
MAPS NIGER-PHASE I: ARTICULATION OF USAID PRIVATE SECTOR STRATEGY

FINAL REPORT

Bureau for Asia and Private Enterprise
Office of Emerging Markets

Prepared for : USAID/Niger

Prepared by : J.E. Austin Associates
and
The Services Group

Sponsored by : Private Enterprise Development Support Project II
Project number 940-2028.03
Prime Contractor : Ernst & Young

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I. EXECUTIVE SUMMARY

In 1990, USAID-Niger decided to undertake a MAPS exercise. Two members of the MAPS team, Michael Borish and Karen Hendrixson, spent the period March 28-April 12 in Niger to review documents and speak with Mission, Government, donor, and private sector personnel. This report, Articulation of USAID Strategy, constitutes Phase I of the MAPS process in which existing USAID strategy is reviewed for its private sector components and within the context of general official development assistance to Niger.

The Mission and the team selected a local équipe to conduct the Private Sector Diagnostic Survey fieldwork (Phase III), which will be completed in May 1991. The team will return to Niger in May to present the final Articulation of USAID Strategy and the draft Private Sector Description (Phase II), and to manage aforementioned survey. The entire team will again return in June to present the final Private Sector Description and the draft Private Sector Diagnostic Survey, to coordinate focus groups, and to participate in final analysis with the Mission as USAID conceptualizes its private sector strategy for the upcoming five years. It is expected that MAPS will generate substantial data, findings and recommendations that will be directly relevant to the Mission's CPSP preparation for 1992.

As for current USAID strategy and USAID's position within the larger donor community, the following are key:

- A. USAID Strategy in the Agriculture and Health Fields is Designed to Support the Goal of Increasing Food Production, and Encouraging Progress Toward Food Self-Reliance and Increased Incomes. Program and project assistance are directed at policy reform to support the Government of Niger's structural adjustment efforts. This assistance is structured to achieve three general objectives that focus on sustainable agricultural growth, more efficient agro-pastoral markets, and increased coverage and quality of health care services. There is substantial overlap in USAID's agricultural and agro-pastoral market activities, with strong potential for private sector expansion in both areas of focus. USAID's health care activities are currently exploring possibilities for greater private sector marketing, distribution and product sales capabilities for disease prevention (e.g., oral rehydration salts, condoms) and family planning (e.g., spermicides, condoms).
- B. USAID has a Flexible Private Sector Strategy that Focuses on Policy Reform, Agro-Pastoral Market Efficiency and Institutional Development. A rough estimate of private

sector commitments and disbursements amounts to 40% of USAID's portfolio. This includes technical assistance, training and procurement via the private sector even though much of this assistance (and commodities) are provided to the Government of Niger. Private sector strategy is designed to complement other donor activities, develop small-scale, community-based models for replication, focus on rural and regional market development, promote an economic climate in which informal enterprises will find it beneficial to become formal, and to support institutions that will play a role in implementing and advancing a free market economy.

- C. Based on 1985-1989 data, USAID is Niger's Third Largest Donor After France and the World Bank. From 1985 to 1989, the U.S. contributed 11% of total donor assistance to Niger, after France (18%) and the World Bank (15%). USAID assistance is currently 100% in grant form, thereby providing Niger with needed financial and technical resources which do not add to the Government's increasingly unsustainable debt service burden.
- D. USAID-Government of Niger Relations Have Been Complicated By the Apparent Misapplication of USAID Funds in a Manner Inconsistent With CON-USAID Agreements. USAID decertified the Secretariat and Accounting Systems responsible for accounting and financial management in three of its largest activities in 1990. This was due to the Government of Niger's inability to produce documentation verifying that application of funds was consistent with the bilateral GON-USAID agreements. Funding from other donors has also been interrupted in recent years, and donors appear pessimistic about short- and medium-term solutions to Niger's economic, financial and structural problems.

I. OBJECTIVES AND ACTIVITIES OF MAPS TEAM

A. Overview

In 1990, USAID-Niger decided to engage in a MAPS exercise to assist with articulation of a revised private sector strategy and program as part of its 1992 CPSP. In mid-1990, Niger Mission Director George Eaton met with Michael Borish (J.E. Austin Associates) and USAID officials in Washington, D.C. to discuss ways in which MAPS could assist USAID-Niger in further developing its private sector strategy. Borish subsequently visited Niger in September, 1990 to explain MAPS to the Mission and assist in preparing a general Scope of Work. The first team of MAPS consultants visited Niger from March 28 to April 12, 1991 to conduct Phase I: Articulation of USAID Strategy. This team consisted of Michael Borish of J.E. Austin Associates (Team Leader) and Karen Hendrixson of The Services Group. Overall Mission direction, guidance and assistance were provided by the USAID General Development Office, most specifically Michael Kerst (Training Project Officer), George Callen (Program Specialist) and Sidi Mohammed Iddal (Program Analyst/Enumerator). A list of meetings is found in Annex I, and bibliography for background and data in Annex II.

B. MAPS Phase I: Major Objectives

1. Further familiarize USAID-Niger with the purposes and methodology of private sector strategy development, as outlined in the Manual For Action in the Private Sector (MAPS).
2. Describe and quantify current Mission strategy, including private sector components and USAID strategy within the context of the larger donor community.
3. Launch local subcontracting for the Private Sector Diagnostic Survey (MAPS Phase III).
4. Initiate discussions with the local private sector, Government of Niger officials, and donor agencies to discuss the private sector environment and amass documents that will contribute to a clearer understanding of that environment.

C. Steps Taken to Achieve Objectives

1. The team held a general meeting with Mission staff to outline MAPS methodology, and conducted follow-up meetings with individual staff members to elaborate on MAPS and Mission activities.
2. The team reviewed and analyzed pertinent documents, including program and project documents, studies, and reports to quantify USAID's overall assistance and private sector component within the larger context of official development assistance in Niger.
3. The team prepared a Scope of Work and contract for the Private Sector Diagnostic Survey, to be carried out by Maiga Djibo. Mr. Djibo was selected by the team and the Mission through a competitive process (see Annex III for the Scope of Work, and Annex IV for the draft survey).
4. The team held discussions with donors and public and private sector officials to generate information and data for the Private Sector Description (MAPS Phase II).

II. GOVERNMENT ECONOMIC POLICY OBJECTIVES

A. Introduction

Niger has been engaged in a Structural Adjustment Program (SAP) since 1983, supported by the World Bank, IMF, USAID and other donors. Results are briefly discussed below; the SAP and private sector reaction to it will be further explored in MAPS Phases II-IV.

For the immediate future, (1) political stability remains a major concern, (2) economic performance remains heavily dependent on rainfall, and (3) the informal sector will continue to make the largest contribution to employment and GDP while (4) the Government grapples with the competing claims and interests of its civil servants, unions, informal private sector and donor community.

B. Key Elements of the 1987-1991 Economic Program

The following constitute the key elements of the GON's 1987-1991 Development Plan, all of which are consistent with USAID Africa Bureau guidelines.

1. Liberalization of the economy in order to a) reduce pricing distortions of inputs and outputs; b) increase agricultural production, exports and earnings; c) encourage private sector investment; and d) reduce tax rates while expanding the tax base.
2. Improvement of public sector management and investment to a) stimulate rural development; b) decrease net Treasury outflows (e.g., net cross-debts, subsidies) to parastatal enterprises; and c) reduce the fiscal deficit.
3. Development of a more efficient credit delivery system to a) increase aggregate savings in the banking system; b) encourage prudent lending to rural and private enterprises; and c) reduce parastatal banking losses and Government domestic borrowings.
4. Restructuring of Niger's debt portfolio to be increasingly comprised of grant assistance to reduce debt service and ease pressure on the balance of payments.

C. Results of the Program

The GON's performance under structural adjustment has received mixed reviews. Results thus far have demonstrated certain strengths, among them 1) monetary stabilization; 2) low inflation rates; 3) increased food production (millet, sorghum, counter-seasonal vegetables); 4) partial replenishment of the livestock population since the 1984 drought; and 5) adaptability of the informal sector in a harsh physical and economic environment. Food production and livestock replenishment reflect drought recovery since 1984, although SAP-related pricing liberalization is partially credited with stimulating increases in these areas. Despite these achievements, a series of natural, social and economic/policy factors have combined to stunt economic growth, including 1) erratic and poorly distributed rainfall; 2) high costs as a result of being landlocked; 3) rapid population growth; 4) limited education and human resource base for modern industry; 5) risk aversion (induced by #1, 11 and 12) to experimenting with non-traditional agricultural techniques; 6) the fall of world uranium prices; 7) lack of political consensus on needed institutional and policy reforms; 8) lack of private sector trust and confidence in the Government as it attempts to broaden the formal tax base; 9) uncompetitive wages and prices in the public, parastatal and private formal sector; 10) increasing debt service; 11) continued weak purchasing power in the rural areas; 12) low levels of financial intermediation and capital formation; and 13) the negative impact of an overvalued CFA, leading to import dependence and making exports uncompetitive (with the naira, in particular). The table on the following page highlights some key economic statistics in 1975, 1983 (the year in which structural adjustment began) and 1988-89.

Table 1
Results of GON Economic Program

	<u>Comparative Results</u>		
	<u>1975</u>	<u>1983</u>	<u>1988/89</u>
GNP (Millions Current US\$)	1,091	1,928	2,336
Per Capita Income (US\$)	230	320	334
CPI-"African" *	NA	485	450
-"European" *	NA	367	398
Budget Deficit/GDP (%)	NA	7.1	5.6
Current Acct Deficit/GDP (%)	0.8	3.6	3.9
Exports (Millions US\$)	90	387	414
Imports (Millions US\$)	100	536	548
FCFA/\$ Exchange Rate	214	381	319
Total Debt (Millions US\$)	249	951	1,352
Total Debt Service (Millions US\$)	26	144	117
Debt Service/GDP (%)	29	8.0	4.9

* Based on Niamey; 1962/63 = 100

Source: Ministère de Plan, UNDP, IMF, World Bank, Economist Intelligence Unit

D. Conclusion

Based on the above data and other key indicators, some progress has been made under structural adjustment. The informal sector has shown adaptability, food production has increased (although direct links to the SAP are hard to prove), and monetary and price stability have existed in recent years. Nevertheless, even these accomplishments partially reflect a) shrinkage of the modern, formal sector due to onerous restrictions, procedures and taxes on production and distribution; b) limited value-added activity in a country burdened by harsh weather, a precarious environmental state, a poor business/economic climate, a weak human resource base, and an overvalued currency; c) a crippled banking system which takes on only limited risk, rarely lends except on a short-term commercial trade basis, and is inaccessible to virtually everyone in the country; and d) weakened purchasing power characterized by low margin production activities, stagnant earnings and, consequently, weak domestic demand. Rapid population growth (3.4% per year) has also overwhelmed any gains in the public provision of services (e.g., health, education) that are intended to enhance labor force productivity. Comparisons in Table 1 above show weak per capita income, an annual trade deficit that has worsened since the 1970's, and problems controlling the fiscal deficit as business

does not want to pay formal taxes and the Government lacks the strength to freeze or cut expenditure after years of declining public investment. With the informal sector contributing the greatest share to GDP and employment, substantial and mutual distrust undermining cooperation between the private sector and the Government, and competing domestic and foreign interests making it difficult for the Government to achieve consensus and economic balance, there appears to be little chance Niger's economy will show real sustainable growth in the near term. These economic and structural problems can only be made worse by the perennial threat of erratic rainfall patterns, fixed geographic constraints, and uncompetitive currency exchange and salaried wage rates.

III. EXISTING USAID-NIGER STRATEGY AND PRIVATE SECTOR COMPONENT

A. Mission Goal, Objectives, and Strategies

The MAPS team reviewed various documents which describe USAID-Niger's goal and sub-goal, three main objectives, and strategies, targets and progress indicators. These include the FY 1988 CDSS (dated February 1986), FY 1989-1990 Action Plan (dated April 1989), Private Sector Strategy (dated September 1988), and two internal documents addressing current and planned U.S. assistance programs (June 1990) and assessment of program impact (November 1990). Annex V contains key information outlining USAID goals, objectives, targets and performance indicators. As USAID-Niger is expected to complete its CPSP by February 1992, it is expected that the MAPS exercise will assist the Mission with the private sector portions of these documents.

USAID's goal can be summarized as follows:

To increase food production, leading toward food self-reliance and increased incomes.

As a sub-goal, the following may be added:

To bring about related structural adjustment through policy reform.

Three general objectives and their associated strategies support Mission goals. These are:

Objective #1: Increase Agricultural Growth on a Sustainable Basis

Strategies to achieve this objective include a) building national capacity to diversify crop production and improve research, extension and farm linkages; b) establishing a program for land and resource management, environmental restoration, resource studies and environmental assessments; and c) developing regional data on rainfall, crops, forage production, pests, and a famine early warning system to supplement national systems for agricultural planning and pest control.

Most of the funding for these activities has been under the \$52.915 million Agricultural Sector Development Grant I (ASDG), with additional support from the \$20 million Niger Applied Agricultural Research project (NAAR), the \$17 million Niger Economic Policy Reform project (for NEPRP, see Objective #2), and the \$9 million Rural Organizations Development Project (for ROD,

see Objective #2). The ASDG has been structured in tranches, with disbursements subject to policy reforms (e.g., input subsidy reductions) and accountability. Since 1984, ASDG has disbursed about \$45 million, mostly to the Government of Niger. However, the ASDG Secretariat was decertified in February, 1990 due to accounting and disbursement practices inconsistent with the terms of the agreement. More than \$5 million in disbursements are being contested by USAID, and additional grant funds related to natural resource management are being held until financial, accounting and administrative disagreements are resolved. The INRAN accounting system of the \$17 million NAAR was also decertified in June, 1990 after disbursing \$10.2 million.

Objective #2: Increase the Scale, Diversity and Efficiency of Agro-Pastoral Markets

Strategies to achieve this objective include a) expanding the private sector role in agro-pastoral marketing via liberalization of domestic and foreign trade regulations; b) encouraging greater participation in economic activities by community-based, self-managed cooperatives; and c) developing village credit systems to mobilize savings and provide access to credit.

USAID support for these activities has primarily come from the \$15 million NEPRP, \$52.915 ASDG and \$9 million ROD. NEPRP has disbursed \$8.9 million, focusing on policy reform to strengthen private sector agro-pastoral, agro-processing and agro-export capacity. ROD has disbursed \$1.3 million to the Cooperative League of the U.S.A. (CLUSA) for private sector cooperative development. ASDG has disbursed approximately \$0.8 million to the World Organization of Cooperative Credit Unions (WOCCU) for a pilot project in two arrondissements in the Zinder region. ASDG has also supplied CARE with approximately \$0.6 million for an integrated, small-scale credit project for rural producers in the Maradi region; another \$450,000 is being made available to expand this project. By using non-governmental organizations (NGOs), USAID has received praise from several donors and Government officials for introducing well managed, appropriately scaled activities that have demonstrated rare successes in rural development, finance and organization.

