

AFRICA: SUCCESS STORIES

Zambia: Zambia Auction Program Support Project (611-0757),
\$17 million, 1986-198__

The Zambia Auction Program Support (ZAPS) Project provides fast disbursing balance of payments assistance to the Government of the Republic of Zambia (GRZ) in order to support the GRZ's foreign exchange auction system and related policy changes, including the elimination of import license controls and interest rate controls. As the result of the foreign exchange auction system, the Zambian currency has been devalued to a more realistic level and reallocated in a more economically efficient manner, thus encouraging exports and giving access to scarce foreign exchange to importers of essential non-luxury goods, such as machinery and spare parts. However, the GRZ could not have undertaken the ambitious foreign exchange auction reforms without an infusion of cash to ride out the economic shock waves caused thereby, i.e., price increases, soaring interest rates and inflation.

In the early stages of the auction system ZAPS provided about 15% of the foreign exchange to fund the auction; the GRZ provided about 30% and other donors provided about 55%. Moreover, the local currency generated by the ZAPS cash transfers has been used to support agricultural

policy reforms in Zambia. For example, local currency has been used for a small farmer credit program and for fertilizer procurement in connection with ongoing efforts to reduce the GRZ's large fertilizer subsidies. Local currency generated by ZAPS has also strengthened the GRZ's position in pushing marketing reforms through a difficult domestic political process.

The ZAPS program has been recognized as a model for donors in Zambia, just as the Zambian auction system has become a model for developing countries. As the result of the popularity of the ZAPS program, USAID/Zambia has increased its leverage with the GRZ and thereby increased the likelihood of obtaining other long-term policy reforms in Zambia - such as market liberalization. Economic restructuring is a long-term process but support for the auction system, through ZAPS, puts the U.S. on the side of a more market-oriented development process in Zambia.

Zambia: Agricultural Development Research and Extension
Project (ZAMARE), (611-0201), \$15.485 million,
1980-1987

The Agricultural Development Research and Extension Project (ZAMARE) was designed to increase food production nation-wide through the development and adaptation of relevant agricultural technology and thereby, in the long-term, to increase the incomes of small farmers. ZAMARE is a success because it has strengthened the research capacity of the Zambian Ministry of Agriculture and Water Development, and increased the effectiveness of the Zambian extension services in transferring appropriate levels of agricultural technology to small-scale farmers.

The project's primary focus has been on the adaptive breeding of maize, sunflower and other crops, to develop varieties that are higher yielding, resistant to drought, disease and insects and, through on-farm research, to identify those varieties that do best for small-scale farmers. Those successful varieties are then introduced to farmers through the use of on-farm crop trials, demonstrations and training by extension service agents.

As the result of the project, we have introduced two maize varieties that produce twice the yield of local varieties, and

two free-nodulating soybean varieties that do not require nitrogenous fertilizers and yet produce a 15% greater yield than local varieties.

The new seed varieties, technical packages and good rains have contributed to increased production of targeted crops. Maize production in 1985-86 is estimated to be up 28% over 1983-84 levels, such that production of this staple crop has almost reached levels of self-sufficiency. Sunflower production in 1985-86 is estimated to be up 10% over 1984-85 levels. Soybean production in 1985-86 is estimated to be up 60% from 1984-85 levels and small farmers' share of production has increased from 10 to 15% of total production.

The project has also provided training in agricultural research and extension for 131 Zambians -- 82 in short-term in-country programs and 49 in longer-term academic programs, primarily in the U.S. As these Zambians have completed their training their increased capabilities enable them to perform well in key technical roles and decreases the need for outside technical assistance in agricultural research and extension in Zambia.

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Mauritania: Rural Roads Improvement Project, (682-0214), \$14.5 million, 1982-1986

In December 1986, USAID/Mauritania will complete construction of a 233 km rural road in the southern part of the country. The immediate benefit of the road is to facilitate the distribution of food, agricultural supplies, and agricultural products. The long-term development impact is expected to include attraction of people and commerce to settlements along the road, growth of private business, and improved access to education, health, potable water and the consumer economy. Observations during the past six months indicate that many of these benefits are already occurring, even before final completion of the roadway.

