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USAID/DJIBOUTI  
DJIBOUTI FISHERIES DEVELOPMENT PROJECT  
(603-0003)

PROJECT COMPLETION REPORT

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# FISHERIES DEVELOPMENT I

## COMPLETION REPORT

### TABLE OF CONTENTS

	Page
I INTRODUCTION	1
II SUMMARY	
A. PROJECT TITLE AND NUMBER	1
B. GENERAL DESCRIPTION	1
C. LESSONS TO BE LEARNED	3
D. FINDINGS AND RECOMMENDATIONS	3
III CURRENT SITUATION	
A. PRODUCTION	5
B. PROCESSING	7
C. MARKETING	7
D. INFRASTRUCTURE	8
E. MANAGEMENT	10
F. FINANCIAL STATUS	11
IV. IMPACT ASSESSMENT	
A. PRODUCTION	12
B. PROCESSING	13
C. MARKETING	14
D. MANAGEMENT	14
E. FINANCE	15
V. RECOMMENDATIONS	
A. BASIC STRENGTHS AND WEAKNESSES	16
B. LESSONS TO BE LEARNED	16
C. RECOMMENDATIONS	17
VI. APPENDICES	
A. PROVISIONAL PROFIT AND LOSS STATEMENTS	
B. BALANCE SHEETS	
C. PRODUCTION STATISTICS	
D. DISBURSEMENTS (USAID)	

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## I. INTRODUCTION

This evaluation is being done in the form of a progress report, rather than a formal completion report, as the Fisheries Development Project is continuing for a further three years with the same contractor. Even though Phase I is approaching the completion date, Phase II is a direct outgrowth and expansion of first phase activities. Therefore, there is no "PACD" for the fisheries assistance effort in Djibouti and this document is evaluative rather than reportive.

Visits were made to all project sites over a two week period, just prior to an overlap between Phases I and II. One day was spent at Obock, viewing the site and discussing the fisheries industry with concerned people. In Djibouti, considerable time was spent interviewing key participants in Phase I: USAID personnel, staff of the Association Cooperative de Peche Maritime (ACPM), fishermen, government employees, and technical assistance personnel. An effort was made to review the fisheries industry as a whole, rather than just the USAID project effort. All personnel who were interviewed or who participated in discussions were cordial and helpful. They all greatly assisted the evaluation effort. One major formal meeting was held near the end of the evaluation effort, with ten participants from all sectors discussing the status of the fisheries industry, the USAID Project, and possible plans of action for the future.

## II. SUMMARY

### A. Project Title and Number:

Djibouti Fisheries Development , Phase I  
Project No. 603-0003

Life of Project Funding (AID) \$2,178,500

Project Completion Date: August 31, 1985

### B. General Description

The Fisheries Development Project, as amended, has had a broad mandate of assistance to the Djiboutian Fisheries industry through technical assistance, training, facilities construction, and commodity assistance. The focus of this assistance, provided in collaboration with French Government aid (Fonds d'Aide et de Cooperation) and the U.N. International Fund for Agricultural Development (IFAD), has concentrated on the Maritime Fisheries Cooperative Association (called the ACPM or Association Cooperative de Peche Maritime) and the Livestock and Fisheries Service (Djiboutian government Service de Elevage et de Peche or SEP).

Since 1979, the Fisheries Project has gone through a major transition, initially concentrating on appropriate technology methods of artisanal fishing and education in cooperatives, and later concentrating on management of fish processing and sales of the ACPM. The contractor, Resources Development Associates (RDA), expanded assistance from one full-time technical advisor to a production/general manager, financial manager, master fisherman, and local hire staff working in various capacities. The ACPM also expanded its role in the fisheries industry of Djibouti, from a loose organization of fishermen to the major marketing body of seafood products in the country. The expansion of the ACPM's role has led to significant progress in the nations industry, but the expansion has also had many problems.

Major gains and progress, largely attributed to the Project and to other donor assistance, has been the establishment of guaranteed floor prices of seafood products for both fishermen and consumers, improved access to seafood products on a regular basis, improved sanitation and expanded consumption, improved equipment for fishing and fish processing, and overall gains in the management of the ACPM and SEP. The measures of this progress are seen in fixed price structures used by the ACPM, the opening of eleven retail outlets in urban areas, a consumption pattern reaching more people with greater production, over thirty new boats and fifty new outboard motors being used by fishermen, new cold rooms, ice-makers and other facilities in Djibouti City and Obock (town on Gulf of Tadjoura), and systems of management control being installed (regular accounts, inventory, production statistics, marketing records, etc.).

These gains have been significant and much of the success is due to the assistance of the contractor, RDA. There have been many difficulties encountered as well, many of which still must be overcome. The SEP has not provided overall policy guidance to the industry, fishing production per fisherman has not grown as planned, the ACPM has not yet reached a large degree of independence or self-sufficiency, fishing methods have not improved, and managerial systems are not yet adequate for efficient and effective operations.

4

C. Lessons to be Learned

Key elements needed for sustained progress have been identified during Phase I. In summary form they are:

1. Broad collaboration with all involved parties is essential in the decision-making process.
2. The Government of the Republic of Djibouti (GROD) is "slow" to reach decisions and considerable time must be budgeted for GROD actions to take place.
3. Training appears most effective through demonstrations and on-the-job.
4. Severe shortages of qualified local personnel inhibit rapid indigenization and training needs are very great in technical and managerial areas.

D. Findings and Recommendations

The following findings and Recommendations look at more immediate concerns, as long-range requirements are to be addressed during the course of Phase II. Sections are divided into Production, Processing, Marketing, Management and Finance.

1. Production

- a) The basic price structure now used at the ACPM has created disincentives and does not reflect demand.

Recommendation (Rec.) - A re-evaluation of the pricing structure should be done, in consultation with the fishermen, by the ACPM management.

- b) A master training plan for various categories of fisherman (captains, crew, new entries) has not been devised.

Rec. - SEP and ACPM management personnel should draft training/demonstration programs for the different categories of fishermen.

- c) Testing of improved artisanal fishing gear and equipment has not been thoroughly done.

Rec. - Testing programs should be devised and initiated by the master fisherman and by ship captains of the IFAD and AID boats.

- d) No indigenous capability of fiberglass boat repairs was created at the ACPM.

Rec. - Local craftsmen should be hired to do boat repairs and to train ACPM staff.

2.

Processing

- a) Additional improvements of storage facilities are needed, using tested equipment.

Rec. - Storage bins in unshelved cold rooms and in chill rooms should be constructed and installed at the ACPM facilities and Obock.

- b) Physical inventory counts have been on an ad hoc basis.

Rec. - Regular quarterly physical inventory counts should be done by ACPM processing staff and management.

- c) Proper processing and marketing systems are not used at Obock.

Rec. - Training and staff using proper practices should be introduced at Obock immediately.

3.

Marketing

- a) The ACPM does not have a master marketing plan.

Rec. - The new marketing manager should initiate design of an overall marketing plan.

- b) Retail outlet operators use poor business and processing practices.

Rec. - A training program should be devised by the ACPM processing manager and marketing manager in business and processing practices appropriate for small retailers.

- c) Pricing structures are inappropriate and retailers are not using them.

Rec. - The structure should be re-evaluated and adjusted. Retailers should be trained and required to use adjusted prices. This should be done by ACPM management, in collaboration with fishermen and retailers.

6

4. Management

- a) The ACPM has no General Manager or Deputy Manager.

