of the Board was to deny any Board responsibility for the sum and contemplate "legal action against you for defamation of character." (Letter from Chairman of the Board to Director of Finance/Administration, OICI/Philadelphia, Oct. 15, 1981). The whole matter was presented to the Minister of Rural Development for resolution (Letter from OICI/Philadelphia Director of Finance/Administration to Minister of Rural Development, GOT, Nov. 4, 1981)

Conclusions

- The Evaluation Team believes that AID has not been hitherto aware of the extent and the depth to which relations between OIC(I) and the Togo Board have deteriorated.
- The gap between how project management functions according to general guidelines and how the Togo situation has evolved might lead OICI/Philadelphia to review its designation of TCT and Board roles. The presence of technical assistants can often cause uneasiness and complaints on the part of recipients of bilateral aid; the recriminating and backbiting evidenced in the Togo project, however, have gained alarming proportions. Perhaps the only positive remark one can make in this regard is that the present TCT seems to have achieved generally higher acceptability than its predecessors.
- OICI/Philadelphia support to OIC/Togo has been more constant and more technically competent in the field of finance and evaluation than that of many other FVOs active in West Africa.
- Although some of the mis-planning and mis-management illustrations above could be explained as learning experiences in an initial Francophone agricultural project, their cumulative effect is devastating.
- The Evaluation Team is aware that the nature of the analysis utilized--content analysis--means that the analysis is circumscribed largely by what project leaders have written or said about the project and that the nature of project management may be to cite problems and grievances rather than to dwell on success; however, the Evaluation Team was hard pressed to identify those positive project management elements. Perhaps the most positive sign of project management is the current dogged will of OIC/Togo to survive. OIC/Togo has also worked determinedly and with some success on the development of a reporting and financial

accountability system. Finally there appears to reign a much healthier atmosphere at the Notsé center between TCT and local staff. The Evaluation Team believes four contributing factors are a) the high caliber of the local Director, b) the high caliber of the present TCT, and c) the Africanization of the TCT, d) the moving to the project site of the TCT. These elements may provide necessary pre-conditions for better project management.

X. ECONOMIC AND FINANCIAL ANALYSIS

The FY 81 Budget

On July 8, 1981, AID obligated an amount of \$653,501 for the project in FY 81. The PIO/T specifies that \$400,000 can be paid out initially. The additional \$253,501 will be paid out when the Agreement Officer receives assurances that AID/Lome is satisfied with a signed agreement with Togo's Ministry of Rural Development which spells out (a) OIC/Togo's relationship to the Ministry and their mutually perceived objectives of the OIC/Togo program; and (b) present planning as to how the agricultural training center at Notsé will be integrated into the Ministry's overall agricultural efforts (Project Agreement, AFR-217A-00-1065-00, July 8, 1981, III. A and B). Table 1 gives a breakdown of the major line items of the final approved budget for FY 81 for OIC/Togo.

It was expected by OICI that the GOT would put forward \$47,937 worth of cost sharing over and above the \$653,501. However, by OICI's own account, (Annual Progress Report, October 1981, p.96) the total monetary value of all GOT contribution in FY 81 came to only 1,233,200 CFA (1,053,255 CFA for food items and 179,945 CFA for garden tools) or a little less than \$5,000 at the exchange rate of \$1 = 250 CFA, or about one-tenth of the anticipated value of the assistance.

The final AID grant was signed on July 8, 1981, i.e., nine months after the fiscal year started. This delay in receiving the obligation obviously created considerable cash flow problems for OIC/Togo operations during FY 81.

On 9/22/81, OICI asked for an additional amount of \$175,068 for its Togo project for the period, October-December 1981, as follows:

<u>PROPOSED OICI BUDGET, NOVEMBER-DECEMBER 1981</u>	
Personnel	\$ 33,706
Consultants	6,530
Allowances	19,179
Travel and Transportation	35,569
Other Direct Costs	1,530
Local Program	<u>41,011</u>
	\$134,495
Indirect Cost (32,1%)	<u>40,573</u>
Total	<u>\$175,068</u>

If the above additional request is approved, OIC/Togo will have received a total obligation of \$828,569 for the period October 1980-December 1981. (\$653,501 for FY 81 and \$175,068 for Oct.-Dec. 1981.)

TABLE 1
 OIC/TOGO PROJECT
FINAL APPROVED AID BUDGET *
 FY 81

Line item	Approved Budget	Obligation Received Grant	Obligation Pending **
PERSONNEL	\$ 125,785	\$ 76,992	\$ 48,793
CONSULTANT	6,530	3,997	2,533
ALLOWANCES	93,790	57,408	36,382
TRAVEL & TRANSPORTATION	42,279	25,878	16,401
OTHER DIRECT COSTS	2,940	1,799	1,141
PARTICIPANT COSTS	8,110	4,964	3,146
LOCAL PROGRAM	219,060	134,084	84,976
	498,494	305,122	193,372
INDIRECT COST ALLOCATION			
\$498,494 - \$15,606 x 32,1%	155,007	94,878	60,129
	\$ 653,501	\$ 400,000	\$ 253,501
	100 %	61,209 %	38,791 %

* Grant dated July 8, 1981
 Grant No. AFR-217-A-00-1065-00

** Pending per Grant Provision No. III, A & B.

TABLE 2

OIC/TOGO
CUMULATIVE AID BUDGET OBLIGATIONS
FY77-81 *

<u>PERIOD</u>	<u>TCT</u>	<u>DISTRIBUTION LOCAL</u>	<u>IND. COST</u>	<u>TOTAL</u>
June 1976 - June 1977	154,980	181,020	--	336,000
July 1977 - June 1978	156,119	218,661	--	374,780
July 1978 - Sept 1979	338,436	210,024	--	548,460
Oct. 1979 - Sept 1980	<u>266,847</u>	<u>290,163</u>	<u>185,813</u>	<u>742,823</u>
Sub-Total	916,382	899,868	185,813	2,002,063
Oct. 1980 - Sept 1981	<u>279,434</u>	<u>219,060</u>	<u>155,007</u>	<u>653,501</u>
TOTAL	<u>\$1,195,816</u>	<u>\$1,118,928</u>	<u>\$340,820</u>	<u>\$2,655,564</u>

* This Table compiled from information received from OIC/Togo on 11/4/81.

FY 77-81 Budget (LOP)

Table 2 presents the cumulative budget obligations from AID over the life of project. The original budget approved on January 25, 1976 for the five-year project was \$1,364,427. Subsequent requests by OICI for funding were granted up to the total amount cited in Table 2: \$2,655,564. In conclusion, AID funded OICI at the rate of 100% above the original LOP budget allocation.

GOT contributions over LOP can be summarized as follows (dollar equivalent of in-kind contributions such as food and tools)1/:

FY 77	\$ -
FY 78	-
FY 79	25,306.28
FY 80	6,517.07
FY 81	<u>8,424.69</u>
	<u>\$40,248.04</u>

1/ Information received from OIC/Togo on 11/25/81.
FY 81 figure is higher than figure reported by OICI on p .

The GOT contribution over the LOP of \$40,248.04 out of a total project budget of \$40,248 plus \$2,655,564 (\$2,695,812) equals just under one and a half percent.

Comparative Cost Analysis for Agricultural Training in Togo

A. OIC/Togo

AID has obligated a total of \$2,655,564 to the OIC/Togo project during 6/76-9/81 (see Table 2). Out of this, an amount of \$414,724 represented budget obligations for commodity equipment and infrastructure for the local program* as follows:

	<u>Commodity/ Equipment</u>	<u>Infrastructure</u>
6/76-6/77	\$ 74,442	\$33,000
7/77-6/78	146,038	-
7/78-9/79	16,126	18,488
10/79-9/80	90,500	11,363
10/80-9/81	<u>15,606</u>	<u>9,161</u>
Total	<u>\$342,712</u>	<u>\$72,012</u>

Grand Total: \$414,724

The average cost for the project per year including the \$414,724 representing capital or fixed cost is \$2,655 :
5.33 yrs. = \$420,420.

During 6/76-10/81, OIC/Togo project has graduated 112 on-farm trainees, resettled 64 of them on 98.75 hectares of crop land.* It has a demonstration farm (for crops and livestock) to be used by students for their practical training during the academic cycle. The project's off-site training program began in June 1980 for practicing farmers and project staff visits them a couple of days a week. In addition, the project sometimes has offered short-term on-site special training and off-site special training for limited purposes. In summary, the major thrust of the project has been the on-site training of farmers. The resettlement of graduates has been considered a follow-up activity.

It is a little hazardous to attempt to make a comparative cost analysis of training per student-year for OIC/Togo vis-à-vis GOT farmers' training centers simply because of wide variations in the quality of training even within the narrow scope of "agricultural training." The quality-difference may originate from differences in the criteria for selection of trainees (number of school years completed, motivations, etc.) or result from the number and quality of teachers per center/class/students, quality of the course curriculum, the adequacy of the demonstration experiments at the training farm, students' living conditions, etc., etc.

Such a comparative cost analysis could become the case of comparing mangoes with pawpaws. At best, it is comparing mangoes of different trees, sizes and colors. With the foregoing caveat in mind, the Evaluation Team would attempt to make the following analysis.

If the OIC/Togo project is considered strictly as an on-farm training project, the training cost per student for the on-farm trainees at the OICI/Togo center since the inception of the project in June 1976, (and NOT counting commodity/equipment and infrastructure costs which amounted to \$414,724), the average variable cost per graduate during 6/76-9/81 is \$2,240,840 : 112 = \$20,007.

The above calculation assumes that the 112 graduates of the project represented 112 student-year. However, that is not the case. During (and since) FY 81, the project reduced its academic cycles from a 12-month period to 5-month period. Until 1981, 59 students graduated from the center's on-farm training program on a full student (academic) year (11-12-month cycle) basis. However, in FY 81, the Cycle IV graduated 34 students in 5-month (actually 4 1/2) period (9/80-3/81), and the Cycle V graduated 19 students in a 5-month period (May-October, 1981). Since there were only 27 students translated in terms of a full student-year basis during FY 81, the total number of full student-year trainees graduating from the center since mid-1976 is thus 86 (59 plus 27) and not 112. The average variable cost (excluding average fixed cost) per student-year for OIC/Togo since 1976 has been \$2,240,840

* Annual Progress Report, October 1981, p.33.

divided by 86 which equals \$26,056. From this figure, one can factor out the off-farm and extension/follow-up component of the project which can be estimated at 20% of project costs, giving \$20,849 annual per trainee cost.

Then one must ask the question, how to take into account the fixed capital costs of commodities, equipment, and infrastructure, thus far left out of the calculations? They represent real costs and cannot be ignored. The issue is rather over what timeframe should the fixed costs be amortized. Project elements include buildings, vehicles, machines, tools, etc. In the U.S. one is accustomed to amortizing buildings over, say, a 20-30 year timeframe. One might guess that the simple cinder block buildings at the Notsé center have a useful life of 10-20 years. Machinery and tools might be given a useful life of 4-6 years. AID is used to amortizing vehicles receiving heavy use on poor dirt roads over 3-5 years. Project history has proven that vehicles and machinery often do not last as long as the above theoretical lives. And, at any rate, the commodity/equipment investment is equal to 13% of total project costs and the infrastructure investment is equal to less than 3% total project costs; that is, relatively small portions of project expenditure.

Given the above explanation, use of five years or the LOP as timeframe for depreciation is justified. In this case, the average cost (average variable cost plus average fixed cost) per student-year is \$2,655,564 : 112 or \$23,710. The annualized figure becomes \$2,655,564 : 86 or \$30,879. Factoring out the 20% for off-site and extension/follow-up, the average cost per trainee per year can be estimated at \$24,703.

B. GOT

The GOT launched in March 1981 a network of five experimental farmer training centers, each to focus on the food crop/cash crop/livestock combination appropriate to its particular geo-climatic region. Appendix E describes the centers. Since the experiment is only a few months old, some of the cost figures are based on actual expenditures and some on projections.

Currently, GOT expects to spend between 382,878,000 CFA and 529,178,000 CFA (or between \$1,367,420-\$2,113,500) next year for all five centers. Total cost per center, therefore, would be between \$273,484-\$422,700.

The above total costs for all five centers include not only variable (recurrent) costs but also some fixed (capital) expenditures such as the purchase of tractors and animal traction units for each center. The major line items of the proposed expenditure are given below:

	<u>CFA</u>	<u>CFA</u>
Salaries and stipends	144,000,000	288,000,000
Tractors purchase	196,000,000	196,000,000
Animal traction purchase	5,280,000	5,280,000
Tractor (training)	31,218,000	31,218,000
Animal traction (training)	880,000	380,000
Miscellaneous	<u>5,500,000</u>	<u>7,800,000</u>
Grand Total for five centers	382,878,000	529,178,000

The GOT then anticipates to spend, including initial capital costs for tractors, animal tractions and others, between \$273,484 to \$422,700 per center this year. GOT plans to have 100 students per center/year, bringing the cost per student-year to between \$2,734-\$4,227. In the current academic cycle, the program's first year, there are 75 students on the average per center. So for the very first academic cycle of the centers the cost per student is a little higher than the above, between \$3,645 and 5,636. This cost, as mentioned earlier, includes the initial capital costs for machinery, etc. However, the cost of follow-up extension work is not treated in the estimated budget.

A visit to one of the five experimental farmer training centers at Mission-Tové (see Appendix E) allowed the Evaluation Team the opportunity to verify some of the assumptions behind the above calculations. The available GOT budget projections did not include the monetary value of a number of goods and services that are or will be put at the trainees' disposal, such as the following:

- Part-time use of existing facilities with a Rice Production Center and with a secondary school;
- Part-time use of existing equipment;
- Part-time use of Rice Center and MRD staff (trainers, accountant, mechanic, tractor operator, watchmen, office boys, etc.)

However, it is believed that Mission-Tové represents an atypical situation with inherited and shared facilities/staff. It is difficult at this time to attempt assigning monetary values to these and other such as trainee recruitment real costs which have not been figured into the GOT budget projections. In any effort to compare costs of training systems, one must be as scrupulously comprehensive in one's analysis as possible. At this point it appears certain that the above annual per GOT trainee cost figures of \$3,645-\$5,636 are somewhat underestimated. That is rather than costing one fifth of OIC/Togo training, GOT training might cost up to one third. It also should be pointed out that OIC/Togo constitutes a self-contained training operation, whereas the GOT center functions on the more cost-effective principle of shared resources.

As earlier emphasized, it is somewhat hazardous to compare costs of delivering "education" or "training" or "health" or "defense" services, not only because of the difficulty in adequately accounting for the differences in quality of the services offered, but also because of the "externalities" and multiplier effects of benefits emanating from such services. On the other hand, because of the "public good" characteristics of a service, such as agricultural training, it logically rests in the realm of public finance. There is therefore, no economic argument against eventual integration of the subject project into the GOT framework. However, even if the GOT signs the Memorandum of Agreement indicating its interest in the project, it is unlikely to be either willing or able to support the project at its current cost structure and level to train school leavers. The center is too expensive even for a little higher level training, e.g., for "B" level and "C" level agricultural and extension officers.

C. Maisons Familiales: Another PVO

It has been said that one of the intentions of the present evaluation was to enlarge the comparative field of inquiry regarding rural development training in Togo. In addition to comparing the OIC/Togo program and costs to similar GOT activities, contrast to another PVO active in Togo was sought. Ideally one would have surveyed three or four similar PVO activities and compiled an average; this was not possible given time constraints. The most similar PVO activity to OIC/Togo is reportedly the "Maisons Familiales" farmer training program. MF training lasts most of a year, starting with a long "sensitization" period followed by courses at a training center and supervised labor on one's farm. MF has (six) expatriate technical assistants, whose salaries are more in line with volunteers' salaries for MF has its origins in evangelical service. MF constructs and staffs training centers throughout Togo (currently nine are operational). MF runs a three-year training course for instructors ("moniteurs"), which obviously presents a dissimilarity to OIC/Togo. One must also recognize the fact that MF has a long history in Togo (since 1964) and also that one would be comparing OIC/Togo to one of the most successful PVO activities.