This newly constructed, all weather, laterite road replaces seasonally flooded and severely eroded tracks which have hampered every food development and food relief program attempted thus far. The new road alleviates this problem by linking the capitals of the agricultural regions to a laterite road from Kaedi to Boghe. The project is also performing heavy maintenance on this latter 100 km stretch to keep it usable pending reconstruction by other donors. From Boghe, an asphalt highway extends to Nouakchott, the nation's capital, and also joins the east-west asphalt highway which crosses Mauritania.

The road will be completed at a final LOP cost approximating \$14.5 million. This compares with an estimate of \$22.5 million prepared in December 1984 by a U.S. contract technical assistance team. The savings accrued principally from a dramatic improvement in productivity and a redesign of drainage structures put in place by new USAID management and direction. The final product will require significantly less maintenance and the quality of work will be equal to or better than originally conceived.

In July 1986, the President of Mauritania, accompanied by members of his Council of Ministers, visited the project. The President was extremely pleased with the quality of construction and expressed his sincere thanks to the people of America for a project urgently needed to assist Mauritania in its development.

Mozambique: Private Sector Rehabilitation Project, (656-0201),
\$40 million, 1984-1986

The Private Sector Rehabilitation Project uses the Commodity Import Program (CIP) approach to provide equipment, tools, implements and seeds to private sector commercial and family farmers in the provinces of Maputo and Gaza. For ten years these regions have had very limited access to agricultural inputs and production has suffered accordingly.

The project success is two-fold. First, it has engaged the Government of the Republic of Mozambique in on-going policy dialogue with A.I.D. resulting in the adoption of policy reforms favorable to farmers and the agricultural sector in general. These reforms include the elimination of price controls on fruits and vegetables, the divestiture of state farms in favor of private sector farms, and permitting of competition with state enterprises. Second, as a result of providing increased agricultural inputs, food production has increased. In the Maputo marketplace large amounts of fresh produce are available where previously stalls were empty. Overall, the Private Sector Rehabilitation Project has been highly visible and very popular in Mozambique.

Liberia: Rural Information System, (669-0134), \$12.2 million,
1980-1987

In 1980 USAID/Liberia initiated a rural information system project that is scheduled for completion in September 1987. Under this project a rural radio network has been established to transmit development related programs to rural inhabitants of Liberia in the major tribal dialects. The network consists of a headquarters/production facility in the capital of Monrovia and three 10,000 watt medium-wave regional radio transmitters in the country's interior. A.I.D. finances training for technical personnel, transmitters, studio equipment and the services of technical advisors from a U.S. consulting firm.

Test broadcasting began in June 1986 with regular broadcasting commencing at all stations by September 1986. Each station is now on the air six hours daily, and will expand to ten hours daily. Programs dealing with health, agriculture, child care, conservation and community development are transmitted in English and local tribal languages, reaching an estimated 70% of the population of Liberia. News is also presented on the stations along with programs from international services such as Voice of America and the BBC. Future plans call for broadcasts to primary schools. So far, strong community support has been expressed in favor of this extensive rural information system.

Ghana: Private Sector Firm Implements Social Marketing Program

Six months after signing the Contraceptive Supplies Project agreement in September 1985, a major success was achieved by a private firm within the project. The Contraceptive Supplies Project sought to (1) introduce private social marketing of contraceptives through numerous privately-owned pharmacies, chemical supply stores, kiosks and other outlets throughout Ghana, and (2) upgrade the family planning skills for service providers in the Ministry of Health. USAID/Ghana, with a centrally-funded contractor, assisted a private pharmaceutical firm, DANAFCO, to launch Ghana's first nation-wide contraceptive marketing program. The program has fully developed distribution, promotion and training plans responsive to performance targets set with the Government of Ghana in a contract by which AID financed contraceptives are made available to DANAFCO. Private social marketing directly complements the public sector family planning program.

