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UNCLASSIFIED

NIAMEY DEPARTMENT DEVELOPMENT II  
(683-0240)

PROJECT PAPER SUPPLEMENT

UNCLASSIFIED

ACTION MEMORANDUM FOR THE ACTING DIRECTOR, USAID/NIGER

THRU: D/ADO: Ernest F. Gibson *EF*  
FROM: NDD/ADO: Kevin J. Mullally *KJM*  
SUBJECT: Niamey Department Development II  
(683-0240) Project Paper Supplement

I. PROBLEM: Your approval is required to (1) authorize a Project Paper Supplement for the Phase II of the Niamey Department Development Project, (2) amend the authorization for the subject project increasing the authorized funding by 10%, from \$13,582,000 to \$14,897,000, and (3) extend the PACD by two years, from December 31, 1986 to December 31, 1988.

II. DISCUSSION:

A. Project Descriptions

This two year extension and modification of the original five year (1981-1986) project is necessary to obtain the original goal of a long range program of rural development in the Niamey Department of Niger. This extension will build on the lessons learned since the program first began in 1978 and will concentrate its efforts on a streamlined set of activities whose collective purpose is to initiate a self-sustaining rural development process in the Niamey Department, and which is based on increased agricultural productivity and strengthened local organizations.

Phase II was intended to build on the experimentation and institution building of Phase I in order to increase agricultural production and initiate a self-sustaining rural development process in the Niamey Department. However, the targets originally conceived and subsequently revised in 1983 will not be achieved by the end of 1986. The project was redesigned in early 1983 following the first interim evaluation which noted that there was an over-emphasis on the achievement of quantitative targets at the expense of qualitative objectives. There was subsequently a second interim evaluation held concurrently with a management impact evaluation in late 1984. These evaluations, in conjunction with other in-depth studies on specific issues, have provided further guidance in modifying the project to accommodate an evolving environment for a better execution of project activities. There remains, however, certain unfinished business to assure that the targets in the Revised Implementation Plan will be achieved. These tasks may best be summarized as follows:

- A set of improved cultural techniques adapted to the different agro-ecological zones has yet to be developed and incorporated into the NDD extension program.

- The shift to the Village Training Centers (Centre Villageois de Formation, or CVF) as the basis for agricultural extension will not be completed. The training at the restricted number of traditional training centers (Centre de Perfectionnement Technique, or CPT) needs to be upgraded to produce effective trainers. The CVFs will require strong technical support to ensure this new system is viable, to work out unanticipated problems, and expose the technical service sufficiently to the modified training program to assure that the system will be continued after the end of the project.

- The use of a local investment fund (Fonds d'Investissement Local, or FIL) in support of local organization development and training will require additional time to ensure that villagers have acquired the knowledge and skills necessary to determine their development needs, and become adept at soliciting financing and technical assistance in fulfilling these needs.

- Additional time and support is needed before the cooperative system, which is to play an important role in supporting village level development activities, can be considered self-sustaining or even sustainable.

The two year extension, through December 1988, is intended to complete these four unfinished tasks and to develop a strategy for the integration of these four remaining components into the existing Nigerien structures. Two interim evaluations and an impact evaluation which addressed management issues within the project provided valuable guidance in re-structuring the project to complete the remaining work. The two year extension will confine itself to the present physical boundaries of the project and will not extend into the Tera and Tillabery arrondissements. The project will concentrate on four principal components: agricultural extension; applied research, local organization development, and limited support for the technical services. Four components will be discontinued under the extension: input distribution, assistance to the CNCA, women's participation, and monitoring and evaluation.

At the end of the extension, in December 1988, it is expected that an additional 480 farm couples will have received long term training and will be using improved agricultural practices to increase their production and rural incomes. Over 100 additional rural artisans will have been given improved skills training in creating an indigineous capability to maintain recently introduced agricultural equipment. Additionally, 60 CVDs (Conseil Villageois de Développement) and 200 GM (Groupement Mutualiste) and cooperative officials will have received training in management and appropriate development skills to enable them to plan local development.

A five-person technical assistance team will be recruited to assist with the implementation of the project extension. This team will serve during the entire two year extension period, but will gradually assume technical supervisory roles during year two so that by the PACD any activities which the Government of Niger intends to continue will be operated by the Nigeriens themselves. Additional short term assistance will be afforded through an institutional contract in such areas as computer skills, impact evaluation assistance, credit management, harness making, mechanical engineering, water lifting and pumping, farming systems research, cooperatives development, and business and project management.

The extension is in conformance with, and supports both the Government of Niger's development plans and the Mission's most recent Country Development Strategy Statement.

B. Project Implementation:

This amendment does not request any waiver and there are no additional conditions precedent or covenants pertaining to this amendment. The implementation plan contained in the proposed PP supplement has been carefully reviewed, is judged realistic and presents a reasonable time frame for carrying out the remaining project activities under the amendment.

C. Financial Summary:

Life of Project AID financing is increased with this extension by \$1,315,000 to a new total of \$14,897,000. The estimated grant budget for the extension is as follows:

(000 US \$)

	Original P.P. LOP	Funds Remaining 1986 PACD	Funds Required for extension through 1988	Increase in LOP	Revised Project Budget
Technical Assist. Personnel	\$2,484	(576)	1,832	2,408	4,892
Long Term		-	1,512	-	-
Short Term		-	320	-	-
Training	422	76	58	(18)	404
Commodities	5,056	2,196	1,406	(790)	4,266
Construction	2,303	712	37	(675)	1,633
Local Expenses	1,284	(750)	654	1,404	2,688
Contingencies	400	109	338	229	629
Inflation	1,628	1,465	222	(1,243)	385
	<hr/>	<hr/>	<hr/>	<hr/>	<hr/>
	\$13,582	3,232	4,547	1,315	14,897

\* An exchange rate of 350 FCFA = \$1.00 was used for planning purposes.

111

USAID/Niger and the Government of Niger have collaborated closely in both the implementation of Phase I and Phase II of the project and the development of the project extension proposal.

According to Handbook 3, Chapter 13, a PP Supplement is required in order to extend a project's PACD for the purposes of facilitating attainment of the project's original objectives. Attached to this Action Memorandum is the required document detailing the manner in which funds remaining in the project will be programmed and disbursed during the one-year extension.

Under Africa Delegation of Authority 140, Section 4(A)(3), you, as Mission Director are authorized to approve extensions of the life of a project for a cumulative period not to exceed three years, provided that the extension does not result in a total life of project (from the point of initial obligation to revised PACD) of more than ten years. The present action falls within this authority as (a) the PACD has not previously been extended and (b) the date of initial obligation was June 4, 1981.

III. RECOMMENDATION: That, following your review of the attached Project Paper Supplement, you sign below indicating your approval, and that you sign the attached Project Paper Supplement face sheet and the attached amended Project Authorization increasing the life-of-project value from 13,583,000 to \$14,897,000 and extending the PACD two years, to December 31, 1988.