Objective #3: Increase the Coverage and Quality of the Health Care Delivery System

Strategies to achieve this objective include a) developing sustainable GON/Ministry of Health (MOH) cost recovery and containment policies and a readjustment of resource allocations to improve health service delivery; b) improving health service delivery in nutrition, education, malaria treatment and prevention, immunization, and blindness prevention via increased

population reached by child survival interventions; and c) increasing family planning service delivery at sustainable rates.

USAID support for these activities has primarily come from the \$17.2 million Niger Health Sector Support Grant (NHSS) and \$11 million Family Health and Demography project (FHD). Together, these two activities have disbursed \$7.1 million since 1988 to provide training, technical assistance, and supplies to public sector institutions (e.g., MOH, Ministry of Social Affairs and Women's Status) in support of primary health care, health management, child survival programs and family planning. However, as with problems associated with agricultural institutions (explained in Objective #1), the NHSS Secretariat was decertified in January, 1990 in response to accounting irregularities.

The following table shows the variety of programs and projects being conducted under this strategy. Program assistance is approximately 63% of total assistance (69% of disbursements), all of which is currently in the form of grants.

Table 2
Profile of USAID Assistance to Niger
(in thousands)

	<u>Total</u>	<u>Disbursed</u>
<u>Non-Project Assistance:</u>		
Economic Policy Reform Program	\$15,000	\$ 8,893
Agriculture Sector Development*	52,915	45,000
Niger Health Sector Support*	<u>17,200</u>	<u>4,300</u>
Sub-Total	85,115	58,193
<u>Bilateral Project Assistance:</u>		
Niger Applied Agr. Research*	17,000	10,200
Family Health & Demography	11,000	2,800
Rural Organizations Development	<u>9,000</u>	<u>1,300</u>
Sub-Total	37,000	14,300
<u>Other:</u>		
Sahel Water Data Management	9,000	8,500
Other (incl. HRDA)	<u>4,284</u>	<u>4,007</u>
Sub-Total	13,284	12,507
 TOTAL	 <u>135,399</u>	 <u>85,000</u>

* Secretariat or Accounting System currently de-certified

Source: USAID

B. USAID-Niger Private Sector Strategy and Program

With the introduction of the GON's 1987-1991 Development Plan, great emphasis was placed on the need to energize the private sector as a key component to achieving national development objectives (see Section III). USAID's existing Private Sector Strategy seeks to support the GON within the context of USAID's overall goal and strategy and GON efforts to achieve stated objectives. This strategy is found in Annex VI. Key features to USAID's Private Sector Strategy consist of the following:

1. Complementarity with other donor activities.
2. Utilization of small-scale, community-based pilot projects with potential for success and replication.
3. Emphasis on rural development to achieve self-reliance in food production and greater regional market integration between producers, distributors and consumers.
4. Promotion of informal sector development to formal sector levels of capacity, efficiency and organization via training and an improved regulatory environment.
5. Institutional development of private and public sector agencies to promote, implement and advance a modern, free market economy.

The following table shows the variety of private sector program and project activity currently supported by USAID. While the Mission's explicit private sector strategy is embodied in the Niger Economic Policy Reform Program, the following private sector components of total and disbursed assistance demonstrate that USAID has supported private sector activity apart from the NEPRP. Private sector commitments and disbursements are estimated to be 44% and 39%, respectively. These estimates, however, should not be viewed as exclusively public or private given the linkage that exists in assistance activities (e.g., private researchers working with GON officials, commodities purchased from the private market and transferred to GON offices). For the sake of approximating USAID-supported private sector assistance, virtually all assistance involving U.S. and/or Nigerian private sector training, technical assistance and commodities procurement was included as private sector.

Table 3
Profile of USAID Private Sector Assistance to Niger
(in thousands)

	<u>Total</u>	<u>Disbursed</u>
<u>Non-Project Assistance:</u>		
Economic Policy Reform Program	\$ 2,389	\$ 316
Agriculture Sector Development*	8,400	6,900
Niger Health Sector Support*	<u>6,700</u>	<u>2,100</u>
Sub-Total	17,489	9,316
<u>Bilateral Project Assistance:</u>		
Niger Applied Agr. Research*	20,000	10,200
Family Health & Demography	3,000	2,500
Rural Organizations Development	<u>9,000</u>	<u>1,300</u>
Sub-Total	32,000	14,000
<u>Other:</u>		
Sahel Water Data Management	9,000	8,500
Other	<u>1,384</u>	<u>1,049</u>
Sub-Total	10,384	9,549
TOTAL	<u>59,873</u>	<u>32,865</u>

* Secretariat or Accounting System currently de-certified

Source: USAID

The ongoing MAPS exercise will build on the existing use of private sector agents in USAID's programs/projects, while exploring new avenues of assistance.

IV. FOREIGN AID IN NIGER AND USAID'S POSITION

A. Foreign Aid Through 1989

Overseas development assistance (ODA) to Niger has risen significantly in the 1980s given the country's decline in internally generated revenue as a result of drought, desertification, the fall of uranium prices, and a limited tax base. While Niger is not among the most indebted African nations (total debt was estimated at \$1.35 billion at year end 1989, or about \$180 per capita), its net export earning power and fiscal capacity are weak enough that \$54.7 million in budget assistance was required in 1989 to ease balance of payments and budget deficits. In light of the Government's limited ability to service debt and collect taxes, the donor community has significantly increased the grant component of foreign assistance over the last three years (53.2% in 1987, 60.7% in 1988, and 66.6% in 1989), amounting to \$656 million over the three-year period. The following table displays ODA disbursements since 1985, a year in which Niger's economy began its partial recovery from the devastating drought of 1984. Differences in 1987-1989 totals reflect autonomous NGO activities.

Table 4
ODA Disbursements to Niger:
(in millions of \$US)

	<u>1985</u>	<u>1986</u>	<u>1987</u>	<u>1988</u>	<u>1989</u>
Bilateral	215	210	267	214	163
Multilateral	<u>99</u>	<u>123</u>	<u>157</u>	<u>167</u>	<u>117</u>
Total	315	333	435	388	283
 o/w Grants	 254	 231	 232	 236	 189
 Largest Individual Donors:					
World Bank	22	0	65	86	53
France	48	59	94	67	40
USA	<u>84</u>	<u>33</u>	<u>33</u>	<u>14</u>	<u>28</u>
Germany	22	21	18	18	27
EEC	28	27	18	23	15
Italy	10	26	24	33	14
Japan	11	8	38	31	13
Canada	16	20	22	16	11

Source: The Economist Intelligence Unit, UNDP

Annex VII includes a series of tables and charts compiled by the UNDP reflecting 1989 disbursements by rank, sector and type of donor assistance. The UNDP Development Report has far greater detail in its annexes on multilateral and bilateral activities by organization/country, project activities, grant and non-grant assistance, and other data that provides a fuller picture of donor assistance through 1989.

B. USAID and Its Role Within the Context of Foreign Assistance

As shown above in Table 4, USAID contributed about 11% of total ODA and 18% of bilateral aid to Niger during the 1985-1989 period. This ranks USAID third behind France (18% of total) and the World Bank (15% of total) for the period. In addition, 100% of USAID's current funding is in grant form, as opposed to the donor community's approximately 59% (of total) in grant form during the 1987-1989 period. USAID's assistance has been particularly instrumental in 1) reducing subsidies and liberalizing trade policy to promote agro-pastoral development and exports; 2) providing critical budgetary assistance to ease balance of payments deficits (1989); 3) injecting technical assistance funds into the health sector; and 4) establishing rural development pilot projects that may provide community-based models for future small-scale, income- and employment-generating economic growth.

ANNEX I: MEETINGS

ANNEX I: MEETINGS

LIST OF MEETINGS

U.S. EMBASSY/USAID

Carl Cundiff, Ambassador
George Eaton, USAID Mission Director

Carl Abdourahmaan
Souleymane Aboubacar
Gregg Baker
Beatrice Beyer
Hamidou Bourahina
Meg Brown
George Callen
Cheryl Combest
Hararou Djibo
Greg Hemphill
Sidi Mohammed Iddal
Gaston Kaba
Oumarou Kané
Michael Kerst
Nancy Lowenthal
Frank Martin
John Mitchell
Ellen Taylor-Powell
Cdt. Moussa Saley
Jack Slattery
Douglas Van Treeck
Francois Vézina
Susan Wright

OTHERS

Kirgam Ari, Chambre de Commerce
Maliki Barhouni, Ministère de la Promotion Économique
Rachid Benbahmed, International Labor Organization
Aissa Diallo, Centre Nationale du Commerce Extérieur
Abdoulaziz Djibo, Ministère de Plan
Whitney Foster, World Bank
M. Gaon, Ministère de l'Agriculture et de l'Environnement
Rolland Garibaldi, Manutention Africaine Niger
Ousseini Hanidou, Ministère de Plan
Idrissa Alichina Kourgueni, Ministère de Plan
Kankwenda M'Baya, United Nations Development Program
Adnan Mohammed, Nigerian International Bank
Francis Mody, World Bank
Michel Simeon, Fond Européen de Développement
M. Yahaya, BCEAO

ANNEX I.V: BIBLIOGRAPHY

BIBLIOGRAPHY

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"Enhanced Structural Adjustment Facility", IMF, July, 1990

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ANNEX III: SCOPE OF WORK FOR PRIVATE SECTOR SURVEY

PRIVATE SECTOR DIAGNOSTIC SURVEY
REQUEST FOR PROPOSAL/PRIVATE SECTOR SURVEY

GENERAL BACKGROUND AND OBJECTIVES OF THE SURVEY

The Private Sector Survey is an integral part of a five-step process designed to assist USAID to develop a long-term strategy for assisting private sector development in Niger. These steps include:

1. Define current Mission strategy.
2. Describe the local private sector (Private Sector Description).
3. Diagnose constraints to and opportunities for private sector growth (Private Sector Survey).
4. Carry out informal dialogue sessions and organize focus groups involving public and private sector leaders.
5. Design a private sector development strategy, including identification and assessment of project and program options.

This Request for Proposal concerns step 3: conducting the Private Sector Survey. This survey has several objectives:

1. Obtain private sector perceptions of opportunities for and constraints to growth in the economy.
2. Identify major private sector growth and development areas.
3. Broaden USAID's contacts with and understanding of Niger's private sector.
4. Identify potential implementing agents and funding channels with whom USAID could work in implementing private sector development programs and projects.
5. Test critical USAID assumptions regarding private sector development needs and priorities.

THE PRIVATE SECTOR SURVEY

The survey will be based on information developed from a nationwide survey of private and public sector companies utilizing a standard interview questionnaire. A representative sample of 250-300 companies (75 in the formal sector; 200 in the informal microenterprise sector, defined as unregistered and having less than five employees) will be interviewed in five of the country's major business locations. Answers to a number of key questions such as those listed below will be obtained in addition to specific information on the individual business activity.

1. What are the private sector's perceptions of opportunities and constraints?
2. What are the most critical resource constraints?
3. What is the impact of public policy on the private sector?
4. What private sector initiatives will receive greatest support from local leadership?
5. What is the impact of the competitive environment?
6. What are the capabilities of local capital markets, both formal and informal?

THE PRIVATE SECTOR INTERVIEW QUESTIONNAIRE

A draft interview questionnaire has been prepared for USAID-Niger. The consultant will be encouraged to suggest additions or modifications which he believes will better respond to survey objectives and local conditions in Niger.

The revised questionnaire will be field tested with about 35 (two per enumerator) firms and appropriate modifications made prior to survey launch.

The consultants will ensure quality control over the course of the interview process. Results will be tabulated at macro, sector, industry, size-of-firm, gender and other appropriate levels. The consultant will organize the working paper files and data sets, including individual questionnaire responses for submission to USAID with the final report.

CONSULTANT DELIVERABLES AND SCHEDULE

The consultant will work with the Survey Project Monitor (Dr. Richard Vengroff) and others on the MAPS team to coordinate strategy concerning the recruitment of personnel, training of interviewers and supervisors, construction of the sampling frame, drawing of the sample, methods of quality control, translation and reporting requirements. The sub-contractor will work with Dr. Vengroff immediately upon winning the survey sub-contract to begin assembling and training required personnel, drawing the sample and testing the survey instrument. The results of this exercise will later result in finalization of the survey instrument to be used in the field, including any required translation. Implementation of the survey field work to conduct 275 interviews (plus 35 for the pre-test) of acceptable quality is expected to take three weeks. A final (fourth) week is anticipated during which the consultant will work with the Project Monitor for final codification of data to bring field work and data inputting to final closure. The production of frequency distributions and cross-tabulations will be the responsibility of the Project Monitor. However, the consultant will be expected to submit a final report on survey methodology and measures utilized to ensure quality control of field work and data gathered. Following agreement on the quality of the data collected, the completed questionnaire, coding forms and data registered on diskettes will be submitted to the Project Monitor no later than May 31, 1991 (see calendar below).

The proposed calendar is as follows:

April 1-3: Bidding firms interviewed by MAPS team. (Draft survey and contract will have already been disseminated by USAID during the first two weeks of February).

April 9: MAPS team decides on winning sub-contractor.

April 10-26: Recruitment and training of interviewers and supervisors. Contacts initiated by team with officials in Niamey, Maradi, Zinder, Tahoua and Agadez to announce survey.

April 27: Pre-test of survey in Niamey.

April 28-29: Coding of data from pre-test. Review of enumerators' problems, performance, perceptions of questionnaire quality. Final training based on pre-test findings.

April 30: Sub-contractor and enumerator finalization of survey draft. Amendments to survey instrument typed and submitted to USAID for review.

May 1-5: Review by USAID of proposed amendments.

May 6/7: Dr. Vengroff arrival. Final review of questionnaire, drawing of sample. Final typing of questionnaire. Photocopies made for initiation of field work.

May 8-22: Field implementation of survey, including follow-up interviews on site. Coding of data collected.

May 22-31: Final coding of data and follow-up interviews as required by Project Monitor. Presentation of final consultant report on survey methodology and quality control measures. Delivery of three diskettes with copies of all data collected. Delivery of all original survey questionnaires and coding forms.

QUALIFICATIONS OF THE CONSULTING FIRM

The consultant will name an experienced senior member of the firm as Project Coordinator. The individual must be fluent in French and have a record of successful survey management experience in Niger. Private sector experience is essential. Public sector experience is highly desirable.

The team proposed should demonstrate their ability to do the following in collaboration with and subject to the approval of the Project Monitor:

- Define the "universe" (sampling frame) of private sector enterprises to be surveyed.
- Describe how the sample will be drawn.
- Train the supervisors and interviewers.
- Field test the survey instrument.
- Gain access to top-level decision makers in the companies.
- Provide and report on system and methodology used to ensure quality control of data collected in the course of the survey.
- Code and input the data on diskettes in a format specified by the Project Monitor. Verification of coding and data inputted will be carried out by the consultant to the satisfaction of the Project Monitor.
- Assure timely completion of all the tasks mentioned above.