DANAFCO utilizes a comprehensive marketing/sales campaign using news media and covering all corners of the country. As a result, contraceptives are being distributed nationwide in Ghana for the first time. The program has also trained almost 1,000 retail pharmacists and chemical suppliers in contraceptive technology and increased the number of outlets

offering safe and effective contraceptives from 300 to 1,200 in the first six months. Family planning counseling has also expanded rapidly in private outlets and is continuing to grow in public facilities. Overall, private social marketing of contraceptives has been a big success in Ghana.

Mali: Economic Policy Reform Program, (688-K-601-1A), \$18 million, 1986-1988

The Economic Policy Reform Program (EPRP) is the outcome of a successful policy dialogue conducted by USAID/Mali and the Government of the Republic of Mali (GRM). The EPRP is serving as an important catalyst to major policy reform in the areas of tax and regulatory reform, as well as budget restructuring. Within five months of its implementation in FY 1986, the Mali EPRP disbursed a first tranche of \$2.56 million in the fiscal reform component. This component increases private sector initiatives, by cutting the payroll tax rate from 15% to 7.5%, adjusting the tariff rates to remove biases against domestic manufacturing activity, passing a modernized business code, liberalizing foreign trade legislation, significantly relaxing price regulations and removing them altogether over a wide range of goods and services. Thus, the EPRP has created an improved investment climate and a set of incentives for the private enterprise sector. Further major reforms in the fiscal reform component are in the works for the coming two years.

The EPRP also supports the GRM in its commitment to budget restructuring. This component will assist the GRM to increase the amount of budget resources dedicated to development and operating expenditures, while reducing the proportion that goes

to cover public personnel salaries. In FY 1986, the GRM has decreased its intake of new civil servants by 38%. The GRM is also setting up a carefully thought-out program to encourage voluntary early retirements from the civil service. The program will include loan guarantee arrangements encouraging local banks to make loans to help ease the transition into private sector activity. As many as 600 civil servants are expected to leave under the program over the next two years. Positive acceptance and implementation of the EPRP-supported policy reform initiatives indicates a profound reorientation, and an attitude of pragmatism and realism which augur well for the development prospects of Mali over the medium-term.

Mali: Cereals Market Restructuring Project, (588-0230),⁶⁸⁸
\$15.2 million, 1984-1987

This policy reform and food for development project is one of the best examples of multidonor cooperation in Africa. Working together, the Government of Mali (GRM), AID and other donors have improved producer price incentives, significantly expanded the role for private sector marketing, and noticeably increased the efficiency of the grain marketing board. Project funds have been utilized to underwrite organizational reforms, to cushion the short-term impact on consumers, and to liberalize rice marketing - as well as to support producer prices. Given the always unpredictable rainfall and the highly variable agricultural production in Mali, the project donors and the GRM are now pursuing a dialogue on further public policy reform. While agreeing on the need to continue to increase the role of the private sector in cereals production and marketing, more attention is being directed to strengthening the capabilities of the private sector to play this role effectively and efficiently in years of abundance as well as scarcity.

A follow-on effort is being developed to see this dialogue transformed into practical action. The three objectives which have provided the underpinnings of the multidonor effort will

be retained: improved private sector incentives to produce and market grain; limited efficient public sector interventions to meet the cereal needs of periodically drought afflicted populations; and the continued development of informed, flexible and effective policies essential to Mali's long-term food security. The experience already gained in this coordinated food for development program will be invaluable in assuring the sustainability of restructured cereals markets in Mali.

Lesotho: Combatting Childhood Communicable Diseases,
(698-0421.32), 1984-198

The Combatting Childhood Communicable Diseases (CCCD) Project assists the Lesotho Ministry of Health (MOH) in reducing child mortality and morbidity by expanding and upgrading immunization and oral rehydration services (ORT) and by strengthening the ability of the MOH to deliver routine health services to a substantial portion of children under five years of age.