Approved: R. Craig Corbett

Disapproved: \_\_\_\_\_

Date: 9/5/81

Clear: PDO: SChambers (DRAFT)

*ang* EXO: DLockhart *DL*  
PROG: AFessenden *F*  
CONT: SOsagbue *SO*  
A/DD: DMaxwell *DM*

11

PROJECT AUTHORIZATION AMENDMENT

Country: Republic of Niger  
Project: Niamey Department Development  
Phase II  
Project  
Number: 683-0240

1. Pursuant to Part I, Chapter I, Section 121 of the Foreign Assistance Act of 1961, as amended, the Niamey Department Development Project, Phase II (NDD II) was authorized on April 28, 1981 by the A.I.D. Administrator Pursuant to Africa Bureau DOA 140, Section 4.A.(2). That Project Authorization is hereby amended as follows:

a. Paragraph 1 is amended by deleting the words and figures:

"Thirteen Million Five Hundred Eighty Two Thousand United States Dollars (\$13,582,000) in grant funds over a five year period"

and substituting in lieu thereof the words and figures:

"Fourteen Million Eight Hundred Ninety Seven Thousand United States Dollars (\$14,897,000) in grant funds over an estimated seven year period."

b. Paragraph 2 is deleted in its entirety and the following is substituted in lieu thereof:

"The project consists of financing technical assistance, commodities and related services, and operating costs to assist the Cooperating Country in its effort to institutionalize a process of rural development through the establishment of self managed village organizations and assist participating farmers to achieve increased food production and rural incomes. The project amendment will concentrate efforts within the existing project zone on the following four primary components:

A) Agricultural extension: the CPT training will be upgraded and oriented exclusively to the training of CVF trainers. There will be 4 CPT's operating in 1987 and 1988. There is a major re-orientation of extension training emphasizing village level training. Twenty village training centers (CVFs) will be operating at any one time in the project area, and at least thirty villages will have had CVFs functioning in them for two or more years.

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B) Applied research: Testing and research will be conducted in support of the CPT/CVF extension program. Applied agronomic and farming systems research will be conducted over the next two years to observe the on-farm impact to technologies found to be agronomically sound by primary research institutions. An agriculture equipment prototype center will identify, develop and test animal traction equipment and other agricultural machinery to be incorporated into the government's ongoing extension activities.

C) Local Organization Development: Training will be provided and support given to GMs, CVDs, and Cooperatives. Income generating activities will be designed and funded through a functioning rural investment fund for the benefit of local organizations.

D) Support of Technical Services: Support will continue to be provided to strengthen key governmental services, and beginning in 1986, will also explore systematically with each service which activities will be jointly executed in support of stated project activities."

2. Efforts will continue to be made to address the role of women in the agricultural system but these efforts will be an integral part of the overall program and not singled out as a special objective. Monitoring and evaluation activities will continue with the preparation of work plans and periodic reports on project execution. The impact evaluations will not be the responsibility of this unit. Special studies will be commissioned as information needs are identified. Agricultural input distributions will be discontinued beginning in 1987, with the focus of the agricultural input delivery system's development activities shifting to strengthening of the cooperatives. Also beginning in 1987, only short term assistance will be provided to CNCA to help manage the revolving credit funds and to continue to improve this capacity to analyze loan applications.

3. Except as amended herein the subject Project Authorization dated April 28, 1981, remains in full force and effect.

  
R. Carey Coulter  
Acting Director  
USAID/Niger

Date: 9/5/86

AGENCY FOR INTERNATIONAL DEVELOPMENT <b>PROJECT DATA SHEET</b>	1. TRANSACTION CODE <input checked="" type="checkbox"/> A = Add <input type="checkbox"/> C = Change <input type="checkbox"/> D = Delete	Amendment Number <u>1</u>	DOCUMENT CODE <u>3</u>
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2. COUNTRY/ENTITY <u>Niger</u>	5. PROJECT NUMBER <u>683-0240</u>
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4. BUREAU/OFFICE <u>AFR</u>	5. PROJECT TITLE (maximum 40 characters) <u>Maney Department Development II</u>
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6. PROJECT ASSISTANCE COMPLETION DATE (PACD) MM DD YY <u>1 2 3 1 8 8</u>	7. ESTIMATED DATE OF OBLIGATION (Under "B" below, enter 1, 2, 3, or 4) A. Initial FY <u>81</u> B. Quarter <u>2</u> C. Final FY <u>87</u>
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8. COSTS (\$000 OR EQUIVALENT \$1 = )						
A. FUNDING SOURCE	FIRST FY <u>81</u>			LIFE OF PROJECT		
	B. FX	C. L/C	D. Total	E. FX	F. L/C	G. Total
AID Appropriated Total	1443	557	2000	9390	5507	14897
(Grant)	( 1443 )	( 557 )	( 2000 )	( 9390 )	( 5507 )	( 14897 )
(Loan)	( - )	( - )	( - )	( - )	( - )	( - )
Other U.S.						
1.						
2.						
Host Country	124	790	914	1569	6131	7700
Other Donor(s)						
<b>TOTALS</b>	<b>1567</b>	<b>1347</b>	<b>2914</b>			<b>22597</b>

9. SCHEDULE OF AID FUNDING (\$000)									
A. APPROPRIATION	B. PRIMARY PURPOSE CODE	C. PRIMARY TECH. CODE		D. OBLIGATIONS TO DATE		E. AMOUNT APPROVED THIS ACTION		F. LIFE OF PROJECT	
		1. Grant	2. Loan	1. Grant	2. Loan	1. Grant	2. Loan	1. Grant	2. Loan
(1) SH	210	240		13582	-	1,315	-	14,897	-
(2)									
(3)									
(4)									
<b>TOTALS</b>				<b>13582</b>	<b>-</b>	<b>1,315</b>	<b>-</b>	<b>14,897</b>	<b>-</b>

10. SECONDARY TECHNICAL CODES (maximum 6 codes of 3 positions each) <u>220</u>   <u>210</u>   <u>241</u>   <u>242</u>   <u>245</u>	11. SECONDARY PURPOSE CODE <u>243</u>
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12. SPECIAL CONCERNS CODES (maximum 7 codes of 4 positions each)					
A. Code	BS	BR	COOP	PART	
B. Amount	14,897	14,897	914	900	

13. PROJECT PURPOSE (maximum 480 characters)

To institutionalize a process of rural development through the establishment of self-managed village organizations capable of assisting farm families with the achievement of increased food production on a self-sustaining basis.

14. SCHEDULED EVALUATIONS	15. SOURCE/ORIGIN OF GOODS AND SERVICES
Interim MM YY <u>02 83</u>   <u>02 85</u>   Final MM YY <u>02 87</u>	<input type="checkbox"/> 000 <input checked="" type="checkbox"/> 941 <input type="checkbox"/> Local <input type="checkbox"/> Other (Specify)

16. AMENDMENTS/NATURE OF CHANGE PROPOSED (This is page 1 of a \_\_\_\_\_ page PP Amendment)

This extension will permit consolidation of the work undertaken in NDD I and NDD II projects over the past seven years and complete work on adaption of technical packages, affirm that the extension system is sustainable, and confirm that the cooperative system is self-supporting.

17. APPROVED BY	Signature <u>R. Craig Conklin</u>	18. DATE DOCUMENT RECEIVED IN AID/W, OR FOR AID/W DOCUMENTS, DATE OF DISTRIBUTION MM DD YY 
	Title <u>Mission Director, USAID/Niger</u>	
	Date Signed MM DD YY <u>09 15 86</u>	

AID 15304 (8-79)

Concurrence: S. Mitchell  
S. Mitchell, Controller

As noted in the second interim evaluation, there was very little progress in the achievement of most of these objectives in 1984, mainly because of a disastrous drought that affected most of the project area. The major accomplishments that year were the training of cooperatives in credit and input distribution and the strengthening of the CNJA/Niamey credit management system. Also, the drought brought into clearer perspective the need to develop alternatives to rainfed agriculture. This led to an increased emphasis on "micro-réalisations", especially dry season vegetable production.