Rec. - The ACPM Board should recruit appropriate personnel for these positions.

- b) There has been no general meeting at the ACPM for some time and no new members admitted.

Rec. - An annual general meeting should be called and a membership drive initiated, by the ACPM management and SEP.

- c. The GROD has not clearly defined the role of SEP or separated fisheries from livestock.

Rec. - The GROD should create a separate fisheries service, laying out duties and authority as distinct from the ACPM.

- d. The ACPM is heavily reliant on SEP assistance, both in personnel and funding.

Rec. - The management and Board of the ACPM should devise a plan for increased cooperative assumption of responsibility and independence.

5. Finance

- a) The ACPM does not do trial balances or cash flow statements.

Rec. - Monthly trial balances should be done by the ACPM accounting/financial management staff.

III. Current Situation

A. Production

Appendix C provides production statistics for the ACPM. It has not been possible to determine the quantity of seafood products sold outside the Cooperative, but there are indications that the level has been growing significantly in the last eight to nine months. Overall production levels at the ACPM, since records have been kept, are as follows:

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<u>Year</u>	<u>Total Kilos purchases</u>	<u>Monthly Average</u>
1979(ten months)	165,400kgs	16,500kgs
1980	208,900 "	17,400 "
1981	297,100 "	24,800 "
1982	299,800 "	25,000 "
1983	284,400 "	23,700 "
1984	281,500 "	23,500 "

As can be readily noted, a steady increase was reached until 1982. In 1983 there was a leveling off of production, attributed by many people at the ACPM to the unusually poor weather conditions experienced during the year. High winds, dust, and extremely hot temperatures were said to have been factors in low production. It was shown that fewer fishing trips were made during the year.

In 1984 initial production was higher than previous years. This was attributed to good weather and an expanded fishing fleet operating with some new/repared boats and motors. Also the IFAD boat "Khor Angar" initiated fishing trials, augmenting production with the catch from the vessel. Yet from August, 1984, a steady decline in production was seen, dropping to 65% of previous years' averages. The cause for this drop appears to be an informal boycotting of the ACPM by the fishermen. Private and central market (with no participation by the ACPM) sales of fish have reportedly increased dramatically, with most Djibouti fishermen selling directly to consumers or to wholesalers.

In discussions with involved individuals, the main reason that fishermen are not selling their production to the ACPM is because the Cooperative has reduced its purchase price of fish and because wholesalers/fishermen have been able to get high prices from the consumers.

It is understood that the ACPM dropped prices to consumers in an effort to stimulate demand for surplus catches (purchases by the ACPM) during the first half of 1984. Average prices paid to the ACPM decreased by DF50 per kilo. The ACPM also lowered the price paid to fishermen, decreasing the average purchase price by DF40 per kilo. The fishermen protested, especially since the lowering of the purchase price coincided with the time of year in which yields have historically been lowest and fishermen's income consequently reduced.



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- 7 -

Nationwide, it is not known what fishing yields are. There is no system for determining the size of catches, except for those fish sold to the ACPM, nor is there any control over sales outside the "Pecherie". The impression of many involved individuals is that yields are greater than in the past.

## B. Processing

Fish processing has improved considerably during Phase I. Losses due to spoilage or theft have dropped to less than two tons per annum. This is a reduction from a peak of nearly twenty tons in 1983.

These impressive gains were the result of improved stock-taking methods, improved storage practices, and improved sales operations. Stock-taking is done monthly with balances calculated from sales, natural shrinkage and weight loss through storage and processing, and purchases. Physical weighing is done upon purchase with improved scales, and the inventory is supposed to be weighed every quarter.

Improved storage practices include ice glazing of fish, packaging of fillets, use of storage bins and boxes, and segregation of fish by age and type. Marketing improvements include use of "first-in, first-out" selling of stored products, better information to customers on products that are available, and improved retail operations (use of ice, less fish on display which may spoil).

The results of all these measures have been significant and should continue to reduce losses. Additional improvements are incorporated into Phase II operations.

## C. Marketing

Service de Elevage et Peche (Livestock and Fisheries Service or SEP) now controls eleven different retail fish sales outlets, nine in Djibouti and one each in Dikhil and Ali Sabieh. These additional points of sale have greatly expanded the number of formal marketing outlets, which hitherto were limited to the ACPM Pecherie (retail and wholesale) and the Central Market (many vendors). Informal and door-to-door sales continue as before.

# BEST AVAILABLE DOCUMENT

- 8 -

The new outlets are selling between ten and fifty kilos a day to the public. Leasing at some outlets has changed hands, as they were not being operated properly. At all the outlets there are still significant problems with over-charging, hygiene, and non-use of scales when customers purchase fish. The retail outlets have yet to make a significant impact upon sales and demand.

The ACPM has yet to initiate a well-concieved and executed marketing plan. Wholesale and retail operations continue to be haphazard, although credit balances have been reduced. Little, if any, effort has been made to open new (or expand existing) institutional markets and the retail outlets have received little attention.

## C. Infrastructure

Major changes have taken place in the last two years to the infrastructure of the ACPM. New facilities include the following:

1. ice machine and store, - AID
2. cold rooms, - IFAD
3. office block, - SEP
4. cold room storage bins, - SEP
5. boat and engine repair yard - CRS, SEP
6. fishermen storage bays, - AID
7. Obock quay and launching slip, - SEP, IFAD
- 8 petrol station, - IFAD
9. retail outlets, - IFAD -
10. IFAD vessel

AID and facilities/equipment in process include:

1. warehouse and office construction, - AID
2. research/exploratory vessel, - AID
3. Obock fisheries building - SEP
4. Pecherie point of sale reconstruction - AID

All of these additions to the infrastructure of the fisheries industry are important and productive supplements. They are sufficient to meet all current needs for plant, if managed properly. A brief description of each will be provided.

1. The machine and store - In Djibouti, at the Pecherie, an ice manufacturing machine, water distillation filter and ice storage room were constructed. Completed during 1984, the four-ton per day ice machine provides sufficient ice for all projected fishermen's needs. Equipment was provided by USAID.
2. Cold Rooms - Two small cold rooms (provided) have been installed at Obock, for storage of fish awaiting local sale and shipment to Djibouti. They have a capacity of about 1.5 tons, adequate for Obock fishermen production. An additional cold room was installed in Djibouti, capable of storing some thirteen tons of seafood products. With these coldrooms and proper management, the ACPM has the capacity to store products for expanded local needs.
3. Office Block - a renovated section of the Pecherie, containing three offices, bathroom and conference room, are being refurbished by SEP. These rooms will be used by AID and IFAD project personnel. With the remodelling of the sales/warehouse/main office area, there will be sufficient office space for key personnel.
4. Cold Room Storage Bins - New storage bins have been constructed in one cold room and will be build for other cold rooms soon. These will facilitate handling and preservation of frozen seafood products. They have been funded by SEP.
5. Boat and Engine Repair Yard - These facilities have been built with funds from CRS and SEP and are sufficient for current needs. These were built in 1982.
6. Fishermen Storage Bins - Wire mesh bays, with cement floors and sheet metal roofing, were built for the use of fishermen and provided by AID in 1984. There are 32 stalls or bays in all, located on the beach adjacent to the Pecherie.
7. Obock Quay and Boat Launching Slip - Built through SEP and IFAD, the quay and dock area was completed in 1984. With the completion of the fisheries building, (which will house a workshop, storage rooms, sales outlet, ice machine, and office), Obock should be equipped with the infrastructure necessary for effective operations.

