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TRAINING PROGRAMME FOR WOMEN ENTREPRENEURS  
IN THE FOOD PROCESSING INDUSTRY IN THE GAMBIA

XA/GAM/92/618

GAMBIA

Technical report: Reassessment of the project counterpart institution  
(findings and recommendations)\*

Prepared for the Government of the Gambia  
by the United Nations Industrial Development Organization

Based on the work of U. Kraus-Harper,  
chief technical adviser

Backstopping officer: Roger Ramanantoanison  
Industrial Human Resource Development Branch

\* This document has not been edited.

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## 1. Summary

This report highlights the conclusions reached and recommendations made during the first mission of the Chief Technical Adviser to The Gambia. This mission was originally planned to assist the national counterpart organisation to start to implement the project. Due to unforeseen difficulties with the chosen counterpart organisation WISDOM (Women in Service Development Organization and Management) a re-assessment of the counterpart became necessary. This mission was therefore used for this purpose, and to re-plan and re-write the project document.

The re-assessment led to the conclusion that WISDOM is no longer a suitable project counterpart and that another Gambian Non-Government Organization, GAFNA (Gambian Food and Nutrition Association), should be entrusted with the task.

Two final meetings with all parties involved, including representatives of the Office of the President, the UNDP Resident Representative, his Deputy and the UNIDO Desk Officer at the UNDP office discussed the conclusions of the CIA and the recommendations made. All parties agreed with the selection of GAFNA as the national counterpart, and welcomed the recommendations regarding the employment of national staff instead of a UNV and the shifting of budget funds, although these were not discussed in the detail given in this report.

The main project amendments proposed here are:

- not to employ a United Nations Volunteer
- to employ a national "small business adviser"
- to use the budget foreseen for the "national food-technologist" to pay this post and the national project coordinator at GAFNA
- to delete "project travel costs", to shorten "subcontracts" and "sundries", and to include "support costs"

It is also recommended to begin the first project phase with a two to three days planning workshop in Banjul, with the participation of the GAFNA team, the international food-technologist, the UNIDO headquarter substantive officer and the CIA.

## 2. Background

In December 1990 a UNIDO mission consisting of a training specialist and a food technologist was sent to The Gambia in order to determine the suitability of the UNIDO Training Programme for Women Entrepreneurs in the Food Processing Industry for the country.

The mission concluded that there is a need to train women entrepreneurs in The Gambia in the food processing sector. However, since most women in The Gambia are illiterate, it was recommended to adapt the training materials not only to the specific food technology requirements but also to the specific conditions of the women to be trained.

The mission recommended the national non-government organisation WISDOM to be the counterpart for the UNIDO project due to its access to the target group and the comprehensive character of its assistance to them.

In July 1991 the Gambian Government endorsed the project document and signaled its approval for WISDOM to implement the project. The project document was then circulated among the relevant institutions for comments and suggestions.

The consultant understands that TANGO (the Association of all NGOs in the Gambia), who had also received a copy of the document, cautioned the Government regarding WISDOM's ability to implement such a complex project. Subsequently, the Government decided to charge WISDOM and another national NGO, GAFNA, with the implementation of the project. Government also decided that because of the nature of the project the Ministry of Agriculture, and not the Women's Bureau, should be the coordinating body. WISDOM, in a letter to the Office of the President, dated December 31, 1992, objected to this decision.

The consultant, who in the meantime had been appointed Chief Technical Adviser to the UNIDO project, was sent to The Gambia to re-assess the situation. The mission was carried out from March 3 to April 5, with briefing and de-briefing in Vienna on March 2 and April 6, respectively. During the first half of the field mission WISDOM's and GAFNA's capabilities and capacities to implement the project were re-assessed. During the second half of the mission the overall project was discussed with GAFNA and recommendations for the amendment of the project document were prepared.

### 3. Situation Encountered

The second day after the consultant's arrival in Banjul a meeting was called by the Office of the President, to which representatives from UNDP, WISDOM and GAFNA, as well as other relevant institutions were invited (see Annex 1). During this meeting Mr. Kha explained the reason for the Office's decision to charge WISDOM and GAFNA with the implementation of the UNIDO project.

Other participants in the meeting also shared the view that WISDOM does not have the personnel and other resources to implement this project on its own. Mrs. Kassim-Loum objected to this perception of WISDOM but said that WISDOM was willing to cooperate with GAFNA if it was so decided. Mr. Cox of GAFNA, who is also the recently elected Vice-Chairman of TANGO, asserted that GAFNA was willing to cooperate with WISDOM.