In contrast to 1984, 1985 was a relatively successful year for NDD. Rainfall was satisfactory in most of the project area and production was probably slightly above average. The major new initiative was the creation of nine new village agricultural training centers (Centres Villageois de Formation - CVF). The CVFs, headed by CPT graduates, train ten farm couples for two years and provide credit to purchase needed agricultural equipment. These low-cost centers are a major step forward in obtaining a multiplier effect for the very expensive training provided at the CPTs.

A second initiative was the start of a new program to adapt animal traction equipment to the conditions of the project area. The center where prototypes are to be designed and produced or assembled is expected to be operational by early 1986. A third initiative is the creation of a local investment fund to finance "micro-réalisations". The guidelines and procedures for the use of this fund have been carefully prepared and the project is giving top priority to the identification and funding of economically sound village-level projects.

Finally, two critical and long overdue studies were completed this year. The first was an agro-ecological study of the project area which included specific recommendations for applied research to identify appropriate technologies for each of the different zones. The second was a study of local organizations in the project area to determine how best to increase village-level capacity for self-managed development.

Assuming near normal rainfall, 1986 should be another year of major accomplishments. The number of CPTs will be reduced from 9 to 6, and they will be concentrated on training CVF trainers. There will be 18 CVFs training farmers and the project will make a determined effort to assure that each CVF teaches only agricultural practices that are appropriate to the area. Changes in training content in 1986 will consist mostly of dropping inappropriate practices since the applied research activities have not yet had time to put out new technical packages. The animal traction equipment component will design and test prototypes for the first time in 1986. At the same time, the research component will conduct on-farm trials in six test villages selected in the agro-ecological study mentioned above.

There should also be substantial progress in local organization and development. As many as 25 carefully selected "micro-réalisations" will have

been financed and implemented, the level of local organization training activity will be increased, and the content of that training will reflect some of the findings and recommendations of the local organization study completed earlier this year.

Despite two unusually productive years, however, the targets in the Revised Implementation Plan will not have been achieved by the end of 1986. The major unfinished business can be summarized as follows:

1. Technical packages adapted to the project area will not have been fully incorporated into the NDD extension program. Serious agronomic research began only in 1985 and the research on animal traction equipment will not begin until next year. Although the research is designed for quick introduction into the extension program, it will take at least two or three years to achieve measurable results. Agronomic research activities will gradually be absorbed by the Niger Applied Agricultural Research Project (NAAR, 683-0240), which is scheduled for obligation in early FY 87. AID-financed dryland agronomic research will, in the future, be coordinated by INRAN. During the two year extension period a plan will be developed for transfer of research activities to INRAN personnel on a progressive basis, with the expatriate expert providing technical supervision. By the end of year one of the extension period, an Action Plan for future agronomic research keyed to specific conditions in the Niamey Department will be developed for submission to the Government and AID. This Action Plan, as modified and approved, will be used as a basis for any specific Niamey based dryland agronomic research to be undertaken in the NAAR project after 1988.
2. The shift to CVFs as the basis for agricultural extension will not have been completed. The training at the CPTs will need to be upgraded to produce effective trainers, and the CVFs will require strong technical support from the project and the technical services. Last year was basically a learning experience as regards the CVFs and 1986 will be the first year of real implementation. One year is not enough time to introduce a new system, work out unanticipated problems, and expose the technical service sufficiently this system to assure that it can be continued after the end of the project. The additional two year period allowed by the project extension will permit further testing of the new approach. Following the 1987 season an in-depth study will be conducted to determine the utility of maintaining the CPT's and whether the number operating in the department can be further reduced. The CVF system will also be further evaluated and a strategy will be developed for further assistance to this system of extension.
3. The Local Investment Funds will also have been in existence only one year. Given the importance of "micro-réalisations" in the Government of Niger's rural development strategy, it is essential that the

program be adequately tested. It will take some time to identify economically viable activities and to determine what villagers want to do once they become aware of their options. Once this stage has been completed, it will take some time to provide the necessary training in local organization management and project identification, design and implementation.

At the end of year one of the extension period, a review of this component will be held and a decision made as to potential future assistance to it. The Local Investment Funds, if proved successful, might receive local currency funding under ASDG II after the termination of this project

4. The cooperative system will play an important role in supporting village-level development activities, especially in the areas of credit and input distribution and in the management of certain activities such as cooperative stores and cereal banks. Past experience has shown that capacity building of cooperatives is slow and difficult. Forty cooperatives have benefited from specialized training under this component of the project to date. There was a good start in 1984, but 1985 was limited to following up a relatively small number of cooperatives. Much more needs to be done before the system can be considered self-sustaining or even sustainable.

Certain of these cooperatives have now been integrated into the CLUSA pilot cooperative program under the APS project. A review of the cooperative system will be held in 1987. If positive, an action plan will be developed to incorporate and expand the system under the Agricultural Production Support Project (683-0234) in their national program.

The two year extension is intended to complete these four unfinished tasks, and to provide time for the phasing out of technical assistance and integrating the systems put in place with the appropriate on-going GON programs. By the end of year one of the extension period the project will have evaluated progress in the four components and prepared proposals for potential USAID assistance to the components to be retained after the PACD.

## II. Project Description

### A. Project Goal and Purpose

The goal and purpose of the two-year extension remain unchanged from those in the original Phase II Project Paper. The sector goal to which this project contributes is long-term food self-sufficiency and sustained increases in rural incomes in Niger. The project purpose is to initiate a self-sustaining rural development process in the Niamey Department based on increased agricultural productivity and strengthened local organizations that are able to initiate and manage village-level development activities.

At the end of the two-year extension, it is expected that the following outputs will have been realized:

1. There will be an effective and affordable agricultural extension system in the Niamey Department. The system will consist of up to four CPTs to train trainers, a minimum of 20 CVFs to train farmers. These centers will extend only new technologies that have been adapted to the area and will have very low recurrent costs. The CVF trainer and the literacy instructor will receive small stipends (currently 5,000 CFA per month) and the village will provide whatever infrastructure is needed. An effective technical support and adaptive research system will have been designed and largely implemented by the project. At the same time, the project will have provided training to the Agriculture Service in the new technical packages and the CPT/CVF extension methodology. At the end of 1988, 300 farm families will have received two years of training at the CVFs, and food production and rural incomes will have increased measurably in some locations as a result of the improved technologies being applied on farmers' fields. After 1988, the Niamey Department Agriculture Service will assume primary responsibility for the CPTs and CVFs, with inputs from other technical services (e.g., Literacy and Livestock).

The Niamey Department Agriculture Service is already involved in the CPT/CVF system as all CPT chiefs are agriculture agents and the Agriculture Service provides technical oversight for each of the CVF's. At present there is no long-term technical assistance directly associated with this component of the project.

The component is central to the project and as such receives support from virtually all the other components. Several short-term consultancies also assist with curriculum development and extension materials. As the project nears the PACD the intensive coordinating role will diminish. Following an evaluation of the activity on late 1987, the departmental service will assume primary responsibility for the CPT/CVF training program with the project playing an indirect advisory role.

