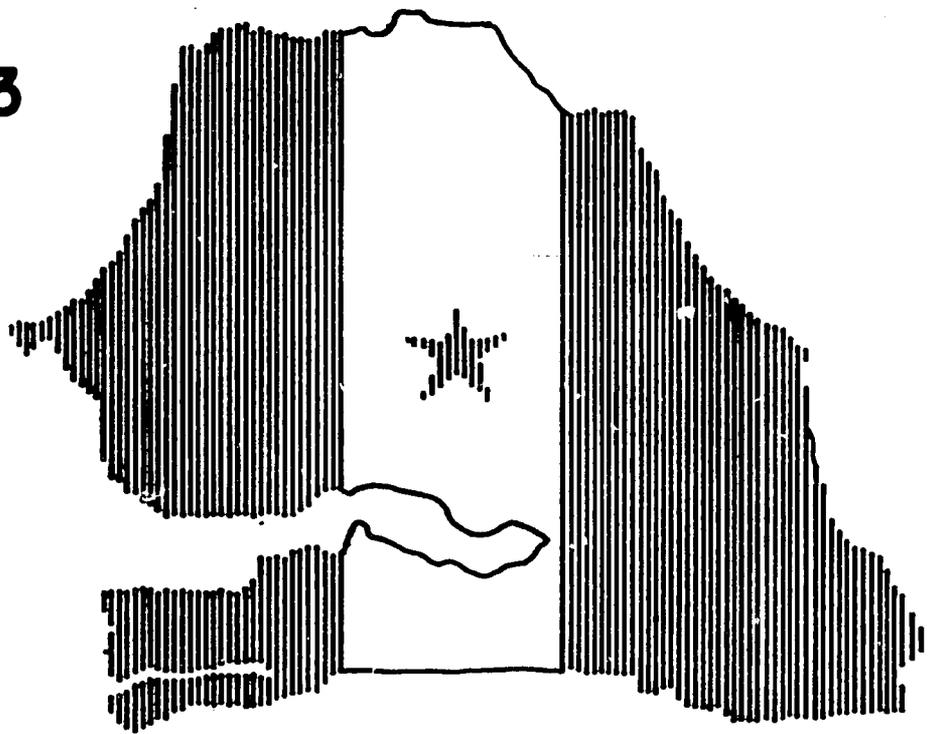


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AN OVERVIEW OF THE CURRENT USAID PROGRAM IN SENEGAL

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United States Agency for International Development

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**SUMMARY OF USAID/SENEGAL PROGRAM STRATEGY
1992 - 1997**

Rapid population growth and a deteriorating natural resource base threaten the accelerated economic growth that is essential to the maintenance of Senegal's traditionally open, democratic, and stable society. At the same time, Senegal's social, political, and administrative stability is a key advantage for its economy. USAID/Senegal has concluded that accelerated growth is a central issue and that population growth and environmental degradation are long-term development problems that must be addressed in Senegal now.

Between 1960 and 1985, per capita income in Senegal remained virtually unchanged as population growth offset economic growth that averaged just 2.4 per cent per year. Since 1985, improved weather, financial stabilization, and limited structural adjustment have improved Senegal's growth rate, but the population growth rate has accelerated as well. By 1992, Senegal ranked 137th out of 160 countries on the UNDP's index of human development based on considerations of per capita income, literacy, and life expectancy. Unemployment in urban areas stood at some 20 per cent. Moreover, it appears that the urban sector (formal and informal) can absorb only 30 per cent of the 100,000 new jobs required each year to employ Senegal's rapidly growing labor force. The remaining 70,000 jobs per year will have to be found in agriculture or unemployment will have to increase.

Senegal's agricultural sector is itself in serious trouble. Rapid population growth and a fragile natural resource base have combined to constrain the growth of the primary sector in general, and crop production in particular. Since independence, Senegal's total area in crop production has remained unchanged as new lands brought into production have been offset by land lost to declining rainfall, erosion, and declining soil fertility. Overall in Senegal, increases in yields arising from the increased quantity and quality of the labor force, from improved seeds, from increased animal traction and from other technologies have not been winning the battle to offset the decline in the physical quality of the soil. For the most part, Senegal's technology transfer mechanisms need significant strengthening, agricultural credit mechanisms must still be developed, and markets and pricing need additional liberalization.

The reasons for Senegal's continued high rate of population growth are equally fundamental. Senegal remains a conservative, polygamous, Islamic, and ethnically diverse society. A high value is placed upon children, but infant mortality remains high. While most urban women know of one modern method of family planning, only 58 per cent of rural women do. Approval of family planning is low: 60 per cent among urban women, but only 33 per cent among rural women. The availability of family planning services is constrained in part by the limited quantity and quality of public health services and by underutilization of the capabilities of the private sector. Only 40 per cent of the population has access to health care, and coverage has declined as population has grown and government budgets have tightened.

In order to lay the foundation for development in the 21st century, Senegal must begin now to reach a balance between its resources and its population. This is the context in which the USAID/Senegal strategy was developed. The overarching goal of the U.S. assistance program to Senegal is to improve the quality of life of the Senegalese people through a process of long-term development that is equitable, participatory, self-reliant, and environmentally sustainable. At an early stage of its strategy development process, USAID/Senegal concluded that a strategy of increasing private sector incomes would be preferable to alternative strategies for improving the quality of Senegalese life. Moreover, since the poorest of the Senegalese people are also those most deeply connected with the natural resource base, USAID/Senegal has adopted a strategic goal of increasing private sector incomes derived from sustainable exploitation of natural resources. Given the complex interactions among population growth, degradation of the natural resource base, and income growth, emphasis is placed on increasing income per capita in the long run. Achievement of this goal is structured around four development objectives:

- (1) decreased family size;
- (2) increased crop productivity in zones of reliable rainfall;
- (3) increased value of tree production; and
- (4) increased liberalization of markets.

Decreased Family Size. The USAID/Senegal strategy to achieve a decrease in family size addresses both demand and supply aspects of family planning through both public and private sector mechanisms, with significant differences in emphasis and timing between programs designed to benefit urban and rural clientele. USAID/Senegal will assist the government to decrease the fertility rate from 6.6 children in 1986 to 6.0 children by 1997. Because of urban/rural dichotomies in income levels, employment opportunities, literacy rates, breastfeeding practices, and fertility characteristics, the primary strategic focus in urban areas will be on service delivery, and the primary focus in rural areas will be on increasing family planning awareness and approval.