As a result of the project, in 1986, over 65% of the childhood population under two years of age were fully immunized. This is an increase of 16% since initiation of the project. To date the CCCD activity has trained over 3,000 health workers in ORT, control of diarrheal diseases and immunization. It has also instituted an oral rehydration training and treatment unit at the national referral hospital which is being replicated in rural health clinics and hospitals. Moreover, an extensive health education and surveillance program has been instituted throughout the country in conjunction with a five-year national plan to reduce and control diarrheal, immunizable and other childhood diseases.

Liberia: Combatting Childhood Communicable Diseases,
(699-0421.03), \$655,000, 1983-198

This childhood survival project was initiated in 1983 to assist the Ministry of Health and Social Welfare (1) prevent childhood diseases amenable to vaccination; (2) decrease mortality and morbidity caused by diarrhea and related dehydration; (3) decrease mortality and morbidity caused by malaria in children and pregnant women; and (4) strengthen national capabilities to improve the health of children and pregnant women through the prevention and control of vaccine-preventable diseases, diarrhea/dehydration, and malaria. The project is successfully being implemented through existing health facilities of the Government of Liberia, and in the process, is strengthening the government's capability to provide integrated primary health care services. Coverage of vaccination, diarrheal disease treatment (ORT), malaria treatment, and malaria prophylaxis of pregnant women is being expanded in accordance with government's national primary health care plan. The project is supplying vaccine, oral rehydrating salts and chloroquine throughout Liberia, utilizing existing distribution channels.

To date, the project has trained 990 clinic staff in 13 counties in vaccination techniques, logistics and program management. The first annual nationwide immunization campaign

was successfully completed in early 1986, administering over 300,000 doses of vaccine to mothers and children in just one week. The government, with assistance from USAID, Peace Corps, CCCD project and UNICEF, will undertake a second nationwide immunization campaign in November 1986. The Liberia Rural Communications Network constructed under the AID financed Rural Information System project will play a key role in publicizing the immunization campaign. The government plans to repeat the vaccination campaign each year for the next three years.

Other project accomplishments include the establishment of a fee-for-service and drug revolving fund system to generate counterpart funds to recover the cost of drugs provided as seed stock, and to pay for in-country costs like gasoline and kerosene; approval of a national diarrheal disease control strategy; and establishment of the first oral rehydration therapy demonstration unit in Monrovia. Because of the project's success to date, the government is considering the construction of other oral rehydration units in other counties of Liberia.

Lesotho: Rural Water and Sanitation (VWSS) Project
(632-0088), \$12.1 million, 1979-198

The Rural Water and Sanitation (VWSS) Project provides a reliable source of clean water to over 370 rural villages in Lesotho and some 142 new systems are planned for the next year. More than 186,000 beneficiaries are being served, far exceeding initial project targets. The VWSS project was begun in August 1979 to develop the institutional capacity of the Government of Lesotho to design, construct and maintain new and existing rural water supply systems. To date, over 450 workers have been trained and equipped with tool kits for maintaining the VWSS systems. A program has also been initiated to enable local villages to maintain and manage these systems with support by regional Government VWSS centers established under the project. The project has exceeded its original goals and now teamed with similar activities sponsored by the Swiss and UNDP to provide a more focused effort by multiple donors.

Clearances:

AFR/DP, John A. Patterson_____

AFR/PD, Carol Peasley_____

AFR/TR, Keith Sherper_____

AFR/CCWA, Julius Coles_____

AFR/EA, Steve Mintz_____

AFR/SA, Roger Carlson_____

AFR/SWA, Phyllis Dichter_____

PPC/PB, Robert Maushammer_____

PPC/PB, Peter Robinson_____

Sahel Regional: Demographic Data Collection and Analysis,
(625-0927), \$6.9 million, 1980-1987

This regional project has created a capacity within the Sahel region to collect and analyze demographic data. Through a regional demographic analysis unit (USED) at the Sahel Institute the project has conducted research on infant and child mortality in Senegal, Burkina Faso and Mali; internal and international migrations in the Senegal River Valley; and inter-relationships among population, health and development efforts in Burkina Faso, Senegal and Mali.

