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9. ABSTRACT This report is organized in two parts. Part I is entitled, "Managing Basic Research in USAID Sponsored Regional or Functional Projects"; Part II is entitled, "A Model for Managing Research in the Niamey Department Productivity Project". Part I addresses the issue of how basic research studies can best be organized and managed to serve project information needs. Research is often contracted piecemeal without reference to total project objectives or goals, and is administered without sufficient control or supervision by USAID. The result has often been incomplete research or research without any impact on the project activities. Each project presents different research needs and requires different management arrangements according to its administrative design, but some general principles are suggested. In Part II a detailed proposal is presented for managing research in a project which emphasizes information experimentation and study function - The Niamey Department Productivity Project. The major issues addressed in this model include: General Principles and Organizational Design; Amplification of the Organization of the Information and Study Section of the Project; Information Outputs Anticipated from Each Section of the Unit (Indication of Methods); and Major Information Questions of Concern to the Project Information and Study Unit. Two field survey instruments which indicate how one researcher has operationalized some of these issues are included in the Appendix.			
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PLANNING AND EVALUATING INFORMATION
AND STUDY FUNCTIONS FOR
THE NIAMEY PRODUCTIVITY PROJECT

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Report of Consulting
Mission - December 1977

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PART I

MANAGING BASIC RESEARCH IN USAID SPONSORED REGIONAL OR FUNCTIONAL PROJECTS

Issue:

How Can Basic Research Studies Best be Organized And Managed to Serve Project Information Needs.

Problem:

Research is often contracted piecemeal without reference to total project objectives or goals, and is administered without sufficient control or supervision by USAID. The result has been poor quality research or research without any impact on the project activities.

Example:

A. National Cereals Project.

1. Study of Villages Near Seed Centers.

Study Finance: Financed from National Cereals Budget via MER-Agriculture. Approximate cost - \$35,000 to \$40,000 per year, plus salary of Project Coordinator paid under separate technical assistance agreements.

Objectives:

- (a) Provide baseline data on farm production, farm family budgets, farm labor inputs, commercial exchanges, land
- (b) Identify impact of technical service intervention on the villages and farmers.
- (c) Identify improved technical service techniques based on results of studies.

Study History: The study was proposed by a technical counsellor to MER (Bergesoli) and Foucet (French cooperant detached from INRAN). The project was approved by MER-Agriculture Director, Musa Sale, and a formal request made to NNCP director Livingston for funding. Livingston had not been consulted previously. Funding was authorized and the survey began in July, 1976. Data is still being collected (December, 1977) but no analysis or report has been prepared. Foucet has left Niger, and the project is now being directed by Cereal's Project Staff-Assistant, Denis Panther, who is still working with the Service De L'Agriculture-Section Statistiques.

Project Organization: Initially M. Foucet directed the project and recruited enumerators via Departmental Agriculture heads. After recruitment had taken place, Cereals Project Staff Assistants Panther, Russell, and Schuster were assigned the task of supervising the enumerators. Such training as did occur of enumerators took place before USAID staff assistants were ever assigned. USAID assistants received a brief French guide to enumerator tasks, but no formal training, nor were they instructed as to the overall objectives or plan of analysis for the study. Foucet made trips about every six months to control project progress. These trips were very brief. Foucet was not present during the entire harvest period (August-October, 1976) to control yield data.

A total of twenty enumerators were engaged (22,000 CFN per month). Eighteen were assigned to village studies, with six pairs of enumerators per seed center. Each pair covered one village, studying two families chosen at random in depth, and collecting less detailed data on ten percent of the remaining households. Two enumerators were hired to chart land holding patterns using aerial photography. Eventually four additional Nigeriennes were hired to prepare data for coding and to put it into machine readable form.

At no time did USAID, the Cereal's Project Director or the Ministry of Agriculture, provide clear guidelines to the study, or require periodic reports of progress. Since Panther has assumed the coordination role he has worked virtually without guidance either from the Project Director or the Project's professional staff (CID team members).

Results: The study has generated an enormous quantity of data, and the data continues to come in. But no plan of analysis or comprehensive understanding of how results should address project priorities is available. Panther is struggling with inadequate computational equipment, and with few clear notions of where priority efforts should be placed to prepare a preliminary report. There is a high probability that data for the first year of the study are unusable, and that data from the second year will not be heavily exploited. Neither the Nigerienne Director of the Cereals Project, nor the AID technical assistance staff are likely to see how the results of this study will meet its original objectives, much less their empirical requirements for information which can evaluate and improve project operations.

B. Niamey Department Productivity Project.

1. Study of Secondary Centers-Market Towns.

Study Finance: USAID PSC appropriation 72-1161000.
Estimated Cost of Study - \$6,400 plus Contractor's salary of \$4,000. Total - \$10,500 (circa).

Objective:

- (a) Gather baseline data or the orientation of villages toward secondary centers.
- (b) Establish patterns of governmental interactions with villages and farmers.
- (c) Identify basic dimensions of farm practices and farm enterprise economic characteristics.

Study History: In June 1976, USAID contracted with a Nigerien statistician and systems expert to undertake preliminary tasks for the design of the Niamey Department Productivity Project. Dr. Kouada, a professor at the University of Niamey, agreed to help design an "Information System" for the project and to conduct a field study of secondary centers. It was considered that this latter task would provide useful information for the creation of Project Priority Action Zones, around which institutions could be created. It would appear that Kouada initiated the field work in early August and that it was completed by mid-September 1977. On October 1, 1977

Kouada returned to his work at the University of Niamey.

Project Organization: Dr. Kouada apparently designed and executed this project without the assistance of USAID officials. It appears that he did not consult professionally with other specialists on survey design. His relations with USAID mission staff were very autonomous. Kouada employed six enumerators who administered his questionnaire in five locales, and one assistant who helped with work in Niamey. In theory all of the enumerators were to serve as coders or tabulators of the data under Kouada's supervision.

Results: Following field work, Kouada set his staff to the task of tabulation and data synthesis. The beginning of the school year intervened before work was completed. Questionnaires and field material were simply left in the AID office assigned to this research team. Some months later when another project group was planning to occupy the space, they planned to discard the materials. One carton of materials was salvaged by the Niamey Project Liaison Officer.

No report of the results has ever been made to USAID. Kouada states that he prepared a report but has never submitted it for a variety of reasons.

This research has obviously been of no value to USAID or to the development of the project. It has no capacity to serve to improve the project information base, or the feedback information flow to Nigeriens involved in project activities.

Diagnosis:

- A. Research has been conceived of in a piecemeal fashion without an overall role today in an information system whose objectives are clear.
- B. No one has had authority to direct research in an overall manner as his/her primary responsibility. At the project level this is true of the NNCP on both the USAID and Nigerien side. It is more understandable in the pre-project phase of NPP.
- C. Accountability of research contractors has been poor, due both to the method of selection, and to the structure

of research project management with USAID and the project authorities. In some cases, research contractors have been selected individually and without reference to their experience and capability to produce. This may be attributed in part to the lack of specialization among AID personnel in research management.