2. A system for training and providing supporting services to local organizations will be established and will be administered primarily by the Animation Service and the Arrondissement-level Cooperative Union (USRC). By 1988 at least 60 villages will have demonstrated the capacity to initiate and manage village-level development projects, including vegetable gardens, cooperative stores and warehouses, flour mills, and soil and water conservation projects. Some of the villages will also have participated in the installation and implementation of CVFs, including the management of credit to trainees for animal traction equipment as well as the delivery of equipment and inputs to the CVFs.

Only activities that are essential to the achievement of these two end-of-project targets will be continued during the two-year extension. This will assure that resources and management attention will be focused on a limited number of critical objectives.

#### B. Project Activities

The two-year extension will have four components: agricultural extension, applied research, local organization development, and support for technical services. Four components will be discontinued at the end of 1986. These are: input distribution, assistance to CNCA, women's participation, and monitoring and evaluation.

In the case of input distribution, the purchase, distribution, and inventory control of inputs by the project for cash sale by cooperatives will be discontinued. The focus of activity will shift to the strengthening of cooperatives for ordering inputs, distributing them to farmers, and managing stocks in the cooperative warehouses. This involves mostly training and will be integrated into the local organizations development component.

Full time technical assistance to the CNCA is scheduled to end in 1986. At the same time an effective credit management system in the Niamey Agency will have been in place for two years. The Agency will be able to monitor all of the loans financed through NDD. At the end of 1986, CNCA will provide a full accounting of the NDD-financed loan portfolio and will assume full responsibility for managing the revolving fund that will result from the future flow of loan repayments. Following 1986, special efforts will be needed to assure that the CNCA lends only for economically viable activities, i.e., for activities that generate enough of a cash flow to assure timely repayments, and to assure that an effective repayment collection system is in place.

The project will provide short-term consultants to CNCA/Niamey (6 weeks per year) to help manage the revolving fund and the small amount of new credit to be provided by the project for "micro-réalisations", and to continue to improve the CNCA's capacity to analyze loan applications. The project will facilitate this effort by allowing the CNCA to refuse to make loans (including loans to CPT/CVF trainees) that do not meet its criteria. At the same time, the project will shift its efforts from strengthening the CNCA to increasing the ability of cooperatives to manage their own credit programs. They will be expected to establish the credit worthiness of individual borrowers prior to the provision of credit (including credit to CPT/CVF trainees) and to set up systems for the timely collection of repayment from farmers.

The project has found that treating women as a separate and distinct group in rural areas is not an effective way to increase their participation in the rural development process. For the remainder of the project, project activities to address women's concerns will be integrated into the two main components: CPT/CVF and local organization development. The project began

providing female trainers at the CVFs in 1985. This will continue until the end of the project. The staff of the local organization component will include several female trainers to help assure that women participate fully in and benefit from project interventions. The Women's Participation Advisor will oversee this integration during 1986. After that time, a short-term consultant will visit the project for six weeks each year to review the previous year's experience and to assist in designing women's programs for the following year.

In the case of Monitoring and Evaluation, the monitoring of project activities will continue as it has in the recent past with the preparation of workplans and quarterly and annual reports. The Senior Management Advisor will have primary responsibility for this activity. The responsibility for the impact evaluations will be transferred to the Niamey Department Planning Service. The project will provide the Planning Service with a staff of enumerators, financed by the project, and the logistic support necessary to carry out the surveys. A short-term consultant will be provided for six weeks each year to assist with the analysis of survey data and to provide advice on methodology. The project's monitoring and evaluation activities are discussed further in the Evaluation Plan section.

The activities of the four continuing components of the project are described below:

1. Agricultural Extension

During the two year extension the main objective of this component of the project will be to complete the establishment of the CPT/CVF extension system in the Niamey Department. At the end of the project, the following outputs will be in place:

- a. The CPT training program will be upgraded and will be oriented exclusively to training CVF trainers. It is expected that there will be only three CPTs, each training 20 farm couples per year. All of the trainees will come from villages that are scheduled to have CVFs. Between 10 and 20 graduates per year will be selected to become CVF trainers.
- b. Twenty CVFs will be operating in the project area and at least 30 villages will have had CVFs for two or more years. In these 30 villages, 300 farm families will have been trained in rainy and dry season agriculture, and to a lesser extent, livestock production. These farm families will be applying the recommended technologies on their own fields and, in some areas, the increased production will be clearly evident compared to neighbors' fields. In the lower rainfall areas some of the improved practices will be related to increased food security. The impact of these practices will be recognized only during years of low rainfall.

The achievement of these objectives will depend on three major efforts during the next three years. The first is the continuous training and retraining of trainers. Manuals for each CPT and CVF on training content and methodology will be prepared in 1986, and will be revised annually based on the previous year's experience and the findings of the project's applied research activities. At the end of each agricultural season, the CPT chiefs will be assembled to review the previous year's experience and to receive training on changes in the technical package to be incorporated into the next year's training program. Similar training sessions will be conducted for the CVF trainers. The training of both the CPT chiefs and the CVF trainers will include ways of directly addressing the specific needs of women being trained at the CPTs and CVFs.

The second effort relates to the setting up of the CVFs. Villages will be selected only after the purpose of the CVFs and the responsibilities of the village have been explained to village leaders, and the project is satisfied that the village wants the CVF and will meet its commitments. Special emphasis will be placed on the support that the village will be expected to provide the CVF and the conditions under which credit will be provided to trainees at the end of their training.

Finally, beginning in 1986, the project will assume primary responsibility for providing technical support to the CVFs. A senior individual will be assigned by the Ministry of Agriculture to head the CPT/CVF component and he will have a staff of four or five extension agents with at least two years of formal training in agriculture who will provide regular support to the CVFs. The Agriculture Service at the Department and Arrondissement levels will continue to be fully involved in planning the CPT/CVF program and will participate in the technical support activities to the maximum extent possible.

## 2. Applied Research

The objective of this component is to adapt improved agricultural technologies to the different agro-ecological zones in the project area. The project will take technologies that research has found to be agronomically sound under the growing conditions that exist in the project area and will test them on farmers' fields to observe the on-farm impact and to determine how they can be incorporated into existing farming systems. Thus, this component is really the final link between research and extension rather than research in the strict sense of the word. In fact, this component of the project can be considered solely as technical support for the CPT/CVF extension program and could even be fully integrated into that component. This would help clear up the confusion about the relationship between NDD "research" activities and the research carried out by INRAN and ICRISAT.

The applied research component will consist of two major activities:

### a. Applied Agronomic and Farming Systems Research

The recently completed agro-ecological study recommend six villages that are representative of the different soil and climatic conditions in the

project area as sites for further research. The project will conduct applied research in these six villages over the next three years. In each village the project will identify the most promising technologies to be tested, will test them in the CVFs as well as on farmers' fields, and as soon as possible introduce positive findings into the CPT/CVF extension programs. There will be no long-term research and no basic research conducted on behalf of INRAN. Any innovations that require more than two or three years to test will be left to INRAN. To assure valid and useful research results, full time research assistants will be assigned to each test village.

Major efforts will be needed to assure the rapid introduction of adapted technologies into the extension system. Ideally, new technologies will be introduced at the CPT level to future CVF trainers who will teach them to farmers the following year. This process requires at least two years to reach the farmer. For relatively simple modifications in the technical package, it should be possible to introduce these directly into the CVFs through the training programs for CVF trainers at the end of each agricultural season.

