

ANLAGE 2

1993

Terms of Reference

zum Vertrag mit Herrn Otto Schreiner
"Kleine Wassereinzugsgebiete in West-Gambia"
PN 90.2203.9

Der Einsatz des AN beinhaltet im wesentlichen die Durchführung einer Projektfortschrittsschrittsskontrolle gemäß GTZ-Form 23-15-3, Leitfaden für die PFK.

Folgende Themen sollen schwerpunktmäßig bearbeitet werden:

1. Quantitative Analyse der Projektaktivitäten und -ergebnisse auf der kleinbäuerlichen Ebene (im Vergleich zu den Kosten des Projektes)
2. Beurteilung der Akzeptanz des Vorhabens bei der Zielgruppe/bei sonstigen Beteiligten
3. Beurteilung des Trägers (Organisation, Management, Liquidität etc.)
4. Beurteilung der gesamtwirtschaftlichen Auswirkungen des Projektes
5. Abschätzung der Nachhaltigkeit
6. Beurteilung von Wirkungen der Projektaktivitäten auf die Situation der Frauen (unter Berücksichtigung der GTZ-Veröffentlichung "Frauenförderung und LRE, Gewußt wie?, Leitfragen zu ZOPP, Projektprüfungen und Projektfortschrittsskontrollen"
7. Vorschläge zur Weiterführung/Verbesserung der Informations- und Datenerhebung und -auswertung im Rahmen des projektinternen Monitoring.

Voraussichtlich vom 16. - 18.11.1993 nimmt der AN als Ressource-Person an einem ZOPP 5 Workshop teil.



ANLAGE 3

<p>Increased agricultural production on a sustainable basis</p>	<p>Indicators that measure goal achievement</p> <p>Production on improved watersheds increased:</p> <ul style="list-style-type: none"> -lowlands (rice) 10% by end of 1993 -upland crops 5% by end of 1993 above base line results 	<p>Concerning long term safeguarding of objectives</p> <ul style="list-style-type: none"> -Losses caused by natural pests and diseases reduced to 10% end 1999 -Storage facilities available for agricultural products. -No severe adverse climatic changes 	<p>Baseline survey SWMU reports/data Data of PPMU</p>
<p>Purpose</p> <p>Appropriate on-farm soil and water management applied in selected watersheds.</p>	<p>Indicators that measure successful achievement of purpose</p> <ul style="list-style-type: none"> -250 ha in 3 years in lowland areas rehabilitated -500 ha in upland areas treated in 3 years 	<p>For Goal Achievement</p> <ul style="list-style-type: none"> -Losses caused by natural pests and diseases minimized. -No severe adverse climatic changes. -Government pricing policies stimulate domestic ag. production 	<p>Reports of engineering and agronomy sections</p>
<p>Outputs</p> <ol style="list-style-type: none"> 1. Change agents and farmers trained in soil and water management techniques 2. Integrated watershed management strategy implemented 3. Management capabilities of SWMU strengthened 	<p>Indicators that measure achievement of outputs</p> <ol style="list-style-type: none"> 1. - Resource persons of SWMU participate in 6 training courses per year involving 200 change agents. <ul style="list-style-type: none"> - 1 radio lecture on soil and water conservation broadcast by Radio Gambia per year. - 10% of farmers in selected watershed receive soil and water conservation training. 2. - 6 Integrated Watershed Management Plans developed and implementation started. 3. - Relevant recommendations of MDI study concerning: reorganisation, meetings & monitoring implemented by end '92. - Implementation of activities according to yearly Plan of Operation. <p style="text-align: right;">749</p>	<p>For Purpose Achievement</p> <ol style="list-style-type: none"> 1. - 10% of farmers participate in training offered by extension workers <ul style="list-style-type: none"> - Soil and Water conservation is incorporated in extension package. 2. - Adoption of conservation techniques by farmers <ul style="list-style-type: none"> - Timely availability of agric. inputs - Interdepartmental cooperation is assured. 	<p>Training reports Lists of participants Radio lecture Engineering Reports Extension reports SWMU monitoring reports 6 Watershed Development Plans Minutes of meetings Organigramm Plan of Operation Internal reports</p>
<p>Activities</p> <ol style="list-style-type: none"> 1.1 Organise and conduct training courses for change agents in cooperation with ACU. 1.2 Improve pedagogical capabilities of trainers. 1.3 Strengthen structure of training component. 1.4 Evaluate training effectiveness & update courses and material accordingly. 1.5 Improve public awareness of SWMU activities. 2.1 Screen & use national/international research results. 2.2 Monitor and evaluate effectiveness of research recommendations, provide feedback. 2.3 Strengthen cooperation with other relevant institutions. 2.4 Conduct natural resource inventory in selected watersheds. 2.5 Follow-up of national natural resource policy. 3.1 Meet and agree with conservation committees on watershed development plans. 3.2 Implement approved watershed development plan. 3.3 Monitor and evaluate effects of watershed management and amend if necessary. 3.4 Improve organisational structure of SWMU. 3.5 Elaborate Personnel Development Plan. 3.6 Elaborate management guidelines for SWMU operations and implement them. 	<p>Resources: (for each activity/group of activity)</p>	<p>For Achievement of Outputs</p> <ul style="list-style-type: none"> - GOTG contribution assures continued operation of SWMU - Ministries of Agric & Finance approve SWMU internal organisation improvement and mandate. 	<p>Preconditions: Target groups are trainable</p>

ANLAGE 4

Memorandum of Understanding concerning the project "Soil and Water Management" in The Gambia

1. Preface

The current and fourth phase of the project, considered as "consolidation phase", started on July 1st, 1991, and will end on June, 30, 1994. In order to evaluate the achievements of the project and to eventually prepare a further phase a project progress review was undertaken between November 2, and November 15, followed up by a planning workshop between November 16 to 19. With regard to the German side the mission for the project progress review and the planning workshop comprised

- Mr. Otto Schreiner, independent consultant
- Ms. Marlies Vogel, Head of Country Section Senegal and the Gambia, GTZ
- Mr. Christian Hagen, Technical Advisor, GTZ
- Mr. Uli Winkler, workshop moderator and management advisor, GTZ

On the Gambian side the main persons participating in the evaluation were

- Mr. John Fye, Head of the SWMU
- the heads of the technical sections of SWMU
- Mr. Arthur Vallentin, German Advisor to the SWMU

All persons taking part in the evaluation took also part in the planning workshop, with the exception of Mr. John Fye.

