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**Annual Report: Year One
Cereals Export Liberalization in Togo
Technical Assistance Component**

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First Annual Report

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by

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LIST OF ACRONYMS

AEPRP	African Economic Policy Reform Program
AJWS	American Jewish World Service
CEPE	Comité d'Etude et de Promotion des Exportations des Produits Agricoles non-Traditionnels
CELT	Cereals Export Liberalization in Togo
CFA	Communauté du Franc Africain
CNCA	Caisse Nationale de Crédit Agricole
DCV	Direction de la Coopération et de la Vulgarisation
DESA	Direction des Enquêtes et Statistiques Agricoles
DGDR	Direction Générale du Développement Rural
DSG	Direction des Statistiques Générales
ECOWAS	Economic Community of West African States
FAO	Food and Agriculture Organization
GOT	Government of Togo
IBM	International Business Machines Corporation
ILO	International Labor Organization
MCT	Ministère du Commerce et des Transports
MDR	Ministère du Développement Rural
MEF	Ministère de l'Economie et des Finances
MPM	Ministère du Plan et des Mines
ONC	Office of Cereals
ORSTOM	Institut Français de Recherche Scientifique pour le Développement en Coopération
PAM/WFP	Programme Alimentaire Mondial/World Food Programme
PAAD	Program Assistance Approval Document
PIR	Program Implementation Report
PS/2	IBM Personal System/2
RAM	Random Access Memory
REDSO	Regional Economic Development Services Office
RFP	Request for Proposals
RRNA	Robert R. Nathan Associates
TA	Technical Assistance
TOGOGRAIN	Togo National Grain Marketing Board
UNDP	United Nations Development Programme
UPS	Uninterruptable Power Supply
WFP	World Food Program

PREFACE

This document constitutes the first annual report of the Nathan Associates team fielded to support the African Economic Policy Reform Program/Cereals Export Liberalization in Togo (AEPRP/CELT). It is submitted to USAID/Togo in compliance with contract requirements. It has been prepared by the field team and reviewed by the Nathan Associates home office. The team wants to acknowledge the contribution of USAID/Togo's Rural Development Officer, who read a first draft of this report and offered valuable comments on both style and content.

INTRODUCTION

The Technical Assistance Component of AEPRP/CELT is designed to support implementation of the overall export market reform program. Although separately managed and financed, it cannot be separated from the program itself. This report describes the substantial progress that the Technical Assistance Component has made toward that objective during the first year of implementation. It must be emphasized, however, that the implementation of the program and the evolution of the situation in Togo have made it necessary to adjust the activities of the Technical Assistance Component to reflect new developments and changing priorities.

This report covers the period from the team's arrival in April 1988 through June 1989. Several major developments occurred between February and July 1989 that will dramatically affect the remainder of the project. It is appropriate, therefore, to consider the period from April 1988 to July 1989 as phase I of the program, during which the work of the technical assistance (TA) team focused around implementation of the TA activities initially planned and reflected in the initial scope of work. It is also possible to identify a second phase, from July 1989 to March 1990, which will focus on a revised set of activities that are expected to contribute to reaching the overall objective of the program, that is, liberalization of food crop exports.

During Phase I, Nathan Associates TA activities have been of three kinds:

1. Project start-up and management activities (particularly USAID reporting requirements)
2. Technical project activities as outlined in the scope of work
3. Unanticipated activities that were needed to support AEPRP/CELT implementation, monitoring, and evaluation

The report is organized around these three activities. To assist the reader, each section will (1) review what was originally planned and programmed in the USAID project document, (2) explain what has actually been done or not done, and (3) comment on the situation, analyze the problems, and, where appropriate, propose solutions.

The report concludes with a brief review of the revised workplans for Phase II.

1. Project Start-up and Management

1.1 Annual Workplans

The initial scope of work states (Section 3) that "the contractor will submit annual workplans for each long-term team member. Workplans for Year One will be submitted within two months of team member's arrival at post."

1.1.1 Workplans for Phase I

As planned

To be submitted to USAID/Togo within the first 60 days of the project.

As implemented

Long-term team members arrived in Lomé on April 15, 1988. Annual work plan for Year One prepared by the team members was discussed with USAID representatives in Lomé and Togolese counterparts on June 27, 1988. The document was then distributed on July 1, 1988 (see Annex 2).

1.1.2 Workplans for Phase II

The initial scope of work states that "Workplans for Year Two will be submitted no later than September 15, 1988."

As planned

Since the team arrived in April 1988, the workplan should have been ready in March 1989.

As implemented

A rough draft of the Annual Workplan for Year Two was prepared end of April 1989 (see Annex 8). Due to the uncertainty surrounding the second tranche of the AEPRP/CELT, which greatly affected project activities, the draft was not finalized. Since then there have been new developments (creation of CEPE — see Section 3 — in which the team has a leading role). Following USAID's decision to release the second tranche of \$3.5 million on July 22, 1989,

clarifying project activities for the second year, a revised draft was prepared (see Annex 4).

1.2 Performance Reports

1.2.1 September 1988

As planned

September 1988

As implemented

USAID Lomé requested the TA team to contribute to the preparation of its own Program Implementation Report (PIR) for the period from April to September 1988. Since the team's work started in April 1988, the period covered by the USAID PIR corresponded to the first six months of activities of the team. In September 1988, the TA team reported directly to the Lomé Rural Development Officer performance information concerning the AFPRP/CELT program.

1.2.2 March 1989

As planned

March 1989

As implemented

The same performance information on the program was provided directly to USAID Lomé in March 1989 for the period October 1988 to March 1989.

1.3 Other reports

The team maintained close informal contact with USAID/Lomé to keep USAID management apprised of problems as they developed, particularly those created by the lack of counterpart funds. As a general rule, the USAID Office in Lomé was the first to receive a computer output of all documents, reports, memoranda, etc. produced by the TA team. Supplementary oral comments were always offered. No formal transmission slip was made, so it would now be difficult to make an exhaustive list of documents thus transmitted. Some of the most important were the following:

- Memorandum to the General Director of Rural Development containing (1) a first provisional estimate of the 1988 crop, and (2) a report on the three trips to the regions made between May 31 and July 28, with a proposal for a press conference

- **Prévision de Récoltes pour la Campagne 1988/89 (30 Septembre, 1988)**
- **Compte Rendu de la Réunion du Comité Technique d'Exportation des Céréales du 25 Octobre, 1988, consacrée à l'examen des prévisions de récolte pour la campagne 1988/89 et à la détermination du volume des excédents exportables (31 Octobre, 1988)**
- **Rapport de la Mission d'Evaluation de la Situation Alimentaire dans la Région des Savanes du 13 au 19 Novembre 1988 (Rev. 2, 20 Décembre, 1988)**
- **Production des Principales Cultures Vivrières de la Campagne Agricole 1988/89, Volume II - Résultats Chiffres (Mai 1989)**
- **Prix des Principaux Produits Vivriers Observés sur les Marchés Ruraux en 1988 (Juin 1988)**

2. Contractor's Project and Technical Assistance Activities

Descriptions of the planned technical assistance activities are to be found in the following documents:

- **Program Assistance Approval Document (PAAD) of June 5, 1986**
- **RFP REDSO/WCA/TOGO/87-693-0229**
- **Limited Scope Grant Agreement of August 29, 1986**
- **RRNA July 3, 1987, proposal confirmed on November 30, 1987**
- **Individual Scopes of Work**
- **TA Team Annual Work Plan for Year One**

In this section, the main activities supported by the project team, based on the activities described in these documents, are reviewed. These activities are as follows:

- **Develop DESA data generating capacity to improve DESA's production estimates and price monitoring system**
- **Conduct crop forecasts**

- Develop and establish an export formula
- Present a supply/utilization model
- Publish annual crop estimates
- Develop and implement a price monitoring system
- Develop and implement a price monitoring and export volume system
- Improve crop forecasting methodology
- Conduct special studies in DESA
- Hold in-country training seminars
- Conduct market studies
- Conduct an international trade study

2.1 Crop Production and Price Monitoring and Forecasting System

2.1.1 Develop DESA Data Generating Capacity to improve DESA's Production Estimates and Price Monitoring System

As planned

Sampling issues

As implemented

DESA now takes into account crop output of corporate farms and other known projects under the label "autres secteurs."

DESA does not yet have the capability to master a satellite-based list frame, the methodology specified at first, but initial approaches are being made to use a more appropriate methodology for the next agricultural census in 1992, which will improve the sample technique.

Data collection procedures

Methodology and procedures have been thoroughly reviewed during a two-week seminar held in GPATOPÉ in January-February 1989; clarification and improvements have been incorporated into the system.

Data tabulation techniques

Two IBM PS/2 model 50s were bought by Nathan Associates home office and sent to Lomé. They were installed in August 1989. The software package sent with them is quite up to date, and it put DESA in the lead among microcomputer users in Lomé.

Training

In August 1988, the Agricultural Statistics Specialist gave:

- A basic course for everyone on word processing, spreadsheet, and databases
- For analysts, a course on TSP, forecasting, and modeling

Now there are 10 engineers and technicians regularly using the computers. Five of them have capabilities in programming and analysis. In addition, eight staff are trained as tabulators, and one secretary uses word processing.

Computer maintenance

The room where the computers are installed is sealed to dust, well air conditioned, and kept clean. The software has been upgraded with the help of the Nathan Associates home office, 1989 surveys will be processed with dBase IV, and one member of the TA team has procured SuperCalc 5.

Problems remain in this area, however. DESA has no uninterruptible power supply (UPS), which makes the use of a computer a very high risk. The supply of accessories is sometimes difficult due to the lack of funds.

Analytical capabilities

Productivity gains are not yet fully exploited. However documents produced by DESA have improved, and DESA is analyzing and evaluating more data. This new capability and the spectacular graphs obtained with Harvard Graphic have improved DESA's standing among researchers in the Ministry of Rural Development, among other TA institutions, and in the University of Benin.

Documentation

Several technical books and documents have been procured such as the FAO manual of

monitoring systems for agricultural and rural development projects, World Bank and French publications, and software manuals. The TA team is closely connected with the World Bank research project in improved methods for estimating cereal crops production.

Special studies see Section 2.1.9

2.1.2 Conduct Crop Forecasts

As planned

The initial scope of work called for the TA Team to help accelerate the provision of production forecasts for the major maize production zones in Togo's Maritime, Plateaux, and Centrale regions.

As implemented

Following three field trips in all five regions (see Annex 1), a first rough estimate of the 1988/89 crop as of July 1989 was made and submitted to the General Director of Rural Development (August 12, 1989).

On September 22, the first official crop estimate was produced on the computer and distributed as a working document to the Technical Committee under the title "Prévision de Récoltes pour la Campagne 1988/89," dated September 30, 1988.

This forecast was updated in December 1988 for the second meeting of the Technical Committee on January 4, 1989.

It was updated again in January 1989 with the latest information, and it became the final production estimate, produced on the computer on March 25.

2.1.3 Develop and Establish an Export Formula

As planned

The scope of work states that "An export volume formula for the first year of the program will develop early in the program... The formula for Year One will compare

As implemented

While preparing the report mentioned above dated September 30 for the Technical Committee, several computations were made:

1. A projection of the population by administrative region up to January 1989

forecasts of production with estimates of national consumption and stock building needs. The formula will specify a volume of cereals exports that does not negatively affect food security."

2. A review of the daily ration for each region and an estimate of the global food needs of Togo

3. An estimate of production available for consumption after losses and seeds

4. The balance between 2. and 3., which was defined as the exportable surplus

2.1.4 Present a Supply/Utilization Model

A preliminary analytic approach for this task was tested for the 1988/89 crop, as described above. It will be refined for the 1989/90 crop when the daily rations computed by the ongoing household survey will be made available and a better knowledge of losses will be obtained. USAID/Washington has provided a computerized model in Lotus developed for this purpose.

2.1.5 Publish Annual Crop Estimates

As planned

As implemented

DESA publishes statistics for annual crops every year. For the first time, all estimates came out of the computer in a very well-organized presentation (see Section 2.1.2). The distribution of this information was hampered by the lack of adequate means of publication and funds, but a limited number of copies were xeroxed and distributed.

2.1.6. Develop and Implement a Price Monitoring System

As planned

As implemented

The initial scope of work stated that "the long-term technical assistance team should work with DESA to establish a system whereby price data are reported on a weekly basis by field enumerators, especially between the months of September and April.

In 1988, DESA enumerators in all five regions collected price data on a monthly basis for 39 products in 109 rural markets. In November, the long-term team assisted DESA to test a computer program designed by ORSTOM for the Sahelian countries to process those data. The team introduced a number of modifications and improvements to this program, written in dBase III. Processing started in January 1989 by DESA operators. Tables were completed on April 24 by a TA expert.

This information, coded by location, will eventually be valuable in analytical models which correlate rainfall, yields and price fluctuations. The long-term technical assistance should also work to coordinate data sharing between DESA, DSG and others collecting price data. Previous work in this area by the University of Benin and independent Togolese consultants should be collected, and incorporated, if possible."

During the seminar held in GPATOPE in January-February 1989, the whole methodology and procedures were reviewed. A consensus was reached after inputs from all DESA technicians and five supervisors following recommendation by the Nathan Associates TA team and ORSTOM. A new form was designed by the TA team for the enumerators to collect price data on a bi-monthly basis.

Nathan Associates took great care to coordinate the sharing of these results with the main interested users. The first to benefit was TOGOGRAIN, which publishes price data on a weekly basis. Several countries of the subregion are using the same methodology, and DESA will join in a regional price database. A seminar concerning this topic was planned for November 1989 in Lomé.

Comment: Price data are indicators of abundance or scarcity, making them potentially valuable as a source of support for liberalization of markets. In principle, if political authorities are regularly and swiftly informed of price movements for the main staple crops (maize, sorghum, millet, yam, cassava, cow peas, and peanuts) on the rural markets, they will more readily agree to loosen administrative controls on international trade, because they will rapidly be informed of any situation threatening the food supply and they will be in a position to act quickly to cut off exports if necessary.

