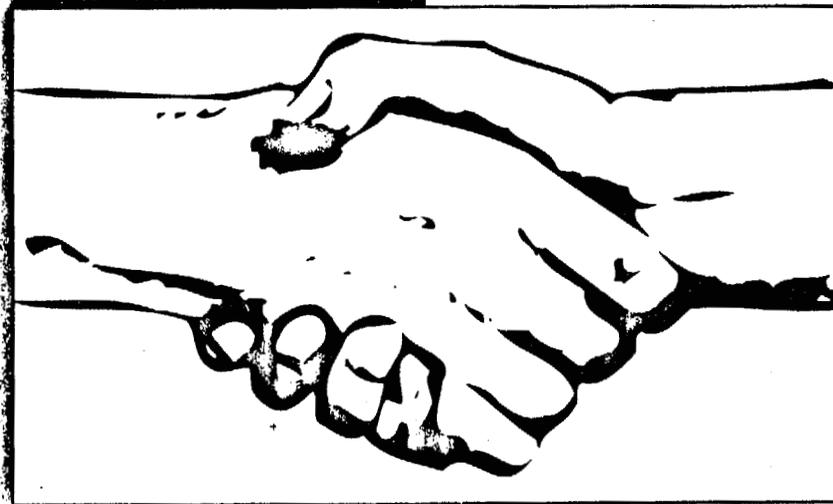


# 35 YEARS



## PARTNERSHIP FOR DEVELOPMENT

BEST AVAILABLE COPY

FD-PRU-566

## MESSAGE FROM THE USAID DIRECTOR

**T**unisia has been a unique development partner for USAID. For 35 years, through eight Five Year Plans, Tunisian inputs, in terms of conceptualization, human resources and recurrent costs, have been blended with USAID's technical assistance, training and external financial resources to guarantee many very successful projects. This skillful blending of resources has assisted Tunisia to emerge as a significant development model for North Africa and the Near East. Two excellent examples come to mind: ~~ONFP, which has so successfully embedded family planning in Tunisian life that population growth rates have dropped from 3% to 1.8% in twenty years; and IRSIT, which has placed Tunisia~~ in the front ranks of the computer revolution in the Near East. As this highly productive development relationship comes to a close in 1995, we want to wish our Tunisian colleagues well and thank them for their long, fruitful and constructive cooperation. We know that these Tunisian friends will sustain the development initiatives we have started together and, as a result, that Tunisia will quickly emerge as one of the most highly developed societies in the Near East.



*James A. Graham*  
James Graham  
Mission Director, USAID/Tunisia

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## MESSAGE FROM THE MINISTRE DU PLAN ET DU DEVELOPPEMENT REGIONAL

**F**rom food donations to the promotion of privatization and stock exchange development, the cooperation between Tunisia and USAID has gone a long way since it started a few years after independence.

In the continuous and planned action for development that Tunisia has been undergoing, USAID has been a significant contributor of international aid, through a variety of important successful projects in almost every field of social and economic life.

The publication of this book is for us a pleasant occasion to stress the usefulness and the effectiveness of that cooperation, and to express our strong appreciation of the commitment of USAID to the development of our country, which has undoubtedly reinforced the friendly relationship between the United States and Tunisia. However, it is also an occasion to think about the future. As our internal and external environment is rapidly changing, we have to work together on establishing more adapted forms of cooperation. The varied and rich array of projects that were carried out over the last 30 years make it clearly possible. Our hope is that building on this solid ground, cooperation between the United States and Tunisia will take new forms and directions. One crucial challenge will consist in creating more direct links between our respective private sectors, in at least four fields of major interest: the transfer of technology, the financing of the economy, the protection of environment, and the access to American markets. The transition is not obvious to achieve, but we are confident that with hard work and mutual understanding, our relationship will move in the new directions.





Mustapha Kamel Nabli  
Minister of Planning and Regional Development

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## DEDICATION

**P***artnership* — that's what this story is about. The citizens of two nations acting on their faith in the ability of people to improve their lives.

It's the story of 35 years of striving together to enhance every aspect of Tunisian life: health, education, food production, industry, administrative services, and the environment and infrastructure to support these programs.

Behind the visible results are the hidden stories of shared hopes, frustrations and joys, as well as the friendships which have lasted a lifetime.

To the thousands of people from the ministries, private businesses, the voluntary organizations, and especially the everyday men, women and children who have been part of this partnership, we dedicate this book.