Team members proposed for this assignment should have appropriate educational qualifications and experience in survey research, statistics and business. Experience with the public and private sector is essential. All team members should be linguistically qualified to be able to conduct interviews in the appropriate languages.

SUBMISSION OF PROPOSALS

Consultants will submit formal and final proposals to the MAPS Team Leader via the USAID Project Development Office in Niamey. Proposals should be submitted not later than 12:00 on Tuesday, April 9, 1991. Attached to the proposal should be the following:

- Resumes of all key personnel (consultant and supervisors) to be involved in implementation of the contract.
- Budget, including itemization of personnel costs (days, rates, etc.), and other direct costs (per diem, transport, supplies, secretarial support, duplication).
- Methodology explaining management plan for field work, and normal statistical requirements concerning sample frames, samples, stratification, etc.

ANNEX IV: DRAFT PRIVATE SECTOR DIAGNOSTIC SURVEY

Questionnaire

Enquête sur le Secteur Privé Nigérien

L'objectif de cette enquête est de collecter des informations fiables sur le secteur privé nigérien. L'enquête devra, en outre, permettre aux hommes d'affaires nigériens d'exprimer librement leurs opinions sur le climat des investissements, l'accès aux crédits bancaires, et la situation générale de l'emploi au Niger. Cette enquête est financée par l'Agence Américaine pour le Développement International (USAID). Les informations qui en seront tirées permettront au bureau de l'USAID/Niamey de mieux formuler sa stratégie d'assistance au secteur privé pour les années à venir. Les informations recueillies sont strictement privées et confidentielles. Elles seront, par conséquent, traitées de manière tout à fait anonyme.

Numéro d'Identification: _____

Nom de l'enquêteur: _____

Nom du Superviseur: _____

Date de Vérification : _____

Approbation et Signature du Superviseur: _____

Section 1: Informations Générales

Position/Titre de la personne enquêtée dans la firme/entreprise (encerclez s.v.p.)

1. Propriétaire

2. Manager

3. Cadre

4. PDG

5. Autre (spécifiez s.v.p.) _____ !_____!

Emplacement de la firme/entreprise (encerclez s.v.p.)

1. Niamey

2. Dosso

3. Tahoua

4. Maradi

5. Zinder

6. Diffa

!_____!

7. Agadez

8. Autre (spécifiez s.v.p.) _____

1. Quelle est la répartition des effectifs du personnel de votre entreprise?

- a. Permanent: _____ []
- b. Mi-temps: _____ []
- c. Saisonnier: _____ (*) []

(*) spécifiez, s.v.p., pour quelle période de l'année et la raison de l'emploi.

2. Quelle est la distribution du personnel de l'entreprise selon les catégories d'emplois ci-dessous énumérées?

Note à l'enquêteur: a). Demandez uniquement l'effectif; ensuite,
 b). déterminez vous-même les pourcentages correspondants à chacune des catégories une fois seulement l'interview terminée.

	Effectif	Pourcentage	
a. Management/Administration	_____	_____	[]
b. Secrétariat/Commis	_____	_____	[]
c. Activités Professionnelles	_____	_____	[]
d. Activités Techniques	_____	_____	[]
e. Outils	_____	_____	[]
f. Autres Activités Spécialisées	_____	_____	[]
Total des Effectifs de l'entreprise	_____	_____	[]

3. Quel est le nombre (effectif) des femmes dans l'effectif total des employés de l'entreprise dans chacune des rubriques ci-dessous?

(Note à l'enquêteur: a). Demandez uniquement l'effectif; ensuite,
 b). déterminez vous-même les pourcentages correspondants à chacune des catégories une fois seulement l'interview terminée)

	Effectif	Pourcentage	
a. Permanent: _____	_____	_____	[]
b. Mi-temps: _____	_____	_____	[]
c. Saisonnier: _____	_____	_____	[]

4. Vous référant au capital total de votre entreprise, pouvez-vous dire que l'entreprise appartient à un groupe:

- 1. d'hommes
- 2. de femmes
- 3. mixte
- 4. Ne sais pas ! _____!

5. Quel est l'effectif des femmes dans chacune des catégories d'emplois spécialisés ci-dessous?

Note à l'enquêteur:

- a). Demandez uniquement l'effectif; ensuite,
- b). déterminez vous-même les pourcentages correspondants à chacune des catégories une fois seulement l'interview terminée)

	Effectif	Pourcentage	
a. Management/Administration	_____	_____	! _____!
b. Secrétariat/Commis	_____	_____	! _____!
c. Activités Professionnelles	_____	_____	! _____!
d. Activités Techniques	_____	_____	! _____!
e. Ouvriers	_____	_____	! _____!
f. Autres Activités Spécialisées	_____	_____	! _____!
Effectif Total des femmes	_____	_____	! _____!

6. Parmi les secteurs d'activités ci-dessous énumérés, quels sont tous ceux dans lesquels, votre entreprise opère partiellement ou en totalité?

Note à l'enquêteur: Encerclez les lettres correspondant aux secteurs d'activités mentionnés par l'enquêté.

- a. Agriculture, Foresterie and Pêche (Voir Question 7) ! _____!
- b. Transformation de Produits de l'Agriculture, de la Forêt et de la Pêche (Voir Question 8) ! _____!
- c. Services (Voir Question 9) ! _____!
- d. Industrie (Voir Question 10) ! _____!
- e. Commerce (Voir Question 11) ! _____!
- f. Mines ! _____!
- Spécifiez, s.v.p. _____ ! _____!
- _____ ! _____!

Instructions à l'enquêteur pour les questions 7-11 suivantes:

- a). Choisissez et posez exclusivement les questions qui correspondent directement au(x) secteur(s) d'activités mentionnés par l'enquêté lui-même en réponse à la question 6;
- b). Encerclez les chiffres correspondant aux activités mentionnées par l'enquêté); ensuite,
- c). Demandez à l'enquêté d'indiquer son activité principale et placez vous même un X à coté de l'activité principale qu'il aura déclarée.

7. Quelles sont toutes les activités agricoles de votre entreprise parmi celles ci-dessous listées?

- | | |
|-------------------------------------|--------------------------|
| 1. Horticulture (fruits et légumes) | <input type="checkbox"/> |
| 2. Foresterie | <input type="checkbox"/> |
| 3. Elevage- Bovins/Ovins | <input type="checkbox"/> |
| 4. Elevage-Poulailler | <input type="checkbox"/> |
| 5. Pêche | <input type="checkbox"/> |
| 6. Aquiculture | <input type="checkbox"/> |
| 7. Riz | <input type="checkbox"/> |
| 8. Arachide | <input type="checkbox"/> |
| 9. Sorgho, Mil | <input type="checkbox"/> |
| 10. Mais | <input type="checkbox"/> |
| 11. Autre | <input type="checkbox"/> |
| Spécifiez, s.v.p. _____ | <input type="checkbox"/> |
| _____ | <input type="checkbox"/> |

8. Quelles sont toutes les activités de transformations de produits agricoles de votre entreprise parmi celles ci-dessous listées?

- | | |
|---|--------------------------|
| 1.a. Production animale (viande) | <input type="checkbox"/> |
| 1.b. Production animale (lait et produits dérivés) | <input type="checkbox"/> |
| 2. Moulure | <input type="checkbox"/> |
| 3. Fruits et légumes | <input type="checkbox"/> |
| 4. Cuirs et peaux de bétail | <input type="checkbox"/> |
| 5. Egrenage | <input type="checkbox"/> |
| 6. Pâte à papier et autres produits dérivés du bois | <input type="checkbox"/> |
| 7. Matières premières pour l'agriculture
(engrais, pesticides, semences) | <input type="checkbox"/> |
| 8. Equipements agricoles | <input type="checkbox"/> |
| 9. Conserverie de poisson | <input type="checkbox"/> |
| 10. Autre (précisez s.v.p) | <input type="checkbox"/> |
| _____ | <input type="checkbox"/> |
| _____ | <input type="checkbox"/> |

9. Quelles sont toutes les activités de services de votre entreprise parmi celles ci-dessous listées?

- | | |
|--|--------------------------|
| 1. Réparation auto et maintenance | <input type="checkbox"/> |
| 2. Réparation d'appareillages de maison tels que télé, radio, etc... | <input type="checkbox"/> |
| 3. Transport | <input type="checkbox"/> |
| 4. Communications | <input type="checkbox"/> |
| 5. Tourisme | <input type="checkbox"/> |
| 6. Finance/Assurance/comptabilité | <input type="checkbox"/> |
| 7. Construction | <input type="checkbox"/> |
| 8. Consultation | <input type="checkbox"/> |
| 9. Autre (précisez s.v.p.) _____ | <input type="checkbox"/> |

10. Quelles sont toutes les activités de production de votre entreprise parmi celles ci-dessous listées?

- | | |
|----------------------------|----------------------------------|
| 1. Artisanat | 9. Machinerie et Equipement |
| 2. Habillement | 10.Cuir et Cordonnerie |
| 3. Menuiserie/Ebénisterie | 11.Assemblage (Electricité) |
| 4. Plastiques | 12.Assemblage (Autres) |
| 5. Métallurgie | 13.Imprimerie |
| 6. Textiles | 14.Produits chimiques |
| 7. Pâtisserie/ Boulangerie | 15.Produits pharmaceutiques |
| 8. Brasseries/ Boissons | 16.Autre (précisez s.v.p.) _____ |

11. Quelles sont toutes les activités de commerce de votre entreprise parmi celles ci-dessous listées?

- | | |
|----------------------------------|--------------------------|
| 1. Gros | <input type="checkbox"/> |
| 2. Détail | <input type="checkbox"/> |
| 3. Importation directe | <input type="checkbox"/> |
| 4. Exportation | <input type="checkbox"/> |
| 5. Autre (précisez s.v.p.) _____ | <input type="checkbox"/> |

12. Quel est, approximativement, le pourcentage de vos ventes directes dans chacun des marchés suivants?

	%		%
1. Marché local	_____	6. Europe Autre	_____
2. Afrique de l'ouest	_____	7. Afrique Centrale	_____
3. Maghreb	_____	8. Amérique du Nord	_____
4. Asie	_____	9. Orient	_____
5. CEE	_____	10. Autre	_____

(spécifiez s.v.p.)

13. Quel est, approximativement, le pourcentage de vos approvisions en matières premières venant des marchés suivants?

	%		%
1. Marché local	_____	6. Europe Autre	_____
2. Afrique de l'ouest	_____	7. Afrique Centrale	_____
3. Maghreb	_____	8. Amérique du Nord	_____
4. Asie	_____	9. Orient	_____
5. CEE	_____	10. Autre	_____

(spécifiez s.v.p.)

14. Quel est, approximativement, le pourcentage de vos ventes sur le marché local attribuable à chacune des clientèles suivantes:

	%
1. Détaillants	_____
2. Grandes entreprises du secteur privé	_____
3. Etablissements publics	_____
4. Petites firmes (Entreprises de moins de 10 employés)	_____
5. Agences de l'Etat	_____
6. Autre (spécifiez s.v.p.)	_____

15. Quel est, approximativement, le pourcentage des matières premières que vous achetez localement provenant des sources suivantes:

- %
1. Etablissements publics _____
2. Petites firmes
(Entreprises de moins
de 10 employés) _____
3. Grandes entreprises
du secteur privé _____
4. Agriculteurs _____
5. Autre _____
(spécifiez s.v.p.)

16. Votre entreprise est-elle la propriété de nigériens?

1. Oui 2. En Partie 3. Non 4. Ne sais pas ! _____!

Si Non, ou En Partie

(a) spécifiez s.v.p la nationalité des (co-)propriétaires)

(b) spécifiez la part (montant et pourcentage) de capital détenus par les non-nigériens:

montant _____ pourcentage _____

Section 2: Performance

18. En comparant les conditions actuelles de l'environnement économique dans lequel évolue le secteur privé nigérien à celles de l'année dernière, direz-vous que les conditions présentes sont:

Note à l'enquêteur: Encerchez la lettre qui correspond à une seule réponse possible fournie par l'enquêté.

- a. de loin meilleures
- b. légèrement meilleures
- c. à peu près similaires
- d. légèrement pires
- e. de loin plus mauvaises
- f. ne sais pas

19. De quelle manière chacun des facteurs ci-dessous énumérés a-t-il influencé les performances actuelles de votre entreprise?

Note à l'enquêteur: a). Lisez à l'enquêté chacun des facteurs ci-dessous listés:

b). Encerchez le chiffre qui correspond au jugement porté par l'enquêté sur chacun des facteurs.

	<u>Positivement</u>	<u>Pas d'effet</u>	<u>Négativement</u>	<u>Ne sais pas</u>	
a. Taux d'intérêt	1	2	3	8	[]
b. Taux de Change	1	2	3	8	[]
c. Taxes	1	2	3	8	[]
d. Taxes Préférentielles	1	2	3	8	[]
e. Prix au producteur	1	2	3	8	[]
f. Actions/Interventions du gouvernement	1	2	3	8	[]
g. Exigence de garantie pour l'accès au crédit	1	2	3	8	[]
h. Disponibilité des crédits	1	2	3	8	[]
i. Autre (spécifiez s.v.p.)	1	2	3	8	[]

20. Quelle a été la direction de l'évolution de vos volumes de ventes au cours de l'année écoulée?

Note à l'enquêteur: Encerclez le chiffre qui correspond à une seule réponse possible fournie par l'enquêté.

- 1. Sensible amélioration 2. Amélioration 3. Stabilité
- 4. A la baisse 5. Sensible baisse 8. Ne sais pas !_____!

21. Selon vos prévisions quelle sera la direction de l'évolution de vos volumes de ventes au courant de l'année prochaine?

Note à l'enquêteur: Encerclez le chiffre qui correspond une seule réponse possible fournie par l'enquêté.

- 1. Sensible amélioration 2. Amélioration 3. Stabilité
- 4. A la baisse 5. Sensible baisse 8. Ne sais pas !_____!

22. De quelle manière pouvez-vous qualifier l'influence de chacun des facteurs ci-dessous énumérés sur les volumes de vos ventes au courant de l'année écoulée?

Note à l'enquêteur: a). Lisez à l'enquêté chacun des facteurs ci-dessous listés;

b). Encerclez le chiffre qui correspond au jugement porté par l'enquêté sur chacun des facteurs.

