

UNCLASSIFIED
PROJECT PAPER

PDABA 255
64209

THE GAMBIA
CLUSA - Cooperative Training and Education
(635-0208)

OAR/BANJUL

AGENCY FOR INTERNATIONAL DEVELOPMENT

UNCLASSIFIED

ACTION MEMORANDUM FOR THE ASSISTANT ADMINISTRATOR FOR AFRICA

FROM: AFR/DR, Norman Cohen,

SUBJECT: Gambia -- Cooperative Training and Education (635-0208)

I. Problem: Your approval is requested to amend the grant to the Cooperative League of the USA (CLUSA) so that the Cooperative Training and Education Project activities may be expanded and extended for one year. The grant will be made from the Foreign Assistance Act of 1961, as amended, (FAA) Section 121 Sahel Development Appropriation, and will increase life-of-project funding from \$500,000 to \$1,000,000. It is planned that \$500,000 will be obligated in FY 1982.

II. Discussion:

A. Project Description

In July, 1980, a \$500,000 grant was made to CLUSA with the purpose of improving local management of cooperatives in The Gambia through increased and upgraded cooperative member education programs. The following month, the cooperative education advisor arrived in The Gambia and began project activities. These included numerous seminars, workshops and other on-the-job training programs for extension staff of the Department of Cooperatives (DOC), employees of the Gambia Cooperative Union (GCU) and officers of the Gambia Produce Marketing Board (GPMB). Training of these individuals has enabled the Government of The Gambia (GOTG) to initiate a comprehensive in-service training program for cooperative members and leaders.

In March, 1980, an interim evaluation was completed; the team found that project activities were being successfully implemented in a timely manner. The evaluation recommended, however, that an additional advisor be recruited to meet the unexpected demand for numeracy training and that the project be extended to enable the attainment of the objectives. CLUSA, therefore, submitted a revised proposal which requested (1) AID funding for an additional advisor and (2) an extension of the grant agreement for one year. Based on the Project Committee (PC) reviews, CLUSA was also asked to simplify and revise the project objectives. This was done resulting in the following End-of-Project Status (EOPS) objectives:

1. Established comprehensive member education programs for agricultural cooperatives and cooperative thrift and credit societies;
2. trained cooperative inspectors of education with skills in numeracy, non-formal education techniques, use of educational radio, and cooperative principles and practices; and
3. increased GOTG support for cooperative member education programs.

The project is supportive of the proposed country strategy goal of food self-sufficiency. Through member education programs, cooperative farmers are encouraged to increase food production, generate income through cooperative ventures, thereby allowing commercial food purchases, and participate in marketing of their produce. Marketing is currently controlled by the GPMB, but it is planned that, through a more educated cooperative membership, private marketing alternatives will be developed.

The project will provide various kinds of training for over 50 DOC and GCU employees and over 25,000 farmers and cooperative leaders.

B. Financial Summary

Original funding for this project totalled \$500,000 and enabled CLUSA to provide three years of long-term advisory services, logistic support for the advisor and training commodities. The amendment requests an additional \$500,000 for two years of services for an additional advisor plus one additional year for the current advisor.

	(\$ 000's)		
	<u>Original</u>	<u>Amendment</u>	<u>Life-of-Project</u>
Long-term Technical Assistance	240	250	490
Short-term Technical Assistance	40	20	60
Travel & Logistic Support	50	55	105
Commodities	55	40	95
Direct Costs	20	30	50
Overhead	<u>95</u>	<u>105</u>	<u>200</u>
	<u>500</u>	<u>500</u>	<u>1,000</u>

The GOTG contributions will total approximately \$400,000 or about 28% of total project costs.

Other donors, such as the International Labor Organization, the Africa Cooperative Savings and Credit Association, ODA and Peace Corps, are providing assistance to the GOTG in other areas of cooperative development for cooperative and thrift and credit societies and training of GPMB managers.

C. Project Analyses

1. The original technical and social analyses remain valid. As a result of the increase in project costs the beneficiary costs were re-examined. Direct beneficiary costs are approximately \$105 per person while indirect beneficiary costs

are \$35. Indirect beneficiary costs will decrease as additional cooperatives are included in the member education program. The PC found the training of DOC and GCU staff as a cost-effective approach to enable the continuation and expansion of project activities after termination of AID and CLUSA assistance. The PC agrees that concentration on member education programs at this time is the appropriate priority activity for long-term development of cooperatives in The Gambia.

2. No issues of concern to the U.S. exist in the area of human rights.

3. An IEE was prepared and a negative determination in accordance with AID Regulation 16 was approved as part of the original project proposal. The conclusions of the original IEE remain valid. However, the Bureau Environmental Officer has prepared a Categorical Exclusion as it is more appropriate to this type of project. It is included for approval in Attachment B.

D. Other Items

1. Implementation Plan - The revised implementation plan has been reviewed by the PC. By extending the project for one year, the plan now reflects a reasonable time frame for achieving the project objectives.

2. Adequate Planning - The requirements of Section 611(a) of the FAA has been met. No construction or other capital investment is part of the project. The technical and social feasibility of the project have been demonstrated in the first two years of project implementation. No further planning or analyses are needed prior to authorization of the project amendment.

3. Project Review (PR) - The PR met on July 21 and 23, 1982 to review the amendment proposal. The consensus of the review was to recommend approval and authorization of the amendment to the AA/AFR. The PR issues were communicated to the Mission in State 215012 and responded to in Banjul 2168. Based on OAR/Banjul's response, the DAA/AFR determined that an Executive Committee for Project Review (ECPR) meeting was not necessary and that the project should be presented to the AA/AFR for authorization.

4. AID Project Officers - The responsible officers are:

Keith Simmons
OAR/Banjul

Rose Marie Depp
AFR/DR/SWAP

III. Notification to The Congress:

Notification of this activity was submitted to Congress on August 10, 1982, and expired on August 25, 1982, without comment.

IV. Waivers:

A source origin waiver for one motor vehicle is included in Attachment C for consideration.

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V. Clearance Obtained:

Appropriate clearances for the amendment have been obtained, including SER/COM/ALI and GC clearances for the source and origin waiver.

VI. Section 121(d) Certification:

Pursuant to Section 121(d) of the FAA a certification was made by the AID Representative that the Host Country maintains a system of accounts with respect to AID funding which provides adequate identification and control of the receipt and expenditure of approximately \$60,000 of project funds. A determination to this effect was made by the AA/AFR on August 6, 1982.

VII. Recommendation: That you sign (1) the Project Authorization Amendment in Attachment A, thereby approving: (a) an additional \$500,000 of funding, (b) an extension of the project to September 30, 1984, and (c) the Categorical Exclusion in Attachment B, and (2) a source/origin waiver at Attachment C.

Attachments:

- A. Amended Authorization
- B. Categorical Exclusion
- C. Source Origin Waiver
- D. State 215012
- E. Banjul 2168

Clearances:

DAA/AFR:ARLove
DAA/AFR:FCorrel fc
AFR/DR/GThompson (draft)
AFR/DP:SSharp (draft)
AFR/DP:HSmith (draft)
SER/COM/ALI:PHagan (draft)
GC/AFR:ANewton (draft)
AFR/DP:HJohnson (draft)

AFR/DR/EHR:HLSteverson (draft)
AFR/DR/EHR:MShaw (draft)
AFR/DR/SWAP:JRMCCabe (draft)
AFR/SWA:JWoods (draft)
AFR/SWA:HWoods (draft)
AFR/DR/ARD:GSteele (draft)
AFR/DR/ARD:JRann (draft)
AFR/DR/ARD:DSchaer (draft)

Rmd
Drafted by:AFR/DR/SWAP:RMDep:fn:8/25/82 ext 28242

PROJECT AUTHORIZATION AMENDMENT

COUNTRY: The Gambia

PROJECT: Cooperative Training and Education

PROJECT NUMBER: 635-0208

1. Pursuant to Part 1, Chapter 1, Section 121 of the Foreign Assistance Act of 1961, as amended, The Gambia Cooperative Training and Education Project was authorized on June 30, 1980. That authorization is hereby amended as follows:

- Total authorized life-of-project funding is increased by \$500,000 from \$500,000 to \$1,000,000.

- The Project Assistance Completion Date is extended from July 11, 1983 to September 30, 1984.

- The following waiver to the A.I.D. regulations is hereby approved: The requirements set forth in Handbook 1, Supplement B, Chapters 4 and 5, that motor vehicles procured with A.I.D. funds have their source and origin in the United States are waived, based upon the justification set forth in Attachment C, attached hereto, to permit procurement of one additional project vehicle. Total source and origin waivers for the Project will, therefore, be for two vehicles and thirty motorcycles and related spare parts, at an approximate total cost of \$52,000.

Date: 10/11


F. S. Ruddy
Assistant Administrator
for Africa

Clearances: As shown on Action Memorandum

INITIAL ENVIRONMENTAL EXAMINATION

OR

CATEGORICAL EXCLUSION

Project Country: The Gambia

Project Title: Gambia - Cooperative Education (635-0208) OPG Amendment

Funding: FY (B) 82 - 84 \$+ 500,000

CE Prepared by: Rose Marie Depp, AFR/DR/SWAP

Environmental Action Recommended: N/A

Positive Determination N/A
Negative Determination N/A

Categorical Exclusion: This activity meets the criteria for Categorical Exclusion in accordance with Section 216.2 (C) and is excluded from further review because:

It qualifies as a purely training and T.A. project to assist COOP's in The Gambia as per 216.2(c)(2)(1).

APPROVED *[Signature]*

DISAPPROVED _____

DATE 8/27/82

Concurrence:
Africa Bureau Environmental Officer
George R. Thompson

Clearance: GC/AFR 6200 Date 8/27/82

JUSTIFICATION FOR MOTOR VEHICLE WAIVER

Problem: Your approval is requested for a source and origin waiver from Geographic Code 000 (U.S. only) to Code 935 (Special Free World) for the purchase of one pick-up truck.