## THE GROWTH OF THE U.S.-TUNISIA PARTNERSHIP

The friendship between Tunisia and the United States dates from 1797 when the first American consul arrived. Relations have always been close and cordial, especially since Tunisia's independence in 1956.

Since 1957, the United States has played a major role in helping the Government of Tunisia to expand its economic base and improve the quality of life for all its people. United States foreign assistance to Tunisia began in 1957 shortly after independence. Programs administered by the United States Agency for International Development (USAID) and its predecessor agencies have made available over \$1.4 billion in low-interest loans, grants, technical assistance, and sales and/or grants of agricultural commodities to Tunisia.

Almost any place you go in Tunisia you will be near a development project funded by American aid. The modern Tunis/Carthage airport, opened to traffic in 1972, was built with a United States loan. Other programs administered through USAID have helped construct such major capital projects as the huge Qued Nebhana Dam, pipe, and irrigation systems located in Central Tunisia; the pulp plant at Kasserine; the building for the faculties of Law, Political Science and Economics at the University of Tunis; the Chott Meriem Agricultural school near Sousse; highways and bridges throughout Tunisia and improvements in water supply systems

serving Tunisia's major cities. In addition, USAID has guaranteed American private investments in Tunisia for design and construction of two major housing developments in Tunis and low-income housing throughout the country.

USAID technicians have helped Tunisian farmers develop better vegetables, cereals, forage crops, fruit and tree crops, poultry farms and cattle herds. They have also helped the government initiate improved nutrition and health programs as well as a family planning program that stands out in the Arab world as a model of a government's effort to control its burgeoning population growth.

USAID programs have sent more than 9,000 Tunisians to the United States for short and long-term training, ranging from technical courses of a few weeks or months to university courses resulting in master's and Ph.D. degrees. The graduates returned to jobs in key ministries, universities and the emerging private sector.

During natural disasters and crises, such as flood and locust plagues, the U.S. was ready to assist and alleviate the calamity.

This document outlines some of the major joint accomplishments the Government of Tunisia and USAID have made over the past 35 years. The hundreds of projects touching every economic sector and the millions of hours spent have reflected the high commitment of both Tunisians and Americans.

## WATER RESOURCES DEVELOPMENT

Realizing the vital importance of water to agricultural and industrial development, Tunisia, at its independence, placed a high priority on the development of water resources.

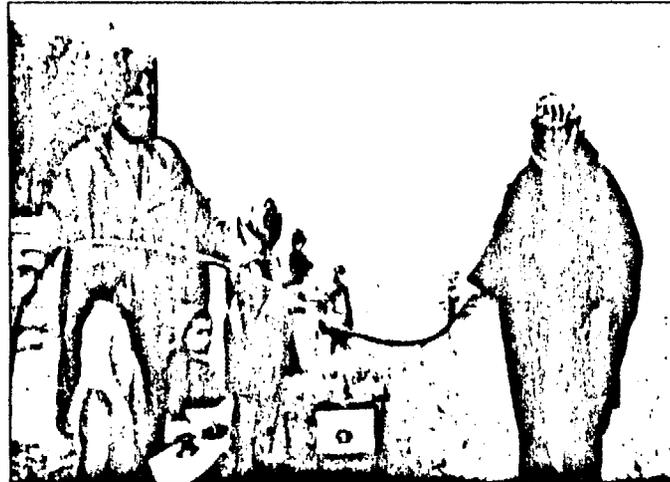
Throughout the 35 year partnership between USAID and the Government of Tunisia, USAID has placed a high priority on water resources development. In this partnership, water resource development projects have improved the quality of life of the rural poor, especially those in Central Tunisia, primarily through the construction of potable water systems, the installation of irrigation systems, and the establishment of a decentralized, institutional approach to rural water operations and maintenance, with user participation and user fees.

### MAJOR ACCOMPLISHMENTS

#### POTABLE WATER

- Constructed and equipped the El Gouila reservoir and filtration plant which provides the water supply for the city of Tunis and its suburbs.
- Constructed and equipped wells in Central Tunisia which now provide potable water to approximately 150,000 people or 97% of the population in this area.
- Constructed and equipped approximately 250 deep wells for potable water and irrigation throughout Tunisia.
- Assisted the Government of Tunisia, using the Central Tunisian Regional Development Authority as a model, with the definition of a national rural potable water sector development policy as well as the establishment of a national strategy for Water Users Associations. Water Users Associations now exist

in all rural governorates of Tunisia and the government is committed to extending community management of local water resources to the entire country.