	<u>Positivement</u>	<u>Pas d'effet</u>	<u>Négativement</u>	<u>Ne sais pas</u>	
	1	2	3	8	
a. Compétition venant d'autres firmes/entreprises nigériennes	1	2	3	8	!_____!
b. Compétition venant d'entreprises publiques	1	2	3	8	!_____!
c. Compétition venant de firmes étrangères	1	2	3	8	!_____!
d. Demande de nos produits	1	2	3	8	!_____!
e. Existence d'Infrastructure telles que stockage, mise en froid.	1	2	3	8	!_____!
f. Transport routier	1	2	3	8	!_____!
g. Transport aérien	1	2	3	8	!_____!
h. Transport ferroviaire	1	2	3	8	!_____!
i. Information sur les conditions du marché	1	2	3	8	!_____!
j. Distance des marchés	1	2	3	8	!_____!

23. A quelle(s) capacité(s) votre entreprise opère-t-elle présentement?

Note à l'enquêteur: Encerclez la lettre qui correspond à une seule réponse possible fournie par l'enquêté.

a. 90-100% b. 75-89% c. 50-74% d. moins de 50% !_____!

Section 3: Disponibilité des Ressources et Impact des Mesures Gouvernementales

24. Dans quelle mesure chacun des facteurs ci-dessous énumérés affecte-t-il vos capacités de production de biens et /services?

Note à l'enquêteur: a). Lisez à l'enquêté chacun des facteurs ci-dessous listés;
c). Encerclez le chiffre qui correspond au jugement porté par l'enquêté sur chacun des facteurs.

	<u>Positivement</u>	<u>Pas d'effet</u>	<u>Négativement</u>	<u>Ne sais pas</u>			
	1	2	3	8			
a. Accès au crédits			1	2	3	8	[]
b. Accès au matières premières			1	2	3	8	[]
c. Prix des matières premières			1	2	3	8	[]
d. Accès aux terrains			1	2	3	8	[]
e. Disponibilité de main-d'oeuvre qualifiée			1	2	3	8	[]
f. Accès à l'électricité			1	2	3	8	[]
g. Accès à l'eau			1	2	3	8	[]
h. Accès aux moyens de transport			1	2	3	8	[]
i. Prix de l'électricité			1	2	3	8	[]
j. Prix de l'eau			1	2	3	8	[]
k. Prix du transport							[]
l. Fiabilité des fournitures d'électricité			1	2	3	8	[]
m. Coûts de communications (Téléphone)			1	2	3	8	[]
n. Fiabilité des communications (Téléphone)			1	2	3	8	[]
o. Qualité de l'eau			1	2	3	8	[]
p. Disponibilité de locaux opérationnels			1	2	3	8	[]
q. Sécurité des locaux			1	2	3	8	[]
r. Accès aux pièces détachées			1	2	3	8	[]
s. Coût des terrains			1	2	3	8	[]
t. Disponibilité des terrains			1	2	3	8	[]
u. Incertitude liée à l'occupation de terrains			1	2	3	8	[]

25. Quelle est la part de votre capital (long terme et court terme) provenant des différentes sources suivantes?

- Note à l'enquêteur: a). Lisez à l'enquêté chacune des sources de financement ci-dessous listées;
 b). Encerclez la lettre qui correspond aux sources de financement mentionnées par l'enquêté; ensuite,
 c). Encerclez le chiffre qui correspond au jugement porté par l'enquêté sur chacune des sources de financement qu'il aura mentionnées selon l'instruction en b)

	1= Zéro	2= 1-20%	3= 21-50%	4= >50%	
a. Banques commerciales locales	1	2	3	4	8! _____!
b. Banques de développement	1	2	3	4	8! _____!
c. Institutions "informelles" de financement	1	2	3	4	8! _____!
d. Sources extérieures	1	2	3	4	8! _____!
e. Versements-Paiements de l'extérieur	1	2	3	4	8! _____!
f. Coopératives	1	2	3	4	8! _____!
g. Famille/Connaissances personnelles locales	1	2	3	4	8! _____!
h. Crédits fournisseurs	1	2	3	4	8! _____!
i. "Cotisations"	1	2	3	4	8! _____!
J. Crédits venant de(s) syndicats de travailleurs	1	2	3	4	8! _____!
k.1. Autre (spécifiez s.v.p.)	1	2	3	4	8! _____!

k.2. Autre (spécifiez s.v.p.)	1	2	3	4	8! _____!

k.3. Autre (spécifiez s.v.p.)	1	2	3	4	8! _____!

k.4. Autre (spécifiez s.v.p.)	1	2	3	4	8! _____!

26. La liste ci-dessous fournit un certain nombre de facteurs qui pourraient, relativement, constituer un obstacle à l'épanouissement du secteur privé nigérien. Pour chacun de ces facteurs, prière indiquer dans quelle mesure il affecte votre entreprise et celles évoluant dans le même type d'activités au Niger.

Note à l'enquêteur: a). Lisez à l'enquêté chacun des facteurs ci-dessous listés;

c). Encerclez le chiffre qui correspond au jugement porté par l'enquêté sur chacun des facteurs.

1. Très important		3. Quelque peu important	
2. Important		4. Pas important	
		8. Ne sais pas	
a. Manque de main-d'oeuvre qualifiée	1 2 3 4 8		! _____!
b. Accès aux crédits	1 2 3 4 8		! _____!
c. Attitudes négatives du gouvernement envers le secteur privé	1 2 3 4 8		! _____!
d. Manque de motivation des fonctionnaires	1 2 3 4 8		! _____!
e. Méconnaissance du secteur privé par les fonctionnaires	1 2 3 4 8		! _____!
f. Injustice dans l'application des taxes douanières	1 2 3 4 8		! _____!
g. Délais relativement long des procédures douanières	1 2 3 4 8		! _____!
h. "Contrôle économique" contraignant	1 2 3 4 8		! _____!
i. T.V.A. trop élevée	1 2 3 4 8		! _____!
j. T.V.A. mal appliquée	1 2 3 4 8		! _____!
k. Manque de consultations de la part du gouvernement avec le secteur privé pour l'élaboration des mesures réglementaires	1 2 3 4 8		! _____!
l. Manque d'informations fiables sur la situation économique	1 2 3 4 8		! _____!

m. SMIG très élevé	1	2	3	4	8	! _____!
n. Productivité très faible des travailleurs nigériens	1	2	3	4	8	! _____!
o. Manque de flexibilité du "code du travail"	1	2	3	4	8	! _____!
p. Revendications des syndicats	1	2	3	4	8	! _____!
q. Procédures de règlements des revendications par les syndicats	1	2	3	4	8	! _____!
r. Coûts élevés des transports maritimes	1	2	3	4	8	! _____!
s. Coûts élevés d'embauche	1	2	3	4	8	! _____!
t. Manque de protection pour les produits locaux	1	2	3	4	8	! _____!
u. Mesures associées à la réforme économique ne sont pas bien mises en pratique	1	2	3	4	8	! _____!
v. Non reconnaissance par le public du rôle de l'entrepreneur (hommes d'affaires) dans la société	1	2	3	4	8	! _____!
w. Manque de rigueur liée à la mise en place de la réforme économique	1	2	3	4	8	! _____!
x. Récompenses et Taxes "non justifiées" versées aux fonctionnaires	1	2	3	4	8	! _____!
y. Incertitudes entourant la pratique des affaires	1	2	3	4	8	! _____!
z. Changements rapides et imprévisibles dans la réglementation du secteur privé	1	2	3	4	8	! _____!
aa. Manque de coordination entre ministères impliqués dans la mise en place des réglementations du secteur privé	1	2	3	4	8	! _____!
bb. Traitement spécial accordé à une classe privilégiée d'individus	1	2	3	4	8	! _____!
cc. Coûts liés aux paiements d'heures supplémentaires	1	2	3	4	8	! _____!

dd. Absence d'avantages financiers dans l'adoption du code des investissements	1	2	3	4	8	!_____!
ee. Manque de dynamisme au niveau de la chambre de commerce	1	2	3	4	8	!_____!
ff. Manque de coordination entre la politique d'industrialization et la politique agricole	1	2	3	4	8	!_____!
gg. Exigence de Garanties élevées/exagérées pour l'accès au crédit	1	2	3	4	8	!_____!
hh. Absence de personnel qualifié pour pourvoir des postes de management	1	2	3	4	8	!_____!
ii. Les diplômés du supérieur manquent d'expériences et de talents pratiques	1	2	3	4	8	!_____!
jj. Les diplômés manquent d'esprit de compétition	1	2	3	4	8	!_____!
kk. Plafonnement du montant des crédits	1	2	3	4	8	!_____!
ll. Exigence de dossiers excessifs pour toutes demandes de crédits	1	2	3	4	8	!_____!
mm. Manque d'information fiable sur l'état de la demande extérieure pour nos produits	1	2	3	4	8	!_____!
nn. Accès aux pièces de rechanges	1	2	3	4	8	!_____!
oo. Coût élevé des technologies nouvelles	1	2	3	4	8	!_____!
pp. Manque de qualification technique sur le marché local	1	2	3	4	8	!_____!
qq. Accès aux données dont disposent certaines institutions de recherche	1	2	3	4	8	!_____!
rr. Trop de ministères sont impliqués dans la mise en pratique des mesures réglementaires touchant le secteur privé	1	2	3	4	8	!_____!

27. Quelle(s) source(s) d'informations parmi celles ci-dessous énumérées utilisez-vous pour vous informer des conditions du marché pour vos produits?

Note à l'enquêteur: Encerclez les chiffres correspondant aux différentes sources qu'aura mentionnées l'enquêté.

- 1. Ministère du commerce
- 2. Partenaires étrangers
- 3. Chambre de commerce
- 4. Patronat
- 5. Journaux spécialisés d'information sur le commerce, autres journaux
- 6. Autre (Spécifiez s.v.p.) _____
- 7. Autre (Spécifiez s.v.p.) _____

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Section 4: Opportunités

28. Si vous disposiez des ressources financières et du temps nécessaires, dans quels genres d'actions (formation, amélioration des aptitudes en management, etc...), parmi celles ci-dessous listées, auriez-vous probablement investi pour améliorer la situation actuelle de votre entreprise?

Note à l'enquêteur: a). Lisez à l'enquêteur chacun des genres d'actions probables ci-dessous listées;

b). Encerclez le chiffre qui correspond au jugement porté par l'enquêteur sur chacun des genres d'actions listés.

	1. Très probable	2. Probable	3. Peu Probable	8. Ne sais pas	
a. Formation du personnel			1 2 3	8	!_____!
b. Amélioration des techniques de production			1 2 3	8	!_____!
c. Capital physique (amélioration des capacités physiques de l'entreprise)			1 2 3	8	!_____!
d. Amélioration de <u>mes</u> propres aptitudes en management			1 2 3	8	!_____!
e. Marketing			1 2 3	8	!_____!
f. Achat de terrains et/ou locaux			1 2 3	8	!_____!
g. Contrôle de qualité			1 2 3	8	!_____!
h.1. Autre (spécifiez s.v.p.) _____ _____			1 2 3	8	!_____!
h.2. Autre (spécifiez s.v.p.) _____ _____			1 2 3	8	!_____!
h.3. Autre (spécifiez s.v.p.) _____ _____			1 2 3	8	!_____!
h.4. Autre (spécifiez s.v.p.) _____ _____			1 2 3	8	!_____!

29. Si vous disposiez de ressources financières suffisantes et du temps nécessaires pour investir, quelles seraient les genres d'actions (formation, amélioration des aptitudes en management, etc...), parmi celles ci-dessous énumérées, qui pourraient retenir votre attention?

Note à l'enquêteur: a). Lisez à l'enquêté chacun des genres d'actions probables ci- dessous listées;
b). Encerchez le chiffre qui correspond à l'intérêt porté par l'enquêté sur chacun des genres d'actions listés.

	1. = Oui (intéressé)	2. = NON (pas intéressé)	8. Ne sais pas	
a. Formation du personnel	1	2	8	!_____!
b. Amélioration des techniques de production	1	2	8	!_____!
c. Capital physique (amélioration des capacités physiques de l'entreprise)	1	2	8	!_____!
d. Amélioration de mes propres aptitudes en management	1	2	8	!_____!
e. Marketing	1	2	8	!_____!
f. Appropriation	1	2	8	!_____!
g. Contrôle de qualité	1	2	8	!_____!
h.1. Autre (spécifiez s.v.p.) _____ _____	1	2	8	!_____!
h.2. Autre (spécifiez s.v.p.) _____ _____	1	2	8	!_____!
h.3. Autre (spécifiez s.v.p.) _____ _____	1	2	8	!_____!
h.4. Autre (spécifiez s.v.p.) _____ _____	1	2	8	!_____!

30. Pour chacun des types d'actions de production du genre listé ci-dessous, comment jugez-vous son degré de rentabilité dans le futur immédiat pour inciter les investisseurs nigérien?

Note à l'enquêteur: a). Lisez à l'enquêté chacun des types d'actions probables ci- dessous listées;

b). Encerclez le chiffre qui correspond à l'intérêt porté par l'enquêté sur chacun des types d'actions listés.

1. = Excellent

2. = Bon

3. = Peu encourageant, voir pauvre

8. = Ne sais pas

a. (Re)Vente de produits bruts agricoles sur le marché local	1	2	3	8	!_____!
b. (Re)Vente de produits bruts agricoles sur le marché extérieur	1	2	3	8	!_____!
c. Transformation de produits bruts agricoles pour revente sur le marché local	1	2	3	8	!_____!
d. Transformation de produits bruts agricoles pour revente sur le marché extérieur	1	2	3	8	!_____!
e. Production industrielle pour la vente locale	1	2	3	8	!_____!
f. Production industrielle pour la vente sur le marché extérieur	1	2	3	8	!_____!
g. Construction	1	2	3	8	!_____!
h. Tourisme	1	2	3	8	!_____!
i. Commerce	1	2	3	8	!_____!
j. Activités de banque	1	2	3	8	!_____!
k.1.Autre (Spécifiez s.v.p.) _____	1	2	3	8	!_____!
k.2.Autre (Spécifiez s.v.p.) _____	1	2	3	8	!_____!
k.3.Autre (Spécifiez s.v.p.) _____	1	2	3	8	!_____!

31. Parmi les projets de production agricoles suivants, lequel(s), pensez-vous, offre(nt) les meilleures chances de succès économique et financier pour inciter l'intérêt des investisseurs nigériens?

Note à l'enquêteur: a). Encerclez les chiffres correspondant aux différents types de projets d'investissement mentionnés par l'enquêté; ensuite,
b). Indiquez par un X celui que l'enquêté aura indiqué comme constituant le meilleure option d'investissement parmi tous.

- | | |
|----------------------|-----------|
| 1. Arachide | ! _____ ! |
| 2. Fruits et légumes | ! _____ ! |
| 3. Elevage | ! _____ ! |
| 4. Aquiculture | ! _____ ! |
| 5. Coton | ! _____ ! |
| 6. Mais | ! _____ ! |
| 7. Sucre | ! _____ ! |
| 8. Riz | ! _____ ! |
| 9. Niébé | ! _____ ! |
| 10. Sorghium | ! _____ ! |
| 11. Millet | ! _____ ! |
| 12. Autre | ! _____ ! |
- (Spécifiez s.v.p.) _____

32. Parmi les marchés étrangers suivants le(s)quel(s) considérez-vous (ou auriez-vous considéré, si vous n'exportez pas déjà) comme étant le(s) plus profitable(s)?