The project is administered by Sahelians from the nine member countries of the CILSS (Mali, Burkina Faso, Chad, Mauritania, Niger, Senegal, Gambia, Cape Verde and Guinea-Bissau). Thus it is strategically placed to provide major inputs to national and regional policy making. USED has become the principal institution in the region for training in population studies and it conducts practical workshops for specialists in government ministries of planning, health and education.

As a result of its research efforts, USED has established the largest data bank in the Sahel on a variety of subjects. This information is then used in significant ways. For example, results of the migration studies have supported legislation to improve working conditions and social benefits for Sahelian

migrants to France. Overall, the project has become a unique regional resource - a combination data bank and dissemination point - for demographic information essential to economic and social development in the Sahel.

Southern Africa Regional and Swaziland:

Southern Africa Manpower Development Project,
(645-0069), \$8.4 million, 1978-1986; Swaziland
Manpower Development Project, (645-0018),
\$19.6 million, 1984-1991

The regional Southern Africa Manpower Development Project, and its second phase, Swaziland Manpower Development Project have gone a long way to assist the Government of Swaziland (GOS) to overcome its critical shortage of trained manpower in the public sector. Success has been achieved by providing in-country and overseas training, and further by providing operational experts (OPEX) personnel to assume positions in the public sector while the training of Swazi nationals takes place. The project has been very well received by the GOS and has contributed to the long-term improvement of the government's capability in planning, designing and implementing national economic and social development programs.

Over 200 participants were trained in Phase I and over _____ participants are receiving training in Phase II of the project. Those trained are now working throughout the GOS in positions which influence policy and development issues. Most of the staff of the GOS Tax Commission, including the Assistant Commissioner of Taxes and the Principal Tax Inspector, are

former project participants. These former participants are credited with influencing the GOS decision to expand its revenue base and improve tax collection procedures. A new sales tax was introduced in 1984 and since has increased GOS revenue by a significant percentage. Most of the key staff at the Central Statistical Office, including the Chief Statistician, are former participants. The results of this training can be seen in the improved quality of recent GOS statistical data. Two of the major financial institutions in the country have former project participants in key administrative/management positions. Both the current General Manager of the Central Bank of Swaziland are former participants who received Masters' in Economics under this project. The 1986 policy decision by the GOS to delink its currency from the Rand Monetary Area was made easier by having trained individuals who could present arguments based on sound economic reasoning. In the Ministry of Agriculture and Cooperatives, the Director of Community Development completed a Masters' program under this project and is currently responsible for liaison between the various ministries and the traditional sector government. In the education sector, this project has provided degree programs and up-grading of degree status to members of the faculty of the University of Swaziland. In terms of institutional building and policy influence, there are numerous former participants in key mid-level positions throughout the GOS who play critical roles in implementing development goals.

Swaziland: Rural Water Borne Disease Control Project,
(645-0087), \$3.2, million 1979-1989

The Rural Water Borne Disease Control Project assists the Government of Swaziland (GOS) to (1) establish a continuing mechanism for basic health education in Swaziland to foster the use of improved water and sanitation-related practices; (2) demonstrate and undertake the construction of low-cost, technical appropriate pit latrines; and (3) institutionalize a capacity to incorporate health criteria into the design of water systems in Swaziland.

An end-of-project evaluation undertaken in FY 1986 found the project was successful in assisting the GOS to develop long-range planning capability in its water and sanitation sector, and establishing a control strategy for selected water-borne diseases. The project also exceeded quantitative targets for the number of beneficiaries reached in the areas of training and construction of sanitation facilities (pit latrines and rural water systems). Based on the positive evaluation, an extension through FY 1989 was approved. The extension will incorporate the evaluation's recommendations to continue assisting the GOS' implementing agency, the rural Water Supply Board, in construction of water systems and sanitation facilities. Construction of approximately 84 macro and micro rural water systems and 3,000 pit latrines are

planned during the project extension, thus providing safe water and basic environmental sanitation to an additional 25,000-30,000 rural Swazis.