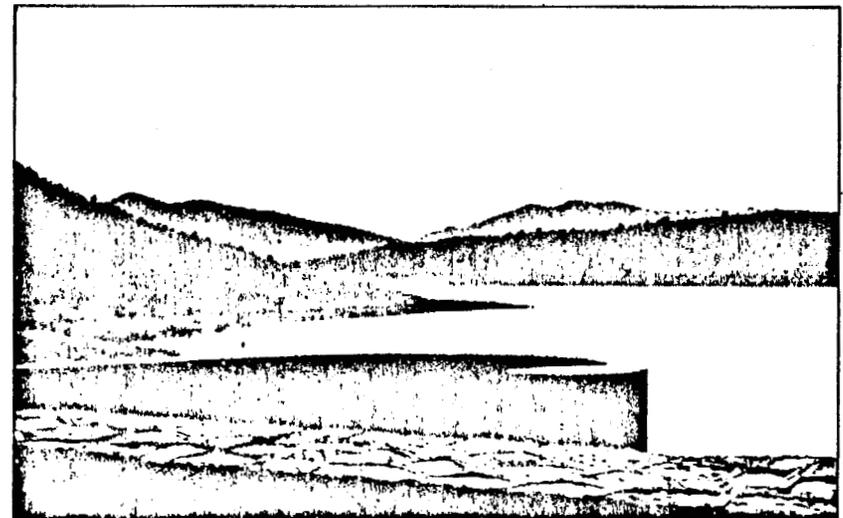
*Through the joint efforts of the Government of Tunisia and USAID, potable water is now available to 97% of the population in Central Tunisia.*

## IRRIGATED AGRICULTURE

- Constructed the Oued Nebhana Dam which irrigates over 5,000 hectares of tree and vegetable crops and enabled the Sousse area to become one of the country's largest producer of vegetables and fruits for domestic consumption and export.
- Installed and improved irrigation systems which contributed greatly to the improvement of vegetable and animal production especially in Central and Southern Tunisia benefitting more numerous households.
- Funded a credit program which led to the installation of over 1,000 shallow tube wells in the center of the country that made year-round irrigation available to farmers.
- Collaborated with the Ministry of Agriculture in the development and use of anti-erosion and water conservation methods for more than 200,000 hectares of land in Central Tunisia.



*Long plastic "pipe" tube irrigation system provide small farmers with a low cost, controllable method of irrigating small plots while gaining significant water conservation.*



*The Oued Nebhana Dam, constructed in 1966, irrigates over 5,000 hectares of trees and vegetable crops.*

## AGRICULTURE

The Government of Tunisia has always viewed increasing farmer productivity and food production as one of the keys to sustained development. USAID, in collaboration with the Government of Tunisia, has worked extensively in Central Tunisia as well as elsewhere in the country to promote greater agriculture production.

Through its assistance in agricultural development USAID has: a) helped to make high productivity technology and inputs available to the small farmer; b) trained professors and researchers for Tunisia's research and training institutions; c) introduced new approaches to the implementation and management of research, training and extension programs; and d) supported agricultural reform initiatives.



*For 35 years, USAID funding for research and development of modern crop management techniques has assisted Tunisian farmers; today, 60 % of Tunisia's grain land is planted with improved seed.*

## MAJOR ACCOMPLISHMENTS

- Supported the Government of Tunisia Agricultural Structural Adjustment Program which led to: a) liberalizing imports; b) reducing agricultural subsidies; c) liberalizing and promoting agricultural exports and; d) promoting private sector participation in agricultural support services.
- Established the Seed Production Center at El Grine which develops new strains of cereal seeds to produce higher yields suitable for Tunisia's growing conditions.
- Initiated the collaboration of MIAC (MidAmerica International Agricultural Consortium) with the Ministry of Agriculture. This on-going partnership has trained over 100 Tunisians in agriculture fields, provided extensive research in soil and plant tissue analysis, and built, expanded, and equipped agriculture schools and research laboratories.
- Established and improved over 50 forest nursery centers throughout Tunisia. The more than 40 million seedlings which were produced at these nurseries began the process of the "greening" of Tunisia.
- Improved 25,000 hectares of land in 25 locations throughout Central Tunisia by seeding well-adapted forage plants and adopting rational management practices for rangeland. The results from this activity led to the adoption of a national strategy for rangeland management.