2.1.7 Develop and Implement a Price Monitoring and Export Volume System

As planned

As implemented

(See Section 2.1.6.)

2.1.8 Improved Crop Forecasting Methodology

As planned

As implemented

Phase II

(See Section 4.2.1.)

2.1.9 Conduct Special Studies in DESA

As planned

The scope of work states that "Several special studies should be conducted over the course of the long-term technical assistance, including:

- Analyses of variance and yield estimates across regions and within regions (cross-departmental)
- Optimal sample size studies to determine if the current list frame sample size is deficient for certain geographic regions for major crops
- Reliability and validity tests on data gathered in the field in order to determine if data are gathered correctly by enumerators and to ensure that current sampling technique (DESA's list frame sample) reflects reality (versus an area frame sample).

As implemented

These recommended studies have not been completed to date; however, studies are under way to develop long-term series on production, price, and meteorological data.

Studies on long-term production and needs of the main staple crops have been carried out and will be published shortly.

Relevant other sectors ("autres secteurs") are already taken into account by DESA (see Section 2.1.1).

Farmers' groups ("groupements paysans") are monitored and followed by another Directorate of the Ministry of Rural Development under a UNDP/ILO project. The TA team is in close contact since these groups are potential borrowers under the line of credit in the CELT program.

"In addition to the studies listed above,...

(a) systematic methodology should be developed by the long-term technical assistance team to quantify and track the activities of agricultural cooperatives (both production and marketing cooperatives).

2.1.10 *Hold In-country Training Seminars*

As planned

As implemented

After the arrival of the two IMB PS/2 computers in August 1988, formal training seminars were held in DESA by the Agricultural Statistics Specialist. Since then the TA team has been constantly available for clarification on how to run the different programs.

2.2 *Surveys of the Cereals Marketing Systems*

The original scope of work states that "The liberalization program is based on a number of hypotheses about how farmers and traders will react to the opening of the cereal export market.... The surveys will be organized and conducted with the collaboration of Togolese professionals under the direction of technical assistance furnished by AID under contract.... These periodic market surveys will be conducted by Togolese professionals and DESA.... Technical Assistance will instruct Togolese in the use of survey methods...."

2.2.1 *Conduct Market Studies*

As planned

Nathan Associates' initial plan states that "As specified in the RFP, three market surveys will be conducted during the first year. These studies, methodologies, and

As implemented

(1) Between May and July 1988, the TA team and DESA management visited a number of rural and urban markets in all five regions, thus gaining first-hand knowledge of Togolese market practices. The team was impressed by the ability and capacity of traders to assemble and transport food crops.

schedules will be ultimately determined by the long-term technical assistance team in close collaboration with Togolese organizations (e.g., DESA, SOTED, DSG, among others)... These studies will focus on the following key areas:

- Market organization (farmers, cooperatives, private traders, etc.)
- Physical distribution domestically and internationally (transportation/storage)
- Pricing practices (from farm to markets)
- Production inputs (credit, TA, storage, etc.)
- The role of flow of information (e.g., domestic and international market prices)."

(2) In the Workplan for Year One it was agreed with DESA management that the following surveys and studies would take place:

- Storage surveys in August 1988, November 1988, and April 1989
- A Market Survey in September and October, 1988. Later it was decided to postpone this study to January-March 1989. A questionnaire was prepared through collaboration between DESA engineers and the TA team.
- A transportation survey in March-April 1989

Due to the lack of funds for logistical support as well as DESA's already overloaded work demands, these market surveys could not be executed.

(3) Concerning the implementation of the credit component of the program, the TA team obtained and reviewed a list of "groupements" that would qualify for commercial loans.

Comment: Project planning documents, including the RFP, were based on the assumption that there would be an opening of the cereals export market. During Year One, this assumption did not hold true. The project document assumed that the farmers and traders would react positively to such an opening, but, in the absence of any effective market liberalization, this assumption could not be tested. It was therefore judged to be most important to stimulate the change process by mobilizing trader and farmer support. After the May-July tour of the five regions, the TA team held a working session in August 1988 with the General Director of Rural Development. After having reported its finding, the TA team suggested a press conference to alert the concerned farmers and traders of the opportunities offered to them by the new GOT policy. The team provided support to such an announcement with several papers, the content of which could be used by both the Minister of Rural Development and the Minister of Commerce and Transportation. This initiative was unsuccessful, due to hesitancy regarding too rapid or visible a pace of change. A more indirect strategy was therefore adopted to attempt to bridge the communications gap between the concerned government authorities and the private sector operators. The Marketing Specialist dedicated much of his time to assisting serious potential exporters in navigating the still ill-defined steps necessary for obtaining an export permit. This was done to build support for the reform process, to identify who the serious traders were, and to communicate directly to them the opportunities offered by Décret no. 86-210 and the AEPRP/CELT program. It must be remembered that the licensing procedure established under the program was still in its embryonic stage and that it was difficult for independent traders to utilize.

2.2.2 Conduct an International Trade Study

In addition to the efforts made by the long-term TA team, a study was conducted by the International Trade and Agricultural Marketing Specialist in August and September 1988. His study, "Cereals Export Liberalization in Togo: Historical and Economic Perspectives," dated October 1988, was submitted to USAID in November 1988.

2.3 Formulation of the Cereals Export Licensing Procedures

The initial scope of work states that "The cereals export licensing system to be established under AEPRP/CELT must have clear procedures in place before it is decided what the level of exports can be and licenses are offered for sale.... The GOT covenants that it will promulgate a set of detailed rules governing the intervention by TOGOGRAIN.... Precise procedures for licensing will be developed by the government assisted by Technical Assistance."

When the TA team arrived in Lomé, a licensing system had already been legally set up with the signing of Décret no. 86-210 on November 25,

1986. Moreover, the system had already started to function even if the administrative procedures were still in limbo. The Technical Committee met for the first time in December 1987, and the Commission Nationale had a first meeting in March 1988. Thus a precedent had been set. An "ad hoc committee" which had met in November 1987 had already proposed an interministerial arrêté d'application.

The TA team attempted to support this procedure, believing it offered the best opportunity for rapid progress. To work, the system had to be tested. When the 1988 crop results started to become known, TA worked to accelerate progress through a series of reports and meetings. As a result, two months were cut off the previous year's schedule. The crop forecast was ready on September 22, and the Technical Committee met on October 25, 1988. The report and recommendations of the Committee were produced on October 31, 1988.

The legal system in Togo mirrors the French one. A Presidential Décret has the characteristics and the strength of a law. But a law cannot be implemented without its accompanying regulations, generally taking the form of an Arrêté d'Application signed by the Ministers charged with implementing the Décret. To meet this requirement, an "ad hoc Committee" was set up to draft an Arrêté Interministériale, which was presented to the National Commission in March 1988. Pending this action, the Technical Committee meeting of December 21, 1987, and the National Commission meeting (and decisions taken) of March 10, 1988, took place without the Arrêté Interministériale being signed. In other words, the first steps had been taken to implement the Presidential Decree, but the necessary administrative basis for doing so, the Arrêté, was not yet in place. During its meeting of March 10, 1988, the National Commission asked the "ad hoc committee" to review its draft to cover this gap.

This situation confronted DESA and the TA team with a strategic choice: which aspect of the problem, legal or statistical, should take precedence? DESA, helped by TA, had made substantial progress on the statistical front, but this progress would be ineffective if the necessary administrative machinery to implement the reforms were not in place. On reading the "ad hoc committee" draft, the TA team found that it contained substantial ambiguities and that it created several new obligations for potential exporters that were likely to be discouraging. Rather than allowing this draft to become official, the TA team chose to continue without a formal regulation in place, leaving greater opportunities to present more liberal proposals at a later point. During the Technical Committee meeting of October 25, 1988, the draft Arrêté was again introduced for discussion by the President of the ad hoc committee, the Director of Quality Control in the Ministry of Commerce, but it was still found to be wanting. Concern was expressed regarding the slow progress being made under the guidance of the Ministry of Commerce.

In December 1988, there was a change in the Cabinet. The Minister of Rural Development was replaced, and the Minister of Planning and Mines took over the Ministry of Commerce and Transportation. In view of the need to satisfy the conditions precedent for the second tranche payment and the imminent arrival of the Evaluation Team, the new Ministers acted swiftly to rectify the situation. An Arrête (No 2/MCT — see Annex 9) was signed authorizing the export of 10,000 tons of yam and 10,000 tons of cassava. This Arrête was officially made public in the Journal Officiel de la République Togolaise no. 7, published on April 1, 1989. These delays on the administrative side essentially negated the gains made through DESA's more rapid processing of the production data.

Under this new procedure, only one licence was issued, for the export of 1,000 tons of yam. When the evaluation team studied the situation, it concluded that the licensing system for the export of food crops was not working. This experience demonstrates the dangers of relying on a licensing system, which is by its nature a mechanism for state control, as the means of achieving a liberalized trade-policy environment.

Despite the conclusions of the evaluation team, additional analysis and discussions were necessary before the licensing approach could be discarded and a new path charted to achieve export expansion and policy liberalization. This progress was greatly facilitated by developments taking place in the beginning of 1989:

- Presidential Decree no. 89-29 of February 28, 1989, which frees trade with the ECOWAS countries
- Interministeriale Arrête no. 07/MDR/MCT of May 25, 1989, creating a committee for the study and promotion of exports of food crops and non-traditional agricultural products

The agreement on a licensing system had been a compromise that was necessary at the time the covenants were signed. Both the Ministry of Rural Development and the TA team made a serious attempt to make it work, but this effort brought no opening of the grain market, and the reaction of traders was nil. In the mean time, decisions taken in other sectors and the adoption of the ECOWAS Decree showed the intention of the GOT to create a favorable environment for freer trade. These actions were viewed by A.I.D. as justifying payment of the second tranche.

A "detailed report describing the export licensing system to be used by the Ministry of Commerce in the implementation of the program" was called for in the scope of work as an output of the International Trade Specialist. The contractor's obligation was to assist the GOT in making a licensing

system work, and every effort was made in this regard. In the end, this approach proved ineffective, and it was replaced by a better system requiring fewer controls, as described below.

Before turning to a discussion of the revised system developed, it might be useful for future policy work in Togo and elsewhere to review some of the problems that reduced the chances for success of the licensing program:

- The Customs Services, which would have to support implementation of a licensing system, are part of the Ministry of Economy and Finance, but this ministry was not included among those in charge of the implementation of Décret no. 86-210 and Customs was not represented in the Technical Committee nor in the National Commission established to monitor project progress and coordinate GOT inputs. Even if licenses had been issued, the Customs Services had received no directives on how to deal with them. In fact, Customs was still (officially) taxing exports of maize by private traders quite heavily. Since Finance had no part to play in the design or implementation of the licensing system, it was unlikely to work in practice. The TA team attempted to address this problem by directing its efforts towards establishing a working relationship with the Customs Services, but this proved insufficient.
- The Ministry of Commerce had also been overlooked in drawing up the August 1986 agreements; while DESA was to receive financial assistance of 300 million Francs CFA, nothing would be provided for the Directorate of External Trade, a key service in the implementation of the licensing system. Because of this oversight during design, the full collaboration of the Ministry of Commerce was lacking.
- The Nathan Associates team also experienced difficulty in providing the legal input needed to review draft decrees and other documents presented by the ad hoc committee, given the team's technical make-up. In the future, greater attention should be directed to providing legal expertise where reforms requiring administrative or legal changes are envisioned.

The system ultimately put in place offers a much greater chance of success than the proposed licensing system.

- Decret no. 89-29 was signed on February 28, 1989 (see Annex 10), and it was swiftly implemented. This decree gave the Ministry of Economy and Finance the primary responsibility for implementation, ensuring the full collaboration of the Customs Services. An Arrête Interministériale no. 281/MEF/MCT was signed on May 28, 1989, by the Ministry of Economy and Finance and by the Ministry of Commerce and Transportation, and it was immediately implemented (see Annex 11). Circular no. 12/AD/DG of the General Director of Customs exonerated exports of Togolese products of all taxes and duties (see Annex 12). As a result, the export of food crops is entirely free, at least with the 15 other countries of ECOWAS. Because Togo has limited possibilities for export of traditional cereal crops outside this market, the result is that the looked-for liberalization was, in effect, fully achieved.
- Arrête Interministériale no. 07/MDR/MCT, signed on May 25, 1989, by the Minister of Rural Development and the Minister of Commerce and Transportation, created a formal committee for the study and promotion of exports of food crops and non-traditional agricultural products (see Annex 13). The possibilities of production of food crops for the purpose of export are now to be studied in depth; programs and projects are to be proposed with a view to encouraging such productions and promoting such exports. The GOT has called for a final document containing a detailed program to be ready by the end of March 1990, when the TA team will end its mission in Togo.

As a result of these developments, the TA team has been given a new responsibility requiring them to rapidly reassess the direction and focus of its activities. The team immediately took the necessary steps to tailor its workplans to meet these new needs.

- A working session was held in Washington with representatives of the World Bank, USAID, and Nathan Associates during which all aspects of the problem were reviewed and Nathan Associates was given the

go-ahead to follow through the activities of the new committee.

- During the preparation of the budget for USAID's second tranche of \$3.5 million, greater efforts were made to ensure that funds were allocated to finance the activities of the committee (see Annex 1, June 22).
- Discussions were held with the Ministry of Rural Development, assigning the TA team members' counterparts and the TA team members to a leading position in committee activities.
- Meetings were held with World Bank personnel in Togo to coordinate policy discussions in the export sector.

In sum, the team has been able to adapt its program of work to meet the new situation in a position of leadership. The team members have played a catalytic role in bringing about policy changes that have substantially opened up the export environment.

- The licensing system has been fully tested but found to be ineffective in promoting export of foodstuffs by private operators, paving the way for adoption of a more liberalized system. Licensing has been removed as a requirement for exports to the ECOWAS countries. The CEPE will be used as a forum to identify and discuss alternatives for further liberalization in other markets.
- The international trade in food crops is irreversibly moving towards greater liberalization and toward a government role based on promotion rather than control.