One calculates the MF unit costs in a similar way as in the case of GOT costs. Here, however, actual costs 1977-1980 have been reported rather than projected costs. A range will be presented between the average variable cost and the average cost (average fixed cost and average variable cost). For the average fixed cost the timeframe selected will be the four years of reported project activity.* The budget allocation to the instructor training component, estimated by the National Program Director as 20% of total costs, will be factored out.

* The following calculations will take account of four out of the five years cost data reported in Appendix G, because farmer training 1981 is currently in progress and the number of trainees has not been reported.

TABLE 3

MAISONS FAMILIALES BUDGET*
CALCULATED FOR AVERAGE VARIABLE COSTS

1977-1980 (4 Years)

('000 CFA Francs)

A. GOT		
1. Salary	18,900	
Housing	3,600	
Benefits	2,160	
2. Salary, instructors	53,758	
3. Operational cost, centers	4,042	
4. (Operational cost, instructor training centers: cost deleted)		
5. Operational cost, administration	7,887	
6. Operational cost, national PVO	4,890	
Sub-total		95,227
B. Villager Participation (dues, labor)	6,000	6,000
C. Donor		
1. Salary, TA (6)		
Base pay (estimated)	93,600	
Housing	4,000	
Benefits	12,900	
2. (Scholarships for trainees: cost deleted)		
3. (Construction, centers: cost deleted)		
4. (Equipment, centers: cost deleted)		
5. Start-up operating costs, new centers	10,280	
6. (Vehicles: cost deleted)		
7. Evaluation	6,520	
Sub-total		<u>127,300</u>
Total		<u>228,527</u>

* From Appendix G

The average cost can be found by adding the total costs 1977-80 (page 109), 305,124,000 CFA francs divided by the number of farmers trained (1,322) which gives 230,805 CFA francs. Factoring out 20% yields 184,644 or (\$1= 250 CFA francs) \$739.

The average variable cost can be estimated by deleting cost for commodities, equipment, infrastructure, instructor training activities. See Table 3 for these calculations. The sum of 228,527,000 CFA francs is reduced by 20% to factor out that portion of remaining costs estimated to be devoted to instructor training. The average variable cost per farmer trainee is therefore 182,822,000 CFA francs divided by 1,322 farmers trained over four years, yielding a unit cost of 138,292 CFA francs or \$553.

Conclusions on comparative cost analysis

The comparative cost figures per trainee per year as calculated above yield the following estimates:

<u>OIC/Togo</u>	<u>GOT</u>	<u>MF</u>
\$20,849 - \$ 24,703	\$3,645 - \$5,636	\$553 - \$739.

In advancing these figures, the economist must make assumptions and rely on the best data he can locate. The results from such analyses are to be considered as order of magnitude indicators. The MF cost appears very low, but AID supports another PVO in West Africa (INADES-Formation) which is active in Togo and which reaches farmers at a unit cost of \$500 per yr. The World Bank Report, "Togo: First Education Project" observes that in Togo "costs per student-year are low compared with those in other West African countries: US\$35 for primary and US\$140 for general secondary school, US\$520 - US\$1,550 for technical/vocational training, and US\$2,125 (including scholarships) for higher education." (April 21, 1980, p.8). The above cost figures must be correspondingly higher in late 1981 in terms of CFA. However, the Bank Report used an exchange rate of \$1 = 210 CFA. With the current exchange rate of approximately \$1 = 280 CFA, the above cost figures in dollars probably will not increase much in spite of their possible increase in CFA between early 1980 and late 1981.

The OIC/Togo program costs approximately 5 times more than the GOT farmer training program as it is presently budgeted. The OIC/Togo program costs approximately 35 times more than the "Maisons Familiales" PVO which has established farmer training centers in Togo.

XI. RELATIONSHIP BETWEEN OIC/TOGO AND THE GOT,
(MINISTRY OF RUFAL DEVELOPMENT)

This chapter will be composed of three sections: the past (FY 77-80); the situation during FY81, including the Evaluation period of Nov. 1981; followed by certain remarks concerning the future as envisaged by MRD.

Past

In the past, relationships between OIC and GOT were marked by the following characteristics:

More contact with Planning Ministry than with Ministry of Rural Development. Both OIC/Togo and "Maisons Familiales" (See Appendix G) are rural development oriented PVO activities. "Maisons Familiales" operates on a grant agreement signed with the Ministry of Rural Development, which includes a more than 30% GOT contribution. OIC/Togo operates on a grant agreement signed with the Planning Ministry and includes only 1.5% GOT in-kind contribution. Planning Ministry contacts were maintained by OIC/Togo throughout the project principally because that Ministry issued tax exoneration authorization for imported project commodities. Contacts between OIC/Togo and the MRD existed, but were limited to periodic courtesy calls. During the November 1980 project assessment, the Director-General of MRD could say only: "We don't know what is going on at OIC. The Planning Ministry may have the project documentation, but we don't know what the project is all about." There is no sign that MRD assistance to the OIC project was either solicited or offered, prior to FY 81.

Lack of Board role. In the Annual Progress Report Oct. 1981, the local Board of Directors of OIC/Togo was faulted for three things, including for not having successfully liaised with the Government. The Evaluation Team sought to understand how wide ranging the Board's role was. A perusal of both OICI's "Guidelines and Procedures for Functional Roles: Relationships in Field Programs and Local Program Board and Staff" and the FY 77 and FY 78-81 Memo Agreement reveals that a liaison role between the Board and the Government is hardly mentioned, with the exception of helping to secure duty-free status for project commodities and trying to secure funds. A third document which might have been illuminating, the "Articles of Incorporation" was requested of OIC/Togo but could not be located. The TCT clearly counted on the Board to keep GOT informed of project activities: such briefing neither took place nor were they an officially assigned role of the Board. Furthermore, although the Board contains some civil servants, its basic nature has been to operate parallel to and not alongside Government.

Inconsistency of private and public partnership.

Up until FY 81, OIC/Togo insisted on its principle of being a "people-to-people" and not a "government-to-government" operation. While AID's general philosophy regarding projects

is that the USG will help to launch a new initiative and will fairly soon phase down and out amidst a gradual government takeover, OIC/Togo believed that through private fund raising, its own counterpart training program, and its self generated profits the OIC/Togo project would perpetuate itself. It is ironical that funding agent and implementing agent would base their development policies on such an irreconcilable position. On one hand, there is a belief in self-help and in self-reliance; on the other is the recognition that in a centrally planned economy such as in Togo, government support is a necessary but insufficient condition for project longevity, particularly in an infrastructure activity where a wide variety of timely agricultural services, responsibility of the government, is required.

Present

The July 8, 1981 PIO/T and accompanying action memo clarified the AID position that OIC/Togo's attitude toward GOT and in particular MRD must change. During FY 81, the OIC/Togo relationship to the GOT can be characterized in the following fashion:

Official naming of joint technical committee that never met. During the project assessment in November 1980, the Director General of the Ministry of Rural Development named the members of a technical committee, representing the OIC/Togo Board, the OIC/Togo TCT, AID/Lome, and the MRD. The task of this committee was to plan for closer collaboration among all parties. The following time when REDSO/WA participated in such a meeting twelve months later, the President of the session, the Agricultural Training Director, admitted that the joint technical committee had never met during that year! The Agricultural Training Director had participated in informal, social discussions with the OIC/Togo Program Director and had met the Lome-based TCT member and Acting Program Advisor only during the period of the November 1981 evaluation

Collaborative memo of agreement. The memo of agreement was devised in December 1980 by AID as a mechanism to assure an official foundation for close collaboration between OIC/Togo and the MRD. One year later the memo has not been signed by the government (who received it late in the year, on August 4, after AID's distant offices and concerns (AID/W, REDSO/WA, OAR Lome, technical concerns, legal counsel, etc.)). Two meetings were held by the MRD during which the language of the agreement was debated and modified. At any rate, the memo does not constitute an integration plan delineating respective and complementary roles of MRD and OIC/Togo; rather it is an expression of willingness to collaborate and of recognition that MRD will play a much more determinant role in OIC/Togo project management.

Official correspondence from GOT regarding OIC/Togo . The Evaluation Team is aware of three letters dated August and September 1981 relative to the future of OIC in Togo. The first was addressed on August 19, 1981, from the Togolese Head of State to Reverend Leon Sullivan, Chairman of the Board of OIC/Philadelphia. The contents praise OIC/Togo for its contribution to the modernization of agriculture

in Togo and transmit the government's promised support during a second phase.

The second letter was addressed to the AID Representative from the Minister of Rural Development and dated September 24, 1981. The contents recognize that OIC/Togo hitherto has evolved in an isolated fashion. The letter promises that the MRD will consider what OIC/Togo project objectives should be and identify the type of collaboration appropriate between MRD and OIC/Togo. This letter is the first one from the MRD to the knowledge of the Evaluation Team that officially "recognizes the existence of OIC."

The third letter was addressed from the MRD Minister to the AID representative on the next day, September 25, 1981. Like the President's letter, this one accepts the idea of phase two financing of OIC/Togo by AID. It recognizes the necessity of sending an evaluation team to Togo in November 1981. It agrees that OIC spirit is compatible with Togo's strategy for training young farmers. Finally, it admits defects in the OIC/Togo project but is convinced of remedial action if OIC/Togo has technical and administrative backing from the MRD.

Future

In anticipation of the Evaluation Team's visit, the Minister of Rural Development named a technical committee to work with the Team and to respond to the Team's queries regarding GOT interest in and plans for OIC/Togo. In the introductory meeting for the Evaluation Team with the MRD Cabinet Director, the AID Representative underlined the desirability of having an MRD team lend local and official perspective to the Evaluation Team's reflexions and observations. Although it was not within the Evaluation Team's mandate to plan as though there would necessarily be a phase two for OIC/Togo, the role that MRD would play in the case of a phase two or in the case of no phase two is a crucial point for the Team to consider.

After an initial meeting (which OIC/Togo attended) with the technical committee of MRD, the Evaluation Team drafted a letter containing the three key questions on which it sought the MRD position:

1. In the case of an eventual take-over by MRD of the OIC/Togo project, what specific project elements would MRD abandon? conserve? modify (how)?
2. If the OIC/Togo project were to be turned over to the MRD in three years, say, what would be the MRD monetary and in-kind contribution to the project over these three years?
3. Were OIC/Togo to continue, the MRD role would increase, particularly in follow-up services after training. . What support would MRD give graduated trainees from Notsé and what support to them would OIC be responsible for?

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On November 30 the Director of Agricultural Training participated in the debriefing for the Evaluation Team held in the Cabinet Director's office. The third Togolese official was the Director of Rural Animation and Cooperatives, who is responsible for the five experimental farmer training centers. OAR was also represented. The Evaluation Team was told that a written response to the three questions would be sent to the OAR that week. (At this writing it is mid-December and there is no sign of the written response.) The Cabinet Director did make several oral statements, however, which represent the official GOT outlook upon the future of OIC/Togo. Based on these oral statements, GOT would like to envisage a phase two for OIC whereby MRD and not OICI/Philadelphia would receive the grant. In this way MRD would be able to name a new Board and preside over it. GOT cannot disband the present Board which was legally established as a private body. MRD would appoint OICI/Philadelphia as the executing agency to carry out phase two of the Notsé training program which would constitute a "sixth" center. OIC would have to conform to certain standards, such as a two-year training cycle.

In sum, the Evaluation Team did not receive answers to its three questions. Regarding question No.1, it was the Team's impression that the MRD still did not know much about the OIC/Togo program. How could it determine what to keep or discard if it didn't know what the program elements were? Concerning the second question, the Director of Agricultural Training had said that any budgetary matter would have to be decided at a higher level than his or the technical committee's. In discussions, the MRD tended to downplay the issue of timely arrival of agricultural inputs and extension service (question No.3), saying that the Ministry would automatically take care of such matters. The Evaluation Team affirmed that sooner or later the precise details of "automatically taking care" would have to be spelled out. Although the Team did not gather the formal answers from the MRD it had hoped to, the GOT position was clarified during the debriefing, particularly concerning MRD's position regarding its proposed new structure for any phase two.

XII. COMPLIANCE WITH SELECTED CONDITIONS

Chapter II (A) outlines a number of conditions which were imposed by OAR-REDSO/WA in December 1980 with the objective of improving project performance by redirecting project emphasis. In November 1981, the Evaluation Team systematically reviewed progress concerning each item and also reflected on the context within which the OIC team worked during FY 81.

A. De-emphasize land clearing and agricultural production and purchase of agricultural machinery

No agricultural machinery was purchased under FY 81 funds. Similarly, it is a fact that neither agricultural production nor land clearing was emphasized if one looks at results on the farm. However, it wasn't from not trying! In November 1980, 38 hectares of land had been cleared and were under cultivation. Of these 38 hectares, 10 were water-logged after each heavy rain and impossible to work on. During FY 81, OIC set 50 hectares as a target for land cultivation. This target would practically have doubled the cultivated surface, from 28 to 50 hectares. A Togolese Company (SOTEXMA) was contacted in late FY 80 to clear 25 hectares of land, but abandoned its contractual obligation despite OIC attempts to have this additional land cleared.

Agricultural production figures have been reported and for the main crop, maize, the three season average yield is 1,183 Kg/ha. This is extremely low given the level of technology applied and is only slightly above traditional farm yield levels, quoted at 500-1,000 Kg/ha. Experimental yields at the nearby IRAT research out-station are reported at 3,500-4,200 Kg/ha. In the face of such low crop yields, OIC concludes that "more land should be cleared to expand the area of cultivation and to allow crop rotation practices (Annual Progress Report, Oct. 1981, p. 62)." Clearing more land simply means inviting more problems! It is difficult to accept the rationale of more cleared land needed, when the 38 hectares cleared have not been completely developed and production is not yet at acceptable levels. In retrospect, the progress made towards carrying out the decision to de-emphasize the commercial aspect of the project in favor of a training focus was brought about more by natural (water logging) or extraneously imposed (breach of contract) factors than by willful action.

B. Emphasize training and extension

In FY 81, 93 trainees were enrolled in the three different training cycles at Notsé. This figure is more than the total number of trainees enrolled from 1978 to 1980. This markedly increased number of trainees reflects two OIC decisions: to reduce the training cycle from 12 to 4 1/2 months and to make a special effort to recruit more trainees with the combined result of lowering unit training cost figures.

It is impossible to assess the impact of reducing the duration of the training cycle. OIC claims that basically the same curriculum was taught in a more efficient manner through its being thoroughly restructured. OIC further claimed that much of the routine practical farm work performed by trainees was removed at no loss to trainee learning. The curriculum restructured in July 1981 is in the form of a well thought out outline for in-site training (60 pages of text) and off-site training (25 pages of text). Practical training activities during FY 81 included weeding, planting maize, and raising ten chickens per trainee. Trainees in FY 81 are said to have expressed a particularly strong interest in livestock and poultry raising. This interest is not borne out entirely either in the training cycle (no goats or sheep were purchased in FY 81 as planned for animal husbandry training) or upon resettlement, where less than 5% of graduate trainees practice animal husbandry. OIC may well be correct in stating that "the negative attitude of some trainees toward crop production might stem from (a) the meagre yield of crops as experienced by the majority of local small farmers, (b) the perennial shortage of rainfall, and (c) possibly, the traditional identification of the farmer with under-development and poverty (Annual Progress Report, Oct. 1981, p. 22)." OIC is having to reassess its training strategy in the light of such prevalent attitudes concerning farming. Unfortunately, trainee expressions of interest in animal husbandry as an alternative are based neither on solid experience during training nor on professional perspectives later on. During FY 81, extension services were anticipated by 93 graduates who had been resettled from January 1979 thru March 1981. These services, which trainees are led to expect, include credit, seeds, fertilizer, insecticide, building materials such as cement, motorized cultivators, food, and general advice and encouragement. During FY 81, OIC claims to have made 81 visits to a total of 43 (46%) of the graduates although it "found out unfortunately too late that the two extension agents' claims of visits and assistance to the graduates were mostly untrue (Annual Progress Report, Oct. 1981, p. 37)." After one of these extension agents was fired, and the second resigned, a replacement was hired. This individual is knowledgeable and conscientious, but admitted that due to transportation difficulties he is not able to visit many graduates who are now spread out over the country. Instead, he devotes energy mainly to supervising the off-site farmer plots, which he can reach by mopylette (17-20 Km from Notsé). The training coordinator has also conscientiously visited some graduates by truck, delivering seeds (96 Kg), fertilizer (3,050 Kg of NPK 15-15-15 and Urea), hand tools, cultivators, and food from the World Food Program.