The consultant expressed UNIDO's and her own concern about the administrative difficulties which accompany shared responsibility for implementation, and explained the wish of UNIDO to reassess the situation.

It was then agreed that the same group should meet again after the consultant's field assessments, and discuss her findings and recommendations.

#### 4. Re-assessment of WISDOM

The first assessment of WISDOM had been carried out in December 1990. Since then, the personnel and financial situation of WISDOM has changed considerably. All the employees except the manager, have been replaced. Oxfam USA, WISDOM's main donor at the time of the first assessment, has terminated its cooperation with WISDOM. This has led to serious financial difficulties to the extent that the manager has not received a salary for more than half a year. It was not clear whether the other staff members receive full or regular salaries. WISDOM's administrative costs seem to be paid out of the women's groups' funds and their members' small contributions and fund-raising activities such as selling some of their vegetable production for the benefit of WISDOM. Handling fees and an interest charge of approximately 1% interest are also contributed from the women's savings funds.

To support my own assessment I contacted several organisations who have been working with WISDOM or whom I had reason to believe that were informed about WISDOM's work. The general impression I received from these meetings was that WISDOM is seen as an NGO which may have a good outreach to women's groups but which has weak management. Several people mentioned their concern that WISDOM has had about two years to recover from the damage that was caused by some financial problems between WISDOM's former manager and some other staff, and OXFAM, but that no progress was visible. Another concern was that nobody seemed to have seen any project evaluation reports from WISDOM, and that WISDOM had approached donors for funding without a clear development objective apart from wanting funding for staff salaries.

My own findings, after questioning the manager as well as the business adviser of WISDOM about progress or evaluation reports, and about monitoring of ongoing activities and planning for future activities, confirm the view of others. The manager produced one very short and purely impressionistic "evaluation report" by the manager of the Management Development Institute. She also produced one sheet with projects planned for 1993, most of which have not yet been started. The only ongoing activity seems to be the running of WISDOM's three small "banks", one of which is at the head-office in Banjul.

Despite its financial problems WISDOM moved into new offices in the centre of Banjul, larger and more expensive than the former house they were occupying in the outskirts of Banjul. The manager also showed me architectural plans for a rather large building which WISDOM would like to build and for which they apparently have been given some land. These, and other details indicate a lack of clear priorities.

The overall impression of the WISDOM office, which is of course only an impression, was that it is a desolate place; the staff were sitting at their desks busy with one or two pieces of paper, and it appeared that at least some of the activity was put on for my benefit.

Most crucial, though, from UNIDO's point of view, was the fact that neither the manager nor the business adviser could answer my questions as to what they had so far done or planned to do towards the preparation of the UNIDO project and how they would go about its implementation. The training manuals had been with WISDOM for several months and a copy of the project document for at least some weeks. It was clear that the business adviser was seeing the manuals for the first time when we met.

The meetings with two of WISDOM's women's groups (two vegetable garden groups) were more positive; the women all said that WISDOM was a good organisation which had helped them to become more aware.

#### 5. Assessment of GAFNA

The Gambian Food and Nutrition Association (GAFNA) is a national NGO, founded in June 1986 by a group of development workers within government and non-government agencies. In 1989 the organisation was incorporated as a charitable company. GAFNA's main objective is to improve the nutritional status especially of Gambian rural women and children through the promotion of local foods and the coordination and implementation of food and nutrition related activities nation-wide. A very detailed brochure about GAFNA's activities, organisational structure and funding is attached to this report. (see Annex 3)

During a first extensive visit to GAFNA's office in Kanifing, I was shown the office and facilities and I had individual discussions with Mr. Cox, the Executive Secretary, Mr. Sanyang, the training officer and Mr. Jobe, the Food Technologist. I was also given several evaluation reports, and two papers about GAFNA's training policy, prepared by Mr. Sanyang. A selection of these reports and papers is included in Annex 3.

Apart from the above three members of staff, GAFNA employs a nutritionist, an accountant who is also the office manager, support staff (a secretary and drivers) and a field support team which comprises eight health and nutrition coordinators. The management is supervised by a board of directors.