3. Other Activities to Support AEPRP Implementation, Monitoring, and Evaluation

The initial scope of work calls for the Contractor's representatives to assist USAID/Togo to document, on a quarterly basis, the continued policy dialogue and reform implementation process, as well as progress in donor coordination on general structural adjustment and policy reform.

In this connection, it is useful to revisit the issues of AEPRP/CELT management and backstopping. A review of project implementation issues prepared for USAID/Lomé by Dr. Chris Herman of A.I.D. in September 1986 raises several valid concerns regarding the project's limited inputs for management and backstopping:

Regardless of where the complexity in the program occurs, it creates management requirements which the program has to take into account for implementation... If there is one thing that impresses me from reading the PAAD and Program Agreement, it is the seemingly light treatment of management demands. Someone will have to spend time seeing that the actions required to keep the program on track occur...

As Dr. Herman points out, AEPRP/CELT is a program with major project-like elements that require follow-up and management. The Program Grant Agreement and the Limited Scope Grant Agreement made no provision for management and oversight, whether on the Togolese side or on the USAID side, leaving a management vacuum for implementation. On the GOT side, nobody had been personally designated to be responsible for the implementation of the program. In particular, no one was responsible for the use of the 1,058 million Francs CFA that had been deposited in the Caisse Nationale de Crédit Agricole or for the 300 storage units that were to be built within the first 22 months of the program.

The TA team was not in a position to fill this vacuum. The individual terms of reference for the long-term TA team covered only technical tasks and reporting obligations. Even had this not been the case, it is not appropriate or organizationally feasible for an expatriate TA team to take on day-to-day management of a program such as that envisaged.

Nonetheless, given the urgent need to move forward on the program in order to meet the conditions precedent for the second tranche payment, the TA team devoted considerable effort to supporting management of the program as a whole. The actions taken include the following:

1. Set up a minimum system for management responsibility
2. Accelerate the data-processing and reporting procedure used the year before
3. Establish a good working relationship with the Ministry of Commerce
4. Initiate the use of the line of credit to farmers' groups
5. Establish collaborative relations with TOGOGRAIN

6. Encourage trader interest in export
7. Look for export markets (trip to Benin, PAM for Cape Verde)
8. Establish working relations with other donor agencies in Lomé (UNDP, FAO, PAM, World Bank)
9. Report on the use of the counterpart fund
10. Establish lines of communication to senior-level authorities
11. Prepare the budget for the second tranche
12. Recruit a senior international trade specialist
13. Coordinate project activities with the World Bank in Washington
14. Contribute to the setup of the CEPE and position the TA team to provide active support to it
15. Contribute to the evaluation

3.1 Set Up a Minimum System for Management Responsibility

During a critical meeting with the General Director of Rural Development (DGDR) in August 1988, substantial progress was made to break the logjam created by the lack of clear counterpart relations for the TA team. The DGDR designated the Director of DESA as responsible to coordinate the activities of the program. (Because this appointment was never confirmed in writing, the DGDR retained considerable management authority in the program.) As the result of this meeting, the team's Agricultural Marketing Specialist was given an office in the Cabinet of the Minister of Rural Development, Mr. Missihnl-Tchou Hollyengah was appointed as his counterpart, and both were designated advisers to the Minister in the field of food-crop exports. This decision gave the team increased access to the Cabinet Director of the Minister and to the Minister himself. In November 1988, for example, the Minister called on the TA team to assist in the evaluation of the food situation in the Savanes region. Since the new Minister assumed his post (December 1988), TA team contacts with both him and the DGDR have been firmly established.

3.2 Accelerate the Data-Processing and Reporting Procedure Used the Year Before

This is part of the TA team's scope of work and has been developed above (see Section 2.1.2.). It is worth mentioning here as one of the elements that was of paramount importance in order to meet USAID's conditions precedent for the payment of the second tranche.

3.3 Establish a Good Working Relationship with the Ministry of Commerce

Beginning in May 1988, the TA team worked to establish relations at the highest possible level with the Ministry of Commerce and Transportation

(MCT). A meeting was held with the USAID Rural Development Officer, the Cabinet Director, the Director of External Trade, and the Director of Internal Trade. Despite the good will established through this meeting, the absence of formal support to the Ministry from the project hindered the Ministry's involvement. Difficulties continued to be experienced in obtaining facts and figures about the number of licenses requested, the number of licenses given, and the quantity of food products actually exported under the licensing system. Through the implementation of the Arrête and the creation of the CEPE, the MCT has become substantially more cooperative, and the team's Marketing Specialist has developed stronger collegial relations with MCT personnel.

3.4 Initiate the Use of the Line of Credit to Farmers' Groups

Providing credit to the farmers so they can store their grain crops in good physical condition at reasonable cost is an important element in the program's overall strategy. A line of credit of 600 million Francs CFA was to be opened in the Caisse Nationale de Crédit Agricole (CNCA). A very ambitious program of construction of storage units (300 units during the first 22 months) was expected to take place as well. The implementation of this component of the program was a condition precedent for the payment of the second tranche.

The lack of clearly assigned responsibilities raised problems with respect to implementation of these activities. The Nathan Associates team's responsibilities were limited to providing guidance to Togolese counterparts and related technicians in establishing the best format required for reporting these program outputs. These responsibilities are much less than the support needed to get these activities off the ground. Although there were several reports and projections on the subject of storage units construction, for example, little progress was made. Credit for the storage of maize had been promised to the "groupements," but it was not provided. The line of credit in CNCA was frozen, placing an ILO project working with "groupements" in jeopardy.

The TA team considered that this lack of progress could be a serious setback for the future organization of agricultural production. Working behind the scenes, the TA team was able to lend support to a request to the President of Togo for an exceptional "unfreezing" of 50 million Francs CFA, leading to the release of 30 million Francs CFA for the "groupements." Although well short of the initially planned level, this action paved the way for meeting an important condition precedent for the payment of the second tranche.

3.5 Establish Collaborative Relations with TOGOGRAIN

Since the reform required TOGOGRAIN to limit its activity to the storage of 12,000 tons of cereals, it was necessary to monitor its activities. The TA team accomplished this task and established good relationships with TOGOGRAIN by exchanging information (especially on rural market prices) with the World Bank-assigned expert, the Commercial Director, and the Technical Director.

3.6 Encourage Trader Interest in Export

The Market Specialist spent a considerable amount of time following up requests for licenses introduced by private traders and farmers' "groupements" (see Section 2.2). This activity was extremely important to give the licensing system a fair test and to convince traders of the seriousness of the reform effort.

3.7 Look for Export Markets (Trip to Benin, PAM for Cape Verde)

In October 1988, the TA team learned that the first maize crop in Benin had been below average. It was thought Benin would have to import several thousand tons of maize, and FAO was looking for financing to address this situation. The 1988 Togo crop looked good and it seemed there would be an opportunity to export some of the surplus to this neighbor country. After a meeting with the FAO representative, the TA team made a trip to Cotonou to explore the situation. They met with the Director of Planning in the Ministry of Rural Development, with the Director of the Office of Cereals (ONC) and with personnel of the American embassy. They found the Director of ONC confident that the free market of cereals would regulate itself and therefore unwilling to negotiate a purchase with Togo.

In March 1989, the TA team learned that an export of 7,000 tons of corn from Togo to Cape Verde might be financed by the Federal Republic of Germany (FRG). The TA team, working with the World Food Program (WFP), energetically pursued this possibility in the interest of using this shipment as an important test case for the export licensing procedure. It was found, however, that the price of maize in Togo was excessive, so the FRG turned toward other markets.

3.8 Establish Working Relations with Other Donor Agencies in Lomé (UNDP, FAO, PAM, World Bank)

The TA team has had many contacts with other agencies interested in the development of agriculture and international trade. These contacts have enabled the team to keep up to date with developments elsewhere in the sector and to identify opportunities for collaboration and mutual support across donor programs.

3.9 Report on the Use of the Counterpart Fund

As a condition precedent for the payment of the second tranche, USAID required an accounting of the way Togo had spent its counterpart fund of the first tranche. The TA team advised the Togolese Program Officer in charge of preparing the report, helping him to develop an explanation meeting A.I.D.'s requirements. The report was accepted as satisfactory by the evaluation team.

3.10 Establish Lines of Communication to Senior-level Authorities

Over the months, the members of the TA team developed channels of communication to gain access to top decision levels in the different Ministries concerned with the program and in the Presidency. These contacts proved highly useful in understanding the official position of the GOT regarding liberalization and in supporting the work of the evaluation team. Although the team has only limited direct contact with the American embassy, the embassy has played a valuable role in communicating U.S. policy regarding liberalization to the GOT at the highest levels and in convincing senior GOT officials of the value of liberalization in general and of the AEPRP program in particular.

3.11 Prepare the Budget for the Second Tranche

The TA team worked with the Officer in Charge of Planning in the Ministry of Rural Development and with the program Coordinator (DESA's Director) to prepare a budget for the second tranche that would be acceptable to USAID.

3.12 Recruit a Senior International Trade Specialist

After meeting Dr. Didier Rigault in the Office of the Ministry of Rural Development in November 1988, the TA team was quite impressed with the capabilities of this international expert. The team was convinced that he could make a valuable contribution to the project, and it expended considerable time in Washington and in Lomé to ensure his recruitment and availability to the project. His arrival has been announced by the DGDR within the framework of the activities of the CEPE, and it should prove a useful catalyst to greater private sector awareness and involvement in this program.

3.13 Coordinate Project Activities with the World Bank in Washington

The visit and teamwork session at the World Bank in Washington, with the participation of a USAID representative, has been discussed earlier (see Section 2.3; see Annex 1, May 23).

3.14 Contribute to the Setup of the CEPE and Position the TA Team to Provide Active Support to It

The TA team, working with Togolese officials in the Ministry of Rural Development, was able to accelerate and organize the implementation of Arrête Interministeriale no. 07/MDR/MCT of May 25, 1989, and to move its members and counterparts into position as active participants in the committee's work. The team maintains close contact with the World Bank office in Lomé, as well as with the USAID Office, to facilitate coordination of this program.

3.15 Contribute to the Evaluation

The TA team contributed in a number of ways to the evaluation process. For example, the team redrafted the Terms of Reference of the evaluation team in French for approval by the Togolese Government. These terms were accepted on the Togolese part almost without change. The team supported the activities of Mr. Richard Fraenkel during his visit to Lomé in February 1989 (see Annex 1, February 6-15). It also assisted the three-member annual review team during its evaluation of the program in April 1989.

4. Workplans for Phase II

From July 1989 to March 1990, the AEPRP TA activities will be merged with the activities of the CEPE to prepare: (1) a diagnostic by the end of September 1989; (2) statements of general orientation, as well as production and export policies, by the end of December 1989; and (3) detailed program plans by the end of March 1990 (see Annex 13). This workplan may be outlined as follows:

4.1 Reporting requirements

- 4.1.1 Workplans for Phase II
- 4.1.2 Semi-annual Report in September 1989
- 4.1.3 Contribution to USAID PIR
- 4.1.4 Quarterly Report in December 1989
- 4.1.5 Semi-annual Report in March 1990
- 4.1.6 Contribution to USAID PIR
- 4.1.7 Final Report in March 1990

4.2 Technical Assistance

- 4.2.1 Refine export formula
- 4.2.2 Crop forecast
- 4.2.3 DESA's analysis and forecast capacity
- 4.2.4 Price monitoring system

4.3 CEPE Activities

- 4.3.1 Market survey for Togo's products in Europe
- 4.3.2 Market survey for Togo's products among ECOWAS countries
- 4.3.3 Diagnostic before end of September
- 4.3.4 Orientations before end of December
- 4.3.5 Detailed programming before the end of March 1990.

4.4 Program Implementation, monitoring and evaluation

- 4.4.1 Use of the money
- 4.4.2 Credit to farmers' groups

See Annex 5 for a projected implementation schedule of the TA team for Phase II.

CONCLUSION

After 15 months in the field, the TA team has acquired substantial experience in the provision of technical support to market liberalization. On the basis of this experience, the following observations may be offered:

1. Planning and statistics units within sectoral ministries, such as DESA/MDR, do not necessarily offer the best base of operations for a policy reform program, particularly where many of the program elements lie outside this control and require the active participation of other and more influential ministries. Whatever the economic regime, DESA has work to do and it is far from having the capacity to do it all, even without additional burdens placed upon it. Designation of DESA's Director as coordinator for the program was therefore symptomatic of the wide gap separating the viewpoints of the different participants regarding the purpose of the program and the readiness with which existing administrative powers would relinquish control. The lack of consensus on the program's objectives made the TA team's job considerably more difficult.

2. Since the program deals with international trade, formal provision should have been made for involvement by the MCT. This omission from the design created a variety of implementation problems. For example, the team's Marketing Specialist was ultimately assigned to MDR, but, because MDR has little formal responsibility for trade matters, the TA team member experienced considerable difficulty in defining his place in the administrative structure and developing appropriate counterpart relations. The budget for the first tranche made no provision for MCT's needs, making it very difficult to gain its active collaboration. The Customs Services should also have had an active part in the implementation plan for the program.

3. The Ministry of Economy and Finances (MEF) plays the lead role within the GOT in matters of international economic and financial policies. It also manages the Customs Services. The value of involving this Ministry directly is demonstrated by the experience with the decree liberalizing trade with ECOWAS countries. When MEF was put in charge of implementing Decree 89-29 of February 28, 1989, concerning trade with ECOWAS countries, an Arrêté of implementation was rapidly signed and detailed instructions

were sent to the Customs officers along the borders. Without the back-up of MEF, the AEPRP/CELT program could not have succeeded and Decree 86-210 could not have been implemented.

3. The program design was overly optimistic regarding the ability of the GOT to provide the logistic support needed by the program. In fact, considerable delays were experienced in meeting the project's needs (for cars, computers, etc.). It proved necessary to modify the TA contract to provide for procurement of some of the most critically needed equipment for DESA, but other supplies are still not available. For example, the TA team was promised individual transportation by contract, but, at year end, transportation had still not been provided.