RECOMMENDATIONS

A. Pre-Project Phase AID Research.

1. One AID officer should have authority and responsibility to oversee basic socio-economic research for all projects in design and pre-financing stages. Ideally, this officer should be a trained social scientist with proven field work experience, such as Dr. Seymour.
2. A plan of required studies should be drawn up for each project for which pre-project studies are being considered. Where necessary, the AID officer responsible at the mission level can consult with REDSO/WA staff social science personnel as to priority and feasibility of studies, and desirability of contracting methods. This may assure that comparability of methods and themes is encouraged between projects and between missions to generate cumulative knowledge.
3. Definite objectives and benchmarks of accomplishments for each piece of research authorized should be spelled out prior to finalization of contractual arrangements.
4. A system of evaluating study results and of diffusing information to the project authorities design and evaluation teams and possibly to regional research coordinators should be established.
5. A system of archiving and storing study reports and background data (sources, maps, etc.) which are the property of USAID must be established to limit loss and subsequent duplication, and to facilitate proper diffusion.

B. Research Within the Context of the Funded Project.

Each project will present different research needs, and will require different management arrangements according to its administrative design. Some general principles can be suggested. These will be followed by a detailed proposal for managing research in a project which emphasizes information experimentation and study function - The Niamey Department Productivity Project.

1. General Recommendations.

- (a) USAID should attempt to insure that whatever the administrative arrangement of the project, AID financed research should be planned and coordinated in a manner similar to that suggested above for pre-project research.
- (b) Project research priorities should combine USAID's own concerns with those of the administering authority -- often with a diverse group of government services organized in some formal way. They should be encouraged to develop basic research themes on a service and inter-service basis.
- (c) The Nigerien Project director should consult with implementing services collectively (COTEDEP for example) so as to assure cooperation from these services for research implementation.
- (d) Insofar as possible, a single Nigerien administrator should be charged with overall direction of basic information gathering functions. USAID should be prepared to offer and encourage the acceptance of technical assistance to the Nigerien administrator to assure that the proper level of skills and experience are brought to bear in considerations of research decisions, and that the basic procedures and institutional memory for research archiving and diffusion are established.
- (e) It is preferable to centralize basic research activities under the supervision of a project authority, rather than to distribute responsibility, authority for planning, executing, evaluation and diffusion to a number of services.
- (f) As the project proceeds, it should encourage the establishment of a common instrument of research planning and execution among the services and, to the extent possible, a growing participation of these services in research design, execution and analysis.

PART II

A MODEL FOR MANAGING RESEARCH IN THE NIAMEY DEPARTMENT PRODUCTIVITY PROJECT

The Niamey Project presents special problems for Research Management because:

1. The first phase of the project is primarily a study and experimentation phase -- implying that a substantial percentage of project resources must be devoted to these functions.
2. Evaluation of Phase I results must be organized in a manner to permit the rapid analysis of results since Phase II planning and implementation depend upon these studies.
3. Continual information gathering and evaluation, as well as rapid feedback of findings to the operational staff of the project, is essential to the timely revision of methods and to the solution of particular problems which arise.
4. Studies, along with syntheses and diffusion of information functions, must begin right at the outset of the project, as village studies are seen as a pre-condition to successful agricultural and cooperative interventions.

5. A large number of "special studies" are foreseen, which are designed to complement the knowledge obtained by the basic information system. Additional studies may be proposed by the Nigerian project staff in the course of the project. Many of these studies will involve the use of external consultants, either in whole or in part. A massive task exists to coordinate these studies and to integrate their resource contributions into the total project research systems.

PROPOSED SOLUTIONSA. General Principles and Organizational Design

1. That a core research staff be constituted within the Project Management Unit.
2. That the Adjoint to the Nigerien Director (American Counsellor) be recruited with an eye to his capacity to administer the entire Study and Information System.
3. That at least one full-time staff position (assistant auxilaire) be devoted to supervision of the project's continuing information analysis and evaluation.
4. That a competent Nigerien social scientist be recruited to a counterpart position within the project staff, and that he work closely with the staff assistant on study design, implementation, analysis, and diffusion. This person seems especially essential if the project information unit incorporates village study teams (see 6a below).
5. That one full-time Nigerien staff assistant be recruited to produce information to be diffused to various recipient groups affected by the project. His task would include working out presentational methods.

6. That the project information and study system have at its disposition a permanent staff of enumerators trained to execute rapid village studies, and to assist in in-depth village studies.
- (a) The Accord de Financement specifies that 15 enumerators be engaged for rapid village studies via the Animation Service. (This figure seems realistic figuring on approximately two weeks per village for data gathering and write-up, or 20 village studies per team of 3 enumerators per year.)
- (b) In addition, the Project Information Unit should have a core staff of field enumerators who can assist the gathering of data for the project's continual information system, and who can be available for assisting in the administration of surveys for "special studies." A total of nine field workers with one staff coordinator should be adequate.
7. The Project Management Unit should negotiate comprehensive technical assistance agreements for the provision of a range of services including design, method, training and recruitment of technical personnel for rapid village studies, in-depth studies and for the support of the continual information and information diffusion systems of the

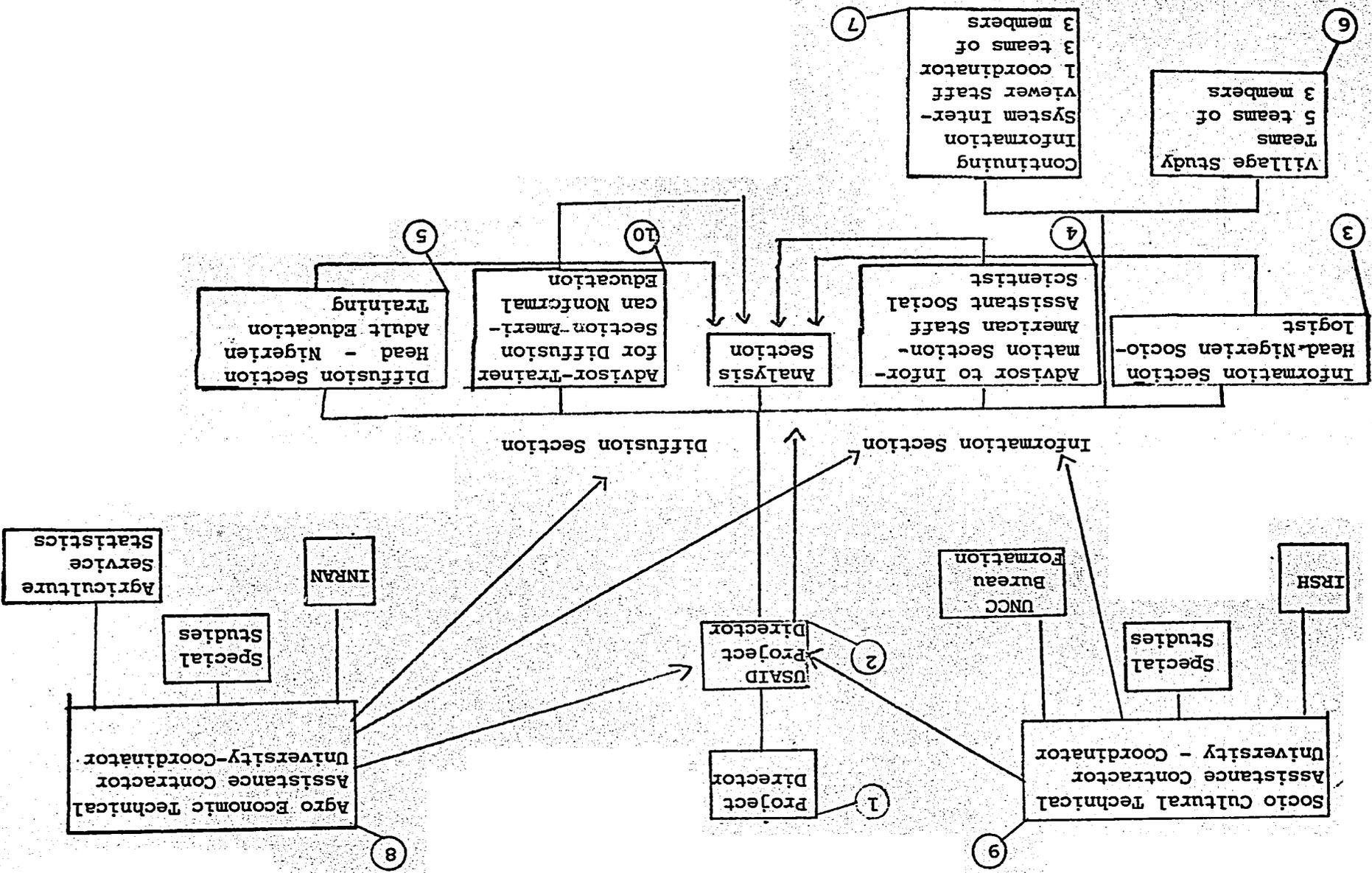
project. Insofar as possible, these agreements should be directed by Nigerien Research institutions (INRAN for Agro-economic activities, and IRSH for social science activities).