Currently GAFNA has three units: the Management and Finance Unit, the Training Unit and the Food Supplements Development Unit. The Management and Finance Unit is headed by the Executive Secretary, Mr. Cox, who holds two agronomy related MSc. degrees. He worked for some twelve years in research, rural extension services and the management of rural projects, until he joined GAFNA in 1990. Mr. Cox. has recently been elected Vice-Chairman of TANGO, the Association of NGOs in The Gambia. The impression is that the management have a clear style, they are objective oriented and are very concerned with continuous monitoring and evaluation. GAFNA has a meticulous accounting system, and Peat Marwick and Company are employed to audit GAFNA's annual accounts.

The Training Unit - the unit directly relevant to the UNIDO project - is headed by Mr. Sanyang, whose responsibilities are

- to identify and meet the training needs of GAFNA staff members and those of GAFNA's collaborating partners
- to develop training materials
- to formulate and deliver innovative and participatory health and nutrition messages to pregnant and nursing women in the programme
- to train and develop the skills of members of the Rural Community Management Committees.

The Training Officer is a qualified nurse, with fourteen years work experience, four of them in teaching and training other nurses. He also holds a degree in Community Development from the University of East Anglia, UK. Before he joined GAFNA some nine months ago he was a Senior Community Development Officer at the Department of Community Development. The impression after our meeting was that GAFNA, with Mr. Sanyang as the training expert, is very much in line with the training policy and general approach of the UNIDO training programme; they believe in the participation of the 'target group' from the early stages of the assessment of training needs, in participative training and in constant monitoring of the training impact.

In March 1992 GAFNA launched a Fruit and Vegetable Project in collaboration with Village Aid (UK) and the Food and Nutrition Unit of the Ministry of Agriculture. The aim of the project is to collect excess fruit and vegetables during their season, to preserve them and to make them available out-of-season. Village Aid sponsored the employment of a UNV (March 92 till February 93) and two phases of the project. A Food Preservation Survey Report was prepared by the UNV in collaboration with the Departments of Agricultural Services and of Agricultural Research of the Min. of Agriculture. (see Annex 3)

Mr. Jobe, a young food-technologist with a BA from the University of Khartoum, Sudan, joined GAFNA in March 1992 to work in close cooperation with the above mentioned UNV. He is now in charge of all food preservation activities within GAFNA; this includes the testing of different types of solar dryers which is currently under way in collaboration with the Food and Nutrition Unit. Mr. Jobe is young and not yet very experienced. The impression which I gained after our meeting and during a one day visiting tour to two women's groups in Niimi, is that he is enthusiastic and interested in what he is doing and is open to new ideas.

A completed questionnaire with more details about GAFNA's facilities and financial standing can be found in Annex 3.

## 6. Conclusion: Selection of the Counterpart Organisation

The conclusions to be drawn from a two-week field assessment are summarised in a Memorandum sent to UNDP on March 18, faxed to UNIDO on March 23, and presented and discussed during a final meeting at the President's Office on Friday, April 2. The content of this memo is repeated below:

- a. At the beginning of the first assessment of potential project partners, at the end of 1990, the emphasis of the proposed project had been on training women who want to or have started small businesses in the food-processing sector. One of the main qualities the implementing agency was to have was therefore a good out-reach to such women and experience in working with them.

WISDOM was found to have such qualities and the two consultants proposed WISDOM to be entrusted with the task - in cooperation with other agencies such as the Women's Bureau and the Food and Nutrition Unit of the Min. of Agriculture, and with some specific measures to strengthen WISDOM's training capacity and capability in both, food-processing and business training.



- b. After the subsequent analysis of the consultants' report at UNIDO Headquarters in Vienna the emphasis of the project shifted from training women to designing and testing appropriate training materials.

A re-assessment of WISDOM's capabilities to carry out this quite different task was at the time, unfortunately, not proposed. After the Government of The Gambia had signaled its approval of the project, UNIDO prepared a project document.

- c. As I understand, TANGO was sent a copy of this project document for comments. TANGO cautioned that such a complex task would be difficult for WISDOM to carry out alone and suggested a shared project implementation by WISDOM and GAFNA.

As a consequence, UNIDO asked me to re-assess the situation.

- d. After two weeks field investigation, which involved visits to the two organisations and to some of their project sites, and meetings with staff of other relevant organisations, I have come to the following conclusions:

- d.a. None of the WISDOM staff has experience in designing training curricula and writing training guides for trainers.