The members of the German mission would like to express their thanks to the Gambian Government, the project staff and all persons participating in the evaluation and planning process for the excellent cooperation.

The present memorandum of understanding summarizes the evaluation results, the recommendations and the results of the planning workshop.

The German mission stresses the fact that all findings and recommendations are subject to the approval of the GTZ Board of Directors and of the Federal Ministry of Economic Cooperation and Development of Germany.

2. **Brief description of the project**

The project started on August 1st, 1982 under the name "Support to rice growing areas in Western Gambia" with the Ministry of Water Resources as executing agency. In 1988 it has been transferred to the Ministry of Agriculture with the Soil and Water Management Unit as executing agency. Its name was changed to "Development of small watersheds in Western Gambia".

Since the beginning of the current phase the project name is "Soil and Water Management". The core problem to which the project shall contribute a solution is "Low and unsustainable agricultural production". The overall goal is consequently "Increased agricultural production on a sustainable basis".

The project purpose of the current phase is "The SWMU is enabled to apply appropriate agricultural and soil and water management techniques in selected watersheds". This shall mainly be achieved by strengthening the management capabilities through on-the-job training of the staff in improved management techniques and by training of farmers and change agents in soil and water management techniques, but also by supplying the necessary financial and technical means in order to support the farmers' self help efforts.

Whereas the Gambian staff is 46, out of which six persons with academic training in soil and water management items, the German side has appointed one specialist in project planning and management for 36 months and one soil and water engineer for 12 months. The project is co-financed by the Government of The Gambia, supporting mainly the salaries of the Gambian staff and providing the office building and a minor quantity of fuel for the unit's park, and the German Government, supporting the cost of the German experts as well as the larger part of the running expenses. The farmers, as intermediary target group of the project, supply voluntarily manual work for dike construction and bunding as well as other activities. Manual work represents the major part of the construction cost, as for raising of 1000 m (a current dike length) 2500 to 3000 mandays, which might be valued with 10 D per day, are to be spent.

3. **Analysis and assessment of project planning**

The planning of the current project phase is based on the ZOPP - Workshop which took place in November 1990 following the project progress review by the end of the previous project phase. The project did not establish an operation plan for the forthcoming project period, nor did it establish concise annual working plans. Instead, an annual working calendar has been worked out for each year, which is normally to be readapted several times. This appears to be an acceptable planning approach taking into account that the project is closely working with the villagers and as village participation in planning and implementation is the basic principle; consequently, the project starts its activities in the

villages only on demand of the villagers. As the villagers have time for the envisaged self-help activities only available during the dry season, which nevertheless is filled with social events and activities like construction or repair of the houses etc., and which is the hottest period of the year, when physical work is most painful, there are only few days available to discuss, plan and execute communal works. Very often works start on a more or less ad hoc basis and the project is forced to coordinate its activities on a short term basis in accordance with the villagers.

According to the ZOPP planning documents the project should concentrate its activities in selected watersheds in order to solve the growing problem of resource degradation, especially erosion in the hilly areas of the country, by applying a so called integrated approach, beginning with soil conservation in the uplands before reclaiming and developing the lowlands, in order to prevent silting of the rice basins. As the project activities are restricted to Western Gambia, which is rather flat and vegetation - at least on the left bank of the Gambia river - due to relatively high rainfall is still rather abundant, erosion is not yet considered as a major problem by the farmers, even if it is by specialists. The benefit of conservation measures is not really obvious to the farmers, so they hesitate to spend their limited working capacity with soil conservation works.

The real and immediate problem of the farmers is sufficient rice production for the subsistence of a growing population, which means developing and reclaiming rice land in the lowland areas through dike construction. The project acquired confidence of the villagers with riceland reclamation, but it could only exceptionally convince them of the necessity of conservation measures in the uplands of a watershed, even when siltage of the dikes due to erosion sometimes occurs. So, the project's decision to slow down the application of the 'integrated watershed approach' after several trials in favour of concentrating on land reclamation in the lowlands and some agroforestry activities - mainly fruit tree planting - in the uplands, appears reasonable.

By enabling the executing agency to fulfill its commission, the project follows with its planning and implementation approach as well as its activities to an excellent extent the basic development-policy principles of the German Government:

1. The target groups are actively participating in planning and implementation of the activities; women are the main beneficiaries, as they are nearly exclusively responsible for rice growing;
2. The project contributes to strengthen the self-help capacity of the villagers, who build their dikes in manual work with an appropriate technology, adapted to available material and financial capacity;
3. The intermediary target group is the poor village population, living in general on a subsistence basis, and here especially women farmers;

4. The environmental impact of the project measures is positive, as it is reclaiming saline, formerly mostly arable, land in the lowlands and conserving uplands; however, the project should be aware of touching the mangrove swamps, which are an important resource for fish and bird life;
5. The project strengthens the managerial capacities of the counterpart organization, the SWMU as executing agency to some extent;
6. Sustainability of the project impact may be expected mainly on the village level, it appears doubtful on the level of the executing agency due to lack of financial means for conducting the activities after withdrawal of the German contribution.