C. Hire French-Speaking Training and Extension Specialist on the TCT

No such specialist was recruited, as stated in the OIC Annual Progress Report, Oct. 1981, p. 85. No reason was given. The TCT staff consists of one Finance/Administration Specialist

with fluent French; one Livestock Specialist with adequate French; and one Farm Management-Equipment Specialist (arrived May 1, 1981 and overlapped 3 weeks with his predecessor) who is acting Program Advisor, and who is only beginning to learn French. The latter two have helped fill in the void of the Training/Extension Specialist along with head staff.

D. Relocation to Project Site.

During FY '81, two of the three TCTs relocated to Notsé, leaving only the TCT Finance/Administration Specialist in Lomé. This move fulfills the requested condition. In addition, the Togolese Program Director also moved to near the farm site, upon the orders of the Board of Directors (Board Minutes, Nov. 11, 1980).

E. GOT approved collaborative plan to integrate OIC project into Ministry of Rural Development, recommendations for utilization/disposal of project buildings and equipment.

A collaborative memo of agreement valid until Dec. 31, 1981 has been drafted and declared acceptable by OICI/Philadelphia, OIC Togo, REDSO/WA, CAR; however, GOT approval solicited in Sept. 81 has not been forthcoming as of this writing. This memo outlines among other things the intentions of OIC and GOT to collaborate and integrate. It does not constitute an integration plan clearly delineating each party's responsibilities and inputs. OICI/Philadelphia clearly now recognizes the necessity of working closely with the government: it did not a year ago. The Ministry of Rural Development technical and administrative staff have begun only this past year to understand what OIC activities in Togo consist of. They admit that even as of November 1981 they do not know much about the actual OIC "package." In meetings with MRD staff and in letters from the Togolese Head of State and from the Minister of Rural Development, it has been made clear that GOT desires OIC to embark upon a second phase of activities. The embryonic collaboration in evidence during FY '81, however, did not result in any concrete integration plan. Neither were recommendations for sensible utilization/disposal of project buildings and equipment forthcoming.

F. Drinking water supply at project site.

The first initiative taken in FY '81 to install an adequate safe drinking water supply was the construction of a 113 m³ (App. 25,000 gals.) cistern for rain water at the project site. However, necessary safeguards have not been taken to make the water suitable for human use. No tight fitting cover has been fitted over the top of the cistern to minimize contamination.

by REDSO/WA contract officer, and the project funds (\$45,000) were applied. Responsibility for supervision of contractor performance was not mentioned in the contract. During and particularly at the end of the well equipment installation, the TCT trained mechanical and agricultural engineer questioned in writing to OAR the contractor's respect of certain specifications (diameter of piping; depth at which pipe was buried; installation of casing; non-leakage of pipe-joints, etc.) This critical incident illustrates poor project management and poor communication/collaboration between AID and the PVO, each of which harbored ill will toward the other because of the incident. The incident finally found its resolution during a visit by REDSO/WA engineer during which contractor was told to bury piping at proper depth, etc. and OIC/Togo agricultural engineer was given supervisory responsibility.

G. Introduce more appropriate technology, such as animal traction.

Although contact was made by OIC/Togo with animal traction programs, no such technology was introduced, reportedly due to financial constraints.

H. Purchase of local and imported hand tools and animal drawn implements.

There was no sign of the above having been purchased.

I. Submit for OAR approval FY 81 plan of expenditures for TCT and local operations.

Plan was submitted.

J. Submit all future nominations for TCT staff.

State cable 13977 of January 18, 1981 declared that OAR would not be given the opportunity to assess TCT candidates but that OICI could seek the advice of AFR/DR and AFR/CWA concerning the nomination of specific candidates.

Observations

- 1. A tally concerning the compliance to conditions* as described above would result in the following:

<u>Full Compliance</u>	<u>Some Compliance</u>	<u>Lack of Compliance</u>
Para D	Para A	Para C
Para F	Para B	Para G
Para I	Para E	Para H

* Condition J has become discarded due to State 013977.

2. A fuller description of the issues raised in para A, B, and E is contained in Chapters VI, VII, VIII, and XI.
3. OIC management of any of its activities in FY 81 was thwarted by an extremely late disbursement of initial AID funds (10 1/2 months into the fiscal year) with the entire fiscal year elapsed and the final \$254,501 attached to a Condition Precedent still not released as of this writing (November 21, 1981). Maintaining project momentum not to mention launching into the various redirections indicated have clearly constituted a full and taxing mandate.

XIII. OBSERVATIONS AND CONCLUSIONS; TECHNICAL RECOMMENDATIONS;
AND OPTIONS

A. Observations and Conclusions

1. Prophecy

A prophetic letter was sent on June 1, 1976 from the American Ambassador in Togo to the Executive Director of the OICI/Philadelphia. It read, in part, "We do feel strongly that the caliber of the technical personnel which OICI eventually sends out here will be critical to the successful implementation of the project. Moreover, we trust that the local OICI group will be able to establish a satisfactory working agreement with the government of Togo so as to facilitate the implementation of the project as it should interface with Togolese government activities and capabilities in the agricultural sector." When one examines the thrust of the Ambassador's letter, one recognizes that the two major elements:

- caliber of technical people; and
- interface with Togolese government activities and capabilities,

constitute two of the most serious criticisms of which OIC/Togo has been the object. It is only during the last months of phase one that OIC/Togo has begun to respond satisfactorily to the Ambassador's initial concerns.

2. Evaluating OIC/Togo

OICI has asked why the OIC/Togo project is being evaluated so much. The Evaluation Team considers there to be five reasons:

- a. Always an AID requirement and often on an annual basis, project evaluation has been catapulted into prominent visibility due to recent Congressional reemphasis on wise spending of scarce public resources. In this regard, OICI is not receiving special treatment;
- b. Although PVOs must attain certain standards to qualify for registration as AID recognized organizations, there exists admittedly a grand scale of difference along the spectrum of assistance required by each PVO to perform adequately in the field. Recipient of general support grants from AID in addition to country-specific projects, OICI is a PVO that requires more AID assistance and oversight in its actions abroad than do others;

- c. OIC/Togo performance was unquestionably a reason for attention to evaluation. Overambitious targets, underestimated costs, and misdirected focus due to an unrealistic prognosis of project self-financing are sufficient indication of troubled vital signs to ring an alarm bell;
- d. Agricultural production and training was a prototype activity for OICI. Careful monitoring of its performance would have vital implications for projected OICI agricultural undertakings in The Gambia, Ivory Coast, or elsewhere;

et. Had AID in its AID-PVO relationship earlier been willing to provide more design assistance and initial project monitoring, the current huge input of AID oversight resources might not have been necessitated.

At any rate, there are no indications that AID will be less prone to evaluate OICI in the future than in the past. A July 31, 1981 memo from the Acting Assistant Administrator for the Africa Bureau to six mission directors in Africa confirmed that "your continued efforts at monitoring and evaluating OICI's performance is essential in complying with the intent of the Audit Report."

3. AID Role

With three exceptions: one, critical incident involving OIC/Togo vs. OAR in the responsibility for well drilling and its supervision; mention of AID delays in the modification and approval of the collaborative memo of agreement; and the authorization of FY 81 funds far into the fiscal year, this evaluation has not treated the AID role in project management or in other matters in relation to OIC/Togo. No one can deny, however, that the quality and timeliness of AID inputs are crucial factors in providing maximum chances for OIC/Togo (or any contractor) to succeed. To be honest with oneself in this regard, AID must admit the following:

- a. Deleterious effect of belated authorization of AID funds in FY 81. For the fifth and last year of phase one funding, during which a particularly high and wide ranging number of conditions was imposed by AID for OIC performance, a 10 1/2 month delay in the field availability of initial project funds could only exacerbate OICI's sentiment of jumping through AID hoops. While one cannot justifiably attribute all output shortcomings to "cash flow problems," neither can AID or anyone else "produce" without a budget, in a situation which is difficult at best. OICI/Philadelphia has been required to pre-finance numerous project elements in FY 81, which is not an undertaking all PVO headquarters are in the position of being able to do. While the Evaluation Team is not failing to look at project performance, it believes that the crucial project context of tardy funding cannot be summarily dismissed. A bureaucracy itself with a Philadelphia headquarter, a TCT in Notsé, a Board in Lomé, OICI is engulfed

by a more formidable AID bureaucracy composed of several AID/W offices, an OAR in Lomé, and a REDSO/WA in Abidjan, the role of which OICI did not understand until only recently. Add to that the current endeavor of liaising with the GOT, every OIC effort requires considerably more energy than originally anticipated;

- b. Changing PVO oversight responsibility at AID. The LOP under phase one was a particularly changing and uncertain period concerning AID oversight of PVO activity in Africa, with the double switch of responsibilities first from the Private Voluntary Cooperation office of the Development Support Bureau over to the Africa Bureau, and second from AFR/DR to the field;
- c. Minimal AID technical guidance. For a U.S. based PVO embarking upon its first agricultural project in Africa and upon its first project in a Francophone country, the odds for success were low from the start: OICI knew and admitted this. AID produced a PIO/T on June 24, 1976, which was quite complete in its six-page scope of work. Field visits to Togo by AID technicians, however, to guide the PVO in its ambitious endeavor were practically non-existent.
- d. Ambivalent AID attitude toward PVO "autonomy." The latter historical experience raises the policy question of the role AID adopts toward the PVO to which it has granted funds. On one hand, AID is encouraging the use of PVOs (design, implementation and evaluation roles) to "do more with less" under the assumptions (both questionable) that PVOs are technically qualified and cheaper than direct AID implementation. On the other hand, AID is finding that it often expends even increased resources reevaluating and redesigning than it would have by collaborating more thoroughly at the outset! Within AID there is an ambivalent attitude concerning the degree to which a PVO should be left to its own devices. AID says it recognizes the value of "preserving PVO identity and independence," ^{1/} yet having ultimate responsibility for the optimal use of public funds it must show vigilance. At the least, one can say that some PVOs require more assistance and oversight than do others. One can also affirm that those PVOs, such as OICI, receiving institutional support grants from AID are especially recognized by AID as requiring or deserving special support.

4. Public vs. Private

There is an apparent contradiction between OICI's basic philosophy concerning self-help and its orientation toward private sector initiative amidst a project which one, is exclusively funded from public funds and two, is becoming more thoroughly integrated into the public structure within the host government. In the September 1981 Progress Report on OICI by Druben and Ricci, one reads, "To date, in financial terms, OICI has been almost totally dependent on AID. In the packet sent to

^{1/} State 16729 (1981)

people abroad who are interested in establishing new OICs, an enclosure states, "Virtually all of OICI's funding has come from USAID. Between 1969 and 1980 OICI received more than \$18 million in AID funding. The current budget for OICI activities is \$3.5 million of which 99% is provided by AID." OICI is aware of the danger of counting so heavily on one donor and is trying to diversify its funding sources (discussion with Executive Director of OICI, November 20, 1981). Concerning the increasing role African governments are playing in OIC field operations, OICI considers this trend a reality which has to be accommodated and a situation which does not signify a compromise or sacrifice of OICI ideals. In short, two good lessons OICI may be learning in Africa are one, the desirability of alternative funding sources and two, the necessity of flexibility when working in foreign environments.

5. Outputs

In approximately one half of all cases, OIC/Togo reached or surpassed its output target levels. After its FY 81 redesign, a generally higher level of attaining targets was achieved. There exists a substantial range in the degree of reaching output targets. The item "credit for graduate trainees" is the item with the lowest success rate. The items "personnel," "curriculum," "farmers trained and settled" figure among the most successful.

6. Project Management

- Long before the late AID disbursement of FY 81 funds to OICI, the OIC/Togo bank account was overdrawn; OIC/Togo survived only thanks to bank loans.

- OICI/Philadelphia has offered frequent and substantive (in the areas of finance and evaluation) support to OIC/Togo.

- Unquestionably the grossest miscalculation by OICI was the belief that the farm production component would support and sustain the training operation. Although even three years into the project, Program Director Reports and Board Minutes still indicate that the project labored under this illusion, by the fourth year AID stepped in to insist that such an impossible goal be deleted. The FY 81 project plan already reflected a redirection away from the profit making scheme. Despite the alleged redirection, the Evaluation Team harbored the impression during its visit to Notsé that the project managers would still like to enlarge and improve commercial activities. That is, there appears to be an acceptance of the emphasis on training and extension on paper but not yet in the heart. Evidence of this feeling comes from OIC yearning to clear more land and also from the prevalent student perception that their presence at Notsé is to further activities of the farm rather than to receive training.

- OICI has been forced by AID to recognize the importance of hiring qualified French speakers for the TCT.

June 24, 1976 PIO/T stipulates "knowledge of French desirable."

May 11, 1981 PIO/T stipulates "all long-term OIC/Togo personnel must speak French at FSI 3 level."

With the exception of the current Acting Program Advisor, the TCT speaks FSI-3 level French. The Advisor is not finding time to systematically learn French: his compensatory assets to the project are his high technical caliber and previous African experience (Gambia) with OIC.

- The significant deterioration of relations between the Board and OIC is both sad and alarming and has resulted in countless person/days diverted from the furthering of project objectives and instead devoted to feuding and recrimination. The terms of the collaborative memo of agreement (if signed) whereby GOT would appoint appropriate Ministry officials to the Board plus the Board Chairman's contemplation of resignation recorded in the November 13, 1981 Board Minutes might couple to serve as an issue from the present sour situation.

7. Farm Management

Crop yields on the demonstration farm are extremely low given the level of technology applied. Animal and plant residues have been neglected in the cropping pattern. Record keeping on the farm is adequate. Storage and security of equipment have improved considerably thanks to the new workshop. The swine enterprise has the strongest commercial basis of the farm components. This good work is outweighed, however, by the fact that swine production is not a village practice. In general, the progress made toward carrying out the decision to deemphasize the commercial production of the project was brought about more by natural or extraneously imposed factors than by will.

8. Training

By recently curtailing the length of the training cycle to a duration which is unacceptable to GOT standards OIC/Togo has trained the number of farmers it originally set-out to train. The percentage of trainees who resettle on farms has been constantly increasing. The training curriculum constitutes an impressive document. The training emphasis put on high-cost capital-intensive technology has merit only inasmuch as higher level technology is available to graduate trainees on a sustained basis--and this availability has not been found to be the case.

9. Extension

- OIC has produced a few successful graduate trainees and has made an effort to provide a start-up seed and fertilizer package.

- Most OIC graduate trainees are suffering from a lack of extension services: OIC lacks personnel and resources to provide these services; moreover graduate trainees have not been systematically adopted by other development projects or extension systems.

10. Economics

- AID funded OICI for the Togo project at 100% above the original LOP budget allocation.

- Over the LOP, the GOT contribution was only 1 1/2% of total project cost.

- A comparative "cost per trainee per year" analysis yields the following estimates:

OIC	\$20,849 - 24,703
GOT	3,645 - 5,636
Another PVO	553 - 739

These estimates are to be considered as order of magnitude indicators. The OIC/Togo program cost approximately 5 times more than the GOT farmer training program as presently budgeted. The OIC/Togo program costs approximately 35 times more than another PVO which has established farmer training centers in Togo.

11. OIC/Togo Relations with MRD

- In the past, relationships between OIC and GOT were marked by meager contact with the MRD. Although OICI expected the OIC/Togo Board of Directors to bridge this gap, the Evaluation Team found little mention of the Board's role as liaison with GOT in the documents outlining the Board's responsibilities. Finally, the private nature of OIC appeared to be inconsistent with the public good of agricultural education, particularly within an infrastructure where a wide variety of agricultural services--responsibility of the government--is required.

