

A. Major Recommendations

1. Revise the Project Model for Farmer Training and Strengthening Village Associations

The evaluation team recommends that the DLS consider collaborating with Action Aid, (the NGO active in 16 of the 20 project villages and approximately 200 villages in CRD) and the division-level office of the Department of Community Development in developing a joint plan for livestock training in the CRD villages where Action Aid already intervenes. This plan might include requesting Action Aid to expand its contact villages to include the four GAM/93/004 villages where it is not already working. Other items that could be discussed with Action Aid officials and community workers include the proposed modalities for maintaining the seven slaughtering platforms and acting on the recommendations of the GAM/93/004 credit and marketing consultant report (due in late November). The project might also explore the possibility that some of the costs of temporarily absorbing the four trained animators into one of the area NGO programs could be subsidized with some of the remaining project funds. It is further recommended that special care be given to considering how this type of cross hiring might exacerbate any pre-existing gender inequities that may already exist in the NGO's hiring practices. This first recommendation would enlarge sphere A (the organized community base) by strengthening the capacity of the local communities to demand accountability from the project. The same recommendation would expand sphere C by adding a strong division-level NGO (Action Aid) to the process.

2. Clarify the YBK Center's Management and Teaching Structures

The team recommends that the DLS consider clarifying the institutional and management structure of the YBK Center by:

a. appointing a national veterinarian to provide leadership for the LA and farmer training component and to manage the YBK clinic;

b. identifying a camp manager with sufficient technical and managerial skills to oversee the management, operation and maintenance of the Center's training and demonstration sites, buildings, and documentation unit;

c. establishing a YBK Management Committee representing the major potential "consumers" of the Center's extension and training products, like the Department of Livestock Services, Gambia College, NGOs, private sector, livestock producers and butcher associations, the Department of Agricultural Services, at least one elected representative of the division-level Livestock Assistants, and one representative of an established hotel/tourist facility in the region;

d. working with the subcontractor (VSF/Swiss) to develop a YBK documentation center with a plan for managing that documentation facility; and

e. considering the appointment of a consultant to design and implement a marketing plan for the Center, its teaching programs, and documentation center.

3. **Develop a YBK Camp Management Plan**

The DVO, national veterinarian, and subcontractor (VSF/Swiss) need to develop a financial management plan that would guarantee the semi-autonomous operation of the center. Based on the project's record for sound financial management and cost savings through collaboration with other projects, the team feels that if recommendations 1 and 2 are implemented, the YBK Center will have the capacity to become self-sustained which is the most realistic basis for sustainability.

4. **Strengthen the Gender Component of the YBK Training and Demonstration Programs**

The DLS should consider developing the YBK Center's links with high school and middle schools. These linkages could offer opportunities for schoolgirls to learn about agricultural careers and the livestock sector. Posting a member of the DLS WID project staff to the YBK Center would strengthen these programs.

A stronger, more gender sensitive YBK Training and Demonstration Center (Recommendations 2, 3, and 4) would increase the relevance of Livestock Assistant and Center training programs by bringing B (technical options) closer to A (organized community base). The same recommendations would strengthen the institutional capacity (sphere C) of the DLS by giving the Department a window for further development of the participatory approach and increasing gender sensitivity and monitoring.

5. **Modify the YBK Technical Program**

The DLS should consider revising some of its technical programs to: (a) reduce the emphasis on less profitable activities like milk processing; (b) reorient the meat drying programme to target women producers and to the production of a quality product with added value for a niche market, including technologies for the preparation and marketing of hides and skins; and (c) strengthen the project's commitment to the compost pen and small ruminant production programmes, including year-round ram fattening. These modifications will strengthen and expand sphere B (technical options).

6. **Reorganize Project Steering Committee/Board of Directors and Provide Management Support**

Although the new system of monthly tripartite meetings (since April 1997) has helped the project administrators resolve many short-term implementation problems, the team recommends that the administrators switch to a less scattered system of focused, biannual Project/Center board meetings. This board of directors which represents the principal partners and actors (DLS, UNDP, VSF/Swiss, Department of State for Agriculture, Ministry of Finance) would be responsible for sanctioning the annual work plans, budget, and progress reports. The team feels that this new system would help clarify roles and responsibilities and facilitate the resolution of key issues related to partnership, monitoring, human resource management, and reporting. The executing and implementing agencies might also consider soliciting an independent management consultant to facilitate this and related sorts of organizational and institutional development. The strengthened management structure

consider soliciting an independent management consultant to facilitate this and related sorts of organizational and institutional development. The strengthened management structure that would likely result from these recommendations would expand and strengthen sphere C (wider institutional context).

7. Continue to Move Forward on Reorganizing GAMVET

The GAMVET Board needs to continue with its plans to review and respond to the GAMVET management consultant's recommendations to develop a medium term strategy on marketing and company development. To increase the efficiency of the drug distribution system, the Board might consider establishing closer linkages with village associations, producer associations, and NGOs working in the livestock sector. A stronger GAMVET would strengthen the wider institutional context of livestock development in The Gambia (sphere C) as well as the technical viability of any new proposed technology (sphere B).

8. Extend the Project by One Year

Although major progress has been achieved in each of the project areas, the period of funding was insufficient to fully guarantee the long-term sustainability of the major outputs. In light of the project's major achievements and the project's critical importance for the forthcoming "Household Food Security Programme," the evaluation team recommends that donors consider funding a one-year extension of GAM/93/004 to enable the DLS to take action on recommendations 1-7.

B. Anticipated Impact of a One-Year Extension

The anticipated impact of this one-year extension would be to increase the potential impact of the existing investment tenfold. This tenfold increase would result from more effective dissemination of the developed participatory process and technical and training products through Action Aid's existing network of community development workers.

The same "bridge funding" would provide the project with the necessary time to consolidate some of its "lessons learned" for curriculum and teacher training into a project model that could be exported to other zones through the "Household Food Security Programme" and the activities of the YBK Training and Demonstration Center.

A third potential impact of this funding would be to provide UNDP and DLS a period of time in which to experiment with new management techniques and to clarify the types of complex roles and linkages that are involved in this type of project partnership arrangement. This latter impact is particularly critical since similar arrangements are envisioned for the "Household Food Security Programme."

VII. LESSONS LEARNED

1. **Partnership:**

- a. **Ideally complex project partnerships should evolve out of an initial "preface" period permitting ownership and clarification of commitment and roles.**

Ownership of a programme or project tends to be in direct proportion to one's input into the conceptual stage of such collaboration. For this reason, it is prudent to precede the design period of a project with a "preface period" to allow for an analysis of the pre-existing institutional, technical, and social environment and to enable the partners to get to know one another, in other words, "to test the water."

- b. **A diversified partnership is usually better served by high quality vs. larger quantities of partners.**

A diversified partnership is usually better served by having a few strong, committed partners working together than a large number of less well defined proposed collaborations. That is to say, in a diversified partnership, quality usually prevails over quantity.

2. **Planning and Monitoring: If your project plan is your Koran/Bible you are probably not planning.**

Project documents for participatory approaches to development must clearly define planning, monitoring, and self-evaluation mechanisms. They should provide a framework allowing for the development of needs based situation specific programs; they should not be blueprints for implementation.

3. **Management: Participatory approaches involving multiple partners create organizational, institutional, and management challenges.**

Projects with participatory approaches and diverse partners involve important development processes for which expertise in organization and institutional development is essential. Such guidance and support could be in the form of a backstopping function through biannual project visits.

4. **Training: The effectiveness of training is greatly enhanced when training courses are linked to follow-up in the field.**

Follow-up with trainees, once they leave the classroom and/or demonstration site, creates opportunities for trainers to encourage former students (be they farmers, high level managers, technicians, or extension agents) to implement a new theme. The same follow-up process enables trainers to get feedback from trainees about what they didn't learn and need to know.

5. **Sustainability: Sustainability is best achieved through institutional networking and financial autonomy.**

Projects that aspire to high levels of institutional networking and financial autonomy enhance the chances that their results will be sustainable once project-funding stops. Both of these aspects are the logical results of the structural readjustment programmes and are especially relevant for the Gambian context, where development programs are still mainly financed through donor funds.

Annex 1 / Summery Tables Methodology

Table 1.1 List of Persons Interviewed

Category of persons interviewed	Male	Female	Total
Farmers & Village Leaders	38	22	60
DLS Livestock Assistants	7	0	7
DLS management YBK	3	0	3
YBK field assistants (non-management,)	5	0	5
DLS staff Abuko (inc.GAM91)	6	2	8
VSF / CH Staff	2	0	2
VSF Animators	3	0	3
DDS workers	3	0	3
Ministry of Agriculture (program office)	2	0	2
UNDP Staff (Gambia)	3	6	9
Action Aid	8	1	9
FAO	1	0	1
ITC	2	0	2
Other	3	1	4
Total number of persons met	88	32	118

Annex 1 / Table 1.2. Summary of Project Activities Observed as Part of the Evaluation of GAM/93/004, October 1997

Activity	YBK Station	Bioram	Brikamaba	Murtabeh	Jahali	Bansang	Kudang	Kerewan Tourray	Basse	Kerjama	Abuko	Total
Poultry Houses	x	x		x								3
Compost Pens	x											1
Poultry Auxiliaries		x										1
Small ruminant auxiliaries				x								1
Large animal auxiliaries				x								1
VHCCs & Clinic	x		x				x					3
Slaughtering facilities & meat stalls	x		x			x	x					4
Butchers associations						x						1
GAMVET Pharmacies	x								x		x	3
Farmer Training* (observed & / or discussed)								x				1
Milk Processing*	x			x	x							3
Haymaking*	x	x						x				3
Poultry *		x		x								2
Meat drying*	x											1
Credit and Savings Study		x	x	x		x		x		x		6
Action AID						x				x		2

Annex 2 Summary Tables GAM/93/004 Project Activities

Annex 2 / Table 2.1: Summary Table of GAM/93/004 Project Activities

Output 1.1 / 1.2: Activities	Target	Achievement to Date	Needed for sustainability	Future activities required	Comment
1.1.1 - 1.1.3 Managerial assistance to GAMVET (consultants, GAMVET, DLS)	18 month consultant	2 months into 6 month assignment	Consultant's recommendations implemented	Regular monitoring by DVOs and GAMVET board	
1.1.4 Training needs assessment of pharmacists (consultants, DLS, VSF)	7 trainees	6 completed 1995 - 1997			
1.1.5 Pharmacist training (GAMVET, DLS, consultant, VSF)	7 trained	6 completed 1996 - 1997	Regular monitoring by DVOs and GAMVET board	Periodic inset training and career incentives	
1.2.1 (a) Divisional pharmacies upgraded (GAMVET, DLS, contractor)	7 rural pharmacies renovated	2 completed in YBK & Basse	3 to be completed in Kaur, Kerewan & Farafeñni	Regular maintenance by GAMVET	
# 1.2.1 (b) Pharmacy at YBK [VSF] May 1995 - December 1996	Interim measure	Handed over to GAMVET in December 1996			
1.2.2 Cooling facilities installed (GAMVET, DLS)	7 rural pharmacies operational	2 installed at YBK & Kaur	3 to be installed at Basse, Kerewan & Farafeñni	Regular maintenance by GAMVET	

Key:

- # = Indicates activities not envisioned in the project document;
- () = Indicates the original partnership envisioned;
- [] = Indicates new partners not envisioned in the project document;
- BOLD** = Indicates the actual partners that carried out a specific activity.