The project responds also to major development aims of the Government of the Gambia by its contribution to raising food production and prevent environmental damage through diminution or even elimination of salinisation in rice fields. In order to secure the project's sustainability the Government is called to make regular provision of the necessary funds in its budget.

4. Analysis and assessment of project implementation

4.1 Achievement of the project purpose

With direct funding through GTZ funds the SWMU was able to reclaim 339 ha of riceland, and to develop 451 ha of new riceland. In the uplands 146 ha of land have been improved. But in addition to this, thanks to material supplied by the project, SWMU could work in commission for other agencies, like, for instance, the "Save the children funds". In total, from the beginning of the current phase in 1991 to August 1993 830 ha of potential rice land have been developed and 275 ha for mixed cropping in the uplands. The results have been achieved by supporting self-help activities of the villagers, mainly women farmers.

The indicators for the achievement of the project purpose in 1994 are:
 "250 ha of lowland areas reclaimed" and "500 ha in upland areas treated".

So, the results concerning the development of riceland, expected for the end of the current phase have been surpassed to a very large extent already in the second project year. Taking into account the rice needs of the country, which is obliged to import annually at least half of the consumption, the difficulties with upland improvement and the high number of applications from farmers to assist with lowland reclamation, it is comprehensible and acceptable, that the project concentrated on riceland and direct support to the farmers. Due to partly controlled irrigation and decreasing salinisation reclaimed riceland allows yields at least 25% higher than before. With further decreasing

salinisation by preventing salt water intrusion and irrigating with fresh water, still higher yields may be expected. By the - at least partial - achievement of the project purpose, the project contributes also to the overall goal.

4.2 Results of the comparison of actual situation with targets

Output 1: Change agents and farmers trained in soil and water management techniques

Since the beginning of the current phase about 2000 persons (farmers, extension workers, change agents) have been trained by SWMU and the staff. In 1992 one radio feature has been prepared. The result surpasses largely the defined indicators. As there are no documents available on the contents of the training courses, it cannot be judged, if they are well adapted to the needs of the target groups. SWMU management finds it difficult, if not superfluous, to prepare a documentation on each training course.

Output 2: Integrated watershed management strategy implemented

Elaboration of the plans for development of two watersheds has been started; but the plans have not been finished because of the manifest low interest of the villagers. As already explained, the project changed therefore the concept and concentrated with success on lowland rice area reclamation and an agroforestry programme, which is executed mainly in the uplands relating to the rice growing area. Especially the fruit tree growing programme is well accepted by the farmers. There are doubts, that growing of forest trees will be largely accepted, taking into account the problems related to the existing land tenure system and the still abundant vegetation in Western Gambia south of the river, providing fire wood and timber for home use.

Output 3: Management capabilities of SWMU strengthened

According to a study of the Management Development Institute (MDI) the SWMU should be reorganised and some generally accepted management principles introduced. Because of missing interest of all Gambian parties concerned this did not take place. The current management approach is an ad hoc approach without concise planning activities. Even regular meetings of the unit's head with all heads of section do not take place. The M & E section is not working as it could, as nobody is designing an M & E working plan. The reason for this low level management approach seems to be the refusal of the head of the unit to apply advanced management methods.

5. Recommendations

Evaluating the field activities of the SWMU, the technical capacity of the unit is very good. With better equipment the unit could develop more land. Farmers are in a great number applying for assistance (half of the applications can not be satisfied). As the financial capacity of the villagers is very limited, because being mainly subsistence farmers, and the project is supplying technical advice and construction material for some special items like spillways and work facilitating help (breaking up the dried soil in the hot season and transporting construction material which is not available by trailer) they depend on the project. Because of the rather limited financial resources of the Government of the Gambia (WMF expects for FY 1993 a reduction of state revenue of more than one third due to reduced reexportations to the FCFA zone) an increase of funds is not likely to be expected. Without further external funding the technical capacity of the unit might be lost due to staff fluctuation and lack of operating means.

Originally, the end of the project was planned by the end of the current phase in June 1994. As outside funding will be also necessary in the future, it is suggested to continue the cooperation with Germany and to provide for an additional two-years-phase, attending the funding by the IFAD, who would be interested in cooperation with the SWMU. The Government of the Gambia should undertake the necessary steps in order to prepare this "taking over".

During the next phase work on new sites should continue, pending applications from villages for rice land development might be satisfied and the agro-forestry programme, especially the fruit tree programme, intensified in close cooperation with the Gambian German Forestry Project in order to include a modest soil conservation activity. To secure these activities necessary equipment should be supplied. With regard to the limited financial means and also the limited implementation capacity of the Unit, an extension of the activities to other parts of the country might not be appropriate.

On management level a severe deficit has been stated concerning economic data and a missing plan for monitoring the project progress. These data could be gathered by a reinforced M & E unit. As there is an urgent need in the field of economics, monitoring and evaluation, the management of the unit should be supported in the next phase by special advice in this field. The efforts of improving the overall management system should be continued. Because funding of the field activities will also in the future depend on outside sources, an appropriate system of describing technical measures and estimating the costs for each individual project should be developed, in order to facilitate the funding decision.

It is understandable that there are problems related to financing Government Services, especially under the ERP programme. But experience shows that it would be easier for the SWMU to have its own budget and to fulfill its coordination function, if it would have the status of a department in the Ministry of Agriculture. Taking into account the importance of the Unit for improving sustainable rice production in the country, the Government of The Gambia should eventually reconsider this suggestion.

The German side should continue to make the necessary funds available for part of the running costs and necessary capital cost as well as for an expert specialized in project planning and management who might be seconded by short term experts for particular problems, for instance in the M & E field.