# BEST AVAILABLE DOCUMENT

- 10 -

8. Petrol Station - The petrol station, selling POL to fishermen, was completed in 1984 with the help of ESSO and IFAD. POL is sold tax free to all fishermen of the Cooperative.
9. Retail Outlets - IFAD funded the construction of eleven retail outlets, eight throughout Djibouti City and one each in Dikhil and Ali Sabieh. These are leased by SEP to private individuals, who sell fish directly to retail customers. Outlets were opened in 1983 and 1984.
10. IFAD vessel - A 40' fishing vessel was bought by IFAD and has been operating since 1984. It is presently catching fish for ACPM sale and delivering fish from Obock.

Under the completion of Phase I activities and initiation of Phase II activities, a number of additional facilities/equipment are being procured or are under construction. At the Pecherie, warehousing and offices are being improved and expanded through USAID. Also, AID is funding improvements to the retail and wholesale sales areas at the Pecherie. Contracts for construction should be let soon. At Obock, the fisheries building is half-built, with completion set for May, 1985. This is funded by SEP and IFAD. The USAID research/exploratory vessel has been commissioned and is currently being shipped to Djibouti. It should arrive and undergo sea trials in May, 1985.

These items complete the major changes in the infrastructure done (or to be done) since 1982. Old facilities were described in the Phase I Amendment and the Phase II Project Paper.

## D. Management

The management and administration of the Project and the ACPM are being handled by the Chef du Service (C. Moussa), Project Manager (P. DeRito), Financial Manager (J. MacNeal) and ACPM Director (I. Dini).

Daily administrative matters seem to be operating reasonably well, with cash accounted for, staff in place, fish received and sold, and routine operations proceeding as they have in the past. The ACPM has no General Manager (previous person has not been replaced and position has been vacant for eight months), no Deputy Manager, no Controller, no boat repair staff and no motor mechanics. The SEP has not yet separated the divisions of Fish and Livestock, nor is there a real "Chef du Service". No scopes of work have been done for ACPM personnel, nor has an organization chart been done.

12

The decision-making process has not been formalized and there have been no meetings of the Cooperative "Management Committee". Major management decisions have been made without full consultation amongst all concerned individuals (pricing structure, determination of wholesale vs retail categorization, accounting procedures).

The basic processes of production, fish preparation and marketing have been laid out. This, along with honest and hard-working technical assistance, has been fundamental in the survival of the ACPM. There has been very little direction provided by SEP, where few policy guidelines, programming decisions, and plans for the fisheries industry have been made.

#### E. Financial Status

The ACPM has remained financially viable because of many factors, principally rapid sales of fish purchased from fishermen and the support of SEP, IFAD, FAC, and USAID. IFAD and USAID have provided personnel, equipment, and materials, as well as direct budget support for operating expenses. All new equipment and fishing materials for sale have been provided by USAID through grants or by IFAD through grants and loans. USAID has also funded salaries of some key personnel, as well as technical assistance personnel. SEP has provided budgetary support, paying salaries of about ten staff, providing electricity and operating expenses for delivery trucks, and renting (at nominal costs) facilities, equipment, and vehicles.

As is shown in Appendix B, the ACPM has created a small cash reserve (currently about DF 20 million or \$114,000). If the Cooperative was operating independently, a net loss would have accrued annually. The Profit and Loss Statements do not show depreciation nor donations by donors. The cost of equipment/boat repair materials were shown, but were not purchased by the ACPM (they were donated or loaned by IFAD and donated by USAID). According to provisional accounts, the ACPM showed the following net income:

1981	1982	1983	1984
DF.7,987,000	DF18,437,000	DF12,459,000	1,059,000
US.\$45,640*	US\$105,354	US\$71,194	US\$6,051

\* DF 175 = US\$1

#### IV. IMPACT ASSESSMENT

This section will review the project status and make general conclusions and assessments on the current situation. Again, this report looks at the fisheries industry as a whole, rather than solely the USAID Fisheries Development Project.

Overall, the fisheries industry has improved in the ability to make seafood products more readily available to the public and in the basic infrastructure necessary for increased production, with improved processing and enhanced marketing capabilities. The industry has not greatly increased production, nor is there a local capability for overall management, administration and planning. Systems of operation are in place, although Djiboutians are not yet able to implement them without expatriate assistance. The basic infrastructure is substantially (or will soon be) in place, but local capabilities of efficient utilisation are not fully developed. There is no national fisheries policy articulation to date, nor a statement of national programs and priorities for the industry as a whole.

Both the USAID Fisheries Development Phase II Project and the IFAD Phase II assistance are designed to assist Djiboutians with the needed training for local management and operations of all areas of the national fisheries industry. This section will highlight basic areas where efforts should be concentrated, notwithstanding the thrust of Phase II assistance.

##### A. Production

1. The basic price structure now being used by the ACPM has had a negative impact on production sold through the ACPM. Decisions were made without full information and discussion with all concerned parties (especially the fishermen). It was assumed that there would be a direct linkage between the level of demand and the sales prices, but the demand has not been shown to be particularly sensitive. On the other hand, a reduction in price paid to fishermen directly affected, shown by greater sales outside ACPM channels, the sales of fish to the ACPM.

Careful study was not done before action was taken. ACPM sales have been reduced and ACPM facilities and staff under-utilized.

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- 13 -

2. The ACPM and Fisheries Department (SLR) have not undertaken any training program for fishermen, nor has a training plan been drafted. The categories of fishermen to be trained have not been identified. Significant problems with staffing and equipment occurred. The contractor was not able, because of equipment failures, lack of time (master fisherman was hired for only a portion of Phase I and testing of gear and locations were not thoroughly done), and lack of interest by the master fisherman. This aspect of non-performance has been the major failure of Phase I. The consequences are that the number of fishermen has not increased, fishermen are still using identical methods as they did prior to Phase I, and production per fisherman per trip has not increased. Certain new equipment is being used, namely fiberglass boats and outboard motors, but no new fishing gear is used by the artisanal fleet.
  3. Testing of improved artisanal fishing gear was inadequate. Although some effort was made to introduce multiple hook lines, traps and mechanical reels, the meager efforts were unsuccessful. Untested gear was offered, but not in combination with thorough training or demonstrations.
  4. The master fisherman spent most of his time in Djibouti on repair and construction of boats, using C-Flex fiberglass. Thus was not a cost-effective use of his time. ACPM staff were not trained (trainees were terminated) in boat repairs and no lasting capability was created. Several boats were repaired and some five new boats built.
- B. Processing
1. A continuation of the program for improved storage is still contemplated by the ACPM (at ACPM facilities) and hopefully will be carried out. The one cold room that has been improved has helped control, improved access and lessened spoilage. The program should be expanded for the other cold rooms and the chill room.
  2. Quarterly physical inventory has not always been done. The benefits have been seen in the past, with improved control and movement of older products. Physical counts have not been routine or part of the set system.

15

3. There have been some problems with the establishment of fish purchase and storage operations at Obock. These problems include improper storage and packaging, unsanitary practices, poor inventory control and sales records, and lack of trained staff. With the expansion of operations and the future opening of facilities at the quay, it is essential that proper training in appropriate practices be given and put into effect.