Output 1.3: Activities	Target	Achievement to Date	Needed for sustainability	Future activities required	Comment
1.3.1 Assessment of training needs of Livestock Assistants L/As (VSF, DVO, DLS, WID project, Women's Bureau)	CRD & URD L/As	Completed 1995 - 1997			
1.3.2 Training program for L/As part of the T&V, FNT system (VSF, DVO, DLS, Women's Bureau, WID project)	20 in CRD	40 L/As trained 1995 - 1997 from CRD & URD	Continued practical training	Technical support system established at YBK clinic	Training disrupted by unpredictable staff turnover especially in second year
1.3.3 Mini libraries in the 5 rural pharmacies. (VSF, DVO, DLS)	7 divisional libraries	VSF & DVO have prepared a list of recommended texts	1. Purchase texts; 2. Identify relevant GAM93 project material; 3. Develop management plan	Libraries established & monitored	
1.3.4 Veterinary field kits provided (DVO, VSF)	20 sets	35 distributed 1995 - 1996 in CRD & URD. Approximately 15 kits no longer accounted for.	Regular checks by the DVO	Smaller / simpler kits provided on a cost sharing basis	Checking disrupted by unpredictable staff turnover
# 1.3.5 YBK clinic & laboratory (VSF, DLS)	daily service	Rehabilitated, equipped, trained L/A clinicians & offered daily service since December 1995	Suitable clinician (L/A or Vet) assigned to YBK clinic	Revolving fund to cover costs (drugs / disposable materials etc.)	
1.3.6 ¹ (I) Construction of veterinary health care centers VHCCs (VSF, contractor)	20 sites	7 sites constructed & equipped and 1 site rehabilitated in 1997	1 site to be constructed	Regular monitoring by DVO	
# 1.3.6 (II) Installation of vaccine cool storage facilities (VSF, DLS, EDF provided the solar systems through the PARC program)	3 sites	2 sites solar systems installed at YBK clinic & Jarreng VHCC	1 site still requires the solar system: Sare Sofi VHCC	Regular checks and maintenance by DLS	For DLS (and not GAMVET) to facilitate vaccination campaigns

¹ Originally planned under 1.4.5 below in 20 villages

Output 1.4: Activities	Target	Achievement to date	Needed for sustainability	Future activities required	Comment
1.4.1 Strengthening farmers' associations (DCD, DLS, DDS, CBOs) [VSF]	20 project villages	1. Regular exchange visits 2. DDS assistance to CBOs in management & organisation	Involvement of other institutions e.g. DCD, Department of cooperatives, Action Aid	1. strengthen project ties to Action Aid and DCD & 2. DLS management participates regularly in DCC meetings	
1.4.2 Assessment of farmers' needs (Farmers, VSF, DDS, DLS, DVO, L/As)	20 villages	Baseline 1995 and continually updated as part of training (1996 - 1997)	Need to be continued as an integral part of farmer training		
1.4.3 Farmer Training (Farmers, VSF, DDS, L/As, DLS) [Animators ² , auxiliaries ³ , field assistants ⁴]	No targets specified	6 cycles ⁵ of training completed in 25 villages	1. DVO to ensure that training cycles continue; 2. VSF need to develop a short training manual explaining the approach	Final training cycle scheduled in December 1997	DVO & VSF to collaborate with Action Aid on farmer training
1.4.4 Study tours [VSF, L/As, DLS, DVO]	No specified target	10 visits to the sub region & Malawi	Only sustained through project funding	Follow up to what has been learnt by DLS, L/As & VSF	

² animators recruited in October 1996 to conduct participatory livestock training programs;

³ auxiliaries trained April - September 1997 to assist L/As in extension and vaccination campaigns;

⁴ field assistants hired at YBK originally as labourers on the demonstration sites, since March 1995, but have since become specialist farmer - farmer extension workers;

⁵ Each village benefits from 7 formal cycles of training on poultry, small ruminants and compost pens & hay making interspersed with supporting informal small scale training (see attached farmer cycle training table for details);

1.4.5 Village demonstration sites -20 Model poultry farms (DDS, VSF, L/As, farmers, contractor) [animators, auxiliaries]	20 project villages	13 sites operational	Technical support from L/As and organisational support from CDAs ⁶ or Action Aid	Reorient group extension methods toward individual production assistance	
-Fodder tree propagation (Farmers, VSF, DDS, L/As, contractors) [animators, field assistants, Peace Corps Volunteers]	20 project villages	Seedlings distributed : 2,000 - 1995; 5,000 - 1996;	Incorporate extension message to farmers through training cycle on small ruminants	Use of fodder trees as supplements already well known in the area but costs outweigh benefits of creating intensive feed system	
-Compost pens (Farmers, VSF, DDS, L/As, contractors) [animators, auxiliaries, field assistants]	20 project villages	17 established in 1996	Regular training / extension & supply of cotton seed from GAMCOT	Follow up to the 13 training sessions completed in 1997	Initial economic and social analysis is very positive
-Veterinary Health Care Centers VHCCs	20 project villages				Moved to output 1.3, activity 1.3.6 above
# 1.4.6 Monitoring of village level project activities [VSF, DDS, animators, DVO]	No specific target	Improved monitoring system 1996 - 1997	L/As need continue to monitor project activities especially on gender disaggregation of attendance at training and the distribution of benefits	Continue to record and analyse gender disaggregated data	

⁶ CDAs are the Department of community development field agents the community development assistants;

Output 1.5: Activities	Target	Achievement to date	Needed for sustainability	Future activities required	Comment
1.5.1 YBK demonstration sites and buildings (DLS, contractors) [VSF]	1 office training center & 3 houses	All achieved	Maintenance of teaching staff, curricula and teaching facilities	YBK management plan ⁷	
# Small ruminant breeding program (VSF, DVO) [Field assistants]	No target	Breeding program established	Costs supported by fattening program activity (2.2.6)	YBK management plan	
# Chickens; Guinea fowl; Ducks & Turkeys (VSF, DVO) [Field assistants]	No target	Poultry farm & incubation unit established	Costs supported by cereal processing mill	YBK management plan	
# Cereal processing mill (DLS, DVO, VSF)	No target	Mill functioning on station	Fuel costs and repair met by user fees	YBK management plan	
1.5.2 Cattle & horse compost pens (VSF, L/As, DLS) [field assistants]	1 pen	3 compost pens established	Reduce herd size & production to operate on a commercial basis	YBK management plan	
1.5.3 Fodder tree nursery at YBK (VSF) [Field assistants, Peace Corps Volunteers]	upgrading nursery	Nursery upgraded	Labour costs of 1 field assistant to be met	YBK management plan	
# Fodder tree feed lot (VSF) [Field assistants, Peace Corps Volunteers]	No specified target	Fodder tree lot established	Labour costs of 1 field assistant to be met	YBK management plan	
# vegetable garden linked to composting (VSF) [Field assistants, Peace Corps Volunteers]	No specified target	Vegetable garden established	Labour costs of 1 field assistant to be met	YBK management plan	
1.5.4 YBK showroom & rest rooms (VSF, L/As, DLS, contractors)	Upgrading existing structures	Showroom and rest room upgrade in progress	Maintenance of teaching staff, curricula and teaching facilities	YBK management plan	

⁷ Develop YBK management plan so that recurrent costs can be met by income generating activities of the training and demonstration sites.

<p># 1.5.5 Farmer residential center [VSF, contractor]</p>	<p>No target specified</p>	<p>6 huts, 1 store & 1 kitchen completed</p>	<p>Maintenance of teaching staff, curricula and teaching facilities</p>	<p>YBK management plan</p>	
<p># 1.5.6 Farmer networking to YBK & the project area [VSF, animators, DDS, field assistants]</p>	<p>No target specified</p>	<p>Regular exchange visits to YBK & within CRD</p>	<p>5 field assistants need to be on site at YBK to provide extension advice</p>	<p>YBK management plan</p>	

Output 2.1: Activities	Target	Achievement to date	Needed for sustainability	Future activities required	Comment
2.1.1 Slaughter slab plans evaluated (DLS, VSF, contractor)		Completed 1995 - 1997			
2.1.2 Slaughter slabs constructed (DLS, VSF, contractor, DDS, L/As)	20 sites	6 slaughter houses & 7 slaughter slabs constructed	Upkeep by butchers & Area Council	Regular monitoring by L/As & health inspectors	
2.1.3 Provision of water supply (DLS, VSF, DDS, contractor)	No target specified	5 sites water provided ⁸	Piped water installed at Janjangburch	Upkeep by butchers & Area Council	
2.1.4 Assessment of butchers' training needs (DLS, VSF, DDS, L/As)	No target specified	Completed 1995 - 1997			
2.1.5 (1) Formal Butcher training at YBK (DLS, VSF, DDS, L/As)	No target specified	Approximately 65 butchers trained on hygiene, slab management & meat processing	1. Maintain facilities at YBK 2. Skills transfer to L/As	Hides & skins training to be implemented; DDS to complete 2 year contract at YBK	
# (II) On-the-job butcher training (DLS, VSF, DDS, L/As)	No target specified	In process at all 13 new slaughter sites	Regular monitoring by L/As & health inspectors	DVO to ensure that L/As continue on the job training & monitoring	
# (III) Regular monitoring of the slaughtering facilities (DLS, VSF, DDS, L/As)	No target specified	Monitoring checklist designed & collated monthly for the 13 sites	1. Upkeep by butchers & Area Council 2. 5 butchers' associations strengthened	DVO to ensure that L/As continue on the job training & monitoring; L/A & DDS assist organisation of the butchers' associations	1 butchers' association functioning in Bansang as a model 2 others organised in Brikamaba & Janjangburch

⁸ Piped water supplied at Bansang slaughter house; 4 local wells created at 4 slaughter houses; piped water extension provided at YBK from the veterinary camp. No budget provided for water facilities in the project document.