6. Planning workshop results

According to the planning workshop discussions and results the goal of the project "Increased agricultural production on a sustainable basis " is to be maintained. The project purpose decided on is "Appropriate on-farm soil and water management applied by farmers in the selected sites".

The results/output of the of the forthcoming project phase are

1. Training of change agents and farmers in soil and water management continued.
2. Selected management tasks of SWMU improved.
3. Technical services and material support are provided to the farmers.

Details of the project planning are set out in the project planning matrix annexed to this memorandum of understanding.

Banjul, November 22, 1993

For the executing agency

For Deutsche Gesellschaft für
Technische Zusammenarbeit (GTZ)

Christian Hagen
Technical advisor

**Condensed report
on the project progress review of the project "Soil and Water Management"
in The Gambia**

1. Preface

The current phase of the project, considered as "consolidation phase", started on July 1st, 1991, and will end on June, 30, 1994. Mr. Otto Schreiner, consultant, was commissioned by GTZ to evaluate the achievements of the project and to prepare the following phase. The consultant's TOR were twofold:

- a) prepare a study on the economic effects of the project achieved up to now on the farm level as well as on the national level
- b) do the project progress review in cooperation with the executing agency.

The consultant arrived in The Gambia on November 2, 1993. After an introductory visit to Mr. Baboucar Manneh, Assistant Director of the Department of Agricultural Services, of which the project's executing agency, the Soil and Water Management Unit makes part, and visiting the project area as well as intervention sites during two days, he was working on data collection for the economic analysis until November 9.

When visiting the project sites, the consultant was accompanied by Mr. John Fye, head of the Soil and Water Management Unit, the German advisor, Mr. Arthur Vallentin, as well as by the heads of the unit's technical sections. During the field trips project achievements and problems have been discussed.

Proper progress review work took place on Wednesday, November 10, and Thursday, November 11, 1993. by discussing project activities and outputs, purpose and goal achievement as well as assumptions and general questions of funding and project management with all concerned persons of the project.

2. Brief description of the project

The project started on August 1st, 1982 under the name "Support to rice growing areas in Western Gambia" with the Ministry of Water Resources as executing agency. In 1988 it has been transferred to the Ministry of Agriculture with the Soil and Water Management Unit as executing agency. Its name was changed in "Development of small watersheds in Western Gambia".

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According to the ZOPP planning documents the project should concentrate its activities in selected watersheds in order to solve the growing problem of resource degradation, especially erosion in the hilly areas of the country, by applying a so called integrated approach, beginning with soil conservation in the uplands before reclaiming and developing the lowlands, in order to prevent silting of the rice basins. As the project activities are restricted to Western Gambia, which is rather flat and vegetation - at least on the left bank of the Gambia river - due to relatively high rainfall is still rather abundant, erosion is not yet considered as a major problem by the farmers, even if it is by specialists. The benefit of conservation measures is not really obvious to the farmers, so they hesitate to spent their limited working capacity with soil conservation works.

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By enabling the executing agency to fulfill its commission, the project follows with its planning and implementation approach as well as its activities to an excellent extent the basic development-policy principles of the German Government:

1. The target groups are actively participating in planning and implementation of the activities; women are the main beneficiaries, as they are nearly exclusively responsible for rice growing;
2. The project contributes to strengthen the self-help capacity of the villagers, who build their dikes in manual work with an appropriate technology, adapted to available material and financial capacity;
3. The intermediary target group is the poor village population, living in general on a subsistence basis, and here especially women farmers;
4. The environmental impact of the project measures is positive, as it is reclaiming saline, formerly mostly arable, land in the lowlands and conserving uplands; however, the project should be aware of touching the mangrove swamps, which are an important resource for fish and bird life;
5. The project strengthens the managerial capacities of the counterpart organization, the SWMU as executing agency to some extent;

6. Sustainability of the project impact may be expected mainly on the village level, it appears doubtful on the level of the executing agency due to lack of financial means for conducting the activities after withdrawal of the German contribution.

The project responds also to major development aims of the Government of the Gambia by its contribution to raising food production and prevent environmental damage through diminuation or even elimination of salinisation in rice fields. In order to secure the project's sustainability the Government is called to make regular provision of the necessary funds in its budget.

4. Analysis and assessment of project implementation

4.1 Achievement of the project pupose

With direct funding through GTZ. funds the SWMU was able to reclaim 339 ha of riceland, and to develop 451 ha of new riceland. In the uplands 146 ha of land have been improved. But in addition to this, thanks to material supplied by the project, SWMU could work in commission for other agencies, like, for instance, the "Save the children funds". In total, from the beginning of the current phase in 1991 to August 1993 830 ha of potential rice land have been developed and 275 ha for mixed cropping in the uplands. The results have been achieved by supporting self-help activities of the villagers, mainly women farmers.

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4.2 Results of the comparison of actual situation with targets

Output 1: Change agents and farmers trained in soil and water management techniques

Since the beginning of the current phase about 2000 persons (farmers, extension workers, change agents) have been trained by SWMU and the staff. In 1992 one radio feature has been prepared. The result surpasses largely the defined indicators. As there are no documents available on the contents of the training courses, it cannot be judged, if they are well adapted to the needs of the target groups. SWMU management finds it difficult, if not superfluous, to prepare a documentation on each training course.

Output 2: Integrated watershed management strategy implemented

Elaboration of the plans for development of two watersheds has been started; but the plans have not been finished because of the manifested low interest of the villagers. As already explained, the project changed therefore the concept and concentrated with success on lowland rice area reclamation and an agroforestry programme, which is executed mainly in the uplands relating to the rice growing area. Especially the fruit tree growing programme is well accepted by the farmers. We have our doubts, that growing of forest trees will be largely accepted, taking into account the problems related to the existing land tenure system and the still abundant vegetation in Western Gambia south of the river, providing fire wood and timber for home use.