- (a) Agro-economic resources should be obtained in the framework of the development and expansion of the Agro-Economics Bureau of INRAN, with the assistance of an external research organization as foreseen in the INRAN proposal.
- (b) Sociological resources should be obtained directly from the existing personnel of IRSH, or through a contract between the Project Management Unit, IRSH and an external research organization such as an American University or University Consortium. The external research organizations can assist INRAN and IRSH in recruiting personnel at the appropriate level of professional training to supplement the existing professional personnel of these institutions for specific tasks.
- (c) Close cooperation should exist between the Nigerien research institutions charged with the provision of agro-economics and social science technical assistance, and subsequently between the foreign research organizations

which might be selected by the Nigerien institutions to supplement their capabilities.

- (d) Nigerien research organizations serving as principal technical assistance contractors to the Niamey Project will be responsible directly to the Director of the Project and to the Associate Director responsible for the management of the Information and Study Bureau.
- (e) In the event that the appropriate Nigerien research organizations do not wish to participate as primary contractors to the Project, the Project Director should negotiate technical assistance contracts directly with foreign research organizations--preferably with universities or university groups experienced in rural sociology and agricultural economics in Sahelian Africa. In this event, the contractors should provide all the elements of technical assistance foreseen in an integrated manner. Foreign contractors will be responsible directly to the Project Director. They will work primarily with the Technical Counselor for Information and Studies within the Project Management Unit.

FIGURE 1: PROJECT MANAGEMENT UNIT - INFORMATION AND STUDY SYSTEM



8. Under the system proposed above, technical assistance to the study and information system would be coordinated and integrated. Responsibility and autonomy would be ultimately in the hands of the Project Director, but in operational terms would be concentrated in the hands of Nigerian Project personnel (supported by American Counselors) who would administer the information and diffusion systems. (See Figure 1: Project Management Unit-Systems and Study System.)

B. Amplification of the Organization of the Information and Study Section of the Project.

The organization describes only a portion of the total Project Management Unit. In addition to the Information System, the Management Unit would have an Administrative Section (administrative assistant, accountant, typists, secretaries, drivers), and a technical service liaison section. The project foresees a total of four expatriate staff assistants (auxiliaire). This proposal recommends that only one of the four assistants fulfill information and study tasks. Others may be recruited to provide technical assistance and to perform coordination functions to technical operations. The Director of the project will decide how to fill these positions. It may be desirable to recruit one staff assistant to perform a combination of tasks involving training and information diffusion as these two activities are obviously closely linked.

1. Project Director: The Project Director will have ultimate responsibility for the management of the Information and Study System. He will also work to achieve maximum cooperation and feedback of information between the project staff and the various technical services. If the information system is to succeed, the Director must make basic decisions about the organization of the unit and about the method of associating external resources to the project. He must request staffing and financial support which is foreseen in the Accord de Financement early in the first year of project operations in order to assure that the study and information capability comes into being sufficiently early to perform studies needed to plan Phase II.
2. Conseiller Technique: The American counselor will support the Project Director in a number of ways. In all probability he will take primary responsibility for the management of the four American staff assistants and the two Nigerien staff counterparts. His primary responsibility will be to manage the information and study system, including the external technical assistance contracts. He will do this in close collaboration with the USAID project liaison office. The Conseiller Technique should be a trained social scientist with experience in

information-systems or survey research management. He should have applied research or management experience with Agricultural Development projects or with community organization schemes. It is essential that he speak French fluently. Ideally he should have familiarity with Niger and with one of its national languages. If this is not the case, provision should be made to teach him either Hausa or Djerma. At a minimum his experience should include some non-Western culture.

3. Nigerien Sociologist (Adjoint d'Information) - This person would be hired at a staff assistant level. His primary responsibility would be to administer the Village Surveys and to coordinate in-depth village studies. He will be supported by a full-time American staff assistant at a comparable level. The Nigerien should be a trained Social Scientist (sociologist, agricultural economist, human geographer) and should have experience with field data collection and survey analysis. He will work closely with the Nigerien staff assistant for Diffusion (Adjoint de Diffusion et de Pedagogies) to present research findings in a readily interpretable form. The Project Director should consider recruiting both the Information and Diffusion Adjoints from existing professional staff of the Animation Service. If no qualified Nigeriens are available, the possibility of recruiting an

Ivoirien, Voltaique, Malien, or Senegalais should be carefully explored. In this event the African staff people should be given a crash course in Djerma or Hausa.

4. American Staff Assistant for Information and Survey Studies - This person should be at the advanced graduate or recent post doctoral level, and should be trained in basic survey methodology and data analysis in sociology, micro-level political science, or agricultural economics. He will support the Nigerien Adjoint D'Information by providing help on survey design, execution and analysis. He will assist in managing information gathering through technical services, INRAN, Section Statistique of Agricultural Service. He may direct one or more in-depth village studies using enumerators from the Continuing Information System Team. He will assist with the integration of external technical assistance resources and personnel into the project information system. This staffer should be fully competent in French and, ideally, in one national language (Hausa or Djerma). If he is not trained in a national language, provision for such training should be made. Ideally, the staff person should be recruited from among ex-Niger Peace Corp volunteers with subsequent social science training, or from among American Graduate students who have done survey research in this country.