Output 2.2 / 3.1: Activities	Target	Achievement to date	Needed for sustainability	Future activities required	Comment
2.2.1 Upgrading meat stalls (DLS, VSF, DDS, contractor)	10 sites	4 sites completed & 1 in process	Upkeep by butchers & Area Council	Regular monitoring by L/As & health inspectors	
2.2.2 Building and operating a dairy store at Bansang (CBO, DLS, VSF, contractor)	1 site				Discontinued as not feasible
# Village level milk hygiene training [DDS, VSF, L/As]	No target specified	Phase I - III on hygiene, pasteurisation & souring completed	1. skills transfer from DDS to L/As & health inspectors 2. DDS to complete 2 year contract at YBK	DVOs, L/As & health inspectors to be supervised to conduct extension and training	
# Phase IV milk vendor processing [DDS, VSF, L/As, health inspectors]	No target specified	Phase IV planned for November / December 1997	1. skills transfer from DDS to L/As & health inspectors 2. DDS to complete 2 year contract at YBK	DVOs, L/As & health inspectors to be supervised to conduct extension and training	
2.2.3 Promote the consumption of poultry products and milk (VSF, DDS, L/As)	No target	Not developed under this activity			see also 1.4.5 poultry associations & 2.2.2 milk training
# Meat processing unit (VSF, DDS, L/As, contractor)	No target	Completed in 1997 & L/As and butchers trained	1. DDS to collaborate with Action Aid to organise dried meat processing with women's CBOs 2. Assess experiences and consider options	YBK management plan	

# Hides and skins drying shed (VSF, DDS, L/As, contractor) [Mascott UK L.td]	No target	Construction in progress; L/As & DDS trained at a workshop in September	DVO to monitor the maintenance of the facility	YBK management plan	
# Milk processing unit (VSF, DDS, L/As, field assistants, contractor)	No target	Completed in 1997 & Field assistant trained	Maintenance costs to be met by milk sales	YBK management plan	
# Marketing of livestock products (VSF, DDS, L/As) [WID project, urban butchers, cattle dealers, livestock producers]	No target	Workshop & surveys completed 1997	Recommendations to be included under activity 3.1.1	Awaits the publication of the report	
2.2.4 YBK show (DLS, L/As, contractor, DDS, CBOs) [VSF]	Annual	3 shows 1995 - 1997	Dependent upon DLS obtaining funding	DLS plans for 1998; Identify funding source	
2.2.5 Abuko show (DLS, contractor, DDS, CBOs)	Annual	3 shows 1995 - 1997	Dependent upon DLS obtaining funding	DLS plans for 1998; Identify funding source	
# 2.2.6 Sheep fattening program to complement DLS efforts [VSF, field assistants, DVO]	No target	Permanent site to be constructed at YBK	Production costs to be sustained	YBK management plan	
3.1 Credit and savings consultant hired in 1997 [ToR to include marketing] (DLS, consultants)	6 week consultant	3 month assignment	Consultant's recommendations implemented	Awaits the publication of the report	
3.1.2 Divisional workshop to present findings and discuss with livestock owners and communities (DLS, consultants)	1 workshop	Workshop to be planned before December 1997	Consultant's recommendations acceptable to the community and implemented	Awaits the publication of the report & the findings from the workshop	

Table 2.2 Summary Table of GAM/93/004 Activities in 20 Project Villages

Village *	LA **	DDS	Animator	Poultry Aux	SR Aux	Large Aux	FT	Poultry	Fires	Compost	LAT	VHCC	BT	Stall
Jarreg	1	1	0	1	0	1	1	1	1	1	1	1	1	0
Marmut Fana	1	0	1	1	1	1	1	1	1	1	1	1	1	0
Pateh Sam	0	1	0	1	1	1	1	1	1	1	0	0	0	0
Kudang	1	1	0	0	0	0	1	0	0	0	1	1	1	1
Jahally	0	0	0	1	1	1	1	1	1	1	0	0	1	1
Brikamaba	1	0	0	1	1	0	1	1	1	0	1	1	1	1
Njoben	0	0	0	1	1	1	1	0	1	0	0	0	0	0
Boiram	0	1	1	1	1	1	1	1	1	1	0	0	1	0
Sare Fula	0	0	0	1	1	1	1	1	1	1	0	0	0	0
Sare Babou	0	0	0	1	1	1	1	0	1	1	0	0	0	0
Sare Ngai	1	1	1	1	1	1	1	1	1	1	1	1	0	0
Fula Bantang	0	0	0	1	1	1	1	0	1	1	0	0	1	0
Murtabeh	0	0	0	1	1	1	1	1	1	1	0	0	0	0
Sincho Yoro	0	0	0	0	1	1	1	0	0	1	0	0	0	0
YBK	1	1	1	1	1	1	1	1	1	1	1	1	1	0
Galle Manda	1	0	0	1	1	0	1	1	1	1	1	1	1	0
Madina Tunyang	0	0	0	1	1	1	1	0	1	1	0	0	0	0
Boraba	0	0	0	1	0	0	1	0	1	0	0	0	0	0
Sankuley Kunda	0	0	0	0	1	0	1	0	1	0	0	0	0	0
Janjangbureh	1	0	0	1	0	0	1	1	1	0	1	1	1	1
Bansang #	1	0	0	0	0	0	1	0	0	0	1	1	1	1
Sare Sofi #	1	0	0	0	0	0	0	0	0	0	1	1	0	0
Nije Kunda #	0	0	0	1	1	1	1	0	0	1	0	0	0	0
Sincho Chandary #	0	0	0	1	1	1	1	0	0	1	0	0	0	0
Adhoulie #	0	0	0	0	0	0	1	1	0	0	0	0	0	0
Tummani Faty #	0	0	0	0	0	0	0	0	1	0	0	0	0	0
Sare Youtou #	0	0	0	0	0	0	1	0	0	1	0	0	0	0
Sincho Alhagie#	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Total	10	6	4	19	18	16	25	13	19	17	10	10	12	4

Key:

1 = Yes } a measure of activity
 0 = No }

= non project villages receiving assistance from the project
 * = all villages have had exposure to the farmer training cycles on poultry; small ruminants & fodder trees; compost pens; bus fire prevention; and milk hygiene and pasteurization training.

** = most LAs have attended some FNT livestock assistant training however attendance and coverage is sporadic owing to the high turnover staff.
 BT = Butcher Training DDS = UN domestic development service worker AUX = Livestock Auxiliary
 FT = Farmer Training LA = Livestock Assistant SR = Small Ruminants
 VHCC = Veterinary health care center in YBK there is a well equipped clinic and laboratory LAT = Livestock Assistant Training

Annex 3: Summary Tables on Implementation

Annex 3 : Table 3.1 Budget Revisions made During Project Implementation

Revision No.	Date of Revision	Initial Amount (\$)	Final Amount (\$)	Budget Increase (\$)	Reason (s) for Revision
A	2. 5. 94	74,000	74,000	0	Original Project budget - Shadow
B	23. 5. 95	74,000	74,000	0	To reflect expenditures in 1994 and rephase funds to 1995. BL13 created for Admin. Support.
C	7. 7. 95	74.000	74.000	0	To accomodate project adjustments for staff mobility & rehabilitation of YBK.
D	14. 11. 95	74.000	74.000	0	To rephase unspent funds in 1995 to 1996 & 1997.
E	14. 5. 96	74.000	74.000	0	To reflect actual expenditures in 1995 and rephase of unspent funds to 1996 and future years.
F	28.11. 97	74.000	74.000	0	To reflect estimated UNDP VSF/cost sharing expenditures for 1996 and, rephase unspent balances to 1997.
G	20. 5. 97	74.000	74.000	0	To reflect the 1996 actual expenditures and rephase the unspent balances into 1997.
H	26. 6. 97	74.000	84.000	10.000	To increase BL6-02 for provision for evaluation.
I	20. 8. 97	84,000	84,000	0	To increase BL15 from savings made in BL11.001 and 11.051, and rephase allocations on BL11.052 from 1996 to 1997.
Total Increase				10.000	

Annex 3 / Table 3.2 Expenditure Statements Against Budget, Department of Livestock Services (in US \$)