C. Marketing

1. The ACPM has not designed an overall marketing plan and strategy, as there has not been a single person designated solely as the marketing manager. These weaknesses are directly addressed in Phase II and prompt action is needed.
2. The retail outlet operators have received no training from the ACPM. They require training in storage and preparation of products, business/accounting practices, and basic marketing techniques. The lack of training is reflected in unsanitary operations and low sales volumes.
3. Retail operators have not been selling fish at the listed retail prices. There is no real control over the prices at which retailers sell the fish. Also the current pricing structure appears out of balance with actual practices and requirements.

D. Management

1. The ACPM has no General Manager (Previous General Manager resigned), nor has there ever been a Deputy Manager. Given the volume of work and the severe lack of Djiboutian management, operations have suffered from ad hoc management decision-making and a local lack of direction. The technical assistance staff has done a good job of interim management, initiating control systems and making necessary management decisions. Yet it has not been possible to train counterparts, as the ACPM has not had staff in key positions.

16



# BEST AVAILABLE DOCUMENT

2. The ACPM has not had an annual general meeting for several years and no new members have been admitted for the last two years. No reasonable explanations have been given for this. Part of the initial mandate of the contractor was to provide cooperative training, but this has not been done.
3. The Fisheries Department (SEP), as an independent entity, has not been formed by the GROD. There are no clear-cut duties and job descriptions for the SEP, nor is the level of responsibility with the ACPM spelled out. There have been some difficulties in managerial authority, conflicts in interests, and communication difficulties as a consequence.
4. Because of the confusion of roles and responsibilities between SEP and ACPM, and the level of authority held over the ACPM by SEP, the ACPM has not achieved all progress possible in becoming independent and self-sufficient. No plan for increased ACPM fiscal and managerial responsibility has yet been drawn. It should be noted, however, that without SEP financial and personnel support, the ACPM would have had severe operational difficulties.

## E. Finance

1. The ACPM does not do trial balances, as no cash flow report is currently done. This is an essential portion of any accounting system. The ACPM does not appear to have suffered any major financial losses because of incomplete control and records, but this is attributable to the control of the contractor and honest practices. Difficulties could definitely arise in the future and would go unnoted without proper cash flow records.
2. The ACPM has not prepared monthly statements as a part of normal business/accounting operations. Consequently, it is difficult to make appropriate managerial decisions and to know the true financial status with any frequency. It is also apparent that only a small number of the ACPM employees understand financial statements or the fiscal status of the Cooperative.

Significant progress has been made in the last two years by the contractor and one ACPM staff member is progressing well in accounts. Previously, no real records were kept and now it is possible to chart the progress of the ACPM. Additional improvements, however, are certainly called for.

## V. RECOMMENDATIONS

The emphasis in this section is on immediate concerns perhaps not looked at specifically in Phase II implementation documents. The overall thrust is to concentrate assistance on training of locals in necessary operational and managerial skills, on setting up a national policy and program for the industry as a whole, and on establishing a research/testing system for most effective resource utilization.

### A. Basic Strengths and Weaknesses

Djibouti has a valuable resource base which can be exploited for the benefit of the society as a whole. The fisheries industry can provide expanded employment, business opportunities, provide foodstuffs locally and help save foreign exchange. The industry has a pool of fishermen, fish processors and marketers of seafood products. The nation has the basic infrastructure needed to operate an effective fisheries industry. There is a potential for expanding markets and increasing local consumption.

Yet there is no overall plan or program for national exploitation and use of these resources. There is a need for increasing the local capability of operating and managing the available resources. Without external assistance, production will not expand, processing difficulties are likely to occur, and the marketing of products is liable to stagnate and be unreliable. Both the producers and consumers will suffer, unless a local ability to manage and operate the system independently and profitably is increased and strengthened.

### B. Lessons to be Learned

As the efforts to improve the fisheries industry are on-going, with inputs from French, U.N., and US aid programs, it is premature to determine what lessons have been learned. Certain key requirements for progress have been identified, however, both for the local industry and for the donor community. These requirements or important factors will be briefly noted.

1. Broad collaboration with all activity participants in decision-making processes is necessary. Decisions made without full consideration and communications (especially with fishermen) have not been as effective or accepted as they might have been.
2. The GROD is often slow to formulate decisions and considerable lead time is necessary before action should be expected from most government bodies.
3. Training activities are often most effective if done in the demonstration mode, rather than in a formal, classroom-type setting. Experienced, older fishermen are receptive only when shown different approaches in a practical, successful setting.
4. Local personnel does and will continue to require assistance in training and there is a long time required before the fisheries industry can be totally localized.

#### C. Recommendations

The purposes of the Phase II efforts of both USAID and IFAD projects are fully endorsed in this evaluation. The tasks delineated in the two respective project papers are considered appropriate and effective means of carrying out project purposes and working towards overall national fisheries development goals. Due to the great detail and specificity of the various purposes and tasks addressed by those documents, they will not be repeated, nor will recommendations in this section of the evaluation restate them. It is felt that the more valuable contribution that this evaluation can make is to recommend action be taken on immediate, specific problems faced by the industry that can be addressed in the short term, by both Djiboutians and Phase II personnel. It is assumed that the IFAD Phase II project effort will be initiated in 1985, although funding has not yet been procured.

#### 1. Production

- a) A re-evaluation of the current pricing structure used at the ACPM should be made. The current reduction in prices paid to fishermen by the ACPM has directly effected the amount of fish brought and marketed by the ACPM. A structure should be established which allows the ACPM to operate effectively, encourages demand, is satisfactory to fishermen and serves as an incentive for them to attempt to increase their catch.

- b) A detailed training plan for fishermen should be drafted as soon as the master fishermen arrives in country. Such a plan should differentiate amongst boat captains, boat crews, and new fishermen. Tacit approval of such a plan from SEP should be pursued immediately and persistently.
- c) A Yamaha houri or similar local houri should be outfitted with tested mechanical reels and multiple hook lines (and any other tested, appropriate artisanal fishing gear) and used in training sessions of all categories of fishermen.
- d) Local personnel capable of operating the boat repair facility and use of fiberglass should be hired by the ACPM as soon as possible. The master fisherman should not be used in this capacity. There are local Djiboutians experienced with fiberglass and efforts should be made to contract one or two of them.

## 2. Processing

- a) Storage bins in cold rooms and chill rooms should be constructed and installed as soon as possible, regardless of whether they will be immediately used. This should be done prior to Mr. Tello's departure (FAC Cooperant).
- b) Physical inventory counts should be done, at a minimum, on a quarterly basis. This requires weighing all fish in stock, as well as counting all equipment, spares, and any other materials in the inventory and warehouses of the ACPM. This must become a regular procedure and not done on an ad hoc basis.
- c) Staff at Obock must be hired and taught how to properly weigh and store fish in ice and the chill rooms. AT present such storage and inventory is done in a very haphazard fashion. Such training should also be given to the operators of the retail outlets in Djibouti, Dikhil and Ali Sabieh.

## 3. Marketing

- a) Using the outline marketing plan shown in the USAID Phase II project paper, a detailed marketing plan and course of action should be designed immediately. As the Phase II Marketing Manager is on site, the effort can now be initiated.

20

# BEST AVAILABLE DOCUMENT

- 19 -

- b) A training program should be designed and implemented for all retail outlet operators. Such a program should include hygiene, display, storage, promotion and product preparation.
- c) The pricing structure for seafood products should be evaluated immediately. There are indicators that retail price decreases have not effected demand, but have detrimentally effected supply. A reasonable margin between the buying and selling price is necessary, but all prices should be allowed to fluctuate, depending on relative supply and demand.

