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**Project Title:**

***Kerewan U.S. Association (KUSA) Bakery Project Proposal***

***Project Location:***

***Kerewan, North Bank Region***

***Expected Project Start Date: April 15, 2020***

***Project Owners:***

***Kerewan U.S. Association (KUSA)***

# Introduction

Kerewan U.S. Association (KUSA) consists of people hailing from (Baddibou) Kerewan in The Gambia, who are currently residing in the United States of America and the Diaspora. And recognize the need to pool their resources together voluntarily. They are willing to significantly use their skills and talents to contribute to the overall development of Baddibou Kerewan and its environs for the advancement of its people's wellbeing.

KUSA further recognizes that as descendants and well-wishers of Kerewan, that share a common socio-cultural heritage that imposes a sacred duty on it to complement the efforts of The Gambia Government. And the Kerewan Area Council, and Civil Society Organizations by organizing and mobilizing resources to significantly empower the people of Kerewan with new opportunities for development as a direct response to decades of development scarcity and neglect.

KUSA commits itself to be an advocate for the advancement of Kerewan and its environs and to be an agent of change for a Kerewan that is prosperous, advanced, and worthy of its status as the Administrative Headquarters of the North Bank Region.

In recognition of the foregoing, the members of the Kerewan Diaspora in the United States, deeply concerned about the inadequate development of Kerewan, but encouraged by the nobility of their cause and an abiding faith in their individual and collective abilities to make a difference, have decided to come together to establish a charitable body called the Kerewan U.S. Association with the acronym (KUSA) in October 2017. KUSA has now acquired full-fledged public charity status in the United States by receiving the 501c 3 non-profit organization certificate from the Federal Government. KUSA's donors now have the opportunity to claim any donations as deductions when they file their taxes.

## Vision

We aspire to be a strong, dynamic, and proactive association that is always at the forefront of the development of Kerewan and its environs. And as an association that plays a catalytic role in advancing the wellbeing of our people by presenting them with new opportunities and innovative approaches, an association that is people-centered at its core.

## Mission

KUSA is a non-profit association that brings together people with strong affiliations with Baddibou Kerewan (The Gambia) who have selflessly tasked themselves to mobilize resources with the primary aim of supporting its overall development. KUSA aspires to be a common platform and voice for its members and empower them to assume leadership by voluntarily contributing to worthy causes that create opportunities for others who are less fortunate. KUSA intends to undertake development-oriented activities through capacity building, partnerships, and

advocacy in order to achieve its objective of enabling people to contribute to community and national development.

### **Aims and Objectives**

1. To mobilize resources from its membership contributions and through other legitimate means, activities, instruments or sources of funding with the aim of contributing to the development of Kerewan;
2. To organize and unite all its members in the United States and the Diaspora under one common platform in the service of the Association;
3. To foster cooperation with other diaspora Kerewan-centered groups, partners, civil society organizations within and outside of the United States. This includes local, county, state and national authorities or governments.
4. To collaborate with Kerewan-based entities and individuals for the successful design and implementation of projects and initiatives undertaken by the association;
  - a. To promote the spirit of camaraderie among ourselves, inculcate good cultural values for the overall development of our children and young people as upcoming members of the association;
  - b. To encourage and promote the participation of people who hail from, or have some association with, or affiliation to Kerewan as members;
  - c. To mainstream gender in all our programming and activities;
  - d. To serve as a forum to discuss issues regarding relevant matters which affect the lives of its members in the United States and beyond.

### **Means to Achieve These Aims and Objectives**

The Association may use the ways and means outlined below to achieve its aims and objectives:

- a) Develop and implement programme strategies
- b) Develop and implement relevant systems, policies and procedures
- c) Work with partners and other stakeholders
- d) Raise funds from various sources such as membership contributions, grants, etc.
- e) Recruit and remunerate/pay human resources
- f) Acquire the necessary tools and infrastructure e.g. capital resources, IT and communication facilities
- g) Develop short, medium and long term resource mobilization and programmatic strategies for the association
- h) Accept lawful contributions from any persons, entities or corporations, provided that the principles, values and integrity of the association will not be at stake.