PROJECT COMPONENT	Original Budget (May '94)	Revision (Aug.'97)	1994	1995	1996	1997	Direct Payment	Total Exp.	Balance as at 9/97
PROJECT PERSONNEL									
0011 Experts:									
011-001 Management Consultant	50,000.00	47,050.00				47,050.00		47,050.00	0
011-051 Savings/Credit Consultancies	30,000.00	21,144.00				21,144.00	21,144.00	21,144.00	0
011-052 National Consultant	0.00	5,406.00		2,406.00			68,194.00	2,406.00	3,000.00
11-99 Subtotal	80,000.00	73,600		3,860.96	4,141.23	3,363.24		68,194.00	3,000.00
013 Administrative Support	0	10,407		5,599				11,365.43	958.43
14 - UN Volunteers									
014-001 DDS Field Works	126,000.00	80,994		5,267	990	74,827		80,994.00	
014-002 Un Volunteers	0.00	900							
14-99 Subtotal	126,000.00	87,493		6,084.98	4,179.04	5,005.18	84,962.01	84,962.01	2,530.99
15-000 Official Travel	15,000.00	27,386	208.79					15,477.00	
015 Expert Official travel	0.00	3,424					3,424.00	3,424	
15-99 Subtotal	15,000.00	30,810	208.79	6,084.98	4,179.04	5,005.18	3,424.00	1,890.99	11,908
16-00 Mission Cost									
016-001 Mission Cost-CH	4,000.00	4,000				4,000		4,000.00	0
016-002 Mission Cost - UNDP	5,000.00	20,000				20,000.00		20,000.00	
16-99 Subtotal	9,000.00	24,000				24,000.00		24,000	
019-Component Total	242,000.00	226,309		9,945.94	8,320.26	8,368.42	88,386.01	209,892.42	16,480.58
020 Subcontract									
021-001 VSF-CH	539,000.00	539,001		79,647.59	63,775.40	36,269.43	326,001.00	505,693.42	33,307.58
029 Component Total	539,000.00	539,001.00		79,647.59	63,775.40	36,269.43	326,001.00	505,693.42	33,307.58
030 TRAINING									
031-00 Fellowship (Diploma)	72,000.00	72,000					38,932.00	38,932.00	38,068
032-001 Livestock Show, Abuiko	60,000.00	50,044		31,456.33	11,013.32	8,395.26		50,864.91	-820.91
032-02 Livestock Show, CRD	20,000.00	15,498	329.67	4,243.27	5,056.04	5,679.89		15,308.87	192.13
032-003 Seminar/Workshop	30,000.00	26,592	824.18	12,717.30	7,676.53	3,072.13		24,290.14	2,301.86
032-004 Study Tours	30,000.00	17,382		7,132.66		4,447.08		11,879.74	5,502.26
039 Component Total	212,000.00	181,516	1,153.85	55,549.57	23,745.89	17,144.28	38,932.00	136,525.58	44,990.00

040 Equipment														
041 001 Pharmacies	55,000.00	60,823	1,846.15	14,922.59	20,147.22	11,312.91	6,060.00	54,288.87	6,534.13					
041-002 Vet. Assistants	6,000.00	6,316	785.71	5,541.91	2,090.91	497.41		8,915.95	-2,599.95					
041-003 YBK/Bansang Equipment	35,000.00	58,917	4,246.70	19,669.50	3,136.77	22,712	19,974.38	69,739.16	-10,822.16					
041-004 Vehicles	45,000.00	49,544		609.27			48,487.04	49,096.31	447.69					
041-001 Premises	0	3,110		110				3,110						
049 Component Total	141,000.00	178,710	6,878.57	40,743.27	25,374.90	34,522.13	74,521.42	182,040.29	-6,440.29					
050 Miscellaneous														
051-000 Operation & Maintenance	30,000.00	32,191	2,106.04	13,065.58	12,028.88	11,570.31		38,770.81	707.19					
051-001 Operation & Maintenance	0	7,287		3,042.72										
052-000 Reporting Cost	9,000.00	9,465	285.71	3,042.72	1,241.55	3,008.17		7,578.15	1,886.85					
53-000 Sundries	3,000.00	19,896	1,488.02	7,486.80	4,309.78	4,658.81	4,598.93	17,943.42	8,577.58					
053-001 Sundry	0	2,817						2,817.00						
053-002 Sundry	0	3,808						3,808						
059 Component Total	69,000.00	75,464	3,879.78	23,595.09	17,580.21	19,237.29	453,319.00	64,292.37	11,171.63					
099 Budget Type Total	1,203,000.00	1,201,001	12,120.99	209,481.47	138,796.66	115,541.56	453,319.00	916,340.81	284,660.19					

Note: Revised Budget of August 1997 was used to calculate expenditures.

Annex 3 / Table 3.3 VSF-CH Sub-Contract Budget Expenditures against The Original Budget

Budget line item	Original Budget (May '94) (US \$)	1995 Expenditures (US \$)	1996 Expenditures (US \$)	1997 Expenditures (US \$)	Balance (Oct '97) (US \$)
(a) Activities					
21-01-001 Training LIAs	50,000	4,109	17,769.30	20,441.30	3,180.30
21-01-002 Etables	21,000	2,085.51	3,092.00	12,900.40	1,032.50
Fumiere					
21-01-003 Horse/Cattle	2,000	2,424.40	445.2	0	-1,049.60
21-01-004 Health Centre	16,000	0	10,380.50	7,040.60	-2,861.10
21-01-005 Veterinary Tools	10,000	2,543.90	1,410.30	314.7	4,831.10
21-01-006 Poultry House	5,000	1,121.30	4019.5	470.8	-1,061.60
21-01-007 Nurseries	11,000	1,469.60	2,418.50	1,122.90	4,999.00
21-01-008 Slaughterer Slabs	32,000	14,777.20	18,927.50	360	-4,944.70
21-01-009 Butcher	10,000	0	2,264.00	5,652.70	1,183.00
Training					
21-10-010 Marketing	10,000	0	3,930.80	2,267.30	2,901.90
Sub-Total	167,000	28,530.60	64,657.60	50,570.70	8,211.10
(b) Equipment					
21-01-011 Computer	3,500	0	5,176.60	0	-1,991.60
21-01-012 Printer	500	0	801.4	0	-346.4
21-01-013 UPS	500	0	0	0	455
21-01-014	1000	0	0	0	910
Charger/Inverter					
21-01-015 Office	500	52.5	1,222.50	9	-829
Equipment					
21-01-016 Expendable	10,000	1,131.20	2,830.00	2,861.80	2,277.00
Material					
Sub-Total	16,000	1,183.70	10,030.50	2,870.80	475
(c) Consultants					
21-01-017 Short-Term	30,000	1,182.00	2,115.80	200	20,802.20
Consult.					
21-01-018 Sheep and		0	1,216.30	1,525.80	257.9
Goats					
Sub-Total	30,000	1,182.00	3,332.10	1,725.80	21,060.10
(d) DLS					
00-02-141-148 YBK O&M	0	0	7,977.10	6,217.00	-14,194.41
Total	213,000	30,896.30	85,997.30	61,384.30	15,562.10

Annex 3 / Table 3.4 Expenditure Statement Against Budget - UNDP (in US \$)

PROJECT COMPONENTS	Original Budget (5/94)	Revised Budget (8/97)	Expt. 1994	Expt. 1995	Expt. 1996	Expt. 1997 (9/97)	Total Expt. 10/97	Balance, 10/97
010 PROJECT PERSONNEL								
011 Experts								
011-001 Gamvet Mgmt. Consult.	50,000	47,050				47,050	47,050	
011-051 Savings/Credit Consult.	30,000	21,144				21,144	21,144	
011-052 National Consultants		5,406		2,406		3,000	5,406	
11-99 Sub-Total	80,000			2,406	1,998	71,194	73,600	
13 Admin Support personnel		1,998			1,998		1,998	
013-001 Admin Support		8,409		758	2,651	5,000.00	8,409	
13-99 Sub-Total		10,407		758	4,649	5,000	10,407	
14 UN Volunteers								
014-000 UN Volunteers		5,599			5,599		5,599	
014-001 7 DDS Field Workers	126,000	80,994		5,267	900	74,827	80,994	
014-002 UN Volunteers		900			900		900	
14-99 SubTotal	126,000	87,493		5,267	7,399	74,827	87,493	
15 Official travel								
015-000 Official Travel	15,000	27,386		166	3,046	17,380	27,386	
015-001 Experts official travel		3,424			3,424	17,380	3,424	
15-99 SubTotal	15,000	30,810		166	6,470	17,380	30,810	
16 Mission Costs								
016-001 Mission Costs - CH	4,000	4,000				4,000	4,000	
016-002 Mission Costs - UNDP	5,000	20,000					20,000	
16-99 SubTotal	9,000	24,000					24,000	
019 COMPONENT TOTAL	230,000	226,309		166	18,517	192,401	226,309	
020 SUBCONTRACTS								
021 001 VSF-CH	539,000	468,100		108,667	112,288	186,922	468,100	
029 COMPONENT TOTAL	539,000	539,001		108,667	183,189	186,922	539,000	
030 TRAINING								
031 000 Fellowships	72,000	72,000			23,932	38,932	62,864	9,136

Annex 4: List of Persons Interviewed

UNDP Office, Banjul

Zahra Nuhru, Resident Representative
 Bathalomew Nyako-Mensah, Deputy Resident Representative
 Beatrice Allen, Programme Officer
 Sekou Sanyang, Programme Officer, UNDP
 Haddy Lamin, Programme Officer, National Execution
 Diane Gibsleda, UNV programme officer
 John Wayen, Economic adviser
 Susanna Thorsboll, JPO
 Elizabeth Forbes, Programme Officer
 Marc de Belino, UNDP Comoros / RBA
 Jakob Simonosen, UNDP RBLAC / NY
 Estina Kobia, UNDP New York / OAPR
 Matudjeng Motana, UNDP RBA / NY

Department of State For Agriculture, Banjul

Sambou Kinteh, Permanent Secretary
 Anthony Taylor, Deputy Permanent Secretary

Department of State for Economic Affairs

Yusurpha Kah, Permanent Secretary

FAO Office, Banjul

Joseph Coompton, Acting FAO Representative

Department of Livestock Services

Dr. Omar Touray, Director, Division of Livestock Services, Director, GAM94
 Dr. Badou Loum, Deputy Director, Division of Livestock Services
 Fatou Gaye Beteve, Wid-Livestock Subcomponent, Deputy Coordinator
 Ellen Secka-Nie, WID-Livestock Subcomponent, Coordinator
 Omar Njai, Sr. Animal Husbandry Officer, Coordinator, IRDPC/DLS (Islamic Development Bank Project that followed GAM94)
 Sang Mendy, GAM/93/004 project Accounts Clerk
 Babouccar Jaw, Veterinary officer