Furthermore, there is no convincing evidence that WISDOM is currently able to plan, organise, partly carry out, partly subcontract, and monitor all the many tasks involved in this project.

- d.b. GAFNA, although not yet very experienced in food-preservation and processing issues, has not only a very experienced training officer and a training policy, but also experience in training rural women (in health and nutrition issues) and in evaluating the training impact.

There is also clear evidence (several very detailed evaluation reports and surveys; clear monitoring and evaluation policy etc.) that GAFNA is able to handle the implementation of the UNIDO project.

- d.c. I propose, therefore, that GAFNA should be asked to implement the UNIDO project as the solely responsible partner.

- e. The Government of The Gambia has decided to assign the task of project coordination to the Ministry of Agriculture. In view of the nature of this project and the existing close cooperation between the Food and Nutrition Unit (FNU) of the said Ministry and GAFNA, I would also like to suggest FNU should be assigned the coordinating task.

- f. In view of the new situation the project document will have to be amended. It is also necessary to re-design the whole project plan; no agency can be asked to implement something it has not planned itself.

I would suggest to invite all parties concerned as soon as possible to meet and discuss this Memo, so that - given GAFNA's willingness and the consent of the relevant parties - a new project plan and other necessary documents can be drafted before my return to Vienna on April 5, 1993.

I informed WISDOM and GAFNA about my conclusions and suggestions, which were discussed and agreed upon during the final meeting at the President's Office, chaired by Mr. Y. Kha and attended by two representatives of the President's Office, Ms. Allen of UNDP/UNIDO, Mr. Cox of GAFNA and a representative of TANGO.

The management of WISDOM was naturally very disappointed about this decision but hoped that WISDOM would still play some role in the UNIDO project. As suggested above, this should be a clearly defined and limited task, for example to train a group of women during the third project phase and after having sent their relevant personnel to one of the planned training of trainer's courses.

## 7. Recommended Amendments to the Project Document

The choice of a new counterpart organisation with different facilities and staff makes it necessary to amend the project document substantially; it is not enough to change some names and a few paragraphs of the text.

### 7.1 Institutional Arrangements

The counterpart organisation will be GAFNA; the Food and Nutrition Unit (FNU) of the Ministry of Agriculture will be the Government body in charge. It should be made very clear that the FNU's role is that of an advisory body and not a decision making body. The responsibility for the overall project must be clearly with GAFNA. GAFNA should send copies of the reports to the FNU.

GAFNA's training officer should be made the National Coordinator; in order to avoid confusion with the role of FNU, the title 'national coordinator' should be changed to 'project coordinator' or 'project manager'.

### 7.2 Project Strategy

The preparatory phase of the project should begin with a two to four days "Project Planning Workshop", bringing together the GAFNA team, the CTA and the International Food Technologist to introduce the GAFNA team more to the detail of the project and to plan the first two project phases. The preparatory phase in particular, with its several initial assessments has to be re-considered, as GAFNA has already carried out some, or at least some parts, of the planned assessments.

Output 3 (focal point established at GAFNA) should become Output 1, as it is important from the very beginning (planning workshop) to have such a 'focal point' or 'project unit' at GAFNA.

The outcome of these two phases (preparation and adaption) should not be a printed training package, as foreseen in the current project document (terms of reference for the counterpart organisation) but a typed and photocopied package, because the materials have to be tested and possibly modified before they can be printed.

### 7.3 National and International Project Staff

#### 7.3.1 National Project Coordinator

As is stated above, GAFNA's training officer should be made the National Coordinator; in order to avoid confusion with the role of FNU, the 'national coordinator' should be called the 'project coordinator' or 'project manager'.

I would also propose to use half or at least part of the budget foreseen for the national food technologist to pay a part or the whole of the salary of the project coordinator, who is also the training specialist. The benefits of such an arrangement would be: a) if the training officer is at least partly paid by this project, GAFNA can strengthen its own training capacity by, for example, employing another trainer; b) it binds the training officer to this project and makes at least some of the international expertise superfluous (especially during the third project phase), saving costs and leading to better project sustainability; and c) it provides UNIDO for the duration of the project, and GAFNA thereafter, with a good food-processing and business training team.