- During FY 81, letters from political and administrative authorities (Head of State plus Minister of Rural Development) attested to GOT interest in a second phase of project activity through AID/OIC. OIC/Togo and OICI/Philadelphia staff have met MRD officials only toward the very end of the fiscal year. On a technical level however, the OIC-MRD collaboration has not taken place.

- For the future, MRD would like to be the recipient of a phase-two grant rather than have OICI/Philadelphia be grantee. MRD would appoint OICI/Philadelphia as executing agency, with the mandate to run the Notsé center as the sixth experimental farmer training center with similar training program characteristics to the other five.

12. Compliance with Selected Conditions

Of the nine project components which AID was to monitor especially closely in FY 81, OIC fully complied with three, partially complied with three, and did not comply with three:

Full compliance: Relocation to project site;
Drinking water supply at project site;
Submission of expenditure plan.

Partial compliance: Deemphasis commercial aspect;
Emphasis training/extension;
Integration plan with GOT.

No compliance: Hiring French-Speaking Training and
Extension TCT specialist;
Introduction of more appropriate technology;
Purchase of tools and animal drawn
implements.

13. GOT Contribution

In any future AID grant for rural development in Togo one must insist on a programmed and progressively increasing monetary contribution from GOT. A model could be the "Maisons Familiales" budget. Exclusively in-kind and token contributions can no longer be judged adequate.

14. Future and Structure of Phase Two

It is not known how OICI/Philadelphia will react to the future programming stipulations set forth by MRD in Chapter XI (page 63), whereby MRD and not OICI would constitute the prime grantee. Moreover, resolving the problem of the Board's membership and its role is just one of many items that require additional thought and discussion among interested parties.

B. Technical Recommendations

1. Curriculum

- Add a dimension on the current trend in the African food situation, i.e., growing population with less and less food per person; African agriculture with the lowest science base in the world. More specifically, the Togo agriculture production and the need for better farming.

- Put certain courses on the skills attainment basis (where X = Satisfactorily completed) to the extent the course lends itself to a skills check chart.

		Koffi	Kouassi	
1. Tool identification		X		
2. Sharpening tools	X	X		
3. Repairing tool handle	X			
4. Heating and shaping metal		X		
5. Tempering tools	X	X		

The same should be done for some of the skills in crops and livestock courses, gardening, etc. Could be done for managerial skills and manipulative skills.

- Have on hand a lot more simple tools and hand operated devices such as several types of low lift water devices (pumps) to lift by hand or animal power from streams, canals, wells, etc. Higher technology would include small pumps with gasoline or diesel engine. Also hand corn shellers, planters, low pressure knapsack sprayers, hand grinders, light weight push carts, bicycle power operated devices.

- Include in the curriculum more principles of how things work, more "why." In mechanics, demonstrate the six basic machines and explain how one gains mechanical advantage through the pulley, incline, plane, levers, wheel and axle, wedge screw. Why nitrogen, potash, potassium and the other micro-nutrients? What do they do for the plant-nitrogen green leafy growth? Phosphorus seed, importance of daylight, etc. More understanding is necessary of what is going on and why certain practices are followed because of the biological, chemical and mechanical processes in farming. All this must be expressed in simple practical terms which the farmer recognizes.

- Emphasize improving techniques in field seed selection so as to get seed from plants with the desirable characteristics. Use a simple rag-doll-seed germination test to determine viability of seed to be planted.

- Training experiences must have high relevancy to the students' farming environment.

- Every effort must be made to change attitudes towards basic work and the necessary menial tasks required in farming. Watch out that repetition of certain tasks, i.e. weeding, does not get in the way of maintaining student interest. Demonstrate the best methods, make sure students perform them well and obtain satisfaction from performing them well.

- Stress the importance of group action at the village level. It's hardly possible for government service organizations to meet the needs of hundred small farmers on an individual basis, but they can be rendered better service on a group basis, moving eventually towards organizing rudimentary cooperatives and to more sophisticated cooperative action.

- If there are students who seem to have a special aptitude for mechanics, they could receive special training and be given assistance to set up a village workshop to help do general village repair for farmers. Would need a forge, anvil, hammers, files, grinder (hand), chisels, saws, punches, to start with. The present off-site groups might include a person who is good at basic mechanical skills

- If there is a chance for animal husbandry to take hold, much more could be done to help the larger group get their own equipment to grind their feed stuffs in the village. Perhaps the village mechanic could serve as the pivot for this activity.

- Convince the students to solicit the support of village leaders and groups to put pressure on the government for basic service centers providing tools and materials on a dependable basis. All the teaching in the world will not solve the problem of production unless the farmer can have access to what is needed to increase production.

2. Supplementary Water Supply

The chances for locating a suitable small earthen dam site down stream from the deep-well installation appear very good. The service of an engineer will be necessary to locate potential sites and to make the necessary earth borings to determine the sub-soil suitability for dam construction. Such an installation could provide an extra bonus to the overall water supply. Additionally it could be a source of water for small year-round irrigated plots, particularly for vegetable production, and an added insurance for animal water requirements.

3. Farm Management

- Cultivate upland rice on wet and water-logged fields for demonstration purposes

- Judiciously reduce local staff

- Prepare a 5-crop plan and a crop rotation plan.

4. Extension

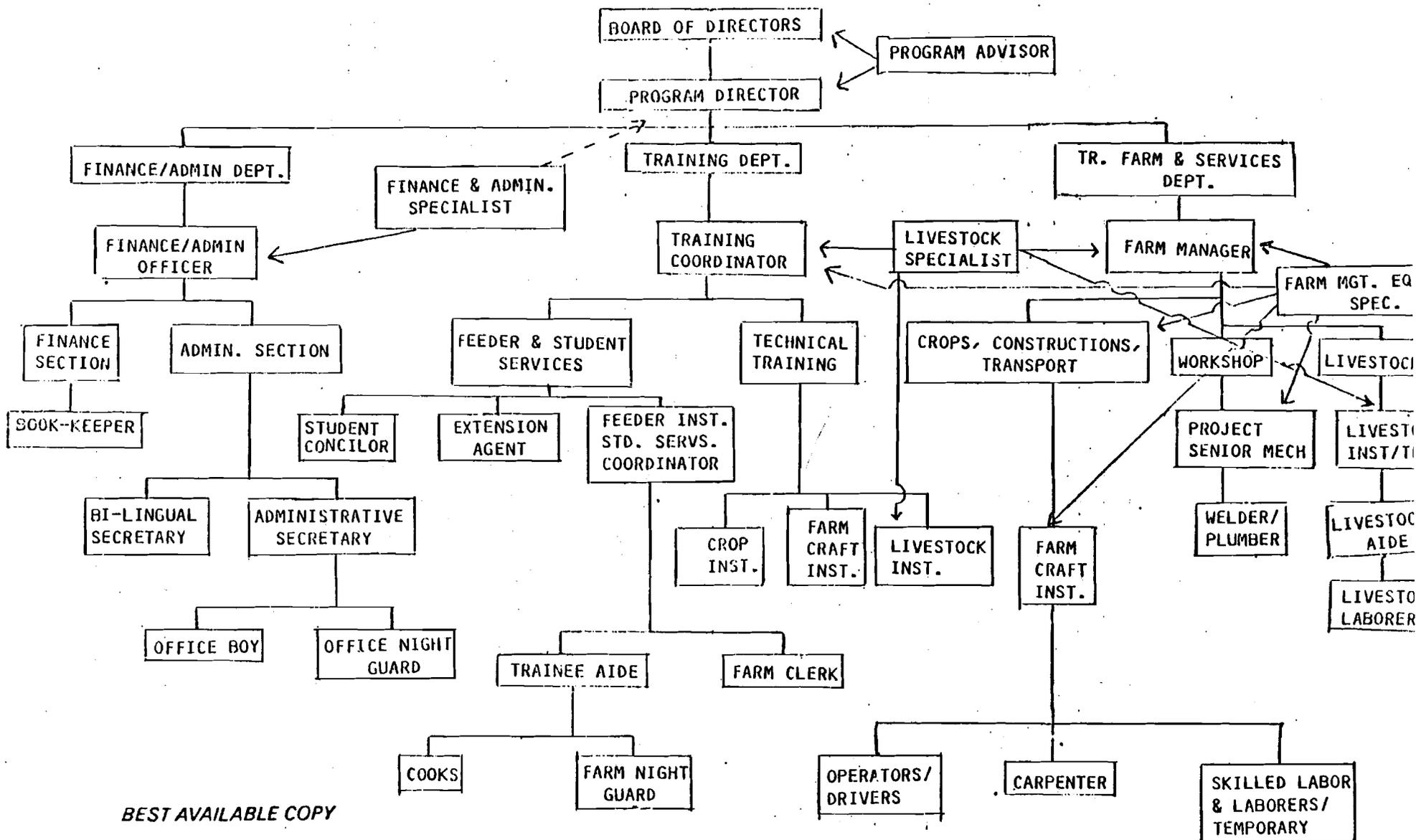
- Increase cooperation with Peace Corps. Three graduate trainees from the third cohort are currently being assisted by PCVs
- Increase cooperation with GOT extension services, particularly DRDR and SOTOCO
- Extension cannot easily reach individuals. Resettled graduate trainees should seek membership in an organized farmer group
- Newly resettled graduates need to be visited at least twice a month during planting and growing seasons. This visiting rate should be respected in any extension program plan
- Collaborate with the FIDA (International Fund for Agricultural Development) Agro-Industrial Project in Notsé which is designed to contain improved seed production and multiplication; animal traction information distribution center; credit; village group organization
- Collaborate with the Entente Fund Project at Notsé-Dayes which is designed to contain demonstration center for improved agricultural techniques; extension service; credit.

C. Options

The following mutually non-exclusive options for the future of the Notsé training center and program have been envisaged by the Evaluation Team. The list is not exhaustive.

- a. Since the Notsé center with its lodging facilities is too grandiose to conform to GOT training policy for village farmers, and assuming GOT's willingness to invest more in higher level agricultural training, the OIC center could be transformed into an extension agent training center. The graduate trainees now settled in the area would constitute an added dimension as prime clients for the extension trainees.
- b. To economize on future project costs, OAR/Lomé could implement the project directly as an AID project, keep one or two technical assistants on Personal Services Contracts, and support a reduced number of local employees for a period of 12-18 months when GOT would, finally and totally, accept responsibilities for the center.
- c. Phase out AID support to OIC/Togo after first half of FY 82.
- d. Continue AID funding for phase two of agricultural training in Togo under competitive bidding, whereby OICI/Philadelphia could choose to be one bidder among others.
- e. Consider that after completing phase one, OICI has learned much about operating an agricultural training program in Francophone Africa and that AID should allow OICI to continue a phase two at, say, a similar funding level as during the last two years of phase one.
- f. Consider the next phase an intermediate phase between OICI leadership and MRD takeover, whereby for 2-3 years OICI would assist MRD in adapting the Notsé center to GOT norms. OICI might also be called upon to help evaluate the five experimental farmer training centers.

APPENDICES



18

Appendix A.

OIC/Togo Staff Profile Nov. 1981

Position Name, Age	Diploma	Relevant Training	Relevant Work Experience
<u>Local Staff</u>			
1. Program Director Q.D. Kuakuvi (40)	Sociology and Administration of Rural Development	Sociology and Administration of Rural Development - 3 yrs. Ag. Cooperatives (PAID, Cameroon) - 6 mo Extension Methods (Togo) - 2 yrs. Communication skills (USA) - 1 mo. Rural Develop. Project Mgt. (Italy) 4 mo	- Asst. Div. Dir. (MRD) - 8 yrs. - Acting Director - 2 yrs. - Taught Communication skills (during 10 yrs- 4 yrs. - writing funding proposals
2. Training Coordinator Manyo, Kwassi (35)	Educational Studies Dipl. Certificate	Educational studies (England) - 2 yrs. Mgt. Training (USA) - 1 mo.	- Various teaching jobs - 7 yrs. - Assistant School Dir. - 1 yr.
3. Finance Officer Agossou, K.M. (27)	D.E.C.S. Accounting	Accounting (Togo) - 2 yrs. " (Paris) - 2 yrs. " (Abidjan) - 1 yr.	- Teacher of Math & Accounting - 8 y - Private Auditor
4. Feeder Instructor Ouro-Sama, Allassani, 27	Diploma in Agronomy Certificate in Enterprise Mt	Agronomy (Togo) - 3 yrs. Enterprise Mgt. (Togo) - 6 mo.	- Taught Financial Statistics - 6 mo - Asst. Dir. Commerce w/Togo Grain 1 y
5. Agronomy Instructor N'Tsougan, Mensah (32)	Tech. Cert. - Agronomy Cert. Agent - Rural Dev.	Tropical Agriculture (Togo) 2 yrs. Agent for Rural Dev. (Togo) 3 mo.	- Ag. Extension wkr (SORAD) - 4 yrs. - Ag. Prod. & Ext. Ser. with Center for Rural Dev. - 4 yrs.
6. Farm Crafts Instructor Kwassi, Aziki (37)	Certificate in Vehicle Mech.	Ag. Equipment (W. Ger. & Austria) 5 yrs Cottage Indus.&Const. (Switz) - 2 yrs.	- Testing Field Equip. Research 1 y - helped organize Intermed. Tech. Seminars - 1 yr. - work on family farm - 6 mo.

Appendix A.

OIC/Togo Staff Profile Nov. 1981

Position Name, Age	Diploma	Relevant Training	Relevant Work Experience
7. Extension Agent Edch, K. Abotsi (33)	Cert. in Extension (CESAO) Cert. in Ag. (INADES)	Extension Training (CESAO) - 3 mo. General Agriculture - 3 yrs. Several In-Service Training, Ext.	- Resp. for crops, Rural Admin. Ctr, Danyi - 4 yrs. - Resp. for Extension Service, Rural Admin. Ctr. - 5 yrs. - Food-Prod. Ctr. Netsé, resp. for Extension Ser. - 1 1/2 yr
8. Project Mechanic Dotsey, S. Messan (26)	CEPE Mechanic's Apprentice Cert.	Automotive Electricity - 2 yrs. Apprentice Mechanic Trg. - 5 yrs.	- Workshop Supervisor - 2 yrs. - Chief Mechanic - Bethania Farm 1 yr
9. Administrative Secty. Amessefe, E.M.K. (41)	Elementary Cert. Fr./Eng. Business Admin. Cert.	Business Administration, Accra - 1 1/2 yr	- Secretary 10 yrs - Purchasor & Staff Super. 4 yrs.
10. Trainee Aide Addah, Yao (21)	OIC/Togo Certificate	OIC/Togo Ag. Training	- none; Trainee group leader while in training.
11. Livestock Laborer Agoutor, Tsevi (45)	--	Some elementary training (read/write)	- work on livestock farms-Ghana 2 yr
12. Bi-lingual Secty. Gadegbeku, Ablavi (33)	School leaving cert. Typing Cert. Shorthand Cert.	Secretarial training & shthand - 3 yrs.	- Secty. w/EDI (Lomé) - 2 yrs. - Secretary (France) - 5 yrs.
13. Night Guard Djadjaglo, Edoh (39)	--	--	- Local Police - 10 mo.
14. Livestock Assistant Dotse, Kodjo (23)	French/English Cert. Animal Husbandry Cert. Ghana	Animal Husbandry, Tema, Ghana - 1 yr. Animal Husbandry, Avetonou, Togo - 1 yr.	- Animal Husbandry Asst. Tema - 1 yr - Poultry Technician, Avetonou 1 yr

Appendix A.