## 4. Management

- a) A General manager and Deputy General Manager should be recruited and hired by the ACPM.
- b) Annual general meetings of an expanded membership should be held very soon.
- c) Immediate and persistent encouragement of SEP and the GROD to create a separate fisheries service (and the position of Chef du Service) should be made. The SEP personnel should not have any managerial responsibilities for ACPM operations.
- d) A plan for ACPM assumption of responsibility for all current SEP staff working at the ACPM in an operational capacity should be drafted and implemented over a period of time. The Director of the Management Committee should chair committee meetings (which should be held monthly). The Director should have no daily, line management responsibility or authority.

## 5. Finance

- a) The ACPM should institute the ledgers necessary to maintain a cash flow record.
- b) Monthly financial statements on the basis of trial balances (cash flow, P&L, balance sheet) should be prepared. Interpretation and explanation should be provided to the Management Committee and Senior SEP officials, as well as all ACPM management personnel.

21

ACPM PROFIT AND LOSS

(PROVISIONS, IN DF, 000's)

	9/80-12/81	1982	1983	1984
Equipment/Gear Sales	4,965	5,528	12,792	2,454
Sales of Seafood Products	85,847 *	106,201	101,193	87,951
Donations (Equipment)	5,300	-	-	-
Boat Repairs	-	7,659	3,317	2,263
Petrol Sales	-	-	-	603
Others	-	-	-	173
<b>TOTAL INCOME</b>	<b>96,111</b>	<b>119,389</b>	<b>117,302</b>	<b>93,444</b>
Cost of Goods Sold	78,479	85,961	81,699	69,170
Salaries and Allowances	8,020	9,945	11,073	13,207
Packing Materials	262	588	1,161	781
General Repairs	11	171	193	105
Publicity and Advertising	57	18	5	168
Office supplies	267	526	936	955
Post and Telephone	86	673	210	213
Rentals	940	3,052	5,400	5,400
Bank Charges	2	1	5	-
Taxes and Customs	-	9	32	30
Operation of vessels	-	-	124	(273)
Others	-	-	7,005	2,656
<b>TOTAL COSTS</b>	<b>88,124</b>	<b>100,952</b>	<b>104,843</b>	<b>92,358</b>
<b>NET PROFIT (LOSS)</b>	<b>7,987</b>	<b>18,437</b>	<b>12,459</b>	<b>1,059</b>

\*Initiated in 3/81

22

ACPM PROFIT AND LOSS STATEMENT

(IN DJI, FRANCS, 000's)

Item	1983	1984
1. Fish Sales	101,193	87,951
2. SEP Contributions	24,268	24,146
3. Equipment Sales	12,792	2,454
4. Boat Repair & Construction	3,317	2,263
5. POL Sales	0	603
6. Ice Sales	0	173
Total Sales	<u>141,570</u>	<u>117,590</u>
7. Cost of Fish Sold	73,753	64,351
8. Electricity (SEP)	12,451	12,451
9. Cost of Equipment Sold	7,111	2,086
10. Boat Materials Used	835	2,191
11. Cost of POL Sold (General Expenses	0	542
12. Purchase of Packing Materials	964	551
13. Purchase of Knives	25	23
14. Production Materials	172	207
15. Office Materials	621	621
16. Miscellaneous Materials Purchased	315	334
17. Cold Room Rentals	4,800	4,800
18. Vehicle Rentals	600	600
19. Repairs & Maintenance: Ice Machines	4	13
Boats	60	0
Buildings	22	2
Machinery	29	0
Knives	78	35
Office Equip.	0	55

# BEST AVAILABLE DOCUMENT

20. Temporary Staff Salaries	230	33
21. Permanent Staff Salaries	10,710	11053
22. GROD Staff (SEP)	11,817	11,695
23. Overtime Payments & Paid Holidays	133	1,681
24. POL Consumption	740	717
25. Post and Telephone	210	213
26. Publicity and Advertising	5	168
27. Water Analysis	24	0
28. Fiscal Stamps Purchased	10	15
29. Bank Charges	5	0
30. Adjustments of Scales	10	15
31. Bonuses Paid	15	18
32. Net Operation of Khor Angar Vessel	124	(73)
33. Net Operation of Yamaha Vessel	0	(14)
34. Bad Debt and Cheque Write-Off	0	761
35. Credit Sales Adjustment	0	(30)
36. Adjustment to Fixed Asset Inventory	422	348
37. Termination Benefits	0	80
38. Donation of fish (World Food Day)	0	884
39. Local Tax (TIC)	32	3
40. Membership Fees	0	(57)
41. Adjustment of Receipts from Khor Angar	0	(186)
	<hr/>	<hr/>
TOTAL EXPENSES	126,327	116,531
42. Outstanding Credits Adjustment	2,784	0
	<hr/>	<hr/>
Net Profit/loss	12,452	1,059
	<hr/>	<hr/>



# BEST AVAILABLE DOCUMENT

## ACPM BALANCE SHEET

(in D. Francs, 000's, rounded)

ASSETS		LIABILITIES			
	1983	1984		1983	1984
<u>CURRENT ASSETS</u>			<u>DONATIONS</u>		
1. Ships under construction	-	1,080	1. SEP	604	604
2. Fishing Materials	12,512	1,080	2. IFAD	11,305	11,305
3. Motors	3,957	2,627	3. USAID	9,454	10,377
4. Spare Parts	2,697	3,796	4. FAC	5,239	5,380
5. Stock of Fish	1,481	3,799	5. CRS	9,431	9,431
6. Deposits (Tanks)	64	64	6. Socoin (Motor)	133	133
7. Safety Equipment	684	623	7. PRDPA/MR/GAD	2,235	1,851
8. Boats	748	1,098	8. Budget Allocation	24,288	24,288
9. Boat Repair Materials	3,294	533	9. Accounts Payable	525	2,846
10. Cold Boxes	0	3,187	10. Profit (Loss) from Previous Years	(12,242)	217
11. Fuel	0	66	11. Profit (Loss) from current year	12,459	1,059
<u>Fixed Assets</u>					
12. Office Furniture & Equipment	2,649	2,705			
13. Scales and Boxes	3,839	4,574			
14. Machinery (Boats)	1,378	1,158			
15. Engine Repair Machinery	2,002	2,002			
16. Installations	5	5			
17. Miscellaneous	136	137			
<u>Credit</u>					
18. Cash and Bank	11,264	19,611			
19. Short-term Credit	6,342	2,977			
20. Medium-term Credit	9,958	8,026			
21. Long-term Credit	424	214			
	<u>63,434</u>	<u>67,499</u>			

25

ACPM PRODUCTION 1979-1984  
(SHOWN IN, 000'S KILOS, ALL PRODUCTS)

MONTH	1979	1980	1981	1982	1983	1984	SINCE 1982 PERCENT CHANGE
January	N/A	14.5	16.4	27.2	27.4	33.2	+229%
February	N/A	14.9	19.2	27.0	20.6	20.0	-26%
March	20.1	19.6	21.0	31.2	13.1	23.6	-24%
April	18.3	23.2	31.2	25.9	32.2	32.6	+26%
May	17.4	23.2	28.8	31.1	24.9	37.3	+20%
June	12.9	16.2	24.2	18.1	16.4	27.1	+50%
July	13.7	16.5	18.4	17.2	17.9	25.9	+51%
August	16.5	18.3	20.3	22.6	26.7	22.4	-19%
September	16.8	15.6	26.7	18.7	24.9	15.1	-19%
October	16.7	17.4	30.4	27.1	29.4	19.2	-29%
November	17.1	17.4	33.8	34.4	23.7	10.1	-71%
December	15.9	12.1	26.7	19.3	27.0	15.0	-22%
TOTAL	156.4	208.9	297.1	99.8	284.4	281.5	-6%
AVERAGE	16.5	17.4	24.8	25.0	23.7	23.5	-1.5 tons