ECA

Dr. Kodjo Agbassa, ECA Livestock Specialist, Addis Ababa

GAMVET/Abuko

Wally Ceesay, GAMVET Sales Assistant
 Chris White, Mascott Consultant, GAMVET
 Mamat N'Jie, GAMVET Manager

ITC (International Trypanotolerant Centre), Kerr Sering

Dr. Sabine Osaer, Veterinary scientist involved in the small ruminant project at ILO
 Dr. Bart Goosens, Veterinary Scientist, Small Ruminant Project at ITC
 Dr. Juiner, Animal Scientist (animal breeding), Genetic Improvement of Trypanotolerant Livestock
 Dr. Jan Van Wingham, forage Production, pasture improvement
 Dr. Famara B. Samyang, Veterinarian, Station Manager
 M.L. Ceesay, Tsetse Entomologist, Tsetse monitoring and control
 Dr. Bakaray N. Touray, Veterinarian Deputy Director General
 Professor Dr. Lee Dempfle, Geneticist, DG
 Dr. Raffaele Mattioli, Veterinarian/Scientist, Disease research Unit

YBK Station, Central River Division (South)

Alistair Short, Project Leader, VSF-CH team

Dr. Marc Bono, Veterinarian, VSF-CH team
 Abdoulie Manjang, Acting DVO and Project Coordinator
 Banjo Manneh, Field Assistant, Nursery/Garden
 Kundu Seidi, Field Assistant, Compost Pens
 Madou Camara, Gamvet Pharmacist
 Nelson Mumba, DDS

Boiram Village

Amie Boye, President, Women's Association
 Fanta Boye, V/President, Women's Association
 Alhaji Boye, Farmer
 Ebou Boye, Secretary, Women's Association
 Mot Boye, V/Secretary, Women's Association
 Jama Boye, Farmer
 Samba Wadda, Animator
 Abdoulie Joof, Livestock Assistant,
 Kwasi Adessou, DDS
 Alhagi Ousman Boye, Farmer
 Babou Boye, Farmer
 Chew Boye, Farmer
 Alhaji Samba, Farmer
 Fatou Fana Boye, Student
 Hinchu Boye, Student

Brikamaba/Jahali Village

Fatou Sillah, President, Women's Association
 Jabou Jaiteh, V/president, Women's Association
 Karren Demba, Farmer
 Adama Kaira, Farmer
 Alhaji Momodou Kebba, Alkalou, Jahali village
 Sillah Kebbeh, Farmer

Murtabeh Village

Samba Sabally, Alkalou, Murtabeh Village
 Jiwo Ceesay, Poultry Auxiliary
 Alhaji Sabally, Small Ruminant Auxiliary
 Yero baldeh, large Ruminant Auxiliary
 Albilo Jallow, Animator, large Ruminants
 Mbureh Jawo, President, Farmer Association
 Yusupha Bojang, Livestock Assistant, Sare Ngai village
 Balajo Njinn, Contact farmer
 Gawano Baldeh, Member, Women's Group
 Kadijatou njinn, ..
 Hawa Jawo, ..
 Ndey Sam, ..
 Jainaba Sam, ..
 Fatou Sollum, ..
 Ceka Baldeh, ..
 Kadijatou Baldeh, ..

Bansang Town

Demba Trawally, Livestock Assistant, YBK
 Gaye Camara, Butcher
 Ali Mbenga, ..
 Sunkary Faye, ..
 Matta Dicko, ..
 Gibba Jallow, ..
 Mbaric Faal, ..

Kubiya Camara, ..
 Mamma Kurubally, ..
 Samuel Mukakanya,..
 John Kitongo, Credit and Marketing Consultant, Mascott LTD.
 Ernest Aube, Programme Manager, Action Aid
 Lamin Sawo, Deputy Programme Manager, Action Aid

Kudang Village

Kassum Sanneh, Livestock Assistant

Kerewan-Touray Village

Kemo Ceesay, Livestock Assistant
 Karamo Wally, Livestock Assistant
 Musa Baldeh, field assistant
 Babouccar Gaye, Animator
 Alhaji Alieu Touray, Alkalou
 Jabel Boye, Farmer
 Demba Trawally, Livestock Assistant

Basse Town

Fatou Bah, Pharmacist, Basse
 Ebrima Ann, DVO, Basse

Kerr Jama Village

Jabel Boye, President, Apex Association
 Alhagi Njie, Secretary, Apex Association and Youth Leader
 Assan Gaye, Member of Apex Association
 Abdou Boye, ..
 Mbacha Boye, ..
 Momodou Sillah, ..
 Jai Boye, ..
 Alhagi Magai Gai, ..
 Haddy Boye, ..
 Mam Tuti Boye, ..
 Sheik Boye, ..
 Rohie Ceesay, ..
 Lone Boye, ..

Others:

Dr. Mohammed Kebbeh, Head Economist, NARI
 Beatrice Prom, Librarian, Peace Corps Office

Annex 5: Program and Itinerary of the Evaluation Mission GAM93/004 (October 1997)

Tuesday, 7/10/97

- Arrival of Dr. McMillan
- Initial meetings Dr. McMillan-Mr. Jallow

Wednesday, 8/10/87

- Visit UNDP/Banjul: Meet Zahra Nuhru, Resident Representative and Beatrice Allen, Program Officer, GAM/93/004
- Visit DLS: Meet Dr. Omar Touray, Director, Division of Livestock Services, Director, GAM94; Dr. Badou Loum, Deputy Director, Division of Livestock Services

Thursday, 9/10/97

- Visit DLS: Meet Dr. Omar Touray and Dr. Dr. Badou Loum

Friday, 10/10/97

- Visit DLS: Meet Fatou Gaye Beteje, Wid-Livestock Subcomponent, Deputy Coordinator; Ellen Seckanie, WID-Livestock Subcomponent, Coordinator; and Omar Njai, Sr. Animal Husbandry Officer, Coordinator, IRDPC/DLS
- Visit UNDP/Banjul: meet Zahra Nuhru
- Atlantic hotel: meet with Samuel Mukakanya, DDS Meat Specialist; and Dr. Kodjo Agbassa, ECA Livestock Specialist, Addis Ababa

Saturday, 11/10/97

- Work session (McMillan, Jallow) at UNDP

Sunday, 12/10/97

- Work session at hotel(Jallow and MacMillan)
- Hotel: went over schedule with SamuelMukakaya, DDS

Monday, 13/10/97

- Visit DLS: Meet with Sang Mendy, Project Accounts Clerk; Wally Ceesay, GAMVET Sales Assistant; Chris White, GAMVET GAMVET Consultant; and Mamat N'Jie, GAMVET Manager
- Review upcountry arrangements with Dr. Omar Touray, director, DLS

Tuesday, 14/10/97

- Visit DLS: Meet with Dr. Omar Touray
- Visit UNDP/ Banjul Office, logistics
- Visit ITC in Ker Sering: Meet Director, Deputy Director and staff
- Arrival of Hamman Mulder, Swiss Consultant

Wednesday, 15/10/97

- Visit UNDP Office: Meet Zara Nuru and Beatrice Allen with Hamman Mulder
- Visit FAO Office in Banjul: Meet Acting FAO Representative a.i. Joseph Coompton
- Visit DLS: Meeting with Dr. Omar Touray
- Visit Bakau Restaurant: Dinner with Beatrice Prom, Incountry Resource Center Manager, Peace Corps/The Gambia; Dr. Touray, Dr. Mohammed Kebbeh (Chief Economist, National Agricultural Research Institute); Dr. Badou Loum; Jallow, McMillan, Mulder

Thursday, 16/10/97

- Visit DLS: Meet Sang Mendy, Project Accounts Clerk; and Gamvet Abuko Staff.
- Visit Department of State for Agriculture: Meet with Sambou Kinteh, Permanent Secretary; and Anthony Taylor, Deputy permanent Secretary (projects)

Friday, 17/10/97

- Travel to YBK, Central River Division

- Visit YBK Veterinary Clinic, training centre, and demonstration sites

Saturday, 18/10/97

- Visit Boiram Village: meet village association, visit poultry houses, and interview farmers.
- Visit Brikamaba village: VHCC and Livestock Assistants.
- Visit Jahali village: interview farmers, visit slaughter slab and Slaughter house
- Visit Gamvet Pharmacy at YBK and interview pharmacist

Suggested themes to focus on: Project Activities + Collaboration WID Project and other UNDP supported efforts

- Dinner with Fatou Gaye Beteye, Wid-Livestock Subcomponent, Deputy Coordinator; Ellen Seckanie, WID-Livestock Subcomponent, Coordinator, and two butchers attending a workshop at YBK

Sunday, 19/10/97

- ITC, Sololo: review project documents and collate field notes
- Visit Murtabeh village: visit poultry houses; interview women farmers, poultry and large ruminant auxiliaries

Monday, 20/10/97

- Visit Kudang village: visit VHCC, Slaughter slab and Abattoir
- Visit Kerewan Touray village: observe a compost pen and hay making training session, interview two Livestock Assistants
- ITC, Sololo: meet with Abdoulie Manjang, acting DVO and Project Coordinator; Meet with Abdoulie Manjang, Alistair Short, and Marc Bono.

Tuesday, 21/10/97

- Visit Bansang town: visit slaughter house and observe slaughtering, visit meat stall and interview butchers
- ITC, Sololo village: meet with Dr. Omar Touray (Project Director), Anthony Taylor (Deputy PS, Agric for projects) and Abdoulie Manjang
- Visit Basse Town: Meet Fatou Bah, pharmacist, Gamvet, and Ebrima Ann, DVO, Upper River Division
- YBK Station: meet with project team including the three DDS workers, and a Livestock Assistant

Wednesday, 22/10/97

- Depart ITC Sololo via YBK to Banjul
- Visit UNDP, Banjul: Meet with UNDP Resident Representative and Deputy

Thursday, 23/10/97

- Visit DLS: Meet with Dr. Omar Touray, Director, DLS; and Gamvet staff and two board members

Friday, 24/10/97 (UN Day)

- Report Writing
- Visit UNDP office: meet with Zara Nuru, Resident Representative; Deputy Res. Rep.; Beatrice Allen, and National Execution officer, Mrs Lamin.