OIC/Togo Staff Profile Nov. 1981

Position Name, Age	Diploma	Relevant Training	Relevant Work Experience
15. Bookkeeper Senou Ablode (30)	Middle Sch. Leaving Cert. Assistant Accountant Cert.	Accounting (Togo) - 3 yrs.	- Accountant and cashier, Hotel -10 - Bookkeeper and Store clerk - 5 mo.
16. Office and Store Clerk Dossou, Anani Inaté, 30	C.E.P.E.	Typing and Secretarial training	- Storekeeper - 3 yrs. - Secretary/Store clerk - 10 yrs.
17. Driver/Plumber/Welder Koudjina Koffi (30)	C.E.P.E. Welding Certificate	Arc and oxygen welding - 6 mo.	- Chief Welder, Bethania Farm - 7 y - Driver, Peace Corps - 6 mo.
18. Driver/Tractor Operator Koutchouna, Kokou (25)	CM-2	--	- Tractor Operator - 1 yr.
19. Driver/Tractor Operator Kouvokey, Tengue (27)	C.E.P.	--	- Several Driving and laborer jobs 10 yrs.
20. Livestock Inst./Tech. Komlavi Gbedessi (34)	Certificate in Livestock	Livestock Training (Germany) - 3 yrs.	- Animal Husbandry, prac. sch. - 1
21. Cook Kokui Yawa E. (26)	---	---	- Home Experience
22. Cook Sossan N'Bile	C.E.P.G.	---	- Home Experience

Appendix A.

OIC/Togo Staff Profile Nov. 1981

Position Name, Age	Diploma	Relevant Training	Relevant Work Experience
23. Office Boy Katanga Alayi (27)	C.E.P.E.	Reads and writes	- None before OIC employment
24. Carpenter Eklou Agbotsou (46)	---	Carpenter Apprentice	- Carpenter - 6 yrs. 3 mo.
25. Night Watchman Foligan Gaba (51)	---	---	- Watchman - Carpenter

Appendix A.

OIC/Togo Staff Profile Nov. 1981

Position Name, Age Origin/Citizenship	Diploma	Relevant Training	Relevant Work Experience	Date Joined OIC/Togo
<u>TCT Staff</u>				
1. Finance & Admin. Spec. Boubacar Sylla (38) Guinea/France	Cert. Civil, Commercial, & Admin. Law Banking Diploma B.S. Accounting	- Law, Civil & Commercial Admin. France - 4 yrs. - Banking (France) - 4 yrs. - Accounting w/Auditing emphasis (USA) - 4 yrs.	- Accountant, USA - '78-'80 - Sub. Teacher, Languages & Bookkeeping, USA - 75-78 - Assist. Manager-Hotel (Paris) - '69-'73 - Prepare monthly finance statements (Dakar) - 63-65 - Data recording in finance, control service - '59-'63	3/31/80
2. Livestock Specialist Henry Taylor-Cline(35) Sierra Leone/Canada	B.Sc.-General Agriculture M.Sc.-Animal Nutrition	- General Ag. (Sierra Leone) 1969 - Animal Nutrition (Canada) 1976	- Research Tech. (Hospt.) 6mo. - Sr. Lvstk. Officer, IADP/ IDA Proj. (S. Leone) - 1yr. - Grad. Research Asst., McGill U. - 3 yrs.	12/04/78
3. Farm Mgt./Equip. Spec. Acting Program Advis. Tilahun Giday (37) Ethiopia/Ethiopia	B.Sc.-Mechanical Engineering M.P.S.-Ag. Engineering	- Mechanical Eng. (Ethiopia) 3/70 - Ag. Eng., Cornell U. - 8/75 - Teacher Training - 2 mo.	- Farm Mgt./Equip. Spec. & sometimes Acting Pg. Ad. OIC/Gambia - 2 yrs. - Ag. Trainer, Fed. of South. Coops. (USA), Developing Ed. Curric. - 1 1/2 yrs.	3/29/81

Appendix A

OIC/Togo Board of Directors (Nov. 81)

Amégboh Joe SODATANOU (President, LUXOLIN Paint Factory),
Chairman of the Board

Koffi DJADOO (Civil Servant, Ministry of Trade and Transportation),
Vice-Chairman of the Board

Atta Quam OHIN (Engineer), Secretary

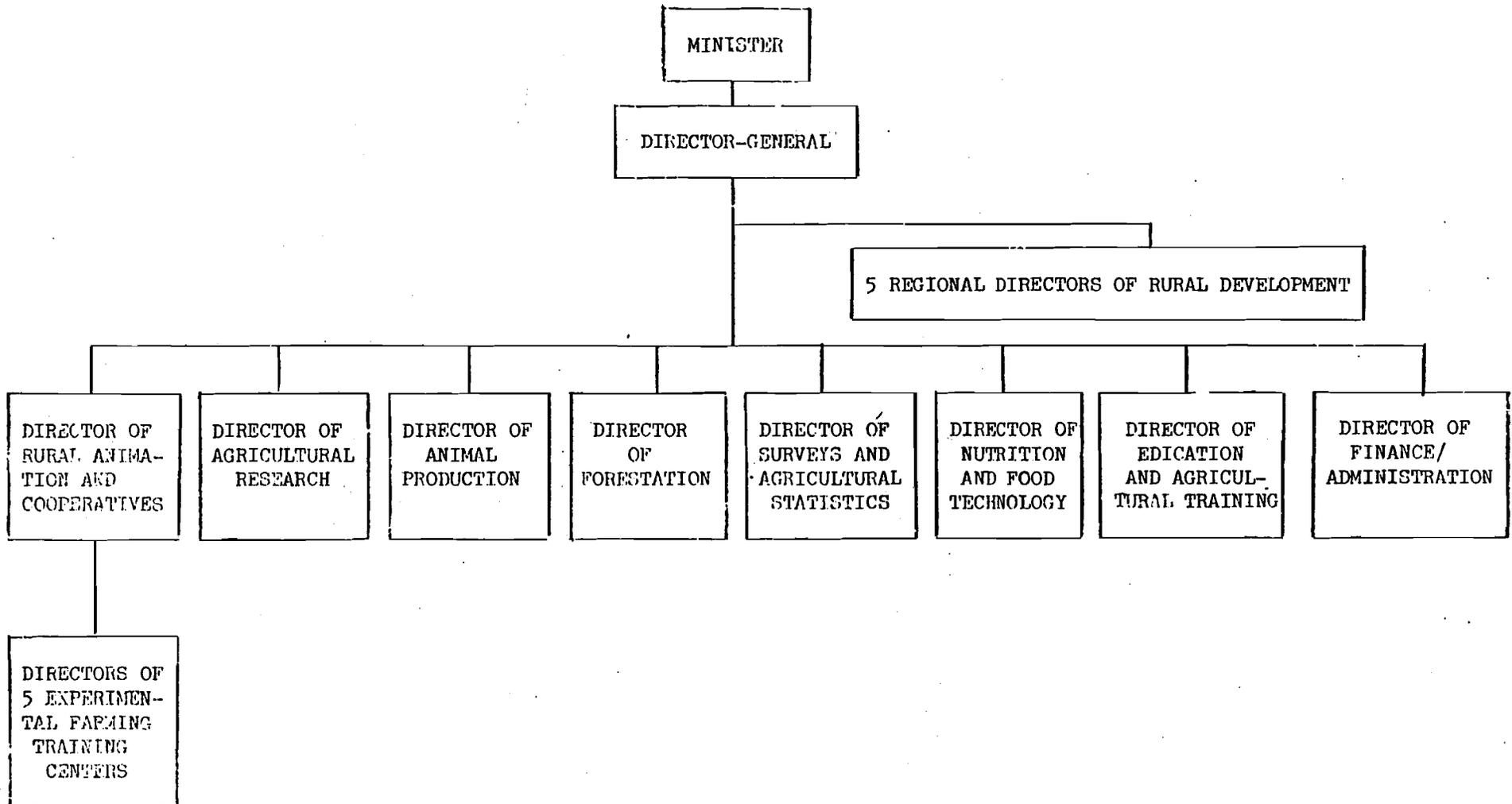
Caspar Koffi NUDEKOR (Master Tailor), Treasurer

Comlan JONDOH (Chief Accountant), Financial Advisor

Komlakuma DOE (Businessman)

Chief AGOKOLI III (Superior Chief, Notsé)

Lolo Sotowla LAWSON



APPENDIX C

PROJECT DESIGN SUMMARY
LOGICAL FRAMEWORK MATRIX

FY 77 - 81

page 1

NARRATIVE SUMMARY	OBJECTIVELY VERIFIABLE INDICATORS	MEANS OF VERIFICATION	IMPORTANT ASSUMPTIONS
<p>Program or Sector Goal:</p> <p>Increase in agricultural productivity of small farmers in the rural areas of the Republic of Togo.</p>	<p>Measures of Goal Achievement:</p> <p>(1) Degree of increase in national production;</p> <p>(2) Reduction of community imports of major food items; and</p> <p>(3) Increase in per capita income of target groups of small farmers.</p>	<p>(1) Ministry of Rural Development agricultural production statistics for the Plateau Region;</p> <p>(2) Ministry of Planning import statistics;</p> <p>(3) GOT Internal Revenue statistics.</p>	<p>Assumptions for achieving goal targets:</p> <p>(1) GOT continues to accord priority to rapid development of the agricultural sector.</p> <p>(2) Climatic conditions are adequate for growing crops.</p> <p>(3) Institutional capacity of GOT to perform reliable data collection and analysis.</p> <p>(4) Farmgate prices remain attractive to small farmers.</p>

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Appendix C

LOGICAL FRAMEWORK

NARRATIVE SUMMARY	OBJECTIVELY VERIFIABLE INDICATORS	MEANS OF VERIFICATION	IMPORTANT ASSUMPTIONS																																																												
<p>Project Purpose:</p> <p>Establish a cost effective, self-supporting agricultural training center with demonstration farm to introduce intermediate level agricultural technology to the rural population in the Plateau Region of Togo.</p>	<p>Conditions that will indicate purpose has been achieved (End of Project Status):</p> <p>(1) Number of farmers participating in agricultural training center off-site training program</p> <table border="1" data-bbox="608 607 953 662"> <tr> <td>FY's</td> <td>77</td> <td>78</td> <td>79</td> <td>80</td> <td>81</td> </tr> <tr> <td></td> <td>0</td> <td>0</td> <td>30</td> <td>60</td> <td>90</td> </tr> </table> <p>(2) Number of farmers acquiring credit to purchase motorized cultivator equipment.</p> <table border="1" data-bbox="608 778 953 832"> <tr> <td>FY's</td> <td>77</td> <td>78</td> <td>79</td> <td>80</td> <td>81</td> </tr> <tr> <td></td> <td>0</td> <td>0</td> <td>15</td> <td>30</td> <td>45</td> </tr> </table> <p>(3) Number of school leavers attending basic skills instructional program related to rural development.</p> <table border="1" data-bbox="608 948 1017 1002"> <tr> <td>FY's</td> <td>77</td> <td>78</td> <td>79</td> <td>80</td> <td>81</td> </tr> <tr> <td></td> <td>40</td> <td>70</td> <td>90</td> <td>150</td> <td>150</td> </tr> </table> <p>(4) Number of school leavers trained as semi-modern farmers.</p> <table border="1" data-bbox="608 1091 1006 1146"> <tr> <td>FY's</td> <td>77</td> <td>78</td> <td>79</td> <td>80</td> <td>81</td> </tr> <tr> <td></td> <td>0</td> <td>20</td> <td>40</td> <td>40</td> <td>40</td> </tr> </table> <p>(5) Number of school leavers trained as agriculture extension agents.</p> <table border="1" data-bbox="608 1235 1006 1290"> <tr> <td>FY's</td> <td>77</td> <td>78</td> <td>79</td> <td>80</td> <td>81</td> </tr> <tr> <td></td> <td>0</td> <td>0</td> <td>20</td> <td>20</td> <td>20</td> </tr> </table>	FY's	77	78	79	80	81		0	0	30	60	90	FY's	77	78	79	80	81		0	0	15	30	45	FY's	77	78	79	80	81		40	70	90	150	150	FY's	77	78	79	80	81		0	20	40	40	40	FY's	77	78	79	80	81		0	0	20	20	20	<p>(1) OIC Togo MIS records for off-site training</p> <p>(2) OIC Togo MIS records for trainee follow-up; loans records of agricultural credit institution (CNCA).</p> <p>(3) OIC Togo MIS records for Feeder program</p> <p>(4) OIC Togo MIS records</p> <p>(5) OIC Togo MIS records</p> <p>(6) OIC Togo MIS fiscal records</p> <p>(7) Legal incorporation papers approved by the Ministry of Foreign Affairs</p> <p>(8) Regional SORAD records</p>	<p>Assumption: for achieving Purpose:</p> <p>(1) Off-site training program receives sufficient community response.</p> <p>(2) Small farmers are receptive to use of motorized equipment.</p> <p>(3) Continued cooperation of agricultural loan institution</p> <p>(4) Eligible applicants recruited will remain in the program until completion of training.</p> <p>(5) Budget projections based on current prices will be adequate for the life of the project.</p>
FY's	77	78	79	80	81																																																										
	0	0	30	60	90																																																										
FY's	77	78	79	80	81																																																										
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PROJECT DESIGN SUMMARY
LOGICAL FRAMEWORK MATRIX

NARRATIVE SUMMARY	OBJECTIVELY VERIFIABLE INDICATORS	MEANS OF VERIFICATION	IMPORTANT ASSUMPTIONS												
	<p>(6) Total Revenue/Expenses ratio of training/production farm.</p> <table border="1" data-bbox="793 678 1213 750"> <tr> <td>FY's</td> <td>77</td> <td>78</td> <td>79</td> <td>80</td> <td>81</td> </tr> <tr> <td></td> <td>1:10</td> <td>1:2</td> <td>11:20</td> <td>7:10</td> <td></td> </tr> </table> <p>(7) Training and organization of local Board of Directors is completed and they assume full responsibility for leadership and policy guidance of the Program.</p> <p>(8) Heavy utilization of road improved for the project.</p>	FY's	77	78	79	80	81		1:10	1:2	11:20	7:10			
FY's	77	78	79	80	81										
	1:10	1:2	11:20	7:10											

Appendix C

NARRATIVE SUMMARY	OBJECTIVELY VERIFIABLE INDICATORS	MEANS OF VERIFICATION	IMPORTANT ASSUMPTIONS
Project Outputs:	Magnitude of Outputs:		Assumptions for achieving outputs:
Output (Annual):			
(1) Small livestock breeding and production unit	(1) 60 ha of land fully utilized on rotating basis	(1) Field visits to demonstration farm	(1) Eligible counterparts successfully recruited and remain in positions for which trained.
(2) Food and cash crop production unit	(2) 60 ha of land full utilized on a rotating basis	(2) Inspection of OIC Togo MIS records and periodic reports	(2) Minimal dropout rate of agro trainees.
(3) Farm equipment repair and maintenance unit	(3) Togolese counterparts trained as farm mechanics operate a well-equipped workshop and supply depot for spare parts and servicing of equipment	(3) OIC Togo personnel records	(3) Local contractors complete jobs on schedule.
(4) Small farmer agricultural credit union		(4) Ministry of Education evaluation	(4) Small farmers will maintain support of agricultural credit union.
(5) 6 month combination practice-theory farmer training course at OIC Togo for rural school leavers	(4) 90 farmers organized into credit unions in order to purchase motorized cultivator equipment		
	(5) 140 young farmers trained		
(6) 1 year course in agriculture extension training for adult school leavers	(6) 60 agriculture extension agents trained		
	(7) 410 trained in basic education skills (Feeder)		
(7) (2) two-month courses in basic skills upgrading and motivational training (Feeder) for rural population in project area	(8) 3 Togolese agricultural instructors trained		
	(9) 2 Togolese farm managers trained		

Appendix C

PROJECT DESIGN SUMMARY
LOGICAL FRAMEWORK MATRIX

page 3 (cont)

NARRATIVE SUMMARY	OBJECTIVELY VERIFIABLE INDICATORS	MEANS OF VERIFICATION	IMPORTANT ASSUMPTIONS
(8) Togolese counterparts trained in Agriculture instruction	(10) 10 Togolese mechanics trained		
(9) Togolese counterparts trained in Farm Management	(11) 10 Togolese staff administrators and support personnel trained		
(10) Togolese counterparts trained in Farm Mechanics	(12) 3 COT assigned agricultural technicians trained		
(11) Togolese counterparts trained in Program Administration and Operations	(13) 4 core courses - agronomy, animal husbandry, farm mechanics, and small farm management		
(12) Togolese counterparts upgraded in agricultural extension techniques	(14) 4 core courses - communications skills, computation skills, health & nutrition education, and attitudinal & motivational training		
(13) Curricula for Agriculture & Farm Mechanics developed	(15) Jobs contracted out to local entrepreneurs to provide: (i) electrical supply for project site area (ii) 3 wells (iii) 1 improved 15 km. road (iv) 2 residences for staff (v) 1 training facility (vi) 1 40-bed dormitory for trainees		
(14) Curriculum for Basic Skills training developed			
(15) Rural Infrastructure in Notse area developed.			