BEST AVAILABLE DOCUMENT

VOUCHER P114-63	BUDGET	TOTAL POST BILLINGS	% OF BUDGET (Prior)	FUNDS REMAINING (Prior)	HOURS DAYS PERIODS	RATE	PRESENT BILLING	TOTAL BILLING TO DATE	FUNDS REMAINING (Present)	% OF BUDGET (Present)
<b>DIRECT LABOR</b>										
<b>Field Office</b>										
DeRito, P.	438273.00	371613.00	.91	36659.12			10359.48	381973.28	26299.72	.94
DeRito, N.	282683.48	248597.00	.89	32083.00			10244.00	25883.00	21039.00	.92
McMahon, J.	136610.00	121255.00	.87	17355.00	144.00	19.75	2844.00	124099.00	14511.00	.90
McFadden, D.	3372.00	2063.00	.67	1180.00	.00	6.60	.00	2263.00	1180.00	.67
McNeill, T.	14016.00	17181.00	1.23	-3160.00	.00	12.00	.00	17181.00	-3160.00	1.23
<b>Home Office</b>										
Campbell, R.	84080.00	71578.00	.84	13222.00	160.00	26.50	4240.00	75918.00	8962.00	.89
Cox, K.	39804.00	36218.00	.91	3586.00	160.00	19.75	3160.00	39378.00	426.00	.99
Crzib, K.	127589.00	123814.20	.96	4575.32			115.40	123129.60	4459.92	.97
Willard, M.	44760.30	30200.00	.66	6479.50	4.00	28.05	115.40	38396.20	6364.10	.66
	19498.46	19498.00	1.00	-40	.00	30.34	.00	19498.00	-40	1.00
	9794.34	10024.62	1.11	-1030.20	.00	31.40	.00	10024.62	-1030.20	1.11
	53418.50	54176.50	1.01	-758.00	.00	23.00	.00	54176.50	-758.00	1.01
	118.00	233.50	1.98	-115.50	.00	19.25	.00	233.50	-115.50	1.98
<b>OVERHEAD</b>										
Field Office	486940.00	373371.16	.92	33560.04			9054.91	382426.07	24513.93	.94
Home Office	244070.53	216157.02	.89	27912.71		87.00	8912.28	225070.10	19000.43	.92
	162059.39	157213.34	.97	5656.05		123.00	142.63	157353.98	5513.41	.97
<b>ALLOWANCES</b>										
COLA-DeRito	286034.00	193993.41	.68	92100.59			11710.14	205703.55	80390.45	.72
Post Diff.-DeRito	19567.23	17053.52	.91	1703.71	2.00	162.69	323.30	10100.90	1370.33	.93
COLA-McMahon	36314.00	33839.00	.98	3475.00	4.00	395.00	790.00	33829.00	2685.00	.93
Post Diff.-McMahon	1856.06	2151.15	1.16	-275.09	.00	123.05	.10	2151.15	-295.09	1.16
COLA-McFadden	3432.00	4106.29	1.22	-754.29	.00	240.00	.10	4106.29	-754.29	1.22
Post Diff.-McFadden	9441.00	7096.93	.75	2354.07	2.00	186.92	373.04	7460.77	1960.23	.79
COLA-McNeill	22900.00	17378.57	.76	5609.43	2.00	530.00	1600.00	18438.57	4549.43	.80
Post Diff.-McNeill	4784.94	3627.27	.76	1157.67	2.00	145.30	290.76	3918.03	846.91	.82
Per Diem	11144.00	9142.14	.82	2001.06	2.00	395.00	790.00	9932.14	1211.06	.89
Housing	36366.70	19045.23	.65	18521.47	.00	.00	.00	19045.23	18521.47	.65
	146000.00	79673.31	.55	66326.69			8000.16	87753.47	50246.53	.60
<b>TRAVEL/TRANSPORTATION</b>										
Airfare	120739.00	104117.03	.86	16621.17			.00	104117.03	16621.17	.86
Household Trans.	63756.64	59400.00	.98	6276.64			.00	59400.00	6276.64	.98
Misc. (car)	20400.29	10297.66	.50	10102.63			.00	10297.66	10102.63	.50
Per Diem	7864.32	10569.00	1.34	-2704.76			.00	10569.00	-2704.76	1.34
Consumables	21718.09	21718.09	1.00	.00		.00	.00	21718.09	.00	1.00
	5000.00	2053.00	.41	2947.00			.00	2053.00	2947.00	.41
<b>OTHER DIRECT COSTS</b>										
Vehicle Ops.	115932.00	70840.50	.61	45091.42			666.40	71527.05	44404.94	.62
Project Promotion	8437.05	6170.15	.73	2250.90			.00	6170.15	2250.90	.73
Communications	27214.31	24399.97	.98	2814.34			.00	24399.97	2814.34	.98
Miscellaneous	17721.73	24124.04	1.36	-6403.11			536.03	24660.07	-6939.14	1.39
	62350.91	16137.62	.26	46421.29			150.45	16288.07	46270.04	.26
<b>MATERIALS/SUPPLIES</b>										
Equipment/Misc.	250100.00	207023.07	.83	43080.13			06.73	207110.60	42997.40	.83
Boat Prefabrication	29700.53	29693.64	1.00	14.89			.00	29693.64	14.89	1.00
Oyster Culture	30595.64	37271.77	1.22	-6676.13			06.73	37378.50	-6762.06	1.22
Exploratory Fishing	4837.65	5060.66	1.25	-1223.01			.00	5060.66	-1023.01	1.25
Plant Improve/Repair	6960.44	7304.29	1.06	-423.85			.00	7304.29	-423.05	1.06
Vehicle Purchase	15000.00	13450.37	.90	1541.63			.00	13450.37	1541.63	.90
Fishing Vessel	15000.00	13540.24	.91	1359.76			.00	13540.24	1359.76	.91
	150339.00	100514.90	.67	49024.10			.00	100514.90	49024.10	.67
<b>JOB SHOP LABOR</b>										
Deputy Manager	63600.00	30479.05	.48	33120.15			1095.90	32375.03	31224.17	.51
Chief Accountant	10500.00	.00	.00	10500.00			.00	.00	10500.00	.00
Accounts Clerk	12750.00	.00	.00	12750.00			.00	.00	12750.00	.00
Shipwright	6750.00	4373.12	.65	2376.80			593.62	4968.74	1701.26	.74
Administrative Asst.	22500.00	19300.65	.86	2599.35			1300.36	21001.01	1293.99	.94
	11103.00	6205.00	.56	4893.92			.00	6205.00	4893.92	.56
<b>SUB-TOTAL, COSTS</b>										
Fee	1651606.00	135440.43	.82	300245.57			33793.64	1388234.07	266451.93	.84
TOTAL COST PLUS FEE	135624.00	119970.10	.88	24653.90			2774.60	113744.90	21879.02	.84
	1787310.00	1452410.52	.82	324099.40			36500.24	1436779.03	280310.50	.84

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RDB BUDGETED  
FULL EXT 251652  
BUT ONLY 100.00  
AVAILABLE FROM USAID