Output 3: Management capabilities of SWMU strengthened

According to a study of the Management Development Institute (MDI) the SWMU should be reorganised and some generally accepted management principles introduced. Because of missing interest of all Gambian parties concerned this did not take place. The current management approach is an ad hoc approach without concise planning activities. Even regular meetings of the unit's head with all heads of section do not take place. The M & E section is not working as it could, as nobody is designing an M & E working plan. The reason for this low level management approach seems to be the refusal of the head of the unit to apply advanced management methods.

5. Recommendations

Evaluating the field activities of the SWMU, the technical capacity of the unit is very good. With better equipment the unit could develop more land. Farmers are in a great number applying for assistance (half of the applications can not be satisfied). As the financial capacity of the villagers is very limited, because being mainly subsistence farmers, and the project is supplying technical advice and construction material for some special items like spillways and work facilitating help (breaking up the dried soil in the hot season and transporting construction material which is not available by trailer) they depend on the project. Because of the rather limited financial resources of the Government of the Gambia (WMF expects for FY 1993 a reduction of state revenue of more than one third due to reduced reexportations to the FCFA zone) we do not expect decisively more funds from that side. Without further funding the technical capacity of the unit might go lost due to staff fluctuation.

Originally, the end of the project was planned by the end of the current phase in June 1994. As outside funding will be also necessary in the future, the consultant suggests to continue the cooperation and to provide for an additional two-years-phase, attending the funding by the IFAD, who would be interested in cooperation with the SWMU. The Government of the Gambia should care for this "taking over".

During the next phase work on new sites can go on, pending applications from villages for rice land development might be satisfied and the agro-forestry programme, especially the fruit tree programme, intensified in close cooperation with the Gambian German Forestry Project in order to include a modest soil conservation activity. To secure these activities necessary equipment should be supplied. With regard to the limited financial means and also the limited implementation capacity of the Unit, an extension of the activities to other parts of the country might not be appropriate.

On management level we stated a severe deficit concerning economic data and a missing plan for monitoring the project progress. These data could be gathered by a reinforced M & E unit. As we see an urgent need in the field of economics, monitoring and evaluation, the management of the unit should be supported in the next phase by special advice in this field. The efforts of improving the overall management system should be continued. Because funding of the field activities will also in the future depend on outside sources, an appropriate system of describing technical measures and estimating the costs for each individual project should be developed, in order to facilitate the funding decision.

We understand the problems related to financing Government Services, especially under the ERP programme. But experience shows that it would be easier for the SWMU to have its own budget and to fulfill its coordination function, if it would have the status of a department in the Ministry of agriculture. Taking into account the importance of the Unit for improving sustainable rice production in the country, the Government should eventually reconsider this suggestion.

The German side should continue to make the necessary funds available for part of the running costs and necessary capital cost as well as for an expert specialized in project planning and management who might be seconded by short term experts for particular problems, for instance in the M & E field.