Saturday, 25/10/97

- Report writing

Sunday, 26/10/97

- Report writing

Monday, 27/10/97

- Debriefing meetings with UNDP; Deputy Permanent Secretary, Department of State for Agriculture; and Department of livestock services and VSF-CH staff

Tuesday, 28/10/97

- Document Revision
- Second debriefing, UNDP/International Conference on NEX, UNDP Office (approximately 10 persons)

Third Debriefing : UNDP Resident Representative, Deputy Resident Representative and Project
Coordinator -UNDP Office
- Departure of Dr. McMillan and Mr. Mulder.

ANNEX 6
LIST OF REFERENCES CONSULTED

A. GAM/93/004 Documents Consulted

GAM/93/004 QUARTERLY REPORTS

VSF-YBK Team. Progress Report (April, May, June 1995).

Gerard, Antoine. GAM93/004. Enhancing Rural Capacities Through Livestock Development. Rapport Trimestriel (Janvier-Avril 1995). VSF-Suisse. YBK: DLS/VSF.

VSF-CH. 3rd Quarterly Progress Report, September 29, 1995.

_____. 4th Quarterly Progress Report, January 19, 1996.

_____. 5th Quarterly Progress Report, January-March, 1996. Annexes I-V.

_____. 6th Quarterly Progress Report, April-June 1996.

_____. 7th Quarterly Report, July-September 1996. Annex 1-15.

_____. 8th Quarterly Report, October-December 1996. Annexes 1-2, 3-22.

_____. 9th Quarterly Progress Report, January-March 1997. Annexes 1-28.

_____. 10th Quarterly Report, April-June 1997. Annexes 1-14.

_____. 11th Quarterly Report, October 1997. Annexes 1 & 2., 3-10.

_____. 1997. Monitoring Visit to the GAMVET Rural Pharmacies in Kaur, Farfenni, and Kerewan: 26/8/97 to 27/8/97.

GAM/93/004 TRAINING MODULES (unpublished manuscripts)

Miscellaneous

Management and Record-Keeping for Livestock Assistants

Meat Inspection

Crop Residue Feeding

Refresher Course, Anatomy, Pr. Charles Kondi AGBA, ESIMV-Dakar.

Propedeutic (Previous knowledge of the diagnostic of disease, their treatment and their prophylaxis)

Check-Up Checklist (part one) and (part two) (part three) (part four)

Written Medical Prescription

Zoonoses

Trypanosomosis

Newcastle Disease (Importance, Diagnosis and Control)
 Organization of a Vaccination Campaign: Newcastle Disease
 Peste des Petits Ruminants (PPR), Pasteruellosis of Sheep
 Pododermatis
 Anthrax, Black Quarter, Malignant Edema, and Hemorrhagic Septicemia
 African Horse Sickness (AHS)
 Ulcerative Lymphangitis and Epizootic Lymphangitis
 Rabies
 Veterinary Instruments
 Surgery
 The Reproductive System

Extension Training

Animal Techniques (1 day)
 Poultry (2 days)
 Small ruminants/fodder tress (2 days)
 Compost pen/hay making (2 days) taught by VSF Kolda Team, Kawasi Adessou (GRAAP), local animators and VSF vets.

Pharmacy Training Materials

Assessment of Training needs (by individual)
 Accounting for Pharmacists
 Stock-keeping/Management
 Different drug descriptions

Farmer Training

Plan for Farmers Training:
 -Basic animal health on small ruminants
 -Deworming campaign
 -Supplement Use of fodder trees-Compost
 Plan for Farmer Training
 -Introduction of compost pens
 -Hay making
 Management of Natural Resources
 Bush Fire Prevention

Local Animator Training, March 17-28, 1997

Introduction
 Poultry
 Small Ruminants
 Basic animal health on short cycle species: Poultry
 Basic animal health on small ruminants: sheep and goats
 Large Animal Feeding/hay making/compost pen
 Auxiliaries or Village Health Workers within GAM/93/004
 Poultry Housing
 Animal Health Calendar

Small Ruminant housing
 Small Ruminant Feeding
 Common diseases to be discussed and general description

Butcher Training

Hygiene
 Slaughter slab management
 Sensitization to the importance of meat inspection
 Introduction to zoonosis
 Use and/or safe elimination of by-products
 Processing of meat and meat products

GAM93/004 EVALUATIONS

Evaluation Questionnaire, Anatomy Seminar (16-17/2/96)

GAM93/004 OTHER DOCUMENTS

GOTG/UNDP/VSF-CH. 1995. Socio-Economic Survey, GAM/93/004. Enhancing Rural Capacities Throught Livestock. January.

✓ _____. 1994. Project Proposal: Enhancing Rural Capacities Through Livestock Development. February, 1994. Signed, 12 May 1994.

✓ _____. 1995. Project Performance Evaluation Report (PPER). January 1995-May 1996. GAM/93/004.

_____. 1997. Department of Cooperatives Assessment Appraisal of the GAM/93/004 Women's Associations. Notes from Mr. Gibba, Deputy Director. February 24, 1997.

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July 3, 1995

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Annex 8.1: Assessment of Farmer's Livestock Problems and Needs in CRD South¹

Project averse farmers / Project sustainability

- “*Projects ask us the problems, make promises but never come back*”;
- Don't waste our time: meetings without action are no help!
- Sandra's project was good (project GAM87). She treated and vaccinated our small ruminants but since she left nothing is now done.

Animal health

- No drugs are available except in Abuko; Drugs are expensive and livestock assistants' charges are high.
- Poor animal health service; Livestock assistants are not always available;
- There is a demand for better treatments and vaccinations for their livestock.

Animal diseases

- Mortality high in their **small ruminants** even after vaccination against PPR;
- High mortality in **chickens**;
- Farmers describe many diseases which they have no cures for.

The environment

- Animals malnourished (lack of food and water in the dry season) due to lack of grazing land, lack of water point and bush fires.
- Farmers request for grazing areas in order to avoid conflict between livestock owners and cultivators.

Cattle and milk

- Low milk production in the dry season;
- Lack of pasture means **cattle** migrate to the Casamance and Niamina resulting in animal losses and no milk for home consumption.
- There is a demand for knowledge on improved animal husbandry.

Butchers and Meat

- Poor slaughtering facilities and lack of meat stalls;
- Spoilage of meat due to a lack of storage facilities;
- Poor understanding between livestock assistants, health inspectors and butchers;
- Tax paid to the Area Council without any maintenance of the meat facilities.

Other issues

- Farmer's associations exist but have political and organisational problems;
- There is a demand for credit facilities for farmers' associations to establish income generating activities;
- Examples include poultry, ram fattening, gardening, tie & dye and powered corn milling.

¹ *Surveys were conducted between March and October 1995 with farmer groups, butchers, livestock assistants and other key informants within the project area.*

Annex 8 Table 8.1GAM93/004 YBK Livestock Project Farmer Training Program 1996 / 1997

Topic / Cycle	Date	Format and structure	Participation
<u>1st cycle</u> : Poultry	February / March 1996	Decentralised in 5 project villages based on geographical proximity, each a 2 - day training.	Each village selects representatives; open to any member of host village.
<u>2nd cycle</u> : Small ruminants & Fodder trees	May / June 1996	Decentralised in 6 project villages based on linguistic groupings, each a 2 - day training.	Each village selects representatives; open to any member of host village.
<u>3rd cycle</u> : Compost pens & haymaking	September / October 1996	Centralised at YBK training center with 6 sessions based on linguistic groupings, each a 2 - day training.	Each village selects representatives; open to any member of host village.
<u>4th cycle</u> : Bush fire prevention	November / December 1996	Decentralised in all of the 20 project villages, each a 2 hour training.	Open to whole community.
<u>5th cycle</u> : Training village animal health workers		Emphasis on animal health but reinforcing the themes of the first 3 cycles: on feeding, housing & improved management.	Community sensitisation and selection of a representative.
Poultry Auxiliaries	April 1997	Centralised at YBK training center with 3 sessions based on linguistic groupings, each a 4 - day training.	Each village selects one representative as an auxiliary.
Small Ruminant Auxiliaries	May 1997	Centralised at YBK training center with 3 sessions based on linguistic groupings, each a 4 - day training.	Each village selects one representative as an auxiliary.
Large animal Auxiliaries	June 1997	Centralised at YBK training center with 3 sessions based on linguistic groupings, each a 4 - day training.	Each village selects one representative as an auxiliary.
<u>6th cycle</u> : Compost pens & haymaking	September / October 1997	Decentralised in all of the 20 project villages, each a 2 - day training.	Open to whole community.
<u>7th cycle</u> : Bush fire prevention	November / December 1997	Decentralised in all of the 20 project villages, each a 2 hour training.	Open to whole community.

Since November 1996 the 4 local animators conduct regular small group training in the project villages on the topics of Poultry, Small ruminants & fodder trees and Compost pens & haymaking (i.e. a follow up to the first 3 cycles of training).

Annex 8.2: Livestock Auxiliaries / Village Animal Health Workers within GAM93/004 project area

Below are recorded the conclusions from the introductory workshop for the VSF local animators. The conclusions are subject to satisfactory working arrangements with the Department of Livestock Services. But will form the basis for future discussions:-

1) The Role of the Auxiliary:-

- To fill the gaps left by the Livestock Assistants in the delivery of animal health services and extension regarding livestock health and management.