NARRATIVE SUMMARY	OBJECTIVELY VERIFIABLE INDICATORS	MEANS OF VERIFICATION	IMPORTANT ASSUMPTIONS																																			
Project Inputs:	Implementation Target:		Assumptions for providing inputs:																																			
(1) OICI: -TCT support costs: Program Advisor Farm Manager Animal Husbandry Specialist Farm Mechanics Spec. -Pre-Service Training for TCT	<table border="1"> <tr> <td>(i)</td> <td>FY</td> <td>77</td> <td>78</td> <td>79</td> <td>80</td> <td>81</td> </tr> <tr> <td>PA</td> <td></td> <td>9mm</td> <td>12mm</td> <td>12mm</td> <td>12mm</td> <td>12mm</td> </tr> <tr> <td>FHgr</td> <td></td> <td>9mm</td> <td>12mm</td> <td>12mm</td> <td>12mm</td> <td></td> </tr> <tr> <td>All</td> <td></td> <td></td> <td>12mm</td> <td>12mm</td> <td>9mm</td> <td></td> </tr> <tr> <td>FMech</td> <td></td> <td></td> <td>12mm</td> <td>12mm</td> <td>9mm</td> <td></td> </tr> </table> <p>Consultants \$ 3,000</p> <p>Pre-Service Training 12mm</p>	(i)	FY	77	78	79	80	81	PA		9mm	12mm	12mm	12mm	12mm	FHgr		9mm	12mm	12mm	12mm		All			12mm	12mm	9mm		FMech			12mm	12mm	9mm		(1) Monitoring by OICI and OICT staff (2) Memorandum of Agreement with GOT (3) OIC Togo receipts and disbursement records	(1) Qualified candidates are available as needed (2) Project commodities available and delivered on time (3) GOT counterparts are qualified and remain in positions assigned (4) GOT will continue subsidy of fertilizer costs (5) GOT continues support of livestock development
(i)	FY	77	78	79	80	81																																
PA		9mm	12mm	12mm	12mm	12mm																																
FHgr		9mm	12mm	12mm	12mm																																	
All			12mm	12mm	9mm																																	
FMech			12mm	12mm	9mm																																	
(2) Training and staff development for participants in LOIC program -Local Program Staff -Local Ad. Directors	<table border="1"> <tr> <td>TMM</td> <td></td> <td>30mm</td> <td>48mm</td> <td>48mm</td> <td>42mm</td> <td>12mm</td> </tr> </table> <p>(ii) FY</p> <table border="1"> <tr> <td></td> <td>77</td> <td>78</td> <td>79</td> <td>80</td> <td>81</td> </tr> <tr> <td>(a)</td> <td>0</td> <td>4mm</td> <td>4mm</td> <td>4mm</td> <td>4mm</td> </tr> <tr> <td>(b)</td> <td>0</td> <td>1/2mm</td> <td>1/2mm</td> <td>1/2mm</td> <td>1/2mm</td> </tr> <tr> <td>TMM</td> <td></td> <td>4 1/2mm</td> <td>4 1/2mm</td> <td>4 1/2mm</td> <td>4 1/2mm</td> </tr> </table>	TMM		30mm	48mm	48mm	42mm	12mm		77	78	79	80	81	(a)	0	4mm	4mm	4mm	4mm	(b)	0	1/2mm	1/2mm	1/2mm	1/2mm	TMM		4 1/2mm	4 1/2mm	4 1/2mm	4 1/2mm						
TMM		30mm	48mm	48mm	42mm	12mm																																
	77	78	79	80	81																																	
(a)	0	4mm	4mm	4mm	4mm																																	
(b)	0	1/2mm	1/2mm	1/2mm	1/2mm																																	
TMM		4 1/2mm	4 1/2mm	4 1/2mm	4 1/2mm																																	
(3) Commodities: Farm Equipment, tools vehicles, office equipment, audio-visual aids	(iii) Commodities Total \$ 174,177																																					
(4) Installation/Infrastructure: Buildings Well Construction Road Improvement	(iv) Installation/Infrastructure Total \$ 124,850 (v) Other Costs Total \$ 99,828																																					

Appendix C

PROJECT DESIGN SUMMARY
LOGICAL FRAMEWORK MATRIX

page 4 (cont)

NARRATIVE SUMMARY	OBJECTIVELY VERIFIABLE INDICATORS	MEANS OF VERIFICATION	IMPORTANT ASSUMPTIONS												
<p>(5) Other Costs: Communications, maintenance & repair of equipment, office supplies & resource materials.</p>	<p>(vi) GOT: Total salaries supported by GOT <table border="1" data-bbox="548 613 1115 667"> <tr> <td></td> <td>FY 77</td> <td>78</td> <td>79</td> <td>80</td> <td>81</td> </tr> <tr> <td>Counterparts</td> <td>0</td> <td>36mm</td> <td>36mm</td> <td>36mm</td> <td>36mm</td> </tr> </table> (3)</p>		FY 77	78	79	80	81	Counterparts	0	36mm	36mm	36mm	36mm		
	FY 77	78	79	80	81										
Counterparts	0	36mm	36mm	36mm	36mm										
<p>(6) GOT: Counterpart support costs: Agriculture Tech. (3); Veterinary services for small livestock; Fertilizer subsidy for crops.</p>	<p>(vii) Local Community: (120 hectares of land tax free) already set aside</p>														
<p>(7) Local Community (Hotse) Arable Farm land</p>															

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PROJECT RE-DESIGN SUMMARY
LOGICAL FRAMEWORK MATRIXTOCO OIC

FY 81 - FY 82

Page 1

NARRATIVE SUMMARY	OBJECTIVELY VERIFIABLE INDICATORS	MEANS OF VERIFICATION	IMPORTANT ASSUMPTIONS
<p><u>Project Goal</u></p> <p>To improve agricultural skills and increase productivity of small farmers in rural Tojo.</p>	<p><u>Measure of Goal Achievement</u></p> <ol style="list-style-type: none"> 1) Degree of increase in rural income per trainee farm household. 2) Degree of increase in agricultural production per person, served by project. 3) Degree of increase in extension services delivered to farmer clientele of project. 4) Degree of increase in crop diversification within target population. 	<ol style="list-style-type: none"> 1) Statistical survey of graduates by AID/OICI and external evaluators. 2) Ministry of Rural Development statistics on rural income and expenditures in project area. 3) Ministry of Rural Development Extension Service comparative data on population served. 	<ol style="list-style-type: none"> 1) That agricultural sector development continues to be GOT priority during the project. 2) That climatic conditions are conducive to effective implementation of crop and livestock training programs. 3) That the proposed linkage with Ministry of Rural Development is viable.

PROJECT RE-DESIGN SUMMARY
LOGICAL FRAMEWORK MATRIX

TOGO OIC
FY 81 - FY 82

Page 2

NARRATIVE SUMMARY	OBJECTIVELY VERIFIABLE INDICATORS	MEANS OF VERIFICATION	IMPORTANT ASSUMPTION																
<p><u>Project Purpose</u></p> <p>To establish a non-formal agricultural training center and demonstration farm at Notsse for limited resource farmers in Plateau and Maritime regions of Togo.</p>	<p>Conditions that will indicate purpose has been achieved (End of Project Status):</p> <p>1) 202 farmers trained on-site in improved agricultural practices:</p> <table border="1" data-bbox="506 808 1136 885"> <thead> <tr> <th>FY 78</th> <th>FY 79</th> <th>FY 80</th> <th>FY 81</th> <th>FY 82</th> </tr> </thead> <tbody> <tr> <td>20</td> <td>21</td> <td>21</td> <td>70</td> <td>70</td> </tr> </tbody> </table> <p>At least 75% of enrollees will be resettled in income-earning agricultural activities either on individual, group or family farm holdings.</p> <p>2) 141 off-site farmers trained:</p> <table border="1" data-bbox="506 1117 997 1193"> <thead> <tr> <th>FY 80</th> <th>FY 81</th> <th>FY 82</th> </tr> </thead> <tbody> <tr> <td>51</td> <td>45</td> <td>45</td> </tr> </tbody> </table> <p>3) OIC Togo managed, administered and supported by Togolese counterparts, staff and Board of Directors.</p> <p>4) OIC Togo annual training capacity increased from (20) in year 2 to (115) in year 6 (FY 82) of the project.</p> <p>5) OIC Togo demonstration farm serves as a training laboratory for promulgation of improved agricultural methods & production.</p> <p>6) OIC Togo is recognized as a non-formal</p>	FY 78	FY 79	FY 80	FY 81	FY 82	20	21	21	70	70	FY 80	FY 81	FY 82	51	45	45	<p>1) Togo OIC MIS records on trainee completions and follow-up activities.</p> <p>2) Direct observation, annual evaluations, and Togo OIC MIS records.</p> <p>3) Togo MIS records on Program Activity and Board Activity.</p> <p>4-5) Survey to be conducted by joint evaluation team (OICI/USAID/GOT).</p> <p>6) Document of formal recognition and cabinet approval by GOT.</p>	<p>1) OIC training methods are transferable to trainees and the local community</p> <p>2) OIC Togo will fulfill the eligibility criteria for GOT recognition.</p> <p>3) Minimum drop-out rate of trainees enrolled into program.</p>
FY 78	FY 79	FY 80	FY 81	FY 82															
20	21	21	70	70															
FY 80	FY 81	FY 82																	
51	45	45																	

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PROJECT RE-DESIGN SUMMARY
LOGICAL FRAMEWORK MATRIX

TOGO OIC
FY 81 - FY 82

NARRATIVE SUMMARY	OBJECTIVELY VERIFIABLE INDICATORS	MEANS OF VERIFICATION	IMPORTANT ASSUMPTIONS
<p><u>Project Outputs:</u></p> <p>1) OIC Togo Board organized and trained.</p> <p>2) Togolese agricultural and extension staff trained/upgraded.</p> <p>3) Operating non-formal agricultural training program - OIC Togo.</p> <p>a) Non-formal Training Curriculum Developed - on-site & off-site program:</p> <ol style="list-style-type: none"> 1. Feeder (Literacy Numeracy, etc.) 2. Plant Science (crops) 3. Soil Science 4. Animal Science 5. Basic Coop Management & Practices 	<p><u>Magnitude of Outputs:</u></p> <p>1) OIC Togo Board members performing voluntary functions and activities according to the Articles of Incorporation & Memo of Agreement with OICI.</p> <p>2) Twenty-eight (28) local employees functioning independently as instructors, farm managers, extension & coop services coordinators and agents.</p> <p>3) Trainee Completions & Placements:</p> <p>FY 77 - Project Start-up - Pilot Year FY 78 - 20 trainees on-site FY 79 - 21 trainees on-site FY 80 - 72 trainees on-site & off-site FY 81 - 115 trainees on-site & off-site FY 82 - 115 trainees on-site & off-site <u>Total 5 yrs. - 343 trainees-onsite & offsite</u></p> <p>4) Administrative/Service Systems - OIC Togo</p> <ul style="list-style-type: none"> - Recruitment, screening, individualized counseling, credit assistance, on-farm placements and extension follow-up are performed for training population. - Annual plans and budgets developed by local staff with TCT assistance. - OIC TCT MIS/physical systems implemented and 	<p>1) Evidence of Board activities provided by MIS monthly reports, annual evaluations & direct interviews.</p> <p>2-3) Evidence of local staff performance provided by local annual evaluations, MIS reports, and OIC Togo personnel records and joint (OICI-USAID-GOT) evaluations.</p> <p>4a) OIC Togo MIS records showing subjects offered, enrollment and completions statistics.</p> <p>4b) OIC Togo MIS records on student services, budgets, expenditures, etc.</p> <p>5) a. Field visit to project site, direct observation. b. Records of Min. of Rural Development.</p>	<p>1) That a mutually cooperative working relationship is achieved among OIC Togo Board/GOT monitoring Committee, and the OIC Togo TCT Team.</p> <p>2-3) That minimal turnover occurs among the local counterpart staff.</p> <p>4) Training equipment and materials are available and arrive on schedule.</p> <p>5) That climatic conditions are suitable for selected agricultural activities.</p>

PROJECT RE-DESIGN SUMMARY
LOGICAL FRAMEWORK MATRIX

TOGO OIC

FY 81 - FY 82

NARRATIVE SUMMARY	OBJECTIVELY VERIFIABLE INDICATORS	MEANS OF VERIFICATION	IMPORTANT ASSUMPTIONS						
<p>Project Outputs (cont'd.)</p> <p>b) Administrative/Service Systems Developed:</p> <ol style="list-style-type: none"> 1. Student Services 2. Planning/Programming/Extension. 3. Fiscal/MIS Guidelines and Procedures. 4. Program Evaluation Guidelines. <p>) Training Facilities constructed. Farm infrastructure developed in place.</p> <p>-7) Diversified demonstration farm with livestock & crops.</p> <p>) Community Consciousness and support:</p> <ol style="list-style-type: none"> a. Agricultural Advisory Committee. b. OIC Interest Groups Notse, Davie 	<p>Magnitude of Outputs (cont'd.)</p> <p>- Assistance in securing credit for trainee graduates from portion of farm revenue.</p> <ol style="list-style-type: none"> 5) Seven structures housing classrooms, dormitories, offices, crops, livestock and farm equipment. 6) Poultry, sheep and goat production units demonstrate improved animal husbandry methods. 7) Land utilized for crop production: training follows: <table border="1" data-bbox="595 1139 968 1214"> <tr> <td>FY 79</td> <td>FY 80</td> <td>FY 81</td> </tr> <tr> <td>21 ha.</td> <td>40 ha.</td> <td>50 ha.</td> </tr> </table> 8) OIC Tojo support committees perform voluntary advisory roles, attract increasing membership. 	FY 79	FY 80	FY 81	21 ha.	40 ha.	50 ha.	<ol style="list-style-type: none"> 6) Joint evaluation team survey. 7) In-kind contributions of local support groups. 	
FY 79	FY 80	FY 81							
21 ha.	40 ha.	50 ha.							

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BEST AVAILABLE COPY

PROJECT RE-DESIGN SUMMARY
LOGICAL FRAMEWORK MATRIX

TOGO OIC

FY 81 - FY 82

NARRATIVE SUMMARY	OBJECTIVELY VERIFIABLE INDICATORS							MEANS OF VERIFICATION	IMPORTANT ASSUMPTIONS
<u>Project Inputs:</u>	<u>Implementation Targets:</u>								
1. <u>OICI Inputs</u>	A. <u>OICI</u>							A.1-5) Periodic Audit of OIC Togo Program (External/Internal)	1) Program supplies and equipment purchased abroad are available and delivered on schedule.
1. Technical Cooperation Team (TCT)	1. <u>FY 77</u>	<u>FY 78</u>	<u>FY 79</u>	<u>FY 80</u>	<u>FY 81</u>	<u>FY 82</u>	B.1) Land lease with Paramount Chief, Notse.	2) GOP land will be available as scheduled.	
a) Program Advisor	9mm	12mm	12mm	12mm	12mm	12mm	2-3) Letter from Min. of Finance granting tax exempt status.		
b) Fiscal/Admin. Spec.	-	12mm	12mm	12mm	12mm	12mm	4) Copies of CNCA loan agreement covering OIC Togo trainees.		
c) Animal Husbandry	-	12mm	12mm	12mm	12mm	12mm			
d) Farm Mgr./Equip. Specialist	9mm	12mm	12mm	12mm	9mm	-			
e) Feeder/Extension Specialist	-	-	-	-	8mm	12mm			
	Tot.	18mm	48mm	48mm	48mm	53mm			
2. Short-term consultants.	2. See Budget								
3. Participant Training.	3. See Budget								
4. Commodities and Equipment/Infra. Cost	4. See Budget								
5. Other Direct Costs: Communications, facilities renovation & maintenance, printing, etc.	5. See Budget								

PROJECT RE-DESIGN SUMMARY
LOGICAL FRAMEWORK MATRIX

TOGO OIC

FY 81 - FY 82

NARRATIVE SUMMARY	OBJECTIVELY VERIFIABLE INDICATORS	MEANS OF VERIFICATION	IMPORTANT ASSUMPTIONS
Project Inputs (cont'd.)	Implementation Targets (cont'd.)		
<p>Host Country inputs</p> <ol style="list-style-type: none"> 1. Land for Project site OIC Togo. 2. Tax exemption for TCT staff. 3. Exemption from customs and storage charges for project related equipment, vehicles & personal effects 4. Credit Assistance to Trainees from CNCA. 5. Food grant from GOI - MID (for Boarding Trainees) 6. Road improvement (to project site) by Min. Rural Equipment. 	<ol style="list-style-type: none"> 1) 120 ha. surveyed and leased free for 99 years. 2) Government does not attempt to collect taxes from TCT staff. 3) Customs officials do not impose duties on OIC Togo commodities entering Togo. 4) Minimum ten trainees per annum receive loans from CNCA. 		