- (a) Cooperating Country : The Gambia
- (b) Project : Cooperative Training and Education
- (c) Project Number : 635-0208
- (d) Authorizing Document : Project Authorization, dated June 30, 1980 and as amended in Attachment A
- (e) Nature of Funding : Grant
- (f) Description of Commodities : One (1) pick-up truck
- (g) Approximate Value : \$12,000
- (h) Probable Source : The Gambia
- (i) Probable Origin : France, Germany, Japan
- (j) Other Waivers Approved : One (1) four-wheel drive vehicle and thirty (30) motorcycles

Discussion:

A. Source/Origin Waiver - AID Handbook 1B, requires a waiver for procurement of commodities from Code 935 source and origin under a grant financed project. Under Handbook 1B, Chapter 5B4a(2), a waiver may be granted if the commodity is not available from the authorized geographic code. The authority to make such a determination and grant a waiver has been delegated to you under Delegation of Authority No. 40.

One additional project vehicle is needed for the numeracy advisor to be funded through the amendment to the Cooperative Training and Education Project. The Project Grantee, The Cooperative League of the U.S.A. (CLUA), has requested approval to purchase a non-U.S. made vehicle. CLUSA plans to purchase in The Gambia a French, German or Japanese made pick-up truck. There are few American-made vehicles in The Gambia and no maintenance facilities to service American vehicles. Gambian mechanics in the field site areas of the project are unfamiliar with U.S. vehicles. Moreover, U.S. spare parts are unavailable, and no U.S. manufacturers have plans to place service representatives in The Gambia.

Pick-up trucks, which can reach the scattered project areas linked by poorly maintained roads, are required by the project. These vehicles must be reliable and easily serviced in remote areas. French, German or Japanese-made motor vehicles are currently used in The Gambia because adequate repair facilities and spare parts are not available. Under the original grant one Japanese made pick-up has been purchased by exercising the waiver granted in the original authorization and is being used by the cooperative education advisor. This vehicle has proven reliable in large part because service and spare parts are available even in rural areas where the project vehicle is used. On the other hand, the one American-made vehicle purchased by the project has caused severe problems because of the lack of spare parts and because Gambian mechanics are not familiar with maintenance and repair of American-made vehicles. Thus, the circumstances satisfy the criteria for determining the required commodity is not available from U.S. sources as set forth in AID Handbook 1B, Chapter 5B4a(2).

B. Waiver of Section 636(i) - In addition to the general source and origin limitations on the procurement of commodities, Section 636(i) of the Foreign Assistance Act (FAA) prohibits the procurement of vehicles of non-U.S. manufacture. However, the provisions of Section 636(i) may be waived when special circumstances permit it. Under AID Handbook 1B, Chapter 4C2d(1), circumstances which may merit waiving the requirement include "present or projected lack of adequate service facilities and supply of spare parts for U.S. manufactured vehicles." Since, as discussed in the source and origin context, U.S. manufacturers do not provide spare parts and service representation in The Gambia, the special circumstances criterion set forth above is satisfied.

Recommendation: For the above reasons, it is recommended (1) that you conclude that special circumstances exist to waive the requirements of Section 636(i) of the FAA; (2) that you waive the source and origin requirements set forth in Handbook 1, Supplement B to allow procurement of one vehicle from countries included in Code 935; and (3) that you certify that exclusion of procurement of project vehicles from free world sources other than the Cooperating Country and countries included in Code 941 would seriously impede attainment of U.S. foreign policy objectives and objectives of the foreign assistance program.

APPROVED _____

DISAPPROVED _____

DATE 11/1/71

Clearances:

GC/AFR:ANewton
SER/COM/ALI:PHagan (draft)

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Attachment 04
TELEGRAM

PAGE 01 OF 02 STATE 215012
ORIGIN AID-08

4338 005448 A107439

STATE 215012

4338 010

ORIGIN OFFICE AFDR-25
INFO AA4F-02 AFFU-04 AFCL-03 AFDP-02 AFCE-01 POPR-01 PYPB-03
GC-01 GCAF-01 GDFL-01 STAG-02 SAST-01 AFDA-01 AGRI-01
HAST-01 /331 44 53

INFO OCT-30 COPY-01 /336 R

DRAFTED BY AID/AFR/DR/SWAP:RHOEPP:EDB
APPROVED BY AID/AFR/CP:HOCHEN
AID/AFR/DR/SWAP:JHOCAGE
AID/AFR/DR/ARD:JR-JIM (DRAFT)
AID/AFR/DR/ARD:GOTEELE (DRAFT)
AID/AFR/DR/EHR:PSHAN (DRAFT)
AID/AFR/DVA:WCCOS (DRAFT)
AID/AFR/DP:KCNITH (DRAFT)
AID/OC/AFR:ANEWTON (DRAFT)
AID/AFR/DP:GSHARP (DRAFT)

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FM SECRETARY WASHDC
TO AMEMBASSY BANJUL IMMEDIATE
INFO AMEMBASSY ABIDJAN

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AIDAC, 4810JAN FOR PEDSO

E.O. 12356: N/A
TAGS:
SUBJECT: THE GAMBIA - COOPERATIVE DEVELOPMENT (CLUSA)
(633-0203)

REF: (A) CIMCHS TO CEPP MEMO, DATED 27 MAY 1982 AND
ATTACHMENTS (B) WIMM TO HOCER LETTER AND ATTACHED REQUEST
FOR AMENDMENT, DATED APPROXIMATELY OCTOBER 1981

1. SUMMARY. PROJECT COMMITTEE (PC) MET 20 JULY 1982 TO
REVIEW REF A PROPOSAL TO AMEND SUBJECT PROJECT, BUT WAS ABLE
TO PROCEED ONLY IN LIMITED MANNER BECAUSE DOCUMENTS FOR-
WARDED IN REF (A) DID NOT INCLUDE REF (B) DOCUMENTS WHICH
THE COOPERATIVE LEAGUE OF USA (CLUSA) EXPLAINED CONSTITUTED
FULL PROPOSAL FOR AMENDMENT. CLUSA PROVIDED COPIES OF REF
(B) FOLLOWING JULY 27 MEETING. PC RECONVENED ON JULY 23 TO
CONSIDER REF (A) AND REF (B) DOCUMENTS IN TANDEM. AFR/DR
AND CLUSA WORKED WEEK 25 JULY TO PREPARE A CONCISE AMEND-
MENT PROPOSAL. RESULTS OF REVIEW AND RECOMMENDATIONS ARE
PRESENTED FOR OAR'S CONCURRENCE AND COMMENT. IMMEDIATE
REPLY REQUESTED. END SUMMARY.

2. DURING JULY 20 MEETING, PC TOOK THE OPPORTUNITY TO
LEARN AS MUCH AS POSSIBLE OF CLUSA'S PRESENT OPERATIONS IN
THE GAMBIA FROM JIM ALRUTZ, CLUSA/WASHINGTON REPRESENTATIVE.

PC AGREED IN THIS AND JULY 23 MEETING THAT PROJECT
OBJECTIVE -- TO IMPROVE LOCAL MANAGEMENT OF COOPERATIVES
IN THE GAMBIA THROUGH INCREASED AND UPGRADED TRAINING AT
THE VILLAGE AND PRIMARY SOCIETY LEVELS -- IS APPROPRIATE
AND ENDORSES THIS EFFORT. COMMITTEE ALSO AGREED TO
RECOMMEND PROJECT AMENDMENT IN ECPR. HOWEVER, PRIOR TO
SUBMITTING PROJECT TO ECPR A COMPREHENSIVE PROPOSAL IS
REQUIRED. TOM WINN AND ALRUTZ HAVE MET WITH AFR/DR AND
AGREED ON OUTLINE AND RESTATING OF PROJECT EOPS. THESE
AND OTHER ISSUES ARE PRESENTED BELOW FOR OAR'S CONCURRENCE
AND COMMENT. CLUSA HOPES TO HAVE FINAL DRAFT PREPARED BY
2 AUGUST.

3. THE PC HAS THE FOLLOWING QUESTIONS AND RECOMMENDATIONS
WHICH REQUIRE OAR'S ADVICE OR ENDORSEMENT.

--A. OAR STATEMENT REGARDING THIS ACTIVITY'S RELATION TO
PROPOSED COUNTRY DEVELOPMENT STRATEGY IS REQUIRED. WE
ASSUME THE PROJECT RELATED TO OBJECTIVES OF FOOD PRODUCT IN
AND PRIVATE ENTERPRISE DEVELOPMENT. PLEASE ADVISE.

--B. PC BELIEVES EVEN THE SCALED DOWN OBJECTIVES (EOPS)
MAY BE OVERLY AMBITIOUS AND SHOULD BE REVISED ACCORDINGLY.
PC PROPOSES THE FOLLOWING AND REQUESTS ANY REVISIONS OR
CONCURRENCE.

--GOAL: EFFECTIVE FUNCTIONING COOPERATIVES IN THE GAMBIA.

--PURPOSE: IMPROVED LOCAL MANAGEMENT OF COOPERATIVES IN
THE GAMBIA THROUGH INCREASED AND UPGRADED TRAINING AT THE
VILLAGE AND PRIMARY SOCIETY LEVELS.

--EOPS:

--(I) ESTABLISHED COMPREHENSIVE MEMBER EDUCATION PROGRAMS
FOR ALL AGRICULTURAL AND THRIFT AND CREDIT COOPERATIVES.

--(II) TRAINED COOPERATIVE INSPECTORS WITH NEW SKILLS IN
NON-FORMAL EDUCATION TECHNIQUES, USE OF FUNCTIONAL RADIO,
AND COOPERATIVE PRINCIPLES AND PRACTICES.

--(III) INCREASED GOVERNMENT OF THE GAMBIA (GOTG) SUPPORT
FOR MEMBER EDUCATION PROGRAMS.

--OUTPUTS: CLUSA IS WORKING ON REFINEMENT OF OUTPUT
SECTION; HOWEVER, ACTIVITIES WILL BE LISTED IN FOLLOWING
MANNER

--(I) FOUR NON-FORMAL EDUCATION WORKSHOPS FOR COOPERATIVE
INSPECTORS OF EDUCATION (CIES).

--(II) THREE WORKSHOPS IN NUMERACY TRAINING FOR 25 CIES
PER YEAR.

--(III) THREE WORKSHOPS IN NUMERACY TRAINING FOR
APPROXIMATELY 50 VILLAGES, ETC.