Increased Crop Productivity in Zones of Reliable Rainfall. The USAID/Senegal strategy to increase crop productivity relies on exploiting agricultural potential in Senegal's southern half where reliable rainfall totalling 400 mm per year is available in four years out of five. Through a combined program to enhance soil productivity and increase the use of adapted technology, USAID/Senegal will assist the government to increase production of cereals in such zones from 1,000,000 tons in 1989-90 to 1,300,000 tons in 1996-97. Productivity increases would be measured on an estimated 200,000 hectares of land, with some 45,000 rural households adopting technologies to improve soil fertility, and an additional 45,000 families adopting improved agronomic practices or using improved inputs.

Increased Value of Tree Production. Through a combined program to plant more trees and to conserve existing trees, USAID/Senegal will assist the government to increase the value of tree production by some \$2 million annually by 1997. Some 3,000,000 trees will be planted and survive and some 200,000 hectares of land will be protected and managed to permit natural regeneration of trees. This implies an increase in incomes for approximately 50,000 rural households.

Increased Liberalization of the Market. USAID/Senegal's strategy is to encourage further liberalization of the market for natural resource-based production. This recognizes the fact that increasing incomes for producers will require not only increased production, but also increased demand, and better access to markets. Through a process of decreased government regulation and increased private activity, USAID/Senegal will assist the government to increase the value of crop production marketed by the private sector from 46 per cent of the total in 1989/90 to 95 per cent in 1996/97, principally through privatization of the marketing of domestic rice and peanuts.

USAID/SENEGAL CURRENT PROGRAM: A SNAPSHOT

Strategic Objectives (1992-1997):

- o Decrease family Size
- o Increase Crop Productivity (Millet, Sorghum, Maize, Rice and Groundnuts) in Reliable Rainfall Zones
- o Increase Value of Tree Production
- o Expand Liberalization of Agricultural Markets

Budget Data

U.S. Assistance (\$000)	1990	1991	1992	1993 ¹
Development Assistance ²	0	1,470	4,215	5,834
Development Fund for Africa ²	37,000	22,000	25,785	24,166
Child Survival Earmarks	0	0	0	1,800
Economic Support Fund	0	1,000	3,000	1,000
Public Law 480 Title I/III	5,000	10,000	8,000	11,000
Other ³	120	191	125	216
TOTAL	42,120	34,661	41,125	44,016

¹ Proposed;

² Includes Reobligations of DFA and/or Sahel Development Program (SDP) no-year funds;

³ Regional or centrally-funded projects

CURRENT STATUS

The USAID program in Senegal has undergone substantial change during the past two years in order to pursue a natural-resource based, economic growth strategy. The program is designed to support sustainable agricultural development while slowing population growth. About 75 percent of program resources are directed towards the natural resource, family planning and child survival Congressional interest areas.

HIGHLIGHTS OF RESULTS

USAID is making significant progress in family planning in terms of actual use of contraceptives and in terms of creating policies and distribution networks, and in terms of stimulating demand for family planning services. Urban contraceptive prevalence rates have doubled in the last five years, as have the number of family planning centers; both the supply and range of contraceptives have expanded, and pro-natalist policies are under review. Important policy reforms are being designed and implemented in agricultural and natural resources development. Agricultural price policies and production marketing policies are being reviewed. A new forestry code gives farmers more control over land use and products. A.I.D. has also supported extensive reforestation activities; last year, 25% of the trees planted and surviving nation-wide were carried out under an A.I.D.-financed project, and survival rate were more than twice the national non-project rate.

LIST OF ACTIVE PROJECTS IN FY 1992

<u>Project Number</u>	<u>Project Title</u>	<u>Date Original Agreement</u>	<u>Planned Completion Date</u>	<u>Overview Page Number</u>
<u>PROJECT ASSISTANCE</u>				
685-0242	Rural Health Services II	12APR84	31DEC93	7
685-0248	Family Health and Population	31JUL85	31DEC93	8
685-0286	Senegal Child Survival/Family Planning	17JUN92	30JUN98	9
685-0285	Natural Resources-based Agr. Research	31JUL91	31JUL98	11
685-0295	Southern Zone Water Management	22AUG88	30JUN96	12
685-0283	Reforestation	22AUG86	30SEP94	16
685-0302	Kaolack Agricultural Enterprise Dev.	25SEP86	24SEP97	13
685-0260	Community & Enterprise Development	04JAN84	31DEC93	22
685-0306	Senegal AIDS Prevention and Control	17JUN92	30JUN98	24
685-0303	Senegal Elections Assistance	28SEP92	30SEP93	25
685-0281	Transfer of Technology	31JUL85	30SEP93	27
698-0463.85	Human Resources Development Assistance	10JUN88	30SEP95	28
685-0284	PVO/NGO Support	22JUN90	30JUN98	29
685-0294	Program Development and Support	10JUN88	31MAY98	30
625-0621	SRB(*) Planning & Policy Development	19JUL85	30DEC93	32

NON-PROJECT ASSISTANCE

XXXX	PL-480 Title III (FY 1992-94)	09JUN92	N/A	17
XXXX	PL-480 Title III (FY 1991)	07MAY91	N/A	19
0292/0299	AEPRP-II: Banking Sector Reform Support	19JAN90	19JAN95	23
0293/0300	Economic Support Fund VII (ESF-VII)	30SEP89	31MAR94	33

(*) Senegal River Basin.

I. STRATEGIC OBJECTIVE ONE: DECREASED FAMILY SIZE

1. Rural Health II/Child Survival
2. Family Health and Population
3. Senegal Child Survival/Family Planning

Rural Health Services II/Child Survival
(685-0242)

Duration

Eight years (12 April 84 - 31 Dec. 93)

Personnel

Director: Ibrahima Keïta, MPHSA

USAID Officer: Fatimata Hane

Life of Project Costs (US Dollars)Contributions:

United States: 10,725,000

Senegal: 1,025,000

Overall Total: 11,750,000

Principal Contractors or Agencies

Harvard Institute for International
Development (HIID)

Technology for Primary Health Care
(PRITECH)

The Rural Health Delivery Services II (RHDS) project assistance completion date (March 31, 1993) has been extended to December 31, 1993. This extension will permit (1) the Ministry of Public Health and Social Action (MPHSA) to undertake important systemic changes; (2) the consolidation of the project achievements with a particular focus on service delivery as well as impact on population to be served; and (3) the setting of the stage for future USAID involvement in the health sector. The original goal of the RHDS II project was to increase the productivity of agricultural workers so that agricultural production can more easily meet the demand for food. In 1989, the project was slightly amended to expand the goals to re-emphasize child survival and to include a third goal: to reduce mortality and morbidity among children under five years of age.

The purpose is to reduce the number of work days lost because of infectious disease and malnutrition of the primary workforce or their children, and to develop a maternal and child health care infrastructure at the village level with a primary focus on pregnant women and children 0-5 years of age.