APPENDIX E

Five Experimental Agricultural Training Centers

Five agricultural training centers opened their doors in March 1981 in a first effort by the Ministry of Rural Development to train modern farmers. The GOT dropped its original plan to launch one center in each of the 21 prefectures and chose the five economic regions of Togo for the experiment. Centers are located in the following areas:

<u>Center</u>	<u>Region</u>	<u>Distance from Lomé</u>
Mission Tové	Maritime	30 Km
Adeta	Plateau	150 Km
Cambolé	Central	421 Km
Ateda	Kara	424 Km
Barkoissi	Savanna	616 Km

Recruitment is carried out over the radio. Students who have completed four years of secondary school as a minimum are invited to present themselves at one of the regional DRDRs (Direction Régionale du Développement Rural). Most of the candidates either did not pass their BEPC exam or if they did they were not accepted into the next higher grade. Students are selected on a first come, first served basis. All the candidates are then assigned to centers in what may be called a random fashion: every center includes students from all over the country. Although each center was to start with 100 students, enrollment was less: centers have between 60 and 85 students. Students will attend for two consecutive academic years and will graduate, purposely without any diploma or certificate. There is no national director for the experimental schools: they are added to the portfolio of the Director of Animation and Cooperatives in the Ministry of Rural Development, but they are supervised on a decentralized basis. The Regional Director of Rural Development is responsible for the administrative functioning of each center. An agricultural engineer is released by the regional Rural Development Office to become the training director of the Center. He is aided typically by two "C" level graduates of Tové, a mechanic, a tractor driver, and an ox trainer. (Each center is supposed to have two tractors and four pairs of oxen.) To this core staff is added a certain number of part-time faculty from the Regional RD Office, parastatal companies, etc. The centers do not have an autonomous budget. The Finance Director in Lomé transfers funds as required or requested through the administrative hierarchy: the prefects act as financial auditors.

One special feature of the center, which is supposed to have an effect on student attitudes and which certainly has a favorable budgetary effect, is that no boarding facilities exist. Students do not live at home, for they come from all over the country. They are given a monthly stipend from the government of 10,000 CFA francs (cut down from the originally planned 12,000) and on their own are expected to secure food and lodging. Centers are chosen near villages so that a student does not have to walk more than 1 or 2 km to and from his lodging. This housing policy reflects the government's belief that boarding privileges tend to accustom a student to comfort if not luxury. The government wants to avoid the

Appendix E

"campus student" image, which encourages an attitude of one, living off the State, and two, enjoying the right to complain and demonstrate.

The evaluation team travelled 30 Km to Mission Tové to observe one of the new centers in action and to assess the realities of the school, as compared to their description in theory. The center had 75 students including one girl. The training director, Komlan Bossou, was a graduate of the University of Benin, agriculture section. That is, he is a level "A-2" agricultural engineer, who received his degree after three years of special study following his baccalaureat. The training director had three graduates from the Tové (Extension) Training Center as his assistants: in livestock, crop production, and tractor operations and maintenance. Three other persons complete his full-time staff: an animal traction specialist; an ox trainer; and a youth activities facilitator. The latter was "lent" to the center by the Ministry of Youth and Sports upon the special request of the training director, who saw the need for the organization of dance and theatrical activities for his students. One must add to this core staff of six a group of 14 part-time staff in the form of technicians from Ministries in Lomé that are responsible for the four hours a week of theoretical courses.

Courses are given in animal husbandry, agriculture, and animal traction/mechanization. Students are divided into 5 groups of 15 and move from one activity to another on a rotational basis. The team saw evidence of the 5 groups' having applied animal husbandry principles; i.e., 5 chicken coops of approximately 4 x 12 meters had been constructed out of locally available materials (wooden poles, straw roofing, etc.). These were in marked contrast to the cinder-block and aluminum roofed chicken coop which was part of the training center facilities. The 5 chicken coops constituted an impressive demonstration of student utilization of local materials which could be duplicated in a village situation. One trainee was visible in the small herd of oxen where he was observing the ox trainer's behavior. Other groups of trainees were 7 Km away on the center's demonstration plots, reportedly consisting of 2 hectares of corn, 0.5 hectares of irrigated rice and 0.5 hectares of market gardens. In addition to the collective practical work students received every morning on these demonstration plots, students had small individual plots scattered around the training center.

Roll is called on a daily basis and arrival/departure times of students are recorded. No marks are given on students' performance, but written comments are periodically prepared by the staff. Students receive 10,000 (FA francs per month and reportedly can live on this sum, with 700-1,000 francs covering a month's lodging and 7,000 francs for a cook to prepare the student's food for a month. If the student's individual plot is successful, the profits from the sale of his vegetables are added to his income.

Mission Tové is atypical among the five centers due to its close proximity to Lomé. This fact allows more rapid services and solution of problems; it assures a greater pool of technicians from whom part-time instructors may be chosen. In addition, Mission-Tové occupies the physical facilities of the Sio River Rice Culture project that the Chinese built and ran for many years. The Rice Production Project staff, as its current director, Djagni Kpo Akoegnon, explained, also helps to instruct the 75 students in modern rice growing techniques.

APPENDIX F

National Agricultural Training Institute (INFA) at Tové

This description of the agricultural training which takes place at Tové, 115 Km northwest of Lomé near Kpalimé, will first treat Tové as it presently exists and secondly briefly report on Tové as it will look in 1984 having benefited from a World Bank loan of approximately US Dollars 3 million.

Present Tové

Tové is the only national institution training agricultural extension agents. Its lower cycle (Level "C" Agents) is trained within the "Centre d'Apprentissage Agricole" (CAA), which enrolls annually 60 students who have finished their primary schooling. After three years, they graduate as "adjoints des techniques agricoles." Their training consists of a first year of general instruction, followed by two years of specialization in agriculture, animal husbandry or forestry. They also take courses in rural animation, extension practices, and simple applied mathematics and economics. The students (four out of 60 are women, on the average) reside in dormitories and receive a monthly government stipend. A minimum of five years of field work as government paid extension worker is required after graduation before being permanently accepted (upon favorable evaluation) as a civil servant. Current graduates of Tové "C" level appear to be much in demand. They staff the five new experimental agricultural centers and are assigned to regional Ministry offices as extension agents.

The upper cycle (Level "B" Agents) is trained within the "Ecole Nationale d'Agriculture (ENA)", which enrolls annually 40 students having completed their first four years of secondary school (BEPC degree). After three years, they graduate as "ingénieurs adjoints." Their three years of training are broken down into year one: stages of the agricultural season (planting, weeding, etc.); year two: farm management and marketing, including two months of practical work away from the center; year three: extension practices. Approximately one half of the students' activities involve theory, and one half, practice. The students manage their own cooperative. The three branches taught are agriculture, engineering, and forestry. Students live in dormitories and receive a monthly government stipend of 24,000 CFA francs. Upon graduation they become staff members of regional government (MRD) offices where they often as "chef de secteur" or "chef de sous-secteur" become supervisors to extension agents (graduating from cycle C training at Tové) or work in parastatals (i.e. Togolese Cotton Company or SOTOCO) or foreign research institutes (e.g. Cotton and Textile Research Institute, IRCT or French Coffee and Cocoa Institute, IFCC). After five years of service in the field, the graduates are evaluated and if successful are permanently accepted into the civil service. A common staff teaches at both levels of agricultural training.

Future Tové

Starting in 1982 and with World Bank financing, the National Institute for Agricultural Training at Tové (present site, extended and improved) will contain the following elements:

- 90 "modern farmers" will be recruited at the BEPC level and trained

for two years. This group will replace the current "C" level training for 60 primary school graduates. This new training pattern will resemble the current five agricultural training centers (see Appendix E).

- 60 "ingénieurs adjoints" will be trained along the lines of the present "B" level stream. Animal Husbandry will be added to the curriculum and construction of a workshop for farm machinery and tools is planned.
- "ingénieurs des travaux agricoles" will be recruited after their baccalaureat and trained for 2 years.
- agricultural engineers (previously trained in three years, after their baccalaureat at the University of Benin) will be trained over two years to become teachers in agricultural secondary schools.
- "ingénieurs adjoints" will be recruited and trained over 2 years to be agricultural advisors in the primary school system.

APPENDIX C

Maisons Familiales : Another PVO

Introduction

In the interests of broadening the scope of inquiry into PVO activities in Togo which is related to farmer training, the Evaluation Team visited the headquarters of another PVO, "Maisons Familiales", and talked with its National Director, local Head of Training, and expatriate advisor. Although the current OIC TCT were not aware of the activities of this PVO (which had been suggested to the Evaluation Team by the Director of the Togolese PVO consortium CONGAT as the most successful farmer training initiative in Togo), the three successive local OIC/Togo program directors knew or know the Maisons Familiales program well. In fact, the second director visited the Maisons Familiales Headquarters shortly after his installation, and wrote :

" The OIC training system presents the disadvantage that trainees are cut off for too long from their milieu. We should adopt an alternative pedagogy, with 2 weeks at the center, 4 on one's farm. This presents the combined advantage that trainees stay in contact with their milieu and don't undergo an attitudinal change." After making his recommendation to the TCT, the Program Director reports their displeasure with the proposal because it was of French inspiration. (Program Director Report, March 31, 1978)

The following is a brief description of this PVO and cost data that were collected with the ultimate intention of performing comparative cost analyses.

1. Creation and Affiliation

The first MF in Togo was created in 1964. The Togolese MF Union constitutes a national chapter of the Union des Maisons Familiales Rurales de France, which is a PVO supported by the French Ministry of Agriculture. In Togo, MF reports to the Ministry of Rural Development.

2. Objectives

- train and promote rural workers through improved agricultural production and techniques;
- improve family living style in the fields of sanitation, lodging, and food consumption;
- stem the rural exodus;
- involve rural citizenry in national development.

3. Personnel

As of Dec. 31, 1980 eighty persons were employed by MF. This figure includes 6 local administrators, 6 expatriate advisors, 51 trained Togolese staff and 17 staff in training. The 80 are spread over 14 centers throughout the country. 28 of the 80 are women.

Appendix G

4. Selection of participating villages

Before a village is selected as a site for a training center, MF staff carry out extensive studies and at the same time begin sensitization activities. Typically a comparative study of several zones which are candidates for MF action is produced after a month's research. A monograph of the zone selected is written after a year's research. In discussion with villages, the village is represented by a pair of delegates, one man and one woman. Working with these delegates in a "development committee" are representatives from the regional administration (i.e. Prefecture) and technical services.

5. Construction of training center

A training center of uniform architectural style is built in a central village in the zone selected. No inhabitant has to walk more than 7 km to reach the center. Each training center contains one building for offices; one building for classrooms flanked by a men's dormitory and a women's dormitory; three houses for MF teaching staff; a small building for a kitchen and storage; an eating facility; and an outhouse. The buildings are made out of cinderblock with wooden shutter-windows and aluminium roofing. A well provides water. There is no electricity. The constructed floor space was about 400 square meters in totality. The National Director reported that the most recent training center cost 16,000,000 CFA francs.

6. Selection of village trainees

The selection of village trainees takes place from October to December. MF staff conduct group interviews and individual interviews. They try to perceive the deep-down motivation of candidates. No previous schooling or literacy level is required: indeed these parameters are considered irrelevant. One must be an active farmer between the age of 18 and 30. Married couples are not solicited and generally not taken. A training contingent is composed of 25 men and 25 women. There is negligible attrition.

7. Training program for villagers

Farmer training last approximately one year, broken down into sensitization, instruction, and supervision. The intensive instruction phase takes place during twelve weeks of January-April, according to a special MF strategy entitled "the alternative pedagogy." Villagers live at the center for 5 days, then return to their village for three weeks, and repeat this pattern three times (4 months in all). The content in the training has been determined by the development committee. Examples are (a) selecting a site for planting a crop; (b) improving maize production; (c) raising chickens; (d) animal traction; (e) children's diseases; (f) home economy. A choice of collective village community development projects is also made during training.

Appendix G

8. CD projects

During the three weeks per month spent in the village, trainees undertake collective CD projects in addition to working in their own fields. Examples of projects completed have been the following : well dug; small dam built; dispensary built; market gardens established; feeder roads constructed; animal traction units put into practice.

9. Training of MF staff (trainers)

The Sokodé training center recruits candidates at the BEPC level. Thirty are trained in a group (15 men, 15 women) and a complete training cycle lasts 3 years. The curriculum is divided among courses led by the staff and visiting technical experts, analysis of field observations, and preparation for field visits. The "alternative pedagogy" is also practiced with 1 month at the center followed by 2 months working in villages on studies, sensitization, training in technical services, observation. During this training students receive 12,000 FCFA a month. Upon graduation they are paid 27,000 FCFA as "moniteurs" or "monitrices". They are not civil servants but contractors with MF. There is an attrition rate of approximately 50% over the 3 years.

10. Relationship with Regional Authorities

The Prefecture is always represented on the development committee and follows the evaluation of the MF intervention at all stages. In one case the Prefect himself keeps close track of the expenditures related to the training center construction. And during the construction phase he personally visits the site twice a week to ensure work is progressing properly.

11. Results

MF claims to have trained since 1977, 30 trainers (of which 16 are women) and 1,322 village trainees (of which 663 are women). In terms of reaching other villagers, such as when during the construction of a feeder road the group of village trainees successfully solicits participation by other villagers, MF claims to have reached 12,829 villagers (1977-80).

12. Persons trained by MF

	<u>77</u>	<u>78</u>	<u>79</u>	<u>80</u>	<u>81</u>	<u>Total</u>
Monitors	8	8	0	14	-	30
Farmers	214	150	344	614	-	1,322

Appendix G

13. Budget (from Annual Reports)

(thousands CFA)

	<u>77</u>	<u>78</u>	<u>79</u>	<u>80</u>	<u>81</u>	<u>Total</u>
A. <u>GOT</u>						
1. Salary staff (3)						
base pay	4.320	4.680	4.680	5.220	5.220	
housing	900	900	900	900	900	
benefits	540	540	540	540	540	
2. Salary "moniteurs"	9.305	12.600	13.158	18.685	25.234	
3. Operational costs centers	750	1.080	900	1.312	1.041	
4. O.C. Moniteur training centers	2.000	2.000	2.527	3.670	672	
5. O.C. Administration	1.500	1.600	2.000	2.787	1.062	
6. O.C. National PVO	540	700	1.325	2.325	800	
Sub-total	19.855	24.100	26.030	35.439	35.469	140.893
B. <u>Villager Contributions</u>						
(dues, labor)	1.500	1.500	1.500	1.500	1.100	7.100
C. <u>Donor</u>						
1. Salary TA (6)						
base pay (est.)	21.600	23.400	23.400	25.200	25.200	
housing	1.000	1.000	1.000	1.000	1.000	
benfits	3.500	3.500	3.500	2.400	3.900	
2. Scholarship for trainees	3.960	4.500	5.100	6.720	6.624	
3. Construction centers	6.500	16.500	6.000	17.500	28.600	
4. Equipment centers	1.300	400	2.450	-	-	
5. Start up O.C. new centers	750	900	1.050	1.080	1.450	
6. Vehicles	1.100	1.100	1.100	3.220	2.000	
7. Evaluation	500	500	970	-	-	
Sub-total	40.210	51.800	44.570	57.120	68.774	262.474
Total	61.565	77.400	72.100	94.059	105.343	410.467
(A) GOT	32%	31%	36%	38%	34%	
(B) VC	2%	2%	2%	2%	1%	
(C) Donor	65%	67%	62%	61%	65%	

APPENDIX H

Questionnaire Administered to Stratified Sample of
Graduate Trainees

Survey Questions for Graduates

Date:

Surveyor:

Graduate's Name:

Village :

Cycle : I II III IV VA VB

1. Date entered OICI/Togo Training Center:
Date of Graduation:

2. How many hectares of land do you cultivate?

3. What crops do you cultivate? Maize: hectares
 Cotton: hectares
 Cowpeas: hectares
 Vegetables: hectares
 Other (what?): hectares

4. Do you do any poultry farming? Yes No If yes, how much

5. Do you do any livestock raising? Yes No
If yes, kind number

6. Did you receive any of the following from OICI/Togo Training Center?
Yes No; If yes, what did you receive?

Quantity

- Fertilizer
- Seeds
- Cultivator
- Other

If not, why not?