EOPS AS CONTAINED PAGES 1-2 OF WIMM TO HOCER LETTER OF 15
MAY WERE REVISED FOR FOLLOWING REASONS. FIRST, EOPS WERE
STATED IN QUANTITATIVE MANNER THEREBY FOCUSING ACHIEVE-
MENT OF PROJECT OBJECTIVES FOR FUTURE EVALUATIONS ON
NUMBERS WHICH MAY BE DIFFICULT TO PREDICT AND RELATE TO
LEVEL OF REQUESTED INPUTS. SECONDLY, CERTAIN EOPS (E.G.
25 PERCENT OF THE COOPERATIVE THRIFT AND CREDIT SOCIETIES
ARE ACTIVE MEMBERS OF THE GAMBIA CREDIT UNION (GCU)
RECEIVING EXTENSION SERVICES) WERE NOT SUPPORTED BY
DESCRIPTION OF PROJECT ACTIVITIES. AT THE SAME TIME,
EVALUATION AND CLUSA PROPOSAL NOTED DIFFICULTY IN
IMPLEMENTATION OF POSSIBLE TRANSFER OF ACTIVITIES TO OTHER
PROGRAMS (E.G. 50 PERCENT OF WOMEN'S PRE-COOPERATIVE
SOCIETIES HAVE BECOME ORGANIZED, REGISTERED AND PERFORMING
ECONOMIC ACTIVITIES).

IT IS CLEAR FROM DISCUSSIONS WITH CLUSA THAT THEY ARE
INVOLVED IN A BROAD VARIETY OF COOPERATIVE EDUCATION
ACTIVITIES, AND THAT THESE ARE ALL SUPPORTIVE OF THE
PROJECT PURPOSE. PC RECOMMENDS IT IS THEREFORE APPROPRIATE
TO STATE EOPS AS NOW PROPOSED, BUT ALSO TO PROVIDE FLEXI-
BILITY IN GRANT AGREEMENT WHICH WILL ALLOW CLUSA TO
PROVIDE SHORT TERM CONSULTATIONS TO THE GOTG ON ACTIVITIES
SUCH AS DEVELOPMENT OF CREDIT AND THRIFT SOCIETIES. EOPS
ARE TO BE LIMITED TO THOSE ACTIVITIES RELATING TO COOPER-
ATIVE EDUCATION AND NUMERACY, AS THESE ARE THE TWO AREAS
IN WHICH LONG-TERM TECHNICAL ASSISTANCE IS BEING PROVIDED.
PC HAS REQUESTED CLUSA TO JUSTIFY IN REVISED PROPOSAL USE
OF CONSULTANT SERVICES IN SPECIALTIES OTHER THAN THOSE OF

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OUTSTANDING
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THE TWO LONG TERM ADVISORS.

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--C. HOST COUNTRY CONTRIBUTIONS -- MINH HAS HANDCARRIED BUDGET FOR HOST COUNTRY CONTRIBUTION WHICH WILL EXCEED A 25 PERCENT HOST COUNTRY CONTRIBUTION TO TOTAL PROJECT COSTS. PC WAS IMPRESSED BY ASSIGNMENT OF 21 DEPARTMENT OF COOPERATIVE OFFICERS TO THE POSTS AND UNDERSTANDS AN ADDITIONAL 31X OFFICERS ARE TO BE ASSIGNED. NEVERTHELESS, PC BELIEVES IT NECESSARY TO HAVE LONG-TERM COMMITMENT OF GOTG TO PROVIDE RECURRENT COSTS SUPPORT FOR SALARIES, PETROL AND MAINTENANCE OF MOTORCYCLES AND OTHER VEHICLES AND TRAINING MATERIALS. IN ORDER TO PREPARE FOR ECPR, PC NEEDS INFORMATION WHICH WILL ENABLE US TO SHOW (1) GOTG

IS CURRENTLY PROVIDING ADEQUATE SUPPORT, AND (2) THAT LONG RANGE PLANS ARE BEING MADE TO ASSURE GOTG SUPPORT FOR RECURRENT COSTS. BELIEVE POINT (1) CAN BE DEFENDED; HOWEVER, WE LACK INFORMATION FOR POINT (2). OUR COMMENTS REQUESTED. PC BELIEVES CAR/BAHJUL CAN BE HELPFUL IN ITS PROJECT MONITORING ROLE BY ESTABLISHING AN ON-GOING DIALOGUE WITH GOTG.

--D. ROLE OF COOPERATIVE MANAGERS -- PC NOTED TRAINING OF COOPERATIVE MANAGERS HAS BEEN ELIMINATED FROM PROJECT OBJECTIVES AS ILO HAS RECENTLY UNDERTAKEN TRAINING FOR SECCO MANAGERS. INITIALLY PC WAS CONCERNED BECAUSE PROPOSAL AND EVALUATION NOTE LITTLE PROGRESS IN THIS ACTIVITY. MINH INDICATES THERE IS AN AGREEMENT THAT CLUSA WILL SPECIALIZE IN MEMBER EDUCATION ACTIVITIES WHILE ILO WILL HAVE RESPONSIBILITY FOR MANAGEMENT TRAINING FOR COOPERATIVE MANAGERS. CLUSA POINTS OUT PROJECT ACTIVITIES DO INCLUDE EDUCATION PROGRAMS FOR COOPERATIVE MANAGERS TO EXTENT THAT ORIENTATION SEMINARS ARE PROVIDED ON CLUSA PROJECT'S MEMBER EDUCATION PROGRAMS. AS IN POINT 2C ABOVE, PC BELIEVES CAR CAN BE HELPFUL IN THIS REGARD BY BEGINNING DIALOGUE ON ROLE OF COOPERATIVES AND LONG RANGE PLANS FOR DEVELOPMENT OF STRONG MEMBER RUN PRIMARY SOCIETIES IN THE GAMBIA. YOUR COMMENT ON STATUS ILO TRAINING OF SECCO MANAGERS AND GOTG PLANS FOR SUPPORTING COOPERATIVE MOVEMENT REQUESTED.

4. PC CURRENTLY DRAFTING ISSUES PAPER FOR ECPR. HOPE TO HAVE ECPR AND PROPOSAL READY FOR DISTRIBUTION EARLY WEEK OF 2 AUGUST. ECPR PLANNED FOR WEEK 9 AUGUST. PRIOR ECPR, REQUIRE RESPONSE TO THE FOLLOWING: ADVICE ON PARA 3A; CONCUR OR CHANGES IN PARA 3B; ADVICE AND RECOMMENDATIONS PARAS 3C AND D. REQUEST RESPONSE NLT 6 AUGUST.

SHULTZ

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Attachment E INCOMING
TELEGRAM

PAGE 01 BANJUL 02168 061131Z 0984 010106 A101273
ACTION A10-00

BANJUL 02168 061131Z 0984 010106 A101273

THAT THE GOVERNMENT WILL BE ABLE TO PURCHASE THEM. THEY MAY
HAVE TO RELY ON OTHER VEHICLES OPERATED BY THE DOC OR THE GCU.

ACTION OFFICE AFOR-05
INFO AFFW-04 AFCW-03 AFOP-02 FVA-02 PPCE-01 PDPR-01 PPPH-03
GC-01 GCAF-01 GCFL-01 FFP-03 AFOA-01 AGRI-01 ATPC-04
RELO-01 TELE-01 MAST-01 AFPM-01 /038 A2 06

INFO OCY-00 INR-10 AF-00 CIAE-00 EB-00 L-03 AMAD-01
INRE-00 /067 W

-----056217 061133Z /38

O 061030Z AUG 82
FM AMEMBASSY BANJUL
TO SECSTATE WASHDC IMMEDIATE 3221
INFO AMEMBASSY ABIDJAN

UNCLAS BANJUL 2168

AIDAC

FOR AFR/DR

EO 12063: NA
SUBJ: THE GAMBIA - COOPERATIVE DEVELOPMENT (CLUSA) (635-0200)

REF: STATE 215012

1. OAR/BANJUL IS PLEASED THAT PC HAS AGREED TO RECOMMEND
THE PROJECT AMENDMENT TO THE ECPR. FOLLOWING ARE USAID
AND DEPARTMENT OF COOPERATIVE (DOC) COMMENTS ON REFTEL.

2. IN RESPONSE TO PARA 3A REFTEL, THE COOPERATIVE MEM-
BER EDUCATION PROJECT WILL ULTIMATELY STRENGTHEN THE
VIABILITY OF THE COOPERATIVES THEMSELVES IN ADDITION TO
INCREASING THE SKILLS OF THEIR MEMBERS. OAR/BANJUL BELIEVES
THIS EFFORT SUPPORTS THE PRIMARY GOAL OF FOOD
SELF-SUFFICIENCY THROUGH INCREASING THE COOPERATIVE MEMBER'S
ABILITY TO GENERATE FUNDS TO PURCHASE FOOD COMMERCIALY
AS WELL AS ENHANCING THE POSSIBILITY OF THE COOPERATIVE
MECHANISM BEING UTILIZED FOR INCREASED FOOD PRODUCTION IN
ADDITION TO ITS USE IN GROUNDNUT PRODUCTION.

AT PRESENT THE COOPERATIVE MOVEMENT IS CLOSELY TIED TO THE
GOVERNMENT THROUGH ITS RELATIONS WITH THE PARASTATAL GAMBIA
PRODUCE MARKETING BOARD (GPMB) TO WHICH BY LAW IT MUST
SELL ITS PRODUCTS AT FIXED PRICES. WE ANTICIPATE THAT
THROUGH A COMBINATION OF GOTG POLICY REFORM (SEE BELOW) AND
INCREASED SOPHISTICATION ON THE PART OF THE COOPERATIVES,
THAT THEY WILL EVENTUALLY BE ABLE TO MARKET THEIR PRODUCTS
THROUGH PRIVATE ENTERPRISE.

3. REGARDING PARA 3B REFTEL WE CONCUR WITH THE REVISED EOPS
AS PRESENTED IN REFTEL AS WELL AS USE OF SHORT TERM CONSULTANTS.