Installation of irrigation systems has made vegetable farming possible in otherwise desolate Sbeitla.

- Established the first small-farmer credit fund with the *Banque Nationale Agricole* (BNA). This highly successful agricultural credit program significantly improved net incomes of participating farmers. Additionally, procedures for management, accounting and loan collection from this program was formally adopted by the Government of Tunisia for use in most of its other credit programs.

- Assisted in increasing crop yields for domestic consumption and export through applied research, participant training, technical assistance and demonstrations.

- Constructed and equipped a seed research laboratory at the Le Kef Agricultural School which provides research and analysis of various cereals for dryland farming.

- Trained professors/researchers and equipped the soil, water testing and plant tissue laboratory at the INRAT (*Institut National de la Recherche Agronomique de Tunisie*).

- Introduced, for the first time in Tunisia and North Africa, the treatment of low quality livestock forage (straw) with ammonia for livestock consumption. Several private organizations and other governmental projects have adopted this technology.

- Provided research in animal feed and genetics which led to the purchase of U.S. heifer dairy and beef cattle and an increase in dairy and meat production.

- Assisted with the establishment of the Statistical Office at the Ministry of Agriculture.

- Researched Mexican dwarf wheat to develop a strain of bread wheat that increased yield and could survive Tunisian growing conditions.

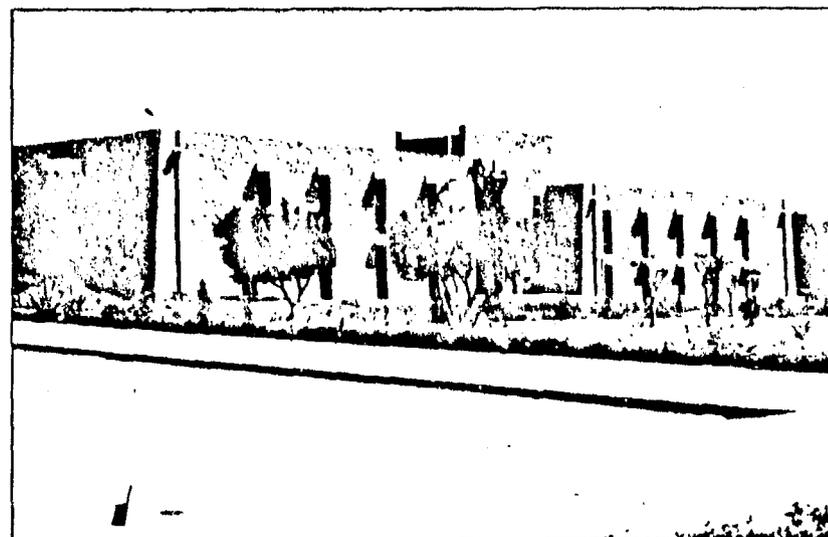
## HUMAN RESOURCES DEVELOPMENT

At independence in 1956, the Tunisian government recognized the importance of human resources development. The literacy rate was only 25%, schools were insufficient, and there was a severe shortage of trained personnel. USAID has assisted the Government of Tunisia by building schools, establishing employment centers, providing short and long-term training abroad, and supporting human resources planning using the latest technologies.