While retaining this original purpose, USAID and the Government of Senegal agreed to amend the project to add an emphasis on decentralization in the primary health care (PHC) system as part of developing community level maternal and child care.

Family Health and Population
(685-0248)

Duration

Eight years (31 July 85 - 31 Dec. 93)

PersonnelDirector: Marième Diop, MPHSA
USAID Officer: Linda LankenauLife of Project Costs (US Dollars)

Contributions:

United States	22,070,000
Senegal	7,400,000
Overall Total	29,470,000

Principal Contractors or AgenciesInternational Science and Technology
Institute (ISTI)
Bureau of the Census (BuGen)

The purpose of the Family Health and Population project is: a) to achieve an effective, nationwide family planning program offered through public and private sector institutions; and b) to improve the demographic data base for more effective development planning.

This follow-up financing to the Family Health Phase I project (685-0217) has five principal components. First, expanding family planning/family health service delivery so that services will be available in all health centers and in 25% of the health posts, as well as through a variety of private channels. Second, training of medical and auxiliary health personnel and members of other appropriate organizations and groups to manage the nationwide family planning program. Third, supporting Information, Education, and Communication (IEC) activities to establish a solid public awareness and acceptance. Fourth, enhancing the demographic data base to improve development planning; in particular, assisting with the 1988 National Census. Finally, fostering population policy development to solidify the support of policy makers and planners in both the public and private sectors. Approximately 10 percent of the resources are directed toward increasing the role of the private sector in the delivery of family planning services.

To date, a year from before the end of USAID assistance, approximately 101,100 Senegalese women of reproductive age have benefitted from this program and their offspring should also have a better chance to develop into healthy children if birth intervals are prolonged.

The focus for the last two years of the project has been: (1) to consolidate the family planning system in place with particular emphasis on improving the quality of care; and (2) to support the embryonic Senegal National Family Planning Program (NFPP) and the critical integration of the project activities under the NFPP.

Senegal Child Survival and Family Planning
(685-0286)

Duration

Six years (17 June 92 - 30 June 98)

Personnel

Director: MPHSA

USAID Officer: Linda Lankenau

Life of Project Costs (US Dollars)

Contributions:

United States	27,000,000
Senegal	5,850,000
Overall Total	32,850,000

Principal Contractors or Agencies

(Various contracts under negotiation)

The purpose of the project is to increase the use and knowledge of modern contraceptives through improved access to and quality of family planning and related health services. Project inputs will lead to increased demand for -- an availability of -- high quality family planning and maternal child health (MCH) services. The project will increase demand through improved quality of services, implementation of targetted information, education and communication (IEC) activities, outreach services to the population, and sensitizing political, religious and traditional leaders. It will increase the availability of services by increasing the efficiency of existing family planning services, supporting community-based distribution of contraceptives, establishing an effective contraceptive logistics system, and encouraging private sector initiatives. Family planning (FP) services will be closely linked to other maternal, child, and family health programs.

The project will provide technical assistance: to help decentralize the public health system; to improve the quality of, and increase the demand for family planning services; to establish effective systems of financial management; and to promote private sector delivery of health services. In addition to family planning, the project seeks to reduce infant and child mortality through the control of diarrheal disease. Specifically, the project will establish Oral Rehydration Units in over 200 health care facilities as well as provide oral rehydration salts nationwide.

To complement other child survival interventions, the project will support the development of targetted IEC materials and programs as well as selected operations research for both child survival and family planning topics.

**I. STRATEGIC OBJECTIVE TWO: INCREASED CROP PRODUCTIVITY
IN ZONES OF RELIABLE RAINFALL**

1. Natural Resources-Based Agricultural Research
2. Southern Zone Water Management
3. Kaolack Agricultural Enterprise Development
4. Community-Based Natural Resources Management
(Under Design)

Natural Resources-Based Agricultural Research
(685-0285)

Duration

Seven years (31 July 91 - 31 July 98)

Personnel

Director: Mohamadou El Habib Ly,
ISRA
USAID Officer: Mawa Diop

Life of Project Costs (U.S. Dollars)

Contributions:

United States	19,750,000
Senegal	3,500,000
Overall Total	23,250,000

Principal Contractors or Agencies

Consortium for International
Development (CID)
Development Alternatives, Inc.
(DAI)

The goal of this seven-year project is to increase the productivity of cereals-based cropping systems in zones of reliable rainfall. The project focuses therefore, on crop productivity in the more favorably endowed southern zone of the country, an area that includes approximately 75 percent of total usable land in Senegal.

The Project aims at supporting the Senegalese Institute for Agricultural Research (ISRA) to generate natural resources-based technologies that increase the productivity and sustainability of cereals-based cropping systems for four selected cereals: millet, sorghum, corn and rice. The Project, through its support of technical assistance, commodities, participant training, and financing for research grants, is designed to help achieve four objectives: (1) an improved natural resources-based research program at ISRA; (2) natural resources-based technologies validated and ready for adoption; (3) a strong farmer-participatory research system appropriate for designing, testing and validating research; and (4) better financial and research management at ISRA.

The project will be implemented by a technical assistance team from the Consortium for International Development (CID). The long and short-term technical assistance will assist ISRA to design and carry out an applied natural resources-based agricultural research program focussed on cereals. Thus on-farm trials and technology transfer will be priorities. ISRA's institutional capacity will also be strengthened so that it can plan, manage and carry out research programs with maximum inputs of farmers, NGOs, and farmer organizations. The technical assistance team will include four long-term advisors: a research planner, a natural resources planner, an outreach advisor, a financial advisor, and a project administrator. Additionally, the project may "buy-in" to the Collaborative Research Support Projects (CRSP) which already have activities underway in Senegal with ISRA. The project will also fund approximately 15 graduate degree students in areas such as agroforestry, natural resources soil and water conservation and soil fertility. Participants for five Ph.Ds and ten masters degrees will be selected during the life of the project.

Southern Zone Water Management
(685-0295)

Duration

Eight years (22 August 88 - 30 June 96)

PersonnelDirector: Pierre Tendeng, MRDH
USAID Officer: Abdoulaye BarroLife of Project Costs (US Dollars)

Contributions:

United States	18,000,000
Senegal	2,700,000
Overall Total	20,700,000

Principal Contractors or Agencies

Louis Berger International (LBI)

This project aims at improving farmer recovery of land and utilization of water for increased agricultural production. The project will help farmers to recover lost productive farmland and to improve utilization of water to produce crops. By the end of the project approximately 60 valleys and 15,000 hectares of land will have been recovered or will have improved water control and utilization. Improved water control and utilization will lead to production stability during years of variable or low rainfall and to increases in average rice production of 1.8 metric tons per hectare during years of normal rainfall. The project has four related components to protect and reclaim salinized lands, to improve water-control on non-salinized land, and to increase cereal crop productivity.