4. REGARDING PARA 3C REFTEL, IN OUR DISCUSSIONS WITH THE
REGISTRAR FOR THE DOC HE STATED THAT THE GOVERNMENT WILL HIRE
THE ADDITIONAL 6 CIE'S AND THAT SOME ADDITIONAL SUPPORT FOR
MOTORCYCLES WILL BE MADE AVAILABLE BY THE GAMBIA COOPERATIVE
UNION (GCU). ONCE THE PROJECT ENDS IN 1984 THE GOVERNMENT
WILL CONTINUE THE RECURRENT COSTS FOR THE CIE'S. GIVEN THE
FISCAL REALITIES OF THE GAMBIA HE DOESN'T FORESEE ANY ADDI-
TIONAL EXPANSION OF THE NUMBER OF CIE'S BUT HE DOES PLAN ON
TAKING TEAM MEMBERS FROM AREAS THAT CLUSA IS PRESENTLY
COVERING AND UTILIZING THEM IN OTHER AREAS OF THE COUNTRY
SO THAT EVENTUALLY CIE'S WILL ESTABLISH MEMBER EDUCATION
PROGRAMS IN ALL COOPERATIVE CIRCLE AREAS.
THE TRAINING MATERIALS WERE PRODUCED BY THE COOPERATIVE
TRAINING CENTER AND CLUSA WITH THE ASSISTANCE OF A PEACE
CORPS VOLUNTEER. THE GOTG WILL CONTINUE TO SUPPORT THE
DEVELOPMENT OF THE MATERIALS. THE MOTORCYCLES WILL BE ROTATED
WITH THE CIE'S WHEREVER THEY WORK. THE REGISTRAR STATED HE WILL
REQUEST REPLACEMENT MOTORCYCLES AS NEEDED BUT HE CAN'T GUARANTEE

5. REGARDING PARA 3D REFTEL THE ILO MANAGEMENT TRAINING
PROGRAM IS UNDERWAY. ILO ADVISORS ASSISTED THE GOTG
DEVELOP THE TRAINING CURRICULUM AND TRAIN THE TRAINERS.
THE FIRST COURSE FOR THE SECCO MANAGERS IS IN PROGRESS NOW.
THE CLUSA PROJECT DOES PROVIDE AN IMPORTANT ORIENTATION
SEMINAR TO SECCO MANAGERS TO INCREASE THEIR AWARENESS AND
UNDERSTANDING OF THE NEED FOR COOPERATIVE MEMBER EDUCATION.
OAR/BANJUL HAS HAD SEVERAL DISCUSSIONS WITH THE REGISTRAR
OF DOC AND OTHER OFFICIALS REGARDING THE COOPERATIVE MOVEMENT
IN THE GAMBIA AND THE DESIRE TO MAKE COOPERATIVES MORE
EFFECTIVE AND INDEPENDENT. ONE OF THE POLICY REFORM ISSUES
THAT ARISES FROM THESE DISCUSSIONS, REVOLVES AROUND THE
RELATIONSHIP OF THE GCU AND THE G.P.M.B. AS INDICATED ABOVE,
THE COOPERATIVES AT PRESENT PRIMARILY EXIST AS A PURCHASING
AGENT FOR THE G.P.M.B. AT SOME POINT A MORE EDUCATED, AWARE,
EFFECTIVE COOPERATIVE MOVEMENT WILL BE IN A POSITION TO ACT
INDEPENDENTLY FROM GOTG MARKETING CONTROLS. OAR/BANJUL
PLANS TO ADDRESS THIS POLICY QUESTION IN ITS NEGOTIATIONS
WITH THE GOTG FOR THE PL 480 TITLE II SECTION 206 PROGRAM
PROPOSED FOR INITIATION IN FY 84. WE ALSO PLAN TO EXPLORE THE
POSSIBILITY OF FUNNELING SOME OF THE LOCAL CURRENCY GENERATED
FROM THE 206 PROGRAM THROUGH THE COOPERATIVE STRUCTURE FOR
INCREASING FOOD PRODUCTION.

6. PLEASE ADVISE IF ADDITIONAL INFORMATION IS NEEDED.
PIPER

UNCLASSIFIED

REQUEST FOR AN AMENDMENT TO THE CLUSA
COOPERATIVE EDUCATION AND TRAINING PROJECT - THE GAMBIA

AID GRANT: AID/afr-G-1677

JULY, 1982

- 12'

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I. INTRODUCTION AND BACKGROUND

Agricultural cooperatives are vital to The Gambia's economy. They are the principal marketing mechanism for peanuts, Gambia's main foreign exchange earner. Additionally, The Government of the Gambia has stated in its Five Year Development Plan that cooperatives are to be a major force in the development of the rural economy.

The Problem

Cooperatives are viewed by their members primarily as government purchasing centers and points of distribution for agricultural inputs and supplies. The members do not see them as their own institution operating in the rural economy to bring them greater economic benefits and to serve as a mechanism for development. Cooperative leaders understand that a well organized and managed system of member owned agricultural cooperative business enterprises can stimulate production, increase marketing efficiency, and provide the farmer-member with a greater return on his investment. If the cooperatives are to play a more dynamic role in the development of the economy, the cooperative members must participate more actively in the cooperative - guiding its affairs, making decisions on its future and ensuring that the cooperative is serving the interests of its members. For the member to become an effective participant he must be educated in cooperative practices and principles and trained in basic numeracy and simple arithmetic computations. The Department of Cooperation's Member Education Program is designed to meet these basic education needs of cooperative members in the agricultural and non- agricultural cooperatives.

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Response to the Problem

The CLUSA Cooperative Education and Training Project (AID/afr-G-1677) has been providing direct support to the Member Education Program since 1980. During the past two years the Department of Cooperation (DOC) has appointed 21 field extension workers to implement the Member Education Program (See Annex I for organization chart and field placement). These field personnel, known as CIEs (Cooperative Inspectors - Education), have been trained through the CLUSA project in non-formal education techniques and numeracy. Each CIE is assigned to one of the area offices of the department where he is responsible for at least two cooperatives societies and their village branches. To date the CIEs have, among other activities, conducted six month functional numeracy courses in 40 villages, trained cooperative committee members in 36 of the 62 cooperative marketing societies, and initiated 18 radio learning groups. All of these activities were at the village level with farmer members as participants.

Request for Project Amendment

This request for an amendment of the current OPG is based on the results of the Interim Evaluation Report (March, 1982) which recommended a one year extension to the three year program and the inclusion of a numeracy specialist for the last two years of the program. By the end of the first year of the program it became evident that the demand for numeracy training on the part of the farmers was much greater than had been anticipated. Both the Department of Cooperation and CLUSA believe that a numeracy specialist is needed to provide full time assistance to the field workers; to monitor the program's development; and to develop new

teaching materials and methods. The addition of this specialist will allow CLUSA's Cooperative Education Advisor to concentrate his efforts on other important program activities, especially those activities related to committee member and other cooperative leader education.

It should be noted that the Department of Cooperation plans to increase the number of CIEs working in the Member Education Program from 21 to approximately 28. Also, as more emphasis will be placed on working with Cooperative Thrift and Credit Societies (CTCS) and pre-cooperative women's income generating groups, the CLUSA Cooperative Education Advisor will be assisting with the further expansion of the education program into those cooperatives that are supported by the Gambia Cooperative Union. Consequently, training for the cooperative union's staff will be expanded.

The purpose of the project remains unchanged. However, as recommended by the evaluation team, project objectives have been adjusted to be more realistic. The anticipated results of the project (End of Project Status - EOPS) have been rewritten and the outputs have been expanded and quantified. This request includes a budget for the fourth year extension of the project and takes into account the expanded activities for Year Three, i.e. posting of a numeracy specialist. The implementation plan covers the full four year period and indicates those activities already completed. The Budget and Implementation Plan are found in Annexes II and III respectively.

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As this is an amendment to an already existing OPG, this request deals only with the modifications in the project and should be read in conjunction with the original OPG documentation.

II. PROJECT DESCRIPTION

A. PURPOSE

The purpose of this project is to improve local management of the cooperatives through increased and upgraded training at village and primary society levels. The Member Education Program of the Department of Cooperation is the vehicle through which cooperative members are obtaining the education and skills necessary to participate more effectively in the operations, management and control of their local cooperative. The CIEs serve as trainers at the cooperative and village branch level. Cooperative members are provided numeracy training to enable them to read produce weighting scales and their account records at the cooperative. Through radio listening groups and Bantaba discussion groups, members are introduced to basic concepts of cooperative business enterprises, cooperative principles and the member's responsibilities to the cooperative. Cooperative committee members are trained in their specific tasks in relation to financial management, planning, organization, member education and cooperative operations. Cooperative managers are provided orientation on the member education programs and are trained in their responsibilities to the members and committee members.

B. END OF PROJECT STATUS (EOPS)

By the completion of the fourth year of the project the following principal results will have been achieved:

B

1. Established comprehensive member education program for agricultural cooperatives and cooperative thrift and credit societies.
2. Trained Cooperative Inspectors - Education with new skills in numeracy, non-formal education techniques, use of educational radio, and cooperative principles and practices.
3. Increased government of The Gambia support for cooperative member education programs.

C. **OUTPUTS (4 YEAR ESTIMATE)**

1. STAFF TRAINING. During the life of the project 28 workshops, seminars and other training courses will be given to DOC and movement staff. These sessions all take place at the Cooperative Training Centre at Yundum. The courses last from 2 days (radio seminars) to 4 weeks (NFE workshops).

Following is a list of courses:

	To	Total #
	Date	4 yr. cum.
A. Cooperative Inspectors - Education (Training of Trainers)		
1. Non-formal education workshops (4 weeks each)	1	3
2. Numeracy workshops (3 weeks each)	1	3
3. Radio seminars (2 days each)	1	2
4. Committee member courses (2 days each)	1	3
5. Evaluation (2 weeks each)	1	2
6. Cooperative thrift & credit workshop (2 weeks each)	0	2

B. D.O.C. Staff

1. Committee member courses (assistant registrars & field coordinators.)	1 ¶	3
2. Cooperative thrift & credit workshop (CTCS secretaries)	0 ¶	2
3. Cooperative inspectors induction course	0 ¶	3

C. Gambia Cooperative Union (GCU) Staff

1. Secco supervisor induction course	0 ¶	3
2. Refresher course for secco supervisor	0 ¶	2

2. VILLAGE LEVEL TRAINING. During the life of the Member Education Program it is anticipated that 196 Numeracy classes, 332 Bantaba discussion session, 208 radio listening programs, and over 500 committee member training sessions will be held. Following is a breakdown of the village level training.