Note à l'enquêteur: Encerclez les chiffres correspondant aux différents marchés mentionnés par l'enquêté.

- | | |
|-----------------------|-----------|
| 1. CEE | ! _____ ! |
| 2. Afrique de l'ouest | ! _____ ! |
| 3. Maghreb | ! _____ ! |
| 4. Afrique Centrale | ! _____ ! |
| 5. L'Orient | ! _____ ! |
| 6. Asie | ! _____ ! |
| 7. Etats-Unis | ! _____ ! |
| 8. Amérique Latine | ! _____ ! |
| 9. Autre | ! _____ ! |
- (Spécifiez s.v.p.) _____

Section 5: Associations

33. Etes-vous (ou votre entreprise) affilié à une forme quelconque d'association(s) privée(s) (commerciale ou autres) ?

1. Oui

2. Non

SI OUI, voir question 33.A, s.v.p.

33.A. Indiquez laquelle (lesquelles) et comment vous jugez son efficacité à bien représenter vos intérêts.

Note à l'enquêteur: a). Encerclez, pour chacun des groupes (associations) ci-dessous listés, le chiffre correspondant au jugement donné par l'enquêté sur son degré d'efficacité; ensuite
b). Indiquez par un X ceux auxquels l'enquêté ou son entreprise est déjà affilié(e).

1. Très efficace

2. Modérément efficace

3. Pas efficace

8. Ne sais pas

1. Chambre de commerce	1	2	3	8	! _____ !
2. Patronat	1	2	3	8	! _____ !
3. ????	1	2	3	8	! _____ !
4. ????	1	2	3	8	! _____ !
5. ????	1	2	3	8	! _____ !
6. ????	1	2	3	8	! _____ !
7. ????	1	2	3	8	! _____ !
8. ????	1	2	3	8	! _____ !
9. ????	1	2	3	8	! _____ !
10. ????	1	2	3	8	! _____ !
11. Autre (Spécifiez s.v.p.) _____	1	2	3	8	! _____ !
12. Autre (Spécifiez s.v.p.) _____	1	2	3	8	! _____ !

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34. Quelle importance accordez-vous à chacun des facteurs suivants dans votre volonté à vous affilier à d'autres entités privées (commerciales ou autres).

Note à l'enquêteur: Encerchez, pour chacun des facteurs ci-dessous listés, le chiffre correspondant au jugement de l'enquêté sur le degré d'importance qu'il lui attribue.

1 = Très important
3 = Pas important

2 = Quelque peu important
8 = Ne sais pas

1. Possibilité d'Accès au crédit	1	2	3	8	!_____!
2. Assistance technique	1	2	3	8	!_____!
3. Programmes de formation du personnel	1	2	3	8	!_____!
4. Contacts opportuns et dialogue accrus avec les pouvoirs publics	1	2	3	8	!_____!
5. Capacité à fournir des informations sur la situation et les conditions du marché	1	2	3	8	!_____!
6. Capacité à conduire des études de faisabilité	1	2	3	8	!_____!
7. Capacité à informer sur les mesures réglementaires du gouvernement	1	2	3	8	!_____!
8. Autre (Spécifiez s.v.p.) _____ _____	1	2	3	8	!_____!

MERCI POUR VOTRE APPRECIABLE ASSISTANCE

ANNEX V: USAID PORTFOLIO PROFILE

Program Obligations (\$000)

	<u>LOP</u>	<u>1986 & Prior</u>	<u>1987</u>	<u>1988</u>	<u>1989</u>
I. <u>Economic Policy Reform Program</u>	15,000	-	-	15,000	-
II. <u>Sector Grant Programs</u>					
Agriculture Sector Development Grant	52,515	32,000	6,915	7,000	7,000
Niger Health Sector Support	15,000	3,507	5,000	3,510	1,150
Sub-Total	67,915	35,507	11,915	10,510	8,150
III. <u>Bilateral Projects</u>					
Niger Applied Agriculture Research	20,000	-	5,974	2,400	3,100
Family Health and Demography	11,000	-	-	2,400	3,500
Rural Organizations Development	9,000	-	-	-	3,865
Sub-Total	40,000	-	5,974	4,800	10,465
IV. <u>Other</u>					
Small Project Assistance/AFSI	NA	160	100	140	140
Human Resources Development				454	400
Sahel Human Resources Development					510
Emergency Locust and Grasshopper Control				400	741
Regional Programs (Technical Assistance in Health/Family Planning/Child Survival)				705	310
Miscellaneous technical assistance, studies, program design, etc.				991	1,900
GRAND TOTAL	<u>122,915</u>	<u>35,667</u>	<u>17,989</u>	<u>33,000</u>	<u>22,616</u>
Emergency Food AID				4,544	-

Note: All assistance is in the form of grants.

September 1989

Program Logframe	FY90 Assessment of Program Impact (API)			
STRATEGIC OBJECTIVE No. 1	Indicator	Baseline Year	Actual Thru 1989	Expected Thru 1995
Increase agricultural growth on a sustainable basis.	Increase in output of:	Average 1984-86:	Average 1987-89:	
	Cowpeas	201,000 mt	277,000 mt	
	Millet/Sorghum	1.5 mil mt	1.8 mil mt	

Notes:

Cowpea production averaged only 54,000 mt from 1980-85, and thus appears to have increased substantially on a sustainable basis. The use here of 3-year production averages basically reflects the large variation in rainfall, the primary determinant of cereal output in Niger. Low levels of average output in the 1984-86 period are due to a very bad year of rainfall in 1985, whereas 1988 was an excellent year for rainfall (millet/sorghum production reached over 2.4 million metric tons), pulling the 1987-89 averages higher.

A methodology for examining program impact on the output of sorghum, millet, and cowpeas is currently being refined under ASDG I. This multiple regression analysis attempts to separate out policy impacts from various other factors influencing cereals output. Good information on these other factors (e.g. rainfall, pests, prices, incomes, exchange rate) is needed for this type of analysis, and ongoing data collection and analysis efforts supported by USAID will enable improvements in future analyses.

Program Logframe	FY90 Assessment of Program Impact (API)			
	TARGET No. 1. A	Indicator	Baseline Year 1988	Actual Thru 1990
Build national capacity to diversify crop production and improve research/ extension/farm linkages.	Total research trials conducted	100	248	400
	Number of on-farm trials	0	15	25
	Contre saison trials	0	17	30
	Irrigated condition trials	0	22	30
	Improved varieties of sorghum released	0	0	2
	% of farmers adopting new varieties	0	0	15
	% increase in average yields of new sorghum varieties over old	0	0	40
	Number of INRAN staff trained			
Ph.D.			2	2
Masters			5	8

Notes:

1. Under USAID support to the national agricultural research institute (INRAN).
2. Twenty-eight socio-economic surveys were conducted through fiscal year 1990 in order to provide essential baseline data for ongoing research.
3. Contre saison and irrigated trials (rice not included) are expected to lead to increased diversification.
4. To achieve expected sorghum yield increases with new varieties an adequate seasonal distribution of rainfall and improved management practices must occur. Current average yields in Niger are 400 - 500 kg/ha. Research trials have yielded up to 6000 kg/ha.

Program Logframe	FY90 Assessment of Program Impact (API)			
	TARGET No. 1. B	Indicator	Baseline Year	Actual Thru 1990
Establish program for land and resource management, environmental restoration, resource studies and environmental assessments.	Community controlled woodland management sites (ha)	1,500 (1988)	13,249	112,000
	Managed agricultural lands	400,000 (1989)	400,050	567,000

Notes:

1. Represents woodland that was put under improved NRM practices as a direct result of the current USAID program.

2. Managed agricultural lands are defined as lands used for the production of food, fuel, fodder, or fiber on which improved natural resource management practices have been adopted with the goal of increasing sustainable levels of production (e.g. agroforestry, soil and water conservation, soil fertility management, etc.).

Other indicators will be considered as the ASDG II program gets under way in 1991, including: number of farmers using NRM practices, number and area of village land use plans, number of public wells attributed to individual or community management, amount of wood produced on managed woodland, and area of pasture land under management by pastoral associations.

Program Logframe	FY90 Assessment of Program Impact (API)			
TARGET No. 1. C	Indicator	Baseline Year 1980	Actual Thru 1990	Expected Thru 1995
Develop regional data on rainfall, crops, forage production, pests, and famine early warning to supplement national systems for agricultural planning and pest control.	Number of scientists trained in generation and use of data from greenness maps:			
	1. Information Sciences:			
	AA	0	21	
	BS	0	11	
	2. Hydrology/Water Resources			
	MS	0	10	
	Number of GON offices receiving information:	0	22	50

Notes:

1. Although this is a process indicator, the ability to transfer the technology is dependent upon having trained personnel. The training phase is now completed.
2. Vegetative assessments (greenness maps) for Niger were being produced by USGS in South Dakota before a local capacity was developed in 1990. The distribution of reports is now centralized and will be extended to the local level in the future.

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Program Logframe	FY90 Assessment of Program Impact (API)			
STRATEGIC OBJECTIVE No. 2	Indicator	Baseline Year	Actual Thru 1990	Expected Thru 1995
Increase the scale, diversity, and efficiency of agro-pastoral markets.				

Notes:

Lack of baseline data on percent of production marketed, marketing costs, price margins, and transportation costs make it difficult to monitor the efficiency of agro-pastoral markets in Niger. When baseline data becomes available, indicators can be identified.

Possible future indicators include: percent of production marketed (both locally and for export); marketing and transportation costs; and farm-gate prices.

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Program Logframe	FY90 Assessment of Program Impact (API)			
TARGET No. 2. A	Indicator	Baseline Year 1986	Actual 1989	Expected 1992
Expand the private sector role in agro-pastoral marketing and continue liberalization of domestic and foreign trade regulations.	Quantity of exports (mt):	Average 1981-86:		
	Livestock	38,053	7,816	52,079
	Skins/Hides	1,629	540	2,200
	Cowpeas	5,703	14,510	7,700
	Onions	13,337	22,059	18,005
	Number of steps to conduct export formalities	13	10	4
	Level of export tax on (% of value):			
	Cattle	8	3	3
	Sheep & Goats	17	3	3
	Cowpeas	20	3	3
Onions	50	3	3	
Input subsidies as a percentage of the delivered cost of inputs	57 (1984)	25	15	

Notes:

- Quantity of official exports per calendar year (Oct.- Oct.), provided by the customs service (1986 was the last year official customs data was available; the 1989 figures are provisional).
- This is an average percentage level across inputs.

Program Logframe	FY90 Assessment of Program Impact (API)			
	TARGET No. 2. B	Indicator	Baseline Year 1988	Actual Thru 1990
Encourage greater participation in economic activities by community-based self-managed cooperatives.	Number of co-ops engaged in commercial activities	70	180	180
	Number of co-ops capable of producing financial statements	0	25	70
	Number of people receiving literacy training:			
	Total	0	4000	8000
	Women	0	1700	3400
	Number of marketing loans extended:			
	Total loans	88	188	313
	Ag. marketing	60	120	195
	Value of marketing loans (CFA):			
	Total	183 mil	283 mil	483 mil
Cowpeas	137 mil	142 mil	242 mil	

Notes:

1. Approximately 25% of cooperatives are engaged in cowpeas, 37% in grains, 41% in boutiques, and fewer than 10% in wood sales and pharmacies. Some cooperatives engage in more than one type of commercial activity.
2. This implies the ability to produce correct income statements and balance sheets.
3. Before 1988, cooperatives had 4 years of literacy training. Only those beginning training in 1988 are included here. Approximately one-third of those receiving training achieve literacy each year.
4. Doesn't include loans prior to 1988 or funds from sources other than BIAO.
5. Before 1988, all cowpeas were marketed by GON; policy reforms supported by USAID enabled cooperatives to market cowpeas themselves.

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Program Logframe	FY90 Assessment of Program Impact (API)				
	TARGET No. 2. C	Indicator	Baseline Year 1988	Actual Thru 1990	Expected Thru 1992
Develop pilot village credit union system to mobilize savings and provide access to credit.	Number of credit unions established:				
	Total		0	5	15
	Women's		0	1	2
	Average number of members		0	100	130
	Total savings (CFA)		0	730,000	2.0 mil
	Total loans (CFA)		0	0	1.4 mil

Notes:

The major constraint to developing a viable credit union system is the success in generating savings and obtaining a base of at least 500,000 CFA of savings per credit union. A growth of 10-15%/year in savings will be the target after the base level is reached. Since people are not presently saving money in formal institutions, this requires that habits change. A savings promotion campaign will be undertaken to achieve this goal. Another important goal is to be able to make viable loans on 70% of savings. Interest charged on loans will be 2%/month. Savings will earn 8-10%/year.

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Program Logframe	FY90 Assessment of Program Impact (API)			
	STRATEGIC OBJECTIVE No. 3	Indicator	Baseline Year 1989	Actual Thru 1990
Increase the coverage and quality of the health care delivery system.	Infant Mortality per one thousand people	140	unknown	125

Notes:

The 1988 census, which received USAID support, will impact on all sectors relying on demographic data for policy formulation. Data from the census are still being processed, and should be available by mid-1991. A Demographic and Health Survey (DHS) at the national level is planned which will provide more information on fertility, mortality, use of contraceptives, and other health information as a mid-point review of program progress and impact.

Program Logframe	FY90 Assessment of Program Impact (API)			
	TARGET No. 3. A	Indicator	Baseline Year 1989	Actual Thru 1990
Develop GON/MOH sustainable cost recovery and containment policies and readjust resource allocations to improve health service delivery.	Percent of primary health care facilities implementing a cost recovery system	0	0	90
	Percent of primary health care facilities with a full range of essential drugs	33	33	100
	Percent of primary health care facilities with appropriate allocation of health personnel	19	20	80

Program Logframe	FY90 Assessment of Program Impact (API)			
TARGET No. 3. B	Indicator	Baseline Year 1989	Actual Thru 1990	Expected Thru 1995
Improve health service delivery in nutrition education, malaria treatment and prevention,	Percent of health facilities using correct malaria protocol	0	0	50
immunization, blindness prevention, and increase population reached by child	Percent of mothers using ORI for diarrhea	9	15	80
survival interventions.	Percent of children fully vaccinated	16	16	75

Program Logframe	FY90 Assessment of Program Impact (API)			
	TARGET No. 3. C	Indicator	Baseline Year 1989	Actual Thru 1990
Increase family planning service delivery at sustainable rates.	Increase in use of modern contraceptive methods (couple-years of protection)	12,500 - 13,500	28,000	150,000

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ANNEX VI: USAID PRIVATE SECTOR STRATEGY

PRIVATE SECTOR STRATEGY

USAID/NIGER

USAID Niger's direct involvement in private sector development is not new. Even a cursory review of the mission's CDSS and its current portfolio - as well as programs and projects in the design and approval pipeline - demonstrates the importance which the mission has and is placing on private sector initiatives in its developmental philosophy and programming. This Private Sector Strategy Statement highlights the underlying private sector themes which run through the mission's program.