## **Bakery Project Need Assessment**

### **Why the Need for a Bakery Project?**

In the noble pursuit of our promise to uplift the lives of people in Kerewan and its environs, we feel the urgent need to contribute to filling the vacuum of youth unemployment, youth flight to urban areas, and worst of all, irregular migration of our youth to Europe through the perilous journeys across the Atlantic Ocean, Sahara Desert, and the Mediterranean Sea. Kerewan lost several indigenes in this unfortunate migration saga, commonly called the backway syndrome. Without any hesitation and by admission, the North Bank Region has suffered irreparable damage to this unwarranted loss of lives than any other area in the country. The backway migration of the youth population is the most unfortunate phenomenon that had befallen our country in recent living memory. The youth who are the backbone of our society and on whom our entire future depends are wasting away helplessly under our watchful eyes. It is as pathetic as it is avoidable. As members of KUSA, we can no longer accept this as a normal way of life and we want to do something about it. The youth lack hopes in their ability to make a better future for themselves in their communities. We want to contribute towards changing the narrative by coming up with a small-scale project that will touch lives.

In our search for what could be a viable project, the lack of a modern bakery facility in the whole of Lower Baddibou, Central Baddibou, Jokadu, and Upper Niumi concerns us as natives, and we want to do something about it. Bread has become a staple in the majority of Gambian homes today. By providing a modern bakery facility in Kerewan, the whole region would benefit, thereby enhancing the dependence on the small local bakeries, which are mostly foreign-owned and ill-equipped to meet the rising bread needs of these communities. Shortages of bread supply is a daily occurrence, and that must stop through the KUSA Bakery Project.

Overall, the KUSA Bakery Project would target a population of approximately 16,000 people in the environs of Kerewan and the greater North Bank Region.

In light of these facts, KUSA needs to fill the existing niche to build a modern bakery in Kerewan to employ the youths in the sector and to ensure that ordinary citizens have access to adequate bread that is healthy and affordable.

### **Aims and Objective of the Bakery Project**

1. Curb Rural Urban migration
2. Dissuade Youths from taking perilous Journey to Europe
3. Provide employment to youths in the community
4. Provide access and affordable bread to Kerewan and its environs
5. Plough back proceeds into other worthy charitable causes

## Funding Requirement

The total starting cost of the bakery project is \$19,089.66, which is equivalent to D977,390.59. However, KUSA has already generated half of this amount and is soliciting funding opportunities from individuals, organizations, and the government for the remaining balance as partner contributions. KUSA is especially appealing to the government for support, as this project would complement efforts geared towards meeting the goals of the National Development Plan 2018-2021. The government cannot do it all alone; we must all come together to initiate projects like this one to uplift the developmental needs of our people. We have no doubts that this bakery project would be an example for other non-profit organizations in other parts of the country to emulate.

## Proposed Project Budget

Description	Amount
Gas Hearth Oven Paving 6 Outlets 3 Lengths	\$8,344.24
Petrin 45L Phebus	\$3,337.36
Gecoma Shaper	\$2,558.76
Water Cooler	\$1,223.76
New Sinmag Divider	\$1,779.67
Transportation	\$1,445.87
Local Transportation (Banjul to Kerewan)	\$200.00
Installation	\$200.00
<b>Total</b>	<b>\$19,089.66</b>

### **Budget Explanation:**

The total cost for the purchase of bakery equipment and transportation from France is \$19,089.66. After thorough research, we conclude that equipment from France are more reliable and that spare parts are readily available in The Gambia for regular maintenance and periodic overhaul. This choice is essential for the long-term viability of the project.

### **Additional Cost:**

In order to meet the projected starting date for the project, KUSA would postpone the acquisition of land and the construction of a building. Instead, it would rent a space at a reasonable cost for one year when we would be in a position to acquire land from the town and begin the construction.

The KUSA Bakery Project plans to initially employ five people with expertise in project management, finance, bakery, and marketing, as one can see below.