A. Numeracy	To Date ¶	Total # 4 yr. cum.
	¶	
1. No. of society committee members trained	40 ¶	216
2. No. of society farmer members trained	800 ¶	4,300
3. No. of CTCS members trained	20 ¶	200
4. No. of village classes held	41 ¶	196
5. Village facilitator training sessions	0 ¶	2
	¶	
	¶	
	¶	
B. Bantaba Discussion Groups	¶	
	¶	
1. No. of society committee members involved	72 ¶	332
2. No. of farmer members involved	540 ¶	6,440
3. No. of sessions held	72 ¶	332
	¶	
	¶	
	¶	

C. Radio Learning Groups

1. No. of society committee members involved	18 ¶	10u
2. No. of farmer members involved	180 ¶	1,480
3. No. of radio programs broadcast	90 ¶	208

¶

¶

¶

D. Committee Member Training

1. National seminars	2 ¶	4
2. Area (field) seminars	7 ¶	21
3. National congresses	1 ¶	6
4. Executive committee training sessions	0 ¶	500

D. INPUTS

Staffing

A. Expatriate staff

1. Numeracy Education Coordinator (Two year position) As recommended in the evaluation report, this additional advisor is needed to meet the unexpected heavy demand for numeracy training. The advisor will coordinate the farmer numeracy education program for cooperative members, leaders and employees. He/she will be responsible for numeracy training for the Department of Cooperation and The Gambia Cooperative Union staff, the implementation of a year around village level numeracy program, the production of instructional materials and the monitoring/evaluation of the program. The advisor will work with the Department of Cooperation's program coordinator, who will be the advisor's counterpart.
2. Cooperative Education Advisor (Three year position plus one additional year) The Cooperative Education Advisor has assisted the Department of Cooperation in the planning, implementation and monitoring of its

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Member Education Program for the agricultural cooperatives and the Cooperative Thrift and Credit Societies. He has assisted in the planning and implementation of the non-formal training programs for the CIEs as well as their numeracy training sessions. With the addition of the numeracy advisor, he will be able to devote more of his time to the development of those education programs that relate more directly to member participation in the cooperatives, e.g. cooperative principles and practices, cooperatives as business enterprises, member and committee member responsibilities in cooperative management, etc. He will continue in his role as an advisor to the Department of Cooperation and work with other departments in government to enhance their knowledge and understanding of cooperatives.

3. Peace Corps Volunteers

-2 Visual Aids volunteers worked for two years with the Extension AIDS Unit and the Cooperative Education and Training Unit to support the member education program. These 2 volunteers will complete their service in September 1982.

-4 PCV's have been approved by Peace Corps to work with Cooperative Thrift and Credit Societies (CTCS), concentrating on income generating projects for rural women. Their planned arrival on the project is April 1983. The PCV's will work in area offices with the CTCS area secretary as counterpart.

4. Consultants

a. To meet some of the special needs of the project the following specialists were involved in the project during the first 2 years of implementation:

- 1) Nonformal Education Specialist conducted a four week training course for 24 Department of Cooperation employees. NFE techniques and numeracy were the major thrusts of this training.
- 2) Numeracy Education Specialist developed and conducted a 3 week intense training program for 21 Cooperative Inspectors Education. A numeracy training manual and other training materials were also developed.
- 3) Communication Specialist developed a tape presentation in 3 languages to support and promote the Member Education Program.
- 4) NFE/Numeracy Evaluation Specialist spent 2 weeks evaluating the numeracy program and organized a 2 week evaluation training program for 22 CIEs.
- 5) Evaluation Specialist joined the USAID team for the mid term evaluation of the total MEP.

6) Cooperative Thrift & Credit Specialist from the World Council of Credit Unions conducted a one week assessment of future CTCS training needs.

b. Third and fourth years of project. Consultants are used by the project to respond to the needs of the program that can not be fulfilled through GOTG resources. The following specialist are likely to be required to assist in the development of the Member Education Program. These requirements may change over the next two year period and other specialists may be needed.

1) Cooperative Thrift & Credit Specialist to analyze data from surveys, develop training packages, and conduct training and promotion seminars.

2) Cooperative Development Specialist to review long term cooperative development plans in relation to the GOTG 5 year development plan. Possibilities of using cooperatives as a more effective development tool would be investigated and developed if deemed appropriate.

B. Gambian Staff

1. Drivers - In addition to present drivers for the Member Education Program vehicle one additional driver would be added for 2 years as well as extending the present driver for one year.

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2. Clerk/Typist - The present clerk/typist would be extended for an additional year.

3. Mechanic - One mechanic to service the Suzuki 100 cc motorcycles assigned to the project.

C. Commodities

1. Vehicles - A Toyota double cab pick up, one Chevy Citation. The program originally called for one project vehicle. This vehicle was procured and placed up country in the project area to be used for project supervision. An additional vehicle was added to be used by the CLUSA Advisor at the Training Centre. One Toyota double cab pick up or comparable vehicle is needed for field work for the numeracy education coordinator. Due to the lack of adequate maintenance facilities and inadequate supplies of spare parts for U.S. manufactured vehicles, purchase of a vehicle of non-U.S. source and origin is requested.

2. 30 Suzuki 100 ER Trail Bikes. 30 bikes have been purchased through the project for the GOTG. These bikes are being sold in turn to the field staff responsible for implementing the program. The CIEs purchase them through a revolving fund which has been set up with the GOTG. There are presently 6 bikes remaining to be purchased but it is anticipated that they will be purchased by the 6 new cooperative inspectors to be hired for the expansion of the program.

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3. Other Commodities - This OPG contains only a small amount of monies for commodities. Primarily those necessary to administer the program such as office furnishing and some equipment. The extension budget will cover additional equipment and support materials for training.

III. PROJECT ANALYSIS

The original OPG document included analyses on the economic, institutional, technical and sociological factors as well as an analysis of the potential for the institutionalization of the project with domestic resources. Additionally, an analysis was made on the potential relationship between the project and other PVO activities, particularly in literacy/numeracy training and the potential multiplier effect of the project.

Since the amendment request to this project will augment to some extent the scope of the project, several comments are perhaps appropriate. First, the addition of a numeracy specialist, as noted earlier, was called for in the evaluation and is required to meet the expanding needs of the Member Education Program. The addition of this staff person will allow the Cooperative Education Advisor to concentrate his efforts in those areas that are called for in his job description and for which he is highly qualified, i.e. cooperative education methodology, programming, and materials development. Although the project has relied on short term consultants to meet the increasing demand for assistance in the numeracy field, it is clear to the Department of Cooperation and CLUSA that a full time person is necessary if the project hopes to provide adequate training to the field extension people and establish a sound program. The Gambia does not have an available local person who can meet the requirements of this position.

Second, the project and the Member Education Program will provide training to two groups of beneficiaries. The first level of beneficiaries will receive direct longer term training and encompass the following groups:

Cooperative Inspectors - Education	28
Cooperative Committee Members	500
Cooperative Members (numeracy, co-op principles)	12,500
CTCS Staff	6
Other Department of Cooperation Staff	<u>12</u>
TOTAL	13,046

A second level of beneficiaries are those who will receive short term training (auditors and cooperative managers) or be introduced to basic concepts of cooperative member education (cooperative members and committee members). The level of beneficiaries includes the following:

Cooperative Inspectors	20
Cooperative Managers	81
Cooperative Committee Members	1,000
Cooperative Members (estimate)	<u>25,000</u>
TOTAL	26,101

Given the original OPG Budget and the budget for this extension request (\$482,256 + \$499,885) plus the host country contribution (\$390,367), the cost of providing training to the principal beneficiaries is \$105. When combined with the second level of beneficiaries, the cost is reduced to \$35.

One other point should be noted with respect to the analysis section. The USAID/Gambia has certified the adequacy of the Government of The Gambia's accounting

system in terms of the management of project funds entrusted to the Department of Cooperation. The certification is found in Annex V.

IV. OTHER DONOR AGENCY ASSISTANCE

The Department of Cooperation and The Gambia Cooperative Union will be encouraged to continue to use the resources provided through ODA and other donor agencies for training of selected staff in the Cooperative College at Loughborough, U.K. The resources of the Plunkett Foundation will also continue to be sought and utilized.

Collaboration with the ILO program providing assistance to the Gambia Cooperative Union in training cooperative managers will continue. This collaboration takes place in the planning and execution of training programs for managers to ensure that managers are knowledgeable about the Member Education Program and are fully aware of their responsibilities to the management committees and members of the cooperatives.

The Gambia Cooperative Union recently joined the Africa Cooperative Savings and Credit Association (ACOSA). Although their resources are limited, ACOSCA can be expected to provide some assistance to The Gambia in the development of their Cooperative Thrift and Credit Societies. Under the OPG funding, the World Council of Credit Unions, of which ACOSCA is a member, provided a short term specialist to the project to make an initial assessment of the current situation. An in-depth assessment of needs and training of extension workers for the CTCSS is expected to be carried out this year under the OPG.

V. IMPLEMENTATION SCHEDULE

All of the activities listed for the first Two years of the original OPG have been completed on schedule or ahead of schedule with one exception - the seven 2 day public relations and promotion seminars scheduled for Year One. The Department of Cooperation and project staff felt these sessions were inappropriate.

Activities scheduled for Year Three remain basically the same with a major evaluation added and Year Four will be a one year continuation of the program.

The area of CTCS training and promotion has been added to years 2 & 3. A request has been approved by Peace Corps for 4 additional PCV's to work on income generating programs for womens cooperative thrift and credit societies.

A consultant from either The World Council of Credit Unions or The Africa Cooperative Savings and Credit Association will conduct an indepth analysis of CTCS program and training needs and develop and conduct appropriate training.

The implementation schedule found in ANNEX III reflects the above in more detail.