The presentation which follows is organized essentially along the lines of the private sector research studies recommended and supported by AFR/PRE and undertaken by the mission over the past several months. These consulting studies were designed to obtain a better understanding of Niger's private sector from several points of view. This Private Sector Strategy Statement is organized as shown below to present these research findings and to draw the appropriate strategic and action conclusions and recommendations.

- . The Nigerien investment climate
- . Private sector participation in the economy
- . Agriculture and livestock sectoral surveys
- . Donor countries' current and planned projects and programs
- . Mission development strategy and private sector-related activities
- . Mission organization and staffing assessment

The Private Sector Strategy Statement is the result of a review of these research findings and an analysis of realistic private sector strategic options open to the mission.

The major conclusions which emerge are as follows:

USAID Niger's Country Development Strategy already forcefully stresses development via private sector mechanisms.

Almost all current and planned projects and programs have a strong underlying private sector focus.

USAID Niger's private sector development theme is confirmed as rural based and market oriented.

The mission may need to modify organization and staffing in the future, as specifically private sector oriented programming increases.

Country and Private Sector Strategies -
Overview and Rationale

As stated in the Fiscal Year 1988 Country Development Strategy Statement, the long-term development objective of USAID/Niger is increased food production, leading to food self-reliance and increased incomes. In the medium term, USAID is concentrating on policy changes, better resource management and increased efficiency of human and financial resource use in agriculture/rural development and health/family planning. The program focus includes on encouraging drought proofing of agricultural production, diversifying revenue sources for rural families, integrating agriculture, livestock, and forestry/conservation, and stimulating self-managed rural organizations such as cooperatives. USAID support takes the form of program and project assistance in agricultural policy and parastatal reform, agricultural research and extension linkages, agricultural cooperative and credit union development, land use planning, and health service policy reform.

The private sector strategy for USAID is closely linked to this overall development strategy for the rural economy. The principal goal in this sector strategy is to reduce the government role in the economy and to foster an atmosphere favorable to private sector development. USAID will work to achieve this objective by encouraging reduction of policy constraints and regulatory barriers to the development of self-managed cooperatives and competitive private enterprise in agricultural products and services. USAID support is usually developed within components of existing programs and projects, although the proposed Niger Economic Policy Reform Program will concentrate entirely on this objective. Initiatives in various parts of the USAID portfolio already support the development of diversified agriculture and livestock production, effective supply of agricultural inputs, rural access to savings and credit services, increased participation in national and foreign markets for raw and processed agricultural products, and increased private sector role in pharmaceutical supply.

- | |
|-------------------------|
| → land use/tenure |
| → interest rates |
| → labor laws |
| → collection/protection |
| → overvalued CFA |

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II. The Investment Climate - An Equally Difficult Economic and Regulatory Climate.

In examining the possibilities for economic development in Niger, USAID has become painfully aware of the very serious constraints to increased growth. Opportunities are severely limited even within the agriculture sector which provides livelihood for 90% of the population. Niger suffers from sparse rainfall and a harsh production environment. The most important feature relating to the availability of agricultural products for trade is the low level and erratic frequency of rainfall. Linked with low rainfall are poor soil conditions, erosion, and a very high rate of evapotranspiration. These factors create rather strict barriers to production possibilities. Periodic drought complicates further this already marginal productive base by reducing local capital while requiring outside food and transport assistance.

Niger is also a land-locked country, over 1000 kilometers from the nearest port. This adds substantial costs to imports and makes many domestic products uncompetitive. Air freight facilities are limited, unreliable, and expensive. This leaves Niger dependent on a long road or combination road-rail link to the coast. The country must also maintain good relations with its neighbors through whose territory Nigerien exports and imports must pass.

Meanwhile, the domestic market is miniscule and fragmented over 1000 miles along the southern fringe of the country. Niger contains approximately 6.9 million inhabitants, fully 50 percent under 16 years of age, but this population is spread out over 1,267 million square kilometers, with only 15 percent of the population living in urban areas. The market is narrow not only in point of view of numbers, but also in terms of purchasing power. Farmers are trapped in a vicious cycle of subsistence millet production which provides a marginal living. The small domestic market coupled with limited export prospects due to low productivity and poor market research leaves little hope for activities based on economies of scale.

Resources are also limited. Government revenues can at best provide only the most essential services, and the private sector is very small and generally strapped for credit. Despite very limited purchasing power, costs are higher in nearly all facets of the production, processing, and marketing cycle. Imported Thai rice is cheaper than the locally produced product. Milk reconstituted from imported powdered milk is less expensive than local whole milk.

low literacy rate, as only 10 percent of the adult population is literate. This not only severely limits effectiveness of employees, but also hinders efforts at structuring larger units of production and marketing. The formal education system is limited in coverage and is geared to producing government employees for a francophone administrative system.

Confronted with an impossible financial situation, the Government has had to reexamine its relationship to the economy and the potential of the private sector in economic development. Over the past five years, but especially within the last year, the Government has announced several programs to reduce its role in the economy and to encourage the private sector as a force for economic growth. The Structural Adjustment Program, the Programme Significatif de Relance (PSR), the Five-Year Plan, and the Programme d'Appui aux Initiatives Privées et à la Création d'Emplois (PAIPCE) focus on the withdrawal of the Government as a direct actor in the economy, on the establishment of a regulatory climate more conducive to private initiative, and on the integration of the informal sector into the modern economy.

Nonetheless, for the time being, the regulatory environment is still unfavorable. The government has a basic statist orientation, with a very large role in the modern private sector and a fundamental desire to control the workings of the economy. While this control is not necessarily successful, it is annoying, reduces efficiency, and breeds mistrust between the public and private sectors. The Government suspicion of the private sector is reflected in the regulatory environment with its excessive regulation, overlapping controls, and arbitrary enforcement of rules on prices, goods movement, and the labor force. Although in the process of reform under the GON, PSR, Five-Year Plan, and PAIPCE efforts, the official relation with business is still characterized by permits, licenses, rules of procedure, confusing codes, arbitrary enforcement, and poorly defined appeals process. The formal private sector which exercises within this administrative framework frankly admits its frustration with the antiquated, convoluted system. The informal component has simply opted out of the process.

While there seems to be an adequate overall supply of credit, there is almost no capacity to do hard feasibility and marketing studies to convince banks to extend credit. Bankable projects are exceedingly difficult to find, not only because of the limited opportunities generally available, but also due to an educational system that does not produce this type of expertise and a political system that will allocate credit to other than credit worthy schemes.

Nigerians working in the informal sector, be they small craftsmen or wealthy traders, tend to rely solely on commerce and trade as a way to develop wealth. This has at times worked to the detriment of developing an entrepreneurial spirit which could provide more opportunity for investment in Nigerian production and services.

Government taxes are geared for revenue generation and seem to have little importance in the setting of policy toward the private sector. The export tax is applied to goods whose external trade the GON would like to encourage as well as those it would prefer to limit. Other taxes and customs duties are poorly defined, leaving a state controller a wide latitude in interpreting a situation. The export tax especially serves to penalize local producers and merchants by making their goods uncompetitive on the regional market.

Institutions available to assist the private sector are poorly developed. The Chamber of Commerce, the Office for Promotion of Nigerian Enterprise, and the Ministry of Commerce, Industry and Artisans are weak in personnel trained in business, relying heavily on civil servants for staffing. This puts people with little business experience in positions where they must serve as advocates for the business community, and this often serves to heighten the suspicion that exists between public and private sectors.

There is a dearth of readily available information which can be used to plan short or longer term business operations in the marketing of Nigerian products and services either domestically or to international markets. There is need for quantity and price information on the domestic marketing of key basic agricultural commodities. There is even less reliable information available on foreign markets, despite the fact that export market intelligence services are highly important in the development of potential market opportunities. In order to penetrate markets effectively in Nigeria, Cote d'Ivoire, France, and other European or African countries, reliable information on such key variables such as quantities marketed, price and price variation or seasonality, standards in appearance, quality, health concerns, and packaging is critical to promoting competitive export industries. Information on regulations, enforcement, and appeals procedures is also difficult to get.

The climate for investment is thus not very encouraging. The production possibilities are quite limited and the regulatory environment, while changing, is not fully supportive of a private sector with a minimum of administrative controls. The informal sector really sees no advantage to modernizing its operations and taking advantage of targets of opportunity under the current rules of the game. There are no institutions in Niger which can foster this transformation from the informal to the formal component of the private sector and few institutions which can assist in private sector development of any type. Under these conditions, the development of the private sector will be long and tedious. There are no quick fixes, and any interventions will have to focus on a long-term pay off. The development of the private sector in Niger is predicated on policy reform/structural adjustment, as well as good rainfall and economic growth. The negative feelings for the private sector commonly held by Government employees must be replaced by active promotion of the growth of the various subsectors. This depends on a true partnership between the state and the business community and plotting the means by which that sector can grow. In return, producer and marketing groups are often ready to increase their payment of specific user fees for the direct provision of productive services. This active partnership will take time to develop.

III. The Nigerian Private Sector - Limited, Trade and Merchant
Dominated, Regional.

The private sector in Niger is characterized by a very small formal component. Using structured accounting and administrative methods and specializing in product or service, these private and mixed enterprises employed approximately 27,000 people in 1984, down from 36,000 in the late 70s. Over 50 percent of those employed in the late 70s were in mining and construction, but both these industries have been hard hit by the uranium recession. These enterprises are subject to heavy tax burden and frequent government controls.

The informal component of the private sector is comprised of craftsmen and traders, ranging from those who eke out a marginal living to wealthy traders who play the lucrative Nigerian markets. This group tries to avoid association with the Government, is closely held by family members, uses unstructured accounting and administrative practices, and generally enjoys a commercial environment free of regulation. The traders are generalists and mercantilist in their commercial philosophy, aiming for quick return. They often play upon exchange rate differences or on economic controls on either side of the Niger-Nigeria border to make this quick profit. They are unwilling to hold stocks for long and will opt for de facto cartels, carving up the market and thus restricting competition and forcing situations of high prices with low turnover. The bulk of a significant cross border trade in agricultural products, transhipped products through Niger, and small industrial products from Nigeria is handled by these traders.

Opinion is quite divided on the effects of the informal component on the modern component, but many feel that despite frequent competition between the two, the informal sector is actually very important in marketing local products that are competitive with Nigerian goods. On the other hand, when the exchange rate is unfavorable or the comparable good is not competitive, the Nigerian goods marketed by the traders can destroy local enterprises. In the case of wheat flour, both of these effects were felt within the extremely short period of six months. In May 1987 the Grands Moulins du Sahel (flour mills) were on the point of closing because of the competition from smuggled Nigerian flour; today traders are efficiently marketing CMS flour throughout the country. The ban in Nigeria on wheat imports has made the difference. A valid private sector strategy must therefore include the informal component and its close relationship to Nigeria.

The extreme reluctance of informal operators to enter the formal sector also leads to ceding profits to Nigerian traders from aggregating and shipping to Lagos such commodities as Nigerian copra and skins/hides. Such aggregation is now done in Northern Nigeria by Nigerian trading firms after commodities cross the border informally in small lots.

IV. Niger's Agricultural and Livestock Sectors - Major Targets of Opportunity.

The small size of the Nigerien market and limited disposable household income impose constraints on private sector development. Niger will have to export to find markets, and it will need to make strenuous efforts in this area in order to take advantage of those commodities in which it has a comparative advantage.

Targets of opportunity have to be identified to help generate income, jobs, and economic growth. Livestock and certain ag products benefiting from dry climate would seem to have a regional comparative advantage, but potential targets need to be thoroughly examined to find those with the best payoff. Given the marginal competitiveness even in agriculture, USAID proposes to examine all ag commodities to find those with best potential. Areas susceptible to more rapid growth have to be identified and exploited fully through increased productivity, reduced costs, or more effective marketing of the targeted goods or services. Once identified, enhanced market development should yield more jobs in processing and services related to these commodities, leading to increased rural incomes and purchasing power. This, in turn, should have a positive effect on limited domestic demand for Nigerien agricultural goods and services.

In terms of trade, Niger has some advantage in the production of livestock (with goats, sheep and cattle going south and camels north) and is known for its high quality onions, garlic, and potatoes (products that do poorly in coastal states). Niger also supplies Nigeria with cowpeas, red peppers, and other items that grow in insufficient quantities to satisfy the Nigerian market. Certain of Niger's processed goods, such as SONITEXTIL cloth, are also sought in neighboring countries because of superior quality. There is some trade with Europe in winter fruit and vegetables, as well as in hides and partially tanned leathers. Skins and hides seem to be a very promising commodity area. At the present time, a large portion of exported skins and hides are shipped to Europe through Nigeria, with Nigerien traders aggregating stocks for shipment and product markups to Niger's loss.

The Donor Community - Niger's Primary Source of Investment and Future Development.

Virtually all of the Nigerien investment budget and development capital comes from donor agencies. Major donors contribute heavily to production-oriented projects in agriculture, livestock, and forestry. While most assistance is provided on grant terms, the Regional Development Banks, the World Bank, the EEC, and the CCCE have major soft loan programs.

The IBRD is by far the largest donor active in Niger in the private sector/parastatal reform field. It is particularly important in the policy reform and structural adjustment areas, financing major reforms in parastatals and the privatization of several state-owned enterprises. It is also active in transport, primary education, health, livestock, irrigation, and dryland agriculture.

In addition, the World Bank plans to finance two studies highly complementary to USAID's private sector NEPRP efforts: Obstacles to the Development of the Private Sector (picking up where the Giroday report funded by AFR/PRE leaves off) and Incentives to Industry. It also proposes pilot studies of two caution mutuelle (mutual guaranty) groups and an entrepreneurship development pilot program with PAIPCE.

The International Labor Organization (ILO) provides support with ASDG funding to the rural based artisans of the informal sector through its project for Training and Support for Artisanal Enterprises in Niamey and Dosso Departments. This activity, which CARE International will extend to Maradi Department, provides training and credit to project beneficiaries who have improved technology and expanded production of locally produced farm tools and carts, as well as repair services. The ILO also provides direct technical and financial support to the Centre National de Perfectionnement à la Gestion (CNPGE), a Chamber of Commerce center for improving business skills.