First, under the Water Control and Management component, water management plans will be developed with village water management committees and dikes will be constructed.

Second, the Institutional Strengthening component will enhance the ability of traditional GOS technical services in agriculture and hydraulics to support water management development in the southern zone, to develop village-level capacity to operate and maintain water-control infrastructure, and to encourage private sector services for water management in the project areas.

Third, the Operational and Applied Research component will support contracts with national research institutions to help identify locally adapted water, soil, and management practices.

Finally, the Environment and Project Monitoring component will track the impact of the project and of other water-control projects on the Casamance Basin and its estuary.

Kaolack Agricultural Enterprise Development
(685-0302)

Duration

Five years (25 Sept. 92 - 24 Sept. 97)

PersonnelDirector: Adrian Backus, AFRICARE
Project Manager: Jacques Denis
USAID Officer: François FayeLife of Project Costs: (US Dollars)

Contributions:

United States	8,000,000
Senegal	-
Overall Total	8,000,000

Principal Contractors or AgenciesGIEs, Village Groups,
Public Institutions

The goal of this five-year project is to increase incomes and productivity derived from sustainable use of natural resources in the Kaolack region. The program objective is to establish and support 72 viable agricultural/agroindustrial enterprises of "groupements d'intérêt économique" (GIEs) that use environmentally sound production methods.

Activities being undertaken by AFRICARE, a U.S. PVO founded in 1971, will primarily include working with village groups to have access to agricultural credit and providing technical assistance for training in sustainable agricultural production technology, management and private enterprise skills development, natural resources management techniques and non-formal education (literacy and numeracy).

AFRICARE will work with villagers in the Kaolack region to improve existing infrastructure (wells, water basins and feedlots) in selected villages in support of the project's objectives.

In addition, AFRICARE will work with other private voluntary organizations and with agencies of the Government of Senegal to carry out this project.

Community-Based Natural Resources Management
(685-0305)
(Under design)

<u>Duration</u>		<u>Personnel</u>	
Seven years (June 93 - June 2000)		Design Officer:	John Wooten
<u>Life of Project Costs:</u> (US Dollars)		<u>Principal Contractors or Agencies</u>	
Contributions:		To be determined	
United States	25,000,000		
Senegal	3,000,000		
Overall Total	28,000,000		

The purpose of this seven-year project, currently under design, is to increase local community participation in the identification, planning, use, and conservation of natural resources.

The project will demonstrate the viability of a natural resource management system based on early, continued community participation which can help to reverse the resource degradation process and can help to protect existing resources. This will be accomplished by training village and community leadership and working with them to develop and implement community-wide conservation plans. Early emphasis will be placed upon tree planting and natural forest regeneration activities in order to demonstrate the economic benefits of forestry activities and to instill a sense of stewardship of natural resources in the population.

The project will seek to promote the involvement of the private sector in natural resource management. It will strengthen the GOS capacity to extend its natural resources-related technologies to the rural areas.

The project will consist of four (4) principal components: (1) Policy Identification and Analysis; (2) Training; (3) Land Use Management; and (4) Natural Resources Management (NRM) Monitoring.

I. STRATEGIC OBJECTIVE THREE: INCREASED VALUE OF TREE PRODUCTION

1. Reforestation
2. PL 480 Title III (FY 1992-1994)
3. Kaolack Agricultural Enterprise Development (See item 3 under Strategic Objective Two)
4. Community-Based Natural Resources Management (Under design) (See item 4 under Strategic Objective Two)

Reforestation
(685-0283)

Duration

Eight years (22 Aug. 86 - 30 Sept. 94)

PersonnelDirector: Amadou M. Niang, MRDH
USAID Officer: Phil JonesLife of Project Costs (U.S. Dollars)

Contributions:

United States	14,000,000
Senegal	3,175,000
Overall Total	17,175,000

Principal Contractors or Agencies

South East Consortium for International Development (SECID)

The purpose of this project is to mobilize large-scale popular participation in tree planting with local and private resources. The project encourages farmers, local communities, and businessmen to plant and care for trees. The project emphasizes planting for economic reward and increased agricultural production, rather than, as in the past, fuelwood production. The main activities of the project include:

(a) A media campaign to convey to the public (1) the message that trees benefit the owner and the owner's children, community and country; (2) that the one who plants and cares for a tree receive its benefits; and (3) technical and marketing information.

(b) Training to assist the forest service headquarters staff, field agents and other entities of the GOS involved with forestry in understanding the importance of agroforestry and the importance of promoting private sector tree planting and maintenance. The project supports long term training for Senegalese in U.S. institutions, short term training in-country, and observational tours to selected third countries and to the U.S.

(c) The matching grants activity to match, on a 50-50 ratio, the cash costs of the communities and eligible individuals for their local tree planting programs. This activity will fund those individuals and groups which take the initiative in tree planting.

(d) Private sector promotion: As market opportunities for seedlings, sale of forest products and provision of services such as roadside planting begin to appear, the private sector will expand its capacity and involvement. Technical assistance will match market opportunities with investors, strengthen local institutions to support the private sector, and arrange for required market feasibility studies.

(e) Policy Dialogue: To encourage the GOS to establish a policy environment which stimulates massive popular involvement in tree planting and maintenance.

(f) Roadside Planting: This component seeks to create and support small enterprises in the reforestation sector. Through a bidding process, the project will select local enterprises to carry out roadside tree plantings in all ten regions during the life of the project. The municipalities will assume responsibility for the care and maintenance of the trees one year after they have been established by the entrepreneurs.

P.L. 480 Title III Food for Development Program
(FY 1992-1994)

Duration

Three years (09 June 92 - 30 June 95)

Personnel

Director: Fatou Diagne, DDCF/MEFP
USAID Officer: Thomas Ray

Life of Project Costs: (US Dollars)Contributions:

United States	30,000,000
Senegal	-
Overall Total	30,000,000

Principal Contractors or Agencies

Private Sector Management Firm
(to be awarded)

In January 1991, the Agriculture Development and Trade Act of 1990 on P.L. 480 was amended to establish a new Title III program called the Food for Development Program. The new Title III program is a multi-year, grant-funded program which allows a recipient country to use imported commodities as a development tool to combat hunger and malnutrition. The ultimate objective of the program is increased food security, especially in Sub-Saharan countries, vis-à-vis support to specific development activities. The Title III program is authorized and implemented by USAID.

On June 9, 1992, the Government of Senegal (GOS) and USAID signed a P.L. 480 Title III program agreement amounting to U.S. \$30 million. The objective of this three-year program is to establish an improved policy environment for natural resources planning and management at both the national and local community levels. Therefore, this new Title III program will help formulate a national strategy or policy plan that provides a comprehensive framework for the coordination and integration of all environmental and natural resource sector plans and programs.