X. REPORTING AND EVALUATION

Quarterly Reports will continue to be prepared by the Cooperative Education Advisor and submitted to AID/Banjul and CLUSA/Washington. These reports will refer to the Implementation Schedule and the Master Plan for the Member Education

Program as developed by the CLUSA Advisor and the staff of the Cooperative Training Center and measure the projects progress against those planning documents as well as the Outputs described in this request.

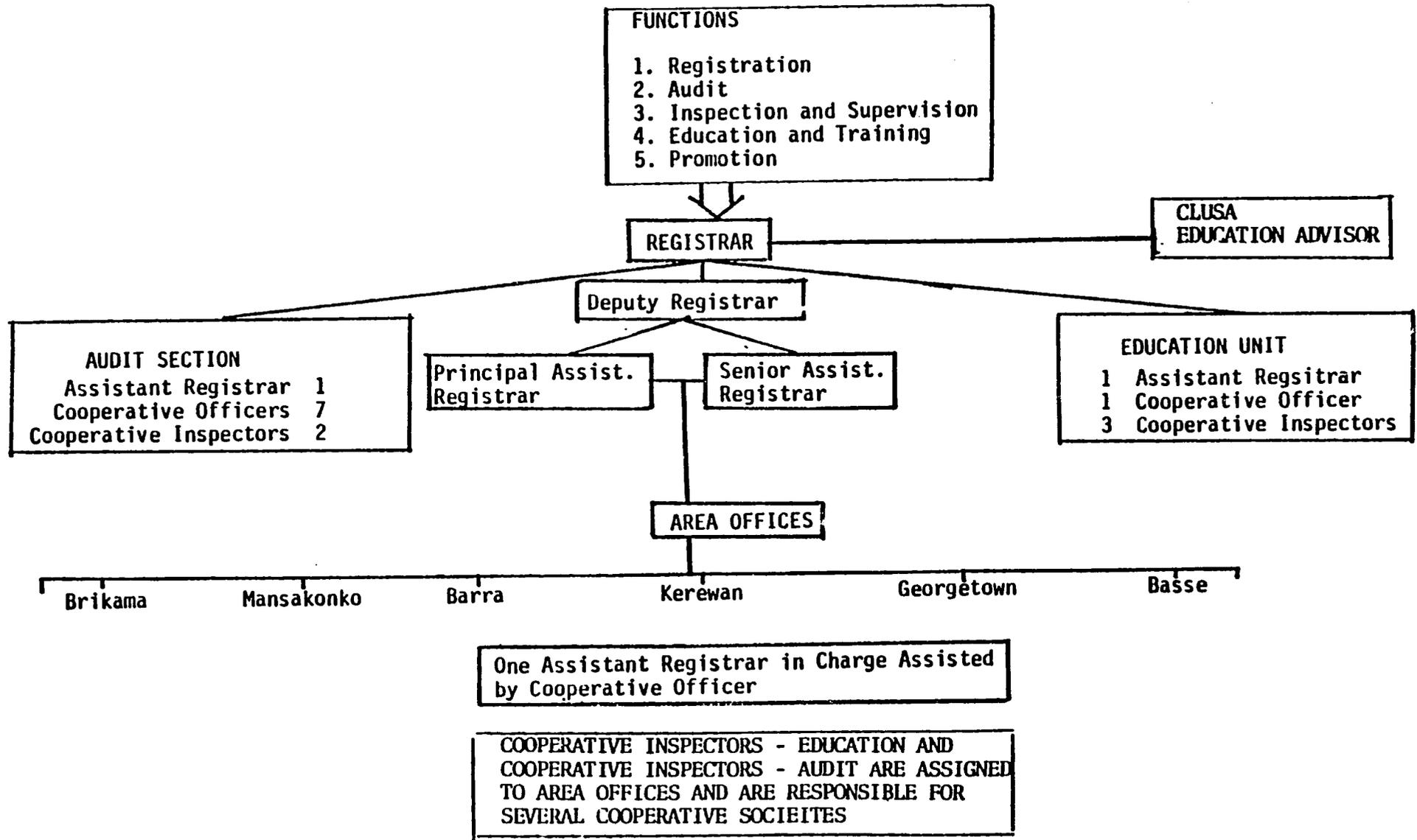
As recommended in the March, 1982 evaluation report, the next major evaluation will be held at the end of Year Three. This would be in keeping with the original evaluation schedule which required a comprehensive evaluation a year before the completion of the project.

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ANNEX I A.

ORGANIZATION CHART

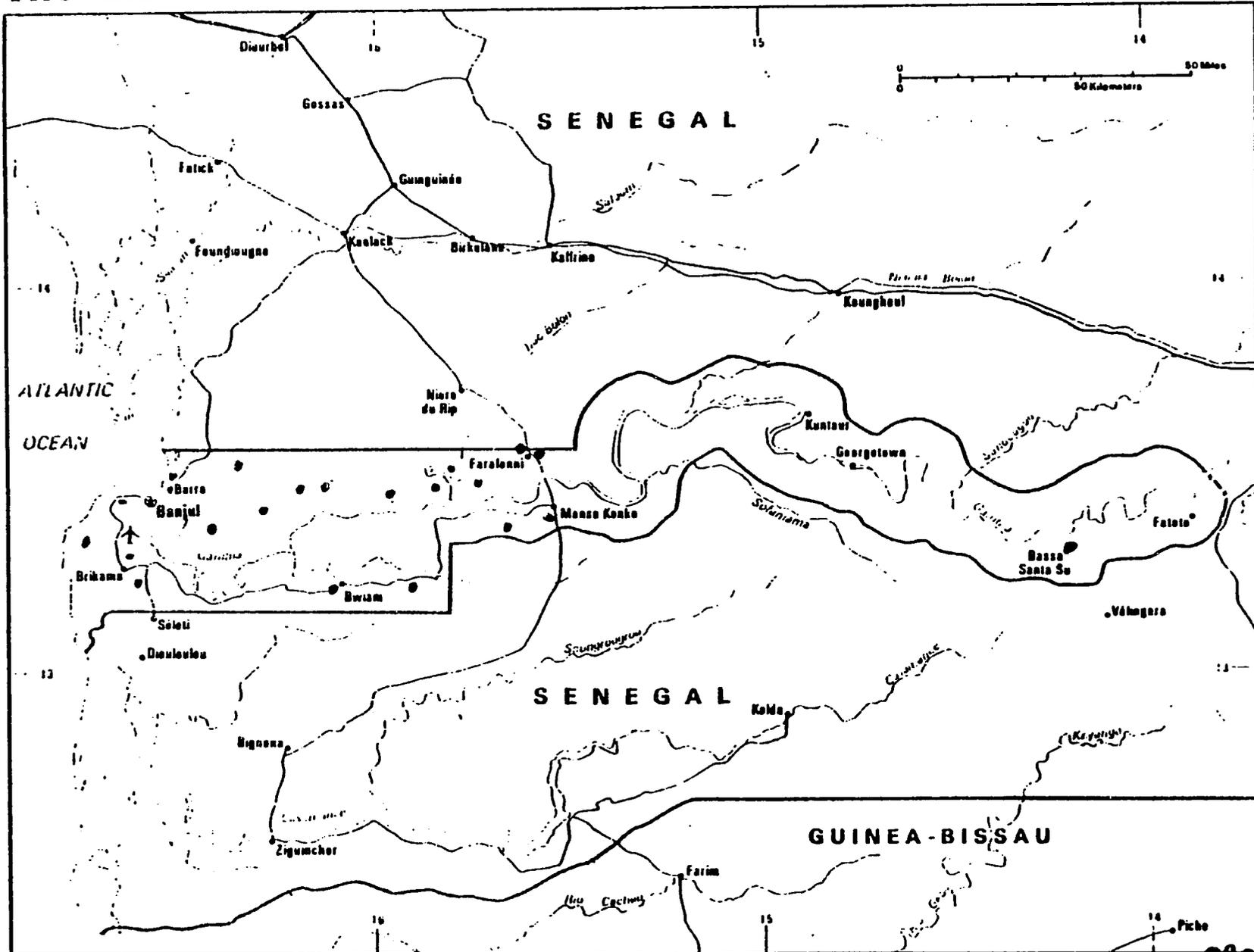
DEPARTMENT OF COOPERATION



The Gambia

ANNEX I B.

PLACEMENT OF COOPERATIVE INSPECTORS - EDUCATION



642717 8-77 (5-12-12)
Lambert Conformal Projection
Standard parallels 8° and 32°
Scale 1:1,600 000

— Railroad
— Road
✈ Airport

ANNEX II. BUDGETS

A. PROPOSED EXTENSION BUDGET

<u>Line Item</u>	<u>Detail</u>	<u>Total</u>
1. <u>Personnel Compensation</u>		
a) Cooperative Education Advisor 12 mos. @ \$3,167/mo.	38,000	
b) Numeracy Advisor 24 months @ \$2,500/mo.	60,000	
c) Local personnel one driver @ \$2,000/yr for 12 mos.	2,000	
d) Local personnel one driver @ \$2,000/yr for 24 mos.	4,000	
e) Local personnel one clerk/typist @ \$3,000/yr for 12 mos.	3,000	
f) Motorcycle mechanic (1/2 time) @ \$2,000/yr for 24 mos.	4,000	
g) CLUSA/W Project Officer backstopping: 24 mos @ 3 days/mo. (av.) @ \$160/day (incl. site visits)	11,520	
Total Personnel Compensation 		122,520
2. <u>Fringe Benefits</u>		
a) Cooperative Education Advisor @ 28% of salary	10,640	
b) Numeracy Advisor at 28% of salary	16,800	
c) Consultants @ 10% of professional fee	1,970	
d) CLUSA/W Project Officer @ 21% of salary: \$11,520 x 21%	2,420	
Total		31,830
3. <u>Consultants</u>		
4½ person/months @ 25 workdays/mo. @ \$175/day		19,700
4. <u>Travel, Transportation</u>		
a) Travel to/from post - Numeracy Advisor plus 3 dependents @ \$2,000 ea. (adult; \$1,000 for each child)	6,000	
b) R&R travel The Gambia/London/The Gambia for Numeracy Educ. Advisor @ \$1,200 per adult; \$600 per child	3,600	