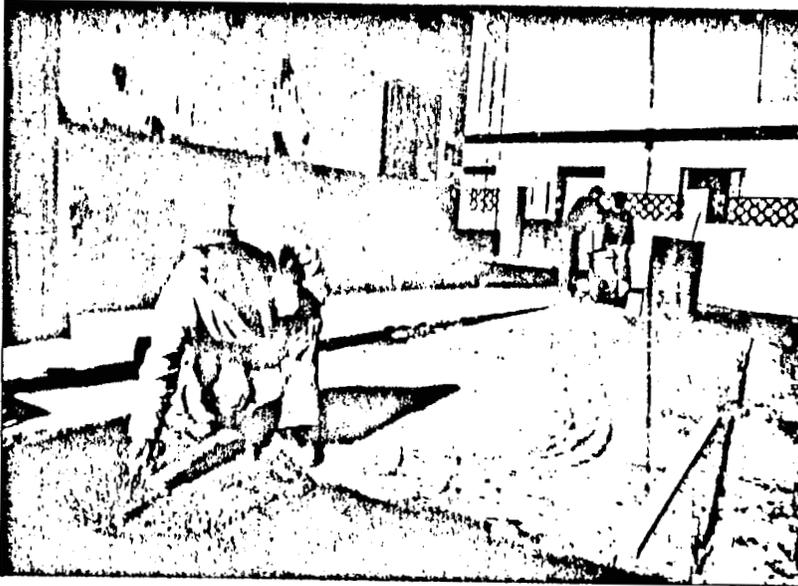
### MAJOR ACCOMPLISHMENTS

#### EDUCATION

- Provided both short and long-term training for over 3,000 Tunisians in a wide range of disciplines at colleges, universities and institutions of higher learning in the United States and Europe.
- Constructed buildings at the University of Tunis to house the faculties of Law, Economics and Political Science.
- Cooperated in establishing and equipping the Bourguiba School of Living Languages.
- Constructed, improved and/or equipped several agricultural training schools throughout Tunisia.
- Established the *Centre de Perfectionnement en Mecanique Generale* (CPMG) in Ariana.
- Constructed the Chott-Meriem Agricultural School in Sousse.
- Assisted with the building and equipping of more than 12,000 primary and secondary school classrooms and teacher housing units throughout the country.



The campus of the Chott Mariem Horticultural School near Sousse was built in 1966.



*The Chantiers Program helped out-of-work Tunisians improve their neighborhoods.*

## MANPOWER MANAGEMENT

- Addressed critical employment and unemployment issues by developing data bases, evaluations, monitoring systems and policy.
- Introduced improved policy simulation capabilities for the Government of Tunisia with the use of the Demographic Simulation Model. This has improved budgeting and policy simulation work in family planning, health, education, training and employment.
- Provided assistance to the national population census by developing a nationwide television awareness campaign to sensitize the population to the 1994 census.
- Developed the first eight comprehensive Manpower Planning and Employment Services Offices which today have expanded to more than 200 Employment Offices throughout the country.
- Contributed to the large public works program, *Chantiers Regionaux*, which provided temporary work for approximately 30,000 people and helped conserve water, soil and forest resources.
- Supported the Tunisian government's apprenticeship program SIVP I (*Stages d'Initiation a la Vie Professionnelle*) aimed at young graduates seeking their first employment.
- Supported the Targeted Training Program FIAP (*Fonds d'Insertion et d'Adaptation Professionnelles*) which aims to promote permanent employment in the private sector.
- Established the Industry and Crafts Design Center which today thrives as the *Office National de l'Artisanat*.

## HEALTH AND FAMILY PLANNING

USAID has long assisted the Government of Tunisia to strengthen and expand its national family planning program. USAID assistance helped: (1) diversify the modes of service delivery; (2) support training and technical assistance in highly effective clinical methods; (3) provide extensive training of professionals and field workers and (4) establish training centers to enhance institutional capacity. Tunisia has become the leader in family planning in the Maghreb and serves as a family planning training center for the Arab and francophone developing world.



Rural health clinics such as this one in El Karma, Sidi Bou Zul provide basic services and outreach services.

## MAJOR ACCOMPLISHMENTS

- Equipped, constructed and/or renovated 72 rural community health centers.
- Constructed, equipped and assisted in the development of a National Institute of Nutrition which today trains nutritionists and dieticians from Tunisia and francophone Africa.
- Supported the establishment of the National Office of Family Planning and Population (ONFP).
- Supported the establishment of a contraceptive social marketing (CSM) program. This program increased access to contraceptives.
- Helped establish two training centers: (a) the Ariana Clinic which provides training in surgical contraception techniques, including laparoscopy, and (b) the National Training Center which provides training in family planning service delivery and management. The Tunisian government now has the capacity to train its own people, as well as health professionals from other countries, in virtually all aspects of family planning.
- Established the National Blood Bank which created a central authority and coordinating point for all blood bank activities. The creation of the blood bank expanded to include nationwide, government-sponsored blood donation campaigns.
- Sponsored research into the health benefits of lysine fortification of bread wheat.

## SCIENCE, TECHNOLOGY AND INFRASTRUCTURE

Beginning in 1978, Tunisia and the United States began looking towards a more dynamic relationship based on mutual scientific interchange. USAID and the Government of Tunisia began collaborative programs that were aimed at the transfer of technology.

### MAJOR ACCOMPLISHMENTS

- Provided support with the establishment and equipping of IRSIT (*Institut Regional des Sciences Informatiques et Telecommunications*) which is now a leader in computer technology in North Africa. IRSIT produced the first satellite maps in North Africa and is now able to customize maps for satellite data for North Africa to the specific requirements of individual clients.