The United Nations Development Program (UNDP) maintains assistance via its Industrial Development Organization (INDO) to the Office for Promotion of Private Enterprise (OPEN). This intervention includes technical assistance to the studies division of OPEN. UNDP has also developed a project to assist the Centre Nigerien de Commerce Extérieur (CNCE), financing technical assistance to develop an export action plan, rationalize import operations and techniques, and create a pilot commercial information system. The UNDP is also planning a project which would provide technical assistance to examine

feed, refrigerated meat, dairy, live animals, skins and hides, leather, and by-products. In addition, it finances a regional project to help train slaughterhouse employees to improve the quality of skins and hides. Other projects include poultry farming and animal feed. UNDP has also funded studies on cassava processing, onion storage, and salt lick manufacture.

The EEC is assisting Tillikains Cooperative to increase production in market gardens and to sell produce in Niamey. It has financed a study of the potential for marketing winter vegetables in France. It has also funded a feasibility study of a tomato canning factory and promotional exhibitions of Nigerien produce in European trade fairs. The EEC is also active in irrigated rice production.

The French Volunteers (AFVP) and a PVO have worked out a swap/barter arrangement within Niger to improve weak domestic market links. In this program, surplus millet from Gaya is exchanged for surplus rice from Tillaberi.

The Germans have funded refrigerated slaughterhouses in three cities, as well as a poultry farm, national grain security stock, and integrated agriculture projects in Niamey and Tahoua.

The BOAD is financing an irrigated dairy project outside Niamey and the BADEA has provided a loan for modular dairies in Tahoua and Maradi.

The French capital assistance agency, Caisse Centrale de Coopération Economique is providing financial and technical assistance to several parastatals for reform and restructuring. It is also working with Gaya Cooperative to market fruit in Niamey. As this market becomes saturated, the CCCE and the FAO are looking at the possibility of processing high quality Gaya citrus into juices using appropriate technology. The CCCE also finances livestock activities and rice production.

VI. Niger Private Sector Strategy

Faced with the staggering constraints mentioned earlier, USAID has chosen a very opportunistic private sector strategy. It will coordinate carefully with other donors to assure complementarity with USAID interventions. This is especially true with regards to restructuring and privatization already underway. The USAID strategy will focus on the rural economy products and services, using elements within its own approved projects over the next 2-3 years to promote private sector organization and skills. Since economies of scale are difficult to achieve, the emphasis will be on small, locally managed pilots or prototypes with potential for replication. While these efforts would concentrate on the private sector, they would not exclude participation by the government where appropriate if this could increase competitiveness.

USAID will situate its private sector strategy within the current GON policy framework. It will support Government efforts to translate the PSR, Economic Development Plan, and PAIPCE policy goals into a regulatory environment that will encourage private sector initiative, primarily through NEPRP.

A valid private sector strategy must deal with all of the above constraints and the very marginal comparative advantages that can be developed in Niger. This strategy should begin with the concept of self-reliance in food production and extend to a more effective economic integration of markets in the entire region. Resources in Niger are simply too scarce to view the problem from an autarkic perspective. One element of USAID strategy then is to encourage regional market integration.

USAID will help the GON examine, identify, and promote targets of opportunity within the agriculture sector through NEPRP. This assistance will include rapid reconnaissance surveys of various commodities, examination of value added potential and credit guarantees for ag products, and support for market information systems in principal export centers. The objective is not only to stimulate production, but also to diversify economic activities, to generate income, jobs, and economic growth. Maximizing value added by processing commodities and developing related services is also an important goal. Increased production must have market outlets, but until such time as the Nigerien population's purchasing power increases, much of the market will be export-driven, geared to Nigeria and the coastal countries. A second strategy element is, therefore, market research and development.

USAID will also try to assist in fostering the transition of informal sector to formal businesses through the NEPRP and training opportunities. This would include activities to highlight the usefulness of modern management, marketing, and organizational techniques, as well as the profit opportunities for economies of scale. USAID will also work to encourage changes in the administrative and policy environment which would allow the formal sector to compete more effectively with the informal. Under such regulatory reform, the Government would apply its controls more equitably to all private sector operators. Thus, promoting modern private sector skills and organization is an element of USAID strategy.

USAID will use the same mechanisms to help build institutions to assist the private sector and the government agencies that can serve as effective advocates of a free market economy. The public and private sectors will both have to change current methods and philosophies in order to create the type of partnership that will stimulate economic growth. USAID recognizes the importance of developing this partnership, and consequently, a final strategy element will be support to institutions which link the private sector and the Government.

Vii. Current and Proposed Niger Programs and Projects - the Linkages to Private Sector Strategy Goals.

The USAID program has always placed strong emphasis on policy reform in an effort to reduce the Government role in the economy and to make limited Government resources as efficient as possible. Under the Agricultural Sector Development Grant (ASDG), the Niger Health Sector Support Grant (NHSS), and the NEPRP, significant policy and procedural reforms are sought for grain marketing, agricultural input supply, cost recovery in health services, increased private marketing of pharmaceuticals, domestic and export marketing, and equitable competitive terms between the formal and informal private sectors. USAID's policy reform programs will continue to be supported by project assistance which can provide technical expertise, training, institution building and technology transfer.

Market research and development will continue to be especially important to USAID strategy. Most programs and projects already contain elements for stimulating market growth, but in the future sharper focus will be on research and promotion of market opportunities for private operators. Such activities have already begun under the Agricultural Production Support Project (APS) and the Forestry and Land Use Planning Project (FLUP) and are intensified under the proposed NEPRP. Commodity market information systems are being developed in the Integrated Livestock Project (ILP), ASDG, and are proposed under NEPRP.

USAID is also assisting in the development of local financial markets in several ways. An innovative component of the APS Project guarantees private bank loans for cooperative activities. USAID is examining the possibility of elaborating on this type of intervention by using central funding to provide guarantees for marketing loans to private sector operators and mutual guaranty groups. More broadly, studies done under ASDG have provided the background and research for restructuring rural credit and savings in Niger. The proposed amendment to ASDG would design pilot credit union activities and focus on policy reform and institutionalizing credit unions as a method for mobilizing rural savings and providing credit. The Rural Organization Development Project (ROD) would continue private bank loan guarantees for cooperative activities.

With regard to privatization, USAID has been very active in converting the Government input supply parastatal into a cooperative owned marketing system. These efforts will continue. Outside of this intervention, once targets of opportunity in the rural economy have been identified under ASDG and NEPRP, USAID will examine the state-owned and recently privatized businesses related to the pay-off areas with a view to requesting appropriate assistance from the Center for Privatization.

Training and institution building are also important means for achieving our private sector goals. The ASDG program local currency fund finances an important training project for the informal rural private sector. This project, currently implemented by the ILO and soon to be expanded by CARE, trains, provides credit, and transfers appropriate technology to thousands of rural craftsmen. Other projects also stress training. The APS Project has an important training component for cooperatives, and the Sahel Human Resources Development Project provides in-country private sector seminars to local businessmen through OPEN. In the future, USAID will orient a portion of its training portfolio selectively toward private sector enterprises and intermediary institutions, such as the Chamber of Commerce and businessmen's associations. It will also examine programs to assist recent university graduates and departing civil servants under PAIPCE prepare for jobs in the private sector. In addition, USAID will work for improved in-country training capacity in management to assure the most effective use of limited resources. As for institution building, bilateral projects and centrally funded projects such as ARIES would be called upon to develop stronger private sector support institutions.

The following chart illustrates linkages between current and proposed programs/projects and USAID/Niger's private sector strategy.

**PROGRAM AND PROJECT INITIATIVES SUPPORTING
USAID NIGER'S PRIVATE SECTOR STRATEGY**

PROGRAM/PROJECT

**GOAL/OBJECTIVES
RELATED TO PRIVATE
SECTOR**

PRIVATE SECTOR FOCUS/IMPACT

**Niger
Economic Reform
Program - NEPRP
Principal policy
reform program
supporting private
sector in agriculture**

- . Increase rural incomes by stimulating crop diversification and improved domestic/foreign marketing of agricultural production
- . Expand access of cooperatives and private sector to all agricultural product marketing channels

- . Simplify export regulations
- . Eliminate export tariffs
- . Introduce regulatory, business and market information
- . Reduce govt. controls and clarify regulatory texts
- . Reduce/Eliminate price controls
- . Revise commercial and investment codes

**Agriculture Sector
Development Grant
(I, II)**

- . Diminish policy constraints in agricultural production
- . Provide resources to support agricultural development
- . Support economic stabilization/structural adjustment process
- . Hasten transition from public to private sector of agricultural input and marketing.

- . Support increased role of voluntary cooperatives and private sector in supply of agricultural inputs and storage/marketing of grain.
- . Develop a national certified seed production and distribution system.
- . Improve national grain marketing and distribution systems, and cost effectiveness of national grain reserve.
- . Support regional trade initiatives
- . Create national savings and credit system

**Agricultural Pro-
duction Support
Project**

- . Strengthen national institutions supporting ag development, promote national cooperative movement.

- . Provide cooperative development support services
- . Establish private sector bank guarantee program for credit extension to cooperatives.
- . Assist in transfer to coop movement of national input supply agency

**Niamey Department
Development**

. Develop self sustain-
ing rural development
process in Niamey Dept.
including cooperative
development

. Provide cooperative deve-
lopment support services
. Establish local investment
fund
. Adapt technical packages
. Foster animal traction and
improved pumping systems

**Integrated Livestock
Project (rev)**

. Establish development
policies for the
livestock subsector that
increase productivity and
rural incomes while balan-
cing number of animals with-
in rangeland environment

. Strengthen policy planning
and market research and infor-
mation capabilities

**Niger Applied
Agriculture Research
Project**

. Improve applied research
for dryland and irrigated
agricultural development

. Provide research data on
cowpeas and other export
agricultural products
. Support research on prod-
uction, cropping and markets
for higher value crops

**Niger Health
Sector Support Grant**

. Improve rural health
delivery systems

. Promote pharmaceutical
sales through private
entrepreneurs and coopera-
tives
. Explore user fee possi-
bilities for health
services.

**Niger Family Health
and Demography
Project**

Support development of
national level family
planning service system

Test private, mixed ap-
proaches to contraceptive
distribution

**Forestry and Land Use
Planning**

. Improve management of
forest and rangeland
resources

. Promote rational harvesting
and free market sales of forest
and range products in national
forests.
. Develop cooperative marketin
system for forest and range
products from national forests

**VIII. USAID Structure and Capabilities - Implications
For Achievement of Private Sector Strategic Development Goals and
Program Management**

USAID currently has a USDH staff of 21 to manage its program and project portfolio. This includes a program economist, an agricultural economist, and project officers with expertise in agronomy, livestock, and forestry. Technical assistance provided under all projects adds expertise in the areas of program and policy interest. Contractors providing support in areas of private sector strategy include the Cooperative League of the USA (CLUSA) under the Agricultural Production Support Project, the University of Michigan team of ASDG, and the Tufts University team of the Integrated Livestock Project.

The development of this strategy and the Niger Economic Policy Reform Program has several implications for the staffing pattern of USAID. For example, since there will be no counterpart fund or associated project assistance, the NEPRP will require a new intensified coordination with other donors, within AID, and among various GON ministries and Nigerian private sector actors. As the program develops USAID might want to examine bringing on board a contractor or USDH with private sector expertise to provide technical guidance in market surveys and promotion, development of support institutions, training needs, and analysis of various enterprises.

**PROGRAM AND PROJECT INITIATIVES SUPPORTING
USAID NIGER'S PRIVATE SECTOR STRATEGY**

<u>PROGRAM/PROJECT</u>	<u>GOAL/OBJECTIVES RELATED TO PRIVATE SECTOR</u>	<u>PRIVATE SECTOR FOCUS/IMPACT</u>
Niger Economic Reform Program - NEPRP	<ul style="list-style-type: none"> . Increase rural incomes by stimulating crop diversification and improved domestic/foreign marketing of agricultural production . Expand access of cooperatives and private sector to all agricultural product marketing channels 	<ul style="list-style-type: none"> . Simplify export regulations . Eliminate export tariffs . Introduce regulatory, business and market information . Reduce govt. controls and clarify regulatory texts . Reduce/Eliminate price controls . Revise commercial and investment codes
Agriculture Sector	<ul style="list-style-type: none"> . Diminish policy constraints in agricultural production . Provide resources to support agricultural development . Support economic stabilization/structural adjustment process . Hasten transition from public to private sector of agricultural input and marketing. 	<ul style="list-style-type: none"> . Support increased role of voluntary cooperatives and private sector in supply of agricultural inputs and storage/marketing of grain. . Develop a national certified seed production and distribution system. . Improve national grain marketing and distribution systems, and cost effectiveness of national grain reserve. . Support regional trade initiatives . Create national savings and credit system.
Rural Organizations Development Project	<ul style="list-style-type: none"> . Promote national cooperative movement. 	<ul style="list-style-type: none"> . Provide cooperative development support services . Establish private sector bank guarantee program for credit extension to cooperatives. . Assist in transfer to coop movement of national input supply agency.

**Niger Applied
Agriculture Research
Project**

- Improve applied research for dryland and irrigated agricultural development

- Provide research data on cowpeas and other export agricultural products
- Support research on production, cropping and markets for higher value crops

**Niger Health
Sector Support Grant**

- Improve rural health delivery systems

- Promote pharmaceutical sales through private entrepreneurs and cooperatives
- Explore user fee possibilities for health services.

**Niger Family Health
and Demography
Project**

- Support development of national level family planning service system

Test private, mixed approaches to contraceptive distribution

ASDG

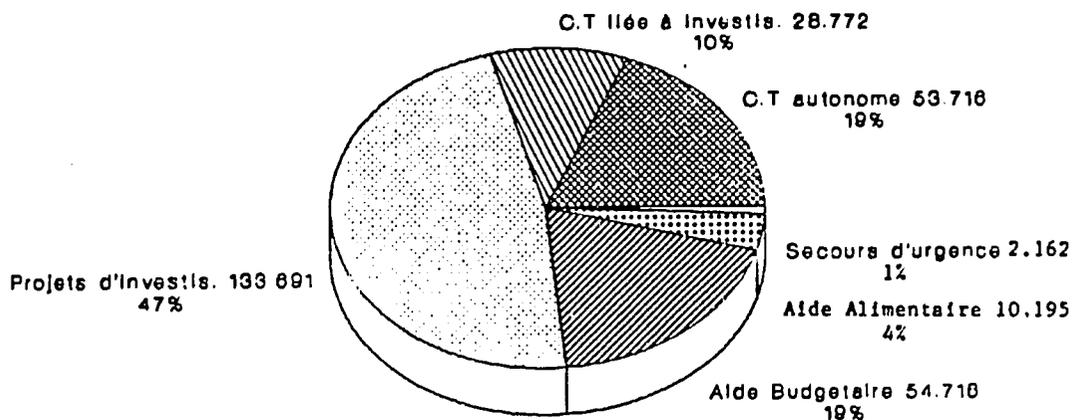
- Improve management of forest and rangeland resources

- Promote rational harvesting and free market sales of forest and range products in national forests.
- Develop cooperative marketing system for forest and range products from national forests.