4. Most of the activities listed on the scope of work of the Marketing Specialist were of an academic or analytic nature. Considering the objective the program and the need for concrete accomplishments, this program of surveys and studies appears out of balance with the program's requirements. The surveys were to be conducted, moreover, by DESA's enumerators, whose schedule of work was already overloaded. Most of the Marketing Specialist's time was in fact absorbed in his critically important responsibilities as adviser to the Minister of Rural Development. This was a position from which he was able to "monitor the policy dialogue and reform process" as originally planned before the signature of the covenants in August 1986 and as programmed in the Nathan Associates project implementation schedule. In this role, he was able to tie together the loose ends of the program and to coordinate the many actors involved in implementing the reform (MCT, Customs Services, traders, farmers' "groupements," those extending credit to the "groupements," Ministry of Planning, ILO, FAO, WPF, World Bank, etc.).

5. In the original design, the CELT program was limited to cereals and especially to maize. It was assumed that maize offered substantial export potential once policy barriers were removed. This proved a particularly unfortunate assumption. At this time, even though there is a sizable surplus, Togo's maize is unexportable, due to both its price and its low technical quality. During the testing of the licensing system, the TA team recommended that a significant quantity of maize be allowed to be exported. This recommendation was not accepted (see Annex 9). It will be the task of the CEES to propose measures, actions, projects, and programs in order to (1) improve the quality of food crops, and (2) increase production of crops other than maize.

6. Decret no. 86-210 had extended the licensing system to other food crops. Based in DESA, the TA team's role required it to participate in DESA's work program, which is not limited to maize or to cereals. Therefore the team ended up with a much heavier workload than originally planned to accomplish its overall aims in the areas of statistics and market development. A program limited to maize would have required a different

design, addressing technical as well as policy and marketing problems, and it would have required different expertise and scopes of work.

7. USAID reporting requirements proved to be more time-consuming than anticipated, and they were difficult to reconcile with the demands of the TA team's technical responsibilities. Forty-one reports of six different kinds were demanded over a period of 24 months. This schedule is not consistent with implementation of a reform program, which requires taking risks, working with people, and trying various approaches to get things moving. Time used to write reports is time lost for action. Considering the close working relationships the team had with the USAID office in Lomé, we believe that a system based on regular oral reports and less frequent written products would prove more satisfactory in documenting achievements and managing the time of the TA team, as well as that of their counterparts and USAID colleagues.

8. The project's "overarching objective" remains liberalization, but changing conditions and evolving understanding of the Togolese environment make it necessary to preserve flexibility. During Phase I, the main and constant concern has been to test the licensing system and to meet the other preconditions necessary for the release of the second tranche. This mission has been accomplished. As discussed in Annex 13, the emphasis during Phase II will shift to the expanding activities of the CEPE. This change offers a real chance for dramatic progress in the liberalization of the production and export of food crops.

LIST OF ANNEXES

1. Chronology of main events - April 1988 to June 1989
2. Annual Workplan for Year One
3. Project Implementation Schedule of Robert R. Nathan Associates - November 1987
4. Actual Project Implementation Chart of the Technical Assistance Team - August 1989
5. Project Implementation Schedule of the Technical Assistance Team for Phase II - August 1989
6. Organizational Chart of the Ministry of Rural Development
7. Organizational chart of DESA
8. Draft Performance Report and Second Annual Workplans (April 28, 1989)
9. Arrête 02/MCT of February 7, 1989, Giving Authorization to Export 10,000 tons of Yam and 10,000 tons of Cassava
10. Presidential Decree 89-29 Implementing the Scheme of Liberalization of Trade among ECOWAS Countries
11. Arrête 281/MEF/MCT of May 28, 1989, Implementing the Decree 89-29
12. Circular 12/AD/DG of June 19, 1989, from the General Director of Customs Making Export of Food Crops Tax and Duty Free
13. Arrête 07/MDR/MCT of May 25, 1989, Creating a Special Committee for the Studying and Promotion of Export of Food Crops and Non-traditional Agricultural Products
14. Proposed Budget for the Second Tranche

CHRONOLOGY OF MAIN EVENTS DURING PHASE I (April 1988 To June 1989)

- April 16, 1988 Arrival in Lomé, Togo of RRNA TA Team.
- April 20 Introductory meeting with Mr. A. AMAVI, Director of DESA.
- April 22 Introductory meeting with Mr. E. KAMBIA, General Director, Direction Générale du Développement Rural.
- May 4 Introductory meeting with Mr. K. MEYISSO, Directeur du Cabinet, Ministère du Commerce et des Transports (MCT); Mr. K.M. APPOH, Directeur du Commerce Extérieur, and Mr. Y.GAOU, Directeur du Commerce Intérieur.
- May 30 Introductory meeting with Minister K. WALLA, Ministère du Développement Rural (MDR).
- May 31-June 3 Field trip to the Maritime Region.
- June 23 Mr. Andrew G. KOPS' transit stop in Lomé, Togo.
- June 27 Working session with USAID officials and AEPRP Program Togolese counterparts to examine RRNA TA Team's proposed Annual Workplans for Year I.
- July 4-9 Field trip to the Plateaux Region.
- July 18-28 Field trip to three northern regions: Centrale; Kara; and Savanes.
- July 31-Aug 2 Visit to Lomé, Togo by Mr. Edgar J. ARIZA-NIRO, Ph.D., RRNA, Washington, D.C.
- August 8 Working-session meeting with Mr. E. KAMBIA, General Director. During this meeting, Mr. KAMBIA states verbally that Mr. A. AMAVI, Director of the DESA, is to be the Coordinator of the AEPRP Program. The RRNA TA Team points out that, to date, Mr. Richard C. ROW has neither an office from which to operate nor a Togolese counterpart. The TA Team strongly recommends that action be taken as quickly as possible to remedy this situation.
- August 12 First rough estimate of 1988 crop prepared by DESA.
- August 14-26 Two-week working visit of RRNA Short-Term Agricultural Statistician, Mr. Philip M. PARKER, Ph.D.
- August 18 Arrival and installation at the DESA of two IBM PS/2 computers.
- Aug 24-Oct 4 Six-week working visit of RRNA Short-Term Agricultural Trade and International Marketing Specialist, Mr. Andrew G. KOPS.
- August 26 Appointment of Mr. Missiham-Tchou HOUYENGAH as Togolese counterpart for Mr. Richard C. ROW.
- September Meetings with the CNCA (Caisse Nationale de Credit Agricole), the DCV (Direction de la Cooperation et Vulgarisation), and subsequent preparation of a memorandum for MDR Minister's signature requesting Presidential approval to de-block 50 million CFA from the frozen CNCA counterpart fund account to make credit available to farmer cooperatives (groupements).
- September 21 Project Implementation Report for the period April-September, 1988 submitted to AID/OAR/Lomé.
- September 22 DESA presents its first official crop forecast.
- October 12 Visit made by RRNA TA Team to Cotonou, to meet with potential importers of Togolese food crops.

- October 24 Mr. Missihah-Tchou HOUYENGAH and Mr. Richard C. ROW are assigned an office within the Cabinet of the Minister of Rural Development and, as Technical Advisors, are to report directly to the Minister.
- October 25 Meeting of the AEPRP/CELT Program Technical Committee to propose exportable surplus tonnages of food crops.
- November 9 The 50 million CFA line of credit to farmers' groupements is approved by the President of Togo.
- November 11 Meeting with MDR Minister K. WALLA who asks the team to help evaluate the situation in the Savanes region.
- November 13-19 Field trip to the northern Savanes Region to gather information concerning the crop disaster caused both by drought and flooding.
- November 25 Preliminary verbal report made to MDR Minister K. WALLA concerning Savanes Region.
- November 28 Final comprehensive, written report concerning Savanes Region submitted to the Minister.
- November 29 30 million CFA (of the de-blocked 50 million) is transferred to the DCV for lines of credit to be extended to farmers' groupements.
- December On-going work being done at the DESA with the new agricultural prices software computer program.
- December 20 The President of the Republic of Togo appoints a new Minister to the Ministry of Rural Development. The Minister of the Ministry of Commerce and Transport is removed. The Minister of Planning and Mines assumes responsibility for the Ministry of Commerce and Transport.
- Jan. 4, 1989 The new MDR Minister Pali Yao TCHALLA, calls for a new meeting of the CELT Technical Committee.
- January 20 Meeting with Mr. Biova-Soumi PENNANEACH, Directeur de Cabinet, MDR to discuss document which must be prepared by the GOT for the USAID Evaluation Team outlining in detail how first tranche funds have been used and how the GOT proposes to use second tranche funds.
- Jan 30-Feb 9 Annual working seminar at Gbatopé for all the professional staff of the DESA.
- February 3 Meeting with Mr. Didier RUTTEN, Conseiller Technique Principal, DCV, and Mr. Philippe MARCADENT, Expert en Gestion Coopérative, DCV, regarding the management of the 50 million CFA line of credit to farmers' groupements.
- February 7 Arrêté No. 02/MCT du Ministère du Plan et des Mines, Commerce et des Transports, authorizing the export of up to 10,000 MT of yams and 10,000 MT of cassava.
- February 6-15 Working visit to Lomé by Mr. Richard M. FRAENKEL, Agricultural Development Advisor, REDSO/WCA, Abidjan, Côte d'Ivoire.
- February 23-24 Visit to Lomé, Togo by Ms. Laura E. BAILEY, Associate, RRMA, Washington, D.C.
- March 1-10 Meetings with Ms. Nicole MENAGE, Charge de Projets, World Food Program, and with private sector traders involved in the food export business to explore possibility of exporting 5,000 to 10,000 MT of Togolese corn to the Cape Verde Islands (Operation to have been financed by West German assistance).
- March 3 Field trip to TSEVIE market to observe the collection of prices using a new price sheet document prepared by the TA Team.

- March 13 Working meeting with Mr. Minda LAMBONI, Service de Planification et Programmation, DGDR, Mr. AMAVI, Directeur de la DESA and Coordinator of AEPRP Program, and Mr. Missiham-Tchou HOUYENGAH, Conseiller Technique au Cabinet du Ministre du Développement Rural, to begin drafting the GOT's document outlining how first tranche funds have been spent and proposing how second tranche funds will be spent. (See January 20 entry above regarding TA Team's meeting with Mr. PENNANEACH).
- March 29 Meeting at USAID's offices with Mr. Robert CROWN, Principal Economist, Occidental and Central Africa Department, The World Bank. He shares with TA team a draft of Arrêté to be signed by the MDR and MCT for the creation of a special Committee that would prepare a policy paper for the promotion of the production and export of food crop and non-traditional agricultural products (later called CEPE).
- March 30 Meeting with Mr. Etienne LOUIS, Economic Advisor to the President of Togo, to discuss the GOT's liberalization of its food export policy and to obtain a signed copy of Decree 89-029 eliminating non-tariff trade barriers between ECOWAS countries.
- April 4 TA team contribution to USAID Project Implementation Report (PIR) for the period October 1, 1988 to March 31, 1989 submitted to AID/OAR/Lomé.
- April 10-28 AID/ART (Annual Review Team) Evaluation of AEPRP Program.
- April 25 Completion of 1988 crop production and prices statistics (approximately 150 pages of tables and graphs compiled in this effort).
- April 28 AID/OAR Representative, AID/ART Team and RRNA TA Team meet with Minister Pali Yao TCHALLA, Ministry of Rural Development.
- May 8-19 at DESA, meeting with Mr AMAVI to gather data requested by the annual review team; at Custom, meeting with Mrs Massan FIAGAN and Sassou Y. LOGOSSOU in charge of Documentation and Publications; at BCEAD, meeting with Mrs Molara E. d'ALMEIDA, in charge of economic and financial studies, to obtain actual food crop export figures for 1987, 1988 and first months of 1989; at Custom, meeting with Mr Esso AGNALA, in charge of legislation, to review the draft of Arrêté of implementation for Décret 89-29.
- May 9-23 in Washington, DC during R & R: several meetings with RRNA Home Office, World Bank, IMF, USAID. Calls to Norway. Preparation of Rational and Scope of Work for Dr Rigault.
- May 23 Meeting in the World Bank with Robert Crown, Joseph Baah-Dwomoh, Wayne Brough and Laura Bailey. Briefing of World Bank officers on AEPRP/CELT. It is agreed that TA team will play a leading part in the Committee to be created for the studying and promotion of export of food crops and non-traditional agricultural products (CEPE).
- dbASE IV is bought by RRNA and brought back to Lomé to upgrade DESA's available software.
- May 24 in Lomé, meeting with Mr Michael E. ANEHO, Société SCAFT (Scandinavian African Trade) to discuss Togo's comparative position as producer and exporter of neem tree.
- May 29 Meeting with Biova S. Pennanech, Directeur de Cabinet of MDR. TA team asks whether it is possible to review the draft of Arrêté creating the CEPE.
- May 29-31 Meeting with MCT officials in the Directorate of External Trade to discuss the implementation of Décret 89-29.
- June 5 USAID: meeting with Mark Wentling, USAID Director, to report about the results of meeting in Washington DC and about the meeting with Mr Pennaneach (May 29).

- June 5 TOGOGRAIN: meeting with Mr MOUZOU Poyodi Mawaki, Marketing Director. He remits a statement of TOGOGRAIN's sales in 1988 and of procurement in 1989. TA team remits a copy of the AJWS report of November 1987 concerning grain storage.
- June 7 Meeting with Emmanuel M'Bi of the World Bank who remits a copy of Arrêté 07/MDR/MCT creating the CEPE.
- June 8 Meeting with Jean Paul Minvielle from ORSTOM and Yann Moncuit, computer specialist. Improvement is brought to extended RAM on the two PS/2. The price software is to be recompiled in dBASE IV.
- June 9-23 French mission to appraise the possibility of exporting maize.
- June 22 Meeting in DGDR to prepare the 2nd tranche budget acceptable to USAID.
- June 23 Meeting in DGDR to hear the report of the French mission.
- June 26 Meeting with Mark Wentling to report on the French mission and on the draft budget for the 2nd tranche. He sees no objection to the proposed budget.
- June 27-28 Translation into French of Dr Rigault's and Dr Parker's SOW. Draft of letter to be sent by USAID to MPH and MDR.
- TA team obtain a copy of Arrêté Interministeriale 281/MEF/MCT "specifying the procedures to be employed in implementation of Presidential Decree 89-29", and a copy of the circular N° 12/AD/DG from the General Director of Custom in MEF specifying that export of food crops are tax and duty free.