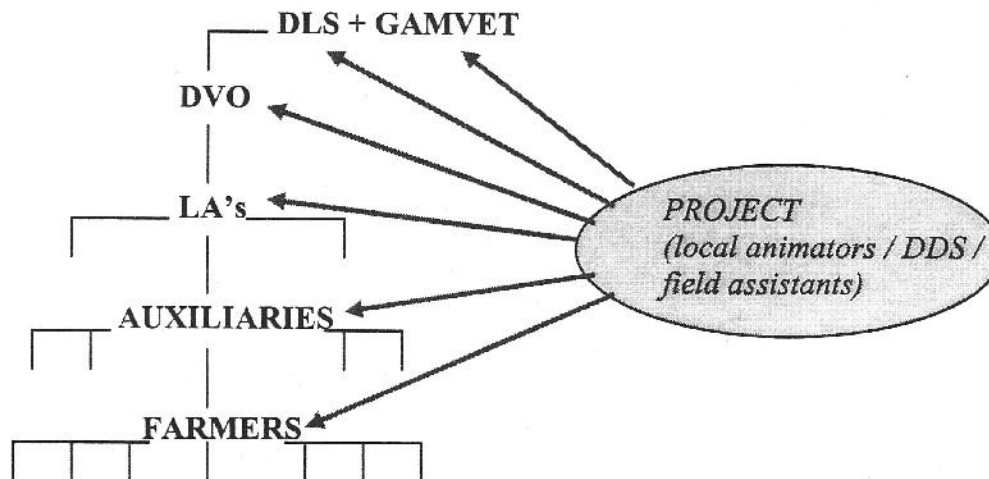
2) The Work of the Auxiliary:-

- To identify diseases and offer basic advice on treatment livestock in their villages;
- To provide extension advice on improved feeding, housing, basic hygiene and health to livestock producers in their village;
- To assist the project (short - term) and the Department (long - term) on sensitization campaigns and to facilitate the organisation of such deworming and vaccination campaigns that are necessary;

3) Responsibility:-

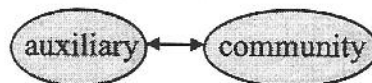
- Auxiliary ↔ community;
- The auxiliary is primarily responsible to his / her community;
- They have been selected by their community. If their role is valued in the community it is for the community to find appropriate means to of remuneration;
- The precedent for this kind of arrangement is based upon that system adopted by the health attendants in The Gambia;

4) The Auxiliary-Livestock system:-



5) Sustainability:-

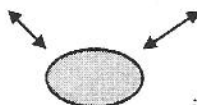
- Working relationship: cooperation;



is maintained by mutual

LA

- Follow up training is provided



in the form of refresher course.

PROJECT EVALUATION INFORMATION SHEET

Part I: Basic Project Information

1. Project Number: GAM/93/004 Use the format GUY/81/003*1
*1 signifying the number of times the project has been evaluated.
2. Project Title: Enhancing Rural Capacities Through Livestock Development (150 characters limit)
3. Executing Agency: Government Use English acronyms only (e.g. ILO rather than OIT).
4. Budget at the time of Evaluation: _____ To the nearest thousand, no dollar sign or punctuation marks.
5. UNDP Contribution: \$84,000.00
6. Cost Sharing: \$1,117,000.00
7. ACC Sub-sector: 0430 (Four digits)
8. Current phase of the project: Terminal Evaluation
9. Scheduled completion date of the project: Day 11 Month 05 Year 97
Project approval date: 12 05 94
10. Regional Bureau: RBA
11. Year of Evaluation: 97 (Two digits)
12. Type of Evaluation: 2E 1E = Mid-term
2E = Terminal
3E = Ex-post
13. Functional Descriptors: PRIMARY: 7A See descriptors list at the end of this information sheet.
SECONDARY: _____
14. Thematic Descriptors: UNDP projects focus on building and strengthening national capacity in one or more of the following thematic areas. Use 7A for "Yes", 1B for "Partially", 6B for "No".
 - Poverty Eradication and grass-roots participation 7A
 - Environment and natural resources management 7A
 - Management development 6B
 - Technical cooperation among developing countries 1B
 - Transfer and adaption of technology for development 7A
 - Women in Development 1B

- | | | | | |
|-----|---|--|--|--|
| 15. | Project Descriptors | <u>PDA 007</u>
<u>PDD 011</u>
<u>PDP 012</u> | <u>PDA 002</u>
<u>PDL 003</u> <u>PDL004</u>
<u>PDP 016</u> | See descriptors list at the end of this information sheet. |
| 16. | Report Descriptors | <u>N/A</u> | | See descriptors list at the end of this information sheet. |
| 17. | Cluster Evaluation: | <u>N/A</u> | | 7A = Yes; 6B = No. |
| 18. | This project is the lead project in the cluster? | <u>N/A</u> | | 7A = Yes
6B = No
1D if not applicable. |
| 19. | For Cluster Evaluation list projects, starting with the lead project. | <u>N/A</u>

_____ | | 1D if not applicable. |

Representation on the evaluation mission

- | | | | |
|-----|------------------------------------|-----------|--------------------------------|
| 20. | UNDP | <u>1S</u> | 1S = Consultant |
| 21. | Executing Agency | <u>1S</u> | 2S = Staff |
| 22. | Government | <u>1S</u> | 3S = Both consultant and staff |
| 23. | Others (<i>Swiss Federation</i>) | <u>1S</u> | 6B = No |

PART II. Terms of reference (TOR) of the evaluation mission.

- | | | | |
|------------------------------------|--------------------------------|-----------|---------------------|
| 1. | Were the TOR project-specific? | <u>7A</u> | 7A = Yes
6B = No |
| Did the TOR require assessment of: | | | |
| 2. | Project design? | <u>7A</u> | |
| 3. | Personnel? | <u>7A</u> | |
| 4. | Equipment? | <u>7A</u> | |
| 5. | Training? | <u>7A</u> | |
| 6. | Management? | <u>7A</u> | |
| 7. | Results? | <u>7A</u> | |
| 8. | Effectiveness? | <u>7A</u> | |
| 9. | Capacity building? | <u>7A</u> | |
| 10. | Environmental impact? | <u>7A</u> | |
| 11. | Women in development? | <u>7A</u> | |
| 12. | Impact on the beneficiaries? | <u>7A</u> | |

13. Sustainability? 7A
14. Coordination with other development efforts in the country? 7A

Part III. Project design.

All questions in this section refer to the current design of the project. In other words, if the original objectives, outputs, inputs and activities of the project have been modified, the questions refer to the modified versions.

1. How well was the project designed? 6A
- 1A = Yes
2A = Good
6A = Satisfactory
4B = Poor

Please respond to this question only after answering the following questions:

2. Has the design of the current phase built on the results of previous phase(s)? 4N
- 7A = Yes
1B = Partially
6B = No
4N = Current Phase is Phase 1.
-
3. Was the project linked to important national/sectoral objectives? 7A
- 7A = Yes
1B = Partially
6B = No
4. Was the project designed within the framework of a programme approach? 1B
5. Did the project have linkage with other projects funded or not by UNDP? 7A
6. Did the project design take account of socio-economic factors? 1B
7. Were the beneficiaries/target groups identified? 7A
8. Were the beneficiaries/target groups consulted in the formulation stage? 6B
9. Were the immediate objectives clear? 1B
10. Were the immediate objectives internally consistent? 7A
11. Do the outputs and activities logically lead to the achievement of the immediate objectives? 7A
12. Did the results include success criteria? 1B Unrealistic
13. Are the immediate objectives still relevant? 7A
14. Were the immediate objectives overly ambitious? 7A
15. Were the external assumptions optimistic? 1B
16. Did the project have a realistic time 6B

frame?

17. Was the institutional arrangement appropriate? 1B
18. Was the design of the project (objectives, outputs, inputs and activities) modified during project implementation? 6B
19. Did the mission draw any major findings or lessons? 7A 7A = Yes (see part x)
6B = No

Part IV: Project personnel

1P, 3P, 5P

1. Main composition of international personnel
1P = Long-term experts
2P = Short term experts
3P = Consultants
4P = Associate experts
5P = UNVs (DDS)
3 types of International Personnel
2. Appropriateness of international 2A 1A = Very good
2A = Good
6A = Satisfactory
4B = Poor
3. Performance of international Personnel 2A
Note: It would be more appropriate to rank persons by category.
4. Was there a shortage of international personnel? 6B 7A = Yes
6B = No
5. Were there delays in the arrival of international personnel? 7A
6. Was the international personnel fully utilized? 7A
7. Was the international personnel involved in training staff counterpart? 7A
8. Did the project make use of national experts? 7A
-
9. Appropriateness of national experts 2A 1A = Very good
2A = Good
-
- Mr. Gibba
10. To what extent were national experts fully utilized? 6A 6A = Satisfactory
4B = Poor
1D = Not applicable
11. Performance of national experts 6A
12. Appropriateness of counterpart staff 6A
13. Performance of counterpart staff 6A
-
14. Was there a shortage of counterpart 7A 7A = Yes

- staff?
- 6B = No
15. Were there delays in the appointment of counterpart staff? 7A
16. Did the international personnel include women? 6B 7A = Yes
6B = No
17. Did the national personnel include women? 6B
18. Did the counterpart staff include women? 6B
19. Did the project suffered from high national staff turnover? 7A
20. Did the mission arrive at any major findings/lessons? 7A 7A = Yes (see part x)
6B = No

Part V: Training.

1. Fellowship training 2A 1A = Very good
2A = Good
6A = Satisfactory
2B = Poor
1D = Not applicable
2. Did the fellowship trainees include women? 6B 7A = Yes
6B = No
3. Was there a shortage of fellowship training candidates? 6B
4. Were there delays in fellowship training? 6B
5. Were the fellowship trainees fully utilized? Not yet returned
6. Did the fellowship candidates have language problems? 6B
7. In-service training 1A 1A = Very good
2A = Good
6A = Satisfactory
4B = Poor
1D = Not applicable
8. Was there a shortage of in-service trainees? 6B 7A = Yes
1B = Partially
6B = No
1D = Not applicable
9. Were there delays in-service training? 6B
10. Were the on-the-job trainees significantly utilized? 7A

(Department of State for Agriculture/
Department of Livestock Services)

6. Coordination among Government, Agency and UNDP? (see implementation section) 6A*
7. Coordination with other development efforts in the country. 4B
-
8. Was the work plan realistic? 6B 7A = Yes
6B = No
6D = No work plan exists.
-
9. Did the project experience overall delays? 7A 7A = Yes
6B = No
10. What was the overall impact of the the delays? 3C 3C = Potential setbacks were overcome
4C = Permanent setbacks
8B = None significant
1D = Not applicable
-
11. Did the mission make any major findings? 7A 7A = Yes (see part x)
6B = No

Part VIII. Government support

1. Overall government support for the the project 6A 1A = Very good
2A = Good
6A = Satisfactory
4B = Poor
1D = Not applicable

Please characterize, when applicable, the effect of the following government policies on the project:

2. Personnel 2C 1C = Positive
2C = Negative
1D = Not applicable
3. Training 1C
4. Research 1D
5. Procurement 2C
6. Pricing and Tax 1D
7. Foreign trade 1D
8. Sector 1C
9. Region 1D
10. Participatory development 1C

11. Was the training methodology appropriate? 7A

12. Did the mission make any major findings? 7A 7A = Yes (see part x)
6B = No

Part VI. Equipment and infrastructure.