Banjul, November 15, 1993



Otto Schreiner

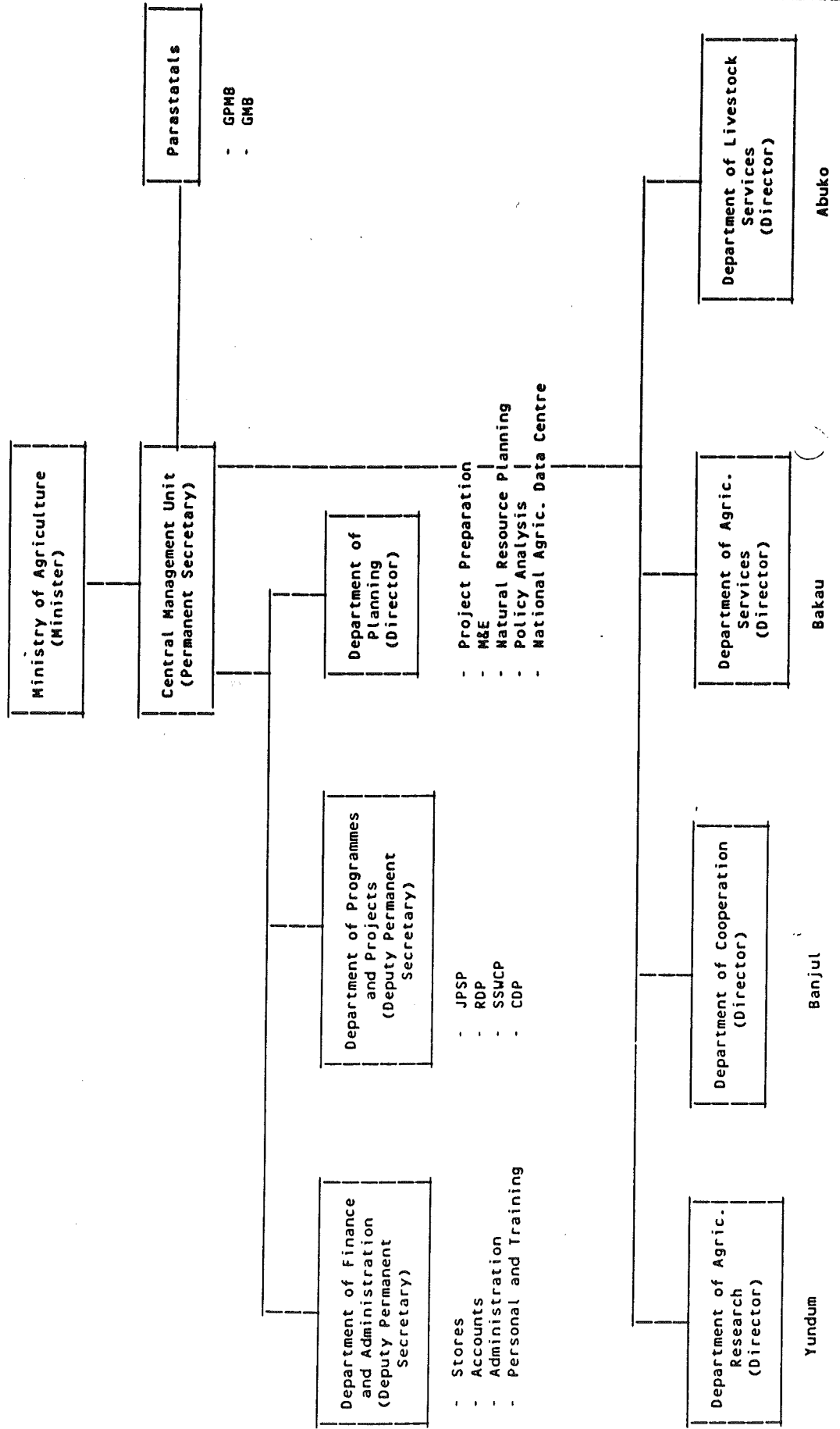
ANLAGE 5

Arbeits- und Reisebericht

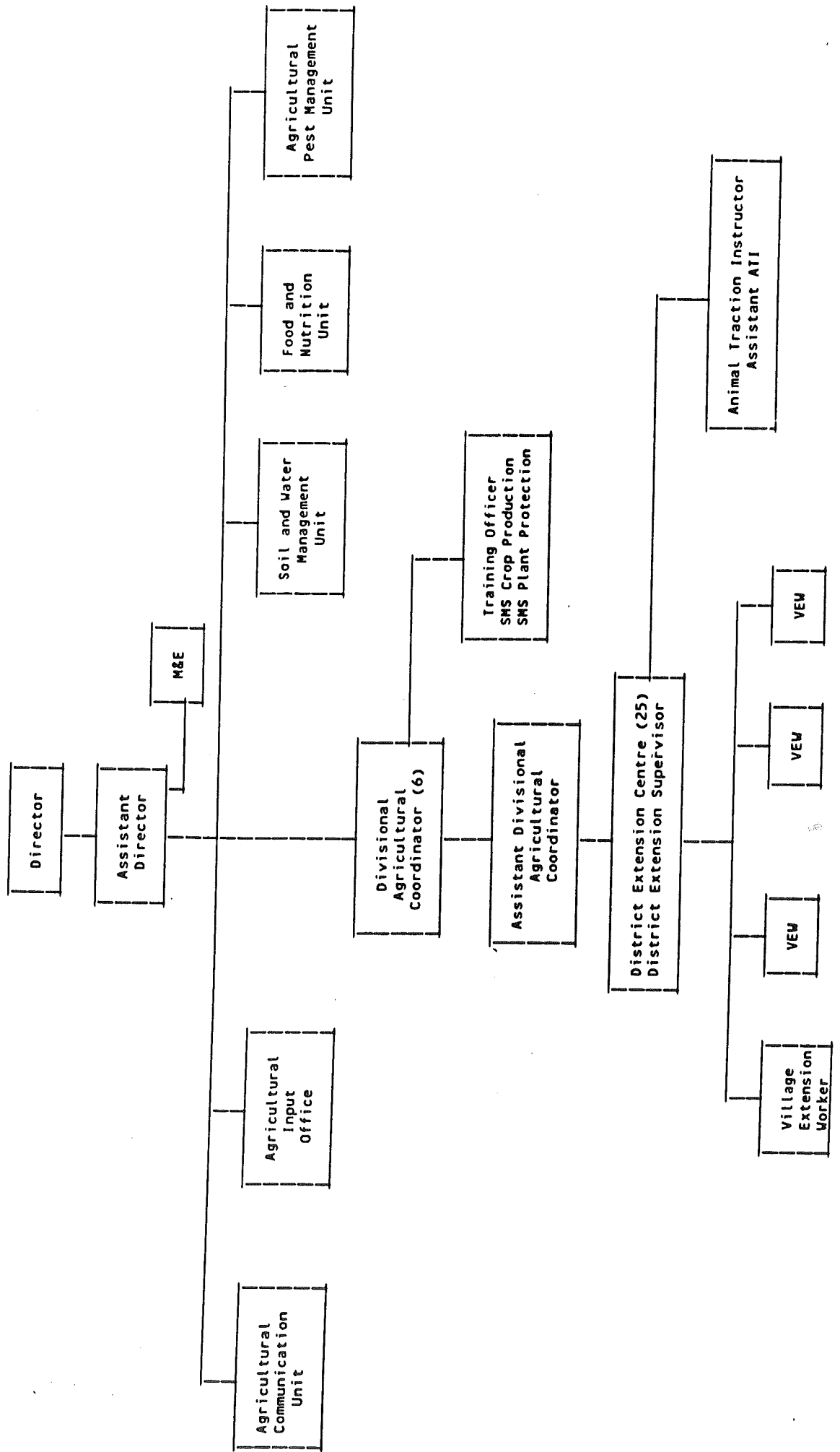
- 02.11.1993 Flug München - Genf - Dakar - Banjul
- 03.11.1993 Besuch im Landwirtschaftsministerium
Assistant Director, Mr. Baboucar Mammeh
SWMU Office, Gespräch mit Mr. John Fye, Head of the Unit
und Mitarbeitern
- 04.11.1993 Besichtigung der Project sites am südlichen Gambia-Ufer
- 05.11.1993 Besichtigung der Project sites am nördlichen Gambia-Ufer
- 06.11.1993 Auswertung von Projektunterlagen
- 07.11.1993 Auswertung von Projektunterlagen
- 08.11.1993 Sammlung von ökonomischen Daten bei
- Planning Unit
- Agricultural Statistics
- EU - Delegation
- 09.11.1993 Sammlung von ökonomischen Daten im Projekt
- 10.11.1993 PFK - Gespräch mit Herrn Vallentin, Mr. Fye und SWMU -
Abteilungsleitern
- 11.11.1993 PFK - Gespräch mit Herrn Vallentin, Mr. Fye und SWMU -
Abteilungsleitern
- 12.11.1993 Erstellung des Kurzberichts zur PFK
- 13.11.1993 Erstellung des Kurzberichts zur PFK
- 15.11.1993 Gespräche mit Frau Vogel, Herren Hagen, Winkler, Vallentin
- 16.11.1993 ZOPP
- 17.11.1993 ZOPP
- 18.11.1993 ZOPP
- 19.11.1993 Abschlußgespräch mit Assistant Director,
Mr. Boboucar Mammeh
Erstellung des Memorandum of Understanding mit Frau Vogel
Abflug nach Brüssel
- 20.11.1993 Flug Brüssel München