Comments: The two conditions precedent for the payment of the 2nd tranche, recommended in the USAID annual review of May 19, 1989, (1) implementation of Decree 89-29, (2) a budget acceptable to USAID, are satisfied. The CEPE is created. The TA team is ready to start Phase II.

AEPRP/CELT: PLAN DE TRAVAIL ANNUEL
Version 2.0 - le 28 Juin 1988

OBJECTIFS PAR ORDRE D'IMPORTANCE	CONTRI- BUTION RRNA
1.- CAMPAGNE 1988/89: PREVISION DES RECOLTES (SEPTEMBRE)	LL
2.- RAPPORT AU COMITE TECHNIQUE (SEPTEMBRE)	LL&RR
3.- CAMPAGNE 1988/89: RESULTATS PROVISOIRES (NOVEMBRE)	LL
4.- ORGANISATION DU SYSTEME D'ATTRIBUTION DES LICENCES (AOUT-SEPT)	RR&AK
5.- REUNION DU COMITE TECHNIQUE (NOVEMBRE)	
6.- REUNION DE LA COMMISSION NATIONALE D'ATTRIBUTION DES LICENCES (NOV)	
7.- INFORMATION AUX COMMERCANTS EXPORTATEURS POTENTIELS (SEPTEMBRE)	RR&AK
8.- INSTALLATION DE DEUX MICRO ORDINATEURS A LA DESA (DEBUT AOUT)	LL&PP
9.- FORMATION DES OPERATEURS SUR MICRO (DEBUT AOUT)	PP
10.- TRAITEMENT RAPIDE DE L'ENQUETE AGRICOLE (AOUT-SEPTEMBRE)	LL
11.- MISE AU POINT DU SUIVI DES PRIX AGRICOLES (SEPTEMBRE-OCTOBRE)	LL
12.- TRAITEMENT DE L'ENQUETE "STOCKS" DU MOIS D'AOUT (SEPTEMBRE)	LL
13.- TRAITEMENT DE L'ENQUETE "STOCKS" DE NOVEMBRE (NOVEMBRE)	LL
14.- ENQUETE SUR LES CIRCUITS DE COMMERCIALISATION (SEPT-OCT)	RR
15.- ETUDE SUR LE STOCKAGE A LA FERME (JANVIER-FEVRIER)	RR
16.- ETUDE DES TRANSPORTS INTERIEURS (MARS AVRIL)	RR
17.- CAMPAGNE 1988/89: RESULTATS DEFINITIFS ET COMPLETS (JAN-FEV)	LL
18.- REUNION TECHNIQUE DES SUPERVISEURS (MARS)	
19.- TRAITEMENT DE L'ENQUETE STOCKS D'AVRIL 1989 (AVRIL)	LL
20.- REUNIONS PERIODIQUES POUR FAIRE LE POINT (JUN-SEPT-MARS-DEC)	

EQUIPE R.R.N.A. :
 LL = LOUIS LUNG
 RR = RICHARD ROW
 PP = PHILIP PARKER
 AK = ANDREW KOPS

CONTRI-
BUTION
RRNA

OBJECTIFS PAR ORDRE CHRONOLOGIQUE DE REALISATION

		CONTRI- BUTION RRNA
DEBUT AOUT	A. INSTALLATION DE DEUX MICRO ORDINATEURS A LA DESA	LL&PP
DEBUT AOUT	B. FORMATION DES OPERATEURS SUR MICRO	PP
AOUT-SEPT	C. ORGANISATION DU SYSTEME D'ATTRIBUTION DES LICENCES	RR&AK
AOUT-SEPT	D. TRAITEMENT RAPIDE DE L'ENQUETE AGRICOLE	LL
SEPTEMBRE	E. CAMPAGNE 1988/89: PREVISION DES RECOLTES	LL
SEPTEMBRE	F. RAPPORT AU COMITE TECHNIQUE	LL&RR
SEPTEMBRE	G. TRAITEMENT DE L'ENQUETE "STOCKS" DU MOIS D'AOUT	LL
SEPTEMBRE	H. INFORMATION AUX COMMERÇANTS EXPORTATEURS POTENTIELS	RR&AK
SEPT-OCT	I. MISE AU POINT DU SUIVI DES PRIX AGRICOLES	LL
NOVEMBRE	J. TRAITEMENT DE L'ENQUETE "STOCKS" DE NOVEMBRE	
NOVEMBRE	K. CAMPAGNE 1988/89: RESULTATS PROVISOIRES	LL
NOVEMBRE	L. REUNION DU COMITE TECHNIQUE	
NOVEMBRE	M. REUNION DE LA COMMISSION NATIONALE D'ATTRIBUTION DES LICENCES	
OCT-DEC	N. ENQUETE SUR LES CIRCUITS DE COMMERCIALISATION	RR
JANV-FEV	O. ETUDE SUR LE STOCKAGE A LA FERME	RR
JANV-FEV	P. CAMPAGNE 1988/89: RESULTATS DEFINITIFS ET COMPLETS	LL
MARS	Q. REUNION TECHNIQUE DES SUPERVISEURS	
MARS-AVR	R. ETUDE DES TRANSPORTS INTERIEURS	RR
AVRIL	S. TRAITEMENT DE L'ENQUETE "STOCKS" D'AVRIL 1989	
JUIN-SEPT- MARS-DEC)	T. REUNIONS PERIODIQUES POUR FAIRE LE POINT	

DETAIL DES ACTIONS A ENTREPRENDRE

A.- INSTALLATION DE DEUX MICRO ORDINATEURS A LA DESA (DEBUT-AOUT\LL&PP)

- CONSTRUCTION D'UN BATIMENT POUR LIBERER L'ATELIER "MICRO" (JUIN)
- ACCORD SUR LES SPECIFICATIONS DU MATERIEL ET LOGICIEL (JUIN)
- ACHAT PAR RRNA (JUIN) EXPEDITION ET RECEPTION A LOME (JUILLET)
- ACHAT D'UN ONDULEUR (JUILLET)
- ARRIVEE A LOME DE PHIL PARKER (DEUXIEME SEMAINE D'AOUT)
- INSTALLATION DES APPAREILS ET DES PROGRAMMES

B.- FORMATION DES OPERATEURS SUR MICRO (DEBUT-AOUT\LL & PP)

- MR AMAVI DESIGNE LES OPERATEURS POTENTIELS
- PREMIERE SEMAINE D'AOUT: PREMIERE INITIATION
- MISE AU POINT DES MASQUES DE SAISIE EN dBASE3
- DEUXIEME SEMAINE D'AOUT: FORMATION A LA SAISIE EN dBASE3
- TROISIEME SEMAINE D'AOUT: DEBUT DU TRAVAIL

C.- ORGANISATION DU SYSTEME D'ATTRIBUTION DES LICENCES (AOUT-SEPTEMBRE\RR & AK) ET SUIVI DE SON FONCTIONNEMENT (\RR)

- REPRENDRE LE DECRET 86-210
- SUIVRE LA MISE AU POINT DE L'ARRETE D'APPLICATION
- VOIR LE DIRECTEUR DU COMMERCE EXTERIEUR, LE DIRECTEUR DU CONDITIONNEMENT DES PRODUITS, LE SECRETAIRE GENERAL DE LA CHAMBRE DE COMMERCE
- REDIGER COMMENTAIRES ET PROPOSITIONS
- ENTREPRENDRE TOUTE ACTION OPPORTUNE

D.- TRAITEMENT RAPIDE DE L'ENQUETE AGRICOLE (AOUT-SEPTEMBRE\LL)

- COURANT JUILLET: PREPARER LA STRUCTURE DU FICHIER EN dBASE3
- REVISER PROGRAMME DE TRAVAIL AVEC PHIL PARKER
- A PARTIR DU 15 AOUT: RASSEMBLER LES DOSSIERS D'ENQUETE POUR LES REGIONS DU SUD (REGIONS A DEUX CYCLES) ET COMMENCER LA SAISIE
- A PARTIR DU 1 SEPTEMBRE: RASSEMBLER LES DOSSIERS D'ENQUETE POUR LES REGIONS DU NORD (REGIONS A UN CYCLE) ET POURSUIVRE LA SAISIE

E.- PREVISION DES RECOLTES POUR LA CAMPAGNE 1988/89 (SEPTEMBRE\LL)

- PREPARER LES TABLEAUX EN LOTUS (DES LE MOIS D'AOUT)
- PROJECTIONS DE POPULATION ET RATIENS ALIMENTAIRES
- ETABLIR LA CONSOMMATION NATIONALE
- ETABLIR LES TABLEAUX DE PRODUCTION PREVISIONNELLE
- ETABLIR LA BALANCE PRODUCTION/CONSOMMATION PREVISIONNELLE
- ETABLIR PREVISIONNELLEMENT LES SURPLUS EXPORTABLES

F.- RAPPORT AU COMITE TECHNIQUE (SEPTEMBRE OCTOBRE\LL & RR)

- REDACTION
- PUBLICATION ET DISTRIBUTION

G.- TRAITEMENT DE L'ENQUETE "STOCKS" D'AOUT 1988 (SEPTEMBRE)

- PREPARER LA STRUCTURE DU FICHER EN dBASE3
- PREPARER LES TABLEAUX EN LOTUS
- REUNIR LES DOSSIERS D'ENQUETE ET SAISIR LES DONNEES
- COMPLETER LES TABLEAUX ET REDIGER LE RAPPORT

H.- INFORMATION AUX EXPORTATEURS POTENTIELS (SEPTEMBRE\RR & AK)

- IDENTIFIER LES COMMERCANTS QUI SONT DES EXPORTATEURS POTENTIELS
- PREPARATION D'UNE REUNION D'INFORMATION A LA CHAMBRE DE COMMERCE POUR LES EXPORTATEURS POTENTIELS
- MEETING A LA CHAMBRE DE COMMERCE (FIN SEPTEMBRE)
- PRESENCE DES AUTORITES ET DES MEDIAS
- EXPOSE DES MESURES PRISES PAR LE GOUVERNEMENT
- PENSER A FAIRE PARTICIPER LES GENS DES REGIONS

I.- MISE AU POINT DU SUIVI DES PRIX AGRICOLES (SEPTEMBRE-OCTOBRE\LL)

- MISE AU POINT DES TABLEAUX
- REUNIR LES DONNEES
- ETABLIR LES SERIES DE PRIX EN VUE DE LEUR PUBLICATION
- ANALYSE ET COMMENTAIRES
- PUBLICATION ET DISTRIBUTION

J.- TRAITEMENT DE L'ENQUETE "STOCKS" DE NOVEMBRE 1988 (NOVEMBRE)

- UTILISER LE PROGRAMME MIS AU POINT POUR L'ENQUETE D'AOUT
- REUNIR LES DOSSIERS D'ENQUETE
- SAISIR LES DONNEES
- COMPLETER LES TABLEAUX ET REDIGER LE RAPPORT

K.- RESULTATS PROVISOIRES DE LA CAMPAGNE 1988/89 (NOVEMBRE\LL)

- REPREDRE LE PROGRAMME UTILISE POUR LA PREVISION DE SEPTEMBRE
- REUNIR LES DONNEES SUR LES RENDEMENTS POUR LES REGIONS DU NORD
- REUNIR LES DONNEES SUR LES RENDEMENTS DU DEUXIEME CYCLE POUR LES REGIONS DU SUD
- FAIRE LA SAISIE
- METTRE A JOUR LES TABLEAUX DE PRODUCTION
- ETABLIR LA NOUVELLE BALANCE PRODUCTION/CONSOMMATION ET DEGAGER LES SURPLUS EXPORTABLES

L.- REUNION DU COMITE TECHNIQUE (NOVEMBRE)

M.- REUNION DE LA COMMISSION NATIONALE D'ATTRIBUTION DES LICENCES

N.- ENQUETE SUR LES CIRCUITS DE COMMERCIALISATION (JANVIER-MARS\RR)

- PREPARER LE QUESTIONNAIRE ET LES INSTRUCTIONS AUX ENQUETEURS (OCT-NOV)
- REUNIR LES SUPERVISEURS
- ENQUETE SUR LE TERRAIN
- TRAITEMENT DES DONNEES ET INTERPRETATION

O.- ETUDE SUR LE STOCKAGE A LA FERME (JANVIER-FEVRIER\RR)

- VOIR ETUDE BIT, EXPERIENCE APP, CONTACT AVEC LAURENCE FAURE
- VISITE DES GROUPEMENTS
- CONTACT AVEC CNCA, CERCAM,...
- PROPOSITIONS ET ACTIONS OPPORTUNES

P.- RESULTATS DEFINITIFS ET COMPLETS DE LA CAMPAGNE 1988/89 (FEVRIER 89)

- REPRENDRE LE PROGRAMME DE NOVEMBRE POUR LES RESULTATS PROVISOIRES
- REUNIR LES DONNES DEFINITIVES
- METTRE A JOUR LES TABLEAUX DE PRODUCTION
- COMPARAISON AVEC LES RESULTATS PROVISOIRES DE NOVEMBRE ET AVEC LES PREVISIONS DE SEPTEMBRE
- REDACTION DU RAPPORT ANNUEL:
"PRODUCTION DES PRINCIPALES CULTURES VIVRIERES"
- PUBLICATION ET DISTRIBUTION

Q.- REUNION TECHNIQUE DES SUPERVISEURS: PLAN POUR 1989/90 (MARS 89)

NOTE: C'EST L'OCCASION D'INFORMER LES SUPERVISEURS DES AMELIORATIONS QUI AURONT ETE DECIDEES ET MISES AU POINT

R.- ETUDE DES TRANSPORTS INTERIEURS (MARS-AVRIL\RR)

- CONTACT AVEC LA BANQUE MONDIALE SUR LE PROGRAMME ROUTIER
- REPERAGE ET INTERVIEW DES TRANSPORTEURS
- TOURNEES DANS LES REGIONS
- PROPOSITIONS ET ACTIONS OPPORTUNES

S.- TRAITEMENT DE L'ENQUETE "STOCKS" D'AVRIL 1989 (AVRIL 89)

- UTILISER LE PROGRAMME MIS AU POINT POUR L'ENQUETE DE NOVEMBRE
- REUNIR LES DOSSIERS D'ENQUETE ET SAISIR LES DONNEES
- COMPLETER LES TABLEAUX ET REDIGER LE RAPPORT

T.- REUNIONS PERIODIQUES POUR FAIRE LE POINT ET COORDONNER LES ACTIVITES

NOTE: DES REUNIONS DESTINEES A FAIRE LE POINT DES ACTIVITES DU PROJET AURONT LIEU QUATRE FOIS PAR AN, EN JUIN, SEPTEMBRE, DECEMBRE ET EN MARS. A CES REUNIONS PARTICIPERONT LES DIRIGEANTS DE USAID, LES DIRIGEANTS DE LA DESA DU MDR ET LES EXPERTS DE ROBERT R. NATHAN ASSOCIATES (RRNA). UN REPRESENTANT DU MINISTERE DU COMMERCE SERA INVITE A PARTICIPER.