- Designed and equipped a satellite imagery laboratory in the Ministry of Agriculture for the manipulation and interpretation of Landsat imagery. A continuing relationship has been established among the laboratory; the U.S. Geological Survey and other U.S. organizations involved in remote sensing.

- Introduced and installed a photo-voltaic solar energy system and a small wind energy conversion in rural areas. The Hammam Biadha community energy is currently supplied by the photo-voltaic solar energy system, and wind generators at El Haouaria are connected to the nationwide STEG (*Societe Tunisienne de l'Electricite et du Gaz*) distribution.



IRSIT— USAID funded institute pioneers work in Arabic computerization.

- Equipped the Office of Industrial Pollution Control national laboratory at Gabes with equipment needed to measure air and water pollutants. Knowledge gained from this laboratory lead the Government of Tunisia to establish standards and regulations for the control of industrial pollution.

- Constructed and equipped the Kasserine Pulp Plant.

- Provided funds for the establishment of the Tunis/Carthage International Airport

- Constructed and/or upgraded more than 1,000 km of roadway and built 5 bridges.

- Improved the fishing port of Mahdia to enable it to harbor larger and heavier fishing vessels with greater safety.

## HOUSING AND URBAN DEVELOPMENT

The Housing Guaranty (HG) program has offered significant assistance to Tunisia's shelter efforts. This program has provided U.S. Government guarantees for loans from private investors in the U.S., the proceeds of which help to finance housing and certain housing-related infrastructure needs. The program has increasingly been focused on providing and upgrading homes that the lower income families can afford.

### MAJOR ACCOMPLISHMENTS

- Provided sewer, water, streets and other improvement in the Mellassine Upgrading Project to 5,000 low income families. Based on this project, the Government of Tunisia adopted a policy for upgrading and rehabilitating impoverished communities.

- Supported the creation in 1974 of a National Housing and Savings Fund (*Caisse Nationale D'Epargne Logement* (CNEL), and assisted the Government of Tunisia in 1989 with the conversion of the CNEL into a full service Housing Bank.

- Provided funds for the construction of 563 middle income homes in Cite Carnoy, forming the neighborhood now known as Menzah V.

- Upgraded and expanded sanitary sewerage and drainage connections, in conjunction with the *Office National de l'Assainissement* (ONAS), to approximately 25,000 low income household in urban neighborhoods and secondary towns throughout Tunisia.

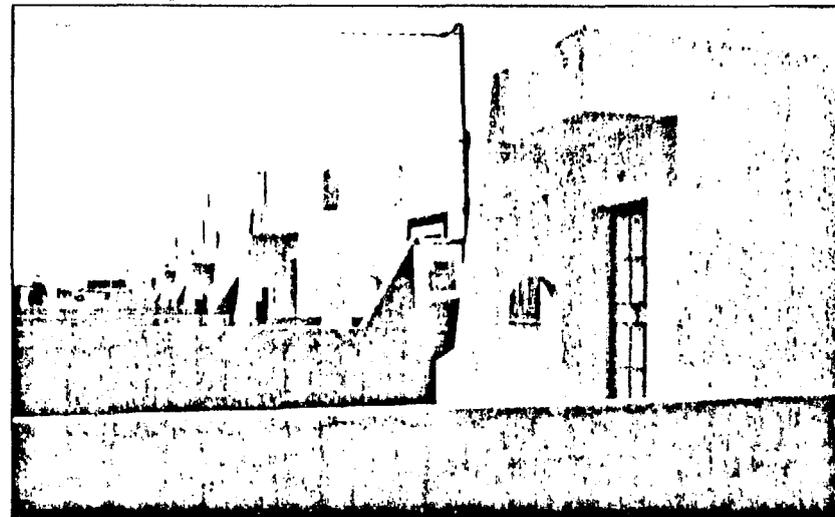
- Introduced the concept of the *Agence Fonciere d'Habitation* (AFH) to develop and sell affordable serviced housing sites to low income Tunisian families.

- Funded the construction of 2,200 houses for low income families, and established a permanent capability whereby private developers now provide shelter for several thousand families.

- Encouraged the privatizing of the *Banque de l'Habitat*.

- Assisted the Government of Tunisia with bringing the private sector into the sewer and solid waste sector.

- Provided training for a large number of city employees in modern city management techniques.