The dollar grant resources provided by the program will be used to procure and provide ocean transport costs for transporting agricultural commodities. The local currency generated by the sale of the donated commodities will be used for the reimbursement of the public sector agricultural-related debt towards the banking sector or other development purposes as mutually agreed upon by the GOS and USAID.

For the first time in Senegal, this new program will enable greater participation by private sector traders in the receipt, handling, transport, storage, and distribution of P.L. 480 commodities in lieu of the Caisse de Péréquation et de Stabilisation des Prix (CPSP). A study financed by USAID in October 1992 concluded that the private sector has the capability to undertake the distribution and marketing of P.L. 480 Title III rice and that there is sufficient demand within this sector to ensure the sale, at competitive market prices, of P.L. 480 Title III rice.

IV. STRATEGIC OBJECTIVE FOUR: INCREASED LIBERALIZATION OF THE MARKET

1. P.L. 480 Title (FY 91)
2. Agricultural Sector Grant
(Under design)

P.L. 480 Title III Food for Development Program
(FY 1991)

Duration

One year (05 July 91 - 05 July 92)

Personnel

Director: Fatou Diagne, DDCF/MEFP
USAID Officer: Thomas Ray

Life of Project Costs: (US Dollars)Contributions:

United States	10,000,000
Senegal	-
Overall Total	10,000,000

Principal Contractors or Agencies

Caisse de Péréquation et de
Stabilization des Prix (CPSP)

On July 5, 1991, the Government of Senegal (GOS) and USAID/Senegal signed a one-year P.L. 480 Title III agreement amounting to \$10 million. The program is designed to improve cereals marketing and processing, with increased food security as its ultimate purpose. The GOS has committed itself to policies that promote food security, including policies to reduce hunger and malnutrition.

The FY 1991 Title III Agreement's objective is the elimination of transport subsidies on rice to bring market forces to bear in the agricultural sector. The following program impacts are anticipated: (1) reduced fiscal burden on the government; (2) increased retail rice prices, especially in rural areas. This should lead to increased demand, prices and production incentives for domestic coarse grains; and (3) increased private sector involvement in rice transport. The resulting cost savings will partially offset the consumer price effects of eliminating the transport subsidies.

To support this objective, USAID has provided, for FY 1991, \$10 million which enabled the provision of 23,500 MT of rice, including ocean freight. Sales of the rice will generate approximately CFAF 3 billion in local currency proceeds. These proceeds will be used for the repayment of the public sector agricultural-related debt towards the banking sector, or for other development purposes mutually agreed upon by the parties.

Agricultural Sector Grant
(685-0297/301)
(Under design)

<u>Duration</u>		<u>Personnel</u>	
Three years (Aug. 93 - Sept. 1996)		Design Officer: Jan van der Veen	
<u>Life of Project Costs: (US Dollars)</u>		<u>Principal Contractors or Agencies</u>	
Contributions:		To be determined	
United States	30,000,000		
Senegal	-		
Overall Total	30,000,000		

This is a three-year sector assistance program in agriculture. This \$30 million program will support the efforts of the Government of Senegal to implement explicit price policy and institutional reforms in the rice and groundnut markets. The institutional reform will privatize and restructure the key parastatal enterprises operating in both these markets.

The program goal of the Agricultural Sector Grant is to increase, in rural areas, private incomes derived from processing and marketing cereals and groundnuts. At the intellectual core of the program is the broadly shared judgment that significant progress toward achieving this goal cannot take place without major reforms of agricultural policies. These reforms will permit the emergence of an efficient agricultural and marketing system. Senegalese agriculture cannot become efficient until price signals reflect real economic costs and until competitive markets prevail, particularly in rice and groundnuts, the two markets in which government involvement continues to be great. The purpose, therefore, of the Agricultural Sector Grant program is to liberalize pricing, processing and marketing of, primarily, rice and groundnuts.

The general thrust of the program is (1) to eliminate administrative pricing mechanisms and thereby to let prices act as responsive resource allocation signals in the market place and (2) to significantly reduce direct government involvement in purchasing, importing, storing, processing and distributing rice and groundnuts, all tasks performed more efficiently by the private sector.

The program will supply cash disbursements of \$29.0 million; an additional obligation of \$1.0 million will be earmarked for technical assistance for managing and monitoring the effects the policy and institutional reforms, and for evaluation and audit studies associated with the implementation of the Agricultural Sector Grant program.

V. TARGETS OF OPPORTUNITY

1. **Credit:** Community and Enterprise Development
2. **Credit Policy:** African Economic Policy Reform Program (AEPRP-II): Banking Sector Reform Support
3. **AIDS:** Senegal AIDS Control and Prevention
4. **Institutional Support:** Senegal Elections Assistance

Community and Enterprise Development
(685-0260)

Duration

Ten years (04 Jan. 84 - 31 Dec. 93)

Personnel

Director: Ibrahima Samb, MEFP
Chairman of the National Project
Committee
USAID Officer: Amadou Ly

Life of Project Costs (US Dollars)

Contributions:

United States:	15,229,000
PVOs :	See below*
Peace Corps :	-
Overall Total:	15,229,000

Principal Contractors or Agencies

New Transcentury Foundation/
Management Systems International
(NTF/MSI)
Agence de Crédit à l'Entreprise
Privée (ACEP)

The purpose of this project is to enable village groups and small entrepreneurs to manage and sustain their own development.

The project has two components: (1) sub-grants to U.S. and local PVOs to assist village organizations, through the provision of training, technical advice, and credit, to plan and implement financially viable productive activities; and (2) a loan fund providing credit to small scale enterprises (SSEs) using strict business criteria and the highest legal allowable interest rate.

The project sites are in the Regions of Kaolack, Fatick, Thiès, Diourbel and Dakar and have been recently extended to the regions of Ziguinchor, Kolda and Tambacounda, thanks to a financial contribution of \$1.7 million from the Government of Senegal (GOS) to support ACEP activities in these regions. From Dakar, a management unit funded under a cooperative agreement with New Transcentury Foundation is managing and monitoring all project activities. A National Project Committee, including representatives of AID and six GOS concerned ministries, approves PVO proposals, reviews overall project policy and criteria for selection of beneficiaries, and participates in periodic project reviews and evaluations.

(*) PVOs provide some of their own resources in support of projects they undertake with AID assistance.