#### 7.3.2

Mr. Jobe, GAFNA's food technologist should become the National Food Technologist. His limited experience can be substantially increased through working closely with the international food technologist. (see below)

#### 7.3.3 National Business Adviser

This post is not foreseen in the original project document possibly because WISDOM's manager has some qualifications in the field of entrepreneurship development. GAFNA, on the contrary, does not have any expertise related to small business or the promotion of income generation. GAFNA could hire outside advisers or subcontract for example the amendment of the business management part of the training materials to another organisation. The difficulty with such subcontracting, though, would be that close cooperation

between the food technologist and the business adviser would not be guaranteed. For this reason, and in order to build and promote national expertise, it is strongly recommended to employ a Gambian, preferably a woman, with at least some experience in the promotion of income generating activities or small businesses. The funds for such a post can be made available by not employing a United Nations Volunteer, as suggested below.

#### 7.3.4 United Nations Volunteer (food technologist)

I would not recommend the employment of a UNV. As far as I know, the reason for appointing a UNV was related to the recognition of WISDOM's management weaknesses, and because it was felt that an outsider would be necessary to monitor the progress of the project. GAFNA's whole management style and its reputation among the donor community as a good and reliable partner suggest, in my view, that such measures are not required. Also, the Chief Technical Adviser's regular project missions have a monitoring function. For the sustainability of any project it is always better to employ and train national staff.

As suggested above, part of the budget foreseen for a UNV post can be used for employing a national business adviser. If possible, I would also suggest that the remaining funds under this item (and any other remaining funds) should be re-allocated to support costs (see below), to staff training (in Gambia or abroad) and/or to buy literature on food processing, training and other relevant subjects to be added to GAFNA's reference library.

#### 7.3.5 Chief Technical Adviser/Small Business Adviser/Training Specialist (CTA)

This current assignment was planned to take place at the beginning of phase I. Due to the necessary re-assessment and the changes that have to be made, the beginning of phase I will have to be delayed, but 1.5 months have already been used up. This may require an extension of the given time budget from 3.5 months to 4.0 months for the CTA. I suggest to use the existing budget in the following way - unless the proposed planning workshop leads to different advisory needs:

- to shorten assignment II (which would now take place at the beginning of the preparatory phase) from 1.0 to 0.5 month;
- to carry out assignment III at the end of phase I / beginning of phase II (1.0 month)
- to add a fourth, home-based, assignment, reviewing/editing the adapted training material progressively as it is prepared and sent by GAFNA over the whole ten months of phase II but with a 0.5 month budget;
- a further assignment of approximately 0.5 month (incl. briefing, travel and report) at the end of these two phases seems necessary to assist in finalising the training materials and in the planning of phase III.

#### 7.3.6 International Food Technologist (IFT)

The IFT should have some experience in training young people, and one of the specified tasks should be to train the national food technologist. She or he will be required at the beginning of Phase I (Planning Workshop); all other assignments should be left open, to be decided upon during the planning workshop.

### 7.3.7 Other International Staff

The current project document includes the assignment of an international food packaging expert. To my knowledge there are food technologists who have experience in appropriate food packaging (e.g. Intermediate Technology Development Group/ IT Consultants in Rugby, UK). If such a combination of expertise can be found, project funds (at least traveling costs) could be saved or re-allocated (e.g. for further training courses for women).

### 7.4 Support costs

From the very beginning of my discussions with GAFNA the management made it clear that GAFNA wants a contribution towards its administrative costs. GAFNA is asking for at least 10% of the project budget. The argument for asking for administrative support is long-term sustainability. GAFNA wants support from each partner in order to be able to expand its assistance to rural communities, to train staff, to employ more qualified staff and to build its food and nutrition reference library. GAFNA is also actively trying to raise more funds from private donors and companies in The Gambia and elsewhere.

I would like to argue in favour of a certain, clearly defined amount or percentage of support costs instead of hidden secretarial or administrative costs under different budgets (e.g. transport budget, administrative costs in the training budgets). The UNIDO project requires substantial secretarial support throughout the two first phases (reports, re-writing of training material) and inland traveling during the first phase (surveys, assessments). Having been a board member of an NGO myself and knowing the constant financial difficulties of many other small NGOs, I know that such organisations depend on the willingness of their supporters to accept that between ten and twenty percent of their contributions will go towards the administrative costs of a programme or project they are supporting. It is far more difficult

for an NGO in a developing country to find local supporters as there are not many people who have money to spare. Government bodies are often far too bureaucratic and slow to provide the needed assistance.