Additionally, KUSA plans to go into a partnership agreement with ten people to serve as distributors of bread. These distributors will buy bread at a reduced price so they can also sell it to shopkeepers and individuals within the catchment areas. As part of the overall sustainability of the project over the long term, skills and a knowledge-sharing component will be included to enable the youth to have expertise in relevant areas of the whole bread-making and supply value chain.

### **Recurring Cost:**

Description		Amount
Rent		\$120.00
Office Manager/Accounts Officer	1 Office Manager D9500/month	\$190.00
Bakery Staff	3x D8,000/month	\$480.00
Helper Cleaner	D5,000 per month	\$100.00
<b>Total</b>		<b>\$890.00</b>

### **Benefits to/Impact on the Community**

After a lengthy impact analysis debate within KUSA membership and Executive which considered various project options, we came to the conclusion that a bakery project would

deliver a more immediate benefit to the people of Kerewan and its environs than any other undertaking. It would benefit thousands of people across the region.

The KUSA bakery would be the first modern bakery in the whole region. Our people have not had the opportunity to step in a bakery to buy, for example, hot bread, cake, and more. This is going to be the best opportunity for such an exciting experience and much more.

Instead of our people trekking to Banjul or Farafenni to buy a birthday cake, bread for Ramadan, or order baked goods for a conference, they would now have to stay in their neighborhood in a one-stop-shop to get all their bread needs met.

### **Results of the Bakery Project**

After one year, KUSA plans to build a decent female maternity wing in Kerewan Health Center to alleviate the suffering of our women folks who, according to our research, do not have a satisfactory and healthy place to give birth. Another project that we want to embark on is the construction of a community library. We want to inculcate the habit of reading, learning and research into our people. It is quite sad that Kerewan had never had a library throughout its history. The nearest thing to a library was the scrapped national mobile library that visited the schools once a month. KUSA would make a library available within two years. There are many more projects, such as a decent soccer field and multi-purpose community center that are on the to-do-list. Monitoring and Evaluation Mechanism



For this project to work successfully, as we envisage, a serious monitoring and evaluation system must be implemented by the KUSA executive within the framework of supervising the general administration and management of the project. The evolution of technology has gifted us with the ability to review income and expenses activities regularly in an interactive manner. The KUSA Executive will take a hands-on approach to monitor and evaluate the activities and operations of the bakery project. The accounting officer/office manager would implement a reporting system where daily activities would be recorded, and KUSA treasurer would be in a position to monitor effectively and efficiently. In addition to the KUSA executive, one of KUSA liaisons would serve as the auditor. This person would have the responsibility of conducting spot-checks to audit the record books and would live in Kerewan. KUSA Bakery will maintain Bank Accounts at the local bank for both operational expenses and sales deposits.

More importantly, KUSA would create a reporting mechanism to inform its donors on the progress of the project regularly, and will also prepare a comprehensive annual report of the activities the bakery. However, our donors/partners would not be bothered with the day-to-day operations of the project, but regular reporting would be a way to give assurance to them that their investment is not being wasted. This reporting system is a plan to strengthen the relationship between KUSA and the donors, and it would also build confidence between them.

### **Summary of the Purpose of the Bakery Project**

The KUSA Bakery Project is a community project that is going to impact thousands of people in terms of meeting their needs. Especially when it comes to the availability of baked goods in their neighborhood, it will provide employment to young people and generate economic activities with ripple effects within their community. It will also provide opportunities for young people to learn skills within the baking/bread-making value chain. Overall, as part of our efforts to meet a gaping need within the community, we also aim to discourage irregular and perilous migration of our youth across the high seas. The KUSA Bakery Project is a worthy project that also intends to use its proceeds to meet other identified needs within the Kerewan neighborhood. Like the construction of a maternal facility at the Kerewan Health Centre, a Community Library, a Multi-purpose Centre, and a decent Community Soccer Pitch. The benefits of this bakery project will impact lives in very positive ways and empower the community. Together, with the support and collaboration of our partners and donors, we can make a difference.