5. Nigerien Information Diffusion Assistant (Adjoint de Diffusion et de Pedagogie) - To be hired on a comparable level to #3. His primary function will be to design, produce and disseminate information gathered by the Information and Study Unit staff, including training materials for Department, Arrondissement, and Cooperative level Nigerien Cadre. He will also assist the Agriculture, Adult Literacy, and UNCC services in the preparation of training materials for the auto-encadrement level (farm and cooperative leaders), based on information unit research. He will design, in cooperation with those implementing service, and with the RADIO Club presentation methods for diffusing information at each level. This person should be recruited at the licence level. Ideally he will have training in adult or informal education, in social sciences or media. He should speak both Hausa and Djerma. If candidates with appropriate skills cannot be identified, a Nigerien with University level training or with ENA training should be selected and given intensive on-the-job training in the necessary skills.
10. American Staff Assistant for Diffusion and Pedagogy - (Position contingent on recruitment level of #5). If required, technical and administrative support should be provided to the Adjoint de Diffusion by a full-time expatriate staff assistant trained to the graduate

level in non-formal education or communications. A recent master's level or doctoral level candidate would be desirable. This person should be fluent in French, but need not have competence in a national language. His/her primary task will be to assist in the design of diffusion programs and training materials, and to explore innovative methods for presenting information to the Nigerien cadre and auto-encadrement (village leader level).

6. Village Survey Team (Equipe d'Etude Villageoise) Five teams of three members each to perform rapid village surveys using revised methods. These teams will be constituted inasmuch as possible by lower level animation agents attached to the project staff, or by Nigeriens recruited at the CEP levels. Each team should consist of a more experienced Animation agent fully competent in Hausa and Djerma, and two enumerators, capable of mapping and filling out basic questionnaires. One member of each team should be a woman. Teams will be trained in basic village dialogue and survey techniques including village mapping and charting of social and kinship relationships. They will identify basic village structures and concerns, and make preliminary diagnoses of village links to neighboring villages, as well as intra and extra village cooperative structures. Methods used will involve highly qualitative information exchange around group and individual discussions. Each

team will spend approximately five to seven working days in one village, and will then spend three to four days in data write-up. Each team will have a team leader who will have primary responsibility for assuming proper methods, and for analysis and write-up. Village survey teams will continue to conduct these surveys during the entire first phase of the project. They will be responsible to the Adjoint d'Information, and will receive training and technical assistance from the Expatriate Assistant d'Information, or from external consultants as required.

7. Continuing Information System Enumerators - A staff of three teams of three enumerators (one per arrondissement) should be constituted to assure the capability of gathering data on a continuing basis. These enumerators would be complemented by an enumerator-coordinator who would assure their material necessities, and who would supervise and verify their work. The entire group would be directed by the Adjoint d'Information (3) in collaboration with his American technical staff assistant (4). These enumerators would also be trained to collect data for the ten to twelve in-depth village studies and would work closely with external technical support groups (8, 9) to execute base level data collection for the special studies. Interviewers would be recruited at the CEP level, with the coordinator recruited among former

arrondissement level Animation Service chiefs. Two teams of interviewers should be fully competent in Djerma. At least one team member should also speak Hausa, and another Tamachek. All members of the third team (who will work in Filingue Ar) should be competent in both Hausa and Djerma.

8. Technical Assistance Contractor in Agro-Economics.

The project calls for a variety of information and training functions in agricultural economics and related specialties which go beyond the capability which can be brought into the Project Management Unit on a permanent basis. To coordinate the supply of these services, and to integrate them into the ongoing tasks of the Information Units, it is highly recommended that the Project Director authorize a single technical assistance contract with INRAN or, if necessary, with a university specializing in African agricultural economics. The contractor must supply a range of services listed below (a through g), including training and study design assistance, and recruitment of personnel to execute (along with the Information Unit Staff) a number of studies. The contractor (INRAN or a foreign University) will work closely with the Agriculture Service Statistical Section to perform special studies. In the event that the contract is within a foreign research

organization, the contractor selected should appoint a contract coordinator who has extensive experience in conducting studies in the Sahel--preferably in Niger or Nigeria. This coordinator should be available for personal missions to Niger and should recruit professionals and graduate trainees to fill the required positions. The coordinator must be fluent in French.

Tasks to be Performed by Agro-Economic Technical Assistance Contractor:

- (a) Assist in the design of Information System - recruit an "Information System Consultant" with a knowledge of Applied Rural Socio-Economic Studies Information Problems.
- (b) Assist in design of Project Information archive document center.
- (c) Provide technical assistance and personnel for Nutrition Study.
- (d) Provide technical assistance and personnel for on-farm production and grain storage studies (in selected in-depth study villages).
- (e) Provide technical assistance to Agriculture Service Statistical Section for base micro-level economic data in the project area.
- (f) Jointly support credit study (with Socio-Cultural TA contractor) with technical assistance personnel.

Recruit (i) Rural Development Planner, and
(ii) Cooperative Credit Specialist for Nigero-
American Synthesis Team preparation of Phase II.

9. Technical Assistance contractor for Socio-Cultural Information. Parallel to the Agro-economics support, it would be highly desirable to have an integrated assistance agreement with IRSH or, if necessary, directly with a foreign research organization, to support design, execution, training and evaluation of socio-cultural studies. Preferably a single Nigerian research institute will agree to coordinate the various activities and to recruit, through a foreign research organization, the technical personnel which are required but which are unavailable to it from its existing staff. In the event that IRSH does not agree to play such a role, the Project Management Unit should negotiate a contract directly with a foreign university having experience in African socio-cultural field studies. The organization chosen (IRSH, or an American university) will furnish all of the services listed below. It will name a coordinator who has considerable experience in performing sociological studies in the Sahel. If the prime contractor is a foreign research organization, this organization shall name a coordinator who is fluent in French and who has some knowledge of Hausa or Djerma based on previous experience in the

Sahel. The coordinator must be available for periodic consultations with the project management staff. He must also recruit professional staff persons, with a minimum level of training of the Master's degree, to conduct various technical assistance functions.

Tasks to be Performed by Socio-Cultural Technical Assistance Contractor:

- (a) Assist in design of rapid village studies, and in training of the Village Study Teams (6).
- (b) Assist in design of data analysis system for village studies, and diffusion of village information.
- (c) Technical Assistance and personnel (geographer) for Rural Market Town Study.
- (d) Jointly support credit study with assistance and personnel.
- (e) Technical assistance and personnel (if required) for Migration Study.
- (f) Technical assistance and personnel for the Rural Cooperative Structure Study.
- (g) Recruit one (1) Rural Sociologist for Nigero-American Synthesis Team - Preparation of Phase II.

C. Information Outputs Anticipated From Each Section of The Unit (Indication of Methods)

1. Rapid Village Studies

	<u>Relevance</u>	<u>Method</u>
(a) Ethnic, demographic distributions	Village organization, potential relations for co-op formation	Mapping and kinship charts
(b) Relation of kinship and marriage within village	Village organization, potential relations for co-op formation	Mapping and kinship charts
(c) Spatial location of quarters and village infrastructure	Reveals social relationship and access to village resources	Mapping and kinship charts
(d) Village origins - history	Reveals social relationship and access to village resources	Group interview; Interview with quartier
(e) Occupational castes/ occupational specialists in village	Social organization and potential functional cooperative units	Mapping observations. Group interviews based on kinship and marriage information
(f) Information networks within village	Diffusion process, participation in cooperative activities	Empirical network based on special social diffusion of external information and interviews
(g) Preliminary estimate of economic differentiation	Diffusion process, cooperative organization	Observation of housing and material possession and of productive equipment
(h) Preliminary migration data	Diffusion of labor Intensive innovations	Village social map; Who is missing?