1. Overall assessment of the contribution of the equipment to project results 2A 1A = Very good
2A = Good
6A = Satisfactory
4B = Poor
1D = Not applicable

2. Were there delays in the procurement of the equipment? 1B 7A = Yes
1B = Partially
6B = No
1D = Not applicable

3. Was the equipment of suitable quality? 7A

4. Was the equipment appropriate? 7A

5. Was the equipment significantly utilized? 7A

6. Was there a shortage of spare parts? 7A

7. Was the equipment properly maintained? 7A

8. Can the use of the equipment be sustained after project completion? 6B

9. Were there problems with the provision of physical facilities? 1B

10. Were there problems with transport facilities? 1B

11. Did the mission make any major finding or draw any major lessons 7A 7A = Yes (see part x)
6B = No
Maintenance YBK

Part VII. Management

1. How well was the project managed on the whole? 6A 1A = Very good
2A = Good
6A = Satisfactory
4B = Poor

2. Was the project managed by only a National Project Director? 7A 7A = Yes
6B = No

3. How well was the project monitored? 4B 1A = Very good
2A = Good
6A = Satisfactory
4B = Poor

4. Assessment of UNDP field support 6A

5. Agency backstopping 4B

11. Gender consideration 1C
12. Environment 1D
13. Others (specify) 7A 7A = yes (see part x)
6B = No

Operation and Maintenance

14. Did the experience of this particular project highlight a need for a change in government policy? 6B 7A = Yes (see part x)
6B = No
15. Did the mission make any major findings or draw any major lessons? 7A 7A = yes (see part x)
6B = No

Part IX. Results

Nota bene: Complete either part A or part B depending on the type of evaluation.

A. Mid-term Evaluation. (Not applicable)

1. What is the overall achievement of the project at the time of the evaluation? 4A = Exceeds target
8A = On target
3B = Below target

Please before responding to this question, keep in mind the guidance provided in pages 22 to 25 of this chapter and try to respond first to the following questions:

2. Was the project purpose relevant? 7A = Yes
1B = Partially
6B = No
3. Was the project approach appropriate?
4. Was the modality of execution adequate?
5. Have the beneficiaries of the project been reached or are they likely to be reached?
6. Have the target groups (end-users) of the project been reached or are they likely to be reached?
7. Is a mid-course change in the project design necessary?
8. Are the overall achievements likely to be sustained after project completion?
9. To what extent the institution building component will be achieved? 5A = Significant
6A = Satisfactory
4B = Poor

10. Is the project performing well? 7A = Yes
1B = Partially
6B = No

11. Is the project likely to be successful?

12. Recommendation of the mission for future assistance 1M = Extension
1Mn = Extension for n months, e.g., = 1M9 = extension for 9 months
2M = New project phase
4M = Project Termination
5M = No recommendation

B. Terminal and ex-post evaluation

1. Describe the overall achievements of the project at the time of the evaluation? 3A 3A = Successful
2B = Partly successful
7B = Unsuccessful

Please before responding to this first question, keep in mind the guidance provided in pages 22 to 25 of this chapter and try to respond first to the following question:

2. Was the project relevant? 7A 7A = Yes
1B = Partially
6B = No

3. Was the project efficient? 7A

4. To what extent were the outputs achieved? 5A 5A = Significant
6A = Satisfactory
4B = Poor

5. To what extent were the immediate objectives achieved? 5A (Unrealistic)

6. To what extent were the development objectives achieved? 6A (Timeframe)

7. Did the project perform well? 7A 7A = Yes
1B = Partially
6B = No

8. Was the project cost effective? 7A

9. To what extent has capacity-building been achieved? 6A 5A = Significant
6A = Satisfactory
4B = Poor

10. Have the beneficiaries of the project been reached? 7A 7A = Yes
1B = Partially

6B = No

11. Have the target groups (end-users) of the 7A project been reached?
12. Did the project make a positive or negative impact on the target groups? 1C 1C = Positive
2C = Negative
6C = No impact
13. Did the project make a positive or negative impact on gender issues? 6C
14. Did the project make a positive or negative impact on environment? 1C
15. Did the project make a positive or negative impact on the institution? 1C
16. Are the overall achievements likely to be 2C sustained after project completion?
Insufficient time in project period
17. What are the views of the following parties on the project?
- Government 1C 1C = Positive
2C = Negative
5C = No views
 - Recipient institution 1C
 - Beneficiaries 1C
 - Executing agency 1C
 - Implementing agency 1C
18. Recommendations of the mission for future UNDP assistance 1M12 1M = Extension
1Mn = Extension for n months, e.g. = 1M9 = extension for 9 months
2M = New project phase
4M = Project Termination
5M = No recommendation

Part X Textual information

Nota bene: This section of the project evaluation information sheet must be filled in by the evaluation team and given to the Resident Representative prior to leaving the country where the evaluation takes place.

1. Summary of Immediate Objectives and Outputs

The project was designed to build upon the successful experience of the previous two UNDP livestock development projects, GAM/86/007, Rangeland Management and GAM/87/004, Small Ruminant Production. The primary development objective of the project was to enhance the living standards of the rural communities through the development of livestock production and marketing on a sustainable basis. The immediate objectives of the project were: 1) to improve the health and nutritional status of cattle, small ruminants, poultry, equines and donkeys; 2) to improve the processing and marketing of livestock products;

and 3) to determine the appropriate mechanisms for saving mobilization and credit function among the livestock owners and products to enhance communication of the livestock sub-sector.

2. Findings on Project identification and design

The project design and innovative linking of partners (NGOs, the private sector, and the DLS) with local communities to develop livestock was and continues to be highly relevant to the national strategy for poverty alleviation. The proposed coordination and implementation structures for these partnerships were not, however, clearly elaborated. This lack of clarity created problems for implementation. As a whole the project document was far too prescriptive for this type of participatory project which was designed to be needs based and situation specific.

4. Findings on general results of the project (including finds on relevance, performance, and success)

The project goal for creating a regional center for participatory livestock training and extension remains highly relevant in the current context of The Gambia where livestock continues to be the major source of moveable wealth for the country's rural populations. The personnel provided by the main NGO subcontractor, VSF-CH arrived on time and possessed the right professional expertise required to develop the YBK center. The project record in transferring these high level training of trainers skills was hindered by the lack of an appropriate mix of national technical experts with the VSF-CH technical experts. In several cases, the timely delivery of equipment and budget transfers was delayed by the rather cumbersome government procedures. Although the project funds were well managed, the project management was not. In spite of these administrative problems, the project achieved most of its major outputs and made significant progress on the most important objectives.

4. Main problems faced by the project (summarize the main problems previously and currently phased)

- a) Lack of definition of institutional arrangements led to unclear roles and responsibilities of the partners involved.
- b) Lack of posting of counterpart staff at the main project staff resulted in the lack of opportunity for transfer of technical skills and managerial know how with the consequence that sustainability of the project outputs is not guaranteed at the present time.
- c) Lack of horizontal linkages with local actors in the project area reduced the project's impact. Many of these linkages--especially those with NGOs--already exist on the ground and could be strengthened during the proposed one year extension.

5. Summary of recommendations (provide a summary of the main report recommendations and indicate to whom they were addressed)

- a) The DLS and project management need to revise their model for farmer training and strengthening village associations so that they work with NGOs in the project area.
- b) The DLS and Ministry of Agriculture need to clarify the YbK Training and Demonstration Center's management and teaching structure.
- c) The DLS, DVO and VSF-CH need to develop a YBK management plan that would guarantee the semi-autonomous operation of the Center.
- d) The DLS should consider revising some of its extension methodologies (see executive summary and main document).
- e) The DLS and UNDP should consider reorganizing the current system of monthly tripartite meetings into a bi-annual meetings that would sanction annual work plans, budget and progress reports. The project partners should also consider soliciting outside management support to facilitate organizational and institutional development.
- f) GAMVET (the private drug company that was strengthened by the project) needs to act on the management consultant's recommendations to develop a medium term

strategy on marketing and company development.
g) Donors should consider funding a one a year extension to enable the project to take action on recommendations 1-6.

8. **Lessons learned (see executive summary and report):**

- a) Since ownership of a program or project tends to be in direct proportion to one's input into the conceptual stage of collaboration, it is prudent to precede the design period of a project with a "preface period" to allow for an analysis of the pre-existing institutional, technical and social environment and to enable the partners to get to know one another.
- b) In a diversified partnership, quality prevails over quantity.
- c) Project documents for participatory approaches to development must clearly define planning, monitoring and self-evaluation mechanisms. They should also define a frame allowing for the development of need based situation specific programs; they should not form blueprints for implementation.
- d) Projects with participatory approaches and diverse partners involve important development processes for which expertise in organization and institutional development is essential.
- e) The long-term sustainability of project outputs is best achieved by promoting the types of institutional networking and financial plans that are needed to sustainable them once project funding ceases.

UNITED NATIONS DEVELOPMENT PROGRAMME

THE GAMBIA

**ENHANCING RURAL CAPACITIES THROUGH LIVESTOCK DEVELOPMENT
GAM/93/004**

REPORT OF THE EVALUATION MISSION

NOVEMBER 1997

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