LESS AMOUNT PAID BY  
USAID UNDER DLC .00

NET BILLING THIS VOUCHER 36568.52

NET BILLING THIS VOUCHER 36568.52

186,670.35

288330  
- 251652  
+ 150,000

1787310  
251652

USAID / DJIBOUTI  
SUMMARY PROJECT FINANCIAL REPORT  
AS OF 1/31/85

OPTION NO.: 0

DATE: 2/04/85  
REPORT PAGE NO.:  
MISSION PAGE NO.:

COUNTRY CODE: 503  
OFFICE CODE: 101

OFFICE NAME: AAG/DJIBOUTI

PROJECT NUMBER	PROJECT TITLE	FUND TYPE	PAID DATE	LIFE OF PROJ FUND	OBLIGATIONS TO DATE	EARMARKS TO DATE	COMMITMENTS TO DATE	EXPENDITURES TO DATE	PIPELINE
6030001.00	WATER RESOURCES & SOIL ANALYSI	G	2/23/35	542,000					
6030005.00	FISHERIES DEVELOPMENT	G	3/31/35	2,175,000	542,000	539,824	539,924	539,732	2,21
6030006.00	HUMAN RESOURCES DEVELOPMENT	G	12/13/34	3,135,000	2,175,000	2,147,933	2,030,744	1,869,272	308,72
6030013.00	THE ENERGY INITIATIVES	G	7/15/36	4,000,000	2,662,853	2,662,853	2,662,853	2,098,465	508,72
6030014.00	NUTRITION OUTREACH (PVO)	G	7/30/34	1,000,000	985,777	3,480,862	3,477,187	2,098,465	564,38
6030015.00	FISHERIES DEVELOPMENT II	G	7/30/34	2,223,000	1,000,000	985,777	985,777	1,291,152	2,703,84
6030017.00	HUMAN RESOURCES DEVT II	G	0/00/00	500,000	500,000	258,455	48,022	672,160	313,61
6030020.00	HOUSING AND URBAN DEVELOPMENT	G	12/31/39	5,500,000	1,300,000	500,000	500,000	43,211	950,78
6980135.00	PROJECT DEVP & SUPPORT	G	0/00/00	6,000	0	0	0	0	500,00
6980334.23	A.M.D.P. - DJIBOUTI	G	9/30/34	30,000	0	0	0	0	1,500,00
6980410.24	EMERGENCY ASST TO TRANSP SECT	G	9/30/35	4,300	29,323	29,328	29,323	23,577	0,75
6980433.23	A.M.D.P. - DJIBOUTI	G	9/30/36	402,000	386,229	358,951	353,951	357,648	29,58
6980510.03	PDS, FOR PROJECT DESIGN	G	7/30/36	74,000	469,000	256,924	231,307	160,595	508,40
OFFICE TOTALS > > >					14,127,167	11,954,917	10,937,993	7,116,427	7,070,700

BEST AVAILABLE DOCUMENT

MACS-PJ7C

USAID / DJIBOUTI  
COMPREHENSIVE PIPELINE - COMMITMENT DETAIL  
AS OF 01/31/85

DATE : 02/04/85  
REPORT PAGE NO.: 10  
MISSION PAGE NO.: 3

OPTION NO.: J  
OFFICE CODE: 101  
PROJECT NO.: 533003.00

OFFICE NAME : AAO/DJIBOUTI  
PROJECT TITLE: FISHERIES DEVELOPMENT

PROJECT OFFICER: AAO/DJIBOUTI

MARK	DOC. NUMBER	MARK DESCRIPTION	COMMITTED	DISBURSED	UNLIQUIDATED	ACCRUAL	PIPELINE
PROJECT ELEMENT NO.	01	PROJECT ELEMENT NO.001 TECHNICAL ASSISTANCE					
PIOT-90007-AFR-C-1630		TECHNICAL ASSISTANCE					
PIOT-90007-AFR-C-1630	0900012	TECHNICAL ASSISTANCE	299,000	296,500	500	0	5CC
EARMARK DOCUMENT TOTALS > > >			299,000	296,500	500	0	5CC
PIOT-10002-AFR-C-1630		RESOURCES DEVELOPMENT ASSOCIA					
PIOT-10002-AFR-C-1630	0100007	RESOURCES DEVELOPMENT ASSOCTA	352,543	334,254	18,289	0	18,289
EARMARK DOCUMENT TOTALS > > >			352,543	334,254	18,289	0	18,289
PIOT6030003-3-40007		CONCT SEPVS COAID/AFF-C-1630					
CO-AID/AFR-C-1630	0100110	ADDITIONAL FUND-CO 1630	20,228	0	20,228	0	20,228
EARMARK DOCUMENT TOTALS > > >			20,228	0	20,228	0	20,228
PIOT/T4309		ADJ. PIOT/T4309					
CO-AID/AFR-C-1630	0500105	ADDITIONAL FUNDS-CO 1630	23,473	0	23,473	0	23,473
EARMARK DOCUMENT TOTALS > > >			23,473	0	23,473	0	23,473
PIOT-6030003-3-30001		RESOURCES DEVT ASS TECH SERVI					
AID/AFR-C-1630-PDA	0300046	PDA CONTRACT EXTENSION - 1 YR	506,690	506,690	0	0	0
EARMARK DOCUMENT TOTALS > > >			506,690	506,690	0	0	0
PIOT/6030003-3-30002		JUDY C. BRYSON CONTRACT					
CO-6030003-3-30110	0300072	PROJECT DESIGN SVCS -JCB	11,381	11,381	0	0	0
EARMARK DOCUMENT TOTALS > > >			11,381	11,381	0	0	0
PIL NO 24		LE -503-84-00 1/2/3 DJ 2511					
LE-503-84-0001	0400163	LEASE 503-84-0002 F.M.MOURASSI	13,575	13,572	3	0	3
LE-503-84-0003	0400163	LEASE NO.003-34-0003 S.ALI PAR	10,200	10,175	21	0	21
LE-503-84-0001	0400163	LEASE NO. 0001	13,575	13,572	3	0	3