	<u>Relevance</u>	<u>Method</u>
(i) Preliminary Village political analysis	Cooperative functioning issues; auto-encadrement participation	Interviews on village decision processes. Identify socially (map) holders of village positions
(j) Historic ties to other villages	Cooperative groupings	Interviews with quartier elders
(k) Preliminary economic ties to other villages	Marketing, and cooperative grouping	Group interviews
(l) Social, religious ties to other villages	Cooperative grouping	Interviews with quartier elders
(m) Sub-village socio-economic units	Cooperative base	Relations of kinship, friendship and marriage in sub-village units such as seed multiplier blocks or gardener groups
(n) Exposure to Government Extension Services	Diffusion Process	Group and individual interviews
(o) Informal technological innovation transfers	Diffusion Process	
(p) Village perceptions of need in intra-structures and social organization	Cooperative function and base	Group interviews around literacy themes or cooperative themes

2. Continual Information System

<u>Information</u>	<u>Relevance</u>	<u>Method</u>
(a) Ongoing Information (i) Monitor inputs of project (funds, supplies, equipment, personnel)	Continuing evaluation of execution, budget building, inter-service coordination	Establish regular reporting process with each implementing service at department levels; field monitoring at AR level by enumerator staff
(ii) Monitor routine project outputs (construction, training, number of coops formed, number of agricultural commodities used, number peasant demonstrators trained, number of demonstrations conducted)	Performance measures for each service in technical terms	
(b) Evaluation of Technical Results	Measures of project impact on behavioral change	In-depth village surveys (representative villages), linked to special studies (a) farm production study (b) Study of marketing practices (c) Nutrition study Baseline and time-series data collected for sample vilages
(i) Rate of farm level adoption		
(ii) Impact of adoption on products		
(iii) Spread of irrigated off-season cultivation		
(iiia) Effects of new production on nutrition		
(iv) Participation in producers in commercialization of new production		
(v) Adoption of new animal husbandry practices		
(vi) Participation in adult literacy by social category (age, sex, status) and level of literacy achievement		Combination of external consultant studies; studies conducted by local institutions (INRAN, IRSH) and on-going information and in-depth studies

	<u>Information</u>	<u>Relevance</u>	<u>Method</u>
	(vii) Nature of local level cooperative participation		Village Coop structure study
	(viii) Knowledge of cooperative activities		Local coop structures study
	(ix) Reception of Radio Club information		(See above in-depth village studies by combined method)
	(x) Comprehension of radio club information		
	(xi) Evaluation of impact of media on adoption decisions		
	(xii) Evaluation of knowledge of trainees of project themes	Operational measures of success of training programs	Establish evaluational system with Training Bureau of UNCC, Agriculture and KOLO for on-going evaluation of agent knowledge
	(xiii) Evaluate agents' understanding of basic village information diffused by the Information Section		
	(xiv) Evaluate agents' perceptions of adequacy of training for the performance of tasks		Enumerator structured interviews with field level agents
(c)	Evaluate organizational and social results of interventions	Operational measures of incidence of benefits and of scope of participation and successful organization	Continuing micro-level production and budget data in selected villages - special studies
	(i) Analysis of impact of project, interventions on distribution of income		

	<u>Information</u>	<u>Relevance</u>	<u>Method</u>
(c) (ii)	Evaluate impact of project on access to productive resource credit (land, farm inputs, labor, etc.) by social category (age, sex, social status)	Empirical analysis of the "innovators," incidence of benefits analysis	On-going village studies in combination with in-depth special studies
(iii)	Evaluate spread of information and services by social category		
(iv)	Evaluate nature and degree of participation of villagers in self-managed cooperative, literacy, farm demonstrating system		In-depth village studies, complemented by quick random village survey, using information network data developed by Village Study Team.
	(a) knowledge of selection system for peasant representatives;		
	(b) participation in selection process;		
	(c) participation in setting goals or operating methods for village self-run institutions;		
	(d) desire to participate in processes of these institutions;		
	(e) desire to participate in cooperative marketing and credit arrangements		

	<u>Information</u>	<u>Relevance</u>	<u>Method</u>
(c) (v)			
(vi)		Operational measures of attitude change resultant from organizational strategy	Group dialogue meetings in selected villages by enumerator teams. Random survey of household heads in structured oral interviews
(vii)			

3. Special Studies

These must be integrated into on-going information program described above. Special studies respond to one or more tasks of that unit, and constitute a "method" of data gathering rather than a separate set of information functions.

- (a) Study of local credit structures
- (b) Study of secondary market towns
- (c) Farm production and storage study
- (d) Nutrition study
- (e) Land use study
- (f) Food transport study
- (g) Water supply study

Studies are defined in terms of relevance to analysis of:

- (1) Basic economic and social conditions which condition diffusion and organization effects
- (2) Evaluation of technical and behavioral changes which result from project activities

Combination of short term technical assistance personnel, project on-going information team activities, studies conducted by local institutions (INRAN, IRSH) employing village interviews; land and yield measurement, group and individual discussion techniques, and surveys.

Aerial photograph interpretation and on-site verification May already exist. Done by Nigeriens CICH Contract outside integrated Technical Assistance contracts

	<u>Information</u>	<u>Relevance</u>	<u>Method</u>
3	(h) Rural employment and migration study (i) Cooperative structure study		Technical Assistance contractor; assistance to IRSH
4.			
	(a) Brief standardized village reports	Serves to inform all technical services, and as base to in-depth studies	Village study teams write with assistance from Information and Diffusion staff
	(b) Knowledge of village information studies by relevant cadre and their judgments as to usefulness		On-going information teams determine, see above
	(c) Series of baseline data papers on pre-intervention economic and social conditions	Identification of constraints, promote reflection on methods	In-depth studies of representative villages. Analysis by Information, Diffusion unit and technical assistance consultants
	(d) Seminars to present baseline data to cadre		Diffusion Section--develops pedagogic methods
	(e) Simplified presentation of baseline data to peasant auto-encadrement	Stimulate awareness of need to change, promote local initiatives to find solutions	Analysis section with Diffusion Section--appropriate cooperative level methods developed
	(f) Series of papers on status of technical results	Stimulate identification of constraints, successes, revision of methods by cadre	
	(g) Series of papers on status of socio-cultural impact		
	(h) Development of training materials for new and existing cadre, based on:	Improve cadre performance based upon new knowledge	

	<u>Information</u>	<u>Relevance</u>	<u>Method</u>
4.	(h) (i) baseline understanding; (ii) evaluation of impact; (iii) decisions on revisions of methods agreed upon by cadre (COTEDEP level or national level).		