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<u>Line Item</u>	<u>Detail</u>	<u>Total</u>
<u>(4. Travel, Transportation - Cont'd.)</u>		
c) Home leave The Gambia/Minnesota/The Gambia for Cooperative Education Advisor @ \$2,000	2,000	
d) Transportation of Household Effects for Numeracy Advisor \$4,500 ea. way	9,000	
e) Transportation of airfreight (900 lbs.) at \$2,500 ea. way	5,000	
f) Shipment of vehicle	2,000	
g) Packing and preparation of HHE for shipment/storage	500	
h) Storage of HHE at \$60/mo. x 36 months (24 months for Numeracy Advisor and 12 additional months for CEA)	2,160	
i) In-country transportation vehicles at 20,000 miles/yr. @ \$4.00/gal at 20 miles/gal for 3 years	12,000	
j) Transportation of consultants 3 trips @ \$2,000/trip	6,000	
k) Int'l travel, CLUSA/DC backstop officer 2 trips at \$2,000/trip	4,000	
l) Transportation - survey trips within Africa for Co-op Education Advisor & counterpart	4,000	
m) Transportation - recruitment (Numeracy Advisor in U.S.)	1,000	
Total Travel and Transportation		\$57,260
<u>5. Allowances</u>		
a) Quarters @ \$12,000 p.a. (includes temporary lodging) x 2 yrs for Numeracy Advisor and 1 year for CEA = 3 yrs.	36,000	
b) Post Allowance \$1,250 per year (average) x 3 years	3,750	
c) Post Differential @ 20% of base salaries	19,600	
d) Per diem of Co-op Education Advisor outside Banjul (85 days at \$36/day)	3,060	
e) Per diem of Numeracy Advisor 50% travel outside Banjul \$36/day x 130 days/yr. x 2 years	9,360	

<u>Line Item</u>	<u>Detail</u>	<u>Total</u>
<u>(5. Allowances - Cont'd.)</u>		
f) Per diem - Consultant 115 days @ \$72/day	8,280	
g) Per diem - CLUSA/DC backstop officer 20 days @ \$72/day	1,440	
h) Education allowance dependents (2) at \$1,180 2 yrs ea.	4,720	
i) Per diem - recruitment and orientation of Numeracy Advisor @ 14 days @ \$75/day x 2 persons	2,100	
Total Allowances		88,310
<u>6. Commodities</u>		
a) Project vehicle (pickup)	10,000	
b) Household furnishings and appliances	15,000	
c) Office furnishings, supplies & equipment, desk, 3 chairs, all supplies, portable typewriter, file cabinets, etc.	8,000	
d) Numeracy Training supplies & equipment, duplicator, inks, paper, visual aid materials	10,000	
Total Commodities		43,000
<u>7. Other Direct Costs</u>		
a) Participants - Per diem, transportation, tuition	15,200	
b) Communications - telex, telephone, postage @ \$400/mo. x 12 months	4,800	
c) Vehicle maintenance and repairs @ \$1,000/yr x 2 yrs x 3 vehicles	6,000	
d) Vehicle insurance - third party @ \$500/yr, x 2 yrs x 3 vehicles	3,000	
e) Visas, shots, airport taxes	400	
f) Physical exams @ \$85/person for Numeracy Consultant and dependents (3)	340	
g) Research materials	1,000	

<u>Line Item</u>	<u>Detail</u>	<u>Total</u>
<u>(7. Other Direct Costs - Cont'd.)</u>		
h) Per diem for 2 local drivers	2,055	
i) Motorbike maintenance	3,000	
Subtotal - Other Direct Costs		35,795
Total Direct Costs		398,415
Provisional Overhead at 28.55%		101,470
(Total Direct Costs 398,415 Less Commodities 43,000 = 344,335 x Provisional Overhead 28.55%)		
TOTAL ESTIMATED COSTS		<u>\$499,885</u>

B. GOVERNMENT OF THE GAMBIA CONTRIBUTION**YEAR ONE****I. In-Kind Contribution****A. Department of Cooperation Staff****1. Head Office Staff**

- a. Number = 4
- b. Amount of time devoted to MEP = 1/3
- c. Average annual salary = D 9000
Sub Total = D 12,000

2. Field Staff (CIEs)

- a. Number = 20
- b. Amount of time devoted to MEP = 100%
- c. Average annual salary = D 2,592
Sub Total = D 57,024

3. Field Supervision

- a. Number = 2
- b. Amount of time devoted to MEP = 100%
- c. Average annual salary = D 3,744
Sub Total = D 7,488

4. Departmental Field Management Staff (Assistant Registrars)

- a. Number = 7
- b. Amount of time devoted to MEP = 25%
- c. Average annual salary = D 6,420
Sub Total = D 11,235

5. Clerical Staff

- a. Number = 10
- b. Amount of time devoted to MEP = 20%
- c. Average annual salary = D 2,616
Sub Total = D 5,232

- 6. Allowances for Field Staff (Housing, Light, Etc.)/month =
D 90 x 12 = D 1,080 yearly
total for department (22) = D 23,760

B. Extension Aids Unit

1. Technical Staff

- a. Number = 4
- b. Amount of time devoted to MEP = 15%
- c. Average annual salary = D 3,744
- Sub Total = D 2,246

C. Gambia Cooperative Union

1. Field Staff (Field Coordinators)

- a. Number = 6
- b. Amount of time devoted to MEP = 15%
- c. Average annual salary = D 7,500
- Sub Total = D 6,750

2. Committee Members (Board of Directors)

- a. Number = 9
- b. Value/CM/Month = D 100
- c. Value of CM/Year = D 1,200
- Sub Total D10,800

3. Society Managers

- a. Number = 81
- b. Amount of time devoted to MEP = 10%
- c. Average annual salary = D 3,000
- Sub Total : D24,300

D. MEP Committees

1. General Body (2)

- a. Number/Body = 47
- b. Value/CM/Meeting = D 25
- c. No. Meetings/Year = D 1
- Sub Total = D 2,350

2. Area Education Committee (Steering Committees - 2)

- a. Number/Committee = 21
- b. Value of CM/Meeting = D 10
- c. No. of Meetings/Year = D 12
- Sub Total = D 5,040

TOTAL GOTG IN-KIND CONTRIBUTION FOR ONE YEAR = D 168,225

GOTG IN-KIND CONTRIBUTION - LIFE OF PROJECT

Year One	=	D 168,225
Year Two	=	D 185,048
Year Three	=	D 203,553
Year Four	=	<u>D 223,908</u>

TOTAL GOTG CONTRIBUTION = D 780,734 = U.S. \$390,367.00

C. TOTAL BUDGET

Original OPG	\$ 482,256
Amendment	499,885
GOTG Contribution	<u>390,367</u>
TOTAL	\$1,372,508

Government of The Gambia contribution to project is 28%

IMPLEMENTATION SCHEDULE

These include activities of the CTC related to but NOT necessarily part of CIUSA project

YEAR ONE	Aug.	Sept.	Oct.	Nov.	Dec.	Jan.	Feb.	March	April	May	June	July
<u>CIUSA COOPERATIVE EDUCATION ADVISOR</u>												
• 2 week orientation - Washington and U.S. cooperative resources	—											
• 1 week orientation in the U.K. - ODA - Plunkett Foundation - Loughborough College		—										
• Orientation - DOC and other agencies in The Gambia		—										
• Field Study and Rural Orientation		—	—									
• Planning and Program Development with CTC		—	—									
• Work with CTC on Course and Curriculum Development				—	—							
• Initiate Training						—	—	—	—			
<u>Short Term Consultant</u>												
<u>Non-Formal Education Advisor</u>												
• Review Resources						—						
• Work with Adult Education and Numeracy Advisers to Develop materials and Select Media						—	—					
• Work on Radio Scripting and production							—	—				
• Work with Literacy Component on Bilingual Programming							—	—				
• Develop Easy-to Use Communications Techniques for Field Secretaries							—	—				
• Conduct NFE Workshop							—	—				

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IMPLEMENTATION SCHEDULE

These include activities of the CTC related to but NOT necessarily part of CIUSA project

Year One	Aug.	Sept.	Oct/	Nov.	Dec.	Jan.	Feb.	March	April	May	June	July
<u>PEACE CORPS VOLUNTEERS</u>												
• Bring in and orient two PCV (A/V)												
• PCVs initiates work												
<u>MEMBER EDUCATION TRAINING</u>												
• Train Trainers												
• Train Cooperative Inspectors - Education												
• Programmed village training (monthly)												
<u>Committeemen Training (part of above)</u>												
• Same as above												
<u>Cooperative Training Centre</u>												
• Select and Train Staff	has been	done by	CTC									
• Set up Physical Aspects	has been	done by	CTC									
• Develop Program and Curriculums												
• Coordinate Work with Advisors												
• Implement and Evaluate Both Present and New Training												
<u>End of Year Program Evaluation of CTC</u>												
<u>Staff Training</u>												
• Pre-Induction Training (Inspectors)												

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IMPLEMENTATION SCHEDULE

These include activities of the GTC related to but NOT necessarily part of CIUSA project

YEAR ONE	Aug.	Sept.	Oct/	Nov.	Dec.	Jan.	Feb.	March	April	May	June	July
<u>Staff Training (continued)</u>												
Stage I 2 weeks						—						
Stage II 4 months						—	—					
Stage III 2 months							—					
<u>Refresher Course (DOC)</u>												
- Inspectors					—							
- Auditors					—							
<u>Refresher Course (GCU)</u>												
- Secretaries (managers)						—						
- SECOO Supervisors							—					
- Accountants												
<u>Seminars (DOC and GCU), two days each</u>												
- Public Relations						x						
- Train the Trainer						x						
- GPMB Senior Staff						x						
- ILAC						x						
- Program Planning								x				
- Donor Agency Idea Exchange								x				
- PR and Education For Secretaries and Inspectors								x				
- Peace Corps Training (for interested PCVs not assigned to project)									—	—		

x

IMPLEMENTATION SCHEDULE

These include activities of the CTC related to but NOT necessarily part of CIUSA project

YEAR ONE	Aug.	Sept.	Oct.	Nov.	Dec.	Jan.	Feb.	March	April	May	June	July
On-the-Job Training												
- Weight Checkman												
- Accountants												
- Trainers												

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IMPLEMENTATION SCHEDULE

These include activities of the CTC related to but NOT necessarily part of CIUSA Project