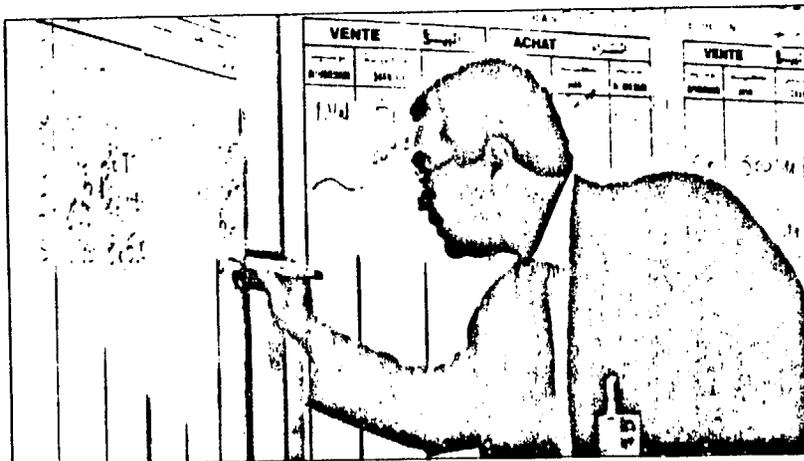


Affordable houses such as these in Sousse are now available to low income families through joint efforts of the Tunisian government, USAID and the Tunisian private sector.

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## PRIVATIZATION PROGRAM

Beginning in 1982, the Government of Tunisia was determined to find ways for the private sector to play a more vigorous role in generating economic growth and new employment opportunities. To this end, USAID gave top priority to supporting Tunisia's emerging market economy and helping the Government of Tunisia implement its privatization program. Small interventions were initially taken to provide support. Technical assistance to small and medium sized Tunisian businesses was provided through the International Executive Service Corps (IESC), the upgrading of business and management education programs at business schools was undertaken, USAID sponsored several seminars and conferences to encourage privatization and trade and investment in Tunisia.



USAID helped Tunisia streamline its stock exchange to mobilize capital for increased investment.

## MAJOR ACCOMPLISHMENTS

- Assisted the Government with the development of a strategy and formal process for privatization.
- Assisted with wholly or partly privatizing 43 companies.
- Collaborated with the Government to develop and implement a comprehensive communication campaign aimed at increasing public awareness of the Tunis Stock Exchange.
- Provided a grant for the institutional strengthening of the Tunisian-American Chamber of Commerce (TACC).
- Provided funding for the International Executive Service Corps which provide business assistance to small and medium sized businesses.
- Established the first private voluntary organization in Tunisia, *La Fondation Tunisienne pour le Developpement Communautaire* (FTDC), which implements rural development activities.



*Title II Grants program supplied child feeding activities, which benefitted 450,000 children.*

## PL 480—FOOD FOR PEACE

Public Law 480 (PL 480), popularly known as Food for Peace, is made up of two main provisions. Title I authorizes agricultural commodities to countries on concessional loan terms and Title II consists of a grant program which provides food commodities. In Tunisia both Title I and Title II programs have been used.

Under the TITLE I Program agricultural commodities, mainly wheat and soybean oil, were purchased by the Government of Tunisia. Local currency proceeds from these purchases have been a significant resource for many development projects by assuring the availability of financial resources for procuring locally available supplies and services.

TITLE II Grants have been a large component of the USAID program. The largest and longest Title II program has supplied child feeding activities, which in 1980 benefitted 450,000 children, or approximately 70 percent of the malnourished children in Tunisia. A food-for-work program during 1958-73 benefitted an annual average of 100,000 workers, thus providing food for some 700,000 workers and their dependents. Many excellent economic development projects were realized under this program in the rural areas, including road construction, reforestation, flood control, and sewerage. Title II food program also provided food for a child feeding school lunch program. Food donations were distributed by U.S. voluntary agencies to schools, welfare institutions and health agencies throughout Tunisia benefiting more than 500,000 individuals.