D. Major Information Questions of Concern to the Project Information and Study Unit.

Above we have indicated the tasks which each level of the information system must perform and have given examples of the nature of the information required and the methods which seem suitable to its acquisition. Here we recapitulate the major information themes as a series of policy questions which the project unit must address, and as a series of indicators or measures which must be operationalized in order to answer the policy issues. This section serves both as an explanation of the activities and studies outlined above, and as a questionnaire in outline form for both the social and economic policy issues. A major task of the project's study and information unit will be to translate this questionnaire into a series of data gathering instruments which can be employed in an integrated way at the level of:

- (1) the rapid village study teams;
- (2) the continuing information studies; and

- (3) the in-depth village studies to be accomplished by a combination of local research institutions, project staff and external consultants

Attached in Appendix 3 of this report are copies of two field survey instruments (in Hausa and French) which indicate how one researcher has operationalized some of these issues. [Preliminary results of analysis using these instruments may be found in Charlick, Impact of the Zinder Regional Productivity Project on Farm Practices and Agricultural Change (December, 1977).]

**Socio-Cultural Policy Issues Relevant to the Success to Small
Farmers Productivity Projects**

1. What physical attributes of local level communities condition their responses to project interventions:
 - (a) Residential patterns, core village, core village with bush hamlets, highly dispersed.
 Infrastructure access-physical proximity to roads, markets, schools, administrative centers, other better equipped villages, adequacy of drinking water supply.
 Ecology - soil type and distribution, adequacy of village lands for its population and for fallow, soil fertility and its distribution, availability of garden land and its distribution.
 Communalities - several or a number of villages share a common resource (swamps, market proximity, etc.) or all share common production conditions.

2. What social relationships condition nature of local social organization, and type of response to cooperative organization.
 - (a) Ethnic - pluralism, status differences between ethnic communities, founders, early village history, demographic importance of each ethnic group.

- (b) Status - traditional clan or caste differentiation; existence of "interior castes" - butchers, griots, former serfs (debey), noble clans.
- (b) Religion - are religious roles and statuses stratified in ethnic or clanic (caste) terms (village quartier marabouts). Who supports which marabout with tithe. Possession rites - which groups participate (who are the traditional healers - what is their status).
- (d) Kinship - presence of single dominant kinship group versus numerous lineage segments, relative importance of different kinship groups in numeric and status terms. Size of kinship group of village chief.
- (e) Marriage - relations of marriage between various kinship groups--preference and prohibitions. Invitations to attend marriage or birth and exclusions.
- (f) Joking Relations (Alliance) - existence of formal joking relationships between clans or kinship groups (indicators of alliance).
- (g) Social interactions between bush hamlets and town concessions.
- (h) Social activities - dances, wrestling, within or between village youth groups.

3. Village social institutions which condition extension system and auto-encadrement cooperative possibilities.

- Youth organizations (Samaria, masculine and feminine), traditional or modern; scope and functions; excluded groups?
- b. Common prayer (Rokon Allah - instances of collective crisis).
- c. Common assembly - at any level does it exist (even of kinship segment heads) without outside convocation?
- d. Village infrastructure construction or maintenance; common well or mosque; well repair; maintenance of town recreation area (dandili).
- e. Reciprocal farm work (gaya). Frequency, scope of participants in social terms -- if voluntary. Existence of networks which overlap other villages
- f. Credit institutions -- existence of revolving deposit system (asusu) male or female; existence of village or subvillage level crisis liquidity systems (watanda) or collective purchase and distribution of meat. Any village assessments for collective investments?
- g. Village or subvillage charity -- any mechanism for supporting disabled with food, money or fieldwork/ scope of participants in social terms.

4. Village Political Institutions - which condition nature of local level participation.
- a. Family of village chief -- title always in same family, irregular changes of title; shifts in family or lineage branch. Relations of opposition resulting:
 - size and historical importance
 - relationships to traditional canton chiefs or to sub-canton nobles.
 - b. Intravillage political alliances -- alliances of clanship; alliances (via preferred marriage ties; alliances of opposing factions - social base.
 - c. Scope of chief's prerogative -- judicial or arbitral power in village; allocation of external sources (seed loans, etc.).
 - d. Chief's advisors -- social identity of close advisors (abokin shawara).
 - e. Identity of ex-PPN committee members; Sarkin Samaria; social range of participation.
 - f. Identity of animator, health worker, president of youth, Dumbo (social range).
 - g. Method of selection of village title holders (President, Sarkin Samaria, Animator, health worker, etc.); reality of selection.

- h. Network of communication of external information -- scope of information flow through village chief's family to others; methods of communication employed.
5. Extra village social and political relations which influence reception of external information and cooperative organization.
- a. Clanship -- village lineage of clan; part of larger group, i.e., family of canton chief or canton noble; butcher clan; sarkin noma clan.
 - b. Clientages -- relationships as clients or as patrons to influential others in other villages:
 - i. economic -- trader clients; client recipients of productive resources such as oxcarts or sewing machines;
 - ii. social -- religious clients; devotee of a powerful marabout;
 - iii. political clients -- clans historically clients of nobility, families or individual clients of powerful political figures;
 - iv. administrative clients -- villagers are social or economic clients of government workers.
 - c. Official -- frequency of contact with administrative services (villages go to sous prefecture for services or visited by sous prefet); frequency of contact with technical services (except as clients).

- Historic experience with agriculture agents,
livestock, forestry, health, animation, UNCC.
- d. Traditional administrative -- method of traditional payment of taxes, court processes. Service owed to traditional chiefs or subcanton nobles.
6. Impact of the project of social conditions.
- a. Increase or decrease in social differentiation by kinship, clan, caste, ethnic group, age or sex.
 - b. Increases or decreases in participation of social groups in decision-making and implementation.
 - c. Increase or decrease in capability of local level institutions to address new problems.
 - d. Integration or lack of articulation of county level technical and administrative activities at the local level.

MICRO ECONOMIC POLICY ISSUES RELEVANT TO SUCCESS
OF SMALL FARMER PRODUCTIVITY PROJECT

I. What characteristic of local-level agricultural producers differentiate their ability to respond to new farm innovation opportunities?

A. Labor Availability and Organization:

1. Size of economic unit workforce.
2. Power of maigida or maiwindi to manage workforce.
3. Actual presence of farmworkers: migration and off-farm occupation as a percentage of total work time.
4. Participation of women in collective field work versus individual farm and non-farm activity.
5. Ability to attract reciprocal labor for bottleneck periods (weeding harvest gaya).
6. Ability to hire day labor in peak workload periods.

B. Land Availability:

1. Differentiate landholding and tenure patterns by workgroup (ownership versus rental or pawn).
2. Types of farmland controlled -- fertility, garden versus dry field.

3. Amount of fallow land available per worker on the farm economic unit.

C. Productive Capital:

1. Grain in storage -- required to keep work group members fed and to pay hired labor.
2. Animals -- for traction and for manure. Field fertilization practices.
3. Tools -- other than normal hand hoes.
4. Capital or Credit -- which way to buy fertilizer, etc.

D. Transport:

1. Availability of manpower and animals to transport produce to market versus village sales.

E. Yields:

Differential production yields in pre-project stage due to different combinations of the above resources.

II. What indicators of economic inequality exist at the level of work groups or individuals which might condition potential distribution of project benefits?

- A. Membership in an economically strong or weak work group. Can group supply most of food requirements and (in past) tax revenues.
- B. Differential Ownership of Capital (land, animals, etc.).
- C. Differential level of consumption of essential goods, nutritial level, habitat, clothing.