ANLAGE 6

Organization - Ministry of Agriculture



Organization - Department of Agricultural Services



ANLAGE 7

Verzeichnis der benutzten Quellen

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13. SWMU, 1991, Activity Review
14. SWMU: Diverse Projektaufzeichnungen
15. Tidemann, Ernst: o.J.
Final report of Advisor Engineering and Agronomy
16. Wagner, Kurt, 1990
Report on the ZOPP Planning Workshop for the Phase 1991-94

ANLAGE 8

Dokumentation der Prüfung von TZ- Grundsätzen

1. BMU, Bericht der Bundesregierung über die Konferenz der VN für Umwelt und Entwicklung im Juni 1992 in Rio de Janeiro
2. BMZ, o.J.: Grundsätze für Technische Hilfe
3. BMZ, 1990: Grundsätze für die Entwicklungszusammenarbeit in den 90er Jahren: Notwendige Rahmenbedingungen
4. BMZ, 1990: Sahelpapier
5. BMZ, 1991: Umweltschutz in der Entwicklungszusammenarbeit
6. BMZ, 1991: Grundlinien der Entwicklungspolitik der Bundesregierung
7. BMZ, Leitlinien für die bilaterale Finanzielle und Technische Zusammenarbeit (aktualisierte Fassung 3/1992)

ANLAGE 9

COMPARISON OF ACTUAL SITUATION WITH TARGETS

Project: Soil and Water Management / The Gambia
PN: 90.2203.9

Basis: Project Planning Matrix October 1990, offer to BMZ March 1991

(1) Planning / Targets	(2) Results / Actual Situation	(3) Weaknesses	(4) Positive Experiences
<p>Level: Overall goal Sustainably secured and increased agricultural production in small watersheds taking into account the protection of natural resources</p> <p><i>Indicators:</i> <i>Production on improved water sheds increased</i> - lowland (rice) 10% by end '93 - upland crops 5% by end '93 above baseline results</p>	<p>(Degree to which overall goal has been achieved)</p> <p>- yield increase above 10% - results must be monitored on a long term basis</p>	<p>(in terms of link between overall goal and project purpose)</p>	<p>IFAD starts new project in 1997 GTZ should cover the gap between 1994 and 1997</p>
<p>Level: Project purpose The SWMU is enabled to apply adapted agricultural and soil and water management techniques in selected water sheds</p> <p><i>Indicators:</i> - in low land areas 250 ha in 3 years rehabilitated</p> <p>- in upland areas 500 ha in 3 years treated</p>	<p>(Degree to which project purpose has been achieved)</p> <p>1991: 314 ha} 1992: 253 ha} reclaimed 1993: 264 ha}</p> <p>1991: 180 ha} 1992: 210 ha} treated 1993: 65 ha}</p>	<p>(In terms of link between results/output and project purpose)</p>	

(1) Planning / Targets	(2) Results / Actual Situation	(3) Weaknesses	(4) Positive Experiences
<p>Level: Results / Outputs 1. Change agents and farmers trained in soil and water management techniques</p> <p><i>Indicators for achievement:</i></p> <ul style="list-style-type: none"> - Resource persons of SWMU participate in 6 training courses per year involving 200 change agents 	<p>Farmers courses: 1990 / 1992: 600 participants 1991 : 69 villages (3057 women, 3226 men) 1993 : >900 participants</p> <p>49 training courses for change agents conducted</p> <ul style="list-style-type: none"> - 8 for Government extension workers -10 for NGO extension workers - 1 for West African extension workers - others for teachers, Peace Corps members and other people <p>1991: none 1992: 1 (30 min.) subject: contour farming establish contour lines planting grasses use of water tube level</p> <p>even more farmers trained</p>	<p>Project members are uncertain about the expressions "training" and "information" What is training? Definition of "Change agent"</p> <p>no list of training courses with date, subject, number of participants available</p>	<p>farmers are much interested in lowland reclamation</p>
<p>- 1 radio feature on soil and water conservation broadcast by Radio Gambia per year</p> <p>- 10% of the farmers in selected watersheds receive soil and water conservation training</p> <p>2. Integrated water shed management strategy implemented</p> <p><i>Indicators for Achievement:</i></p> <ul style="list-style-type: none"> - 6 integrated watershed management plans developed and implementation started 	<p>elaboration of 2 plans started (1991), not yet finished, no work on it in 1992 and 1993</p>	<p>population number rarely known by the project</p> <p>1991: 1 plan elaborated for the village Arangallen for execution in 1992; elaboration of a plan would take 5 to 6 months of an interdisciplinary team; people were not cooperative enough, so the whole idea was stopped.</p>	