YEAR TWO	Aug.	Sept.	Oct.	Nov.	Dec.	Jan.	Feb.	March	April	May	June	July
<u>CIUSA COOPERATIVE EDUCATION ADVISOR</u>												
• First Year Plan-Evaluation and Adjustment							—					
• Revise Program Plan as Needed							—					
• Observational Trip - Africa									—			
• Monitor Program Plan												
• Coordinate Intra-Agency Relations												
• Coordinate and Evaluate Short Term Consultations												
• 2nd Year and Program Plan Evaluation												—
<u>CIUSA NUMERACY ADVISOR</u>												
• Develop (Revise) Pilot Numeracy Program										—		
• Train CTC Staff										—		
• Train Facilitators											—	
• Conduct Radio Script Workshop											—	
• Conduct Workshop on A/V											—	
• Assist in Coordination of Agency Relations											—	
• Provide Inservice Training											—	
• Work Closely with Non-Formal Education Centre and Other Literacy Programs											—	

IMPLEMENTATION SCHEDULE

These include activities of the CTC related to but NOT necessarily part of GUSA Project

YEAR TWO	Aug.	Sept.	Oct.	Nov.	Dec.	Jan.	Feb.	March	April	May	June	July
<u>SHORT TERM CONSULTANTS</u>												
Numeracy Training Advisor												
• Review Pilot Gambian Literacy Project												
• Work with Literacy Specialists and National Literacy Committee												
• Plan and Develop New Materials and Methods for Training												
• Test and Evaluate												
<u>Peace Corp Volunteers</u>												
(Add one in Women's Area)												
- Orient to and Review of Co-ops												
- Initiate Training												
- Conduct Surveys of CTCS and ongoing Women's Programs												x
- Evaluate Necessity for additional PCVs												
<u>Numeracy Training (see Implementation Schedule)</u>												
- Ongoing												

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IMPLEMENTATION SCHEDULE

These include activities of the CTC related to but NOT necessarily part of CIUSA Project

YEAR TWO	Aug.	Sept.	Oct.	Nov.	Dec.	Jan	Feb	March	April	May	June	July
<u>Participant Training</u>												
• Out-of-Country												
▲ Certificate in Cooperative Management and Administration (DOC/ODA Funded-Plunkett)												
Third Country Training												
- Nairobi Cooperative College (USAID Funded - Financial Management)								One Year Diploma				

47.

IMPLEMENTATION SCHEDULE

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These include activities of the CTC related to but NOT necessarily part of CIUSA Project

<u>YEAR THREE</u>	<u>Aug.</u>	<u>Sept.</u>	<u>Oct.</u>	<u>Nov.</u>	<u>Dec.</u>	<u>Jan.</u>	<u>Feb.</u>	<u>March</u>	<u>April</u>	<u>May</u>	<u>June</u>	<u>July</u>
<u>COOPERATIVE EDUCATION ADVISOR</u>												
• Ongoing Programs - Same as Year 2 Plan												
• Make Additional Requests if needed												
<u>CIUSA NUMERACY ADVISOR</u>												
• Continue implementation of Literacy/Numeracy Program												
• Monitor Program												
• Conduct In-Service Workshops												
• Improve Upon Ongoing Relationships with other Agencies Involved with Literacy												
<u>Peace Corps Volunteers</u>												
• Recruit 4 PCVs	XX											
• PCVs to assist Cooperative Thrift & Credit Societies on women's income generating projects												
<u>CONSULTANT - COOPERATIVE THRIFT AND CREDIT SOCIETIES</u>												
* CTCS Program and training needs assessment												
* Design and implement short term training												

5.

	Month 1	Month 2	Month 3	Month 4	Month 5	Month 6	Month 7	Month 8	Month 9	Month 10	Month 11
	Aug	Sept.	Oct.	Nov.	Dec.	Jan	Feb.	March	April	May	June/July
<u>Member Education Training</u>											
- Ongoing											
<u>Committee Training</u>											
- Ongoing											
<u>Audio Visual</u>											
- Production of First Film											
- Production of Second Film											
- Supervision and Training											
<u>Cooperative Training Centre</u>											
- Staff Training											
Revise and Conduct - Continuous											
- Work with Advisors											
- End of Year CIG Evaluation											
<u>Radio Listening/Discussion Groups</u>											
- Organize											
- Train Local Facilitators											
- Ongoing											
<u>Staff Training</u>											
- Evaluation of Year One Training											
- Continue Year One Programs with Needed Revision											

46.

	Month 1 Aug.	Month 2 Sept.	Month 3 Oct.	Month 4 Nov.	Month 5 Dec.	Month 6 Jan.	Month 7 Feb.	Month 8 March	Month 9 April	Month 10 May	Month 11 June/July
<u>Participant Training</u>											
- Evaluation of Year Two Training											
- Non-Formal Education (Adult) Training - 1 year Diploma (2 CTO Staff)											2 2

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IMPLEMENTATION:

These include activities of the CTC related to the project; necessarily part of the project

YEAR FOUR	Aug.	Sept.	Oct.	Nov.	Dec.	Jan.	Feb.	March	April	May	June	July
<u>COOPERATIVE EDUCATION ADVISOR</u>												
• Ongoing as in Years 2 & 3 Plan												
• Evaluation of Total Member Education Project												
• Gambian Transition/Feasibility												
• Project Continuation/Feasibility												
• Work with Other Agencies Regarding Continuation: PO, DCO, COU, AID etc												
<u>CIUSA NUMERACY ADVISOR</u>												
• Ongoing												
• Evaluation of Literacy/Numeracy Project												
• Begin Gambian Transition												
• Work with Other Sectors Involved with Literacy/Numeracy												
• Prepare Reports on Literacy/Numeracy Project												
<u>ALL OTHER RELATED PROGRAM PLANS</u>												
• Ongoing												
• Structured Evaluation												
• Develop Evaluation Plan												
• Implement												
• Collect and Analyze Data												
• Final Determination												

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ANNEX IV. JOB DESCRIPTIONS

A. COOPERATIVE EDUCATION ADVISOR

The Cooperative Education Advisor is responsible to the Registrar of Cooperatives (Director of the Department of Cooperation) and his counterpart is the Director of the Cooperative Training Center.

Functions

- Advise on the planning and coordination of education and training for cooperative members, leaders, employees, in primary and secondary level cooperatives, and assist in the actual training.
- Advise and assist the Cooperative Training Center established by the MANR/DOC in the planning and implementation of a year-around village-level education and training program.
- Advise and assist in the production of instructional materials, and public education and information programs on cooperatives in The Gambia.
- Help the cooperative institutions in The Gambia maximize local resources and coordinate their activities with other agencies in The Gambia, including training and orientation programs for personnel of these other agencies as they relate to cooperatives.
- Ascertain the need for short-term consultancies, and arrange for them along the lines indicated in the project, or as may be mutually revised by the CLUSA Cooperative Education Advisor and the CTC Director.
- Set up a system of continuous evaluation of the program, and recommend revisions where needed.

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The Numeracy Education Coordinator reports directly to the Cooperative Education Advisor and the Assistant Registrar in-charge of Education and Training.

The Coordinator will be the counterpart of the MEP program supervisor.

The Coordinator has the authority to assist CIEs with their respective numeracy programs. He/she will liaise with other agencies, in specific the NFE centre, involved with Numeracy/Literacy.

GENERAL AREAS OF RESPONSIBILITY: The Numeracy Education Coordinator is responsible for, but not limited to, the following areas.

1. Plan and coordinate Numeracy training for cooperative members, leaders, employees.
2. Conduct numeracy training programs for DOC and GCU staff.
3. Advise and assist in the planning and implementation of a year round village level numeracy training programs.
4. Advise and assist in the production of numeracy instructional materials.
5. Set up a system to continuously monitor and evaluate the numeracy training program and recommend revision where needed.
6. Develop a coordinated effort of maximizing local resources and better utilize their activities within agencies in The Gambia as related to numeracy/ literacy and NFE.

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Duties: In order to carry out these responsibilities⁴¹ the NEC must perform the following activities:

1. Review and revise (if necessary) all co-op numeracy materials.
2. Review all literacy/numeracy materials developed in The Gambia.
3. Monitor numeracy classes in the field.
4. Evaluate the effectiveness of:
 - a. The training units.
 - b. The training materials.
5. Review reporting system and data collection methods.
6. Assist and advise in the development, production, testing and distribution of all numeracy training materials.
7. Plan and develop numeracy training workshops for CIEs, Secco Supervisors, and other staff as required.
8. Set up and maintain a system to monitor and evaluate the numeracy program on a monthly basis.
9. Maintain accurate records of all numeracy activities.
10. Collect and submit monthly reports of all numeracy activities.

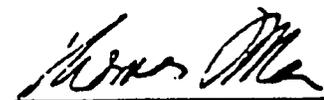
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ANNEX V.

CERTIFICATION OF ADEQUACY OF HOST GOVERNMENT ACCOUNTING SYSTEMThe Gambia

A review has been undertaken of the Government of The Gambia (GOTG)/Ministry of Lands and Local Governments/Department of Cooperatives accounting system for use in accounting for AID funds under Project 635-0208 - Cooperative Training and Education Project - Local currency operating budget - GOTG account no. 3103. The review related to the accounting and administrative procedures which the GOTG/Ministry of Lands and Local Government/Department of Cooperatives has been employing where AID local currency funds are involved. It included sampling tests of compliance with such procedures. It is my opinion that the internal accounting controls utilized provide reasonable, but not absolute, assurance as to the safeguarding of AID financed assets from misuse, waste and non-compliance with previously agreed project purposes. It is also recognized that any accounting system's effectiveness can be limited by errors, mistakes in judgement, carelessness, non-compliance with control procedures, and circumvention by collusion. However, with this understanding in mind, it is my belief that the GOTG/Ministry of Lands and Local Government/Department of Cooperatives accounting system with its internal controls and procedures promotes operating efficiency, encourages compliance with project purposes and provides accurate, timely reporting as mutually required between CLUSA and the Ministry of Lands and Local Government/Department of Cooperatives.

Documentation of the review is in our files.



Thomas A. Moser
AID Representative

6/21/82

Date