BEST AVAILABLE DOCUMENT

16

OPTION NO.: 0

OFFICE CODE: 101  
 PROJECT NO.: 0030003.00

OFFICE NAME : AAO/DJIBOUTI  
 PROJECT TITLE: FISHERIES DEVELOPMENT

PROJECT OFFICER: AAO/DJIBOUTI

MARK NUMBER / COMMITMENT DOC NO	MARK DESCRIPTION	COMMITTEE	DISBURSED	UNLIQUIDATED	ACCUMUL	REELISE
PROJECT ELEMENT NO. 01	PROJECT ELEMENT NAME: TECHNICAL ASSISTANCE					
MARK DOCUMENT TOTALS > > >		37,350	37,323	27	0	27
PIOT0030003-3-4000	DEARMARK PER DJT 2511					
AID/AFR-C-1630-RDA	0-00155 RDA EXTENT AUG 31 84 - MAR312	0	0	0	0	0
MARK DOCUMENT TOTALS > > >		0	0	0	0	0
PIOT0030003-3-40011	SUMMER INTERNS PER DJ 2377					
CO-AID/DJI-84-06	0400154 GROWTH PSC JUNE/SEP	5,500	3,320	2,180	C	2,180
CO-AID/DJI-84-07	0400154 PSC RINGUETTE	6,160	5,913	267	C	267
PC-803-84-0082	0400154 LOADING RINGUETTE	2,613	0	2,613	C	2,613
TA-803-84-0030	0400154 TVL DJIBOUTI-CALIFORNIA	2,000	69	1,931	C	1,931
TA-803-84-0019	0400154 TVL GROTH	2,000	1,802	198	C	198
TA-803-84-0020	0400154 ONE WAY TKT RINGUETTE	2,000	1,961	39	C	39
TA-803-84-0024	0400154 AIR FARE RINGUETTE	0	0	0	C	0
TA-803-84-0029	0400154 AIR FARE GROTH	2,019	2,019	0	C	0
TA-803-84-0030	0400154 RINGUETTE AIR FARE	2,000	0	2,000	C	2,000
MARK DOCUMENT TOTALS > > >		24,312	15,084	9,228	0	9,228
ELEMENT TOTALS		1,275,477	1,203,732	71,745	0	71,745
PROJECT ELEMENT NO. 02	PROJECT ELEMENT NAME: COMMODITIES					
PIOC-90008 THRU 12 84	PROJ COMMODITIES					
PIOC-90008 THRU 12 81-0900013	PROJ COMMODITIES	134,189	134,189	0	0	0
MARK DOCUMENT TOTALS > > >		134,189	134,189	0	0	0
PIOC-803-0003-4-10003	PURCHASE FLAKE-ICE MACHINE					
PIOC-803-0003-4-10003	0100025 PURCHASE FLAKE-ICE MACHINE	75,000	75,000	0	0	0
MARK DOCUMENT TOTALS > > >		75,000	75,000	0	0	0
PIOT-8030003-3-00001	RESOURCES DEV ASS. - GOODS					
AID/AFR-C-1530-RDA	0300047 RDA CONTRACT EXTENSION -1 YR	25,762	14,711	11,051	0	11,051
L/COM-803-0003-84-003	0300047 RDA SUBCONTRACT # P-114-C43	154,238	100,653	53,583	0	53,583
MARK DOCUMENT TOTALS > > >		180,000	115,366	64,634	0	64,634

BEST AVAILABLE DOCUMENT

OFFICE CODE: 101 OFFICE NAME : AAO/DJIBOUTI  
 PROJECT NO.: 503003.00 PROJECT TITLE: FISHERIES DEVELOPMENT PROJECT OFFICER: AAO/DJIBOUTI

MARK NUMBER/ COMMITMENT DESCRIPTION	MARK DESCRIPTION	COMMITTEE	DISBURSED	UNLIQUIDATED	ACCRUAL	PIPELINE
PROJECT ELEMENT NO. 02	PROJECT ELEMENT NAME: COMMODITIES					
ELEMENT TOTALS		339,189	324,555	64,634	0	64,634
PROJECT ELEMENT NO. 03	PROJECT ELEMENT NAME: TRAINING					
PIL-603-13 PIL-603-13	RE-EARMARK AS PIL 18 D100022 RE-EARMARK AS PIL 18	3,176	3,176	0	0	0
EARMARK DOCUMENT TOTALS > > >		3,176	3,176	0	0	0
PIOP-603-C033-4-10005 PIOP-603-C033-4-10005	V. M CHEHEM M M CHEHEV	11,200	1,870	9,330	0	9,330
EARMARK DOCUMENT TOTALS > > >		11,200	1,870	9,330	0	9,330
PIL 19 & DJ. 2453 IDJ-3003-P-3142-00 PIL 19 & DJ. 2453	PHASE II FISH. STUDY BY AMFS STUDIES/REPORTS FOR PHASE II D300051 D300052 VEHICLE RENT, SECRET/TRANSLAT	28,544 4,855	28,544 4,855	0 0	0 0	0 0
EARMARK DOCUMENT TOTALS > > >		33,399	33,399	0	0	0
PIL NO 20 PIL NO 20	CONSTRUCT 32 STORAGE BOXES D300033 CONSTRUCT 32 STORAGE BOXES	29,099	29,099	0	0	0
EARMARK DOCUMENT TOTALS > > >		29,099	29,099	0	0	0
PIOT-603-C033-3-30007 TA-4400130	INVITATIONAL TRAVEL TSHIBANDA ONE TICKET NEGOTIATE PSC D300069	1,500	0	1,500	0	1,500
EARMARK DOCUMENT TOTALS > > >		1,500	0	1,500	0	1,500
PIOT-603-C033-3-30008 CO-011-24-01	TSHIBANDA PSC TSHIBANDA ACCOUNTING SERVICES D300090	10,600	3,624	6,976	0	6,976
EARMARK DOCUMENT TOTALS > > >		10,600	3,624	6,976	0	6,976
PIOT-5030003-3-30001 AID/AFR-C-1630-RDA	RESOURCES DEV ASS. MISC RDA CONTRACT EXTENSION 1 YR D300048	92,500	85,243	7,257	0	7,257
EARMARK DOCUMENT TOTALS > > >		92,500	85,243	7,257	0	7,257

BEST AVAILABLE DOCUMENT

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OPTION NO.: 0

OFFICE CODE: 101  
 PROJECT NO.: 0630003.J0

OFFICE NAME : AAO/DJIBOUTI  
 PROJECT TITLE: FISHERIES DEVELOPMENT

PROJECT OFFICER: AAO/DJIBOUTI

MARK NUMBER/ COMMITMENT NO.	MARK DESCRIPTION	COMMITTED	DISBURSED	UNLIQUIDATED	ACCUAL	PIPELINE
PROJECT ELEMENT NO. 03	PROJECT ELEMENT NAME: TRAINING					
ELEMENT TOTALS		131,474	150,411	25,063	0	25,063
PROJECT ELEMENT NO. 04	PROJECT ELEMENT NAME: HOUSING					
PIL-79-03	MIN OF AGRI					
PIL-79-05	090014 VIV OF AGRI	35,000	35,000	0	0	C
EARMARK DOCUMENT TOTALS > > >		35,000	35,000	0	0	0
PIL-79-13	MIN OF AGRI					
PIL-79-15	090015 MIN OF AGRI	12,270	12,270	0	0	0
EARMARK DOCUMENT TOTALS > > >		12,270	12,270	0	0	0
PIL-79-17	MIN OF AGRI					
PIL-79-17	090016 MIN OF AGRI	17,519	17,519	0	0	C
EARMARK DOCUMENT TOTALS > > >		17,519	17,519	0	0	0
PIL-81-17	MIN OF AGRI					
PIL-81-17	010009 MIN OF AGRI	17,553	17,553	0	0	C
EARMARK DOCUMENT TOTALS > > >		17,553	17,553	0	0	0
PIDT-030003-3-30001	RESOURCES DEVT ASSOC CONT FEE					
AID/AFR-C-1630-RDA	030049 RDA CONTRACT EXTENSION	65,357	65,357	0	0	C
EARMARK DOCUMENT TOTALS > > >		65,357	65,357	0	0	C
PIDT-030003-3-40009	EXT RDA CG-AID/AFR-C-1630					
CG-AID/AFR-C-1630	0-00150 ADDITIONAL FUNDS	30,599	30,509	30	0	30
EARMARK DOCUMENT TOTALS > > >		30,599	30,509	30	0	30
ELEMENT TOTALS		184,604	184,574	30	0	30
PROJECT ELEMENT NO. 05	PROJECT ELEMENT NAME: CONTINGENCY					
TO BE REDISTRIBUTED						
EARMARK DOCUMENT TOTALS > > >		0	0	0	0	0

BEST AVAILABLE DOCUMENT

5