(1) Planning / Targets	(2) Results / Actual Situation	(3) Weaknesses	(4) Positive Experiences
<p>3. Management Capabilities of SWMU strengthened</p> <p><i>Indicators for Achievement:</i></p> <p>a) <i>Relevant recommendations of MDI-Study concerning:</i></p> <ul style="list-style-type: none"> ◦ <i>Reorganization</i> • <i>Meetings</i> ◆ <i>Monitoring implemented by end '92</i> <p>b) <i>Implementation of activities according to yearly Plan of Operation</i></p>	<ul style="list-style-type: none"> ◦ reorganization was no implemented reason: the unit cannot respond in isolation to the needs of management strengthening of the whole Government system • no regular meetings of the staff ◆ baseline information has been collected and is available; monitoring system is to be improved <p>no operation plan and no working plan established for the current phase</p>	<ul style="list-style-type: none"> • regular meetings are not considered as useful and necessary by the head of the unit ◆ person in charge of M+E is a general agriculturist without special M+E training <p>as farmers are mostly deciding on an ad-hoc basis it is practically not possible to establish a yearly work plan</p>	

Activities	(2) Results / Actual Situation	(3) Weaknesses	(4) Positive Experiences
1.1 Organise and conduct training courses for change agents in cooperation with ACU	1.1 Training courses have been conducted, but list not available		
1.2 Improve pedagogical capabilities of trainers	1.2 Some members of the unit staff participated in MDI-management course; up to now no pedagogical training		
1.3 Strengthen structure of training component	1.3 ACU evaluation concerning the needs of extension workers in soil and water management was carried out, decision concerning results in execution.		
1.4 Evaluate training effectiveness and update courses and material accordingly	1.4 No activities up to now		
1.5 Improve public awareness of SWMU activities	1.5 Staff members are attending village meetings and meetings on administrative level List of applications from the villages for support by SWMU is growing		

Activities	(2) Results / Actual Situation	(3) Weaknesses	(4) Positive Experiences
2.1 Screen and use national and international research results	2.1 Soil and water conservation activities have been started in The Gambia only recently and nearly no national experience is available. Therefore the unit is depending on international research results and using them in its daily work		
2.2 Monitor and evaluate effectiveness of research recommendations, provide feedback	2.2 Feedback only possible to the National Research Station		
2.3 Strengthen cooperation with other relevant institutions	2.3 Cooperation with outside institutions is improving: e. g. visits to PATECOR in Burkina Faso and institutions in Senegal		
2.4 Conduct natural resource inventory in selected watersheds	2.4 Surveys are carried out in all watershed areas, but work is only advancing very slowly		
2.5 Follow up National Research Policy	2.5 The Unit is working within the framework of the National Resource Policy and thus obliged to follow the Government policy		

Activities	(2) Results / Actual Situation	(3) Weaknesses	(4) Positive Experiences
3.1 Meet and agree with conservation committees on watershed development plans	3.1 All activities are preceded and accompanied by meetings with the committees		
3.2 Implement approved watershed development plan	3.2 As the integrated approach is not applied this activity is not relevant. But all activities must be approved by the villagers through the conservation committees as they are contributing with manual work.		
3.3 Monitor and evaluate effects of watershed management and amend if necessary	3.3 This is being done through regular visits in the villages and controlling the project work previously done, then amending it if necessary with the villagers		
3.4 Improve organizational structure of SWMU	3.4 No activity	3.4 Necessity not accepted by the head of the Unit	
3.5 Elaborate personal development plan	3.5 No activity	3.5 Necessity not accepted by the head of the Unit	
3.6 Elaborate management guide lines for SWMU operators and implement them	3.6 No activity	3.6 Necessity not accepted by the head of the Unit	

ASSUMPTIONS: COMPARISON OF ACTUAL SITUATION WITH TARGETS

PPM Level	Assumption	Nature of deviation and reason for same	PPR Recommendation
For purpose achievement	<p>1. 10% of the farmers participate in training offered by extension workers</p> <p>Soil and water conservation is incorporated in extension package</p> <p>2. Adoption of conservation techniques by farmers</p> <p>- timely availability of agricultural inputs</p> <p>- interdepartmental cooperation is assured</p>	<p>No deviation, farmers are well cooperating with the Unit</p> <p>Subject officially integrated into extension package; Unit contributes by training of the extension staff</p> <p>Conservation techniques are sporadically adopted by the farmers but the integrated approach is not accepted as soil erosion is generally not considered as a major problem</p> <p>No problems with timely availability, but high prices hamper seriously used by farmers</p> <p>Cooperation is still problematic, but the situation is improving</p>	

ASSUMPTIONS: COMPARISON OF ACTUAL SITUATION WITH TARGETS

PPM Level	Assumption	Nature of deviation and reason for same	PPR Recommendation
<p>For achievement of outputs</p>	<p>GOTG contribution assures continued operation of SWMU</p> <p>Ministry of Agriculture and Ministry of Finance approve SWMU internal organization improvement and mandate</p>	<p>GOTG assures regular payment of salaries, but these salaries are to low to cover the living costs so that the staff members are obliged to search for additional income. Sporadically SWMU receives small fuel dotations not allowing outside activity. SWMU activities depend exclusively on German contributions; this is due to the economic and financial situation of the country.</p> <p>The 2 Ministries are at this moment not willing to approve a new organization and management approach for the Unit as it would put the Unit out of the regular administrative system</p> <p>The mandate of SWMU is officially approved.</p>	