- D. Differential level of consumption of discretionary goods (prestige animals such as horses, additional robes, meat, radios, tobacco, polygamous marriage, jewelry, non-business travel).
- E. Farm non-income.

III. What impact does the project have on economic conditions?

- A. Adoption of new practices.
- B. Changes in total production and in yields.
- C. Changes in income per active producer and per work unit.
- D. Distribution of income among producers.
- E. Distribution of factors of production among producers (changes in land, capital, or labor access).
- F. Availability of credit by individual or work group and history of repayment.
- G. Marketing practices -- farmers market via official cooperative structures or alternative outlets (why?). Percentage of crop marketed directly.
- H. Savings -- individual or group savings generated.
How employed.

ANNEX 1

PROJECTED USAID ASSISTANCE TO THE PROJECT MANAGEMENT UNIT INFORMATION AND STUDY SYSTEM (BASED ON THE PROJECT PAPER AND THE PROJECT AGREEMENT)

This annex summarizes for the Project Director the resources which USAID has agreed to commit to Information and Study tasks, should the Director and his American Project Advisor determine that they are useful and necessary. Below they are summarized in terms of their application to the organization (Figure 1). This summary also indicates recommended activities and positions which are not explicitly funded in the Project Agreement but for which discretionary financing may be available. Numbers refer to corresponding organizational units or Figure 1 Organization.

2. Project Advisor -- This position is funded entirely from AID money (Accord. p. 45-46 version Française). The Director may specify the selection of a Project Advisor who has considerable experience in managing information and socio-economic studies.
3. Nigerien Information Section Head -- This position is not expressly funded by the Accord. Funding might be possible through the GON, detaching a top staff person from the Animation Service to the project.

4. Staff Advisor to Information Section (assistant auxiliaire) -- This position is funded as one of four positions (Accord. pp. 45-46). It is funded as a junior level position. It may be necessary to increase salaries and benefits for this position and for #10 in order to attract suitably trained candidates. The Project Director may specify that the candidate have graduate level training and field experience in social science data gathering relevant to agricultural or community organization projects as well as proper language background. It may be advisable to consider the recruitment of suitable European candidates at or near existing funding levels.
10. Staff Advisor to Training and Diffusion Section -- Position subject to the level of recruitment of #5 (Nigerien Sector Head for Diffusion and Pedagogie). All remarks pertaining to #4 above apply.
5. Nigerien Diffusion Sector Head -- This position is not expressly funded by the Accord. The GON might be able to support this position from existing funded positions to the Animation Service.
6. Village Study Teams -- The Project envisions financing of salaries by GON (Accord. p. 42) via the Service of Animation Rurale, with USAID support

for logistics. This arrangement should be modified by mutual agreement to reflect more satisfactory support levels (training material, etc.), but the government of Niger might be expected to continue providing salaries for personnel detached from the Animation Service and assigned to the project. The Project Paper (p. 45) stated that USAID will provide necessary support and operating funds.

7. Continuing Information System Enumerators (1 coordinator plus 9 enumerators) -- No provision is made in the Accord for this. Funding would amount to only about \$15,000 per year: Coordinator at 40,000 CFA per month and enumerators at 30,000 CFA per month (based on GON estimated contributions for 15 enumerators; Accord p. 41). Some logistical support would also necessarily have to be included.

8. Agro-Economic Technical Assistance Contractor:

- a. Assist in design of information system -- The Project Paper (Annex, p.6) calls for the use of consultants to assist in the design of information system.
- b. Assist in design of project information Documentation system -- short term consultants may be provided by USAID as required for this function.

- c. Technical assistance and personnel for Nutrition Study -- AID will provide (Accord p. 43) six person-months for study; three person months nutrition expert and logistic support.
- d. Assistance and personnel for on-farm production and storage study -- AID will provide logistics support to INRAN and an expert for two months (Accord p. 43). This level of expert assistance is totally inadequate to conduct the study.
- e. Technical assistance to Agricultural Service Statistical Section -- AID envisions providing logistic and vehicle support. There is no doubt that expert assistance could be used and combined with the extended expert assistance for (d) above (Accord p. 42).
- f. Joint technical assistance for credit study -- The Accord and Project Paper suggest that this crucial study be performed by USAID's credit advisor to UNCC. This is impractical as he is fully employed in training activities. A micro-level agricultural economist expert is urgently required for this task (see also 9(d) below). Recommended financing level is 4 person months

per each expert plus logistical support and use of project enumerators.

- g. Personnel for Nigero-American Phase II Planning Team -- USAID will fund 4 man-months for a Rural Development Planner, and 4 man months for a Credit and Coop specialist.
- h. General technical support to information unit -- The Project Paper (p. 36) refers to the use of consultants to assist the Project staff in design evaluation and analysis of information.

9. Socio-Cultural Technical Assistance Contractor:

- a. Assist in design rapid village studies -- Training for teams -- USAID proposes (Project Paper, p.45) to supply an "American Social Scientist" for three to four months per year to aid in village studies, training and diffusion.
- b. Design data analysis system for village studies/ village study diffusion -- USAID proposed (Project Paper, p. 36b) to provide consultants to aid in evaluation and analysis of Information System data.
- c. Personnel for Rural Market Town Study -- USAID will provide 3 person-months for a geographer and logistic support (Accord, p. 42).

- d. Joint credit study - see above 8(f). In addition to a coop credit economist, a rural sociologist is required to conduct this complex study. Recommended level of financing is 4 person-months for each expert, plus logistic support and use of project enumerators.
- e. Technical assistance and personnel (if required) for Migration Rural Employment Study - Counterpart funds are authorized for a contract with IRSH. Contingencies for the use of foreign experts to bolster IRSH should be programmed (Accord, 43) (Recommend 6 person-months).
- f. Technical assistance and personnel for Rural Cooperation Structure Study - No funding is expressly earmarked. The Project Paper calls for funding "An American Sociologist" (p. 25) to aid in coop design and evaluation. It seems unlikely that the AID advisor to the Cereal's Project (Project Paper, 46) could do much basic research on this issue. An additional consultant is required who will work with UNCC on this topic.
- g. General technical support to the Information System - In a number of places the Project paper calls for consultant support to evaluation activities, e.g., radio diffusion (p. 27), rural sociologist consultant for information unit design (p. 36a), consultants to evaluate and analyze Information Section

studies (p. 36). Project Paper, p. 45, "American Rural Social Scientist" - three, four months a year for first three years.

- h. Recruit rural sociologist for Nigero-American Phase II Planning Team - USIAD will provide 4 person-months for a rural sociologist (Accord, 44).

Other Study Assistance Outside Proposed Technical Assistance Contracts

1. Water Supply Study: USAID proposes to support a contract with CIEH/Ouagadougou for 4 months work.
2. Land Use Study: USAID proposes to obtain aerial photography; an expert for two months and logistical support. The study should be extended to include on-site verification by field enumerators. An additional \$1,500 would provide such capability, and could be organized through the Information Unit Enumerator staff.