Senegal Africa Economic Policy Reform Program (AEPRP-II):
Banking Sector Reform Support
(685-0292/0299)

Duration:

Three years: (19 Jan. 90 - 19 Jan. 95)

Personnel:

Director: Mamadou Lamine Loum
Director General of the Treasury, MEFP
USAID Officer: Colette C. Cowey

Life of Project Costs (US Dollars)

Contributions:

United States	35,000,000
Senegal	-
Overall Total	35,000,000

Principal Contractors or Agencies

Société Nationale de Recouvrement (SNR)

The Banking Sector Reform program (AEPRP-II) recognizes and responds to the need for program assistance to restructure the banking sector in Senegal. The Program supports the Government of Senegal's actions to reform the banking sector so that the sector can contribute efficiently to structural adjustment in the public, parastatal, industrial, and agricultural sectors.

The purpose of the AEPRP-II is to re-establish a viable banking sector system in Senegal characterized by adequate levels of solvency, liquidity and profitability, and by increased sectoral and term diversification. The objectives of the Program are the following: (1) Improved inspection and supervision of banks; (2) Privatization, restructuring, and improved management of banks; (3) Accelerated recovery of bad debts; (4) Mobilization of domestic savings; and (5) Improved allocation of credit and improved outreach to all sectors of the economy.

The grant agreements for \$32 million of program assistance and \$3 million of technical assistance were signed on January 19, 1990. To date, four tranches totalling \$27 million in program assistance have been disbursed; a final tranche of \$5.0 million remains to be disbursed.

Technical assistance consists primarily of two long-term experts placed in the Société Nationale de Recouvrement (SNR) to assist in managing the debt recovery component of the program.

Senegal AIDS Control and Prevention (AIDSCAP)
(685-0306)

Duration:

Six years: (17 June 92 - 30 June 98)

Personnel:

Director: Dr. Ibra Ndoye
 Coordinator of the Comité National
 de Prévention du SIDA (CNPS)
 Project Resident Advisor:
 Dr. Cornelia Davis
 USAID Officer: Massaer Guèye

Life of Project Costs (US Dollars)Contributions:

United States	9,900,000
Senegal	2,000,000
Overall Total	11,900,000

Principal Contractors or Agencies

Family Health International (FHI)

The goal of the Senegal AIDS Control and Prevention (AIDSCAP) project is to reduce the rate of sexually transmitted HIV infection in Senegal by helping, through a buy-in to the Family Health International (FHI) AIDSCAP Cooperative Agreement, the Government of Senegal (GOS) National AIDS Control Program (NACP), other GOS institutions, the University of Dakar Laboratory of Bacteriology/Virology, and appropriate non-governmental organizations strengthen and focus AIDS prevention activity in the population at high risk of sexually transmitted HIV infection.

The purpose of the project is to decrease HIV high-risk behavior within the target groups and to strengthen delivery of services that reduce the spread of HIV and other STDs in selected geographic regions. By 1998, the project will: (1) implement an improved array of targeted communication activities; (2) strengthen non-traditional, public and private condom distribution to target groups; (3) improve the provision of STD prevention services; and (4) achieve and maintain a policy environment conducive to the effective implementation of AIDS prevention activities.

The project will target groups at highest risk for HIV infection and will be geographically focused in four regions with greatest potential for spread of the epidemic: Dakar, Kaolack, Ziguinchor, and Thiès. The project will focus primarily on urban populations, with possible expansion of successful interventions to peri-urban settings or different geographic regions near the end of life-of-project.

Project activities will be defined via subagreements executed between Family Health International (FHI) and local organizations, including the National AIDS Control Program (NACP), the University of Dakar Laboratory of Bacteriology/Virology and non-governmental organizations with interest and expertise in AIDS prevention. Proposed local organizations will be assessed for fiscal and technical soundness prior to award of subagreements and this capacity will be monitored and augmented throughout subagreement implementation.

Senegal Elections Assistance
(685-0303)

Duration:

One year (28 Sept. 92 - 30 Sept. 93)

Personnel:

Director: Abdoul Aziz Diagne
Directeur de Cabinet, Ministère
de l'Intérieur
USAID Officer: Annette Adams

Life of Project Costs (US Dollars)Contributions:

United States	500,000
Senegal	-
Overall Total	500,000

Principal Contractors or Agencies

SUD COMMUNICATION

With a total life of project funding of \$500,000 from the Development Fund for Africa (DFA) appropriation, the Senegal Elections Assistance project consists of assistance for: (1) a national voter education campaign that will include the production and distribution of written, audio and audiovisual materials in six local languages; and (2) the procurement of essential electoral materials such as ballot boxes, voting booths and indelible ink to institute the secret ballot and facilitate administering the presidential and legislative elections.

The goal of the Project is to improve the political and social climate to institutionalize a democratic electoral process in Senegal. The purpose of the Project is to promote transparency and broad public participation in Senegal's 1993 elections through voter education and the provision of electoral materials and commodities. The Project's goal and purpose will be accomplished through two Project components: (1) the Voter Education Component and (2) the Election Materials Component.

The Voter Education Component emphasizes provision of information to voters about a host of new voting procedures such as: registration requirements, secret balloting, newly established polling stations, etc. Under the Voter Education Component, technical assistance services will be procured for the development, production and dissemination of information about Senegal's revised voting procedures and requirements. The written and audiovisual materials under this component will be produced in French and in the following six local languages: Wolof, Pulaar, Mandinka, Sereer, Diola and Soninke.

The Election Materials Component will finance the procurement of essential commodities to administer the 1993 elections such as ballot boxes, voting booths, cloth curtains for voting booths, and indelible ink.

VI. CROSS-CUTTING OBJECTIVE PROJECTS

1. Transfer of Technology
2. Human Resources Development Assistance
3. PVO/NGO Support
4. Program Development & Support (PD&S)

Transfer of Technology
(685-0281)

Duration

Eight years (31 July 85 - 30 Sept 93)

Personnel

Director: Aboubacry Demba Lom,
Directeur de la Planification, MEFP
USAID Officer: Amadou Ly

Life of Project Costs (US Dollars)

Contributions:

United States	9,963,000
Senegal	-
Overall total	9,963,000

Principal Contractors or Agencies

Int'l Food Research Institute (IFPRI)
Institut Sénégalais de Recherche
Agricole (ISRA)
Institut de Technologie Alimentaire (ITA)
Institut for Dev. Anthropology (IDA)
RUDHO/Abidjan
Appropriate Technology International (ATI)
Central State University (CSU)
Morehouse School of Medicine (MSM)
AFRICARE
Direction du Cadastre du Sénégal

The purpose of the Transfer of Technology project is to support the introduction of new, improved technology and management practices, and alternative methods for stimulating development in the areas of agriculture, processing, development, health, natural resources management and enterprise development. The project supports participant training, consultants, studies, seminars and pilot project activities. By the end of the project, specific new or adapted technologies and management practices will be adopted in Senegal and people will be trained in their use. The project will focus on generating and disseminating technologies and management practices in agriculture, health, natural resources management, and enterprise development.