7. After you graduated from the OICI/Togo Training Center and returned to your village, did you put into practice any of the things which you had learned? Yes, No.
If yes, what did you apply and how? (fertilizer, seeds, cultivator, insecticide, etc.)
What did you learn at the center that you have not put into practice? Why not?

8. After the training at the OICI/Togo Training Center, did you have adequate time to prepare for the next planting season? For example, first planting season and second planting season? Explain.

9. After you graduated from the OICI/Togo Training Center, did you receive visits from the extension agent? Yes, No.
If yes, which agents? OICI/Togo, GOT, Other
Number of visits, Dates
Purpose of visits
Were the visits helpful? Yes, No.
If yes, how?
If not, why not?

Appendix H

10. Did the extension staff look at your farm land to determine its suitability for crop production before finalizing the resettlement plan? Yes, No.
If yes, when? Date
11. Did you receive a cultivator on loan from the OICI/Togo Training Center? Yes, No. If yes, when? Date.
What were the results?
If not, had you expected to receive the cultivator? Yes, No.
12. Did the OICI/Togo agent (a) advise you to visit and consult with other government agencies? Yes, No. and (b) introduce you to people working in those agencies? Yes, No.
If yes, what agency? When.
Number of times you visited the agency?
13. Did you use insecticides on your farm? Yes, No.
If yes, with what result? Was the application timely?
14. Did you receive a loan from CNCA? Yes, No.
If yes, when? Date: Amount:
and when will you be able to pay it back?
If not, do you need credit or a loan? Yes, No.
15. Are your parents farmers? Yes, No. Do they have other work?
Explain.
Have your parents or your family helped you in resettlement? How?
16. How many years of education do you have?
17. Which aspect of the OICI/Togo Training helped you the most?
18. What suggestions do you have concerning how the OIC training program could be improved?
19. Were the objectives you set in attending the OIC Training Center met by the time you left Notsé? Explain your answer.
20. Would you advise other young Togolese to attend the Notsé Training Center? Explain your answer.
21. Has the village chief helped you in resettlement? Yes, No. If yes, how? (eg. is the chief a member of the group? Does he help in procuring ag. inputs?)
22. Whose land do you cultivate?
23. How much did you harvest last season?
24. Is marketing difficult?
25. What did you do before attending the OIC/Togo Training Center?

APPENDIX I

Questionnaire Compilation of Key Data from Graduate Trainees

GRADUATE TRAINEES	CYCLE	AGE	VILLAGE	INDIVIDUAL OR GROUP FARM	DISTANCE FROM OIC/TOGO CENTER	CULTIVATED SURFACE IN HECTARES	CROPS
HAISER Komla	I	30	TODOME	INDIVIDUAL	6	0,675	CORN, SORGHU COTTON
ETOGLO Koffi	I	29	ATTITSOHOE	INDIVIDUAL	10	1,50	CORN
MAHO Komla	I	30	ALATI	INDIVIDUAL	20	4,00	CORN, COTTON BEANS
ODAR Yao	II	24	OIC/CENTER	INDIVIDUAL	0	0,99	CORN, BEANS
ONOUTSE Kwassi	II	31	AGOU/AKPLOLO	INDIVIDUAL	60	1,25	CORN
KE Assabi	II	25	TOVE	INDIVIDUAL	88	LAST SEASON 1,50	CORN, COTTON
EBODJI Yao	II	19	TOVE	INDIVIDUAL	88	1,25	CORN
BEKE Yao	III	36	DAVIE	INDIVIDUAL	68	1,10	CORN SWEET POTATO
BOSSAH Komlavi	III	26	DAVIE	GROUP	70	1,95	CORN, YAMS BEANS, CASSAV.
AGBLA Ageda	III	21	DAVIE	GROUP	70	1,95	" "
OGBLA Atsou	III	23	DAVIE	GROUP	70	1,95	" "
BOSSIWI Koffi	III	20	ADETIKOPE	INDIVIDUAL	72	0,08	CORN
VALDEDO A.	IV	30	KIKPLI	INDIVIDUAL	43	2,02	CORN, COTTON VEGETABLES
OKLOHO Komla	IV	21	AGOTIME	INDIVIDUAL	80	0,91	CORN
TSU Kossi	IV	20	WONOUGBA	GROUP	88	1,25	CORN
TSULE Kokouvi	IV	21	WONOUGBA	GROUP	88	1,25	CORN
MTA Abalo	IV	23	HUNLEDEKOPE	EMPLOYEE	68	-	-
ASSE Senavi	IV	19	ADANGBE	INDIVIDUAL	86	1,10	CORN, CASSAV.
DZOLEVO Koffi	IV	33	DANYI	GROUP	125	0,75	CORN
MOUZOU Ayi	V	23	AMOUZOUKOPE	INDIVIDUAL	89	0,05	VEGETABLES
EWONOU Dela	V	21	KPELE-BEME	INDIVIDUAL	102	0,05	VEGETABLES
OIEKOU Agbenvo	V	21	KPELE-BEME	INDIVIDUAL	102	0,05	VEGETABLES
OGBE Mawunyo	V	17	KPELE-BEME	INDIVIDUAL	102	0,05	VEGETABLES
OKOSSOU Koffi	V	18	AMOUZOUKOPE	INDIVIDUAL	89	0,05	VEGETABLES
24		24,4	19	I = 17 G = 6	63,3		

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Questionnaire Compilation of Key Data from Graduate Trainees

GRADUATE TRAINEES	SON OF FARMER OR NOT	DID FAMILY HELP RESETTLE	YEARS OF EDUCATION	ASPECT OF OIC/TOGO TRAINING THAT HELPED MOST	SUGGESTIONS TO OIC/TOGO	WAS OBJECTIVE TRAINING ATTAINED
ISER Komla	YES	NO	5	AGRICULTURE	MORE PRACTICE	POULTRY
TOGLO Koffi	YES	YES	7	AGRICULTURE	MORE PRACTICE	POULTRY
AHO Komla	YES	YES	7	AGRICULTURE	FARM MACHINERY	TRACTOR
DAR Yao	NO	YES	9	AGRICULTURE	MORE PRACTICE	TRACTOR
NOUTSE Kwassi	YES	NO	6	AGRICULTURE	MORE PRACTICE	POULTRY
KE Assabi	YES	NO	11	AGRICULTURE	MORE PRACTICE	YES
BODJI Yao	YES	NO	8	AGRICULTURE	MORE PRACTICE	YES
EKE Yao	YES	NO	3	POULTRY	MORE FOLLOW-UP	LIVESTOCK
DSSAH Komlavi	YES	NO	6	AGRICULTURE	OIC/TOGO GIVE FOOD	YES
AGBLA Ageda	YES	NO	6	AGRICULTURE	MORE FOLLOW-UP	YES
DGBLA Atsou	YES	NO	6	AGRICULTURE	MORE PRACTICE	YES
DSSIVI Koffi	YES	NO	0	LIVESTOCK	-	YES
ALDEDO A.	NO	NO	7	LIVESTOCK	ENOUGH	YES
KLOHO Komla	YES	YES	8	AGRICULTURE	FOOD SUPPLY	YES
SU Kossi	YES	NO	6	LIVESTOCK	MORE TIME FOR TRAINING	YES
TSULE Kokouvi	YES	NO	8	LIVESTOCK	MORE TIME FOR TRAINING	YES
TA Abalo	NO	NO	9	LIVESTOCK	MORE POULTRY	LIVESTOCK
ASSE Senavi	YES	YES	8	AGRICULTURE	CREDIT	CROP PRODUCTION
DZOLEVO Koffi	YES	YES	6	-	MORE TIME TRAINING	YES
OUZOU Ayi	NO	YES	9	AGRICULTURE LIVESTOCK	MORE VEGETABLE	LIVESTOCK
WONOU Dela	YES	NO	10	VEGETABLE	TRACTOR	POULTRY
IEKOU Agbenyo	YES	NO	9	VEGETABLE	MORE PRACTICE	POULTRY
OCBE Mawunyo	YES	NO	8	VEGETABLE	MORE PRACTICE	LIVESTOCK
OKOSSOU Koffi	NO	YES	7	AGRICULTURE LIVESTOCK	MORE PRACTICE	LIVESTOCK

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Appendix I Questionnaire Compilation of Key Data from Graduate Trainees

GRADUATE TRAINEES	WOULD RECOMMEND OIC TRAINING	HELP FROM VILLAGE CHIEF	WHAT WAS CROP HARVESTED LAST SEASON	LAND OWNERSHIP	MARKETING SITUATION	WHAT TRAINING BY OIC/TOGO WAS NOT PUT INTO PRACTICE
ISER Komla	NO	NO	CORN	FATHER	NO PROBLEMS	CULTIVATOR
TOGLO Koffi	-	YES	CORN	FATHER	"	CULTIVATOR
AHO Komla	YES	YES	CORN GROUNDNUT	FATHER	"	LIVESTOCK
DAR Yao	YES	YES	CORN	OIC/TOGO	"	FERTILIZER
MOUTSE Kwassi	YES	YES	CORN	FAMILY	"	LIVESTOCK
EKE Assabi	YES	NO	CORN	FAMILY	"	LIVESTOCK
BODJI Yao	YES	NO	CORN	FAMILY	"	CULTIVATOR
EKE Yao	YES	NO	CORN	FATHER	"	VEGETABLE LIVESTOCK
DSSAH Komlavi	YES	YES	CORN	VILLAGE	"	LIVESTOCK
AGBLA Ageda	YES	YES	CORN	VILLAGE	"	LIVESTOCK
DGBLA Atsou	YES	YES	CORN	VILLAGE	"	LIVESTOCK
DSSIVI Koffi	YES	NO	CORN	FRIEND	"	SWINE MACHINE
DALDEDO A.	YES	YES	-	VILLAGE	TRANSPORTATION	LIVESTOCK
DKLOHO Komla	YES	YES	CORN	FATHER	NO PROBLEMS	LIVESTOCK
DUSU Kossi	YES	YES	CORN	VILLAGE CHIEF	"	MACHINE
DTSULE Kokouvi	YES	YES	CORN	VILLAGE CHIEF	"	LIVESTOCK
DTA Abalo	YES	NO	EMPLOYEE	-	"	AGRICULTURAL
DASSE Senavi	YES	NO	CORN	FATHER	"	-
DZOLEVO Koffi	NO	NO	CORN	UNCLE	"	MACHINE LIVESTOCK
DOUZOU Ayi	YES	NO	-	FATHER	MKT.SIT. UNCERTAIN	LIVESTOCK
DWONOU Dela	YES	YES	-	FATHER	UNCERTAIN	AG TECHNICAL
DIEKOU Agbenyo	YES	YES	-	FATHER	"	SWINE
DJGBE Mawunyo	YES	YES	-	FATHER	"	TRACTOR
DJKOSSOU Koffi	YES	NO	CORN	FATHER	"	LIVESTOCK

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Questionnaire Compilation of Key Data from Graduate Trainees

GRADUATE TRAINEES	POULTRY OR LIVESTOCK	FERTILIZER(F) SEED (S) CULTIVATOR(C) INSECTICIDE(I) RECEIVED kg	DID GRADUATE HAVE ADEQUATE TIME TO PREPARE ?	EXTENSION OR FOLLOW- UP RECEIVED	CREDIT	
					RECEIVED F	PAID BACK F
KAISER Komla	LOCAL POULTRY	-	YES	OIC/TOGO	91,200	-
KETOGLO Koffi	NO	-	YES	OIC/TOGO	91,200	-
AJAHO Komla	LIVESTOCK POULTRY	F = 300 S = 24	YES	OIC/TOGO SU TOGO	91,200	37,240
ADDAR Yao	NO	F = 120 S = 20	YES	OIC/TOGO	-	-
KONOUTSE Kwassi	LOCAL POULTRY	F = 200	YES	OIC/TOGO	-	-
BAKE Assabi	-	-	YES	EMPLOYEE	-	-
AGBODJI Yao	-	-	YES	EMPLOYEE	-	-
SEKE Yao	LOCAL POULTRY	F = 751	YES	OIC/TOGO	-	-
SOSSAH Komlavi	NO	F = 1300		OIC/TOGO	-	-
DAGBLA Ageda	NO	S = 30	YES	OIC/TOGO	-	-
DOGBLA Atsou	NO	C = 1		OIC/TOGO	-	-
KOSSIVI Koffi	POULTRY	-	NO	OIC/TOGO	-	-
MIALDEDO A.	POULTRY	F = 300 S = 24	YES	OIC/TOGO SU TOGO	-	-
KOKLOHO Komla	NO	F = 300 S = 24	NO	OIC/TOGO	-	-
ATSU Kossi	NO	F = 600	YES	OIC/TOGO	-	-
N'TSULE Kokouvi	NO	S = 25	YES	OIC/TOGO	-	-
ATTA Abalo	LIVESTOCK EMPLOYEE	-	YES	OIC/TOGO	-	-
LASSE Senavi	LOCAL LIVESTOCK	F = 300 S = 6	YES	OIC/TOGO	-	-
EDZOLEVO Koffi	NO	F = 150 S = 24	NO	OIC/TOGO	-	-
AMOUZOU Ayi	POULTRY	VEGETABLE SEEDS	NO	OIC/TOGO	-	-
SEWONOU Dela	POULTRY	VEGETABLE SEEDS	NO	OIC/TOGO	-	-
DOIEKOU Agbenyo	POULTRY	VEGETABLE SEEDS	NO	OIC/TOGO	-	-
DOGBE Mawunyo	POULTRY	VEGETABLE SEEDS	NO	OIC/TOGO	-	-
LOKOSSOU Koffi	POULTRY	VEGETABLE SEEDS	NO	OIC/TOGO	-	-
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APPENDIX J

ACRONYMS

AID/W	Agency for International Development, Washington
AFR/CWA	Africa Bureau, Coastal West Africa Office
AFR/DR	Africa Bureau, Development Resources Office
CEPE	Certificate of Elementary Primary School Studies
CESAO	Centre d'Etudes Economiques et Sociales de l'Afrique de l'Ouest
CNCA	Caisse Nationale de Crédit Agricole
CONGAT	Conseil des Organismes non-Gouvernementaux en Activité au Togo
DRDR	Direction Régionale du Développement Rural
FAO	Food and Agriculture Organization
FIDA	Fonds International pour le Développement Agricole
FY	Fiscal Year
GOT	Government of Togo
ha.	Hectare (10,000 square meters or 2.47 acres)
IADS	International Agricultural Development Services
INADES	Institut Africain pour le Développement Economique et Social
INFA	Institut National de Formation Agricole
IRAT	Institut de Recherches Agronomiques Tropicales
logframe	Logical framework
LOP	Life of Project
MF	Maisons Familiales
MIS	Management Information System
MRD	Ministry of Rural Development
NPK	Nitrogen-Phosphorus-Potassium
OAR	Office of the AID Representative (Lomé)