Conclusion

The implementation of this suggested organization for managing basic research and an on-going information system will not substantially modify the budgeting commitments of the Niamey Department Development Project as per the Project Paper and the Project Agreement. Only three significant changes are required:

1. The incorporation of Nigerien Adjoints for Information and Diffusion -- which should be accomplished

with existing Animation personnel

2. The organization of two technical assistance contracts to group disparate elements already funded in the project. This will undoubtedly require some additional funding to provide for university overhead and some continuous involvement of a coordinator at each institution. Estimated costs for these contracts will have to be developed by contractors based upon their organization of tasks and support required.
3. The addition of resources for two studies currently funded at inadequate levels, or not funded in the Project Agreement
 - a. A substantially increased resource commitment to conduct on-farm agricultural economic studies coordinated between INRAN, the Statistics Section and the Agro-Economics Contractor. These resources can perhaps be levied from the INRAN agricultural economic unit training project.
 - b. Addition of resources to conduct an Action-Research Study of Cooperative Structures (see Annex 2, below). This study would be conducted jointly by the Socio-Cultural Technical Assistance contractor, the Project Information Staff, and UNCC, most likely under the direction of IRSH.

ANNEX 2

JUSTIFICATION FOR AN ACTION ORIENTED SOCIO- CULTURAL STUDY

Proposition: That the Project Director request funding either within the context of a Comprehensive Technical Assistance Agreement, or as separately contracted research for a study of Structures of Cooperation among the Peoples of the Project Area.

Justification and Policy Relevance

This project depends upon the ability of the GON to organize effective mass based rural organizations for the building of local capability to generate self managing and self sustaining development. There is widespread agreement among students of cooperative efforts in Niger (Bachard, 1976; Gentil, 1971; Charlick, 1974; Nicolas, 1968)* that successful cooperative policies depend upon a profound understanding of the milieu and that mistaken and simplistic concepts of the milieu have led to failure of officially promoted cooperative institutions to "take," and to negative social and economic consequences.

Little research has been done on the basic structures and norms of Djerma society with regard to the possibility of constructing modern cooperative institutions. There is some evidence, however (Hamidon Sidikon, 1974: 58-59), that the

*For citations see the Niamey Department Project Bibliography (December 1977).

imposition of inappropriate structures (such as village groupings of artificial units of group responsibility) has had dramatic negative effects in the past; often resulting in the total breakup of the village (58-59). It seems essential that an in-depth study of structures of traditional cooperation at the sub-village, village and extra-village level be undertaken in Djerma society in order to identify institutions which can be adapted to modern purposes without the negative consequences experienced in the past. Since up to the present there has been virtually no implementation of cooperative policies in Djerma villages of this Department, research can take an action oriented focus (described below) without danger of interference with existing official structures or of simply observing the repetition of errors of the past.

Much more is known about cooperation in Hausa society. Current UNCC policy is based on an understanding of traditional Hausa institutions and on the necessity of the basic coop structure - the GMV - to be dominated by traditional village authorities (Bachard, 121-128). Here research would focus on an evaluation of the structure implications of such a policy in terms of cooperative functioning and benefits distributions. Additional basic research among the Hausa of Filengue region might reveal the basis for other cooperative functions and structures based on traditional institutions.

The goal of the research would be to assess how well cooperatives building upon this understanding of the base-level met the objectives of the project to diffuse technology-spread benefits, and increase the local level institutional capability.

At the end of the research period, reports from this study would be used to assess the need for changes in cooperative policy, or for programs to strengthen training and implementation in the direction of apparently successful interventions.

Specific Issues to be Explored by the Study:

1. What economic functions can be organized in a cooperative fashion in Hausa and Djerma Society in the Project Area?
2. What traditional institutions exist which perform these functions?
3. What are the limitations of these traditional institutions in terms of:
 - a. their scope of operation;
 - b. their ability to generate sufficient resources for efficient operation;
 - c. their ability to respond to the exigencies of the broader economic system (including credit and marketing mechanisms);
 - d. their ability to involve the mass of village producers (men and women) in cooperative

- e. their distribution of benefits to members;
 - f. their ability to sustain themselves by replacing initial capital investments and to grow by accumulating capital;
 - g. their ability to grow by taking on new functions, and to improve the infrastructure of the environment in which they operate?
4. What is the impact of existing official cooperative structures on the operation of these traditional institutions? How do modern cooperative programs respond to the limitations of traditional institutions?
 5. How can official cooperative policies and training programs operate to relieve the limitations of traditional cooperative structures?
 6. What are the limitations which these modern cooperative programs will encounter if they are constrained to operate through traditional institutions?
 7. What possibilities exist to create new cooperative institutions which are not based on traditional practices and institutions, but which will be supported by members of the local level society?

At a more general level, the study should explore the following questions:

1. How can local cooperative institutions be created which will involve village authorities and which will broaden the basis of participation and involvement to non-authorities as well?
2. How can credit be organized to transcend the risk to individual producers?
 - a. At what level and through what mechanisms is a "caution solidaire" possible? (See Bachard 71-75 for a critique of peer pressures for repayment as the basis of collective debt responsibility).
3. How can cooperative structures be organized so as to diffuse information and access to new technology to the largest number of local producers possible?

Study Method:

The study should be undertaken in close collaboration between the Bureau de Formation et Evaluation of UNCC, and The Information System of the Project, assisted by a technical expert in cooperatives and in village social analysis.

The study

1. In-depth study of existing cooperative structures in three Djerma villages, three Hausa villages,

and three Bella (Buzu) villages. The study can be extended if desired to Twareg villages as well.

2. Action Research - utilization of dialogue techniques at the local level to identify priority economic functions which villages can conceive of organizing in a cooperative manner. Structuring of small scale cooperative experiences with direct economic (productive) implications based on villager-initiated tasks. This would be done at the level of two cooperative groups (5 village groups); one Djerma and one Hausa.
3. Monitoring and Evaluation of cooperative activities organized in these experiments. Establishment of clear guidelines of performance (credit use and repayment, capital or infrastructure formation, training outputs, measures of benefit distribution, information distribution, scope and nature of participation).

A final task of this action-study would be to draw implications from the small scale experiences to recommend methods for UNCC cooperative practices and agent training.

At all steps of the study, the UNCC formation and Study Bureau and the Project Information Staff would jointly design materials. UNCC local level encadeurs would be employed for both local supervision of enumerators (Phase I) and for the design and administration of Phase II Action Research. These encadeurs would be given special training by Project Information

Section Staff (and/or by external consultants) developed in conjunction with UNCC Training Office.

Analysis and Evaluation would be conducted jointly by UNCC national level personnel and Project Information Staff (assisted, if necessary, by consultants from the Socio-Cultural University Contractor (9)).

Outputs:

1. Detailed reports to complement ongoing information activities on:
 - a. local level cooperative institutions;
 - b. local credit organization;
 - c. social organization of traditional cooperation and the incidence of benefits;
 - d. impact of modern cooperative institutions on traditional cooperative farms.
2. Direct support to performance of the Credit Study via data and analysis. Field aspects of the local credit study could be performed in the villages selected by the more comprehensive cooperative structure study.
3. Analysis of alternative cooperative institutions based on action experiments.
4. Formulation of recommendations for UNCC policy and training of cooperative agents based on the pilot experiences.

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