Training under this project is short-term in nature and should be consistent with and complement A.I.D. programs. This project enables A.I.D. to react quickly, with minimum lead time, to private and GOS requests for financing of the activities outlined above. It may also serve to speed implementation of new projects during the start-up or pre-implementation period.

The project supports: (a) research to study policy issues and options related to technology use and management; and (b) surveys to identify the feasibility and investment of relevant technologies. Study tours to the U.S. or third countries are assisting GOS and private policy makers and administrators in their study of policy or reform options.

Human Resources Development Assistance
(698-0463.85)

Duration

Seven years (10 June 88 - 30 Sept. 95)

Personnel

Director: Boubacar Traoré
 Secrétariat Général du Gouvernement
 USAID Officer: Ousmane NDao

Life of project Costs

Contributions:

United States	10,000,000 (Est.)
Senegal	-
Overall Total	10,000,000

Principal Contractor or Agencies

African Training for Leadership and
 Advanced Skills (ATLAS)
 SENECEI
 CESAG

The Human Resources Development Assistance project (HRDA) is the continuation of the Sahel Human Resources Development (SHRD III) project, with funding starting in FY 1988. The purpose of this project is to stimulate, facilitate and support training programs that provide qualified technical, scientific and management policy planners to strengthen African development training institutions, enhance the growth of the private sector and increase the participation of women in development. The project focuses training in support of structural and policy reform, diversified agriculture production and family health.

The HRDA project assists Senegal in meeting critical human resource requirements by providing financial assistance for training programs mutually agreed upon annually, following the development of a long-term training plan which reflects USAID and GOS agreement on priority training requirements. Training priorities include: (a) management training for public sector managers; (b) skills for the emerging private sector; (c) exposure to new ideas and approaches for both the private and the public sectors; and (d) targeted technical training opportunities.

HRDA is flexible with regard to the level of training to be offered (degree and non-degree), the length of training (long-term and short-term) and the location of training (U.S., in-country, or third country). In addition to short and long-term academic and technical training in the U.S. or in a third country, in-country seminars, workshops, and special courses will be financed. Training opportunities for women and private entrepreneurs will be encouraged.

PVO/NGO Support
(685-0284)

Duration

Eight years (22 June 90 - 30 June 98)

Personnel

Director: National Project Committee
chaired by Mamadou Guèye, DIRCAB/MEFP
USAID Officer: Abdoulaye Ndiaye

Life of project Costs/Contributions:

United States	15,000,000
Senegal	1,500,000
Overall Total	16,500,000

Principal Contractor or Agencies

New Transcentury Foundation (NTF)

The goal of this project is to improve the standard of living for poor Senegalese as measured by increases in access to inputs, goods and markets, and improved access to primary health care, literacy training and credit and savings. The project purpose is to enable local NGOs, NGO associations and community groups, with U.S. PVO assistance, to plan, design and carry out sustainable development activities. The project has two major elements linked both conceptually and operationally namely: (1) institutional support to local NGOs and NGO associations, and (2) sub-grants to U.S. PVOs, local NGOs or U.S. PVOs and local NGOs working collaboratively for sustainable, community-based activities.

The project provides institutional support to strengthen the capacity of PVOs and NGOs to plan, design, carry out and evaluate project activities. To strengthen institutional capacity, the project makes available training and technical assistance in planning, management, and project design, monitoring, evaluation and implementation. Institutional support for NGOs is based on needs assessments. The project also supports and encourages collaborative, institutional strengthening relationships between U.S. PVOs and local NGOs or community associations.

Community-based sub-grants will finance a wide range of community-level activities in development areas such as agriculture, natural resources management, micro and small-scale enterprise, primary health care, development family planning, and non-formal education designed and implemented by the communities themselves with the assistance of U.S. PVOs, other NGOs working in Senegal, and U.S. PVOs and local NGOs working collaboratively. These activities will not only provide direct benefits to the communities, but will also enhance the capacity of local organizations and community groups to mobilize their own resources and to plan, manage and carry out other sustainable development activities.

The project is implemented by a coordinating entity, the Umbrella Support Unit (USU), set up and managed by a competitively selected lead U.S. PVO, the New Transcentury Foundation (NTF). The USU organizes and provides the full range of training, technical assistance, grants processing, monitoring and evaluation, financial management and organizational support carried out under the project. The National Project Committee (NPC) provides policy guidance to the USU and approves grants for certain levels of funding. USAID/Senegal is substantially involved in project monitoring and evaluation, grants selection and approval, and coordinates with the GOS and other projects.

Program Development and Support (PD&S)
(685-0294)

Duration

Ten years (10 May 1988 - 31 May 1998)

Personnel:

USAID Officer: Massar Bèye

Life of Project Costs (US Dollars)

Contributions:

United States	5,000,000
Senegal	-
Overall Total	5,000,000

Principal Contractor or Agencies

N/A

The primary purpose of the project is to provide a flexible mechanism to finance development and design of A.I.D. support for Government of Senegal (GOS) projects and programs, feasibility studies, assessments, and evaluations. In agreement with the GOS, USAID manages the funds of the Project. The Project will include financing of the following types of activities:

- a. Project or program development, feasibility studies, operational research, and pilot testing of hypotheses which may lead to a final project design or to the exploration of new program directions, assessment of program impact and A.I.D. program priorities.
- b. Country Program Strategic Plan (CPSP) related studies and sector assessments, or other special studies which enhance policy dialogue efforts or lead to a better understanding of technical, institutional and organizational constraints.
- c. General purpose activities such as seminars, workshops, and special economic, sectoral or statistical surveys and studies which cannot be associated with a single, discrete project. This category includes the publication and other dissemination of appropriate research and technical studies.
- d. Small exploratory research activities or support thereto, including state-of-the-art surveys/studies required for preliminary program explorations.
- e. Project-level and non-project evaluations and financial management/audit activities not otherwise budgeted in specific project, program or other agreements including PL-480.
- f. Reasonable pre-project implementation costs or bridge funding between terminating and follow-on projects.
- g. Program costs associated with monitoring or auditing local currency when local currency is unavailable for this purpose.
- h. Travel or short term training costs of host country counterpart personnel when other funds are unavailable for this purpose.

VI. OTHERS

1. SRB Planning and Policy Development
2. Economic Support Fund (ESF-VII): Tax Reform

SRB Planning and Policy Development
(625-0621)

Duration

Seven years (19 July 85 - 31 Dec. 93)

Personnel

Director: Karim Dembelé
Secretary General, OMVS
USAID Project Officer: Iqbal Quazi

Life of project Costs (US Dollars)

Contributions:

United States	6,500,000
OMVS Senegal	-*
Other donors	3,800,000
Overall Total	10,300,000

Principal Contractors or Agencies:

Dames and Moore
Medical Care Development
Utah State University

The project purpose is: (a) to strengthen the institutional capability of the Organization for the Development of the Senegal River Basin (SRB) (known by its French language acronym OMVS) to plan, coordinate, and monitor investments in agricultural production and activities that support agricultural production; and (b) to attract investments in agriculture and agriculture-related development activities in the SRB.