### 7.5 Budget Amendments

The following budget re-allocation is proposed:

Post No.	Title	Current w/m	Budget US\$	Proposed w/m	Budget US\$
11-01	Project Manager (CTA)	3.5	51,555	4.0	56,000 approx
11-51	Food Technologist	3.0	44,500	3.0	44,500 (or less)
11-52	Packaging Expert	0.75	11,600	0.75	11,600 (or less)
14-01	United Nations Volunteer	9.0	20,700	0	0
15-00	Project travel	-	1,500	-	0
16-00	Headquarters missions	-	9,000	-	9,000
17-01	Project coordinator/ training specialist	0	0	14.0	7,000
17-02	Food Technologist	14.0	14,000	14.0	7,000
17-03	Small Business Adviser	0	0	14.0	7,000
21-00	Subcontracts	-	9,000	-	5,000
51-00	Sundries	-	5,000	-	2,500
56-00	Support costs	-	0	-	8,000
					157,600

If possible, the remaining funds should be used for staff training (for example, sending the national food technologist and/or the national business adviser to short training courses in Gambia or abroad) leaving the details to be decided during the planning workshop:

31-00	Training				9,255
TOTAL			166,855		166,855



Annex 1 : Mission Schedule<sup>1</sup>

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- Mar 01 Travel Filgrave-London-Vienna
- Mar 02 Briefing at UNIDO, Vienna
- Mar 03 Travel Vienna-Brussels-Banjul
- Mar 04 - Meeting Ms Allen, UNIDO desk officer at UNDP  
- Meeting Mr Church, UNDP Deputy Res.Rep.  
- Administrative matters (DSA; hotel room etc)
- Mar 05 - Meeting at the President's Office with  
. Mr. Yussufa Kah, of the P.O.  
. Mr. Jatta, of the P.O.  
. Ms Mariatou Kassim-Loum, Wisdom  
. Mr. Albert Cox, Gafna  
. Mr. Sean Bradley, WID Programme  
. Ms Kuje Manneh, WID Programme Coordinator at  
the Min. of Agriculture  
. Ms Lizabeth Forbes, WID Programme Coordinator  
at UNDP  
. Ms Beatrice Allen, UNIDO desk officer, UNDP
- UNDP for DSA  
- Meeting Ms Kassim-Loum, Wisdom
- Mar 06 ) Weekend; planning work programme and questionnaires  
Mar 07 ) for the following week
- Mar 08 - Made appointments for the week  
- Visit to Wisdom's new office; meeting with manager  
- Read Wisdom papers
- Mar 09 - Meeting Ms Kuje Manneh at Min. of Agriculture  
- Meeting Mr. Bradley at WID Office  
- Meeting Ms Cham, Wisdom's business adviser
- Mar 10 - Visit to Gafna; meeting Mr. Albert Cox - executive secretary,  
Mr. Baboucarr Joke - coordinator food preservation project and  
Mr. Saihou Sanjang - training officer  
- Read Gafna documents

- 
1. Note: From beginning of mission until March 25 the Gambian people were observing the fasting rules of Ramadan; with the consequence that everything was a bit 'slow', especially during afternoons.

Official working hours: Monday - Thursday: 08 - 16 hrs, without  
lunch break

Friday: 08 - 11 hrs  
Saturday - Sunday: Offices closed



- Mar 11 Field trip to two women's groups' vegetable gardens (members of Nuimi Sesame Growers Association) near Albreda, North Bank, accompanied by Mr Baboucarr Jobe and Mr. Fabakary Manka, Coordinator Western Region South, both Gafna; and Ms Binty Kunjo from the Food and Nutrition Unit, Min. of Agriculture
- Mar 13 Free (Saturday)
- Mar 14 Field visit to the vegetable gardens of three Wisdom women's groups, in Jeshwang, Abuko and Yundum (Greater Banjul Area), accompanied by Ms M. Kassim-Loum of Wisdom and the respective area and sub-area presidents of Wisdom
- Mar 15 - Visit to the Food and Nutrition Unit; meeting Ms Isatou Jobe, head of FNU, and six other members of her staff; accompanied by Mr Jobe of GAFNA  
Short visit to the Agricultural Engineering Department, Min. of Agriculture  
Short meeting with Mr. S. George, head of the Horticulture Research Branch of the Department of Agricultural Research, Min. of Agriculture
- Mar 16 - Meeting Ms Kumba Marenah, Women's Bureau  
- Meeting Mr. Steven Hilbert and Mr. Solomon Owens of Catholic Relief Services
- Mar 17 - Meeting Ms Beatrice Allen, UNIDO/UNDP  
- Meeting Mr. Rao, head of UNV office at UNDP  
- Meeting Mr. Albert Cox, GAFNA
- Mar 18 - Meeting Ms Mariatou Kassim-Loum and Ms Cham at WISDOM's head-office  
- Meeting Ms Helmi Govers of TANGO  
- Preparation of memorandum regarding re-assessment of project implementing agency
- Mar 19 - Meeting Ms Beatrice Allen at UNDP to hand over and discuss above mentioned memo
- Mar 20 ) Weekend  
Mar 21 )
- Mar 22 - Meeting Ms Allen at UNDP  
- Reading documents of other relevant projects currently ongoing or planned under the UNDP