Rwanda: Agricultural Surveys and Analysis Project,
Phase I, (696-0115), \$, 198 -198 ,
Agricultural Surveys and Policy Analysis
Project, Phase II, (696-0127), \$7 million,
1987-1991

By carrying out a national agriculture survey, Phase I of this project succeeded in developing for Rwanda an institutional capacity in data collection and processing. This is a critical need that frequently goes unmet in developing countries where basic information necessary for economic planning is simply unavailable. The results of the survey are now used throughout the Government of Rwanda and by various donors. The evolving data set is generally believed to be one of the best in Africa, especially as it is now being integrated with the results of other surveys such as household budget and consumption studies. Moreover, the project has provided technical assistance and training for Rwandans in statistics, survey methods, computers and other technology.

Phase II of the project will continue to reinforce the skills developed through participant and informal training. Second phase activities will strengthen the analytical capability of key Rwandan institutions to enable policy makers in the ministries of Agriculture, Finance and Planning to better use the information available. The new project will have a direct



impact on decision-making by producing analyses needed to frame important policy issues such as agriculture marketing, food security, resource management, agricultural pricing and inter-regional trade.

The success of Phase I was amply demonstrated during the design and negotiation of Phase II. The Government of Rwanda has expressed its confidence in American advisors and, as an outgrowth, has requested the long-term services of a macro-economist to work with officials of the Ministry of Finance on exchange rate issues. Thus, the project has gone a long way toward encouraging fruitful policy dialogue between A.I.D. and the Government of Rwanda on broader issues of overall policy reform.

Chad: Strengthening Development Ministries Project II,
(677-0052), \$2 million, 1986-198

The Strengthening Development Ministries Project II has played a major role in revitalizing and retraining government personnel working in development related ministries. For the past four years Chad has been in a rebuilding process, shoring up both infrastructure and human resources following the intense fighting from 1979-1982 which scattered and demoralized the civil service of Chad.

This project has trained 90 Chadians in other African countries or the U.S. in agriculture, health, planning and public works. There has been a successful 96% return rate and now these people are contributing directly to the development of the country. Most recipients of training are technicians, but also include 8 individuals occupying senior level positions in the Chadian civil service. Also of great impact on rehabilitating the civil service are the in-country project management seminars. Under the project four seminars have been conducted, involving 120 men and women who are mid-level technicians, project managers and planners. The Government of Chad has been very appreciative of the project and this has contributed to improved relations between the U.S. and Chad.

Botswana: Botswana Workforce and Skills Training I,
(633-0231), \$19.354 million, 1982-1989

The Botswana Workforce and Skills Training Project (BWAST) was designed to help the Government of Botswana (GOB) alleviate shortages of skilled manpower and simultaneously to provide assistance in employment generation in the public and private sectors. Specifically, the project purpose is to increase the number of trained Batswanans in skilled areas related to employment generation, using technical assistance and training.

By educating Batswana in disciplines related to job creation, BWAST has made rapid advances. To date, BWAST has funded nearly 100 public and private sector participants for long and short-term international training, and 700 for in-country training. Moreover, USAID/Botswana provided 36 competent technocrats under contract from the U.S.-based Academy for Educational Development to fill government line and private sector positions while the Batswanan were in training. These technocrats possess the skills to introduce policies, implement procedures and provide advice. For example, a U.S.-sponsored technician assisted GOB colleagues to develop a program which provides initial capital to start or expand local enterprises; this has led to over 3,100 new jobs since 1982. Another example of job creation as a result of BWAST sponsored technicians working with GOB counterparts took place at the

Rural Industries Innovation Center. The center helps implement rural industrialization in Botswana by introducing new technologies. The technologies introduced so far have been utilized by the private sector and led to 1,000 new jobs.

BWAST I has been so well received that in 1986 A.I.D. and the GOB agreed to extend and expand the project through 1992.