PROJECT IMPLEMENTATION SCHEDULE OF ROBERT R. NATHAN ASSOCIATES - NOVEMBER 1987

ANNEX #3

Activities	Year One				Year Two			
	April-June 1988	July-Sept. 1988	Oct.-Dec. 1988	Jan.-March 1989	April-June 1988	July-Sept. 1988	Oct.-Dec. 1988	Jan.-March 1989
Contract signed	—							
PROJECT TEAM								
Team mobilized	—							
Advisor to the Agricultural Surveys and Statistics Service, Chief of Party	██████████	██████████	██████████	██████████	██████████	██████████	██████████	██████████
Advisor to the Ministry of Rural Development and Agricultural Marketing Specialist	██████████	██████████	██████████	██████████	██████████	██████████	██████████	██████████
International Trade and Agricultural Marketing Specialist		██████████				██████████		
Agricultural Statistician	██████████				██████████			
PROJECT ACTIVITIES								
Develop annual Workplan	—				—			
Conduct markets surveys	—	—	—		—	—		
Conduct crop forecasts	—	—		—	—	—		—
Publication of annual production estimates			—				—	
Develop DESA's data generating capacity	██████████	██████████	██████████	██████████				
Develop price monitoring systems	██████████	██████████	██████████	██████████				
Develop export volume formula	██████████	██████████	██████████	██████████				
Establish export volume formula				—				
Present supply/utilization model				—				
Implement price monitoring and export volume systems					██████████	██████████	██████████	██████████
Special studies in DESA	██████████	██████████	██████████	██████████	██████████	██████████	██████████	██████████
In-country training seminars	██████████	██████████	██████████	██████████	██████████	██████████	██████████	██████████
Improved crop forecasting methodology	██████████	██████████	██████████	██████████	██████████	██████████	██████████	██████████
Development of proposals for outside funding for DESA and other Togolese institutions	██████████	██████████	██████████	██████████	██████████	██████████	██████████	██████████
REPORTS								
Financial Accounting Report		—				—		
Program Performance Reports		—				—		
Annual Performance Report				—				—
Quarterly Performance Reports	—	—	—	—	—	—	—	—
Monitor policy dialogue and reform process	—	—	—	—	—	—	—	—
Final Report				—				—
Final Evaluation								—

ANNEX #3

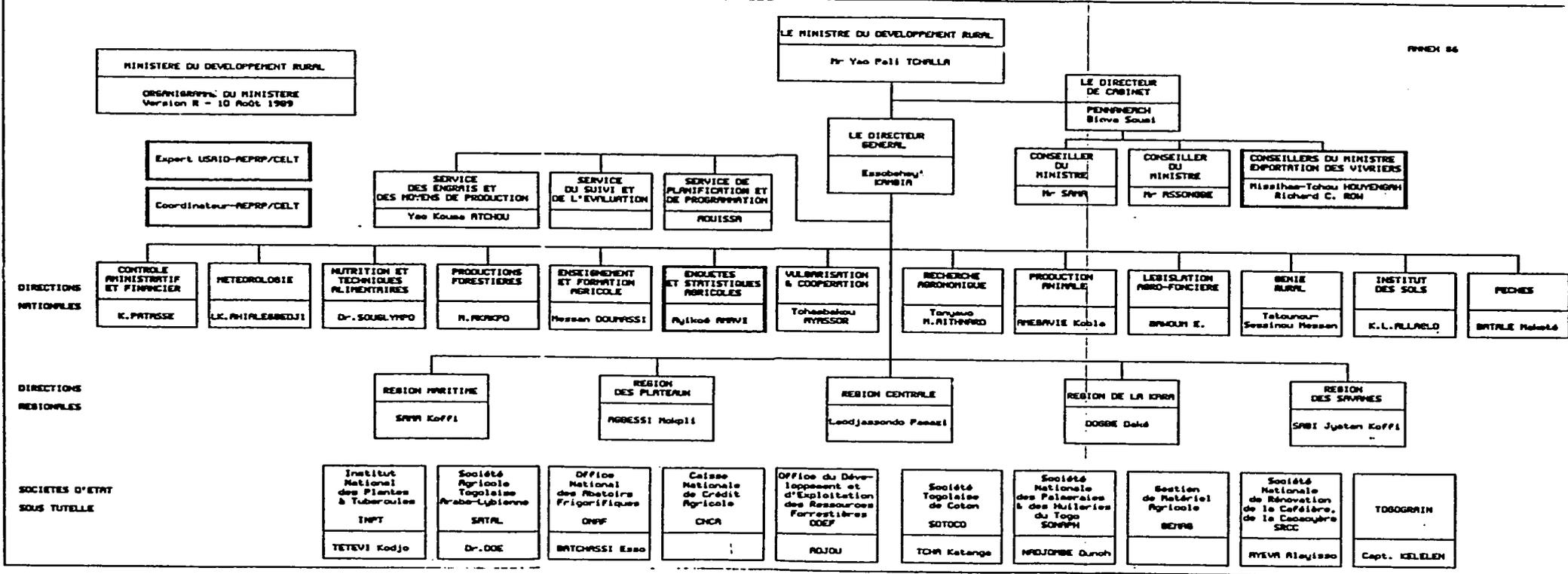
ACTUAL PROJECT IMPLEMENTATION CHART OF THE TECHNICAL ASSISTANCE TEAM - AUGUST 1989

ANNEX #4

Activities	Phase I					Phase II		
	April-June 1988	July-Sept. 1988	Oct.-Dec. 1988	Jan.-March 1989	April-June 1989	July-Sept. 1988	Oct.-Dec. 1988	Jan.-March 1989
Contract signed	■							
PROJECT TEAM								
Team mobilized	■							
Advisor to the Agricultural Surveys and Statistics Service, Chief of Party	■■■■■■■■■■	■■■■■■■■■■	■■■■■■■■■■	■■■■■■■■■■	■■■■			
Advisor to the Ministry of Rural Development and Agricultural Marketing Specialist	■■■■■■■■■■	■■■■■■■■■■	■■■■	■■■■■■■■■■	■■■■■■■■■■			
International Trade and Agricultural Marketing Specialist	■■■■■■							
Agricultural Statistician	■■■■				■■■■■■			
PROJECT ACTIVITIES								
Develop annual Workplan		■						
Conduct markets surveys and interviews	■							
Conduct crop forecasts			■					
Publication of annual production estimates			■					
Develop DESA's data generating capacity	■■■■■■	■■■■■■■■■■	■■■■■■■■■■	■■■■■■■■■■	■■■■■■■■■■			
Develop price monitoring systems			■■■■■■■■■■	■■■■■■■■■■	■■■■■■■■■■			
Develop export volume formula		■						
Establish export volume formula		■						
Present supply/utilization model		■						
Implement price monitoring and export volume systems		■						
Special studies in DESA								
In-country training seminars		■						
Improved crop forecasting methodology		■■■■						
Development of proposals for outside funding for DESA and other Togolese institutions								
REPORTS								
Financial Accounting Report								
Contribution to USAID PIR		■						
Annual Performance Report				■				
Quarterly Performance Reports						■		
Monitor policy dialogue and reform process				■■■■■■■■■■	■■■■■■■■■■	■■■■■■■■■■		
Final Report					■■■■■■■■■■			
Mid Term Evaluation								

ANNEX #4

Activities	July-Sept. 1988	Oct.-Dec. 1988	Jan.-Mach 1989
PROJECT TEAM			
Advisor to the Agricultural Surveys and Statistics Service, Chief of Party	██████████	██████████	██████████
Advisor to the Ministry of Rural Development and Agricultural Marketing Specialist	██████████	██████████	██████████
International Trade and Agricultural Marketing Specialist		██████████	
Agricultural Statistician	██████████		
TECHNICAL ASSISTANCE ACTIVITIES			
Conduct crop forecasts	██	██	
Refine export volume formula	██		
Present model for crop and price forecast	██		
Develop DESA's data analysis capacity	██		
Develop price monitoring system	██	██	██
Publication of annual production estimates		██	██
C.E.P.E. ACTIVITIES			
Conduct markets surveys in Europe	██		
Conduct markets surveys in ECOWAS countries	██	██	
In-country commercialization seminars		██	
Contribution to CEPE Diagnostic	██████████		
Contribution to CEPE Orientations		██████████	
Contribution to CEPE Detailed Programming		██████████	██████████
REPORTS			
Develop Workplans for Phase II		██	
Program Performance Reports	██		██
Quaterly Performance Reports		██	
Final Report			██
Final Evaluation			██



DIRECTIONS NATIONALES

DIRECTIONS REGIONALES

SOCIETES D'ETAT SOUS TUTELLE

MINISTÈRE DU DÉVELOPPEMENT RURAL
 DIRECTION GÉNÉRALE
 DU DÉVELOPPEMENT RURAL
 ORGANIGRAMME DE LA DIRECTION
 DES ENQUÊTES ET STATISTIQUES AGRICOLES
 Version 0.5 - 10 Août 1989

Experts USAID - Programme AEPRP/CELT

—— Liaisons hiérarchiques
 == Liaisons fonctionnelles

LE MINISTRE DU DÉVELOPPEMENT RURAL
 Mr Yao Pali TCHALLA

LE DIRECTEUR DE CABINET
 Mr Pennaneach B. Souei

LE DIRECTEUR GÉNÉRAL
 Mr Essobeheyi Kambia

Conseillers du Ministre en Matière
 d'Exportation des Produits Vivriers
 Mr Nissihan-Tchou Houyeqah
 Mr Richard C. Row

LE DIRECTEUR
 DES ENQUÊTES ET
 STATISTIQUES AGRICOLES
 Mr Ayikodé Anavi

Conseiller du Directeur
 Chef de Mission
 Mr Louis G.A. Lung

Niveau National
 (DESA)

DIVISIONS
 TECHNIQUES

CHEF DE
 DIVISION

ADMINISTRATION
 ET FINANCES
 Mr Salifou
 Aboubacari

METHODOLOGIE
 Mr Mensah Kanyi

PUBLICATIONS
 DOCUMENTATION
 ET CODIFICATION
 Mr Messanvi

ATELIER DE
 DEPOUILLEMENT
 Mr Agossou
 Tchénou

BANQUE
 DE DONNEES
 Mr Médziko
 Kouané

PREVISION DES
 RECOLTES ET ANALY-
 SES STATISTIQUES
 Mr Lébéné
 Kouhénya

Niveau Régional
 (DRDR)

PLANIFICATION
 ET PROGRAMATION
 LE SUPERVISEUR
 Mr Koumodji K. Kodjo

REGION MARITIME

PLANIFICATION
 ET PROGRAMATION
 LE SUPERVISEUR
 Mr Fanoua Kamlan

REGION DES PLATEAUX

PLANIFICATION
 ET PROGRAMATION
 LE SUPERVISEUR
 Dr Nidohé Kodjo

REGION CENTRALE

PLANIFICATION
 REGION DE LA KARA
 LE SUPERVISEUR
 Mr Adanou K. Kabouré

REGION DE LA KARA

PLANIFICATION
 ET PROGRAMATION
 LE SUPERVISEUR
 Mr Litaaba Djibol

REGION DES SAVANES

nombre permanents: 5
 d'agents temporaires: 8

permanents: 3
 temporaires: 10

permanents: 3
 temporaires: 11

permanents: 5
 temporaires: 4

permanents: 4
 temporaires: 6

DRAFT PERFORMANCE REPORT

- Rappel des Termes de Référence
- Rappel of the Annual Work Plan

Prepared on April 28, 1989 in Lomé
 Remitted to RRNA Home Office on May 8, 1989
 in Washington, D.C.

1.- Highlights

1.1.- Prévisions de Récoltes

- au 31 Juillet 1988
- au 30 Septembre 1988 (pour le Comité Technique)
- au 31 Décembre 1988 (pour la 2ème réunion du C.T.)
- Résultats Finaux terminés le 25 Mars 1989

1.2.- Suivi des Prix Agricoles

- Average monthly agricultural prices for 109 markets and 39 products entirely prepared on computer with a new software; ready by April 24 1989.
- New software put to work for 1989 agricultural prices collected twice a month in 115 markets for 40 products. The objective is to provide fresh and complete data as soon as possible.