- Mar 23 - preparing schedule and charts for next week's discussions and planning sessions  
End of Ramadan holidays begin today noon.
- Mar 24 ) Eid-el-Fitr / End of Ramadan; all offices etc. closed  
till )
- Mar 27 ) start preparing project document amendments
- Mar 28 Weekend
- Mar 29 - UNDP , Ms Allen  
- discussion with WISDOM. Ms Kassim-Loum about results of field investigation/re-assessment
- Mar 30 - meeting with Mr. Cox/GAFNA to discuss details of necessary amendments and plan schedule for this week  
- discussion with Ms Jobartey, (acting?) head of the Rural Development Institute at Mansakonko regarding the availability of/training facilities for income generation/small business advisers
- Apr 01 - meeting at the President's Office to discuss results of this mission
- Mar 31 ) GAFNA and CTA work on the recommendations for the amendment of  
till ) the project document  
Apr 04 )
- Apr 05 - meeting at UNDP office with Mr. Da Angelo (Res.Rep.),  
Mr. Church (Deputy), Mr. Rao (head UNV section),  
Ms Forbes (WID focal point UNDP), Ms Allen  
  
- departure to Brussels and Vienna
- Apr 06 - De-briefing in Vienna  
- return to Filgrave/UK

**Annex 2: Names and Addresses of Persons and Organisations  
Contacted During the Mission**

Organisation	Address	Main Contacts
OFFICE OF THE PRESIDENT		Mr J. Kah Mr Jatta
UNDP		Ms B. Allen
WISDOM	69, Hagan Street Banjul Tel. 26051,25385	Ms M. Loum-Kassin Ms N. Cham Mr B. Tarawale
GAFNA (Gambian Food and Nutrition Assoc.)	PMBox 111 Banjul Office: Julbrew Road, Kanifing South Tel: 90433/34 Fax: 90435	Mr A. Cox Mr S. Sanyang Ms B. Jobe
FOOD AND NUTRITION UNIT, Min. of Agri.	Yundun  Tel: 11347 (?)	Ms I. Jobe Ms B. Kunjo
HORTICULTURE RESEARCH BRANCH, Min. of Agri.	Yundun	Mr S. George
WOMEN'S BUREAU	7, Lasso Wharf St. Banjul Tel: 28733	Ms K. Marenah
W.I.D. PROGRAMME, Project Management Unit	16, O.A.U. Boulevard (Leman Blvd) Banjul Tel: 26204	Mr S. Bradley
W.I.D. PROGRAMME, Focal Point at Min. of Agriculture	Min. of Agriculture Banjul Tel: 26747	Ms K. Marnah
TANGO (The Association of NGOs in The Gambia)	Julbrew Road Kanifing South Tel: 90095	Ms H. Govers
C.R.S. (Catholic Relief Services)	P.O.Box 568 Banjul Tel: 27120, 17121 Telex 2201 gamtel gv	Mr. S. Hilbert Mr. S.J.E. Owens
RURAL DEVELOPMENT INSTITUTE of Dept. of Community Development	Mansakonko Tel. 31007/31217	Ms Jobartey

Annex 3: Information about GAFNA

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This annex contains the following brochures and leaflets:

- A. "Gambian Food and Nutrition Association 1986 - 1992"
- B. "GAFNA - Implementation of Health and Nutrition Programmes 1990 - 1992"
- C. UNIDO Questionnaire completed by GAFNA
- D. "Major Challenge for GAFNA - Ensuring Sustainability"
- E. "1st Draft of GAFNA's Proposed Training Policy"