It is recognized that, because of the very difficult growing conditions in most of the project area, no major technological breakthroughs can be expected between now and 1988. The most tangible progress is likely to be in what the agro-ecological study designated as the "agricultural zone" (the area south of the city of Niamey). Conditions in this area generally favor the basic productivity-increasing technical package that is now being extended in Niger. Less tangible results are likely in the so-called "intermediate zone" (the area south of Ouallam-Filingue and north of the city of Niamey) where the proposed food security-oriented research represents a major new departure for Niger. The population in this area is first and foremost concerned with food security and is almost certainly acting optimally within the technologies currently available to them. The task of the project will be to identify new technologies that can significantly improve on existing farming practices in that area. Between now and 1988 most of the technical improvements are likely to be in the areas of soil and water conservation and dry season crops. In the medium term it is possible that shorter season millet varieties suitable to the intermediate zone could be tested and distributed.

b. Adaptive Research on Animal Traction Equipment

The objective of this activity is to find alternatives to the existing two-oxen animal traction package, which is appropriate only in the small part of the project area with relatively high rainfall and heavy soils. The workshop for producing prototypes will begin operating in early 1986. These prototypes will be tested on farmers' fields and in CVFs, mostly in the areas surrounding the six test villages mentioned above. By the end of 1988 the project will have conducted three years of research on equipment design, and animal traction equipment that is better adapted to the different agro-climatic conditions of the project area will have been incorporated into the CPT/CVF training program.

The main emphasis of the research will be on designing land preparation and weeding equipment that is suitable for light sandy soils and can be pulled by one ox or a donkey. The objective is to design agricultural implements that, when combined with the cart, have enough of an impact at the farm level to justify the investment. Research will also be conducted on the design of carts for one-ox or donkey traction, and on the use of animal traction for drawing water for dry season vegetable gardening. An important focus of this research will be to design, to the maximum extent possible, equipment that can be produced and repaired by rural artisans in the villages.

This activity also includes the training of rural artisans in the production and repair of animal traction equipment. This training will be concentrated in villages with CVFs since that is where the animal traction equipment is likely to be concentrated. By the end of the project, at least 60 rural artisans will have received this training.

### 3. Local Organizations Development

The purpose of this component is to progress as far as possible toward achieving self-managed rural development in the Niamey Department. At the end of the project, it is expected that:

- a. at least 90 Village Development Councils (CVD) will have been sensitized and trained in how to initiate and implement development projects;
- b. 50 cooperatives and their associated village groups (GM) will have been trained in credit and input management as well as in the management of income generating village-level projects; and
- c. 50 income generating projects ("micro-realizations") will have been designed and funded, and their leaders will have received training in management, bookkeeping, and marketing.

Achieving these objectives involves mainly training. The project has one trainer assigned to each of the four Arrondissement Cooperative Unions (USRC). These trainers will be used primarily for cooperative and GM training. The training of CVDs and other village groups will be conducted primarily by the Animation Service with logistic and technical support from the project. If this proves to be inadequate to assure the quantity and quality of training required, the project will expand its own training capacity.

A key activity of this component will be the identification and design of "micro-realizations" to be funded by the project through the Local Investment Fund (FIL). It is intended that most of the "micro-realizations" will be income generating and will be loan financed, but there is also provision for the grant-financing of selected projects related to soil and water conservation or projects that are prerequisites to increased economic

activity. This activity will be implemented under the direct management of the Local Organization component, with some support from appropriate Arrondissement-level Technical Services, especially Agriculture, Animation, USRC, Forets et Faunes, and Peche et Pisciculture. It is expected that a maximum of 10 economically viable and well managed "micro-realizations" will be funded per year, at a total annual cost of less than \$100,000.

#### 4. Support for the Technical Services

A key requirement for sustained rural development in the Niamey Department is the availability of key government services, especially for agricultural extension and support for the development activities of local organizations. The most effective way of improving these services is to involve the Department- and Arrondissement-level government agencies (called Technical Services in Niger) in project implementation. This has been the strategy of the project since its inception.

However, beginning in 1986, the project will start increasing its own implementation capacity. The top priorities for the remaining three years of the project are to: 1) extend a well adapted, improved technical package to farmers effectively and at low cost, and 2) define the potential for self-managed and self-sustained rural development in the Niamey Department. In the past, the Agriculture Service has proven to be unable to provide technical support for CPT graduates, and has shown no real commitment to project initiatives in adapting improved agricultural technologies to the project area. As far as local organization development is concerned, neither Animation nor Alphabetisation nor UNOC, when it existed, has been able to contribute significantly to project objectives. Consequently, the project will be assuming primary implementation responsibility in adaptive research, technical support for the CVFs, and to a lesser extent, local organization training.

At the same time the project will continue and, when possible, step up its efforts to strengthen the technical services. Beginning in 1986 the project will not only provide logistical support, training, and technical assistance to any technical service for activities that contribute to project objectives, but will systematically explore with each service what those activities might be. This exercise has been successfully completed for 1986. On the other hand, the project will not attempt to force the services to change their own priorities in exchange for project support. This has proven to be counterproductive in the past and has exacerbated working relations between the project and the technical services.

Each activity to be supported will be identified at the beginning of the fiscal year, and objectives and budgets will be established. The actual disbursement of funds will be linked to performance and progress in achieving previously agreed upon objectives.

Top priority will be given to the Agriculture and Animation Services. Significant support will also be given to the Forestry and Fisheries Services, and to other services that could provide technical support for "micro-realizations". Support to technical services for ongoing programs that are not directly related to project objectives over the next three years will be discontinued. This includes the purchase of veterinary supplies for the Livestock Service, and support to the Education Service which has had virtually no impact in rural areas. Project support will not be available for salaries, per diem, indemnities, vehicle operation, or major construction.

C. Project Inputs

1. USAID (Foreign exchange costs)

Technical Assistance (long-term):

Senior Management Advisor (COP)	2 years
Agronomist for applied research	2 "
Animal Traction Specialist	2 "
Local Organization Development specialist	2 "
Cooperative Training Specialist	2 "

Technical assistance (short-term)

Monitoring and evaluation (6 wks./yr.)	3 mos.
Women's participation (6 weeks/year)	3 "
Credit management (4 weeks/year)	2 "
Specialized applied research (8 wks./yr)	4 "
Consultants for in-country trng. (12 wks./yr.)	6 "
To be identified	2 "

Training outside of Niger (short-term)

- credit management
- local organization development
- agricultural extension
- applied research, including farming systems
- animal traction equipment production (in Africa)
- rural artisan training (in Africa)
- project development
- integrated rural development

Vehicles: two 2-wheel drive and eight 4-wheel drive

2. GON and Counterpart Funds (Local costs: 450,000,000 cfa/yr)

Salaries, benefits and indemnities

- Senior staff: Director, Dep. Director, Director for Administration and Finance, and heads

of each project section: CPT/CVF, applied research, animal traction research, and local organization development.

- Mid-level staff:

- Admin. and finance: 4 positions
- CPT/CVF: CPT chiefs (3), literacy instructors (3) and extension agents (8)
- Local organizations: trainers (10)
- Applied research: research assistants (6)
- Animal traction research: technicians (5)

- Administrative personnel:

secretaries, drivers, mechanics, guards, manual labor.

Animal traction workshop: semi-skilled laborers.

Vehicle operation and maintenance

Local training costs

Misc. operating costs

Local Investment Fund (FIL)

Support for Technical Services.

### III. Feasibility Issues

#### 1. The Technical Package

The most critical feasibility issue concerning the two year extension of this project is that, until recently, the only technical package being extended by the project was not being adopted by the farmers being trained. It was too expensive and, in general, not appropriate to most of the project area. An agricultural extension program can be justified only if technical packages can be developed that will improve agricultural performance in the different agro-ecological zones of the project area.