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ANNEX VII: NIGER FOREIGN AID PROFILE COMPILED BY THE UNDP

RESUME DE L'AIDE EXTERIEURE PAR TYPE vue graphique



déboursments en 1989 en \$000

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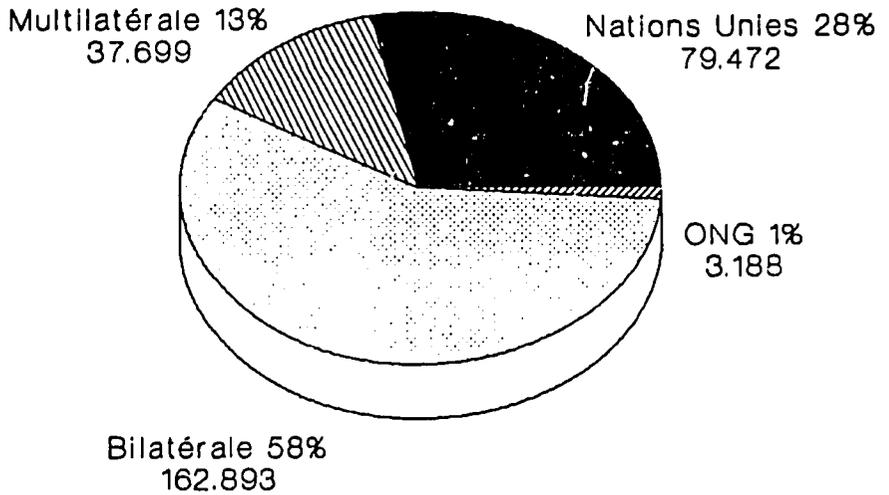
TABLEAU 9

RESUME DE L'AIDE EXTERIEURE PAR TYPE ET CONDITIONS, 1989
(déboursement en milliers de dollars E.U.)

TYPE D'ASSISTANCE	CONDITIONS	DEBOURSEMENTS
COOPERATION TECHNIQUE AUTONOME	DON	49.898
	PRET	3.818
	TOTAL	53.716
COOPERATION TECHNIQUE LIEE A DES PROJETS D'INVESTISSEMENT	DON	23.867
	PRET	4.889
	TOTAL	28.756
-PROJETS D'INVESTISSEMENT	DON	74.245
	PRET	59.462
	TOTAL	133.707
AIDE PROGRAMME/BUDGET. OU APPUI A LA BALANCE DES PAIEMENTS	DON	29.594
	PRET	25.122
	TOTAL	54.716
AIDE ALIMENTAIRE	DON	10.195
	TOTAL	10.195
ASSISTANCE ET SECOURS D'URGENCE	DON	904
	PRET	1.258
	TOTAL	2.162
TOTAL GENERAL		282.252

SOURCE : development co-operation analysis system(DCAS)--Niger 1989

**RESUME DE L'AIDE EXTERIEURE PAR SOURCES
DE FINANCEMENT (vue graphique)**



déboursments en 1989 en \$000

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TABLEAU 10

RESUME DE L'AIDE EXTERIEURE PAR DONATEUR
(En milliers de dollars E.U.)

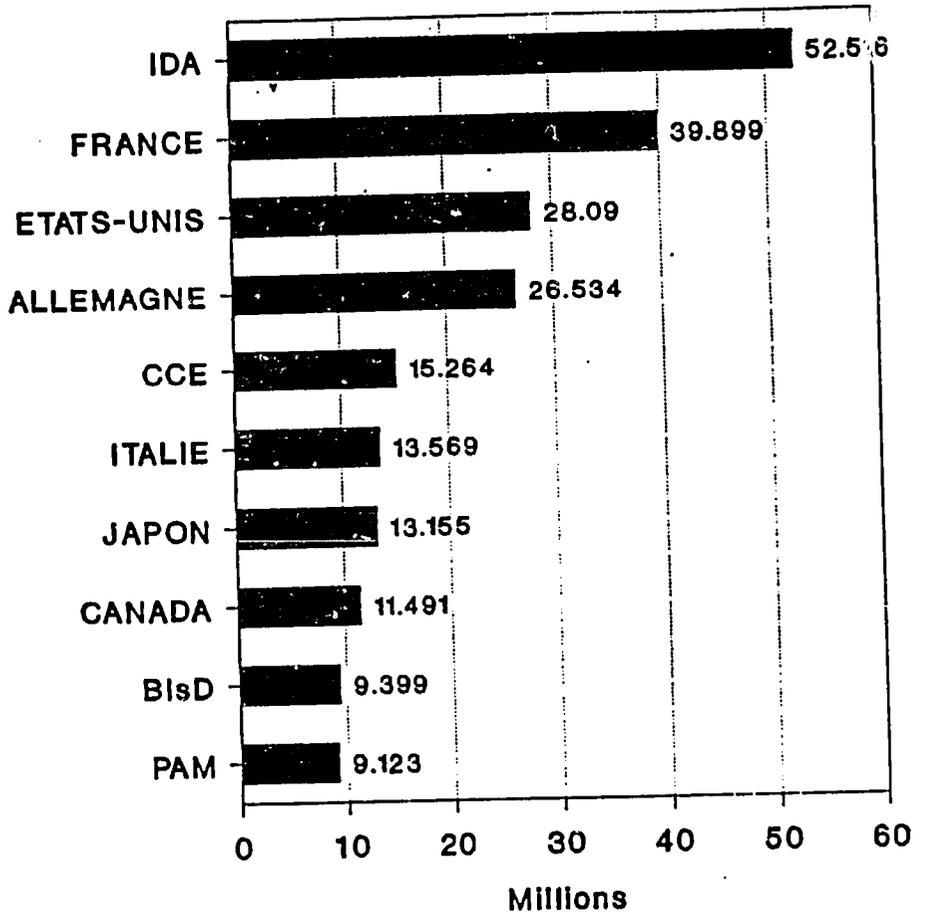
DONATEURS	DEBOURSEMENTS			VARIATION (EN %)	
	1987	1988	1989	1988	1989
1. MULTILATERAL					
1.1. SYSTEME DES NATIONS UNIES					
FAO	1.257	1.709	738	-57	
AIEA	103	128	191	49	
IDA	64.854	86.481	52.516	-39	
FIDA	1.053	1.489	1.916	29	
OIT	161	8	25	213	
FMI	22.660	11.259	-	-	
FENU	1.013	643	381	-41	
PNUD	4.904	6.823	6.495	-5	
FNUAP	585	724	994	37	
UNICEF	5.309	3.666	3.799	4	
ONUDI	35	18	79	339	
BNUS	2.669	5.877	2.347	-60	
PAM	7.178	7.780	9.123	17	
OMS	1.637	257	858	234	
OMM	22	26	10	-62	
CNUEH	18	-	-	-	
OMPI	-	14	-	-	
UNESCO	148	-	-	-	
UNHCR	36	40	-	-	
UPU	24	22	-	-	
UIT	2	-	-	-	
TOTAL	113.668	126.964	79.472	-37	
1.2. AUTRES					
BADEA	2.784	2.733	2.469	-10	
BAFD	10.895	4.974	6.683	34	
CCE	17.509	23.034	15.264	-34	
BISD	3.467	5.019	9.399	87	
IUCN	117	828	722	-13	
OPEP	2.445	1.520	1.894	25	
BOAD	2.397	1.645	1.268	-23	
CONSEIL DE L'ENTENTE	2.599	-	-	-	
QUA	655	377	-	-	
TOTAL	42.867	40.129	37.699	-6	

<u>2. BILATERAL</u>				
AUTRICHE	-	-	110	-
BELGIQUE	4.736	5.745	3.842	-33
CANADA	21.770	16.340	11.491	-30
CHINE	6.758	894	2.976	233
DANEMARK	-	4.123	4.464	8
FRANCE	93.673	67.214	39.899	-41
ALLEMAGNE (REPUBLIQUE FEDERALE D'	17.942	17.772	26.534	49
ITALIE	23.847	33.181	13.569	-59
JAPON	37.775	31.294	13.155	-58
KOWEIT	-	-	1.182	-
MAROC	267	-	157	-
PAYS-BAS	4.886	7.808	7.099	-9
NORVEGE	182	383	238	-38
ARABIE SAOUDITE	10.326	3.252	2.948	-9
SUISSE	6.006	7.219	5.679	-21
ETATS-UNIS D'AMERIQUE	33.016	13.641	28.090	106
UNION DES REPUBLIQUES SOCIALISTES	537	658	1.460	122
SOVIETIQUES	-	-	-	-
ALGERIE	2.154	2.379	-	-
COREE DU SUD	268	-	-	-
EGYPTE	1.825	1.806	-	-
ESPAGNE	-	4	-	-
LUXEMBOURG	-	258	-	-
PAKISTAN	-	20	-	-
ROYAUME UNIS	1.087	411	-	-
TUNISIE	266	-	-	-
TOTAL	267.318	214.402	162.893	24
<u>3. ONG</u>				
AFC	-	-	205	-
CARE-USA	-	-	1.017	-
DED-GFR	-	-	729	-
HKI	-	-	142	-
I.P.C.	-	-	265	-
LWR	-	-	250	-
MSF	-	-	141	-
SSI	-	-	187	-
SWISSAID	-	-	252	-
TOTAL	9.445	6.689	3.188	52
TOTAL GENERAL	435.437	388.184	283.252	-27

Source : development co-operation analysis system (DCAS)-Niger 1989

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**ASSISTANCE AU NIGER EN 1989
LES DIX PREMIERS DONATEURS**



■ Déboursements

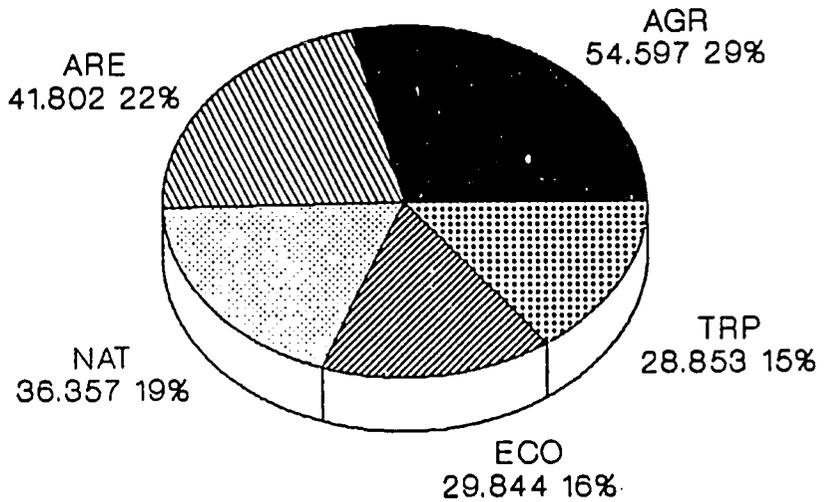
déboursements en milliers de dollars

TABLEAU 11
RESUME DE L'AIDE EXTERIEURE PAR SECTEUR, 1989
 (déboursement en milliers de dollars E.U.)

SECTEUR	MONTANT	POURCENTAGE
Gestion de l'économie (ECO)	29.844	11
Administration au développement (ADM)	27.392	10
Ressources Naturelles (NAT)	36.357	13
Mise en valeur des ressources humaines (HUM)	23.151	8
Agriculture, Foresterie et Pêcherie (AGR)	54.597	19
Développement régional (ARE)	41.802	15
Industrie (IND)	3.095	1
Energie (ENY)	3.997	1
Commerce International des biens et services (ITR)	1.480	-
Transports (TRP)	28.853	10
Communications (COM)	2.889	-
Développement social (SOC)	1.869	-
Santé (HLT)	24.619	9
Planification préalable en prévision des catastrophes (DTS)	260	-
Aide et secours humanitaires (AID)	3.046	1
TOTAL	283.251	1

Source : development co-operation analysis system (DCAS)-Niger 1989

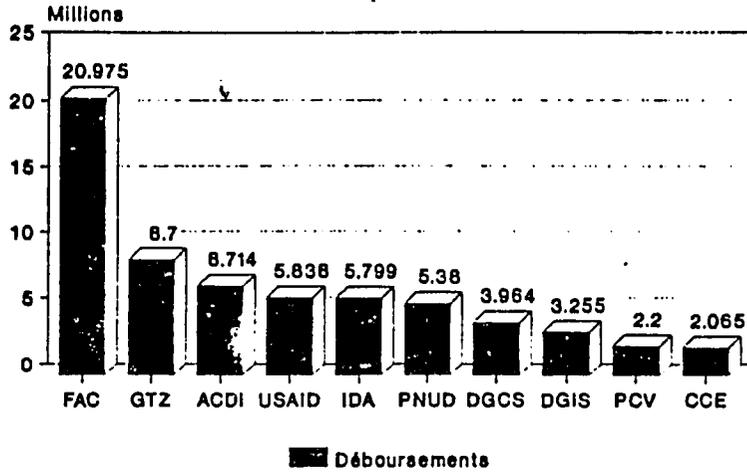
ASSISTANCE AU NIGER EN 1989
LES CINQ PREMIERS SECTEURS



ARE : Développement régional
AGR : Agriculture, Foresterie et pêche
NAT : Ressources Naturelles
TRP : Transports
ECO : Gestion de l'économie

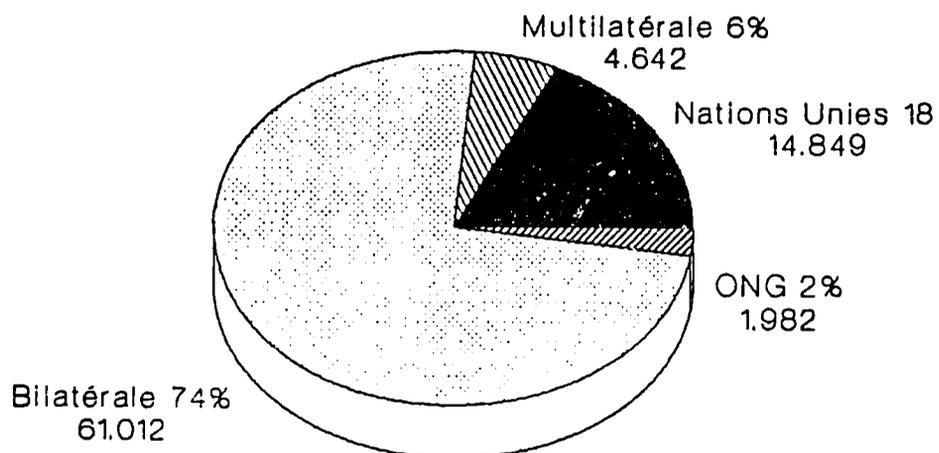
en milliers de dollars

Déboursements des dix premiers donateurs en Coopération Technique



déboursements en 1989 en 8000

Déboursements de la Coopération Technique par groupe de donateurs



en 1989 en \$000