1.3.- Contribution of TA team to the succes of the program

- Licences: Meeting of the Committee Technique on October 25, 1988. Reports to the Committe and minutes of the meeting done by TA team and DESA. Meeting on January 4, 1989 also prepared by TA team and DESA.
- Lending to farmers groups. Authorization for a line of Credit of 50 millions CFA obtained thanks to the initiative and efforts of TA team. 30 millions actually disbursed in spite of CNCA liquidation. Without TA team action, nothing would have been done.
- Contribution to a survey of the northern province of Savanes during the month of September and preparation of a report widely distributed among the international organizations.
- Equipement de la DESA: 2 computers bought by RRNA and installed during the month of August. Computers which were to be bought through the national procedure are still awaited for. Same thing for the cars ...
- Preparation of second tranche: Contribution of TA team to supply ideas and rewrite the report sent by GOT to USAID.

1.4.- Contribution to USAID OAR Lomé

Among other things,

- contribution to USAID 6 month report for April to September 1988,
- contribution to USAID 6 month report for October 1988 to March 1989.

2.- Outline of Work Plan for 2nd year

Depends very much on decision about second tranche, ...

2.1.- Continued support to DESA

- ag. prices monthly report
- Rain-Crop-Prices forecasting model (with Phil Parker)
- 1989 Crop forecast

2.2.- Support to would be exporters

- assistance to the promotion of food ag. products
- development of the network of contacts with potential buyers in importing countries
- Counselling of togolese would be exporters
- Contacts with Chambre de Commerce, Centre des Investisseurs, Seminars, Publicity
- ...

2.3.- Moving towards a more liberal system

- Contacts with administratives services involved in Commerce, Economie et Finances, Plan, etc.
- Explore 89-29 ECOWAS Decree possible developments.
- Proposal for a more liberal system.
- Identification of projects and investments to support liberalization of trade outside Togo's borders.

MAIN EVENTS

April 16 1988 Arrival in Lomé

April 20 Meeting with A. AMAVI, Director of DESA

April 22 Meeting with E. KAMBIA, DGDR

May 4 Meeting with MEYISSO, APPOH, GAOU, Commerce

May 30 Meeting with K. WALLA, HDR

May 31-June 3 Tour of Maritime Region

June 23 Visit of Andrew KOPS

June 27 at USAID session to examine Annual Work Plan

July 4 to 9 Tour of Plateaux Region

July 18 to 28 Tour of Centrale, Kara and Savanes Regions

July 31-Aug 2 Visit of Ariza-NiHo

August 8 Meeting with E. KAMBIA. DGDR

August 12 First rough Crop estimate

August 14-26 Visit of Philip PARKER

August 18 Reception of 2 IBM PS/2 computers

Aug.24-Sep 28 Visit of Andrew KOPS

September ... Appointment of Raphaël HOUYENGAR

September ... Meetings with CNCA, DCV and memorandum for the déblocage de 50 millions F CFA

September ... 6 month report to USAID for April to September

September 22 First crop forecast is ready

October 12 Visit to Cotonou (potential buyer of corn)

October 25 Meeting of the Committee Technique

November 9 the 50 millions line of credit to farmers groups is approved

November 11 Meeting to K. WALLA, MDR

Nov 13 to 19 Tour of Savanes Region to report about the disaster

November 25 Report to the Minister about Savanes

November 28 Written report to the Minister

November 29 30 millions F CFA are transferd to DCV

December ... Working on the new ag prices software

December 20 The President appoints a new Minister of Rural Development, The Minister of Planning and Mines takes charge of Commerce and Transport

January 4 1989 New meeting of Committee Technique

January 20 Meeting with Penneneach about the project document to be prepared by GOT before evaluation by USAID

February 3 Meeting with RUTEN and MARCADENT at DCV about groupements

February 7 Arrêté du Ministre du Plan des Mines du Commerce et des Transports concernant les quotas.

Feb 6 to 15 Visit of Richard FRANKEL

February 23 Visit of Laura BAILEY

March 1 Meeting with Nicole MENAGE from WFP

March 3 Tour of TSEVIE Market to check on how prices are collected with a new document prepared by TA team.

March 13 Working session with LAMBONI, AMAVI and HOUYENGAH on the report to be prepared by GOT before evaluation

March 29 Meeting with CROWN of the World Bank at USAID

March 30 Meeting with the Economic Advisor to the President

April 4 USAID 6 month review (PIR)

April 11 Arrival of Richard FRANKEL and Wayne BROUGH

April 25 End of work for 1988 production and prices statistics (about 150 pages of tables and graphs)

April 28 Meeting with the Pali Yao TCHALLA, new Minister of Rural Development with the evaluation team.

2nd ANNUAL WORK PLAN - JULY 1989 to MARCH 1990

<u>Periods</u>	<u>Consultants</u>	<u>Décret 86-210</u>	<u>Echéances CEP</u>	<u>USAID</u>
July			First Meeting	Annual Report
August	Philip Parker		Sub committees meetings	and Year Two Workplan
September		Crop forecast	Diagnostic Report	Semester Report
October	Didier Rigault	Comité Technique 1st Meeting		
November		Commission Nationale		
December			Report on Orientations	Quarterly Report
January				
February				
March			Report on Detailed Actions Programs	Final Report
				Evaluation

JOURNAL OFFICIEL

DE LA REPUBLIQUE TOGOLAISE

PARAISSANT LE 1^{er} ET LE 16 DE CHAQUE MOIS A LOME

210

JOURNAL OFFICIEL DE LA REPUBLIQUE TOGOLAISE

1er Avril 1989

MINISTERE DU PLAN ET DES MINES

MINISTERE DU COMMERCE ET DES TRANSPORTS

ARRETE n° 2-MCT du 7 février 1989 autorisant l'exportation de produits vivriers.

Le ministre du plan et des mines,
du commerce et des transports

Vu la constitution spécialement en son article 21 :

Vu l'ordonnance n° 17 du 22 avril 1987 portant réglementation des prix et des circuits de distribution :

Vu le décret n° 80-184 du 28 juin 1980 portant définition des attributions et organisation du ministère du commerce et des transports :

Vu le décret n° 86-210 du 25-11-86 portant réglementation de l'exportation des céréales et autres produits vivriers :

Vu les recommandations formulées par le comité technique d'exportation des produits vivriers en sa réunion du 4 janvier 1989,

Article premier — Pour le compte de la campagne agricole 1988-1989, des licences d'exportation de produits vivriers peuvent être délivrées pour les produits ci-dessous dans les limites de quotas suivants :

Ignames = 10.000 tonnes

Manioc frais = 10.000 tonnes

Art. 2 — Ces quotas pourront être révisés à tout moment si des indicateurs de tendance comme les prix sur les marchés venaient à varier inconsiderément.

Art. 3 — Le directeur du commerce extérieur et le directeur du commerce intérieur, des prix et du contrôle, sont chargés de l'application du présent arrêté qui sera publié au *Journal officiel* de la République togolaise.

Lomé, le 7 février 1989

Barry Moussa Barqué

JOURNAL OFFICIEL

DE LA REPUBLIQUE TOGOLAISE

PARAISSANT LE 1^{er} ET LE 16 DE CHAQUE MOIS A LOME

DECRET N° 89-29 du 28 février 1989 portant application du schéma de libéralisation des échanges des produits originaires au sein de la Communauté Economique des Etats de l'Afrique de l'Ouest.

LE PRESIDENT DE LA REPUBLIQUE,

Vu l'article 15 de la constitution ;

— Vu le traité de la communauté économique des Etats de l'Afrique de l'ouest signé le 28 mai 1975, notamment ses articles 12, 13, 15 et 18 ;

— Vu le protocole et le protocole additionnel relatifs à la notion de produits originaires ;

— Vu la décision A/DEC 8-5-79 du 28-5-79 portant consolidation des droits et taxes d'effet équivalent et des barrières non tarifaires ;

— la décision C/DEC 8-5-79 relative à la libéralisation du commerce des produits du cru ;

— Vu la décision A/DEC 8-5-80 relative à la libéralisation des échanges des produits industriels ;

— Vu la loi n° 58-36 du 3 mars 1958 portant refonte de la nomenclature du tarif ;

— Vu la loi n° 66-22 du 23 décembre 1966 portant code des douanes ;

— Vu le décret n° 88-193 du 19-12-88 portant restructuration du gouvernement ;

— Sur rapport du ministre de l'économie et des finances, président du comité national pour les affaires de la CEDEAO ;

Le conseil des ministres entendu,

DECRETE

Article premier — Les produits du cru et de l'artisanat traditionnel originaires des Etats membres de la communauté sont immédiatement libéralisés.

Art. 2 — En application des décisions A/DEC 8/5/80 et C/DEC 4/5/82 de la conférence des chefs d'Etats et de gouvernement de la communauté économique des Etats de l'Afrique de l'ouest, les mesures suivantes sont prises:

a/ — Les barrières non tarifaires (licences, autorisations, contingentement et autres mesures de restriction) sont supprimées pour les échanges intracommunautaires des produits originaires.

b/ — Le ministre chargé du commerce et des transports est habilité à authentifier les certificats d'origine.

c/ — Les certificats de circulation sont délivrés par le ministère chargé de l'économie et des finances.

Art. 3 — Le ministre du commerce et des transports et le ministre de l'économie et des finances sont chargés chacun en ce qui le concerne de l'application du présent décret qui sera publié au Journal Officiel de la République togolaise.

Lomé, le 28 février 1989

Général GNASSINGBE EYADEMA

ARRÊTE INTERMINISTÉRIEL N° 281 /MEF/MCT

Portant application du décret n° 89-20 du 28 Février 1989
relatif au schéma de libéralisation des échanges de produits
originaux au sein de la Communauté Economique des Etats
de l'Afrique de l'Ouest

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LE MINISTRE DE L'ÉCONOMIE ET DES FINANCES
ET LE MINISTRE DU COMMERCE ET DES TRANSPORTS

Vu l'article 21 de la Constitution Togolaise du 9 Janvier 1980;
Vu le décret n° 184 du 26 Juin 1980 portant définition des attri-
butions et organisations du Ministère du Commerce et des Transports;
Vu le décret n° 86-109 du 5 Juin 1986 portant organisation et attri-
bution du Ministère de l'Economie et des Finances;

A R R E T E N T

ARTICLE 1: Les produits du cru (produits d'agriculture, d'élevage, de
pêche, du sol, du sous-sol) et les produits de l'artisanat traditionnel
(produits fabriqués à la main à l'aide d'outils), originaires de la
CÉDEAO, sont exonérés du Droit Fiscal et de la Taxe de Statistique à
l'entrée et à la sortie du Territoire douanier national.

ARTICLE 2: Pour bénéficier de ces exonérations, les produits du cru
et de l'artisanat traditionnel doivent :

a)- A l'importation, être accompagnés d'un certificat d'origine
du pays producteur membre de la CÉDEAO.

b)- A l'exportation, être accompagnés d'un certificat d'origine
dûment authentifié par le Ministère du Commerce et des Transports.

c)- A la réexportation, être accompagnés d'un certificat de cir-
culation délivré par le Ministère de l'Economie et des Finances (Direc-
tion Générale des Douanes).

ARTICLE 3: Les barrières non tarifaires (licences, autorisations, contingentement et autres mesures de restrictions) sont supprimées pour l'importation et l'exportation des produits originaires des Etats membres de la CEDEAO.

ARTICLE 4: Le Directeur Général des Douanes et le Directeur du Commerce Extérieur sont chargés, chacun en ce qui le concerne, de l'exécution du présent arrêté qui sera publié au Journal Officiel de la République Togolaise ./-

Lomé, Le 28 Mai 1989

LE MINISTRE
ET DES TRANSPORTS

LE MINISTRE DE L'ECONOMIE
ET DES FINANCES

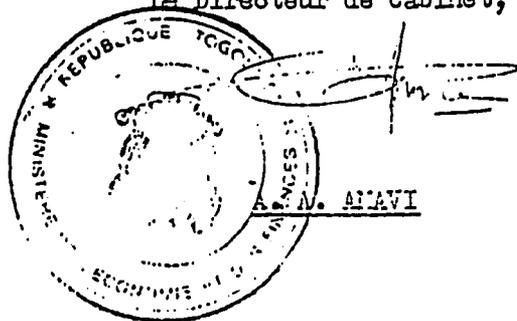
signé :
S. M. SARQUE

signé
K. ALIPUI

AMPLIATIONS :

Cab./MEF.....	2
Cab./MET.....	2
Ts les Ministères.....	17
Direction Douanes.....	20
Direction Cce Ext.....	20
Direction Artisanat.....	2
Direction Devt Rural.....	2
Chambre de Cce et Agr.....	2
SciMPEXTO.....	2
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S. R. T.....	1

Pour Ampliations
Le Directeur de Cabinet,



NOTE DE SERVICE N° 12 /AD/DG

Relative à l'application de l'arrêté Interministériel n° 281/MEF/MCT du 28 Mai 1989 concernant la libération des produits du cru et de l'artisanat traditionnel originaire de la CEDEAO.

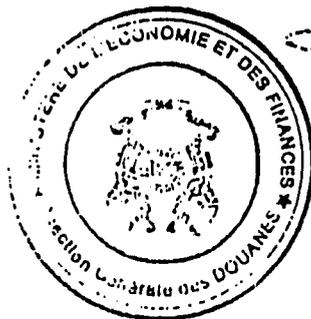
En application de l'arrêté Interministériel n° 281/MEF/MCT du 28 Mai 1989, les produits nationaux du cru et de l'artisanat traditionnel sont exonérés de tous droits et taxes de Douanes à l'exportation.

Pour les produits du cru et de l'artisanat traditionnel originaires des autres Etats Membres de la CEDEAO, ils sont exonérés à leur importation au TOGO, du Droit Fiscal d'entrée et de la taxe de Statistique, mais restent soumis à la Taxe de Transaction (TTI), à la Taxe Générale sur les Affaires (TGA) et au Timbre Douanier (TD).

Messieurs les Chefs de Bureaux, de Postes, de Brigades et les Vérificateurs sont chargés de l'application de la présente note de service.