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# UNITED STATES GROSS OBLIGATIONS AND LOAN AUTHORIZATIONS

(\$ Millions), 1957 - 1994

## ECONOMIC ASSISTANCE

### Grants

|                        |       |
|------------------------|-------|
| - Technical Assistance | 194.1 |
| - Program Grants       | 116.8 |
| - Disaster Relief      | 5.6   |

**TOTAL**                      316.5

### Loans

|                           |       |
|---------------------------|-------|
| - Program Loans           | 106.2 |
| - Project Loan            | 121.4 |
| - Sector Agriculture Loan | 10.6  |

**TOTAL**                      238.2

### PL 480

|               |       |
|---------------|-------|
| - Title I     | 418.8 |
| - Title II    | 274.6 |
| - Section 416 | 33.4  |

**TOTAL**                      726.8

### HOUSING GUARANTY PROGRAM

172.3

**TOTAL**                      172.3

### LOCAL CURRENCY PROGRAMS

|          |      |
|----------|------|
| - Loans  | 99.2 |
| - Grants | 13.6 |

**TOTAL**                      112.8

**GRAND TOTAL**                      **\$1,566.6**

**PARTIAL LIST OF COMPLETED PROJECTS — USAID TUNISIA  
(53 PROJECTS OUT OF 230)**

| PROJECT TITLE   | PROJECT DATES |
|---|---------------|
| Public Safety Program   | 1958 - 1965   |
| Watershed Planning and Management                                 | 1958 - 1970   |
| Surveys, Studies and Consultative Specialists                     | 1958 - 1973   |
| English Language Training<br>(Bourguiba School of Languages)      | 1958 - 1964   |
| Water Resources Development<br>for Drilling Fifty Wells           | 1963 - 1968   |
| Civil Aviation Improvement  | 1959 - 1968   |
| Ariana Occupational Training Center                               | 1959 - 1967   |
| University of Tunis   | 1960 - 1970   |
| Medjerda Valley Development                                       | 1959 - 1968   |
| Sfax Water Supply   | 1959 - 1960   |
| Chott Mariem Agricultural School                                  | 1962 - 1970   |
| Mediterranean Fruit Fly Control                                   | 1968 - 1973   |
| Wheat Improvement in North Africa                                 | 1968 - 1971   |
| Sfax-Gafsa Company  | 1962 - 1968   |
| Public Safety & Police Training                                   | 1962 - 1970   |
| Tunis Water, El Gouila Reservoir<br>and Filtration Plant          | 1963 - 1971   |
| Oued Nebhana Dam & Irrigation                                     | 1960 - 1970   |
| STB Rvolving Loan Fund  | 1957 - 1981   |
| Société Tunisienne de Cellulose                                   | 1959 - 1968   |
| El Aquina International Airport                                   | 1961 - 1970   |
| STEG 1, LOAN H-021  | 1964 - 1969   |
| Highway Equipment   | 1968 - 1970   |
| Family Planning   | 1968 - 1977   |
| Management Education  | 1966 - 1977   |
| General Training  | 1967 - 1971   |
| Tunis/Carthage Airport—Fire/Crash Rescue<br>and Service Equipment | 1967 - 1969   |

| PROJECT TITLE   | PROJECT DATES |
|---|---------------|
| Maisons Tunisiennes Carnoy                                | 1967 - 1969   |
| Faculty of Science Construction                           | 1969 - 1973   |
| Faculty of Medicine                                       | 1969 - 1971   |
| Accelerated Livestock Production                          | 1971 - 1976   |
| Nutrition Planning  | 1975 - 1979   |
| Rural Community Health                                    | 1977 - 1987   |
| Small Farmer Supervised Credit                            | 1978 - 1986   |
| Agricultural Technology                                   | 1978 - 1990   |
| Siliana Roads and Bridges                                 | 1977 - 1981   |
| INAT Faculty Development                                  | 1978 - 1983   |
| Siliana Rural Water Systems                               | 1978 - 1983   |
| Central Tunisia Rural Development                         | 1979 - 1991   |
| Energy Planning   | 1979 - 1984   |
| Renewable Energy  | 1981 - 1986   |
| SCF/FTDC Community Development                            | 1981 - 1985   |
| Agricultural Economic Research,<br>Planning and Education | 1981 - 1982   |
| Family Planning Services                                  | 1970 - 1982   |
| Technology Transfer Project                               | 1981 - 1992   |
| Legal Rights for Women                                    | 1981 - 1985   |
| Agricultural Research                                     | 1982 - 1987   |
| Private Sector Development<br>and Technology Transfer     | 1982 - 1992   |
| Family Planning & Population Development                  | 1985 - 1990   |
| Computer Technology (IRSIT)                               | 1985 - 1990   |
| Rural Potable Water Institutions                          | 1986 - 1991   |
| Commodities Import Programs                               | 1989 - 1990   |
| Agricultural Policy Implementation                        | 1987 - 1993   |

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