In 1985 an agro-ecological study was carried out in the project area. The major findings of the study were:

- a. The project area can be divided into three agro-climatic zones: the "pastoral zone" generally north of Ouallam and Filingue; the "intermediate zone" between Ouallam-Filingue and the city of Niamey; and the "agricultural zone" south of Niamey. There is almost no agricultural potential in the pastoral zone, except for dry season vegetable production at a few sites with easy access to groundwater.

- b. Agricultural productivity can be increased in most of the agricultural zone using animal traction, phosphatic fertilizers, and improved cultural practices. Erosion control practices should be made part of the technical package.
- c. There is very limited possibility for intensified agriculture (i.e., using animal traction and modern inputs) in the intermediate zone, mainly because rainfall is too low and too variable. The technical package should focus on food security and soil and water conservation.
- d. There is a potential for increased dry season agricultural production throughout the project area. It is especially important to develop this potential in the intermediate zone as a way of increasing production and reducing susceptibility to droughts.
- e. Animal traction for rainfed agricultural production is inappropriate in most of the project area, partly because it is not economical but also because it can cause permanent damage to some soils through compacting.

The study identified six representative villages where the project should conduct research to test the findings of the study and to follow up on some of its recommendations. The applied research component has already begun to design a research program for each of these sites. The objective will be to test promising technologies for rapid introduction into the CPT/CVF extension program. The research will yield agronomic as well as farming systems data. Elements of the technical package to be tested include: improved seeds, fertilizers, cultural practices, and soil and water conservation practices. The possible role of animal traction in carrying out these improved practices will be an integral part of the research.

It can be expected that by the end of the project:

- 1. Some soil and water conservation techniques will have been identified for the different agro-ecological zones and will have been demonstrated to farmers. However, in the three years remaining under this project it is unlikely that the new techniques will have been widely extended or adopted.
- 2. Areas where animal traction for crop production is inappropriate will have been identified, and the technical packages being extended there will be based on hand cultivation. In areas where animal traction is marginal, economically feasible animal traction units will have been identified and, in some cases, extended through the CVFs.
- 3. Economically feasible technical packages that significantly increase yields will have been extended to farmers in the agricultural zone.
- 4. Increased information will be available on the potential for increasing dry season vegetable production.

The main implications of the above refocusing of activities over the next three years of the project are: 1) it appears that there is now a much better understanding of what needs to be done to address agricultural constraints in the different agro-ecological zones of the project; 2) the technical package for the intermediate zone will not yield dramatic increases in production and will require a significant reorientation of the extension program in that area; and 3) the requirements for credit and input distribution, and the associated strengthening of local organizations will be considerably less than previously supposed. These changes in objectives and priorities are reflected in the project design for the next three years.

## 2. The Potential for Village-Level Development Projects

The local organization development objectives of the project are based on the assumption that there are numerous opportunities for village-level development activities that require effective local organizations. Until quite recently the project has found very few activities that are of sufficient interest to motivate villagers to form village groups. One of the major findings of the recently completed study of local organizations was that most local organizations in the project area are inactive and there have been almost no self-managed village-level development projects as a result of NDD project activities. This was an implicit criticism of the project, but the study itself, after several months of field work, had relatively few suggestions for viable village-level development activities.

In mid-1985, the project began a systematic and intensive effort to identify the potential for self-managed village-level development in the project area. A local Investment Fund (FIL) was created to finance income-generating micro-projects, and the Local Organization component of the project is actively working with village leaders (mostly CVDs) to identify, design, and fund projects. This highly visible initiative has generated considerable interest in some locations. For 1986, about 25 micro-projects have been identified, mostly dry season vegetable production and cooperative stores. In some cases, micro-projects can have a dramatic impact on incomes and are greatly appreciated by the local population.

However, the overall development potential of these activities appears to be less than had been originally hoped for. The total cost of the 25 micro-projects in 1986 will be less than \$100,000, and will significantly increase the incomes of about 400 people. So far, very few income generating projects, other than vegetable gardens, have been identified. Even the vegetable gardens require a subsidy in the form of free cement and steel for the wells and the salary of the well digger. As noted above, with the change in the technical package the need for credit and input management by cooperatives and GAs is likely to be considerably less than expected.

This raises the question of how much effort should go into the development of local organizations. There are clearly numerous villages where local organizations could initiate and manage useful, if small scale, activities.

In a broader sense, villages could assume greater responsibility for their own development and become requesters of support from government agencies instead of recipients of whatever these agencies have to offer. However, this remains a very vague concept and is certainly not something that can be achieved in the short term.

The project has already adopted a strategy of developing local organizations only when there is a specific need for group activity. Its efforts thus far in 1985 are providing a concrete and very useful experience in what self-managed rural development means for the Niamey Department. The project will continue this effort in 1986 with 1) the training of Village Development Councils (CVD), 2) the financing of income-generating micro-projects and the training of their managers, and 3) the strengthening of those cooperatives and GIs that have active credit and input distribution programs. These activities will involve mostly village level training. In addition, the project will provide training to the Arrondissement-level Technical Service staff in how to motivate and support village-level initiatives, as well as in the development and management of development projects.

This level of effort should be continued at least through 1987. A major objective over the next two years should be to devise a system of local organization development that corresponds to the requirements and potential of the area. An external evaluation is scheduled for the end of 1986. One objective of this evaluation should be to measure the impact of local organization development on the target population. The level of effort in 1988 would be based partly on the findings of that evaluation.

### 3. Institutional Sustainability

For the project benefits to be sustained after 1988, it is essential that the agricultural extension program and the support to local organizations be continued by the Technical Services.

At the end of the project the agricultural extension program will consist of:

- three CPTs, each with an agricultural and literacy instructor;
- twenty CVFs;
- five extension agents to support the CVFs;
- an applied agronomic research program, with one senior researcher and six research assistants;
- a fully staffed and equipped workshop for producing and testing modified animal traction equipment.

The applied research and animal traction modification activities can be scaled down considerably. Many of the improved technologies with potential applicability to the project area will have been tested. Perhaps a reduced staff of three or four mid-level extension agents could be retained to carry out demonstration trials at the CPTs and CVFs. All other research activity would be transferred to INRAN. The research would not be as closely linked to the extension program, but INRAN is making changes that will reduce the gap between its research activities and what can be extended to farmers.

The CPT/CVF extension program can be taken over by the Niamey Department Agricultural Service, with most of the activities being managed at the Arrondissement level. The head of the Agriculture Service in each Arrondissement would supervise the CPTs and CVFs in his Arrondissement, and the CPT personnel and extension agents would report directly to him. Participating in the training programs by other Technical Services could be programmed once a year and coordinated at the Arrondissement level by the Agriculture Service.

The local organization support activities that will remain at the end of the project will be:

- the management of the Local Investment Fund (FIL);
- the strengthening of cooperatives and GAs, especially in credit management;
- the training of CVDs and other village-level organizations;
- ongoing technical support to local organizations for specific village-level development projects.

These activities involve more than one Technical Service. The Animation Service is primarily responsible for the training of local organizations; the Cooperative Unions (URC and USRC) are responsible for backstopping the cooperatives and GAs; the FIL is currently managed by a "Comité de Gestion" with representatives from several Technical Services; and all of the Technical Services are responsible for providing technical support to local organizations in their respective areas.