Lomé, le 19 Juin 1989

LE DIRECTEUR GÉNÉRAL DES DOUANES



Cdt B. SOGOYOU

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MINISTERE DU DEVELOPPEMENT RURAL

REPUBLIQUE TOGOLAISE
Union-Paix-Solidarité

MINISTERE DU COMMERCE ET DES TRANSPORTS

ARRETE INTERMINISTERIEL N° 07 /MDR/MCT
portant création d'un Comité d'Etude et de Promotion des
Exportations des Vivriers et des Produits Agricoles non-
Traditionnels.

LE MINISTRE DU DEVELOPPEMENT RURAL,

LE MINISTRE DU COMMERCE ET DES TRANSPORTS,

Vu la constitution spécialement en son article 21 ;

Vu l'ordonnance n° 17 du 22 avril 1967 portant réglementation des
prix et des circuits de distribution ;Vu le décret 86/210 du 25 novembre 1986 portant réglementation de
l'exportation des céréales et autres produits vivriers ;Vu les décrets n° 88/193 et 88/1945 des 19 et 20 décembre 1988 portant
restructuration du Gouvernement ;

A R R E T E N T :

Article 1er : Il est créé un Comité d'Etude et de Promotion des Expor-
tations des Vivriers et des Produits Agricoles Non-Traditionnels.Article 2 : Le Comité a pour tâche de proposer au Gouvernement confor-
mément aux objectifs et plan d'action fixés dans sa note de politique
de promotion des Vivriers et des Produits Agricoles Non-Traditionnels
adopté dans le cadre de son Troisième Programme d'Ajustement Structurel,
des mesures et actions précises à entreprendre en vue de promouvoir les
exportations des Vivriers et des Produits Agricoles Non-Traditionnels.

Les mesures et actions proposées concerneront notamment :

- * le renforcement des outils de prévisions de la Direction
des Enquêtes et Statistiques Agricoles (DESA) ;
- * la promotion des groupements agricoles villageois ;
- * la promotion des moyens de stockage à longue durée de
conservation ;
- * la réorganisation du crédit agricole ;
- * l'amélioration des pistes desservant les zones de
production, etc....

.../2.

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Article 3 : Le Comité est composé comme suit :

- * Président : Un représentant du Ministre du Développement Rural ;
- * 1er Vice-Président : Un représentant d'un Groupement de Producteurs Agricoles ;
- * 2e Vice-Président : Un représentant du Ministre du Commerce et des Transports ;
- * Membres : - Un représentant du Ministre de l'Economie et des Finances ;
 - Le Directeur du Service du Conditionnement ;
 - Deux représentants de la Chambre de Commerce, d'Agriculture et d'Industrie du Togo (spécialistes du commerce des vivriers) ;
 - Deux représentants de Groupements de Producteurs Agricoles autres que le 1er Vice-Président du Comité ;
 - Un représentant de l'Ecole Supérieure d'Agronomie de l'Université du Bénin.
 - Un représentant du Ministre du Plan et des Mines ;

Le Comité pourra faire appel, à titre consultatif, aux personnes dont les compétences seront bénéfiques à ses travaux.

Article 4 : Le Comité sera assisté par un Secrétariat Permanent qui sera assumé par le Directeur des Enquêtes et Statistiques Agricoles.

Le Secrétariat Permanent sera chargé de préparer les travaux du Comité, de collecter les informations et procéder aux analyses nécessaires à ces travaux, de rédiger les projets de textes, de dresser le Procès-Verbal des réunions du Comité.

Article 5 : Le Comité devra déposer ses conclusions auprès du Ministre du Développement Rural et du Ministre du Commerce et des Transports aux dates ci-dessous :

- * diagnostic de la situation existantes :
au plus tard 30 septembre 1989
- * recommandations sur des actions spécifiques :
au plus tard 31 décembre 1989
- * recommandations relatives à la mise en oeuvre des actions spécifiques : au plus tard 31 mars 1990.

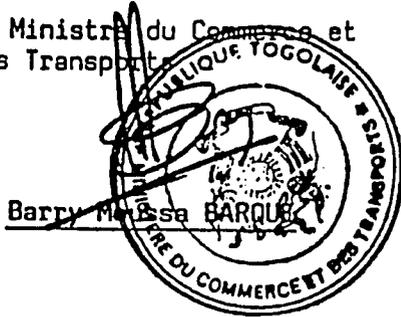
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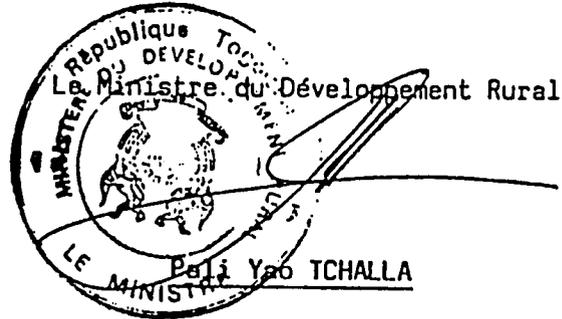
Article 6 : Le Directeur Général du Développement Rural, le Directeur du Commerce Extérieur et le Directeur du Commerce Intérieur sont chargés de l'application du présent arrêté qui sera publié au Journal Officiel de la République Togolaise.

Lomé, le 25 MAI 1989

Le Ministre du Commerce et
des Transports



Le Ministre du Développement Rural



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PROGRAMME DE LIBERALISATION DES EXPORTATIONS DES CEREALES

Projet USAID N° 693 - 0229

Plan révisé d'utilisation des fonds
de contrepartie de la 2^e tranche

Nature des Opérations	1989		1990		Total		Observations
	\$	F CFA	\$	F CFA	\$	F CFA	
Construction de magasins	200	60.000	400	120.000	600	180.000	
Crédit de Campagne	300	90.000	400	120.000	700	210.000	
Crédit pour achat de matériel agricole	200	60.000	200	60.000	400	120.000	
Appui à la DESA	400	120.000	420	126.000	820	246.000	
Appui au Cabinet du MDR (bureau et assistance technique)	110	33.000	30	9.000	140	42.000	
Appui au Comité d'étude et de Promotion (étude, sensibilisation, publication)	50	15.000	50	15.000	100	30.000	
Appui aux Service centraux (Comm. ext. et int., Conditionnement des Produits, Chambre du Commerce, d'Agriculture et d'Industrie du TOGO)	200	60.000	70	21.000	270	81.000	
Appui à la DGDR (Aménagement bureaux, Raccordement système de radio, Téléx, Téléfax etc...)	260	78.000	210	63.000	470	141.000	
TOTAL	1.720	516.000	1.780	534.000	3.500	1.050.000	



LA NOUVELLE MARCHÉ

Lundi 7 Août 1989.

Le Togo qui a engagé une politique de libéralisme économique, a compris que la stimulation du secteur privé est le facteur essentiel de la croissance.

Notre nouveau code des investissements offre ainsi d'importants avantages aux hommes d'affaires intéressés par une coopération économique avec notre pays.

Le président Eyadéma a reçu l'ambassadeur des Etats-Unis



Le chef de l'Etat accueillant sur les pas de sa résidence le diplomate américain

Le président-fondateur République, le général du RPT, président de la Gnassingbé Eyadéma a reçu hier matin en sa résidence privée de Lomé II M. Rush Walker Junior, ambassadeur des Etats-Unis d'Amérique au Togo, porteur d'un message.

Tchamdja ADOM

TOGO — ZONE FRANCHE INDUSTRIELLE

Le président George Bush adresse un message de remerciements au chef de l'Etat

Le président-fondateur du RPT, président de la République, le général Gnassingbé Eyadéma a reçu du chef de l'Exécutif américain, M. George Bush, un message de remerciements en réponse à celui relatif à l'établissement d'une zone franche industrielle au Togo par l'« Overseas Private Investment Corporation » (OPIC) et l'Agence Américaine pour le Développement International (USAID) que l'Homme du 13 Janvier lui avait adressé.

Ce message dit en substance

Monsieur le Président,

C'est avec grand plaisir que j'ai reçu votre aimable message relatif à l'annonce de l'« Overseas Private Investment Corporation » (OPIC) et de l'Agence Américaine pour le Développement International (U.S.A.I.D.) de continuer l'étude de la faisabilité sur l'établissement d'une zone franche industrielle au Togo.

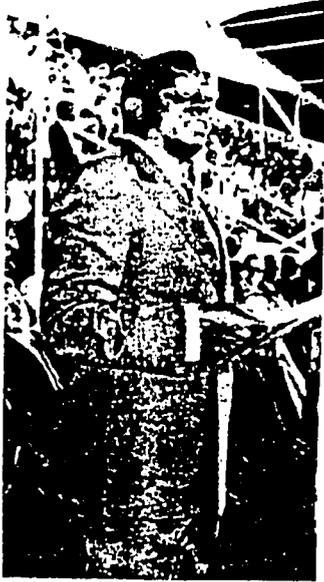
La décision de l'OPIC

et de l'U.S.A.I.D traduit la mesure de leur confiance dans la clairvoyance de votre politique économique. Je vous souhaite un succès constant dans les efforts que vous déployez en vue de promouvoir la croissance économique, l'accroissement de l'emploi et un secteur privé encore plus dynamique.

Je vous prie d'agréer, Monsieur le Président, les assurances de ma très haute considération.

LE PRESIDENT EYADEMA A KPALIME

« Nous poursuivrons notre action vers la démocratisation totale qui est notre objectif »



Car, si au plan politique, nous avons réussi à surmonter les difficultés qui ont jalonné notre chemin, au plan économique par contre, nos efforts n'ont pas été récompensés, malgré les résultats encourageants que nous avons enregistrés.

En effet, la Révolution Verte que nous avons déclenchée juste à temps, nous permet aujourd'hui d'être à l'abri de la famine et le Togo est cité en exemple parmi les pays africains qui ont atteint l'autosuffisance alimentaire.

Cependant, face à une démographie dont le taux de croissance est relativement élevé, aux aléas climatiques de ces dernières années et aux effets de la sécheresse de plus en plus persistante, nos efforts risquent d'être annihilés si nous ne perfectionnons pas sans cesse nos méthodes

culturelles afin d'accroître les rendements individuels et collectifs.

GENERALISER LES MOUVEMENTS COOPERATIFS

Nos mains et nos bras ne sauraient suffire pour at-

teindre ces résultats; la houe traditionnelle et le coupe-coupe ne nous permettront pas de relever le défi.

Les cultures itinérantes et les défrichements par brûlis ne sont plus les meilleures conditions pour une exploitation agricole rationnelle.

Il nous faudra désormais généraliser les mouvements coopératifs par la mise en place sur toute l'étendue du territoire des groupements au sein desquels les exploitants agricoles apprendront les techniques nouvelles de mise en valeur des terres.

Ce sont ces groupements qui nous permettront d'acquérir les moyens techniques nécessaires, assez onéreux et inaccessibles individuellement.

LIBERALISME ECONOMIQUE

Notre début d'industrialisation a pâti, des conséquences de la crise économique mondiale mais aussi et surtout de la gestion défectueuse des unités mises en place.

Certes, nous sommes désarmés contre cette crise qui n'a que trop duré. Mais, grâce à une saine gestion, nous pouvons améliorer le rendement de nos entreprises, qu'elles soient du secteur public ou privé et amorcer le redressement de notre économie.

C'est également par souci d'efficacité et de rentabilité que l'Etat progressivement, se désengage du secteur économique au profit de l'initiative privée.

Nous affirmons ainsi le rôle prépondérant que doit désormais jouer l'initiative privée dans le développement national. Nous devons faire preuve de plus d'imagination pour que cette substitution du privé au public donne les résultats escomptés.

Telle se dessine la voie libérale que nous réaffirmons pour le Togo qui, tout en soutenant et en encourageant l'initiative privée, veillera à poursuivre sa politique de la porte ouverte et de libéralisme économique.

De même, le laxisme dans la gestion, les détournements, la corruption doivent être bannis à jamais.

Le vent de libéralisme économique qui souffle à travers le monde est accompagné d'une volonté de plus en plus affirmée des peuples d'accéder à une plus grande démocratie.

Le Togo ne fait pas exception à la règle. C'est ainsi qu'au sein du Rassemblement du Peuple Togolais, nous avons approuvé à fraterniser, ce qui nous a permis de tenter la libre confrontation des candidatures, aux postes électifs de l'Etat et de collectivités publiques.

C'est un acquis très important pour le Rassemblement du Peuple Togolais. Mais nous poursuivrons notre action dans ce sens, vers la démocratisation totale qui est notre objectif.

Nous avons parallèlement entrepris d'éduquer le peuple dans l'exercice de ses droits, et la Commission Nationale des Droits de l'Homme s'y consacre efficacement.

C'est l'occasion pour nous, de lui renouveler publiquement, un hommage mérité.

UNE MUTATION PROFONDE

Pendant longtemps encore, le Rassemblement du Peuple Togolais, demeurera le cadre idéal au sein duquel les togolais s'initieront à la pratique de la démocratie.

Cette pratique de la démocratie appelle la liberté d'expression reconnue à tous.

Ce droit doit également s'exercer dans le respect scrupuleux de la loi et de la dignité des personnes et des institutions.

Dans ces conditions, l'administration publique qui a été jusqu'ici le principal pourvoyeur d'emplois, ne peut continuer, sans risque de faillite, à offrir du travail aux jeunes.

C'est pourquoi, tout en continuant à organiser périodiquement le concours de recrutement pour ses stricts besoins, l'Etat invite le secteur privé, à renforcer son concours pour la création d'emplois nouveaux.

Dans ce domaine, de nouvelles perspectives s'offrent à notre pays, avec le choix de notre territoire pour la création d'une zone franche industrielle, par les Etats-Unis d'Amérique.

PROFONDE GRATITUDE A L'AMERIQUE

Outre les divers avantages que notre économie en tirera, les nombreux investisseurs offriront une grande variété d'emplois aux Togolais.

C'est le lieu pour nous d'exprimer, au nom du Peuple Togolais, au nom de son Parti et de son Gouvernement, notre profonde gratitude au gouvernement et au peuple américains, pour la confiance qu'ils ont bien voulu nous faire en portant leur choix sur notre pays pour l'implantation de cette zone franche industrielle.