The OMVS was formed in 1972 to plan, coordinate and implement projects within the Senegal River Basin. Since its creation, OMVS has been successful in attracting about \$750 million from other donors for the construction of two dams on the Senegal River and over \$100 million for master plan feasibility studies. Irrigation farming, whose potential will be greatly expanded with completion of the two dams is essential for agricultural development along the the river valley of the basin. Master planning has been completed except for the upper valley and for primary health care for the entire basin.

Through the completion of four studies on: (a) the reorganization of OMVS; (b) the Upper Valley Master Plan; (c) the SRB Master Plan; and (b) the Fiscal Allocation Study, the project aims at improving the institutional capacity of OMVS to plan, coordinate, and monitor investments. The project also provides for technical assistance, training and certain commodities.

This project is to assist OMVS and its member countries in attracting new investments in agricultural production and to improve OMVS capability to carry out its role. Irrigation and food production opportunities worth hundreds of millions of dollars exist but completion of planning and improved institutional performance are needed to attract additional investments, most of which would come from European and Arab sources.

* OMVS contributes staff, office space and other support for the studies and technical assistance.

Economic Support Fund Program (ESF-VII):
Income Tax Reform
(685-0293/0300)

Duration:

Five years (30 Sept. 89 - 30 Mar. 94)

Personnel:

Director: Massamba NDiaye,
Directeur Général des Impôts
et Domaines, MEFP
USAID Officer: Colette C. Cowey

Life of Project Costs (US Dollars)Contributions:

United States	20,000,000
Senegal	-
Overall Total	20,000,000

Principal Contractors or Agencies

U.S. Internal Revenue Service (IRS)

The ESF-VII program supports reform of the income tax system in Senegal. The program was designed to help alleviate the severe short term budget crisis facing the Government of Senegal (GOS) in 1989-90 and to lay the groundwork for improved fiscal systems and promotion of budget transparency and better allocation of public sector resources. Specifically, the program is to reduce tax burden on individuals and firms and to simplify the tax system for more straightforward administration.

A single policy condition, adoption of the revised tax code, was formulated for the ESF-VII program. This condition was satisfied in January 1990 after the National Assembly's adoption of a revised income tax code incorporating a simplified single tax schedule for all sources of household income. To date \$18.5 million of non-project assistance have been disbursed.

A project component, budgeted at \$500,000 finances a two-year technical assistance activity to develop a tax administration training program for the GOS Tax Department.

VIII. ANNEXES

- I - List of Obligations from 1961 to 1992
- II - List of USAID Division and Deputy Chiefs

ANNEX II

List of Obligations (DA, ESF, AEPRP, and PL 480) 1961 - 1992
(In thousands of U.S. Dollar)

<u>Fiscal Year</u>	<u>Project Assistance (DA)</u>	<u>Non-Project Assistance (ESF/AEPRP)</u>	<u>PL-480^{A/}</u>	<u>Regional^{B/}</u>	<u>OMVS/OMVG (DA)</u>	<u>Total Obligations FY 1961-93</u>
1961-65*	9,600	-	4,300	-	-	13,900
1966	1,400	-	1,300	-	-	2,700
1967	900	-	5,600	-	-	6,500
1968	1,100	-	1,500	-	-	2,600
1969	1,000	-	2,100	-	-	3,100
1970	800	-	3,400	-	-	4,200
1971	600	-	2,600	-	-	3,200
1972	800	-	1,100	-	-	1,900
1973	900	-	1,600	-	-	2,500
1974	900	-	7,900	-	-	8,800
1975	5,643	-	2,100	-	-	7,743
1976	1,938	-	1,465	-	-	3,403
1977	8,554	-	2,954	-	-	11,508
1978	9,144	-	6,625	-	-	15,769
1979	12,140	-	5,487	-	-	17,627
1980	10,000	-	13,565	1,528	-	25,093
1981	14,800	-	21,483	2,063	4,604	42,950
1982	16,500	-	13,190	1,601	3,012	34,303
1983	14,058	5,000	13,367	1,860	10,033	44,318
1984	22,885	10,000	15,905	1,247	3,528	53,565
1985	22,104	15,000	6,661	3,070	4,000	50,835
1986	20,375	26,484 ^{C/}	12,943	1,152	1,500	62,454
1987	18,733	11,075	12,677	2,106	1,500	46,091
1988	21,100	-	7,645	120	2,350	31,215
1989	23,972	24,200 ^{D/}	5,000	141	1,000	54,313
1990	10,500	26,500	5,000	120	-	42,120
1991	17,970	6,500 ^{E/}	10,000	191	-	34,661
1992	30,000 ^{G/}	3,000 ^{F/}	8,000	125	-	41,125
1993(P)	13,300 ^{H/}	19,500 ^{G/}	11,000	216	-	44,016
TOTAL	311,716	147,259	206,467	15,540	31,527	712,509

* No assistance prior to FY 1961

A/ Includes World Food Program and ocean transportation until 1988, and only ocean transportation starting 1989

B/ Excludes OMVS/OMVG programs

C/ AEPRP-I (\$14.0 million) and ESF-IV (\$12,484 million)

D/ ESF-VI (\$9,7 million) and ESF-VII (\$14,5 million)

E/ AEPRP-II (\$5,5 millions) and ESF-VII (\$1.0 million)

F/ ESF-VII (\$3 million) and ESF-VII (\$1.0 million)

G/ Includes reobligations of DFA and SDP no-year funds

H/ Includes Child Survival (CHS) Earmarks (\$1.8 million)

(P) Proposed

ANNEX III

USAID/Senegal Division and Deputy Chiefs

Mission Director	Julius E. Coles
Deputy Mission Director	Douglas Sheldon
Legal Adviser	Annette Adams
Contracting Officer	Sharon Cromer
Program Officer	Jan van der Veen
Deputy Program Officer	Robert Gilson
Agriculture Natural Resources Officer	Lance Jepson
Deputy Agriculture Natural Resources Officer	(Vacant)
Health, Population, Nutrition Officer	Charles DeBose
Deputy Health, Population, Nutrition Officer	Linda Lankenau
Project Development Officer	John Wooten
Deputy Project Development Officer	Iqbal Qazi
Executive Officer	Michael Ireland
Deputy Executive Officer	Carrie Dailey
Controller	Wayne McKeel
Deputy Controller	John Katt