The overall objective is for all of the Technical Services to reorient their priorities away from carrying out the instructions of their Ministries to meeting the felt needs of villagers, (i.e., supporting the "Société de Développement"). This involves conducting dialogues with villagers, motivating the leaders of local organizations, providing training in management and project development, and providing technical support for village-level development activities. To carry out these tasks the Technical Services will require an adequate and properly trained staff, and the necessary resources, primarily transport.

Thus, project activities can be continued by the Technical Services after the end of the project if they want to do so and if the necessary resources are available. The willingness of the Technical Services to take over project activities will depend to a large extent on the experience of the next three years. First, it is important that the project achieve results worth continuing. Specifically, this means that: 1) the project is able to identify improved technical packages that are worth extending, 2) the CPT/CVF extension system proves to be effective and affordable, and 3) there are concrete developmental reasons for creating and strengthening local organizations.

Second, the Technical Services must be fully involved in project activities by the end of the project, otherwise they will feel no commitment to continuing those activities and may in fact not even understand why they are worth continuing. Although past experience has not been encouraging, it now appears that the Technical Services are becoming more interested. The concentration of project activities (CVFs, local organization training, micro-realizations) in a limited number of villages began to show visible results in 1985, and made the support task much more manageable. This has made it easier to interest and obtain the support of the Technical Services. It also appears that Arrondissement-level Technical Service staff are beginning to define their role in terms of support for village-level development initiatives. If this trend continues there could be considerably more Technical Service involvement in project activities than there has been in the past.

However, even if the Technical Services want to take over project activities, they lack the necessary resources, especially staff salaries and transport. The local cost budget for 1986 is about 500 million CFA. Assuming substantial reductions in applied research, the production and testing of animal traction equipment, and support to Technical Services, the budget could be reduced to 400-450 million CFA per year. This financial support could be provided with counterpart funds directly to the Technical Services without necessarily continuing the NDD project structure. There would be a continuing need for planning, budgeting and reporting but this could be done by the Technical Services themselves with support and coordination from the Niamey Department Secretary General for Development who is also the head of the Planning Service. The counterpart funding could include a small staff for the Secretary General to perform the various coordination functions.

It must be emphasized, however, that the transfer of activities from the project to the Technical Services will not happen automatically. Project efforts in this direction, through dialogue, joint planning, and training, must be given a very high priority for the remainder of this project.

#### IV. Implementation Arrangements

##### A. Management Structure

The overall management structure remains essentially as described in the Revised Implementation Plan. The Prefet of the Niamey Department is the official head of the project, and day-to-day management is the responsibility of the Project Director. Coordination with other development activities and with the technical services will be exercised through the Niamey Department Technical Committee (COTEDEP) at the Department level, and through an equivalent committee at the level of each Arrondissement (COTEAR). In addition, project activities will be reviewed by the "Conseil Regional de Developpement" (CRS) at the Department level and the "Conseil Sous-Regional de Developpement" at the Arrondissement level.

The internal project management structure is presented in Figure 1. Each technical section of the project will have a chief who reports to the Director of Technical Operations (DOT). The DOT is also responsible for overseeing project activities in the arrondissements through the project's Arrondissement Coordinators, including the activities under the support to technical services component.

There will be five technical assistance positions in the staffing pattern:

- Management advisor
- Agronomist advisor for applied research
- Advisor in applied animal traction research
- Two advisors to the Local Organization Development section, one for local organization development, and one for cooperative training.

The major change in the management structure is that the project will have an increased implementation capacity:

- The CPT/CVF section will have a staff of extension agents to support the CVF training program;
- The local organization section will have trainers assigned to each Arrondissement;
- The applied research section will have research assistants assigned to each test village; and
- The animal traction equipment section (ARMA) will have the capacity to design, produce, test, and extend modified animal traction equipment, and will also have the capacity to train rural artisans.

This increased capacity is needed to supplement the Technical Services in the project area, which have generally been unable to assume the major responsibility for carrying out key project activities.

B. Implementation Schedule

The schedule of key actions during 1986 is as follows:

<u>Date</u>	<u>Action</u>
12/31/85	Evaluation of 1985 CPT/CVF results
1/31/86	Evaluation of 1985 applied research findings
1/31/86	Production of prototype antrac equip. starts
1/31/86	Preliminary selection of CVF villages for 1986
2/28/86	Annual Report 1985
2/28/86	Recruitment of research assistants
3/31/86	Applied research design for 1986 completed
2/28/86	Extension agents recruited to support CVFs
3/31/86	Results of 1985 applied research incorporated into the 1986 CPT/CVF training programs
4/30/86	CPT chiefs and CVF trainers complete short-term training for 1986 season
4/30/86	Agreement reached with leaders of villages with CVFs
2/28/86	Arrival of consult. to assist in preparation of CPT/CVF training manuals
4/30/86	CPT/CVF training manuals completed
9/30/86	Workplan and budget for 1987 completed and agreed to by the Technical Services
9/30/86	
9/30/86	Final selection of CPTs to be closed in 1987
11/30/86	External Evaluation completed
	Agreement for project extension signed
12/31/86	Departure of Women's Participation, Monitoring and Evaluation, and Credit Advisors

This same schedule of activities will be repeated for 1987 and 1988, except for the last four actions, which are specifically related to the extension of the project and the phase down of certain activities after 1986. Also, during 1987 and 1988 there will be consultancies in credit, evaluation, applied research, and women's participation, as well as short-term training abroad as described in the section on project inputs. The consultancies scheduled during the last two years will provide the information necessary for a smooth transition to the GON of viable project activities.

## V. Phase Down Plan

The NDD Project will begin phase down activities April 1, 1988 to coincide with the beginning of the agricultural campaign and continue until the PACD on December 31, 1988. Two of the originally planned eight technicians have already left and will not be replaced. A third technician will leave in December 1986 at the completion of his current tour. The remaining five long-term technicians planned in this P.P. supplement will leave Niger by the end of December 1988.

Local staff hired under the project will also be laid off at the end of the project unless specific positions are identified as essential for continuation of post-project operations and local financing by the GON has been identified and made available.

Prior to the development of the annual work plan for the final year of the project, an evaluation will be conducted to determine which activities should potentially be continued. The annual work plan will detail activities over the final year, including a time schedule for personnel, materials, and services, which will be integrated into other on-going or planned projects or the existing GON structure. The plan will specifically address the modalities and timetable for a transfer of responsibility for the Rural Artisan and Agricultural Machinery Development Unit, the Local Organizations Development Unit including the Local Investment Fund, the CPT/CVF training unit and the Resolving Credit Fund, and the Applied Research work. The final disposition of the central management unit and the monitoring and evaluation unit will also be outlined.

## VI. Evaluation Plan

The evaluation plan deals with the monitoring of project performance and the measurement of project impact. Until the end of 1986, these activities will be the responsibility of the Monitoring and Evaluation Unit. After 1986, the monitoring of project performance will be primarily the responsibility of the Senior Management Advisor. The system will remain essentially unchanged. At the beginning of each year each project component and each Arrondissement will prepare a workplan giving objectives to be achieved and specifying the actions and resources that will be needed to achieve those objectives. The heads of each project component and each Arrondissement will prepare quarterly and annual reports indicating progress and shortfalls. The Director of Technical Operations, with inputs from the project staff, will prepare quarterly and annual reports on the overall performance of the project and progress toward the achievement of project objectives.

The evaluation of project impact on the target population will continue under the Niamey Department Planning Service. This activity will consist primarily of collecting and analyzing data on the adoption of improved agricultural technologies by farmers trained at the CVFs. A standard

questionnaire has been designed for this purpose and the project has a staff of enumerators to collect and analyze the data. The key to this effort is to have a sound methodology and good supervision of data collection. The procedure for data collection and analysis will be well established by next year and will be transferred along with the enumerators to the Planning Service. The enumerators will continue to be paid by the project and will be occupied full time on the evaluation of project activities. Once a year the project will provide a consultant to the Planning Service to help analyze the results of the previous year and to plan the next year's evaluation activities. The results of the impact evaluations will be used by project management to assess progress and to identify needed changes in design and priorities.

After the 1986 agricultural season, an external evaluation will be conducted to assess the performance of the previous two years and to make any necessary changes in the design of the two year extension. The focus of this evaluation will be on the findings of the applied research and animal traction equipment components, the impact of CVF training, the potential for income generating micro-realizations in the project area, and the demonstrated capacity of local organizations to initiate and manage village-level development activities.

Project activities will be phased out gradually in the last year of the project. However, it is unrealistic to expect that all current operations can be assumed by the GON without further financial and technical support. A joint review of the project will be held by the MOA and USAID no later than March 1988, which will result in agreement on which project activities will not receive further USAID assistance after December 1988, which may be integrated into other continuing projects or which may be more appropriate for local currency financial assistance under the ASDG II.

## VII. Budget

The following table presents the additional funding needed for the two year extension:

NDO II (683-0240) Project Budget:  
(Revised 6/6/86)

	(000 US \$)		
Item	Prog-Ag Budget	Increase in LOP Required	Revised Total
Technical Assistance	2,484	2,408	4,892
Training	422	(18)	404
Construction	2,308	(675)	1,633
Commodities	5,056	(790)	4,266
Local Expenses	1,284	1,404	2,688
Contingencies	400	229	629
Subtotal	11,954	2,558	14,512
Inflation (6%)	1,628	(1,243)	385
Grand Total	13,582	1,315	14,897

METHODS OF IMPLEMENTATION AND FINANCING

<u>Methods of Implementation</u>	<u>Methods of Financing</u>	<u>Approximate Amount</u> ((\$000))
Technical Assistance: Institutional AID Direct Contract	Direct Payment	1,032
Technical Asst. (Evaluat. and Audits)	Direct Payment	800
Construction GON contracts with builder	Direct Payment	37
Commodities-AID PROC PSA's		469
Purchase Orders	Direct Payment	230
Commodities - 4.C. PROC	HC. Reimbursement	100
Training: Direct Placement	Direct Payment of Participant + School	58
Local Expenses	Direct Payment	654
Contingencies		338
Inflation		222
		<hr/>
Grand Total		3,940

\* An exchange rate of 350 cfa = \$1.00 was used for planning purposes

### Payment Verification Policy

An audit survey of the project is planned for FY 86 in order to determine if a full audit is required. Funds have been reserved under the Technical Assistance line item for this purpose. Additionally, an end of project or post-project audit will be made if USAID determines that one is advisable. Project funds have been planned under the same budget line item in anticipation of this possibility.

Host country contracting has been used as the implementation mode throughout this project. However, because of the perceived weaknesses in host country contracting and monitoring capabilities, USAID has made the decision to utilize a direct institutional contracting mode for the extension period of 1986-1988. U.S. Government audit provisions will apply to the contracting organization.

Major commodity procurement is accomplished through use of PIO/Cs and AID approved procurement agents.

Accountability for local currency use is subject to provisions of Section 121(d) of the FAA. Detailed semi-annual review of project accounting is made by the USAID Controller's Office in order to determine if project (host country) accounting systems are of an acceptable standard. In cases where the monitoring and reporting systems are found to be deficient the project is decertified and no further advances of local currency can be made.

Reference may be made to annual statements of "Mission Financing Policy and Procedures" for more details on USAID financial management procedures.

LOGICAL FRAMEWORK

VERIFIABLE INDICATORS

ASSUMPTIONS

Project goal:

Food self sufficiency and increased rural incomes in Niamey Department

1. Incr. prod. of rainy season crops
2. Incr. prod. of dry season crops.
3. Incr. cash incomes.

1. Technical packages can be developed that will increase productivity in Niamey Dept.
2. Villages can develop capacity to manage their own programs.
3. Tech. serv. can provide effective backstopping.

Project Purpose:

To initiate a self-sustaining rural development process in Niamey Department

End-of-Project status:

1. A local org. training and backstopping system in place.
2. An agricultural extension and adaptive research system in place.
3. 60 villages will have demonstrated the ability to initiate and manage development activities.
4. 2000 farmers with increased rainy and dry season production.

1. Commitment and implementation capacity of techn. serv.
2. The tech. pack. that can be adapted to the area are worth extending.
3. There are significant opportunities for remunerative activities other than rainfed agriculture.
4. Villagers will have the motivation and can be taught the skills needed for self-managed rural development.
5. The need for substantial variation in tech. packages in the different zones of the project is accepted by the tech. services.

26

VERIFIABLE INDICATORS

ASSUMPTIONS

Project Outputs:

- |  |  |  |
|--|--|--|
| 1. A qualified and affordable extension staff.   | 3. 30 CVF chiefs trained per year.   | 1. Improved technologies of interest to farmers can be quickly tested and extended.  |
| 2. Farm couples trained in rainfed and dry season agriculture.   | 2. 240 farm couples trained per year at CVFs and CPTs, (30 CPT graduates will be selected and given additional trainings CVF chiefs mentioned in 1 above). | 2. The antrac equip. workshop can be quickly equipped and there are in fact some improvements that will be profitable for farmers. |
| 3. Rainy season tech. pack. adapted and extended for each agro-ecol zone.                                  |  | 3. Sufficient trainers will be available for training of local organizations.  |
| 4. Dry season tech. packages adapted and extended.   |  | 4. Tech. backstopping will be available for CVF chiefs.  |
| 5. Improved antrac equipment adapted and extended.   |  | 5. Trainers will be available for women at the CVFs.   |
| 6. Rural artisans trained in prod. and repair of antrac equipment.   | 6. 50 rural artisans trained per year.   | 6. Qualified trainers will be available for CPTs.  |
| 7. Leaders of cooperatives and village groups trained in management, bookkeeping and approp. tech. skills. | 7. a) 30 CVDs trained per yr.<br>b) 100 coop. and GM leaders trained per year.<br>c) 60 micro-realisation managers trained.                                |  |
| 8. Village-level development projects designed and funded.   | 8. 60 micro-real. funded.  |  |

27

VERIFIABLE INDICATORS

ASSUMPTIONS

Project Inputs:

Technical Assistance

Technical Assistance:  
(10 person years)

Chief of Party  
Local org. devel.  
Agronomist  
Antrac equip. specialist  
Cooperatives trainer

Short-term:  
Impact evaluation  
Women's participation  
Credit management  
Spec. appl. research  
In-country trng. programs

Training

Training outside Niger  
short-term: 12 mos.  
credit  
local orgs.  
agronomy  
agri. extension  
project management  
inteq. rural devel.

Commodities and Equipment

Local Costs

Local salaries  
Vehicle O&M  
Local invest. fund  
Antrac prototypes  
Local training costs  
Support for tech. serv.  
Misc. oper. expenses.